Factors affecting service delivery in the Tshwane Municipality

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ABSTRACT

The South African Municipalities are continuously experiencing poor service delivery protests. The underpinning of the conflict between citizens and municipalities are the challenges in obtaining services such as electricity, water, tarred roads, sanitation, waste removal, etc. Unproductive operations are usually found to be the root cause of ineffective service delivery.

The research undertaken in this study is necessary in the fact that service delivery by South African municipalities is widely perceived to be poor in various areas. The aim of this study is to identify key factors that affect service delivery in the City of Tshwane Municipality.

To achieve this objective different research questions and objectives are designed and communicated in chapter 1. The empirical survey involved 60 respondents who completed the questionnaire in different department of the CoT municipality.

The research findings of the empirical survey are interpreted, analysed and reported in terms of statistics. Some of the findings of key components influencing service delivery is the absence of key stakeholder's involvement and communication hindrances.

The recommendations provided in this study focus on recommending possible techniques which may assist the CoT municipality in service delivery improvement in order to increase customer satisfaction.

KEYWORDS

Effective service delivery, service delivery protests, local government, municipality, employees, management, quality service delivery,

DECLARATION

I, MA Ngobeni, declare that **the Factors affecting service delivery in the Tshwane Municipality** is my own work and that all the source I have used or quoted have been indicated and acknowledged by means of complete references. This dissertation has not previously been submitted by me or any other to any other university.

Signature …… **Date** ……

M.A Ngobeni

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CHAPTER ONE - INTRODUCTION AND BACKGROUND

1.1 BACKGROUND

Globally, local municipalities are regarded as the sphere of government that functions closest to the local communities often mandated to deliver key services as needed for livelihood and business. According to Cahill (2013:71) the universal role of municipalities is to ensure accountability and democratic administration for the local community including sustainable service delivery, socioeconomic development.

Municipalities also exist to provide a healthy and safe environment that encourages community involvement. In most countries it is a common occurrence for ratepayers to analyse the value they receive from the local governments which becomes a motivating mandate for local governments as service delivery entities to ensure value for money and efficient delivery of services to these ratepayers (Dzansi and Dzansi, 2010:995). According to Whitaker (2012:3) global local governments should carry the responsibility of delivering services that are relevant to a society and result in the enhanced welfare of a society.

Angahar (2013:113) argured that the services provided by municipalities are a key ingredient in the enhancement of the quality of life of the general public and have an impact on any poverty reduction strategy that any government would want to execute. These sentiments are also supported by Hernandez (2006) who affirms the critical nature of the role played by local government service delivery in enhancing the status of society and alleviatiion of poverty.

The Organisation for Economic Cooperation and Development (2013) highlights that most cities in developing countries are constantly facing severe service delivery challenges which has been amplified in recent years due to the excessive pollution growths that these cities experience annually. Local municipalities operate in distinct populations and areas where they have the power to carry out public activities (Humes & Martin, 2015:49). The three main characteristics of most local municipalities include an autonomous legal status separate from the local government, autonomy to raise and utilise revenue and the autonomy to make decisions independent from the central government.

There are 257 municipalities in South Africa, comprising eight metropolitan, 44 district and 205 local municipalities. These organs of the state have a specific focus, which is to grow local economies and provide infrastructure and service. South African municipalities are mandated to setup structures and create administrations capable of, budgeting and planning so as to deliver prioritised needs of the communities they serve (Cameron, 2014:21).

In South Africa, the character of municipalities emanate from a function of laws governing the local government including the Municipal Structures Act, No. 117 of 1998 which mandates municipalities to ensure the provision of services. Furthermore the act warrants that regular monitoring and review of municipal performance be conducted to evaluate, service delivery and compliance. Unfortunately municipal services characterise disregard of the act a perpetual contravention of by-laws (Hood and Dixon, 2014:5).

The focus of this study is the City of Tshwane which is the administrative capital of South Africa and located in the North of Gauteng province. Tshwane municipality covers a large part of rural land, which must be managed in cooperation with its urban responsibilities. Local government service delivery system in City of Tshwane (CoT) has unique potential like many other municipalities in the country. It is therefore, important that the CoT positions itself suitably to contribute to Gauteng Province so that it becomes a well-developed and highly competitive global city region.

This research aims to reveal key success factors that influence effective service delivery within the CoT.

1.2 PROBLEM STATEMENT

All municipalities are mandated with the responsibility of providing residences with basic services which includes, but not limited to water, sanitation, electricity and waste removal. South African municipalities have in recent times been piqued with unprecedented service delivery protests indicative of failure to provide these amenities as expected. With soaring levels of unemployment and rampant poverty, it follows that poor service delivery adds to growing dissatisfaction in these communities. Chapter 7

of the South African Constitution 1996, highlights one of the key mandates of municipalities as service delivery accountability.

Most South African municipalities have in recent decades been hit by a wave of violent service delivery related protests (Gwane, 2015). He also adds that these protests have left a trail of property damages amounting to millions of Rands and even loss of lives. Local government authorities are now commonly labelled by the people in their constituencies as “impimpi” which translates to traitors highlighting that these authorities are against the democratisation process in country and are oppressing the very communities they represent.

The Gauteng Provincial Legislature conducted a survey between 2013 and 2014 to assess the service delivery quality offered by Gauteng local municipalities and more than 65% of participants pointed out that they were not happy with the quality of service offered (Gauteng Provincial Legislature, 2015). Gwane, (2015) also adds that most Gauteng municipalities including the CoT are not guided by Section 195(1) of the 1996 Constitution which insists that public service delivery should adopt key values which include equality, human dignity and a drive for non-racialism

Despite the government’s Local Government Turnaround Strategy (LGTAS) most local authorities including the CoT are critically underperforming when it comes to the delivery of supply of basic services such as public utilities, social welfare, health, town planning, infrastructure development and power distribution. This study will therefore aim at exposing the key success factors that ensure an enhanced service delivery within the CoT.

A few studies have been done on success factors that impact service delivery in Gauteng municipalities. However a huge knowledge gap still exists as no research has been done with regards to factors affecting service delivery in the CoT despite the fact that it is the administrative capital of the country. This knowledge gap in literature will also aim at exposing key constructs that will form the basis for implementing key policies aimed at improving service delivery within local governments.

It is against this background that this study seeks to uncover the barriers and factors that impact service delivery in the CoT and give guidelines and recommendations that will facilitate an enhanced system of service delivery.

1.3 RESEARCH QUESTION

1.3.1 Main Question

What are the factors that affect effective service delivery in the City of Tshwane municipality?

1.3.2 Sub-questions

- What are the key hindrances to quality service delivery within the CoT?
- What support can the government offer local governments to ensure quality service delivery?
- What are the key constructs that need to be in place to ensure quality service delivery in the CoT?

1.4 RESEARCH OBJECTIVES

1.4.1 Main Objective

The main objective of this study is to uncover the main factors affecting quality service delivery within the CoT municipality.

1.4.2 Sub-objectives

- To study the current service delivery practices within the CoT
- To recommend key strategies and practices that will lead to effective service delivery within CoT.

1.5 RATIONALE

The critical role of local municipalities in ensuring sustainable socioeconomic development at grassroots level cannot be overstated. Currently, this topic is under researched and not enough empirical evidence could be found on service delivery barriers in Tshwane metro. This absence of guidelines of dealing with the challenges, may provide evidence why poor performance by metros. The current performance of local municipalities in South Africa is one that presence a lot of unanswered questions. This warrants and highlights the need for an empirical insight into service delivery factors.

1.6 SIGNIFICANCE OF THE STUDY

This study will draw a clear and authentic picture of why local municipalities have since been failing to deliver services and will provide relevant information on these constraints to critical stakeholders who include the government, local communities and the private sector. In addition pertinent and comprehensive constructs for a policy implementation framework for service delivery will also be highlighted in this research.

The structure will likewise address the execution challenges that nearby regions look by additionally including a responsibility framework and persistent change techniques. Featuring hindrances will permit the making of precise rules that the focal government will utilize to prepare municipalities in use on existing government structures.

1.7 RESEARCH METHODOLOGY

This study will employ the quantitative deductive approach which enables the assessment of theories from qualitative data that illustrates an empirical reflection in everyday life and hence leading the researcher to an outcome. The approach will aid in identifying key factors affecting service delivery in the CoT municipality.

The population from which the sample will be chosen includes all organisational members within the CoT municipality. The researcher will take all ethical issues into consideration and ensure that permission to conduct the research in the CoT municipality is sought prior to any collection of data. All participants will also be informed of their right to confidentiality and will also be required to sign a consent form prior to the interviews.

1.8 DELIMITATIONS AND SCOPE

This researcher will try to understand, through quantitative interactions with data generated from various CoT organisational members in Pretoria, their service delivery processes and practices that are currently on the ground.

The study will take place within the city of Tshwane municipality in Gauteng. Participates will be employees and management within the entity.

1.9 LIMITATIONS

The study will be limited to the City of Tshwane municipality offices only due to time and finance constraints. The utility of the research will be limited to the City of Tshwane Municpality.

1.10 CONCLUSION

This chapter covers a prologue to the exploration and has featured the targets of the examination theme. It has introduced the exploration addresses that will be replied over the span of the examination. The writing evaluated as a component of the foundation of the exploration uncovered there is a principal requirement for inquire about on benefit conveyance inside the CoT municipality. The inspiration and criticalness of the examination was featured and called attention to the basic idea of the exploration's pertinence to a considerable measure of partners inside South Africa. It is expected that the discoveries of this examination will contribute towards improved administration conveyance in South African local governments.

CHAPTER OVERVIEW

Chapter 1: Introduction and background

This chapter discusses the background of this study and highlights the research motivation and significance. It introduces the problem statement and research objectives of investigating service delivery in the CoT municipality.

Chapter 2: Literature review

Reviews the literature and presents the scope of the study. It highlights earlier studies done on service delivery in municipalities, and gives background theoretical information on service delivery in the local government.

Chapter 3: Research methodology

Critically evaluates the research method that is used and discusses the sampling procedure and instruments used for data collection .Research assumptions, design

and its suitability are also discussed here. A critical analysis of the design is discussed including ethical factors associated with the methodology.

Chapter 4: Research findings

Layouts the exploration discoveries and how they identify with writing. This section incorporates a themed topical investigation that gives a complete picture of administration conveyance in the CoT region. The section contains top to bottom foundation data got from members. The section likewise gives a general synopsis of the examination discoveries. The section uncovers how look into inquiries would have been replied.

Chapter 5: Conclusions and recommendations

Compresses the examination discoveries and presents the investigation results including how the fundamental research questions have been figured it out. Commitments made by the examination are additionally talked about here which incorporate down to earth, hypothetical and strategy. This part additionally introduces the last system builds for benefit conveyance inside the CoT district.

CHAPTER TWO - LITERATURE REVIEW

2.1 INTRODUCTION

The execution of services worldwide by nearby institutions or organizations, what is termed administration conveyance, has prompted a developing premium and acknowledgment of this segment by numerous analysts who have gone ahead to generally research this zone. This academic interest is credited for introducing distinctive patterns that are found in writing and distinguish hypothetical essentials for this investigation as it uncovers critical discoveries from different researchers identified with the focus area that is under thought.

2.2 PUBLIC SERVICES

According to Stauss (2005:220) the definition of services does not relate to tangible resources but to economic processes that include the conversion of skills and knowledge into money. He also adds that goods are considered to be service distribution tools and are the physical manifestation of knowledge and activities. Rao (2005) also adds that services are impalpable human or machine for the sole mandate of an added value experience for clients. He also points out that the intangible nature of services will often attract a quality and value assessment by a customer.

According to Goldstein, Johnston, Duffy and Rao (2002:122) the concept of service is one that is found in various literature and hence the existence of various perspectives on the term. Their perspective of service is viewed from a point of how an organisation would like its services to be viewed by its key stakeholders. Heizer and Barry (2014:47) define services as including repair and maintenance, government, food and lodging, transportation, insurance, trade, financial, real estate, education, legal, medical, entertainment and other professional occupations.

They also add that the term encompasses the understanding of target markets and customer needs and how organisation strategic efforts are aligned with this objective.

According to the OECD (2010) there are various categories of services which include the entity type, the service nature and the user type. The three main service sectors

as identified by OECD (2010) are the public, private and combined services. OECD (2010) point out that public services comprises of government related services including those heavily influenced by the government. These according to the OECD (2010) are directly or indirectly provided by the government including services where the government plays a regulatory of financial role.

Kortler and Armstrong (2014:248) define services as a form of product that consists of activities, benefits or satisfactions offered for sale that are essentially intangible and do not result in the ownership of anything.He also adds that public services are those services entails those activities that are publicly and centrally managed and have taxes as their main source of funding. According to OECD (2010) private entities can also provide public services and also funded through taxation. These activities include the disposal and collection of waste, transportation and electricity distribution.

Mfene (2009: 210) for instance, claims that service delivery as an activity aimed at promoting the general welfare of the community and further explains that service delivery is an outcome, of which the scale and quality depends on factors such as: clear and realistic policies, appropriate allocation of powers, functions and financial resources, performance and accountability of State organs to implement policies, coordination between organs of State, public participation and involvement as well as the level of self-reliance of communities. He also adds that in the occurrence of a charged public service, the price of the service is usually not the commercial rate which would be driven by profit. According to Naidoo (2015) matters of service delivery such as access to housing, water and electricity among others, remained on top of the agenda for most of the community.

2.3 PUBLIC SERVICE DELIVERY

According to the Guidelines on Sustainable Municipal Infrastructure Provision and Service Delivery (2007:7-8) all municipalities must at all times have an operations and maintenance plan. This ensures the maintenance of the infrastructure assets to achieve their expected useful life.

Maintenance plans can be categorized as:

- Periodic / routine - necessary checks to ensure reliability;

- Predictive - when failure is predicted; and
- Preventative - continuous checks to ensure functionality.

The range of services often provided by municipalities at grassroots level include education, water, waste disposal services, roads, housing, transport, security, public utilities, electricity, economic development schemes, health and law enforcement (Angahar, 2013).

According to the Municipal Research and Services Centre (2005) the delivery of services is the production process of a service resulting in intangible or tangible value. An example would include the refuse collection and refuse disposing, streetlight connection or road construction. Service delivery is defined by Nealer (2007:148) as the provision of public activities, benefits or satisfaction and the provision of both tangible goods and intangible services.

Customers react in a different way to what appears to be the same service. Service delivery is abstracted as the implementation of specific types of policy objectives in the public sector with various degrees of success, Cloete (2004). Mfene (2009:210) defines service delivery as “an encompassing activity aimed at promoting the general welfare of the community”. According to (Venter *et al.*, 2007:148) Service delivery is the provision of public activities, benefits or satisfactions. Services relate to the provision of tangible goods and to intangible services themselves.

Therefore service delivery can either be tangible (products) or intangible (services). Basic municipal services are there to enhance the health and safety of the citizens, and to contribute to the economy of an area. Services have to be provided by municipalities based on the constitutional obligations Koma (2010:113). Many of the larger municipalities have worked very hard at creating democratic and accountable government over the past five years, these municipalities have tried to provide services like water, sanitation, roads and infrastructure Nealer (2007:156).

This means that local municipalities are required to serve the public interest in areas of public markets drainages, building primary schools, constructing roads, healthcare centres, transportation and motor parks (Bolatito & Ibrahim, 2014). The provision of these services has an immediate and direct effect on the quality of the lives of the local people since poor service delivery will result in reduced industry and business activity in an area thereby reducing job opportunities for the local residents (Angahar, 2013).

There are two main ways that municipalities deliver services. They can either use their own resources which include equipment and finances or they can outsource the delivery of these resources from private contractors. The latter is one of the most common ways that municipalities deliver services. However whatever method utilised it must be aligned overall agenda of enhancing service quality, availability and affordability (Pieterse, 2002).

The served customers are the ones who can only achieve the change whether it's acquiring a new skill or getting new healthy habits or getting a new family outlook. In customer service companies, employees in the frontline represent the company in the customer's eyes and can have a great impact on the image and reputation of the company. When the frontline employees provide good quality services, the customer's needs could be met. As a result it is very crucial for the management of a company to understand the needs and wants of their customers and the ability of their employees in providing the services, by managing the frontline output a company gains a positive reputation and this overall satisfaction has a strong positive effect on customer loyalty (Dabholkar and Abston 2008). Whitaker (2013) also adds that the service provider who entails delivers the services, facilitates various changes that occur within the lives of individuals being served through suggestions, encouragements, advice, illustrations and guidance. The customer and the agent work together to produce the desired outcome.

It is the mandate of government institutions to ensure efficient service delivery that enhances the welfare of society members. Organizations are facing massive competition due to globalization, advance in technology, changing in political and economic environments (Evans, Pucik & Barsoux 2006:32) however many organizations invest in training their employees as one of the techniques to prepare them to fit into the developments above and thus improve their performance. Besley and Ghatak (2007) point out that the delivery of public services requires a connection of relationships between various stakeholders including political entities, beneficiaries and other service providers. They also add that incentives that drive these various stakeholders should always be continuously analysed to ensure the beneficiaries best interests.

Besley and Ghatak (2007) go on to add that the biggest concern in the delivery of service within the public sector the enforcement of the various stakeholders' obligations. Tamrakar (2010) also points out that the provision of public services is often defined by compliance with regulations and input determined. This is evident through the limited formal contractual relationships that exist within the public service delivery arena (Besley and Ghatak 2007).

This is actually the provision of a service or product by the government, to the citizens as expected by the citizens and mandated by Acts of Parliament. Regardless of the difficulty in finding the proper definition for services, it is obvious that the customers distinguishes services as either being of a high quality or a low quality and customers expect reliability and honesty from service providers (Ukens, 2007:119). Under apartheid era, there was under investment in municipal infrastructure in black areas and townships, this disadvantaged millions of people access to basic services, including water, electricity, sanitation, refuse collection and roads, local government has to address this backlog, its central mandate is to develop service delivery capacity to meet the basic needs of communities, Department of Provincial and Local Government (DPLG 2005, par 2.2).

According to (Besley and Ghatak 2007) there are four main ingredients that define public service delivery:

- Delivery of public services is mission-based where the organisation mission supersedes pursue of profit that defines organisations in the private sector.
- The second ingredient is accountability which should exist amongst the different stakeholders in the public service delivery sector. This entails the delegation of responsibility and the erection of a systems that insists on incentives and consequences for all agent related actions.
- Private sector competition can also play a key role in the public sector as it has the potential to drive the quality of the services delivered by the public sector stakeholders.
- The final factor is the effective use of resources which ensures the alignment of strategy goals with the mission to enhance the beneficiary's welfare (Besley and Ghatak, 2007).

Tamrakar (2010) argues that the mandate of public service entities should be to ensure that the client's needs are met. However in most countries the delivery of services is characterised by inefficiencies, high costs, corruption, and lack of transparency, red tape and irregular. Tamrakar (2010) also adds that in most developing countries public servants have for decades been disregarding their core mandate and acting without any sense of accountability.

2.4 CHARACTERISTICS OF LOCAL MUNICIPALITIES

A local municipality is a grassroots level government which operates autonomously and independent to the central government and has constant and direct access to the local community's everyday affairs. The main purpose of a local municipality is to carry out a wide range of public undertakings within a defined area and population. According to Kessides (2006) the World Bank predicts that by 2030 Africa will finally be an urban continent, with more than 50% of its population living in cities, this increase in demographic pressure places a strain on already weak service-delivery mechanisms. Garbage collection, the availability of potable water and sanitation, affordable electricity and efficient public transport all remain in short supply. Simone (2006) argue that many urban masses have become "pirate cities", in which people must rely on pirate operators, such as mobile water vendors or illegal electricity connections, in the absence of genuine state engagement.

A municipality is an organ of state within the local sphere of government exercising legislative and executive authority within an area determined in terms of the Local Government (Municipal Demarcation Act, 27 of 1998). A municipality is the organ of state that is made up of political structures and administration of the municipality and the community within the municipal area. A municipal council is a body consisting of directly or indirectly elected councillors/members.

A municipal council is consequently one of the political structures of a municipality. "Municipality" is therefore a much wider concept and it includes a more collection of institutions or structures than a municipal council. A municipality and its council are not tantamount with each other. The above-mentioned legislation establishes a

separation of roles and responsibilities between the mayor and the council and the mayor and the municipal manager (SALGA 2016:5).

A municipality has the autonomy to govern on its own initiative the local government affairs of its community. To govern means to exercise governmental authority by conducting policies, actions and affairs of the municipality. Governmental authority is the authority to make rules that apply in principle to everybody within the area of the body that made the rules and to enforce those rules. Governmental authority typically consists of three distinct powers, namely legislative, executive and judicial power (SALGA 2015: 8).

A municipality exercises its legislative authority by making and administering bylaws for the effective administration of the matters that it has a right to administer. A municipality has the right to administer the local government matters listed in parts B of Schedules 4 and 5 to the Constitution and any other matter assigned to it by national or provincial legislation. A municipality has executive authority (i.e. policy-and decision making powers) in respect of the same matters (SALGA 2015: 8).

Authoritative areas for local municipalities often include local main and public roads, public schools, socioeconomic aspects and municipal (Kyenge, 2013). According to Achimugu, Stephen and Agboni (2013) a local municipality is expected to champion the development of democratic ideals, protective services, infrastructural facilities and political participation. This study will also explore the efficiency service delivery model that mainly focuses on the local municipality as a provider of services (Mackenzie, 2009).

2.5 LOCAL MUNICIPALITIES IN SOUTH AFRICA

South African municipalities with their focus mainly on the provision of service and infrastructure and also developing the local socio economic arena. The eight metropolitan municipalities include City of Tshwane (Pretoria), Mangaung Municipality (Bloemfontein), City of Johannesburg, Buffalo City (East London), City of Cape Town, Ekurhuleni Metropolitan Municipality (East Rand) City of eThekwini (Durban) and Nelson Mandela Metropolitan Municipality (Port Elizabeth) (Pieterse, 2002).

The Constitution of South Africa in section 40 determines that government is constituted as national, provincial and local spheres of government which are distinctive, interdepended and interrelated. Steytler and De Visser (2007: 1-3) state that through the adoption of the interim Constitution, Local Government for the first time in South Africa's history was recognized as an important institution for the advancement of democracy and development. According to Van der Westhuizen and Dollery (2009:164-165) the purposes of having local municipalities was to share responsibilities for local government in their given areas to ensure that all communities, particularly the historical disadvantage communities have equal access to resources and services.

South African local municipalities are governed by an elected municipal council. Each municipal area is broken into a number of wards depending on the number of people in that municipal area. Topics and areas of responsibility for municipalities are defined by the constitution. The Metropolitan councils have common property ratings and system of service tariffs including single employer bodies and a single budget. The metropolitan council is the autonomous holder of executive and legislative powers (Adeyemo, 2010).

Local Government Turnaround Strategy (LGTAS) was introduced by the South African government in 2009 as an instrument to enhance service delivery accountability, governance, infrastructure development and efficiency within the local municipalities (Dzansi & Dzansi, 2010).

2.6 CITY OF TSHWANE MUNICIPALITY (COT)

The constitution of South Africa provides three groupings of municipalities which are metros, districts and local municipalities, they are focusing on growing local economies and providing infrastructure and service. As directed by the constitution of South Africa. Municipal Structure Act, 1998 (Act 117 of 1998) contains criteria for determining when an area must have a category A municipality (Metropolitan Municipalities) and when municipalities fall into category B (Local Municipalities) or category C (district Municipalities).

The Act also regulates that category (A) municipalities can only be established in metropolitan areas. Metropolitan councils have single metropolitan budgets, common property ratings and service-tariff systems, and single employer bodies. The City of Tshwane is the capital of South Africa and is the largest municipality, as measured by land mass. Tshwane is amongst the eight largest metropolitan municipalities in South Africa and the second largest in Gauteng, as measured by Gross Domestic Product (GDP). The Tshwane region covers 6 368 km² of Gauteng's 19 055 km² and houses approximately 3 million residents.

The City is having a solid business climate that attracts companies, it has a vibrant and diverse economy, which enables it to contribute at least 27% of the Gauteng Province's GDP and 9, 4% of the GDP of the national economy. Tshwane is the administrative capital of South Africa and is home to the Union Buildings with government-related business playing an important role in the local economy. As a result, the city is working very hard to firmly position itself as Africa's leading capital city of excellence.

The municipality's main economic sectors are government institutions and community services, followed by finance and manufacturing. Metal products, machinery and household products are the largest sub-sectors within manufacturing. The City has a well-established manufacturing sector, with the automotive industry representing the most significant component, City of Tshwane IDP (2011-2016). The City of Tshwane (CoT), has been under the leadership of African National Congress (ANC) elected government since 2004.

CoT forms part of the Gauteng metropolitan area (Tshwane / Johannesburg / Ekurhuleni) which is growing into one of the major city regions (mega city) in the world. This vast conurbation forms the economic powerhouse of South Africa and indeed of Africa. CoT lies some 50 km north of Johannesburg. As administrative capital of the Republic, the city is dominated by government services and the diplomatic corps of foreign representatives in South Africa. It is located in the north-western quadrant of the Gauteng Province, City of Tshwane IDP (2011-2016). As a metropolitan area and a Capital City of the Republic, Tshwane hosts National Government Departments and is a targeted destination for seeking employment opportunities.

2.7 FACTORS AFFECTING SERVICE DELIVERY IN LOCAL MUNICIPALITIES

Most global municipalities are at the moment failing to operate and maintain their services delivery mandate in a sustainable manner. A number of factors have been identified by various authors that relate to service delivery within

According to Aminuzzaman (2010) the key element that has tainted the reputation and credibility of most local government authorities has been the quality and scope of service delivery. Gwayi (2010) also argues that the most common ingredients for poor service delivery include lack of public involvement, budget constraints, councillor interference, poor leadership, poor infrastructure and lack of adequate skills.

Sarshar and Moores (2006) also revealed further barriers to efficient service delivery which include inefficient resources, circumvention of local authority by central government entities, inferior infrastructure and lack of complete autonomy of local government officials. Aminuzzaman (2010) also adds that in Bangladesh the main cause of poor service delivery lies in constrained resources and manpower as most local municipalities are understaffed. He also reveals an acute shortage of logistic support in the form of transportation and poor managerial skills to formulate and implement sustainable strategies.

Aminuzzaman (2010) also points out the poorly coordinated relationship that exists between extension service delivery stakeholders and local authorities resulting in ineffective and dysfunctional objectives. This hinders the obtaining of critical technical assistance by local authorities. Further issues highlighted by Aminuzzaman's (2010) include a deficient regulatory system, lack of monitoring, poor accountability system, lack of support from central government, political intervention, lack of community understanding, unstable revenue base, poorly designed programmes and a discrimination of woman during decision making.

Sarshar and Moores (2006) also identify key challenges that are often a hindrance to efficient service delivery highlighted below:

2.7.1 Strategy Comprehension

Most senior and middle managers in local governments cannot comprehend the set of strategies within their spheres of influence. This often hinders the implementation of strategy executables as the core operations management team lack understanding of the entity's ultimate objectives (Sarshar and Moores, 2006). There is an inherent belief, by the public, that municipality managers are incompetent and the role of political deployment without merit is suspected to be a contributing factor to the incompetence as well as a culture that does not promote the understanding of the strategies.

2.7.2 Resource Capacity

The resource capacity to implement service delivery strategies is also another limiting factor to quality and efficiency as the operation teams in local governments lacks awareness of standards and requirements due to poor or a lack of training initiatives within these institutions. This results in poorly skilled stakeholders who struggle to comprehend the nature of their roles (Sarshar and Moores, 2006). Capacity includes a number of facets soft and hard infrastructure which might be fiancail budgets, skills sets, information and stakeholders.

2.7.3 Performance Monitoring System

A lack of performance monitoring systems is also a key barrier to quality service delivery in local municipalities. This often introduces inconsistences in the quality being delivered and hinders efficient integration of systems (Sarshar and Moores, 2006). Most performance variables are not measured and using the principle that if we cannot measure it we cannot manage it.

2.7.4 Coordinated Procedures

A lack of coordinated procedures also hinders service delivery as the processes of planning, delivery, procurement and management have to be well coordinated to

insure efficiency. Often performance standards are not enforced as poor mechanisms and communication are a daily occurrence (Sarshar and Moores, 2006).

2.7.5 Staff Turn Over

The other cause of poor service delivery highlighted is high staff turnover where most local municipalities are constantly loosing key skilled staff members to the private sector. This often leaves critical gaps within the institutions which cascades to poor service delivery as well (Sarshar and Moores, 2006).

2.7.6 Human resources issues

The issues under human resources in most municipalities range from weak and unstructured disciplinary procedures, lack of qualified personnel unsuitable recruitment. These have indirectly or directly affected service delivery at grass roots level and have hampered the ability of municipalities to perform elementary tasks which include responding to infrastructure failures in time (Ekpo, 2008).

2.7.7 Financial constraints

In order for municipalities to be able to supply services efficiently and reliably, financial support should always be available. These funds are often used in the development and maintenance of existing infrastructure and most importantly staff development (Lewi, 2011).

2.7.8 Corruption

Corruption has been identified as one of the key issues that hinder most municipalities from effective delivery of services (Bolatito & Ibrahim, 2014). In both developed and developing countries corruption has eaten deep into the fabric of municipalities and has been the biggest nuisance for most municipalities. Corruption misdirects resources meant to deal with urgent social and environmental issues, towards the

interests of a few individuals whose aconomic activity may not amount to a critical mass that can positively influence the social and environmental conditions for many.

2.7.9 Lack of autonomy

The presence of rampant undue political interference in municipalities has removed the key autonomous characteristic of most municipalities as state governors interfere in the affairs of local municipalities (Adeyemi, 2013). This has often led to a lack of transparency in financial affairs, nepotism and corruption resulting in poor service delivery.

2.8 CONCLUSION

This chapter has outlined key fundamental of service delivery within the local government presented in array of literature by various authors. The chapter described the context of the study which is the CoT and the various constructs that make up the municipality. The chapter then outlined key factors that affect service delivery citing resource capacity, corruption, staff turnover and a lack of autonomy as some of them.

CHAPTER THREE - RESEARCH METHODOLOGY

3.1 INTRODUCTION

This section outlines the procedure that was utilized by the researcher in executing this study and validates each step. The section covers discussion on the research design, strategy, data collection and ethical issues.

3.2 RESEARCH STYLES

According to Saunders *et al*., (2013) research is an undertaking by individuals who seek to systematically investigate a phenomenon for the purpose of enhancing their knowledge. They go on to point out key research characteristics which include the systematic collection of data and the systematic interpretation of data. Literature reveals a number of research styles that are utilised by researchers today. The main styles include idiographic, theoretical, constructive, critical, empirical, and nomothetic and information systems. The empirical study is based on information collected thought observation and experience. Knowledge in this style is obtained from the actual collection of evidence (Oates, 2015).

The empirical style is the dominant style for this research since this study is mainly based on observing key service delivery activities within the CoT and gathering evidence that can be used to make inferences on strategy implementation within the organisation.

3.3 RESEARCH METHODOLOGY

According to Babbie (2013:112) a research is a logical and systematic search for new and useful information on a particular topic, it is done with the help of study, experiment, observation, analysis, comparison and reasoning and a research design occurs at the beginning of a research project, is the plan and structure of investigation considered to obtain answers to research questions.

