

UNIVERSITY OF KWAZULU-NATAL

**EVALUATING THE IMPACT OF RURAL HOUSING PROJECTS IN NONGOMA
LOCAL MUNICIPALITY**

by

Mduduzi Emmanuel SITHOLE

216076683

A dissertation in fulfilment of the requirements for the degree of Master of Administration

School of Management, IT and Governance

College of Law and Management Studies

Supervisor: Professor TI Nzimakwe

Co-supervisor: Ms LN Kunene

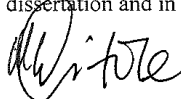
December 2018

DECLARATION

I, **Mduduzi Emmanuel SITHOLE**, declare that

- (i) The research reported in this dissertation, except where otherwise indicated, is my original research.
- (ii) This dissertation has not been submitted for any degree or examination at any other university.
- (iii) This dissertation does not contain any other person's data, pictures, graphs or other information, unless specifically acknowledged as being sourced from other persons.
- (iv) This dissertation does not contain any other person's writing, unless specifically acknowledged as being sourced from other researchers. Where other written sources have been quoted, then:
 - a) their words have been re-written but the general information attributed to them has been referenced;
 - b) where their exact words have been used, their writing has been placed inside quotation marks, and referenced.
- (v) This dissertation does not contain text, graphics or tables copied and pasted from the Internet, unless specifically acknowledged, and the source being detailed in the dissertation and in the biography section.

Signature:



Date:

14/06/2019

ACKNOWLEDGEMENTS

I would like to express my sincere appreciation and gratitude to the following people:

To my wife, Khethiwe for your constant inspiration, encouragement and love.

To my supervisors Prof T.I. Nzimakwe and Ms L.N. Kunene, for your guidance and direction.

To my friends, who inspire me and bring out the best in me.

To every other individual who has directly or indirectly assisted or supported me in the successful completion of my dissertation.

To the management and staff at Nongoma Local Municipality, who participated as research respondents, thank you for your time and patience.

My colleagues, for their support, encouragement, shared knowledge and friendship for the past three years – thank you.

ABSTRACT

Introduction

This research set out to examine the identified factors that interrupt the delivery of houses to the community of Nongoma. The study was also consummated to evaluate the challenges of rural housing projects with a view to make recommendations to Nongoma Local Municipality and other stakeholders involved in the housing project.

Methodology

A questionnaire was distributed to participants in different categories of staff and three tribal authorities i.e. KwaMandlakazi, Osuthu and Ematheni. Statistical Package for Social Sciences (SPSS), Version 24 was used to analyse results. Data was inputted into the SPSS package and generated various statistical findings in the form of visual displays like pie charts, tables and histograms containing frequencies, the mean, standard deviation and skewness. The data from SPSS was then analysed to determine the centrality of responses and pattern of responses in order to make inferences per question. The SPSS package also generated the Cronbach Alpha statistic which determined a higher level of reliability of the findings above 0.7.

Results

Findings showed that financial constraints, poor communication between departments tasked with housing delivery, lack of implementation monitoring mechanisms by the Department of Human Settlements are among some of the factors interrupting rural housing delivery under Nongoma Local Municipality. However, the research further revealed that rural housing projects impacted positively on job creation, alleviation of poverty related to shortage of accommodation, living standards of the people, infrastructural development, rural electrification, clean water and protection of rural people from the adverse weather conditions and the environment.

Discussion

There is convergence of findings between primary findings on factors interrupting housing delivery and scholarly views. Various scholars identified different challenges affecting housing delivery by governments. Mnisi (2011) cited topographical challenges, Burgoyne (2012) identified financial constraints, and Abubakar (2014) identified poor communication and Defra (20014b), who pointed out that most housing construction projects are burdened with the challenge of a lack of teamwork across all the functions leading to slackened progress.

Hodgson and Gwagwa (2013)'s assertions that poor monitoring of project staff and progress is a key challenge affecting delivery of housing projects was also confirmed as a challenge by the respondents.

The **findings** on the challenges of rural housing in Nongoma Municipality resonated with scholarly assertions by Ray (2010) who cited employment creation, Hopkins (2014), poverty reduction, and der Ploeg *et al.* (2015), improvements in material condition, social and psychological well-being, Hemson *et al.* (2014) infrastructural development, and Mnisi (2013), provision of clean water and well-constructed good sanitation facilities.

Research recommendations included lobbying for more funding from the central government and other donor agencies in order to overcome the challenge associated with financial challenges, establishment of cross-functional teams that harness the expertise of people from various departments, strict monitoring and supervision and establishment of clear project completion deadlines.

TABLE OF CONTENTS

DECLARATION	ii
ACKNOWLEDGEMENTS	iii
ABSTRACT.....	iv
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF ABBREVIATIONS.....	xiv
CHAPTER ONE: INTRODUCTION AND OVERVIEW OF THE STUDY.....	1
1.1. Introduction.....	1
1.2. Background of the study	2
1.3. Statement of the problem.....	4
1.5. Purpose of the study.....	5
1.6. Research objectives.....	5
1.7. Research questions.....	5
1.8. Research methodology.....	5
1.9. Outcomes	6
CHAPTER TWO: LITERATURE REVIEW	7
2.1 Introduction	7
2.2 Housing as a Fundamental Human Right.....	11
2.4 Meeting the Needs of Rural Communities.....	16
2.4.2 The Need to Strengthen Rural Villages.....	17
2.4.3 Guiding Development in Rural Settlements	18
2.4.4 Tailoring Rural Settlements’ Planning To Local Circumstances	18
2.4.5 Rural Housing Development Plan Objectives	19
2.5 Challenges Interrupting the Delivery of Houses	20

2.5.1 Inadequate Service Provider Skills.....	21
2.5.2 Influence of Political Powers.....	22
2.6 Impact of Rural Housing Programmes.....	23
2.7 Possible strategies that can be used by municipalities to improve housing projects’ service delivery	25
2.7.1 Provision of permanent affordable housing.....	26
2.7.3 Rehabilitation of existing housing.....	28
2.8 Conclusion.....	29
CHAPTER 3 : RESEARCH AND DESIGN AND METHODOLOGY 25	
3.1 Introduction	30
3.2 Research purpose.....	32
3.3 Research setting.....	33
3.5. Research Philosophy and Traditions	33
3.5.1 Essential Elements of a Research Paradigm.....	34
3.5.3 The assumptions of the positivists.....	35
3.5 Research Design.....	36
3.6.1 Target population.....	37
3.7 Sampling method.....	38
3.8 Data Collection.....	40
3.8.2 Data collection instruments	40
3.9 Data analysis	41
3.10 Data quality	41
3.11 Ethical issues	42
3.11.1 Confidentiality and anonymity	42
3.11.2 No harm to participants	42
3.11.3 Informed consent	43

3.12 Conclusion.....	43
CHAPTER 4: PRESENTATION OF RESULTS	44
4.1 Introduction	44
4.2 Sample.....	44
4.3 Discussion of findings.....	45
4.4 Demographic relationships and study variables.....	46
4.5 Descriptive statistics.....	49
4.6 Factors that interrupt the delivery of houses to the community of Nongoma.....	50
4.7 Strategies of accelerating service delivery through rural housing projects in Nongoma Local Municipality	69
4.7.1 Mean and S. Dev of variables.....	69
4.8 Impact of rural housing projects in Nongoma Local Municipality	83
4.8.1 Mean and S. Dev of variables.....	83
4.9 Conclusion.....	93
CHAPTER 5: DISCUSSION OF FINDINGS	94
5.1 Introduction	94
5.2 Challenges that interrupt the delivery of houses to the community of Nongoma.....	94
5.3 Strategies of accelerating service delivery through rural housing projects in Nongoma Local Municipality	98
5.4 Conclusion.....	104
CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS.....	105
6.1 Introduction	105
6.2 Has the problem been solved?.....	105
6.3 Implications of this research	107
6.4 Recommendations to solve the research problem	107
6.5 Recommendations for future studies.....	109
6.6 Summary	109

References..... 111

Appendices..... 121

 Appendix: A: Draft Questionnaire 121

 Appendix B: Ethical clearance certificate **Error! Bookmark not defined.**

LIST OF TABLES

Table 4.1 Response rate	45
Table 4.2 Reliability statistics.....	45
Table 4.3 Descriptive statistics on the factors that interrupt the delivery of houses to the community of Nongoma	51
Table 4.4: Descriptive statistics on strategies of accelerating service delivery through rural housing projects in Nongoma Local Municipality.....	69
Table 4.5: Descriptive Statistics on rural housing projects in Nongoma Local Municipality .	84

LIST OF FIGURES

Figure 4.1 Gender of the respondents	46
Figure 4.2 Age of respondents	47
Figure 4.3 Marital status of the respondents	47
Figure 4.4 Educational qualifications of the respondents	48
Figure 4.5 Category/rank of staff.....	48
Figure 4.6 Years in the organisation	49
Figure 4.7 Scattered settlements in high topographic areas area challenge affecting rural housing delivery.....	52
Figure 4.8 Inadequate financial resources are a constraint affecting rural housing delivery ..	53
Figure 4.9 Poor communication between departments is a challenge affecting rural housing delivery	54
Figure 4.10 Absence of cross-functional teams is a challenge affecting rural housing delivery	55
Figure 4.11 Lack of implementation monitoring mechanisms by the Department of Human Settlements is a challenge affecting rural housing delivery.....	56
Figure 4.12 Poor execution and implementation of the projects is a challenge affecting rural housing delivery.....	57
Figure 4.13 Shortage of skilled labour is a challenge affecting contractors for rural housing delivery	58
Figure 4.14 Lack of managerial capacity on the part of implementation agents is a challenge affecting rural housing delivery	59
Figure 4.15 Lack of proper organising and planning skills on the part of implementation agents is a challenge affecting rural housing delivery	60
Figure 4.16: Incomplete and unclear drawings and deficiencies between consultants and contractors is a challenge affecting rural housing delivery	61
Figure 4.17 Traditional leaders are also alleged to be stalling the progress in the implementation of rural housing projects	62

Figure 4.18 Contractors hired by the Department of Human Settlements are responsible for the challenges affecting rural housing delivery	63
Figure 4.19 High staff turnover Department of Human Settlements is a Challenge Affecting Rural Housing Delivery	64
Figure 4.20 Political interference is a challenge affecting rural housing delivery	65
Figure 4.21 Lower staff motivation is a challenge affecting rural housing delivery	66
Figure 4.22 Poor employee supervision and monitoring is a challenge affecting rural housing delivery	67
Figure 4.23 Hired contractors do not have clear project completion deadlines.....	68
Figure 4.24 Setting clear performance deadlines can help in accelerating rural housing delivery	71
Figure 4.25 Setting achievable goals and objectives that are communicated to all employees in the Department of Human Settlements can help in accelerating rural housing delivery.....	72
Figure 4.26 Engaging central governments for additional financial budgetary allocations can help in accelerating rural housing delivery	73
Figure 4.27 Creation of more open lines of communication between departments can help in accelerating rural housing delivery	74
Figure 4.28 Creation of effective cross–functional teams can help in accelerating rural housing delivery	75
Figure 4.29 developing effective implementation monitoring mechanisms by the Department of Human Settlements can help in accelerating rural housing delivery.....	76
Figure 4.30 Hiring contractors with managerial and human resources capacity can help in accelerating rural housing delivery	77
Figure 4.31 Hiring and retaining skilled staff can help in accelerating rural housing delivery	78
Figure 4.32 Improving planning and organisation skills on the part of the Department of Human Settlements is necessary to accelerating rural housing delivery	79
Figure 4.33 Improvement of the working conditions on the part of the employees of the Department of Human Settlements is necessary to accelerating rural housing delivery	80

Figure 4.34 Engage traditional leaders to remove resistance towards implementing rural housing delivery.....	81
Figure 4.35 Eliminate political interference by approaching the courts to get reprieve.....	82
Figure 4.36 Provision of rural housing has created job opportunities	85
Figure 4.37 Provision has reduced poverty related to the shortage of accommodation	86
Figure 4.38 Provision of housing has improved the living standards of the people	87
Figure 4.39 Provision of housing has improved infrastructure development	88
Figure 4.40 Provision of rural housing has increased rural electrification	89
Figure 4.41 Provision of rural housing has made it easy for rural people to access better sanitation services	90
Figure 4.42 Provision of rural housing has made it easy for rural people to access clean water	91
Figure 4.43 Provision of rural housing has provided adequate protection of rural people from the environment	92
Figure 4.44 Provision of rural housing has provided adequate protection of rural people from the environment	93

LIST OF ABBREVIATIONS

IDP	Integrated Development Programme
KZN	KwaZulu-Natal
RDP	Reconstruction and Development Programme
RHP	Rural Housing Project
SALGA	South African Local Government Association
SPSS	Statistical Package for the Social Sciences

CHAPTER ONE

INTRODUCTION AND OVERVIEW OF THE STUDY

1.1 Introduction

Housing remains a huge challenge in South Africa after more than 20 years since the end of apartheid. Apartheid was a system of separate development which was championed by the then successive white governments to promote white privileges while at the same time deliberately neglecting to develop black inhabited areas or providing adequate basic services fit for dignifying black human life. The system of apartheid was more pronounced in terms of housing delivery and saw black people being confined to certain areas with poor housing and social amenities while white inhabited areas were well developed and properly serviced.

South Africa still experiences numerous challenges, many of which relate to dealing with poverty affecting the majority of its citizens. Almost forty percent of South Africa's 50 million inhabitants reside in rural areas (Manuel, 2012) and these are where at least seventy percent of the country's poorest people live (Kepe & Tessaro, 2014). In Nongoma Local Municipality, approximately 2970 houses of phase one (01) were allocated in 2013 amongst the two tribal authorities of Mandlakazi and Osuthu. Since 2013, the municipality has been struggling to complete this phase one (01) of the project (Director of Rural Housing, Nongoma Local Municipality, Annual Report, 2014).

The researcher found it imperative to examine further the impact of the rural housing project from the context of houses situated in the 14 wards of Mandlakazi and Osuthu Tribal areas in Nongoma Local Municipality (Director of Rural Housing, Nongoma Local Municipality, Annual Report, 2014). The post-apartheid policies and legislations, which seek to address this problem, are now in place. The rural housing project need to be carried out after careful scrutiny of the situation prevailing under Nongoma Local Municipality so that only deserving persons specified under the RHP policy benefit from the project. This explains the researcher's interest in consummating this research so that an evaluation of how the houses were provided and the impact of the RHP on the Nongoma Community are made.

According to Statistics South African Report (2014), there is an enormous backlog for decent housing in rural areas. The prevailing high poverty rates in the rural communities of Nongoma has made it a challenge for the people to build decent houses fit for human habitation and strong enough to withstand the ever occurring harsh climatic and weather conditions.

The provision of houses to the poor, within local government, has always been a challenge for Nongoma Local Municipality, in KwaZulu-Natal, South Africa. As such, different models, like the Reconstruction and Development Programme (RDP), have been implemented to enable communities to benefit from housing projects. However, since 2004 the government has changed from RDP to the Rural Housing Project (RHP) in KwaZulu-Natal (KZN). The reason for the change was to try to implement projects that have properly outlined goals.

This project is regarded as a fundamental component in the drive towards enhancing a better life for all and a commitment to deliver one million and five hundred thousand houses by 2019, which officially declares South Africa as the biggest construction site in Africa and other developing areas (Human Settlements, 2014).

1.2 Background of the study

Mnisi (2013) pointed out that the South African government accepted the Reconstruction and Development Programme's (RDP) statement that housing is a basic need (RDP White Paper, 1994). Pre-1994, beneficiaries were not given an opportunity to participate in the housing development process and housing development was predominantly for the privileged races. Several challenges, such as land issues, were experienced through this exercise.

In 2004, the Department of Human Settlements introduced the "Breaking the New Ground Comprehensive Plan" which emphasized community participation in the housing development process, and the creation of sustainable human settlements, including the provision of social and economic amenities (KZN Human Settlements, 2014). There has been research into the challenges of providing shelter to the needy community within local government, however, there is little evidence of how to improve the provision of houses. Political interference, land issues in respective communities, as well as child-headed households, remains a problem and cause delays.

The new human settlements plan reinforces the vision of the Department of Housing: to promote the achievement of non-racial, integration society through the development of sustainable human settlements and quality housing (Chenwi, 2016). According to KZN Human Settlements Department (2014), the RHP has clearly stated objectives, which includes the following:

- Utilising provision of housing as a major job creation strategy;
- Ensuring property can be accessed by all as an asset for wealth creation and empowerment;
- Leveraging growth in the economy;
- Combating crime, promoting social cohesion and improving quality of life for the poor; and
- Supporting the function of the entire single residential property market to reduce duality within the sector by breaking the barriers between the first economy residential property boom and the second economy slump (Department of Human Settlement Annual Report, 2013).

As part of an approach, which envisages that municipalities will play a significantly increased role in the housing process, municipalities must take the lead role in negotiating the location of housing supply to facilitate spatial restructuring. This will also encourage integration between housing delivery spatial planning, infrastructure provision, Municipal IDP and budgetary coherence (Nongoma Housing Sector Plan, 2013). There is an increased perception that after the apartheid era, the housing delivery approach and strategies used in South Africa subsequently within provinces accelerated poverty instead of improving people's livelihood (Burgoyne, 2012).

It has also been argued that the housing subsidy scheme intended to provide the poor with housing has failed to address their housing needs adequately. In addition, many researchers Chenwi (2016), Burgoyne (2012) and Mnisi (2013) mentioned that the housing subsidy projects in South Africa have failed to answer the following questions:

- Are the houses in the housing projects meeting the basic needs of the poor people in South Africa?
- Who should be a beneficiary of these houses?
- What factors are hindering the delivery of houses?
- What are the roles of councillors and traditional leaders in safeguarding success with the provision of houses? (Chenwi, 2016; Burgoyne, 2012).

1.3 Statement of the problem

One of the greatest challenges that South African citizens are facing is a shortage of decent housing that fit for human habitation in the rural areas (Davids, 2011; Hemson, Meyer & Maphunye, 2014). Despite the government of South Africa availing funds to assist in the construction of decent rural houses for the most vulnerable people under Nongoma Local Municipality under the 2010 Integrated Sustainable Rural Development Strategy, the pace of rural housing construction and handover to targeted beneficiaries has been painstaking slow. This resulted in the failure to achieve the intended targets. Thus, this research examined the problem of poor implementation of rural housing delivery to the communities under Nongoma Local Municipality.

1.4 Justification for the study

The study's approach hopes to make a worthwhile contribution to the existing body of knowledge and cause policy makers to consider the involvement of all stakeholders in the projects, including beneficiaries. It hopes to contribute to the theories of perception in the Human Settlement Department. The study has exposed some of the challenges facing the delivery of houses by the government to rural communities. If this study was not conducted, the issue of housing in Nongoma Local Municipality would remain a problem whose extend is unknown, thus appropriate strategies cannot be implemented.

1.5 Purpose of the study

The aim of study was to investigate the impact of the rural housing programme in the Nongoma Local Municipality, in KwaZulu-Natal province of South Africa.

This study examine the people of Nongoma community are satisfied or dissatisfied with the rural housing programme so that possible recommendations could be made to Nongoma Local Municipality and all the other stakeholders, involved in the rural housing programme. Though the study is not universal it could act as a guiding framework for rural housing programs in rural housing South Africa.

1.6 Research objectives

The objectives of the study were:

- Examine the challenges inadequate service provider skill has on housing delivery in rural KZN
- To evaluate the influence extent customary leadership.
- To investigate the influence of political powers on housing delivery in rural areas.
- To evaluate the strategies for improving human resources performance.

1.7 Research questions

The study answered the following key questions:

- What is the impact of inadequate service provider skill has on housing delivery in rural KZN?
- To what extent does the influence of customary leadership has on rural housing projects in Nongoma Local Municipality?
- How does a political power impact on housing delivery in rural areas of Nongoma Local Municipality?
- What are the recommended strategies for improving rural housing delivery under Nongoma Local Municipality?

1.8 Research methodology

This research adopted a quantitative research methodology. The logic for choosing quantitative research methodology was that establishing the changes of rural housing in Mandlakazi Tribal Authority and Osuthu Tribal Authority in Nongoma area under Nongoma Local Municipality required a large sample of respondents so as to generate findings.

1.9 Outcomes

The study identified the beneficial impact of the provision of rural housing projects in the area so that the municipality, and other stakeholders, could become aware of factors interrupting the provision of rural housing to rural communities under Nongoma Local Municipality. The recommendations from the study will help in the improvement of the socio-economic status of community members through income generation and the satisfaction of basic needs.

The findings of the study will help role players, such as councillors, ward committee members, traditional leaders and other government officials, to have a detailed understanding of the factors interrupting rural housing delivery under Nongoma Local Municipality. The government officials responsible for community development are also provided with assistance in developing guidelines on the implementation of rural projects.

CHAPTER TWO

LITERATURE REVIEW

2. Introduction

Rural housing is marginalised in policy discussions and debates on rural issues because its needs are generally subordinate to urban housing needs in terms of priority (The Community Tool Box, 2012:3). Despite the fact that decent housing is indispensable for the welfare and social security of every household, rural areas suffer more from the concentration of deprivation than urban areas (Hodge & Monk, 2014). Thus, with household income usually measuring at a lower level than in urban areas, coupled with seasonal unemployment, many households in rural areas often find it difficult to become homeowners.

The Texas Health and Human Services Commission (2010) found that the difficulties associated with owning homes in rural areas have negative implications on the sustainability of rural communities. Consequently, the lack of sustainability causes divisions among family members, which negatively impacts on rural enterprises and their economic viability, as young people transfer to urban areas to look for jobs leaving behind the old and children (Hodge and Monk, 2014).

The need for rural housing has led to the drive for rural development in South Africa (RDS, 2009). The World Bank (2001) defined rural housing as a means of providing reasonable and decent homesteads in the rural areas. In the South African context, Section 26 (1 and 2) of the constitution states that, “everyone has the right to have access to adequate housing and the state must take reasonable legislative measures and other measures, within its available resources to achieve the progressive realization of the right to housing” (RSA, 1996). Therefore, housing in South Africa is a constitutional right, whether a person lives in an urban or rural area.

The Housing Act (Act 107 of 1997) defined rural housing as:

“the establishment and maintenance of habitable, stable and sustainable public and private residential environment to ensure viable households and communities in areas allowing convenient access to economic opportunities, and to health educational and social amenities in which all citizens and permanent residents of the Republic will, on a progressive basis, have access to permanent residential structures with secure tenure, ensuring internal and external privacy and providing adequate protection and against elements: Portable water, adequate sanitary facilities and domestic energy supply.”

(Department of Housing, 1997, p.4)

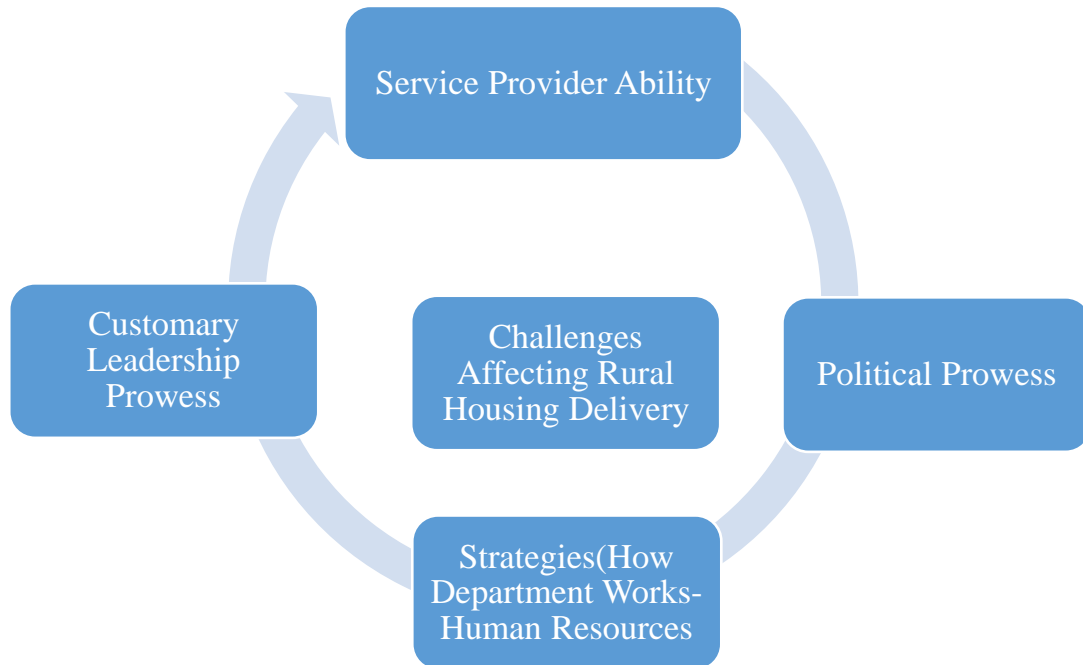
According to Burgoyne (2015), in 2000, the world’s population grew at a steady rate of 1.2 % (that is 77 million people) per annum. This meant that more than 3.3 billion people were relocated by 2008 seeking for a better life (Burgoyne, 2015).

According to Household Survey Data (Statistics SA, 2007), South Africa is experiencing a population growth just like any other country in the world (Statistics SA 2007). In South Africa, to date, the population is around 53 million people compared to 49 million in prior years. The growth of population has sharply increased in both urban and rural areas (Statistics SA 2017). Thus, the growth in the population of South Africa has led to a steady increase in the number of poor people requiring government assistance in the provision of housing against the backdrop of constrained financial resources.

Due to this increase, there has been a high demand for urban and rural housing in South Africa (Burgoyne, 2015). Although many people are migrating to urban areas, especially the economically active generation, there are still many people living in the rural areas requiring rural housing government assistance (Statistics SA, 2017). This has influenced the South African government to embark on rural development through rural housing. The next section will deal with the impact of rural housing on its beneficiaries.

2.1 Conceptual framework

Challenges of Rural Housing in KZN: The case of Nongoma Local Municipality



As evident by figure 1.1, the development of a rural housing scheme is meant to alleviate poverty among the rural folk by providing decent houses. However, as figure 1.1 shows this noble objective of providing decent rural housing is constrained by the existence of factors interrupting housing delivery under Nongoma Local Municipality which also impacts on rural housing delivery.

The framework displayed in figure 1.1 further demonstrates the need for formulation and implementation of strategies that helps to accelerate rural housing service delivery in order to have a desired impact on poverty alleviation. The research has conceptualized that housing provision is being interrupted by certain factors that need strategies to be put in place in order to impact on poverty alleviation through housing provision. The concepts represented in the conceptual framework forms the main thrust of this study and will be discussed in subsequent sections of this chapter.

2.1.1 Theory Underpinning the Conceptual Framework

Warwick's three stage model of policy implementation underpins this conceptual framework. According to Warwick, policy formulation is the initial step towards policy implementation.

The initial phases in policy implementation are characterised by the need to solve a problem affecting society and is initiated by people with legitimate power to formulate policy. Warwick's theory recognised that when implementing a government formulated policy or program, there are several unanticipated or anticipated micro-and macro-environment forces or challenges that constraints policy implementation. The theory further acknowledged that challenges are constraining forces that are inevitable in any policy implementation matrix and can emanate from restraining forces in the political environment, external stakeholders, economic forces or human capacity limitations. Thus it is incumbent upon policy makers to reduce constraining forces by anticipating likely and unlikely challenges that can constrain policy implementation.

Warwick (1989; 2002; 2017)'s theory dismissed de Coning, Cloete, & Burger (2018)'s machine model which was premised on the idea that policy implementation is an automatic mechanistic process within a rationalised administrative machine. Warwick (1989; 2002; 2017) calls into question de Coning et al., (2018)'s assumptions and also assumptions by the likes of Najam (1995); Hjern and Hull (1982) who insinuated that policy implementation is a firmly ordered system with highly rationalised legalistic, authoritarian and hierarchical structures. The authors contended that policy implementation is much more complex such that a multi-faceted approach incorporating a synthesized version of top –down and bottom up approaches is necessary in order to get synergistic value from the strengths of these implementation strategies.

This proposition by Warwick (1989; 2002; 2017) could be transferable to the implementation of rural housing which has experienced several challenges during its policy implementation phase's policy. The implications of implementing policy is the realisation that in the ideal world, challenges in the environment are inevitable and acts as restraining forces that can have negative impact on project success.

2.2 Housing as a Fundamental Human Right

Both developed and developing countries were signatories to the 1995 Copenhagen Declaration, which emerged from the United Nations World Summit on Social Development, in which signatories undertook to develop country specific measures of poverty by 1996 (Gwanya, 2012).

Gwanya (2012) observed that many countries are committed signatories of international covenants and treaties to the advancement of the socio-economic rights of their inhabitants, which include the International Covenant on Economic, Social and Cultural Rights, the African Charter on Human and Peoples Rights, and the Commission on Sustainable Development. In this regard, Gwanya (2012) revealed that the Johannesburg Plan of Implementation (JPOI) called for the development of rural infrastructure, expanding the rural economy and strengthening transportation and access to markets, market information and credit to support sustainable agriculture and rural development.

In contrast, Nkwinti (2010) noted that, despite the signing of international conventions and the development of sectoral rural focused programmes, rural areas remain underdeveloped. Nkwinti (2010) opined that this is due to a lack of a common definition of rural development, indicators of deprivation, or lack of access to services that are used to attempt to define what is needed in rural areas. In addition, Nkwinti (2010) posited that budgets for rural housing development programmes cut across different government departments with no incentive for flawless budgeting and planning.

Hence, the solution seems to be to address the core challenge, the prioritisation of funds to rural areas, which can be overcome by an inclusive engagement of multiple stakeholders, both within and outside government, even though Government of South Africa (2010) revealed that there are no enforcement mechanisms for integrated planning and implementation of government programmes. As a result, very few of rural development programmes, especially service delivery programmes, have fully decentralised service points.

2.3 Understanding Rural Housing

Housing, as a key component of any country's economy, constitutes a considerable portion of a nation's tangible assets, and, in the form of home building and remodelling, housing consumption and related spending, represents a significant portion of the gross domestic product (Johnson, 2016).

To this end, quality housing that is decent and affordable enables families to enjoy improved life outcomes on a variety of dimensions, which includes household wealth, family stability, mental and physical health, labour market participation, educational achievement and neighbourhood quality (Roe, McCarthy and Van Zandt, 2001).

In addition, decent and affordable housing adds to the sustainability of communities through improved physical, economic, environmental and social health. These impacts are especially important for rural households and other underserved populations. The benefits of housing, and of stable, vibrant communities, are unequally distributed. For instance, the United States of America (USA) Millennial Housing Commission (2012) noted inequalities that included shortages in affordable and workforce housing, and the Joint Center for Housing Studies (2016) observed declining funding levels for public housing authorities. Similarly, the NAACP and National Association of Home Builders (2016) identified persistent gaps in homeownership rates by race and ethnicity, disproportionate housing, and transportation burdens on rural families.

De Souza Briggs (2005) recapitulated these concerns as inequalities across class, race and ethnicity in the geography of opportunity linking housing, schools, employment and other services over urban space. Thus, the extent of inequalities prevalent in these housing-related social outcomes provides a justification for policy interventions by government and non-governmental organisations. Ireland's Ministry of Environment, Heritage and Local Government [MEHLG] (2015) emphasised the need for policies on rural housing that are responsive to the dispersed patterns of settlement in rural communities. For instance, expanding on the country's rural policy framework, the National Spatial Strategy (NSS) of Ireland's housing policy guidelines requires people in rural communities to benefit from the planning system. Thus, people under strong urban-based pressures, willing to build a house in rural areas, where there are unrelenting and substantial population declines, must be accommodated (Money Follows the People [MFP], 2012:5).

In addition, the development of the rural environs of major urban areas identified in the NSS need to be carefully managed in order to assure their orderly development and successful functioning into the future (MEHLG, 2015:3). The principles laid down in housing policy guidelines require that new houses in rural areas be sited and designed to integrate well with their physical surroundings.

In a similar manner, Mensh (2013:9) contended that, housing designs must be attuned to the protection of water quality in the arrangements made for onsite wastewater disposal facilities and the provision of a safe means of access in relation to road and public safety. Furthermore, MEHLG (2015:3) suggested that, housing policy guidelines must provide that implementers of housing projects in rural areas take heed of the need to conserve sensitive areas such as natural habitats, the environs of protected structures and other aspects of heritage.

Widely varying trends exist in relation to the population levels in different types of rural areas. In this regard, Mecham (2013:4) posited that, in some cases, rural areas close to cities and some larger towns, those close to nationally important transport corridors, and those in certain more scenic areas, are experiencing substantial population growth rates. However, other more remote and economically weaker areas are experiencing a population decline. To this end, Mecham emphasised that housing policies for rural areas must recognise the traditions of people living in the rural areas in order to promote or consider promoting sustainable rural settlement as a key component of delivering more balanced regional development.

Additionally, rural settlement policies' development plans, and their implementation, need to consider both the differing demands for housing in rural areas and varying rural development contexts (MEHLG, 2015:13). Areas with declining populations need different policies, as compared with areas in which there are overspill issues associated with the proximity to large cities or towns. For instance, Indiana Family and Social Services Administration (2012:8) suggested that sustainable rural settlement policy frameworks should sustain and renew established rural communities, and the existing stock of investment, in a way that responds to the various spatial, structural and economic changes taking place, while protecting the important assets rural areas possess.

The Housing Assistance Council (2012:5) insisted that rural settlement policy framework must strengthen the established structure of rural settlements both to support local economies and to accommodate additional population. This must be done in a way that supports the viability of public transport, infrastructure, social services and amenities. In addition, Cates, Gunderson, and Keim, (2012:17) espoused that there is a need to ensure that water quality, and the natural and cultural heritage, which are key assets to rural communities, are protected to support quality of life and economic vitality. This implies that, rural housing policy frameworks must ensure that rural settlement guidelines take account of and are appropriate to local rural circumstances.

It is imperative to acknowledge that demands for housing in rural areas arise under different circumstances. Consequently, *Arkansas Money Follows the Person* (2013:2) held that it is normal to distinguish between housing needs in an established rural community by persons working in rural areas or in nearby urban areas (rural generated housing), and houses in rural locations sought by persons living and working in urban areas (urban generated housing).

Thus, subject to satisfactory planning practice in relation to site location, positioning on sites, design and the protection of environmentally sensitive areas and areas of high landscape value, rural generated housing needs should be accommodated where they arise (*Arkansas Money Follows the Person*, 2013:2). Alegria, Atkins, Farmer, Slaton, and Stelk (2010:75) observed that a key objective for delivering rural settlement is sustainable development or development that satisfies the needs of the current generation without compromising the ability of future generations to meet their requirements. To this end, Alegria *et al.* (2010:75) indicated that for local planning to provide sustainable rural settlements, they must be engrained with economic, social and environmental dimensions, which contribute to a better quality of life and also allows future generations to enjoy this quality of life.

In relation to rural housing, sustainable development is much more than an environmental concept, however, rural housing decision-making needs to acknowledge the role people living in villages and the countryside play in supporting a dynamic rural economy and social structure (*Neighbour Works America*, 2013:13). In this regard, *Neighbour Works America* (2013:13) underscored that rural areas are experiencing relentless population decline such that they risk losing the level of population necessary to sustain essential services such as schools, local shops and sporting clubs resulting in difficulties in supporting a vibrant social structure in the rural communities. Reversing population decline by accommodating new development therefore contributes to sustainability by helping to deliver strong social and economic benefits to rural areas.

