

**PERCEPTIONS OF PRODUCTIVITY ON SERVICE DELIVERY DURING THE 2010
FIFA SOCCER WORLD CUP: A CASE OF SEDIBENG DISTRICT MUNICIPALITY**

by

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DECLARATION

I DECLARE THAT THE TITLE **“PERCEPTIONS OF PRODUCTIVITY ON SERVICE DELIVERY DURING THE 2010 FIFA SOCCER WORLD CUP: A CASE OF SEDIBENG DISTRICT MUNICIPALITY”** IS MY OWN WORK AND THAT ALL THE SOURCES THAT I HAVE QUOTED HAVE BEEN INDICATED AND ACKNOWLEDGED BY MEANS OF COMPLETE REFERENCE.

ANNA XOYANE

DEDICATION

This mini-dissertation is dedicated to my family for their amazing love, support and encouragement:

- My late mother Mapule Miriam Xoyane (2008-05-11)
- My late brother Motlalepule Isaak Xoyane (2009-10-08)
- My brother Pule Samuel Xoyane
- My sister Mapaseka Xoyane
- And my niece Bokamoso Xoyane

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- I appreciated the time and information shared by the officials and residents of the three municipalities (Emfuleni Local Municipality, Lesedi Local Municipality & Midvaal Local Municipality) in the Sedibeng District Municipality.

ABSTRACT

A number of government initiatives have been established over recent years (1994-2010) to address the challenge of raising overall quality of life by improving productivity in South Africa. High productivity at a municipal level contributes to the overall productivity of the national economy, which in turn helps to create higher living standards. Workplace productivity refers to how efficiently and effectively an institution can turn its inputs, such as labour and capital, into outputs, such as products and services. Finding ways to increase productivity is a task that can be both frustrating and time consuming.

Sedibeng District Municipality (SDM) as one of the South African local municipalities required to meet the development mandate for improving the lives of the people. Mega-events such as the FIFA 2010 Soccer World Cup in South Africa are perceived as an inhibiting factor towards service delivery. SDM is also challenged to complement the requirements of the FIFA 2010 Soccer World Cup to its daily activities. There are mixed opinions about the event. There are misconceptions about mega-events such as the FIFA World Cup, whereby managers estimated that there will be lost hours of productivity. Some managers predicted that a strong performance by the SDM would help the municipality's ailing economy through boosted sales for beverages, food and the team's apparels.

The primary goal of this study was to investigate the perceptions of productivity on service delivery during the 2010 FIFA Soccer World Cup at SDM. Exploration was also made on whether the effective strategic planning can help to improve productivity for future mega events such as the 2010 FIFA Soccer World Cup. As a result to this, a hypothesis was developed that *“a focused effort and strategic approaches to increase workplace productivity during mega events (2010 FIFA Soccer World Cup) in SDM is essential, towards continuous improvement of municipal management and operations in order to deliver sustainable competitive advantage”*. The hypothesis and research objectives of the study were validated by means of a literature review and empirical surveys and, in so doing open-ended and closed-ended questionnaires were used to interview participants.

For the achievement of the primary objective of the study, five chapters were structured to realize the objectives of this study. This was done through a literature review by means of interviews and questionnaires to the SDM and its community members. A sample of 60 community members and municipal employees were consulted for this study. The research findings highlighted the outcomes of the research and verified the assertions made in this study. The study found that:

- Productivity plays an important role in municipal service delivery, and it should be a priority and primary objective towards effective service delivery in all municipalities.
- Productivity growth is important because, as a key driver of real GDP growth, it improves the prosperity and living standards of the population in SDM.
- The absence of an effective strategy may lead to lack and low productivity
- Strategic plan in the SDM plays an important role in ensuring sustainable delivery of services.
- The impact of the FIFA 2010 World Cup, were minimal, whereby the plans of SDM were incorporated in the Integrated Development Plan for 2006-2010.
- The event boosted the moral of community members and for small businesses in SDM.

The study concludes with a series of recommendations for an effective public participation process in poverty alleviation programmes for communities, and for further research.

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LIST OF ACRONYMS

ACSM- American College of Sports Medicine

CoJ- City of Jo'burg

DEAT- Department of Environment and Tourism

DoL- Department of Labour Office

ELM- Emfuleni Local Municipality

ESI- Electricity Supply Industry

FIFA- *Federations Internationale de Football Association*

GNZ- Government of New Zealand

HR- Human Resource

ICT- Information and Communications Technology

IDP- Integrated Development Plan

IMATU- Independent Municipal and Allied Trade Union

ILO- International Labour Organisation

KZN- Kwa-Zulu Natal

LLM- Lesedi Local Municipality

MDG- Millennium Development Goals

MLM- Midvaal Local Municipality

Nedlac- National Economic Development and Labour Council

NEPAD- African Union's New Partnership for Africa's Development

OECD- Organisation for Economic Co-operation and Development Manual

PHC- Primary Healthcare

PVA- Public Viewing Areas

SAFSA- The South African Football Supporters Association

SAMWU- South African Mine Workers Union

SMME- Small Medium Micro Enterprises

SANHS- South African National Health System

SAPS- South African Police Service

SDM- Sedibeng District Municipality

SWOT- Strengths, Weakness, Opportunities and Threats

VUT- Vaal University of Technology

CHAPTER 1

ORIENTATION AND BACKGROUND

1.1 INTRODUCTION

This chapter provides an introduction and an overview of the study. The chapter deals with research orientation, the background to the study and, the problem statement. The research questions and objectives, a hypothesis, the aim of the study, and research methodology are also presented in this chapter. Finally, the chapter outlines organization of the chapters.

1.2 ORIENTATION AND BACKGROUND

The City of Tshwane (2008) and Louw (2010) stated that “on 15 May 2004, South Africa won the bid to host the 2010 FIFA Soccer World Cup. This served as an advantage to South Africa since it becomes the first African nation to be chosen to host the event, after decades of sport isolation during apartheid”. Louw (2010:4) indicated that the South African ten most popular and prestigious stadiums were prepared for the tournament usage as more than thirty international teams were participating. This sporting event takes place once every four years and it is watched all across the globe. South Africa became the first African Continent to host the event (Grossman, 2010).

According to Morten (2007) “FIFA World Cup is regarded as a mega event”. Mega event describe events such as the Olympic Games and the World Cup in football. It has a fixed duration and takes place on a short term basis; it also has a high profile and worldwide interest linked to the event. Morten (2007) describe such event as economic initiatives which give the country a strong incentive for social and economic development. According to Louw (2010) & Govender (2010) four benefits can be identified in worldwide events such as the FIFA World Cup:

- To improve South Africa's global image. An improved global image gives tourism and economic development a significant boost;
- To foster national identity and national cohesion;
- It encourages the country to address major social problems such as crime, human trafficking, poverty, urban decay (Louw, 2010); and
- To give impetus to economic development. For instance the "FIFA World Cup has firmly put Durban (KZN) on a world map as a serious global player, and this greatly boost investment opportunities and the tourism industry" .

Tassiopoulos (2010:18) stated that "the objectives of the South African local government concerning mega events like the FIFA Soccer World Cup include ensuring community participation in the events, developing and advancing the African football and combating Afro-pessimism". The event is expected to leave a legacy for the African continent and the objective of this legacy is to support the realization of the objectives of the African Renaissance such as the programmes of the African Union's New Partnership for Africa's Development [NEPAD] (Tassiopoulos, 2010:18).

The modern world requires the public and private sectors in all spheres to be productive (Croome, 2000:4). Municipalities in South Africa have created By-laws, schedules and notices to host the competition. Municipalities have the responsibility to manage, administer, maintain and implement the By-laws for the FIFA World Cup 2010, and to ensure that all areas and activities are effectively dealt with (City of Tshwane, 2008:11).

The requirements of the local government in this case focus on three guidelines, namely: economic, social and environmental. The economic guidelines focus on assessing the economic effect of the event and to ensure that the public becomes involved and benefit economically from such event. The social guidelines focus on the involvement of the local communities in planning and decision-making, and this encouragement of embracing cultural diversity. Lastly, the environmental guidelines are to ensure the safety and secure the public viewings and to reduce environmental barriers when such events are held (DEAT, 2002:4-5).

Croome (2000:4) stated that “productivity is perceived to bring a sense of achievement for individuals as well as increased profits for the workplace”. Productivity is characterized by the terms; profitability, efficiency, effectiveness, value, quality, innovation, and quality of work life (Croome, 2000:4). Workplace productivity relates to the institutional performance, which measures all personal and organizational efforts towards delivery goods and services. The productivity, accomplishments of people and organizations fluctuate. For instance, employees are more or less productive, depending on the job, interest and motivation (Smith, 1995:1-2).

The Department of Labour: New Zealand (2004:7) define workplace productivity as the relationship between the output generated by a production or service system and the input provided to create this output within the organization. It also describes workplace productivity as definition of how institutions can utilize labour and skills, innovation, technology and workplace organisation to improve the quantity and quality of their output (The Department of Labour: New Zealand, 2004:7). Prokopenko (1992:3) indicated that “higher productivity relates to the accomplishment of or achieving higher output in terms of volume and quality for the same input. Workplace productivity can also be described as the relationship between the results and time taken to accomplish them also the relationship between the manager and staff (Prokopenko, 1992:3).

1.3 PROBLEM STATEMENT

The Sedibeng District Municipality [SDM] is one of the municipal districts of the Gauteng province in South Africa (Sedibeng District Municipality [SDM], 2010). The seat of SDM is Vereeniging. SDM comprises three local municipalities, namely: Emfuleni Local Municipality [ELM], Lesedi Local Municipality [LLM] and Midvaal Local Municipality [MLM] (SDM, 2010). ELM takes up 1276km² (27.6%); MLM takes up 2312km² (49.9%), and LLM takes up 1042km² (22.5%). The total number of households in Sedibeng is estimated at 224 307(SDM, 2010). The mega event with such huge influence all across the globe, the FIFA Soccer World Cup in South Africa, was assumed to bring about poor performance regarding work place productivity. Prokopenko (1992:9-10) indicated

that “workplace productivity can be affected by both internal and external factors whereby internal factors are controllable while the external factors cannot be controlled. Local government often faces increased expectations of effective and improved service delivery”. The Department of Labour: New Zealand (2004:1) stated that “the challenge for the future is to build on where workplaces are performing well, while also achieving improvements that move South African Municipalities to a sustainable, high value, high skill and high wage economy”. Croome (2000:37-38) identified factors contributing to lack of workplace productivity as low level of standard performance; lack of competition, motivation and enthusiasm; conflict and dissatisfaction; absenteeism, arriving late and leaving early; and frustration with the management and environment and boredom (Croome, 2000:37-38).

According to Makwembere (2007:90) the historic municipal developments of South African Municipalities were largely influenced by national events as South Africa experienced social, economic and political changes. I-Net Bridge (2010) indicates that “FIFA Soccer World Cup 2010 turned out to be a sold-out affair with South Africans snapping up the majority of tickets. Furthermore, the global event was bound to pose serious challenges with regard to productivity in SDM. The following paragraphs comprise issues associated with the FIFA Soccer World Cup 2010”.

Employee absenteeism

I-Net Bridge (2010) stated that “the actual level of absenteeism is likely to be higher due to post match celebrations or lack of sleep as fans may stay up late until the early hours of the mornings to watch matches”. For business this could translate into millions of man-hours of lost productivity. Furthermore, the FIFA World Cup was assumed to pose a challenge since several matches were played during office hours.

Loss of productivity and anxiety

Zeta-news (2010) indicated that “there is also speculation about the strain on employee productivity caused by the FIFA World Cup, and loss of productivity is derived from watching matches and discussing football in the workplace”. The sporting tournaments sometimes proved a headache for employers with staff either sneaking into the breakout rooms for extended periods. Some even took long lunches to watch the games in the local pubs or even taking a sick day (Zeta-news, 2010). Lack of punctuality and early knock-off of employees are also encountered due to games playing during office hours. Such issues often lead to frustration, overwork and careless mistakes on employee performance (Croome, 2000:38).

Advanced Technology

Zeta-news (2010) indicated that the 2010 FIFA World Cup was the first in the history of the tournament where every game could be viewed either live or online. Institutions are facing further serious drop in productivity and concentration as employees openly or secretly watched the games at their PC's or even on their iPhones. Zeta-news (2010) further indicated that “the social media buzz that employees were involved in, for instance: Twitter, Face book, Sports blogs and news sites provided further forums for discussing the World Cup 2010 action and further distracting employees from their work tasks (Zeta-news, 2010)”. The unavailability of television sets at the work place resulted in the above mentioned issues (Croome, 2000:38).

1.3.1 Aim of the study

On a daily basis SDM provided services, which were planned and scheduled for its communities. The services were provided on the basis of its strategic plans, through IDPs and departmental objectives. The aim of this study was to examine the FIFA Soccer World Cup 2010 influence regarding workplace productivity at Sedibeng District Municipality by reviewing the perceptions of participants. This study aims to analyse the

perceptions of participants on service delivery by the SDM within its three local municipalities during the FIFA World Cup 2010. The investigation looked at the recipients of services rendered and the state of service delivery during the FIFA Soccer World Cup 2010 at SDM. Such events led to unmet activities and coincided with municipal planned activities.

Therefore, the study observed the results of activities rendered during the event, and to ascertain whether the planned activities were implemented in SDM. The study intends to propose measures and methods to improve workplace productivity in SDM during mega events and to measure the perceptions that arise on the context of mega events in SDM. Recommendations will be given regarding the promotion of efficiency and accountability.

1.4 HYPOTHESIS

A focused effort and strategic approaches to increase workplace productivity during mega events (2010 FIFA Soccer World Cup) in SDM is essential towards continuous improvement of municipal management and operations in order to deliver sustainable competitive advantage.

1.5 RESEARCH QUESTIONS

With reference to the problem statement, the study attempted to find answers to the following questions:

- What is productivity?
- What strategies were used to enhance productivity in SDM during the FIFA Soccer World Cup?
- What were the effects of the FIFA Soccer World Cup on productivity at SDM as indicated by the perceptions of participants?

- What recommendations can be offered to add value to improve productivity at SDM during mega events, as based on perceptions of participants?

1.6 RESEARCH OBJECTIVES

The following research objectives were outlined for this study:

- To give a theoretical exposition of the concept productivity;
- To provide an overview of strategies in place to enhance productivity in SDM during FIFA Soccer World Cup;
- To investigate the effects of FIFA Soccer World Cup on enhanced productivity at SDM as indicated by perceptions of participants; and
- To provide recommendations for successful improvement of productivity at SDM during FIFA Soccer World Cup.

1.7 RESEARCH METHODS

Qualitative and quantitative methods were used in this study. Fox and Bayat (2007:7) state that “a qualitative method is designed to scientifically explain events; people and matters associated with them and do not depend on numerical data, although it may make use of quantitative methods and techniques”. The following section focuses on literature review. Leedy (1997:189) defines quantitative research as a type of research that involves making careful description of observed phenomena and/ or exploring the possible relationship between different phenomena.

1.7.1 Literature Review

A literature review is the effective evaluation of selected documents on a research topic. The literature review played an essential part of this study. Literature study on workplace productivity was conducted and the following sources are used: books, journals, legislative frameworks, articles, news papers, website, and database of these

and dissertations of South African tertiary institutions. Further, tertiary and public libraries were consulted to obtain data on workplace productivity and planning for mega events. The researcher also consulted the SDM website to access reports on workplace productivity and planning.

1.7.2 Empirical Survey

This study used the interviews complemented by three-set of questionnaire to achieve the objective. Gillham (2000:1) defined an interview as “a conversation, usually between two people. But it is a conversation whereby one person- the interviewer- is seeking responses for a particular purpose from the other person: the interviewee”. Semi-structured interviews were conducted with respondents from the SDM area. Qualitative questionnaires were used to obtain various perceptions of the participants concerning the impact of FIFA Soccer World Cup on workplace productivity at Sedibeng District Municipality.

The sample of the study is comprised of participants from the three local municipalities of SDM. The following participants were interviewed:

- The Liaison Personnel (FIFA 2010 co-coordinator).The study analysed the perceptions of the liaison officer with regard to the FIFA Soccer World Cup impact in the SDM and the steps undertaken to improve workplace productivity.
- Thirty employees (10 from each local municipality) were interviewed concerning their perceptions and recommendations for successful improvement of workplace productivity in SDM during FIFA Soccer World Cup.
- Sixty community members (20 from the three local municipalities) in SDM were interviewed. Community members play a role to enforce accountability in municipal service delivery by evaluating and judging the performance of a municipality. The interviews analysed the state of service delivery during the 2010 FIFA Soccer World Cup at SDM. The sample was drawn from the public places of the three local municipalities of SDM.

The interviews aimed to provide recommendations for successful improvement of workplace productivity at Sedibeng District Municipality. Therefore, random sampling was applied for this study.

1.8 CHAPTER OUTLINE

Chapter 1: Orientation and Problem Statement

Chapter 2: Theoretical exposition of the concept the productivity

Chapter 3: An overview of strategies to improve productivity during FIFA Soccer World Cup in SDM

Chapter 4: Empirical study on the impact of FIFA Soccer World Cup on productivity at SDM via perceptions of participants

Chapter 5: Findings, summery and recommendations

The next chapter discusses the framework of productivity and workplace productivity.

CHAPTER 2

THEORETICAL EXPOSITION OF THE CONCEPT PRODUCTIVITY

2.1 INTRODUCTION

In this modern world it is very crucial for public and private sectors in all spheres of life to know how to be productive in their workplaces. Failure to acknowledge this can have negative effect and a cost to the institution. The need to improve productivity has become more urgent as a result of a huge change in economic growth across the world. Employees are expected to deliver the required results without any waste of resources.

This chapter focuses more on productivity as a concept and it provides the background and scope of productivity. The significance and role of productivity in the workplace and the elements of workplace productivity are discussed. Furthermore, the chapter describes workplace productivity drivers and productivity tools and resources.

2.2 THE CONCEPTS PRODUCTIVITY AND WORKPLACE PRODUCTIVITY

The sections below describe the concepts productivity and workplace productivity.

2.2.1 Productivity

Craythorne (1997:339) indicated that “the concept productivity is derived from the word “productive” which means to produce”. Bassett (2010:4) stated that “productivity is broadly defined as output per unit of input”. Production represents a cycle, meaning if the output does not generate enough to cover the input, then eventually the cycle breaks down. In productivity the input should not cost more that the output as this can cause a serious strain on the economy (Craythorne, 1997:339).

Prokopenko (1992:3) lists the productivity elements in the workplace for efficient use of resources. The productivity elements include labour, capital, land, material, energy and information within the organization. Productivity focuses on quantity, quality, inputs. All these rely on good relationship between the managers and their staff to achieve the institutional goals (Prokopenko, 1992:3). Craythorne (1997:339) stated that “productivity is characterized by term; performance, profitability, efficiency, effectiveness, value, quality, innovation, and quality of work life”. Productivity is often considered the results of all personal and organizational effort associated with production, use, and the delivery of products and services (Craythorne, 1997:339). Productive and hardworking employee leads to productivity increase and on the other hand poor organizational leadership by senior management lead to low productivity (Craythorne, 1997:339).

The productivity, accomplishments of people and organizations do fluctuate (Smith, 1995:1-2). Employees can be more or less productive depending on their job interest and motivation. Performance measurements are important for analyzing the needs of the institution and employees. Productivity can be improved through availability of resources and good performance.

2.2.2 Workplace productivity

The concept of workplace productivity entails involvement of workers in their organization environment and the manner in which they are actually affected by this work environment (International Labour Organisation (ILO), 1994). This includes the initiative and innovation that workers take to ensure great performance in their workplaces. It is very important for institution to have good relations with their employees for better productivity (ILO, 1994).

2.3 NATURE OF WORKPLACE PRODUCTIVITY

Workplace productivity can be found in the public sector and in the private sector. Workplace productivity can also be looked at an individual (citizen) level. The operation

of the two sectors (public and private sector) is different. In the private sector, goods and services are produced for the market and productivity is defined as the ratio of outputs to inputs (Department of Labour: Government of New Zealand, 2010). Whereas the public sector operates under significantly different conditions. The public sector provides goods and services categorized as basic services, social and development services. Such services produced in the state are not for sale and they seek to respond to the needs of the community in a responsible and economically efficient way (Department of Labour: Government of New Zealand (2010).

The following are components of the workplace productivity framework in the public sector:

- advancing the development goals to achieve efficient and effective services that are trusted by and meet the needs and expectations of government and the community;
- every organisation can take steps to raise workplace productivity;
- being more effective in achieving desired outcomes;
- being more efficient;
- delivering public value (quality, trusted services); and
- unions and government working together to increase workplace productivity in the public sector (Department of Labour: Government of New Zealand, 2010).

The Department of Labour, recognizes four concepts for improving service delivery in the public sector: *efficiency*, *outputs*, *effectiveness* as well as the *outcomes* (Department of Labour: Government of New Zealand, 2010). The notions of efficiency and effectiveness are encapsulated in the term 'public value' (Department of Labour: Government of New Zealand, 2010). Efficiency and effectiveness in the workplace represents the quality of service and how service is delivered, but ultimately it's about end-user satisfaction (Department of Labour: Government of New Zealand, 2010). The overall quality of service relies on the outputs and the outcomes of the goals that the institution want to achieve. All these depend on the availability of resource and the capacity of the workforce to attain the goals intended for service delivery.

Uche (1991) stated that “to this effect, productivity is discussed at all levels because of its direct relationship with the standard of living of the workers”. Four important channels are identified that impact the standard of living for higher productivity. The respective channels include the following:

- larger supplies both of consumer goods and of capital goods at lower costs and lower prices;
- higher real earnings;
- improvements in working and living conditions, including shorter hours of work; and
- strengthening of the economic foundations of human wellbeing (Uche, 1991)”.

Prokopenko & International Labor Office (1987:6) stated that “the role of productivity is to increase the national welfare”. All human activity benefit from productivity improvement, this is important because more of the increase in gross national income is produced by improving effectiveness and quality of manpower than by using additional labor and capital. Growth in productivity ensures the increase in wages as well as solving pressing problems of unemployment, increased trade deficit and an unstable currency (exchange rate) (Prokopenko & International Labor Office, 1987:6).

Productivity in the workplace ensures the following:

- economic growth and foreign investment;
- social and political stability; and
- improved standard of living, alleviate of poverty, more job creation and increased wages/salaries (Prokopenko & International Labor Office, 1987:6).

The lack of productivity can have negative effects in the workplace which may lead to:

- A decline in economic growth, inflation, less or no foreign capital or investment
- Political instability, and unstable society
- Long hours of work which results to low wages/salaries and unemployment; low standard of living and poverty (Prokopenko & International Labor Office, 1987:6).

This means that organizations should always create an environment whereby employees will be able to focus and concentrate in order to be productive. Croome (2000:4) stated that “the mind and body need to be in a state of health and well-being for work and concentration”. In this way high productivity brings a sense of achievement for individuals as well as increased profits for the work organization and the outputs should be error free with the highest degree of accuracy and efficiency (Croome, 2000:4).” The desired outcome is to have the most work done by the least number of people in the least amount of time. In such instances, when the goal has been successfully attained, most work is done at a least cost and this lead to the accumulation of more profit (Shumake, 1992:9).

2.4 ELEMENTS FOR WORKPLACE PRODUCTIVITY

Three elements of productivity are outlined below.

2.4.1 Institution

This concept is about the way in which institution operates meaning that a productive environment is supposed to be created for productive results within the organization (Shumake, 1992:114). Efficiency should transpire concerning employees and resources. There should be enough information relating to the implementation of strategic planning and the operation procedure should be described. In this way the institution manages not only to just operate, but able to operate successfully. Productivity improvement effort in an organization requires data reflecting the actual operational method to be obtained and this information should be able to explain this in a correct, complete and an accurate way because if not everything can turn out to be a disaster (Shumake, 1992:114).

