

CHAPTER 4: IMPACT OF AN INTEGRATED STRATEGIC BUSINESS PROCESS MANAGEMENT ON IMPROVED SERVICE DELIVERY IN SEDIBENG DISTRICT MUNICIPALITY

4.1 INTRODUCTION

The aim of this chapter is to validate postulations made in earlier chapters. It is also aimed to extenuate the research study with practical contributions by the political leadership, administrative leadership as well as the public herein referred to as citizens and or customers.

Although Total Quality Management (TQM) is a management philosophy (governed by policies, processes, procedures, systems and methods), it delivers both abstract and concrete results in the manner it manifests itself in a practical field and therefore it is not enough to use literature, but also other methods. This philosophy has to be tested irrespective of whether it currently exists in the municipality or not. The use of other methods can assist to create a better perspective of what has to be achieved. These methods are aimed at collecting factual and qualitative information. Once the information has been collected the information has to be analysed based on the questionnaires returned and the observations made on the data received. Interviews carried out will be captured in a qualitative report with a summary and conclusions on the key issues emerging from the surveys conducted (Carmichael et al, 1997).

4.2 METHOD OF COLLATING INFORMATION

Method of collating information involves the collection of factual and qualitative information. Gathering of factual information requires questionnaires structured with the aid of the study leader and the Executive Mayor. A survey of this nature has to carry the consent of the Executive Mayor and the Municipal Manager since it requires the involvement of both internal as well as external stakeholders and concentrate on the organization. In the case of gathering qualitative information methods such as semi-structured interviews and information sessions in the form of workshops are convened. Information collated has to respond to the research questions and meet the research objectives.

4.2.1 Target audience

The scope of the survey is aimed at targeting parties within the municipality such as the Executive Mayor, Members of Mayoral Committee, senior management including the Municipal Manager, Executive Directors and directors, middle Managers of the Sedibeng District Municipality. Involved also are external parties in

the form of key stakeholders such as organised business e.g. National African Federated Chamber of Commerce (NAFCOC), Chambers of Commerce, organised labour e.g. Congress of South African Trade Union (COSATU), civil society, state owned enterprises e.g. Telkom, Eskom, Randwater, Post Office, tertiary institutions such as North-West University, Vaal University of Technology (VUT), Municipal Managers of local municipalities, representatives of other spheres of government as well as service providers.

Criteria for selecting the parties alluded to earlier on are based on, firstly the decision makers in the municipality led by the Executive Mayor who is at the center of governance with executive powers to manage the municipality as a whole geographically. The Executive Mayor has an overall strategic and political responsibility. Leadership within the municipality is vested with the Executive Mayor and Mayoral Committee appointed by the Executive Mayor. The Municipal Manager is the head of the administration, the accounting officer and is assisted by Section 57 employees herein referred to as the Executive Directors (responsible for managing clusters within the municipality). Section 57 of the *Municipal Systems Act, 2000* (Act No. 32 of 2000) outlines the necessity of an employment contract that ensures performance and continuous improvement in local government for the Municipal Manager and those managers directly accountable to the Municipal Manager. Executive Directors are responsible for managing clusters (composition of various departments for effective and efficient management purpose) supported by directors who are responsible for specific disciplines within the clusters.

Stakeholders were approached for their cooperation in the survey through letters to all the relevant parties for their permission to conduct a survey and explaining the purpose of the survey see Figure 4.1 below for a sample survey letter. These letters were dispatched prior to the survey being conducted, responses were either to be verbally or written.

Figure 4.1: Sample letter for survey

<name> <title> <company/organisation> <address> <postal code> Attention to: _____ Re. Survey for Research on the implementation of Total Quality Management (TQM in Sedibeng District Municipality I am currently conducting a research on the level of Total Quality Management at Maters Degree level in the form of a mini-dissertation on the implementation of TQM in Sedibeng District Municipality.

Prior to conducting a partial survey in the form of questionnaires, interviews and information sessions in the form of workshops, it is prudent to acquire your permission for such a survey to be conducted. The survey involves the following activities and interested parties and organisations:

- Semi-structured interviews with the political leadership (i.e. Executive Mayor, Members of Mayoral Committee); senior management including the Municipal Manager, Executive Directors, Middle Managers of the Sedibeng District Municipality as well as key stakeholders such as organised business e.g. National African Federated Chamber of Commerce (NAFCOC), Chambers of Commerce, organised labour e.g. Congress of South Africa Trade Union (COSATU), civil society, state owned enterprises e.g. Telkom, Eskom, Randwater, Post Office, tertiary institutions such as North-West University, Vaal University of Technology (VUT), Municipal Managers of local municipalities, representatives of other spheres of government as well as service providers. Where possible, interviews to be conducted will be directed more at officials at the first three levels of the municipality's organizational structure in order to obtain information on current business practices as well as current information on standards in service delivery.
- Such questionnaire will be structured with the aid of study leader and the Executive Mayor.
- This is further complemented by conducting information sessions in the form of workshops; the objective of the workshop is to present the TQM concept and to receive inputs from stakeholders linked to the IDP representative forum. The following outcomes are anticipated:
 - An in-depth understanding of the current business process within each business area
 - Objectives of each process to goals of functional areas to Key Performance Indicators (KPI's)
 - A matrix of key business process and their linked activities in each functional area
 - Highlight inefficiencies in the current business process
 - Mapping new process and eliminate dysfunctional and redundant business process
 - A project plan with deliverables, timeframes and outcomes for each business unit in relation to the detail implementation of the Integrated Development Plan of the Sedibeng District Municipality
 - Strategic objectives of the municipality
 - Synchronised business process integrations
 - Identification of service delivery standards

The questionnaire is designed in a simple way and requires either a brief response or a tick yes/no type of answer. You are free to submit any comment you wish on the question itself.

I would like to assure you that all responses given will be treated as STRICTLY CONFIDENTIAL and used for research purposes only. For further clarification please feel free to contact me. Your permission in allowing me to access all the relevant parties both in the municipality and outside of the municipality for me to complete the survey for the successful completion of my research will be highly appreciated.

I am thanking you for your kind cooperation.

Yours sincerely,

.....
Mr. Jefferey Rodney Rademeyer
Masters Student: North-West University
Vanderbijlpark Campus

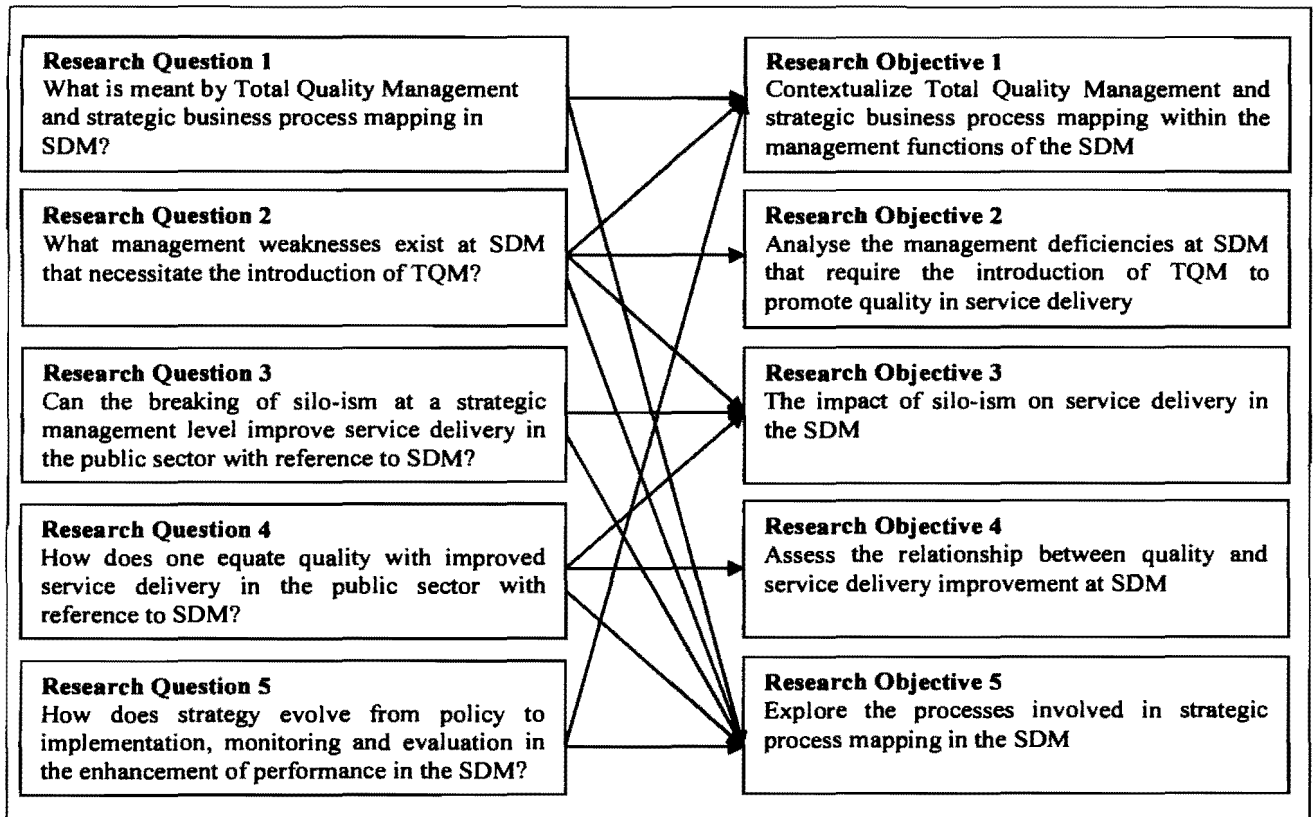
Source: Own information

4.2.2 Design of questionnaires

The following is an illustration of how the research questions contribute to assessing the propensity of TQM amongst key role players and stakeholders towards improved service delivery in Sedibeng District Municipality. This can only be achieved by an analysis of current business process management in Sedibeng

District Municipality. Questionnaires were designed in such a manner that they address the scope as contained in the research questions and objectives of the research (See Figure 4.2).