In the view of the *South African Rural Assistance Center* (2013:15), social and economic benefits can be maximised by locating new rural housing developments conveniently close to essential local services and community facilities. Thus, implementing the rural settlement policy framework with a direct focus on economic, social and environmental issues, as well as the inter-linkages between them, is a step towards making rural housing development sustainable. According to Sullivan (2013:3), the maintenance of the rural population in terms of numbers, and achievement of a balanced spatial distribution of population, is a primary objective of sustainable rural housing development.

Hence, Sullivan recommended that housing policies must assist people willing to settle in rural areas, particularly those willing to settle in their own areas of origin, in order to achieve a balanced rural population.

Furthermore, while the aspirations of the rural community must be respected, rural housing policy must be sensitive to the conservation of the rural environment, including preservation of aesthetically pleasing sites and natural habitats (Vermont Agency, 2013:2). The USA Vermont Agency (2013) also acknowledged that pressures for holiday homes may cause affordability gaps for local people and recommended the targeting of investment in water services infrastructure in small towns and villages as a means of opening up development opportunities. MEHLG (2015:5) posited that Ireland's national spatial strategy's approach to the rural housing issue took account of detailed research and analysis into the spatial structure of the different types of rural areas in that country.

The analysis led to the conclusion that to achieve balanced regional development, it is necessary to implement the scale and type of development that sustains population levels in rural communities. Additionally, the analysis also recommended the promotion of development at gateways to smaller rural towns and villages in an effort towards more balanced regional development. Furthermore, Ireland's National Spatial Strategic (NSS) analysis identified the need for rural settlement policies that consider local circumstances in differing setups of rural areas, ranging from those close to main cities to those in more remote areas (MEHLG, 2015:5). In other words, in formulating policies for sustainable rural housing, local authorities need to consider processes that cause changes in rural areas' settlement patterns, particularly those factors that giving rise to demand for housing in the countryside.

In addition, the World Bank (2012) encouraged local authorities to consider related dimensions such as environmental, heritage protection, and the need to maintain the integrity of economic resources in relation to sustainable rural settlement development. Against this background, it is imperative that local authorities facilitate the bringing together of existing and critical local structures of stakeholders in the development of rural settlement plans. The Vermont Agency (2013) stated that local authorities, elected members, farming and community organisations representing rural dwellers, environmental organisations and other relevant organisations (such as providers of rural public transport) must participate in developing rural housing plans.

This allows sustainable rural development to take place within the inclusive interests of the stakeholders and awareness of the facts in the area in relation to population, economic trends

and environmental indicators that inform policy options for the local authority's development plan. Additionally, the inclusive participation in decision-making creates a shared view of how issues pertaining to housing are addressed through the development plan of the particular rural area concerned (Algeria *et al.*, 2010:7). Furthermore Algeria *et al.* (2010:7) propounded that participation by the stakeholders is of critical importance in bringing together the elected members, officials, the wider public and interest groups and in building ownership over the rural housing plan and its implementation.

2.4 Meeting the Needs of Rural Communities

To enhance sustainable housing development patterns in rural areas, municipalities should seek to ensure that the needs of rural communities are identified in the planning process. For example, the USA Housing Assistance Council (2012:3) held that municipalities must put in place policies that ensure that residential and other developments are accommodated at appropriate locations, necessary to sustain the welfare of rural communities. In addition, the Housing Assistance Council (2012) noted that municipalities must be able to deal with pressure for overspill development emanating from urban areas, particularly to rural areas that are in proximity to gateways, hubs, and other towns. Equally important is for the local authorities to identify the scale and distribution of future housing needs and to engrain strategies to manage these in the rural housing development plan.

Burgoyne (2015:33) asserted that South African municipalities have recognised the relevance of encouraging development needed to sustain communities in rural villages or the wider countryside areas through advocating for decent govern aided rural housing provision to the poor. Burgoyne (2015:33) further recommended that South African municipalities must ensure that the planning system guides residential and other development to the right locations in the interest of protecting natural and man-made assets in the rural areas.

Lastly, Burgoyne (2015:33) emphasised that South African municipalities must consider the need to analyse the different types of economic, social and physical circumstances of different rural areas to be able to tailor plan policies that respond to these differing local circumstances.

2.4.1 The Need to Sustain Rural Communities

In order to be able to sustain rural communities, Neighbour Works America (2011:8) suggested that the planning authorities have to constantly, and closely, monitor changes in population, economic and other trends in rural resettlements in order to guarantee that the planning system is responding adequately to the changes in any of these variables.

In this regard, Neighbour Works America warns that a considerable decline in population signals the need for a development plan and investment policy that encourages housing development in line with promoting development and economic activity in rural villages. On the contrary, significant population increases in rural areas, which are not relatively proportional to population stability, or decline, within adjoining towns, is a cause for concern (Neighbour Works America, 2011:8). In other words, there is a need to examine the reasons why the population of the town or city is not growing to reveal barriers to development and the necessary supportive policies for rural areas adjoining urban areas.

2.4.2 The Need to Strengthen Rural Villages

Many people seek to build houses in the rural areas because it is difficult to secure affordable and quality housing in towns. Consequently, local authorities need to ensure that cities, towns and villages offer attractive and affordable housing options to meet the housing needs of urban communities and persons wishing to live in urban areas (Sullivan, 2013:10). In this regard, Sullivan (2013:10) posited that this would help in mitigating excessive levels of pressure for urban generated development in rural areas, especially those closest to the environs of cities and towns. Furthermore, The Community Tool Box (2012:4) indicated that building houses in the rural areas enhances the availability and affordability of sites and housing in rural areas to meet the housing needs of the established rural community.

This implies that a variety of housing alternatives in small towns, villages and rural areas is necessary to meet the differing needs of people living in those communities. The World Bank (2012:41) contended that local authorities could use various measures to secure continuous development, renewal and improvement of towns and villages. For instance, local authorities can incorporate appropriate policies that encompass derelict sites legislation and serviced land initiatives relating to water service and roads related infrastructure into rural housing development plans. To this end, UD E-World argued that the development of rural housing schemes of appropriate scale and character could be promoted using these mechanisms.

Furthermore, using the development plan and local planning processes, local authorities can ensure that sufficient high quality, well-located and affordable rural housing development takes place.

2.4.3 Guiding Development in Rural Settlements

The planning of rural settlements must be an endeavour to encourage and support appropriate development at the most suitable locations (Vermont Agency, 2013:2). Hence, policy objectives and housing allocation criteria must aid the preparation of applications for permission to carry out development and the building of wider public support for the planning system. For example, the Vermont Agency (2013:2) highlighted that the planning of rural settlements must take into consideration natural and cultural heritage and natural resources because rural areas are endowed with many of these features of interest and value. In fact, these features of interest are key elements of heritage, which are also a key part of a healthy economy and vibrant society.

For example, habitats, environmentally sensitive areas, important scenic landscapes of national and international repute, ground and surface waters, and mineral and aggregate reserves are natural features of interest and value. Features and valuable assets created by human activity, which include aspects of heritage such as archaeology, inland waterways and protected structures; need to be considered as features of interest and value during rural settlement planning (Mensh, 2013:14). In this regard, the location of new development in rural areas must be done in a way that protects the integrity of both natural and man-made features because safeguarding these features is an essential part of sustainable development.

Consequently, Mensh (2013:14) observed that a development plan must identify features and provide helpful advice that includes checklists to assist applicants in choosing the most appropriate sites and positions within sites. Moreover, such advice should also indicate the measures that could be adopted to minimise the impact of the proposed development of the rural settlement.

2.4.4 Tailoring Rural Settlements' Planning To Local Circumstances

Local authorities must bear in mind that sites in different rural areas, or different sites in the same area, may vary markedly with regards to the suitability for development due to a range of different considerations, including access and drainage (Vermont Agency, 2013:17).

For instance, within a rural settlement or part of a rural settlement, local development trends, road access issues or drainage matters can vary considerably in relation to proper planning and sustainable development. Hence, while the result of different planning purposes, which may seem similar in principal, will not always be the same, the planning system must aim for consistency and transparency in the purpose and interpretation of a development plan policy criteria in the assessment of all applications (Vermont Agency, 2013:17).

2.4.5 Rural Housing Development Plan Objectives

The provisions of the rural settlement development plan must outline the key considerations that a local authority must give due consideration in deciding on individual planning applications. In this regard, the World Bank (2012:8) stated that it is crucial that the development plan sets out a clear policy and regulatory framework relating to rural settlement so that relevant parts of the development plan are consistent with the framework. In addition to being grounded in national policy and supported by an appropriate analytical base, the framework must be linked to key elements of the development plan, such as the housing strategy and the associated assumptions for future population levels (MFP, 2013:17).

Against this background, local authorities must include in their development plans a number of objectives that address issues of relevance to the consideration of housing proposals in rural areas (The Community Tool Box, 2012:18). The Community Tool Box (2012:18) asserted that each planning authority must prepare a housing strategy that ensures that the proper planning and sustainable development of the rural area provides for the housing of the existing and future population. This implies that local authorities must ensure that the housing strategy takes an analytical based approach that responds to the identified level of future housing requirements in both urban and rural areas (The Community Tool Box, 2012:18).

Furthermore, The Community Tool Box (2012:18) espoused that based on the housing strategy's assumptions on future population growth and housing demand, there are several ways in which to harness the housing strategy, which include, setting out in proportional terms between urban and rural areas, and the distribution of future population levels, making postulations regarding future population levels in rural areas in a way that is in general conformity with the planning authority's own forecasts of future population levels and identifying the order of importance of future housing requirements that would be desirable to accommodate future housing needs in both rural and urban areas.

In the same manner, MFP (2013:31) propounded that, in dealing with the issue of housing in rural areas, the development plan also needs to include links to the housing strategy as the overarching policy context in relation to future housing needs, overall objectives and associated policies for rural settlement, objectives in relation to the various aspects of the natural and cultural heritage, objectives in relation to the identification and protection of key natural assets such as surface and ground water resources, minerals and aggregates, objectives in relation to the future development and safe operation of transport infrastructure and objectives to secure the maximum potential from wind energy resources commensurate with proper planning and sustainable development.

2.5 Challenges Interrupting the Delivery of Houses

Despite noble intentions from the perspective of both the South African constitution and the Department of Human Settlements, the housing policy has not been wholly effective in providing accessible housing and basic services such as water, electricity and sanitation (Department of Human Settlement Annual Report, 2013). The Department of Human Settlement (2013) has acknowledged that they are facing several predicaments in executing their mandate of providing affordable and decent houses either in rural or in urban areas. According to KwaZulu-Natal's Department of Human Settlement in its Strategic plan (2011/12 to 2015/16). There are a number of challenges that are experienced by municipalities within the region. For example, the municipality of Nongoma is struggling to provide proper housing to their community (Nongoma Local Municipality, 2016).

The scattered settlements in high topographic areas have caused some municipalities to use more financial resources than they were supposed to use, for building houses in the rural areas (Mnisi, 2011). According to Hodgson and Gwagwa (2013), other factors interrupting delivery of houses includes, a poor communication between departments, no cross-functional teams, a lack of implementation monitoring mechanisms, inadequate information management systems, institutional memory loss syndrome and structural defects, poor execution and implementation of the projects, a lack of synergy, integration between different stakeholders of the community (that are municipality and chiefs) and shortage of skills (such as project managers, engineers, financial managers) when conducting these housing projects, ownership, accountability and responsibility when conducting housing projects are also challenges being faced by the municipalities (Department of Housing, 2010).

Burgoyne (2015) identified financial constraints such as under-spending, due to capacity constraints, insufficient resource allocation and lack of sustainable land, as the key challenges affecting South African municipalities when it comes to project implementation. According to Hauptfleisch (2012), most South African contractors, service providers or implementing agents lack managerial competencies to effectively run and sustain their projects that they run. In most cases, South African service providers or implementing agents are found wanting when it comes organizing and planning the execution of their work, to such an extent that project progression is negatively compromised (Hauptfleisch, 2012). Lack of proper organization and planning skills often contributes to a disruption in the smooth running of the contractor. According to Hodgson and Gwagwa (2013), planning can be described as a series of actions that are designed to achieve a desired outcome.

2.5.1 Inadequate Service Provider Skills

Challenges that municipalities face, sometimes emanates from third parties (Mnisi, 2011). Third parties could be agencies or contractors that are assigned or tasked by the municipality to undertake housing projects but sometimes fail to deliver (Chenwi, 2009). According to Mnisi (2011), the reason why some of these contractors fail to deliver when tasked on a housing project are: a lack of proper management skills, poor planning, lack of interest, poor project pricing, poor financial forecasting, poor execution of the project (for instance, a housing project cannot start during a rainy season), high staff turnover, uneducated people assigned to key roles, work redundancy (too many people employed without indefinable roles in the project), failure to use experienced staff, delay of employees' salary payments and shortage of financial resources to embark on the housing projects (Mnisi, 2011).

Conversely, there are also other challenges which are beyond a contractor's control when delivering houses to a community (SALGA, 2007). Hauptfleisch (2012) pointed out that without proper planning skills, a contractor will not be able to properly decide what needs to be done, by whom and when. Hauptfleisch (2012) stated that the lack of proper planning means that most South African implementing agents are not able to perform their work in a manner that leads to the achievement of goals and objectives of the rural housing delivery programme.

The lack of proper planning among South African implementing partners often leads to poor strategic allocation of resources and small business failure (Thwala & Phaladi, 2013). Hodgson and Gwagwa (2013) concluded that service providers often face challenges that emanate from

lack of technical, financial, contractual, and managerial skills and late payment for the work done. Mnisi (2011) observed that the main challenges facing housing completion and delivery stemmed from inadequacy of service providers in terms of competencies, skills and planning, proper organization, lack of sufficient resources, incomplete and unclear drawings and deficiencies between consultants and contractors.

The delays were related mainly to problems with unclear designs, user changes, unfavorable weather, and unfamiliar site conditions, late deliveries of building materials and unanticipated changes and challenges. The study suggested that special attention to factors will help industry practitioners in minimizing contract disputes. Delays have a strong relationship with failure and ineffective performance of contractors. Malongane (2012) explained that most contractors in South Africa, providing various services, fail to complete projects as per expectation and often abandon projects without completing them because of challenges emanating from poor project pricing mechanisms and poor financial forecasting. Beach (2008) observed that often contracting firms lack the capacity to do a proper bill of quantities.

The incapacitated by human resources skills deficiencies to do a proper and accurate financial forecasting of project costs (Beach, 2008). This has led to the underpricing of projects and incurring resultant losses. Due to this incapacity, service providers often find themselves unable to continue with the completion of the housing projects which has led to project abandonment and the inevitable accumulation of the housing backlog.

2.5.2 Influence of Political Powers

According to Malongane (2012), there have been numerous complaints from contractors to the effect that politicians are meddling in the award and implementation of government projects awarded to them. Due to the diversity of the political opinions and political formations, the implementation of housing projects is often stalled due to political bickering (Malongane, 2012). Furthermore, contractors are often faced with the challenge of politicians meddling in the staffing of the contractor firm to accommodate their relatives (Davids, 2011).

In some cases, political interference often leads to municipal indecision, because of political bickering, which makes it difficult to achieve a consensus as to what needs to be done (Davids, 2011).

2.5.3 Influence from customary Leadership

According to Beach (2008), traditional leaders are also alleged to be stalling progress in the implementation of housing projects due to the leaders demanding payment as a pre-requisite for granting permission for project commencement in the areas under their jurisdiction. These are also other challenges interrupting the delivery of houses such as government regulations, for example, there Black Economic Empowerment, which means that historically disadvantaged individuals must benefit from these projects; political interference, for instance a political official manipulates the tender awarding processes; corruption; delayed payment by government, for instance government starts paying after three months of project commencement and a lack of community participation in these projects (SALGA, 2007).

2.6 Impact of Rural Housing Programmes

It is important to note, that municipalities in South Africa have been given the mandate to ensure that they administer their resources and manage housing projects (Department of Housing, 1997). Housing projects conducted, especially in the rural areas, have made positive and negative impacts in different communities (Department of Housing, 2017). To date, there is still lack of adequate housing and basic services in urban townships and rural settlements in South Africa. However, through its 1994 Reconstruction Development Programme (RDP) South Africa has made significant progress in addressing issues pertaining to housing and other infrastructural developments that complement the sustainability of rural communities (Government of South Africa, 2010).

According to the Government White paper (2010), a single national housing department has helped to consolidate the previously fragmented approach to rural housing, in which the private sector and civil society are playing important roles in expanding housing delivery and financing capacity. The development of small, medium-sized and micro enterprises owned and operated by black people, were incorporated into the housing delivery programme and this positively affected employment rates at grassroots level (Ray, 2010).

Furthermore, Hopkins (2014) held that, due to high levels of unemployment and relatively low average wage levels, a significant majority of South Africans cannot not independently provide themselves with own housing needs, hence the housing programme has come to the aid of many South Africans, who find it difficult to live a decent life. The fragmented housing policy and administrative systems which characterised the apartheid system have been consolidated.

For instance, OECD (2016) noted that the housing sector was fragmented, inconsistently funded and lacked role definition and defined roles of accountability.

In fact, instead of several government departments dealing with housing and implementing many different subsidy systems, housing programmes are now the mandate of one government department. In addition, inappropriate laws and procedures left by the apartheid regime have been repealed or amended (Hopkins, 2014). There are major differences between the housing needs experienced by the 11 different provinces in South Africa. Some provinces (Gauteng and Western Cape) had housing backlogs in urban areas, while others (Northern Province and Eastern Cape) had housing backlogs in rural.

The current housing programme is engrained with strategies that mitigate the occurrence of such problems. In fact, Lowe and Ward (2013) emphasised that different policy responses are put in place to deal with such issues. Another outstanding impact of rural housing programmes is the creation of employment opportunities. Leon (2005) also agreed that such programmes reduce inflation, encourage households to save, increase the demand for consumer goods and services, impact positively on the health of households and increase the Gross Domestic Product. Hemson *et al.* (2014) stated that some of the positive impacts from housing projects are that they: create job opportunities for the locals, reduce poverty, improve the standard of living of people, improve infrastructure, increase financial impact, reduce dependence syndrome, improve rural electrification, and enable access to information, such as the internet, radio, television and others.

Additionally, access to housing has the potential to reduce criminal activities, improve access to amenities such as water, good sanitation facilities, and other social services (for example, police services, schools, clinics and sporting areas) (Mnisi, 2011). However, rural housing projects can have a negative impact on a community, such as: the destruction of the natural environments (deforestation); substandard and poorly constructed houses; small houses or units built for an extended or large family; or arable or fertile lands being turned into construction sites (Chenwi, 2016).

Chenga (2013) said that housing is usually defined as a physical shelter or stock of dwelling units and secondly as the process by which that stock is created. Similarly, Van der Ploeg, Renting, Brunori, Knickel, Mannion, Marsden, de Roest, Sevilla-Guzmán and Ventura (2015) observed that housing is not just an integral part of the physical environment, but a process within the socio-economic fabric of society.

Taken in this context, housing is a sign of social development, for it provides a vehicle through which people can improve their material condition, and social and psychological well-being. In other words, housing is a means of job creation, employment stimulation, and training, and not merely as a shelter. Against this background, the development of housing is a dynamic process whose impact is the on-going process of improving the qualitative and quantitative aspects of the housing stock, as well as the social, economic and environmental conditions of the occupiers of that stock (Stockdale, 2014). Bearing this in mind, the position concerning rural housing's contribution to the social development of rural communities is quite considerable. This is so because people who live in rural areas experience poor housing conditions, lack adequate water supplies and basic sanitation (Stake, 2016).

Thus, the effect of rural housing programmes is the provision of improved, decent and affordable housing to all people in rural areas. Beneficiaries of rural housing programmes includes low income people in communal lands, resettlement schemes, rural and district service centres, growth points and commercial farming areas (Shortfall, 2014). Consequently, the additional impacts of rural housing programmes include improved access to financial assistance in the form of building material loans to beneficiaries. In addition, rural housing programmes enhance the availability of technical assistance on aided self-help projects through the deployment of skilled people in project areas to promote self-reliance in rural housing construction.

Furthermore, Scott, Christie and Midmore (2014) stated that the increased formation of housing co-operatives, with the view of promoting community participation in the construction of houses and the reduction of construction costs, is a potential and inevitable impact of rural housing programmes. Apart from that, rural housing programmes, particularly those taking place in Zimbabwe, have resulted in the introduction of building and production brigades to ensure the production of good quality houses and the generation of employment (Yarwood, 2002).

2.7 Possible strategies that can be used by municipalities to improve housing projects' service delivery

Johnson (2016) explained the challenges that are encountered in evaluating the success of housing development efforts and identifying theories that predict the success of future initiatives. In contrast, Hud (2009) used strategies based on the quest to maximise social welfare and social equity and that are engrained in decision models that use existing evidence

on impacts of housing and community development initiatives on rural communities. In this regard, South African Treasury Department (2012) viewed providing housing services to homeless people in rural areas in the same way as providing homeless assistance anywhere, even though in some rural areas there are some unique circumstances that can affect the way services are provided.

For instance, some of the barriers to service delivery that are of particular relevance in rural areas include transportation barriers, client isolation, and shortage of services. Against this background, Hart (2003) posited that local authorities face many challenges affecting their ability to assist homeless and at-risk clients, such as serving clients who are dispersed throughout the service area(s), a lack of service provider capacity, and a scarcity of financial resources. However, Edwards (2014) held that there are some approaches that local authorities can use in trying to serve clients in the face of these and other barriers. These include approaches to providing permanent housing in rural areas, approaches to providing transitional and emergency housing in rural areas, sources of funds in rural areas and finding and sustaining natural resources.

2.7.1 Provision of permanent affordable housing

The permanent affordable housing model recognises the limited availability of decent, affordable housing stock in many rural areas, and the scarcity of funding sources to subsidize rents, which make housing opportunities for rural residents with very low incomes scarce (Hud, 2014). For instance, in some rural communities very little rental housing is available, while in others, particularly those with tourism value, prices are exorbitant. Furthermore, Dwyer, Ward, Lowe and Baldock (2015) indicated that in rural areas where very little new construction or substantial housing rehabilitation takes place, substandard housing could be a significant issue.

Due to the fact that the shortage of housing can be a particularly difficult issue for rural local authorities, there is a need to develop or rehabilitate affordable housing units (Hud, 2014). Furthermore, it is extremely challenging to transform service providers into housing developers because the specialized skills and knowledge that allow experienced affordable housing developers to succeed are not readily acquired in a short time (Hud, 2014). Hence, the permanent housing approach encourages the creation of partnerships between housing developers and service partners to provide rural housing within the context of the consortium.

Defra (2006) postulated that in situations where there is no suitable housing developer partner available, and a service provider such as a local authority wants to embark on a development project, it is wise to seek out someone with experience to provide guidance and technical assistance throughout the project. This implies that, using the permanent affordable housing approach, local authorities can use a variety of approaches to augment the supply of decent, safe and sanitary housing that is permanently available and affordable to low-income households (Defra, 2004a). These strategies include enhancing the supply of affordable housing with new units; rehabilitating existing units; and providing rental assistance to help make existing units affordable to households with low and very low incomes.

2.7.2 New construction of affordable rural housing

Hud (2014) wrote that ensuring an adequate supply of permanent affordable housing is essential to eliminating homelessness in rural areas as construction of affordable housing serves homeless individuals and families directly and helps indirectly by enhancing the overall supply of affordable housing in a community. In this regard, local authorities' new affordable housing project targeted for those who are homeless especially, either with or without supportive services attached (Defra, 2014b). Hud (2014) cautioned, however, that while this approach can be expensive, it ensures that the supply of affordable housing is augmented, provides affordable housing directly to the homeless persons in need, and helps ensure that appropriate services accompany the housing.

Brayden (2000) reported that a local authority could augment the overall supply of rural housing by constructing additional housing affordable to those with low-incomes. While the specific units constructed may not be used to house those who are homeless, augmenting the overall affordable housing stock can help ensure that affordable units will be available to those homeless families and individuals who need affordable places to live (Hub 2014).

Rural local authorities would be wise to augment the supply of low-income housing as part of a broader strategy for eliminating homelessness in their communities, because while permanent affordable housing is needed in many rural areas, it is difficult to find a location with a water supply and a means of sewage disposal, as well as access to services, employment, and transportation. Hence, the Commission of the European Communities (2011) cautioned that when deciding whether to commit to an affordable housing project, successful rural authorities must consider factors such as the local market, on-going rental subsidy source and location. In order to ensure that new permanent housing units will be filled, local authorities must determine

whether there is demand from a sufficient number of prospective tenants who meet both the income eligibility requirements and are able to pay the rent (Brayden, 2013).

This type of market study is required by many funders and lenders, and is a prudent first step before launching a permanent housing project. Additionally, Cooksy and Caracelli (2005) advised that in areas where there is need for affordable housing but potential residents lack the means to pay, rent subsidies must be considered. Brayden (2013) also stated that many low-income tenants would require an on-going rental subsidy to stay in a permanent unit, even one with relatively low costs. To reach the lowest-income households, rural local authorities need to seek out sources of funding to provide on-going rental subsidies. Bitsch (2000) pointed out that households emerging from homelessness often benefit from having access to employment centres and support services and local authorities must provide an important service when they work with developers to ensure that affordable housing opportunities are located near services and job centres.

2.7.3 Rehabilitation of existing housing

Providing subsidies to help homeowners rehabilitate their housing units can help keep families in affordable housing. For instance, Baslé (2006) indicated that without such subsidies, essential repairs may remain undone and, in such situations, families may be forced to move to units they cannot afford in order to have decent housing. One technique commonly used by rural local authorities is offering weatherization programmes for low-income homeowners who are flexible enough to allow low-income homeowners to repair storm windows, gutters, and roofs (Yarwood, 2012).

The rehabilitation programmes can increase the available affordable rental housing stock for lower-income households. For example, Ward, Lowe, and Bridges (2013) opined that while units rehabilitated under various subsidized programmes may not be affordable to someone who is homeless and jobless, adding to the affordable housing stock can take price pressure off of that portion of the housing market, and can help ensure that a larger supply of affordable units are available. The rehabilitated rental units offer a solid housing base for low and very low-income households, especially when coupled with tenant-based rental assistance. As observed by Jones and George (2013), there are several possible recommendations, which may be of good use to South African municipalities, in order to reduce challenges when embarking on rural housing projects, such as a proper management of the project, motivation of

employees, reducing staff turnover, training and development of all stakeholders through team building sessions, enrolling management in leadership courses to enhance their skills and work, providing incentives and providing salaries in time.

The creation of a good environment for employees, improving synergies with all stakeholders involved in the project, creating project deadlines, encouraging team work, setting achievable goals and objectives, communicating the vision and purpose of the project with all the stakeholders, employing people with relevant skills, encouraging working together of the contractors and the community and providing feedback and fostering sustainable relationships between third parties and contractors and the municipality (Khan, and Ali, 2014).

2.8 Conclusion

The term social development carries with it the notion of improvement in the living standards of people. Hence, with the provision of better housing people in rural areas will live in better dwellings with good hygienic and sanitary conditions that may lead to improved productivity. In this way, the rural housing programme and projects must be part of the overall socio-economic development taking place in rural communities.

The improvement of living standards implicit in social development therefore calls for greater involvement of decision makers and of those whose lives are affected by the activities of rural development. Thus, the strategy of increasing people's participation in the housing process through aided self-help, housing co-operatives and building brigades aims at enabling people to identify themselves with the housing projects in their communities as indicated by Chenga.

Besides providing better, decent, affordable and durable accommodation, the rural housing programme creates job opportunities and provides building skills to the rural folk that enhance people's general cohesiveness, interest and involvement in their own communities.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3. Introduction

This chapter discusses various aspects of research processes. According to Zikmund (2013), business research covers a wide range of phenomena. Zikmund (2013) posits that the purpose of research is to provide knowledge regarding the organization, the market, the economy, or another area of uncertainty. Morse (2011) defined research methodology as referring to the application of the scientific method whose main significance rests on searching for the truth about the research topic. The purpose of carrying out research is to study the reasons as to why and how certain events or phenomena occur or occurred (Kothari, 2012:4). Boateng (2013)

added a new dimension to this by explaining that research methodology is a systematic way to solve a problem.

This chapter describes the research methodology and research design that was used to accomplish the research objectives. Firstly, this chapter will provide a brief background of the purpose of the research. Secondly, the chapter presents the research setting, research paradigms and traditions, as well as research design. The chapter provides a research methodology that has been employed to fulfil the research objectives. Sampling methods, target population and sample size for the research are also discussed. The chapter also includes discussions on data collection methods, tools and the instruments that were employed to collect data, as well as data analysis, validity, reliability and ethical considerations.

The research methodology and research processes presented and discussed in this chapter are meant to achieve the following objectives as to examines the impact inadequate service provider skill has on housing delivery in rural KZN, to find out the influence extent customary leadership, the influence of political powers on housing delivery in rural areas, the power of strategies to applied, especially in human resources. The research is described as a process of looking for answers to find a solution to a problem, which contributes to the existing body of knowledge in order to understand the research question (Kothari, 2012). Welman *et al.* (2014) defined research methodology as referring to methods and tools, procedures and techniques that are used to find answers to the research problem.

There are two main classes of research methodology: quantitative and qualitative research methodology. Each of these methodologies is briefly discussed below:

Quantitative research methodology which is used in this study is mainly about measuring quantities or amounts of measurable phenomena (Kothari, 2012:4). Each outcome from a quantitative research is expressed in terms of quantities, in the form of percentages, integers or other forms of mathematical expressions like graphs, tables and others. Saravanel (2010:16) explained that quantitative research methodology is overly numerical in the sense that it applies statistical or mathematical values to analyse data. Evidence acquired from quantitative research is evaluated against some theory or hypothesis. Quantitative research methodology normally uses large sample samples up to over 100 respondents depending on the size of the population being examined.

Qualitative research methodology is non-numerical and focuses mainly on qualitative aspects of human experiences. Kothari (2012:4) explained that qualitative research methodology is mainly descriptive and normally applies reasoning through the use of words, and not numbers. The main purpose of qualitative research methods is to investigate the why and how of things, thereby getting the meaning, and the feelings which helps in the description of things. Qualitative research methodology utilises small samples of between 8-10 respondents which made it highly impossible to get a broader perspective of the challenges affecting rural housing delivery and was therefore not chosen as a research method for this study.

For the purpose of this research, a quantitative research methodology was chosen. A quantitative research approach makes use of a standard questionnaire with uniform questions and standard responses that allow broad generalisations to be made across a large sample. This research wanted to test what variables had the most bearing on challenges affecting the rural housing provision and delivery under Nongoma Local municipality and the impact on the rural communities of Nongoma Local municipality. According to Sekaran (2012), a quantitative research is a formal, objective, systematic process for obtaining quantifiable information about the world; presented in numerical form, and analysed through the use of statistics; used to describe and to test relationships; and used to examine the cause-and-effect of relationships.

The research topic has the necessary elements for the cause and effect since the challenges affecting the rural housing provision and delivery under Nongoma Local municipality and the resultant impact. Creswell (2013) pointed out that quantitative methods generate information that can be captured numerically.

These methods yield summary statistics, such as frequency distributions, means, medians, ranges and other measures of variation, which describe a population in an aggregate way. They are thus particularly useful for describing the scope of a problem. The rationale for choosing a quantitative research methodology lay in the fact that the use of mathematical and statistical techniques allows for greater precision, which helps to make the research findings viewed with greater confidence and make more credible than qualitative research designs.

3.1 Research purpose

Welman, Kruger and Mitchell (2014) defined the purpose of research as a means to try and provide answers to a researcher's premise. Whilst Plooy-Cilliers, Davis and Benzuidenhout (2014) argued that the main purpose of research is to get a deeper understanding on yet unknown phenomena, or unclear issues, so as to add clarity to issues affecting humanity.

According to Kothari (2012), research is conducted to serve purposes such as gaining detailed insights into a research phenomenon, defining findings that help in managerial decision making, and empowering societies with new knowledge or additional insights relevant for decision making. Saunders, Thornhill and Lewis (2012) concurred with Welman *et al.* (2008) and further explained that research has the additional purpose of providing answers to the research questions and adding to the existing body of knowledge. Singleton and Straits (2010) explained the research purpose as a threefold phenomenon that tends to explore, describe and test relationships among variables.

3.2 Research setting

This research serves the purpose of assessing the challenges of rural housing programme in the Nongoma Local Municipality, KwaZulu-Natal South Africa. The other purpose of this study was to examine if the people of Nongoma community are satisfied or dissatisfied with the rural housing programme so that possible recommendations could be suggested to Nongoma Local Municipality and all the other stakeholders involved in the rural housing programme. This research further served the purpose of findings what the challenges Nongoma Local Municipality may be currently facing when providing rural housing. A research setting is the place where the researcher conducts the study that is suitable and feasible (Morse, 2011).

In South Africa, there are 278 municipalities, comprising eight metropolitan, 44 district and 226 local municipalities and only 1 municipality was selected for this research. The research was conducted in the area under the jurisdiction of Nongoma Local Municipality.

3.3. Research Philosophy and Traditions

Creswell (2010) defined a research philosophy as referring to a set of beliefs, values and techniques which is shared by members of a scientific and research community, and which acts as a guide or map, dictating the kinds of problems scientists should address and the types of explanations that are acceptable to them. Trochim (2012) also concurred with the definition provided by Creswell (2010) and similarly defined a research philosophy as a belief about the way in which data about a phenomenon should be gathered analysed and used. De Vaus (2011:76) explained that there are three main research philosophies which are often associated with quantitative, qualitative and mixed methods research methodologies.

Plooy-Cilliers *et al.*, (2014) pointed out that there are three main dominant research philosophies/paradigms, namely positivist, phenomenologist and critical paradigms. Boateng (2013) also pointed that the positivist research paradigm/philosophy is associated with

quantitative research. The positivist research philosophy is premised on the belief that there is only one single universal truth to every research issue, whilst positivist research philosophy believes that there is no single absolute truth (Plooy-Cilliers *et al.*, 2014). Post positivism is also premised on the idea that what may be true today may not be true forever since society is constantly changing. Phenomenology is the other research paradigm/philosophy that is commonly associated with qualitative research. Boateng (2013) opined that various taxonomies such as ontology, epistemology and methodology are used to understand the differences between the research philosophies/paradigms.

Creswell (2010) posited that taxonomies are the philosophical assumptions for research and they are normally used to as a structure to explain paradigms or worldviews. Ontology is one of the taxonomies used in this research. Ontology is a taxonomy that is interested in finding the realities of a subject matter and single reality as in quantitative research (Henrichsen, Smith & Baker, 2014).

3.3.1 Essential Elements of a Research Paradigm

Brewer and Hunter (2015) pointed out that there are four main essential elements of a research philosophies/paradigms namely epistemology, ontology, methodology and axiology. The inclusion of these elements in the research allows users of this research to have a firm understanding of the basic assumptions, beliefs, norms and values that each paradigm holds. This study was underpinned by a positivist research paradigm. All the three taxonomies (ontology, epistemology and methodology) were employed in this research.

Ontology was applied in this research by seeking the reality about the impact of rural housing provision on the communities under Nongoma Local Municipality. The researcher applied ontology by applying quantitative research strategies and data collection techniques so as to come up with reality as to the impact of rural housing under Nongoma Municipality. Another taxonomy used was epistemology, whereby a researcher is deemed independent from what is being researched. Through epistemological taxonomy knowledge is discovered and verified through direct observations or measurements of reality (Henrichsen *et al.*, 2014). The researcher applied epistemology by making direct observations on the challenges being experienced by the Nongoma Municipality in as far as rural housing provision is concerned and also observing house that were constructed under the municipality.