2.4.2 Employees

Employees serve to implement the organizational objectives and strategies. In this case employee motivation is very crucial for a productive workplace. Managers should

always encourage their employees in order to have that individual ability/skill to perform the job. Firstly, there should be certain managerial approaches to stimulate motivation for instance it's either the employee be productive and committed to work or be fired. Secondly, an employee will be motivated to work if there are rewards and penalties tied to his/her performance. Thirdly, there should be an emphasis on creating conditions under which effective performance can be a goal, a philosophy of self-control and self-regulation rather than organizational control. It is important to allow employee participation concerning the operational strategies from within the organization in order to ensure greater productivity improvement. This implies face-to-face meetings with employees to discuss organizational challenges and to set future goals in order to implement sustainable services to its clients (Shumake, 1992:114).

2.4.3 Resources

The public sector and the private sector strive to use their scarce resources sustainably. Labor and capital are always the most needed resources in every organization. There should also be a clear definition of the nature of resources needed in an organization/institution and how they should be managed. Productive environment should be enforced and implemented. Skill training material and technical information should be provided. Coordinating and motivating training efforts and needs including career plans and employee development/growth and future potential. In all this technology is a highly important resource among all other resources for mainly human resource management in terms of record keeping (Mathis & Jackson, 2000:10). According to ILO (1994:3) economic growth with regard to social and economic development in every country comes as a result of good productivity.

2.5 FACTORS AFFECTING PRODUCTIVITY

Factors causing a decline in productivity improvement can be found in all aspects of economic activity including international, national, and industry and enterprise level. This means that once performance becomes affected within the organization and the

productivity declines. Girard (2011) pointed out several key factors that affect productivity in the workforce. Such factors include:

- Job Satisfaction
- Communications
- Attendance
- Tools
- Teamwork
- Morale
- Health and Safety
- Managerial style (Girard, 2011)
- Training and development (Abbott, 2003:64).

These factors can normally be identified externally (not controllable) and internally (controllable).

2.5.1 Internal factors

Internal factors include technology, work method and management and equipments.

Hilliard (1995:7) described these factors as internal or organizational structures, namely: financial practices, policies and /or constraints, political and managerial leadership style, the effect of unions on the employee and employer, the increase use of technology and other sorts of analytical and managerial tools. Ineffective employees and poor managerial style could lead to unproductive human resource. The time lost by employees could be due to absenteeism, tardiness, exceeding rest periods and unnecessary work stoppage. The time lost by management could be due to poor work planning, inadequate facilities, lack of information, delay in material supply, poor working conditions and unnecessary down time.

The ILO (1994) indicated that the role of productivity improvement should not be overestimated as it implies the development of appropriate skills, knowledge and

attitude. Training has to be always provided in all spheres of the workforce, from top management down to bottom, as this entails the concept of productivity and productivity management/improvement its importance: from the measurement to the benefits.

The achievement of effective productivity can focus on applying the following in the workplace:

- Remove energy drainers to improve focus and reduce stress;
- Setting up your workspace for efficiency;
- Unclutter the top of your desk to eliminate distractions;
- Get organized; and
- Next, energize your workplace to support your goals (Heydlauff, 2011).

In the entire human resource department should be the most imperative factor of productivity increase as it provides motivation of productivity attitude and behavior, productivity training and work organization (ILO, 1994).

2.5.2 External factors

The external factors are those such as climatic conditions, geographical locality, and availability of natural resources. These may include for instance, intergovernmental relations, judicial systems, citizen involvement; private and vested interested the media, and other exogenous elements (Hilliard, 1995). Government plays a role of providing productive strategies by combining national economic and social policies. Internationally, countries are trying to work-out strategies of ensuring the collaboration of employers' and workers' representatives for coordinating productivity programmes and promoting the sharing of equitable productivity gains among them. Due to the ever increasing of economic competition and integration, productivity improvement has been internationalized at regional and international level (ILO, 1994).

In order to improve productivity effective performance management has to be put into place. Abbot (2003:64) has the following suggestions for productivity improvement:

- The introduction of performance management system;
- Improved methods of assessing productivity per hour and of output monitoring generally; and
- Individual performance appraisal or the assessment and discussions of employee performance on an individual basis.

Abbott (2003:63) further outlines the factors that affect productivity, and they are as follows:

- Physical organic, location and technological factors;
- Cultural belief-value and individual attitudinal, motivational and behavioral factors;
- International influence, e.g. level of innovation and efficiency on the part of the owners and managers of inward investing companies;
- Managerial organizational and wider economic and political legal environment;
- Level of flexibility in internal labor market and the organization of work activities;
- Individual reward and payment systems, and the effectiveness of personnel managers and others in recruiting, training, communication with and performance-motivating employees on the basis of pay and other incentives; and
- Fragmented union representation, job demarcation barriers and lack of flexibility”.

2.6 WORKPLACE PRODUCTIVITY DRIVERS

The Department of Labour: Government of New Zealand (DLGNZ, 2010(a) indicated that “Workplace Productivity focuses on seven complementary key drivers, based on the concept that changes in workplace practices in one area will generally reinforce changes in another”. The respective drivers include the following items:

- Building leadership and management capability
- Creating productive workplace cultures
- Encouraging innovation and the use of technology
- Investing in people and skills
- Organizing work

- Networking and collaboration
- Measuring what matters (DoL:GNZ, 2010(a)).

The Department of Labour: Government of New Zealand 2010(a) stated that “These drivers highlight the need to align everyone in the workplace towards better performance, and are about working smarter not harder (Department of Labour: Government of New Zealand, 2010(a))”. These are considered important areas for workplaces to focus on in order to improve their performance and productivity. The drivers provide a checklist for workplaces to see where they could improve their operations. The seven drivers will be discussed in chapter three.

2.7 PRODUCTIVITY TOOLS AND RESOURCES

The sections below discuss productivity tools and resources.

2.7.1 The Workplace Starter

Ford (2005) recommends 52 proven strategies to motivate and energize workplaces for increased productivity. Three of these strategies include the following:

- *Assess the workplace environment on an ongoing basis*

Continuous assessment in the workplace enables managers and supervisors in organizations to identify the problem and solve them within a particular stage and to avoid future challenges. Table 2.1 below provides explanation on the SWOT tools for assessing institutions dilemmas.

Table 2.1 SWOT analysis strategy tool

STRENGTH	WEAKNESSES	OPPORTUNITIES	THREATS
Staff has willingness to review issue and highly motivated to make positive change.	Work is often uncoordinated-right hand does not know what the left hand is doing.	Two local companies recently had large layoffs-additional people in the labor pool.	Tight, competitive job market.
Good relationship with all internal players.	Poor communication	Have relationship with an outside consultant who can facilitate the process	Not attracting high-caliber candidates.
All involved are excellent interviewers.	The hiring process has a number of steps viewed as unnecessary.	Outside community view the organization as a "world class"	Candidates are telling us that they kept waiting for too long before an offer is made.

Source: (Ford, 2005)

This also allows progress identification and measurement. Institutions can apply the SWOT (Strengths, Weakness, Opportunities and threats) analysis framework to alleviate workplace incidents (Ford, 2005). Proper application of the SWOT analysis may assist to ensure organizational success and to become much more profitable and productive. It also enhances team work for diverse workplaces.

A SWOT analysis may take form in the following manner:

Delegate, enrich and empower

Delegation serves as a means of developing the staff skills and lay foundation for an empowered workforce. It also serves to manage time, provide learning opportunities and empower employees, and allows the reallocation of work and put focus on crucial areas. Six steps for effective delegation include the following:

- Identify what work can be delegated;
- Ensure proper background check regarding accuracy of skills, credentials and capabilities your delegate;
- Always be available to answer questions;
- Be clear in your communication;
- Establish process checkpoint to review progress; and
- Live constructive feedback to modify or continue performance (Ford, 2005).

According to Ford (2005) enrichment means that managers allow job enlargement for the organization and when it comes to empowerment it means that strong leaders support and motivate their employees to strive for the achievement of their goals. These kinds of leader are always available when their subordinates need them the most. They make sure that these people become are responsibility and as leaders they are there to develop their skills in terms of providing education, training, innovation, motivation and building leaders not followers.

Address potential sticky situations head on

If there is a sticky situation in the department managers should address the matter and talk to the source, the person directly involved, and not the other way round. Do not threaten people when asking questions; come with an agreement about how to proceed. If there is a wide-problem in the department, get every one's input and arrange a private meeting if there are people who are hesitant to speak out. Use check sheet that allows gauging the group's mood if people are reluctant to speak in a group. If the problem is outside the department, go talk to the other manager outside the department and approach it from the perspective of solving a problem, not the person or people involved and remember to use a collaborative approach (Ford, 2005:4).

2.7.2 Kit Productivity

Kit productivity shows the way in which organizations should aim for the improvement of personnel structure through ensuring resource availability including proper planning and

time management in order to ensure effective and sustainable performance. Training, seminars and conferences should be encouraged for both personal and professional growth (National Research Council, 1991:49).

Expanding Your Workforce

National Research Council (1991:49) indicated that “to build a more diverse workforce an organization need to enhance two critical aspects: the process by which employees are recruited and hired and the environment in which they work. Creating and maintaining a supportive and productive environment and providing opportunities for employee development are as important in retaining quality employees as is the process of recruiting them (National Research Council, 1991:49).

Recruiting and hiring skilled employees

The establishment of an effective Human Resource is necessary in any organization with the objective of being successful. HR department is responsible for recruitment and hiring processes.

2.7.3 Snapshot

According to the (ACSM) (2009:152) “snapshot tool forms part of a workplace audit providing information on what is taking place at the workplace; it is also providing information of what the workplace offers employees. This workplace productivity tool is used mostly by organizations which are still in their beginning phase, supervisors are mainly assisted by this productivity tool to identify their objective in the organization. It also helps with the planning phase regarding the way or methods including strategies that can be used in order to attain a set goal”.

Snapshot tool is important for the implementation/execution of a plan in small and big institutions. It helps to identify the strength, weaknesses, opportunities and threats in an organization/business (ACSM, 2009:152). Effectiveness in productivity can be linked in increasing value; using space to its full potential; having the right range of work setting

to match the different types of work carried out and making the most of people (Harrison, Wheeler & Whitehead, 2004:34).

Workplace Productivity (2010) indicated that “local and international research identified seven 'drivers' that can improve the productivity of your business. These following productivity drivers will be discussed in chapter 3:

- Building Leadership and Management
- Creating Productive Workplace Cultures
- Encouraging Innovation and the Use of Technology
- Investing in People and Skills
- Organizing Work
- Networking and Collaboration and Measuring What Matters.

2.8 CONCLUSION

Productivity plays an important role in the production process. Service delivery outputs can be measured through productivity. The main benefits of good productivity are experienced in terms of increased national welfare, effective economic growth and stability. Three important elements for productivity were identified. These include workplace productivity drivers, tools and resources. These elements are regarded to bring tremendous improvements and very good developments in the workplace. These elements can also assist to bring about more efficiency, effectiveness, innovation, motivation and create a more productive environment. The provision of education and training can help to develop leaders and high skilled workers. Improved skills and resources may increase productivity for great economic growth whereby foreign capital and investment can be attracted and poverty being alleviated by means of increased job creation. The next chapter focuses on the overview and fundamentals of productivity improvement.

CHAPTER 3

AN OVERVIEW OF STRATEGIES TO IMPROVE PRODUCTIVITY DURING FIFA SOCCER WORLD CUP IN SDM

3.1 INTRODUCTION

Globally, there were predictions across the community and workplaces that employers will be dealing with major fallbacks in terms of performance as a result of employees having to take leaves or even knockoff early for them to be able to see world cup games. When it comes to organizational future productivity, employees and the institution or company are the main determinants for institutional success. This chapter focuses on the perceived interest of productivity within the context of the 2010 FIFA World Cup in the workplace including the overview of Sedibeng District Municipality (SDM). It also concentrates on planning for the 2010 FIFA World Cup and its legacy. The concept productivity will be discussed. The chapter will also discuss the fundamentals of productivity in terms of productivity improvement and measuring productivity. Recommendations for future productivity will be presented in this chapter.

3.2 OVERVIEW OF SDM

Venter & Van der Waldt (2007:68) stated that “The Constitution of the Republic of South Africa (1996) established local government as a distinctive sphere of government”. Local government in South Africa consists of almost 283 municipalities whose powers and functions are appropriately divided among the categories of the respective municipalities. The Local Government: Municipal Structures Act 117 of 1998 regulates the internal systems, structures and office bearers of the municipalities. These structures and functionaries play a vital role in promoting a democratic and developmental local government.

SDM (2010) indicated that “the SDM abides with the Municipal Structure’s Act as amended”. It is situated in the southern-most part of the Gauteng Province, and the geographical area of the municipality is 4200.3286 square kilometers (SDM, 2010). The SDM was established in the year 2000 on the rich history of Evaton, Heidelberg, Sharpeville, Boipatong, Sebokeng, Vereeniging, Vanderbijlpark, Vaal Oewers, Vaal Marina, Suikerbosrand and many more interesting sites (SDM, 2010).

Vision and Mission

The SDM is an innovative, dynamic, developmental government that consistently meets and exceeds the expectations of the communities and the various stakeholders it serves (SDM, 2010). The SDMs mission is to create a local government dedicated to the provision of quality services in an effective, efficient and financially sound manner (SDM, 2010). The mission is to:

- Promote the Batho Pele principles;
- Ensure cost effective and affordable service delivery;
- Monitor and develop staff to ensure consistently high work output;
- Adhere to good governance and sound management practices; and
- Develop a culture of accountability and transparency (SDM, 2010).

3.2.1 SDM and its local municipalities

There are three local municipalities within the SDM and municipalities include, the Emfuleni Local Municipality (ELM); Lesedi Local Municipality (LLM); and Midvaal Local Municipality (MLM) (SDM: 2010). ELM consists of 43 wards, LLM consists of 11 wards, MLM consists of 9 wards and overall and the SDM consists of 63 wards (SDM, 2010). The SDM is a category C municipality and is therefore expected to deliver certain services to its beneficiaries. The respective services include:

- Fresh Produce Market
- Health Services
- Primary Health Care

- Roads
- Transport
- Fire and Rescue
- Licensing
- Disaster Management (SDM, 2010).

The SDM is divided into five Clusters to deliver services to its communities, and the respective clusters these include:

- Corporate Services
- Community Services
- Strategic Planning and Economic Development
- Transport, infrastructure and Environment and
- Treasury (SDM, 2010).

3.3 FUNCTIONS AND STRUCTURES OF SDM

The Constitution of the Republic of South Africa (1996) prescribes that a municipality has executive powers in respect of, and the right to administer, local government affairs. The Municipal Structures Act 117 of 1998 provides for the different categories and types of municipalities including the division of powers and functions.

The primary function of SDM is to deliver services to the communities falling within the SDM. The SDM implements its services according to the strategic plan which focuses on the following areas of service delivery, namely:

- Reinvent the economy
- Renew our economy
- Revive our environment
- Reintegrate our region
- Release human potential
- Good and financially sustainable governance; and
- Vibrant democracy (SDM, 2010).

The SDM embark its service delivery through a partnership with various groups, namely (the community, the business community in relation to economic development and tourism, the disabled, the youth and women (SDM, 2010). The SDM functions in two parts; the Political and the Administrative management and are mainly responsible for the day-to-day running and execution of the roles and functions of local government (SDM, 2010).

3.3.1 Political Management

The White Paper on Local Government (1998:81-84) emphasized a strong Political Management for local government. A robust Political Management allows municipalities to make difficult policy decisions. They will be able to work with role players from all levels of society and to guide the actions of their administrations to promote the social and economic well-being of the local communities (SDM, 2010). The importance of the delegation of executive powers is emphasized in order to ensure efficiency and accountability. Provision should be made for either an executive committee or an executive mayor". The SDM is headed by the Executive Mayor and the Mayor's office is supported by staff members who manage the activities for the developmental local government. The support staff includes the Speaker and the Chief Whip (SDM, 2010). There is also a Mayoral Committee, responsible for the following activities:

- Administration
- Development Planning, Housing and Land
- Transport and Infrastructure
- Finance
- Sports, Recreation, Arts, Culture and Heritage
- Environment
- Health and Safety and
- Strategic Planning and Economic Development (SDM, 2010).

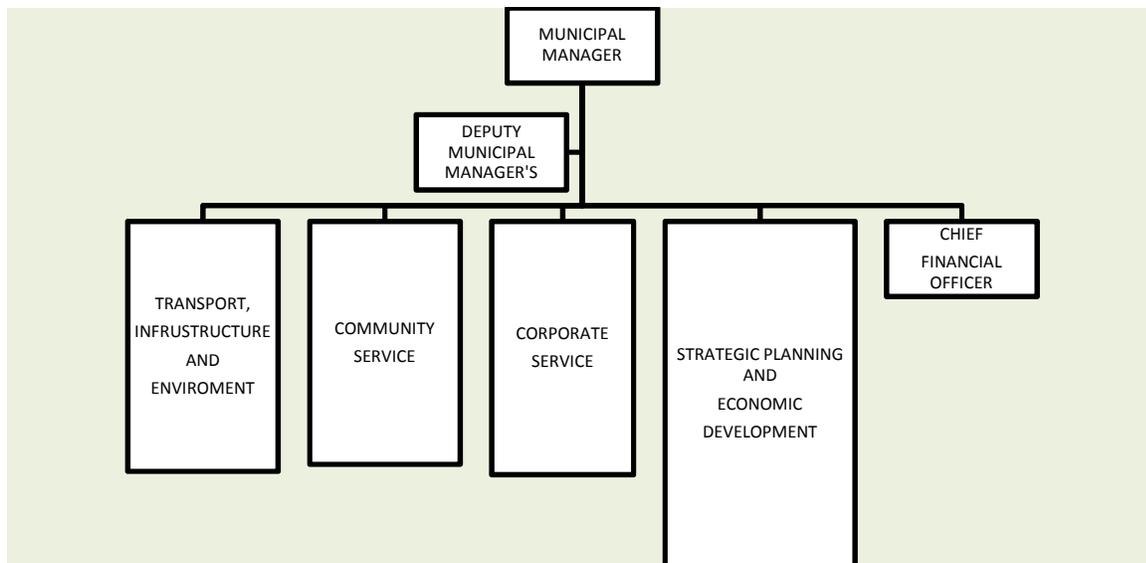
3.3.2 Administrative Management

The White paper on Local Government (1998:93-94) provide guidelines for the existing administrative organizations and operations of municipalities. The White paper on Local Government also identifies the principles that guide municipal service delivery strategies. The respective principles are listed as follows:

- Accessibility of services
- Affordability of services
- Quality of products and services
- Accountability for services
- Integrated development and services
- Sustainability of services
- Value for money
- Ensuring and promoting competitiveness of local commerce and industry and
- Promoting democracy.

Figure 3.1 below presents the structure for the Administrative Management of SDM.

Figure 3.1 Administrative Management



Source: (SDM, 2010).

The administrative management is headed by the municipal managers and deputy municipal managers responsible for various departments in SDM. The White Paper (1998:105) also proposes several delivery mechanisms for effective service and also encourage integrated development plan. Training should be provided to ensure municipal administration development, capacity and efficiency. Partnership among all departments should be encouraged and must therefore prevail at all costs.

3.4 PLANNING FOR THE FIFA 2010 WORLD CUP

Strategic planning is a very important business activity, especially in the public sector (national, provincial and local government). For businesses it is a concept, a mind set and a process (Messick, 2007). Its goals are developed in a way that they are easily translatable into action plans. The FIFA 2010 World Cup consists of goals and objectives. The goals (Government Guarantees) for the FIFA 2010 World Cup are recorded in Appendix 1 and Appendix 2 presents the plans of the FIFA 2010 World Cup which are translated into 24 projects intended by municipalities.

The *Federations Internationale de Football Association* (FIFA) World Cup dates back from the 18th century before and after World War Two. It is a worldwide mega event which takes place all over the world every four years. This mega event competition takes place mainly amongst senior men's national teams who are members of this association, and continues for a month period with 32 teams from different countries (FIFA World Cup, 2010). In 2004, South Africa was awarded the bid to host the 2010 *Federations Internationale de Football Association* (FIFA) World Cup (City of Tshwane, 2008; Louw, 2010). The decision to award the bid to Africa for the first time was celebrated not only because of the continent's love of the game; but also because it was part of Africa's journey into a century of growth and development (FIFA World Cup, 2010).

Motlanthe (2010) stated that "the Concepts like "Ke Nako" and "its time" were developed to show-case African celebration as the origin of humanity. The South African

Government began to be committed to make the event “the best World Cup ever”, and it intended to deliver on all the commitments to FIFA (Motlanthe, 2010). Government also used the hosting of the World Cup to contribute to the growth and development of the country. The excitement was obvious, every day, in anticipation of the first “African” World Cup hosted by South Africa (Motlanthe, 2010). Brazil will host the 2014 FIFA World Cup games (FIFA World Cup: 2010).

The country managed to hold this mega event, the 19th FIFA World Cup which came for the first time in Africa, successfully. The tournament took place in South Africa from 11 June to 11 July 2010. The matches were played in ten stadiums in nine host cities around the country, with the final played at the Soccer City stadium in South Africa's largest city, Johannesburg (FIFA World Cup, 2010).

3.4.1 Government's responsibilities

Motlanthe (2010:5) stated that “National government was responsible for the delivery of 17 guarantees (Appendix 1) made to FIFA”. These guarantees are contained in the bid book and are required of any country that wishes to host the World Cup and focuses on a supportive financial environment, intellectual property and marketing rights, safety and security, healthcare services, transport and telecommunications. These guarantees were consolidated into an Act of Parliament in September 2006, the Special Measures Act, as per FIFA requirements (Motlanthe, 2010:5).

The South African Government collaborated with African countries on a number of projects that contributed to the African legacy and the collaboration included the following areas:

- Peace and nation-building
- Football support and development
- Environment and tourism
- Culture and heritage
- Communication

- Information and communications technology (ICT) (Motlanthe, 2010:3).

The sections below provide a brief description of the role-players and activities involved in planning for the FIFA 2010 World Cup.

Employer

The FIFA World Cup tournaments sometimes proved a headache for employers, where staff sneaked into the breakout rooms for extended periods, taking long lunches to watch the games in the local pubs or even taking a sick day (Zeta News, 2010). Globally, many employers are learning from past experiences and openly allowing staff time off to watch games so long as they make up the hours, some will even be watching the games together as a team building experience (Zeta News, 2010).

Zeta News (2010) indicated that “The dynamics have changed whereby the 2010 FIFA World Cup was the first in the history of the tournament where every game was streamed online, live, as well as being the first with high definition coverage of the tournament (Zeta News, 2010). Such episodes brought new challenges to the employees. With all games available online, it is believed that companies were faced with a serious drop in productivity and concentration as employees openly or secretly watched games at their PC’s or even on their iPhones (Zeta News, 2010). Furthermore, employees were distracted by the social media such as Twitter, Facebook, Sports blogs and news as they discussed World Cup 2010 action (Zeta News, 2010).

Blatchford (2010) indicated that “in Honduras, the government planned to give 200,000 public employees time off during the tournament to watch the national team play. Politicians have even urged private businesses to follow their lead”.

Trade Unions

The SDM like other government and private institutions comprised of Trade Unions who represents employee interests in the workplace (Zeta News, 2010). Trade Unions are

seen as playing an important role in assisting the institutions to increase productivity during the tournament. Trade Unions are there to advise and encourage employers to allow employees to watch the games either away from work or on the company premises (Zeta News, 2010).