Figure 4.2: Relationship between research questions and research objectives



Note: A dotted arrow shows the connection between the research questions and the research objectives. A dotted arrow symbolizes a somewhat weaker connection. The other arrows show the connection between the research questions and the research objectives.

Source: Own information

Questionnaires form the basis for collating information and were used by stakeholders to complete as well as for conducting interviews. Information sessions in the form of workshops were conducted using questionnaires. These questionnaires were forwarded to stakeholders via the electronic mailing system commonly known as email, or sent via facsimile or hand delivered. The purpose and objective of the questionnaires were clearly explained in order to improve the quality of the responses and to avoid any form of ambiguity. Questionnaires should be in simple language, the use of common concepts, they should be in manageable tasks and finally they have to cover widespread information. Completion of questionnaires require either a brief response or to tick off the boxes (Yusof, 2003).

Where possible, interviews to be conducted were directed more at officials at the first three levels of the municipality's organizational structure in order to obtain information on current business practices as well as current information on standards in service delivery.

4.2.3 Typical questionnaires for distribution

The following questionnaire was applicable to the Executive Mayor, Members of Mayoral Committee, senior management including the Municipal Manager and Executive Directors:

Table 4.1: Open format questions

Research Questions		Response
1	What is meant by Total Quality Management (TQM) and strategic business process mapping in SDM?	
2	What are the main strategic business processes that constitute the work of the municipality?	
3	How do these processes interact in the municipality's own business system?	
4	What process flaws are creating systematic problems?	
5	Evaluate which activities add value for citizens.	
6	What management weaknesses exist at SDM that necessitate the introduction of TQM?	
7	How can TQM contribute towards overcoming those weaknesses?	
8	Can the breaking of silo-ism at a strategic management level improve service delivery in the public sector with reference to SDM?	
9	Examples of silo-ism and its negative impact on service delivery in Sedibeng District Municipality?	
10	How does the municipality overcome silo-ism?	
11	What is your understanding of silo-ism?	
12	Has there been any progress made to overcome silo-ism?	
13	How does quality equate with improved service delivery in the public sector with reference to SDM?	
14	How can workflows be streamlined and improved?	
15	Identify processes that need to be redesigned and/or areas that need to be restructured.	
16	How does strategy evolve from policy to implementation, monitoring and evaluation in the enhancement of performance in the SDM?	
17	How can improved efficiency and customer satisfaction be achieved?	
18	What do you understand by business process re-engineering?	

Source: Own information

Table 4.2: Open format questions

Research Questions		Response	
		Yes	No
1	Does the municipality subscribe to business/organizational excellence?		
2	Is the organizational strategic plan inclusive of a vision, mission, strategic objectives and a new value system?		
3	Does the organization embrace the Batho Pele principles?		
4	Do the key organizational elements exist in Sedibeng District Municipality?		
5	Do the key management functions and issues exist in Sedibeng District Municipality?		

Source: Own information

The next questionnaire was applicable to the Directors and Managers in the Sedibeng District Municipality?

Table 4.3: Open format questions

Research Questions		Response
1	Who is the customer? (Who receives the output from the process?). This might be an internal customer, within another area of the same local government, or an external customer such as a citizen who is receiving a service	
2	What are the main inputs to the process? (for example, information, legal requirements, national and/or regional government policies, materials, energy, human and financial resources)	
3	What are the desired outputs? (for example, what are the characteristics of the service to be provided?)	
4	What controls are needed to verify the process performance and/or results?	

Source: Own information

Questionnaires for Municipal Managers of Local Municipalities as well as stakeholders were as follow:

Table 4.4: Open format questions

Research Questions		Response
1	How does 'quality' equate with improved service delivery in the public sector with reference to SDM?	
2	What is your understanding of 'quality'?	
3	What is your understanding of TQM?	
4	How can TQM contribute towards improved service delivery in Sedibeng District Municipality?	
5	How can an improved efficiency and customer satisfaction be achieved?	
6	Does TQM apply only to the private sector and can it also apply to the public sector?	
7	How does an organization embrace the philosophy of TQM?	
8	Who are Sedibeng District Municipality's customers?	
9	Please explain business process re-engineering in your own words?	

Source: Own information

Table 4.5: Closed format questions

Research Questions		Response	
		Yes	No
1	Are you familiar with the concept of TQM?		
2	Do you find TQM useful and value for money?		
3	Can TQM contribute towards improved service delivery in Sedibeng District Municipality?		
4	Would you recommend Sedibeng District Municipality to introduce TQM?		
5	Business Process Re-engineering (BPR) is a way to improve customer service and to break functional silos? (He, 2005)		
7	BPR is a management technique? (He, 2005)		
8	BPR is a prerequisite towards information integration? (He, 2005)		
9	BPR is useful if it can be implemented with firm objectives? (He, 2005)		
10	BPR facilitates communication and improves information sharing? (He, 2005)		
11	BPR enforces competitiveness? (He, 2005)		
12	BPR helps improve productivity and reduce costs? (He, 2005)		
13	BPR enhances corporate strategy? (He, 2005)		

Source: Own information

4.2.4 Design of information session/workshop

As referred to earlier on, an information session in the form of a workshop was anticipated with the Executive Mayors as well as the Members of the Mayoral Committee. The purpose of a well constructed session was to improve the quality outcomes of the survey. Below has been the outline for the session:

- Arrange an information session with selected participants in the research
- Send out invitations to participants
- Prepare an agenda for the information session
- Study leader to act as facilitator of the information session
- Study leader outline the objective of the information session
- Present the objectives of the research
- Present the research questions
- Allow for general input on the objectives and research questions in the form of clarity seeking questions and open for a short discussion
- Distribute questionnaires to everybody present

- Allow participants to complete questionnaires in the session

The objective of the workshop was to present the TQM concept and to receive inputs from stakeholders linked to the IDP Representative Forum. The following outcomes were anticipated:

- An in-depth understanding of the current business process within each business area
- Objectives of each process to goals of functional areas to Key Performance Indicators (KPI's)
- A matrix of key business process and their linked activities in each functional area
- Highlight inefficiencies in the current business process
- Mapping new process and eliminate dysfunctional and redundant business process
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- Identification of service delivery standards

4.3 ANALYSIS OF EMPIRICAL RESEARCH DATA

The empirical research data were analyzed differently focusing on the leadership's readiness in implementing TQM, as well as the readiness of the senior management team and the middle management team's readiness in implementing TQM in Sedibeng District Municipality. This was followed by analyzing the research data received from the various stakeholders.

