

**FACTORS INFLUENCING THE PERCEPTIONS OF SERVICE
DELIVERY BY LOCAL MUNICIPALITIES IN THE CENTRAL
DISTRICT MUNICIPALITY IN THE NORTH WEST.**

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Personal statement

I, Pule Glenelg Mogapi, the undersigned, hereby declare that I have never previously submitted the mini dissertation for the degree of Masters Business Administration at the North West University. I further declare that all information contained herein, designs and execution are my own work, and that all authors have been fully acknowledged.

.....
P. G. Mogapi

23 October 2006-10-21

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Abstract

The study revolves around factors influencing the perceptions of service delivery by local municipalities in the Central District Municipality in the North West Province. Service delivery in general, as perceived by communities, has been a serious dilemma for most South African local municipalities.

Factors in service delivery, as applicable in service marketing, have been examined through a detailed SERVQUAL research method. The focus areas have been service quality dimensions:

- **Reliability:** the ability to deliver the promised service dependably and accurately;
- **Responsiveness:** willingness to help and provide prompt customer service;
- **Assurance:** knowledge, courtesy and ability of service providers to inspire trust and confidence;
- **Empathy:** caring and individualised attention given to clients; and
- **Tangibles:** appearance of physical facilities, equipments, personnel and written materials.

All five local municipalities in the Central District were involved in the study, and the main findings indicate that the residents in all the affected municipalities do not have confidence in the local government for service delivery. All five municipalities performed badly on the aspect of reliability and there is negative perception on responsiveness and willingness to provide prompt service by all the municipalities. The municipalities are perceived not to be able to command respect and instill confidence on their residents. The performance on empathy, where individual customised services are expected is poor. It is only on tangibles, where physical facilities are regarded as satisfactory.

It is recommended that all municipalities should look inwardly and improve on their capacity on skills, financial management as well as bench-marking with international cities and towns for effective municipal service delivery. Service marketing as a management principle should be implemented immediately to save the current situation of loss of clientele and customer confidence. Other areas of quality improvement to be looked at are Total Quality Management and Work Improvement Team Strategy.

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CHAPTER 1

ORIENTATION

1.1 Introduction

The advent of democracy in South Africa in 1994 created expectations from impoverished communities. It is common knowledge that apartheid is the apparent cause of much social pathologies that have plagued the majority of the citizens and as such the expectation of a turnaround of the bleeding society is absolutely legitimate and morally acceptable. It is however true that apartheid is not solely responsible for the South African developmental crisis, but there are policy decisions that should be critically looked at and radical approaches developed for better results.

The governance of the democratised South Africa has been planned around three spheres of Government, which are, Central, Provincial and Local Government. Basically, the new system gives expression to the notion of developmental local government in the Constitution and the White Paper on Local Government. Section 153 of the Constitution sets out the “developmental duties” of municipalities. A municipality must “structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community and to promote the social and economic development of the community”. This means that local government is not just important for the delivery of services, but is crucial for the social and economic development of people. By working effectively with the other two spheres of government and a range of public and civil society organisations and the private sector, local government also has to contribute to economic growth, job creation and social development. Over time, through appropriate negotiations and securing further funding, local government will have to take on increasing responsibilities for service delivery and development. This is a phenomenon universally.

Local Government is a sphere of government close to the people at grass roots level where development is to take place. Since 1998 Developmental Local Government has been presented as the vehicle to address poverty and underdevelopment in many areas

(black residential areas in particular). The White Paper on Local Government of 1998 stated that the Developmental Local Government has the responsibility of ensuring that:

- All communities have access to basic services;
- Every one can participate in decision-making and planning;
- Local economy grows, so that all can have access to created job opportunities; and
- Local resources are used wisely and economically to improve the quality of life for all, now and in the future.

Essentially, the new system defines the fences where local government is a sphere of government, with its original, constitutionally enshrined powers and functions. In other words, it is not a third level of government crudely subordinate to provincial and national government and therefore is not a function of provincial or national government. But, on the other hand, it is not completely independent either. It is interrelated with the provincial and national government in one overall system of co-operative governance, in which the spheres co-operate with each other to become stronger.

The quest for a better life by the poor of South Africa is putting human development firmly in the minds of planners and those who are responsible for budgets. Increasingly, anti-poverty programmes are being associated with accessing services, which will not only sustain life but also assist in improving livelihoods. What then are the basic features of the new local government system? How does it advance the national democratic transition? What are some of the challenges in implementing the system? How can its implementation deepen the national democratic transition in ways that also advance the struggle for socialism?

Local government has been undergoing a complex, intricate and protracted transition for over ten years. In a media briefing, on 12 August 2002, the Minister for department of Provincial and local government, Mr. S. Mufamadi, indicated "Developmental local Government is firmly on track" (www.polity.org.za/govdocs/speeches/2002/sp0812.htm). Other government leaders have also in their public speeches alluded to this notion.

1.2 Background

Despite the positive legislative framework described above, there are large backlogs in a number of social sectors. For example, the 1996 census found that less than half the households in the country (45%) have a tap inside their dwelling (Statistics South Africa, 1998: 77.) The unemployment rate is also high and is estimated at 34% for the country as a whole. It is particularly high for African women (52%) and African men (34%) compared to 4.6% for the white population group (Statistics South Africa, 1998:46-47). There is a large gap between the rights enshrined in the new Constitution and laws, and the daily realities of people's lives. It is a key challenge of the new government and all sectors of society to close this gap. The factors that impede the realisation of these rights and human development are complex and varied. They include:

- Budgetary constraints. For example, the Minister of Water Affairs and Forestry was reported as saying that budget constraints meant that it would not be possible to erase the backlog of seven-and-a-half million rural people without access to a dependable water supply by 2007, as originally planned, (Business Day, 14 September 1999).
- A lack of capacity, particularly at local government level, to ensure the effective delivery of services. In his most recent report to parliament, South Africa's Auditor-General found that 61% of all senior management posts in the provincial and local government departments responsible for service delivery were vacant (<http://www.saiia.org.za/modules.php>).
- Local and provincial governments in particular are faced with the lack of people with the skills in project management; and accounting and engineering that are needed to deliver services on the ground. According to government figures, approximately 8% of government workers qualify as 'highly skilled,' while roughly 90% are considered either low- or semi-skilled (BuaNews Tshwane, May 24, 2005).
- Insufficient co-ordination of poverty-reduction programmes between various government departments and the three spheres of government – national, provincial and local.

- In certain instances, an over-reliance on time-consuming and overly bureaucratic legal processes for accessing subsidies, grants and other resources.
- A lack of awareness and knowledge among communities of their rights and how to enforce them.
- Inadequate support for communities to enable them to make optimum use of available resources and other opportunities (www.communitylawcentre.org.za).

1.3 Problem statement

Of all African countries, South Africa is probably the best equipped to address poverty. It has wealth and resources, and the government has shown commitment to assisting the poor. Each year the national government allocates more money – in the form of grants to local governments – to meeting its goals of halving poverty and unemployment by 2014 (www.saiia.org.za). A large part of this money remains unspent. South Africa's attempt at eradicating poverty through spending more on services to the poor shows that committing more money alone is not enough to get results.

Service delivery by municipalities in South Africa is a daily topic entertained or discussed by many citizens. There is no satisfaction enjoyed by residents in many of the cities and towns in respect of service rendered. There is a perception that municipalities are under-performing on healthcare, roads, sanitation, electricity, housing and other services and there are factors that influence these perceptions.

In response to a failure to live up to expectations, municipalities across the length and breadth of South Africa have endured mass demonstration actions, against poor and bad service delivery. On the contrary, municipalities claim that they are unable to effectively deliver the promised services due to the existing culture of “non-payment” of services received. There is also the problem of annually increasing wage bills that have plunged local government in a spiral of a non-delivery quack mire. The Central district Municipality is no exception and this is the area where the research was conducted.

There are many theories of why there is underdevelopment and bad service delivery in Local Government. There are those who believe that the main reason is a lack of capacity by municipality officials, others hold the view that the power struggle and lack of vision

and passion for development among politicians is the main cause (Presentation by Mr. Joe Ferreira at Masibambane Meeting, Assegay Hotel, 13th February 2003).

There is also another factor of cost recovery that is believed to be contributing to compound the problem further. The mechanism of cost recovery is not consistently implemented throughout the various wards of municipalities and this is attributed to the reasons advanced for poor service delivery. It will be interesting to establish the link between poor implementation of this mechanism and the revenue collected by the municipalities, comparing with budget estimates and actual revenue collected. Cost recovery has not always been the *modus operandi* of the South African government (Mac Donald, 2002: 17).

During apartheid, many South Africans received subsidised services and infrastructure. Much of this subsidization came at the expense of black workers and consumers who generated the economic surplus and paid the taxes necessary for state spending in white areas, but even black South Africans – to the extent that services were delivered to the townships and rural “homelands” – received some subsidised service delivery. These racially biased service subsidies were one of the key targets of the anti-apartheid lobby. The African National Congress (ANC) promised to create a single municipal tax base and more redistributive rate structures once they are in power (Mac Donald, 2002: 16).

The ANC’s first major policy paper (Reconstruction and Development Programme of 1994) made the redistribution of municipal resources and the provision of basic municipal services to black South Africans a major policy focus. What went wrong? Why is there no visible change? The study is important to produce much expected answers to these questions.

The problem thus identified is the perceived poor quality service delivery by Central District local municipalities in the North West Province.

1.4 Objective

The objective of the study is to evaluate the dimensions of service quality and satisfaction, namely: reliability, responsiveness, assurance, empathy and tangible aspects of the Central District Municipality in the North West Province.

1.5 Importance of the study

The study is important in order to reveal in a scientific manner the link between clients' satisfaction and the quality of services. All hail the democratisation of South Africa as the greatest miracle of the century, locally and internationally. Its Constitution is also a masterpiece, envied by many across the globe. The level of service delivery by Local Government is seen as a negative and a direct opposite of the South African political and economic achievements.

1.6 Methodology

The method of study to be employed will be a quantitative scientific approach with a questionnaire based on the SERVQUAL instrument. As there are five municipalities in the Central district, 20 respondents who are adults capable of registering a response in relation to municipal service delivery were drawn from each. The data thus collected was analysed and interpreted for final recommendations.

1.7 Scope of the study

The study was conducted in the five municipalities of Central District in the North West Province. These are:

- Ditsobotla Local Municipality (Lichtenburg)
- Mafikeng Local Municipality
- Ramotshere Moilwa Local Municipality (Zeerust)
- Ratlou Local Municipality and
- Tswaing Local Municipality (Delareyville)

(a) Ditsobotla Local Municipality:

This municipality consists of Itsoseng Township and a number of villages all of which used to be part of the former Bophuthatswana Bantustan and the towns of Lichtenburg, Coligny and Biesiesvlei and farms and villages that used to be part of the Western Transvaal Region J in South Africa before 1994. There is still a visible difference in the level of development in the two areas although they have been unified under one Ditsobotla Local Municipality. The implementation of cost recovery is inconsistent in the areas mentioned and there have been major upheavals in Itsoseng where residents complained about lack of delivery, and a few examples illustrate this:

- No street lights;
- Very few tarred roads and no plan for construction and maintenance thereof;
- Inept refuse removal;
- Poor electricity supply;
- Inadequate provision of water and sanitation.

(b) Mafikeng Local Municipality:

This municipality consists of former Bophuthatswana areas, Mafikeng town and the Mmabatho suburb which was the seat of the previous homeland government. This municipality has experienced a great internal power struggle and has had 3 Executive Mayors since the establishment of Local Government. Some of the problems encountered are:

- The municipality being placed under financial Administration of the Provincial Department of Local Government and Housing;
- Poor storm water and streets upgrading, very poor drainage especially in the rainy season;
- No construction of RDP houses;
- Inept refuse removal, garbage and littered streets; and
- No water connections in villages.

(<http://www.info.gov.za/speeches/2005/05121412451002.htm>).

In addition, Mafikeng is also busy in incorporating tribal (traditional authority) areas and the black urban agglomerations (R293 towns) of the former Bophuthatswana Homeland. Tribal areas present two special problems: property ownership is communal, not private; and the traditional authority structure remains in place, even though these areas are included within municipal borders, creating a dual authority structure that further complicates amalgamation (www.lincolnst.edu/pubs/).

(c) Ramotshere Moilwa Local Municipality (Zeerust):

The composition of this municipality is the same as Ditsobotla. It consists of the town of Zeerust and its farms and Ikageng Township that were parts of the former Region J of Western Transvaal and the township of Lehurutshe Welbedacht as well as a number of villages that formed part of the previous Bophuthatswana Homeland. The problems encountered by the communities are similar to those of Ditsobotla.

(d) Ratlou Local Municipality:

This municipality consists of farms and villages that were part of the former homeland government and has not experienced many problems, except for the fact that its tax base is limited due to the ruralness of the areas. Cost recovery is not at all implemented in this municipality.

(e) Tswaing Local Municipality (Delareyville):

This municipality is configured by the same principles as that of Ditsobotla and Ramotshere Moilwa Local Municipalities. The town of Delareyville and its farms were part of Region J of the Western Transvaal whereas the Atamelang Township and a number of villages were part of the previous Bophuthatswana homeland. This is important to note as development in the past was based on racial grounds and in the then homeland the focus was on capital cities to deceive the outside world, at the expense of the local rural residents.

The nature of these apartheid-created homelands meant that their urban centres lacked the heterogeneous character of modern capitalist centres. The urban populations in all the

homelands were small and homogeneous, belonging mainly to one ethnic group or tribe (www.tshwane.gov.za).

The ideology of separate capitalist development stifled investment possibilities in the homelands, thereby promoting homeland emigration of the productive labour force. The apartheid ideology discouraged White, Asian and non-African businessmen and women from establishing businesses in the homelands. As the homeland scheme was established after the exploration of minerals and productive areas, the homelands had little known wealth. The homelands depended, to a large extent, on the central government for a large section of their budgets (www.tshwane.gov.za).

Now that local government has been established it is with a greater expectation to determine whether imbalances of the past are dealt with by visible developments and to determine which mechanisms are put in place to deliver these. All the local municipalities of the Central District, as shown above, with their unique and peculiar make-up of homelands and apartheid influences, are to be closely looked at in the study.

1.8 Structure of the dissertation

The study followed the following chapters sequentially:

- Chapter 2: Theoretical Foundation

The author will refer to the theory and practice of the concepts involved in the study; this is to provide an adequate base for building on from which the study will progress.

- Chapter 3: Literature Survey

In this chapter reference to and arguments advanced by similar studies were critically analysed and matched with the problem and objectives of the study.

- Chapter 4: Problem statement and objectives

The problem as substantiated by the background and literature study was defined. This was followed by a detailed rationale why this is to be considered a problem. After this the objectives which must be addressed by research methods followed.

- Chapter 5: Research design and methodology

There are various research techniques. The method used here was a quantitative research method. The measurement technique to be employed was questionnaires in each local municipality of the Central District. The data obtained from these target groups was analysed and concluding remarks were presented.

- Chapter 6: Research results

The results were presented using descriptive statistics and were followed by interpretations, and possible reasons for such findings.

- Chapter 7: Conclusions and recommendations

The findings were discussed and implications were presented. The author concluded by submitting recommendations.

1.9 Conclusion

In this chapter service delivery by South African municipalities has been identified as a major problem to the majority of residents. There are perceptions to this notion and these are influenced by factors that have to be critically looked at.

The following chapter provides a theoretical foundation and a link between perceptions of consumers and service delivery will be critically looked at.

CHAPTER 2

THEORETICAL FOUNDATION

2.1 Introduction

Service delivery in South Africa looms large in political discussion and evaluation of government's achievements. In the President's speeches it has become the critical focus of human development and a measure of effective government. The arguments about delivery in parliamentary debates entail exchanges over broken pipes and failed systems. There is also the wider, and certainly more heated, debate between social movements in the poorest urban centres over water cut-offs, levels of service and privatisation. Service delivery, in short, brings together administrative, political and social issues in a combustible combination. An example of these debates are captured by the following quote: "Our country was a place in which squalor, the stench of poverty, the open sewers, the decaying rot, the milling crowds of wretchedness, the unending images of a landscape strewn with carelessly abandoned refuse, assumed an aspect that seemed necessary to enhance the beauty of another world of tidy streets, and wooded lanes, and flowers' blossoms offsetting the green and singing grass, and birds and houses fit for kings and queens, and lyrical music, and love"(Thabo Mbeki, *Presidential Inauguration Address*, 27.04.04).