The trade unions believed that the World Cup proved an excellent opportunity for many employers to embrace and support flexible working hours, by using the World Cup as a way to introduce the option and ‘test’ the flexible approach (Zeta News, 2010).

Employee

The FIFA World Cup event is a project on its own and for this reason SDM had a project team, event planners, dedicated to managing the implementation of this event. Employees were required to continue providing service delivery to the SDM communities. The event planning is the process of planning mega events such as the sporting codes (FIFA World Cup), the institutional events (elections of 1994-2011; presidential-ministerial-mayoral events).

Like any other events the 2010 FIFA World Cup also required a budget, which was a joint effort between the two types of employees mentioned above. The budget is approved and allocated to planned activities as identified in the IDP for SDM. The employees need to procure goods and services to maintain service delivery and pay the suppliers on time. The dates for the event were established. This made the employees to plan in accordance to enable smooth service delivery for daily routine and for the 2010 FIFA World Cup. As part of service delivery the employees are required to select and reserve the event site, acquiring permits, and coordinating transportation and parking. This is briefly discussed below on the sections for FIFA Fan Park, accommodations and security”.

In terms of planning for the event, the SDM (all employees) are required to ensure the effectiveness on the activities mentioned below. These activities are briefly discussed in the sections (numbered headings) below:

- Developing a theme for the event (This was communicated to all residents in SDM);
- Arranging for speakers and alternate speakers (This included the road shows, entertaining the participants in the FIFA Fan Parks with Artist and visitors);
- Coordinating location support (such as electricity and other utilities);
- Arranging decor, tables, chairs, tents;
- Event support and security, police, fire, emergency plans, health care professionals;
- Catering;
- Portable toilets;
- Parking;
- Signage; and
- Cleanup (Wikipedia, 2010).

The Government's responsibilities require the existence of the employer-employee relationship. The employer-employee relations involve creating a working relationship between the employer, employees and trade unions as employee representatives in the workplace.

3.5 TOWARDS PLANNING A SUCCESSFUL 2010 FIFA WORLD CUP

The section below describes measures undertaken by SDM to achieve a successful 2010 FIFA World Cup.

3.5.1 Supporting Infrastructure

The SDM had to ensure that they provide adequate facilities (permanent & temporary) as well as personnel for operations (Ramakuela, 2009:20).

Water, Sanitation and Electricity

The SDM had to ensure that there was adequate supply of water and electricity to sustain matches and related activities; and to ensure that residents are not disadvantaged during hosting period (City of Jo'burg (CoJ), 2005:26). The Electricity Supply Industry (ESI) was established in Gauteng Province due to high demand. The Regional Task Teams to coordinate the implementation of Electricity Plans for Confederations and 2010 SWC applies the following factors (CoJ, 2005:26):

- Ensure a reliable electricity delivery,
- Electricity supply chain preparedness, and
- Treatment of risks
- Contribute towards staging and managing “the best World Cup ever” (CoJ, 2005:26).

3.5.2 Transport Infrastructure & Transport Operations

The event required transportation to ferry the staff, the teams and their support staff (CoJ, 2005:21). For this, the transportation system in the SDM included the vehicles (municipal vehicles); buses (for transporting residents to the fan parks venues; shuttle services (for the teams and their support staff); safety and security vehicles (police vans for patrolling the area); emergency vehicles (ambulances, medicopter). CoJ (2005:21) indicated that “high quality, reliable, efficient and safe transportation system was provided for the specific needs of each category of the World Cup Family (VIP’s, Officials, referees, team officials, players, media, sponsors & suppliers including dedicated vehicles (private planes), dedicated transport corridors backed by appropriate security measures”. The SDM had to extend transport infrastructure in and around the

municipality by linking stadium, training venues (for Ivory Coast in Sharpville and Swiss in Isaak Steyl grounds), accommodation places and airport (Ramakuela, 2009:10).

3.5.3 Training Venue and accommodation for teams

The bid book required municipalities to provide training venues for the hosted teams (one match = one stadium) (CoJ, 2005:37). The thirty-two teams were distributed proportionally amongst the nine provinces in South Africa. The SDM was required to ensure that the training venue is accessible, user friendly and safe for the delegates. The Swiss and Ivory Coast national football teams both used SDM as their temporary home during the month-long FIFA World Cup Soccer tournament (SDM, 2010).

Swiss team

The Swiss team and its support team were based at the Emerald Resort and Casino in Vanderbijlpark, commandeering the whole resort (SDM, 2010). The team used the nearby Isaac Steyl Stadium at the Vaal University of Technology (VUT) as its practice ground towards its fitness and preparations (SDM, 2010).

Ivory Coast

The Ivory Coast team stayed at the Riverside Hotel in Vanderbijlpark and used the George Thabe Stadium in Sharpeville as its practice venue (SDM, 2010). The SDM and VUT played an important role in getting the facilities in line with the stringent FIFA requirements (SDM, 2010).

3.5.4 FIFA Fan Park

The FIFA Fan Park (or FIFA Fan Fest) is an event organized by FIFA which allows people to watch the FIFA World Cup in a sporting atmosphere instead of watching the games at home (Wikipedia (2010(a))). The FIFA Fan Park started in Germany during the 2006 FIFA World Cup. This was created to enable community residents to view the games in such venues. The initiative was a success whereby it included several cities

worldwide for the 2010 FIFA World Cup in SA. It is noted that the locations (in SA) are large enough to fit many thousands of people, and have large television screens which broadcast the match live (Wikipedia (2010(a)))".

Latakomo (2010) and Louw (2010:2) reported that "down on the Toronto stock market floor, amid a flurry of multimillion-dollar trades, the TVs were tuned into the World Cup". Thirty two teams were expected to participate in the tournament, which was held in the following ten stadiums around South Africa:

- Soccer City in Johannesburg (95,000 seating capacity)
- Moses Mabhida in Durban (70,000)
- Cape Town Stadium in Green Point, Cape Town (68,000)
- Ellis Park in Johannesburg(62,000)
- Loftus Versfeld in Pretoria (50,000)
- Nelson Mandela Bay in Port Elizabeth (48,000)
- Free State in Bloemfontein (48,000)
- Peter Mokaba in Polokwane (46,000)
- Mbombela in Nelspruit (44,000) and
- Royal Bafokeng in Rustenburg (42,000) (Latakomo, 2010 and Louw, 2010:2).

The SDM also planned and prepared public viewing areas for its communities to view the scheduled games (SDM, 2010). People living in ELM, MLM and LLM watched the 2010 FIFA World Cup games in the public viewing areas that were arranged across the SDM. SDM prepared two types of the public viewing sites, the primary public viewing sites and the secondary viewing sites (SDM, 2010). The two main public viewing sites were set up at Constitutional Square in the Vereeniging CBD and at the Saul Tsoetsi Sports Centre in Zone 14, Sebokeng". Table 3.1 provides the criteria for establishing the two main public viewing sites in SDM (SDM, 2010).

Table 3.1 Information on Primary Public Viewing Areas

Constitutional Square in the Vereeniging CBD	Saul Tsoetsi Sports Centre in Sebokeng
Food and drink – A range of eats and drinks were available to buy.	Food and drink – A range of eats and drinks were available to buy, including traditional food, hotdogs, and hamburgers.
Entertainment – A daily entertainment programme was lined up, including live music, dance performances and DJs. There was a playground with jumping castles and swings for the children.	Entertainment – Shivava Cultural Festival, local artists and various DJs performed on certain days.
Seating – Only 500 seats were available.	
Entrances – The entrance to the Public Viewing Area was in Joubert Street.	Entrances – There were various public entrances.
Security – There was a 24 hour security and policing at the venue.	Security – There was a 24 hour security at the venue.
Availability of drinking water – Drinking water was available.	Availability of drinking water – There were drinking water outlets at the venue.
Ablution facilities – There were adequate ablution facilities.	Ablution facilities – Both venue toilets and portable toilets were available.
Any other special offerings – the braai area for those people that want to braai was available.	Any other special offerings – There were special product give-aways by Boxer Super Stores and Unilever
Games – All games were broadcasted.	Games – All games were broadcasted.

Source: SDM, 2010.

Table 3.2 Secondary viewing sites in SDM

Emfuleni Local Municipality	Midvaal Local Municipality	Lesedi Local Municipality
Bophelong Community Hall	Sicelo Sports Complex	Vishkuil / Endicott
Boipatong Community Hall	Lakeside Multi-Purpose Centre	Devon / Impulelo
Rus-ter-vaal Community Hall		Ratanda Multi Purpose Centre (<i>Heidelberg</i>)
Matsie Steyn Primary School (<i>Sharpeville</i>)		
Noordvaal Community Hall		
Tshepo Themba Hall (<i>Residensia</i>)		
Wilboreforce College (Evaton)		
Palm Springs Recreational Centre		
Mojalathuto Primary School (<i>Small Farms</i>)		
Roshnee Sports Complex		

Source:SDM,2010.

The Sedibeng’s 2010 Task Team members worked around the clock to ensure that the residents living in the three local councils and across the Sedibeng District at large can share the 2010 FIFA World Cup excitement (SDM, 2010).

3.5.5 Information and Communications Technology (ICT)

Information and Communications Technology (ICT) was central to the planning, management, running and showcasing of the FIFA World Cup (CoJ, 2005:42).The SDM was also required to set up ICT infrastructure that supports the hosting of the world cup (Ramakuela, 2009:22). CoJ (2005:42) stated that “Planning for activity included ticketing, accommodation, communications, accreditation, transportation, results management, FIFA WorldCup.com & LOC activities”.

3.5.6 Accommodation and Tourism

Ramakuela (2009:25) indicated that “planning for this function focused on attracting tourists, making accommodation facilities available as well as bringing them up to standard, creating opportunities and areas for SMMEs to do business as well as introducing people to the cultural diversity of the city”. The municipality also had to develop and maintain a database for all room stock available in SDM (Ramakuela, 2009:23). Prospective suppliers for accommodation were required to register their homes, hotels, bread and breakfast accommodation to be included in the database. Partnerships in event planning helped to ensure that there are adequate or required accommodations within the city (Ramakuela, 2009:23).

3.5.7 Marketing and Communications

A sense of great excitement was gathered in the Sedibeng District following the FIFA World Cup Trophy Tour to Vanderbijlpark. The SDM had to ensure that the posters, flags and billboards continued to be put up across the District as well as Public Viewing Areas (SDM, 2010). The SDM economic development and tourism worked hand-in-hand with Match, the official FIFA accommodation supplier, to secure sufficient accommodation; ensured sound signage and road infrastructure to accommodation facilities and promoted and developed tourism and leisure (SDM, 2010).

3.5.8 Environmental Management

Ramakuela (2009:37) indicated “planning for Environmental Management included the development of Greening Strategy which was in line with national/LOC strategies”. (Ramakuela, 2009:37). The planning included waste minimization, reduction of litter, water re-use and recycling, efficient use of water, energy efficiency, emission reduction, green procurement and carbon emission and carbon offsetting (Ramakuela, 2009:37). The management of waste was focused on stadium, Fan Park, bus stops, hotels, guest

houses, event areas, restaurants, rail station, routes, training venues, airport, shopping centre and CBD during the tournament (Ramakuela, 2009:38).

3.5.9 Area Beautification

SDM (2010) indicated that “the fact that two teams and their supporters stayed in SDM during the World Cup spectacle brought in much-needed revenue and focuses the world’s attention on the beautiful SDM”. The host-city agreements included aspects such as stadiums and official training grounds, supporting infrastructure, an official fan park, city beautification and compliance with FIFA marketing guidelines within the cities (Motlanthe, 2010:5). Beautification of a municipality included cleaning the municipality, decorating main entrances into the SDM. The SDM also had to ensure that parks public sculptures are upgraded. The responsibility also included branding of the SDM entrances and other identified buildings (Ramakuela, 2009:30). Flags and posters showcased the event.

3.5.10 Health Services and Public Health

The municipalities were required to implement a Public Health Plan according to the laid guidelines of FIFA (Ramakuela, 2009:32). The function was a joint effort, through coordination with the Provincial and National Departments of Health. In this regard, the South African National Health System (SANHS) provided a comprehensive medical service (including 24-hour emergency medical treatment) and disaster management for the 2010 World Cup visitors (Ramakuela, 2009:30). The National Health Operations Centre was connected to all nine provinces, ensuring real-time monitoring through sophisticated information and communications technology systems linking to all official venues. The SDM was required to ensure that service delivery for Primary Healthcare (PHC) was provided for all spectators at official venues, including a script or referral to a health facility if necessary. The SDM also ensured that medical centers, medical posts for PHC and health personnel were in place in the stadium, fan parks and other official World Cup-related venues (Republic of South Africa (RSA), 2010: 12).

3.5.11 Safety and Security and Disaster Management

South Africa has an enviable record in hosting incident free international events (City of Jo'burg, 2005:19). Provision of a safe environment for tourists and spectators is a requirement for all events, either big or small". The municipal role is versatile; it must ensure that safety and security is maintained throughout the event. Ramakuella (2009:35) stated that "for the FIFA 2010 World Cup, the safety measures focused on ensuring safety within the SDM and all the event venues like hotels, fan-park, stadium, bus stops and train stations, residential areas and the government institutions". The municipality was to ensure that the By-laws are in place, especially where local economic development activities are competing in South African Municipalities. In the SDM, a joint responsibility for safety and security was ensured by the SAPS, Department of Public Safety, Emergency Medical Service and other role players.

All municipalities were required to develop and implement disaster management plans for stadiums, training venue, fan-park and the city (Ramakuella, 2009:33).

3.5.12 Economic Development

Planning for the SDM also focused on the following areas of development:

Job creation

This was to ensure that opportunities for jobs are realized and spread equitably during and after the event. This will have a mix of short-term (casual) and long-term jobs (CoJ, 2005:39).

Volunteers

Like all other municipalities in South Africa, SDM recruited, trained and placed of volunteers during the world cup (Ramakuella, 2009:36). CoJ (2005:39) also indicates that "The service was planned to harness the current initiatives on youth volunteerism and set a program for 2010 (CoJ, 2005:39). The volunteers were responsible for:

- Welcoming guests at all arrival points
- Providing directions to venues
- Ushering patrons at stadiums
- Act as backup system for contingencies
- Lasting legacy will be promoting 'civil pride' nationally (CoJ, 2005:39).

In SDM, 50 Tourism Volunteers were posted at various points (in Vereeniging & Sharpeville; Vanderbijlpark, Sebokeng & Evaton; Lesedi and In Midvaal) (SDM, 2010). The volunteers provided information to visitors and locals in all the happenings in SDM area. The volunteers in SDM were recognised by their red jacket uniforms and were placed at strategic points to help tourists find out more about our area (participant observation).

Small medium and micro enterprises (SMME) development

SDM also made provision for its SMME's. Such engagements empowered the SMMEs as it had a mix of short-term and long-term establishments (CoJ, 2005:39) with the municipality.

The objectives for the abovementioned planned activities could be a success if the respective municipalities could:

- Meet commitments of the bid book and the guarantee of the responsible municipality
- Engage all levels of government and many sectors
- Ensure world-class service provision and management
- Ensure smooth operations at the event
- Ensure venues (stadiums/public viewing areas) comply with standards as set out in bid book
- Ensure access to and from stadiums and hotels
- Ensure public transport for spectators
- Ensure services are on standard e.g. electricity

- Ensure information with regard to facilities and places of interest in the respective areas
- Ensure increased economic development and growth for the municipality (City of Johannesburg, 2005:9).

3.6 STRATEGIES TO IMPROVE PRODUCTIVITY

The Organisation for Economic Co-operation and Development Manual (OECD) (2001) stated that “productivity is commonly defined as a ratio of a volume measure of output to a volume measure of input use”. For example, labor productivity is typically measured as a ratio of output per labor-hour, an input. Courbois and Temple in Wikipedia (2010) indicated that “productivity may be conceived of as a metric of the technical or engineering efficiency of production”.

The Department of Labour-New Zealand (2004:4) indicated that “workplace Productivity defines how firms can utilise labour and skills, innovation, technology and workplace organisation to improve the quantity and quality of their output”. Government of New Zealand (2010:2) further outlines that “workplace productivity initiatives can bring enormous benefits for any organisation and also helps to create the sort of environment where people work well as a team and new ideas can flourish”. Workplace productivity is about discussing all the ways that the organisation could be working smarter, so this tool can be a great starting point for any team discussion (Government of New Zealand, 2010:2).

Phillips (1999:16) identifies the key aspects of productivity improvement effort, namely: work improvement and work measurement. The author states that the process of productivity should start with the measurement of productivity, which is a human resource function which is essential to actively involve the role-players. Measurement can be accomplished by isolating output by division, department, and work team or by individual and reasons of the current status, develop models of excellence, and develop improved policies and plans. If the measurement process is well administered then the

improvement process may follow to rectify the existing problems within the institutions (Phillips, 1999:16).

Robert, Pritchard, Sallie, Weaver and Ashwood (1984:2) stated “that productivity improvement is important for a prosperous economy, a prosperous company and a prosperous employee”. The three major components of productivity include labor, capital and management. Setting up the improvement programme requires a team work from the active participation of top management to employees (Robert, Pritchard, Sallie, Weaver and Ashwood, 1984:2). Employees must understand this productivity improvement programme accurately to be able to participate actively and become more involved. In this way the program can result into a great success. Black (2008:43) stated further that “meanwhile a careful implementation and planning ensures a successful implementation that will satisfy organizational needs”. In order for productivity improvement program to be a success the organization should understand that the programme has to be an ongoing effort and should evolve overtime as circumstances, employee experience and methodologies changes (Black, 2008:43). The sections below will discuss the two aspects to improve productivity in the workplace.

3.7 MEASURING PRODUCTIVITY

Productivity measures are often used to indicate the capacity of a nation to harness its human and physical resources to generate economic growth (OECD, 2001). The objectives of productivity measurement are as follows:

- *Technology*
- *Efficiency Real cost savings Benchmarking production processes Living standards* (OECD, 2001).

3.7.2 Measuring the cost of productivity

Phillips (1999:16) stated that “the cost that went into producing the output has to be determined including labor and capital costs”. Productivity is measured by means of

comparing the preceding year's performance to the current years. Actual productivity results should be included in regularly published financial and operational reports and should be an integral part of the goal setting and budgeting process in any organization (Phillips, 1999:16).

Setting productivity standard

- Use the results of the previous period (last 6/12 months etc)
- Use an outstanding result from the previous period
- Use an industry standard-developed performance norm
- Establish a standard by using work measurement/work sampling (Supervisors guide to productivity improvement, 2010:17).

3.7.3 Measuring efficiency and utilization

Bernolak (2009:7) indicated that measuring efficiency and utilization will include:

- "Efficient use of resources
- Balancing the size of work force
- Improved utilization of capacity management
- Productivity advancement and Labor productivity measurement (goods/service produce per person-year or person-hour"

3.8 PRODUCTIVITY IMPROVEMENT

The improvement of productivity in the workplace involves the exploration of all the ways that a workplace can do things better and work in smarter ways (DoL: GNZ, 2010 (a)). Prokopenko and the International Labor Office (1987:3-9) indicated that "productivity improvement concentrate on doing things better. Its essence is working more intelligently, not harder. Productivity improvement is about objectives, efficiency, effectiveness and comparability. Its plans involve promoting creativity and innovation and creating an environment which encourages new ideas, allowing employees to come up with new suggestion, and identifying research and development activities. A good

productivity improvement strategy should develop a clear and easily communicated concept of productivity improvement concept, explain why organizational improvement is important, and evaluate the current operating status. For productivity improvement, proper use of basic approaches such as productivity drivers and tools should be considered. The three areas will be discussed in the following sections”.

3.8.1 Basic approaches used to improve productivity

Three approaches listed below are used in productivity improvement process.

Time Utilization

Effective time utilization ensures the efficiency and effectiveness in terms of the use of limited resources; it ensures accountability and reduction of time waste. Further it enables punctuality in terms of service delivery as planned in the IDP for respective municipalities (Aft, 2000:106).

Methods

Methods are important for two reasons: to determine the best way to perform the job and measuring the time required to complete the job using the best method (Aft, 2000:106). Methods improvements are required for total productivity increase. Aft (2000:106) state that “method improvement as a process whereby a task is analyzed and possible changes are identified that will either increase the productivity of a worker, make the work easier to perform, or both”. In this case work analysis should be performed to identify the current method, questioning the need for each step in the process, and devising an improved way to carryout portions of task that are really necessary.

Aft (2000:106) further identifies the resources for increasing productivity in the workplace, and the improvement focuses on:

- Efficiency and utilization
- Availability of resources

- Time management
- Effective planning
- Maintenance
- Productive, innovative and motivated employees (Aft, 2000:106).

3.8.2 Workplace Productivity Drivers

Productivity improvements can be made using the 7 drivers (discussed below) depending on the priorities facing a particular organisation (DoL: GNZ, 2010:6). The 7 drivers are complimentary; changes in practice in one area will generally reinforce changes in another area. The 7 drivers support the Millennium Development Goals for the government services. The following productivity drivers provide an overview of the types of changes that institutions can make to get their workplace more productive (DoL: GNZ, 2010:6).

3.8.2.1 Building leadership and management capability

Leadership and management capabilities are key drivers of the institutions capability and performance and cut across all of the other workplace productivity drivers (DoL-GNZ, 2004:17). If there is a lack of strong leadership and/or management in a firm, it will be difficult to successfully develop and implement initiatives around the other main productivity drivers (DoL-GNZ, 2004:17).

A strong role for leadership can create a positive and productive workplace culture. Leadership capability involves being able to identify new opportunities and inspire others to pursue those opportunities. Effective leadership requires leaders to be flexible. It's about identifying new opportunities and inspiring people and the teams they work in to pursue those opportunities (DoL-GNZ, 2004:4). An example of productivity drivers is the FIFA World Cup 2010 results. Activities were implemented by employees who are regarded as assets of the SDM.

Managerial capability includes all critical factors in workplace productivity. This includes the strategic ability to adapt to a changing environment that creates internal and external threats and opportunities; organisational and management skills; people and communication skills; and information acquisition and learning processes (DoL-GNZ, 2004:17). High performing organisations have both effective management and effective leadership and, as a result this leads to excellence in execution (DoL-GNZ, 2004: 17). Effective leadership is about being responsible and ensuring accountability as a head/manager of a certain/specific department. Necessary skills and sufficient knowledge is required. Leadership should encourage innovation, team work and always be available when the team needs them to create productive workplace.

3.8.2.2 Creating productive workplace cultures

Positive relationships between staff, teams and managers are a feature of productive workplaces (DoL: GNZ, 2004:18). High performing workplaces are founded on a strong workplace culture in which motivated and engaged employees are willing to “go the extra mile” (DoL: GNZ, 2004:18). There is no single prescription for creating a productive organisational culture. Institutions can cultivate such an environment by fostering some significant cultural attributes, such as acknowledging the contribution of individuals, rewarding participation and good ideas, developing healthy and respectful relationships in the workplace and promoting a sense of shared goals and values (DoL: GNZ, 2004:18).

On the other hand cultural values have a great influence on the behavior of employers, manager, employees as they form relationships, engaged in production and bargaining over the fruits of output. Such values and relationships seem to have a strong impact on workplace performance. In this case it is clear that cultural values are important for guiding the market behavior. Organizations should acquire their own organizational resources and capacity including learning from the past experiences and competitive environment in which the organization function. Institutional loyalty is always important.

This is important as it is a dynamic process of recollection and adaptation in action (Melling & Booth, 2008:1-18).