The preceding chapters, have indicated the key challenges that exist in the CoT on service delivery and hence with regard to this problem this research will seek to uncover the factors affecting service delivery in the CoT. It is also the objective of this study to present a normative model that will facilitate service delivery within the CoT. A research is the systematic collection and investigation into sources and materials in order to discover new facts and reach new conclusions (Grobler *et al*., 2011). Often confusion will rise on how research design and research methodology are defined, however it is important to mention that they are not synonymous. Yin (2009: 24) stresses the significance of a research design and mentioned that it is the reasoning that links data to be collected and the conclusions to be drawn to the initial question of the study.

3.4 RESEARCH APPROACH

The research approach is the main method that was used in this study to generate new knowledge and facilitate the comprehension of the topic under study (Lingayas, 2012). Research methodology entails the combination of various elements which include plan of action, strategy, design, process and the analysis of evidence collected from various participants (Crotty, 2013). According to Leedy (2014) the research methodology should address four key issues which including how is the data analysed, where is the data going to be obtained, what type of data is needed and how is the data going to be collected.

3.5 PHILOSOPHICAL PARADIGM

According to Collis and Hussey (2013) philosophical paradigm is the research philosophy or the paradigm of the research. They also add that the paradigm is a model which includes methods, theories and data defining methods that explain the link between theory and data. According to Saunders *et al*., (2014) philosophy is a thinking or belief of an individual on how knowledge is developed and created. They also add that philosophy is impacted by how a researcher explains the knowledge developed and will influence the carrying out of the research by the researcher.

According to Myers (2012) philosophical paradigm is the epistemology that serves as a guideline for any research. Saunders *et al*., (2014) outline a number of research paradigms in their research onion which include realism, positivism, pragmatism, functionalism, subjectivism, objectivism, radical structuralism, radical humanist and Interpretivism. This study will take on the positivist approach.

3.6 POSITIVIST

According to Myers (2009), a positivist approach believes that "the investigation of human conduct ought to be led similarly as studies led in characteristic sciences". As indicated by Myers (2009), positivism or objectivism, is frequently alluded to as the regular science model of social research, while constructivism is of the sentiment that learning is socially developed by our association with our condition.

3.7 RESEARCH APPROACH

According to Crowther and Lancaster (2013) there are two main types of researches used in most studies today and these are deductive and inductive.

3.7.1 Deductive approach

The deductive approach hinges on the development of hypothesis and theories which are then subsequently tested through the observation of empirical evidence (Crowther & Lancaster, 2013). They also add that the approach entails the utilisation of various techniques to reveal the application of different theories in real world situations Saunders *et al*., (2014) point out that the deductive approach takes a shorter time compared to the inductive approach.

3.7.2 Inductive approach

The Inductive approach is the basic opposite of the deductive approach where the research objective is to develop theories and hypothesis that seek to bring more understanding the evidence presented from observing the real world. The

development can be through various means in the inductive approach including all sorts of observed and experienced evidence.

This study employed the deductive approach which aligns with a quantitative method and enabled the researcher to develop a hypothesis that set research variables in such a way as for the researcher tests a theory. According to Fink (2007:10) quantitative methods depend on mathematical, quantification and statistical models to answer research questions and to test hypothesis. To attain this goal, quantitative research is about using statistical techniques to generate and analyse quantitative data. The approach aided the process of identifying key factors of service delivery in the CoT.

3.7.3 Qualitative Method

The Qualitative research uses the Interpretivism approach that is mainly based on the interpretation of words instead of numbers (Miles & Huberman, 2014). Qualitative research is often utilised in seeking answers to questions on various phenomenon for the purpose of comprehending the phenomenon. (Leedy, 2012). According to Sykes (2013) the strength of the qualitative approach like the inductive approach lies in its flexibility as it presents a means of interaction between the researcher and the participants.

3.7.4 Quantitative research

The Quantitative approach refers mostly to the expression of data as numbers and involves experimentation, analysis of statistics and systematic measurement (Fox & Bayat, 2007:7). The quantitative approach is mostly defined by positivist paradigm, a philosophical system recognizing only that which can be scientifically verified or which is capable of logical or mathematical proof (Babbie, 2013:60).

According to Rao (2005:4-5), quantitative methodology is an approach which involves formulation of data in quantitative form which can be subjected to difficult quantitative analysis and can be subdivided into:

- Inferential approach which is to formulate a database from which to infer characteristics or relations of populations;
- Experimental approach which is characterized by much greater control over the research environment; and
- Simulation approach which involves the construction of an artificial environment from which the relevant information and data can be generated.

Quantitative researches are usually objective and include the measuring and examination of the phenomenon under study (Tonono, 2008). For this study the quantitative approach was selected in collecting data from municipal officials. The main tool that will be utilised for the quantitative approach is the self-administered questionnaire.

3.8 RESEARCH STRATEGY

This segment constitute the scientist's arrangement of activity which will shape the advancement of the examination. The examination technique frequently has a solid reference to the exploration plan and is a framework of a coherent method that is started by various inquiries and completions with various answers and conclusions (Yin, 2011). As per Saunders, Thornhill and Lewis (2007) the exploration methodology involves components, for example, grounded hypothesis analyse, activity inquire about, chronicled look into contextual investigation, ethnography, and review which is the procedure to be utilized as a part of this examination.

The research design on the other hand “research design” is a plan that links the research question, the data to be collected and the strategies for analysing the data so that a study’s findings will address the intended research questions” (Yin, 2011). A research design, when clearly defined helps ensure the accuracy and validity of the study. This research will take on a quantitative methodology.

The strategy of a research outlines the direction of a study and is often the most important decision a researcher makes (Pathirage *et al*., 2014). According to Yin (2013) the research strategy is the design of the research constituting a rational framework for moving from one point of the research to the other. Marshall and Rossman (2015) also add by pointing out that a research strategy is a logical plan that

reveals the research population, role of the researcher, research site, data collection instruments, analysis of data and research management outline.

The research strategy choice reflects the nature of the research and the objectives of the research. Research strategies range from case studies, survey, ethnography, action research and experiments (Saunders *et al*., 2014). This research will mainly adopt the survey strategy.

3.8.1 Survey

The main strategy to be employed for this study will be an analytical survey which will utilise structured questionnaires to gather data (Lingayas, 2012). The survey approach is often utilised for studies associated with both the Positivism and Interpretivism paradigm (Oates, 2006). The approach is often employed to extract patterns that exist within the collected data and reveal the existence of associations between variables (Oates, 2006). According to Earl Babbie (2013:267) the survey is a popular tool used in the collection of research data and the administration of questionnaires to a sample of respondents selected from some population.

Key data collection tools utilised with the surveys approach is the questionnaires. There two main categories of the survey strategy are analytical and descriptive. The descriptive survey is defined by the identification and frequency counting of a sampled population at various instances or at one point in time.

3.8.2 Research population

The populace is defined as a gathering of the elements or objects that possess the facts searched for by the researcher and regarding which implications are to be made (Malhotra 2010:372). Ghauri and Gronhaug (2005) additionally characterize populace as the aggregate number of units from which a specimen can be drawn.

The term population is defined by Babbie (2013:135) as the specified aggregation or as that group (usually of people) about whom we want to draw conclusions or from which the sample is actually selected. Wiid and Diggines (2009:195) describe the population as the total group of respondents from whom the required information is to

be collected. Briggs and Coleman (2007:29) also add that the population is the entire group in which the researcher is interested and from which he or she wishes to describe or draw conclusions, the group to which the results of the study would ideally be generalized. The target population selected in this study was the employees of the City of Tshwane Municipality.

According to Earl Babbie (2013:124) sampling is the process of segmenting the population that is selected for the research, the method used maybe based on probability sampling or non-probability sampling. Malhotra (2010:373) point out that the sampling frame should be a true representation of the target population. The sampling frame applied in this study includes the employees of City of Tshwane Municipality. 100 CoT officials was chosen for the self-administered questionnaires. Purposive probability was utilised to select the participants where the participants are chosen intentionally to identify those participants who may provide the most useful data for the research topic (Yin, 2011).

3.8.3 Data Collection tools and procedure

The main data collection tool employed is a self developed questionnaire. Self-administered questionnaires were used targeting City of Tshwane employees. The questionnaires was structured in a way such that each question required one answer. The questionnaire took into consideration political, social and cultural issues and ensured that it served the purpose of the research. The questionairs was divided into eight sections which were labeled A up to H. Section A consisted of biographical questions, section B are questions on the control environment variable, section C are questions relating to the strategic plan, Section D relates to the control activities, section E to the management information system (MIS), section F to performance monitoring, section G to intergrity and ethical values and H to effective service delivery. These variables are identified in the literature review an empirically axamined in this research study using the quantitative analysis aproach to test these theoretical constructs advanced as the factors affecting service delivery in a Municipality. Each section constitutes statements which require respondents to rate their degree of agreement on a rickety scale of 1-5. One (1) being strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 being strongly agree.

Observation and documents also complimented the main data collection method as is consistent with typical studies (Lingayas, 2012).

3.8.4 Data analysis and interpretation

The main data analysis approach for this study was the thematic approach which identifies patterns of meaning across the data from the respondents. The collected data was analysed through an deductive process that includes organising the data into themes and patterns it is a flexible approach that takes into account views, experiences and perspectives which would be relevant for this study (Yin, 2011).

3.8.5 Reliability and Validity

Wilson *et al*., (2008:84) state that reliability is the degree to which the organisation delivers on its promises about service delivery, service provision and problem resolution. According to Malhotra (2010:318) reliability refers to the extent to which a scale produces consistent results if several measurements are made. Reliability in research often addresses the quality of the applied research technique and reveals the evenness of the performance of the measuring instrument. In order to ensure reliability for this research the researcher will ensure that participants are treated with respect and asked relevant questions.

Wiid and Diggines (2009:228) claim that data is valid if the survey measures what it is supposed to measure and it should reflects the true meaning of the variable or concept under consideration. Validity is compromised when there is some source of unfairness in the way the study was conducted or the way a question was asked. This often also refers to the quality the measuring instrument and includes the ability of the instrument to extract data that will address the objectives of the study.

3.9 ETHICAL PROCEDURES

3.9.1 Ethical consideration

Saunders (2006) points out that ethics in the context of research is behaviour that is appropriate in relation to participants and recipients of the resultant work. According to Babbie (2013:40) human participants of a research should always be treated with respect and not harmed. Harm may include emotional or psychological distress as well as physical harm.

3.9.2 Informed Consent

The University of South Africa has an ethical validation process which make sure that researchers conform to a reasonably accepted standard. The participants of this study are going to be informed on the outcome of the information provided. Voluntary participation declaration forms will be signed by each participants to indicate that they are interested in participating in the study. In line with the ethical code no intrusion, stress or distress will come upon the participant's physical or mental well-being.

A consent letter highlighting the research objective will be obtained from the University and presented to the participant and will point out that the collected data will only be utilised for the purpose of the research and treated in a manner that will protect the confidentiality and anonymity of the participating organisation. Deliberate investment will be unmistakably illustrated to members calling attention on their right side to haul out from a meeting anytime they feel awkward. The educated assent key will be laid out to members before any inquiries are replied.

3.9.3 Confidentiality and Privacy

Names of either individuals or organisations will be dealt with strictly confidentiality and their trust will not exploited. The researcher will ensure that the research material which includes the questionnaires will not be sensitive, discriminatory or inappropriate. The researcher has also ensured that the design of the researcher is adequately well-grounded to ensure that the participant's time is not wasted during the collection of

data. The research instruments that will be utilised for this research will subjected to the requests of the University's ethical research committee.

3.9.4 Permission

The researcher will take all ethical issues into consideration and ensure that permission to conduct the research in the selected organisations is sought prior to any collection of data. This will be done through the form of letters of permission in order to guarantee the legality of the exercise.

3.10 CONCLUSION

This section outlined the approach and research design to be utilised for this research. The main focus for the section was the pointing of a full-bodied research methodology. The study will utilise a quantitative approach. A comprehensive explanation and justification of the research approach to be utilised was outlined. A case study survey was pointed out as the key research strategy.

Data collection tools identified for this study is the structured questionnaires. Nardi (2006:68) mention that questionnaires are efficient tools for surveying large samples of respondents in a shorter period of time than interviews.

The probability sampling method will be the main method for selecting the research participants whereby every member of the population will get a fair chance of being selected and both thematic and statistical analysis will be utilised for data analysis. Finally key ethical considerations were outlined emphasising more on ensuring confidentiality and the comfort of the participant.

CHAPTER FOUR - RESEARCH FINDINGS

4.1 INTRODUCTION

Reports from the Department of Provincial and Local Government and the Auditor General, and in addition literature research, recognized different elements that negatively affect service delivery. This chapter presents the results of the research obtained following the research methodology explained in Chapter 3. The primary data was analysed using software statistical package (SPSS 17.0) and Microsoft Excel and displayed through graphs and tables (Addendum (B).

To approve these discoveries and distinguish extra factors which may have an impact, electronic polls were sent to 100 CoT staff in different levels of management from different departments of the municipality, explaining on forms and recognizing related hindrances to powerful service delivery. 60 Municipal Personnel reacted.

4.2 DATA GATHERING PROCEDURE

100 CoT employees were identified and their contact details were recorded. An email was sent to each city officer inside the CoT, clarifying the extent of the investigation and asking for their participation by completing the questionnaire and returning it to the researcher. Classification of the review and in addition access to the discoveries of the research was ensured. This procedure was done to guarantee the study was directed in consistence with every single ethical thought and with full partner assent.

60 CoT officials completed the consent form to take part in the investigation by filling in the questionnaire. The consent letters alongside references to recognized individuals from staff designated to finish the overview, was given by means of electronic mail. A letter of thankfulness was thus sent to the civil chiefs, and also the designated city authorities. The electronic study was circulated electronically to the districts.

The outcomes emerging from the review were aggregated into an Excel spreadsheet, and significant diagrams recognizing certain patterns were delivered. Reference to these outlines is made in the following section.

4.3 SURVEY RESULTS AND DISCUSSIONS

This section examines the key discoveries of the examination, to be specific factors affecting service delivery in the CoT. The results depend on the 60 reactions received from the partaking CoT employees. This speaks to all regions in the area with all classes spoke to according to the Municipal Structures (Act No. 117 of 1998). The poll consists of close-ended questions in which the respondent is asked to select an answer from among a list provided by the researcher (Babbie, 2013:231).

The respondents were given questions on issues rotating around service delivery and frameworks. In a large portion of the cases respondents needed to answer on a 5 points Likert scale (strongly disagree, disagree, neutral, agree and strongly agree) to the questions. In the presentation of the findings, the 5 points Likert scale was reduce to a 3 points Likert scale (agree, neutral and disagree).

The outcomes are exhibited in seven general classifications:

- The control condition, which builds up the establishment for the inside control framework by giving crucial train and structure.
- The Strategic Plan, which tends to objective-setting, and evaluation and planning.
- Control activities, which address issues, for example, approaches, techniques and practices that guarantee strategic goals are accomplished and chance moderation procedures are done.
- Management information framework (MIS), which empowers administration to survey whether the district is working as wanted, recognizing openings or issues and evaluating changes, and
- Performance checking, which is the appraisal of control frameworks and systems to report lacks.
- Integrity and Ethical values, are regarded by many as the honest and truthfulness or accuracy of one’s actions, being honest and having strong moral principles.
- Effective service delivery, is the distribution of basic resources citizens depend on like water, electricity, sanitation infrastructure, housing, street lighting, parks and roads.

SECTION A: Demographic Information

Biographical information of the respondents is presented in this section.

Figure 4.A1: Gender of respondents

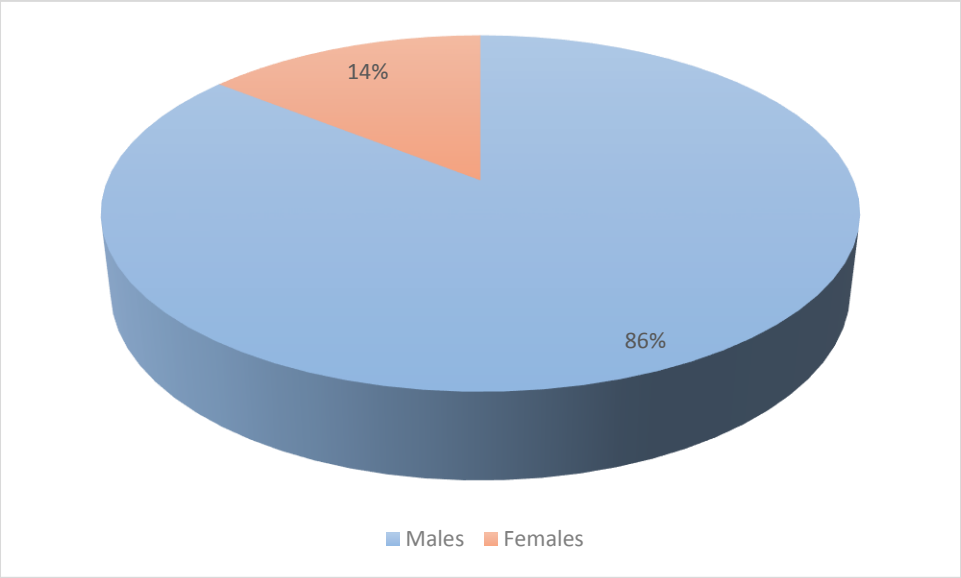


Figure 4.A1 reveals that the majority (86%) of the respondents were males which is a true reflection of the gender composition of the staff compliment in the CoT (City of Tshwane Annual Report, 2014/2015:232). A total of 8 respondents representing 14% of the 60 respondents were female.

Figure 4.A2: Age group of respondents

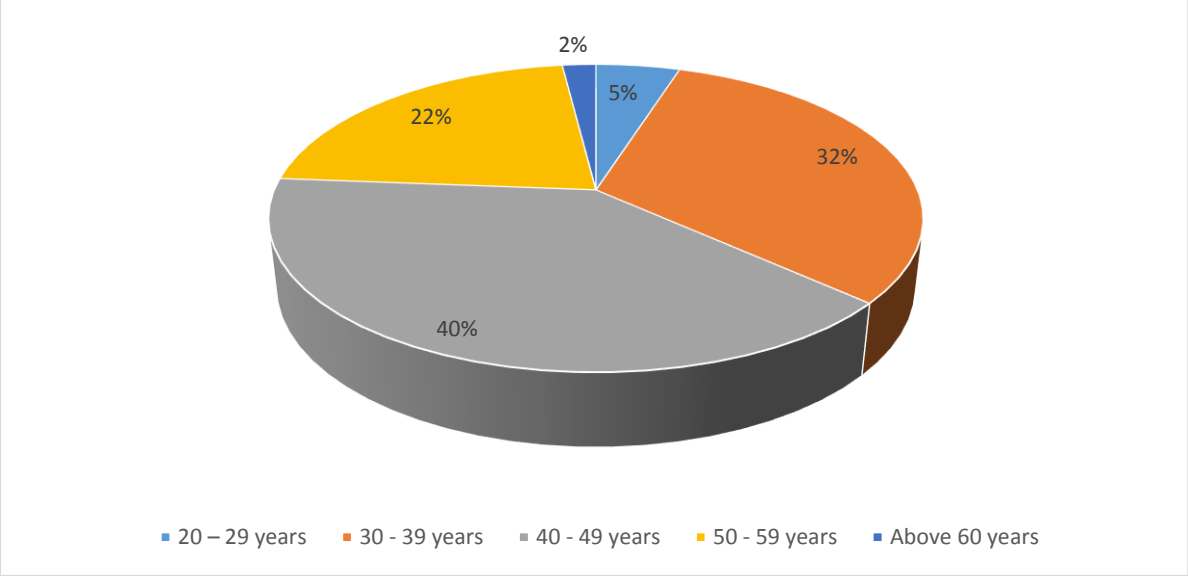


Figure 4.A2 shows that the largest group of the participants (40%) belong to the 40 - 49 age group followed closely by the 30-39 age group (32%). The 50-59 age group

represents 22%, 5% of the participants belong to the age group 20-29 years and the smallest of participants (2%) above 60 years.

Figure 4.A3: Highest academic qualification

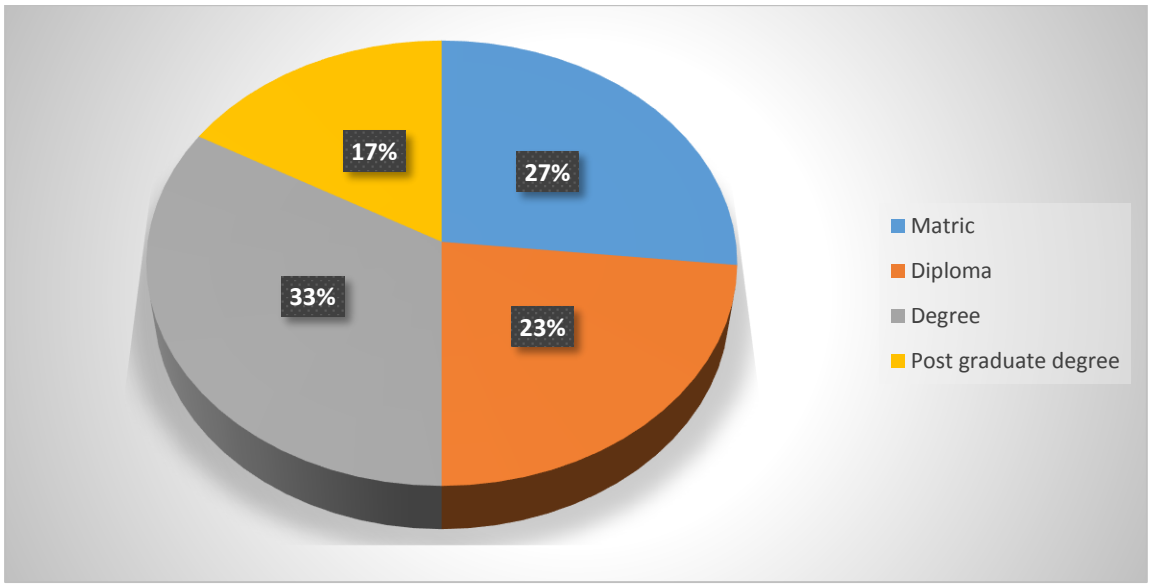
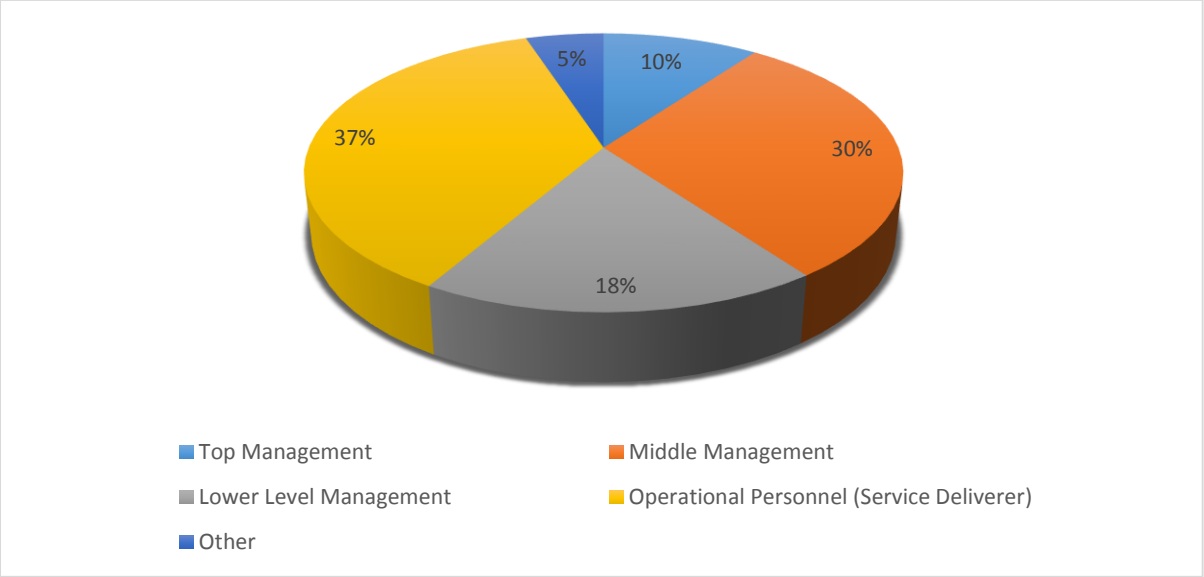


Figure 4.A3 indicates that 33% of the respondents have degrees, 27% have matric, 23% have diplomas and 17% hold a post graduate degree. None of the respondents had a qualification below matric which may not be a true reflection of the municipality employees composition due to political deployments which are common place to municipalities in South Africa.

Figure 4.A4: Level of employment of respondents



The results from Figure 4.A4 show that 37% of the participants are operational personnel, 30% are middle management, 18% are lower level management followed by 10% of top management.

SECTION B: The Control Environment

The control environment was assessed on the basis of thirteen questions.

Figure 4.B1: The qualification of municipal manager is postgraduate degree

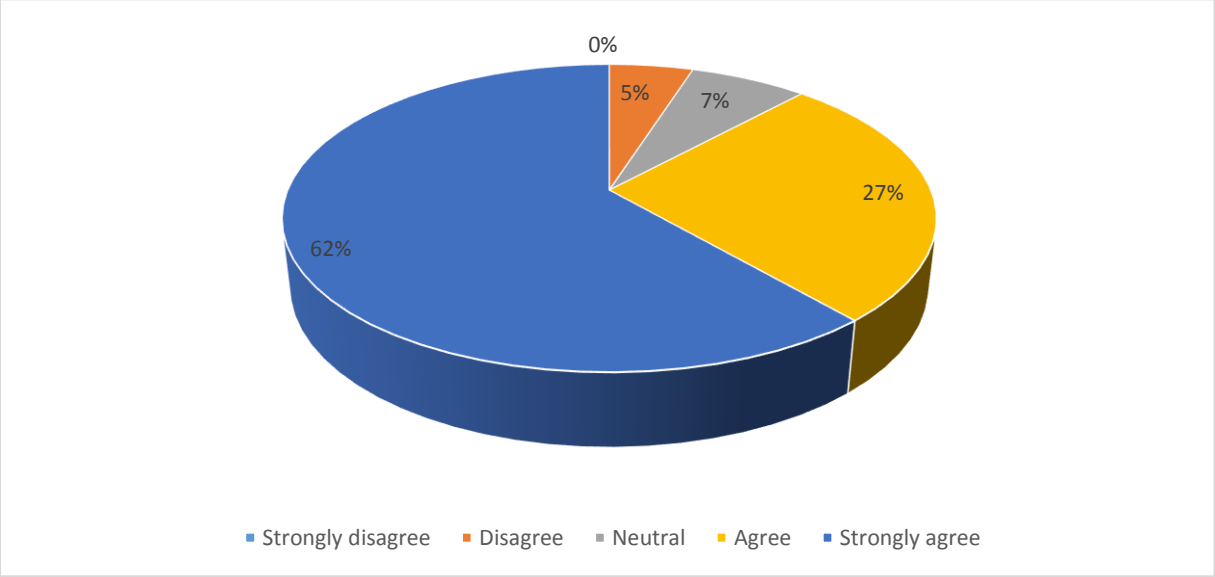


Figure 4.B1 shows that 89% of the participants agree that the municipal manager has a post graduate degree, 7% remains neutral whilst a smaller number of the participants (5%) disagree with the statement.

Figure 4.B2: ***The Municipality employs a system that continually evaluates the performance of the Key Performance Areas, (KPA's) against their designated Key Performance Indicators, (KPI's).***

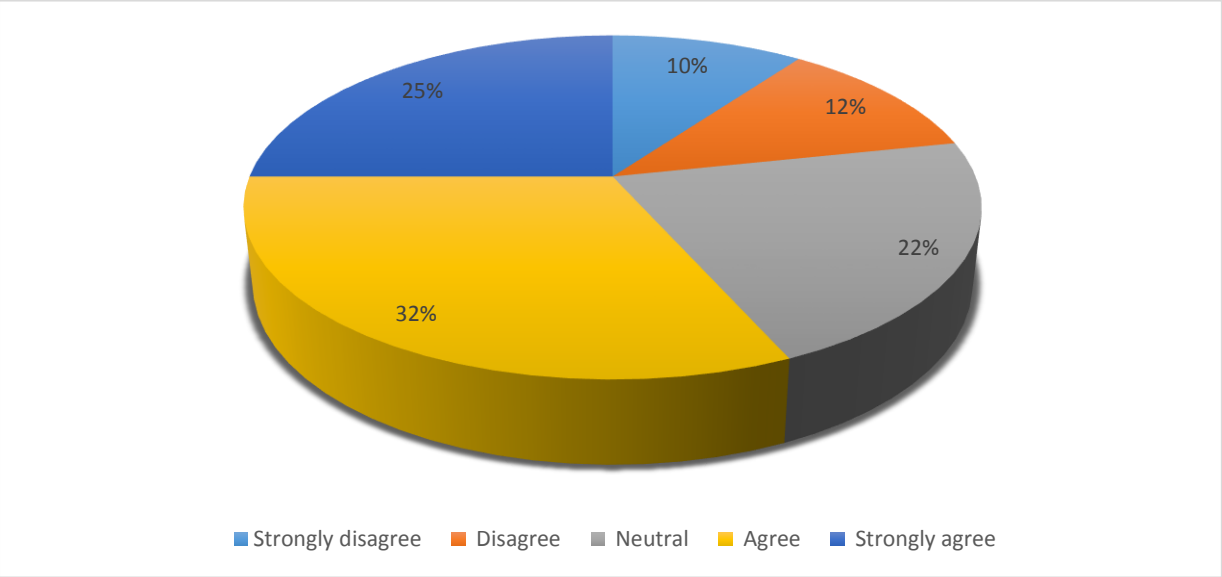
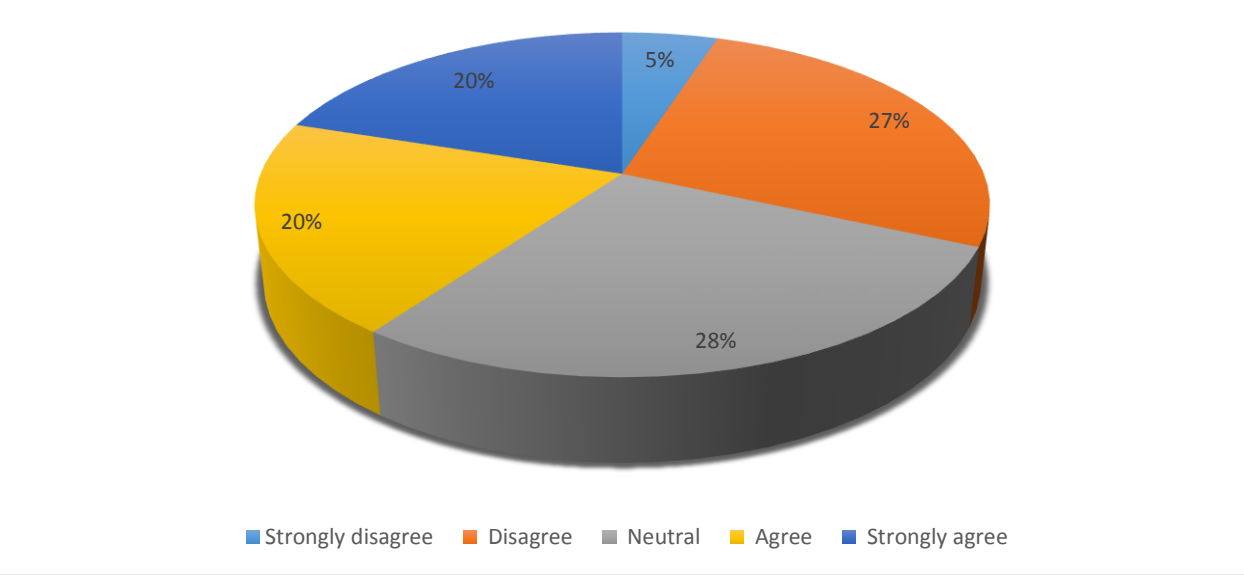


Figure 4.B2 shows that 57% of the participants agree that the CoT employs some form of system that continually evaluates the KPAs against their designated KPIs as opposed to 22% that indicated that they do not have a performance management system and 22% remains neutral.