4.3.1 TQM Survey Questionnaires distributed

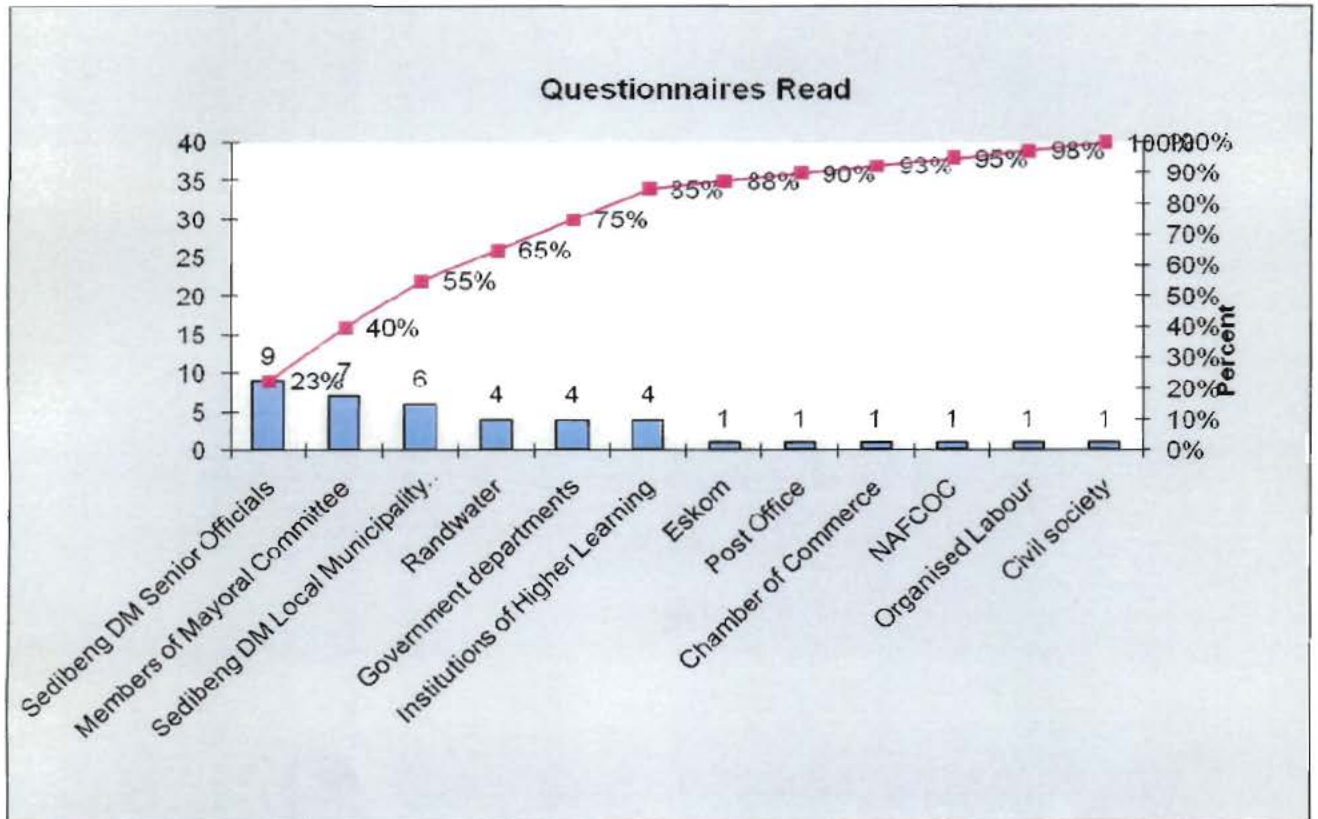
A total number of forty four (44) questionnaires were distributed in the form of emails and faxes to role players identified in the survey. Of the total number of questionnaires distributed, forty (40) were received and read, ten (10) responded to and thirty (30) did not responded to. Below is a breakdown of all the questionnaires read, responded and not responded to by the various role players:

Table 4.6: Role Players who participated in the TQM Survey Questionnaires

Role Players	Read	%	Responded to	%	Not Responded to	%
Sedibeng District Municipality Members of Mayoral Committee	7	17%	3	30%	4	14%
Sedibeng District Municipality Senior Officials	9	23%	2	20%	7	23%
Sedibeng District Municipality Local Municipality Officials	6	15%	0	0%	6	20%
Randwater	4	10%	1	10%	3	10%
Eskom	1	2.5%	0	0%	1	3%
Government Departments	4	10%	1	10%	3	10%
Institutions of Higher Learning	4	10%	1	10%	3	10%
Post Office	1	2.5%	1	10%	0	0%
Chamber of Commerce	1	2.5%	0	0%	1	3%
NAFCOC	1	2.5%	0	0%	1	3%
Organised Labour	1	2.5%	0	0%	1	3%
Civil Society	1	2.5%	1	10%	0	0%
Total	40	100%	10	100%	30	99%

Source: Own information

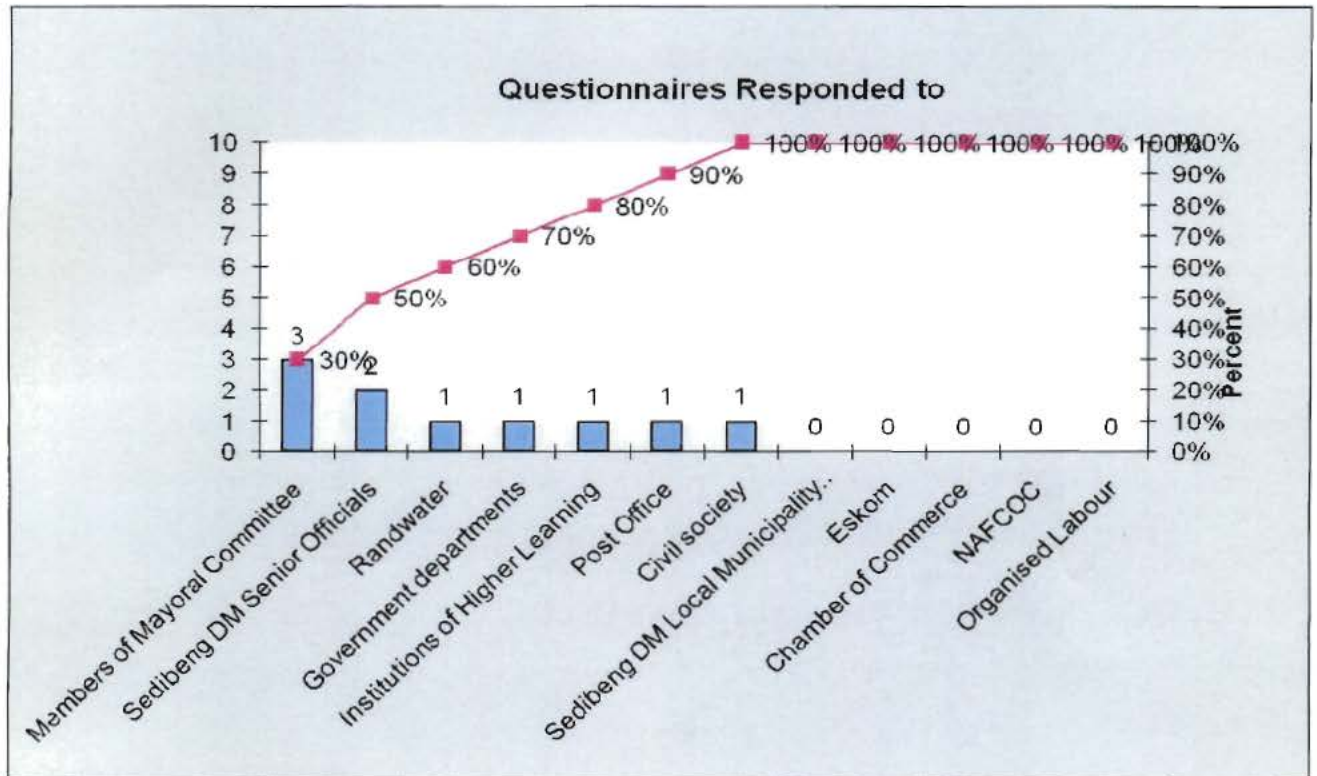
Figure 4.3: Role Players who participated in Survey and read the questionnaires



Source: Own information

The Y-Axis of the above Pareto-diagram illustrates both the number of questionnaires read as well as the percentage questionnaires read with a cumulative line of the percentage questionnaires read adding up to hundred percent (100%). The X-Axis illustrates the role players in the survey.

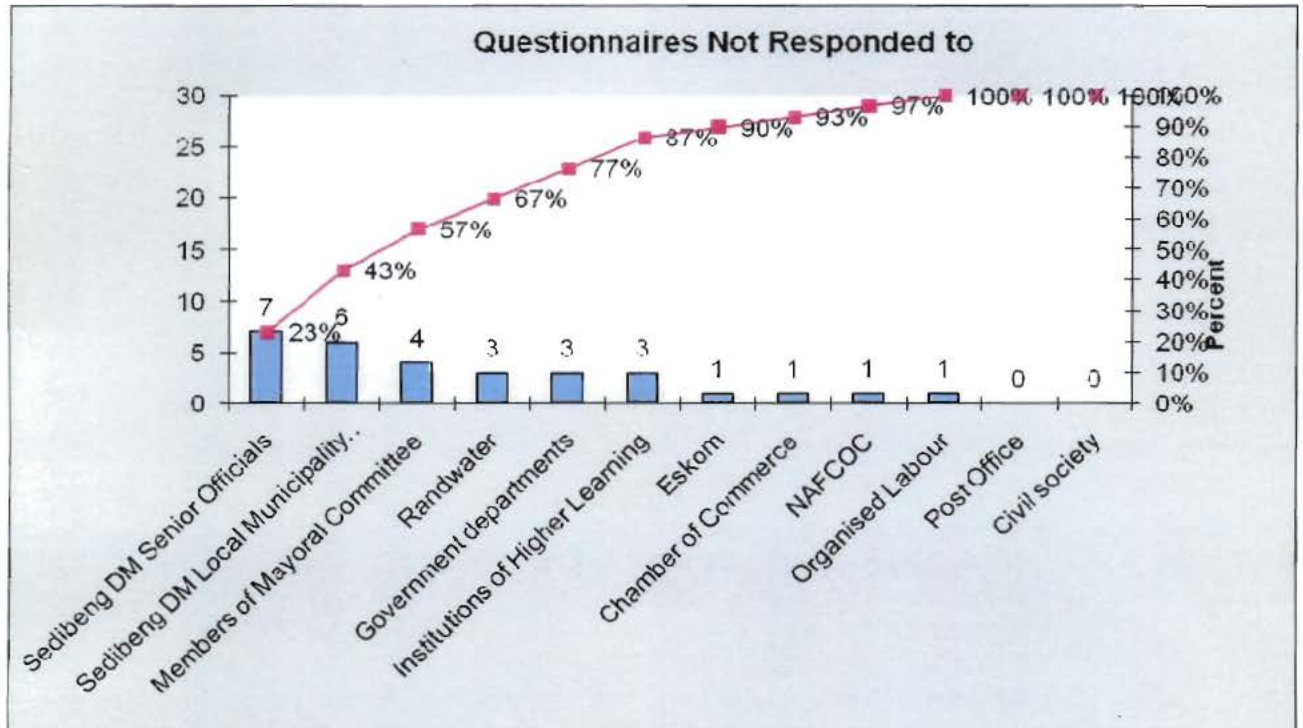
Figure 4.4: Role Players who participated in Survey and responded to the questionnaires