Non-monetary incentives for hard work may be awarded to employees as some of the scheduled games for the 2010 FIFA World Cup were viewed during the working hours (8am-5pm). The South African Football Supporters Association (SAFSA) called upon employers to allow staff to work flexi-time during the World Cup (Makunga, 2010). SAFSA tabled a special matter for consideration and possible approval by the Social Partners at the National Economic Development and Labour Council (Nedlac) and the minister of public service and administration (SA) (Makunga, 2010). SAFSA requested both Nedlac and the minister to grant all employed South Africans an ex gratia leave that will enable them a rare opportunity to leave their workplace three hours prior to all Bafana-Bafana games played during the 2010 FIFA World Cup (Makunga, 2010). Makunga (2010) argued that “If such benefits are granted, institutions would not encounter absenteeism and presenteesim. If employers decided not to grant the requested ex gratia leave, the euphoria of the World Cup will inevitably affect productivity in the work place” (Makunga, 2010).

DoL: GNZ, (2004:18) indicated that “more emphasis needs to be placed on good employment relationship management practices as an important factor in boosting employee participation, building stronger workplace culture and therefore creating more productive workplaces. Unions can play a constructive role in supporting a positive culture, both as the representatives of their members within particular workplaces and as sources of information about employment practices”. DoL: GNZ (2010(b):6) highlighted that “a productive workplace culture is also one that values and shares people’s insights and experience. These ideas can help the workplace to do things smarter and make the organisation more innovative and productive over time”.

Organizations should enhance creativity and reputation in terms of better quality regarding speed and friendly service, dependability, and brand differentiation including cooperation and better working conditions which will lead to greater performance

(Jennex, 2007:59; DoL: GNZ, 2010(b):6). Creating a positive work environment includes:

- Motivating people and makes them feel valued;
- Helping people commit to an organisation;
- Attracting resources (new employees, customers, investors and donors);
- Improving employee loyalty and morale;
- Securing customer retention and loyalty;
- Increasing sales and income; and
- Developing increased productivity (Jennex, 2007:59; DoL: GNZ, 2010(b):6).

Productive workplace also involves measuring employee satisfaction. This can be done through employee satisfaction surveys. Surveys of staff satisfaction can be developed through engaging staff on their design. Such surveys might include questionnaires on employee knowledge of their job roles, of organisational direction, and their perception of working relationships, and their own empowerment (DoL: GNZ, 2010(b):6).

The goals of this planning are to improve management capability and increase employees' commitment to their organisation, including dedication to behaviours that improve productivity in the workplace (DoL: GNZ, 2010(b):6). This may be conducted on a monthly basis, whereby managers and employees may have one-one-sessions to discuss the challenges encountered in the workplace. The process may also include quarterly reviews and performance appraisals for measuring the intended goals

3.8.2.3 Encouraging innovation and the use of technology

Innovation is a requisite for raising workplace productivity. Innovation is a means whereby organizations exploit changes as an opportunity for a different business or service, and it is capable of being learned and practiced (Amidon, 1997). The innovation process is defined as bringing ideas to the market. DoL: GNZ (2010(b):8) indicated that innovative and productive workplaces should:

- “Encourage all staff to think of ways to provide new services and improve existing services
- Keep up with the play and use new technology
- Plan and organise themselves well
- Employ and value people with good skills and ideas”.

Encouraging innovation is one of the most important factors which drive productivity (Hilliard, 1995:5). An increased productivity in any organization through innovation allows creative knowledge. Creativity produces innovation, but the organizations culture must also foster creativity and turn it into innovation that leads to a competitive advantage for an effective workplace environment eager to improve productivity. Therefore, innovation can lead for quantum leaps for organizational performance (Jennex, 2007).

The appropriate introduction of advanced technology is linked to higher productivity, greater market share and employment growth (DoL: GNZ, 2004:18). The use of technology ensures the speedy service delivery and flow of information. It is perceived as tool of change and a powerful technique that drives productivity. This is the reason why it is regarded as a means of productivity improvement (Kolawa, 2009).

Hilliard’s (1995:5) observation adds that “the organizational culture must be open and responsive to promote change, or else all effort to improve productivity will be in vain. Furthermore, the author thinks that personnel must be open and allow change and to be aligned with the change management process”.

The ILO (1994:4) also emphasized “that the employees should be allowed to enjoy the benefit of productivity gains in both monetary and non-monetary terms”. The benefits may include the better pay cheque, improved working conditions, better/improved living conditions and job security. Managers may allow and practice team building to ensure that workers can be able to feel that they belong and can learn from each other and be able to participate and interact with the management (The ILO, 1994:4).

The Organization for Economic Co-operation and Development (OECD) (1998:54) indicates that “the demand for low-skilled has dropped over the past years and there is rather a high increase for high skilled workers due to new technologies”. High-skilled IT workers are in huge demand by many employers. New technologies are said to have a huge positive impact in productivity growth. One can say that the uses of technology for productivity improvement result in:

- Dramatic rise in productivity.
- Improvements in product quality
- Greater flexibility
- Higher skill development
- Enabled innovation in the organizational production
- Work becomes easier (OECD, 1998:54).

OECD (1998: 54) further suggested that “the organization’s ability to innovate will depend on a range of factors, which includes staff’s skills; workplace culture; how the work is organised and a shared vision of where the organization is heading”.

3.8.2.4 Investing in people and skills

It is very important for managers to allow their workers to apply their own knowledge and understanding. Innovation and creative approach should take place (Khoza, 1994:5-6). Investing in people requires managers to recognize employees’ ideas. An adversarial relationship between management and subordinates should be replaced by a consensual relationship (Khoza, 1994:5-6). The existence of a sound interpersonal and intergroup relationship between the employee and employer is required. Management must show support, cooperation, and solidarity for their subordinates in organizations (Khoza, 1994:5-6).

Managers should provide guidance to their employees so that they can be able to make informed choices and also give reward for extraordinary performances (Hilliard,

1995:73). Education, training and acquisition of more productive skills by employees are fundamentally important to adding greater value to each one of them as individuals and also enhancing their worth to institutions. However, these skills should not be seen as ends in themselves demanding their own rewards. Skills training should be seen as an investment in people (Hilliard, 1995:73). This means that wealth is created meaning more productivity being generated and high salaries and wages to employees.

The DoL: GNZ (2010(b):10) indicated “that the staff requires more skills to be able to apply the services and skilled workers can also work more quickly with fewer mistakes”. They generally require less supervision, accept more responsibility and are better communicators. Training leads to higher skills and wages and lower staff turnover. Investing in people and skills focuses on the following, by:

- Giving employees the training they need to be effective
- Providing all employees with opportunities for formal learning (e.g. industry qualifications, job specific training)
- Structuring the workplace so that experienced employees can give support/coaching to less experienced staff
- Auditing the skill level of your employees, and making sure there are high levels of literacy, numeracy and computer skills
- Providing staff with personal career development discussions or plans (DoL: GNZ (2010(b):10).

An organization’s commitment to learning and development is important for raising skills and creating a highly-skilled workforce. Effective development and learning may lead to higher skills and wages and lower staff turnover (DoL: GNZ, 2010(b):10).

3.8.2.5 Organizing work

The DoL: GNZ (2010(b):10) indicates that “a well-organized workplace is able to get the best out of its staff and technology”. It values everyone’s contribution and encourages people to share information and ideas. The structures and processes of an institution

are aligned to the goals of the organization and allow staff to be effective. The alignment enables them to adapt and grow to the required direction. A well-organized workplace is able to get the best out its staff and technology. This can be associated with the structure of the SDM identified in the above sections (political and administrative management), the departmental units in the workplace and the 2010 FIFA World Cup Project Team established in SDM. Organizing work includes:

- Making sure that all employees understand their role in helping your workplace achieve its goals
- Recognizing and rewarding people whose efforts support your organization's goals
- Regularly analyzing work processes and work flows
- Encouraging staff to make suggestions about how the workplace can be better organized
- Regularly sharing information across teams, processes and networks (DoL: GNZ, 2010(b):10).

The DoL: GNZ (2004:20) indicated that “institutions need to assess and adapt their structures and business practices and the way they carry out their work on an ongoing basis”. Employee participation in this regard is important, as they are enabled to contribute to work organization and to provide relevant practical advice from their respective positions. The ability of firms to learn from experiences and pass on knowledge about how to do things better is closely related to how work is organized, such as structuring work groups or workplace processes. Designing good quality jobs is also a crucial consideration for effective work organization (DoL: GNZ, 2004:20).

3.8.2.6 Networking and collaboration

The DoL: GNZ (2010) indicated that “internationally, countries are trying to work-out strategies of ensuring the collaboration of employers' and workers' representatives for coordinating productivity programmes and promoting the sharing of equitable productivity gains among them”. Institutions do not operate in isolation. The DoL: GNZ

(2004:20) further indicated that “to pursue networking and collaboration, the following roles of government are identified:

- Government to act as a catalyst and broker in strengthening network formation.
- Government can help to increase institutions awareness about the importance and value of both informal and formal networks as a key business tool.
- Government is also providing information to existing networks, and widening networking activities to include key stakeholders.

The DoL: GNZ (2010(a)) indicated that networking and collaborating concentrates in:

- Building relationships with other organizations and industry bodies in your sector
- Joining regional or national industry/trade organizations
- Creating good business relationships with suppliers and other organizations that add value to your organization
- Getting involved in local, regional or national government agencies or programmes.

The DoL: GNZ (DoL: GNZ, 2010(b):14) indicates that “Employers can also improve workplace productivity by exchanging ideas and information with others in the government sectors (DoL: GNZ, 2010(b):14). Networking or collaborating with others provides access to new ideas and new technologies. This can be associated with the planning that took place during the event. Government institutions are required to perform co-operative governance. The SDM also collaborated with external departments such as the Safety and Security sector, Health sector, Education sector, International institutions such as FIFA and the public.

3.8.2.7 Measuring what matters

Assessments are important in any organization as this helps institutions to understand matters that can bring challenges and changes in the workplace (DoL: GNZ, 2010(a)). Measuring productivity focus on the size of the organization’s structure, the skill levels

of staff or the size of the market (DoL: GNZ, 2010(a)). The DoL: GNZ, 2010(b):14) further indicates that measuring what matters includes:

- Making sure information systems provide the information needed to work out how well your business is doing;
- Measuring performance against a range of goals, rather than just focusing on financial performance;
- Identifying key performance measures/indicators and regularly measuring them throughout the year;
- Making sure all employees know what the key performance measures are;
- Measuring or monitoring customer satisfaction, employee morale and supplier feedback; and
- Benchmarking your organization against industry best practice.

The DoL: GNZ, 2004:21) indicated that “good measurement and reporting practices are linked to an assessment of an organization’s strategy and objectives”. It is essential for managers to be committed in order to measure the productivity of their institutions. Furthermore, institutions also need to communicate the results in a transparent way that relates individual and team performance to the overall business performance (DoL: GNZ, 2004:21).

3.8.3 Tools for improving productivity

There are many alternative ways that can be used to improve productivity and the most important one can be described as the labor-management cooperation (Hamlin, 1978:224). Apparently human factor is one of the essential aspects to increased productivity output. Companies should always have proper productivity tools in place such as:

- improved layout, work flow, and material handling
- supervisory training
- work simplification
- job enlargement and design

- systems analysis
- attitude surveys
- incentives plans
- suggestions and cost-reduction programs (Hamlin, 1978:224).

All of these tools can have their places in industry when they can only be used accordingly. When it comes to appraising the organization's potential the manager or analyst must examine the current operations and current management practices with the objective of trying to decide on how they should operate in future. Before any improvement can be made, it's essential that the current status is known (Hamlin, 1978:224).

Work standard based upon work measurement can permit management to produce and operate with more satisfactory results. Work measurement may be applied by management to determine how well its employees are performing (Otis, 1980:293). Proper, best and effective work methods should also be put in place as part of setting standard procedure. These methods result from eliminating sloppy work practices while others result from ingenuity. When work standards are set, they should reflect a realistic work method (Aft, 2000: 15-16).

According to Prokopenko (1987:66) it is crucial for organizations to have productivity improvement plan which involve management responsibilities such as:

- promoting creativity and innovation, creating an environment which encourages new ideas;
- introducing a suggestion scheme and inviting suggestions on specific problems;
- setting up a permanent or temporary task force or study groups where necessary for multi-disciplinary study of problems; and
- identifying research and development activities (Prokopenko, 1987:66).

Prokopenko (1987:66) further indicated that "another key aspect of productivity improvement plans covering an entire company is their integration into the long-term

strategy and planning of the organization as a whole”. It is also very important that managers are involved to identify changes. Pride, Hughes, & Kapoor (2008:237) indicated that “organizations should not only consider improvement which will make their workplaces look productive but also those which will produce positive effects downstream. Several techniques and strategies have been suggested to improve the current productivity growth rates, for example:

- Government policies that may be hindering productivity growth could be eliminated or at least modified.
- Increased cooperation between labor and management could be fostered to improve productivity.
- Increased employee motivation and participation can enhance productivity.
- Changing incentives for work and altering the reward system so that people are paid for what they contribute rather than for the time they put in may motivate employees to produce at higher levels.
- Investing more money in facilities, equipments, automations, and employee training could improve productivity (Pride, Hughes, & Kapoor, 2008:237).

3.9 PRODUCTIVITY IMPROVEMENT PROGRAM

There are different types of productivity improvement programme and they vary according to organizational needs. Some are based on pay-for improved productivity while some are cost savings, incentives and participation whereas others provide non-financial incentives such as time off for improvements in productivity (Phillips, 1999:16). Some are about changes in management style to foster productive work force and empowerment of employees. Still other programs rely on organizational behavioral modification, to realize the importance of productivity improvement.”

Setting up a productivity improvement program involves:

- executive commitment: cooperation and decision to implement;
- program management: accountability for further productivity gains;
- accurate definition: total productivity lead to profitability;
- measurement consensus: determine the success of failure of productivity;

- improvement goals: specific goals for managers;
- awareness trainings: inform and motivate employees;
- creative supervision: productive oriented leadership for productive oriented employees;
- objective appraisal: identification of problems and opportunity for productivity gains;
- participation planning: involving employee participation in planning process;
- adequate resources: equipments, staff; and
- incentives and organizational performance: rewards and evaluation (national research Council, 1979:191).

Black (2008:43) indicated that “setting up the improvement program is not supposed to be an individual work, but a team work which involves active participation of top management to employees”. Employees must understand the program accurately for them to be able to participate actively. Meanwhile a careful implementation and planning ensures a successful implementation that will satisfy organizational needs. In order for productivity improvement program to be a success the organization should understand that the program is suppose to be an ongoing effort and should evolve overtime as circumstances, employee experience and methodologies changes (Black, 2008:43).

For improvement the following workplace productivity tips can be identified; time management, productivity, staff burnout, IT tough times and meeting management.

3.9.1 Top ten tips for workplace productivity

The sections below present the tips for workplace productivity.

- *Time management*

Time management is the source of productivity improvement; it helps with setting goals and a specific time framed in which they are supposed to be achieved, it brings about

discipline and control and ensures professionalism, it also ensures the reduction of time wasting and work overload and ensures high productivity. Time management, in short, ensures that the overall work gets to be done in a short and faster period (Harvard Business School, 2005).

- *Productivity*

The rate at which goods and services are produced per unit cost is called productivity. Although it is commonly defined in terms of labor, it can also be seen as a value people contribute to business processes (Jennex, 2007:56). Productivity is a major concern for any organization. At the root of organization's need to be more competitive, to perform better, is their need for productivity. Organizations have always looked for ways to improve productivity by reducing the time and costs of product development and the effective use of knowledge management techniques.

- *Staff burnout*

To prevent staff burnout managers should practise good leadership, motivate employee; encourage participation and involvement of employees; effective communication with employees and productive work place culture (Jennex, 2007).

- *IT tough times*

It is very important for employees to be computer literate in this modern world as this ensures speedy service delivery via the use of emails and faxes (Jennex, 2007).

- *Meetings management*

This ensures a good flow of information and communication between management and employees. It keeps the staff updated regarding the organizational mission, vision and objective (Jennex, 2007).

Other productivity tips include:

- *Fast Tracking Projects*

- *Minimize Redundancy*
- *Project Size Alignment*
- *Post Meeting Assessments*
- *Troubled Projects* (Jennex, 2007).

3.9.2 Influences of productivity

Smith (1995:36) indicated that “influences of productivity include the following areas:

- Utilization and efficiency (equipments/resources, quality control, time etc)
- Employee motivation
- Creating a productive culture
- Leadership
- Attitude
- Values
- Organizational structure
- Performance
- Productivity measurement and productivity programs”.

Institutions can encourage future productivity growth through research; and planning and by identifying, analyzing and solving problems on time.

3.10 CONCLUSION

It is evident that the significance and role played by increased productivity to increase the national welfare and to ensure that all human activity benefit from productivity improvement for effective economic growth and stability. Although there is a great need for countries to make productivity improvement and measurements. The productivity program should be guiding document in order to achieve higher productivity goals and objectives. Future productivity also appears to be imperative concerning future changes regarding productivity gains without any backlogs.

The productivity drivers, tools and resources can also manage to bring about more efficiency, effectiveness, innovation, motivation and create a more productive environment. The provision of education and training form within the workplaces can managed also to develop leaders and high skilled workers. The next chapter will discuss the research methodology and the summary of the data analyses.

CHAPTER 4

THE EMPIRICAL STUDY OF THE IMPACT OF FIFA SOCCER WORLD CUP ON PRODUCTIVITY AT SDM EXPRESSED AS PERCEPTIONS BY PARTICIPANTS

4.1 INTRODUCTION

Chapter three discussed the workplace productivity and the overview of the 2010 FIFA Soccer World Cup in the Sedibeng District Municipality (SDM). The qualitative and quantitative research types are applicable to this study. These two approaches are utilized to explore the research methodologies for comprehensive understanding. The chapter also explains the research methods that were used to obtain data. The responses acquired through the use of questionnaires and semi-structured interviews are analyzed and explained.

4.2 PREPARATION OF THE RESEARCH AND DESIGN

Brynard & Hanekom (1997:129) indicated that “the nature of research, data sources and the academic field in a specific study undertaken, are instrumental in selecting the appropriate research method.” The researcher is a resident in the Sedibeng District Municipality. The researcher also had the privilege to attend and watch the proceedings of the FIFA soccer world cup games at the various stadiums and PVA (Public Viewing Areas) within the SDM. In preparation of research and design, the following steps were undertaken:

- Permission to interview SDM officials;
- Population and sample of respondents;
- Site of data collection.

These are elaborated below.

4.2.1 Permission

The researcher obtained permission from the Human Resource Department at Sedibeng District municipality to conduct the research. The permission given to the researcher was aimed to consult the trade union, managers and role players. This was done in order to assess the perceptions of participants and achieve the objective of this study.

4.2.2 Population and sample of respondents

Brynard & Hanekom (1997:43) stated that “population does not only refer to the population of a country but to objects, subjects, phenomena or activities of which the researcher wishes to reach in order to establish new knowledge.” On the other hand Babbie (1998:20) stated that “the population is the theoretical specification aggregation of study elements.” According to Mouton (1996:134) individual human being such as university students can be classified as an example of population, also organizations and institutions such as commercial banks or government departments. It is the purpose of the survey to collect data from parts of the population in order to interpret relationship between the variables that are being measured (Mampane, 2008:69).

The target population of this study included the officials, managers, employees, 30 community members (10 from each municipality) from the three municipalities as a sampling frame, and respective unions were also included as part of the population and sampling. Line (1982:31) defined “sampling as a limited number of items or people from whom generalization can be made about the whole number”.

4.2.3 Site of data collection

During data collection, the researcher collected various kinds of empirical information or data, for instance historical, statistical, or documentary data. This was accomplished through various methods and techniques of observation such as document analysis,

content analysis, questionnaires and interviews (Mouton, 1996:110). For this study, officials and managers, employees and unions, and community members, from SDM were selected. The SDM was chosen for this study regarding its convenience for the researcher, as a member of the community and an observer of the whole process of the FIFA soccer world cup, to distribute questionnaire and access information from community members and SDM.

4.3 RESEARCH METHODOLOGY

Goddard & Melville (2001:1) indicated that “research is not just a process of gathering information. Rather, it is about answering unanswered questions or creating that which does not currently exist. In many ways research can be seen as a process of expanding boundaries of our ignorance. The person who believes that he/she knows everything reveals not only arrogance, but also a profound ignorance. Therefore, the discovery and creation of knowledge lies in the heart of research. Good research is systematic in that it is planned, organized and has a specific objective.”

Coetzee (2001) indicated that “research methodology deals, briefly, with ‘what scientific knowledge is’ and also ‘what methods to apply or follow’ to obtain scientific knowledge. In fact the word ‘methodology’ refers to how to get from the starting point to the point where scientific knowledge is achieved”. Brynard & Hanekom (1997) further indicated that “research methodology or method of collecting data, necessitates reflection on the planning, structuring and the execution of the research in order to comply with the demands of truth, objectivity and validity.”

A research can be classified from three perspectives namely: application of the research study, objectives in undertaking the research and the enquiry mode employed, these three classifications are not mutually exclusive, i.e. a research study classification from a viewpoint of ‘application’ can also be classified from the perspective of ‘objective’ and ‘enquiry mode employed’. For example, a research project may be classified as pure or applied research (from the perspective of application) as descriptive, correlation,

explanatory or exploratory (from the perspective of objectives) and as qualitative or quantitative (from the perspective of enquiry mode employed) (Kumar, 2005:8).

Babbie (1986:261) stated that “in the social science two main approaches to research are distinguished, i.e. qualitative (which involves the study of cases and make very little use of numerical data or statistics, but rely heavily on verbal data and subjective analysis) and quantitative research (which involves the study of samples and populations and rely mainly on numerical data and statistical analysis)”. De Vos (1998:15) further stated that “all data, information and human knowledge must ultimately reach the researcher either as words or numbers”. Mmapulana (2010:71) initiated that “a research strengthens the organizational ability for future demands. The following section of this study investigates the perceptions of the FIFA 2010 Soccer World Cup on productivity at SDM, following the qualitative and quantitative approach”.

4.3.1 Qualitative Approach

Mason (1996:4) stated that “qualitative research method aims to produce rounded understanding on the basis of rich contextual and detailed data. It uses data-sets, diagram, pictures, drawings, charts, as well as people’s memories, notes and tape recordings of the spoken words”. Wessel (1999:404-412) indicated that “techniques for collecting qualitative data are *inter alia*, unstructured individual or focus group interview. These techniques are self administered questionnaires or structured interviews”.

Leedy & Ormrod (2005:133) stated that “qualitative research method focuses on two aspects. Firstly, it focuses on the phenomena that occur in natural setting – that is, in the “real world”. Secondly, it involves studying those phenomena in all their complexity.” Motsiri (2009:69) refers to qualitative methodology as “research that produces descriptive data. Generally, the participant’s written or spoken words pertaining to their experience or perceptions, usually no numbers or counts are assigned to these observations”. Brynard & Hanekom (2006:) suggested that “in this research approach, methods such as case studies, in-depth interviewing of key informants, participants

observation questionnaire and perusal of personal documents (such as life histories diaries and auto biographies) are used". The objective of this study is to accumulate sufficient information and understanding of measures and methods used to ensure that regardless of the huge soccer world cup, SDM kept rendering the effective delivery of services for improved productivity. Research was conducted through Interviews and questionnaire directed at three SDM municipalities: ELM, MLM and LLM.

4.3.2 Quantitative Approach

Muijs (2004:2-3) indicated that "quantitative research is about explaining the phenomena by collecting numerical data that are actually analyzed by using mathematically based methods (in particular statistics). In the case of SDM, the question could be 'why is productivity decreasing' and 'what are the factors influencing productivity improvement' and so on. The specificity of quantitative research lies in the second element of the definition "collecting numerical data". This part is closely related to the last key element of the definition: analyzing using mathematically based methods. In order to be able to use mathematically based methods, the researcher's data have to be in numerical form. The last part of the definition refers to the use mathematically based methods, in particular statistics, to analyze the data.