Figure 4.B3: The municipality have vacant positions in the Executive Management



As showed in Figure 4.B3, 40% of the participants indicated that there are executive positions vacant as opposed to 32% who disagree. 28% remains neutral with the statement.

Figure 4.B4: The municipal manager has formal training in strategic management

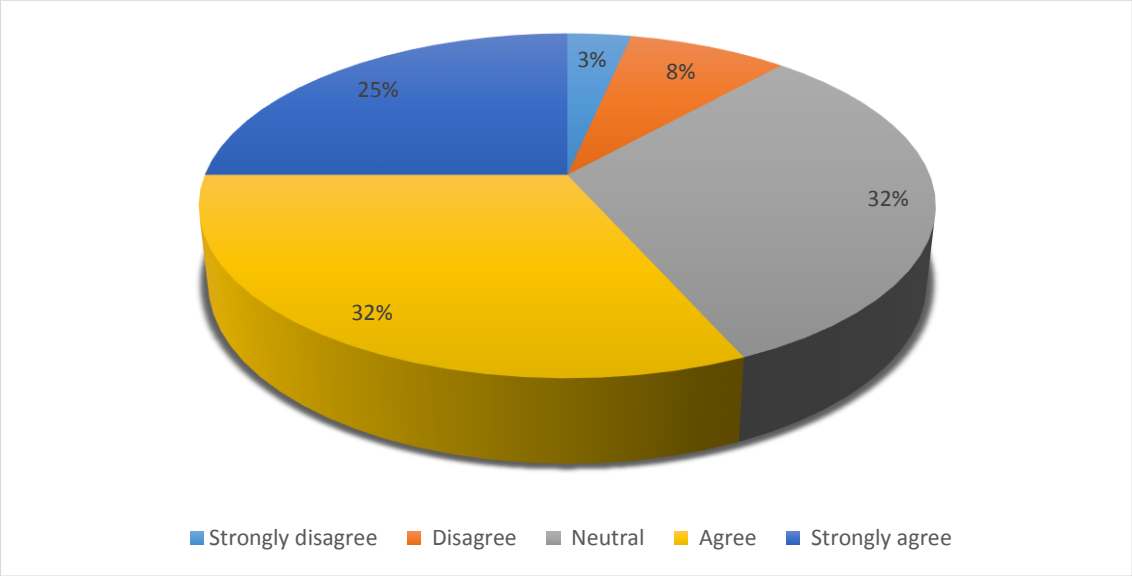


Figure 4.B4 illustrates that 57% believe that the municipal manager has training in strategic management and less than 11% believe he does not have whilst 32% is undecided.

Figure 4.B5: The municipality employs a regular skills audit for the executive management staff

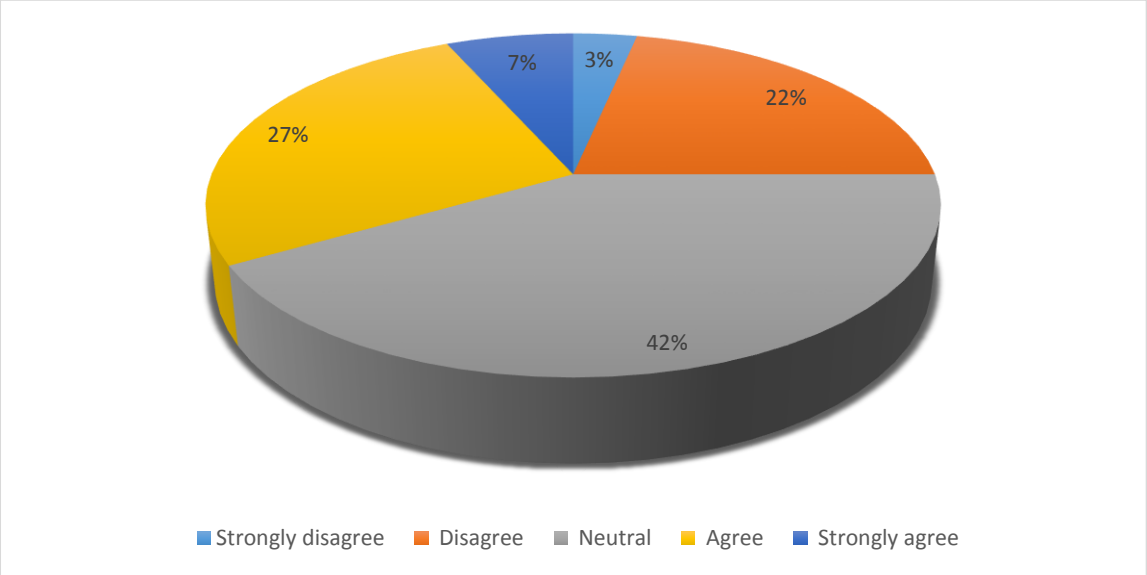


Figure 4.B5 shows that 34% of the participants agree than a regular skills audit for the executive exists whilst 25% do not believe the audit exists, while 41% is undecided.

Figure 4.B6: The municipality employs a regular skills audit for the other employees

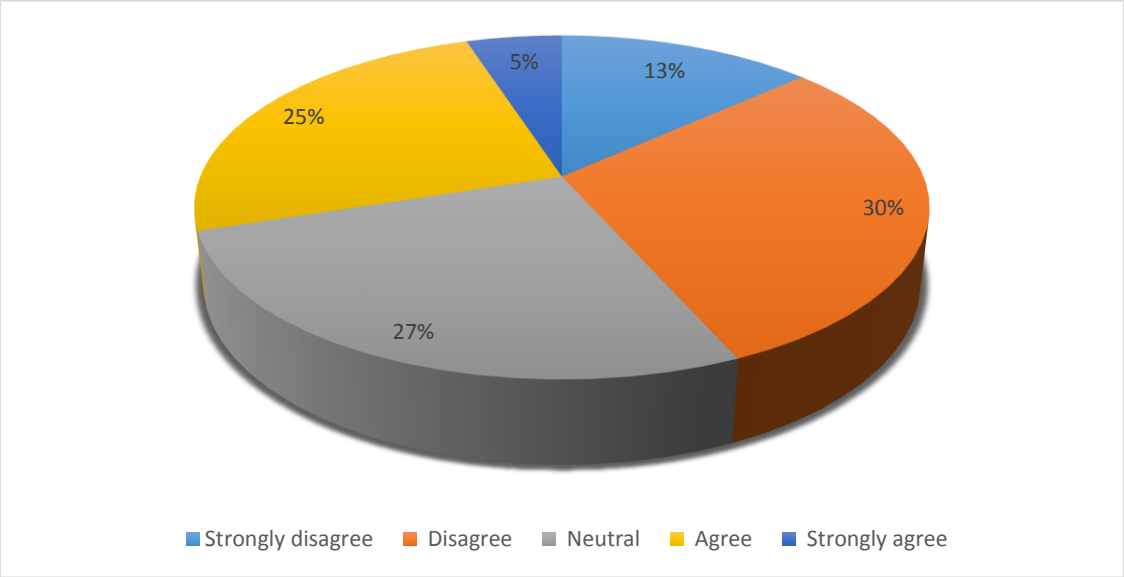


Figure 4.B6 shows that 43% of the participants disagree that a regular skills audit for employs exists in the municipality whilst 30% agree that a skills audit exists. The remaining 27% of the participants remains neutral.

Figure 4.B7: The municipality employs skills development strategy for the employees

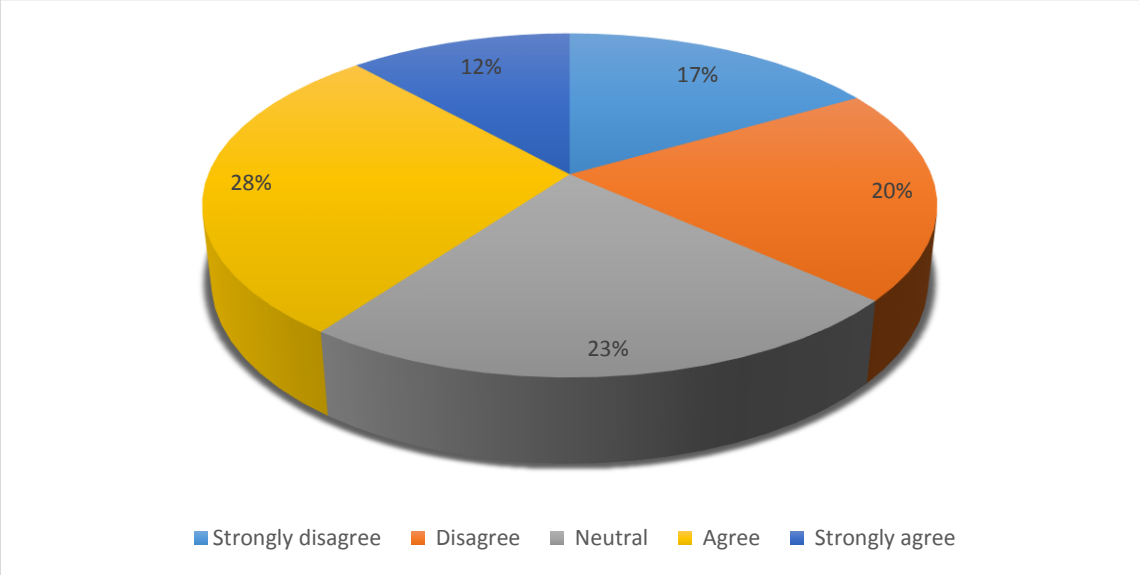


Figure 4.B7 indicates that 40% of the research participants agree that the municipality employ skills development strategy for the employees. This is opposed to 37% that do not believe the skills development strategy exists and 23% are neutral. It is clear that

the existence of the strategy is ambiguous. Ekpo (2008) points out that skills development is a key ingredient for effective service delivery within an organisation.

Figure 4.B8: Every position on the municipal organogram have a comprehensive and complete job description

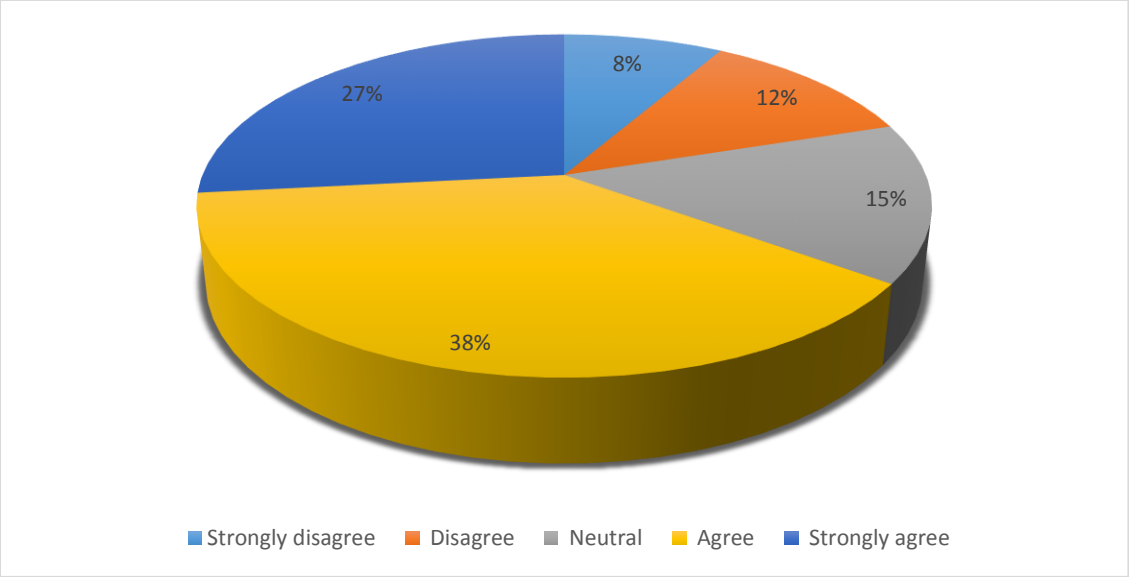


Figure 4.B8 demonstrates that 65% of the research participants agree that every position on the municipal organogram have a comprehensive and complete job description, 20% disagree whilst 15% are neutral with the statement. This shows that most positions have job descriptions clearly outlined.

Figure 4.B9: Job descriptions re-evaluated on a regular basis

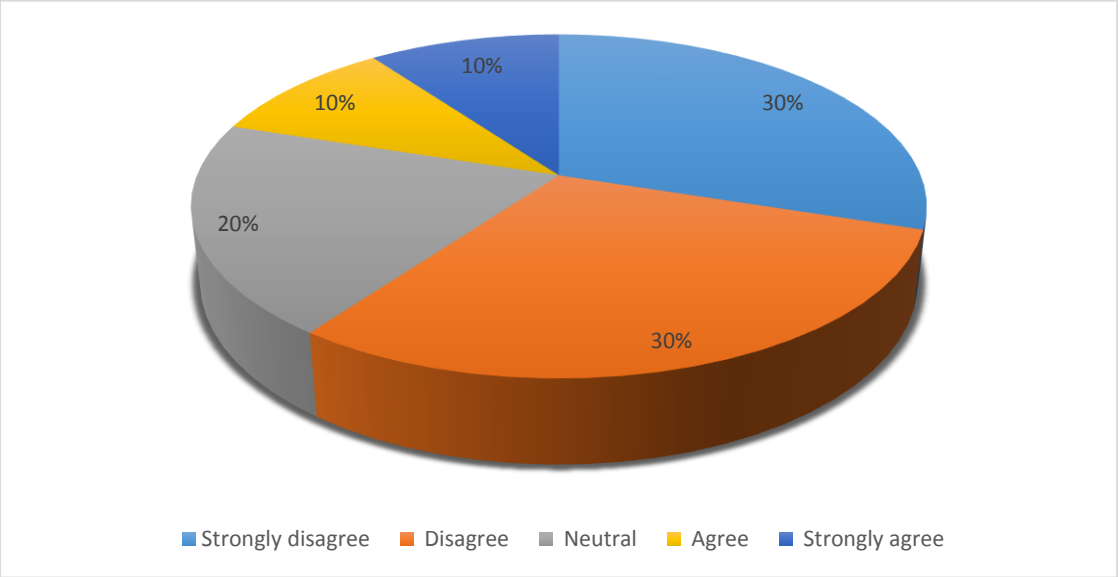


Figure 4.B9 shows that only 20% out of the 60% participants agree that job descriptions are re-evaluated on a regular basis, 60% do not agree whilst 20% are neutral.

Figure 4.B10: The municipality has a lack in finances to deliver on set indicators for the KPA's as set in the strategy plan.

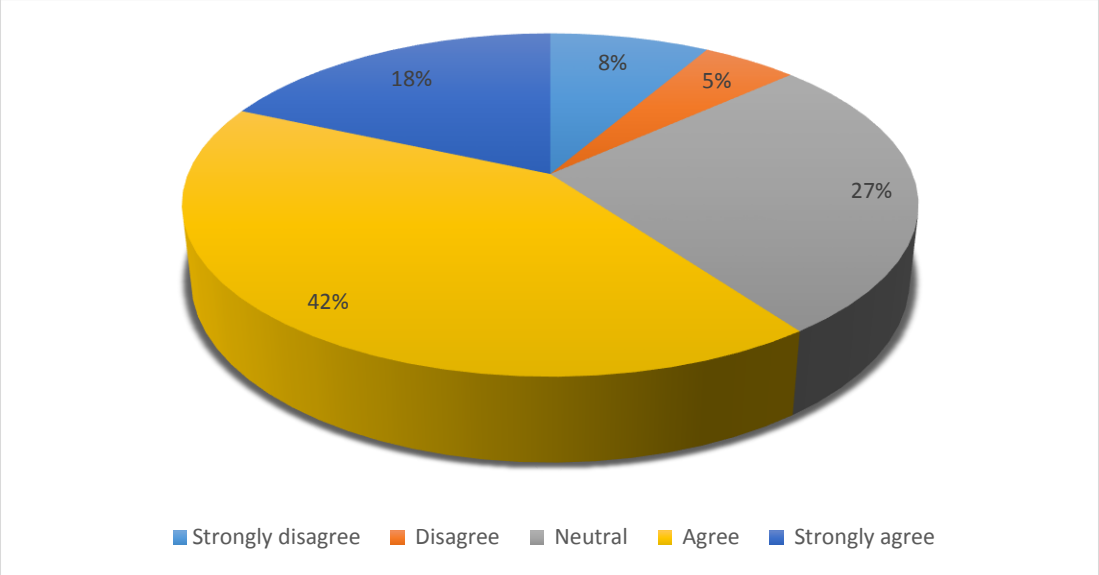


Figure 4.B10 shows that 60% of the participants agree that the municipality has a lack of finances to deliver on set indicators for the KPA's as set in the strategy plan compared to 13% who disagree. 27% remains neutral with the statement.

Figure 4.B11: The municipality has a lack in personnel to deliver on set indicators for the KPA's as set in the integrated development plan

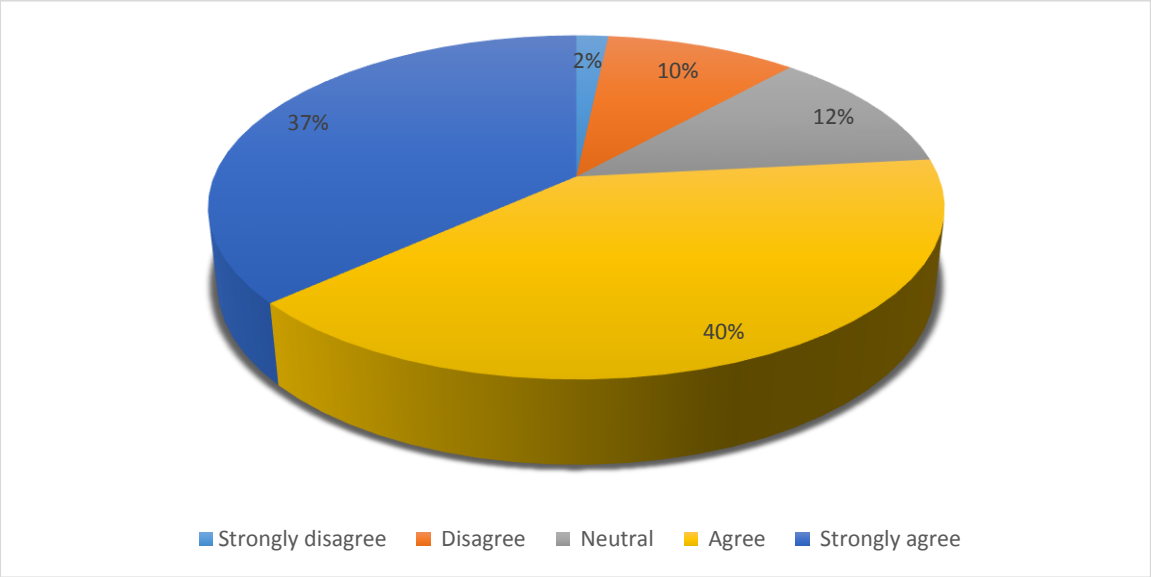


Figure 4.B11 shows that 77% of the participants agree that the municipal has a lack of personnel to deliver their strategies, 12% disagree as well as 12% remaining neutral to the statement.

Figure 4.B12: The municipality has a lack in equipment to deliver on set indicators for the KPA's as set in the integrated development plan

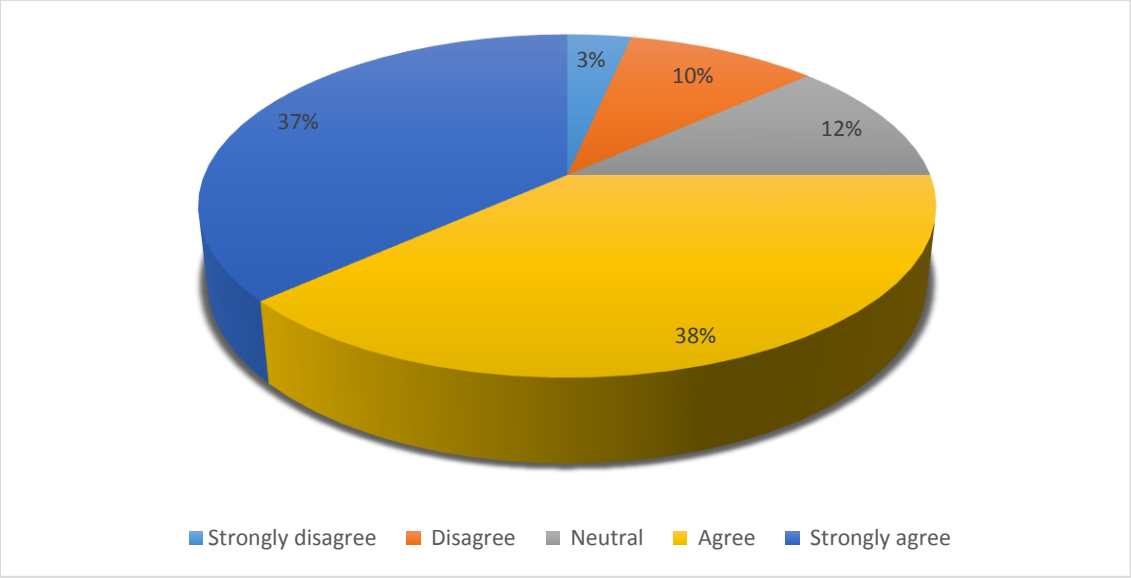


Figure 4.B12 shows that 75% of the participants agree that the municipality lacks equipment to deliver on their KPA as compared to 13% who disagree. The remaining 12% of the participants are neutral.

Figure 4.B13: The municipality has a lack in strategic capacity/planning to deliver on set indicators for the KPA's as set in the integrated development plan

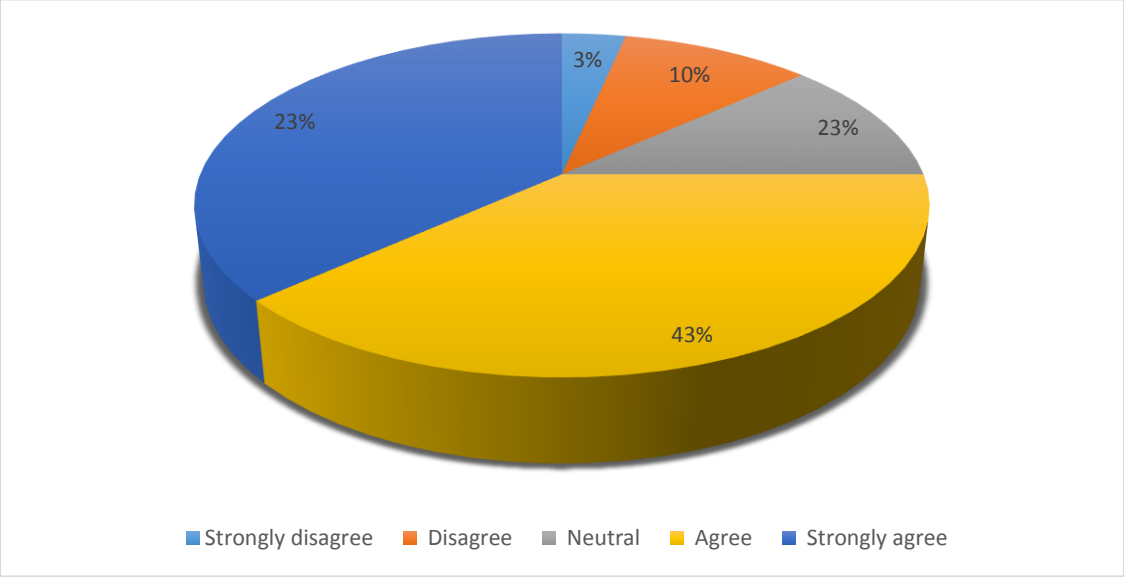


Figure 4.B13 shows that out of the 60 respondents, 63% of the participants disagree that the municipality lacks strategic capacity to deliver on KPAs, 13% agree and 23% remains neutral.

SECTION C: The Strategy Plan (SP)

The strategy environment was assessed on the basis of six questions.

Figure 4.C1: The municipality in the SP planning phase, identify risk in accomplishing their objectives

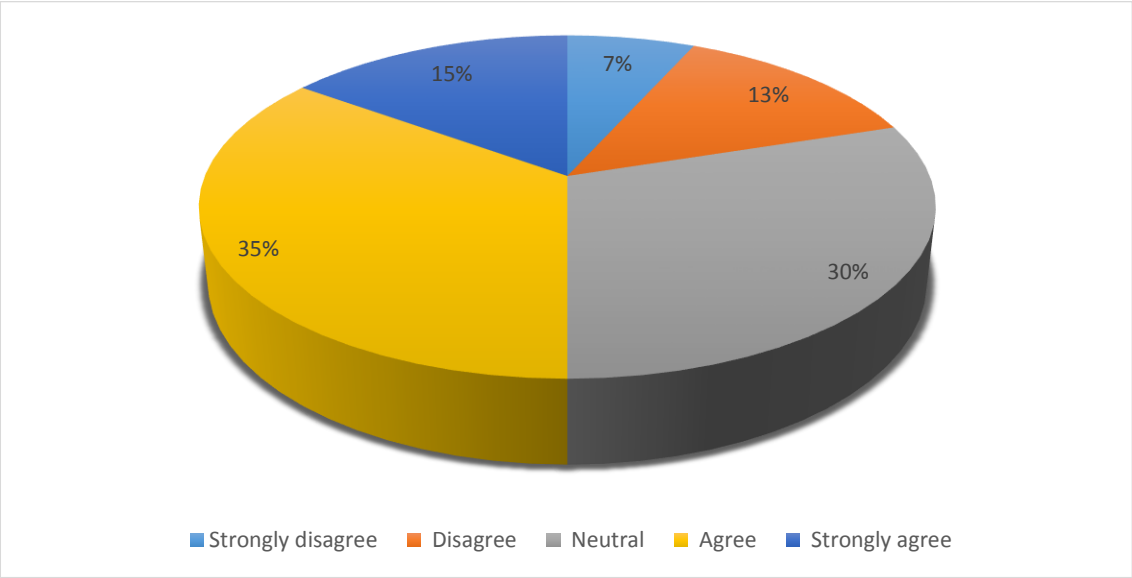


Figure 4.C1 illustrates that 50% of the participants agree that the municipality, in the SP phase, identify risks in accomplishing their objectives whilst 20% disagree with the point and 30% is undecided.

Figure 4.C2: Every department in the municipality created a business plan to accomplish their KPA's as set in the SP

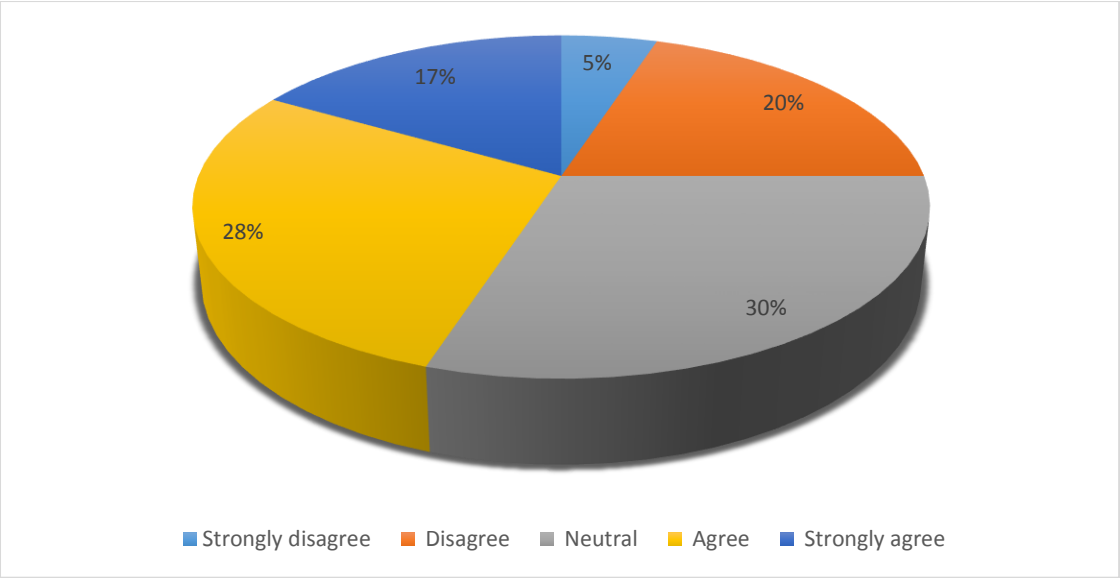


Figure 4.C2 shows that 45% of the participants also point out that every department in the municipality created a business plan to accomplish their KPA's as set in the Strategic Plan. 25% however disagree that every department created a business plan and 30% undecided.

Figure 4.C3: The municipality re-evaluate their business plans

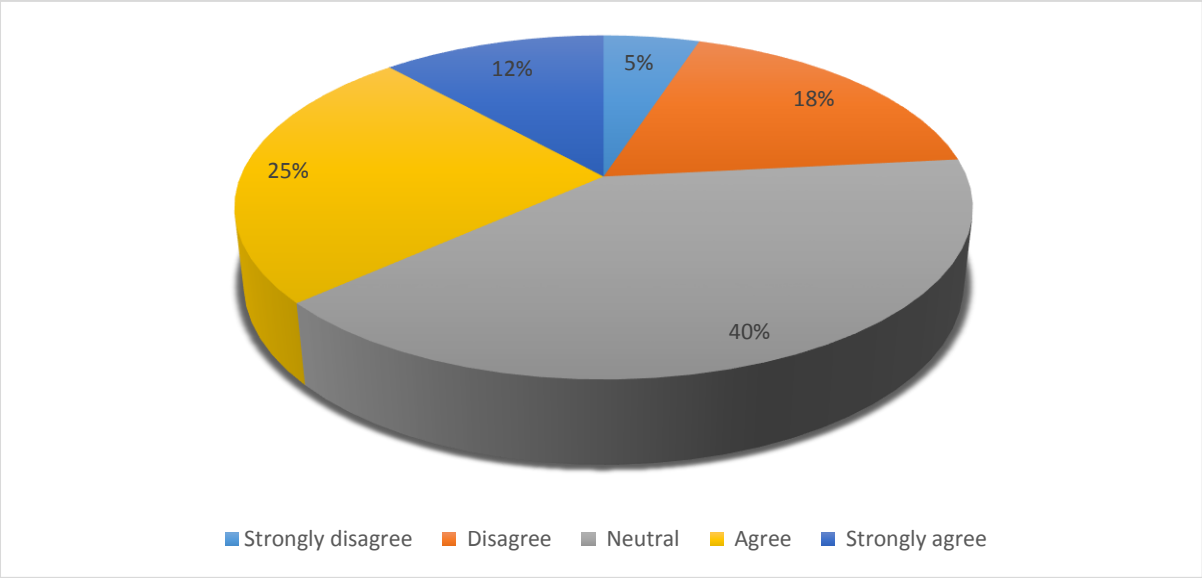


Figure 4.C3 shows that 37% of the participants the municipality re-evaluate their business plans compared to 23% disagree and 40% is undecided.