Among the significant political changes in South Africa has been the shifting of responsibility for individual and community well-being from National and Provincial Governments to local municipalities. There is a large gap between the rights enshrined in the new Constitution and laws, and the daily realities of people's lives. It is a key challenge of the new government and all sectors of society to close this gap.

Over the past 10 years, notions have been profoundly exchanged about who best can respond to local needs and how it can best be achieved. Healthy and vibrant municipalities are an essential ingredient for a nation's development.

There is a mutual link between the residents of a municipality and the municipality as they are linked by services provided. Services are "deeds, processes and performances

and include all economic activities whose output are generally consumed at the time they are produced and provide value in forms such as convenience, amusement, timeliness, comfort and health among other” (Zeithaml & Bitner, 2000: 1-3).

Customer service is the service provided in support of a company’s core product. (Zeithaml & Bitner, 2000: 4). Quality customer service is essential to building customer relationships, and there is no doubt that if municipalities can focus on the quality of services the perpetual refusal to pay for service will be a thing of the past.

2.2 Base theory of the discipline

Organisations such as municipalities are providing services and must have a clear understanding of how to market their products and services to ensure client satisfaction in order to stay successful in their business. There are concepts that are applied to this field, of which only the basic fundamental principles are discussed hereunder.

2.2.1 Services Marketing

Services marketing has not been considered as an academic field until 1970 (Hoffman & Bateson, 2001: 27). The reason of this slow development can be attributed to the inability to separate services marketing from goods marketing. The first International Conference on services marketing was held in the United States of America in 1982 (Berry & Parasuraman, 1993: 13) and from there the field of study experienced considerable growth with more focus on differences of goods and service marketing and their corresponding marketing implications. The major differences are primarily attributed to four unique characteristics – intangibility, inseparability, heterogeneity and perishability, (Hoffman & Bateson, 2001: 27). These four concepts are each explained here-under.

(a) Intangibility

Intangibility is the primary source from which the other three characteristics emerge. It must be borne in mind that services are performances, deeds and efforts, and as a result, services cannot be seen, felt, tasted or touched in the same manner as tangible goods (Hoffman & Bateson, 2001: 27). There is much difference in purchasing a pair of shoes and a movie ticket. This is because shoes are tangible goods which can be felt for quality

of material, specific style and colour whereas a movie ticket entitles the consumer to an experience which is intangible. As a result of intangibility of services, there are a number of challenges that are not normally experienced with marketing goods. These are briefly discussed below:

- **Lack of ability to be stored**

As a result of intangibility, services cannot be inventoried and stored as buffers against high demand period. For an example; medical doctors cannot store physical examinations of patients to be used at a later stage.

- **Lack of protection by patents**

Patents are regarded as intellectual properties that are protected by laws of copyrights and are associated with the manufacturing of goods, but when it comes to services which are of course intangible, there is nothing to patent. New or existing services may be easily copied and it is difficult to maintain the firm's differential service advantage over attentive competitors for long periods (Hoffman & Bateson, 2001: 29).

- **Difficulty in displaying or communicating services**

It is difficult to get consumers to notice the firm's products if they cannot be seen. The classical example is in the insurance industry. Customers cannot see the service, they are unable to sample it prior to purchase and many do not understand it, the benefits are not realised until some future time. Due to intangibility, the task of explaining the products merits to consumers is highly challenging (Hoffman & Bateson, 2001: 29).

- **Difficulty in pricing services**

Product prices are typically based on cost-plus pricing. This concept means that manufacturing companies take into consideration the cost of producing the goods and then add a predetermined mark-up to that figure. The challenge to services pricing is that there is no cost of goods sold as the primary cost of producing the service is labour (Hoffman & Bateson, 2001: 29).

The challenges to service marketing associated with the characteristic of intangibility should nevertheless be solved by astute public servants. Possible solutions include the following:

- **Use of tangible clues**

Consumers look at the physical evidence or tangible clues that surround the service to assist them in making service evaluation. These clues may include the quality of furniture in the municipal offices, the appearance of the municipality staff, as well as the quality of paper used in contracts for service from municipal departments.

- **Use of personal source of information**

As a result of consumers lacking any objective means of evaluating services, they often rely on the subjective evaluations communicated by friends and family members or opinion leaders. This is a word of mouth advertising which can be achieved by offering incentives to existing clients' to tell their friends about the firm's offerings. It is important to address clients complaints because one negative incident has the potential of turning away potential future clients.

- **Creation of strong organisational image**

A well known and respected corporate image lowers the level of perceived risk experienced by potential customers. Well established companies have invested a great deal of effort, time and money in developing a nationally known organisational image (Hoffman & Bateson, 2001: 31).

(b) Inseparability

Inseparability refers to the service provider's physical connection to the service being provided, the customer's involvement in the service production process and the involvement of others in the service production process (Hoffman & Bateson, 2001: 31). Unlike the case of manufacturing companies who may seldom have contact with customers in their manufacturing process, providers of service have constant contact with consumers of services. This interaction between the consumer of service and the provider is known as a critical incident and represents the greatest opportunity for both gains and losses in regard to customer satisfaction and retention.

There are problems associated with inseparability and these are briefly discussed here-under:

- **Physical connection of the service provider to the service**

In order for production of service to take place the service provider must be physically present. For example, dental services require the physical presence of the dentist to complete the work. Service providers are evaluated on tangible clues such as the use of language, clothing, personal hygiene and interpersonal communication skills. Face to face interaction with customers is also very crucial. If these elements are negative customer satisfaction and retention cannot be guaranteed.

- **Involvement of the customer in the production process**

The customer's involvement in the production of service may vary from a requirement for the customer to be physically present to receive a service, such as a haircut or application to be declared an indigent by the municipality; a need for the customer to start and stop the service such as in the self service laundromat/ dry cleaning services and a need for the customer to be mentally present such as signing of title deeds for site purchasing in the municipality. As the customer contact increases, the efficiency of the operation decreases. One McDonald employee was quoted saying "These people would get better service if they all didn't show up at the same time" (Hoffman & Bateson, 2001: 32). The same experience is shared by health workers who provide service to waiting patients who have different needs. During the customer's interaction with the service provider, the customer provides inputs into the service production process and plays a key role in the successful completion of the process. If the consulting patient is not providing the accurate details of his or her symptoms of the ailment and accurate history of the disease, it is possible for the doctor to arrive at the wrong diagnosis of the disease and wrong and inappropriate medication will be prescribed.

- **Involvement of other customers in the production process**

The marketing challenge presented by having other customers involved in the production process generally reflects negative aspects of their involvement. Restaurants provide a good example of a negative event; including smokers violating the space of non-smokers, families with young children sharing the same space with adult couples seeking a quiet dining experience, drunk customers interacting with

sober ones and the occasional lovers' quarrels that spills over to the aisles (Hoffman & Bateson, 2001: 34).

These challenges should not limit the maximum marketing of services and can be overcome, and some possible solutions include:

- **Emphasis on selecting training of public contact staff**

Service providers must invest in selecting good frontline staff and providing regular training to enhance their skills in handling clients. Newly hired employees should not be left to fend for themselves but should undergo proper induction and the organisational culture should be drilled in them on a continuous basis.

- **Consumer management**

Problems created by inseparability can be overcome by effective consumer management. Separating smokers from non-smokers is an example of managing consumers. Providing delivery service also eliminates the need for many customers to be physically present all at the same time.

- **Use of multi-site locations**

Another way of combating the inseparability challenge is involving multiple locations to limit the distance the consumers have to travel and staffing each location differently to serve a local market (Hoffman & Bateson, 2001: 31-37).

(c) Heterogeneity

This is a distinguishing characteristic of services that reflects the variation in consistency from one service transaction to the other (Hoffman & Bateson, 2001: 39). One of the differences between goods and services is the lack of ability to control service quality before it reaches the consumer. Service encounter occurs in real time. Consumers are already involved at the production site and if something wrong happens during the production process, it is too late to institute quality control measures. If something wrong happens with the serving of a meal in a hotel, that service experience of the customer is bound to be negatively affected. The manager cannot logically ask the customer to leave and re-enter the hotel to start the encounter all over again.

Service standardisation and quality control are difficult to implement to solve the problem of heterogeneity. Possible solutions are customisation and standardisation, and these are discussed briefly as:

- **Customisation**

Mass produced goods do not meet individual customer needs (Hoffman & Bateson, 2001: 39). However, in the case of services, because the service provider and the customer are involved in the service delivery process, it is easier to customise the service based on the customer's instructions.

- **Standardisation**

Service providers can attempt to standardise their services through intensive training of their service providers. This will help to reduce extreme variations in performance (Hoffman & Bateson, 2001:40) An ATM is a good example of how services can be standardised.

(d) Perishability

A distinguishing characteristic of services is that they cannot be saved, their unused capacity cannot be reserved and they cannot be inventoried (Hoffman & Bateson, 2001: 41). For example, hotel rooms that go unoccupied for the evening cannot be stored and used at a later stage, airline seats that are not sold cannot be inventoried and added to an aircraft during the holiday season and a hairstylist cannot regain time lost from an empty client appointment register.

There are marketing problems that are caused by perishability, and these are:

- **Higher demand than maximum available supply**

In this case, the consumer demand simply exceeds what the organisation can supply. This results in long waiting periods and unhappy customers. Business may be lost to competitors as waiting time become too long for customers to endure.

- **Higher demand than optimal supply level**

In some instances the demand for service exceeds the maximum available capacity of the organisation to deliver and result in the inferior service production. An example is a school enrolling more learners than the recommended limit for effective learning to take place in a classroom or when demand for a successful and high quality

landscaper increases. He may be tempted to accept more clients and eventually the quality of services rendered is compromised.

- **Lower demand than optimal supply level**

To solve problems associated with lower demand than the optimal supply level organisations end up employing more staff to counteract customer dissatisfaction. This sometimes backfires when all of a sudden the demand for service is lower than the supply level. It results in inefficient deployment of the human resources while operating costs keep rising and ultimately organisations close down due to high loss of income.

Possible solutions to the problems

These problems are not irreversible. Astute organisational managers can provide solutions; some of these are briefly discussed below:

- **Demand strategy: Creative pricing**

Pricing strategies used by service providers help to smooth demand fluctuations, such as offering “early bird specials” to shift demand from peak to non-peak periods. It can also be done through targeting specific groups such as senior citizens and students.

- **Demand strategy: Reservation system**

This is a strategy where consumers ultimately request a portion of the organisation’s services for a particular time slot. It allows service providers to prepare in advance for a known quantity of demand and minimise the risk of customer dissatisfaction due to too long waiting periods.

- **Demand strategy: Complementary services**

This strategy involves providing additional services to customers while they wait for the actual service demand. These are services provided for consumers to minimise their perceived waiting time, such as driving ranges at golf courses or reading materials in a doctor’s consulting room.

- **Demand strategy: Development of non-peak demand**

This is a strategy in which the service providers use their downtime by marketing to a different segment that has a different demand pattern than the organisation’s traditional market segment.

- **Supply strategy: Part-time employee utilisation**

Employing part-time employees during peak periods is another strategy of managing increased demand for services.

- **Supply strategy: Capacity sharing**

This is the strategy of increasing the supply of service by forming cooperation among service providers to enable them to share the cost and storage of expensive equipment. The funds that are saved through sharing are then freed to be used for additional personnel equipment.

- **Supply strategy: Advance preparation for expansion**

Planning for future expansion in advance and taking a long-term orientation to physical facilities and growth is a good strategy to overcome perishability problems.

- **Supply strategy: Utilisation of third parties**

This is a strategy in which service providers use outside agencies to service customers and thereby save cost on personnel. An example is a municipality using an agent or independent contractor for reading water meters, which saves on fringe benefits such as medical aid, housing allowance and travelling allowances paid to normal employees.

- **Supply strategy: Increase in customer participation**

This is the strategy that increases the supply of a service by having the customer perform part of the service, such as providing a salad bar or dessert in a restaurant to enable customers to do the other part or customers completing some of the paperwork in a bank or municipal counter (Hoffman & Bateson, 2001: 41-49).

The municipal services in South Africa are not effectively marketed, mainly due to lack of capacity. This view was expressed during the Special Meeting for Local Government Experts in Johannesburg, South Africa, 7 February 2003 (www.editosia.org/docs/johannesburg). The above ideal marketing concepts requires more serious attention from responsible authorities.

Finance Minister Trevor Manuel, South Africa was quoted as saying: "We have also witnessed a remarkable transformation in the structure of the economy; a largely natural resource-based economy has given way to a more modern, dynamic and resilient

economy in which higher value-added manufacturing and service are thriving" (www.southafrica.info/doing_business/economy/econoverview.htm). It is therefore imperative to recognise that services marketing is vital to the South African economy.

The organisations should ensure that their available services are marketed to the consumers. In order to do this they have to look at the following factors as outlined in figure 2.1

- Organisational capacity
- Organisational motivation and
- External Environment

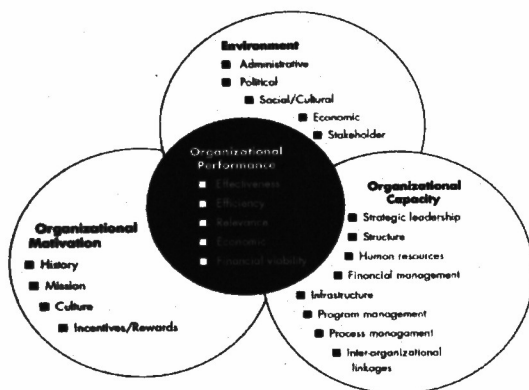


FIGURE 2.1 SERVICES MARKETING FACTORS

(Lusthaus, Adrien, Anderson, Carden and Montalván, 2002: 56).

These factors will be individually discussed to give an indication of what they entail and their relevance to the matter under discussion.

(i) Organisational capacity

Organisational capacity is the ability of an organisation to use its resources to perform. According to Harbison (1973:3), "*Human resources constitute the ultimate basis for the wealth of nations. Capital and natural resources are passive factors of production; human beings are the active agents who accumulate capital, exploit natural resources,*

build social, economic and political organisation, and carry forward national development. Clearly, a country which is unable to develop the skills and knowledge of its people and utilise them effectively in the national economy will be unable to develop anything else”.

An examination of the systems and management practices associated with human, financial and infrastructure resources helps to provide insight into the use of organisational resources. The strategic leadership of the organisation is of utmost importance as it acts like a compass for steering the ship in a tempestuous environment.

The human resources capacity, especially the number of staff employed and their skills are key determinants of the success of organisations. Financial muscles provide a competitive leverage and ensure a share in the market. Infrastructure, programme management, process management and Inter-organisational linkages are other key success factors denoting organisational capacity.

(ii) Organisational motivation

Organisational motivation represents the underlying personality of the organisation. It is what drives the members of the organisation to perform. One dimension to be looked at is organisational evolution and history—that is, how and why the organisation got started and what its milestones are. The culture operating within an organisation and the incentives it offers contribute to organisational motivation. Taken together, these factors give the organisation its personality and affect its performance and quality of work. The culture in public service is characterised by lackadaisical officials. About this the President demonstrated his concern unequivocally, saying: “We must be impatient with those in the public service who see themselves as pen-pushers and guardians of rubber stamps, thieves intent on self-enrichment, bureaucrats who think they have a right to ignore the vision of Batho Pele, who come to work as late as possible, work as little as possible and knock off as early as possible (Mbeki T (2004b) State of the Nation Address of the President of South Africa at the opening of Parliament, Cape Town, 21.05.04.).

(iii) External environment

Organisations are open systems and the external environment in which they operate is very important. Organisations need support from their environment if they are to survive and perform well. The environment is the key factor in determining the level of available

resources and the ease with which an organisation can perform its activities. For example, poor macroeconomic policies lead to high interest rates, fluctuating currencies, and a host of conditions that make it difficult for some organisations to perform well.

The characteristics and quality of the environment—such as poor infrastructure in terms of roads, electricity and phone lines—can also hinder performance. Thus, in assessing an organisation, attention must be paid to economic, political, socio-cultural, environmental, demographic and technological conditions. These three factors will affect organisational performance, in particular, the performance by an individual municipality (efficiency, effectiveness, relevance, economic and financial viability depend on its capacity, motivation and external environments).

2.2.2 Services marketing triangle

The service-marketing triangle indicates the three interlinked groups that work together to develop, promote and deliver services. This is also applicable to local municipalities. This is here-under discussed as per *figure 2.2*.