Source: Own information

The Y-Axis of the above Pareto-diagram illustrates both the number of questionnaires read as well as the percentage questionnaires read with a cumulative line of the percentage questionnaires responded to adding up to hundred percent (100%). The X-Axis illustrates the role players in the survey.

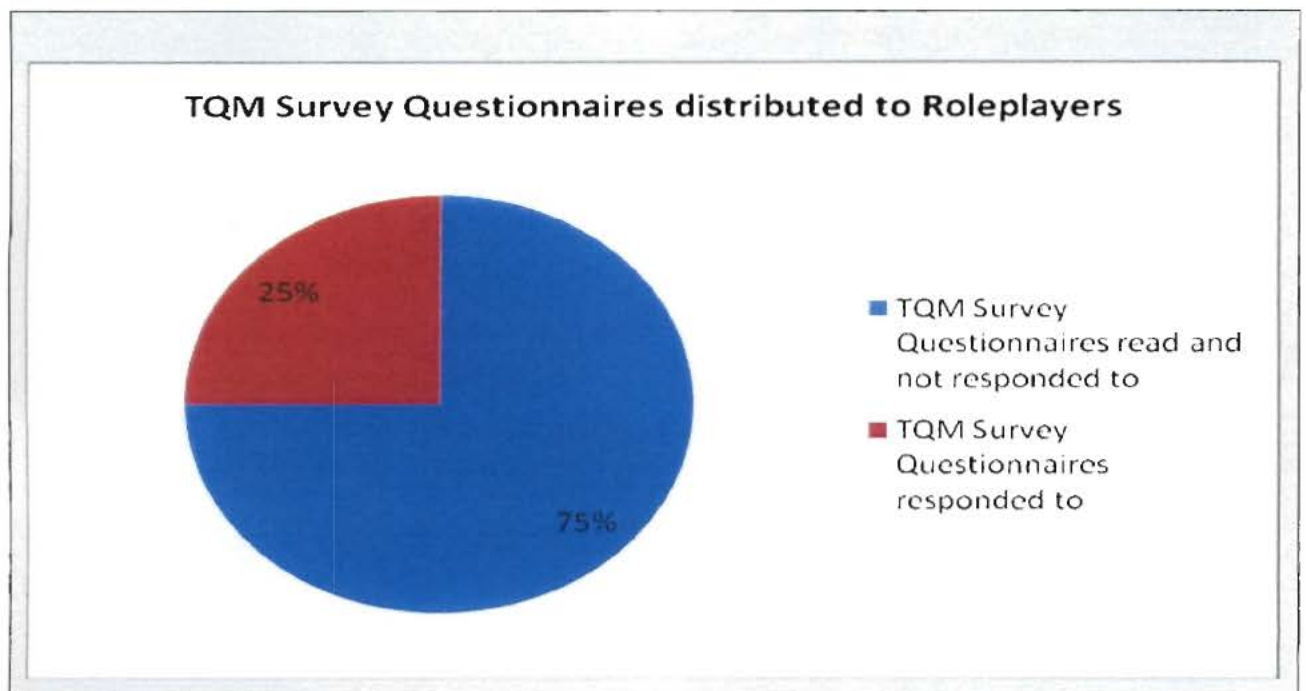
Figure 4.5: Role Players who participated in the Survey and questions not responded to



Source: Own information

The Y-Axis of the above Pareto-diagram illustrates both the number of questionnaires read as well as the percentage questionnaires read with a cumulative line of the percentage questionnaires not responded to adding up to hundred percent (100%). The X-Axis illustrates the role players in the survey.

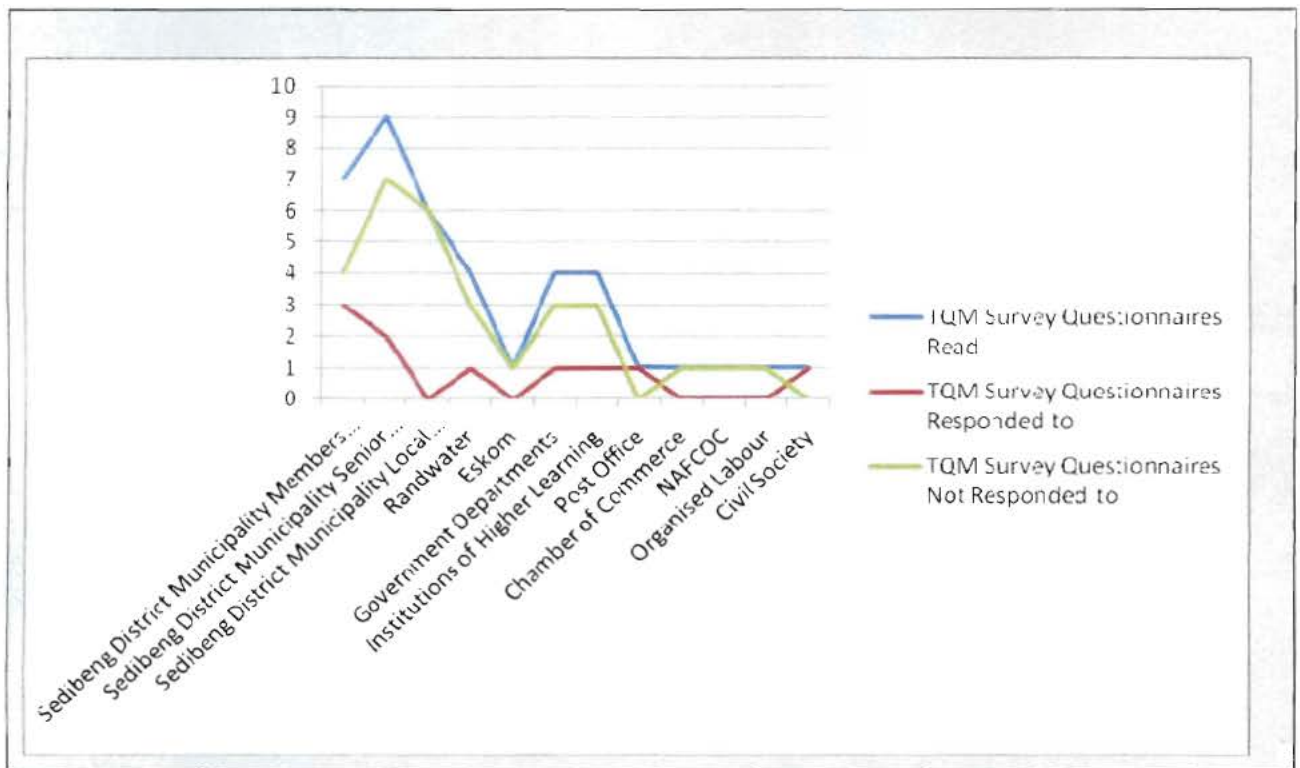
Figure 4.6: TQM Survey Questionnaires distributed to Roleplayers



Source: Own information

According to Figure 4.6 above, of all the questionnaires distributed to roleplayers, 75% of the questionnaires were not responded to whereas 25% of the questionnaires distributed were responded to.