Figure 4.C4: The municipality engage in performance management for each employee

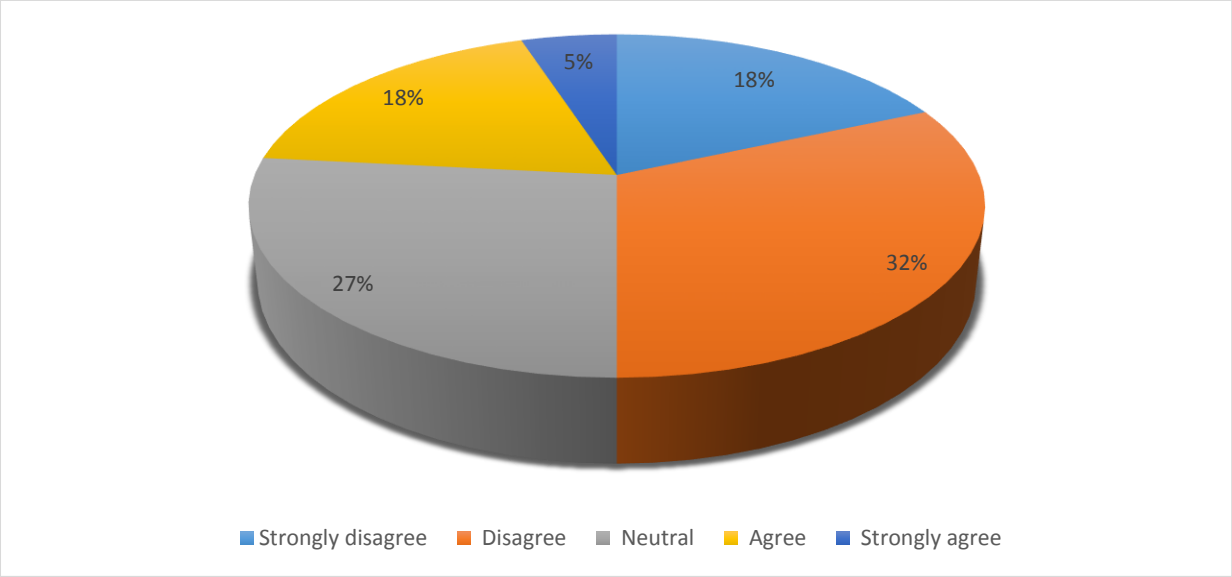


Figure 4.C4 shows that 50% of the participants disagree that the Municipality engages in performance management for each employee as compared to 23% who agree whilst 27% remains neutral with the statement.

Figure 4.C5: The individual's performance is linked to a form of compensation

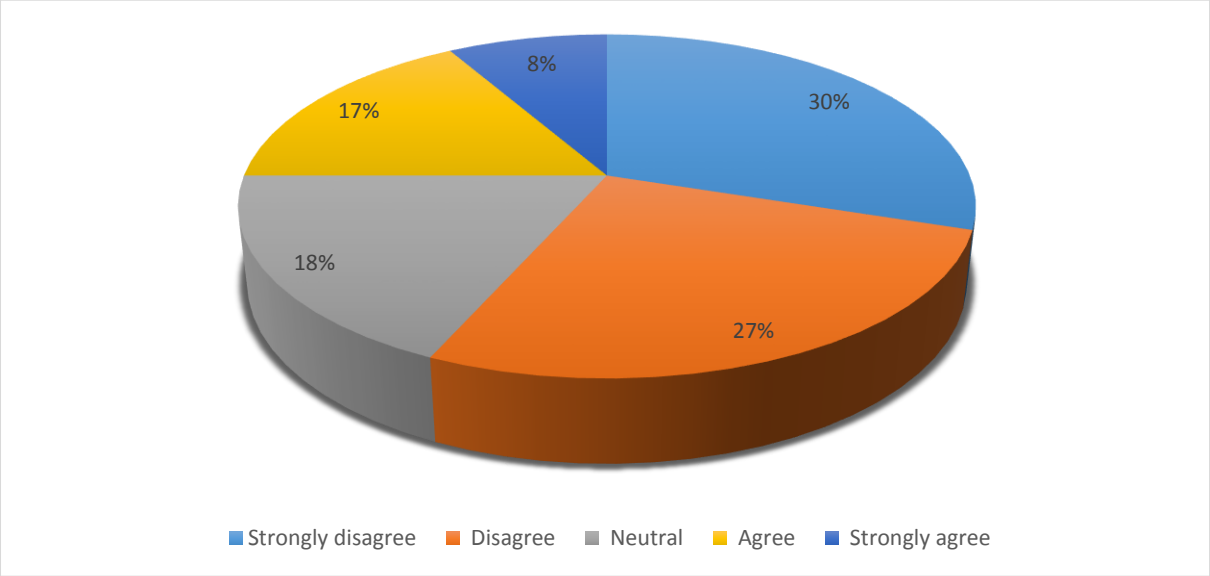


Figure 4.C5 demonstrate that 57% of the participants disagree that the individual's performance is linked to a form of compensation, 25% believe that it is whilst 18% are neutral with the statement.

Figure 4.C6: The individual's performance is discussed with the individual to specifically identify strengths and weaknesses

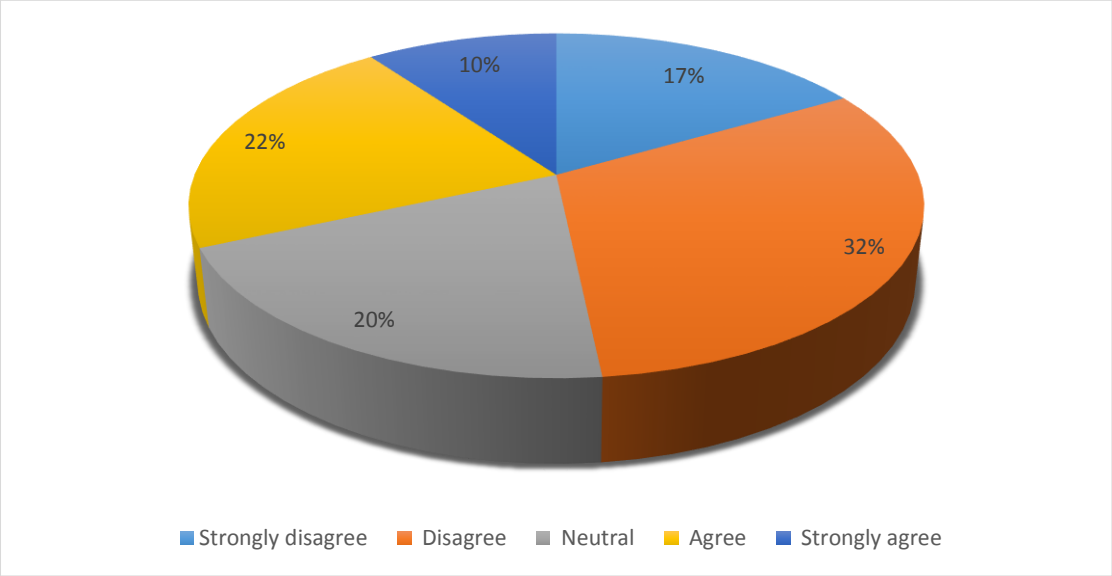


Figure 4.C6 shows that 49% of the participants disagree that the individual's performance is discussed with the individual to specifically identify strengths and weaknesses and 32% believe that it is and 20% is neutral.

SECTION D: The Control Activities

TheControl Activities was assessed on the basis of eight questions.

Figure 4.D1: The rate of personnel turnover of Executive Management positions in the municipality is high.

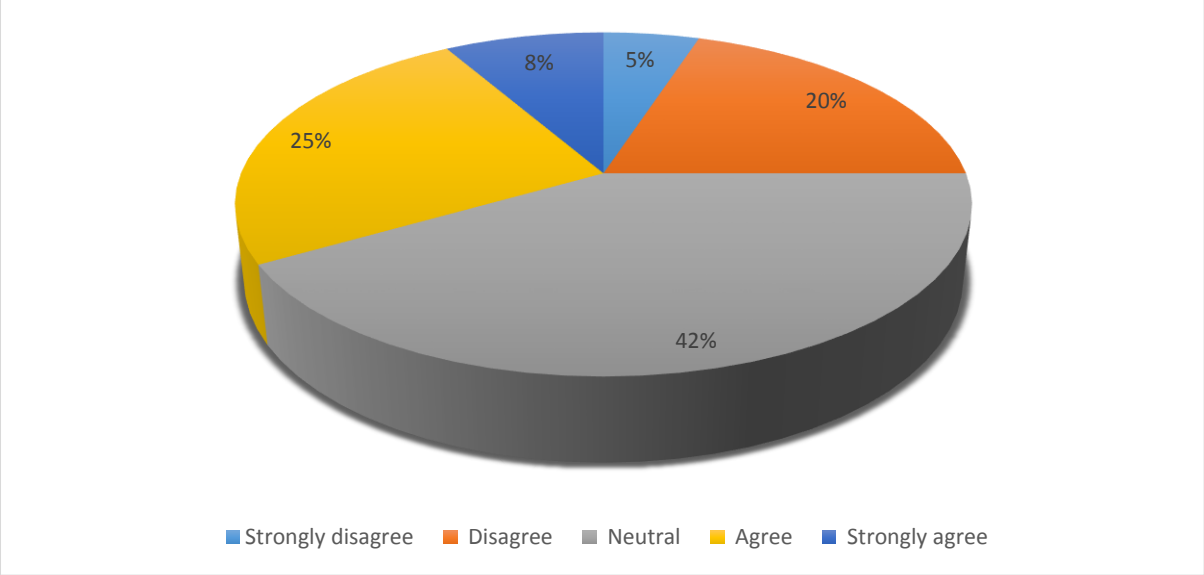


Figure 4.D1 shows that 33% agree that the rate of personnel turnover of Executive Management positions in the municipality is high compared to 25% who disagree whilst 42% is remains neutral.

Figure 4.D2: The municipality employ a policy or procedure to effect timely identification of deviations from the business plan.

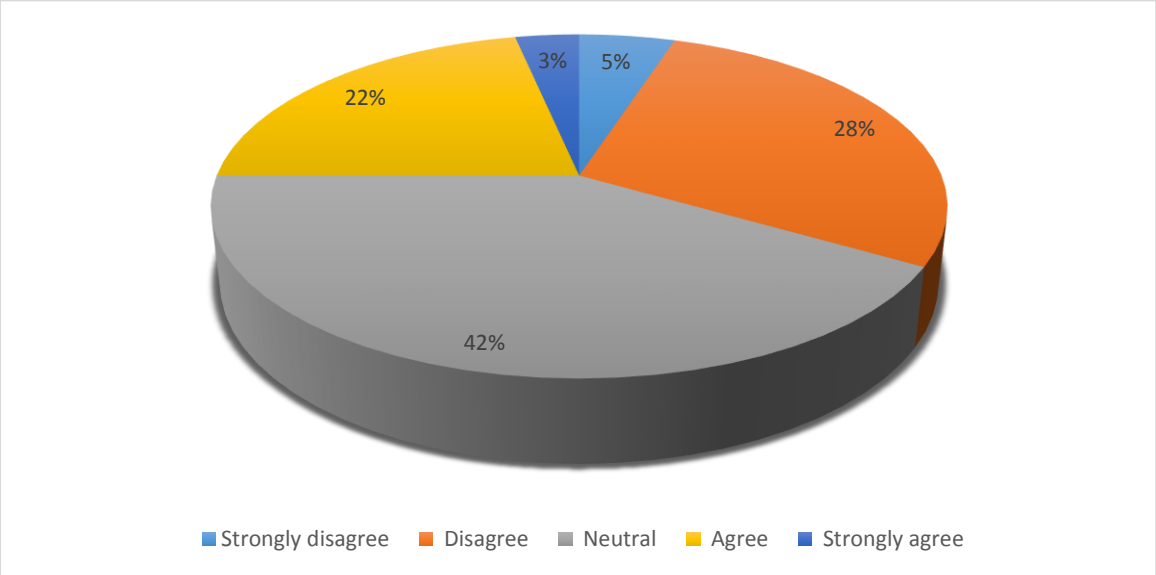


Figure 4.D2 shows that 33% of the participants disagree that the municipality employ a policy or procedure to effect timely identification of deviations from the business plan whilst 25% agree and 42% remains neutral.

Figure 4.D3: The municipality's policies, procedures and practices are revaluated on a regular basis.

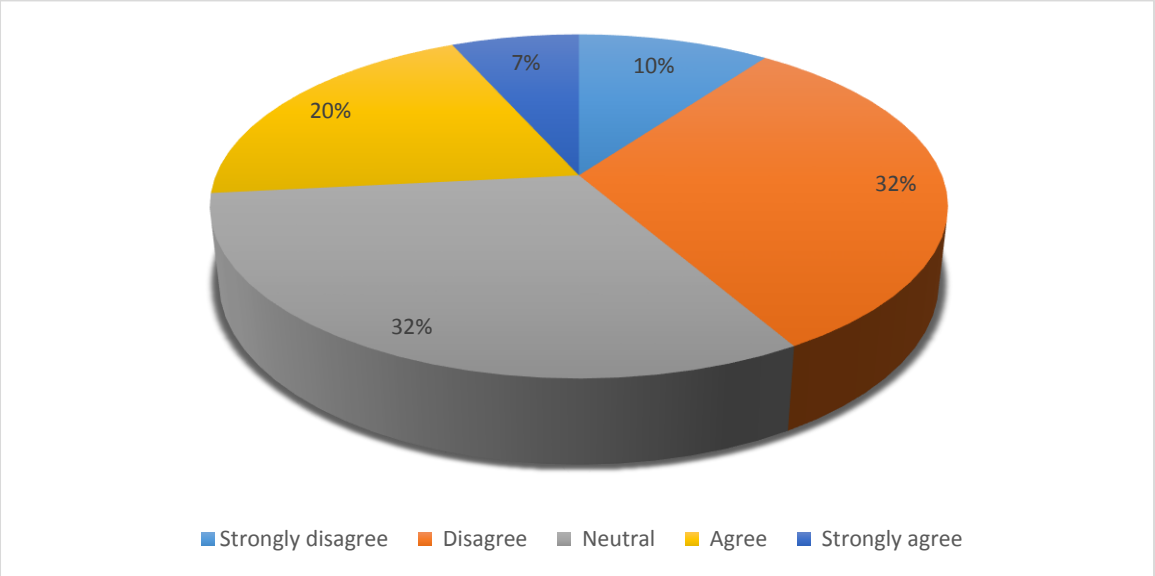


Figure 4.D3 shows that 42% of the participants disagree that the municipality's policies, procedures and practices are re-evaluated on a regular basis compared to 27% who agree to this point. 32% is neutral.

Figure 4.D4: All policies, procedures and practices used by the municipality are documented

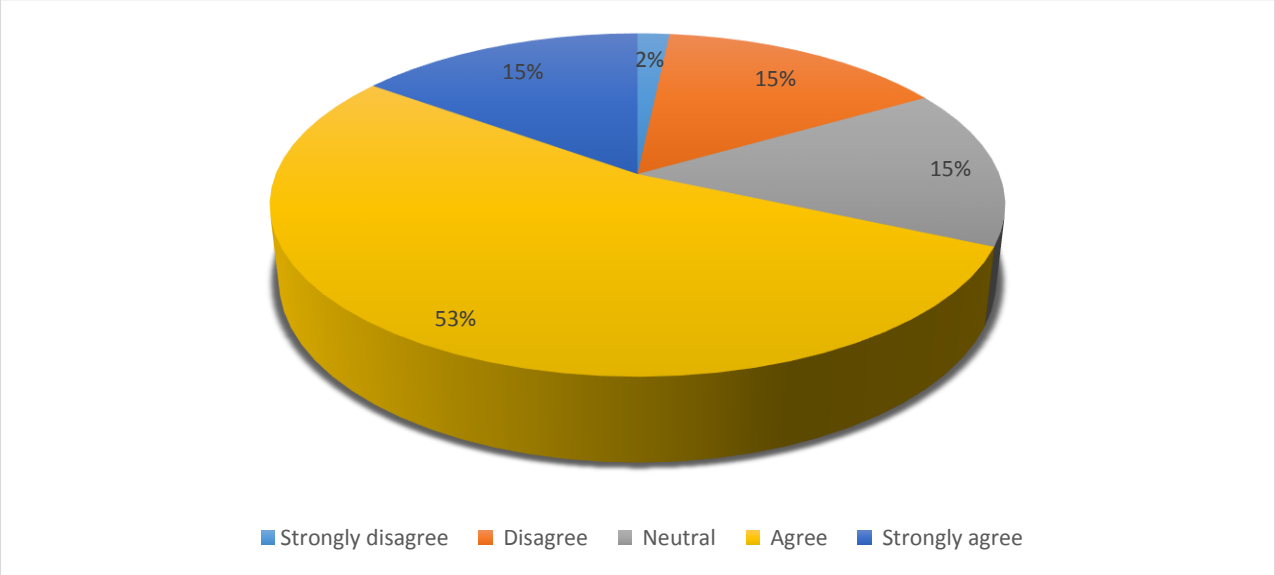


Figure 4.D4 shows that 68% of the participants agree that all policies, procedures and practices used by the municipality are documented compared to 17% who don't. 15% remains neutral.

Figure 4.D5: All policies, procedures and practices used by the municipality are readily available to any employee.

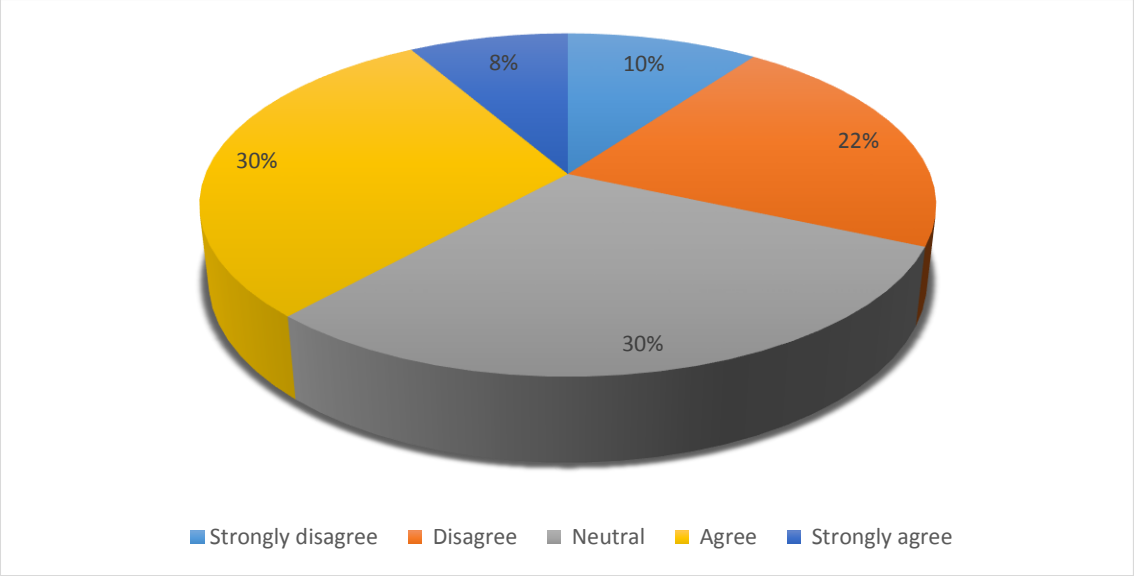


Figure 4.D5 indicate that 38% of the participants agree that all policies, procedures and practices used by the municipality are readily available to any employee compare to 32% who disagree and 30% is neutral.

Figure 4.D6: The applicable policies, procedures and practices are communicated to personnel on a regular basis

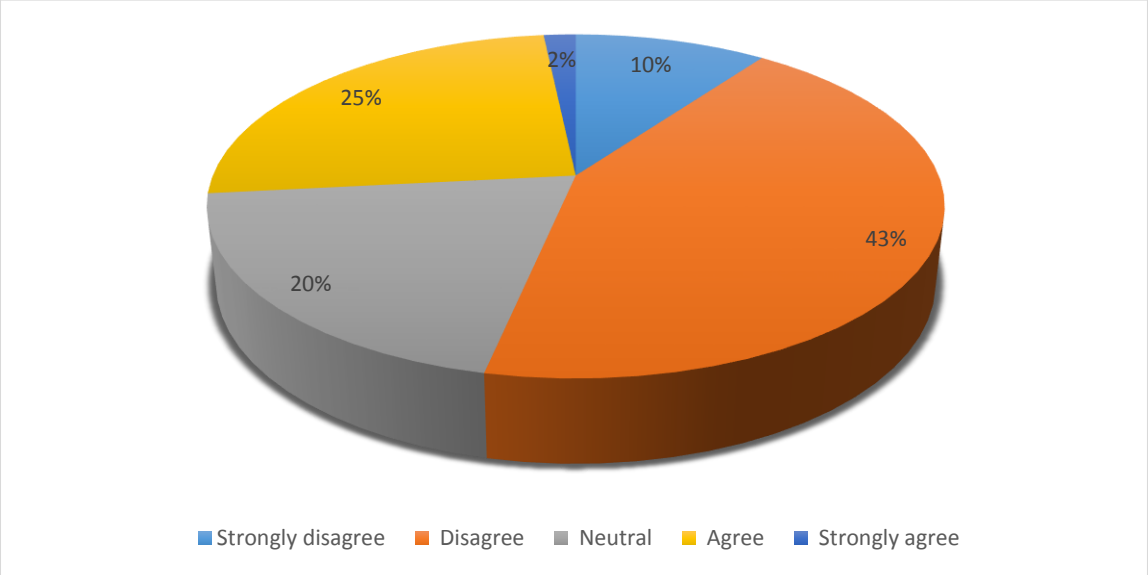


Figure 4.D6 shows that 53% of the participants disagree that the applicable policies, procedures and practices are communicated to personnel on a regular basis, 27% agree with the point and 20% remains neutral.

Figure 4.D7: The municipality use quality evaluating system to determine the level of service they are providing to the community, such as Client surveys, Complaint monitoring etc.

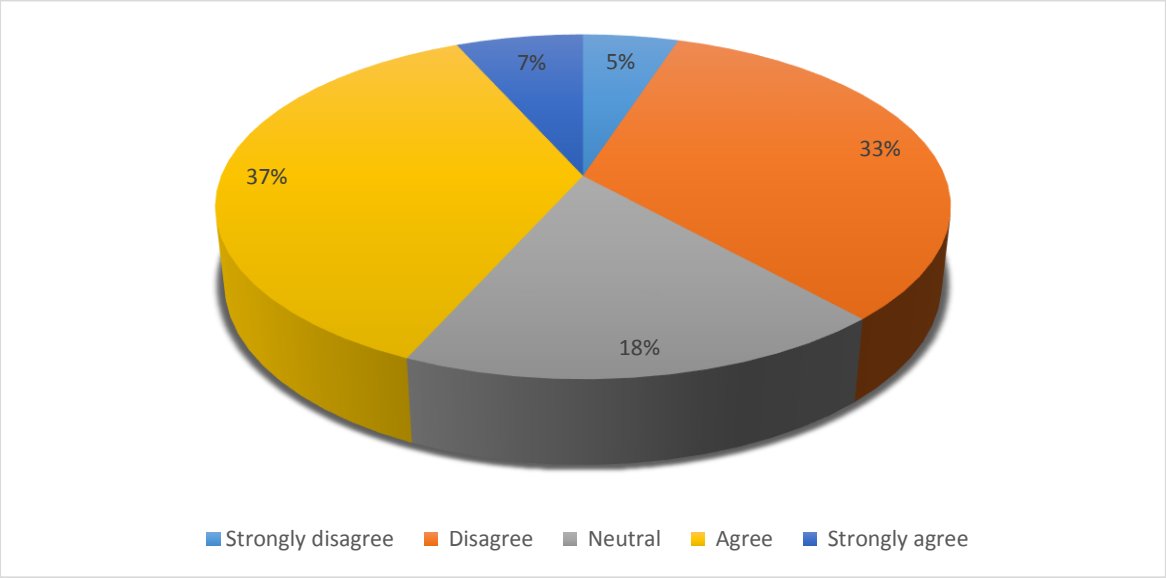


Figure 4.D7 shows that 44% of the participants agree that the municipality use quality evaluating system to determine the level of service they are providing to the community, such as Client surveys, Complaint monitoring and 38% disagree. 18% remains neutral on the statement.

Figure 4.D8: The municipality make use of procedures or protocol to capture and evaluate service delivery complaints made by the community.

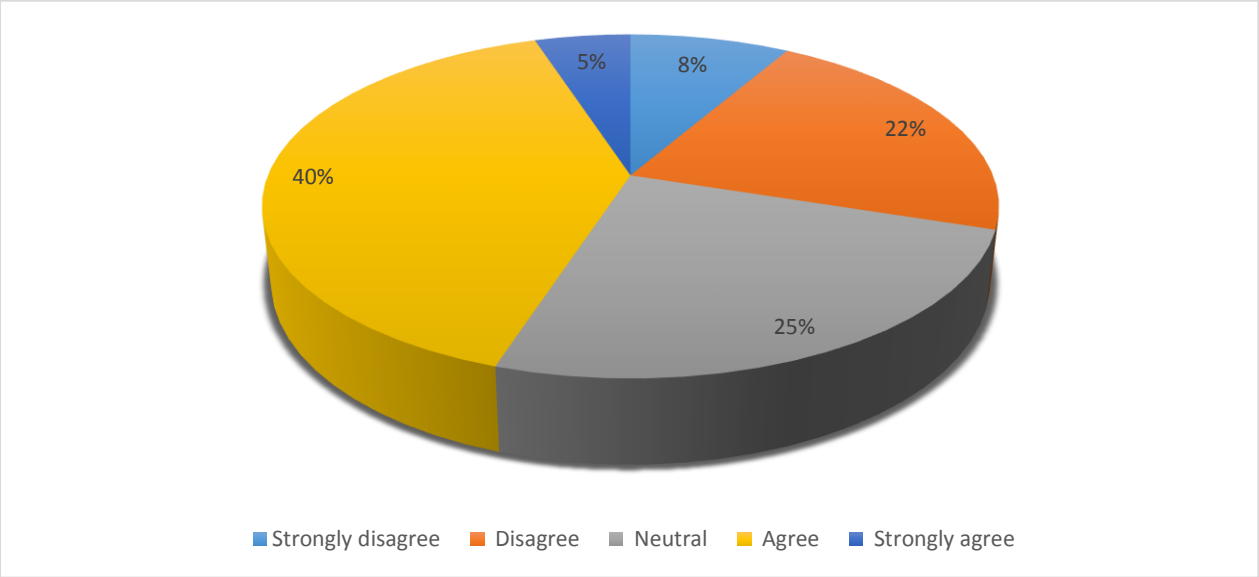


Figure 4.D8 shows that 45% of the participants agree that the municipality make use of procedures or protocol to capture and evaluate service delivery complaints made by the community compared to 30% who disagree. 25% of the 60 participants remains neutral.

SECTION E: The Management Information System (MIS)

The MIS was assessed on the basis of six questions.

Figure 4.E1: The MIS, currently used by the municipality, is capable of generating relevant reports to the performance of the municipality.

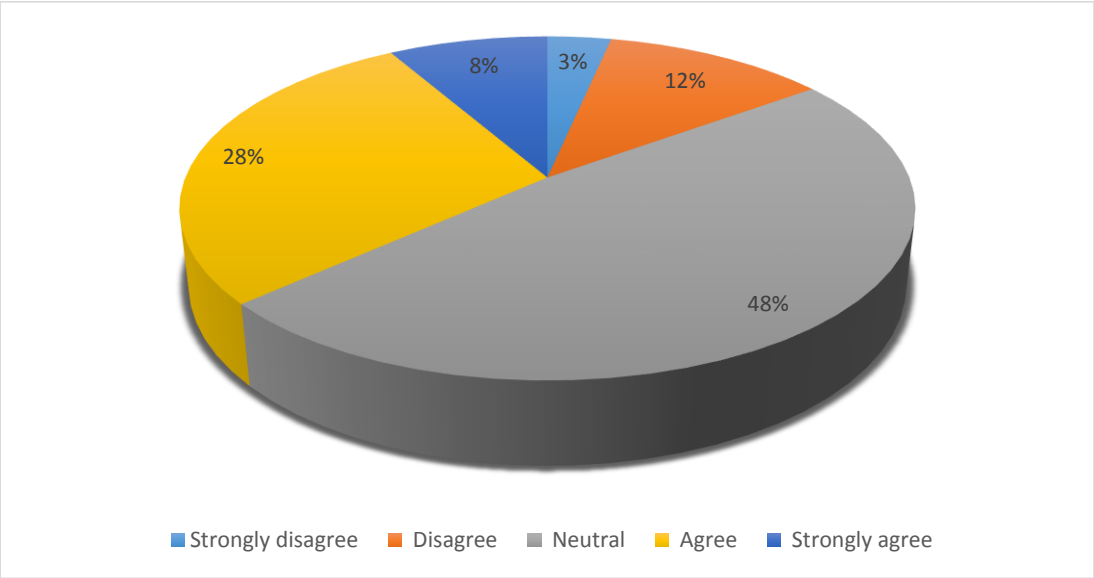


Figure 4.E1 shows that 36% of the participants agree that the MIS, currently used by the municipality, is capable of generating relevant reports to the performance of the municipality compared to 15% who disagree while 48% remains neutral.

Figure 4.E2: The top management identifies the reports they need to have generated by the MIS to assess effective performance management.