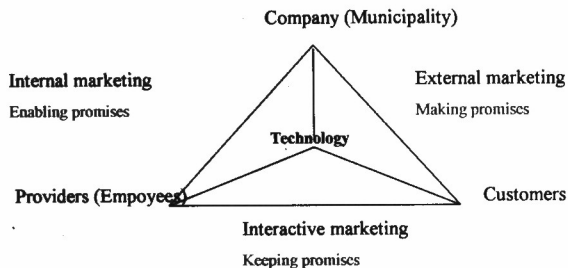


Figure 2.2 SERVICES MARKETING TRIANGLE

Zeithaml & Bitner, (2000: 17).

There are three forms or types of marketing that have to take place in service marketing:

- **External marketing: Making promises**

Companies and in this case municipalities, are constantly making promises to their clientele on services expectation and this entails how those services will be delivered.

The overall outlook of service employees, design and décor of facilities and service process of municipalities communicate and set customer expectations.

- **Interactive marketing: Keeping promises**

It is important to keep promises made to customers or clients. Service promises are more often than not kept or broken by the employees of the firm or third party providers. Interactive marketing occurs when customers come into contact with organisations and services are produced and consumed.

- **Internal marketing: Enabling promises**

Internal marketing takes place through enabling of promises. To be able to deliver on the promises made to clients, service providers have to have the skills, abilities, tools and motivation to deliver. These are enabling mechanisms for companies to deliver services.

- **Technology**

Apart from the three pillars of service marketing, there is technology that plays an important role in service delivery. All three dimensions are interdependent on technology, in some instances failure results from inappropriate technology. Keeping promises depend on the available technology and its reliability; in turn technology is necessary to enable organisations to communicate important news. Website and e-business are classical examples of this circle.

2.2.3 The services marketing mix

Marketing mix is another important concept of services marketing, and Zeithaml & Bitner (2000:18) define this concept as “the elements that an organisation control and can be used to satisfy or communicate with customers.” These elements are comprised of 7 Ps: product, price, place (distribution), promotion, process, people and physical evidence. These elements are interrelated and depend on each other. The marketing philosophy imply that the seven elements are to be optimally mixed for a given market segment at any given time. They are individually discussed below:

- **Product**

In marketing, the product must have physical features, quality levels to be superior and impressive packaging to ensure clients attraction and branding. These influence

customer loyalty over a given time period of product consumption. This is also applicable to services. Even though they do not have physical features, they must be of good quality, timeous on delivery and create satisfaction in order to maintain customer loyalty.

- **Place (Distribution)**

The place or distribution points refer to outlet locations, storage, intermediaries and channel types used for the distribution of the products to the customers. This also applies to services; there must be contact points to ensure accessibility to services. Examples are electricity and water pay points as well as ATMs at strategic points in townships and suburbs where clients are enabled to access them without having to go to the central locations.

- **Promotion**

This involves decisions related to sales, advertising, sales promotion and publicity. Service delivery people play an important role as they are in the frontline and the manner in which they service and treat clients is conducive in promoting not only the product or service but the image of the organisation as well.

- **Price**

Flexibility, price levels, discounts, allowances and terms are all important features of the pricing factor in the marketing mix. An important aspect in pricing in municipal service is cost recovery and will now be discussed.

Cost Recovery is a management tool used by service providers to charge consumers the full amount or part of the cost of the service rendered. These services include provision of water, electricity, refuse removal and collection of night soil buckets (where applicable). This practice is internationally followed and the World Bank has been influential as it encouraged ailing economies of the world to practice Structural Adjustment. The objective of cost recovery is therefore to recoup all cost of production (Pape & MacDonald, 2002:2).

It is not so easy to determine what the consumer has to pay. This is mainly because other services are not measurable, while others are volumetrically measurable. An example is the consumption of water and electricity. These utilities can be measured by means of meters installed on the premises of consumers. The unit for measuring water consumed will be kiloliters and for measuring electricity kilowatt is used. The charging of services rendered such as collection of refuse, collection of night soil (where the bucket system is still used) is not metered. Instead, a method of using a flat rate to all consumers is used, whether the service was used or not.

The calculation of the cost of service rendered is done in several ways. One way is to use a "downward-sloping marginal cost curve" (Pape & McDonald, 2002:32). This formula is based on economies of scale, where charges per unit will decrease as more units are consumed. This means that bulk users such as industries and households in urban areas are charged less compared to poorer communities who use less.

The implementation of cost recovery has necessitated the need to practice ring-fencing of money collected by various departments of a municipality. This means that the electricity department will after collection of electricity accounts, calculate the cost of services and compare it with revenue collected. This revenue will not be used to cover expenses in the water and sanitation department. This can translate into the fact that a particular municipality may have sufficient funds in one department but may not be able to improve services ailing in another sister department. Apart from this, the municipalities are lacking the capacity to implement these types of measures of cost recovery. This might result in municipalities becoming poorer.

According to the presentation by the Minister for Provincial and Local Government, F.S Mufamadi, GCIS Parliamentary Media briefing, 12 August 2002, the underlying causes of municipality debt and poverty is largely administrative.

(<http://www.pmg.org.za/briefings/briefings.php>).

- **People**

People play an important role in the marketing mix, and all employees, in the back and front offices, have to be trained, motivated and appropriately rewarded to ensure excellent performance and good customer care.

- **Physical evidence**

This refers to tangible aspects such as facilities design, signage, and employee dress code. They play a vital role in ensuring continuity of clientele and when this is not attended to there will be a sense of apathy and no strategic direction, much to the disadvantage of the organisation. Examples are buildings and municipal vehicles.

- **Process**

This is how activities in an organisation flow. This may be standardised sequential movement of one procedure after the other until completion of the production cycle. Customers are to be involved in this process to ensure their optimum satisfaction. From their inputs services can be customised, such as provision of special waste containers by the municipality for the business sector or the bulk provision of water for manufacturing companies in the municipal area. A practical example is the process building plans have to follow in order to get the final approval, from reception of the plans ownership of the site has to be verified, and then they are forwarded to the Fire & Emergency section, then to the Health Inspector, Engineer and Buildings Division. Every process has to be satisfied on compliance before approval can be endorsed.

2.2.4 Customer perceptions

Customers perceive services in terms of the quality of the service and how satisfied they are with the overall experience. Quality and satisfaction are therefore the most important concepts in service marketing and the public sector should pay serious attention to these concepts. These two concepts are explained below:

(a) Service quality dimensions

Service quality, which is the focal point of this study, reflects the customer perception of specific dimensions of service which are:

- **Reliability:** the ability to deliver the promised service dependably and accurately;
- **Responsiveness:** willingness to help and provide prompt customer service;
- **Assurance:** knowledge, courtesy and ability of service providers to inspire trust and confidence;
- **Empathy:** caring and individualised attention given to clients; and
- **Tangibles:** appearance of physical facilities, equipments, personnel and written materials (Zeithaml & Bitner, 2000: 82).

(b) Customer satisfaction

Customer satisfaction is a business term which is used to capture the idea of measuring how satisfied an enterprise's customers are with the organisation's efforts in the marketplace (www.managementhelp.org/customer/satisfy.htm).

It is the full customer's fulfilment and judgement that a product or service feature provides before or after the consumption of that service or product (Oliver, 1997: 13).

2.2.5 Customer retention

It is very important for the organisation to successfully build a strong clientele base which is done through quality service development. There-after specific actions are put in place to retain customers. These strategies are:

- **Financial bonds:** This is the strategy of tying up clients through financial incentives, lowering for greater volume purchases, and lower price for customers who have been long with the company. Municipalities can use this with clients using high volumes of water and electricity for industrial purposes and also for pensioners who have been residents in the municipality for long periods.
- **Customisation bonds:** This refers to building intimate knowledge of customer needs through one-to-one solutions that fit individual customer needs

- **Structural bond:** This is providing services to the clients, which are technologically-based and serve to make the customer more productive and efficient. Examples are companies working close with their customers by developing ways of improving supplies ordering, delivery and a billing system that enhances their value as a supplier (Zeithaml & Bitner, 2000: 152 -158).

2.3 Critical review of various theories

There are theories related to the study of service provision and only a few of these will be looked at individually. There is a relationship between customer satisfactions and service quality. Customer satisfaction is influenced by the perception of service quality, product quality and the price as well as situation factors.

Service delivery in any organisation is dependent on organisational capacity, motivation and external factors immediately close to that organisation. This relationship is critically discussed in chapter 3.

2.4 Conclusion

Service quality is a critical component of customer perception. Customers base their satisfaction on the perceived quality element of a service or a good procured. It is of utmost importance for organisations to pay attention to customer suggestions and complaints as these encapsulate their inner most feelings and perception on the quality of products and services offered.

In the following chapter the literature pertaining to the study is reviewed.

CHAPTER 3

LITERATURE STUDY

3.1 Introduction

The major contribution that local government can make to development is the delivery of basic services to everyone, particularly those who currently have little or no access to services. Good basic services, apart from being a constitutional right, are essential in enabling people to support family life, finding employment and developing their skills or establishing their own small businesses. Effective delivery is at the heart of the local government function and makes this the sphere of government closest to the people.

3.2 Specific theory related to the problem

The specific theory related to the problem is that “there is a relationship between customer satisfaction and service quality” (Zeithaml & Bitner, 2000: 74). Customer satisfaction is influenced by the perception of service quality, product quality and the price as well as situational (social, political, economical) and personal (emotions) factors.

Service quality, which is the focal point of this study, reflects the customer’s perception of specific dimensions of service which are:

- Reliability;
- Responsiveness;
- Assurance;
- Empathy; and
- Tangibles

There are concerted efforts to improve the quality of lives of all in South Africa. These efforts have yielded modest gains in terms of access to services such as housing, water and sanitation, education, electricity and health. However, several questions remain unresolved, most of which revolve around the sustainability and adequacy of service delivery to the poor, particularly with the provision of free basic services. The question of sustainability is significantly economic, and at least two conditions need to be satisfied.

These are:

- The ability of the consumer to pay for services that maximise well-being, that is, beyond the point of free basic service delivery; and
- That of service providers to reduce the costs of service provision to make them affordable to the poor (www.thewaterpage.com/south_africa.htm).

The dilemma between better services and sustainability can only be resolved if people have regular jobs and incomes above subsistence levels. Service delivery, as has been discussed above, is a function of poverty alleviation, but to what extent has it contributed, beyond social inclusion and ending the deprivation of life sustaining services, to the final incomes of the people? The mediating factor between service delivery and poverty alleviation, then, is employment, which remains elusive to many South Africans.

The political attitude of many towards government efforts has generally been one of recorded satisfaction, but there are two important reservations in the minds of the poor, the community of Central District Municipality included. Firstly, there is a growing concern about the quality of delivery. In an effort to speed up delivery there have been serious faults both in the size and sustainability of houses, which, among other failings, are often not built to receive the warmth of the sun during winter. Secondly, there is a warning to government contained in the high levels of dissatisfaction on all fronts expressed by those living in the informal settlements. Residing on the urban periphery, these sizeable numbers of people live in deep poverty without secure education for children, and with insecure access to health and the elusive promise of proper RDP houses.

3.3 Discussion on relevant studies

During the twelve months preceding the 5 December 2000 local government elections, the African National Congress (ANC) conducted an assessment of the performance of each councillor (Improving Service Delivery, www.fes.org.za).

Many felt this process was flawed, as it was never clearly outlined to councillors what would be expected of them. The ANC and the Friedrich Ebert Stiftung (FES) then decided to develop a capacity building programme for all ANC councillors. This programme was to ensure that councillors had access to the information they needed and know what would be expected of them. The ANC 2000 Local Government Elections Manifesto provided a guide to issues that needed to be addressed in the support materials. These included;

- Improving services to all communities;
- Providing free basic level of services like water and electricity to every household;
- Creating jobs in communities where people live;
- Working for social and economic development; and
- Building safety and security in communities and fighting the spread of HIV/AIDS.

It is very crucial to compare the developments from the 2000 Local Municipality Manifesto against the municipality's current performance in 2005. The following questions are relevant:

- How has the council performed in terms of meeting its development objectives, and integrated development planning?
- Financial viability, has it been experienced?
- Local economic development, is it implemented and achieved?

3.3.1 Responsibilities of municipalities

Municipalities in South Africa have clear responsibilities and functions. These are derived from various policies and legislative documents. Municipal services are those services identified in schedules 4 and 5 of the South African Constitution, as well as other services that may be assigned to a municipal council by national or provincial legislation. Schedule 4 services are those over which national and provincial government have concurrent legislative competences. They are included in Table 3.1.

Table 3.1 Municipal Functions

• Air pollution • Electricity and gas reticulation • Fire- fighting services • Local tourism • Municipal airports • Municipal planning • Municipal Health Services • Municipal public transport • Control of undertaking that sell liquor to the public • Facilities for the accommodation, care and burial of animals • Fencing and fences • Licensing of dogs • Local amenities • Markets • Municipal abattoirs • Municipal park and recreation • Municipal roads	• Children Facilities • Municipal public works • Pontoons • Ferries • Schedule 5 services are those over which provincial government has exclusive legislative competence. They include: • Beaches and amusement facilities • Billboards and the display of advertisements in public places • Cemeteries, crematoria and funeral parlours • Cleansing • Control of public nuisance • Refuse removal • Refuse dumping and solid waste disposal • Sports facilities	• Piers and harbour(excluding the regulation of international and national shipping) • Storm water management systems in built-up areas • Trading regulations, and • Water sanitation(limited to potable water supply, domestic waste and sewage disposal system) • Licensing and control of undertaking that sell food to the public • Noise pollution • Pounds • Public places
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As can be seen from the above responsibilities of the municipalities, the question remains what the progress is in terms of meeting target. There is a general consensus that the progress is not satisfactory. The State President, Mr. Thabo Mbeki, in his address to the National Council of Provinces, Kwa-Zulu Natal, on 5 November 2004 admitted and revealed the following startling facts: "As we know, there are serious delivery backlogs which have denied millions of our people the possibility of a better life. We are aware of municipalities with large communities that have no access to clean water, sanitation and electricity."

He further quoted from the survey that was done by the Department of Provincial and Local Government and mentioned that a deep level of poverty as well as serious capacity constraints in many municipalities existed. The total municipalities has been reduced from 843 to 284 and they performed as follows:

- 241 municipalities have more than 30% of households earning less than R 1600 per month;
 - 135 municipalities have an unemployed rate of greater than 35%;
 - 226 municipalities have more than 50% of households as indigent;
 - 182 municipalities have less than 60% of their household with access to refuse removal;
 - 203 municipalities have less than 50% households with access to sanitation(flush toilet, chemical toilet or septic tank);
 - 122 local government structure have less than 60% of their households with access to electricity;
 - 155 municipalities have less than 60% of households with access to clean water; and
 - 116 municipalities have less than 60% of their households living in shacks.
- (Address of the President of South Africa, Thabo Mbeki at the National Council of Provinces, Kwa-Zulu Natal, 5 November 2004).

The facts indicate gross non-compliance with the constitution and can be viewed as an abdication of the responsibilities by municipal councillors.

In his budget speech on 18th May 2005, the Minister for Provincial Local Government and Housing Minister S. Mufamadi also admitted; "The geography of service delivery and municipal infrastructure backlogs is indeed and very instructive. A case in point is Soweto, which celebrated its centenary last year. For 98 of the 100 years of its existence, Soweto had tracts of gravel road covering an estimated 300km in built up areas" (<http://www.pmg.org.za/briefings/briefings.php>).

3.3.2 KEY DELIVERABLE AREAS NEEDING SPECIAL ATTENTION

3.3.2.1 Free basic services: Water

The provision of services to the rural poor is both a constitutional requirement and a social necessity for the post-apartheid society. The former Bophuthatswana homeland government provided very limited services on a free basis with the proviso that there should be no democratic participation in managing services. This approach led to high levels of vandalism and poor community attitudes to these services. There have been advances in a number of sectors, but those who most desperately need basic services are those who can least afford them. An immediate relationship between the cost of delivering a service and revenue received from beneficiaries has generally not been possible in service applying to rural communities. Problems of sustainability arise in relation to the managements of projects on a stand-alone basis over time. Low levels for operations maintenance can be maintained only if difficulties of financial problems can be solved. The provision of free basic services has decisively changed the nature of the sustainability of rural programmes. This free water is based on the first 6 kiloliter per month. Thereafter poor communities have to pay for the services.

3.3.2.2 Cost recovery

In South Africa, total cost recovery has been implemented in different ways. Some local governments have privatised public utilities by awarding water concessions to foreign companies. Others have transformed their utilities into-profit-driven and publicly owned enterprises ([Metered Death-Social and Economic Policy Forum.htm](#)).