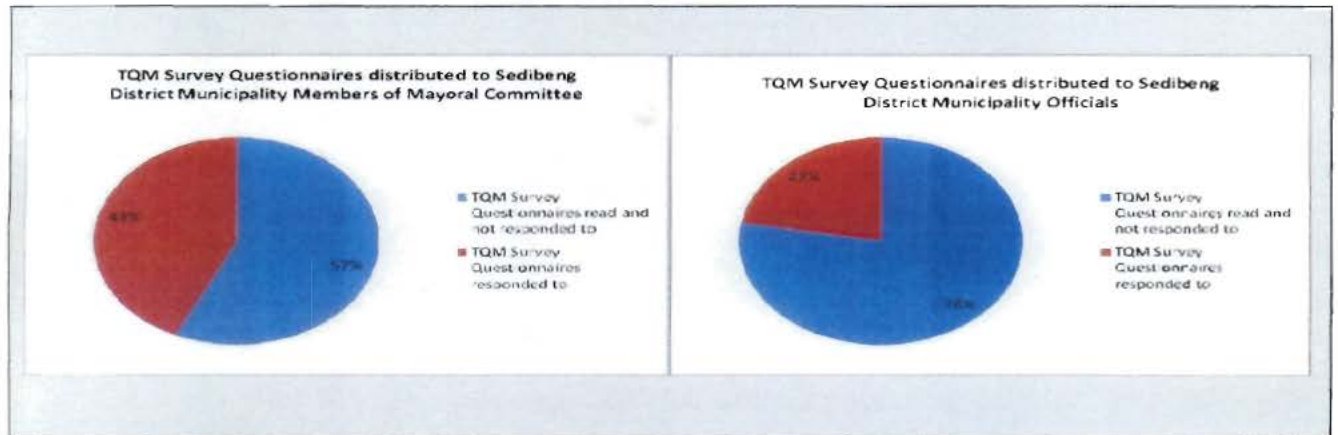
Figure 4.7: Role players who participated in the survey



Source: Own information

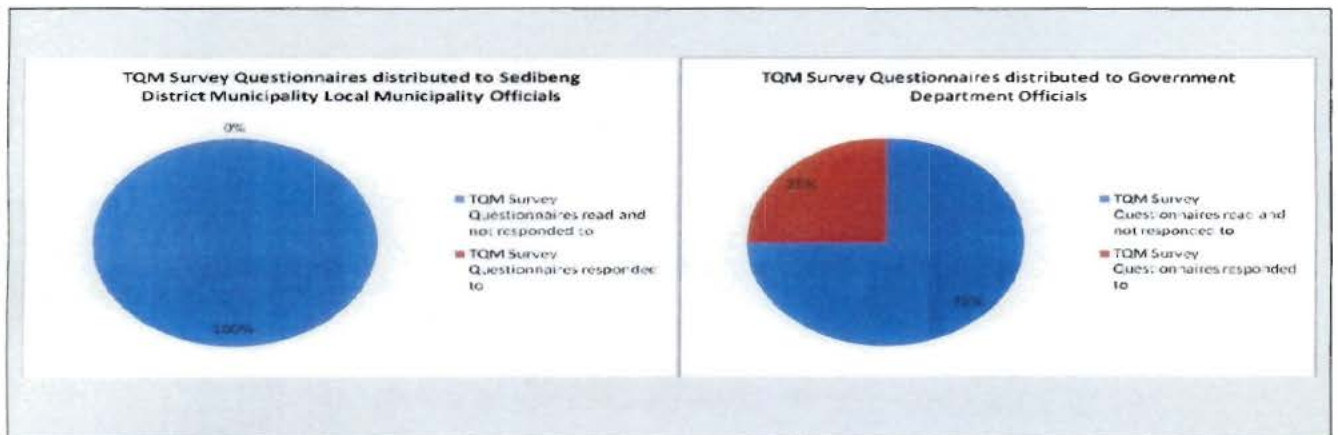
Figure 4.7 above illustrates all the role players who participated in the survey all the role players who read the questionnaires, those who responded to the questionnaires and those who did not respond to the questionnaires. Below are the individual responses from various role players:

Figure 4.8: Internal role players who participated in the Survey



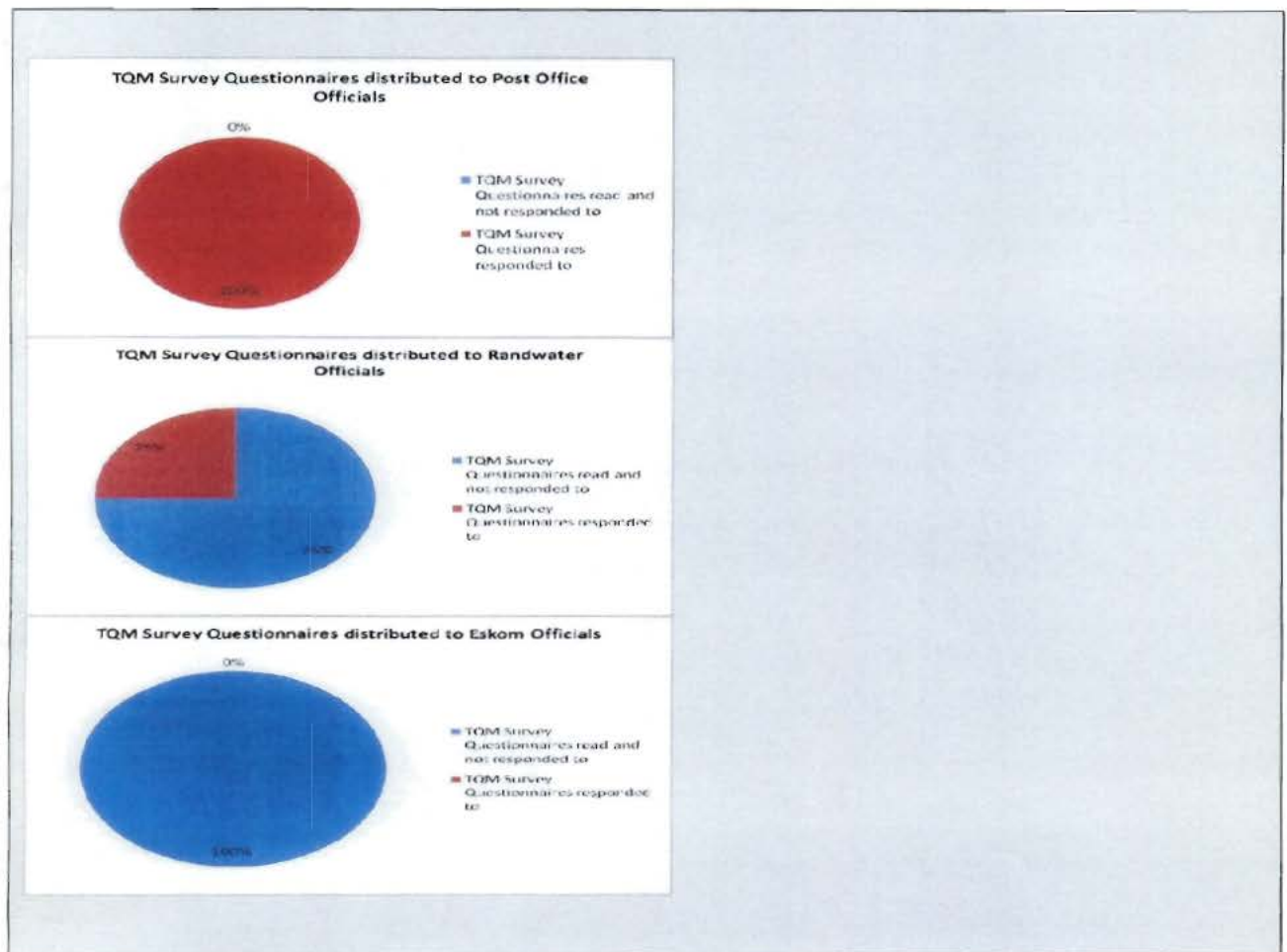
Source: Own information

Figure 4.9: Other Spheres of Government Role Players



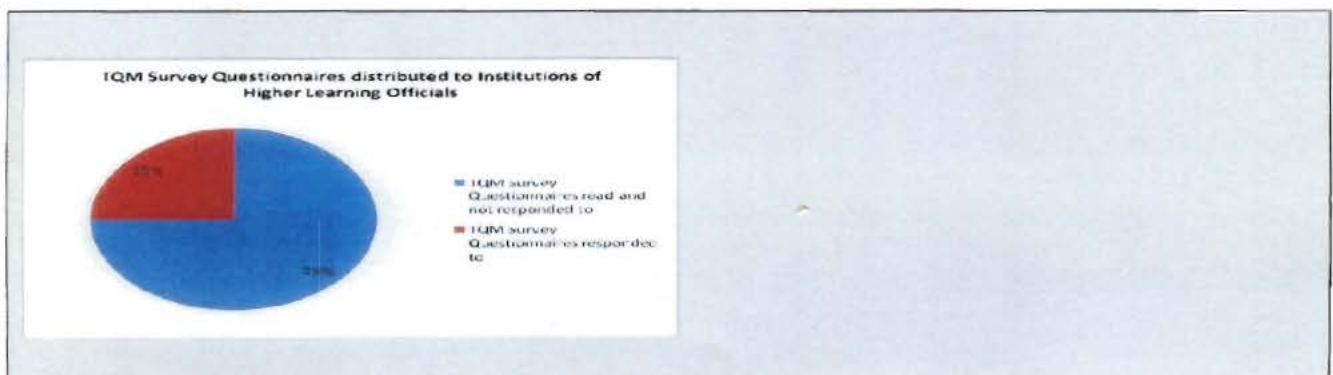
Source: Own information

Figure 4.10: State Owned Enterprises Role Players



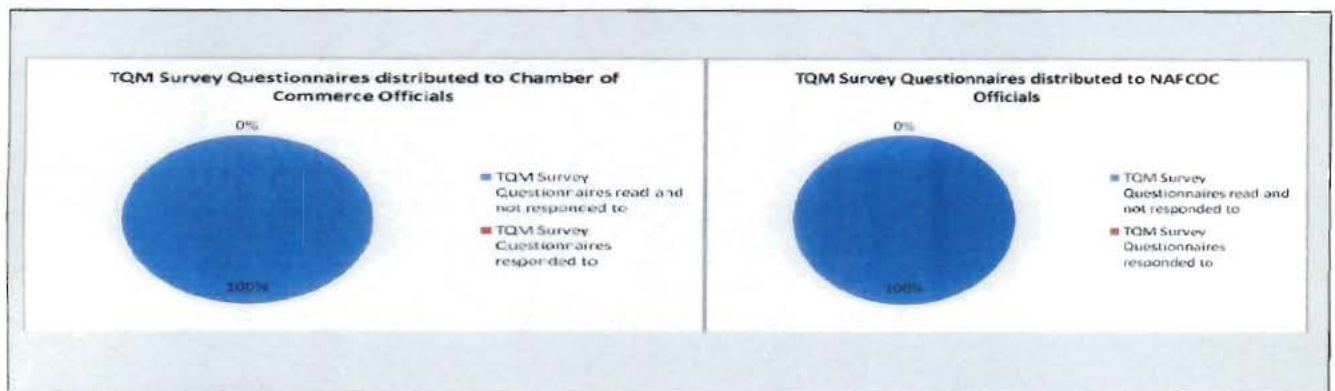
Source: Own information

Figure 4.11: Institutions of Higher Learning Role Players



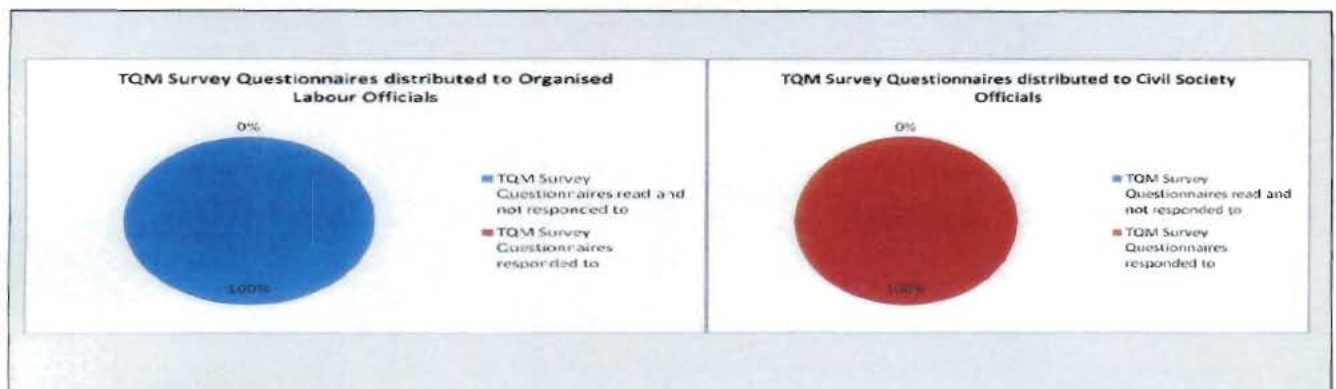
Source: Own information

Figure 4.12: Business Associations Role Players



Source: Own information

Figure 4.13: Organised Labour and Civil Society Role Players



Source: Own information

4.3.2 Responses from questionnaires

Returned questionnaires were factually analyzed based on the responses and observations on the data received. The first step in analyzing was to concentrate on the political leadership as TQM is a management philosophy that has to be embraced by the political as well as administrative leadership. According to an assessment done by Lameei (2005), on the implementation of TQM in the Islamic Republic of Iran's healthcare system based on the readiness of the organization to implement TQM, the following criteria i.e. implementation phases and their expected outputs applied.

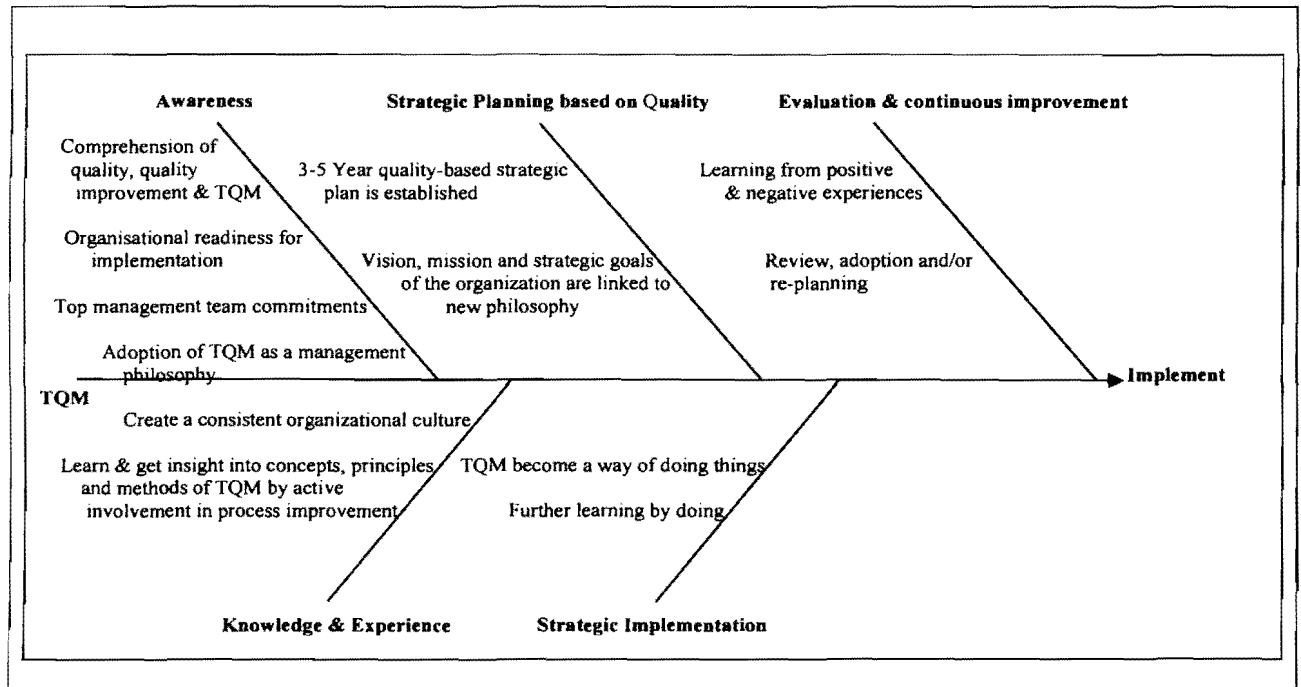
Table 4.7: Implementation phases and their expected outputs

Implementation stage	Output
Awareness	• Comprehension of quality, quality improvement & TQM • Top management team commitments • Adoption of TQM as a management philosophy • Organizational readiness for implementation.
Knowledge & experience	• Managers and employees learn and get insight into concepts, principles and methods of TQM by active involvement in process improvement. • A consistent organizational culture is created.
Strategic planning based on quality	• A 3 to 5 year quality-based strategic plan is established. • Vision, mission and strategic goals of the organization are linked to new philosophy.
Strategic implementation	• Further learning by doing • TQM becomes a way of doing things
Evaluation and continuous improvement	• Learning from positive & negative experiences • Review, adoption and/or replanning

Source: Lameei, 2005

The application of total quality management in enhancing service delivery at Sedibeng District Municipality can be modeled on the implementation phases and their expected outputs as illustrated by Lameei (2005) in Table 4.7. This model is best illustrated in the form of a cause and effect diagram (fishbone) chart below:

Figure 4.14: Implement TQM (Cause and Effect diagram)