In the case of productivity impact at SDM, Nhlapo (2010:59) stated that "numerous authors have noted that human resource development will improve service delivery of any organization". The organizations that have succeeded will attribute their success to the input of human resource. Well monitored strategies of human resource development will bring better performance of duties and improved or higher productivity. The aim of this study is to investigate and explore whether the FIFA soccer world cup had an effect on productivity at SDM and what measures were used to keep productivity in place during this mega event. This will be investigated by capturing the perceptions of participants about these matters, interviews and questionnaire administered from 30 institutional (SDM) employees and 60 community members who were randomly selected from the three SDM municipalities.

4.4 COLLECTING DATA

Howard (2005:161) stated that “data collection contains three key elements, which are: reliability, validity and observation. Both reliability and validity are necessary for accurate measurement in a research study. Reliability refers to a degree to which the same result occurs when the experiment is repeated. Another word for reliability is reproducibility. The result may not be correct, but they can be reproduced. Validity, a somewhat more involved concept, is the degree to what the data are true”.

Sapsford & Jupp (2006:57-58) indicated that “observation involves watching, hearing, touching, smelling and tasting”. It helps the researcher to gain information and knowledge about the subject or object and guiding the behavior. It informs and enables the researcher to test common-sense theories regarding organizations. The data collection process relies on recorded information.

4.4.1 Sampling

Wikipedia (2010(b):1) indicated that “sampling is that part of statistical practice concerned with the selection of a subset of individual observations within a population of individuals intended to yield some knowledge about the population of concern, especially for the purposes of making predictions based on statistical inference. Sampling is an important aspect of data collection”.

According to Robson (1993:119) “a sample is a smaller representation of a larger whole”. The use of sampling allows for more adequate scientific work by making the time of scientific workers count. Instead of spending their time analyzing a large mass of material from one point of view, they can use that time to make a more intensive analysis from many points of views. Researchers can also save time and money by means of sampling, thus making possible investigations that could not be otherwise be carried out. Cohen (2007:100) indicated that sampling is actually influenced by four key factors, namely:

- The sample size and sample strategy to be used
- Representativeness and parameters of the sample
- Access to the sample.

Neuman (2000) stated that “sampling methods can be classified into probability (each member has a known probability of being selected) and non-probability (members selected from a population in a non-random manner). Probability sampling methods include random sampling (each member of the population have an equal chance of being selected), systematic sampling (also known as the Nth name selecting technique, every Nth record is selected), and stratified sampling (the researcher identifies the stratum and their actual representation in the population) (Neuman, 2000).

4.4.2 Research Techniques

Mouton (1996:36) defines research techniques as “the specific and concrete means that the researcher uses to execute specific tasks related to specific stages in the research process”. On the other hand Brynard & Hanekom (1997:129) indicated that “the nature of the study, the unit analysis, the data source and the academic field in a specific study undertaken, are instrumental in selecting the appropriate research methods”.

In this study, the researcher considered the use of methods including semi-structure interviews, literature study, questionnaires and observation as part of collecting data for ensuring validity and reliability not forgetting sampling.

4.4.2.1 Literature Study

Handouts and Links (2010:1) stated that “a literature review discusses published information in a particular subject area, and sometimes information in a particular subject area within a certain time period”. A literature review can be just a simple summary of the sources, but it usually has an organizational pattern and combines both summary and synthesis (Handouts and Links, 2010:1). A summary is a recap of the

important information of the source, but a synthesis is a re-organization, or a reshuffling, of that information. It might give a new interpretation of old material or combine new with old interpretations. Or it might trace the intellectual progression of the field, including major debates. And depending on the situation, the literature review may evaluate the sources and advise the reader on the most pertinent or relevant (Handouts and Links (2010:1).

4.4.2.2 Interviews

Kvale (1996:6) stated that “an interview is literally an *interview*, an inter change of views between two people conversing about a theme of mutual interest. The use of interviews as a research method is nothing mysterious. An interview is a conversation which has a structure and a purpose (Kvale, 1996:6). It goes beyond the spontaneous exchange of views as in everyday conversation, and becomes a careful questioning and listening approach with the purpose of obtaining thoroughly tested knowledge. The research interview is not a conversation between equal partners, because the researcher defines and controls the situation (Kvale, 1996:6).

Kvale (1996:144-145) stated that “interview is the raw material for the later process of meaning analysis. The quality of the original interview is decisive for the quality of the later analysis, verification and reporting of interviews. There are six quality criteria for an interview and they are as follows:

- The extent of spontaneous, rich, specific and relevant answers from the interviewee.
- The shorter the interviewer’s questions and the longer the subject’s answers, the better.
- The degree to which the interviewer follows up and clarifies the meanings of the relevant aspects of the answers.
- The ideal interview is to a large extent interpreted throughout the interview.
- The interviewer attempts to verify his/her interpretations of the subject’s answers in the course of the interview.

- The interview is a “self-communicating”- it is a story contained in its self that hardly requires much extra description and explanations” (Kvale, 1996:144-145).

Punch (2005:149) indentified different types of interviews in the section below:

- *Structure interviews* (Standardized interviews, Survey interviews, Clinical history taking);
- *Semi-structure interviews* (In-depth interviews, Survey interviews, Group interviews); and
- *Unstructured interviews* (In-depth interviews, Clinical interviews, Group interviews oral or life history interviews).

Punch (2005:170) indicated that “in structured interviews, the interviews are tightly structured and standardized. Here, interview questions are planned and standardized in advanced, pre-coded categories are used for responses, and the interview itself does not attempt to go to any greater depth. By contrast, in unstructured interviews, interviews are unstructured and open-ended. Interview questions are not preplanned and standardized in advanced, but instead there are general questions that keep the interview going. There are no pre-established categories for responding (Punch, 2005:170). Semi-structured suggest both standardized questions and openness of response. For this study semi-structured interviews were used in collecting data to ensure validity.

The topic of interview is introduced by the researcher, who also critically followed up on the subject’s answers to his/her questions. If conversation did not exist there would hardly be any share of knowledge and understanding in the world of academics.

4.4.3 Questionnaire

Gatech (2010:1) explain that a questionnaire is a “list of written questions that can be completed in one of two basic ways”. Firstly, respondents could be asked to complete the questionnaire with the researcher not present. This is a postal questionnaire and

(loosely) refers to any questionnaire that a respondent completes without the aid of the researcher. Secondly, respondents could be asked to complete the questionnaire by verbally responding to questions in the presence of the researcher. This variation is called a structured interview. Although the two variations are similar (a postal questionnaire and a structured interview could contain exactly the same questions), the difference between them is important. If, for example, we are concerned with protecting the respondent's anonymity, then it might be more appropriate to use a postal questionnaire than a structured interview (Gatech, 2010:1).

Gatech (2010:1) indicated that "questionnaires are restricted to two basic types of questions: Closed-ended (or "closed question") is a question for which a researcher provides a suitable list of responses (e.g. Yes / No). This produces mainly quantitative data. Open-ended (or "open question") is a question where the researcher does not provide the respondent with a set answer from which to choose. Rather, the respondent is asked to answer "in their own words". This produces mainly qualitative data.

4.4.3.1 Design of Questionnaire

Gatech (2010:1) indicated that "questionnaires are an inexpensive way to gather data from a potentially large number of respondents". The questionnaires enabled the researcher to reach a number of participants in specified locations. Although questionnaires may be cheap to administer compared to other data collection methods, they are every bit as expensive in terms of design time and interpretation.

Gatech (2010:1) indicates that the steps required to design and administer a questionnaire include:

- Defining the Objectives of the survey
- Determining the Sampling Group
- Writing the Questionnaire
- Administering the Questionnaire
- Interpretation of the Results.

4.4.3.2 Administering Questionnaire

Thomas (2003:67-69) outline the method of creating and administering questionnaires and that involves the following steps:

- Research focus: the researcher states central questions that the object is the answer.
- Constituent sub-questions: specific questions whose answer contributes to answering the central question are identified.
- Questionnaire format: the questionnaire structure is selected in the view of the respondents' likely level of reading and writing skills; knowledge of information sought on the questionnaire; and willingness to report such questions in the form that the questionnaire requires.
- Administration: the questionnaire is distributed to recipients who are asked to fill it out and return it to the researcher.

4.4.3.3 Observation

The researcher also collected data in terms of observing the situation around SDM. According to Miller, (1991:95) observational data plays a crucial role in any research due to the fact that what most people say is not what they always do. Observation contains both qualitative and quantitative methods/observation. In regard to this, the researcher has attended various games at various national stadiums and also as a community member of SDM the researcher also attended local Public Viewing areas around during the proceedings of the FIFA Soccer World Cup. This manages to help a lot in the exploration and investigation of the study.

4.5 ETHICAL ISSUES

Coolican (1994:36) indicated that as data was collected, the researcher needed to consider whether the research procedures are likely to cause any physical or emotional harm. The harm that could be caused involves the following:

- Violating the respondents' right to privacy by posing sensitive questions.
- Observing the behavior of respondents without them being aware of it.
- Allowing the respondents personal information to be made public without being give permission by them.
- Being disrespectful to respondents' values and traditions (Coolican, 1994:36).

Coolican (1994:37) indicated that the researcher has to apply the following methods to deal with the above mentioned issues:

- Consent was obtained before the start of the research or interview with the respondents.
- Sensitive issues were not explored and a good relationship was established with the respondents.
- Confidentiality of data was ensured.

Wikipedia (2009) indicated that “the researcher must guard against deceiving the participants about the true purpose of the study, embarrassing or causing emotional turmoil by reminding the participants of his or her unpleasant experience. Ethical issues like confidentiality, consent for the use of any device, such as tape recorder, need to be negotiated with the participants. It is also important to share findings with the participants”.

4.6 DATA PRESENTATION AND ANALYSIS

Heep (2010) indicated that “data presentation will cover how the findings will be presented in order to answer the study objectives”. Data should be presented in a simple, clear, and easily way. Only the most important and relevant data must be presented. Collected data can be presented by the following points:

- Raw numbers
- Measures of central tendency
- Percentage

- Tables and Graphic Presentations.

De Vos (1998:334) stated that “data analysis in qualitative research is a challenging and highly creative process”. It starts with data collection. The researcher is ultimately involved with the respondents and the data that are generated.

4.6.1 DEMOGRAPHIC DATA

In this section the researcher provided demographic data for the study concerning the human population and its opinion regarding the research topic. This will include the municipal jurisdiction/location, gender, race, age, education, employment status, transport and venue.

Respondents from the three municipalities by category

Figure 4.1 Respondents from three municipalities by category

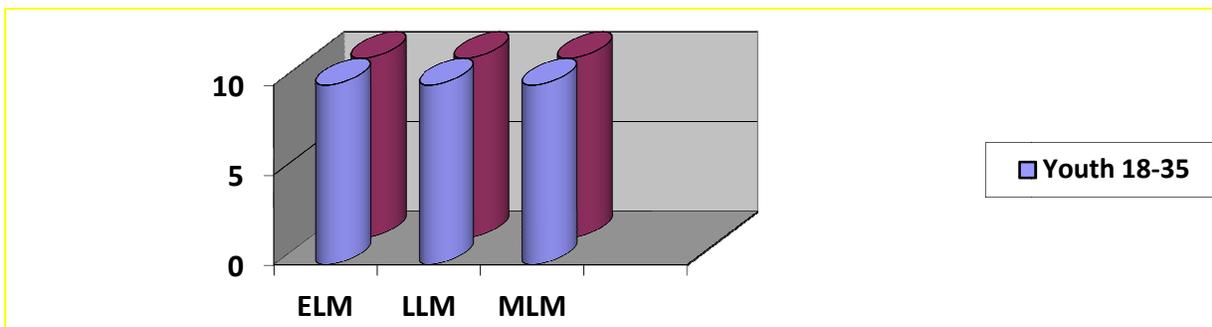


Figure 4.1 indicate that in 60 (100%) selected respondents in all three municipalities (Emfuleni Local Municipality, Lesedi Local Municipality and Midvaal Local Municipality) 50% were youth and another 50% were elderly. All the respondents were willing to participate in this research. The researcher chose randomly these respondents to ensure validity and balance of view for these community questionnaires.

Respondents by gender

Figure 4.2 Respondents by gender

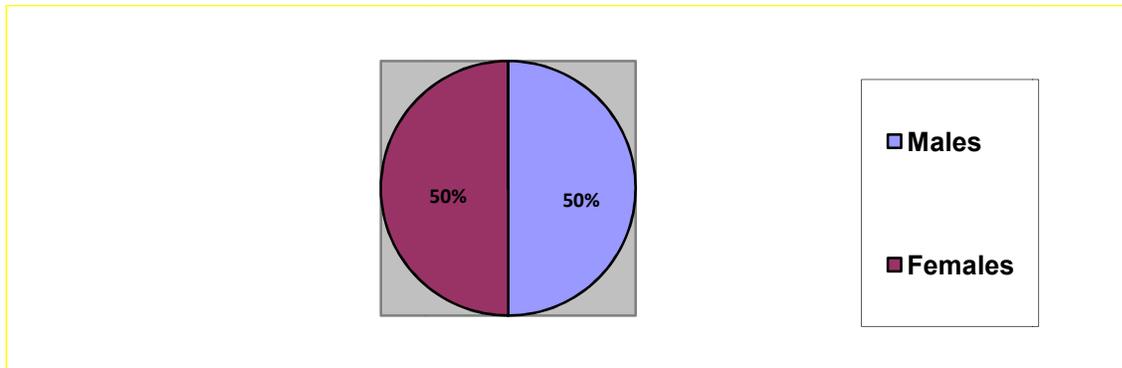


Figure 4.2 indicate that a sample of respondents was represented proportionally (50% were females and 50% were males). This was also to balance different views from both genders concerning the impact of FIFA Soccer World Cup on productivity within SDM.

Respondents by race

Figure 4.3 Respondents by race

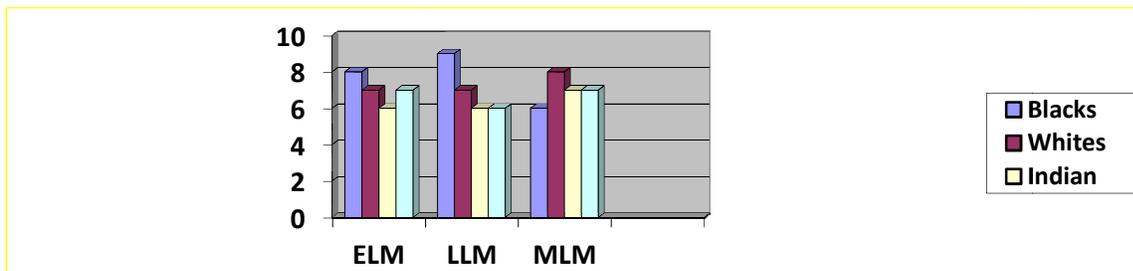


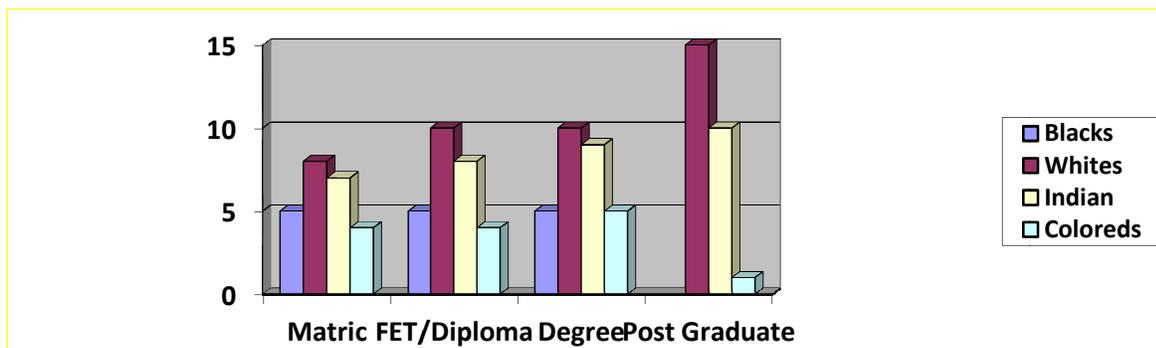
Figure 4.3 indicate that at ELM 80% of respondents were Blacks, 65% were Whites and Coloureds, 60% were Indians. At LLM 85% were Blacks, 65% were Whites, and 60% were both Indians and Coloureds. At MLM 85% were Whites, Indians and Coloreds 70% and 60%.

The inclusion of the different racial groups was considered in order to obtain the perception from different racial groups as they are recipients of the goods and services supplied by the SDM.

Qualifications of respondents

This question aimed at understanding the level of literacy among the sample selected. The results indicate that the Whites possess 50% of the qualifications, followed by Indians. The ratings amongst Blacks and Coloreds seemed to be low; this may results from the previous dispensation. Currently, (2004-2010) the government of South Africa and the international countries are trying to fill the education gap. This can be witnessed by the concept of *One goal-One child*; which was developed during 2010 FIFA Soccer World Cup. The Millennium Development Goals (MDG) on education also plays an important role in this regard, since education is perceived as a tool towards poverty alleviation.

Figure 4.4 Qualifications of respondents

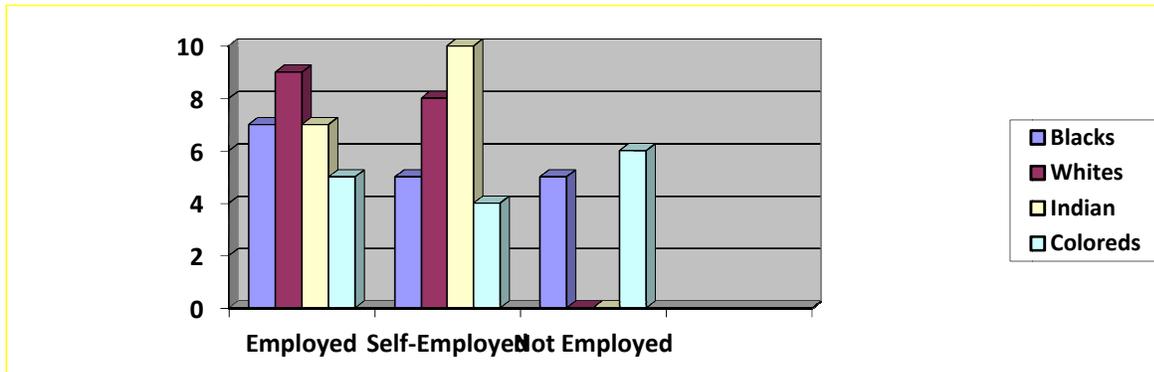


Employment

Figure 4.5 indicate that 85% of White respondents were employed, 15% were self employed and 0% is not employed. And when it comes to Indians 65% of respondents were employed, 35% were self employed, and 0% was not employed. With Black respondents 65% was employed, 10% was self employed and 40% was not employed.

And lastly 45% of Colored respondents were employed, 25% is self employed and 30% was not employed.

Figure 4.5 Employment Status of respondents



4.7 QUESTIONNAIRE: MUNICIPAL QUESTIONNAIRE

INSTITUTIONAL ARRANGEMENTS: STRATEGIC PLANNING CO-ORDINATION AND IMPLEMENTATION

QUESTION 1

Strategic Planning

In the SDM, municipal activities are undertaken through integrated development plans (IDP). The researcher consulted with the Project Co-coordinator for the 2010 FIFA Soccer World Cup in order to presents the results of the survey.

The SDM was asked whether the event interrupted the SDM IDP.

The SDM replied that the services were not interrupted. The activities of the event were linked to the IDP of the SDM. The IDP was planned in 2006. Therefore, all plans were comprehensive. Municipal activities (daily activities and the FIFA 2010 World Cup) were undertaken through integrated development plans (IDP).

The the SDM was asked if the municipality coped with the FIFA 2010 World Cup.

The response was positive (yes). The municipality had all its plans prepared on time and also stated in the IDP, the functions and activities were implemented effectively.

The SDM was asked if there were there unmet plans regarding the FIFA 2010 World Cup.

In the SDM IDP Pall plans were met, as planned. Although the municipality wished to expand SMMEs such as Bed and Breakfast sectors, slight challenges were encountered and further steps will be put in place.

QUESTION 2

GOVERNANCE AND PARTICIPATION

The SDM was asked if there was a relationship between National, Provincial, Local Organizing Committee, and Businesses.

The SDM replied that there was cooperation and participation from all spheres of government and this formed part of the effective planning strategy. The relationship between the three spheres of government should be an ongoing process, since all spheres depend on each other.

Public Participation

The SDM was asked if the SDM did consult with community members in terms of planning, implementing and evaluation of the event.

The SDM indicated that public participation is a requirement for the developmental local government, therefore consultation were in place towards the planning, implementing and evaluation of the event.

The SDM was asked if the SDM communicated with the stakeholders, concerning the municipality role towards the FIFA 2010 World Cup.

The SDM indicated that there was a clear communication took place between SDM together with the stakeholders towards the FIFA World Cup event.

The SDM was asked to indicate the forms of communication used by the SDM to disseminate information to the public.

The SDM indicated that information was communicated to the public through radio station such as VUT, Thetha and Lesedi. Local news papers including Evaton Vission, Sebokeng Vision, Vaal Ster, Vaal Weekly and Vaal Ster were also used to disseminate information to community members. Municipal notice boards, pamphlets, posters and meetings played a huge role in this undertaking.

The SDM was asked to indicate the level of participation from the public in terms of meetings, viewing of scheduled games, and obeying municipal and FIFA laws.

In terms of the meetings, the response was highly satisfying. In terms of viewing of scheduled games, the response was highly satisfying. Although some games were not attended satisfactorily, due to teams which were not favored by local residents. The respondent indicated that they developed a strategy to increase the rate of participants; whereby road shows were planned; and Artist was invited to entertain the viewers. The Project Team also provided public education to educate people about the *Diski Dance*. Competitions were presented, winners won the prizes and gifts were also issued to the public who participated in the road shows. It was indicated that the public did obey municipal and FIFA laws. Community participation is rated as highly satisfactory by the council concerning the attendance to meetings and Public Viewing areas with various artist presents for entertainment.

Services

The SDM was asked to indicate if the following services were interrupted during the event: Community development, Electricity, Environment protection (cleaning of streets, landfills/ duping zones), Health, Residential refuse removal, Roads, Sanitation, Traffic planning and management and Water.

It was responded that the abovementioned services were not interrupted during the event. It was indicated that performance was increased to deliver services.

Economic Development

The SDM was asked if there was a room towards economic development for Small Medium Micro Enterprises (SMMEs) at SDM.

The response indicated that the economic developed was considered. As a result SDM comprise of different types of SMMEs. A catering workshop was provided for SMMEs of food items. The aim was to ensure hygiene to all consumers.

The SDM participant was asked if the established SMMEs participate in the event.

It was responded that SMMEs also participated in the event and this boosted its economic development.

The SDM participant was asked if the event boosted the economic development of the SDM SMMEs.

A provisional response was given, to indicate that the event boosted the economy of SDM. Currently, the Municipality is awaiting an official report from relevant department, to provide a detailed analysis for SMMEs development.

QUESTION 3

IMPLEMENTATION

Project management

The SDM y was asked if the SDM established a project team for the event.

A positive response was given. The projects team enabled the municipality to direct responsibilities to certain individuals, so that the recipients of the municipal services

could not complain about lack of services during the event. The project team for the event was comprised of the following responsibilities:

- 2010 Coordinator
- Deputy Coordinator
- Project Manager: Marketing

The team comprised of the JOINT OPERATION Centers responsible for:

- Team 1- Swiss Liaison
- Team 2- Cote D' Ivoire Liason
- Team 3- Safety & Security
- Team 4- Transport
- Team 5- Media, Marketing & Publicity
- Team 6- Protocol
- Team 7- Tourism
- Team 8- Recreation, Entertainment & Games
- Team 9- Community Mobilisation
- Team 10- Health & Cleansing

Project team for the event was established since 2006 and all three municipalities took part.