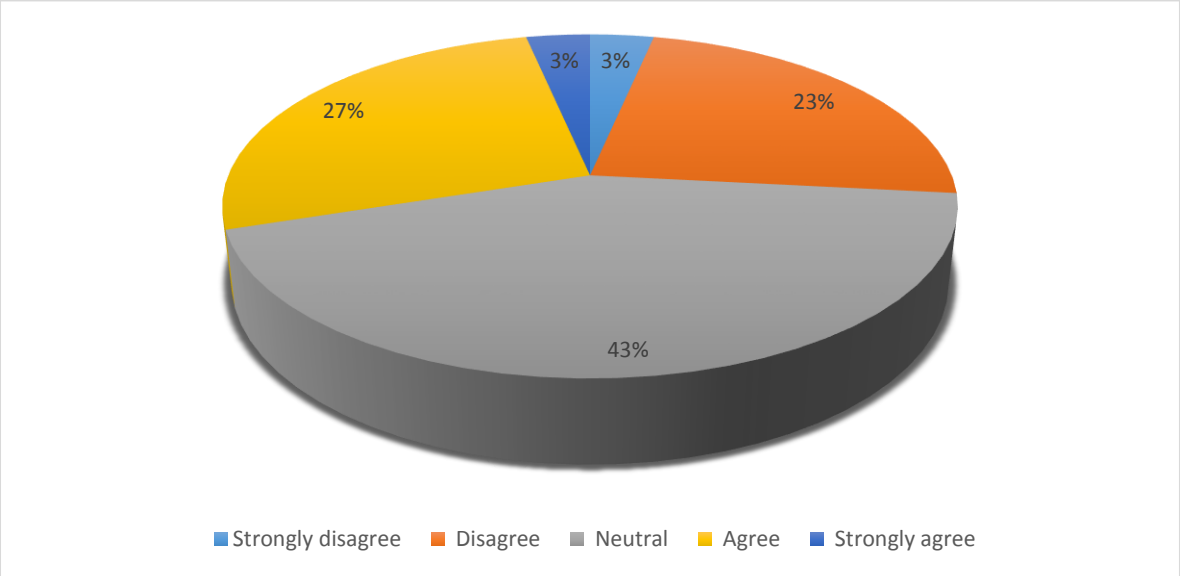


Figure 4.E2 shows that 30% of the participants agree that the top management identifies the reports they need to have generated by the MIS to assess effective performance management compared to 26% who disagree and 43% is undecided.

Figure 4.E3: The MIS, currently used by the municipality, capable of generating relevant financial reports.

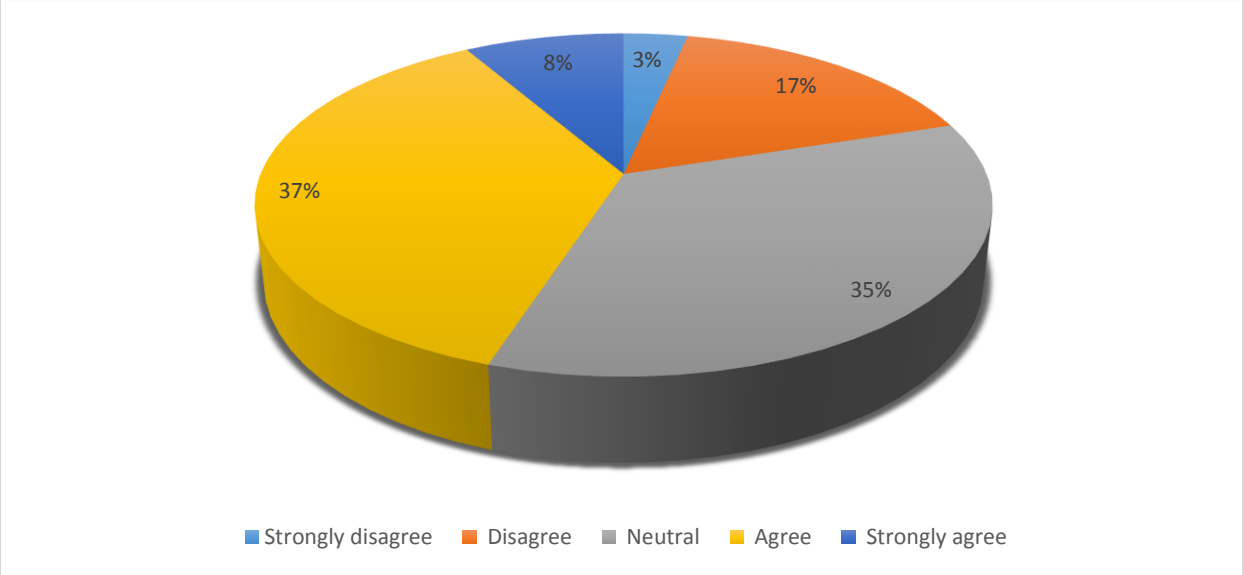
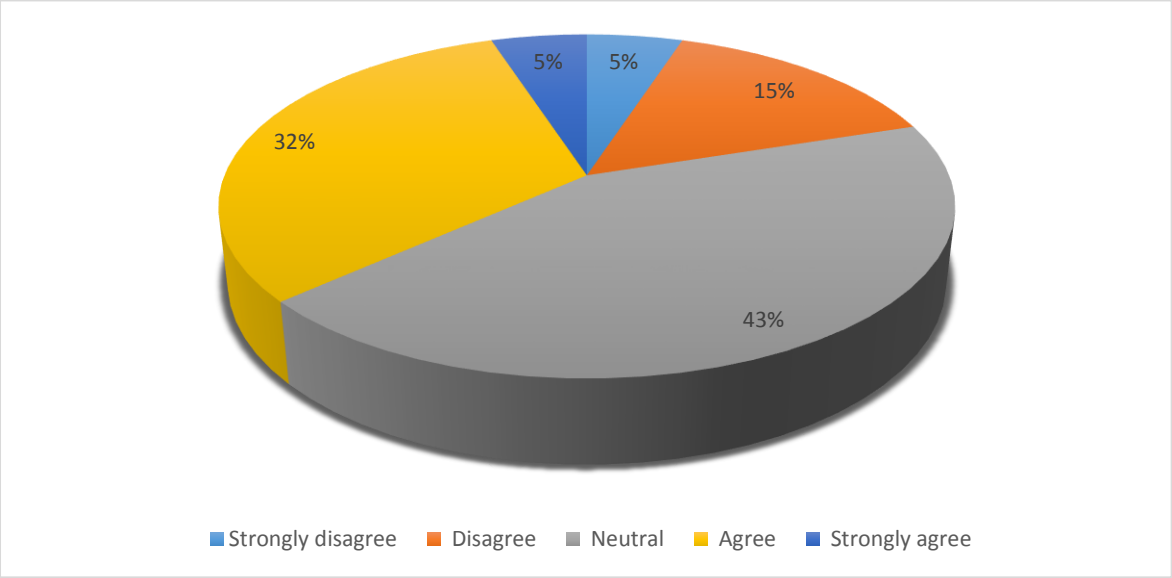


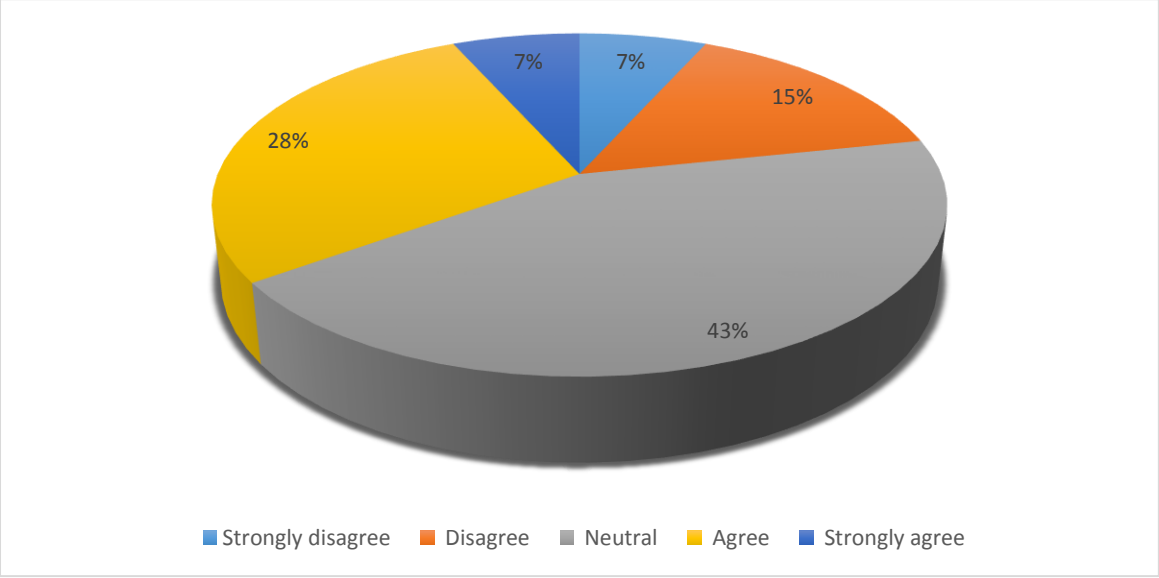
Figure 4.E3, 45% of the respondents agree that the MIS, currently used by the municipality, capable of generating relevant financial reports compared to 20% who disagree and 35% is neutral.

Figure 4.E4: All municipal employees designated to use the MIS are trained in operating the system.



In figure 4.E4, the 37% of the participants agree that all municipal employees designated to use the MIS are trained in operating the system compared to 20% who disagree and 43% remains neutral.

Figure 4.E5: The system is user friendly / easy to use.



In figure 4.E5, 35% of the participants agree that the system is user friendly / easy to use whilst 22% disagree and 43% of the 60 participants are neutral.

Figure 4.E6: The operating speed of the MIS is conducive to the employees making use of the System.

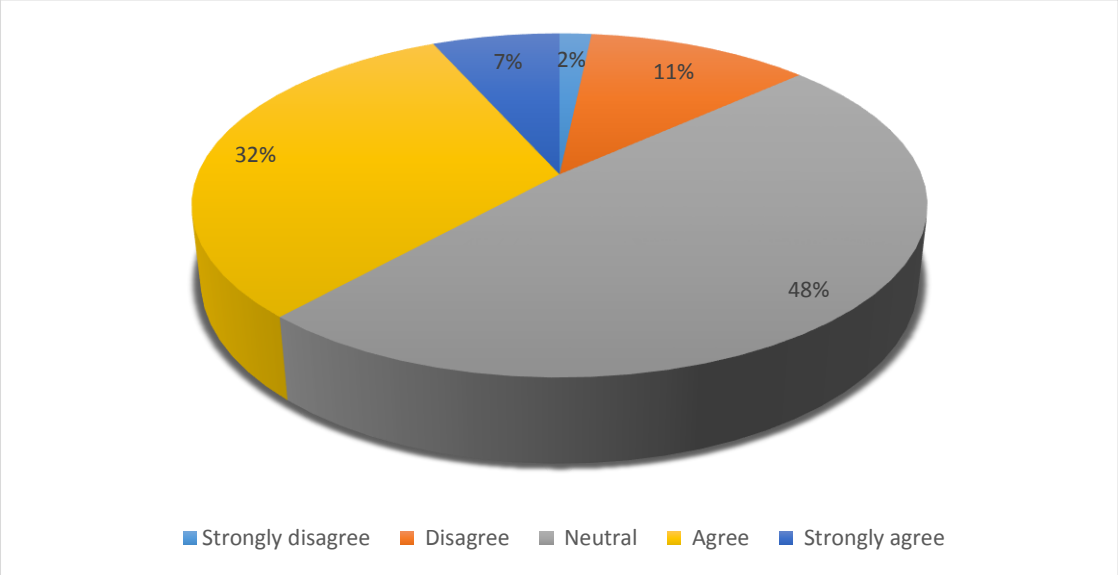


Figure 4.E6 shows that 39% of participants agree that the operating speed of the MIS is conducive to the employees making use of the System, 13% disagree whilst the majority of the respondents (48%) remains neutral.

SECTION F: Performance Monitoring

Performance monitoring was assessed on the basis of five questions.

Figure 4.F1: The municipality have an internal auditor

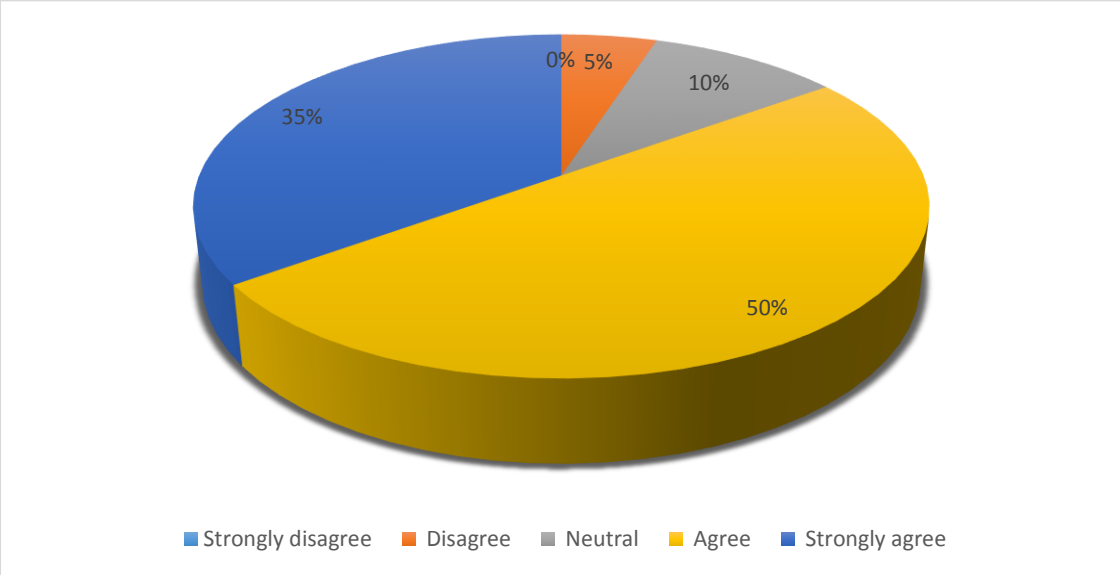
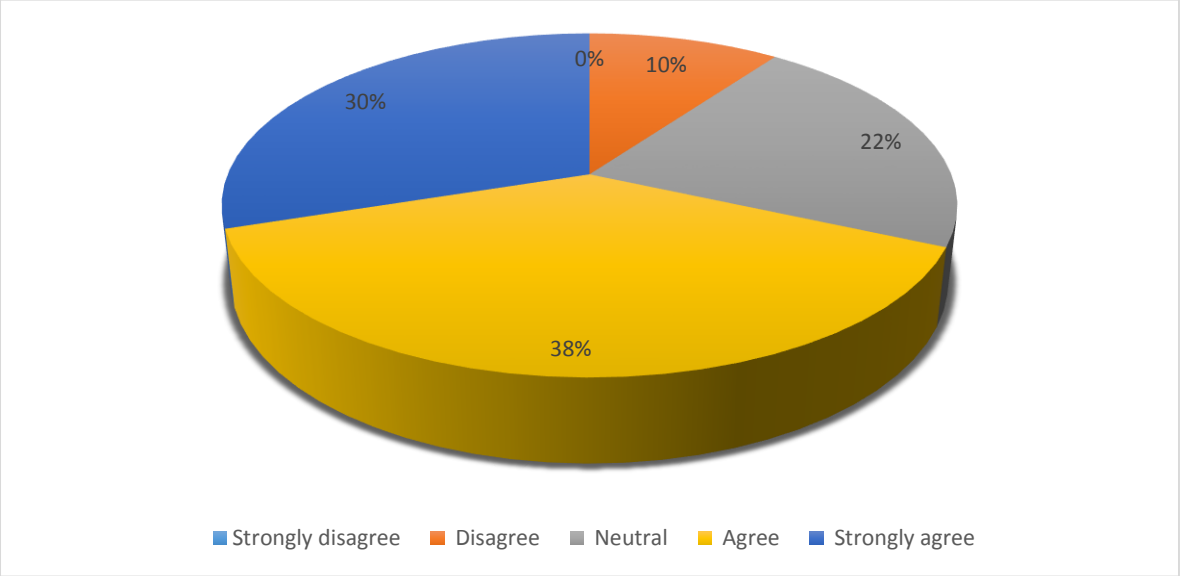


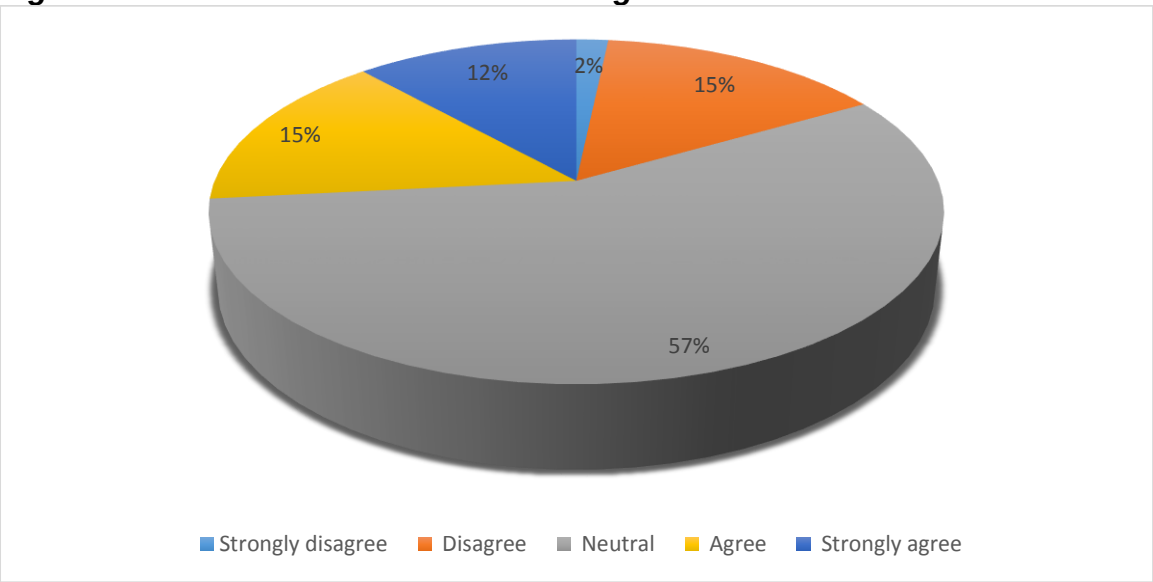
Figure 4.F1 shows that majority of the participants (85%) confirmed that the municipality has an internal auditor, minority (5%) disagreed whilst 10% of the 60 participants remains neutral.

Figure 4.F2: The municipality have an internal audit committee



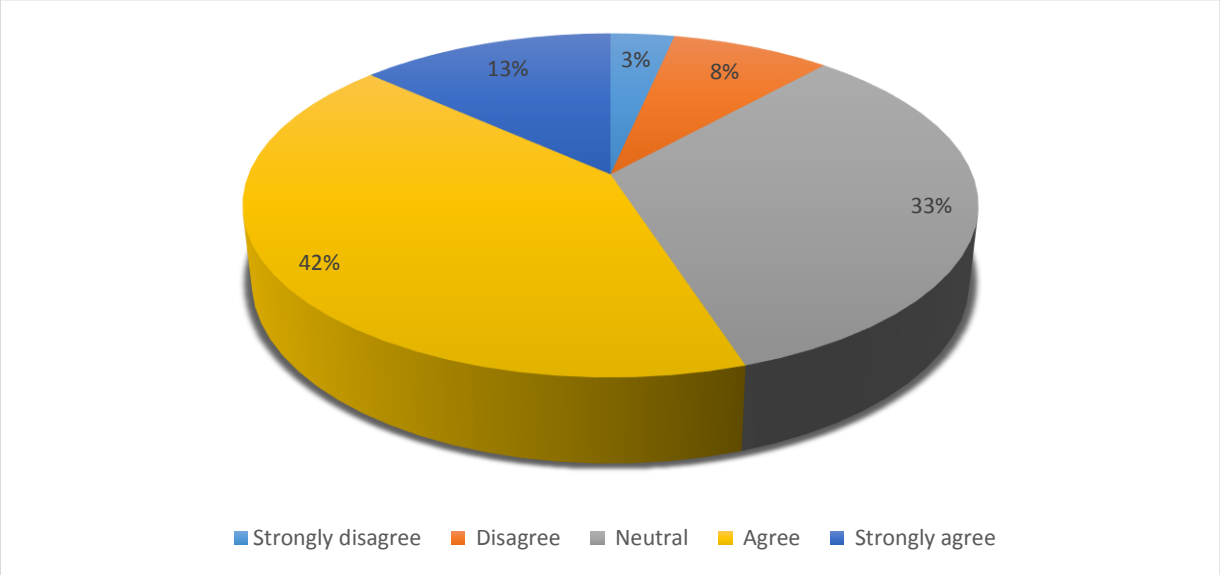
In Figure 4.F2, 68% of the 60 participants also confirm that the municipality has an Internal Audit committee, 22% is neutral and 10% disagree.

Figure 4.F3: The committee meet on a regular basis



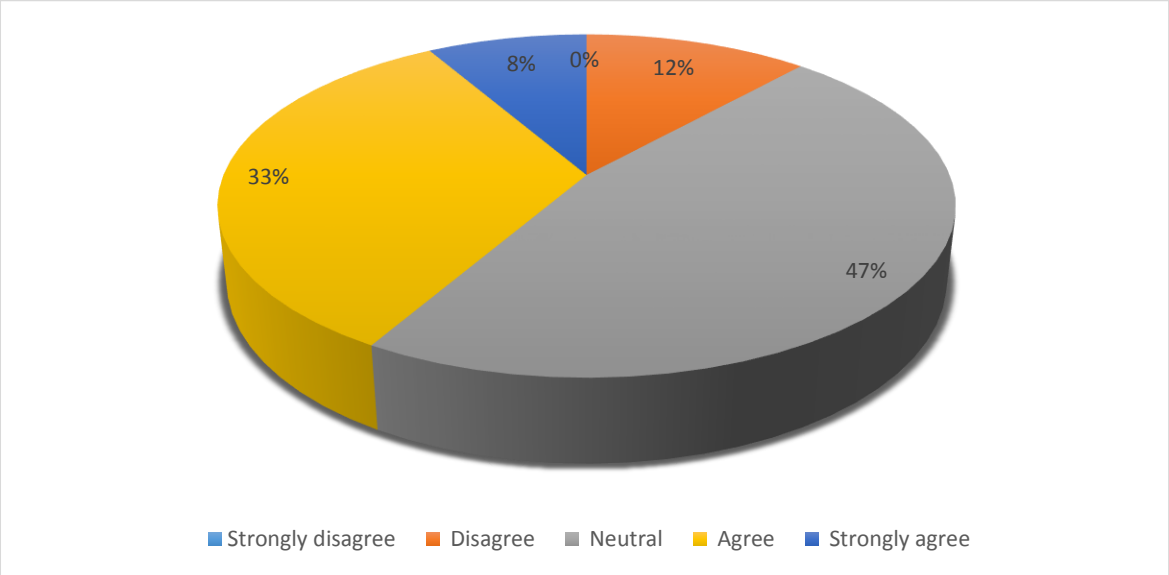
The results in figure 4.F3 shows that most of the participants are not sure whether the committee meets on a regular basis with 57% being neutral, 17% disagreed that committee meets and 27% agreed.

Figure 4.F4: The municipality's financial statements are reviewed quarterly by management



The results in figure 4.F4 show that 55% of the participants agree that the Municipality's financial statements are reviewed quarterly by Management, 11% disagree and 33% neutral.

Figure 4.F5: The municipality explore other control deficiency reporting mechanism other than internal auditing

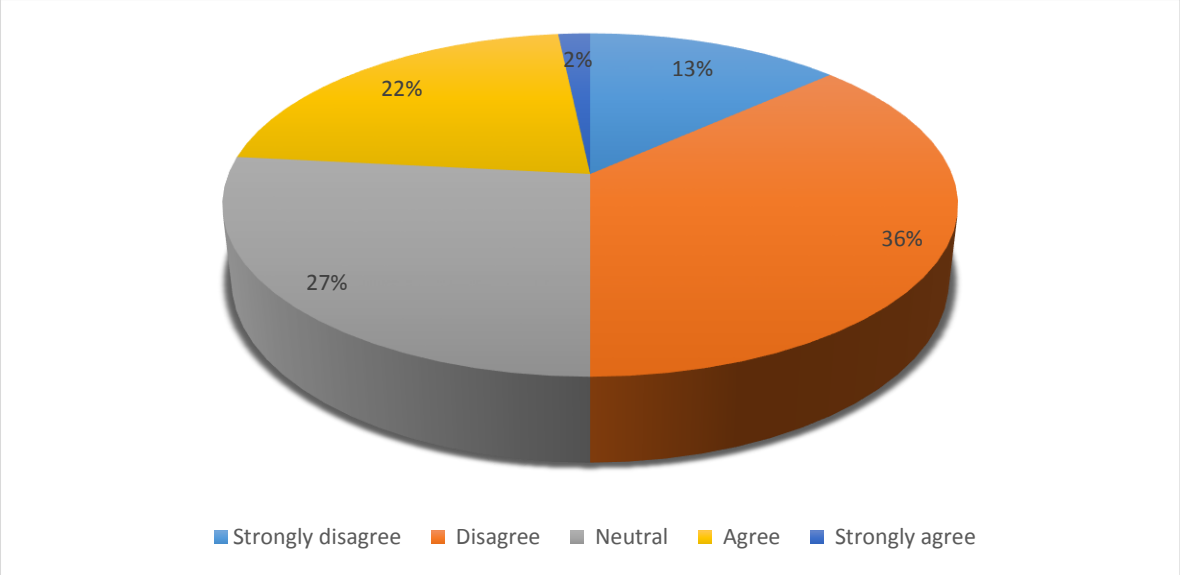


In figure 4.F5, 41% of the participants believe that the municipality explore other Control deficiency reporting mechanism other than Internal Auditing and 12% disagree, whilst 47% is neutral.

SECTION G: The Integrity and Ethical Values

Eleven questions was used to assessed integrity and values. Bolatito and Ibrahim, (2014) confirm that integrity and ethical values have for decades been at the centre of service delivery in local government entities.

Figure 4.G1: Senior management of the municipality carries the communication that integrity and ethical norms cannot be bargained, both in words and in actions.



In figure 4.G1 shows that 49% of the participants disagree with the point senior management of the municipality carries the communication that integrity and ethical norms cannot be bargained, both in words and in actions compared to 24% who agree with the statement. 27% are neutral with the statement.

Figure 4.G2: Senior management has developed a code that addresses ethics

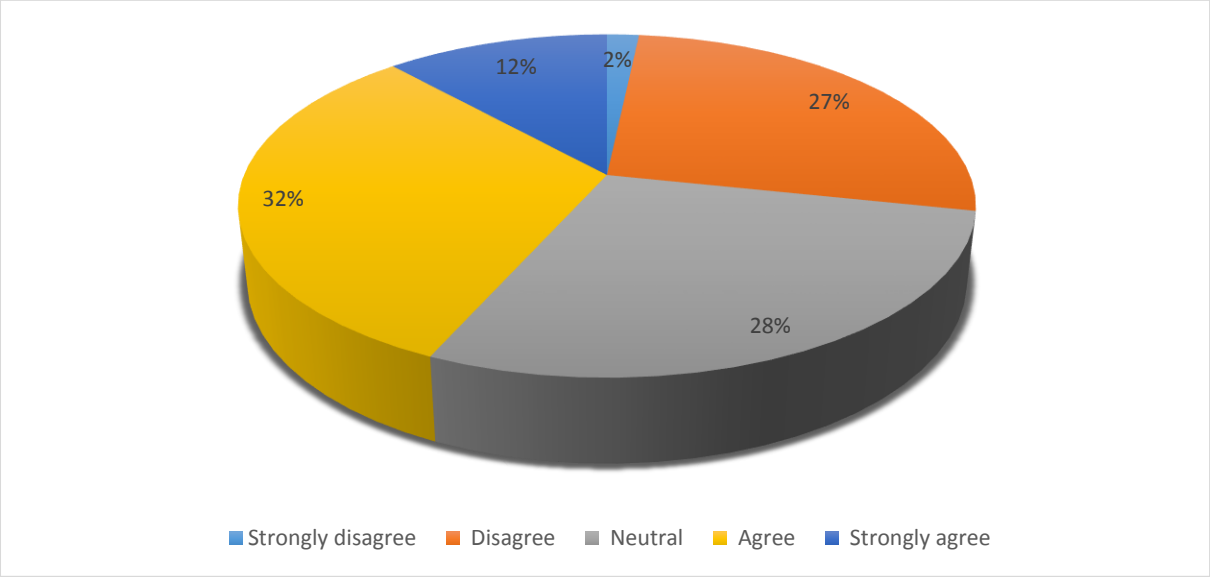


Figure 4.G2 demonstrate that 44% of the participants agree that senior management has developed a code that defines key ethical protocols 29% disagree to the statement whilst 28% remains neutral.