3.3.2 Application of Epistemology

Creswell (2013) is a sub type of a research philosophy/paradigm that studies how knowledge about what we know was acquired. Raddon (2015) simply defines epistemology as the study of what constitutes valid knowledge. Creswell (2013) further defines epistemology a discipline that involves determining the extent of what is known or how much is known or can be known. Zikmund (2013) posited that epistemology can either be acquired through a positivist or interpretivist process. Positivist epistemology accumulates data through an observable objective process of testing hypotheses, models, myths or relationships to come up with what is the real universal truth (Zikmund, 2013). This study acquired knowledge about the challenges affecting rural housing delivery under Nongoma Local Municipality through a positivist epistemological deductive objective process consistent with a quantitative research methodology.

3.3.2.1 Application of Ontology

Ontology is a sub type of a research philosophy/paradigm that studies the reality of things through facts resulting in the formation of a belief about “how things really are” and “how things really work” (Sekaran & Bougie, 2016). In other words ontology seeks an interpretation of what constitutes reality. This research was premised on the ontological objective positivist stance of accepting the fact that inadequate service provider skill has on housing delivery in rural KZN customary leadership, the influence of political powers on housing delivery in rural areas, the power of strategies to applied, human resources challenges affected the implementation of rural housing delivery programs. Both epistemology and ontology are used during the critiquing of literature and during the data analysis and discussion of results stage.

Methodology was applied through adopting the quantitative research approach. Epistemology was applied through establishing reality by means of quantifying responses about the impact of rural housing provision on the members of the community under Nongoma Local Municipality. The rationale for adopting a positivist research philosophy lay in the fact that it enabled the researcher to establish the objective about factors that interrupt the delivery of houses to the community of Nongoma, the strategies of accelerating service delivery through rural housing projects in Nongoma Local Municipality and the impact of rural housing projects in Nongoma Local Municipality.

3.3.3 The assumptions of the positivists

Since this study adopted the quantitative research methodology, a positivist research philosophy was chosen. The rationale for choosing positivist philosophy has been explained in the latter sections of this discussion. As alluded to earlier, quantitative research methodology is associated with the positivist research philosophy and positivist research philosophy. A positivist research philosophy is mainly concerned with establishing the objective truth about a theoretical framework or a belief (Fisher, 2010). A positivist research philosophy aims at disproving or approving a given theory. Thus, in brief, a positivist research philosophy eliminates falsehoods and brings about the truth that comes out from questionnaire surveys about a particular phenomenon of interest (Creswell, 2013). Positivism also deals with objective reality and a single and universal truth (Creswell, 2013).

However, a more recent worldview alludes to the fact that in real world situations, it is very difficult to come up with a single objective truth (Plooy-Cilliers *et al.*, 2014). According to Crotty (2011:107), the dogmatic view of positivists has now been dismissed as unrealistic in favour of a new concept, namely post positivism. Post-positivism is a worldview that believes that the truth is not absolute, society is not static, things constantly change, and so does the truth, and as such that there can be several truths. Plooy-Cilliers *et al.*, (2014) pointed out that no matter how faithfully a scientist adheres to scientific method research, research outcomes are neither totally objective, nor unquestionably certain.

This research adopted a positivist research paradigm, which enabled the research to determine that there are several challenges currently facing Nongoma Local Municipality when providing houses, and the impact of rural housing provision on the members of the community under Nongoma Local Municipality.

Thus, the application of a positivist research philosophy culminated in discerning the actual impact of rural housing provision on the members of the community under Nongoma Local Municipality. This was particularly helpful in the sense that there some generalisations about rural housing provision challenges which may neglect some specifics that are peculiar to a given municipality.

3.4 Research Design

A research design is “a plan, structure and strategy of investigation so conceived as to obtain answers to research questions. The plan is a complete scheme of the research” (Kumar, 2015). A research design can also be defined as “the blueprint or detailed plan for how a study is to be concluded” (Cooper and Schindler, 2016). This research adopted an explanatory descriptive

research design. The rationale for choosing an explanatory descriptive research design lay in the fact that it allowed for the establishment of cause and effect relationships between the two variables that dominated this research, namely housing provision and impact on the rural communities of Nongoma Local Municipality.

The explanatory descriptive research design also allowed for the establishment of cause and effect relationships between the other salient variables, such as challenges of providing rural housing and community satisfaction with outcomes. This resonates with views expressed by Kothari (2012), to the effect that an explanatory descriptive research design helps to explain the cause and effect relationship between variables, as well as to give a detailed description of that relationship in order to foster an understanding of the research phenomenon. Furthermore, the explanatory descriptive research design was chosen for its ability to demonstrate the relationship that exists between housing provision and impact on the rural communities of Nongoma Local Municipality.

3.4.1 Target population

The target population is defined as the total number of research participants who meet the desired set of criteria Terre Blanches., Durrheim and Painter, D. (2016). The target population consisted of 132 community members between 18 and 65 years old who benefited from a rural housing project under Mandlakazi Tribal Authority and Osuthu Tribal Authority in Nongoma area (Nongoma Local Municipality, Annual Report 2014).

3.4.2 Accessible Population

The accessible population is the population in research to which the researchers can apply their conclusions (Kothari, 2012). The accessible population is who the researcher can actually study. The accessible population of this area are the unemployed rural people between 18 and 65 years old who benefited from a rural housing project under Mandlakazi Tribal Authority and Osuthu Tribal Authority. Since the challenges affecting rural housing delivery are known by the majority of the unemployed rural people who are supposedly the main beneficiaries of the program. It is from the accessible population that the sample for this study was drawn.

3.5 Sampling method

According to Gray and Guppy (2014) sampling is a process of choosing a selected number of units or items or number of people for examination with the ultimate objective being that the selected sample of items, people, units or objects becomes true representative of the entire population. A population can be described as total number of units, objects or people that have certain characteristics that have been targeted for a particular research (Black, 2011). Sampling can be distinguished between probability and non-probability sampling.

3.5.1 Probability Sampling

The probability sampling involves selecting respondents in a random way thereby giving each respondent in the target population an equal chance of being selected. There are several probability sampling techniques, namely random sampling, systematic sampling and stratified random sampling. Random sampling includes the selection of respondents randomly without following a system. The selection criteria are such that they eliminate bias. Systematic random sampling involves selecting respondents using a system for example selecting every 5th person who the researcher meets. This system can lead to bias in the initial selection of respondents. The other sampling strategy is stratified sampling which involves classifying respondents into different categories.

3.5.2 Non-Probability Sampling

Non-probability sampling involves selecting respondents in a non-random way. The selection of respondents is at the discretion and judgment of the researcher. This unfortunately leaves room for subjectivity and bias in the respondent selection process. The non-probability sampling method includes purposive sampling, convenience and quota sampling.

Purposive sampling involves selecting respondents with particular characteristics and excluding those who do not fit the criteria. This differs sharply with convenience sampling. The latter involves choosing respondents who are closest to the researcher, whilst quota sampling involves selecting a maximum number of respondents for research. These non-probability sampling methods are largely non-representative, which makes the researching findings to be less credible than probability sampling methods. For the purposes of this research, respondents were selected to participate using random sampling. Random sampling involves some kind of selecting respondents in a sample at random where every individual in the population had an equal chance of being selected.

The first step involved was making preliminary visits to the Nongoma Local Municipality to get details of the days they were having meetings with beneficiaries of the housing programme under Mandlakazi Tribal Authority and Osuthu Tribal Authority in the Nongoma area. A request to be made to the conveners of the rural housing meetings to allowed conducting a hat system to identify potential respondents who were eligible to participate in the research. After identifying those beneficiaries who picked a yes card getting permission the hat system was conducted after which another request was made to distribute questionnaires to all program beneficiaries who picked a yes card.

At the meeting that was then conducted, the researcher called up names of beneficiaries who picked a yes card people to meet at a designated place few meters from the meeting place. The researcher took time to explain the purpose of the research and how the beneficiary names were obtained. All the rights of the respondents were explained to the beneficiaries and consent forms were given out to the respondents to sign. Modalities for completing and returning questionnaires were clearly explained to the respondents. The rationale for choosing random sampling lay in the fact it eliminated biasness in selecting respondents to participate in the study since it afforded every beneficiary of rural housing an equal chance of being selected to participate in the study.

3.5.3. Sample size

In line with Wilson (2010) and Landerau's (2013) points of view, the research adopted larger samples of respondents in order to come up with findings that are genuinely representative of the views of the beneficiaries of rural housing under Nongoma Local Municipality (Nongoma Local Municipality, Annual Report, 2014) The sample size was derived using Yamane's formula at a 95% confidence level or 5% level of significance.

$$n = N / [1 + N (e)^2]$$

where:

n = sample size

N = population size (the universe)

e = sampling error (@ .05 acceptable error)

^ = raised to the power of

The sample size of 99.23(rounded off to 100) respondents was derived after using Yamane's formula. Although one hundred and ten (110) survey questionnaires were distributed to a majority of rural housing beneficiaries, a response rate of 95% was achieved after determining

that only one hundred and four (104) questionnaires were received. From the 110 survey questionnaires distributed only 104 were returned and the best 100 fully completed questionnaires were selected for analysis.

3.6 Data Collection

A structured interviewing questionnaire method was used as the primary mode of data collection. These involved distributing structured questionnaire with fixed choice answers and questions for respondents to indicate their preferred responses in the boxes that were provided so that the researcher would determine the impact of rural housing in the Nongoma rural community. The advantage of this data collection questionnaire interviewing method lay in the fact the fixed choice question and answers eliminated the collection of unnecessary information, as respondents were required to choose their answers from the range of responses provided.

This helped to save costs and time on the researcher's end (Zikmund, 2003). However, a disadvantage may be that the closed-ended questions that were used in the questionnaire restricted the respondents from expressing themselves in their own words. The researcher was thus not able to probe for further information (Cooper and Schindler, 2006).

The research instrument was made up of closed-ended questions and respondents were requested to indicate their choice on each and every question asked. The structured questionnaire consisted of a five-point Likert scale of strongly agrees, agree, neutral, disagree and strongly disagree. The questionnaire was in two languages, that is English and IsiZulu. The main reason was that the researcher anticipated that most of the people who live in Nongoma community are both Zulu and English speaking people.

3.6.1 Data collection instruments

This research purely utilised the questionnaire as a data collection instrument. The questionnaire contained an upper section, which included the research purpose, the research title and a statement that explained the rights of respondents to confidentiality, to participate voluntarily, and to withdraw from the research proceedings at any time. The questionnaire contained Section A that required respondents to fill in their biographical information. Section B contained fixed choice questions (closed questions) with guided responses mainly on a 5-point Likert scale. The Likert scale's choices were: 5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, 1 = strongly disagree (see Appendix C).

According to Creswell (2013), a questionnaire is quick to administer and often allows for the quick accumulation of data hence saving time. The questionnaire had the advantage that it contained questions that were the same for all respondents hence allowing for standardisation and easy of analysis. The other advantage of a questionnaire lay in the fact that it had predominantly closed questions accompanied by guided responses, which reduced incidences of respondents becoming wayward or off topic when answering the questions, which would have led to the accumulation of large amounts of data (a phenomenon that is common with qualitative research methodologies). Thus, this brought about a further reduction in wasting time and research costs.

3.7 Data analysis

The Statistical Package for the Social Sciences (SPSS) Version 23.0 was chosen to analyze the data collected. Since SPSS is compatible with Microsoft Excel, data inputted from Excel was exported into SPSS as variable names and coded responses. A profile of the respondents was created by tallying frequencies and percentages for each demographic variable (gender, age and marital status). From the analysis, it was decided keep all the variables because there were a significant number of participants from which to conduct statistical tests. Each research participant's composite score was calculated as the mean of their responses for the items in a measure. The composite scores were used to make histograms so as to look at trends in the data.

3.8 Data quality

Saunders *et al.* (2012) defined reliability as the extent to which results are consistent over time and an accurate representation of the total population under study. To ensure reliability of the study, the people in the rural community of Nongoma who were beneficiaries of rural housing were requested to participate and respond to questions, in the form of a questionnaire, which were derived from the research topic. Difficult words were removed from the questionnaire. Only simple and well-structured close-ended questions were used.

Saunders *et al.* (2012) defined validity as a determination of whether the research truly measures that which it was intended to measure or how truthful the research results are. The reliability of information collected was ensured by exercising extreme caution, so much so that only completed questionnaires from persons who were beneficiaries of rural housing under

Nongoma Local Municipality were included in the formulation of the findings. The validity of the findings was ensured through checking again whether data collected from primary research was correctly transcribed and included on the findings. A distribution of responses was generated for the survey items as frequencies, means, and standard deviations were computed (Razali & Wah, 2011).

SPSS was particularly chosen to calculate/compute the Cronbach's alpha coefficient as a means to measure internal consistency. A high Cronbach's alpha coefficient indicated that there is good internal consistency between the variables rural housing provision and impact on rural communities. According to Bhattacharjee (2013), Cronbach's alpha can range from a low score of 0 (indicating not reliable) to a high score of 1 (indicating completely reliable). Because of the cross-sectional exploratory nature in which the research study was conducted, a cut off of 0.70 for the Cronbach alpha coefficient was used for reliability (Razali & Wah, 2011). A Cronbach Alpha of 0,78 was achieved demonstrating that the findings were reliable.

3.9 Ethical issues

Ethical approval for this research was gained from the University of KwaZulu-Natal and written authorisation to conduct the study was granted from the Department of Human Settlements in KwaZulu-Natal province. These are the ethical considerations that the researcher upheld:

3.9.1 Confidentiality and anonymity

According to Bhattacharjee (2013), anonymity is an act of protecting the identities of research respondents so that they are kept hidden from third persons. Bhattacharjee (2013) defined confidentiality in research as an act of ensuring that information obtained from respondents is kept secret and unavailable to third parties. Confidentiality and anonymity of research information was ensured by setting aside a room that was always securely locked so that unauthorised person would not have access to the completed questionnaires. Anonymity was guaranteed by ensuring that the personal information of respondents was not asked, and neither was it required anywhere on the survey.

3.9.2 No harm to participants

The need to protect respondents from any form of danger or harm during the interviewing process was observed and all necessary precautions were undertaken to ensure this objective. The security of respondents was ensured by asking respondents answer questions from the questionnaire at their homes or any places where they felt relaxed and free to respond.

3.9.3 Informed consent

Furthermore, the research participants were initially apprised of the research, aim, objectives and purpose of the research. Potential respondents were advised that their participation was voluntary and that respondents had the right to withdraw from participating in the research at any time they deemed necessary.

3.10 Conclusion

The chapter explored the research methodology and designs, (including research paradigms and traditions, target population, sampling, data collection and analysis techniques, validity, reliability and trustworthiness as well as ethical considerations) used in this research.

CHAPTER 4

PRESENTATION OF RESULTS

4. Introduction

The previous chapter outlined the applicable methodology that was used as a way to draw measurable results. The results of this study are derived from a sample of 100 fully completed questionnaires which were selected for analysis. Section A of the research instrument targeted demographic and personal information. Section B of the research instrument targeted factors that interrupt the delivery of houses to the community of Nongoma. Section C of the research instrument targeted strategies of accelerating service delivery through rural housing projects in Nongoma Local Municipality. Section D of the research instrument targeted the impact of rural housing projects in Nongoma Local Municipality.

This chapter provides the research outcomes and the interpretation of outcomes. The effects of information accumulated in the chapter are interpreted using statistical techniques. The findings are based on the questionnaire administered to the respondents. As shown in Appendix C, the questionnaire provided questions aimed at answering the study questions and objectives and to accomplish the aims of the research. The findings show the factors discussed in the literature that addresses worker and community members' perceptions about the impact of rural housing in Nongoma Local Municipality.

4.1 Sample

The data used in this study were gathered using structured questionnaires. The survey sample was composed of a target population of 132 of community members in the Nongoma Local Municipality who benefited from the rural housing project under the municipality (Nongoma Local Municipality, Annual Report, 2014).

Table 4.1 Response Rate

Response rate	Invited	Responding	% Responding
Employees	110	104	95%

4.2 Discussion of findings

A Likert scale of between one (1) and five (5) was used as the measuring instrument, with one (1) indicating “Strongly Disagree”, two (2) indicating “Disagree”, three (3) indicating “Neutral”, four (4) indicating “Agree”, and five (5) indicating “Strongly Agree”. The responses were tallied with the newest SPSS version25 to draw conclusive inferences and analysis. The internal consistency of the dimensions utilized in the research instrument was measured so as to present a reliable study. The resulting outcomes are conferred in the table below.

Table 4.3 Reliability statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.990	44

The Cronbach’s alpha constant was 0.990 of all the forty-four items within the analysis instrument, and it indicates that the Likert scale utilized in the form is fairly high and consistent. This affirms the necessity of strong, reliable and valid information within the analysis (Cohen & Swerdlik, 2010). The following forms of validity were employed in this study:

- **Predictive validity** was enhanced by constructing the questions to make sure they gave an accurate prediction of the impact of rural housing projects under Nongoma Local Municipality;
- **Construct validity** was ensured by constructing the questions in the questionnaire in such a manner that they measured the constructs intended for measurements; and

- **Content validity** was ensured by seeking expert opinion about the adequacy and validity of the research instrument. An expert in questionnaire design and lecturing in research methodology at one of the leading universities in the KZN expert was given the questionnaire to make an assessment as to whether it had relevant questions, which were aligned to the research aim and objectives. The expert made suggestions which were incorporated in the final interview.

4.3 Demographic relationships and study variables

In order to satisfy the study aims and objectives, demographics like gender, age, marital status, and educational level and salary level were sought to evaluate for any influence on survey results. Within the analysis instrument, all the participants indicated the suitable answer on the research items. Although not central to the accords of the study, this personal data helped contextualise the findings and the components about appropriate guidelines to achieve the aims and objectives of the study.

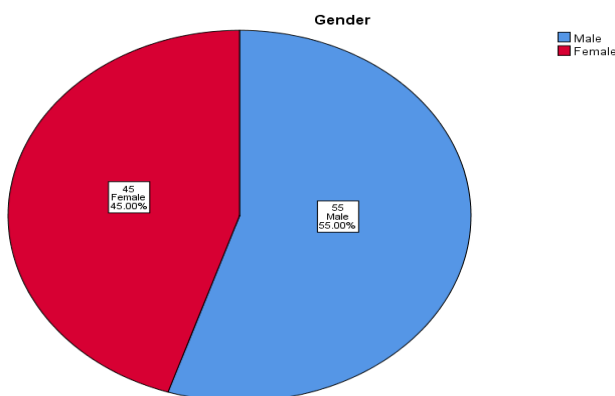


Figure 4.1 Gender of the respondents

Respondents from the survey instrument indicated their gender by ticking the applicable field of the questionnaire. Of all of the 100 chosen respondents, 45% were female and 55% were male. This statistic is relevant in terms of achieving a balanced view of the factors interrupting rural housing delivery and its impact from both males and females. Furthermore, the inclusion of the statistics on males and females demonstrates the importance attached to gender equity in the country.

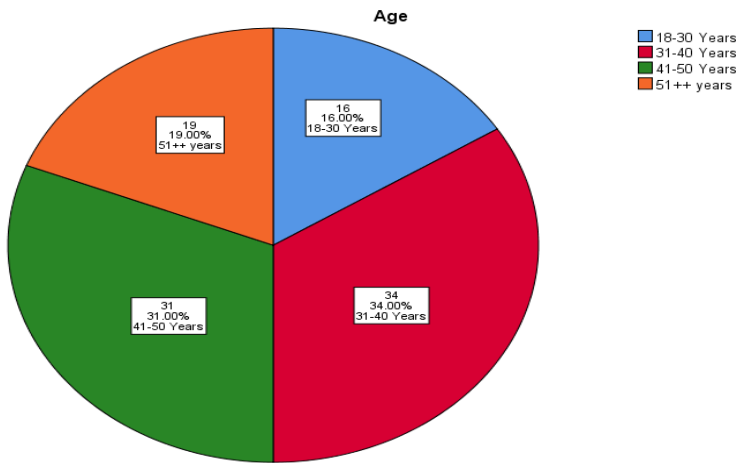


Figure 4.2 Age of respondents

Respondents from the survey instrument indicated their age by ticking the applicable answer on the questionnaire. Of the 100 chosen respondents, 34% were aged between 31-40 years, 31% were between 41-50 years, 19% were over 50 years and only 16% were below the age of 30.

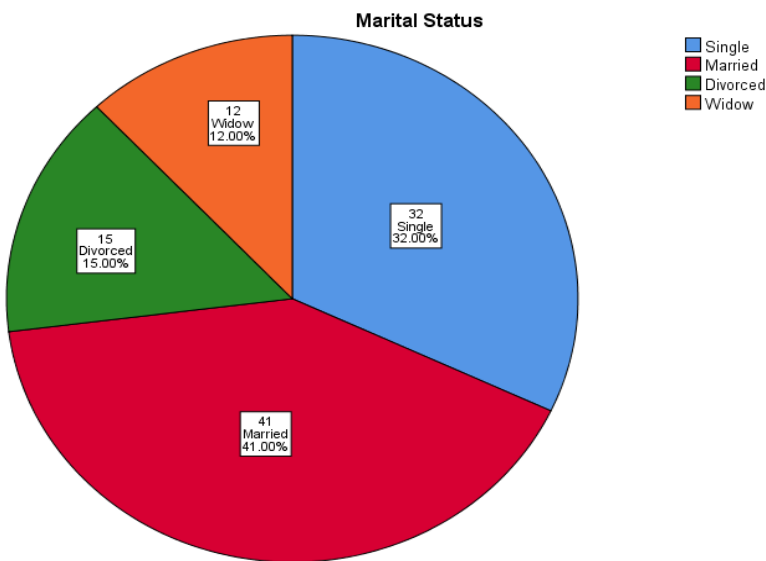


Figure 4.3 Marital status of the respondents

The respondents marked their marital status. From the one hundred respondents, 41% were married, 32% indicated that they were single, while 15% were divorced and 12% were widowed. The results indicate that a considerable number of people are either married or single and a lower proportion of the populace are either divorced or widowed.

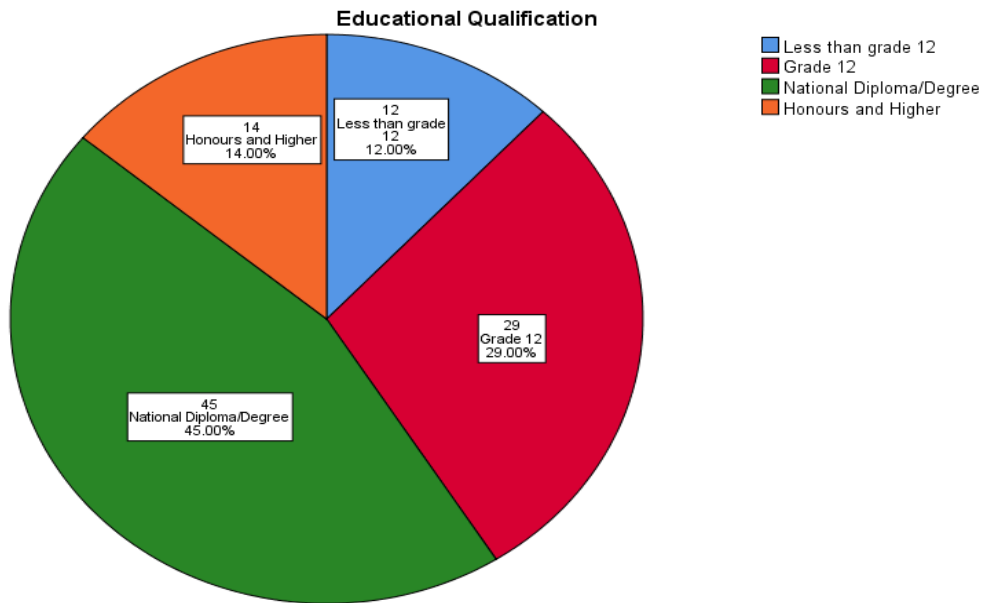


Figure 4.4 Educational qualifications of the respondents

From the survey questionnaire, participants indicated their highest level of educational background by ticking the relevant box on the survey instrument. Of all the 100 chosen respondents, 45% had a national diploma or degree, 29% had at least a matric qualification, while 14% had a postgraduate qualification and the remaining 12% were below matric educated.

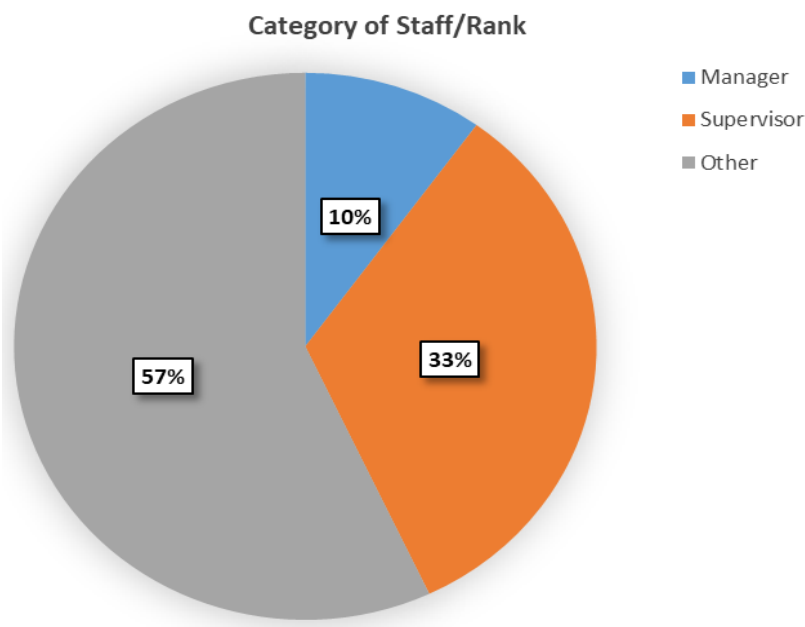


Figure 4.5 Category/rank of staff

The respondents indicated the appropriate answer on the research instrument and the results showed that 10% had a managerial role, 33% were supervisors and 57% were general workers. The result illustrates a hierarchical nature of roles and organisational structure of the municipality, where the majority of employees are general workers.

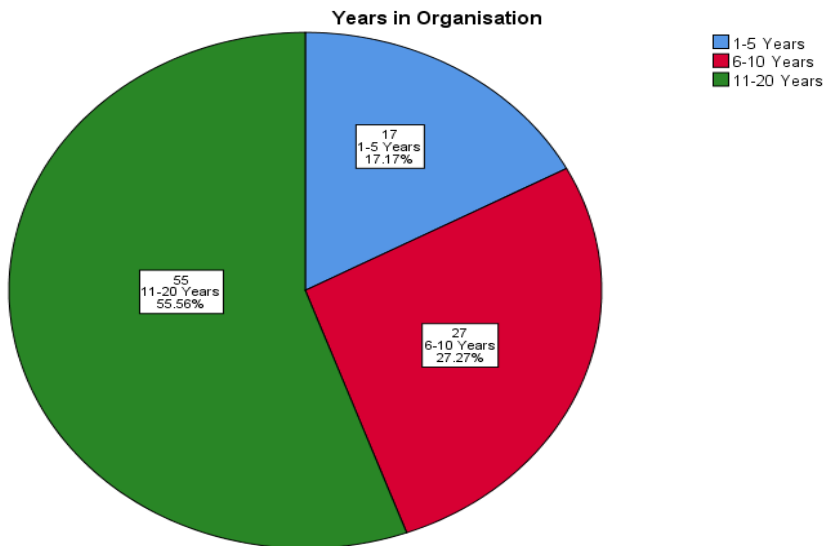


Figure 4.6 Years in the organisation

Employees indicated their tenure of employment. Participants were asked about how many years they had been employed in the municipality. The majority of 55% had served between 11-20 years, 27% between 6-10 years, and those with less than 5 years of experience were 17%. The results indicate a significantly high number of experienced employees, with a smaller number of inexperienced workers.

4.4 Descriptive statistics

Descriptive statistical analysis forms part of the vital evaluation of the study. From the case study, frequencies and probabilities of all the applicable questions have been utilised to generalise the information that allows an examination and to produce statistical significance applicable to the observations. Of the 44 research objects that had been utilised, their averages and standard deviations were indicated. A Likert scale with values of 1 indicating “Strongly Disagree”, 2 indicating “Disagree”, 3 indicating “Neutral”, 4 indicating “Agree”, and 5 indicating “Strongly Agree” were used.

4.5 Factors that interrupt the delivery of houses to the community of Nongoma

4.5.1 Mean and S. Dev of variables

Table 4.3 below indicates the mean responses to the response items that specialize in elements affecting employee performance, as well as their deviation. The study questions were designed to provide relevant popular deviation and look at the generalisation of the outcomes. All of the questions resulted in reliable statistics, as shown via the reliability co-efficient which was very high (0.99), strongly asserting to the reliability, validity and consistency of the questions.

The resulting mean, as well as the standard deviation of average effects, were utilised to indicate constructs and analyse responses from the research objects within all sections of the questionnaire, bearing on the research objectives, as well as drawing conclusions. Table 4.3 below highlights the findings with respect to the mean responses and standard deviation and skewness. The standard deviation indicates the extent to which responses of respondents vary or deviate from the mean. The standard deviation provides an indication of how the individual responses were spread out or concentrated around the mean. The nature of spread will be discussed per each research question.

The standard error is also shown on table 4.3 and serves the purpose of demonstrating the nature of closeness of the study's sample mean to the true mean of the overall population. On the other hand the table shows the nature of skewness of the responses. Skewness in statistics represents an imbalance and asymmetry from the mean of a data distribution. Skewness helps to demonstrate that data distribution is imperfect. The data displayed in table 4.3 below shows a general negative trend for skewness. A negative skew means the opposite: that the extreme data results are smaller. This means that the mean is brought down, and the median is larger than the mean.

Table 4.3 Descriptive statistics on the factors that interrupt the delivery of houses to the community of Nongoma

Descriptive Statistics					
	N Statistic	Mean Statistic	Std. Deviation Statistic	Skewness Statistic	Std. Error
Scattered settlements in high topographic areas is a challenge affecting rural housing deliver	100	3.54	1.275	-.778	.241
Inadequate financial resources are a constraint affecting rural housing delivery	100	3.60	1.287	-.777	.241
Poor communication between departments is a challenge affecting rural housing delivery	100	3.79	1.274	-.912	.241
Absence of cross-functional teams is a challenge affecting rural housing delivery	100	3.29	1.373	-.350	.241
lack of implementation monitoring mechanisms by the Department of Human Settlements is a challenge affecting rural housing delivery	100	3.41	1.311	-.582	.241
Poor execution and implementation of the projects is a challenge affecting rural housing delivery	100	3.40	1.378	-.591	.241
Poor execution and implementation of the projects is a challenge affecting rural housing delivery	0				
Shortage of skilled Labour is a challenge affecting contractors for rural housing delivery	100	3.87	1.134	-1.181	.241
Lack of managerial capacity on the part of implementation agents is a challenge affecting rural housing delivery	100	3.33	1.264	-.527	.241
Lack of proper organising and planning skills on the part of implementation agents is a challenge affecting rural housing delivery	99	3.51	1.343	-.656	.243
Incomplete and unclear drawings and deficiencies between consultants and contractors is a challenge affecting rural housing delivery.	100	3.66	1.358	-.742	.241
Traditional leaders are also alleged to be stalling progress in the implementation of rural housing projects	100	3.44	1.313	-.400	.241
Contractors hired by the Department of Human Settlements are responsible for the challenges affecting rural housing delivery.	100	3.22	1.474	-.196	.241
High staff turnover Department of Human Settlements is a challenge affecting rural housing delivery	100	3.96	1.154	-1.249	.241
Political Interference is a challenge affecting rural housing delivery	100	3.33	1.349	-.525	.241
Lower staff motivation is a challenge affecting is a challenge affecting rural housing delivery	99	3.74	1.290	-.832	.243
Poor employee supervision and monitoring is a challenge affecting rural housing delivery.	100	3.39	1.340	-.390	.241
Hired Contractors do not have clear project completion deadlines	100	3.39	1.385	-.594	.241
Valid N (listwise)	0				

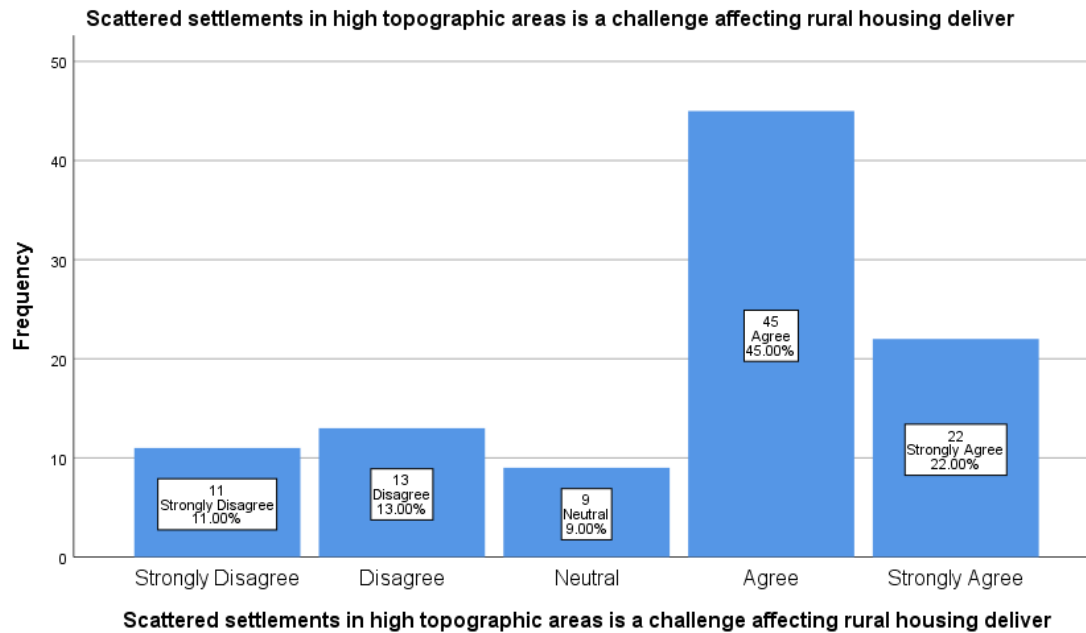


Figure 4.7 Scattered settlements in high topographic areas area challenge affecting rural housing delivery

Figure 4.7 above shows that 11% of the respondents strongly disagreed and 13% disagreed when questioned on ‘Scattered settlements in high topographic areas area challenge affecting rural housing delivery’. Nine percent of the respondents felt uncertain to the answer, while those who either agreed (45%) or strongly agreed (22%) comprised the majority. The responses to the statement indicate that there is no homogeneity in respondents ‘views affirm that topographic areas area challenge affecting rural housing delivery.

A standard deviation (*S. dev*) of 1.287 around the mean of 3.60 was significantly high and demonstrates that the individual responses, on average, were a little over 1 point away from the mean. This demonstrates that responses to the question on whether scattered settlements in high topographic areas posed a challenge to rural housing were much polarised, where most respondents agreed and strongly agreed but a smaller but significant proportion of respondents disagreed, strongly disagreed or were neutral on the effect of topography on affecting rural settlements.