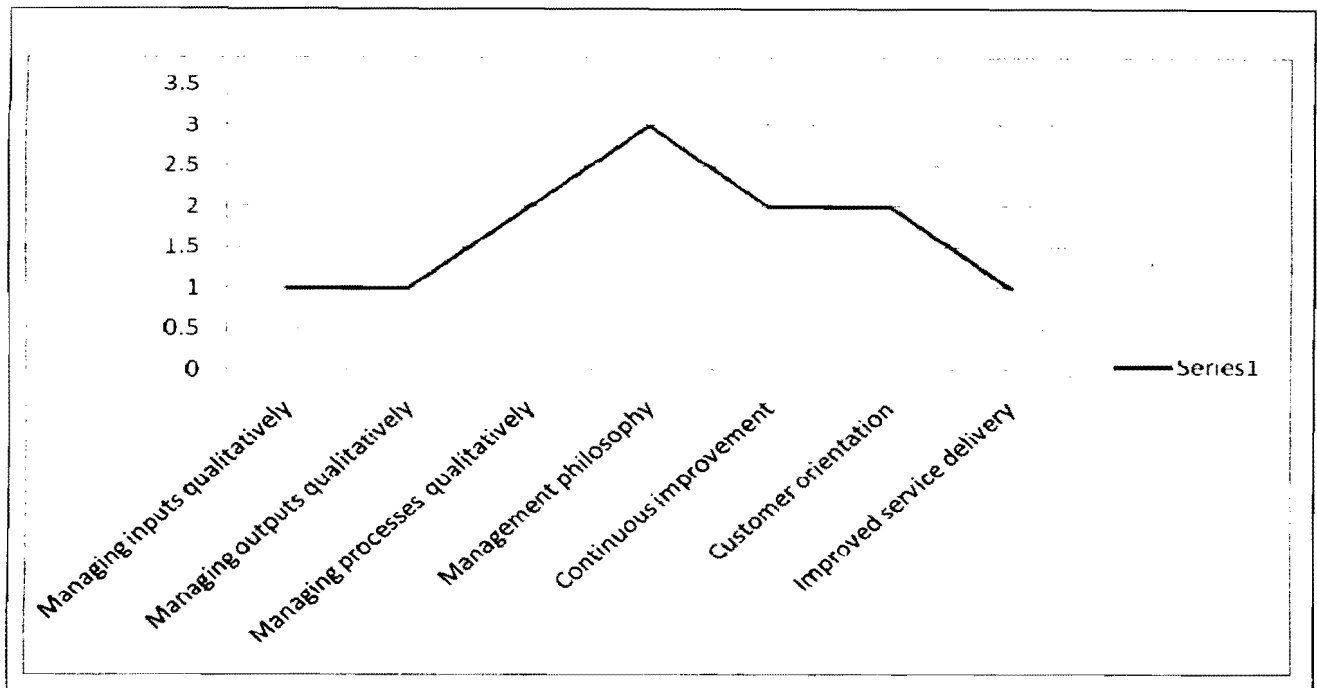
Source: Own information

4.4 ASSESSMENT OF TQM SURVEY QUESTIONNAIRES

4.4.1 TQM Awareness

This assessment is aimed at determining the general understanding of the internal role players with regard to TQM, as well as the understanding of external role players and whether the municipality can benefit from the introduction of TQM. Eleven (11) of the respondents demonstrated a profound awareness of TQM, quality and quality improvement and clearly showed top management commitment which were evident from the three (3) responses received from members of the mayoral committee. According to the responses received, top management is ready to embrace TQM as a management philosophy. According to the eleven (11) responses received, the organisation is ready to implement TQM. Responses received from top management (members of the mayoral committee in particular) are depicted in the chart below with most of the participants responding that TQM is a management philosophy followed by continuous improvement and customer focus as well as managing processes qualitatively.

Figure 4.15: Line Chart



Source: Own information

4.4.2 Knowledge and experience

Managers and employees are not actively involved in process improvement, and therefore lack experience into learning and getting insight into concepts, principles and methods of TQM. Knowledge displayed is based on general comprehension of TQM displayed in the responses received. A consistent organizational culture is created based on change management principles in the form of care and growth as well as the adoption of the *Batho Pele* principles by the municipality.

The majority of participants demonstrated a profound sense of knowledge to the process approach and how it fits into the system of the municipality as an organization. The four (4) main categories of local government processes were not accurately understood as the support process is mistakenly understood as core processes and that not all the core processes are mentioned such as budget and PMS. The relevance of experience is overriding knowledge hence these types of responses. Coordination was identified as one of the management processes that had not been successfully scented by the district vice versa the local municipality. The powers and functions of district municipality and that of the local municipality have some elements of concurrency which leave them in some areas grey and undefined and as a result lead to duplication. All the participants in

their responses displayed adequate knowledge of business process reengineering with the emphasis on redesign, restructuring, improvement and changing processes.

The participants' understanding of organisational culture was tested. Of the responses received from participants, 33.7% believed that the municipality subscribes to business organisational excellence whereas another 33.7% believe that the municipality does not subscribe to business/organisational excellence. Mixed responses were received from participants with regard to the municipality subscribing to business/organisational excellence. Equally so with regard to whether the municipality embraces the *Batho Pele* principles, the responses were identical to that of business/organisational excellence.

4.4.3 Strategic planning based on quality

Sedibeng District Municipality has developed a long term vision namely Vaal 21 which derives from the municipality's Growth and Development Strategy (GDS). The GDS and Vaal 21 are generic strategic plans and is broken down into five (5) year strategic plans such as the Integrated Development Plan (IDP) and not a quality-based strategic plan. However the tenacity shown by the organisation in becoming a learning organisation provides an ideal platform to deliver a quality-based strategic plan and to align its vision and mission and strategic objectives to the TQM philosophy.

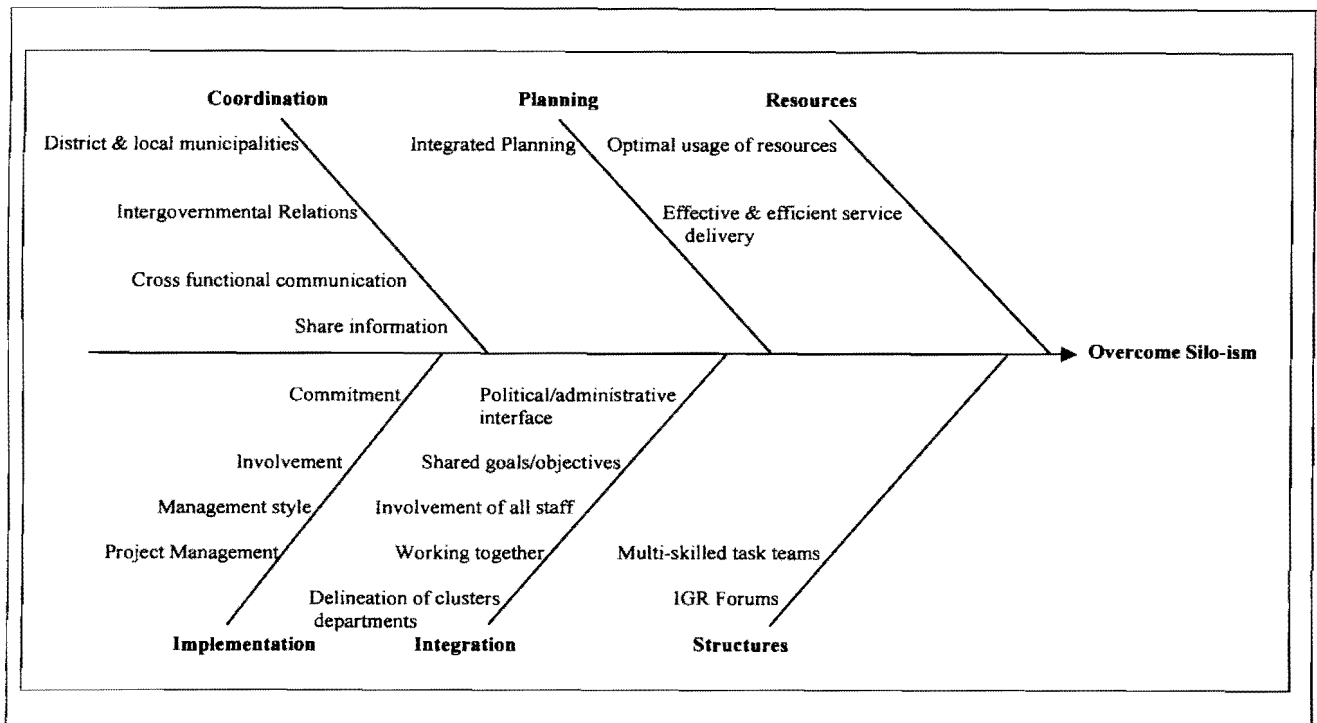
4.4.4 Strategic implementation

With the necessary TQM policies, processes, procedures, systems and methods in place the political and administrative leadership of the municipality including the stakeholders will learn more about the philosophy by doing. Every organization should embrace a culture where TQM becomes a way of life and doing things.

4.4.5 Evaluation and continuous improvement

Evaluation and continuous improvement is about learning from positive and negative experiences and require a continuous review, adoption and/or replanning methodology to be applied. According to the responses received from questionnaires distributed to the participants in the survey, silo-ism can be overcome in the municipality provided the following cause and effect diagram (fishbone chart) can be affected.