The SDM was asked if the three local municipalities in SDM were represented in the established project team.

It was replied that all three municipalities were involved in a project team.

The SDM was asked to indicate the period that the project team functioned.

It was replied that the team was established in 2004; in 2006 it was fully functioning. The full functioning of the team resulted from the goals and objectives of the SDM, where services were regarded as priority especially that the IDP is comprehensive towards routine service delivery and the requirements of the event.

The SDM was asked to indicate if the project team took part in the following project phases: Planning stage, Implementation stage, Evaluation, Feedback and resolution(s).

It was responded that the team took part in planning, implementation, evaluation, feedback and resolutions. The project team held their meetings on monthly basis, bi-weekly and twice a week in the final days.

Finance

The SDM was asked if there was a budget allocated for the event.

It was replied that budget allocation was in place for the event and was funded by provincial and local, SDM, government. The activities of the event were inclusive in the IDP. The funds served to maintain the facilities, infrastructure and pay for seasonal employment.

The SDM was asked to indicate the funders for the event.

It was replied that the event was funded by provincial (through conditional grants) and local, SDM. The FIFA institution provided support in upgrading George Thabe Stadium in Sharpville. FIFA also played a role for SDM to network with international teams.

The SDM was asked if they encountered cost implications for this event.

It was responded that funds are uncertain, and the cost to run the projects is never sufficient.

Human Resources

The SDM was asked if the municipality had adequate capacity to implement the event.

It was responded that the municipality had adequate capacity to implement the event. This is proved by the team established, so that routine tasks are not interrupted.

The SDM was asked if the municipality employed additional personnel to complement the current workforce.

It was responded that volunteers and private security were incorporated to strengthen capacity in the SDM.

Employer-Employee relations

The SDM was asked about the staff morale during the event.

It was responded that the morale was Co-operative, whereby some staff members participated in football Friday road shows.

The SDM was asked if the municipality encountered absenteeism during the event.

The response was uncertain, although this was a given situation. Whereby such instances may occur proper planning and communication between the employer and employees is crucial to alleviate absenteeism during these events.

The SDM was asked if the municipality made provision for employees who were on duty during the event. It was replied that the SDM is flexible, provision were made for employees who were on duty during the event.

The SDM was asked if the following service benefits were applicable during the event: Television in the cafeteria/ boardroom/ meeting hall, Half day during the main games, Flexible hours, and Radio.

Television in the cafeteria/ boardroom/ meeting hall was installed. It was responded that time-off (Half day) was provided to employees, especially for the games that featured South Africa games.

Transport

The SDM was asked if the municipality developed a transport strategy for the event.

The SDM developed a transport strategy for the event through the use of buses, taxis and trains. The transport arranged was adequate for the intended purpose.

The SDM was asked if there was an impact on the transport arranged for the event impact on the daily lives of the public transport.

There were no interruptions.

Sport Venue(s)

The SDM was asked if the venue(s) were accessible to community members. It was indicated that the three local municipalities were allocated areas for public viewings, and the venue was accessible. The feasibility study was conducted beforehand.

Safety and security

The SDM was asked if there were reported cases towards the event.

The response was uncertain. There were no reported cases towards the event meaning that safety and security rules were properly been planned and adhered to and the level of security was excellent regarding accommodation of Switzerland and Ivory Coast and other VIP's and community members

The SDM was asked to indicate the level of achievement in terms of safety and security in the following categories:

- VIP Security (Accommodation and local visits for the visiting teams [Ivory Coast and Swiss]; Dignitaries [political heads and senior managers] and Artists);
- Transport security (Movement and safety);

- Food security (Health for food items sold in the dedicated areas);
- Security technology (Media coverage for scheduled games)
- Events (Dedicated areas)
- Municipal offices (All areas (SDM, ELM, LLM, MLM))
- Residential areas (Location around SDM)

It was indicated that the level of safety and security was excellent. Volunteers, Local CPF, private security and emergency services were also called-in to strengthen the capacity with regard to security.

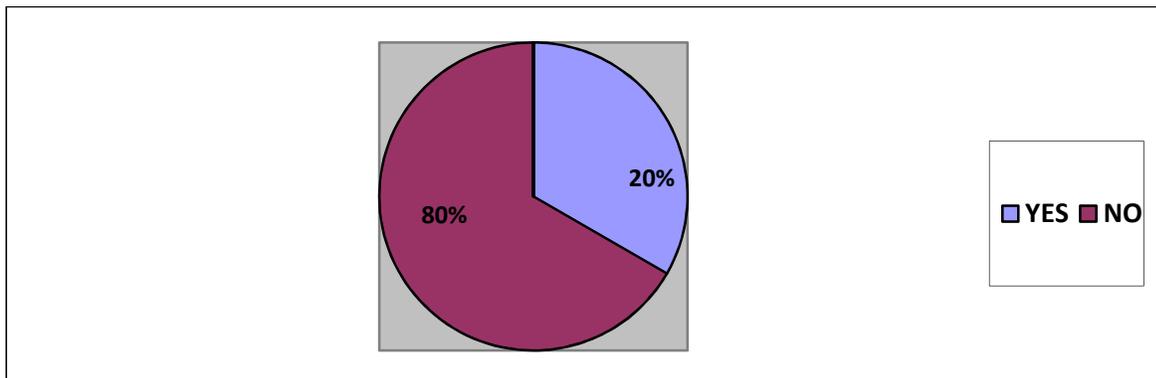
4.8 QUESTIONNAIRE: SDM EMPLOYEES

The aim of these questions was to assess the perceptions of community members on service delivery by the SDM, during the FIFA 2010 World Cup. Normally community members have a tendency to lose trust on government especially when such events are held. The following sections present the responses of community members based on their perceptions to service delivery and the FIFA 2010 World Cup.

SERVICES

The respondents were asked if they benefitted from the following services during the FIFA 2010 World Cup: Community development, Electricity, Environment protection (cleaning of streets, landfills/duping zones), Health, Residential refuse removal, Roads, Sanitation, and Water.

Figure 4.6 delivery of basic services during the FIFA Soccer World Cup

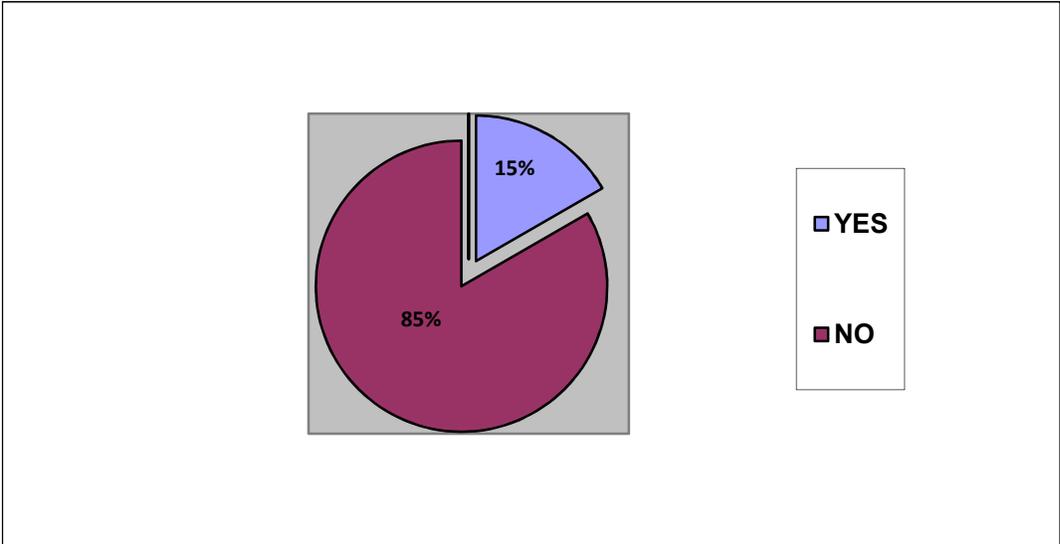


The answer to the question on whether the community members benefited from the services mentioned above during the FIFA 2010 World Cup turned to be no from most respondents, 80% responded “No” while only 20% responded “Yes”. Most of these respondents mentioned that there were no changes during this mega event for them.

The respondents were asked if they received assurance from the municipality about effective service delivery during the event. This part indicates the assurance which was given to the community regarding effective service delivery during the event, 85% responded “No”, while small percentage of 15% responded “Yes”.

Employees form a stronghold position in service delivery. The questions were aimed to analyze their perceptions during the FIFA 2010 World Cup. And how the events influenced their daily lives as they are supposed to take part in delivering services for enhanced productivity.

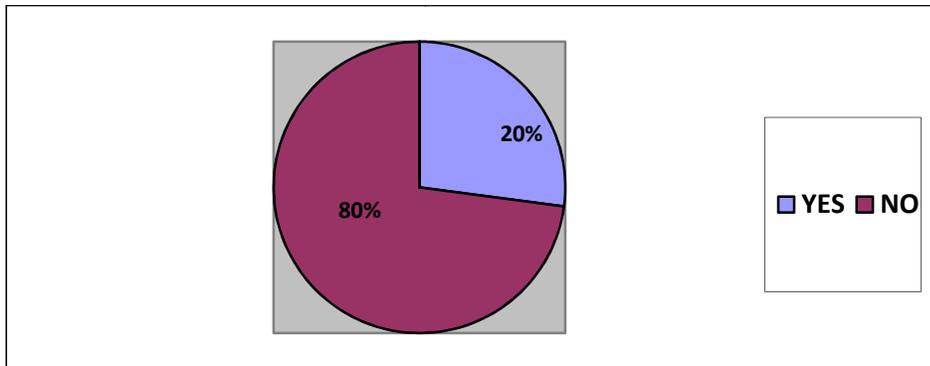
Figure 4.7 Assurance of service delivery during the FIFA Soccer World Cup



The main issue here by the community members was the lack of communication and accountability from the municipality.

The respondents were asked if they encountered interruptions of services during the event.

Figure 4.8 Interruption of service delivery during the FIFA Soccer World Cup

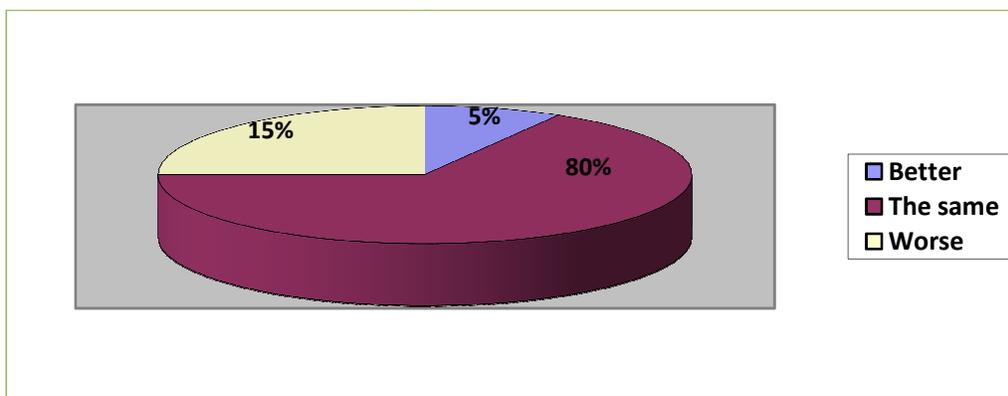


Regarding this question, 20% responded “Yes” and 80% responded “No”. Those who responded “no” were complaining about the strategic planning of the council due to traffic and electricity.

The respondents were asked to indicate the level of service delivery during the event, based on the following services.

Community development, Electricity, Environment protection (cleaning of streets, landfills/ duping zones), Health, Residential refuse removal, Roads, Sanitation, and Water.

Figure 4.9 Level of service delivery during the FIFA Soccer World Cup



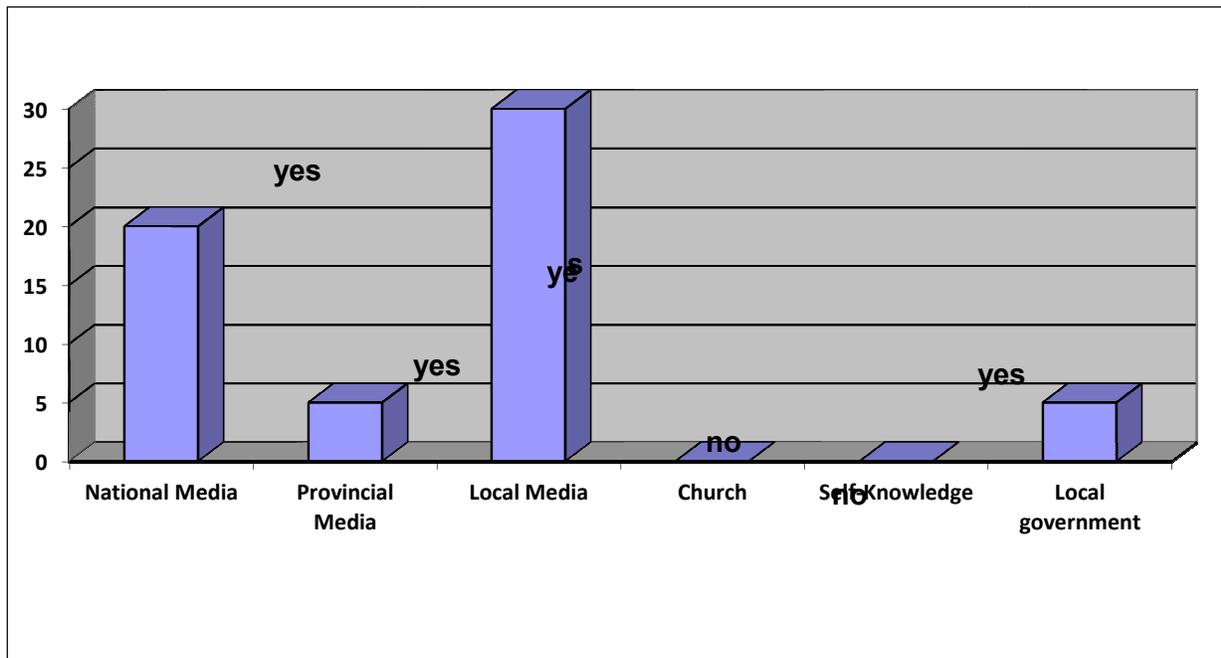
This figure indicate that 80% of responses had same services, nothing changed, while 15% felt that services were worse and only 5% felt that the services were better.

GOVERNANCE AND PARTICIPATION

Public awareness

The respondents were asked if they were aware of the FIFA 2010 World Cup event within their local municipality, and to indicate the source of information.

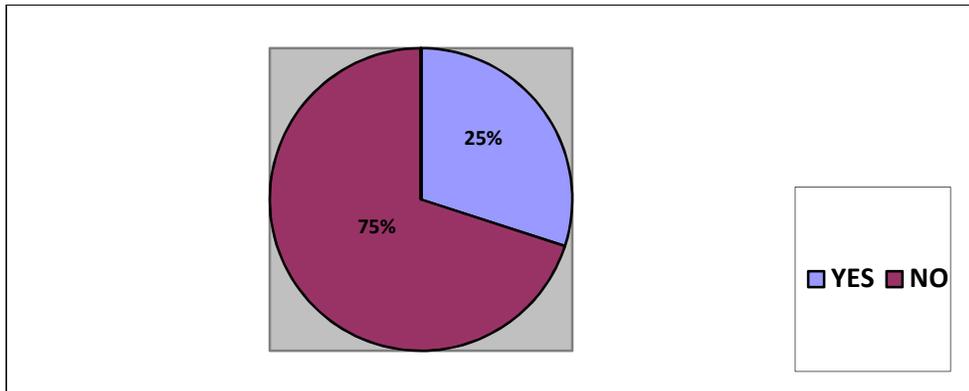
Figure 4.10 Public awareness during the FIFA Soccer World Cup



The answer to this question indicated that 50% of those who responded “yes” used the local media source, 40% used the national media, 5% used the provincial media and another 5% used the local government. This also indicates a lack of communication between the SDM and its community, lack of transparency is also implicated.

The respondents were asked to indicate if they were informed to community meetings, towards the planning of the event.

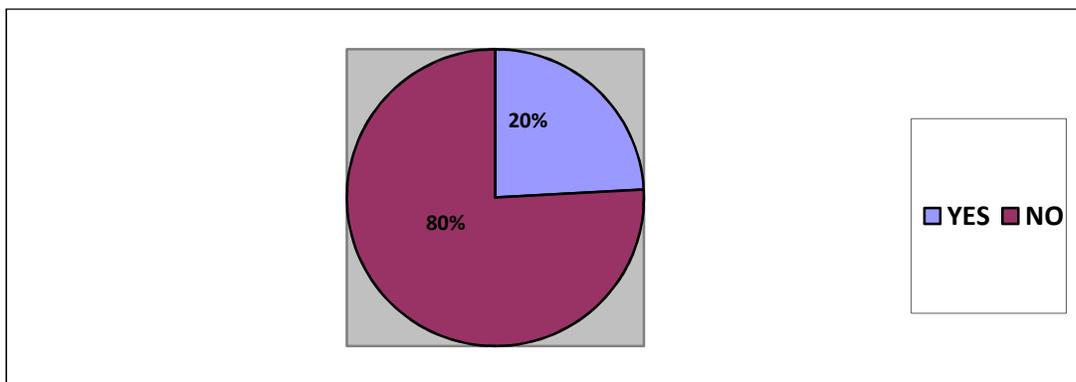
Figure 4.11 Community meetings during the FIFA Soccer World Cup



Lack of community participation is indicated here by 75% of “No” responses and only 25% of “Yes” responses.

The respondents were asked to indicate if they were encouraged to attend the FIFA Soccer World Cup 2010 meeting(s)/gathering(s)

Figure 4.12 FIFA Soccer World Cup attendance

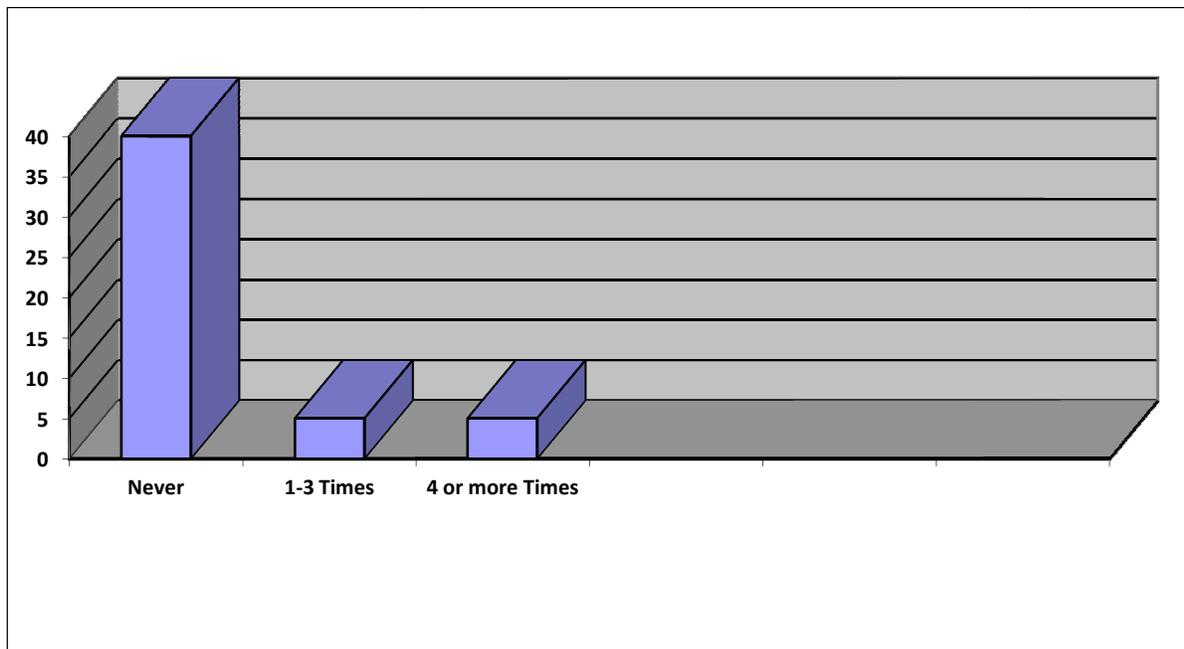


The answer to the question on whether the community members were encouraged to attend the events meetings/gatherings turned to be from most respondents, 80% responded “No” while only 20% responded “Yes”. Most of these respondent mentioned that there is a great lack of capacity from the personnel regarding community participation and the attainment of the expected outcomes.

The respondents were asked to indicate the periods that they participated in the following community meetings/ gatherings organized by the local authority council.

- Information sharing for the event
- Ward committee meeting
- Municipal council meeting
- 2010 Road shows

Figure 4.13 Public participation during the FIFA Soccer World Cup

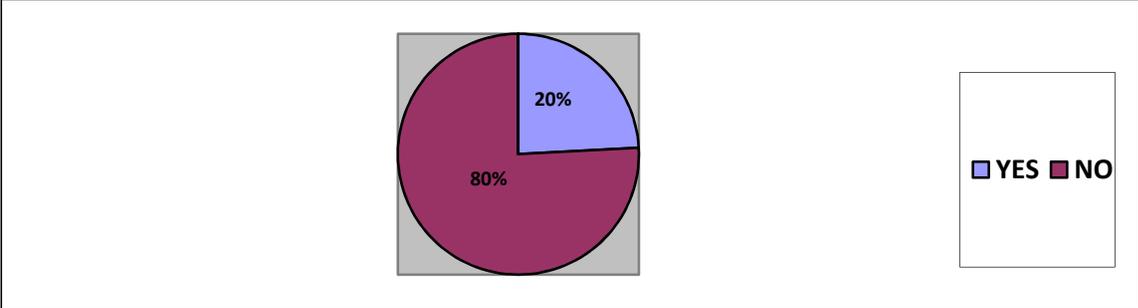


This indicates that there is a very serious problem regarding governance and participation at the SDM. The reason for this is shown figure 4.13 with over 50% of respondents never participated in community meetings organized by the council. Less than 10% of the participants indicated that they attended once or three times even four times.

This is quite a threat to the right of transparency for these community members and their freedom of speech regarding information sharing.

The respondents were asked to provide if community meeting(s)/gathering(s) were useful during the event.