Water that once was free for the poor suddenly carried a price tag and municipalities have installed meters on communal taps in many townships and villages. To access them residents must buy a prepaid water card, which works similar to a phone card. The customer slips the card into the meter and takes water from an activated tap. The water stops when the card is removed.

Another way of water control involves a simple disc with two tiny holes, called “the trickler”. When people miss a certain number of payments, the water company inserts a disc into a valve, causing water to trickle through to their pipes at a greatly reduced pressure. Residents can still get a minimum amount of water – but only once or twice a day (Metered Death-Social and Economic Policy Forum.htm). Although Section 27 of the South African Constitution guarantees citizens access to sufficient food and water, this is then violated. Instead, families in desperate need of water, use nearby rivers and other streams which might be unpurified and can be deadly infected with typhoid and cholera bacteria.

3.3.2.3 Water and sanitation

Water and sanitation received a high priority in the RDP both for reasons of lessening the drudgery of rural women and for health reasons. Although water delivery is universally a priority, sanitation is even more closely related to the survival of children. From calculations made from the Demographic and Health Survey of 1998, it is clear that both water and sanitation have an acute effect on child mortality rates:

- For those households which do have piped water the child mortality rate is twice as high (from 11.6 to 27.7) and
- For those households which do not have flush sanitation the child mortality rate is four times as high (from 7.7 to 34.9) (World Health Organisation, 2001).

3.3.2.4. Electricity

The Reconstruction and Development Programme reviewed the use of inferior and expensive fuels and celebrated the surplus of electricity which made improved conditions for the majority possible. It argued strongly for electrification and noted that although Eskom had excess generating capacity, only 36% of South African households had access

to electricity, leaving approximately three million households unelectrified (Hemson, 2004: 6). This was identified as a way of relieving rural women of the drudgery of collecting wood, which was identified as inefficient and unhealthy fuel. A survey has found that in certain instances women had to walk more than 10 kilometres to find wood (currently as woodlots increasing become depleted) and spent as long as 205 minutes daily on the task (Statistics South Africa: 2001).

It was argued that urban households were faced with high costs of paraffin. Gas and coal were cheaper but subjected people to severe health problems (African National Congress, Reconstruction and Development Programme: 1994, 2.7.1). There has been a great impetus to alleviate the hardship of the poorest through electrification. The prospects for electrification have been good and South Africa has an installed generative capacity of 48 gigawatts, with an extended national grid spanning some 281 000 km of high voltage transmission and distribution lines which are owned by Eskom. The resource to ensure availability of electricity to every citizen is available but needs prompt cooperation of various municipalities with Eskom to make this a reality. At the moment, performance on this item is dismal (HRSC, 2004:8).

3.3.2.5 Backlog in electricity

At the end of 1993 over 43% of the total population (approximately 4,5 million households) around the country did not have access to electricity. By 1997, ESKOM had connected nearly 1,15 million homes at an average rate between 270 000 and 290 000 households per year (Kotzé, 2000). Together with municipalities, this amounted to about half a million connections a year. Refer to table 3.2

Table 3.2: DELIVERY, BACKLOG AND URBANISATION, 2001.

Type of Area	Population	Houses	Houses electrified	Houses not electrified	% Electrified	% Not Electrified
Rural	20 832 416	4 267 548	2 095 229	217 2319	49.1	50.9
Urban	23 723 327	6 503 427	5 023 186	1 480 241	77.2	22.8
Total	44 560 743	10 770 975	7 118 415	3 652 560	66.1	33.9

Source: Beating the backlog: Meeting targets and providing free basic services, Human Science Research Council Integrated Rural and Regional Development Position Paper: (2004:7).

The backlog in electricity as in other basic services has proved to be a very stubborn problem. Although it was predicted that at the end of the year 2000 about 2,75 million households would be without electricity in the table above the total in that year is 3,6 million, which indicates a considerable increase in the backlog (Kotzé, 2000:24).

3.3.2.6 Housing

South Africa's housing crises originated in the overriding concern of the apartheid government to contain African settlements in the urban areas through the imposition, for example, of "influx control" and the Group Areas legislation. In addition, government provided very little housing for the expanding population, especially after the 1960s. By the mid 1980s, these policies had resulted in a large housing backlog, massively overcrowded housing in the black townships, and the emergence of informal housing in both the backyards of existing township houses and in settlements both on the urban periphery of the cities and within the homelands boundaries at points closest to the cities. The 1994 elected Government adopted the Reconstruction and Development Programme (RDP), an integrated socio-economic policy framework which is now the policy of government. The RDP set a goal of 300 000 houses to be built a year with a minimum of one million low-cost houses to be constructed within five years. In December 1994 government issued a Housing White Paper that set out the framework of the National Housing Policy.

A considerable amount of housing has been delivered, and by September 2003 more than 1, 5 million houses were built or were under construction. This is half of what was envisaged and proof that a backlog existed, (R 26,426 billion has been allocated to for housing delivery). The Minister of Housing Brigitte Sylvia Mabandla noted recently: "To date the most commonly constructed housing projects have been single unit houses located largely on the urban periphery on sites provided by large developers. The majority of the houses built have been in urban or per-urban areas where rates of urbanisation have been the highest and the need for housing has been greatest" (<http://www.housing.gov.za/>).

It is against this background that the National Government introduced Project Consolidate whose specific objectives of intensive engagement are to:

- Rally the local government sphere in discharging its service delivery and development mandate;
- Realise the peoples' contract and mobilise social partners around this programme;
- Entrench a people centred orientation in the entire public sector and a new approach to local government's mode of operation and
- Establish a new and practical benchmark for local government performance excellence (<http://www.info.gov.za/speeches/2005/05021511451002.htm>).

3.3.3 Linkage between service delivery and organisational capacity, motivation and external factors

There are concerted efforts to improve the quality of lives of all living in South Africa. These efforts have yielded modest gains in terms of access to services such as housing, water and sanitation, education, electricity and health.

Managers of services have to do everything possible to ensure continuity of services.

The dilemma between better services and sustainability can only be resolved when people have regular jobs and incomes above subsistence levels and if they can afford to make a contribution to their livelihood rather than this current dependency on government handouts. Service delivery is a function of poverty alleviation, but to what extent has it contributed to incomes of people? The mediating factor between service delivery and poverty alleviation is employment which remains elusive to many South Africans.

(a) Organisational capacity

The ability of an organisation to deliver depends much on its capacity, and this refers to the availability of skilled personnel on its staff establishment to manage and to be always abreast of the time to anticipate deviation on service demands, the availability of both rudimentary and sophisticated equipment and technology to enable performance of high standard to meet customer expectation. It also requires financial resources to enable meeting unplanned demands such as disasters. Many local municipalities in South Africa are "so weak institutionally that they cannot perform even the most basic functions of

management and service delivery and a sophisticated level of integrated and coordinated planning remains a long way off" (Harrison, 2001:191).

The present capacity to undertake and implement local economic development is markedly uneven across South Africa's metropolitan areas, secondary cities and small towns. Fortunately government has acknowledged the constraints which local governments face. In 2002 a Ministerial Task Team identified the important problems of under-resourced and understaffed local government (SABC, 2002). There is a dire need for municipal managers who will turn the situation of hopelessness around. These managers are supposed to have specific skills and competencies for them to optimally perform. These are outlined by Minister Fraser-Moleketi during a media briefing for Governance and Administration Cluster on 15 February 2005 as follows:

- **Technical competence:** This is the ability to apply specialised knowledge or expertise. For example the Health Manager who has a health related qualification will understand the health operations and needs with relative ease.
- **Interpersonal competence:** The ability to work with, understand and motivate other people.
- **Conceptual competence:** This refers to the mental ability to analyse and diagnose complex situations. This implies the ability to understand that the organisation is affected by the internal and external environment and being able to plan accordingly. For example, a Health Manager near the South Africa-Zimbabwe border proactively planning to provide additional workers on standby in case refugees from Zimbabwe flock to South Africa fleeing conflict in their own country. The logical division of labour and placing specific employees on various levels of authority results in organising management in hierarchy levels as follows: Senior/ Top Managers, Middle Managers and First- line managers. At the lowest level are operative employees, the rank-and-file workers who physically produce the organisation's goods and services.

- **Mentoring and supervision:** These enable managers to focus on individual employees to ensure there is transfer of skills, coaching, training, development and performance appraisal as well as discipline.
- **Diversity management:** This is more relevant in South Africa where there are different people of different cultures working for government departments and municipalities. It is important that there is synergy and harmony in the workplace (<http://www.pmg.org.za/briefings/briefings.php?id=184>).

In his most recent report to parliament, the South Africa Auditor- General found that 61% of all senior management posts in the provincial and local government departments responsible for service delivery were vacant, (E:\New Money, Old Buckets Anger South Africa's poor – The South African Institute of International Affairs.htm). Local and Provincial governments in particular are constrained by a lack of people with the skills in project management, accounting and engineering that are needed to deliver services on the ground. According to government figures, approximately 8% of government workers qualify as “highly skilled” while around 90% are considered either low- or semi-skilled (E:\New Money, Old Buckets Anger South Africa's poor – The South African Institute of International Affairs.htm).

Britain's Commission for Africa report calls for a 'big push' in spending on healthcare, education, roads, sanitation and other services by rich donor countries to help Africa achieve the Millennium Development Goals of halving poverty by 2015. Yet, South Africa's attempt at eradicating poverty through spending more on services to the poor shows that committing more money alone is not enough to get results. Of all African countries, South Africa is probably the best equipped to tackle poverty. It has wealth and resources, and the government has shown commitment to helping the poor. Yet this wave of riots exposed the gap between President Thabo Mbeki's vision for improving the lives of the poor and actual progress on the ground. This has been argued by Megan Lindow of the South African Institute of International Affairs (<http://www.saiia.org.za/modules>).

The recent riots in the Free State have exemplified these shortcomings. During the violence that spread from the Ntabazwe Township near Harrismith, after police killed a

youth during a demonstration during September 2005, local councillors reportedly refused to meet their constituents because they feared for their own safety. Visiting the province two weeks after the shooting, State President Mr. Thabo Mbeki lambasted local officials: "Of course, resources are limited, but still, why should stinking buckets not be collected for two weeks? Why are taps not fixed? He remarked (www.dfa.gov.za/docs/speeches/mbeki.htm - 89k).

One of the main reasons is that the task of providing services is ultimately the responsibility of the sphere of government least able to cope with it; namely the municipalities. Poor rural communities, which have the greatest need for development, also suffer because the people with the ability to solve local problems have migrated to the cities. Various grants are available to local municipalities, but there is always under-accessing because nobody in local government is able to construct projects to address developmental needs of the communities. Politics, rather than need, often dictates where new government housing and services are provided. In other communities, officials pay themselves exorbitant salaries and drive luxury cars, but refuse to fill vacant posts or balance municipal budgets, which might indicate a lack of capacity at local level. This is according to Siyabonga Memela, manager of the local government centre at the Institute for Democracy in Southern Africa (www.saiia.org.za).

Visiting some of the communities torn by civic unrest in the Free State, Daryl Worth, who represents the Province on the local government committee of the National Council of Provinces, said he was shocked by the evidence he saw of corruption and ineptitude. In one township, he saw abandoned piles of bricks that were provided at least three years ago for new government houses, which were never built (E:\New Money, Old Buckets Anger South Africa's poor - The South African Institute of International Affairs.htm). Money is routinely squandered in corrupt tendering processes and on projects that are never completed, while municipalities also fail to take advantage of grant funding opportunities because their financial accounting is in disarray. For example, municipal governments are entitled to claim back money from the province for providing health

services to the community. But they often fail to do so because no-one is monitoring the process. This was remarked by Mr. D. Worth (www.saiia.org.za).

According to Hopewell Radebe, Deputy Political Editor of **Business Day** (30 March, 2005), a survey of all 284 municipalities conducted in 2005 by government found that nearly half needed urgent help with managing their billing systems, municipal debts and service delivery programmes.

As stated previously, Government has responded by establishing Project Consolidate, a programme that will mobilise teams of consultants to help 136 municipalities address issues ranging from corruption and political infighting to accounting ineptitude.

“Now we realise that it does not matter what policies people in the first and second coaches of the gravy train produce if the group in the last coach have no capacity to implement,” President Mbeki said at a local government conference in March 2005. (www.dfa.gov.za/docs/speeches/mbeki.htm - 89k). After attempting to delegate service delivery to the municipalities, government is now to reassert its control over spending and accountability through Project Consolidate and a range of other legislations such as the Municipal Structures Act and the Municipal Systems Act.

The same advice could be given to be applied to the Commission for Africa Report. The Commission urges rich countries to increase current levels of aid to the continent by \$50 billion per year by 2015, but it does not explain how its ambitious plans will be carried out by the people on the ground, and where the skilled managers, accountants and engineers will be found (http://www.coe.int/t/e/northsouth_centre/programmes/5_europe-africa_dialogue/h_pd_newsletter/PDNews_40.asp).

(b) Organisational motivation

Organisational motivation represents the underlying personality of the organisation. It is what drives the members of the organisation to perform. One dimension to be looked at is organisational evolution and history—that is, how and why the organisation started, what its milestones are, and so forth. The culture operating within an organisation, and the incentives it offers, contribute to organisational motivation. This culture is an

amalgamation of the values and beliefs of the people in an organisation. It can be seen in the implicit rules and expectations of behaviour in an organisation where, even though the rules are not formalised, employees know what is expected of them. It is usually set by management whose decisions on policy normally dictate the culture of the organisation. The organisational culture usually has values and beliefs that support the organisational goals.

Pilfering and looting municipal property by blue collar workers who are de-motivated as a result of low salaries compared to high perks received by managers is normal in most municipalities. This practise unfortunately serves to reinforce the perception of South Africa as being a country of 'two-nations', one wealthy and one destitute, an observation that has been frequently made by President Thabo Mbeki (Daily Dispatch, 2 June 1999). Due to the fact that most councillors are not that educated and have little work experience and yet want to control every thing including awarding tenders (even though not permissible in terms of Municipal Finance Management Act), there is lawlessness, infighting and anarchy in municipal offices, resulting in low morale of employees, which culminate in poor service delivery. The attitude of management to their employees is an attraction to prospective staff and would probably help maintain the staff that they have. If the climate does not satisfy the needs of staff, then it will probably become a demotivator. It would cause dissatisfaction and people might become less inclined to want to work towards the organisational goals.

(c) External environment

Organisations are open systems, and as such are easily influenced by what takes place around them. The external environment in which they operate is very important, even though municipalities exist inter alia to provide services and should be developmental in approach, politics might influence their operation. The political environment is the key factor in determining the level of available resources to municipalities and the ease with which they can carry out their activities. For example, wards in the municipalities with councillors that form the opposition enjoy less development as compared to their counterparts led by the ruling party councillors.

The characteristics and quality of the environment such as poor infrastructure in terms of roads, electricity and phone lines can also hinder performance. Thus, in assessing an organisation, attention must be paid to economic, political, socio-cultural, environmental, demographic and technological conditions.

3.4 Conclusion

From the literature review on the service delivery by the South African municipalities a general conclusion is that there is poor service delivery and the general public is not satisfied. In the following chapter the problem statement will be expanded and objectives for the study will be formulated.

CHAPTER 4

PROBLEM STATEMENT AND OBJECTIVES

4.1 Introduction

The demise of apartheid in the early 1990s has left South Africa with an indelible social and economic legacy which is characterised by racial division and discrimination. Various efforts have been made to bring about economic regeneration and social reconciliation in South Africa's towns and cities. Within the broad parameters of what is termed 'developmental local government', these development initiatives aim to address apartheid-created social and economic divisions, whilst simultaneously attempting to stimulate broader economic growth and address issues of social justice and pro-poor development. In general, the results thus far have been somewhat mixed, but, it is clear that some significant improvements have taken place in certain urban areas, particularly in terms of market-driven initiatives.

It is important to critically examine developmental local government in some of South Africa's municipalities, and attempts to assess the degree to which endeavours are addressing issues of economic development, social justice and pro-poor development. The advent of participatory democracy in South Africa has catalyzed new forms of governance and introduced new approaches to development planning. Since 1994, the functions of local government have expanded to include social and economic development of communities, sustainable service delivery and the promotion of a safe and healthy environment. In order to fulfill this new role, the government has emphasized the need to nurture a new culture of developmental local government.