Figure 4.G3: Senior management has developed a code of business conduct that emphasizes the municipality's commitment to fair and honest dealings with customers, suppliers and other external parties

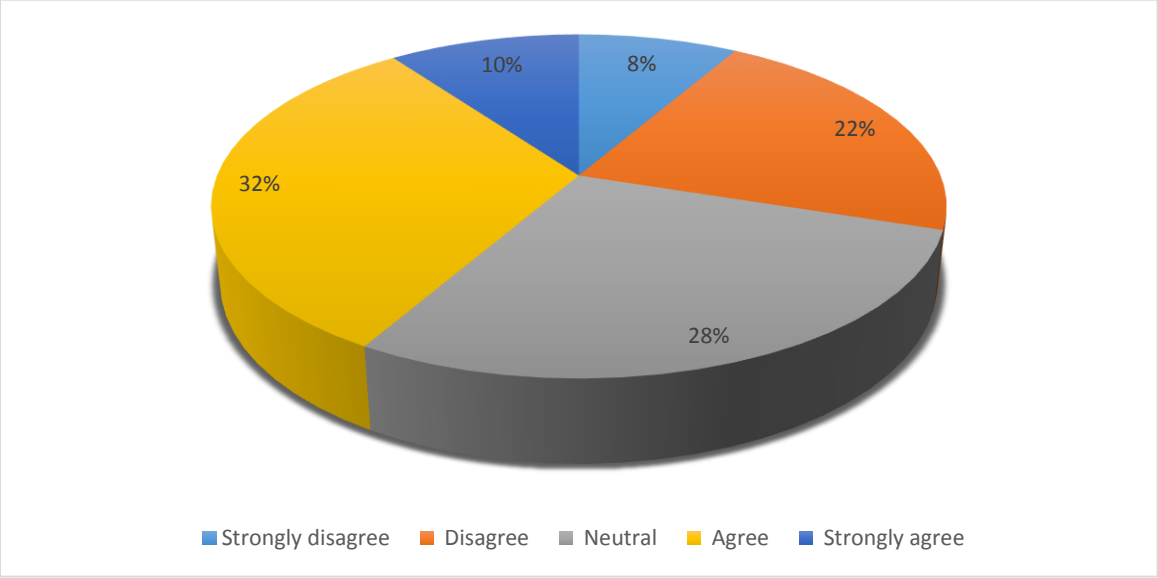
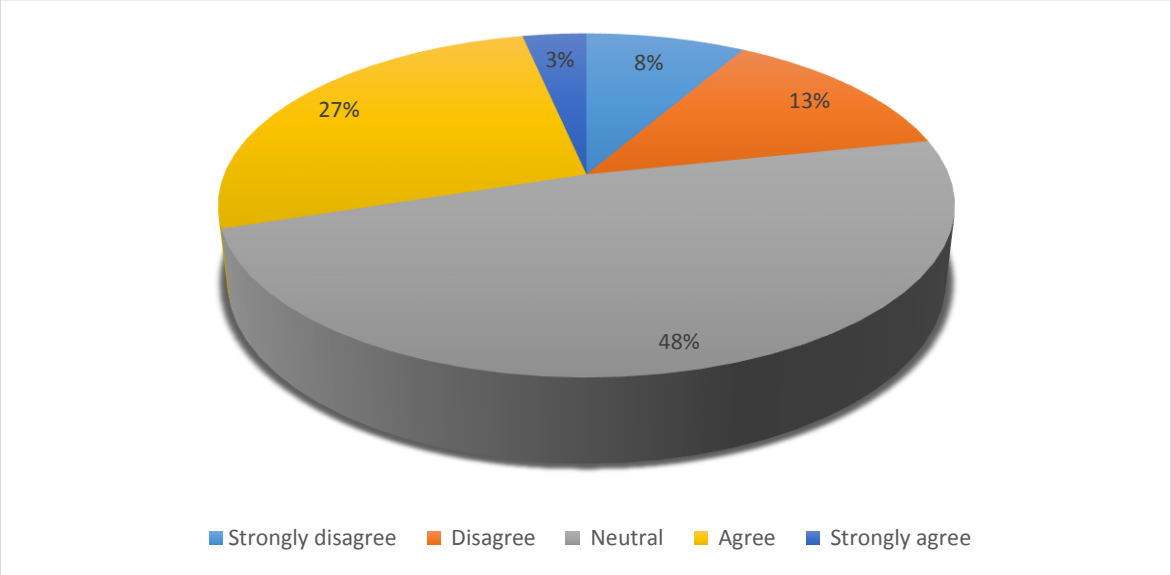


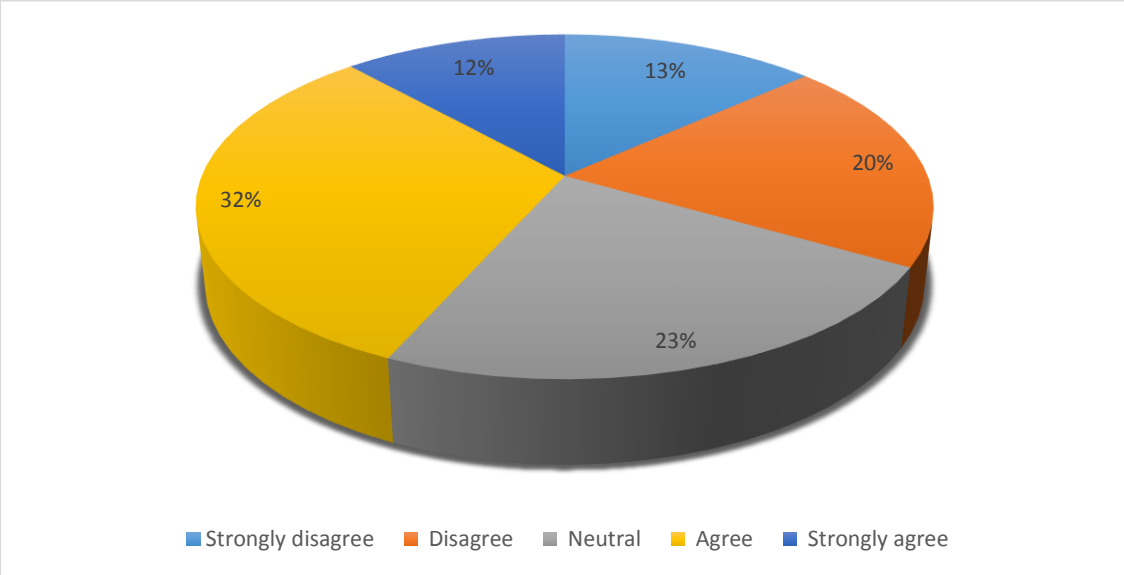
Figure 4.G3 shows that 42% of the participants agree that senior management has developed a code of business conduct that emphasizes the municipality's commitment to fair and honest dealings with customers, suppliers and other external parties, 30% disagree and the remaining 28% remained neutral.

Figure 4.G4: Performance expectations and incentives are designed so as to not create undue temptations to violate laws, rules, regulations, and municipality policies and procedures



In figure 4.G4 shows that 30% of the participants agree and 21% disagree, whilst 48% is undecided.

Figure 4.G5: New employees receive copies of the municipality's code of ethics and code of business direct and are trained as to how these guidelines are applied



The results in figure 4.G5 reveal that 44% of the participants agree that new employees receive copies of the municipality's code of ethics and code of business direct and are trained as to how these rules apply to particular genuine circumstances

regular to the municipality's business environment, 33% disagree whilst 23% remained neutral with the point.

Figure 4.G6: Existing employees are provided with updated copies of the municipality's code of ethics and code of business conduct at least yearly

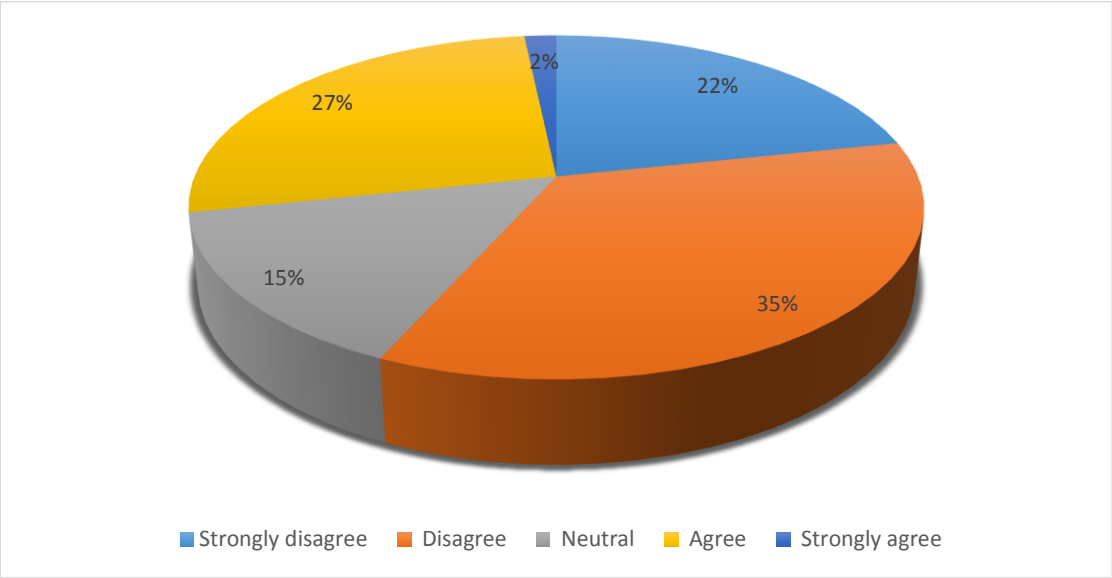
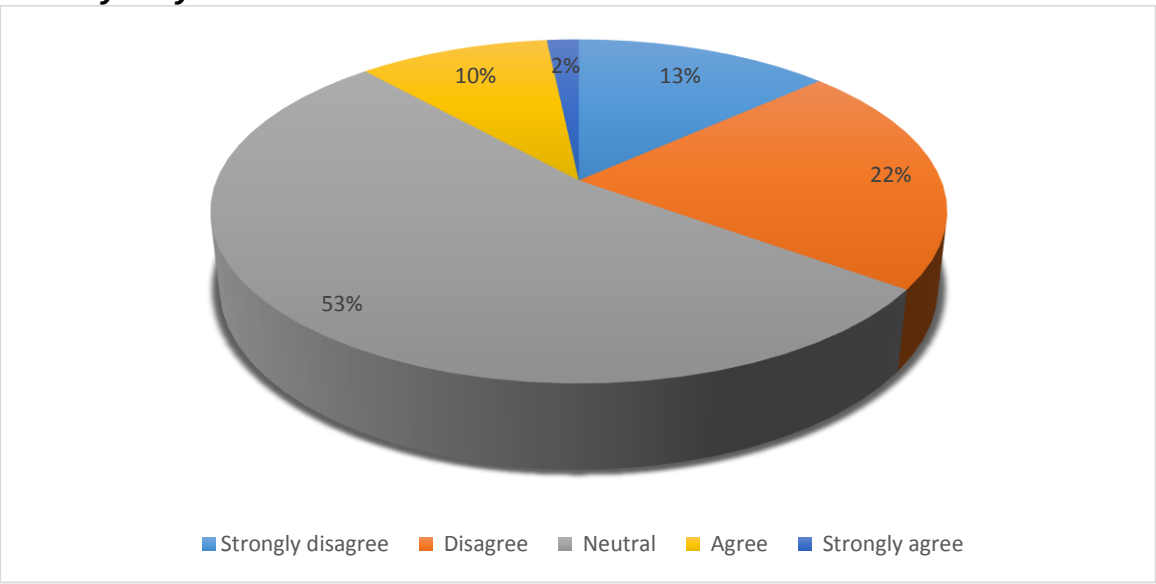


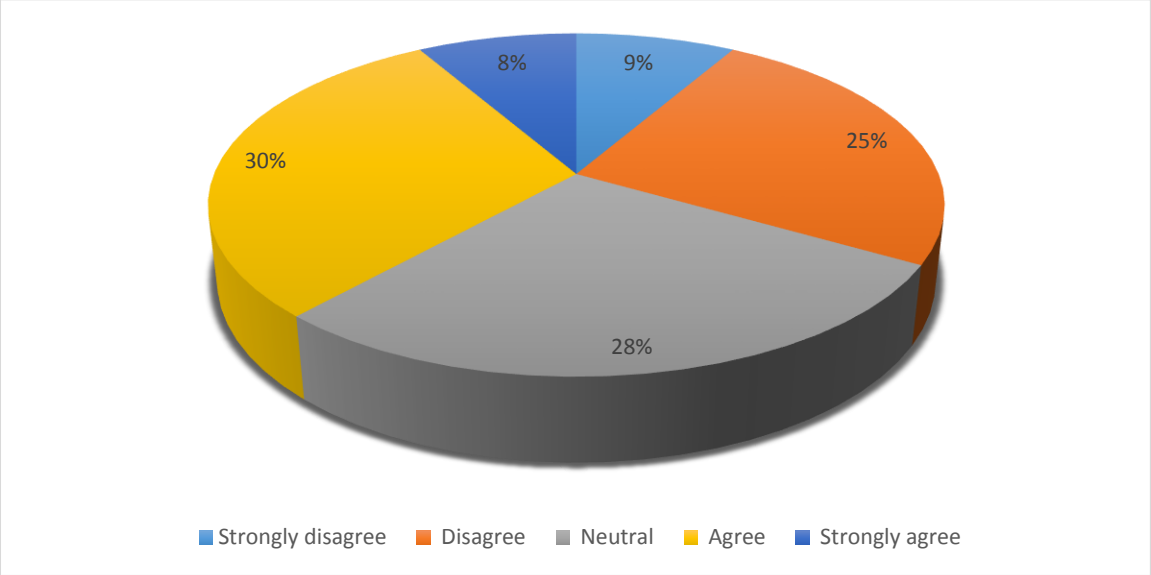
Figure 4.G6 revealed that 57%% of the participants disagree that existing employees are given with updated copies of the municipality's code and code of business lead at any rate yearly, and get intermittent retraining on the use of these rules to the region's business condition, 29% agree with the point while 15% are neutral.

Figure 4.G7: Customer, vendors and all parties receive and updated copy of ethics yearly



In figure 4.G7 shows that 35% of the participants disagree that clients, sellers, and other outer gatherings get a duplicate of the municipal code of business lead at any rate yearly and authoritative game plans with these gatherings incorporate necessities for adherence to the district's code of morals and code of business direct, whilst 12% agree. 53% is undecided.

Figure 4.G8: All new employees sign the code of ethics and business conduct indicating that they have read and understand these codes



In figure 4.G8, 38% of the participants agree that every single new employees sign the code of morals and business lead demonstrating that they have perused and comprehend these codes 33% disagree and 28% remains neutral.

Figure 4.G9: All existing employees sign an annual contract acknowledging that they have read the most recent versions of the code of ethics

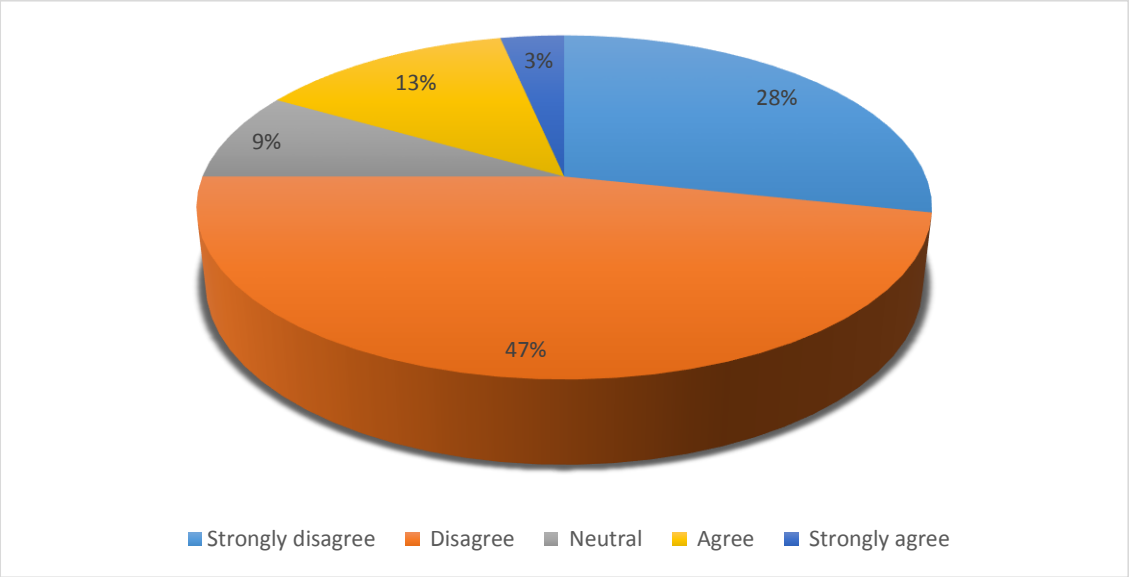
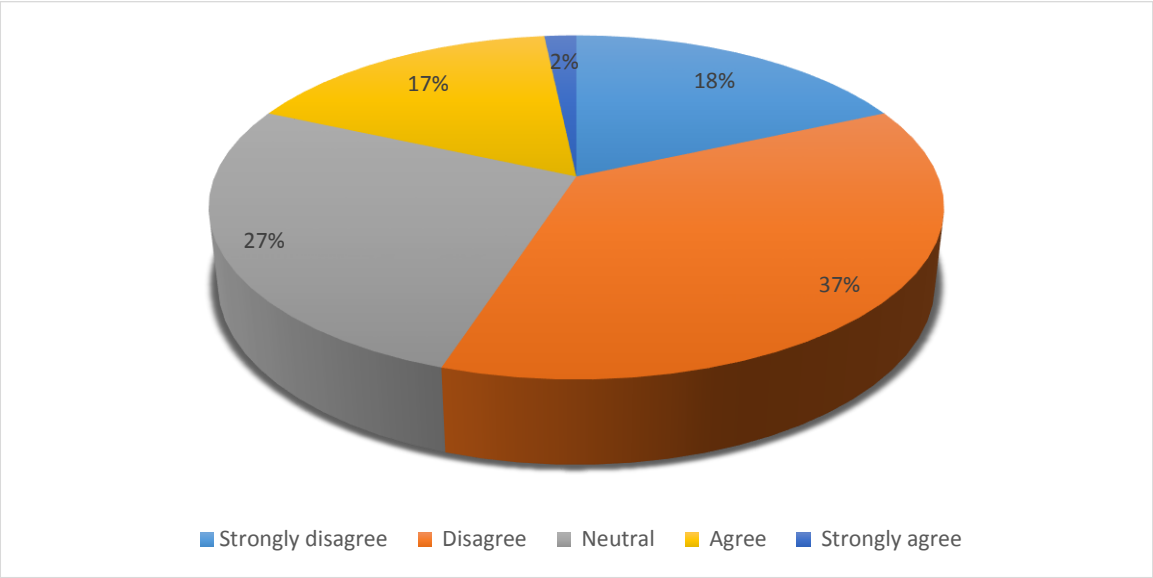


Figure 4.G9 shows that 75% of the participants disagree that every current representative sign a yearly contract recognizing that they have perused the latest renditions of the code of morals and business direct and that they comprehend and are in consistence with these codes 16% agree whilst 8% are neutral.

Figure 4.G10: HR or hiring department management monitor whether new and existing employees have completed the required preparing on the codes of ethics and business conduct



In figure 4.G10, 54% of the participants disagree that HR or hiring division administration screen whether new and existing representatives have finished the

required preparing on the codes of morals and business direct, 19% agree and 27% remain neutral.

Figure 4.G11: Assertions of infringement of the district's codes of morals and business direct are fittingly researched, and the fundamental restorative, disciplinary, and healing activities happen convenient.

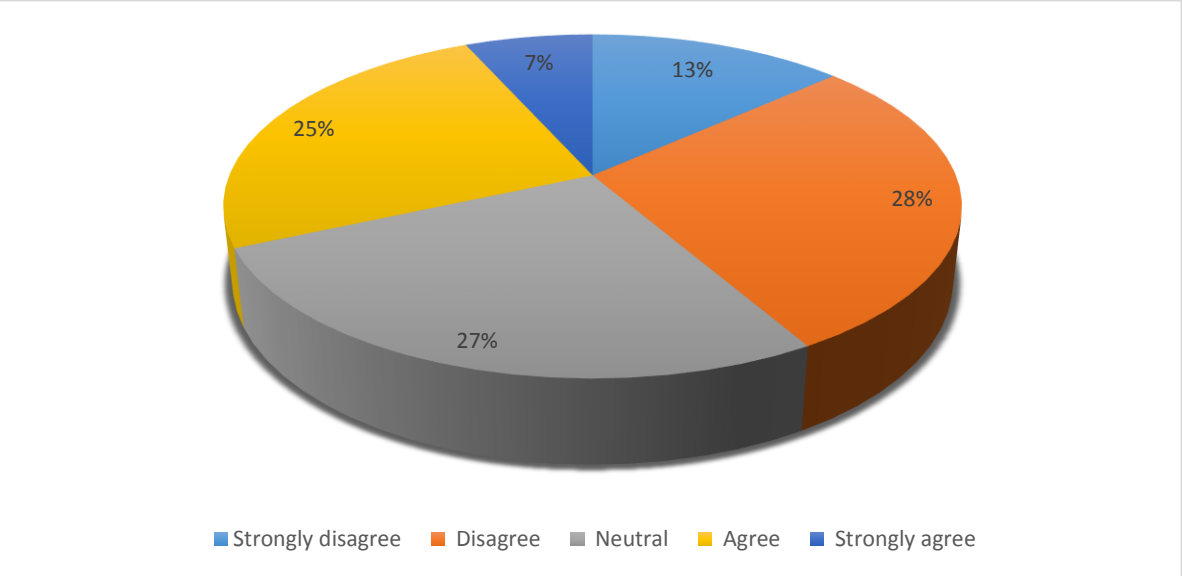


Figure 4.G11 shows that 41% of the participants do not agree with the point that allegations of infringement of the district's codes of morals and business conduct are appropriately researched, and the fundamental restorative, disciplinary, and healing activities happen convenient, 32% agree and 27% neutral.

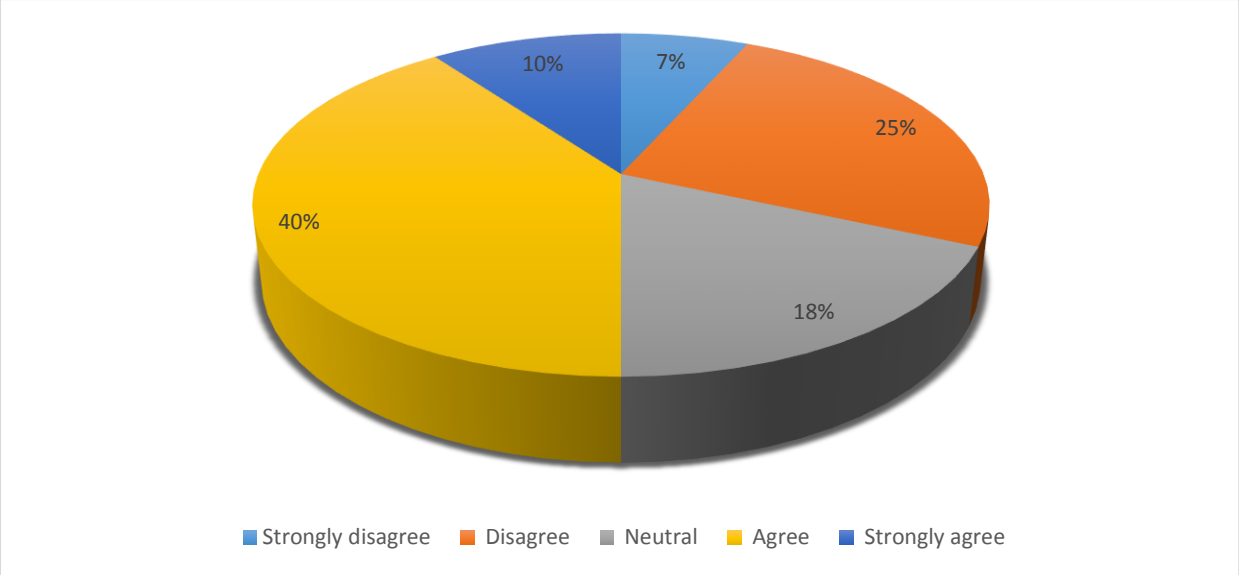
The Constitution of the Republic of South Africa, 1996, makes various calls for ethical behaviour by municipal officials and councillors. Section 96(1) states that public officials must act in accordance with a code of ethics prescribed by national legislation. Section 195 of the Constitution states that public administration must be conducted with the democratic values and principles enshrined in the Constitution,

CoT as a South African based municipality, it must be bound to, and comply with, the laws of South Africa, specifically The Prevention and Combating of Corrupt Activities Act No.12 of 2004 (PCCA) in this regard.

SECTION H: Effective Service Delivery

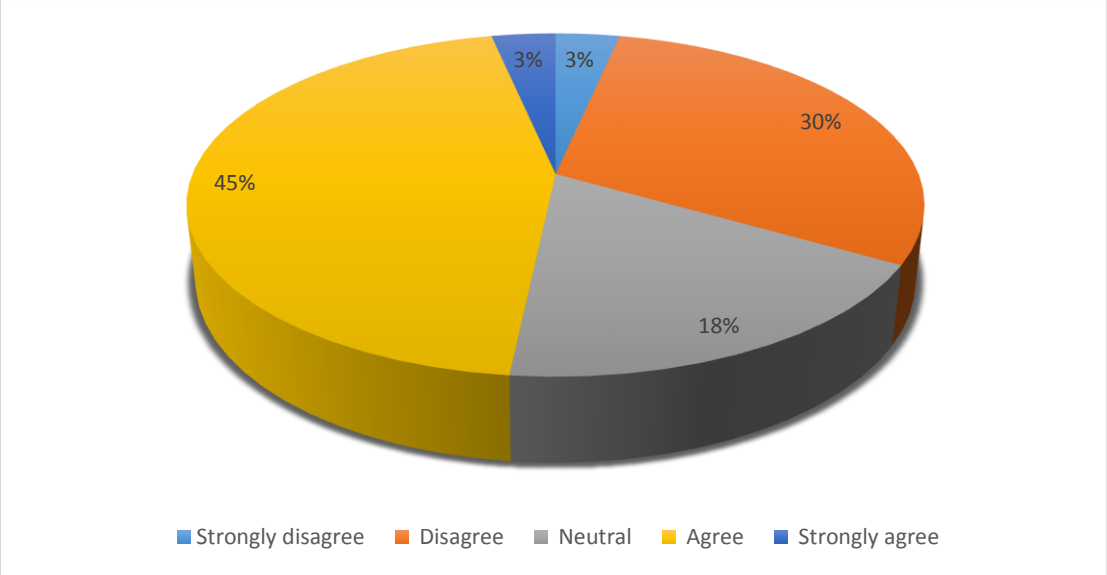
Nine questions was used to assess the effectiveness of service delivery. The quality, cost and relevance of the service delivered impacts and forms the foundation of service delivery in municipalities (Adeyemi, 2013).

Figure 4.H1: The municipality provide relevant, timely, cost-effective and useful services that are beneficial to the citizens.



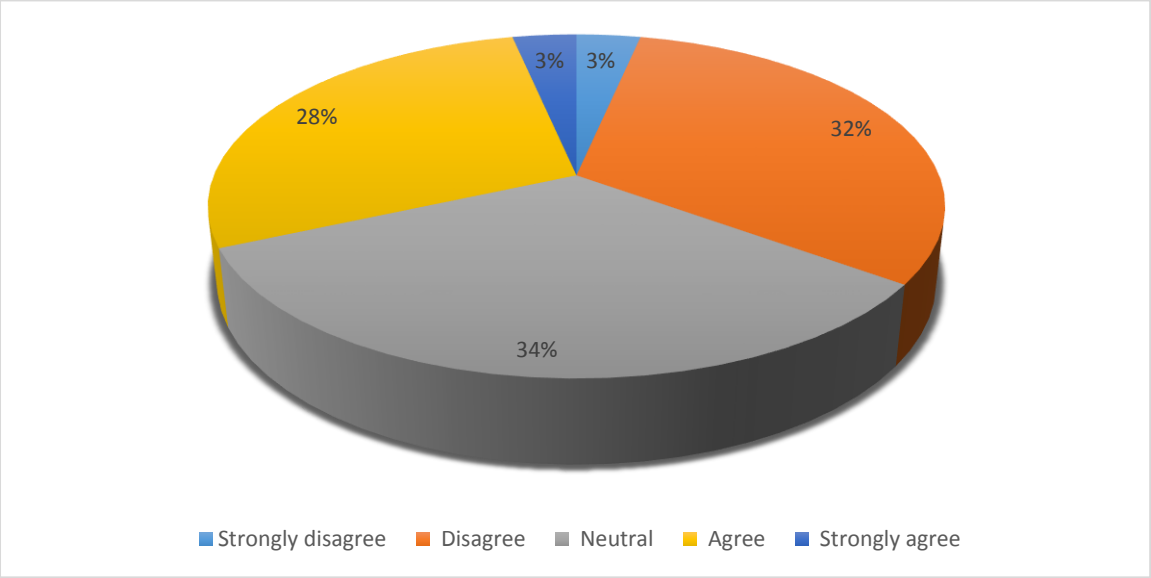
In figure 4.H1 shows that majority (50%) of the participants agree that the municipality provide relevant, timely, cost-effective and useful services that are beneficial to the citizen, 32% disagree and 18% representing the minority remains neutral.

Figure 4.H2: The municipality is providing services that meet the needs of the users in the most efficient and effective ways.



In figure 4.H2, 48% out of the 60 of participants agree that the municipality is providing services that meet the needs of the users in the most efficient and effective ways, 33% disagree whilst 18% remains neutral.

Figure 4.H3: The extent to which the output, performance or service provided by the municipality satisfies the client and meets the required quality and standard.



In figure 4.H3, 35% of participants do not agree with the point that the extent to which the output, performance or service provided by the municipality satisfies the client and meets the required quality and standard compared to 31% who agree whilst the remaining 33% are neutral.

Figure 4.H4: The services provided by the municipality are available at the time and scale that the user needs it.

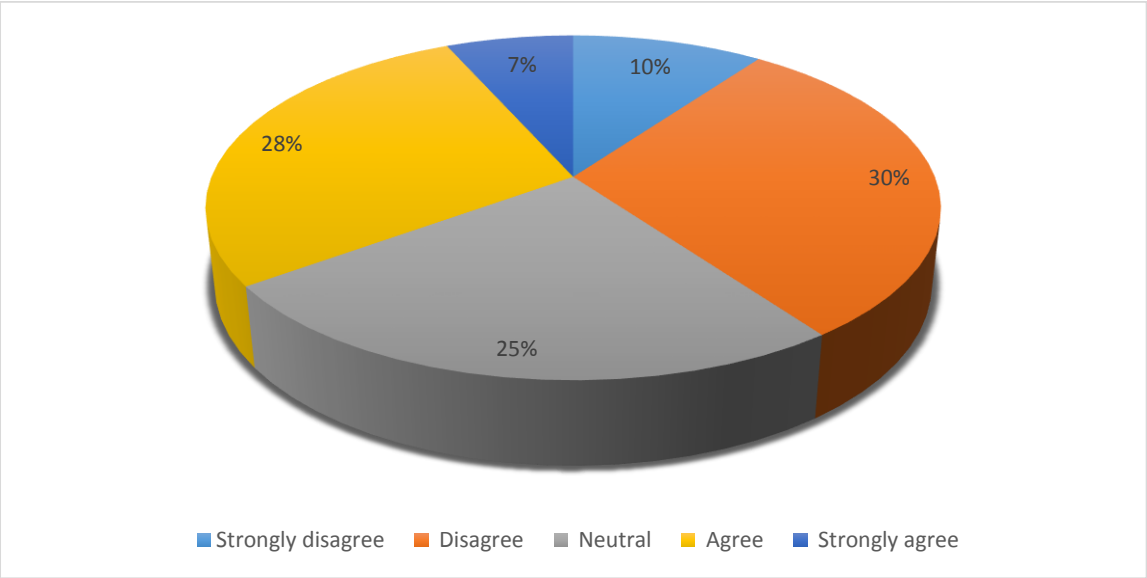
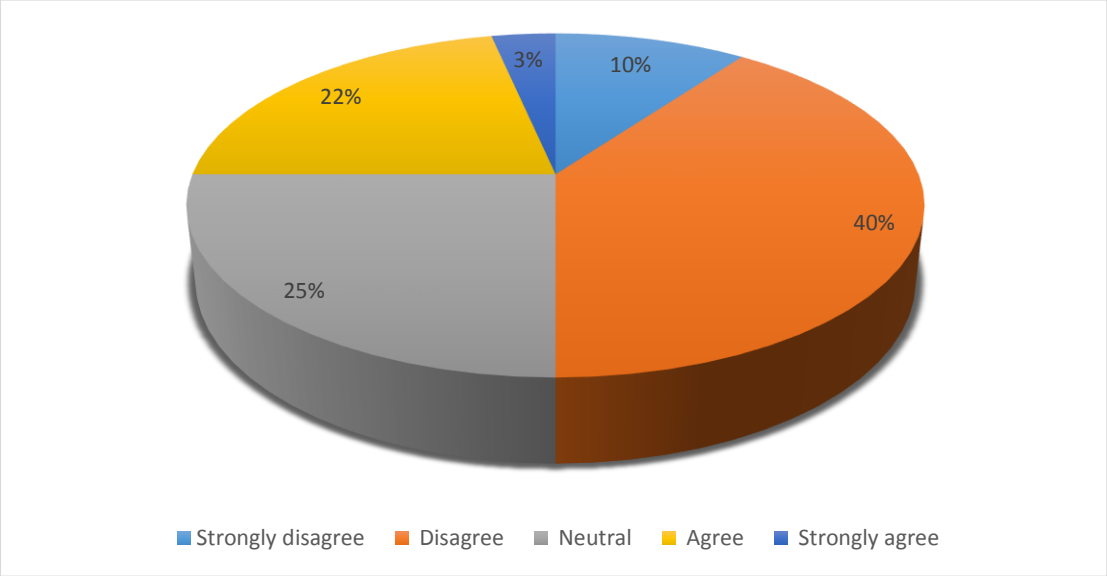


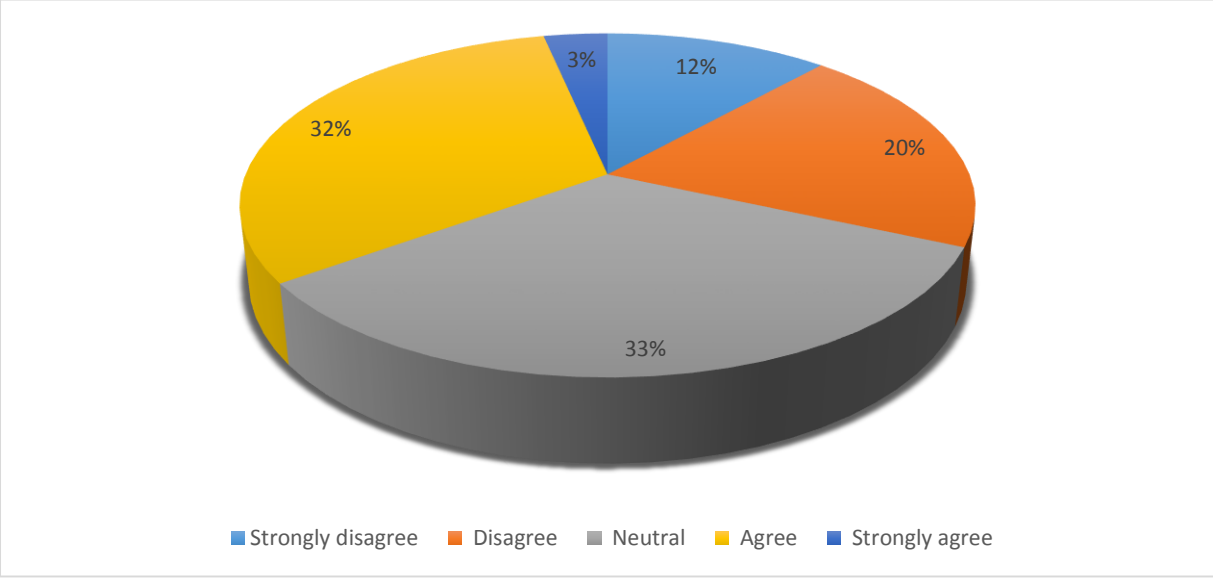
Figure 4.H4 shows that 40% of the participants disagreed that with the fact that the services provided by the municipality are available at the time and scale that the user needs it, 35% agree with the point and the remaining 25% are neutral.