A Shapiro-Wilk test at 5% significance level (Shapiro & Wilk, 1965; Razali & Wah, 2011) and a visual inspection of the bar graph illustrates that employee responses are closely symmetrical from the average response (skewness of -0.778 and Standard Error (SE)=0.241) and are within the acceptable range of normality ($-0.5 < \text{skewness} < 0.5$).

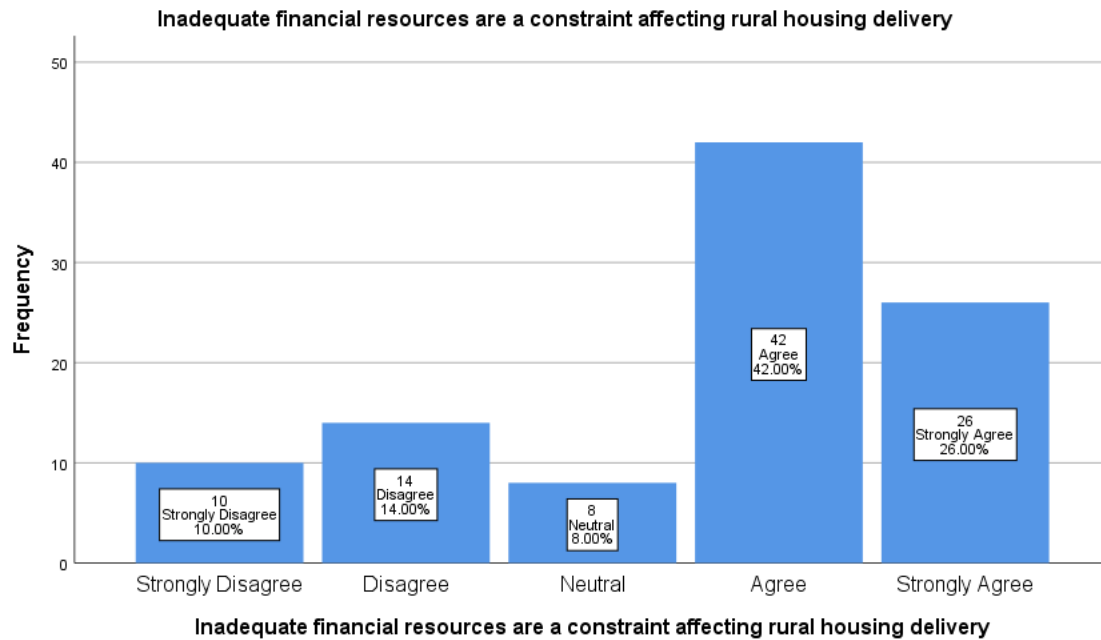


Figure 4.8 Inadequate financial resources are a constraint affecting rural housing delivery

Figure 4.8 above demonstrates that 42% of respondents agreed that 'Inadequate financial resources are a constraint affecting rural housing delivery', while 26% strongly agreed and another 8% remained uncertain. Only an insignificant 10% strongly disagreed and a further 14% disagreed, which affirms that inadequate financial resources are a constraint affecting rural housing delivery.

A standard deviation of *1.287* around the mean of *3.60* was significantly high and demonstrates that the individual responses, on average, were significantly one point away from the mean. This demonstrates that there were extreme and varied responses to the question on whether Inadequate financial resources are a constraint affecting rural housing delivery where most respondents agreed and strongly agreed but a smaller but significant proportion of respondents were either neutral, disagreed or strongly disagreed to the question.

A Shapiro-Wilk test at 5% significance and a visual inspection of the bar graph show that employee responses are closely symmetrical from the average response (skewness of *-0.777* and Standard Error (SE) = *0.241*) and are within the acceptable range of normality.

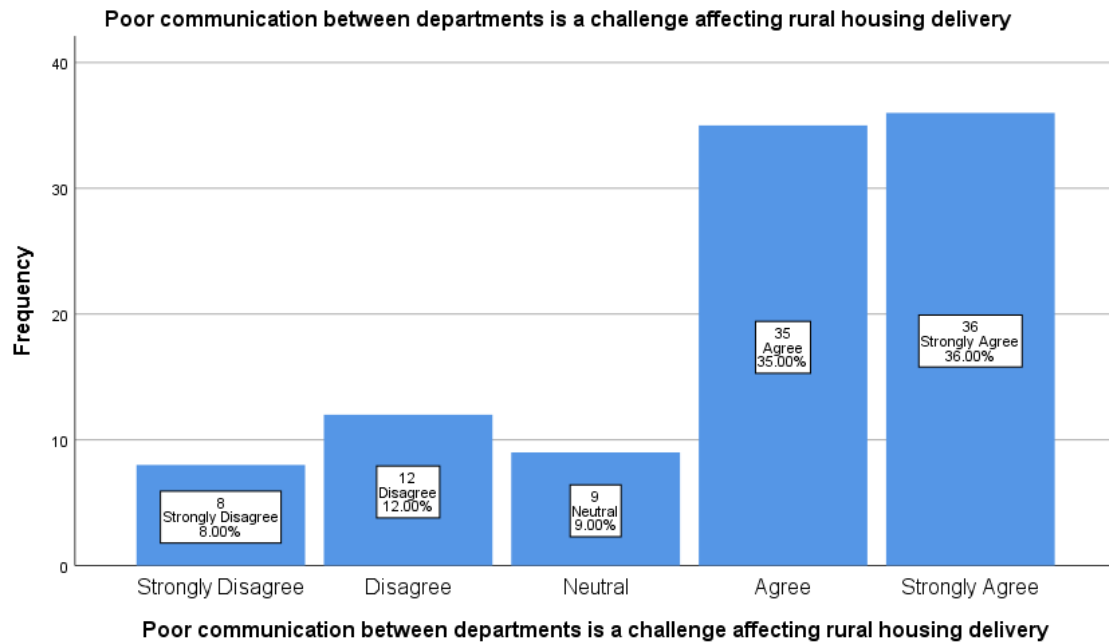


Figure 4.9 Poor communication between departments is a challenge affecting rural housing delivery

As shown in figure 4.9 above, a combined 71% of the total group of 100 responding participants generally agreed, while 20% of the respondents opposed that 'Poor communication between departments is a challenge affecting rural housing delivery' (12% disagree and 8% strongly disagreed) Only 9% of the respondents remained neutral. A standard deviation of 1.274 around the mean of 3.79 was significantly high and demonstrates that the individual responses, on average, were a little over one point away from the mean.

This demonstrates that there was no homogeneity to the responses to the question on whether poor communication between departments is a challenge affecting rural housing delivery where a cumulative majority of the respondents generally affirmed and a minority but significant segment of respondents were either neutral, disagreed or strongly disagreed to the question. A frequency tally of the responses and a visual inspection of figure 4.9 give an indication that a relatively significant number of beneficiaries generally agreed that poor communication between departments is a challenge affecting rural housing delivery.

This was further asserted by a Shapiro-Wilk test at 5% significance and a visual inspection of the bar graph that showed that employee responses are closely symmetrical from the average response (skewness of -0.912 and Standard Error (SE)=0.241) and are within the acceptable range of normality.

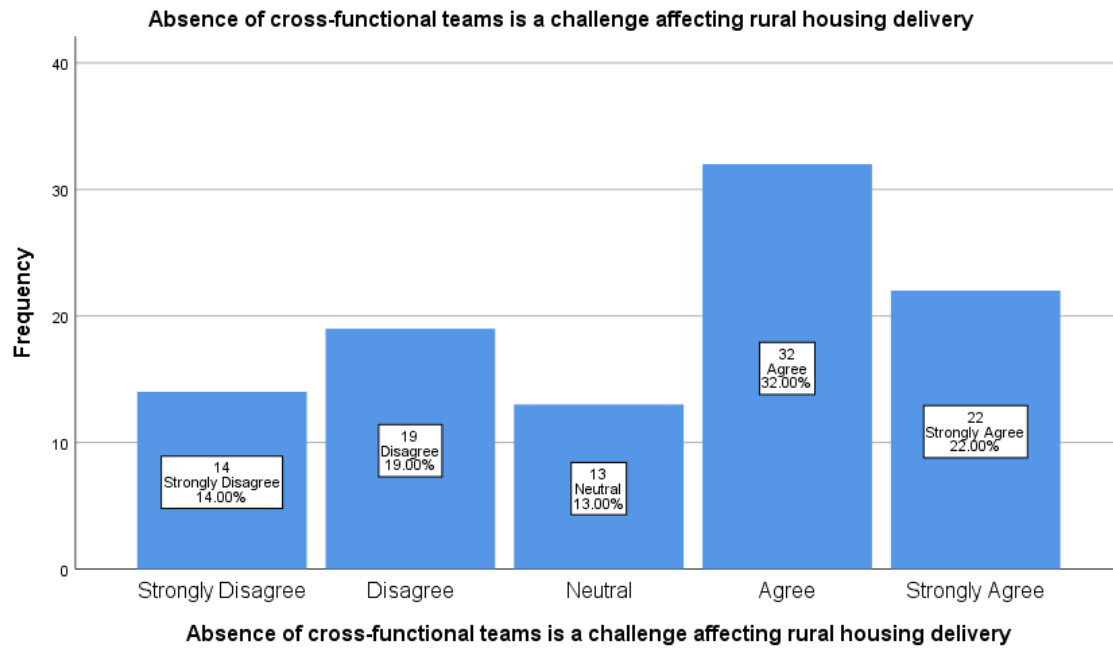


Figure 4.10 *Absence of cross-functional teams is a challenge affecting rural housing delivery*

Figure 4.10 illustrates the perception of the participants. The results shows that 14% of the respondents strongly disagreed, 19% disagreed, and 13% were neutral. The majority at 32% agreed, and 22% strongly agreed with the question. From the results, there is an indication that the majority agrees. A standard deviation of *1.203* around the mean of *3.29* was significantly high and demonstrates that the individual responses, on average, were a little over one point away from the mean.

The *Std. deviation* of 1.203 signifies that the responses are relatively divergent from the average response, which is uncertain. This demonstrates that there was no homogeneity to the responses to the question on whether absence of cross-functional teams is a challenge affecting rural housing delivery whereby a cumulative majority of the respondents generally affirmed and a minority but significant segment of respondents were either neutral, disagreed or strongly disagreed to the question.

A frequency tally of the responses and a visual inspection of figure 4.10 give an indication that a relatively significant number of beneficiaries generally agreed that absence of cross-functional teams is a challenge affecting rural housing delivery. A Shapiro-Wilk test at 5% significance and a visual inspection of the bar graph showed that employee responses are closely symmetrical from the average response (skewness of -0.35 and Standard Error (SE) =0.241) and are within the acceptable range of normality.

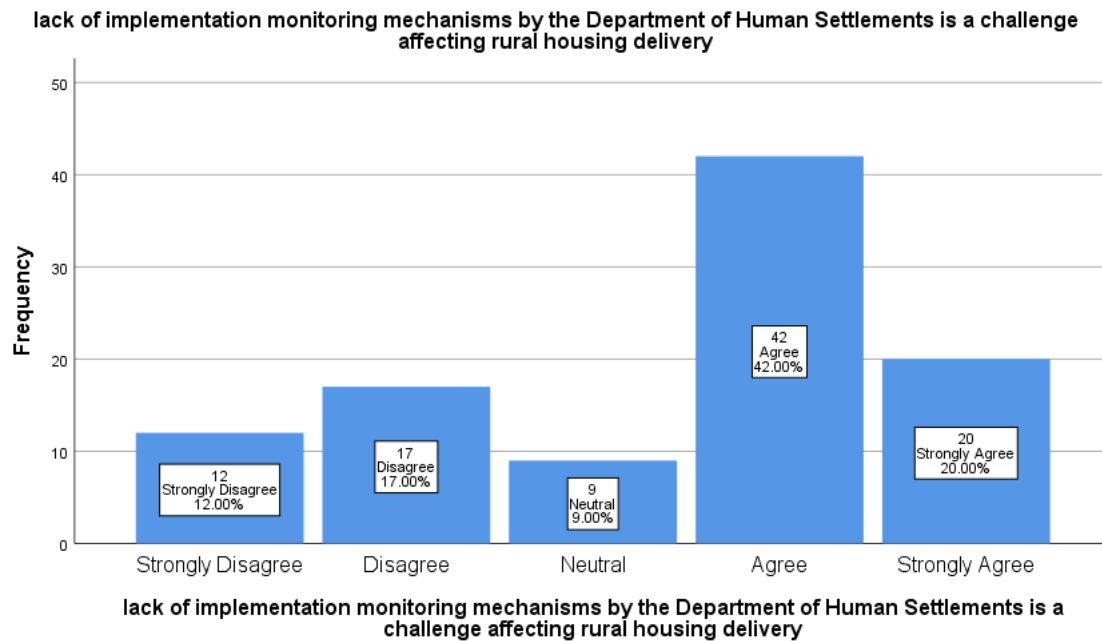


Figure 4.11 Lack of implementation monitoring mechanisms by the Department of Human Settlements is a challenge affecting rural housing delivery

Of the 100 participants who responded to the questions, about 12% of the respondents strongly disagreed when asked if the ‘lack of implementation monitoring mechanisms by the Department of Human Settlements is a challenge affecting rural housing delivery’. About 17% percent of the 100 respondents disagreed, 9% were neutral, 42% agreed and 20% strongly agreed that the lack of implementation monitoring mechanisms by the Department of Human Settlements is a challenge affecting rural housing delivery. From the results, there is an indication that the majority agrees.

The outcome of mean response to the question, which was 3.41, signifies that a significant portion of the responses was inclined to agree. The *Std. deviation* of 1.311 signifies that the responses are relatively divergent from the average response. This demonstrates that there was polarity to the responses to the question on whether lack of implementation monitoring mechanisms by the Department of Human Settlements is a challenge affecting rural housing delivery whereby a cumulative majority of the respondents generally affirmed and a minority but significant segment of respondents were either neutral, disagreed or strongly disagreed to the question.

The responses affirm to the assertion that the lack of implementation monitoring mechanisms by the Department of Human Settlements is a challenge affecting rural housing delivery. A frequency tally of the responses and a visual inspection of figure 4.11 give an indication that a relatively significant number of beneficiaries generally agreed that lack of implementation monitoring mechanisms by the Department of Human Settlements is a challenge affecting rural housing delivery.

This was further asserted by a Shapiro-Wilk test and a visual inspection of the bar graph which showed that employee responses are moderately skewed towards the mean response (skewness of -5.82 (SE=0.241) and are within the acceptable range of normality.

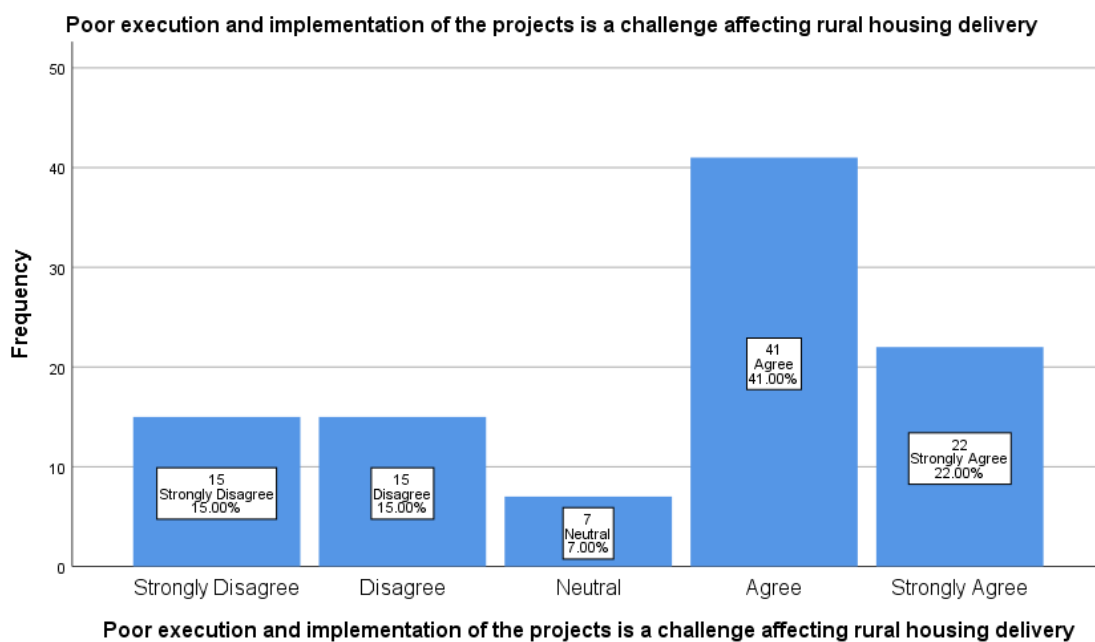


Figure 4.12 Poor execution and implementation of the projects is a challenge affecting rural housing delivery

Although 30% of respondents disagreed (15 strongly disagreed and 15 disagreed) when questioned on 'Poor execution and implementation of the projects is a challenge affecting rural housing delivery', 7% felt uncertain to the answer, while those who either agreed (41%) or strongly agreed (22%) composed the majority. From the results, there is an indication that the majority agrees.

The *Std. deviation* of 1.378 signifies that the responses are relatively divergent from the average response. This demonstrates that there was polarity to the responses to the question on whether poor execution and implementation of the projects by the Department of Human Settlements is a challenge affecting rural housing delivery whereby a cumulative majority of the respondents generally agreed and a minority but significant segment of respondents were either neutral, disagreed or strongly disagreed to the question.

A frequency tally of the responses and a visual inspection of figure 4.12 give an indication that a cumulative majority of respondents affirmed that poor execution and implementation of the projects is a challenge affecting rural housing delivery. A Shapiro-Wilk test ($p < 0.05$) and a visual inspection of the bar graph showed that employee responses are moderately symmetrical from the average response (skewness of -0.591 and $SE = 0.241$) and are within the acceptable range of normality.

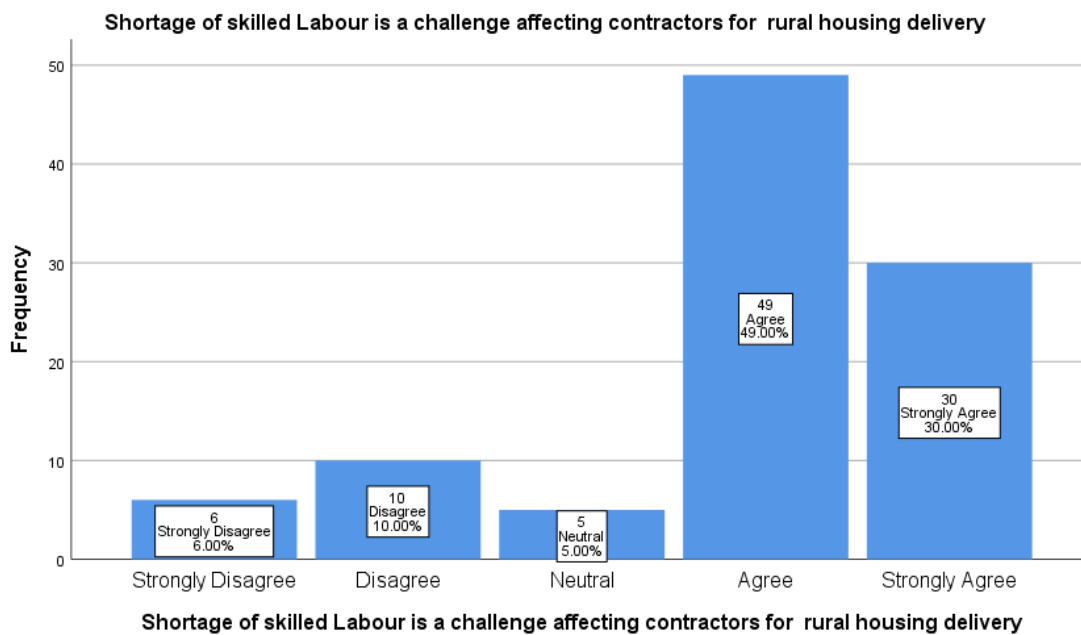


Figure 4.13 Shortage of skilled labour is a challenge affecting contractors for rural housing delivery

A frequency tally of the responses and a visual inspection of figure 4.13 give an indication that a cumulative majority of respondents affirmed that shortage of skilled Labour is a challenge affecting contractors for rural housing delivery is a challenge affecting rural housing delivery.

About 79% of the 100 respondents were either strongly agreeing or generally agreeing with the ‘Shortage of skilled Labour is a challenge affecting contractors for rural housing delivery’, whereas 6% resolutely disagreed, 10% disagreed, 5% remained neutral. From the results, there is an indication that the majority agrees.

The *Std. deviation* of 1.134 around a mean of 3.87 indicates that there were divergent views on whether shortage of skilled Labour is a challenge affecting contractors for rural housing delivery in which a cumulative majority of the respondents generally agreed and a minority but significant segment of respondents were either neutral, disagreed or strongly disagreed to the question.

This was further asserted by a Shapiro-Wilk test ($p < 0.05$) and a visual inspection of the bar graph which showed that employee responses are fairly symmetrical from the mean response (skewness of -1.181 (SE=0.241)) and are within the acceptable range of normality.

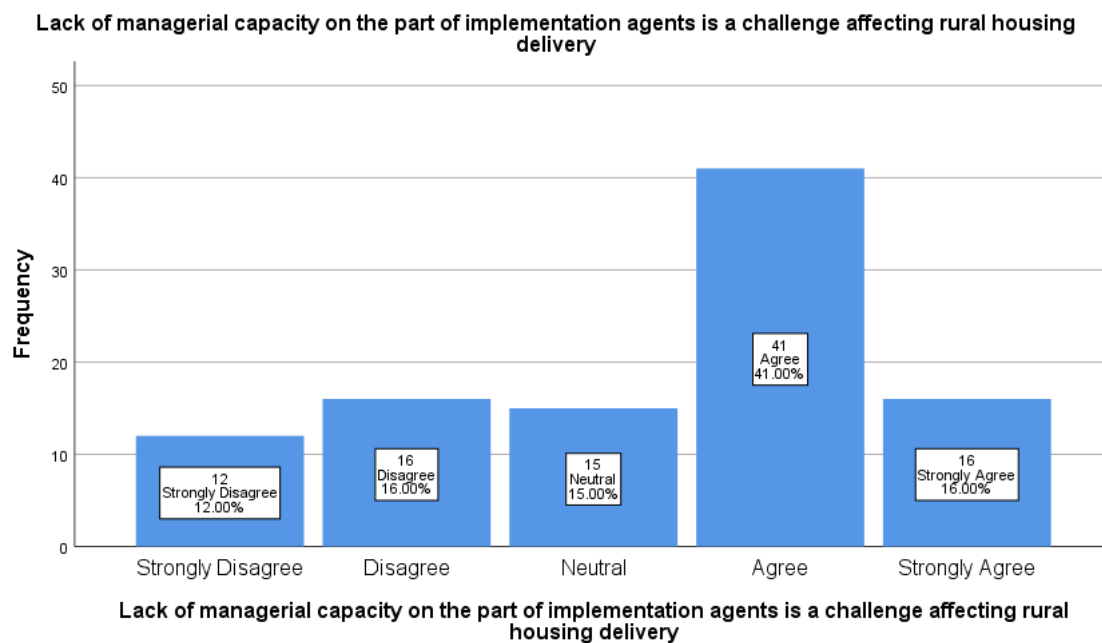


Figure 4.14 Lack of managerial capacity on the part of implementation agents is a challenge affecting rural housing delivery

A frequency tally of the responses and a visual inspection of figure 4.14 give an indication that a cumulative majority of respondents affirmed lack of managerial capacity on the part of implementation agents. The results showed that 57% of the respondents cumulatively agreed whilst 28%, expressed disagreement, while 15% decide to remain neutral that the lack of managerial capacity on the part of implementation agents is a challenge affecting rural housing delivery.

The *Std. deviation* of 1.264 was moderately around a mean of 3.33 indicates that there were significant divergent views on whether lack of managerial capacity on the part of implementation agents is a challenge affecting contractors for rural housing delivery in which a cumulative majority of the respondents generally agreed and a minority but significant segment of respondents were either neutral, disagreed or strongly disagreed to the question.

A Shapiro-Wilk test at 5% significance level and a visual inspection of the bar graph illustrates that employee responses are fairly symmetrical from the mean response (skewness of -0.527 and SE=0.241) and are within the acceptable range of normality.

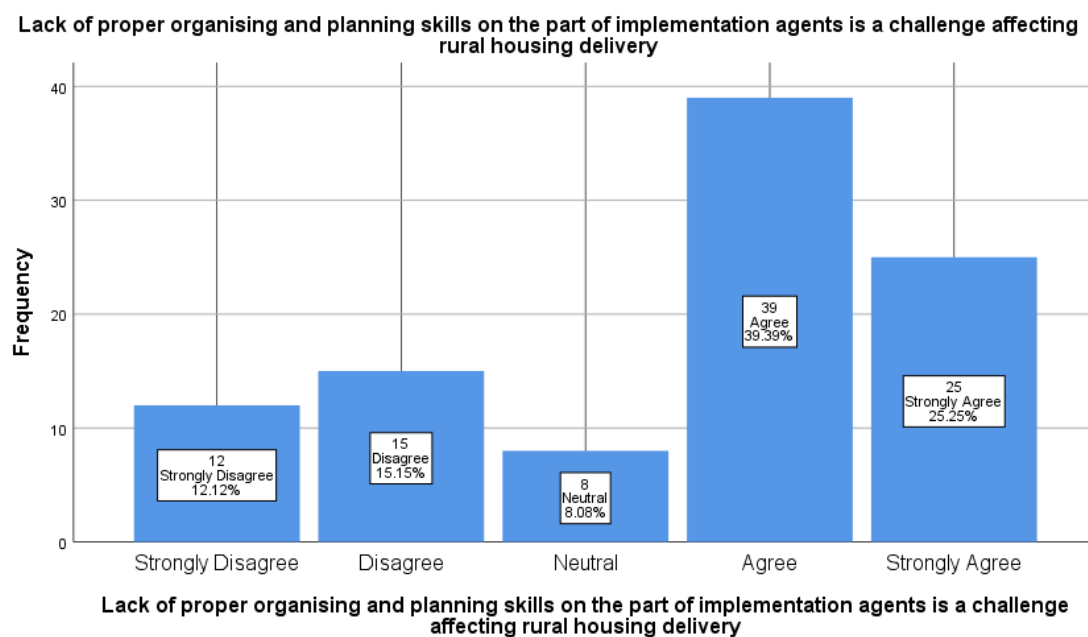


Figure 4.15 Lack of proper organising and planning skills on the part of implementation agents is a challenge affecting rural housing delivery

A frequency tally of the responses and a visual inspection of figure 4.15 give an indication that a cumulative majority of respondents affirmed that lack of proper organising and planning skills on the part of implementation agents is a challenge affecting rural housing delivery.

The results showed that nearly two thirds of the respondents to the study (64%) either strongly agreed or agreed with the statement that the ‘Lack of proper organising and planning skills on the part of implementation agents is a challenge affecting rural housing delivery’. Only 8% were neutral, and 12.12% disagreed and just 15.15% strongly disagreed.

The standard deviation showed that responses were 1.343 spread around the mean of 3.51

which indicated that there were significant divergent views regarding whether lack of proper organising and planning skills on the part of implementation agents is a challenge affecting rural housing delivery in which a cumulative majority of the respondents generally agreed and a minority but significant segment of respondents were either neutral, disagreed or strongly disagreed to the question.

This was further validated by a Shapiro-Wilk test, ($p < 0.05$) and a visual inspection of the bar graph, which illustrated that employee responses are moderately symmetrical from the average response (skewness of -0.656 and $SE = 0.243$) and are within the acceptable range of normality.

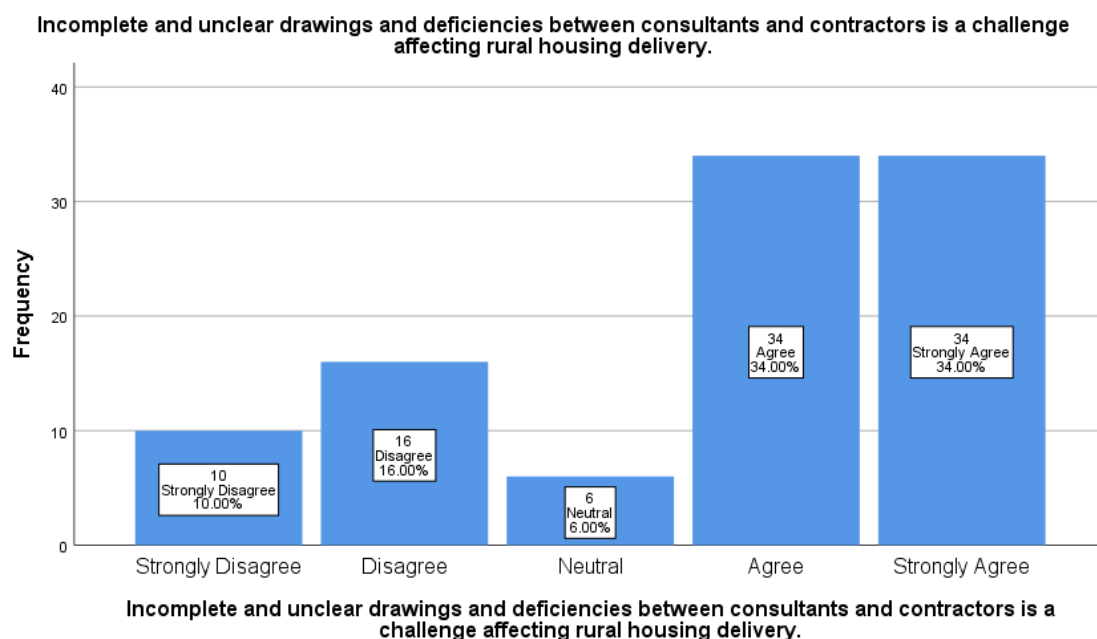


Figure 4.16: Incomplete and unclear drawings and deficiencies between consultants and contractors is a challenge affecting rural housing delivery

Figure 4.16 above demonstrates that majority of the respondents (68%) expressed agreement with the statement (34% strongly agreed and 34% agreed), as opposed to 26% who were disagreed (10% strongly disagreed and 16% disagreed) that incomplete and unclear drawings and deficiencies between consultants and contractors are a challenge affecting rural housing delivery. Only 6% remained neutral.

The standard deviation showed that responses were 1.243 spread around the mean of 3.66

which indicated that there were significant divergent views regarding whether incomplete and unclear drawings and deficiencies between consultants and contractors are a challenge affecting rural housing delivery where most respondents agreed and strongly agreed but a smaller but significant proportion of respondents were either neutral, disagreed or strongly disagreed to the question.

A frequency tally of the responses and a visual inspection of figure 4.16 give an indication that a cumulative majority of respondents affirmed that incomplete and unclear drawings and deficiencies between consultants and contractors is a challenge affecting rural housing delivery. A Shapiro-Wilk test ($p < 0.05$) and a visual inspection of the bar graph showed that employee responses are fairly symmetrical from the mean response (skewness of -0.742 and $SE = 0.241$) and are within the acceptable range of normality.

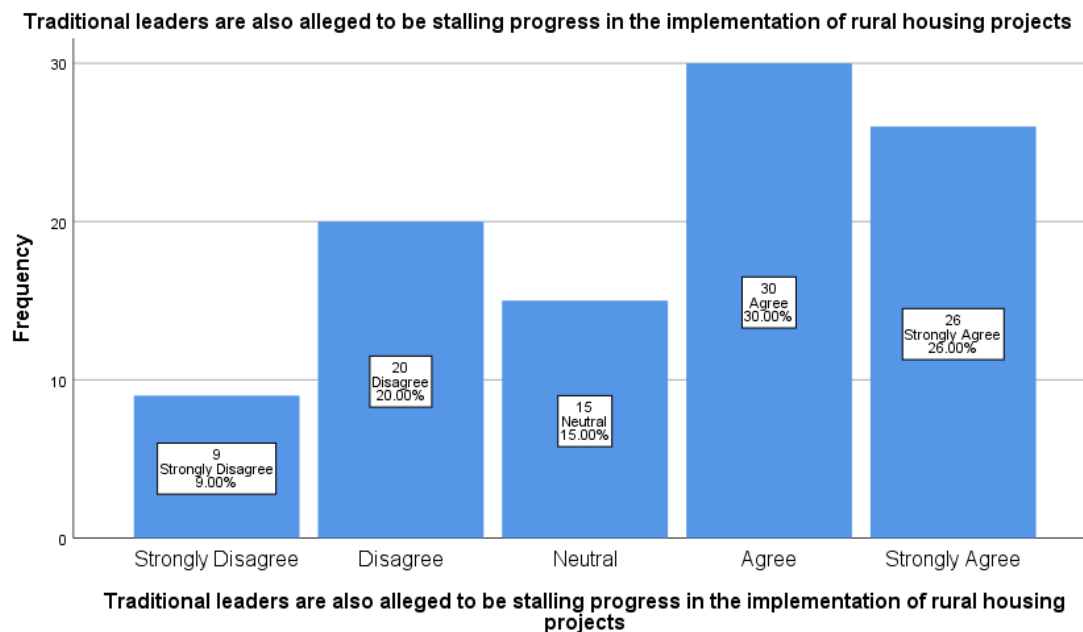


Figure 4.17 Traditional leaders are also alleged to be stalling the progress in the implementation of rural housing projects

Figure 4.17 above demonstrates that 15% of the total group of 100 responding were neutral, 30% agreed and 26% strongly agreed, 29% answered either strongly disagreed (9%) or disagreed (20%) that traditional leaders are also alleged to be stalling progress in the implementation of rural housing projects.

The standard deviation showed that responses were 1.313 spread around the mean of 3.44 which indicated that there were significant divergent views regarding whether traditional

leaders are also alleged to be stalling progress in the implementation of rural housing projects where most respondents agreed and strongly agreed but a smaller but significant proportion of respondents were either neutral, disagreed or strongly disagreed to the question.

A Shapiro-Wilk test ($p < 0.05$) and a visual inspection of the bar graph showed that employee responses are fairly symmetrical from the mean response (skewness of -0.400 ($SE = 0.241$)) and are within the acceptable range of normality.

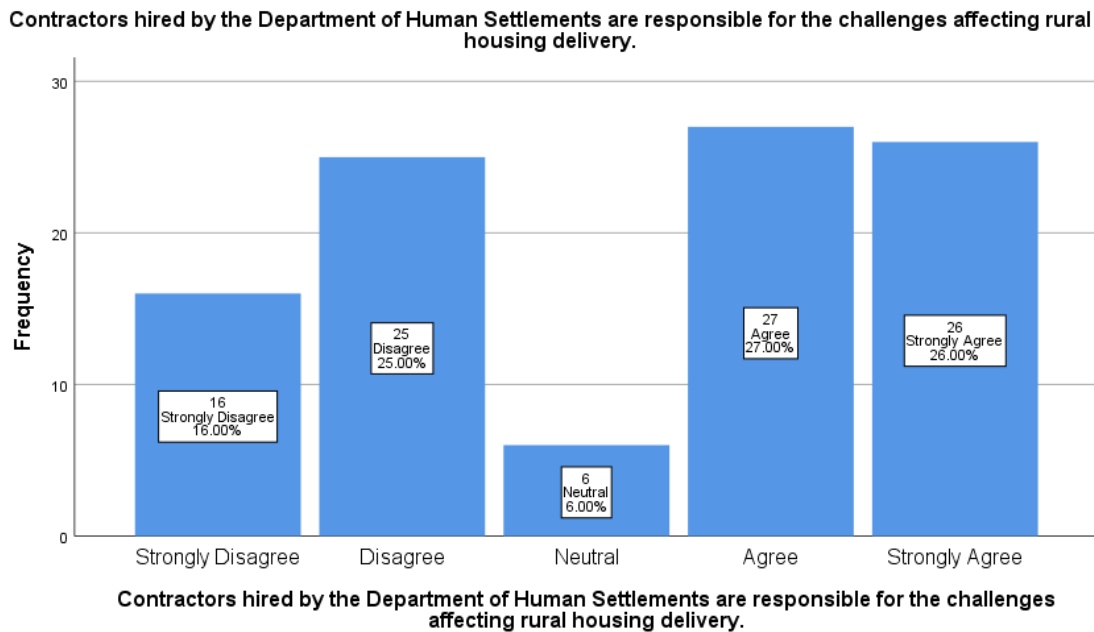


Figure 4.18 Contractors hired by the Department of Human Settlements are responsible for the challenges affecting rural housing delivery

Figure 4.18 above demonstrates that that most of the respondents agreed (53% either agreed or strongly agreed) that contractors hired by the Department of Human Settlements are responsible for the challenges affecting rural housing delivery. A large number at 41% of the respondents indicated that they strongly disagreed (16%) or disagreed (25%) with the statement. Only 6% remained neutral.