Figure 4.14 The importance of community meetings during the FIFA Soccer World Cup



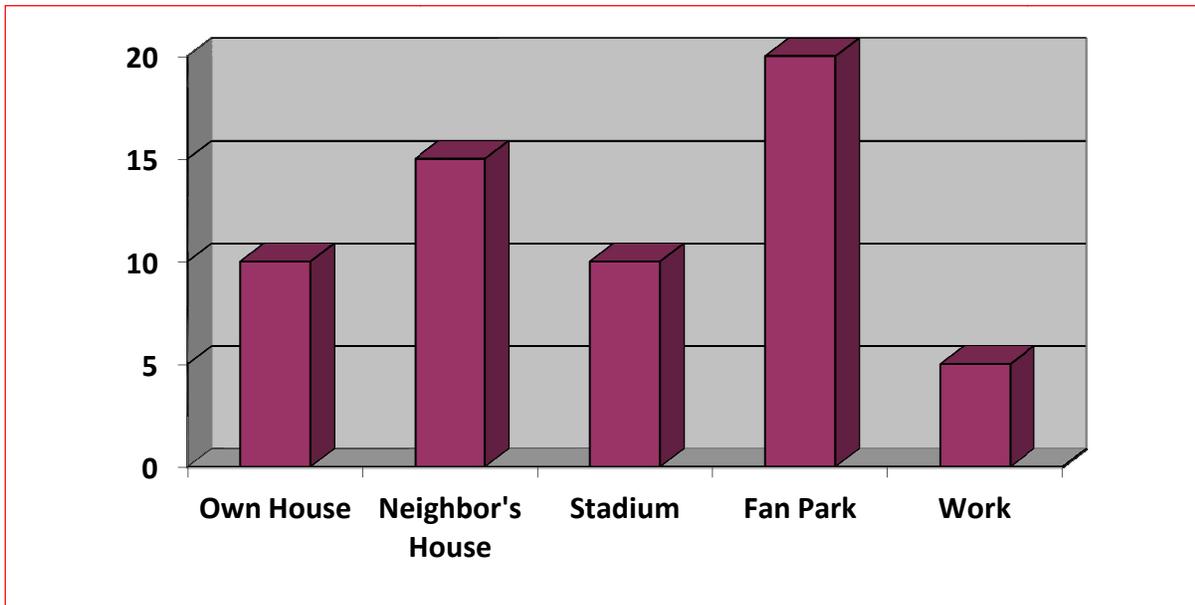
In this part community members seem to have not been aware of the meetings in their wards, they were not encouraged to attend and most of them never participated in these meetings. So regarding the question of whether the meetings were useful, 80% responded “No” while 20% responded “Yes”. And besides, for them the services were and are still poor mainly to black and colored respondents. The ones who responded “Yes” implied the use of their ideas and inputs to the event’s planning even though they were still not entirely satisfied with the services.

ACCESS TO VENUE

The respondents were asked to indicate the premises that they viewed the scheduled games, and to elaborate the reason to watch the games in the selected premises.

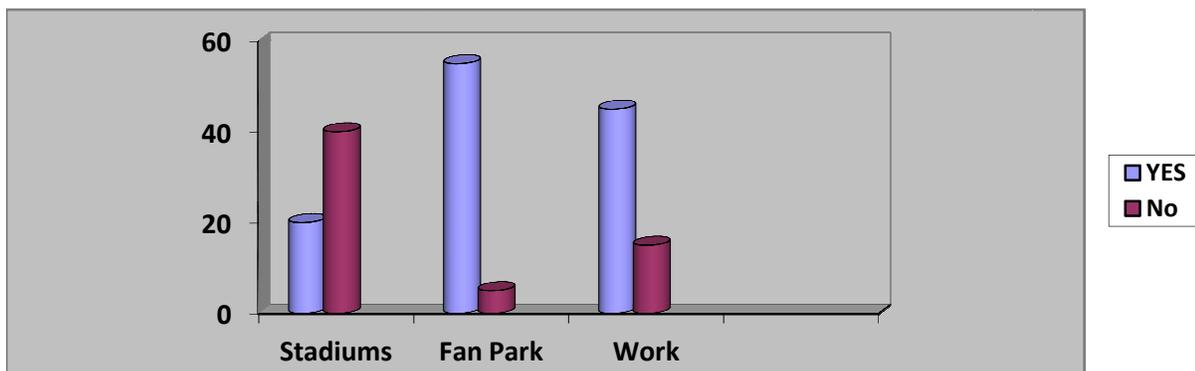
This figure below indicates that 50% of respondents were viewing the games at fan parks, 40% at neighbours house, 30% at own houses also 30% at stadiums and 20% at workplaces. Many respondents could not visit the stadiums due to being unemployed and for this they could not afford to buy tickets. So they used fan parks and neighbors’ houses for more excitement and entertainment. Other people watched their games at work as it was normal work routine for them.

Figure 4.15 FIFA Soccer World Cup Venues



The respondents were asked if the dedicated venues for the event were accessible.

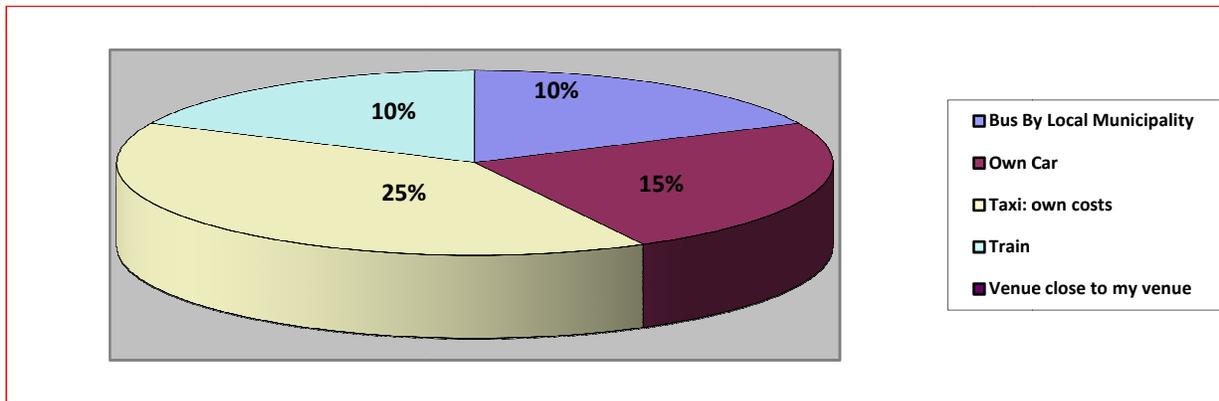
Figure 4.16 Access to FIFA Soccer World Cup Venues



The figure indicates that 55% responded “Yes” regarding the accessibility to fan parks, whereby 5% replied “No” that the venues were not accessible. With regard to work accessibility 45% responded “Yes” and 15% voted “No”. Stadiums seemed to be

inaccessible as 40% responded “No” and 20% responded “Yes”. Some people could not afford the entrance fee while some games were scheduled outside the borders of SDM. **The municipality did provide transport to dedicated premises, where the games could be viewed by the mass. The respondents were asked to indicate the mode of transport used to reach the dedicated venue.**

Figure 4. 17 Transports to FIFA Soccer World Cup Venues



This figure indicates that majority of respondents whereby 25% used taxis at their own costs/expense, 15% used their own cars and the same others percentage walked to the place as the venues were close by to their homes and workplaces, 10% used the buses provided by the local municipalities and another 10% used trains. Respondents were complaining about stampede, disorganization and punctuality concerning municipal buses. The train was used to ferry viewers who opted to watch the game at the stadiums, for example to Nasrec (Soccer City now FNB Stadium) and Ellis Park station.

SERVICE IMPROVEMENTS

The respondents were asked to provide suggestion(s) for improved planning during future events in SDM.

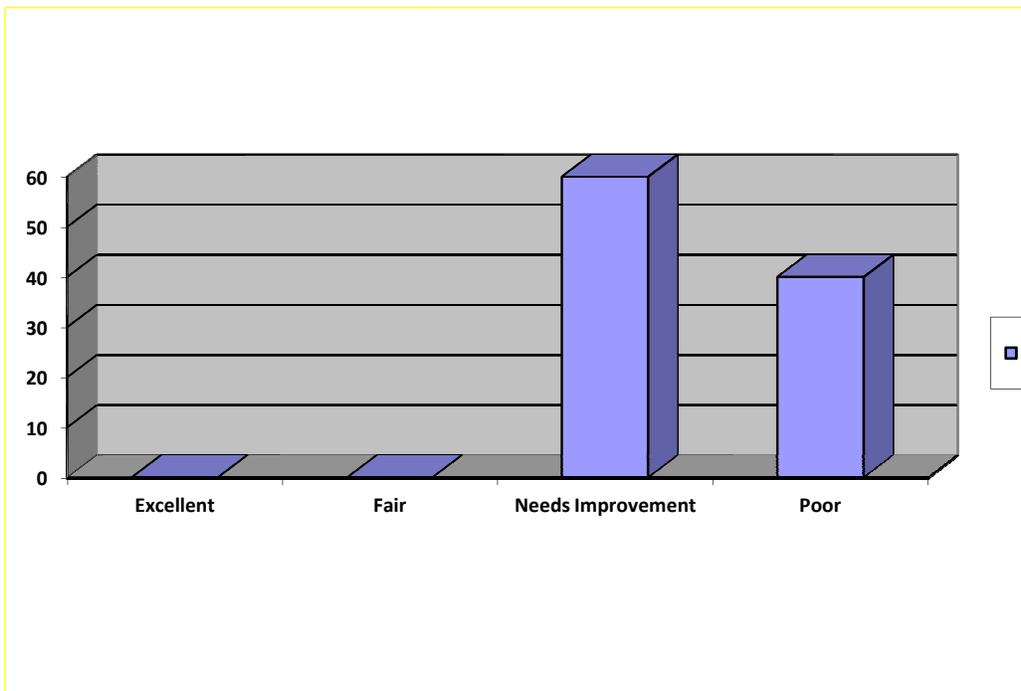
The responses from the respondents indicated the following areas for improvement:

- Strategic planning
- Transparency

- Accountability
- Qualified personnel
- Effective delivery of services
- Community development that will benefit all both genders, young and old, rich and poor, all races and employed and unemployed
- Effective community participation

The respondents were asked to rate the SDM in relation to service provision.

Figure 4.18 Rate of SDM Service Provision



In this case the figure represents 80% of respondents who feels that the service provision needs improvement, 20% responded that the service is poor. This indicates that service provision within the SDM needs quite drastic improvements. Most of the community members have grave concern about the provision of effective service during and after mega events.

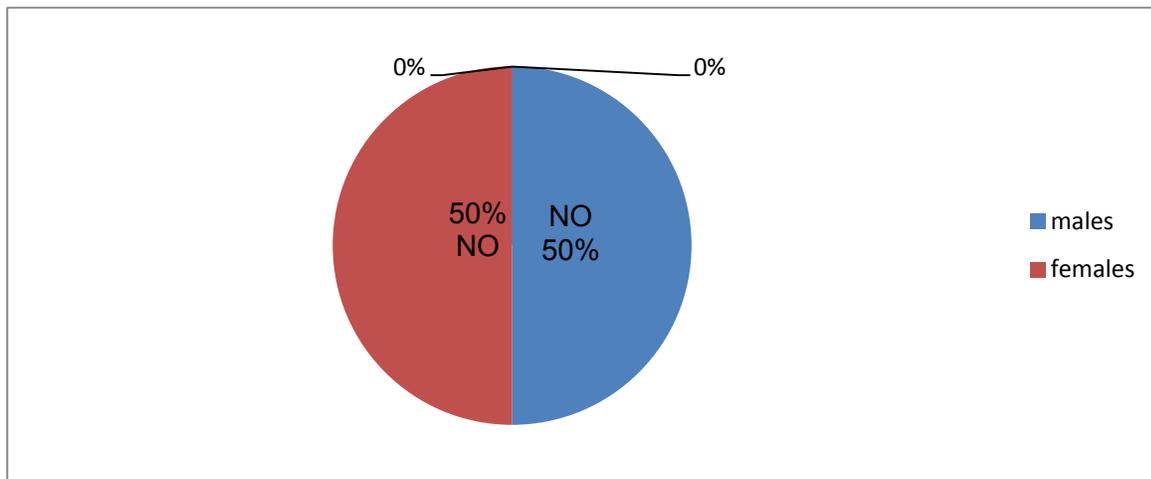
4. 9 QUESTIONNAIRE: COMMUNITY MEMBERS

Service benefits

Employees were asked to indicate if they applied for leave during the event.

Figure 419 indicates that 50% females responded “No” and 50% males also responded “No”. This was because of the reason that the institution granted them a time-off during the event, but this was only for watching the South African team. This shows that the possibilities of this employees sneaking out to watch their favorite international teams such as Brazil, England and Italy were sky rocking.

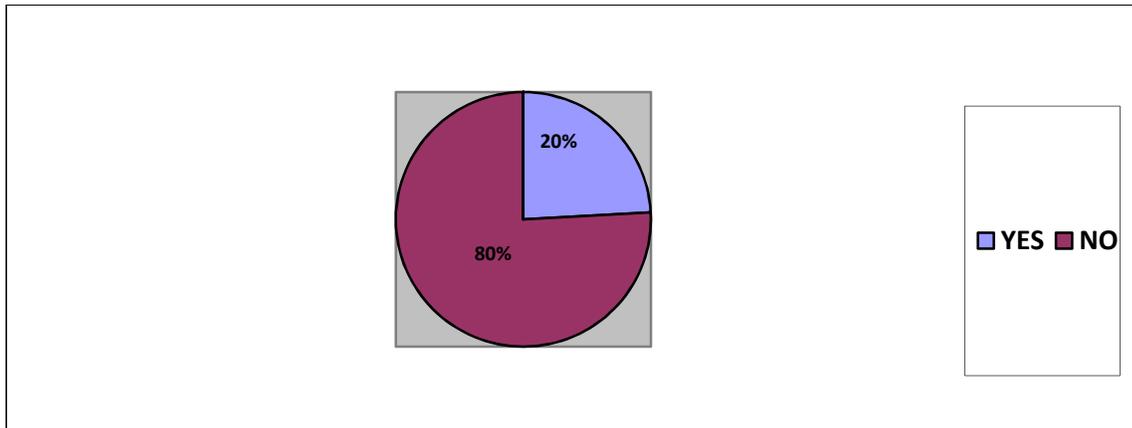
Figure 4.19 Employees application for a leave during the FIFA Soccer World Cup



Due to this factor other employees spent most of their work hours on the internet to get results or even watch other games.

Employees were asked if there were television sets to view the games in their workplace.

Figure 4.20 Television sets at the workplace during the FIFA Soccer World Cup



On this question a large number of 80% responded “No” and only 20% responded “Yes”. This indicates that the chances of people concentrating on doing their normal effective work were shockingly low as all they could think about was soccer. The most favourite player across the globe Ronaldo, from the Portugal team, was playing at 11am during the event and 80% of employees had no TV sets from their workplaces, obviously they had to use the internet and email the other 20% who had TV set chatting about how the game took place.

Productivity and the 2010 FIFA Soccer World Cup

Employees were asked if they understood the concept of the 2010 FIFA Soccer World Cup.

Many employees responded that this was one of the greatest African achievements more especially for South Africa as it was the host country. For them this has created a lot of opportunities country wide in terms of economy and social development. A lot of people manage to get jobs and others a lot of experience as they volunteered to take part in municipal activities such as being tour guides, securities and many more.

Employees were asked to indicate the employee morale during the event.

Every time this question was asked smiles that represent the amazing joy in the respondents faces could be seen as they took a deep breath as if they could bring back the cup again.

All of them responded that the morale was very high, they had Disky Fridays and disky dance whereby they wear South African soccer t-shirts every Friday to support the national team and some go around to teach this disky dance to community members from all municipalities. They also spend most of their time sending emails to each other about the game schedules.

Employees were asked if their productivity/performance at work was affected during the event.

Figure 4.21 Employees productivity during the FIFA Soccer World Cup

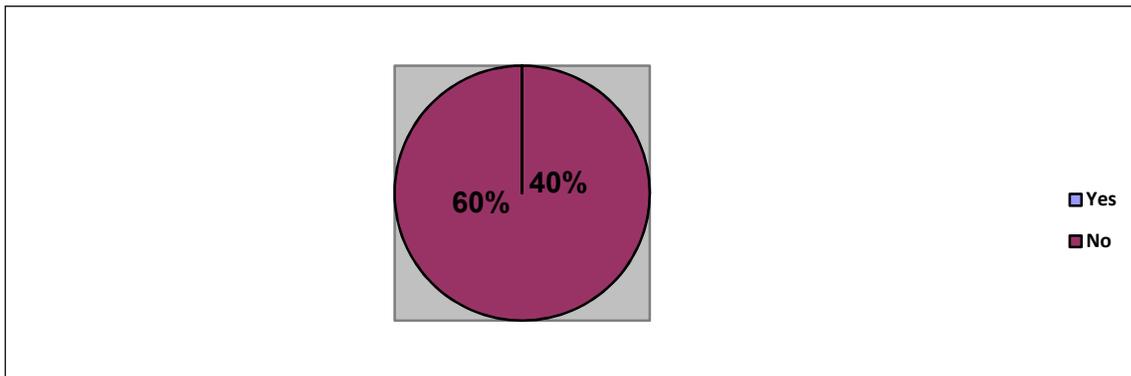
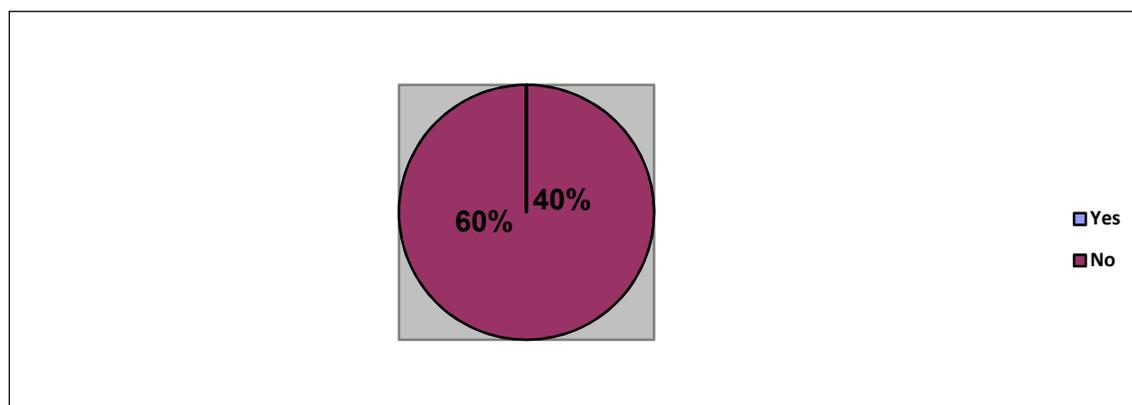


Figure 4.21 indicates that 60% responded “No” and 40% responded “Yes”. But they all implied that they were using a lot of emails for communicating to each other during work hours. And many others responded that this could not have affected their performance as it was a normal day-to-day work. While others responded that it was hectic at work as due to work overload caused by distractions of the event and absenteeism.

Employees were asked if they encountered work overload during the period and to indicate how it affected their performance.

Figure 4.22 Employees workload during the FIFA Soccer World Cup



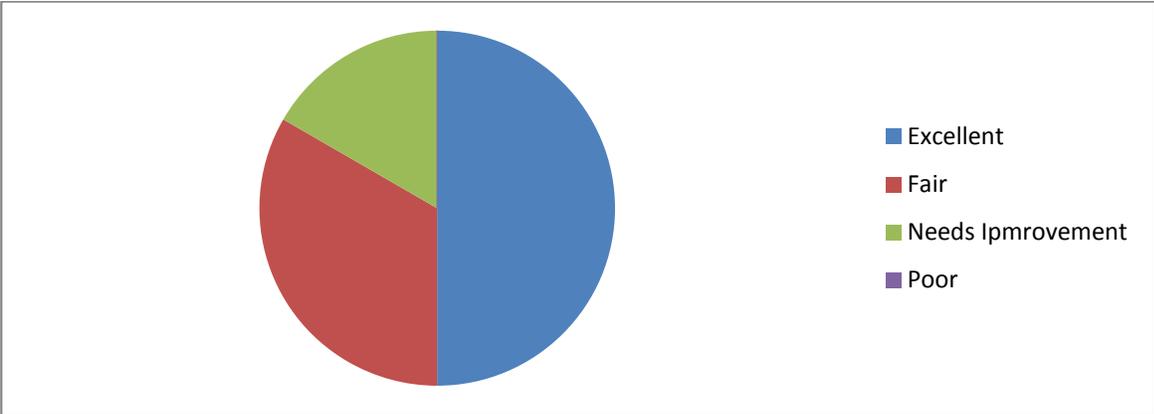
Sixty percent (60%) responded “No” and 40% responded “Yes”. The majority responded that there was no work overload as the municipality had planned strategically for the event during their 2006 IDP. The minority complained about the work overload that it was caused by distractions of the event and absenteeism and sick leave by other employees. They mentioned that it was hectic as some of them had to work extra time. They also mentioned that this had left them with some serious backlogs and losses of productivity due to time wasted during the event.

Employees were asked to indicate how they dealt with the situation which affected their performance.

Majority of the respondents indicated that the event did not affect their performance/productivity due to early planning and the eager to achieve excellent results for economic and social development successful. While on the other hand some employees were affected, performance wise, due to distractions of the event. To deal with this they had to work extra hours to make up for a decrease in performance and lost productivity. Others could not cope to such an extent that they had to take early leaves.

Employees were asked to rate their performance

Figure 4.23 Employees performance rate during the FIFA Soccer World Cup

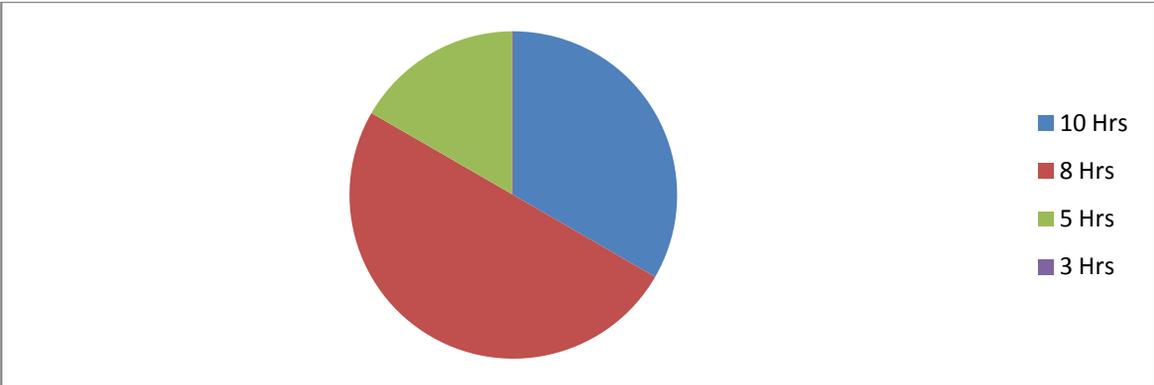


Fifty percent (50%) responded “excellent” whereas 30% responded “Fair” and 20% responded “Needs improvement.”

Employees were asked to indicate the number of hours worked during the event on daily basis.

Figure 4.24 indicated that 50% of respondents were working 8 hours, 35% were working 8 hours and 15% were working 5 hours nobody was working 3 hours. Respondents who were working 10hrs said this was because of the planning objectives which were not adhered to thus leading to work overload and extra work hours.

Figure 4.24 Employees work hours during the FIFA Soccer World Cup



Those who were working five hours said that it was because of the time-off they were granted for the South African teams and soccer Fridays.

Employees were asked if the employer – employee relationship and communication existed during the event.

Forty percent (40%) responded “good” as they were granted time-off, and 60% responded that this case needs improvement in future regarding the involvement and encouragement for employees to take part and be highly considered more especially during planning.

Employees were asked to indicate how the management contributed towards employee morale.

Respondents said that there were: email circulations, time-off and disky Fridays. Services were also improved.

Employees were asked if their departments experienced challenges during the event.

Challenges which were experienced, according to respondents from various departments, included the following:

- Extra time
- Work overload
- Absenteeism
- Distractions
- Loss of productivity
- Decrease in performance

Employees were asked to rate the overall working conditions in their work environment.

Forty percent 40% responded “excellent”, 10% responded “fair” while 50% responded needs “improvement”. The respondents who mentioned excellent and fair working

conditions said this was because of the high morale and the employer-employee relationship and communication as everybody was united due to this great African achievement. On the other hand 50% of the respondents believe that working conditions needed improvement in future, to avoid workplace disruption when it comes to such events.

Employees were asked to rate employee involvement and participation regarding the event.