Figure 4.H5: The services provided by the municipality are delivered regularly and on time.



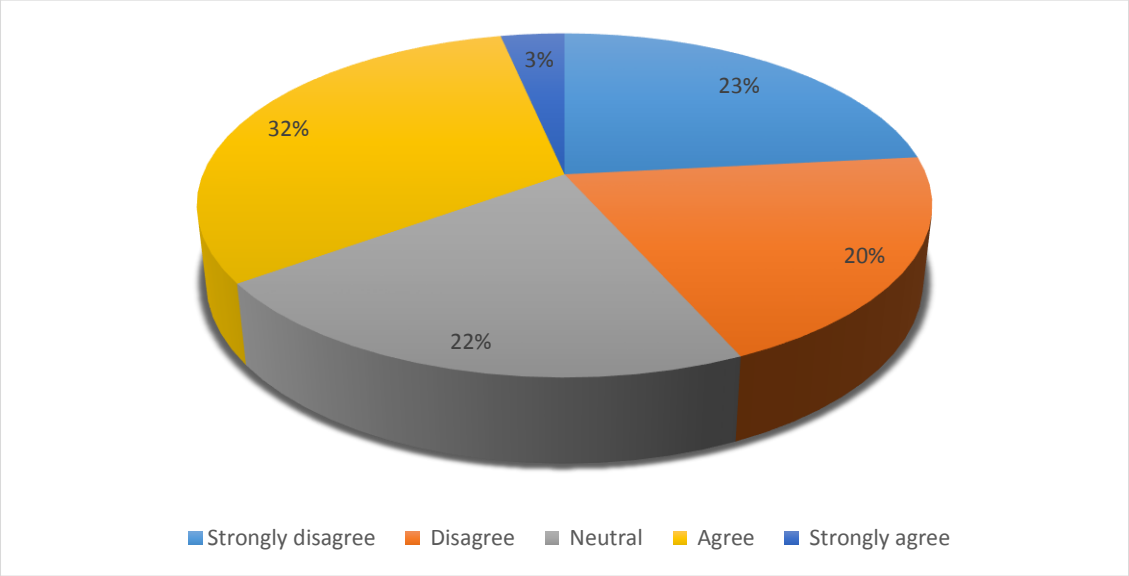
In figure 4.H5, 50% of the participants disagree that the services provided by the municipality are delivered regularly and on time, 25% agree and 25% are neutral.

Figure 4.H6: The municipality understand and act upon socio-economic needs of the citizens in order to design appropriate service delivery mechanism.



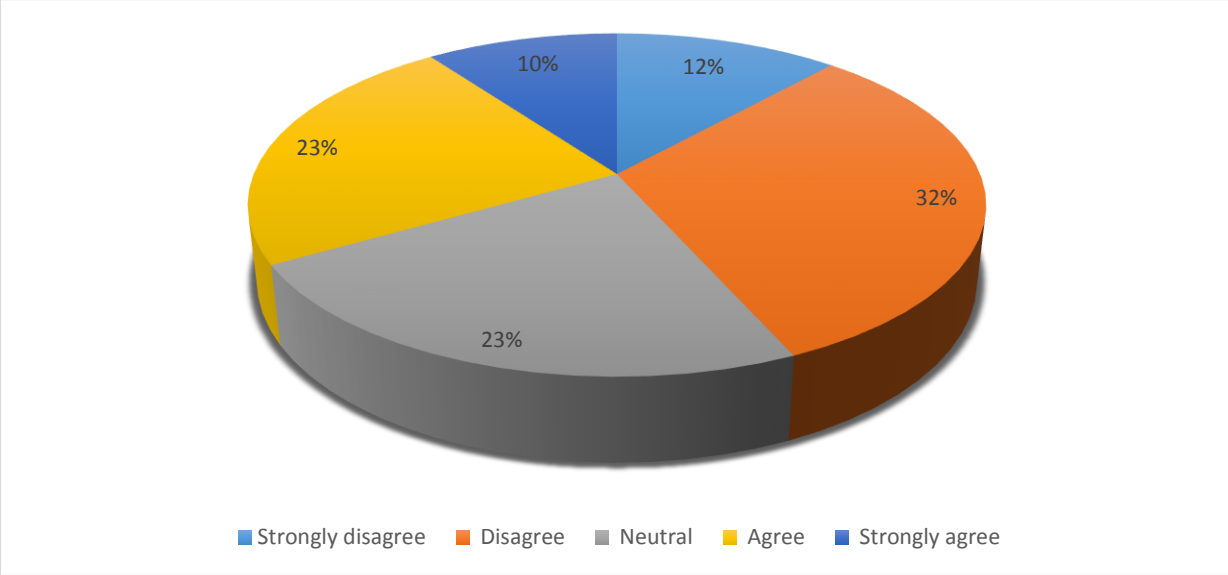
As shown in figure 4.H6, 35% of the participants believe that the municipality understand and act upon socio-economic needs of the citizens in order to design appropriate service delivery mechanism, 32% disagree and 33% remains neutral.

Figure 4.H7: The services provided by the municipality are affordable and consistent over time



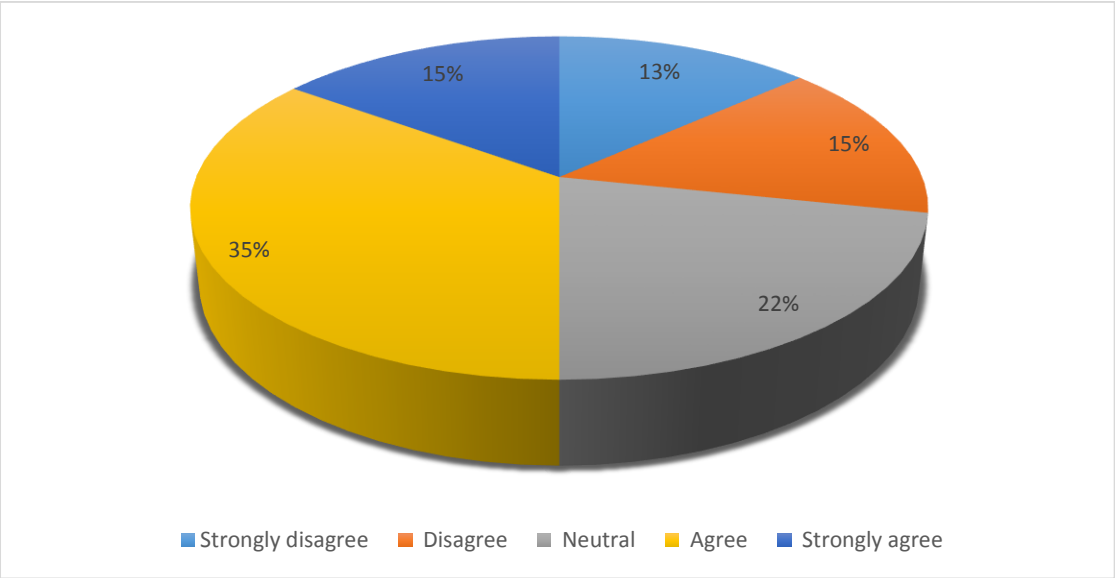
In figure 4.H7, 43% of the participants disagree that the services provided by the municipality are affordable and consistent over time, 35% agree with the point and 22% are neutral.

Figure 4.H8: The municipality continuously improve service delivery mechanism to meet changing needs and demands of the citizens.



Findings in figure 4.H8 shows that 44% of the participants disagree with the point that the municipality continuously improve service delivery mechanism to meet changing needs and demands of the citizens, 33% agree and 23% are neutral.

Figure 4.H9: The municipality intensify effort to improve revenue collection.



In figure 4.H9 shows that 50% of the participants representing the majority agree that the municipality has intensified efforts to improve revenue collection, 28% disagree and 22% representing the minority remains neutral.

4.4 CONCLUSION

This chapter provided a presentation, discussion, interpretation and analysis of the data gathered from the questionnaires. The quantitative approach has been used as the method to analyse the factors affecting service delivery in the City of Tshwane Municipality. The results of the questionnaire sections have been analyzed as the means of measuring the factors affecting service delivery to ensure the quality of the study. The researcher was carefully and ensuring that the success of the study is effectively realised. The following chapter, chapter 5 presents the overall conclusions and recommendations based on the findings from the literature review and the primary research.

CHAPTER FIVE – CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This final chapter outlines the recommendations and conclusions based on the research findings. Conclusions are drawn from the data analysed in chapter 4 and recommendations are made to assist CoT in identifying key factors that affect effective service delivery. All the recommendations and conclusions are supported by the study results. The study recognised various factors that have an impact on effective service delivery in the CoT. Hence conclusions and recommendations were formulated from the data received through the questionnaire.

5.2 SUMMARY OF FINDINGS

The primary aim of the study was to determine factors affecting service delivery in the City of Tshwane Municipality. The examination on service delivery conducted in the CoT gives vital experiences on the issues that Local Government units face in giving delivering services to the overall public. The large part of the components influencing service delivery as demonstrated in by the evidence given in chapter 4 are lack of skilled staff, inadequate resources, poor leadership, absence of enough time to execute planned exercises because of spontaneous goals, absence of key stakeholder involvement, absence of trainings and communication hindrances.

The difficulties recognized over the span of this examination might not have been comprehensively said by the respondents reached. Be that as it may, these are the most squeezing ones that genuinely impact the amount and nature of service delivery in the CoT.

5.2.1 Findings from the primary study

The conclusions will be outlined under the objective segments highlighted during the data analysis section. These will include the control environment, management information systems, the strategic plan, control activities, performance monitoring, integrity and ethical values and effective service delivery.

5.2.1.1 The control environment

The control environment is the foundation on which an effective system of internal control is built and operated in an organization that strives to:

- Achieve its strategic objectives,
- Provide reliable financial reporting to internal and external stakeholders,
- Operate its business efficiently and effectively

Key Performance Areas (KPAs) is the overall scope of activities that an individual on a job role has to perform.

Key Performance Indicators (KPIs) are high level measures or metrics, for one particular objective, which (when measured and reported) give the leadership team an "indication" as to whether the organization is making progress towards achieving that particular objective.

The Municipal Manager has a requisite qualification

The majority of the participants (89%) believe that municipal manager have the requisite qualification. This means that they have a greater ability to lead, manage, motivate and to develop staff and to implement effective strategic decisions and lead.

According to Kanyane (2006:116) the appointments of senior managers without required qualifications; had tremendously weakened the performance of municipalities. This implies that CoT is at an advantage because of municipal manager having required qualifications.

System that evaluates the Key Performance Areas (KPA's) against Key Performance Indicators (KPI's)

The majority of the participants (57%) believe that municipality have as system that can identify if there is poor service delivery against the set performance standard.

The results confirm the point raised by Sarshar and Moores (2006) that a lack of performance monitoring systems is also a key barrier to quality service delivery in local municipalities.

The municipality have vacant positions in the Executive Management

The majority of the respondents (40%) agreed that the municipality have vacant in the executive management, it means that the available executives are overloaded with tasks. It can also implies that some functions are not achieved due to the non-availability of the executive. The effect will be on service delivery. However 32% of the respondents are of the notion that the municipality do not have any vacant position in the executive, this suggest that there is a communication breakdown between top management and lower level management.

The Municipal Manager has formal training in Strategic Management

Strategic management training is critical for the implementation of strategies. Majority of the respondents believe that the city will be able to execute the strategic objectives because of them having being trained in strategic management. According to Ekpo (2008) the lack of training in strategy management processes can be a barrier to the execution of strategy objectives and service delivery.

The Municipality employ a regular skills audit for the Executive Management and other staff.

In as far as a snapshot of base skills are concern, the majority of the respondents (42%) indicates they are undecided whether the Tshwane municipality do have a snapshot of base skills, however the results also indicate that the majority (43%) believes that the municipality does not employs skills audit for employees. Afshan *et al.,* (2012) define performance as the achievement of specific responsibilities measured against identified or predetermined standards of accuracy, completeness, cost effective and speed. Employee performance can be shown in improvement in production, easiness in using the new technology, highly motivated workers.

Skills audit includes identifying key requirements for a job, including what competencies an individual needs in order to perform successfully in a job, the behavioural competencies and functional competencies (knowledge, skills and experience) (Kleynhans, 2013).

The Municipality employ skills development strategy for the employees

The majority of the respondents (40%) believes that the municipality employs skills development strategy for employees, as opposed by 37% of the respondents that does not believe the municipality employs skills development strategy for employees. Ekpo (2008) points out that skills development is a key ingredient for effective service delivery within an organisation. Development is an ongoing training activities aimed at bringing someone or an organization up to another threshold of performance, often to perform some job or a new role in the future (McNamara, 2008). Employees with relevant skills are critical in ensuring performance within any organisation (Sarshar & Moores, 2006).

Every position on the municipal organogram have a complete job description and Job descriptions are re-evaluated on a regular basis.

Altogether 65% of the employees agreed with every position on the municipal organogram have a comprehensive and complete job description and that the job descriptions are re-evaluated on a regular basis. It could be deducted that the employees believe that the municipality has a means to communicate expectations and performance management. Having a job description that are re-evaluated on a regular basis allows the employees to understand the responsibilities and duties that are required and expected on them. The conclusion is supported by Gomes-Mejia, Balkin & Gardy (2010: 97) assertion that evaluation of the job description is important when deciding on pay level and the benefits for using a written job description is having a signed agreement with management and employees about the duties and responsibilities of the job and having a written document as a base for measuring success and pay.

The municipality has a lack in finances to deliver on set indicators for the KPA's.

The majority of the respondents (60%) agreed that the municipality has a lack of finances to deliver on set indicators for the KPA's as set in the strategy plan compared. The lack of finances make an impact on service delivery. Finances are critical for the execution of strategy objectives (Aminuzzaman's, 2010).

There is no service delivery without finances; services cannot be delivered unless there are funds involved. These would include the purchasing of material to maintain existing infrastructure, build new infrastructure, refurbishment of old infrastructure, etc. Public finances are mainly regulated by the Public Finance Management Act (Act no 1 of 1999).

The municipality has a lack in personnel to deliver on set indicators for the KPA's.

The majority (77%) of the respondents agreed that the municipal has a lack of personnel to deliver their strategies. The shortage of skilled personnel has an impact on the provision of services in CoT. The challenge of shortage of skilled personnel is also affected by the quality of the matriculants and graduates are also a concern. This situation has resulted in most companies not employing or recruiting graduates from certain training institution. (Nyamukachi, 2004: 352)

To a great degree, the effectiveness of an organisation depends on the effectiveness of its employees, withouth a high quality labour force an organisation is destined to have mediocre performance. Recruiting and selecting a qualified labour force involves a variety of HR activities, including analysis of the labour market, long term planning, interviewing and testing (Grobler et al. 2011). This is in line with the point raised by Sarshar and Moores, (2006) that poorly skilled stakeholders will often struggle to comprehend the nature of their roles. Kanyane (2006:116) notes that shortage of skills to implement financial management had tremendously weakened the performance of municipalities.

The municipality has a lack in equipment to deliver on set indicators for the KPA's.

75% of the respondents agreed that the municipality lacks equipment to deliver on their KPA, availability of equipment's contribute to the capacity of employees to perform in a superior fashion. Lack of equipment in CoT has a negative effect on service delivery. The National Development Plan (Vision 2013) has identified the lack of capacity in municipalities and the rest of the public sector as a cause for failure in service delivery to the citizens (Manuel, 2011:380).

The municipality has a lack in Strategic Capacity/planning to deliver on set indicators for the KPA's.

63% of the respondents disagreed that the municipality lacks strategic capacity to deliver on KPAs. The capacity to comprehend strategy is a key element to the planning, formulation and execution of strategy (Bolatito & Ibrahim, 2014).

5.2.1.2 The strategic plan

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, and ensure that employees and other stakeholders are working towards common goals.

Strategic planning is important to an organization because it provides a sense of direction and outlines measurable goals. Strategic planning is a tool that is useful for guiding day-to-day decisions and also for evaluating progress and changing approaches when moving forward.

The municipality, in the Strategic Planning phase, identify risks in accomplishing their objectives.

For identifying the risks, the majority of respondents (50%) agreed that the municipality identify risks in accomplishing their objectives, however 30% of the respondents is undecided. It can be concluded that the municipality identify risks in accomplishing

their objectives achievement. Risk management is a continuous, forward-looking process that is an important part of business and technical management processes.

Every department in the municipality created a business plan to accomplish their KPA's as set in the SP.

According to the findings majority of the participants (45%) believe that every department in the municipality has created a business plan to accomplish their KPA's as set in the Strategy Plan, while 30% of the respondents are undecided. All municipalities, large and small, have limited resources. The planning process provides the information top management needs to make effective decisions about how to allocate resources in a way that will enable the municipality to reach its objectives. Productivity is maximized and resources are not wasted on projects with little chance of success.

The municipality re-evaluate their business plans.

A business plan is important to CoT municipality, however 37% of the respondents agreed that the municipality does have a business plan and it is re-evaluated on a regular basis, while 40% of the responded are not sure if the municipality re-evaluate their business plan and 23% disagreed. This implies that the city is under performing in business plan re-evaluation. For the failure of CoT to re-evaluating the business plan may cause poor service delivery base on the fact that the needs and demands of citizens are changing every year. The conclusion is supported by Gitlow *et al*., (2005) claim that it is important to observe the influence of changes on the effectiveness of developments and take correct actions of adjustment if necessary. Mlotshwa (2007) alluded that a municipality's service delivery efforts can only be effective and sustainable if the municipality ensures that its structure is informed by its strategies, and both are reviewed at regular intervals.

The Municipality engage in performance management for each employee.

50% of the respondents disagreed with the statement, while 27% remained neutral. The results shows that the municipality does not evaluates the performance of the employees. Which means the employees do not have any information whether they are excelling or underperforming in service delivery. According to Aminuzzaman (2010) performance management is a key ingredient to effective service delivery.

The individual's performance is linked to a form of compensation.

The results shows that most of the respondents (57%) said they believe that CoT does not linked performance to form of compensation, however 25% believe it is. Which means the compensation of employees is not linked to performance. According to (Grobler et al. 2011: 404) employees expect that their performances will correlate with the rewards received from the organization, employees set expectations about rewards and compensation to be received if certain levels of performance are achieved. Many managers have theories regarding the motivation of employee performance, some believe that one motivational theory only is enough to develop productive employees, others may claim that no technique works because employees are born either achievers or loafers.

Employees who outperform more than satisfactory should be compensated with incentives such as cash bonuses to the maximum of 18% of their annual notch, plus pay progression (Department of Public Service and Administration 2003:6).

The individual's performance is discussed with the individual to specifically identify strengths and weaknesses.

The majority of the respondents (49%) believe that the municipality is not assessing employee's performance. Which means that the performance of CoT employees is not discussed with the individual to specifically identify strengths and weaknesses. However 32% believe that it is. Management by Objectives (MBO) is a management system that focuses on the motivation of individual performance, the processes applied can also evaluate individual performance. It involves supervisor and

subordinates mutually establishing and discussing specific goals and formulating action plans, supervisors helping their subordinates to reach their set goals and supervisors and subordinates reviewing at the present time the extent to which objectives have been attained (Erasmus *et al*., 2005:279). Kirkpatrick (2006:166) mentioned that performance reviews are the foundation of the performance management process which is important for the ongoing development of employees.

5.2.1.3 The control activities

Control activities are the policies, processes, procedures, techniques, and mechanisms that help ensure that management's response to reduce risks identified during the risk assessment process is carried out. In other words, control activities are actions taken to minimize risk.

The rate of personnel turnover of Executive Management positions in the municipality is high.

The majority of the participants (42%) are neutral that the rate of personnel turnover of Executive Management positions in the municipality is high, while (33%) believe that the rate of turnover is high. High turnover creates overload of tasks to the available executives or some functions are not performed due to the non-availability of the executive. According to Sarshar and Moores (2006) staff turnover is often one of the key elements that leaves critical gaps within the institutions which cascades to poor service delivery as well.

The municipality employ a policy or procedure to effect timely identification of deviations from the business plan.

The majority of the respondents (42%) remains neutral, while 33% does not believe that the municipality employ a policy or procedure to effect timely identification of deviations from the business plan. The results point out that there is a need to improve awareness of policies and procedures and to apply them. Often performance

standards are not enforced as poor mechanisms and communication are a daily occurrence (Sarshar and Moores, 2006).

The municipality's policies, procedures and practices are re- evaluated on a regular basis.

The majority of the respondents (42%) disagreed that the municipality's policies, procedures and practices are re-evaluated on a regular basis and 32% of the respondents remained quiet with the statement in question. This implies that the municipality employees do not understand the constraints of their tasks as key points are not regular updated and well written in policies, procedures and practices. Clearly written policies and procedures allow managers to exercise control by exception rather than 'micro-manage' their staff.

All policies, procedures and practices used by the municipality are documented.

The majority of the respondents (68%) agreed that the municipality's policies, procedures and practices used by the municipality are documented, however some respondents mentioned that they are not re-evaluated on a regular basis. Grobler *et al.*, (2011) argue that knowledge management requires companies to define knowledge, identify existing knowledge bases, and provide mechanisms to promote the creation, protection and transfer of knowledge. In addition Rodriguez-Ruiz (2006) mentioned that the purpose of documentation is to document operational processes, procedures and policies practices within an organization.

All policies, procedures and practices used by the municipality are readily available to any employee.

On the bases that the majority of respondents (38%) agreed that all policies, procedures and practices used by the municipality are readily available to any employees. This means that the employees are applying the policies and procedures, they know where to find them. However 32% of the respondents are of the notion that the policies, procedures and practices are not readily available to employees. Policies

and procedures enable the workforce to clearly understand individual and team responsibilities, thus saving time and resources. The purpose of documentation is to document operational work processes, procedures, policies practices as well as the knowledge of experts within a firm to contribute to organizational effectiveness, these documents are concerned with how staff get hold of relevant operational knowledge through approaches such as the organisational learning or the organisational memory creation (Rodriguez-Ruiz 2006).

The applicable policies, procedures and practices are communicated to personnel on a regular basis.

The findings indicated that the majority (53%) of respondents disagreed that the applicable policies, procedures and practices are communicated to personnel on a regular basis. This findings agreed with the findings above whereby majority of the respondents indicated that the municipality's policies, procedures and practices are not re-evaluated on a regular basis. This implies that employees do not have clear policies to assist in delivering services. Clearly written policies and procedures provide legal protection. This finding may serve as an evidence that it is hardly difficult to identify even the few available documented processes, policies, work manuals and procedures since information is not communicated to relevant users.

The municipality use quality evaluating system to determine the level of service they are providing to the community, such as Client surveys, Complaint monitoring etc.

The majority (44%) of respondents agreed that the municipality use quality evaluating system to determine the level of service they are providing to the community, however 38% of the respondents are neutral. It can therefore be presumed that the CoT employees are minimal involved in this aspect. Delivery evaluation systems play a key role in ensuring effective service delivery in most organisations (Aminuzzaman, 2010).

The municipality make use of procedures or protocol to capture and evaluate service delivery complaints made by the community.

Looking at the results suggest that close to half (45%) of the population agreed that the municipality make use of procedures or protocol to capture and evaluate service delivery complaints made by the community. This suggests that a larger proportion of the population are convinced of the value of the evaluation of service delivery in the municipality. However, the effectiveness of local government should be achieved through implementation of appropriate and sound strategies (Journal of Public Administration .Vol 45 no 1.1. June 2010:116).

5.2.1.4 Management information systems (MIS)

A management information system (MIS) is a computerized database of financial information organized and programmed in such a way that it produces regular reports on operations for every level of management in a company. It is usually also possible to obtain special reports from the system easily. In a nutshell, MIS is a collection of systems, hardware, procedures and people that all work together to process, store, and produce information that is useful to the organization.

The MIS, currently used by the municipality, is capable of generating relevant reports to the performance of the municipality.

The results indicate that (36%) of the respondents generally agreed that the MIS, currently used by the municipality, is capable of generating relevant reports. According to Aminuzzaman (2010) a well-structured MIS will often drive effective service delivery efforts. On the other hand 48% of the respondents' remains neutral, it is essential that this is not to be overlooked or be ignored as it represents a larger percentage of employees who occasionally or never use the system.

The top management identifies the reports they need to have generated by the MIS to assess effective performance management.

30% of the participants agreed that the top management identifies the reports they need to have generated by the MIS to assess effective performance management

compared to 26% who disagreed and 43% is undecided. However the 43% of respondents who remained neutral with the statement, may indicate that CoT employees at bottom level are either not aware what is happening at top management, there is no communication.

The MIS, currently used by the municipality, capable of generating relevant financial reports.

This result shows that 45% of the respondents agreed that the MIS, currently used by the municipality is capable of generating relevant financial reports hence 35% of the respondents remained neutral. This suggests that some of the employees doubt the effectiveness of the system.

All municipal employees designated to use the MIS are trained in operating the system.

37% of the participants agreed that all municipal employees designated to use the MIS are trained in operating the system compared to 20% who disagreed and 43% remained neutral. Grobler et al. (2011) define training as a process whereby people acquire capabilities to aid in the achievement of organizational goals and employees who perform unsatisfactory because of a deficiency in skills are prime candidates for training.

The system is user friendly / easy to use.

The results indicates that 43% of the respondents is neutral that the system is user friendly / easy to use. It implies that most of the CoT employees are not well connected to the system, however 35% of the respondents agreed that the system is user friendly while 22% disagreed.

The operating speed of the MIS is conducive to the employees making use of the System.

The results indicates that 48% of the respondents remained neutral that the operating speed of the MIS is conducive to the employees making use of the System. Hence 39% of the respondents agreed that the operating speed of the MIS is conducive to the employees making use of the System. In the municipalities ever increasing complexities of businesses and management in order to deliver effective services, the municipality must have a properly planned, analysed, designed and maintained MIS so that it provides timely, reliable and useful information to enable the management to take speedy and rational decisions.

5.2.1.5 Performance monitoring

Performance monitoring as defined by the Department of Local Government (DPLG), is a strategic approach to management, which equips leaders, managers, employees and stakeholders at various levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organisation in terms of indicators and targets for efficiency, effectiveness and impact.

Performance monitoring is a process wherein the supervisor ensures that the employee is progressing towards the goals and objectives established during goal setting. The supervisor makes sure that the work is being accomplished in accordance to the standards established at the beginning which acts as a benchmark and provides regular feedback to keep the employee on track.

The municipality have an Internal Auditor

The results suggests that more than two third (85%) of the respondents agreed that CoT has an internal auditor. Organisations establish an independent internal audit function to provide continuous review of the effectiveness of risk management, control, and governance processes. Sarshar and Moores (2006) point out that performance monitoring in organisations will eliminate inconsistences in the quality of services being delivered and ensure efficient integration of systems.

The municipality have an Internal Audit committee

The results shows that 85% of the respondents agree that the municipality have an internal audit committee. The audit committee plays a key role in assisting the executive of the municipality to fulfill its oversight responsibilities in areas such as service delivery, entity's financial reporting, internal control systems, risk management systems and etc.

The committee meet on a regular basis

According to the survey results majority of the respondents (57%) remained neutral that the committee meet on a regular basis, only 27% of the respondents agreed that the committee meet on a regular basis. A good working relationship with internal auditors can assist the audit committee in fulfilling its responsibility to the executives, shareholders, and other outside parties. These results, therefore, show that CoT does have a committee, but the majority are not convinced if the audit committee meets on a regular basis.

The Municipality's financial statements are reviewed quarterly by Management

The results put forward that more than half (55%) of the population agreed that the municipality's financial statements are reviewed quarterly by management. The financial statement is a formal record of the financial activities of the businesses of the municipality. The purpose of a financial statement is to provide information about the municipality so that right decisions can be taken at the right time.

The municipality explore other Control deficiency reporting mechanism other than Internal Auditing

The survey results shows that (41%) of the respondents believe that the municipality explore other control deficiency reporting mechanism other than Internal Auditing, however the majority (47%) of the respondents remained neutral. This implies that

the employees are convinced that the municipality has other mechanism for reporting other than internal auditing.

5.2.1.6 Integrity and Ethical Values

Integrity is the qualifications of being honest and having strong moral principles; moral uprightness. It is generally a personal choice to hold oneself to consistent moral and ethical standards. In ethics, integrity is regarded by many as the honesty and truthfulness or accuracy of one's actions.