The standard deviation showed that responses were 1.242 dispersed around the mean of 3.22 which indicated that there were significant divergent views regarding whether contractors hired

by the Department of Human Settlements are responsible for the challenges affecting rural housing where most respondents agreed and strongly agreed but a smaller but significant proportion of respondents were either neutral, disagreed or strongly disagreed to the question.

A frequency tally of the responses and a visual inspection of figure 4.18 give an indication that a cumulative majority of respondents affirmed that contractors hired by the Department of Human Settlements are responsible for the challenges affecting rural housing is a challenge affecting rural housing delivery. A Shapiro-Wilk test at a p-value of 5% and a visual inspection of the bar graph indicated that employee responses are moderately symmetrical from the mean response (skewness of -0.196 and SE=0.241) and are within the acceptable range of normality.

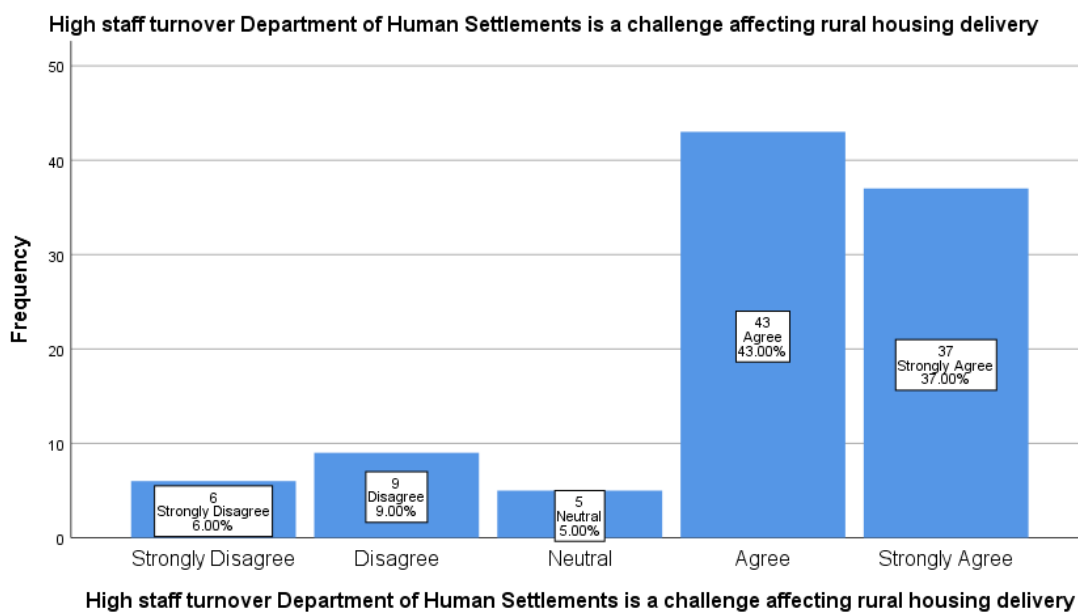


Figure 4.19 High staff turnover Department of Human Settlements is a Challenge Affecting Rural Housing Delivery

A frequency tally of the responses and a visual inspection of figure 4.19 gives an indication that a cumulative majority of respondents affirmed that high staff turnover within the Department of Human Settlements is a challenge affecting rural housing delivery.

The results showed that a significant percentage (80%) of the respondents answered the question either strongly agreed (37%) whilst 43% agreed and only 15% disagreed (9%) or strongly disagreed (6%) that high staff turnover within the Department of Human Settlements

is a challenge affecting rural housing delivery.

The standard deviation showed that responses were 1.154 spread around the mean of 3.96 which indicated that there were significant divergent views regarding whether high staff turnover within the Department of Human Settlements is a challenge affecting rural housing delivery in which a cumulative majority of the respondents generally agreed and a minority but significant segment of respondents were either neutral, disagreed or strongly disagreed to the question.

This was further asserted by a Shapiro-Wilk test ($p < 0.05$) and a visual inspection of the bar graph which showed that employee responses are fairly symmetrical from the average response (skewness of -1.249 and $SE = 0.241$) and are within the acceptable range of normality ($-2 < \text{skewness} < 2$).

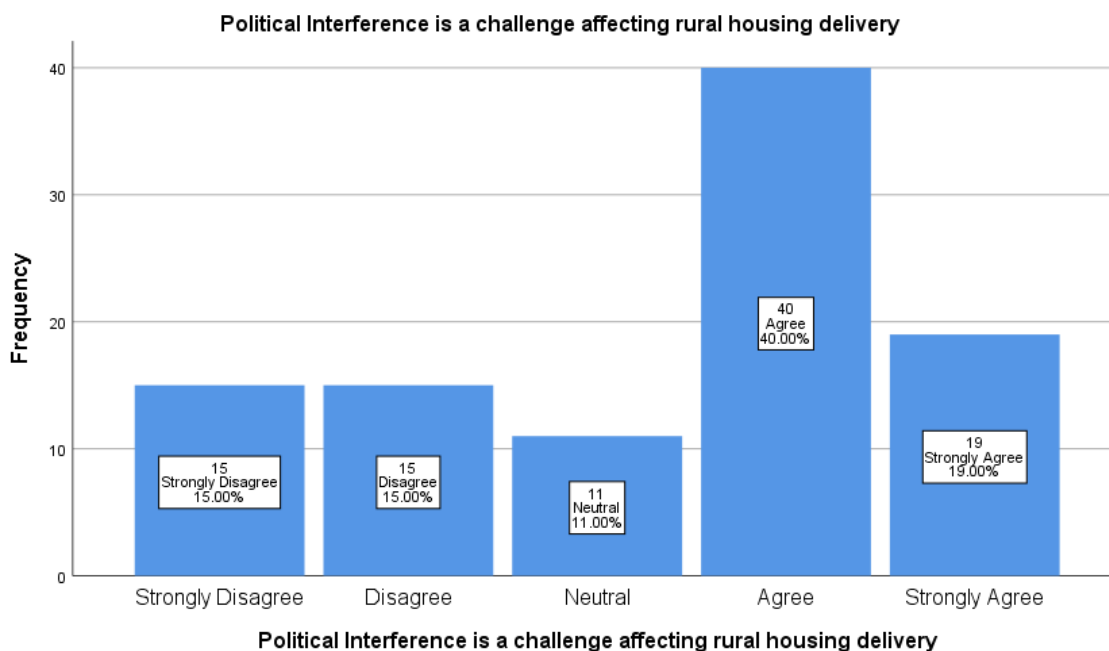


Figure 4.20 Political interference is a challenge affecting rural housing delivery

Figure 4.20 above demonstrates that 15% strongly disagreed, another 15% disagreed, 11% were neutral and 40% agreed, as well as 19% strongly agreed that political interference is a challenge affecting rural housing delivery.

The standard deviation showed that responses were 1.349 dispersed around the mean of 3.33 which indicated that there were significant divergent views regarding whether political interference is a challenge affecting rural housing delivery where most respondents agreed and

strongly agreed but a smaller but significant proportion of respondents were either neutral, disagreed or strongly disagreed to the question.

A frequency tally of the responses and a visual inspection of figure 4.120 give an indication that a cumulative majority of respondents affirmed that political interference is a challenge affecting rural housing delivery. This was further asserted by a Shapiro-Wilk test at 5% test and a visual inspection of the bar graph which showed that employee responses are fairly symmetrical from the mean response (skewness of -0.525 and SE=0.241) and are within the acceptable range of normality.

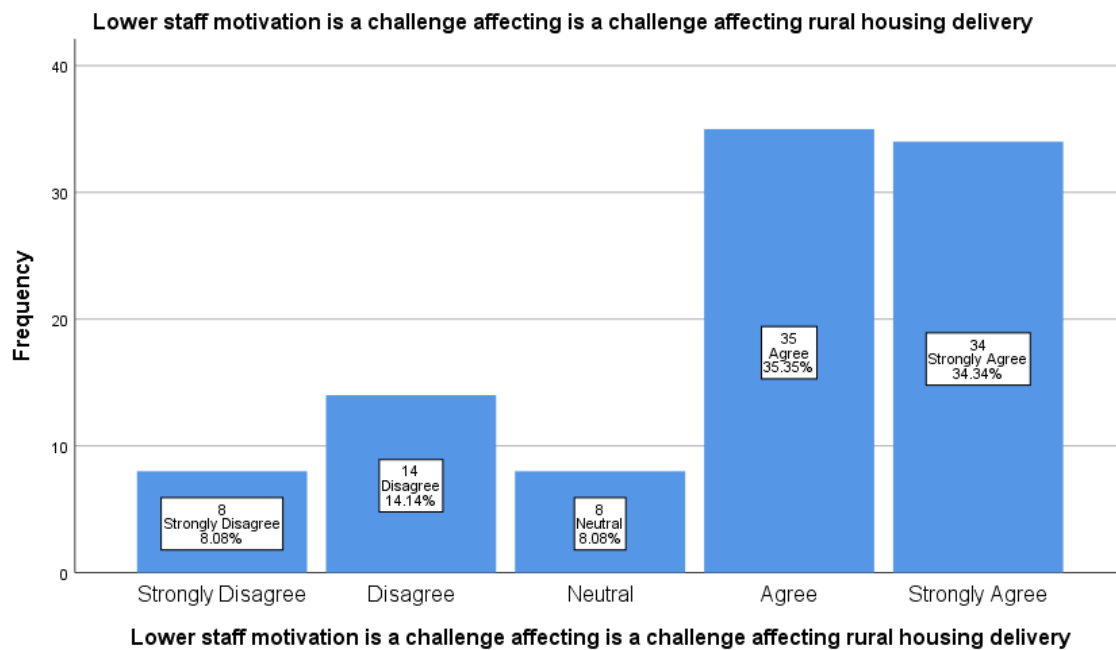


Figure 4.21 Lower staff motivation is a challenge affecting rural housing delivery

A frequency tally of the responses and a visual inspection of figure 4.21 give an indication that a cumulative majority of respondents affirmed that lower staff motivation within the Department of Human Settlements is a challenge affecting rural housing delivery. The results showed that a combined 69% generally agreed as they felt that “Lower staff motivation is a challenge affecting is a challenge affecting rural housing delivery.

The standard deviation showed that responses were 1.290 spread around the mean of 3.74 which indicated that there were significant divergent views regarding whether lower staff motivation within the Department of Human Settlements is a challenge affecting rural housing

delivery in which a cumulative majority of the respondents generally agreed and a minority but significant segment of respondents were either neutral, disagreed or strongly disagreed to the question.

A Shapiro-Wilk ($p < 5\%$) test and a visual inspection of the bar graph showed that employee responses are moderately symmetrical from the mean response (skewness of -0.832 ($SE=0.243$)) and are within the acceptable range of normality.

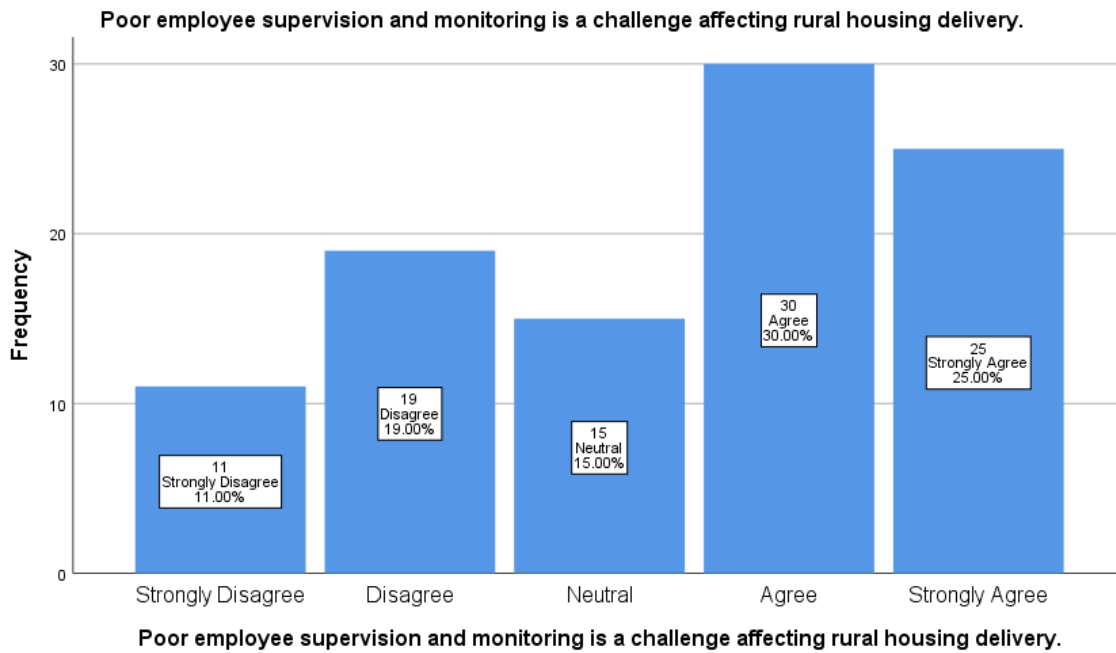


Figure 4.22 Poor employee supervision and monitoring is a challenge affecting rural housing delivery

Figure 4.22 above demonstrates that a cumulative majority of 55% of respondents agreed, while 15% remained neutral on the assertion that poor employee supervision and monitoring is a challenge affecting rural housing delivery. Only 11% strongly disagreed, while another 19% disagreed.

The standard deviation showed that responses were 1.340 dispersed around the mean of 3.39 which indicated that there were significant divergent views regarding whether poor employee supervision and monitoring is a challenge affecting rural housing delivery where most respondents agreed and strongly agreed but a smaller but significant proportion of respondents were either neutral, disagreed or strongly disagreed to the question.

A frequency tally of the responses and a visual inspection of figure 4.120 give an indication that a cumulative majority of respondents affirmed that poor employee supervision and monitoring is a challenge affecting rural housing delivery.

This was further asserted by a Shapiro-Wilk test ($p < 0.05$) and a visual inspection of the bar graph which showed that employee responses are fairly symmetrical from the average response (skewness of -0.390 and $SE = 0.241$) and are within the acceptable range of normality.

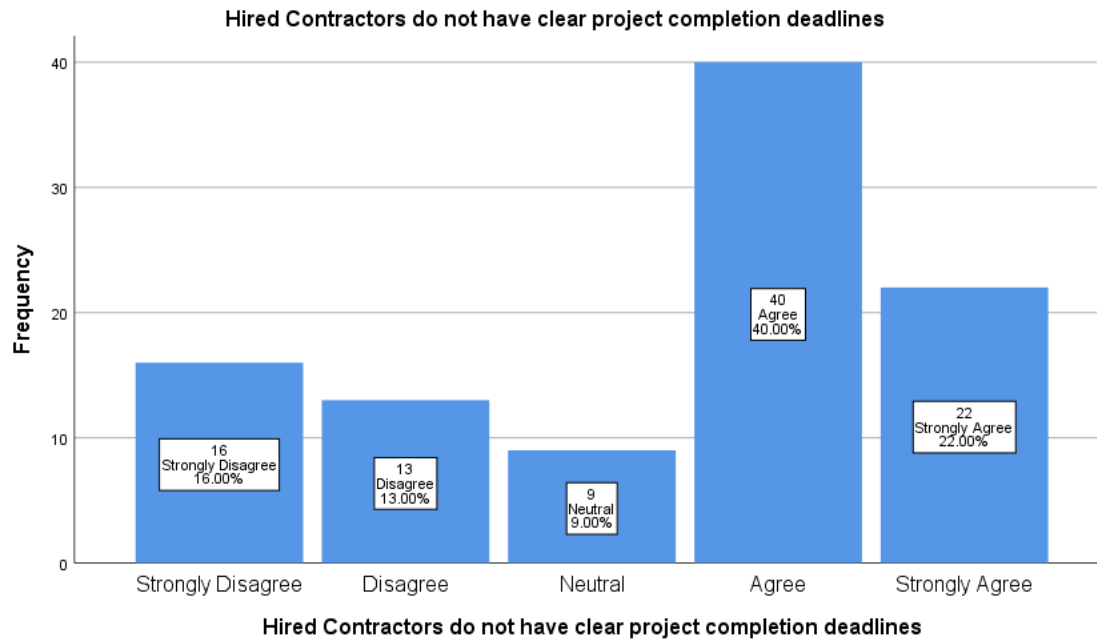


Figure 4.23 *Hired contractors do not have clear project completion deadlines*

The results depicted in Figure 4.23 above show that a combined 62% of the respondents ($n = 100$) agreed that hired contractors do not have clear project completion deadlines. The minority at 29% disagreed with the statement and 9% remained neutral. The results highlights respondents agree that 'Hired Contractors do not have clear project completion deadlines'. The *standard deviation* of 1.385 around a mean of 3.39 signifies that the responses are relatively divergent from the average response.

This demonstrates that there was polarity to the responses to the question on whether hired contractors do not have clear project completion deadlines by the Department of Human Settlements is a challenge affecting rural housing delivery whereby a cumulative majority of the respondents generally agreed and a minority but significant segment of respondents were either neutral, disagreed or strongly disagreed to the question.

A frequency tally of the responses and a visual inspection of figure 4.12 gives an indication that a cumulative majority of respondents affirmed that hired contractors do not have clear project completion deadlines is a challenge affecting rural housing delivery. A Shapiro-Wilk test ($p < 0.05$) and a visual inspection of the bar graph showed that employee responses are fairly symmetrical from the average response (skewness of -0.594 and $SE = 0.241$) and are within the

acceptable range of normality.

4.6 Strategies of accelerating service delivery through rural housing projects in Nongoma Local Municipality

4.6.1 Mean and S. Dev of variables

Table 4.4 shows that the mean responses to the response items focusing on strategies of accelerating service delivery through rural housing projects in Nongoma Local Municipality, as well as their deviation. The research items were structured to present relevant standard deviation and means from the study and generalisation.

All the questions were retained, as the data were reliable, as shown by the reliability coefficient, which was very high (0.998), strongly affirming to the reliability, validity and consistency of the questions. The resulting average, as well as the standard deviation of average results, are utilised to indicate constructs and analyse responses from the research items in the second section of the questionnaire pertaining to the research objectives, as well as draw conclusions.

Table 4.4: Descriptive statistics on strategies of accelerating service delivery through rural housing projects in Nongoma Local Municipality

Descriptive Statistics

	N	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Std. Error
Setting clear performance deadlines can help in accelerating rural housing delivery	100	4.06	1.118	-1.361	.241
Setting achievable goals and objectives that are communicated to all employees in the Department of Human Settlements can help in accelerating rural housing delivery	100	4.02	1.035	-1.381	.241
Engaging Central government for additional financial budgetary allocations can help in accelerating rural housing delivery	100	4.20	.888	-1.556	.241
Creation of more open lines of communication between departments can help in accelerating rural housing delivery	100	3.92	1.098	-1.147	.241
Creation of effective cross-functional teams can help in accelerating rural housing delivery	100	4.13	.981	-1.445	.241
Developing effective implementation monitoring mechanisms by the Department of Human Settlements can help in accelerating rural housing delivery	100	4.14	.995	-1.354	.241
Hiring contractors with managerial and human resources capacity can help in accelerating rural housing delivery	100	3.88	1.217	-.796	.241
Hiring and retaining skilled staff can help in accelerating rural housing delivery	100	4.09	.944	-1.433	.241
Improving planning and organisation skills on the part of the Department of Human Settlements is necessary to accelerating rural housing delivery	100	4.26	.705	-.945	.241
Improvement of the working conditions on the part of the employees of the Department of Human Settlements is necessary to accelerating rural housing delivery	100	4.45	.702	-1.251	.241
Engage Traditional leaders to remove resistance towards implementing rural housing delivery	99	4.08	.765	-.697	.243
Eliminate political interference by approaching the courts to get reprieve	100	4.48	.659	-.899	.241
Valid N (listwise)	99				

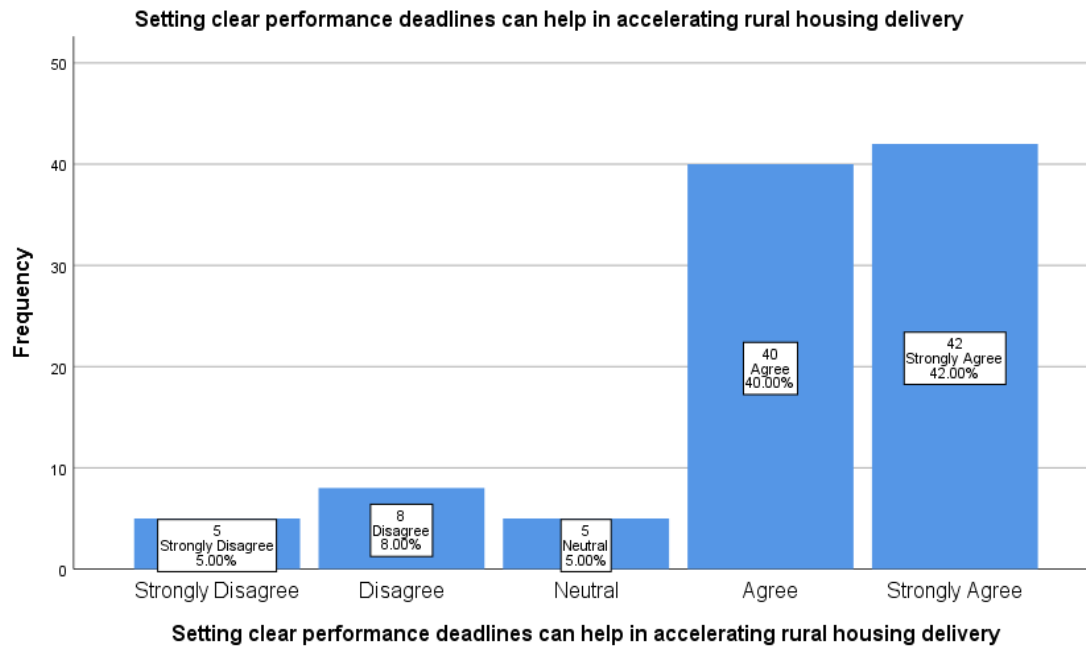


Figure 4.24 setting clear performance deadlines can help in accelerating rural housing delivery

The results depicted in Figure 4.23 above show that a clear majority of 82% of the respondents (n=100) agreed that ‘Setting clear performance deadlines can help in accelerating rural housing delivery’. A lesser proportion as denoted by a combined 13% disagreed with the statement and 5% remained neutral. The *Std. deviation* of 1.118 around a mean of 4.06 signifies that the responses are relatively divergent from the average response.

This demonstrates that responses were not homogenous between aspects of agreeing and disagreeing to the question on whether setting clear performance deadlines can help in accelerating rural housing delivery. However frequency tally of the responses demonstrates that a cumulative majority of the respondents generally agreed that setting clear performance deadlines can help in accelerating rural housing delivery and a minority but significant segment of respondents were either neutral, disagreed or strongly disagreed to the question.

A Shapiro-Wilk test ($p < 0.05$) and a visual inspection of the bar graph showed that employee responses are fairly symmetrical from the average response (skewness of -1.361 and $SE = 0.241$) and are within the acceptable range of normality ($-0.5 < skewness < 0.5$).

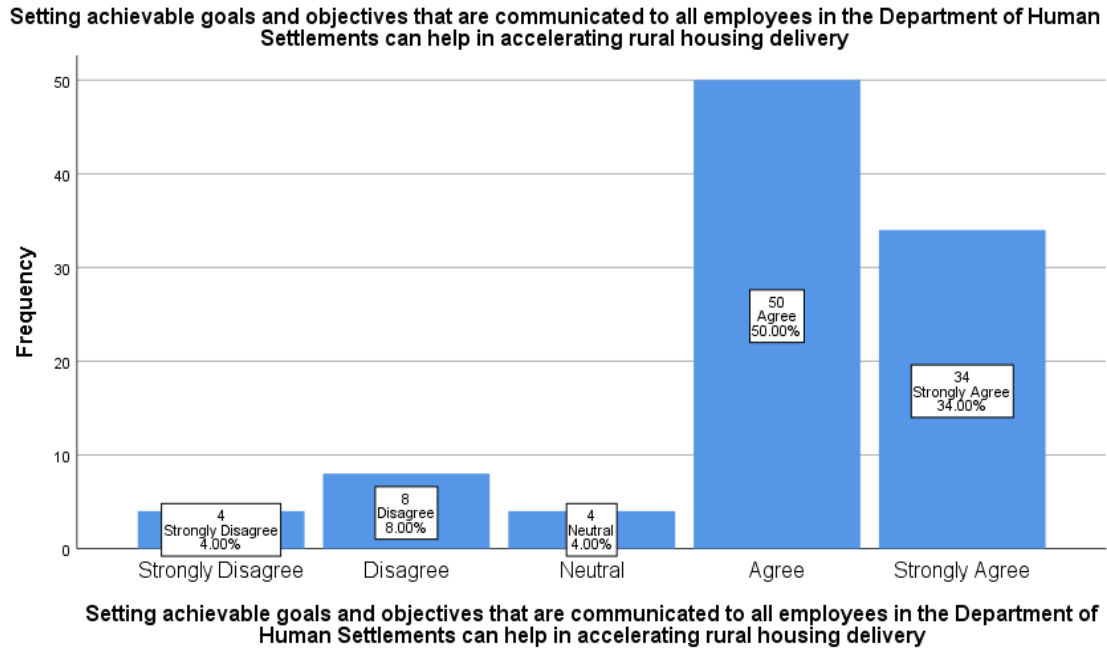


Figure 4.25 Setting achievable goals and objectives that are communicated to all employees in the Department of Human Settlements can help in accelerating rural housing delivery

Figure 4.25 above shows that a combined majority of 84 of the 100 respondents (84%) agreed that ‘Setting achievable goals and objectives that are communicated to all employees in the Department of Human Settlements can help in accelerating rural housing delivery’, while another 8% disagreed, 4% remained uncertain, and only a small proportion of 4% strongly disagreed.

The results highlight that that employees generally agrees that setting achievable goals and objectives that are communicated to all employees in the Department of Human Settlements can help in accelerating rural housing delivery. A standard deviation (*S. dev*) of 1.035 around the mean of 4.02 was significantly high and demonstrates that the individual responses, on average, were a little over 1 point away from the mean.

The responses to the statement indicate that there is no homogeneity in respondents view regarding the effect of setting clear objectives that are communicated to all employees whereby most respondents generally agreed and a small percentage were either neutral, disagreed or strongly disagreed. This was further asserted by a Shapiro-Wilk test ($p < 0.05$) and a visual inspection of the bar graph which showed that employee responses are fairly symmetrical from the mean response and are within the acceptable range of normality (skewness of -0.381 and $SE = 0.241$).

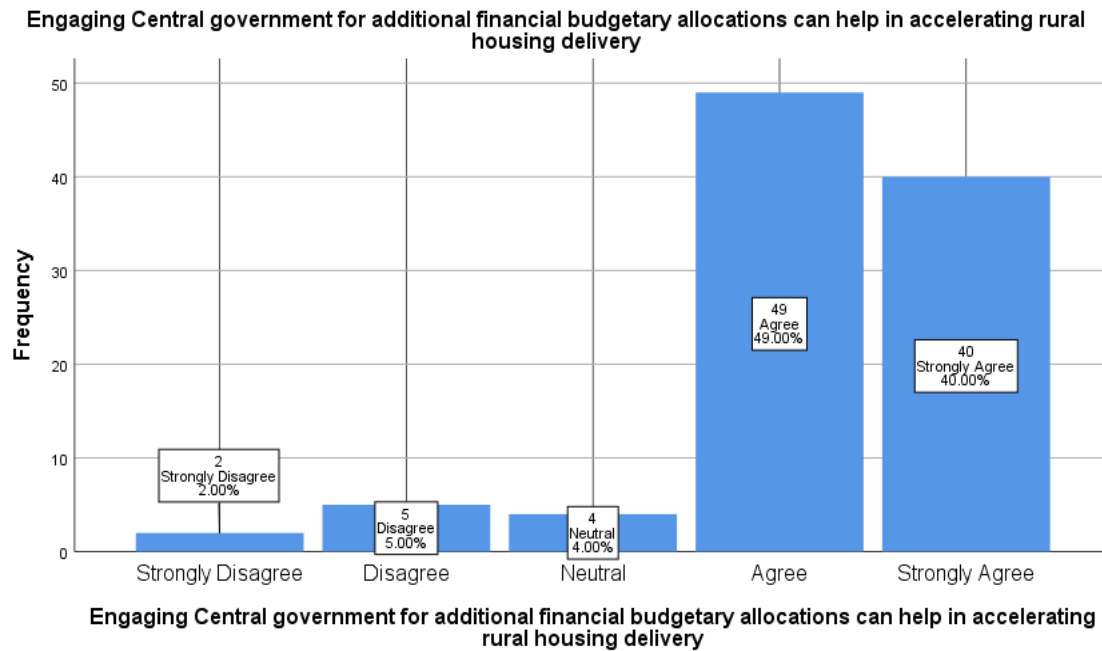


Figure 4.26 Engaging central governments for additional financial budgetary allocations can help in accelerating rural housing delivery

Figure 4.26 above shows that a total of 89% agreed that engaging Central government for additional financial budgetary allocations can help in accelerating rural housing delivery'. Only 5% disagreed and 2% strongly disagreed, while another 4% remained neutral. As a result, the mean response of 4.20 indicated that there is a general agreement.

The results showed general agreement to the notion that engaging central government for additional financial budgetary allocations can help in accelerating rural housing delivery. A standard deviation of 0.888 around the mean of 4.20 was a little dispersed around the mean and demonstrates that there is greater convergence towards homogeneity of responses and less polarisation on respondents regarding the effect of engaging central government for additional financial budgetary allocations can help in accelerating rural housing delivery whereby a large majority of respondents generally agreed and a small but insignificant minority expressed neutrality or disagreement.

A Shapiro-Wilk test ($p < 0.05$) and a visual inspection of the bar graph showed that employee responses are fairly symmetrical from the mean response and are within the acceptable range of normality (skewness of -1.556 and $SE = 0.241$).

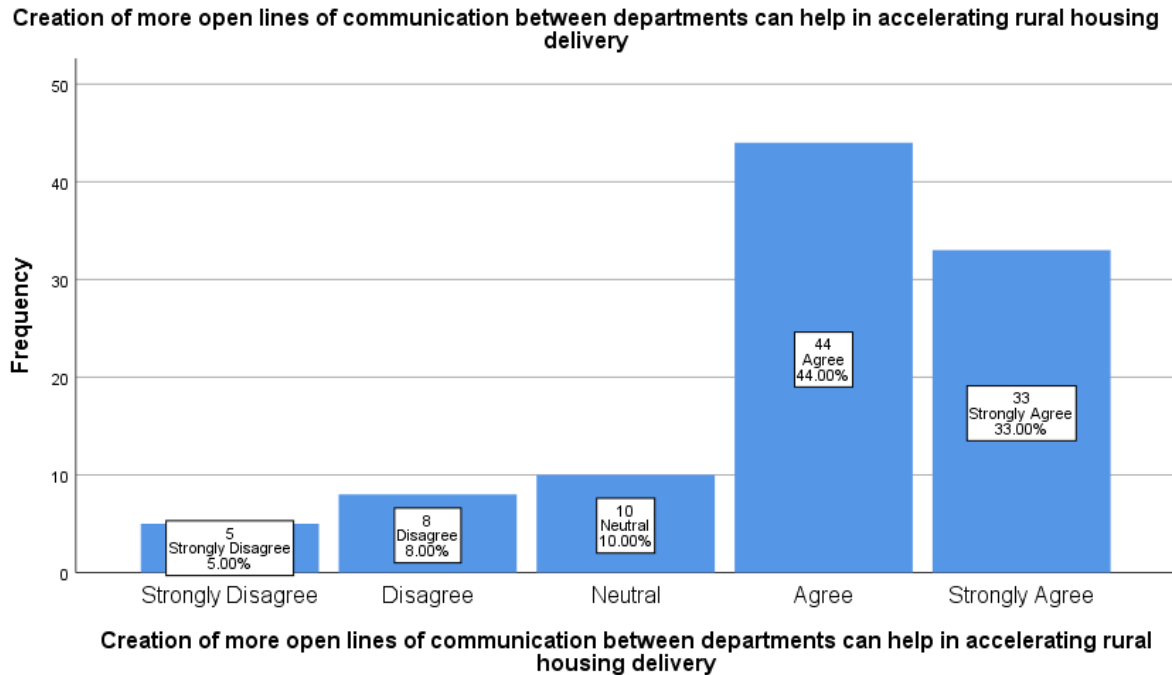


Figure 4.27 Creation of more open lines of communication between departments can help in accelerating rural housing delivery

The results depicted in Figure 4.23 above show that a majority of 77% of the respondents (n=100) were in agreement that the ‘Creation of more open lines of communication between departments can help in accelerating rural housing delivery’. The minority was a combined 13% expressing disagreement and 10% remaining neutral. The results highlight that respondents generally agree that the creation of more open lines of communication between departments can help in accelerating rural housing delivery.

The *Std. deviation* of 1.098 around a mean of 3.92 signifies that the responses are relatively divergent from the average response. This demonstrates that there was polarity to the responses to the question on whether creation of more open lines of communication between departments can help in accelerating rural housing delivery. A frequency tally of the responses and a visual inspection of figure 4.27 give an indication that a cumulative majority of respondents affirmed that that the creation of more open lines of communication between departments can help in accelerating rural housing delivery.

A Shapiro-Wilk test at 5% test and a visual inspection of the bar graph showed that employee responses are moderately skewed towards the mean response and are within the acceptable range of normality (skewness of -1.147 and SE=0.241).