Figure 4.16: Overcoming Silo-ism (Cause and effect diagram)



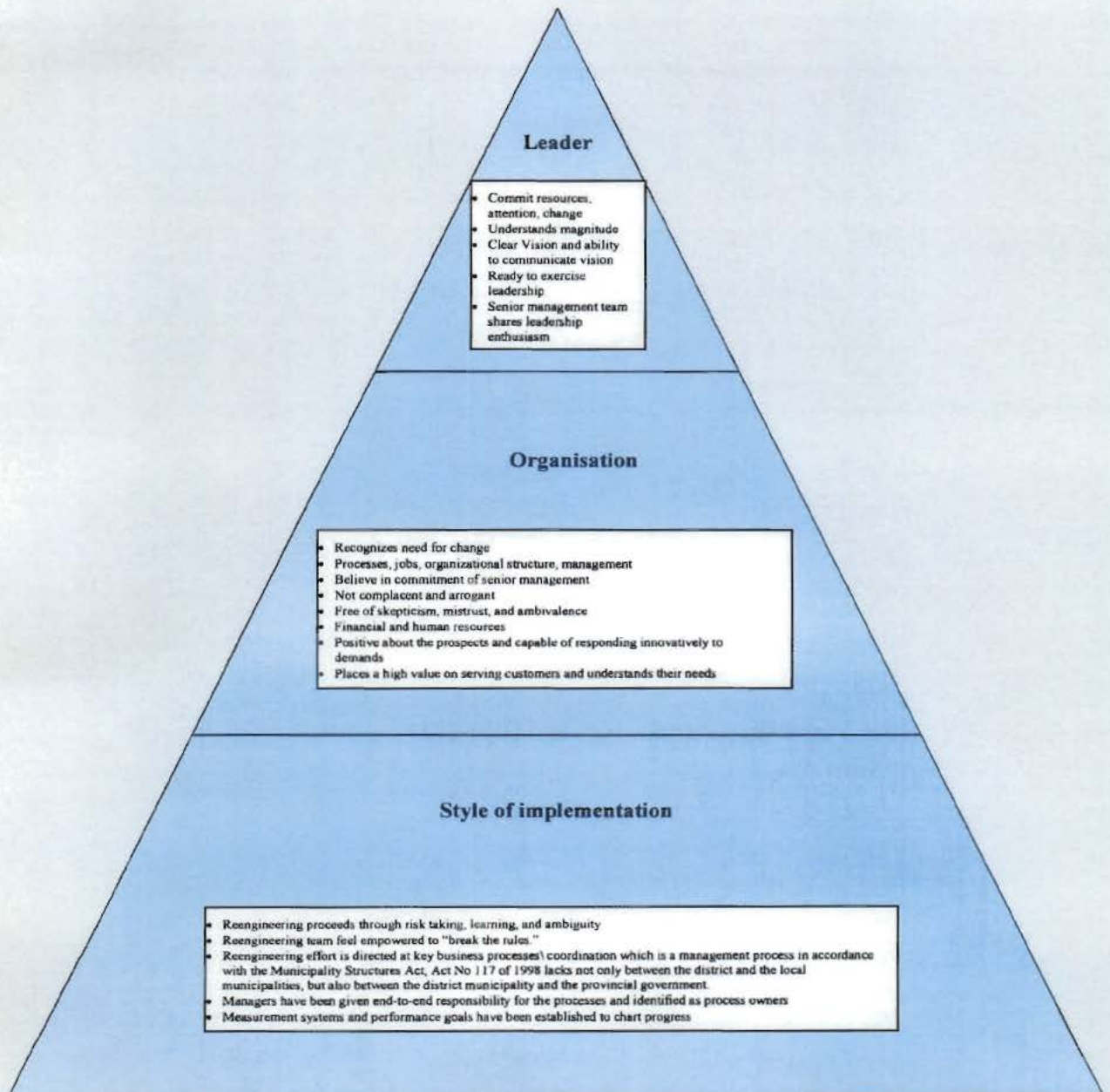
Source: Own information

4.4.6 Business Process Reengineering

The key processes, also herein referred to as the main strategic business processes and/or core processes of Sedibeng District Municipality are: IDP, Budget, SDBIP and PMS as outlined. In chapter three according to survey conducted the IDP and SDBIP have been constituted 66.7% from the responses received from participants. The main strategic business processes can also be interpreted as the core process as mentioned in the process approach of an organisation which represents the system. Though the rest of the participants i.e. 33.3% responded by listing support processes it is acknowledged that the IDP, Budget, SDBIP and PMS constitute the municipality business system. All the participants agree that coordination which is a management process in accordance with the *Municipality Structures Act*, Act No 117 of 1998 lacks not only between the district and the local municipalities, but also between the district municipality and the provincial government. Furthermore the core processes such as the IDP, Budget, SDBIP and Performance Management are not aligned with each other especially the budget.

Below is an organizational chart illustrating a typical organisation based on the key aspects required for reengineering from Hammer and Stanton (1995) and later modified by Schlueter (2000):

Figure 4.17: Readiness for Business Process Reengineering



Source: Own information

Questionnaires on business process re-engineering were distributed to the political and administrative leadership responses for completion to test their understanding. The following is a self assessment diagnostic tool to evaluate the municipality's readiness for business process re-engineering based on the responses received through the questionnaires distributed:

Table 4.8: Are You Ready for Reengineering? A Self-Assessment Diagnostic

ASPECT	QUESTION	SCORE
The Leader –	1. understands the nature and magnitude of the effort.	4
	2. is a senior executive, strongly committed, and has the title and authority necessary to institute fundamental change.	3
	3. has a clear vision and is able to communicate that vision.	4
	4. is ready and able to exercise leadership.	4
	5. is prepared to commit both organizational resources and personal attention.	4
	6. The entire senior management team shares the leader's enthusiasm.	3
MINIMUM SCORE		22
ASPECT	QUESTION	SCORE
The Organization –	7. recognizes the need for fundamental change.	3
	8. understands the results that will impact processes, jobs, organizational structure, management responsibilities, etc.	2
	9. believes that senior management is truly committed to the effort, and that the commitment will be long-lasting.	4
	10. has none of the complacency and arrogance that often follow a sustained period of success.	2
	11. is free of the skepticism, mistrust, and ambivalence that often follows a program of downsizing or restructuring.	2
	12. has the financial and human resources needed.	3
	13. key staff organizations [H/R, Finance, Information Systems, etc.] are all positive about the prospect and capable of innovative response to its demands.	2
	14. experience with TQM, continuous improvement, etc., has created an environment that is receptive to redesign/reengineering.	3
	15. places a high value on serving customers and has a solid understanding of customer needs.	3
MINIMUM SCORE		24
Style of Implementation –	16. The organization is comfortable [or understands] the way in which reengineering proceeds - through risk taking, learning, and ambiguity.	3
	17. Members of the reengineering team feel empowered to "break the rules."	4
	18. The reengineering effort is directed at key business processes, rather than organizational units.	4
	19. Managers have been given end-to-end responsibility for the processes and identified as process owners.	3
	20. Measurement systems and performance goals have been established to chart progress. (Appropriate metrics, balanced score card, etc.)	3
MINIMUM SCORE		17
TOTAL SCORE		63

Score each statement from 1 to 5. [1 = strong disagreement, 5 = strong agreement]

Source: Hammer & Stanton, 1995

According to Table 4.8, the Sedibeng District Municipality is ready for reengineering with the following minimum scores:

- Leadership – 1:4, 2:3, 3:4, 4:4, 5:4, 6:3. Minimum total: 22
- Organization – 7:3, 8:2, 9:4, 10:2, 11:2, 12:3, 13:2, 14:3, 15:3. . Minimum total: 24
- Implementation – 16:3, 17:4, 18:4, 19:3, 20:3. Minimum total: 17
- Minimum total score: 63

4.5 NON-FACTUAL QUALITATIVE DATA

Non factual qualitative data are those data that were collated and gathered through interviews and information sessions, but also include the main non-factual themes in the questionnaires. Interviews were conducted with officials at the first three levels of the municipality's organizational structure in order to obtain information on current business practices as well as current information on standards in service delivery. The interviews conducted expanded on the main non-factual themes in the questionnaires, vice versa openness, accessibility and accountability.

4.6 SUMMARY AND CONCLUSIONS

The survey was not well supported which is evident from the low participation rate both for the political as well as the administrative leadership. The survey was conducted at a time when the municipality experienced a change in the political leadership as well as participating in campaigns and programmes that required the commitment of the entire organization. Most of the participants whether internal as well as external were not available for semi-structured interviews as well as information sessions due to their organizational commitments. Hence the decision not to proceed with the interviews as well as information sessions as it was difficult to secure appointments.

Key issues that emerged from this overview of TQM in the Sedibeng District Municipality include the introduction of TQM in Sedibeng as well as business process reengineering. It is clear that Sedibeng District Municipality is ready to introduce TQM and equally so ready for business process reengineering. It was generally acknowledged that processes in the municipality are not well integrated and tantamount to silo-ism. Notwithstanding that the organization has very limited exposure and knowledge about TQM and business process reengineering, but profoundly demonstrate an understanding thereof. Stakeholders interviewed equally demonstrated a limited knowledge of TQM and business process reengineering. A comprehensive research summary, conclusions and recommendations will be provided in the next chapter.