4.2 Statement of the problem

The central problem of this study is the poor service delivery by Central district Municipalities in the North West province. Local government in South Africa has been recognised as a distinctive 'sphere' of government and, through the decentralisation of authority which is taking place, has been charged with taking on a more active role in responding to development backlogs and growth opportunities.

South Africa's municipalities face challenges in their difficult quest to address the legacies of the previous dispensation, to achieve growth and participate in the global economy. In response to locally recognised and national government agendas, municipalities are actively seeking to address the urgent issues of poverty alleviation and inequality. Cities such as Cape Town have obvious natural and economic attractions to offer international investors and tourists, and have the necessary resources to provide world class facilities such as a convention centre, high-class shopping malls and an international airport. The process of dealing with the massive challenge of rural poverty is a far more daunting prospect in which it would be difficult to argue that significant tangible progress has thus far been made by rural municipalities such as Central District in the North West Province.

Service delivery by municipalities in South Africa is a daily topic entertained or discussed by many citizens. There is little satisfaction experienced by residents in many of the cities and towns in respect of services rendered. There is a perception that municipalities are under-performing on healthcare, roads, sanitation, electricity, housing and other services.

4.3 Discussion of sub-problems

The main problem under discussion is service delivery, and there are several sub-problems linked to this and these are discussed hereunder.

4.3.1 Quality of services rendered

There is perception that the services rendered by the municipalities to their local residents are not satisfactory and the following points bear witness to that:

- **Reliability**

Provision of municipal service such as electricity is not reliable. Intermittent supply to residents and small business has left many with food spoilage and no warmth in winter. The same applies to the provision of water and sanitation. In many instances, water supply is interrupted, even affecting service delivery in health facilities.

- **Responsiveness**

There is a perception that there is no prompt response to service needs. For example, it usually takes weeks before reported cases of blocked sewer pipes can be repaired or leaking/burst water pipes are attended to. Communication with municipal personnel is one area that shows poor responsiveness, switch-board operators often leave the workstations unattended and requesting assistance from offices is not according to expected norms.

- **Assurance**

The employees of local municipalities at times do not show confidence in what they are doing. This results in clients not feeling satisfied with information provided. For example, if a family organises a wedding ceremony and requests the assurance that water and electricity will be available on a particular weekend, they do not get the assurance that these will be available.

- **Empathy**

Whenever clients require attention or need service rendered they cognitively evaluate how they are received and treated. If no attention is given and officials do not show any sense of empathy to their peculiar circumstance or problem, this results in a feeling of resentment. They may not use the service point again, which might lead to customer loss.

- **Tangibles**

This relates to the appearance of physical facilities, equipment, personnel, and communication materials. If these are not attractive and impressive customers tend to have less respect for the organisation. The image experiences might lead to a perception of unprofessionalism. In most rural municipalities, town halls are vandalised, water is constantly leaking from the toilet taps, stench of urine smelling around the toilets and the overall impression is that of total neglect and apathy.

When the above-mentioned elements are collectively used to subjectively evaluate municipal service delivery, the ultimate conclusion can be one of good service delivery or otherwise.

4.4 Formulation of objectives based on the problem

Poor service delivery by Central District Municipalities has been discussed as the problem statement, and this is the perception which should be scientifically tested for its validity. There are factors that influence this perception, and they have previously been discussed.

The objective of this study is to evaluate the dimensions of service quality and satisfaction, namely: reliability, responsiveness, assurance, empathy, and tangible aspects of the Central District Municipality in the North West Province.

4.5 Conclusion

Service delivery to South African citizens is squarely in the hands of local municipalities. These are however hindered by several factors. There is thus a perception that these services are poorly delivered. This has to be confirmed by a scientific mechanism and the following chapter is dedicated in dealing with the research design and methodology.

CHAPTER 5

RESEARCH DESIGN AND METHODOLOGY

5. 1 Introduction

Research design and methodology is the most crucial and fundamental feature in any given study. To satisfy the information needs of any research project or study there must be a design or a template or a framework upon which such study should be developed.

There are two approaches or designs of research, namely, Qualitative and Quantitative methods.

Professor Salomé Schulze describes the research paradigms driving quantitative and qualitative research as follows: "The quantitative paradigm is based on positivism, which takes scientific explanation to be nomothetic (that is based on universal laws). Its main aims are to objectively measure the social world, to test hypotheses and to predict and control human behaviour. In contrast, the qualitative paradigm stems from an antipositivistic, interpretative approach, is idiographic, thus holistic in nature, and the main aim is to understand social life and the meaning that people attach to everyday life" (www.unisa.ac.za/contents/faculties/service_dept/bld/progressio/docs/schulze.pdf).

According to Banister, Burman, Parker, Taylor & Tindall (1994:21) qualitative research refers to the interpretive study of a specified issue or problem in which the researcher is central to the sense that participants make.

Quantitative research methods were originally developed in the natural sciences to study natural phenomena. Examples of quantitative methods now well accepted in the social sciences include survey methods, laboratory experiments, and numerical methods such as mathematical modeling. Qualitative research methods were developed in the social sciences to enable researchers to study social and cultural phenomena. Examples of qualitative methods are action research, case study research and ethnography. Qualitative data sources include observation and participant observation (fieldwork), interviews and questionnaires, documents and texts, and the researcher's impressions and reactions, (upetd.up.ac.za/thesis/available/etd-08192002-155431/unrestricted/02chapter2.pdf).

5.2 Justification for the methodology

A quantitative research method was used in addressing the objectives of this study. As perception on service quality is to be interrogated the already existing technique of SERVQUAL was extensively used in the study. SERVQUAL was developed by Zeithaml, Parasuraman and Berry. It is an instrument that is used for performing gap analysis of an organisation's service quality performance against customers' service quality needs and expectations (Zeithaml, Parasuraman and Berry htm).

The SERVQUAL scale was first published in 1988 and has undergone numerous improvements and revisions since then. The scale contains 21 perception items that are distributed throughout the five service quality dimensions (Zeithaml & Bitner, 2000: 135).

5.2.1 Population

The community members residing in the local municipalities of Central District were the sampling population for the study. These areas are Ditsobotla, Mafikeng, Ramotshere Moilwa, Ratlou and Tswaing. From each local municipality a random sample of 20 people was taken, bringing the total population sample to 100. The sample was randomly selected to avoid targeting of specific individuals who may tend to make the study subjective. These are ordinary local people who have daily experiences of how their municipalities are serving them. The study was commenced after the municipality elections in March 2006 as there was a possibility that the electioneering process could bias the respondents' attitudes and perceptions.

5.2.2 Method of data collection

Data was collected from participants by means of a structured questionnaire. As earlier indicated, a SERVQUAL instrument was used to collect data. It is a multi-item scale developed to assess customer perceptions of service quality in service and retail businesses. SERVQUAL represents service quality as the discrepancy between a customer's expectations for a service offering and the customer's perceptions of the service received, requiring respondents to answer questions about both their expectations

and their perceptions. The use of perceived as opposed to actual service received makes the SERVQUAL measure an attitude measure that is related to, but not the same as satisfaction (Parasuraman et. al., 1988).

Parasuraman et. al. (1991) presented some revisions to the original SERVQUAL measure to remedy problems with high means and standard deviations found on some questions and to obtain a direct measure of the importance of each construct to the customer.

This is an instrument that purports to measure the quality of service rendered by an institution along five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. In particular, it measures what the customer expects from the institution in relation to these dimensions against what the customer perceives the institution performs along these dimensions. Defining the gap between these two measures (the discrepancy between what the respondent expects in service quality and the service quality he or she perceives to have received) is intended to assist the institution in prioritizing corrective actions (<http://www.lib.virginia.edu/mis/reports/SERVQUAL/sq981.html>).

5.2.3 Operationalisation of variables

There are factors that assist in valuing the quality of service and these are listed below together with their definitions:

- **Tangibles:** is the appearance of physical facilities, equipment, personnel, and communication materials.
- **Reliability:** is the ability to perform service dependably and accurately.
- **Responsiveness:** is the willingness to help customers and provide prompt service.
- **Assurance:** is the knowledge and courtesy of employees and their ability to convey trust and confidence.
- **Empathy:** is the caring, individualized attention the institution provides its customers.

5.2.4 Qualifying questions

Qualifying questions are formulated and expressed in a questionnaire format and are indicated in Annexure B. An accompanying letter is to be attached to every questionnaire

to allay the fears of respondents and also to introduce them to the study, emphasizing confidentiality as well as the purpose of the study. This letter and questionnaire are depicted in Annexure B and C respectively.

5.2.5 Representativeness

Sampling involves selecting individual units to measure from a larger population. The population refers to the set of individual units which the research question addresses. There are a variety of ways to consider obtaining a representative sample. A sample is representative when it allows the results of the sample to be generalized to the population (Polit & Hungler, 1990:190). The sample for this study is not accurately representative as it is only explorative in nature and is made up of 20 respondents from each of the five local municipalities of Central District municipality.

5.2.6 Validity

An instrument is valid if it measures what it is intended to measure and accurately achieves the purpose for which it was designed (Polit & Hungler, 1990:195). Validity refers to the generalisability of the research findings to other settings or samples; this depends on the characteristics of the sample. There are threats to validity and some of them are discussed below:

- **Hawthorne effect:**

Respondents in an experiment may behave in a particular manner largely because they are aware of their participation in the study.

- **Novelty effect:**

When a new technique is introduced to subjects and research agents in a research study, it may alter their behaviour in a variety of ways. They may be enthusiastic or skeptical about new methods of doing things, once the technique is more familiar, the same results may fail to be repeated.

- **Experimenter effect:**

The performance of the subjects may be affected by the characteristics of researchers. The investigators often have emotional or intellectual investment in demonstrating that their hypothesis is correct and may unconsciously communicate their expectations to the subjects or they may be biased in their observation.

- **Measurement effect:**

In research studies, the investigators collect a considerable amount of data such as pretest data, background data and so forth and confusion of information may be possible and affect validity (Polit & Hungler (1990:195-206).

5.2.7 Reliability

Reliability of a measuring instrument is a major criterion for assessing its quality and adequacy. It the degree of consistency with which it measures the attribute it is supposed to be measuring (Polit & Hungler, 1990: 316). If a scale gave a reading of 120 kg for a person's weight one minute and gives a reading of 150 kg the next minute one would naturally be wary of using the scale because the scale's information would be unreliable. Reliability can therefore be equated with stability, consistency or dependability of a measuring tool. Another way of defining reliability is in terms of accuracy. An instrument can be said to be reliable when its measures accurately reflects the true scores of the attribute under investigation in research.

5.3 Data analysis

Descriptive statistics methods were used to analyse the data, to describe the trends in the data and also determine whether relationships exist between or among variables. The following descriptive statistics are used:

- Calculations of frequencies and percentages, expressed as table, charts and graphs
- Measurements of the central tendency, and
- Measurements of dispersion using the Standard Deviation

In paragraph 6.2 (chapter 6) a detailed description is given of how the data were analysed.

5.4 Ethical consideration

When human beings are used as subjects of research investigations, greater care must be taken to ensure that their rights are not violated. There must be a balance between the rights of individuals without necessarily compromising on the scientific rigorousness of the research, as has been argued by Polit and Hungler (1990: 22). There are three

important factors that have to be complied with in order for the research process to be ethically compliant:

- Informed consent;
- Freedom from harm;
- Privacy, anonymity and confidentiality

(a) Informed consent

One of the key principles of ethical conduct in research is that participation must be voluntary. Polit and Hungler (1990: 22) say the medical experiments carried out by the Nazi physicians in Germany during World War II were criticised not only for their cruelty but also for the fact that participants could not refuse to participate.

While the requirement for informed consent seems easy to implement as it is justifiable, this often conflicts directly with practical arrangements or scientific concerns. For example, if during a descriptive observational study, nurses are aware of being observed in their normal routine in the Intensive Care Unit, there is a possibility of them behaving in a certain way that will result in the descriptive study being invalid (Polit and Hungler, 1990: 22).

(b) Freedom from harm

Every precaution must be taken by researchers to ensure that the people being studied are protected from physical, psychological or spiritual harm or discomfort (Polit and Hungler, 1990: 23). Sometimes when individuals are asked questions about their personal views, their weaknesses or fears, it is necessary to consider the nature of the intrusion on people's psyches. A rule of thumb is that researchers should design their studies in such a way that they would feel comfortable if family members participated.

(c) Privacy, anonymity and confidentiality

It is unfortunate that virtually all research with human beings constitutes some degree of an intrusion, however small. The procedure used to obtain information, and the information itself should not be used to the disadvantage of the person providing it (Polit & Hungler, 1990:26). There are two mechanisms that act as safeguards of the

participants' identities, namely, anonymity and confidentiality. A participant in a study is regarded as anonymous if the researcher cannot link the participant with the information provided. In a face to face situation, where anonymity is not possible, the researcher should then offer the participant a guarantee of confidentiality; this means that any information provided will not be publicly reported or linked to the participant if it has to be mentioned.

The researcher has the responsibility of ensuring that the three principles mentioned above are rigorously adhered to, because if these are contravened, the study will not be ethical.

As this study has to deal with local government service, due consideration was taken not to administer questionnaires in a manner that would have disrupted service delivery, as such conduct would have perpetuated the problem of service delivery.

5.5 Limitations

The findings of this study will have limitations of applicability in the Central district Municipality due to the fact this area is unique and does not necessarily have features of other districts in the Province such as Rustenburg and Potchefstroom and Klerksdorp. As a result of this they may not be generalised to the entire province.

5.6 Conclusion

In this chapter it was indicated which approaches were used in the study and the sampling tool discussed. The next chapter will be devoted to data analysis, and results of the study.

CHAPTER 6

RESEARCH RESULTS

6.1 Introduction

Communicating research result is the most important aspect of conducting research, it is critical as the entire process is coming to a close. The findings have to be made available so as to be able to make recommendations based on what was empirically found.

6.2 Respondents

The respondents to the questionnaires are community members residing in the local municipalities of the Central District Municipality. These areas are: Ditsobotla, Mafikeng, Ramotshere Moilwa, Ratlou and Tswaing. Care was taken to ensure that all respondents were adults who had ownership in the area and can express an opinion on service delivery by the local municipality. A questionnaire (Table 5.1) with 21 questions was formulated for administering to respondents. From each local municipality 20 questionnaires were responded to, totalling 100 respondents, which is considered enough representativity in the Central District Municipality. The individual municipality score are recorded in Annexure A. In table 6.1 results of respondents from municipalities which form part of the survey of Central District Municipality are reflected.

Central District Municipality aggregated data analysis:

NB: Explanation of the table:

- **Questions**

Each questionnaire is made up of 21 questions, hence question 1 – 21

- **Scores**

Scores range from 1 to 5, the meaning of each score is as follows:

1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree and 5 = Strongly Agree.

- **Questionnaires**

There were 20 questionnaires administered to each of the 5 Local municipalities, therefore $20 \times 5 = 100$.

Question 1: "When the local municipality promises to do something by a certain time, it does so." Was responded to as follows:

- 28 respondents rated the Central District Municipality 1, implying strongly disagreeing
- 34 respondents rated CDM 2, implying disagreeing
- 21 respondents rated CDM 3, implying not sure,
- 15 respondents rated CDM 4, implying agreeing and
- 2 rated CDM 5, implying strongly agreeing.

The same explanation is applicable to all 21 questions.