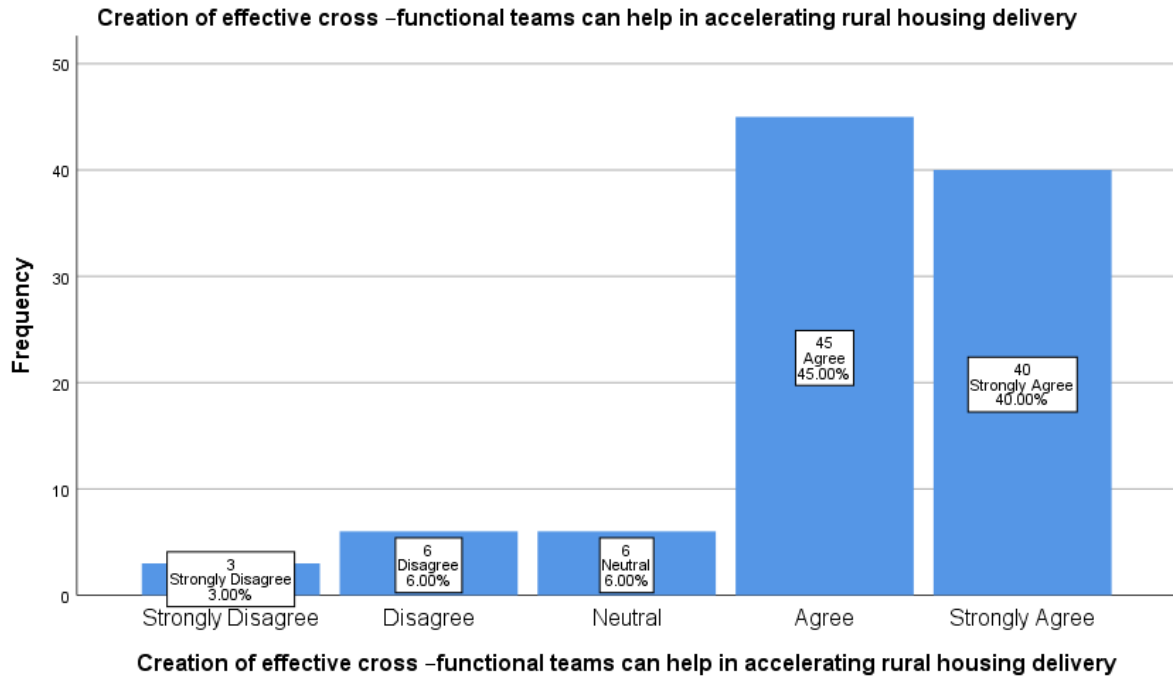


Figure 4.28 *Creation of effective cross-functional teams can help in accelerating rural housing delivery*

The graph above illustrates that 45% of employees agreed and 40% strongly agreed. The minority of respondents at 6% disagreed, 6% were neutral and 3% strongly disagreed that the creation of effective cross-functional teams can help in accelerating rural housing delivery.

The results showed general agreement to the notion that the creation of effective cross-functional teams can help in accelerating rural housing delivery. A standard deviation of 0.981 around the mean of 4.13 was a little dispersed around the mean and demonstrates that there is greater convergence towards homogeneity of responses and fewer polarisations on respondents regarding the effect of the creation of effective cross-functional teams can help in accelerating rural housing delivery.

A Shapiro-Wilk test ($p < 0.05$) and a visual inspection of the bar graph showed that employee responses are highly skewed towards the mean response although the responses are in acceptable range of normality with a skewness of -1.445 (SE=0.241).

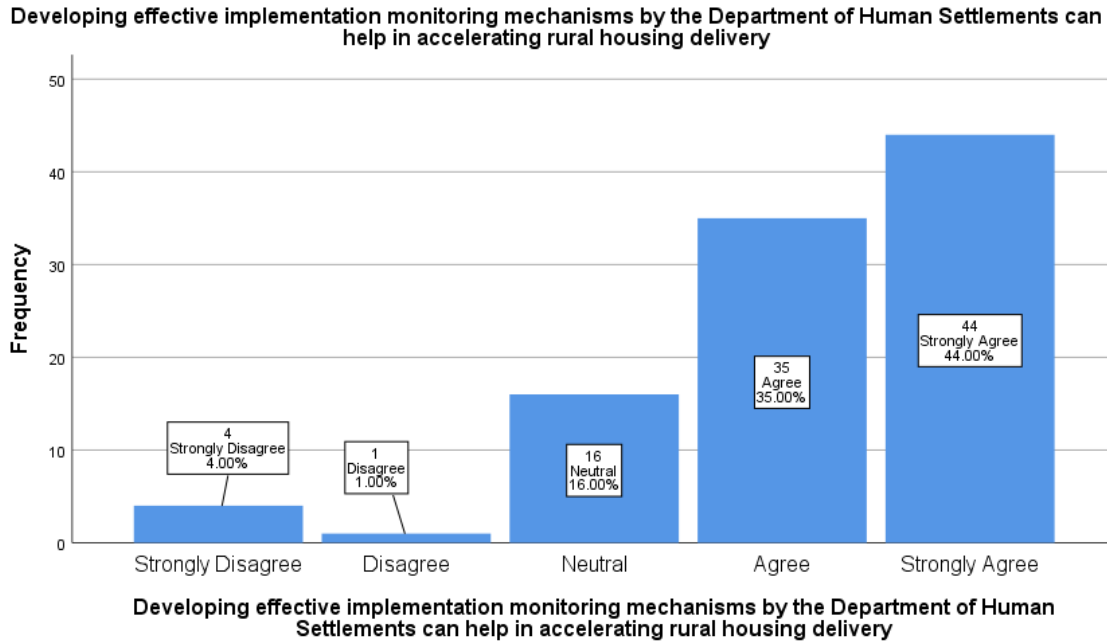


Figure 4.29 developing effective implementation monitoring mechanisms by the Department of Human Settlements can help in accelerating rural housing delivery

A frequency tally of the responses and a visual inspection of figure 4.29 give an indication that a cumulative majority of respondents affirmed that developing effective implementation monitoring mechanisms by the Department of Human Settlements can help in accelerating rural housing delivery.

The results showed that a combined 79% of respondents (44% strongly agreeing and 35% agreeing) agreed with the statement that developing effective implementation monitoring mechanisms by the Department of Human Settlements can help in accelerating rural housing delivery. The standard deviation showed that responses were 0.995 spread around the mean of 4.14 which indicated that the spread of responses around were a little below the mean implying that there was less polarization of views regarding the effect of developing effective implementation monitoring mechanisms by the Department of Human Settlements on accelerating rural housing delivery.

This was further asserted by a Shapiro-Wilk test ($p < 0.05$) and a visual inspection of the bar graph which showed that responses are fairly skewed towards the mean response (skewness of -1.354 (SE=0.241)) and are within the acceptable range of normality).

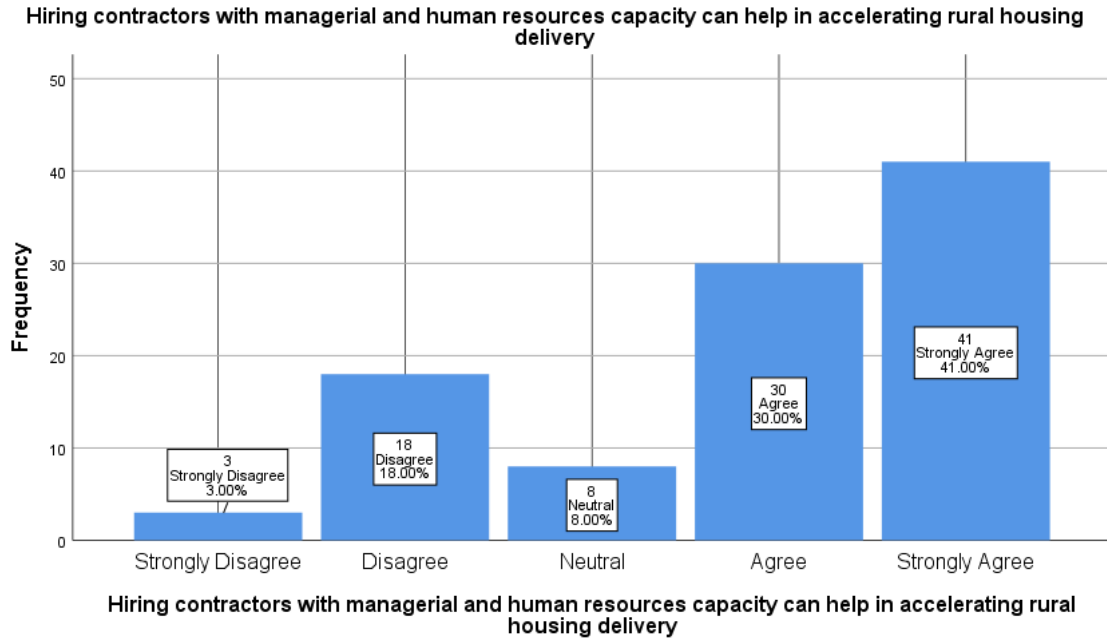


Figure 4.30 Hiring contractors with managerial and human resources capacity can help in accelerating rural housing delivery

The graph above illustrates that a majority of 71% of the respondents (n=100) were in agreement that ‘Hiring contractors with managerial and human resources capacity can help in accelerating rural housing delivery’. The other combined total of 21% of the respondents expressed disagreement and 8% remained neutral.

The results highlight that the respondents generally agree that hiring contractors with managerial and human resources capacity can help in accelerating rural housing delivery. The results showed general agreement to the notion that hiring contractors with managerial and human resources capacity can help in accelerating rural housing delivery. A standard deviation of 1.217 around the mean of 3.88 was a bit far dispersed around the mean and demonstrates that there is little homogeneity of responses and less polarisation on respondents regarding the effect of hiring contractors with managerial and human resources capacity in accelerating rural housing delivery.

A Shapiro-Wilk test at 5% significance level and a visual inspection of the bar graph showed that employee responses are moderately skewed towards the mean response and are within the acceptable range of normality (skewness of -0.796 and SE=0.241).

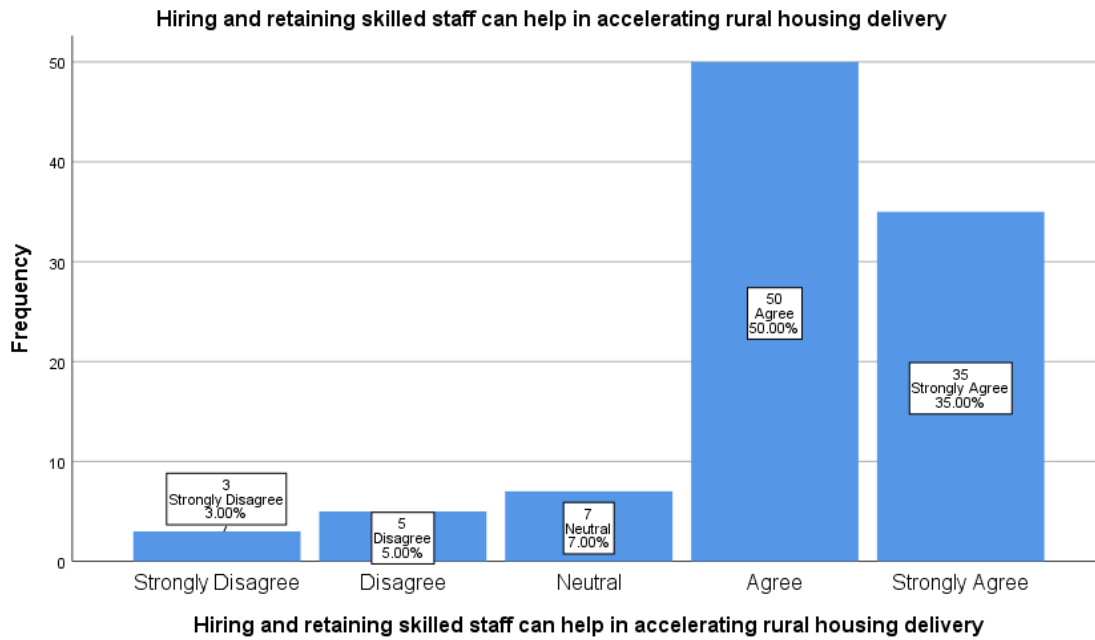


Figure 4.31 Hiring and retaining skilled staff can help in accelerating rural housing delivery

A frequency tally of the responses and a visual inspection of figure 4.31 give an indication that a cumulative majority of respondents affirmed that hiring and retaining skilled staff can help in accelerating rural housing delivery. The results showed that a combined 85% (n=100) of respondents generally agreed that hiring and retaining skilled staff can help in accelerating rural housing delivery.

The minority at 8% expressed disagreement and 7% remained neutral. The standard deviation showed that responses were 0.944 spread around the mean of 4.09 which indicated that the spread of responses around were a little below the mean implying that there was less polarization of views regarding the effect of hiring and retaining skilled staff on accelerating rural housing delivery.

A Shapiro-Wilk test ($p < 0.05$) and a visual inspection of the bar graph showed that employee responses are fairly symmetrical from the mean response with a skewness of -1.433 and $SE = 0.241$ and are within the acceptable range of normality ($-0.5 < \text{skewness} < 0.5$).

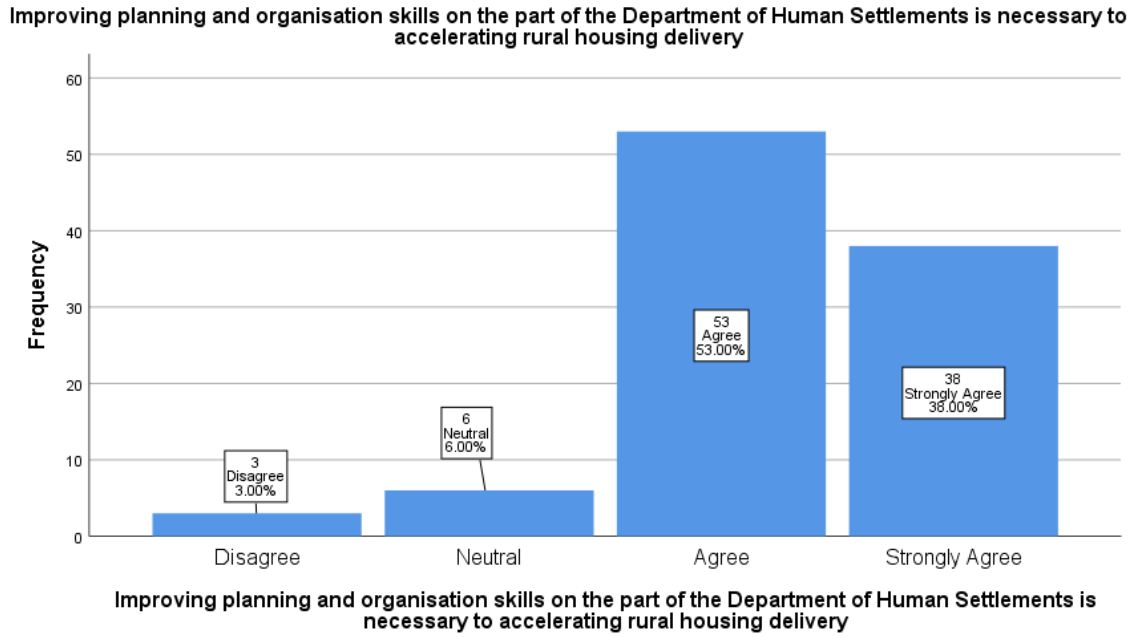


Figure 4.32 improving planning and organisation skills on the part of the Department of Human Settlements are necessary to accelerating rural housing delivery

Figure 4.32 above shows that (91%) were in agreement, while 6% remained neutral on the assertion that ‘Improving planning and organisation skills on the part of the Department of Human Settlements is necessary to accelerating rural housing delivery’. Only 3% disagreed. The results showed general agreement to the notion that engaging central government for additional financial budgetary allocations can help in accelerating rural housing delivery.

A standard deviation of 0.705 around the mean of 4.26 was a little dispersed around the mean and demonstrates that there is greater convergence towards homogeneity of responses and less polarisation on respondents regarding the effect of improving planning and organisation skills on the part of the Department of Human Settlements is necessary to accelerating rural housing whereby a large majority of respondents generally agreed and a small but insignificant minority expressed neutrality or disagreement.

This was further asserted by a Shapiro-Wilk test at p-value of 0.05 and a visual inspection of the bar graph which showed that employee responses are fairly symmetrical from the mean response and are within the acceptable range of normality (skewness of -0.945 and SE=0.241).

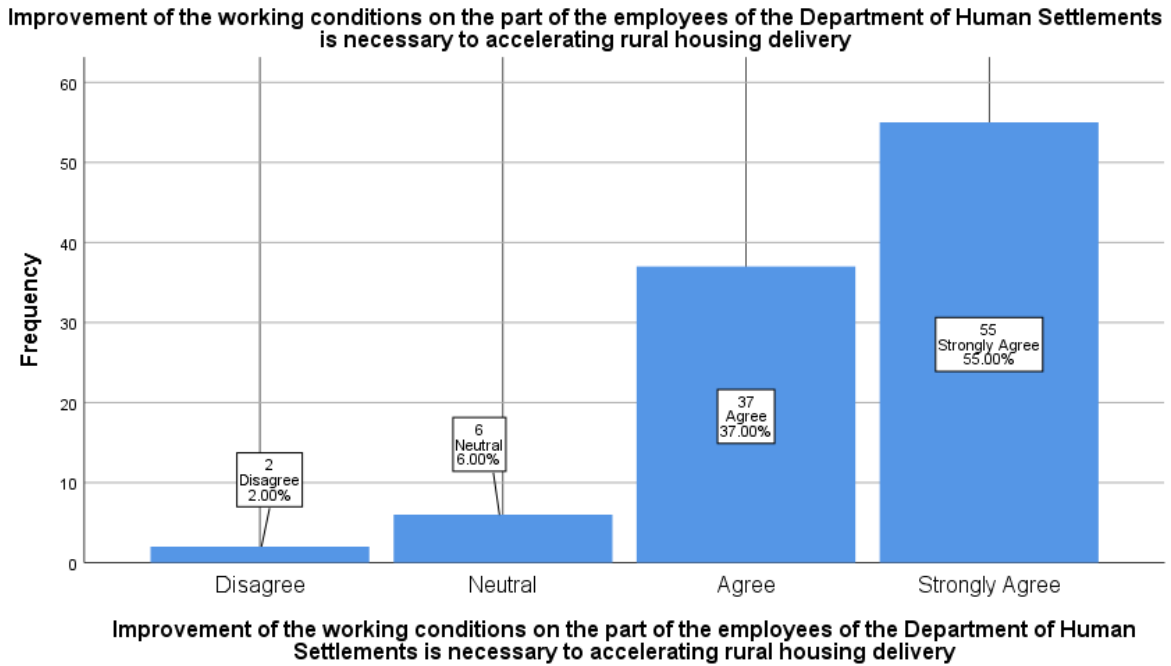


Figure 4.33 Improvement of the working conditions on the part of the employees of the Department of Human Settlements is necessary to accelerating rural housing delivery

Figure 4.33 above shows that a combined 92% agreed (55% strongly agreed and 37% agreed) and only 2% were in disagreement that the improvement of the working conditions on the part of the employees of the Department of Human Settlements is necessary to accelerating rural housing delivery.

The results showed general agreement to the notion that the improvement of the working conditions on the part of the employees of the Department of Human Settlements is necessary to accelerating rural housing delivery. A standard deviation of 0.702 around the mean of 4.45 was a little dispersed around the mean and demonstrates that there is greater convergence towards homogeneity of responses and less polarisation on respondents regarding the effect of the improvement of the working conditions on the part of the employees of the Department of Human on accelerating rural housing delivery.

A Shapiro-Wilk test ($p < 0.05$) and a visual inspection of the bar graph indicated that employee responses are fairly symmetrical from the average response and are within the acceptable range of normality with a skewness of -1.251 and SE=0.24.

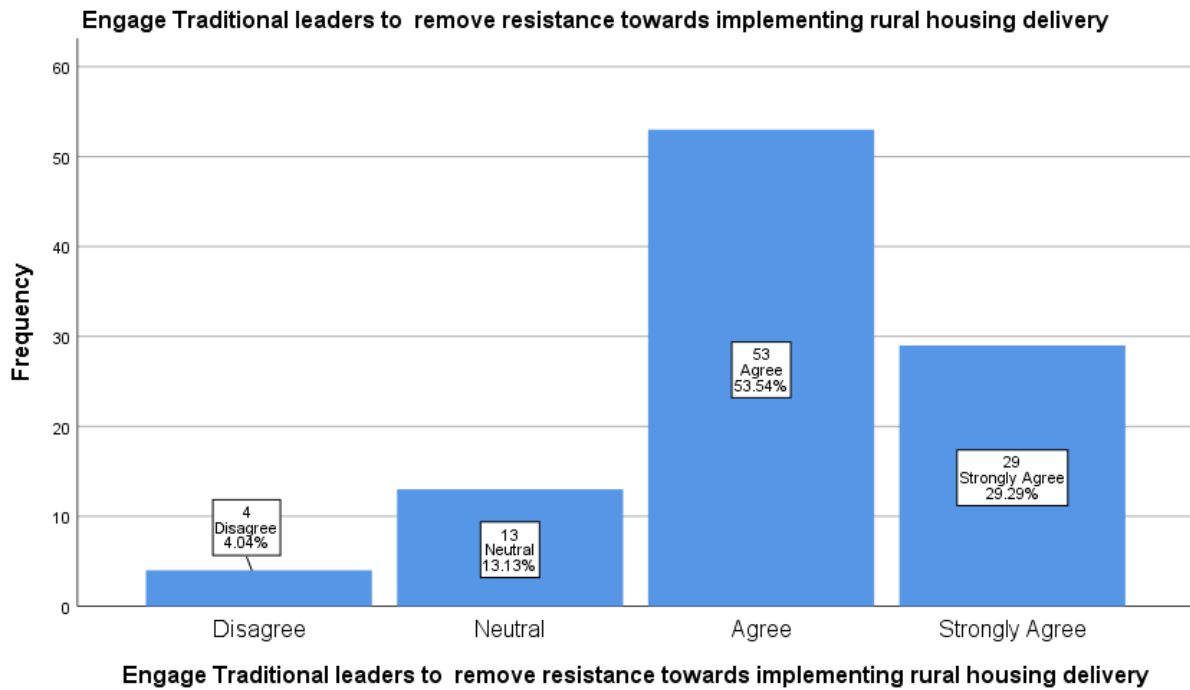


Figure 4.34 Engage traditional leaders to remove resistance towards implementing rural housing delivery

A frequency tally of the responses and a visual inspection of figure 4.34 give an indication that a cumulative majority of respondents affirmed that engaging traditional leaders removes resistance towards implementing rural housing delivery. The results showed that 29% strongly agreed, 53% agreed, 4% disagree and 13% were neutral to the need to engage traditional leaders to remove resistance towards implementing rural housing.

The standard deviation showed that responses were 0.765 spread around the mean of 4.08 which indicated that the spread of responses around were a little below the mean implying that there was less polarization of views regarding the effect of engaging traditional leaders to remove resistance towards implementing rural housing.

This was further asserted by a Shapiro-Wilk test, as well as a visual inspection of the illustrative graph above, which showed that employee responses are fairly symmetrical from the average response and are within the acceptable range of normality (skewness of -0.697 and SE=0.241).

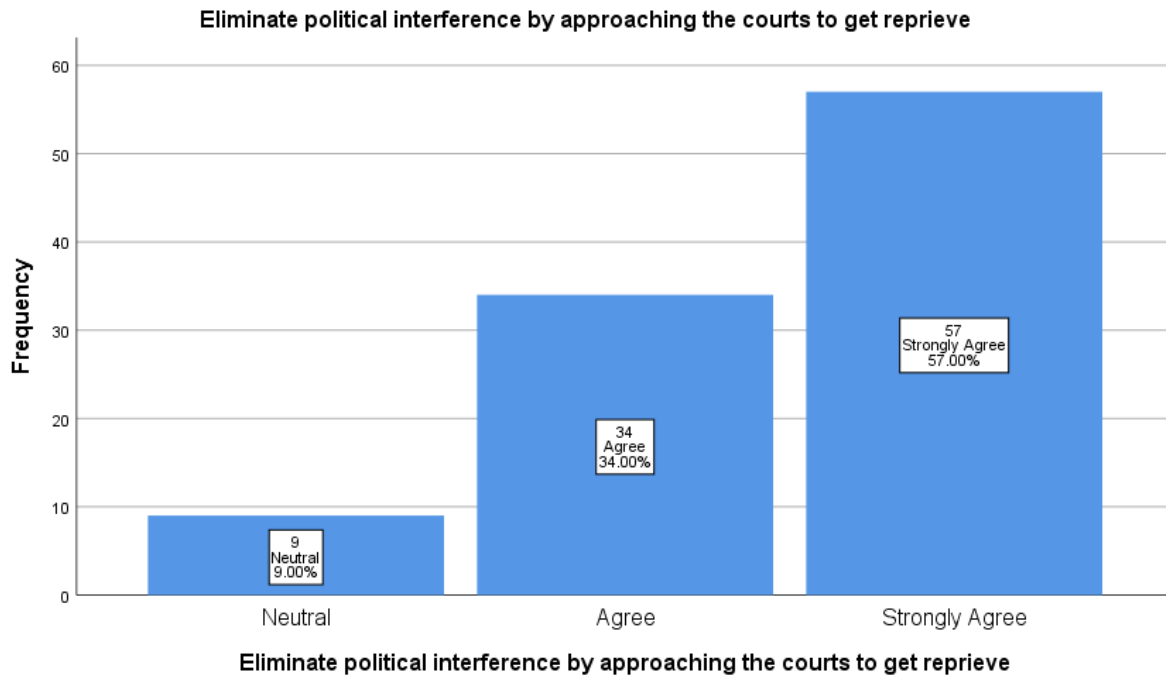


Figure 4.35 *Eliminate political interference by approaching the courts to get reprieve*

Figure 4.35 above shows that a total of 91% agreed while 9% remained neutral that one should elimination of political interference by approaching the courts to get reprieve helps to accelerate housing delivery that the elimination of political interference by approaching the courts to get reprieve is necessary to accelerate rural housing delivery.

The results showed general agreement to the notion that the elimination of political interference by approaching the courts to get reprieve is necessary to accelerate rural housing delivery. A standard deviation of 0.659 around the mean of 4.48 was a little dispersed around the mean and demonstrates that there is greater convergence towards homogeneity of responses and less polarisation on respondents regarding the impact of the elimination of political interference by approaching the courts to get reprieve on accelerating rural housing delivery.

This was further asserted by a Shapiro-Wilk test ($p < 0.05$) and a visual inspection of the bar graph which showed that employee responses are closely symmetrical from the mean response and are within the acceptable range of normality (skewness of -0.899 (SE=0.241)).

4.8 Impact of rural housing projects in Nongoma Local Municipality

4.8.1 Mean and S. Dev of variables

Table 4.5 below shows the mean responses to the response items focusing on the impact of rural housing projects in Nongoma Local Municipality, as well as their deviation. The research items were structured to present relevant standard deviation and means from the study and generalisation. All the questions were retained as data were reliable, as shown by the reliability co-efficient which was very high (0.990), strongly affirming to the reliability, validity and consistency of the questions.

The resulting average, as well as the standard deviation of average results, are utilised to indicate constructs and analyse responses from the research items in the second section of the questionnaire pertaining to the research objectives, as well as draw conclusions.

Table 4.5: Descriptive Statistics on rural housing projects in Nongoma Local Municipality

Descriptive Statistics					
	N Statistic	Mean Statistic	Std. Deviation Statistic	Skewness Statistic	Std. Error
Provision of rural housing has created job opportunities	100	3.76	1.138	-.729	.241
Provision has reduced Poverty related to shortage of accommodation	100	4.32	.851	-1.172	.241
Provision of housing has improved the living standards of the people	100	4.28	.753	-1.095	.241
Provision of housing has improved infrastructure development	100	4.39	.764	-1.353	.241
The level of employeeaProvision of rural housing has increased rural electrificatione praise and recognition is improving employee performance at my organisation	100	3.92	.813	-.774	.241
Access to housing has the potential to reduce criminal activities, easy access to services such as security of land, tenure, water, good sanitation facilities, human dignity and other social services (for example, police services, schools, clinics and spo	100	4.31	.884	-2.087	.241
Provision of rural housing has made it easy for rural people to access better sanitation services	99	4.18	.850	-.971	.243
Provision of rural housing has made it easy for rural people to access clean water	100	3.77	1.127	-1.045	.241
Provision of rural housing has made it easy for rural people to access electricity	100	3.98	.876	-.697	.241
Provision of rural housing has improved the human dignity of the rural people	100	4.37	.646	-.532	.241
Provision of rural housing has provided residential structures with secure tenure.	100	3.94	.897	-.738	.241
Provision of rural housing has provided greater privacy to rural dwellers	99	4.04	.891	-.786	.243
Provision of rural housing has provided adequate protection of rural people from the environment	100	3.46	1.158	-.339	.241
Provision of rural housing has provided a safe living environment	100	3.28	1.264	-.271	.241
Valid N (listwise)	98				

The findings on the table above are discussed in conjunction with the graphical visuals below.

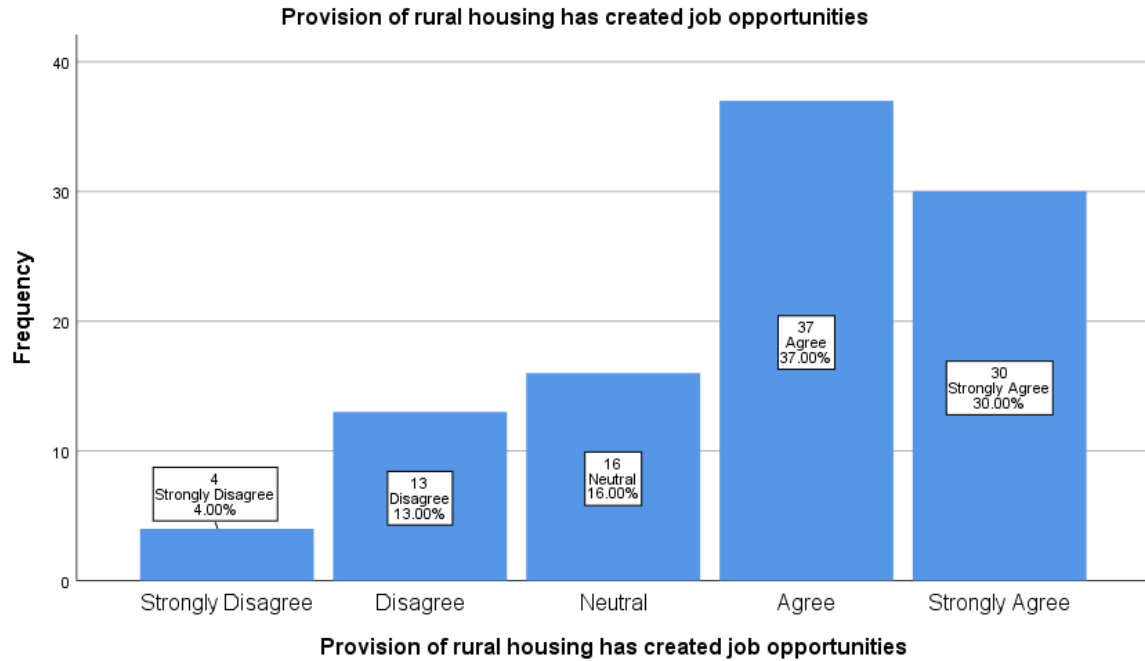


Figure 4.36 Provision of rural housing has created job opportunities

Figure 4.36 above shows that 67% (n=100) agreed that the ‘provision of rural housing has created job opportunities’. A combined 17% expressed disagreement and 16% remained neutral. The results showed general agreement to the notion that the provision of rural housing has created job opportunities.

A standard deviation of 1.138 around the mean of 3.76 was far dispersed around the mean and demonstrates that there is polarisation of responses regarding the impact of provision of rural housing had on creating job opportunities whereby most respondents generally agreed that the provision of rural housing had on creating job opportunities, but a smaller but significant segment of respondents were either neutral or expressed disagreement.

A Shapiro-Wilk test ($p < 0.05$) and a visual inspection of the bar graph showed that employee responses are moderately skewed towards the average response and are within the acceptable range of normality with a skewness of -0.729 (SE=0.241).

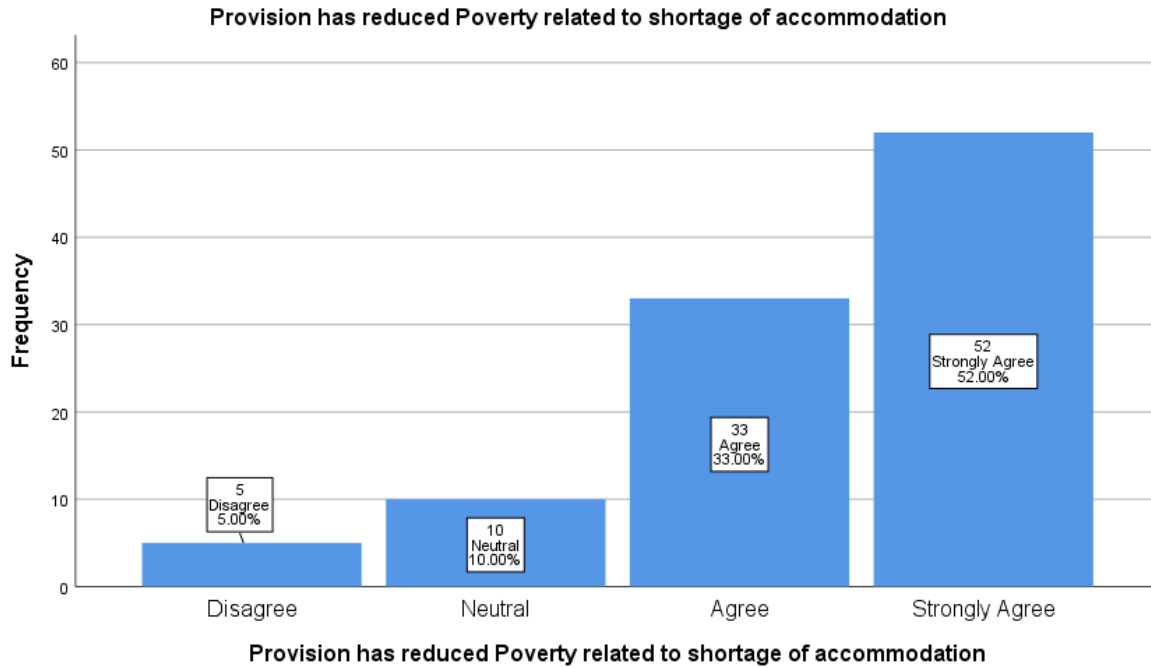


Figure 4.37 Provision has reduced poverty related to the shortage of accommodation

Figure 4.36 above shows that 52% strongly agreed, 33% agreed, 5% disagree and 10% were neutral. It can be concluded that respondents agreed with the statement that provision has reduced poverty related to shortage of accommodation. The results showed general agreement to the notion that the provision has reduced poverty related to shortage of accommodation.

A standard deviation of *0.851* around the mean of 4.32 was a little dispersed around the mean and demonstrates that there are fewer polarisations of responses regarding the impact of provision of rural housing on reducing poverty related to shortage of accommodation. A tally of the responses demonstrated that most respondents generally agreed that the provision of rural housing had reduced poverty related to accommodation, but a smaller but significant segment of respondents were either neutral or expressed disagreement.

This was further asserted by a Shapiro-Wilk test ($p < 0.05$), as well as the visual inspection of the bar graph above, which showed that employee responses are fairly symmetrical from the average response and are within the acceptable range of normality (skewness of -1.172 (SE=0.241)).