In this instance 10% responded excellent and 40% responded “fair” as they were granted time-off, emails charts, meetings and disky Fridays. On the other hand 50% responded that this case needs improvement in future. That will be for the involvement and encouragement of employees to participate in mega events.

They also indicated that as employees they need to be engaged during the planning stage of the projects, for them to contribute ideas and suggest alternative measures for improved service delivery.

Employees were asked to indicate if the municipality needs improvement with regard to mega events.

Seventy percent (70%) responded “Yes” and whereas 30% responded “No”. The majority believe that top management needs to ensure capability and accessibility and transparency for effective flow of information between them and their employees, more especially those kinds of employees such as securities and cleaners (offices and environment: waste management). These employees should take crucial part also in planning process.

Employees were asked to provide suggestions for improving productivity during mega events in future.

Respondents mentioned the following suggestions:

- Proper planning by management and its objectives should be adhered to
- capability and accessibility and transparency

- effective communication between management and employees
- involvement and encouragement for employees to take part in planning process

4.10 CONCLUSION

It is very evident that the FIFA soccer world cup had a huge effect on productivity at SDM. Some of these influences were positive and others were totally negative concerning the productivity of the institution. Firstly, the mega event shifted the whole attention on it only, therefore destructing the daily provision of other services suppose to be provided by the district to the immediate production of the organization and the communities in various municipalities under SDM. The following chapter presents the summary, recommendations and conclusions of the study.

CHAPTER 5

SUMMARY, FINDINGS AND RECOMMENDATIONS

5.1 INTRODUCTION

Chapter four analyzed the impact of the FIFA 2010 Soccer World Cup in the SDM. The final chapter of the study will provide a synopsis in the form of a summary of each of the chapters that make up this study. The realization of the objectives as outlined in chapter one will be offered. The findings from the observations conducted are also offered in this chapter. A series of recommendations are presented, based on the perceptions of participants, to improve productivity at SDM in this chapter.

5.2 SUMMARY

This section presents the summary of the aim of the study and the research objectives. The summary of the previous chapters is presented in this section.

5.2.1 The overall aim of the study

The study aimed to investigate the effects of the 2010 FIFA Soccer World Cup based on community and institutional perceptions on productivity at the Sedibeng District Municipality.

The first objective of this study was to give a theoretical exposition of the concept productivity. To attain this objective; a thorough and in-depth explanation and definition (literature review) regarding productivity were explored in chapter two.

The second objective was to provide an overview of the strategies in place to enhance productivity at SDM during FIFA Soccer World Cup. An overview of SDM regarding its

functions for effective service delivery to enhance productivity was also explored thoroughly, this was provide a clear understanding to the concerning productivity.

The third objective was to investigate the effects of FIFA Soccer World Cup on enhanced productivity at SDM. Research conducted in terms of clear data collection focused on the perceptions of participants has proven, by means of responses from interviews and questionnaires, strategic planning for the improvement of effective service delivery can enhance productivity.

The fourth objective was to provide recommendations for successful improvement of productivity at during FIFA Soccer World Cup, based on perceptions of participants. This also had been proven in chapter four, through interviews and questionnaires that strategic planning for the improvement of effective service delivery can enhance productivity.

5.2.2 Summary of the preceding chapters

Chapter one introduced the background and the problem statement of the study. The literature for productivity and the FIFA 2010 Soccer World Cup were identified. The objectives of the study were outlined. The chapter outline was discussed in chapter one, this assisted the researcher to be focused and structured.

Chapter two dealt with the theoretical exposition of the concept productivity and the concept was defined in order to obtain a comprehensive understanding. The significance of productivity was elaborated indicating that higher productivity impacts on standard of living whereby institution with regard to employees, managers and community members benefit from productivity improvement. These benefits are presented in a form of improved effective service delivery, increased wages and improved working and living conditions, therefore increasing economic growth. Furthermore, three elements of productivity, the effective institution, employee motivation and the availability resources, were defined. Productivity was defined as the

relationship between the output generated by a production or service system and the input provided to create this output within the organization.

Chapter three dealt with an the overview of Sedibeng District Municipality concerning its vision, mission and functions concerning its strategies for productivity improvement as part of effective service delivery during the FIFA Soccer World Cup. The chapter continues by outlining the structural composition and defining in details the functions of SDM towards the FIFA 2010 World Cup Event. This institution is divided into five clusters: Corporate Services, Community Services, Strategic Planning and Economic Development, Transport, infrastructure and Environment and Treasury. The SDM comprises of two parts: The political and the administrative management. To achieve productivity, SDM needs to develop and improve methods to increase productivity. Method improvement was defined as a process whereby a task is analyzed and possible changes are identified that will either increase the productivity of a worker, make the work easier to perform, or both.

Work analysis should be performed to identify the current method, questioning the need for each step in the process, and devising an improved way to carryout portions of task that are really necessary.

Chapter four focused on the empirical study on the impact of FIFA Soccer World Cup on productivity at SDM via an analysis of the perceptions of participants. This chapter provided the methodology used to gather information/data collection regarding the subject matter (title of the study).

Data regarding the effects of FIFA Soccer World Cup on productivity was obtained through interviews and questionnaire administered from 30 institutional (SDM) employees and 60 community members who were randomly selected from the three SDM municipalities. The main aim of the study was to explore and investigate the perceptions of participants on the effects of this mega event on productivity at SDM.

5.3 RESEARCH FINDINGS

The research findings are summarized below.

5.3.1 Findings relating to the institution (SDM)

Strategic planning and service delivery

- Municipal activities (daily activities and the FIFA 2010 World Cup) were undertaken through integrated development plans (IDP).
- With regard to the provision of every day services, the World Cup did not bring any interruptions due to the level of performance which was being increased.

Governance and participation

There was cooperation and participation from all spheres of government and this formed part of the effective planning strategy.

Public Participation

- The principles of developmental local government were applied, whereby the SDM involved its community in matters concerned planning, implementation and evaluation of the event.
- Access to information and facilities was provided to SDM communities.

Economic Development

SDM made provision to accommodate local business in the event. Catering workshops were provided and Small Medium and Micro Enterprises also participated in the event and this it's boosted economic development.

Implementation

The SDM established a project team that enabled effective management of the event. The project team was established to ensure that the daily plans of the municipality is not neglected, since the event demands much attention from the SDM.

Budgetary Implications

- South Africa's National Budget prioritizes social spending such as education, health, housing, welfare, the provision of water, sanitation and agriculture. Almost all these were proven in SDM. The event improved the service provision.
- The funds were used to ensure successful event. SDM had to ensure that there are funds for Human Resources (wages/ salaries for additional staff: private security and volunteers), Transport (fuel prices), and for operational cost.

Employee relations

SDM arranged a promotion of cooperative workplace relations.

5.3.2 Findings relating to the community

Improving Productivity

- The study found that improving workplace productivity involves continuous innovation and improvement in all aspects of the SDM management and operations in order to deliver sustainable competitive advantage.
- Effective productivity strategies can eliminate the factors that influence productivity.
(Physical and psychological influences, utilization of resources, efficiency of resources, work methods, supervision, and motivation).
- Productivity at SDM can be increased through investing in capital; achieving economies of scale; investing in innovation and technology; and adopting better business practices.

Services

Proper planning in terms of service delivery was in place and there were no interruptions during the event.

Access to venue

SDM did provide access for its communities to view games at dedicated venues, such transportation to stadiums, fan parks and municipal halls.

5.4 TESTING HYPOTHESIS

The hypothesis that has been formulated for this study is that “*a focused effort and strategic approaches to increase workplace productivity during mega events (2010 FIFA Soccer World Cup) in SDM is essential, towards continuous improvement of municipal management and operations in order to deliver sustainable competitive advantage*”. The hypothesis as outlined above was validated by using closed-ended and open ended-questionnaires supplemented by semi-structured interviews. Field work was conducted at SDM. The interviewees comprised of local residents and the FIFA 2010 World Cup Co-coordinator in SDM. Findings proved this by means of responses indicating that a strategic approach with regard to effective service delivery can enhance current and future productivity during mega events.

5.5 RECOMMENDATIONS

The outcome of chapter four of this study, the empirical survey provided the following recommendations concerning productivity improvement found through sample’s responses and perceptions voiced during interviews:

- Productivity improvement should be inclusive. All employees should be involved and participate with regard to productivity improvement;
- Institutions should implement effective strategic planning for enhanced productivity through effective service delivery;
- Employ the strategy to increase institutional productivity;
- Enhance employee morale by means of employee motivation;
- There should always be clear communication between management and employees;
- Adequate capacity concerning human resources is essential;

- Public participation and awareness should be the primary objective of the municipality;
- Increase communication between the community and the council;
- Community and economic development should always be in the centre of planning; and
- On top of all these recommendations SDM must ensure hiring of qualified personnel who will strive for higher performance management for higher productivity.

5.6 SUGGESTIONS FOR FUTURE RESEARCH

Within the academic framework, gap exists to conduct research on policy evaluation and linking service delivery to mega-events. The following suggestions are provided through this study for future research:

- Strategic planning through SDM and community involvement.
- Transparency through information sharing.
- Accountability by means of delivering effective services on time.
- Access to main municipal services for the community.
- Effective resource utilization and commitment of managers and employees.
- Qualified personnel for enhanced productivity.
- Effective delivery of services for greater productivity.
- The role of community participation and development in SDM.

5.8 CONCLUSION

The aim of the study, which was to provide findings and recommendations for successful improvement of productivity at during FIFA Soccer World Cup as based on perceptions of participants, has been reached. Therefore, findings and recommendations proved that through the effective implementation of a strategic approach, that needed to be formulated by both the SDM together with its community, members can lead to enhanced and sky-rocking productivity during mega events

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APPENDIX 1

Guarantees by government:

1. Entry and exit permits by the Ministry of Home Affairs
2. Media centre(s) by the Ministry of Communications
3. Work permits by the Ministry of Home Affairs
4. Transport by the Ministry of Transport
5. Customs duties and taxes by the Ministry of Finance
6. Immigration, customs and check-in procedures by the Ministry of Home Affairs
7. Other taxes, duties and levies by the Ministry of Finance
8. Pricing policy by the Ministry of Environmental Affairs and Tourism
9. Safety and security by the Ministry of Safety and Security
10. FIFA's ownership of media and marketing rights by the Ministry of Communications and the Ministry of Trade and Industry
11. Bank and foreign-exchange operations by the Ministry of Finance
12. Exploitation of marketing rights by the Ministry of Trade and Industry
13. Telecommunications and information technology by the Ministry of Communications
14. Indemnity by the Ministry of Justice and Constitutional Development
15. International Broadcast Centre (IBC) by the Ministry of Communications
16. National anthems and flags by the Ministry of Foreign Affairs
17. Medical care by the Ministry of Health (RSA, 2010:5).

APPENDIX 2

2010 FIFA WORLD CUP PROJECTS

The 24 FIFA World Cup projects are:

- Project 1: Stadiums
- Project 2: Stadium precincts
- Project 3: Transport infrastructure (fixed and commuter)
- Project 4: Training venues
- Project 5: Fan parks and public viewing areas
- Project 6: Supporting infrastructure and utilities
- Project 7: Telecommunications and broadcast infrastructure and IBC
- Project 8: Accommodation
- Project 9: Tourism
- Project 10: Marketing communication and signage
- Project 11: City beautification
- Project 12: Public health
- Project 13: Disaster management
- Project 14: FIFA events, match planning
- Project 15: Safety, security, justice, municipal by-laws
- Project 16: Volunteers (city and organising committee hired)
- Project 17: Environmental rehabilitation
- Project 18: Waste management
- Project 19: Business closure during event
- Project 20: Protocol and ports of entry matters
- Project 21: Government communication, hosting strategy, legacy and cultural activities
- Project 22: Project support (procurement, tax-matters management, tickets price subsidy, technical support, stadium commissioning)
- Project 23: Overall co-ordination and reporting
- Project 24: 2010 FIFA World Cup finance (RSA, 2010:8).

APPENDIX 3

MUNICIPAL QUESTIONNAIRE

Good day / evening.

My name is **Ms Anna Xoyane**, and I am a student (Master Degree in Development and Management) at the North-West University (Vaal Triangle Campus). The survey looks at the aftermath of the FIFA 2010 World Cup at SDM, further the study looks at the institutional arrangements in place at SDM. The survey findings will be used for the improvement of the relationship between the local government and citizens and public services as well, for future mega events. The findings of this survey will be used for academic purpose only. Your names will be confidential.

- Please tick (x) for the answer(s) below.
- Electronic responses can be typed in red or blue

INSTITUTIONAL ARRANGEMENTS: STRATEGIC PLANNING CO-ORDINATION AND IMPLEMENTATION

1. STRATEGIC PLANNING

Municipal activities are undertaken through integrated development plans (IDP).

1.1 Did the event interrupt the SDM IDP?

1.1 Did the municipality cope with the FIFA 2010 World Cup?

1.2 Were there unmet plans regarding the FIFA 2010 World Cup?

2. GOVERNANCE AND PARTICIPATION

2.1 Was there a relationship between National, Provincial, Local Organising Committee, and Business?

Public Participation

2.2 Did the SDM consult with community members in terms of planning, implementing and evaluation of the event?

2.3 Did the SDM communicate with the stakeholders, concerning the municipality role towards the FIFA 2010 World Cup?

2.4 Indicate the form(s) of communication used by the SDM to disseminate information to the public:		tick	Additional information
a	Radio		
b	TV		
c	Local Newspaper		
d	Posters		
e	Pamphlets		
f	Meetings		
g	Municipal Notice Boards		

2.5 How was the level of participation from the public in terms of:	Satisfied	Highly satisfied	Uncertain
Meeting(s)			
Viewing of scheduled games			
Obeying municipal and FIFA laws			
Other			

Services

2.6 Were the following services interrupted during the event?	Yes	No	Uncertain
Community development			
Electricity			
Environment protection (cleaning of streets, landfills/ duping zones)			
Health			
Residential refuse removal			
Roads			
Sanitation			
Traffic planning and management			
Water			

Economic Development

2.7 Was there a room towards economic development for Small Medium micro enterprises (SMMEs) at SDM?

2.8 Did the established SMMEs participate in the event?

2.9 Did the event boost the economic development of the SDM SMMEs?

If yes, please elaborate

3. IMPLEMENTATION

Project management

3.1 Did the SDM ESTABLISH a project team for the event?

3.2 Were the three local municipalities in SDM represented in the established project team?

3.3 How long did the project team function?

Since 2004-2010	2005	2006	2007	2008	2009	2010
1	2		4	5	6	7

3.4 Did the project team partake in the following project phases?

Event funding		Yes	No	Not applicable
a	Planning stage			
b	Implementation stage			
c	Evaluation			
d	Feedback and resolution(s)			

Finance

3.5 Was there a budget allocated for the event? Yes/ No

3.6 Who funded the event?		Yes	No
a	National government		
b	Provincial government		
c	SDM		
d	FIFA		
e	Other		

3.7 Did you encounter cost implications for this event? Yes/ No

Human Resources

3.8 Did the SDM have adequate capacity to implement the event? Yes/ No

3.9 To complement the current workforce, did the SDM employ additional personnel? Yes/ No

Employer-Employee relations

3.10 How was the staff morale during the event? Yes/ No

3.11 Did the SDM encounter absenteeism during the event? Yes/ No

3.12 Did the SDM make provision for employees who were on duty during the event? Yes/ No

3.13 Were the following service benefits applicable during the event?		Yes	No	Comment(s)
a	Television in the cafeteria/ boardroom/ meeting hall			
b	Half day during the main games			
c	Flexible hours			
d	Radio			
e	Other			

Transport

3.14 Did the SDM develop a transport strategy for the event?

Indicate the mode(s) of transport prepared for the event:		MODE OF TRANSPORT	Was the transport identified adequate for the intended purpose?	
Yes	No		Adequate	Not adequate
		a. Bus (provided by the Local municipality)		
		b. Taxi (own cost[s])		
		c. Train		

3.15 What was the impact of the transport arranged for the event impact on the daily lives of the public transport?

Sport Venue(s)

3.16 Were the venue(s) accessible to community members?

3.17 Did the following issues cause interruption(s) to the lifestyle of the surrounding areas, where sport venues were established?		Yes	No	Slight interruption(s)	Outcome
a	Traffic				
b	Access to local roads by local residents				
c	Parking				
d	Noise pollution from the crowd at the fan parks				
e	Other				

Safety and security

3.18 Were there reported cases towards the event? Yes/ No

3.19.1 If yes, please state the case(s) reported:

3.20 Indicate the level of achievement in terms of safety and security in the following categories:			Excellent	Achieved	Partially achieved	Not achieved
a	VIP Security	Accommodation and local visits for the visiting teams (Ivory Coast and Swiss)				
		Dignitaries (political heads and senior managers)				
		Artist(s)				
b	Transport	Movement and safety				

	security					
c	Food security	Health (for food items sold in the dedicated areas)				
d	Security technology	Media coverage for scheduled games				
e	Events	Dedicated areas				
f	Municipal offices	All areas (SDM, ELM, LLM, MLM)				
g	Residential areas	Location around SDM				

Thank you

**APPENDIX 4
EMPLOYEE QUESTIONNAIRE**

Good day / evening.

My name is Ms Anna Xoyane, and I am a student (Master Degree in Development and Management) at the North-West University (Vaal Triangle Campus). The survey looks at the aftermath of the FIFA 2010 World Cup at SDM, further the study looks at the institutional arrangements in place at SDM. The survey findings will be used for the improvement of the relationship between the local government and citizens and public services as well, for future mega events. The findings of this survey will be used for academic purpose only. Your names will be confidential.

SECTION A

Please tick (x) for the answer(s) below.

1 PERSONAL DATA

1.1 Indicate your gender category: Female (1), b Male (2)

1.2 Indicate your department below.

Mayor's office	Finance	Human Resource	Information Technology	Transport	Safety and Security
1	2	3	4	5	6

1.3 What is your job description?

1.4 How long have you worked for your municipality?

SECTION B

2. SERVICE BENEFITS

2.1 Did you apply for leave during the event? Yes/ No

2.2 If yes to 2.1, state number of days (leave(s)) taken.....

2.3 If no to 2.1, did your institution grant you time-off during the event? Yes/ No

2.4 In your workplace, was there a Television set to view the games? Yes/ No

2.5 When did you watch the game(s) scheduled?

3. PRODUCTIVITY AND THE 2010 FIFA SOCCER WORLD

3.1 What does the 2010 FIFA Soccer World Cup mean to you as an employee?

3.2 How was the employee morale during the 2010 FIFA Soccer World Cup?

3.3 Did this affect your productivity/performance at work? Yes/ No

3.4 Was there any work overload during this period and how did it affect your performance? Yes/ No

3.5 How did you deal with the situation has it affect your performance?

3.6 How would you rate your performance?

Excellent	Fair	Needs improvement	Poor
1	2	3	4

3.7 How many hours were you working each day?

10 HOURS	8 HOURS	5 HOURS	± 3 HOURS
1	2	3	4

3.8 How was the employer-employee relationship and communication during the event?.....

3.9 How did the management contribute to employee morale?

4. SERVICE IMPROVEMENTS

4.1 Did your department experience any challenges during the event? If yes please explain?

4.2 How would you rate the overall working conditions in your working environment?

Excellent	Fair	Needs improvement	Poor
1	2	3	4

4.3 How would you rate the employee involvement and participation regarding the event?

Excellent	Fair	Needs improvement	Poor
1	2	3	4

**4.4 Do you think your municipality needs improvement with regard to mega-events?
Yes/No. If yes indicate how**

.....

4.5 Is there any suggestion(s) for improved productivity during mega events in future?

.....

Thank you

APPENDIX 5
COMMUNITY QUESTIONNAIRE

Good day / evening.

My name is **Ms Anna Xoyane**, and I am a student (Master Degree in Development and Management) at the North-West University (Vaal Triangle Campus). The survey looks at the aftermath of the FIFA 2010 World Cup at SDM, further the study looks at the institutional arrangements in place at SDM. The survey findings will be used for the improvement of the relationship between the local government and citizens and public services as well, for future mega events. The findings of this survey will be used for academic purpose only. Your names will be confidential.

SECTION A

Please tick (x) for the answer(s) below.

1 PERSONAL DATA

1.1 Indicate your gender category.

MUNICIPALITY (ELM, LLM, MLM)	Female	Male
	1	2

1.2 Indicate your category below.

Youth	Elderly	Disabled	Unemployed	Employed
1	2	3	4	5

1.3. How old are you?

18-24	25-31	32-37	38-44	45-52	53-65	66 and over
1	2	3	4	5	6	7

1.4. Do you have a valid Identity Document? Yes/ No

1.5 What is your marital status?

Single	Married	Divorced	Widow	Never married
1	2	3	4	5

2. EDUCATION

What is your highest level of education?

Never attended	Primary	JC/ Std 8/ grade 10/11	Matric/ Grade 12	Certificate	FET	Diploma	University degree	Post Graduate
1	2	3	4	5	6	7	8	9

3. EMPLOYMENT

What is your employment status?

Employment status	Employed	Self-Employed	Not Employed
	1	2	3

SECTION B

4. SERVICES

4.1 Have you benefitted from these services during the FIFA 2010 World Cup?

Have you benefitted from these services during the FIFA 2010 World Cup?		Yes	No	Do Not Use The Service
a	Community development			
b	Electricity			
c	Environment protection (cleaning of streets, landfills/ duping zones)			
d	Health			
e	Residential refuse removal			
f	Roads			
g	Sanitation			
h	Water			

4.2 Were you assured of effective service delivery during the event? Yes/ No

4.3 Was there interruptions of services during the event? Yes/ No

4.4 Kindly indicate the level of service delivery during the event:		Better	The Same	Worse
a	Community development			
b	Electricity			
c	Environment protection (cleaning of streets, landfills/ duping zones)			
d	Health			
e	Residential refuse removal			
f	Roads			
g	Sanitation			
h	Water			

5. GOVERNANCE AND PARTICIPATION

Public awareness

5.1 Were you aware of the FIFA 2010 World Cup event in your local municipality? Yes/ No

5.1.1 If yes, indicate the source of information for this event:

National Media	Provincial Media	Local Media	Church	Self Knowledge	Local government
1	2	3	4	5	6

5.2 In your Ward, were there invitations to community meetings, towards the planning of the event? Yes/ No

5.3 Were you encouraged to attend the FIFA 2010 meeting(s)/gathering(s)? Yes/ No

5.4 How many times have you participated in community meetings/ gatherings organized by local authority council		Never	1-3 times	4 or more times
a	Information sharing for the event			
b	Ward committee meeting			
c	Municipal council meeting			
d	2010 Road shows			

5.5 Do you think the community meeting(s)/gathering(s) were useful during the event?

Y/N

5.5.1 If yes, please elaborate:

5.5.2 If no, please elaborate:

6. ACCESS TO VENUES

6.1 Where did you view the games scheduled for the events?	Own House	Neighbour's House	Stadium	Fan Park	Work
	1	2	3	4	5

6.1.1 If the answer is 1 or 2, state why did you choose to view the game in these premises?

6.1.2 If the answer is 3 or 4 or 5 state why did you choose to view the game in these premises?

6.1.3 If the answer is 3 or 4 or 5, was the venue(s) dedicated for the event accessible?

Yes=1, No=2

6.1.4 If the answer is 3 or 4 or 5, indicate how you reached the venue dedicated for the event:		Yes	No	Did not use the transport
a	Bus (provided by the Local municipality)			
b	Own car			
c	Taxi (own cost[s])			
d	Train			
e	Transport			
f	Venue closest to my house			

7. SERVICE IMPROVEMENTS

7.1 Is there any suggestion(s) for improved planning during mega events?

7.2 How would you rate the SDM in relation to service provision?

1=Excellent; 2=Fair; 3=Needs improvement; 4=Poor

Thank you