Table 6.1 RESULTS OF QUESTIONS

Question	Scores										Total		
	1		2		3		4		5				
	Responses to Questionnaires	Total Score	Responses to Questionnaires	Total Score	Responses to Questionnaires	Total Score	Responses to Questionnaires	Total Score	Responses to Questionnaires	Total Score	Total responses to	Questionnaires	Total Score
1	28	28 x 1 = 28	34	34 x 2 = 68	21	21 x 3 = 63	15	15 x 4 = 60	2	2 x 5 = 10	100		229
2	19	19 x 1 = 19	42	42 x 2 = 84	22	22 x 3 = 66	16	16 x 4 = 64	1	1 x 5 = 5	100		238
3	19	19 x 1 = 19	37	37 x 2 = 74	23	23 x 3 = 69	11	11 x 4 = 44	4	4 x 5 = 20	100		226
4	20	20 x 1 = 20	48	48 x 2 = 96	20	20 x 3 = 60	10	10 x 4 = 40	2	2 x 5 = 10	100		226
5	15	15 x 1 = 15	36	36 x 2 = 72	18	18 x 3 = 54	25	25 x 4 = 100	6	6 x 5 = 30	100		271
6	38	38 x 1 = 38	26	26 x 2 = 52	18	18 x 3 = 54	16	16 x 4 = 64	2	2 x 5 = 10	100		218
7	23	23 x 1 = 23	30	30 x 2 = 60	24	24 x 3 = 72	18	18 x 4 = 72	5	5 x 5 = 25	100		252
8	21	21 x 1 = 21	31	31 x 2 = 62	35	35 x 3 = 105	11	11 x 4 = 44	2	2 x 5 = 10	100		242
9	19	19 x 1 = 19	28	28 x 2 = 56	33	33 x 3 = 99	14	14 x 4 = 56	6	6 x 5 = 30	100		260
10	18	18 x 1 = 18	43	43 x 2 = 86	23	23 x 3 = 69	14	14 x 4 = 56	2	2 x 5 = 10	100		239

11	14	14 x 1 = 14	37	37 x 2 = 74	22	22 x 3 = 66	21	21 x 4 = 84	6	6 x 5 = 30	100	268
12	16	16 x 1 = 16	36	36 x 2 = 72	19	19 x 3 = 57	24	24 x 4 = 96	5	5 x 5 = 25	100	266
13	18	18 x 1 = 18	36	36 x 2 = 72	31	31 x 3 = 93	12	12 x 4 = 48	3	3 x 5 = 15	100	237
14	16	16 x 1 = 16	29	29 x 2 = 58	38	38 x 3 = 114	13	13 x 4 = 52	4	4 x 5 = 20	100	260
15	14	14 x 1 = 14	26	26 x 2 = 52	38	38 x 3 = 114	18	18 x 4 = 72	4	4 x 5 = 20	100	272
16	17	17 x 1 = 17	26	26 x 2 = 52	26	26 x 3 = 78	24	24 x 4 = 96	7	7 x 5 = 35	100	278
17	17	17 x 1 = 17	31	31 x 2 = 62	32	32 x 3 = 96	13	13 x 4 = 52	3	3 x 5 = 15	100	238
18	16	16 x 1 = 16	21	21 x 2 = 42	28	28 x 3 = 84	33	33 x 4 = 152	2	2 x 5 = 10	100	284
19	8	8 x 1 = 8	13	13 x 2 = 26	22	22 x 3 = 66	47	47 x 4 = 188	10	10 x 5 = 50	100	338
20	12	12 x 1 = 12	25	25 x 2 = 50	23	23 x 3 = 69	30	30 x 4 = 120	10	10 x 5 = 50	100	301
21	11	11 x 1 = 11	12	12 x 2 = 24	18	18 x 3 = 54	45	45 x 4 = 180	12	12 x 5 = 60	100	329

6.3 Results

In chapter 5 the questions were discussed, which were organised and expressed in a questionnaire format. Each questionnaire has 21 statements divided among perception dimensions of reliability, empathy, responsiveness, assurance and tangibility. Each local municipality's respondents are added together into one pool of the Central District Municipality. The approach in the analyses was as follows:

1. Each of the statements was to be read and analysed by the respondents, on a range of 1 to 5 indicating how they rated their municipality, (Strongly disagree = 1, Disagree = 2, Not sure = 3, Agree = 4 and Strongly agree = 5).

2. Calculating the total score of each value of 1 – 5. This is done by multiplying the number of questionnaires per score value, with the score value. The total for each question was determined by adding the scores for each of the values.

For example:

	Scores										Total	
	1		2		3		4		5		N Total Questionnaires	Total Score
	n Questionnaires	Total Score	n Questionnaires	Total Score	n Questionnaires	Total Score	n Questionnaires	Total Score	n Questionnaires	Total Score		
1	28	28 x 1 = 28	34	39 x 2 = 68	21	21 x 3 = 63	15	15 x 4 = 60	2	2 x 5 = 10	100	229
2	19	19 x 1 = 19	42	42 x 2 = 84	22	22 x 3 = 66	16	16 x 4 = 64	1	1 x 5 = 5	100	238

3. To arrive at the average per question, the total score is divided by the number of questionnaires for the particular question. In the example above it is:

Question 1: $229 / 100 = 2.29$

Question 2: $238 / 100 = 2.38$

4. The next step was to deduct 3 from each answer obtained above. Example:

$$2.29 - 3 = -0.71$$

$$2.38 - 3 = -0.62$$

The reason for this is that respondents had a choice of 1 – 5 for each question. A score of 3 shows that the respondent was not sure on the particular issue. 3 is therefore regarded as a “zero point” to plan for management action. Questions that scored 3 would thus change to 0 and those that scored 1 would change to -2. (www.hst.org.za).

After following the above analysis method the averages are depicted in table 6.2.

Table 6.2 AVERAGES FOR EACH QUESTION

Domain	Question	Total No. of Questionnaires	Total Score	per Average question	Deduct 3	Score New Value
RELIABILITY	1	100	229	2.29	- 3	-0.71
	2	100	238	2.38	- 3	-0.62
	3	100	226	2.26	- 3	-0.74
	4	100	226	2.26	- 3	-0.74
	5	100	271	2.71	- 3	-0.29
EMPATHY	6	100	218	2.18	- 3	-0.82
	7	100	252	2.52	- 3	-0.48
	8	100	242	2.42	- 3	-0.58
	9	100	260	2.60	- 3	-0.4
RESPONSIVE	10	100	239	2.39	- 3	-0.61
	11	100	268	2.68	- 3	-0.32
	12	100	266	2.66	- 3	-0.34
ASSURANCE	13	100	237	2.37	- 3	-0.63
	14	100	260	2.60	- 3	-0.4
	15	100	272	2.72	- 3	-0.28
	16	100	278	2.78	- 3	-0.22
TANGIBLES	17	100	238	2.38	- 3	-0.62
	18	100	284	2.84	- 3	-0.16
	19	100	338	3.38	- 3	0.38
	20	100	301	3.01	- 3	0.01
	21	100	329	3.29	- 3	0.29

The 21 questions have been grouped into the five domains of service quality, that is reliability (questions 1 – 5), empathy (questions 6 – 9), responsiveness (questions 10 – 12), assurance (questions 13 -16) and tangible (questions 17 – 21).

From table 6.2 the new score values after deducting 3 (the not sure element) from all averages became negative values, value for question 1 became -0.71, for question 2 the value changed to -0.62 and so on. The only positive values are for questions 19 – 21. Out of 21 questions 18 are answered negatively, i.e. $18/21 = 85.71\%$ of respondents are not satisfied with the municipality. The meaning of negative values is that the respondents are rating the Central district Municipality in a negative light, the only positive aspects of this municipality are its tangible features such as business hours of operation, neatness and materials associated with service such as pamphlets.

After arranging the scores in the table form as depicted above, a graphical presentation in figure 6.1 indicates the same score values.

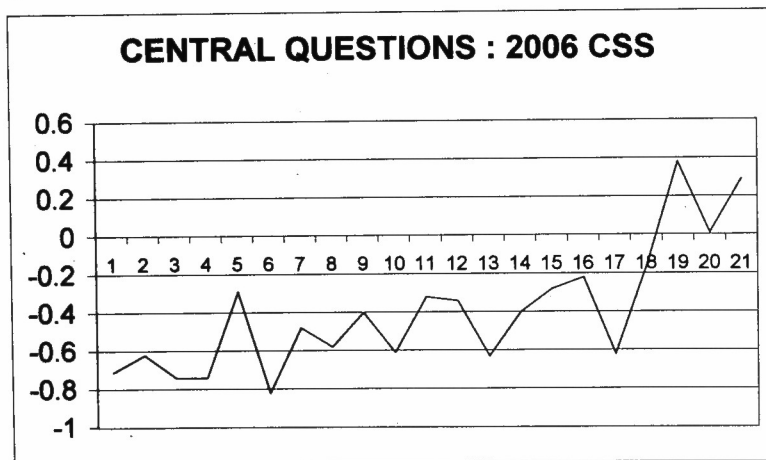


Figure 6.1 GRAPH OF THE AVERAGES FOR QUESTIONS

The calculated values are placed on a Y axis; all values above zero indicate responses in the affirmative, and show satisfaction on the service delivery by the municipality. All values below zero are negative and are indicative of dissatisfaction about municipality service delivery. The majority of values, from questions 1 – 18 are below the zero border line, and only questions 19, 20 and 21 are positive.

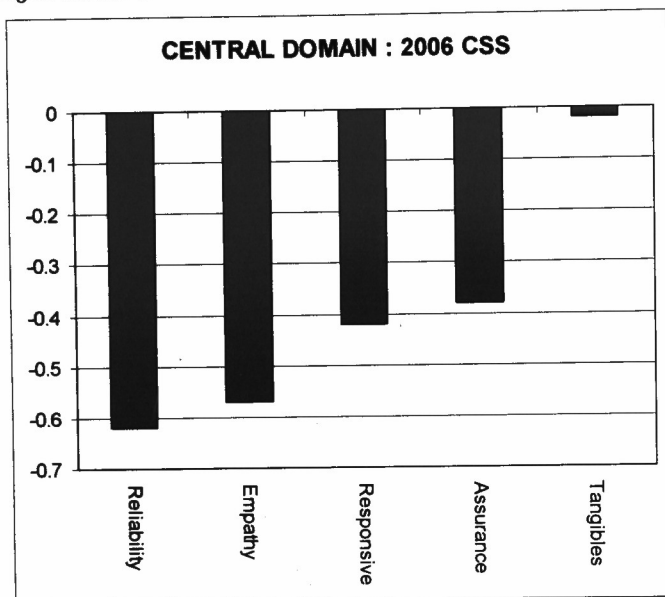
All scores under each domain have been aggregated and averages determined and these are recorded in table 6.3 below.

Table 6.3 AVERAGES FOR EACH DOMAIN

Domain	Question	Total No. of Questionnaires	Total Score	Average per question	Deduct 3	New Score Value
RELIABILITY	1 – 5	500	1190	2.38	- 3	-0.62
EMPATHY	6 – 9	400	972	2.43	- 3	-0.57
RESPONSIVE	10 – 12	300	773	2.57	- 3	-0.42
ASSURANCE	13 – 16	400	1047	2.6	- 3	-0.38
TANGIBLES	17 – 21	500	1490	2.98	- 3	-0.02

The 21 questions have been grouped into five domains of service quality, scores from questions in a domain have been averaged and presented in the above table, and all of them are below zero and negative. The general implication is that on all the five domains of service quality the Central District Municipality is regarded as performing poor by all the respondents. Only the tangibles had the highest scores, approaching the zero point. This is however still negative. To illustrate it more visually the results are depicted in a bar diagram in figure 6.2.

Figure 6.2 BAR GRAPH FOR THE AVERAGES PER DOMAIN



In the previous discussion a final score of 2 indicates 100 % satisfaction; a score of 1 indicates 50 % satisfaction, whereas a score of 0 indicates a neutral position. Any score below zero point indicates a dissatisfaction level, the closer the score approaches -2 it indicates the extreme dissatisfaction of the client. The individual responses are reflected in table 6.4

6.4 Response analysis per domain

Five perception dimensions have already been discussed, the responses from respondents have been aggregated per domain in table 6.3 and this was graphically presented in figure 6.2. It is important to discuss individual domain responses in comparison to the individual responses and this is reflected below:

Table 6.4 INTERPRETATIONS OF RESPONSES TO QUESTIONS

Statement	Interpretation of response
1. When the local municipality promises to do something by a certain time, it does so	In table 6.1 the total score of 229 was recorded, this was divided by 100 and an average of 2.29 was obtained, a figure of 3 (the neutral value of not being sure) was further subtracted from 2.29 and a final score of score value of -0.71 was arrived at, this means that the respondents are not in agreement with this statement and are not satisfied with the municipality keeping their promises. The earlier discussions indicated that any negative value, below zero implies lack of satisfaction.
2. When you have a service problem, the municipality shows a sincere interest in solving it.	The score obtained here is -0.62. This indicates dissatisfaction, and respondents' perception is that the municipality does not have a sincere interest in solving their problems.
3. The municipality performs the service right the first time.	-0.74 has been recorded as a final score, an indication of disagreeing with the notion of the municipality performing services right the first time.
4. The municipality provides services at the time it promised to do so.	A score of -0.74 has been obtained, where dissatisfaction is demonstrated.
5. The municipality keeps communities informed about when service will be performed.	A score of -0.29, as this is still below zero, indicates disagreement and dissatisfaction with the statement.
6. The local municipality gives you individual attention.	-0.82 has been recorded which shows disagreement and dissatisfaction.
7. The local municipality has employees who give you individual attention.	A score of -0.48 is registered and respondents are not satisfied with attention received by the communities from employees of the municipality.
8. The local municipality has your best interest at	-0.58 is recorded and dissatisfaction is expressed

heart.	
9. Employees of the local municipality understand your specific needs	A score of -0.4 was calculated which indicates dissatisfaction.
10. Employees of the local municipality give you prompt service.	The respondents' score was -0.61 which displayed dissatisfaction.
11. Employees of the municipality are always willing to help you.	A score value of -0.32 was calculated and respondents displayed dissatisfaction.
12. Employees of the municipality are never too busy to respond to your request	-0.34 is recorded, and dissatisfaction is expressed
13. The behaviour of the employees of the municipality instils confidence in you.	Respondents were dissatisfied and the score was -0.63.
14. You feel safe in your transactions with the local municipality.	A total score value of -0.4 was calculated and indicates dissatisfaction.
15. Employees of the local municipality are consistently courteous with you.	-0.28 is recorded, again dissatisfaction is expressed.
16. Employees of the local municipality have the knowledge to answer your questions.	The score of -0.22 shows disagreement and dissatisfaction by respondents.
17. Your local municipality has modern looking equipments.	-0.62 has been recorded; indication of disagreement and dissatisfaction is expressed
18. Your local municipality's physical facilities are visually appealing.	-0.16 has been recorded which is a slight indication of disagreement by respondents.
19. Employees of your local municipality appear neat.	0.38 is recorded and respondents are satisfied about the tidiness and neatness of the municipality employees.
20. Materials associated with service (such as pamphlets or statements) are visually appealing.	0.01 is allocated to this statement. This is nearly zero and it indicates a neutral position (not sure).
21. Your local municipality has convenient business hours.	0.29 is allocated to this statement and it indicates that the hours of operation of municipal offices are acceptable.

6.4.1 Reliability

The overall perception of reliability in the Central District Municipality is rated at -0.62, (table 6.3). This is in a negative quadrant and is indicative of respondents' dissatisfaction and disagreement. The implication is that the municipality has lost the trust of its citizens, it cannot be trusted and relied upon and much has to be done to reverse this perception.

6.4.2 Empathy

Empathy is a concept that indicates compassion and understanding of clients' circumstances. The respondents' aggregated score is -0.57 which is also below zero and negative. This implies that the respondents do not see the municipality having a caring stewardship over its clients.

6.4.3 Responsiveness

This is a human relation concept that indicates approachability, receptiveness, as well as ability to respond and react quickly. The aggregated score in this domain is -0.42, disagreement and dissatisfaction are expressed. The Central District Municipality is perceived to be slow in responding to service delivery needs. There is no prompt response to service delivery requests which is unacceptable.

6.4.4 Assurance

This concept embraces elements such pledge, oath, promise and guarantee. The Central District Municipality has received a score of -0.38 which is negative and indicates dissatisfaction. The implication is that communities do not take the municipality at its word. There is no assurance that the service will be available and this is a vote of no confidence in the local authority.

6.4.5 Tangibility

This concept is about touchable, concrete, physical, real, solid and substantial material things. Respondents were requested to rate their municipality on its equipment, offices as well as hours of operation. The score recorded is -0.02 and although this is negative, it is very close to 0 which is an area of neutrality.

The only areas where respondents were satisfied are in questions 19 and 21. Question 19 is about the neatness of municipalities' employees, respondents are satisfied and as neatness is an attribute that is a norm for the general members of the public, the performance of the municipalities is masked. Question 21 deals with hours of operation of the municipalities, and the respondents are satisfied.

6.5 Conclusion

In general, the municipality has much to do to improve the community perceptions. From the discussion above there is a total dismal performance by the municipalities. The SERVQUAL tool used is a world acclaimed instrument to measure clients and customer perception and satisfaction and has been proven to be reliable and valid.

In the next chapter conclusions (based on the findings) will be made as well as recommendations.

CHAPTER 7

CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS

7.1 Introduction

It is important to imbue statistics with meaning because from the start of the process the intended purpose was to search for broader meaning and implication of the findings. The results of the analysis is interpreted in this chapter with due consideration to the overall aims of the project, its theoretical underpinnings, the specific objectives, the existing body of related research knowledge and the limitations of the adopted research methods.