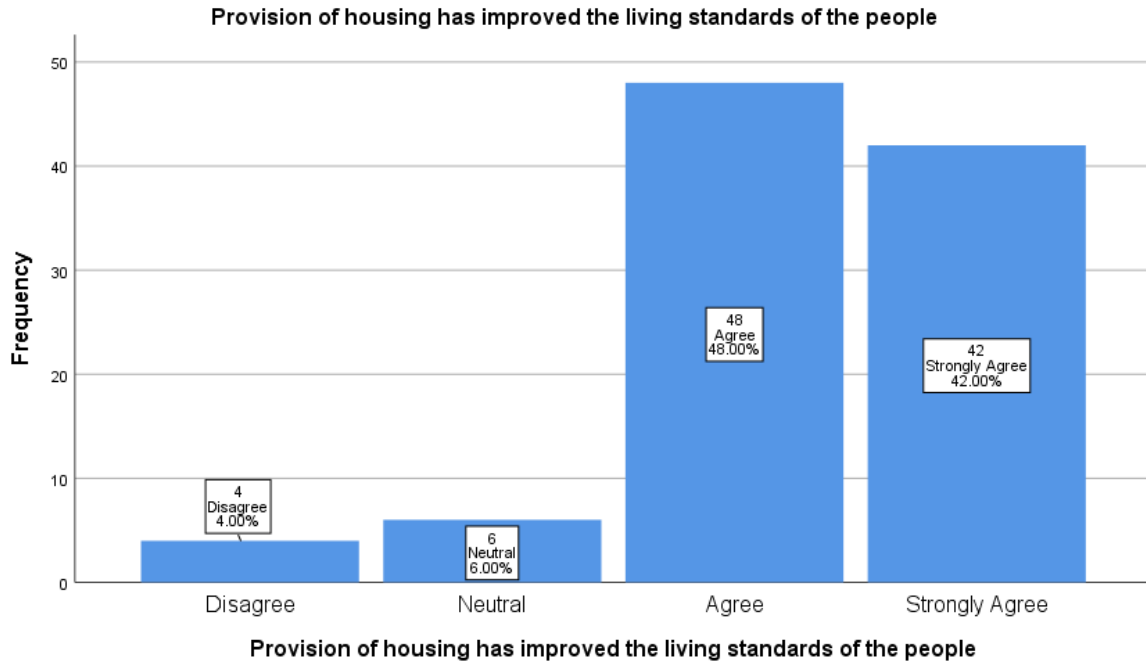


Figure 4.38 Provision of housing has improved the living standards of the people

A frequency tally of the responses and a visual inspection of figure 4.38 give an indication that a cumulative majority of respondents affirmed that that the provision of housing has improved the living standards of the people.

The results showed that a majority of 90% of the respondents (n=100) were in total agreement, while a minority of a combined 4% expressed disagreement and 6% remained neutral. The standard deviation showed that responses were 0.753 spread around the mean of 4.28 which indicated that the spread of responses around were a little below the mean implying that there was less polarization of views regarding the effect of the provision of rural housing on improving the living standards of the people.

A Shapiro-Wilk test ($p < 0.05$) and a visual inspection of the bar graph showed that employee responses are moderately skewed towards the mean response and are within the acceptable range of normality (skewness of -1.095 and SE=0.241).

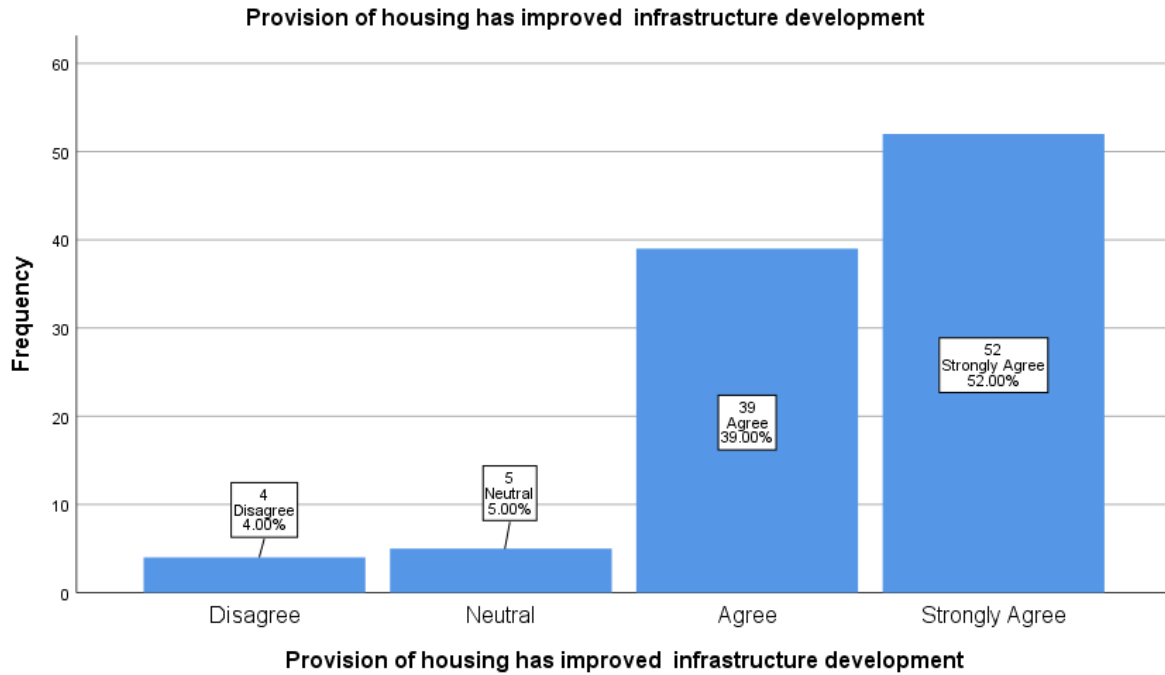


Figure 4.39 Provision of housing has improved infrastructure development

Figure 4.39 above shows that 52% strongly agreed, 4% disagreed and 5% were neutral. The results showed general agreement to the notion that the provision of housing has improved infrastructure development. A standard deviation of 0.764 around the mean of 4.39 was a little dispersed around the mean and demonstrates that there are fewer polarisations of responses regarding the impact of provision of rural housing on infrastructural development.

A tally of the responses demonstrated that most respondents generally agreed that the provision of rural housing had improved infrastructural development, but a smaller but significant segment of respondents were either neutral or expressed disagreement. A Shapiro-Wilk test and a visual inspection of the bar graph showed that employee responses are highly skewed towards the mean response and the responses are in acceptable range of normality (skewness of -1.353 and SE=0.241) ($p < 0.05$).

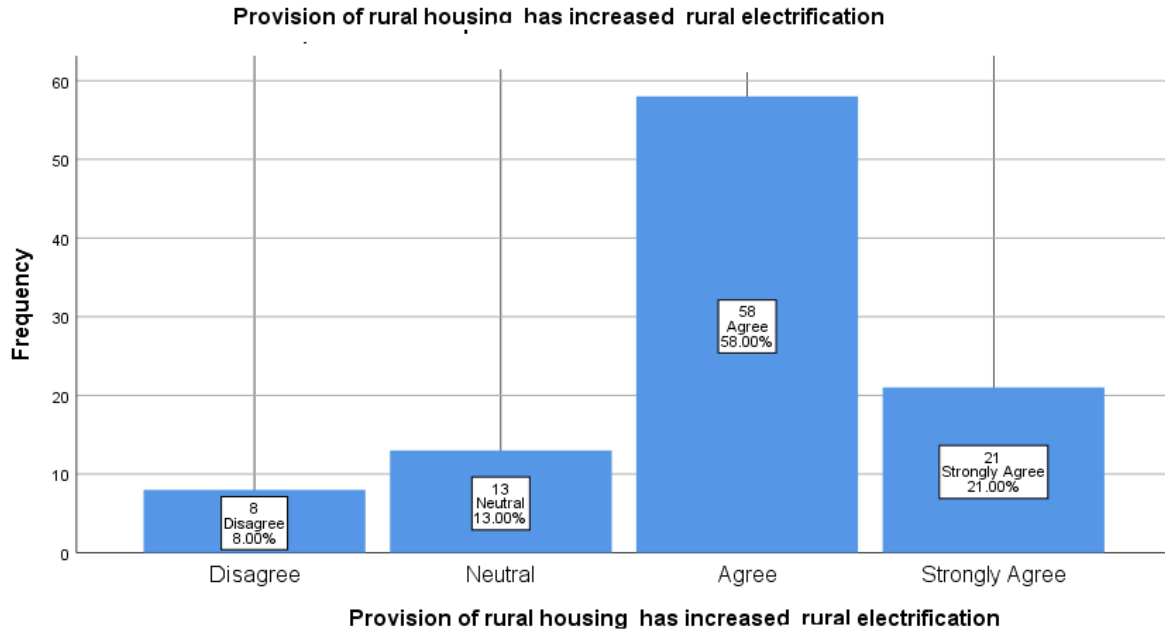


Figure 4.40 Provision of rural housing has increased rural electrification

A frequency tally of the responses and a visual inspection of figure 4.38 give an indication that a cumulative majority of respondents affirmed that that the provision of rural housing has increased rural electrification. The results showed that a cumulative 79% of the respondents (n=100) were in general agreement that the ‘provision of rural housing has increased rural electrification.

The other proportion is indicated by a combined 8% who expressed disagreement and 13% who remained neutral. The standard deviation showed that responses were 0.813 spread around the mean of 3.92 which indicated that the spread of responses around were a little below the mean implying that there was less polarization of views regarding the effect of the provision of rural housing on rural electrification.

A Shapiro-Wilk test at 5% significance level and a visual inspection of the bar graph showed that employee responses are moderately skewed towards the mean response and are within the acceptable range of normality (skewness of -0.774 (SE=0.241).

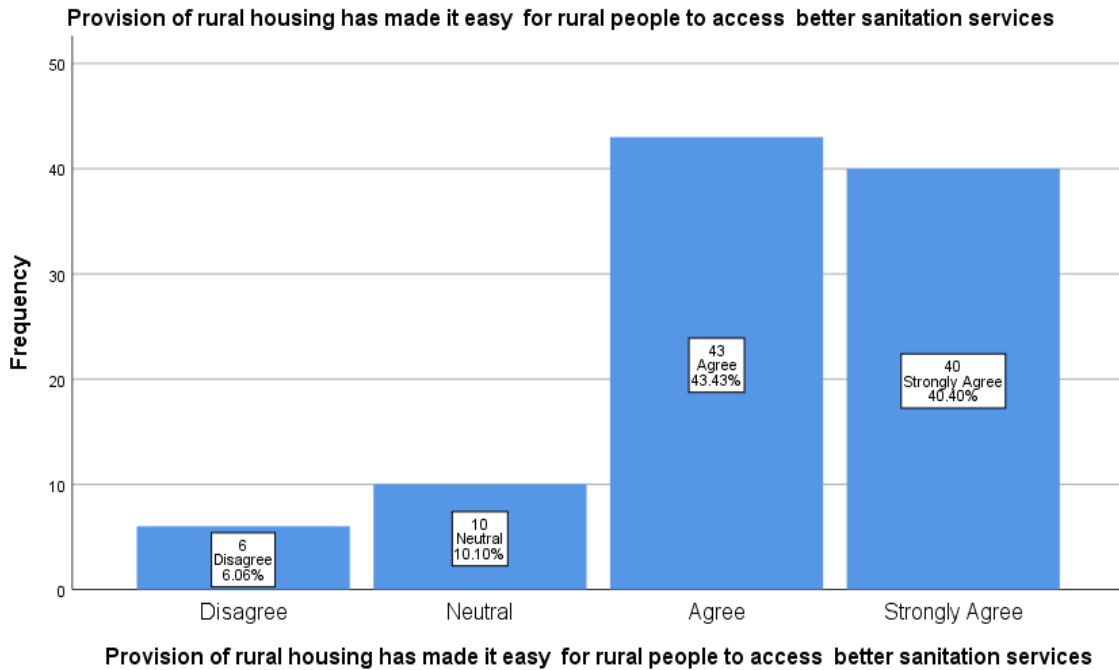


Figure 4.41 Provision of rural housing has made it easy for rural people to access better sanitation services

Figure 4.39 above shows that 40 % strongly agreed, 43% agreed, 6% disagree and 10% were neutral. 52% strongly agreed, 4% disagreed and 5% were neutral. The results showed general agreement to the notion that the provision of housing has made it easy for rural people to access better sanitation services.

A standard deviation of 0.884 around the mean of 4.31 was a little dispersed around the mean and demonstrates that there are fewer polarisations of responses regarding the impact of provision of rural housing on to access better sanitation services. A tally of the responses demonstrated that most respondents generally agreed that the provision of rural housing had improved to access better sanitation services, but a smaller but significant segment of respondents were either neutral or expressed disagreement.

A Shapiro-Wilk test at p-value of 5% and a visual inspection of the bar graph further assert that employee responses are fairly symmetrical from the average response and are within the acceptable range of normality with a skewness of -0.971 (SE=0.243).

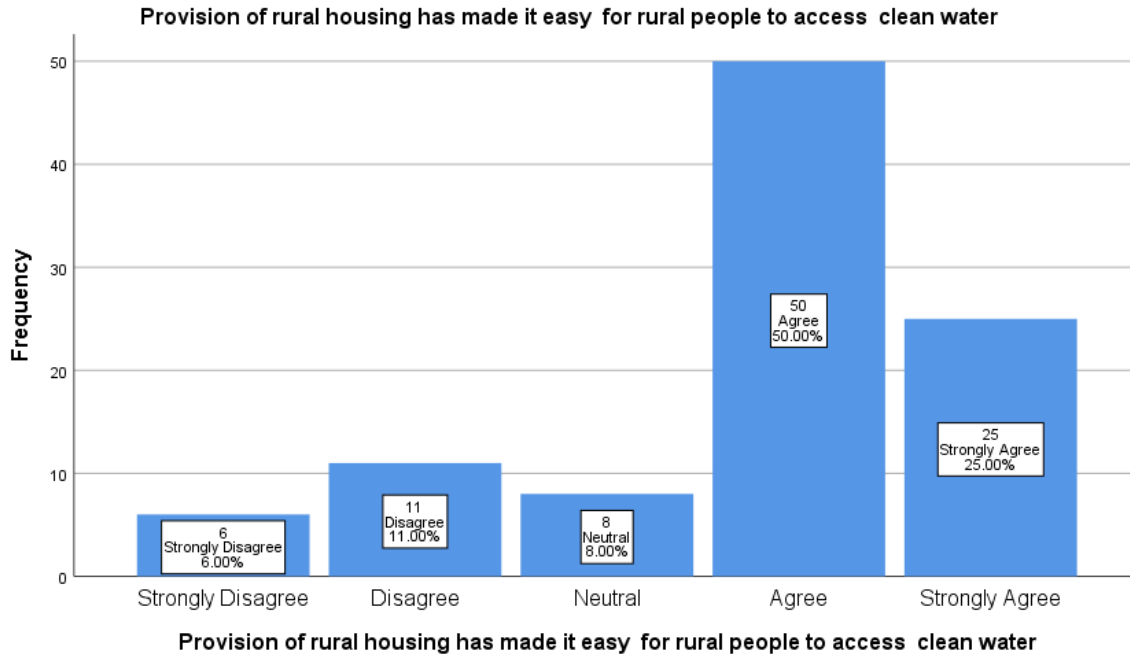


Figure 4.42 Provision of rural housing has made it easy for rural people to access clean water

The results depicted in Figure 4.42 above show that 25% strongly agreed, 50% agreed, 11% disagree, 6% strongly disagreed and 8% were neutral. It can be concluded that respondents agreed to the statement that the ‘Provision of rural housing has made it easy for rural people to access clean water’.

The *Std. deviation* of 1.127 around a mean of 3.77 signifies that the responses are relatively divergent from the average response. This demonstrates that responses were not homogenous between aspects of agreeing and disagreeing to the question on whether the provision of rural housing has made it easy for rural people to access clean water. However frequency tally of the responses demonstrates that a cumulative majority of the respondents generally agreed that the provision of rural housing has made it easy for rural people to access clean water but a minority but significant segment of respondents were either neutral, disagreed or strongly disagreed to the question.

This was further asserted by a Shapiro-Wilk test ($p < 0.05$) and a visual inspection of the bar graph which showed that employee responses are fairly symmetrical from the mean response are within the acceptable range of normality with a skewness of -1.045 (SE=0.241).

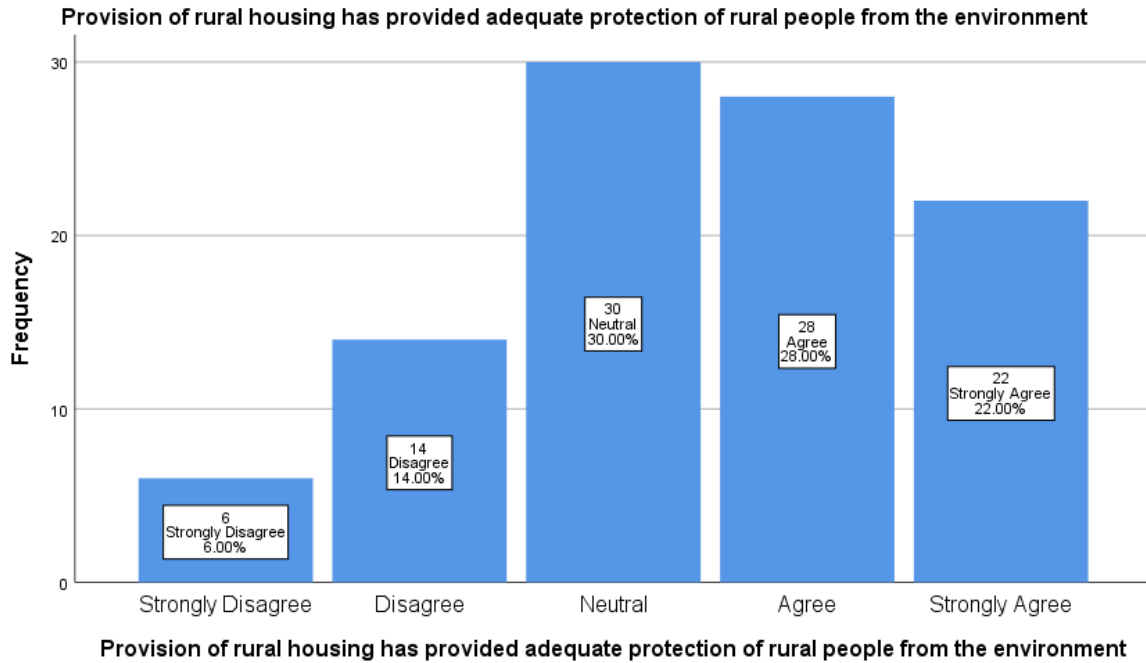


Figure 4.43 Provision of rural housing has provided adequate protection of rural people from the environment

Figure 4.43 demonstrates that although 20% of respondents disagreed (14% participants disagreed and 6% strongly disagreed) when questioned on the 'Provision of rural housing has provided adequate protection of rural people from the environment', 30% felt uncertain to the answer, while those who either agreed (28%) or strongly agreed (22%) composed the majority.

A standard deviation of *1.158* around the mean of *3.46* was a little dispersed around the mean and demonstrates that there is greater polarisation of responses regarding the impact of provision of rural housing on adequate protection of the environment. A tally of the responses demonstrated that most respondents generally agreed that the provision of rural housing had provided adequate protection of the environment, but a significant segment of respondents were either neutral or expressed disagreement.

A Shapiro-Wilk test at p-value of 0.05 and a visual inspection of the graphical illustration above showed that employee responses are closely symmetrical from the mean response with a skewness of -0.339 (SE=0.241) and are within the acceptable range of normality.

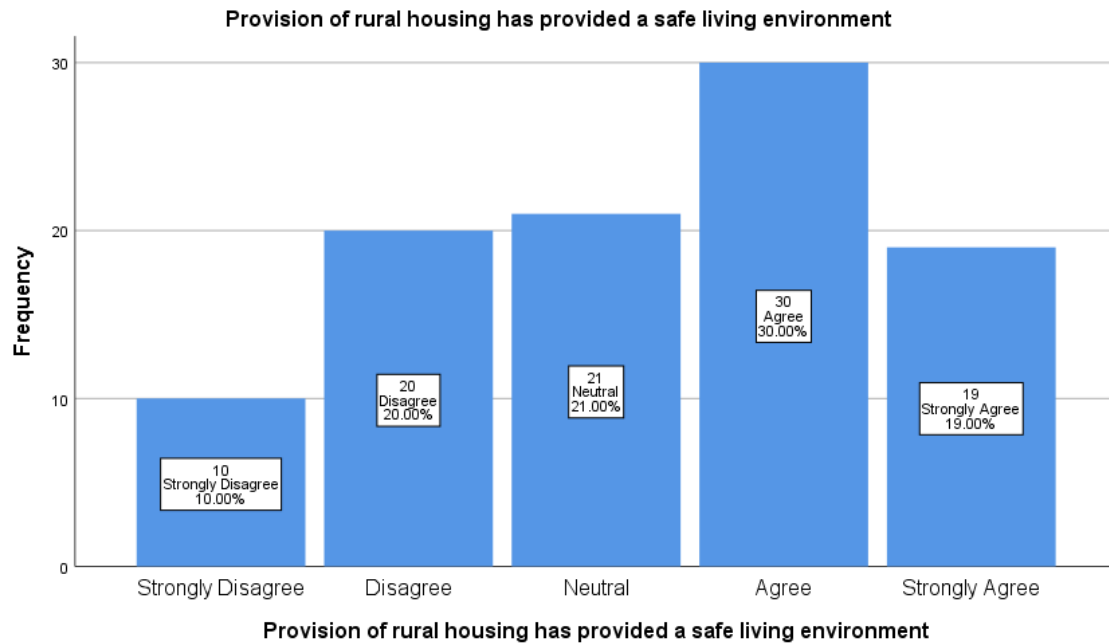


Figure 4.44 Provision of rural housing has provided a safe living environment

A frequency tally of the responses and a visual inspection of figure 4.38 give an indication that a cumulative majority of respondents affirmed that that the provision of rural housing has provided rural people with a safe living environment. The results showed that 49% of the 100 respondents were either strongly agreed (19%) or agreed (30%) with the statement that, ‘Provision of rural housing has provided a safe living environment’.

In contrast, 10% strongly disagreed, 20% disagreed and 21% remained neutral. The standard deviation showed that responses were 1.264 spread around the mean of 3.28 which indicated that the spread of responses around were highly dispersed from the mean implying that there was greater polarization of views regarding the effect of the provision of rural housing on provision of a safe living environment. A Shapiro-Wilk test at 5% significance level and a visual inspection of the bar graph showed that employee responses are moderately skewed towards the mean response and are within the acceptable range of normality (skewness of -0.774 (SE=0.241)).

4.9 Conclusion

This chapter presented findings on the factors that interrupt the delivery of houses to the community of Nongoma, the findings on strategies of accelerating service delivery through rural housing projects in Nongoma Local Municipality, and the impact of rural housing projects in Nongoma Local Municipality. The next chapter presents the conclusions and recommendations.

CHAPTER 5

DISCUSSION OF FINDINGS

5.1 Introduction

The previous chapter presented the results per each objective. This chapter interprets and discusses the findings by making comparisons with the literature presented in chapter 2. The discussions are centred on the research objectives pertaining to the identification of factors that may interrupt the delivery of houses to the community of Nongoma, the strategies of accelerating service delivery through rural housing projects in Nongoma Local Municipality, and the impact of rural housing projects in Nongoma Local Municipality

5.2 Factors that interrupt the delivery of houses to the community of Nongoma

One of the objectives of the research was to identify the factors that interrupt the delivery of houses to the community of Nongoma. Each of the findings to the research question on “What are the factors that interrupt the Delivery of Houses to the Community of Nongoma?” are discussed below:

5.2.1 Scattered settlements in high topographic areas

The findings shown in figure 4.7 demonstrate that a majority of respondents generally agreed that scattered settlements in high topographic areas is a challenge affecting rural housing delivery. This finding confirms the view held by Mnisi (2011) who pointed out that the scattered settlements in high topographic areas have caused some municipalities to use more financial resources than they were supposed to use for building houses in the rural areas.

Inadequate financial resources

The finding illustrated in figure 4.8 demonstrates that a majority of respondents generally agreed that inadequate financial resources are a constraint affecting rural housing delivery. The finding is in conformity with views expressed by Burgoyne (2012), who identified financial constraints as one of the key challenges affecting the effective delivery of housing by municipalities.

Poor communication between departments

Figure 4.9 demonstrates that a majority of respondents generally agreed that poor communication between departments is a challenge affecting rural housing delivery. The finding agrees with views expressed by Abubakar (2014), who identified poor communication between stakeholders as one of the key challenges affecting the effective delivery of housing by municipalities.

Absence of cross-functional teams

Figure 4.10 shows that the overall majority of respondents generally agreed that the absence of cross-functional teams is a challenge affecting rural housing delivery. This finding is in conformity with views expressed by Defra (20014b), who pointed out that most housing construction projects are burdened with the challenge of a lack of teamwork across all the functions leading to slackened progress.

Lack of implementation monitoring mechanisms by the Department of Human Settlements

The finding shown in figure 4.11 is that a majority of respondents agreed that the lack of implementation monitoring mechanisms by the Department of Human Settlements is a challenge affecting rural housing delivery. This finding is in accord with assertions by Hodgson and Gwagwa (2013), who expressed the view that poor monitoring of project staff and progress is a key challenge affecting delivery of housing projects.

Poor execution and implementation of the projects

According to figure 4.12, the finding is that a majority of respondents generally agreed that the 'Poor execution and implementation of the projects is a challenge affecting rural housing delivery'. This finding complies with the views expressed by Hauptfleisch (2012), who pointed out that the failure of most housing construction projects can be attributed to the failure of management of organizations to properly implement project plans.

Shortage of skilled labour

An analysis of the research finding depicted in figure 4.13 reveals that a majority of respondents generally agrees that the shortage of skilled labour is a challenge affecting contractors for rural housing delivery.

This finding confirms the views expressed by Burgoyne (2012), who asserted that the scarcity of skilled labour is a major challenge affecting most municipalities in South Africa and is responsible for the slow pace of housing delivery Nongoma Local Municipality.

Lack of managerial capacity on the part of implementation agents

Figure 4.14 demonstrates that a majority of respondents generally agreed that lack of managerial capacity on the part of implementation agents is a challenge affecting rural housing delivery under Nongoma Local Municipality. This finding is in general agreement with views expressed by Thwala and Phaladi (2013), who pointed out that most implementing agents contracted by South African municipalities lack managerial skills and acumen to properly execute government projects.

Lack of proper organising and planning skills on the part of implementation agents

Figure 4.15 shows that the majority of respondents generally agreed that the lack of proper organising and planning skills on the part of implementation agents is a challenge affecting rural housing delivery under Nongoma Local Municipality. This finding resonates with views expressed by Thwala and Phaladi (2013) that there are often shortcomings in the planning and organising skills of not only public officials in government, but in local municipalities too, resulting in a failure to achieve the intended objectives.

Incomplete and unclear drawings and deficiencies between consultants and contractors

Figure 4.16 shows that the majority of respondents generally agreed that incomplete and unclear drawings and deficiencies between consultants and contractors is a challenge affecting rural housing delivery. This finding agrees with the views expressed by Malongane (2012), who pointed out that perpetual disagreement between the municipality and contractors regarding project drawings, which in some cases might be unclear, hindered progress in delivery.

Traditional leaders stalling progress in the implementation of rural housing projects

Figure 4.17 demonstrates that the majority of respondents generally agreed that traditional leaders are also alleged to be stalling progress in the implementation of rural housing projects. This finding is in conformity with the views expressed by Beach (2011), who pointed out that traditional leaders are also alleged to be stalling progress in the implementation of housing projects due to the leaders demanding payment as a pre-requisite for granting permission for project commencement in the areas under their jurisdiction.

Contractors hired by the Department of Human Settlements

Figure 4.18 shows that the majority of respondents generally agreed that the contractors hired by the Department of Human Settlements are responsible for the challenges affecting rural housing delivery under Nongoma Local Municipality. This finding is in conformity with the views expressed by Chenwi (2009), who pointed out that third parties could be agencies or contractors that are assigned or tasked by the municipality to do housing projects but sometimes fail to deliver.

High staff turnover within the Department of Human Settlements

The majority of respondents generally agreed that high staff turnover in the Department of Human Settlements is a challenge affecting rural housing delivery under Nongoma Local Municipality, as shown in figure 4.19. This finding agrees with views expressed by Hauptfleisch (2012), who pointed out that municipalities are often facing the problem of high staff turnover in key positions, especially those requiring specialized skills, and this has a negative impact on project completion.

Political interference

Figure 4.20 demonstrates that the majority of respondents generally agreed that political interference is a challenge affecting rural housing delivery in Nongoma Local Municipality. This finding is in conformity with assertions by Davids (2011), who discussed that there are cases of political interference which often leads to municipal indecision, as a result of political bickering, which makes it difficult to achieve a consensus as to what needs to be done.

Lower staff motivation

Figure 4.21 illustrates that the majority of respondents generally agreed that lower staff motivation is a challenge affecting rural housing delivery under Nongoma Local Municipality. This finding is in line with assertions by Mnisi (2011), who pointed out that the levels of demotivation of employees in the public sector encompassing municipality is responsible for poor performance.

Poor employee supervision and monitoring

The majority of respondents generally agreed that poor employee supervision and monitoring is a challenge affecting rural housing delivery under Nongoma Local Municipality. This finding, as shown in figure 4.22, confirms the views expressed by Hodgson and Gwagwa (2013), who pointed out that ineffective supervision and monitoring mechanisms are responsible for the failure by municipality to achieve set targets.

Hired contractors lacking project completion deadlines

Figure 4.23 demonstrates that the majority of respondents generally agreed that hired contractors do not have clear project completion deadlines and this is a challenge affecting rural housing delivery in the Nongoma Local Municipality. This finding agrees with views expressed by Mnisi (2011), who explained that due to the failure by hired contractors to complete projects on time, housing delivery by South African municipalities has been slowed down.

5.3 Strategies of accelerating service delivery through rural housing projects in Nongoma Local Municipality

The second objective of this research was to find answers to the research question “What are the strategies of accelerating service delivery through rural housing projects in Nongoma Local Municipality?”. This section discusses the findings on the strategies of accelerating service delivery through rural housing projects in Nongoma Local Municipality by interpreting and comparing the findings presented in the previous chapter with the literature presented in chapter 2.

Setting clear performance deadlines

Figure 4.24 shows that a larger percentage of respondents generally agreed that setting clear performance deadlines could help in accelerating rural housing delivery. This finding is in conformity with views expressed by Jones and George (2013), who opined that timeous performance of work allocated could be achieved if the contracting party sets clear performance timelines, with attendant penalties for failure to perform as agreed.

Setting achievable goals and objectives

Figure 4.26 shows that a larger percentage of respondents generally agreed that setting achievable goals and objectives that are communicated to all employees in the Department of Human Settlements could help in accelerating rural housing delivery.

This view was similarly supported by Jones and George (2013), who pointed out that one of the ways to influence people in organisations to perform better is to set targets and goals which are achievable.

Engaging central government for additional financial budgetary allocations

Figure 4.27 shows that a majority percentage of respondents agreed that engaging central government for additional financial budgetary allocations can help in accelerating rural housing delivery. This finding is in line with assertions by Van der Ploeg *et al.* (2010), who believed that budgetary allocations from central, to provincial, and then to local municipalities, sometimes fall far short of expectations, and require constant dialogue and replenishments in order to ensure successful completion of the projects.

Creation of more open lines of communication between departments

A majority percentage of respondents generally agreed that creation of more open lines of communication between departments could help in accelerating rural housing delivery. This finding agrees with views expressed by Khan and Ali (2014) who asserted that more channels of communication could help in the resolution of problems before they become too formidable to solve, resulting in the smooth running of the organisations.

Creation of effective cross functional teams

Most of the respondents generally agreed that the creation of effective cross-functional teams could help in accelerating rural housing delivery. This finding agrees with Defra (20014b), who pointed out that cross-functional teams help in a multi-pronged implementation of projects, with the resultant effect of speeding up the early completion of set work.

Developing effective implementation monitoring mechanisms by the Department of Human Settlements

Figure 4.29 illustrates that a larger percentage of respondents generally agreed that developing effective implementation monitoring mechanisms by the Department of Human Settlements could help in accelerating rural housing delivery. This finding resonates with the views expressed by Nel *et al.* (2011), who explained that effective monitoring and implementation of performance plans is essential for project success.

Hiring contractors with managerial and human resources capacity

Figure 4.30 shows that a larger percentage of respondents generally agreed that hiring contractors with managerial and human resources can help in accelerating rural housing delivery. This finding is in line with assertions by Burgoyne (2012) that proper identification of implementing agents with all the necessary skills and resources helps in ensuring project success.

Hiring and retaining skilled staff

The majority of respondents generally agreed that hiring and retaining skilled staff could help in accelerating rural housing delivery. Bowen and Siehl (2014) also pointed out that staff retention strategies, such as paying better salaries, and motivating employees, play a crucial role in ensuring the smooth flow of operations leading to the ultimate achievements of organisational goals, as the findings show in figure 4.31.

Improving planning and organisation skills on the part of the Department of Human Settlements

Figure 4.32 shows that a larger percentage of respondents generally agreed that improving planning and organisation skills on the part of the Department of Human Settlements is necessary to accelerating rural housing delivery. This finding is in line with assertions by Thwala and Phaladi (2013), who stressed the importance of proper planning and organization as essential techniques for improving performance of an organization and achievement of organizational objectives.

Improvement of the working conditions on the part of the employees of the Department of Human Settlements

Figure 4.33 show that a larger percentage of respondents generally agreed that an improvement of the working conditions on the part of the employees of the Department of Human Settlements is necessary to accelerate rural housing delivery. This finding is the same to the findings of Nel *et al.* (2011), who pointed that employees are highly motivated and perform better by being recognized, praised, given timely feedback, support, challenging tasks, autonomy to perform the tasks and consulted when making decisions in the organisation, than by hygiene factors, such as salary issues.

Engaging traditional leaders

Figure 4.34 shows that a larger percentage of respondents generally agreed that one should engage traditional leaders to remove resistance towards implementing rural housing delivery. This finding is sensible in the sense that Beach (2008), traditional leaders are also alleged to be stalling progress in the implementation of housing projects due to the leaders demanding payment as a pre-requisite for granting permission for project commencement in the areas under their jurisdiction.

Eliminate political interference

The majority of respondents generally agreed that the elimination of political interference by approaching the courts to get reprieve would help to speed housing delivery in rural areas. This finding resonates with similar views expressed by Malongane (2012) who pointed that there have been numerous complaints from contractors to the effect that politicians are meddling in the award and implementation of government projects awarded to them thereby calling for strategies to neutralise and weaken the interference by naming and shaming or alternatively approaching the courts for reprieve.

Due to the diversity of the political opinions and political formations, the implementation of housing projects is often stalled due to political bickering. Furthermore, contractors are often faced with the challenge of politicians. Davids (2011) also advised that political interference requires to be eliminated by engaging politicians in an honest dialogue to alert them of their undesirable meddling in the running of rural housing programs.

5.3 The impact of rural housing projects in Nongoma local municipality

One of the objectives of the research was to identify and evaluate the impact of rural housing under the Nongoma local municipality. This section discusses the findings and compares them with the literature presented in chapter 2. The findings to the research question “What is the impact of rural housing under Nongoma local municipality?” are discussed below:

5.3.1 Job opportunities created

The results show that respondents generally agree that the provision of rural housing has created employment. The development of small, medium-sized and micro enterprises, owned and run by the rural people were incorporated into the housing delivery programme and this positively affected employment rates at grassroots level.

Figure 4.36 demonstrates that a larger percentage of respondents generally agreed that the rural housing programme undertaken by Nongoma Local Municipality helped to reduce unemployment in the area. This finding resonates with views expressed by Ray (2010), who pointed out that the rural housing programmes in South Africa are a major source of employment among the rural populations of South Africa.

5.3.2 Reduction in poverty

Figure 4.37 shows that an overwhelming majority of respondents expressed the view that rural housing projects undertaken under Nongoma Local Municipality helped to alleviate poverty related to the shortage of accommodation. This finding confirms the findings of Hopkins (2014), who expressed a similar view that a significant number of South Africans could not independently provide for their own housing needs and hence the housing programme has come to the rescue of many South African who were finding it difficult to live a decent life.

5.3.3 Improvements in the living standards of the people

A large majority of respondents expressed the view that rural housing projects undertaken under Nongoma Local Municipality helped to improve the living standards of the people. This finding agrees with the views expressed by Van der Ploeg *et al.* (2015), who pointed out that housing is not just an integral part of the physical environment, but a process within the socio-economic fabric of society, which is a sign of social development, which provides a vehicle through which people can improve their material condition, social and psychological well-being.

5.3.4 Improvements in infrastructure development

An overwhelming majority of respondents expressed the view that rural housing projects undertaken under Nongoma Local Municipality helped to improve infrastructure development, as illustrated in figure 4.39. Hemson *et al.* (2014) made similar assertions by pointing out that rural housing projects in South Africa incidentally led to infrastructural development.

5.3.5 Increase in rural electrification

Figure 4.40 shows that a convincing majority of respondents expressed the view that rural housing projects undertaken under Nongoma Local Municipality helped to motivate the municipal authorities to provide electricity to rural areas. This finding is in conformity with the findings of Hemson *et al.* (2014) who showed that rural housing projects in South Africa incidentally led to the increased pace of rural electrification.

5.3.6 Improved access to better sanitation services

Figure 4.41 demonstrates that a great majority of respondents generally agreed that the provision of rural decent houses resulted in better access to sanitation services. These findings confirm the views expressed by Mnisi (2013), who pointed out that rural housing in South Africa was accompanied by the provision of clean water and well-constructed good sanitation facilities which helped restore human dignity.

5.3.7 Improved access to clean water

The majority of respondents generally agreed that the provision of rural decent houses resulted in the improved access to clean water, as seen in figure 4.42. Mnisi (2013) pointed out that rural housing in South Africa was accompanied by the provision of clean water to the rural communities where the projects were undertaken.

5.3.8 Adequate protection of rural people from the environment provided

Figure 4.43 shows that almost half of the respondents agreed that the provision of rural housing has provided adequate protection of rural people from the environment. This finding is in agreement with assertions by Hemson *et al.* (2014) who asserted that properly constructed houses afford people dignity and greater protection from adverse weather conditions.

The finding on figure 4.43 demonstrates that the percentage of those who agreed is greater than those who disagreed. This demonstrates that the type of rural houses built were not to the satisfaction of the majority of people, in terms of quality and guaranteeing a safe living environment. Hodgson and Gwagwa (2013) asserted that some of the houses being built by the government for the rural poor have cracks which pose a risk to the occupants.

This finding is similar to those respondents who expressed disagreement with the assertion that provision of rural housing has provided a safe living environment. However, those who

generally agreed vindicated Hemson *et al.* (2014), who asserted that properly, constructed houses afford people dignity and greater protection from adverse weather conditions.

5.4 Conclusion

This chapter presented findings on the factors that interrupt the delivery of houses to the community of Nongoma, on the strategy of accelerating service delivery through rural housing projects in Nongoma Local Municipality, and the impact of rural housing projects in Nongoma Local Municipality. The next chapter presents the conclusions and recommendations.

CHAPTER 6

RECOMMENDATIONS AND CONCLUSIONS

6. Introduction

In the previous chapter, the research results from the study were presented and discussed and the findings were interpreted. In this chapter, the researcher draws conclusions and examines whether the research aims and objectives were achieved. The findings and conclusions are based on the objectives and serve to answer the research questions. The five research objectives set for the purpose of this study were all satisfied.

These objectives were chosen with the aim of determining the factors that may interrupt the delivery of houses to the community of Nongoma, and identifying strategies for accelerating service delivery. The last objective of this research was to make recommendations to Nongoma Local Municipality and other stakeholders involved in the housing project to improve rural housing delivery.

6.1 Has the problem been solved?

The objectives pertaining to identifying factors and strategies were all fulfilled from a literature perspective and from also from an empirical perspective as demonstrated by a summary of the findings per each objective.

Findings per Objective 1: to identify factors that interrupts the delivery of houses to the community of Nongoma

The objective of identifying factors that interrupt the delivery of houses to the community of Nongoma from primary respondents was fulfilled. The first research question required an identification of the factors that interrupt the delivery of houses to the community of Nongoma.

The findings from the respondents revealed a trend, whereby a majority of respondents were in general agreement that financial constraints, poor communication between departments tasked with housing delivery, absence of cross-functional teams, and a lack of monitoring mechanisms to track implementation by the Department of Human Settlements are among some of the key challenges affecting rural housing delivery under Nongoma Local Municipality.

The findings from the primary study also revealed that a majority of respondents were in general agreement that poor execution and implementation of the projects, shortage of skilled

labour, lack of managerial capacity, lack of proper organising and planning skills on the part of implementation agents, incomplete and unclear drawings and deficiencies between consultants and contractors, as well as contractors hired by the Department of Human Settlements, are responsible for the challenges affecting rural housing delivery under Nongoma Local Municipality.

Also, a majority of respondents agreed that traditional leaders are also alleged to be stalling progress in the implementation of rural housing projects in Nongoma Local Municipality. The findings also revealed that the majority of respondents generally agreed that the high staff turnover within the Department of Human Settlements, political interference, lower staff motivation, poor employee supervision and monitoring, as well as lack of clear project completion deadlines on the part of contractors, are among some of the challenges affecting rural housing delivery in Nongoma Local Municipality.

Findings per Objective 2: to determine the strategies of accelerating service delivery through rural housing projects in Nongoma Local Municipality

The objective of determining strategies that may help accelerate the delivery of rural houses to communities was fulfilled from a primary study perspective. The second research question required an identification of the strategies being used by Nongoma Local Municipality to accelerate rural housing delivery.

The findings revealed that Nongoma Local Municipality is employing several strategies to accelerate the delivery of rural houses. The findings from respondents revealed a trend whereby a majority of respondents were in general agreement that the municipality management are employing strategies such as setting clear performance deadlines, setting achievable goals and objectives that are communicated to all employees in the Department of Human Settlements. Engaging central government for additional financial budgetary allocations, as well as creating more open lines of communication between departments can help in accelerating rural housing delivery.

The research also established that a majority of respondents were in agreement that the effective creation of effective cross-functional teams, the development of effective

implementation monitoring mechanisms by the Department of Human Settlements, hiring contractors with managerial and human resources capacity, hiring and retaining skilled staff, improving planning and organisation skills and the working conditions on the part of the employees on the part of the Department of Human Settlements is necessary to accelerate rural housing delivery.

Additionally, the findings revealed that a majority of respondents were in general agreement that strategies such as engaging traditional leaders to remove resistance towards implementing rural housing delivery, eliminating of political interference by approaching the courts to get reprieve would help to speed housing delivery in rural areas.

Finding per Objective 3: to identify and evaluate the impact of rural housing projects in Nongoma Local Municipality

The third research question of identifying and evaluating the impact of rural housing projects in Nongoma Local Municipality required the determination of the impact of rural housing projects in Nongoma Local Municipality. The findings revealed that of the majority of respondents were in general agreement that rural housing projects under Nongoma Local Municipality impacted positively on job creation, the alleviation of poverty related to shortage of accommodation, living standards of the people, infrastructural development, rural electrification, clean water and protection of rural people from the adverse weather conditions and the environment.

6.2 Implications of this research

The findings of this research have implications for the management at Nongoma Local Municipality. Adopting strategies determined in this study could help overcome the challenges identified from the empirical research in order to make rural housing positively impact on the communities under the Mandlakazi Tribal Authority and Osuthu Tribal Authority in Nongoma area. The implementation of the recommendations from this study will help to impact positively on the provision of more decent rural houses for many more potential beneficiaries of this programme.

6.3 Recommendations to solve the research problem

The final objective of this research was to make recommendations to the management of Nongoma Local Municipality and other stakeholders involved in the housing project. In line with one of the objectives of this study, the research makes the following recommendations:

The management of Nongoma Local Municipality should:

- Lobby for more funding from the central government and other donor agencies in order to overcome the challenge associated with financial challenges;
- Establish cross-functional teams that harness the expertise of people from various departments, accompanied by improvements in communication between departments that have a contribution to make in terms of rural housing delivery;
- Implement monitoring mechanisms in the Department of Human Settlements under the municipality. This can be achieved by, among other things, increasing management visibility on construction sites, formulating and implementing a tight supervision schedule, followed by a strict enforcement of municipality policies and procedures. This will go a long way in solving the problem associated with poor execution of the projects;
- Improve managerial capacity by organising training workshops to teach and train manager's skills of proper project management and organising and planning;
- Establish a liaison department that increases the level of engagement and communication between municipality management and implementing agents in order to promote the smooth and progressive execution of rural housing delivery;
- Avoid interference from traditional leaders by holding an indaba with them in order to clarify their roles and solve differences and misconceptions in as far as rural housing delivery is concerned. This would help eliminate suspicions and undue interference by traditional leaders in the rural housing delivery programme. Should this fail, the municipality management needs to seek the intervention of senior officials at provincial offices in the Department of Cooperative Governance and Traditional Affairs responsible for traditional leaders;
- Improve employee morale and motivation by coming up with both monetary and non-monetary motivational strategies to improve employee performance. In terms of monetary strategies, incentives for good performance in the delivery of rural housing needs to be improved where they exist, or introduced if they do not exist. A performance management system tied to performance is imperative and need to be further strengthened and improved. Non-monetary motivational strategies, such as praise and

recognition for proper performance, needs to be put in practice to improve employee performance; and

- Clear project completion deadlines on the part of contractors needs to be communicated and enforced.

6.4 Recommendations for future studies

A study of the impact of rural housing projects in other municipalities in KZN, apart from Nongoma Local Municipality, could highlight trends concerning challenges being faced and enable a comparative analysis of the challenges and the impact that the programme has on rural communities. There were a number of focus areas where this study was unable to examine; however, future studies could consider the following topics that arise from this study:

- A comparative analysis of the impact of rural housing projects in other municipalities between provinces in South Africa; and
- The role of non-governmental organisations on rural housing delivery.

6.5 Summary

The research fulfilled the first research question by finding out that there are several factors that interrupt the delivery of houses to the community of Nongoma. The research successfully obtained answers to the research question on “What are the factors that interrupt the delivery of houses to the community of Nongoma?”. The research makes the following conclusions from the findings on the research question of identifying the factors that interrupt the delivery of houses to the community of Nongoma.

The research concludes that financial constraints, poor communication between departments tasked with housing delivery, absence of cross-functional teams, and the lack of implementation monitoring mechanisms by the Department of Human Settlements are among some of the key challenges interrupting rural housing delivery under Nongoma Local Municipality. The second research question sought to determine the strategy of accelerating service delivery through rural housing projects in Nongoma Local Municipality. The answers obtained from the respondents identified the strategies of accelerating service delivery through rural housing projects in Nongoma Local Municipality.

The research concludes that the municipality management are employing strategies such as setting clear performance deadlines, setting achievable goals and objectives that are communicated to all employees in the Department of Human Settlements, engaging central government for additional financial budgetary allocations can help in accelerating rural housing delivery, as well as creating more open lines of communication between departments.

The research also concludes that Nongoma Local Municipality is employing strategies such as the creation of effective cross-functional teams, the development of effective implementation monitoring mechanisms by the Department of Human Settlements, through hiring contractors with managerial and human resources capacity, hiring and retaining skilled staff, improving planning and organisation skills on the part of the Department of Human Settlements, and improving the working conditions on the part of the employees of the Department of Human Settlements for accelerating rural housing delivery.

Additionally, the research concludes that Nongoma Local Municipality needs to employ strategies such as engaging traditional leaders to remove resistance towards implementing rural housing delivery, elimination of political interference by approaching the courts to get reprieve helps to speed housing delivery in rural areas to improve housing delivery in the rural areas under Nongoma Local Municipality.

The third research question sought to identify and evaluate the impact of rural housing projects in Nongoma Local Municipality. The research successfully obtained answers to the research question on “What is the impact of rural housing projects in Nongoma Local Municipality?”. The research makes the following conclusions from the findings on this research question.

The research concludes that rural housing projects under Nongoma Local Municipality impacted positively on job creation, the alleviation of poverty related to a shortage of accommodation, living standards of the people, infrastructural development, rural electrification, clean water and protection of rural people from the adverse weather conditions and the environment.

References

Alegria, M., Atkins, M., Farmer, E., Slaton, E., & Stelk, W. (2010). One size does not fit all: Taking diversity, culture and context seriously. *Administration and Policy in Mental Health and Mental Health Services Research*, 37, 48-60.

Arkansas Money Follows the Person (2013). *Program Highlights: Demonstration Services*. Available at: <http://www.mfp.ar.gov/mfpmore.html> [Accessed 26-05-2013].

Baslé M. (2006). Strengths and weaknesses of European Union policy evaluation methods: ex-post evaluation of Objective 2, 1994–99. *Regional Studies*, 40 (2), pp. 225–235.

Beach, D.A. (2008). *Traditional leaders in contemporary Southern African society*, Cape Town, South Africa: Longman.

Brayden, J. (2000). Is there a “New Rural Policy”? Paper presented at European Rural Policy at the Crossroads, Arkleton Centre for Rural Development Research, University of Aberdeen.

Bryman, A. (2009). Integrating quantitative and qualitative research: how is it done? *Qualitative Research*, 6 (1), pp.97-113.

Burgoyne, M.L. (2012) *Factors affecting Housing delivery in South Africa: A case study of the Fisantekraal Housing Development Project*. Master’s Thesis in Community and Development. Western Cape: University of Stellenbosch.

Burns, R., & Grove, S. (2011). *Introduction to Research Methods*. London: Sage.

Cates K., Gunderson C, & Keim M. (2012). The Ethical Frontier: Ethical Considerations for Frontier Counsellors. *The Professional Counsellor: Research and Practice*, 2(1). Available at: http://tpcjournal.nbcc.org/wp-content/uploads/Cates_Gunderson_Kelm-Article.pdf

Chenwi, L. (2016). Giving effect to the right to Adequate Housing. The Need for Coherent (National) Policy on special needs housing. *ESR Review*, 7(4), pp 10 – 14.

Commission of the European Communities (2001). A framework for indicators for the economic and social dimensions of sustainable agriculture and rural development. Agriculture Directorate General, Brussels. Available at:

http://europa.eu.int/comm/agriculture/publi/reports/sustain/index_en.pdf

Cooksy, L.-J., & Caracelli, V.-J. (2005). Quality, context, and use: issues in achieving the goals of meta-evaluation. *American Journal of Evaluation*, 26 (1), pp. 31-42. DOI:10.1177/1098214004273252

Creswell, J.W. (2013). *Research design: Qualitative, quantitative, and mixed methods approach*. Second Edition. Thousand Oaks: SAGE Publications, Inc.

Davids, I. (2011), Development theories: past to present. In Davids, I., Theron, F. and Maphunye, K.J., *Participatory Development in South Africa*. Pretoria: Van Schaik.

De Vaus, D. A. (2011). *Research Design in Social Research*. London: SAGE.

Defra (2004a). *Social and economic change and diversity in rural England*. Defra Publications, London Birkbeck College, University of London.

Defra (2004b). *Rural Strategy 2004*. London: Stationery Office.

Defra (2006). *Rural Development Programme for England 2007-2013*. London: Department for Environment, Food and Rural Affairs, Consultation.

Defra (2007). *Agriculture in the United Kingdom*. London: Department for Environment, Food and Rural Affairs.

Department of Housing (1997). *Housing Act, Act No. 107 of 1997*. Pretoria: Department of Housing.

Department of Housing (2013). *Report on the evaluation of the impact of the rural housing programme 2009/10*. Pretoria: Department of Housing.

DETR/MAFF (2000). *Our Countryside: the future. A fair deal for rural England*. London: Cm 4909, Stationery Office.

Dwyer, J., Ward, N., Lowe, P., & Baldock, D. (2007). European rural development under the Common Agricultural Policy's "Second Pillar": Institutional conservatism and innovation. *Regional Studies*, 41(7), pp. 873-887.

Edwards, M. (2004). *Civil Society*. Cambridge: Polity Press.

Fisher, C. (2010). *Researching and Writing a Dissertation, An Essential Guide for Business Students*. Essex: Pearson Education Limited.

Government of South Africa (2010). *The Integrated Sustainable Rural Development Strategy*. Available from: <http://www.info.gov.za/otherdocs/2000/isrds.pdf>

Hart, C. (1998). *Doing a Literature Review*. London: Sage.

Hart, K. (2003). Decentralized development in the European Union. *Progress in Development Studies*, 3(1), pp. 59–64.

Hauptfleisch, A.C. (2012). *An Accelerated Integrated Small Construction Contractor Development model: A holistic approach for developing countries*. Paper presented at the 1st ICEC and IPMA Global Congress on Project Management, Slovenia.

Henrichsen, L., Smith, M. T., & Baker, D. S. (2014). *Taming the Research Beast: Research Methods in TESL and Language Acquisition*. Available at: http://linguistics.byu.edu/faculty/henrichsen/researchmethods/RM_0_01.html [Accessed 12-05-2012].

Herzberg, F.I. (1987). One more time how do you motivate your employees? *Harvard Business Review*, 65(5), pp. 109-120.

Hodge I., & Monk, S. (2004). The economic diversity of rural England: stylised fallacies and uncertain evidence. *Journal of Rural Studies*, 20(3), pp. 263-272. Available at:

DOI : [10.1016/j.jrurstud.2003.11.004](https://doi.org/10.1016/j.jrurstud.2003.11.004)

Hodge I., Dunn J., Monk S., & Fitzgerald, M. (2002). Barriers to participation in residual rural labour markets. *Work, Employment and Society*, 16(3), pp. 455-474.

Hodgson, S. & Gwagwa, N. (2013). *Meeting the challenges of Emerging Contractor Development in South Africa*. Proceedings: First International Conference on Construction Industry Development, Singapore.

HOME Choice (2013). Home Choice Bulletin: Helping Ohioans Move, Expanding Choice. Available at: <http://jfs.ohio.gov/OHP/HomeChoice/2013-Spring-HCB.stm> [Accessed 04-06-2013]

Housing Assistance Council (2012). Taking Stock: Rural People, Poverty, and Housing in the 21st Century. Washington, D.C. Available at: http://www.ruralhome.org/storage/documents/ts2010/ts_full_report.pdf [Accessed 13-03-2013].

http://www.ncdhhs.gov/dma/MoneyFollows/Roundtable_0812_Statesville.pdf.

Institute of Medicine (2012). The Role of Telehealth in an Evolving Health Care Environment: Workshop Summary. Washington, D.C.: The National Academies Press. Available at: <https://www.iom.edu/myihcda/> [Accessed 25-05-2013].

Jackson, A. M., & Walters, N. (2012). *Winter Heating Costs Report: 2011-2012 Winter Heating Costs for Older and Low-Income Households*. AARP Public Policy Institute, Washington DC. Available at: www.aarp.org/content/dam/aarp/research/public_policy_institute/cons_prot/2012/2012-winter-heating-01.pdf [Accessed 21-04-2013]

Jennings, G. (2001). *Tourism Research*. Australia: John Wiley and Sons.

Johnson, B., & Christensen, L. (2010). *Educational Research: Quantitative, Qualitative, and Mixed Approaches*. UK: SAGE.

Jones, G, R., & George, J.M. (2013). *Contemporary Management*. Ninth Edition. Graduate School of Business, Rice University.

Kaiser Family Foundation (2013). *Kaiser Commission on Medicaid and the Uninsured Policy Brief Case Study: Michigan's Money Follows the Person Demonstration*. Available online at: <http://kaiserfamilyfoundation.files.wordpress.com/2013/03/8414.pdf> [Accessed 06-06-2013].

Khan, M.A., & Ali, J. A. (2014). The role of training in reducing poverty: the case of the ultra-poor in Bangladesh. *International Journal of Training and Development*, 18(4), pp. 271-281.

Krejcie, R., & Morgan, D. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*, 30, pp. 607-610.

Landerneau, K.J. (2013). *Sampling Strategies*. University of California-San Francisco, Walnut Creek, CA.

Leon, Y. (2005). Rural development in Europe: a research frontier for agricultural economists. *European Review of Agricultural Economics*, 32 (3), pp. 301-317.

Lowe, P., & Ward, N. (2007). Sustainable rural economies: some lessons from the English experience. *Sustainable Development*, 15 (5), pp. 307-317.

Malongane, D.D. (2012). *Challenges Facing Emerging Contractors in Gauteng*, Manuel, T (2012). NDP Launch Speech by Minister in the Presidency: National Planning Commission on 15 August 2012. National Planning.

Maslow, A. (1954). *Motivation and Personality*. New York: Harper.

Mecham, J. (2013). *Long-Term Living Choice Project*. USA: Oklahoma Publishers.

Meier, K.J., & Hicklin, A. (2014). Employee turnover and organizational performance: Testing hypothesis from classic public administration. *Journal of Public Administration Research*, 18 (4): pp. 573-590.

Melton, H. L., & Hartline, M. D. (2010). Customer and frontline employee influence on new service development performance. *Journal of Service Research*, 13(4), pp. 411-425.

Mensh, S. (2013). *MFP Housing Transition Structure: Washington Model. New Editions: Housing Capacity Building Initiative for Community Living*. Falls Church, Virginia. Available online at:

<http://www.neweditions.net/housing/documents/MFPHousingTransitionStructure-WashingtonModel.pdf>

Midgley J., Hodge I., & Monk S. (2015). *Developing Indicators of Rural Disadvantage: Stage II*. University of Cambridge, Department of Land Economy, Final report to the Countryside Agency.

Midgley, J., Hodge, I., & Monk, S. (2013). Patterns and concentrations of disadvantage in England: A rural-urban perspective. *Urban Studies*, 40(8), pp. 1427-1454. DOI:[10.1080/0042098032000094379](https://doi.org/10.1080/0042098032000094379)

Mnisi, M.G.D. (2011). *Implementation of Government Housing Delivery Programme in the Gravelotte Area of Ba-Phalaborwa Municipality, Limpopo*. School of Leadership Master of Public Administration. Limpopo, University of Limpopo.

Morrison, T.-H. (2016). Pursuing rural sustainability at the regional level: key lessons from the literature on institutions, integration, and the environment. *Journal of Planning Literature*, 21(2), pp. 143-152. DOI :[10.1177/0885412206292261](https://doi.org/10.1177/0885412206292261)

Morse, J. M. (2011). *Qualitative nursing research*. Newbury Park, CA: Sage.

Mouton, J. & Marais, H.C. (2009) *Basic concepts in Methodology of the Social sciences*. Pretoria: Human sciences Research council.

National Advisory committee on Rural Health and Human Services (2012). *Rural Implications of the Center for Medicare and Medicaid Innovation Policy Brief*. Available at: <http://www.hrsa.gov/advisorycommittees/rural/publications/ruralimplicationjune2012.pdf>

National Conference of State Legislators (2012). *Home and Community Based Services: Meeting the Long-Term Care Needs of Rural Seniors*. Available online at: <http://www.ncsl.org/issues-research/health/home-and-community-based-services-meeting-the-lon.aspx> [Accessed 29-10-2012].

National Council on Aging (2013). Senior Centers: Fact Sheet. Washington, D.C. Available online at: <http://www.ncoa.org/press-room/fact-sheets/senior-centers-fact-sheet.html> [Accessed 15-05-2013].

Nel, P.S., Werner, A., Poisat, P., du Plessis, A.J., & Ngalo, O. (2011). *Human Resources Management* (8th edn). Cape Town: OUP. ISBN 978 0 19 599761-3.

Neuman, W.L. (2011) *Basics of Social Research: Qualitative and Quantitative Approaches*. London: Pearson Education.

Ohio Department of Job and Family Services (2012). *Ohio Medicaid: General Information, Rural or Urban Designation*. Columbus, Ohio. Available online at: http://jfs.ohio.gov/ohp/bmhc/ManagedCareRFA_LibrarySFY2013.stm [Accessed 04-06-2013].

Ohio Department of Mental Health (2012). Annual Report 2012. Columbus, Ohio. Available online at: <http://mentalhealth.ohio.gov/assets/annual-reports/2012-annual-report.pdf> [Accessed 05-06-2013].

Ray, C. (2015). The EU LEADER programme: Rural development laboratory. *Sociologia Ruralis*, 40(2), pp. 163-171.

Rogers, E.M. (2013). *Diffusion of Innovations*. (5th edn). London, Simon and Schuster.

Rural Assistance Center (2013). *Health and Human Services Information for Rural America: Housing and Homelessness*. Available online at: <http://www.raconline.org/topics/housing/>

Saunders, M. (2013). *Research Methods for Business Students*. South Africa: Pearson Education.

Schulze, S. (2011) Views on the combination of quantitative and qualitative research approaches. *Progresso*, 25(2), pp. 8-20.

Scott A., Christie M., Midmore, -P (2014). Impact of the 2001 foot-and-mouth disease outbreak in Britain: implications for rural studies. *Journal of Rural Studies*, 20(1), pp. 1-14. [http://dx.doi.org/10.1016/S0743-0167\(03\)00032-9](http://dx.doi.org/10.1016/S0743-0167(03)00032-9)

Sekaran, U. (2016). *Research Methods for Business: A Skill Building Approach*, (4th edn). UK: John Wiley and Sons.

Shapiro, S.S., & Wilk, M.B. (1965). An Analysis of Variance Test for Normality (Complete Samples). *Biometrika*, 52(3/4), pp. 591-611.

Smyth, R. (2014). Exploring the Usefulness of a Conceptual Framework as a Research Tool: A Researcher's Reflections. *Issues in Educational Research*, 14.

Stake, R.-E. (2016). *Multiple Case Study Analysis*. New York: The Guilford Press.

Statistics SA (2014). Community survey. Available online at: <http://www.statssa.gov.za/publications> [Accessed 02-11-2016].

Stockdale, A. (2014). Rural out-migration: community consequences and individual migrant experiences. *Sociologia Ruralis*, 44(2), pp. 167-194.

Sullivan, B. (2013). *HUD and HHS Partner to Provide Permanent Housing and Services to Low-Income People with Disabilities*. HUD No. 13-024. Washington DC. Available online at: [http://portal.hud.gov/hudportal/HUD?src=/press/press_releases_media_advisories/2013/HUD No.13-024](http://portal.hud.gov/hudportal/HUD?src=/press/press_releases_media_advisories/2013/HUD_No.13-024).

Terre Blanche, M., Durrheim, & Painter, D. (2016). *Research in Practise: Applied methods for the social sciences*. University of Cape Town press.

Texas Health and Human Services Commission (2010). *Aging and Disability Services*. Available online at:

http://www.dads.state.tx.us/providers/pi/mfp_demonstration/operationalprotocol/operational-protocol.pdf

The Community Tool Box (2012). *Assessing Community Needs and Resources; Identifying Community Assets and Resources*. Available online at:

http://ctb.ku.edu/en/tablecontents/sub_section_tools_1043.aspx#tools1 [Accessed 03-06-2013].

Thompson, J.L., Strickland, J.A., & Gamble (2012). *Strategic Management*. 4th Edition. London: *Gray Publishing*.

Thwala, W.D., & Phaladi, M.J. (2013). *An Exploratory Study of Problems Facing Emerging Contractors in The North West Province of South Africa*. University of Johannesburg Department of Construction Management and Quantity Surveying, Johannesburg, South Africa.

U.S. Census (2010). *Urban and Rural Population by State, 2010*. Available online at: <http://www.census.gov/geo/www/ua/2010urbanruralclass.html> [Accessed -02-07-2013].

U.S. Department of Energy Efficiency and Renewable Energy (2013). *Weatherization and Intergovernmental Program Weatherization Assistance Program*. Available online at: <http://www1.eere.energy.gov/wip/wap.html> [Accessed 21-04-2013].

UD E-World (2012). *Rural Issues*. Ide A Center for Inclusive Design and Environmental Access. SUNY at Buffalo: School of Architecture and Planning. Available online at: 12.28.2012 at: <http://www.udeworld.com/rural-issues.html> [Accessed 28-12-2012].

Uddin, M.M., Chowdhury, M.M., & Ahmad, A. (2015). The Impact of Rural Development Program on Poverty Alleviation: A Case of Bangladesh. *Global Journal of Management and Business Research: Administration and Management*, 15.

Van der Ploeg J., Renting H., Brunori G., Knickel K., Mannion J., Marsden T., de Roest K., Sevilla-Guzmán E., & Ventura, F. (2010). Rural development: from practices and policies towards theories. *Sociologia Ruralis*, 40(4) pp. 391-408.

Vermont Agency (2013). *Commerce and Community Development. Adult Family Care Homes to be implemented by Vermont Department of Disabilities, Aging, and Independent Living*. Available online at: <http://vermontbiz.com/news/may/adult-family-care-homes-be-implemented-vermont-department-disabilities-aging-and-independent> [Accessed 15-05-2013].

Virginia Division for the Aging (2011). *Aging and Rehabilitation Services*. Virginia Caregiver Coalition Respite. Accessed online at: <http://www.vda.virginia.gov/respite.asp>

Ward, N., Lowe, P., & Bridges T. (2013). Rural and regional development: the role of the regional development agencies in England. *Regional Studies*, 37(2), pp. 201-214.

Welman. C, Kruger, S.J., & Bruce, M. (2010). *Research Methodology*, (3rdedn). Oxford University Press. Cape Town.

World Bank (2011). *World Development Report 2000-01*. Oxford: Oxford University Press.

Yarwood, R. (2012). Parish councils, partnership and governance: the development of “exceptions” housing in the Malvern Hills District, England. *Journal of Rural Studies*, 18(3), pp. 275-291. Available online at: DOI: [10.1016/S0743-0167\(01\)00042-0](https://doi.org/10.1016/S0743-0167(01)00042-0)

Yin, R. K. (2013). *Case Study Research: Design and Methods*. Thousand Oaks, USA: Sage Publications.

Zikmund, W. G. (2013). *Business Research Methods* (7thedn). Mason, OH: South-Western, Thomson Learning.

Zuber, A. (2014) Turnover in Organisations, A career in the Public Service. *Nation's Public Service News*, 35(21), pp. 141-148.

Appendices

Appendix: A: Draft Questionnaire

The aim of study is to investigate the impact of rural housing programme in the Nongoma Local Municipality, in KwaZulu-Natal province of South Africa. This study should ascertain if the people of Nongoma community are satisfied or dissatisfied with the rural housing programme so that possible recommendations will be suggested to Nongoma Municipality and all the other stakeholders involved in the rural housing programme.

The completion of this questionnaire is voluntary and anonymous. Your cooperation is highly appreciated. Please mark with an X.

Section A: Personal information

1. Age	18 – 30		31 – 40		41 – 50		51 >	
2. Gender	Male						female	
3. Marital status	Single		Married		Divorced		Widow	
4. Educational qualification	Less than Grade 12		Grade 12		National Diploma / Degree		Honours and Higher	
5. Salary level	1 – 3		4 – 6		7 – 9		10 – 12	
6. How many years of service do you have?	1 – 5		6 – 10		11 – 20		21 >	
7. Category of staff / Rank	Manager		Supervisor		Other			

Section B: Factors that interrupt the delivery of houses to the community of Nongoma.

	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
Scattered settlements in high topographic areas is a challenge affecting rural housing delivery					
Inadequate financial resources are a constraint affecting rural housing delivery					
Poor communication between departments is a challenge affecting rural housing delivery					
Absence of cross-functional teams is a challenge affecting rural housing delivery					
lack of implementation monitoring mechanisms by the Department of Human Settlements is a challenge affecting rural housing delivery					
Poor execution and implementation of the projects is a challenge affecting rural housing delivery					
Poor execution and implementation of the projects is a challenge affecting rural housing delivery					

Shortage of skilled Labour is a challenge affecting contractors for rural housing delivery					
Lack of managerial capacity on the part of implementation agents is a challenge affecting rural housing delivery					
Lack of proper organising and planning skills on the part of implementation agents is a challenge affecting rural housing delivery					
Lack of proper organising and planning skills on the part of implementation agents is a challenge affecting rural housing delivery					
Incomplete and unclear drawings and deficiencies between consultants and contractors is a challenge affecting rural housing delivery.					
Traditional leaders are also alleged to be stalling progress in the implementation of rural housing projects					
Contractors hired by the Department of Human Settlements are responsible for the challenges affecting rural housing delivery.					

High staff turnover Department of Human Settlements is a challenge affecting rural housing delivery.					
Political Interference is a challenge affecting rural housing delivery.					
Lower staff motivation is a challenge affecting is a challenge affecting rural housing delivery.					
Poor employee supervision and monitoring is a challenge affecting rural housing delivery.					
Hired Contractors do not have clear project completion deadlines					

Section C: To determine the strategy of accelerating service delivery through rural housing projects in Nongoma Local Municipality

	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
Setting clear performance deadlines can help in accelerating rural housing delivery					
Setting achievable goals and objectives that are communicated to all employees in the Department of Human Settlements can help in accelerating rural housing delivery					
Engaging Central government for additional financial budgetary allocations can help in accelerating rural housing delivery					
Creation of more open lines of communication between departments can help in accelerating rural housing delivery					
Creation of effective cross –functional teams can help in accelerating rural housing delivery					

<p>Developing effective implementation monitoring mechanisms by the Department of Human Settlements can help in accelerating rural housing delivery</p>					
<p>Hiring contractors with managerial and human resources capacity can help in accelerating rural housing delivery</p>					
<p>Hiring and retaining skilled staff can help in accelerating rural housing delivery</p>					
<p>Improving planning and organisation skills on the part of the Department of Human Settlements is necessary to accelerating rural housing delivery</p>					
<p>Improvement of the working conditions on the part of the employees of the Department of Human Settlements is necessary to accelerating rural housing delivery</p>					
<p>Engage Traditional leaders to remove resistance towards implementing rural housing delivery</p>					

Eliminate political interference by
approaching the courts to get reprieve

Section D

Identify and evaluate the impact of rural housing projects in Nongoma Local Municipality;

	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
Provision of rural housing has created job opportunities					
Provision has reduced Poverty related to shortage of accommodation					
Provision of housing has improved the living standards of the people					
Provision of housing has improved infrastructure development					
Provision of rural housing has increased rural electrification					
access to housing has the potential to reduce criminal activities, easy access to services such as security of land, tenure, water, good sanitation facilities, human dignity and other social services (for example, police services, schools, clinics and sporting)					

Provision of rural housing has made it easy for rural people to access better sanitation services					
Provision of rural housing has made it easy for rural people to access clean water					
Provision of rural housing has made it easy for rural people to access electricity					
Provision of rural housing has improved the human dignity of the rural people					
Provision of rural housing has provided residential structures with secure tenure.					
Provision of rural housing has provided has provided greater privacy to rural dwellers					
Provision of rural housing has provided adequate protection of rural people from the environment					
Provision of rural housing has provided a safe living environment					

Thank you for your Cooperation