In Chapter 6, the results from the responses of respondents were captured and presented. These were from individual local municipalities of the Central District Municipality and are aggregated and consolidated to constitute the overall perception of communities of the District Municipality.

7.2 Summary of the main findings

The following are the findings presented in Chapter 6 and are individually discussed:

7.2.1 Reliability

As earlier discussed in section 6.4.1, the overall perception of reliability in the Central District Municipality by its community is -0.62, and is indicative of despondent and pessimistic perceptions by the clients. The implication is that the municipality has lost the trust of its citizens, it cannot be trusted and relied upon and much has to be done to reverse this perception. The municipality has to locally raise its revenue in order to fund its service delivery. With this type of perception from the tax payers, it becomes a huge task to get the cooperation from the clients to perform their citizen obligations.

7.2.2 Empathy

Section 6.4.2 in the previous chapter dealt with empathy, which embraces elements of compassion and understanding of clients' circumstances. The overall perception from the respondents is negative, and implies that the respondents do not see the municipality

having a caring stewardship over its clients. The relationship between the municipality and its citizens is cold, even though the current policies emphasise that indigent and poor community members are to be registered in order to qualify for reduced municipal rates and receive free basic service such as free graves for burial of their corpses. The perception indicates that communities do not see any empathy and will shy away, and not register as indigents. The number of indigents per municipality is one of the criteria used to determine the amount of money claimable from National Government in terms of the Division of Revenue Act. Reluctance of communities to register as indigents will have a negative impact on the ability of the municipality to claim a sizeable portion of funds available from National Government.

7.2.3 Responsiveness

This has been discussed in section 6.4.3, and is a human relation concept that indicates approachability, receptiveness, as well as ability to respond and react quickly or promptly without delay. The result is negative and once more disagreement and dissatisfaction is expressed. The Central District Municipality is perceived to be slow in responding to service delivery needs. Perception of this kind has influenced communities elsewhere in South Africa to illegally connect their own electricity using concepts such as "*operation Khanyisa*" and illegal dumping of refuse in response to prolonged turn-around time in emptying of waste bulk containers and collection of general waste, slow response to provision of adequate shelter. Informal business have led to pavement and street corners hawking; and the notion of "justice delayed is actually justice denied" becomes more relevant in situations like these, where it is very important to respond immediately to dissuade communities from acting irresponsibly in retaliation to the municipality's slow delivery pace.

7.2.4 Assurance

Assurance is a concept that embraces elements such as pledge, oath, promise and guarantee, by a service provider or goods manufacturer to the consumer of services or products. In the results presentation in chapter 6 (section 6.4.4), the Central District Municipality has received a score of -0.38, which is negative and indicates

dissatisfaction. The implication is that communities do not take the municipality at its word, there is no assurance that the service will be available, and is a vote of no confidence in the local authority.

7.2.5 Tangibility

As presented in section 6.4.5 of chapter 6, tangibles are those elements which are touchable, concrete, physical, real, solid and substantial material things. Respondents were requested to rate their municipality on its equipment, offices as well as hours of operation, and the score recorded is -0.02. Although this is negative, it is very close to 0 which is an area of neutrality. Evaluated against the background of the ruralness nature of the District Municipality, it is true that the municipality does not have assets that are relevant for its day to day operations such as street cleansing, refuse removal, patching of potholes and rehabilitation of internal street networks. The municipal equipment and assets are rudimentary when compared with other District municipalities in the North West Province.

7.3 Recommendations

In order for the Central District Municipality to improve on the service quality dimensions there are a number of measures that can be applied, recommendations for each service quality dimension are separately given as follows:

7.3.1 Reliability

- Services such as the supply of electricity and water are major elements that contribute to the municipalities to be regarded as unreliable due to their intermittent supply, and much can be salvaged by having service level agreements with the bulk suppliers such as Eskom and Botshelo Water Supply and ensuring that these are adhered to.
- Prompt payment to these utility corporations by municipalities will ensure reliable service.
- Insufficient cash-flow and huge bills owed by municipalities to bulk suppliers should be addressed by turn-around solution strategies such as financial management, debt collection, and identifying bottlenecks and solving them promptly.

- Bench marking with established municipalities will enable those with low skills to copy best practices. There are countries such as Sweden and Denmark that offer assistance to South African municipalities through the strategy of twinning, where local municipalities are “adopted” by overseas towns to afford them the opportunity to improve through hands-on learning.
- Involving communities through various forums will create a platform for informing them when services will not be available; this will reduce complaints and passive resistance.
- Communication strategies such as usage of local community radio stations, local news papers, attending traditional council meetings and dissemination of vital information have been used by Provincial departments and can yield the same results when used by municipalities, to improve on the aspect of reliability.

7.3.2 Empathy

Every employee should as a matter of principle, sign a Performance Management Agreement with the municipality upon entering an employment contract. Relevant competencies should be agreed at the beginning of performance cycle and should be included in the work plans and performance management agreements.

Employees should be assessed on achievement of key performance areas as well as the following competencies:

- Execution of tasks;
- Knowledge and insight;
- Interpersonal relations;
- Customer care; Communication; and
- Operational leadership.

Training on these dimensions is offered to all Government employees by the South African Management Development Institute (www.psc.gov.za).

7.3.3 Responsiveness

In order for services to be provided promptly when requested, municipalities must ensure that all of their equipment is in good working order and minimum and maximum stock

levels of inventorial materials are maintained. This can be achieved by training employees on principles such as "Economic Ordering Quantities".

Adequate record keeping on when services were requested and when they were actually rendered will enable management to know their turn-around time, and performance indicators must be established for every task. For an example, request for emptying of sewage septic tanks must be responded to within 24 hours; this will prevent overflowing of sewage and the creation of unhygienic conditions in residential areas.

7.3.4 Assurance

To be able to instil confidence of clients in the employees of municipalities efforts should be taken to emphasise the importance of confidentiality of information provided by clients in their dealing with municipalities. Key employees dealing with classified information should undergo security vetting and those that are not cleared should be deployed to less risky work stations. Employees dealing with municipality investments and tender documents must be trustworthy and not able to receive bribes.

There are quality assurance mechanisms that can be implemented by municipalities to address dissatisfaction already displayed. These include:

- **Complaint mechanisms:** All complaints received must be recorded and steps are to be taken to address them.
- **Establishment of an Ethics Committee** to deal with unethical behaviour displayed by officials, examples of these unethical behaviours include the availing of building plans by officials to their friends and employment of new staff through nepotism.
- **Knowledgeable officials** will instil confidence in municipalities. This can be displayed through solving service delivery problems presented to the municipalities. This can be achieved through in-service training of staff and does not have to be provided through expensive consultants as highly qualified national and provincial government officials are made available for this exercise by Project Consolidate.

7.3.5 Tangibles

Confidence in the local municipalities can be obtained by the creation of a positive image through regular maintenance of its equipment and buildings. Other mechanisms of creating a positive image through tangibles are website designs, eye catching adverts on billboards and extended office hours through flexi hours and staggered tea and lunch breaks. This will ensure that offices are open for business throughout the specified periods.

Apart from implementing the above-mentioned recommendations, there must be a willingness to increase the skills level of the employees of the municipality. Adherence to guidelines of Project Consolidate will yield much desired fruits. Leadership in the municipal structures should receive priority attention and leadership should no longer be restricted to a few select individuals. Leadership is needed at all levels of the organisation, from the political leader and chief executive through to senior and middle managers and front-line staff. Serious and sustained service failure is a failure of leadership, and poor leadership leads to poor systems and culture. Collectively these lead to serious and sustained service failure. The Central District Municipality leadership should consider a marketing and publicity campaign and target from young people up to adult citizens in order to create awareness on their strengths and win its community's confidence.

7.4 Limitations

The outcomes of the study are only limited to the Central District Municipality in the North West Province. The instrument used in this study is SERVQUAL and major criticism of this instrument involve length of questionnaire, validity of five service quality dimensions, and predictive power of the instrument.

There have been a number of studies that question the validity of SERVQUAL five dimensions and of the uniform applicability of the method for all service sectors. According to an analysis by Van Dyke, Prybutok and Kappelman (1997: 195 -208), it appears that the use of difference scores in calculating SERVQUAL contributes to

problems with reliability, discriminant validity, convergent validity and predictive validity of the instrument. These findings suggest that there must be caution exercised in the use of SERVQUAL scores and that further work is needed in the development of measures for assessing quality of service information (Van Dyke, et al, 1999:877).

7.5 Comparison with theory and objectives

The findings of this study confirm what has been expressed in chapter 2 on theoretical foundations. There have been a number of the President's speeches highlighted and quoted on service delivery in South Africa and evaluation of government's achievements. The arguments about service delivery in parliamentary debates are over broken pipes and failed systems, and an example of these debates is captured by the following quote: "Our country was a place in which squalor, the stench of poverty, the open sewers, the decaying rot, the milling crowds of wretchedness, the unending images of a landscape strewn with carelessly abandoned refuse, assumed an aspect that seemed necessary to enhance the beauty of another world of tidy streets, and wooded lanes, and flowers' blossoms offsetting the green and singing grass, and birds and houses fit for kings and queens, and lyrical music, and love."(*Thabo Mbeki, Presidential Inauguration Address, 27.04.04*).

7. 5. 1 Service marketing

Attention was paid to service marketing in chapter 2, where emphasis was put on the relationship of three elements of service marketing triangle; namely;

- **External marketing: Making promises**

Companies and in this case municipalities, are constantly making promises to their clientele on services expectation and this entail how those services will be delivered.

- **Interactive marketing: Keeping promises**

Interactive marketing occurs when customers come into contact with organisations and services are produced and consumed.

- **Internal marketing: Enabling promises**

Internal marketing takes place through enabling of promises. To be able to deliver on the promises made to clients, service providers have to have the skills, abilities, tools and motivation to deliver. These are enabling mechanisms for municipalities to deliver services.

The findings in this study indicate that Central District Municipality is not performing well in terms of service marketing; it has performed dismally on this scorecard.

7.5.2 Customer perceptions

Customers perceive services in terms of the quality of the service and how satisfied they are with the overall experience. Quality and satisfaction are therefore the most important concepts in service marketing which the public sector should pay serious attention to. The findings of the study have reflected on service quality dimensions where the Central District Municipality has dismally performed, and it can thus be concluded from this background that the customers are without any doubt also not satisfied.

Although there was no mention of Central District Municipality in chapter 3, all key deliverable aspects needing special attention are applicable to this municipality. These aspects are: free basic services, cost recovery matters and housing. Municipalities in general have been chided and tongue lashed for failing to carry out their Constitutional mandate of grassroots service delivery, and the findings of this study confirms that the recipients of these services are not at all impressed.

7.6 Future research

The study on customer perceptions, with special reference to quality of services and customer satisfaction, as has been applied to the Central District Municipality should be considered for individual local municipalities. It is also recommended that this be executed on a full scale research so that the outcomes can be published in journals and made available for public, politicians and municipality management consumption. This will stimulate more interest among the academics for similar research and will increase the body of knowledge on the subject. In turn a positive spin-off will be derived from this exercise.

There is the service delivery dilemma caused by municipality councillors giving direct instructions to officials on operational issues and not concentrating on their political debates within their chambers. The level of education as well as the work experience of

municipality councillors and its impact on service delivery should also be researched, with the findings and recommendations focused more on the councillors' skills development, and possible extension of term of office within the council, to ensure continuity and sustainability of good governance. Because client satisfaction hinges on a number of aspects the following research areas are also recommended:

- Work Improvement Team Strategy or Quality Circles application in municipalities;
- Total Quality Management in municipalities;
- Business Process Re-engineering and its applicability in municipalities;
- Public Relations and its impact on positive perception creation; and lastly
- Turn around marketing strategies for municipalities to create a positive image and customer retention.

7.7 Conclusion

This has been an interesting study for the Central District Municipality, the recommendations are achievable and do not need any additional financial resources to be successfully implemented. The Batho-Pele principles should be adopted also at municipality level and should not be seen as only applicable to National and Provincial spheres of government, and must be mandatory and non-negotiable. Extra effort should be made by municipality officials in response to Project Consolidate's endeavours as directed by National Government to focus on the quality of service. Regular small scale audits on client satisfaction should be conducted using the SERVQUAL measuring tool, this should be used a management tool to correct elements of complacency amongst officials. The same effort should be dedicated to staff satisfaction because in their frustration they may be tempted to vent on their customers.

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ANNEXURE A

DATA ANALYSIS FOR EACH LOCAL MUNICIPALITY

Ditsoibotla Local municipality data analysis:

Question	Score										Total	
	1		2		3		4		5			
	n	Questionnaires Total Score	n	Questionnaires Total Score	n	Questionnaires Total Score	n	Questionnaires Total Score	n	Questionnaires Total Score	N Total Questionnaires	Total Score
1	10	10 x 1 = 10	6	6 x 2 = 12	2	2 x 3 = 6	2	2 x 4 = 8	0	0 x 5 = 0	20	36
2	6	6 x 1 = 6	10	10 x 2 = 20	2	2 x 3 = 6	2	2 x 4 = 8	0	0 x 5 = 0	20	40
3	5	5 x 1 = 5	10	10 x 2 = 20	2	2 x 3 = 6	2	3 x 4 = 12	0	0 x 5 = 0	20	43
4	7	7 x 1 = 7	11	11 x 2 = 22	1	1 x 3 = 3	1	1 x 4 = 4	0	0 x 5 = 0	20	36
5	5	5 x 1 = 5	9	9 x 2 = 18	3	3 x 3 = 9	2	2 x 4 = 8	1	1 x 5 = 5	20	45
6	10	10 x 1 = 10	4	4 x 2 = 8	4	4 x 3 = 12	2	2 x 4 = 8	0	0 x 5 = 0	20	38
7	7	7 x 1 = 7	7	7 x 2 = 14	3	3 x 3 = 9	3	3 x 4 = 12	0	0 x 5 = 0	20	42
8	4	4 x 1 = 4	8	8 x 2 = 16	8	8 x 3 = 24	0	0 x 4 = 0	0	0 x 5 = 0	20	44
9	5	5 x 1 = 5	8	8 x 2 = 16	5	5 x 3 = 15	2	2 x 4 = 8	0	0 x 5 = 0	20	44
10	4	4 x 1 = 4	11	11 x 2 = 22	2	2 x 3 = 6	3	3 x 4 = 12	0	0 x 5 = 0	20	44
11	4	4 x 1 = 4	6	6 x 2 = 12	6	6 x 3 = 18	4	4 x 4 = 16	0	0 x 5 = 0	20	50
12	3	3 x 1 = 3	10	10 x 2 = 20	1	1 x 3 = 3	3	3 x 4 = 12	3	3 x 5 = 15	20	73
13	9	9 x 1	7	7 x 2	4	4 x 3	0	0 x 4	0	0 x 5 =		

		= 9		= 14		= 12		= 0		0	20	35
14	5	5 x 1 = 5	7	7 x 2 = 14	7	7 x 3 = 21	1	1 x 4 = 4	0	0 x 5 = 0	20	44
15	4	4 x 1 = 4	8	8 x 2 = 16	7	7 x 3 = 21	1	1 x 4 = 4	0	0 x 5 = 0	20	45
16	6	6 x 1 = 6	7	7 x 2 = 14	5	5 x 3 = 15	1	1 x 4 = 4	1	1 x 5 = 5	20	44
17	5	5 x 1 = 5	7	7 x 2 = 14	5	5 x 3 = 15	2	2 x 4 = 8	1	1 x 5 = 5	20	47
18	2	2 x 1 = 2	7	7 x 2 = 14	4	4 x 3 = 12	6	6 x 4 = 24	1	1 x 5 = 5	20	57
19	0	0 x 1 = 0	3	3 x 2 = 6	9	9 x 3 = 27	7	7 x 4 = 28	1	1 x 5 = 5	20	56
20	3	3 x 1 = 3	8	8 x 2 = 16	5	5 x 3 = 15	3	3 x 4 = 12	1	1 x 5 = 5	20	51
21	2	2 x 1 = 2	1	1 x 2 = 2	4	4 x 3 = 12	12	12 x 4 = 48	1	1 x 5 = 5	20	69

Mafikeng Local Municipality data analysis:

Question	Score										Total	
	1		2		3		4		5			
	n	Questionnaires Total Score	n	Questionnaires Total Score	n	Questionnaires Total Score	n	Questionnaires Total Score	n	Questionnaires Total Score	N Total Questionnaires	Total Score
1	6	6 x 1 = 6	9	9 x 2 = 18	1	1 x 3 = 3	4	4 x 4 = 16	0	0 x 5 = 0	20	43
2	4	4 x 1 = 4	5	5 x 2 = 10	6	6 x 3 = 18	5	5 x 4 = 20	0	0 x 5 = 0	20	52
3	3	3 x 1 = 3	7	7 x 2 = 14	6	6 x 3 = 18	4	4 x 4 = 16	0	0 x 5 = 0	20	51
4	2	2 x 1 = 2	11	11 x 2 = 22	4	4 x 3 = 12	3	3 x 4 = 12	0	0 x 5 = 0	20	48

5	2	2×1 = 2	7	7×2 = 14	3	3×3 = 9	7	7×4 = 28	1	1×5 = 5	20	58
6	8	8×1 = 8	7	7×2 = 14	2	2×3 = 6	3	3×4 = 12	0	0×5 = 0	20	40
7	5	5×1 = 5	8	8×2 = 16	2	2×3 = 6	4	4×4 = 16	1	1×5 = 5	20	48
8	3	3×1 = 3	7	7×2 = 14	4	4×3 = 12	5	5×4 = 20	1	1×5 = 5	20	54
9	3	3×1 = 3	6	6×2 = 12	4	4×3 = 12	5	5×4 = 20	2	2×5 = 10	20	57
10	3	3×1 = 3	10	10×2 = 20	4	4×3 = 12	3	3×4 = 12	0	0×5 = 0	20	47
11	0	0×1 = 0	9	9×2 = 18	3	3×3 = 9	6	6×4 = 24	2	2×5 = 10	20	61
12	5	5×1 = 5	5	5×2 = 10	4	4×3 = 12	6	6×4 = 24	0	0×5 = 0	20	51
13	1	1×1 = 1	6	6×2 = 12	9	9×3 = 27	3	3×4 = 12	1	1×5 = 5	20	57
14	3	3×1 = 3	3	3×2 = 6	7	7×3 = 21	6	6×4 = 24	1	1×5 = 5	20	59
15	1	1×1 = 1	5	5×2 = 10	9	9×3 = 27	4	4×4 = 16	1	1×5 = 5	20	59
16	2	2×1 = 2	4	4×2 = 8	4	4×3 = 12	9	9×4 = 36	1	1×5 = 5	20	63
17	4	4×1 = 4	5	5×2 = 10	7	7×3 = 21	4	4×4 = 16	0	0×5 = 0	20	51
18	4	4×1 = 4	2	2×2 = 4	5	5×3 = 15	9	9×4 = 36	0	0×5 = 0	20	59
19	2	2×1 = 2	6	6×2 = 12	3	3×3 = 9	9	9×4 = 36	0	0×5 = 0	20	59
20	3	3×1 = 3	2	2×2 = 4	8	8×3 = 24	7	7×4 = 28	0	0×5 = 0	20	59

21	2	2×1 = 2	4	4×2 = 8	2	2×3 = 6	11	11×4 = 44	1	1×5 = 5	20	65
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Ramotshere Moilwa Local municipality data analysis:

Question	Score										Total	
	1		2		3		4		5		N Total Questionnaires	Total Score
	n Questionnaires	Total Score	n Questionnaires	Total Score	n Questionnaires	Total Score	n Questionnaires	Total Score	n Questionnaires	Total Score		
1	4	4×1 = 4	8	8×2 = 16	3	3×3 = 9	4	4×4 = 16	1	1×5 = 5	20	50
2	3	3×1 = 3	8	8×2 = 16	4	4×3 = 12	4	4×4 = 16	1	1×5 = 5	20	52
3	3	3×1 = 3	7	7×2 = 14	6	6×3 = 18	2	2×4 = 8	2	2×5 = 10	20	53
4	2	2×1 = 2	10	10×2 = 20	4	4×3 = 12	2	2×4 = 8	2	2×5 = 10	20	52
5	3	3×1 = 3	10	10×2 = 20	3	3×3 = 9	3	3×4 = 12	1	1×5 = 5	20	49
6	2	2×1 = 2	6	6×2 = 12	8	8×3 = 24	3	3×4 = 12	1	1×5 = 5	20	55
7	2	2×1 = 2	4	4×2 = 8	9	9×3 = 27	4	4×4 = 16	1	1×5 = 5	20	58
8	1	1×1 = 1	6	6×2 = 12	10	10×3 = 30	2	2×4 = 8	1	1×5 = 5	20	56
9	2	2×1 = 2	2	2×2 = 4	13	13×3 = 39	2	2×4 = 8	1	1×5 = 5	20	58
10	1	1×1 = 1	9	9×2 = 18	6	6×3 = 18	3	3×4 = 12	1	1×5 = 5	20	54
11	1	1×1 = 1	9	9×2 = 18	5	5×3 = 15	4	4×4 = 16	1	1×5 = 5	20	55
12	0	0×1	13	13×2	5	5×3	1	1×4	1	1×5		

		= 0		= 26		= 15		= 4		5	20	50
13	0	0 x 1 = 0	6	6 x 2 = 12	11	11 x 3 = 33	2	2 x 4 = 8	1	1 x 5 = 5	20	58
14	0	0 x 1 = 0	6	6 x 2 = 12	11	11 x 3 = 33	2	2 x 4 = 8	1	1 x 5 = 5	20	58
15	1	1 x 1 = 1	5	5 x 2 = 10	4	4 x 3 = 12	9	9 x 4 = 36	1	1 x 5 = 5	20	64
16	1	1 x 1 = 1	7	7 x 2 = 14	8	8 x 3 = 24	3	3 x 4 = 12	1	1 x 5 = 5	20	56
17	1	1 x 1 = 1	9	9 x 2 = 18	6	6 x 3 = 18	3	3 x 4 = 12	1	1 x 5 = 5	20	54
18	1	1 x 1 = 1	1	1 x 2 = 2	5	5 x 3 = 15	12	12 x 4 = 48	1	1 x 5 = 5	20	71
19	1	1 x 1 = 1	0	0 x 2 = 0	1	1 x 3 = 3	14	14 x 4 = 56	4	4 x 5 = 20	20	80
20	1	1 x 1 = 1	1	1 x 2 = 2	2	2 x 3 = 6	13	13 x 4 = 52	3	3 x 5 = 15	20	76
21	0	0 x 1 = 0	2	2 x 2 = 4	1	1 x 3 = 3	14	14 x 4 = 56	3	3 x 5 = 15	20	78

Ratiou Local Municipality data analysis:

Question	Score										Total	
	1		2		3		4		5			
	n Questionnaires	Total Score	n Questionnaires	Total Score	n Questionnaires	Total Score	n Questionnaires	Total Score	n Questionnaires	Total Score	N Total Questionnaires	Total Score
1	6	6 x 1 = 6	1	1 x 2 = 2	9	9 x 3 = 27	3	3 x 4 = 12	1	1 x 5 = 5	20	52
2	5	5 x 1 = 5	6	6 x 2 = 12	6	6 x 3 = 18	3	3 x 4 = 12	0	0 x 5 = 0	20	47

3	5	$5 \times 1 = 5$	5	$5 \times 2 = 10$	9	$9 \times 3 = 27$	0	$0 \times 4 = 0$	1	$1 \times 5 = 5$	20	47
4	3	$3 \times 1 = 3$	8	$8 \times 2 = 16$	7	$7 \times 3 = 21$	2	$2 \times 4 = 8$	0	$0 \times 5 = 0$	20	48
5	3	$3 \times 1 = 3$	5	$5 \times 2 = 10$	5	$5 \times 3 = 15$	5	$5 \times 4 = 20$	2	$2 \times 5 = 10$	20	58
6	7	$7 \times 1 = 7$	6	$6 \times 2 = 12$	4	$4 \times 3 = 12$	2	$2 \times 4 = 8$	1	$1 \times 5 = 5$	20	44
7	4	$4 \times 1 = 4$	6	$6 \times 2 = 12$	7	$7 \times 3 = 21$	2	$2 \times 4 = 8$	1	$1 \times 5 = 5$	20	50
8	6	$6 \times 1 = 6$	5	$5 \times 2 = 10$	8	$8 \times 3 = 24$	1	$1 \times 4 = 4$	0	$0 \times 5 = 0$	20	44
9	4	$4 \times 1 = 4$	3	$3 \times 2 = 6$	7	$7 \times 3 = 21$	4	$4 \times 4 = 16$	2	$2 \times 5 = 10$	20	57
10	3	$3 \times 1 = 3$	8	$8 \times 2 = 16$	5	$5 \times 3 = 15$	3	$3 \times 4 = 12$	1	$1 \times 5 = 5$	20	51
11	5	$5 \times 1 = 5$	6	$6 \times 2 = 12$	4	$4 \times 3 = 12$	3	$3 \times 4 = 12$	2	$2 \times 5 = 10$	20	51
12	4	$4 \times 1 = 4$	4	$4 \times 2 = 8$	7	$7 \times 3 = 21$	4	$4 \times 4 = 16$	1	$1 \times 5 = 5$	20	54
13	4	$4 \times 1 = 4$	8	$8 \times 2 = 16$	4	$4 \times 3 = 12$	4	$4 \times 4 = 16$	0	$0 \times 5 = 0$	20	48
14	6	$6 \times 1 = 6$	6	$6 \times 2 = 12$	7	$7 \times 3 = 21$	1	$1 \times 4 = 4$	0	$0 \times 5 = 0$	20	43
15	5	$5 \times 1 = 5$	2	$2 \times 2 = 4$	11	$11 \times 3 = 33$	2	$2 \times 4 = 8$	0	$0 \times 5 = 0$	20	50
16	2	$2 \times 1 = 2$	4	$4 \times 2 = 8$	5	$5 \times 3 = 15$	7	$7 \times 4 = 28$	2	$2 \times 5 = 10$	20	63
17	4	$4 \times 1 = 4$	4	$4 \times 2 = 8$	9	$9 \times 3 = 27$	3	$3 \times 4 = 12$	0	$0 \times 5 = 0$	20	51
18	4	$4 \times 1 = 4$	5	$5 \times 2 = 10$	7	$7 \times 3 = 21$	4	$4 \times 4 = 16$	0	$0 \times 5 = 0$	20	51
19	3	$3 \times 1 = 3$	2	$2 \times 2 = 4$	6	$6 \times 3 = 18$	5	$5 \times 4 = 20$	4	$4 \times 5 = 20$	20	65
20	2	2×1	6	6×2	5	5×3	2	2×4	5	$5 \times 5 =$		

		= 2		= 12		= 15		= 8		25	20	72
21	2	2 x 1 = 2	2	2 x 2 = 4	7	7 x 3 = 21	3	3 x 4 = 12	6	6 x 5 = 30	20	69

Tswaing Local Municipality data analysis:

Question	Score										Total	
	1		2		3		4		5		N Total Questionnaires	Total Score
	n	Questionnaires Total Score	n	Questionnaires Total Score	n	Questionnaires Total Score	n	Questionnaires Total Score	n	Questionnaires Total Score		
1	2	2 x 1 = 2	10	10 x 2 = 20	6	6 x 3 = 18	2	2 x 4 = 8	0	0 x 5 = 0	20	48
2	1	1 x 1 = 1	13	13 x 2 = 26	4	4 x 3 = 12	2	2 x 4 = 8	0	0 x 5 = 0	20	47
3	3	3 x 1 = 3	8	8 x 2 = 16	5	5 x 3 = 15	3	3 x 4 = 12	1	1 x 5 = 5	20	51
4	6	6 x 1 = 6	8	8 x 2 = 16	4	4 x 3 = 12	2	2 x 4 = 8	0	0 x 5 = 0	20	42
5	2	2 x 1 = 2	5	5 x 2 = 10	4	4 x 3 = 12	8	8 x 4 = 32	1	1 x 5 = 5	20	51
6	11	11 x 1 = 11	3	3 x 2 = 6	0	0 x 3 = 0	6	6 x 4 = 24	0	0 x 5 = 0	20	31
7	5	5 x 1 = 5	5	5 x 2 = 10	3	3 x 3 = 9	5	5 x 4 = 20	2	2 x 5 = 10	20	54
8	7	7 x 1 = 7	5	5 x 2 = 10	5	5 x 3 = 15	3	3 x 4 = 12	0	0 x 5 = 0	20	44
9	5	5 x 1 = 5	9	9 x 2 = 18	4	4 x 3 = 12	1	1 x 4 = 4	1	1 x 5 = 5	20	44
10	7	7 x 1 = 7	5	5 x 2 = 10	6	6 x 3 = 18	2	2 x 4 = 8	0	0 x 5 = 0	20	43
11	4	4 x 1 = 4	7	7 x 2 = 14	4	4 x 3 = 12	4	4 x 4 = 16	1	1 x 5 = 5	20	51

		= 4		= 14		= 12		= 16		5	20	51
12	4	4 x 1 = 4	4	4 x 2 = 8	2	2 x 3 = 6	10	10 x 4 = 40	0	0 x 5 = 0	20	58
13	4	4 x 1 = 4	9	9 x 2 = 18	3	3 x 3 = 9	3	3 x 4 = 12	1	1 x 5 = 5	20	48
14	2	2 x 1 = 2	7	7 x 2 = 14	6	6 x 3 = 18	3	3 x 4 = 12	2	2 x 5 = 10	20	56
15	3	3 x 1 = 3	6	6 x 2 = 12	7	7 x 3 = 21	2	2 x 4 = 8	2	2 x 5 = 10	20	54
16	6	6 x 1 = 6	4	4 x 2 = 8	4	4 x 3 = 12	4	4 x 4 = 16	2	2 x 5 = 10	20	52
17	7	7 x 1 = 7	6	6 x 2 = 12	5	5 x 3 = 15	1	1 x 4 = 4	1	1 x 5 = 5	20	43
18	5	5 x 1 = 5	6	6 x 2 = 12	7	7 x 3 = 21	2	2 x 4 = 8	0	0 x 5 = 0	20	46
19	2	2 x 1 = 2	2	2 x 2 = 4	3	3 x 3 = 9	12	12 x 4 = 48	1	1 x 5 = 5	20	68
20	3	3 x 1 = 3	8	8 x 2 = 16	3	3 x 3 = 9	5	5 x 4 = 20	1	1 x 5 = 5	20	53
21	5	5 x 1 = 5	3	3 x 2 = 6	4	4 x 3 = 12	5	5 x 4 = 20	3	3 x 5 = 15	20	58

ANNEXTURE B

General letter to respondents

DEAR PARTICIPANT

I am a Health Manager in Ditsobotla Sub-District, Department of Health, and presently pursuing an MBA degree with the North-West University. I would like to evaluate the perception of clients on quality of service delivery in the local municipalities of Central District using dimensions of service quality and satisfaction, namely: reliability, responsiveness, assurance, empathy, and tangible dimensions.

You were randomly selected among members of Central District communities, and I would appreciate your participation in this study. There are no wrong answers to the questions, only your honest opinion is important. Your information will be kept confidential and will be used only for the purpose of this research.

Thank you for agreeing to participate in this endeavor.

Yours faithfully

Mr. P. G. Mogapi

ANNEXURE C QUESTIONNAIRE

Perception statements in the reliability dimension	Strongly disagree 1	Disagree 2	Not sure 3	Agree 4	Strongly agree 5
1. When the local municipality promises to do something by a certain time, it does so.					
2. When you have a service problem, the municipality shows a sincere interest in solving it.					
3. The municipality performs the service right the first time.					
4. The municipality provides services at the time it promised to do so.					
5. The municipality keeps communities informed about when service will be performed.					
Perception statements in the empathy dimension					
6. The local municipality gives you individual attention.					
7. The local municipality has employees who give you individual attention.					
8. The local municipality has your best interest at heart.					
9. Employees of the local municipality understand your specific needs.					
Perception statements in the responsive dimension					
10. Employees of the local municipality give you prompt service.					
11. Employees of the municipality are always willing to help you.					
Perception statements in the responsive dimension					
12. Employees of the municipality are never too busy to respond to your request					
Perception statements in the assurance dimension					

13. The behaviour of the employees of the municipality instils confidence in you.					
14. You feel safe in your transactions with the local municipality.					
15. Employees of the local municipality are consistently courteous with you.					
16. Employees of the local municipality have the knowledge to answer your questions.					
Perception statements in the tangible dimension					
17. Your local municipality has modern looking equipments.					
18. Your local municipality's physical facilities are visually appealing.					
19. Employees of your local municipality appear neat.					
20. Materials associated with service (such as pamphlets or statements) are visually appealing.					
21. Your local municipality has convenient business hours.					