Senior management of the municipality conveys the message that integrity and ethical values cannot be compromised, both in words and in actions.

The results indicate that almost half (49%) of the respondents generally disagreed that senior management of the municipality carries the communication that integrity and ethical norms cannot be bargained, both in words and in actions, whereas 24% believed that senior management of the municipality carries the communication that integrity and ethical norms cannot be bargained, both in words and in actions. Only 27% of the respondents remained neutral towards the statement. It can be interpreted from these findings that CoT senior management needs to improve in promoting the importance of ethical standards and business conducts. It can be concluded that senior CoT management is not doing enough in communicating norms and ethical standards to the municipal employees. Ethics plays an important role in delivering services and in developing a company business strategic plan as it act as the backbone of the companies' principles.

(Ghosh *et al*., 2011) argued that ethics is believed to be a set of moral beliefs and conduct that discourages acts of self-gain and encourages honest and modest ways of generating business income. (Harris, Sapienza, and Bowie, 2009) found that in the present corporate industry, emerging firms and organizations tend to violate moral and ethical standards in their pursuit to achieve corporate financial gains, therefore some managers have taken a step to develop an ethics program to progress the ethical culture of a company.

Senior management has developed a code of ethics that emphasizes the municipality's expectation that employees will act with integrity in all actions related to their scope of employment.

44% of the respondents agreed that senior management has developed a code that defines key ethical protocols in the municipality. Code of Conduct is a legal guide into ethical dilemmas of local government. Its aim is to create an environment that is rich in moral and ethical values and behaviour. The key function of management is to create moral conversions at local government which must be done with high purpose and acting as steward of the system, this responsibility is not being discharged in a reliable manner. Furthermore 29% of the respondents disagreed that senior management has developed a code that defines key ethical protocols in the municipality. The remaining 28% are neutral to the statement. According to Chapter 10 of the Constitution of the Republic of South Africa, 1996 public administrations are governed by certain principles, norms and values which are to be adhered by all stakeholders.

Senior management has developed a code of business conduct that emphasizes the municipality's commitment to fair and honest dealings with customers, suppliers, and other external parties.

The majority of the respondents (42%) agreed that senior management has developed a code of business conduct that emphasizes the municipality's commitment to fair and honest dealings with customers, suppliers and other external parties. The Code of Conduct is a legal guide into ethical dilemmas of local government. However 30% of the respondents do not agree with the statement, while 28% of the respondents remained neutral to the statement.

Ethics is the principle that would produce an action to prevent a substantial harm to others when an opportunity for an individual arise to do so for self-gain. According to (Koonmee et al., 2010) several companies have decided to produce ethics programs to establish a set of standards that will be used to determine the degree of ethics a company has and at the same time to promote ethical conduct among the employees in the organization.

Performance expectations and incentives are designed so as to not create undue temptations to violate laws, rules, regulations, and municipality policies and procedures.

48% of the respondents remained neutral that performance expectations and incentives are designed so as to not create undue temptations to violate laws, rules, regulations, and municipality policies and procedures. 30% of the participants agreed to the statement. Only 21% disagreed. It can be concluded that there is a need to make awareness that employees in the municipality understand the agreed policies and incentives requirements of the municipality.

New employees receive a copy of the municipality's code of ethics and code of business conduct and are trained as to how these guidelines apply to specific factual situations common to the municipality's business environment.

With (44%) of the respondents agreeing that new employees receive copies of the municipality's code of ethics and code of business direct and are trained as to how these rules apply to particular genuine circumstances regular to the municipality's business environment. The Municipal Structures Act 33 of 2002 states that municipalities have structural mechanisms of accountability to local communities and to meet the priority needs of the communities by providing services equitably, effectively and sustainably within the means of the municipality. In fulfilling this role employees must be accountable to local communities. However 33% of the respondents disagreed and 23% remained neutral about the statement. It can be concluded that employees know that they should have a copy of the Code of Conduct.

Existing employees are provided with updated copies of the municipality's code of ethics and code of business conduct at least yearly, and receive periodic retraining on the application of these guidelines to the municipality's business environment.

The majority (57%) of the respondents disagreed that existing employees are provided with updated copies of the municipality's code of ethics and code of business conduct at least yearly, this means that the municipality especial the HR department must have

a program to address this matter and also ensure that an awareness is done to make employees aware that they should have an updated document of code of conduct. However 29% of the respondents agreed to the statement in question meaning that they usually receive an updated document on a regular basis. 15% of the respondents remained neutral to the statement in question.

Customers, vendors, and other external parties receive a copy of the municipality's code of business conduct at least yearly and contractual arrangements with these parties include requirements for adherence to the municipality's code of ethics and code of business conduct.

35% of the respondents disagreed that Customers, vendors and all parties receive and updated copy of ethics yearly, whereas 53% of the respondents remained neutral to the statement and 12% of the respondents agreed to the statement. It is evident from this findings that the municipality is not doing enough in ensuring that its business partners and customers get a copy of the municipal code of ethics and business conducts. All partners must have the best interest of the municipality at heart. Putnam (1993) in Fu (2004:13) consider trust as a source of social capital that sustains economic dynamism and governmental performance.

All new employees sign the code of ethics and business conduct indicating that they have read and understand these codes.

The results shows that 38% of the respondents agreed that all new employees sign the code of ethics and business conduct indicating that they have read and understand these codes, while 33% disagreed with the statement, 28% of the respondents remained neutral by not to mention what is their experience has been. It can be concluded that new CoT employees receive a copy of code of ethics and business conduct indicating that they have read and understand these codes.

All existing employees sign an annual contract acknowledging that they have read the most recent versions of the code of ethics and business conduct and that they understand and are in compliance with these codes.

The majority (75%) of the respondents disagreed that all existing municipal employees sign an annual contract acknowledging that they have read the most recent versions of the code of ethics, the results confirmed that majority of the employees do not have a recent updated copy of the code of conduct. Despite the majority who disagreed with the statement in question, one can accept that there are at least few employees within the Tshwane Municipality who make decisions based on the best consequences of themselves.

HR or hiring department management monitor whether new and existing employees have completed the required training on the codes of ethics and business conduct.

According to the results 54% of the respondents disagreed that HR or hiring department management monitor whether new and existing employees have completed the required preparing on the codes of ethics and business conduct, however 19% of the respondents agreed with the statement. From the above results, the HR department should put emphasis on training new and existing employees about the CoT ethical conducts and business conducts.

Allegations of violations of the municipality's codes of ethics and business conduct are appropriately investigated, and the necessary corrective, disciplinary, and remedial actions happen timely.

41% of the respondents agreed that allegations of violations of the municipality's codes of ethics and business conduct are appropriately investigated, and the necessary corrective, disciplinary, and remedial actions happen timely. The Code of Conduct is a statutory guide to ethical dilemmas in local government. Its purpose is to create an environment that is rich in moral and ethical values and good behaviour. Furthermore 32% of the respondents disagreed to the statement in question. The remaining 27% of the respondents remained neutral to the statement. It can be

interpreted from these findings that the municipality needs to put more efforts and consistency if the code of ethics and business conduct are important to the local government.

The Constitution of the Republic of South Africa, 1996, makes various calls for ethical behaviour by municipal officials and councillors. Section 96(1) states that public officials must act in accordance with a code of ethics prescribed by national legislation. Section 195 of the Constitution states that public administration must be conducted with the democratic values and principles enshrined in the Constitution.

CoT as a South African based municipality, it must be bound to, and comply with, the laws of South Africa, specifically The Prevention and Combating of Corrupt Activities Act No.12 of 2004 (PCCA) in this regard.

5.2.1.7 Effective Service Delivery

“Service delivery” is a phrase used to describe the distribution of basic resources citizens depend on like water, electricity, sanitation infrastructure, land, housing, street lighting, parks, roads and etc.

Poor service delivery refers to the lack of such distribution, in other words you are not getting the level of service you are paying for (taxes) or are entitled to (basic human rights) - all in all this means service is inadequate.

The municipality provide relevant, timely, cost-effective and useful services that are beneficial to the citizens.

50% of the respondents agreed with the statement that the municipality provide relevant, timely, cost-effective and useful services that are beneficial to the citizens, 32% disagreed to the statement whereas 18% were neutral to the statement. From the above responses it can be concluded that the municipality provide relevant, timely, cost-effective and useful services that are beneficial to the citizens. It should be for every municipal employee to ensure that the municipality is effective in achieving its strategic objectives. HR managers should understand the relationship between

business ethics and employees as well as their work outputs in order to help in organizational development (Koonmee et al., 2010).

The municipality is providing services that meet the needs of the users in the most efficient and effective ways.

48% of the respondents agreed whereas 33% disagreed and 18% remained neutral with the statement that the municipality is providing services that meet the needs of the users in the most efficient and effective ways, this is consistent to the results above that the municipality services are perceived as being satisfactory. Based on both findings the CoT municipality provides relevant services to its citizens.

The extent to which the output, performance or service provided by the municipality satisfies the client and meets the required quality and standard.

The majority (35%) of the respondents disagreed that the output, performance or service provided by the municipality satisfies the client and meets the required quality and standard, whereas 31% agreed and 33% remained neutral with the statement. From the results, it can be concluded that the municipal employees are uncertain that the services provided by the municipality satisfies the clients and meets the required quality and standard. The national government “Batho Pele Principle” is an initiative for transforming public service delivery, is all about providing good and quality customer service to users of these services. All public servants are required to practise these principles.

The services provided by the municipality are available at the time and scale that the user needs it.

The majority (40%) of the respondents disagreed that the services provided by the municipality are available at the time and scale that the user needs it. However 35% agreed and 25% remained neutral with the statement in question. The results is consistent to the results above. The findings suggests that the services provided by the CoT municipality needs attention and a better strategy to improve service delivery.

The services provided by the municipality are delivered regularly and on time.

The majority (50%) of the respondents disagreed that the services provided by the municipality are delivered regularly and on time, whereas 25% agreed and 25% remained neutral with the statement in question. The results are consistent to the results above. The respondents are not satisfied with the services provided by the municipality, the services are not at a sustaining standard. The service delivery system needs attention and improvement to be able to execute tasks. Among the most important duties of employees are the duty to comply with the labour contract and the duty to respect the employer's property. Employees are obliged to provide an acceptable level of performance, make appropriate use of working time and company resources and to refrain from illegal activities such as fraud and theft (Crane & Matten 2010:319).

The municipality understand and act upon socio-economic needs of the citizens in order to design appropriate service delivery mechanism.

The majority (35%) of the respondents agreed that the municipality understand and act upon socio-economic needs of the citizens in order to design appropriate service delivery mechanism, although 32% of the respondents disagreed and 32% remained neutral with the statement. The results are stable to all the results above. Looking at number of respondents agreeing is almost equal to the number of respondents disagreeing and to those who are neutral, it is evidence that the municipality services are not provided at the perceived service delivery standard. Municipal officials do not deliver effective and efficient services to the members of the society as promulgated by the Local Government Municipal Systems Act 32 of 2000.

The services provided by the municipality are affordable and consistent over time.

The majority (43%) of the respondents disagreed that the services provided by the municipality are affordable and consistent over time. Whereas 35% of the respondents agreed and 22% remained neutral with the statement. The assumption is that the

municipality must put measures and processes in place to deal with the real cause of the poor service delivery and also to check if the cost of services are affordable or not.

The municipality continuously improve service delivery mechanism to meet changing needs and demands of the citizens.

The majority (44%) of the respondents disagreed that the municipality is continuously improving service delivery mechanism to meet changing needs and demands of the citizens. Whereas 33% of the respondents agreed and 23% remained neutral with the statement. The municipality has a challenge in matters touching effective service delivery. CoT must come up with better strategies and mechanism to improve service delivery to its citizens and also to put measures and processes in place to find out the real cause of inferior service delivery.

The municipality intensify effort to improve revenue collection.

The majority (50%) of the respondents agreed that the municipality intensify effort to improve revenue collection, whereas 28% of the respondents disagreed and 22% remained neutral with the statement. From the responses it can be taken that the municipality has a system in place to collect revenue, however it needs improvement so that it can perform better in achieving the municipal mission and objectives.

5.2.2 CONCLUSION

Based on the findings presented above, the following conclusions were drawn:

Consumers are satisfactory of services provided by CoT such as electricity, water, refuse collection and road maintenance, but they are perceived as not of good quality.

The municipality has a serious shortage of resources such as equipment for service delivery, lack of finances and skilled personnel.

The CoT management neglected to enforce ethical conduct and business conduct to its personnel, clients and other business partners. If it is not given priority it will hamper service delivery.

The CoT Municipality reserve the right to terminate the contract of service providers should their quality of service not meet expected standards. The service provided by CoT is not always available at the time and scale that the user needs it.

Finally, the current delivery problems are of a serious nature and should be resolved as a matter of urgency, in overall the municipality do provide basic services to the citizens, there is still room for improvement.

5.3 RECOMMENDATIONS

Below are key proposals that will facilitate the addressing of key issues within the CoT municipality. Recommendations will be outlined under the headings of control environment, management information systems, the strategic plan, control activities, performance monitoring, integrity and ethical values and effective service delivery.

5.3.1 The control environment

The performance management system of the CoT municipality should undergo quality review. This review should regularly be conducted by an independent internal assurance officer and an internal audit. Extensive effort should pointed towards performance management system or framework utilised, whose applicability is aligned to current best practice. Effort should also be directed towards documenting governing elements around the performance system and accountability levels expected from handling the performance framework and the frequency of the reviews.

In addition the municipality's goals and vision should be highlighted in the staff performance contract which is supported by the employee's job description. The human resource office should outline an experience and qualification policy for each post in the municipality's organisation's structure. This policy should be aligned with research conducted on the required qualifications and experience desirable for each post, including the top management posts.

The municipality should formalise a skills development strategy that relates to all levels within the organisation. There should be quarterly assessment of the progress and accomplishments of set goals that is presented to the municipality executives. The municipality ought to investigate different wellsprings of financing to have the capacity

to supplement the resources given by the Central Government and different benefactors.

5.3.2 The strategic plan

The municipality should set up an independent municipal risk committee which is made up of non-executive members. This committee should carry the ultimate responsibility of strategic risk management. Management in the CoT municipality should also take on the role of reporting the business plans of various departments to the executive on a quarterly basis. This reporting function should be clearly outlined in the manager's job description.

5.3.3 The control activities

The human resource and communication function of the municipality should take on the role of formalising the routes through which organisational members access municipal documentation and policies. Awareness of these channels should be done through regular campaigns launched through various medium accessible to all organisational members. The quality function of the CoT municipality should on a quarterly basis report to the executive on the success of initiatives implemented to enhance service delivery.

5.3.4 The management information system

The HR function within the CoT municipality has to formalise the MIS training compulsory attendance of new organisational members according to policy. This should be done before user access is activated.

5.3.5 Performance Monitoring

The CoT management should invest efforts in periodically measuring tasks and projects progress and giving feedback on the results to decision makers who can use the information to improve performances of employees. Performance monitoring will

benefit the municipality in various levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the municipality in terms of indicators and targets for efficiency, effectiveness and impact. The use of performance monitoring by supervisors will assist them to ensure that the employees are progressing towards the goals and objectives established during goal setting. The supervisors will use the system to ensure that the work is accomplished in accordance to the standards established at the beginning which acts as a benchmark and provides regular feedback to keep the employee on track.

5.3.6 Integrity and Ethical Values

The municipality should have a clearly defined ethics program that incorporates the enforcement of ethical conduct at all levels of the organisation. Regular ethics training should be conducted by a qualified ethics officer on a regular basis for all organisational members. Hotlines and whistleblowing systems should be put in place to allow for employees to anonymously report any misconduct.

5.3.7 Effective Service Delivery

Effective benchmarking tools for service quality should be put in place to ensure that the services delivered are of high quality and delivered on time. Top management should be made accountable for any poor delivery of services with considerable and documented consequences put in place. The musicality should stock-take the services that may conceivably be conveyed through subcontracts while the municipality stays with a supervisory part. It is vital to direct a consumer loyalty study to dissect the service delivery issue within the municipality.

5.4 CONCLUSION

The control environment is to a larger extend not conducive for service delivery. The strategic planning is not effective to positively influence service delivery. In the absence of a buy in at strategy level and an unconducive control evironment control activties such as perfomance monitoring are compromised. The Management

Information Systems appear to be inadequate to support strategy crafting and inform decision making that translates to service delivery. Integrity and ethical values are viewed as enstranged from the municiplaity should also form a part of the control environment, through organisational culture, as well as the control activities in particular in guiding decision making. Thus the conditions for effective service delivery are generally not in place, atttention need to be paid to the variables here discussed in order to ramp up service delivery in the municipality are.

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ADDENDA

Addendum (A) - Questionnaire

Title: An investigation of factors affecting service delivery in the Tshwane Municipality.

Dear Sir/ Madam

I would appreciate your assistance with the above-mentioned research project. The attached questionnaire is part of my Master's Degree (MBA) studies at the School of Business & Governance, North-West University, Potchefstroom Campus. The study aimed at identifying factors affecting service delivery in the City of Tshwane Municipality.

The head of Research and Innovation Ms Zukiswa Ncunyana has granted a permission to conduct the research project in the City of Tshwane Metropolitan Municipality, she can be contacted at zukiswanc@tshwane.gov.za

A minimum of 100 employees from different departments of the City of Tshwane Municipality are randomly selected to participate in the study. Your opinions and responses will enable the researcher to develop a model that might assist the municipality in service delivery improvement. This form is filled in anonymously and information supplied through this questionnaire will be kept confidential.

The questionnaire has been designed to take a maximum of 1**5-20 minutes** to complete. No names have to be given and complete anonymity is guaranteed. The results of this survey are purely for academicals purposes and under no circumstances will affect anyone's working environment.

The questionnaire is divided into eight sections.

Section A: Biographical Information.

Section B: Control Environment

Section C: Strategy Plan.

Section D: Control Activities

Section E: Management Information System

Section F: Performance Monitoring

Section G: Integrity and Ethical Values

Section H: Effective Service Delivery

The date by which the completed questionnaires should be returned is the **27 September 2017**, it can be by means of email to: Ngobeni@tshwane.gov.za or hand delivery.

I would like to thank you for your participation in conducting the study and filling out the questionnaires. Should you have questions about the study, please contact Professor Leon Jackson at Leon.Jackson@nwu.ac.za.

Abraham Ngobeni

MBA student

QUESTIONAIRE – LOCAL GOVERNMENT

Section A: Biographical Information

Mark the applicable block with a cross (X).

A1	Indicate your gender	
1	Male	
2	Female	

A2	Indicate your age group	
1	20 - 29	
2	30 - 39	
3	40 - 49	
4	50 – 59	
5	60+	

A3	Indicate your highest academic qualification	
1	Matric	

2	Diploma	
3	Degree	
4	Post graduate degree	

A4	Levels of Employment	
1	Top Management	
2	Middle Management	
3	Lower Level Management (Supervisor/Foreman)	
4	Operational Personnel (Service Deliverer)	
5	Other	

Section B: The Control Environment

Please rate the extent to which you agree or disagree with the following statements by making an "X" over the appropriate number on the 1 to 5 point scale next to the statement.

1 = Strongly disagree	**2 = Disagree**	**3 = Neutral**	**4 = Agree**	**5 = Strongly agree**

	STATEMENT	SCALE				
		1	2	3	4	5
B1	The Qualification of the Municipal Manager is a **Post graduate degree**					
B2	The Municipality employs a system that continually evaluates the performance of the Key Performance Areas, (KPA's) against their designated Key Performance Indicators, (KPI's)					
B3	The municipality have vacant positions in the Executive Management					
B4	The Municipal Manager has formal training in Strategic Management					
B5	The Municipality employ a regular skills audit for the Executive Management staff					

B6	The Municipality employ a regular skills audit for the other employees					
B7	The Municipality employ skills development strategy for the employees					
B8	Every position on the municipal organogram have a comprehensive and complete job description					
B9	Job descriptions re-evaluated on a regular basis					
B10	The municipality has a lack in **finances** to deliver on set indicators for the KPA's as set in the Integrated Development Plan, (SP)					
B11	The municipality has a lack in **personnel** to deliver on set indicators for the KPA's as set in the Integrated Development Plan, (SP)					
B12	The municipality has a lack in **equipment** to deliver on set indicators for the KPA's as set in the Integrated Development Plan, (SP)					
B13	The municipality has a lack in **Strategic Capacity/planning** to deliver on set indicators for the KPA's as set in the Integrated Development Plan, (SP)					

Section C: The Strategy Plan, (SP)

Please rate the extent to which you agree or disagree with the following statements by making an "X" over the appropriate number on the 1 to 5 point scale next to the statement.

1 = Strongly disagree	**2 = Disagree**	**3 = Neutral**	**4 = Agree**	**5 = Strongly agree**

	STATEMENT	SCALE				
		1	2	3	4	5
C1	The municipality, in the SP planning phase, identify risks in accomplishing their objectives					
C2	Every department in the municipality created a business plan to accomplish their KPA's as set in the SP					

C3	The municipality re-evaluate their business plans					
C4	The Municipality engage in performance management for each employee					
C5	The individual's performance is linked to a form of compensation					
C6	The individual's performance is discussed with the individual to specifically identify strengths and weaknesses					

Section D: The Control Activities

Please rate the extent to which you agree or disagree with the following statements by making an "X" over the appropriate number on the 1 to 5 point scale next to the statement.

1 = Strongly disagree	**2 = Disagree**	**3 = Neutral**	**4 = Agree**	**5 = Strongly agree**

	STATEMENT	SCALE				
		1	2	3	4	5
D1	The rate of personnel turnover of Executive Management positions in the municipality is **High**					
D2	The municipality employ a policy or procedure to effect timely identification of deviations from the business plan					
D3	The municipality's policies, procedures and practices are re-evaluated on a regular basis					
D4	All policies, procedures and practices used by the municipality are documented					
D5	All policies, procedures and practices used by the municipality are readily available to any employee					
D6	The applicable policies, procedures and practices are communicated to personnel on a regular basis					
D7	The municipality use quality evaluating system to determine the level of service they are providing to the community, such as Client surveys, Complaint monitoring etc.					

D8	The municipality make use of procedures or protocol to capture and evaluate service delivery complaints made by the community					

Section E: The Management Information System (MIS)

Please rate the extent to which you agree or disagree with the following statements by making an "X" over the appropriate number on the 1 to 5 point scale next to the statement.

1 = Strongly disagree	**2 = Disagree**	**3 = Neutral**	**4 = Agree**	**5 = Strongly agree**

	STATEMENT	SCALE				
		1	2	3	4	5
E1	The MIS, currently used by the municipality, is capable of generating relevant reports to the performance of the municipality					
E2	The top management identifies the reports they need to have generated by the MIS to assess effective performance management					
E3	The MIS, currently used by the municipality, capable of generating relevant financial reports					
E4	All municipal employees designated to use the MIS are trained in operating the system.					
E5	The system is user friendly / easy to use					
E6	The operating speed of the MIS is conducive to the employees making use of the System					

Section F: Performance Monitoring

Please rate the extent to which you agree or disagree with the following statements by making an "X" over the appropriate number on the 1 to 5 point scale next to the statement.

1 = Strongly disagree	**2 = Disagree**	**3 = Neutral**	**4 = Agree**	**5 = Strongly agree**

	STATEMENT	SCALE				
		1	2	3	4	5
F1	The municipality have an Internal Auditor					
F2	The municipality have an Internal Audit committee					
F3	The committee meet on a regular basis					
F4	The Municipality's financial statements are reviewed quarterly by Management					
F5	The municipality explore other Control deficiency reporting mechanism other than Internal Auditing					

Section G: Integrity and Ethical Values

Please rate the extent to which you agree or disagree with the following statements by making an "X" over the appropriate number on the 1 to 5 point scale next to the statement.

1 = Strongly disagree	**2 = Disagree**	**3 = Neutral**	**4 = Agree**	**5 = Strongly agree**

	STATEMENT	SCALE				
		1	2	3	4	5
G1	Senior management of the municipality conveys the message that integrity and ethical values cannot be compromised, both in words and in actions.					
G2	Senior management has developed a code of ethics that emphasizes the municipality's expectation that employees will act with integrity in all actions related to their scope of employment.					
G3	Senior management has developed a code of business conduct that emphasizes the municipality's commitment to fair and honest dealings with customers, suppliers, and other external parties.					
G4	Performance expectations and incentives are designed so as to not create undue temptations to violate laws, rules, regulations, and municipality policies and procedures.					

G5	New employees receive a copy of the municipality's code of ethics and code of business conduct and are trained as to how these guidelines apply to specific factual situations common to the municipality's business environment.					
G6	Existing employees are provided with updated copies of the municipality's code of ethics and code of business conduct at least yearly, and receive periodic retraining on the application of these guidelines to the municipality's business environment.					
G7	Customers, vendors, and other external parties receive a copy of the municipality's code of business conduct at least yearly and contractual arrangements with these parties include requirements for adherence to the municipality's code of ethics and code of business conduct.					
G8	All new employees sign the code of ethics and business conduct indicating that they have read and understand these codes.					
G9	All existing employees sign an annual contract acknowledging that they have read the most recent versions of the code of ethics and business conduct and that they understand and are in compliance with these codes.					
G10	HR or hiring department management monitor whether new and existing employees have completed the required training on the codes of ethics and business conduct.					
G11	Allegations of violations of the municipality's codes of ethics and business conduct are appropriately investigated, and the necessary corrective, disciplinary, and remedial actions happen timely.					

Section H: Effective Service Delivery

Please rate the extent to which you agree or disagree with the following statements by making an "X" over the appropriate number on the 1 to 5 point scale next to the statement.

1 = Strongly disagree	**2 = Disagree**	**3 = Neutral**	**4 = Agree**	**5 = Strongly agree**

	STATEMENT	SCALE				
		1	2	3	4	5
H1	The municipality provide relevant, timely, cost-effective and useful services that are beneficial to the citizens.					
H2	The municipality is providing services that meet the needs of the users in the most efficient and effective ways.					
H3	The extent to which the output, performance or service provided by the municipality satisfies the client and meets the required quality and standard.					
H4	The services provided by the municipality are available at the time and scale that the user needs it.					
H5	The services provided by the municipality are delivered regularly and on time.					
H6	The municipality understand and act upon socio-economic needs of the citizens in order to design appropriate service delivery mechanism.					
H7	The services provided by the municipality are affordable and consistent over time.					
H8	The municipality continuously improve service delivery mechanism to meet changing needs and demands of the citizens.					
H9	The municipality intensify effort to improve revenue collection.					

Thank you for your time and effort in completing this questionnaire!

Addendum (B): List of tables

SECTION A: Demographic Information

Biographical information of the respondents is presented in this section.

Table 4.A1 Gender of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	52	86	86	86
	female	8	14	14	100
	Total	60	100	100	

Table 4.A1 reveals that the majority (86%) of the respondents were males which is a true reflection of the gender composition of the staff compliment in the CoT. A total of 8 respondents representing 14% of the 60 respondents were female.

Table 4.A2: Age group of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 – 29 years	3	5	5	5
	30 - 39 years	19	32	32	37
	40 - 49 years	24	40	40	77
	50 - 59 years	13	22	22	98
	Above 60 years	1	2	2	100
	Total	60	100	100	

Table 4.A2 shows that the largest group of the participants (40%) belong to the 40 - 49 age group followed closely by the 30-39 age group (32%). The 50-59 age group represents 22%, 5% of the participants belong to the age group 20-29 years and the smallest of participants (2%) above 60 years.

Table 4.A3: Highest academic qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Matric	16	27	27	27

	Diploma	14	23	23	50
	Degree	20	33	33	83
	Post graduate degree	10	17	17	100
	Total	60	100	100	

Table 4.A3 indicates that 33% of the respondents have degrees, 27% have matric, 23% have diplomas and 17% hold a post graduate degree. None of the respondents had a qualification below metric which may not be a true reflection of the municipality employees composition due to political deployments which are common place to municipalities in South Africa.

Table 4.A4: Level of employment of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top management	6	10	10	10
	Middle management	18	30	30	40
	Lower management	11	18	18	58
	Operational personnel (service deliverer)	22	37	37	95
	Others	3	5	5	100
	Total	60	100	100	

The results from table 4.A4 show that 37% of the participants are operational personnel, 30% are middle management, 18% are lower level management followed by 10% of top management.

SECTION B: The Control Environment

The control environment was assessed on the basis of thirteen questions.

Table 4.B1: The qualification of municipal manager is postgraduate degree

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	0	0	0	0
	Disagree	3	5	5	5
	Neutral	4	7	7	12
	Agree	16	27	27	38
	Strongly agree	37	62	62	100
	Total	60	100	100	

Table 4.B1 shows that 89% of the participants agree that the municipal manager has a post graduate degree, 7% remains neutral whilst a smaller number of the participants (5%) disagree with the statement.

Table 4.B2: ***The Municipality employs a system that continually evaluates the performance of the Key Performance Areas, (KPA's) against their designated Key Performance Indicators, (KPI's).***

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	10	10	10
	Disagree	7	12	12	22
	Neutral	13	22	22	43
	Agree	19	32	32	75
	Strongly agree	15	25	25	100
	Total	60	100	100	

Table 4.B2 shows that 57% of the participants agree that the CoT employs some form of system that continually evaluates the KPAs against their designated KPIs as opposed to 22% that indicated that they do not have a performance management system and 22% remains neutral.

Table 4.B3: The municipality have vacant positions in the Executive Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	5	5	5
	Disagree	16	27	27	32
	Neutral	17	28	28	60
	Agree	12	20	20	80
	Strongly agree	12	20	20	100
	Total	60	100	100	

As showed in table 4.B3, 40% of the participants indicated that there are executive positions vacant as opposed to 32% who disagree. 28% remains neutral with the statement.

Table 4.B4: The municipal manager has formal training in strategic management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	3	3	3
	Disagree	5	8	8	12
	Neutral	19	32	32	43
	Agree	19	32	32	75
	Strongly agree	15	25	25	100
	Total	60	100	100	

Table 4.B4 illustrates that 57% believe that the municipal manager has training in strategic management and less than 11% believe he does not have whilst 32% is undecided.

Table 4.B5: The municipality employs a regular skills audit for the executive management staff

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	3	3	3
	Disagree	13	22	22	25
	Neutral	25	42	42	67
	Agree	16	27	27	93
	Strongly agree	4	7	7	100
	Total	60	100	100	

Table 4.B5 shows that 34% of the participants agree than a regular skills audit for the executive exists whilst 25% do not believe the audit exists, while 41% is undecided.

Table 4.B6: The municipality employs a regular skills audit for the other employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	13	13	13
	Disagree	18	30	30	43
	Neutral	16	27	27	70
	Agree	15	25	25	95
	Strongly agree	3	5	5	100
	Total	60	100	100	

Table 4.B6 shows that 43% of the participants disagree that a regular skills audit for employs exists in the municipality whilst 30% agree that a skills audit exists. The remaining 27% of the participants remains neutral.

Table 4.B7: The municipality employs skills development strategy for the employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	10	17	17	17
	Disagree	12	20	20	37
	Neutral	14	23	23	60
	Agree	17	28	28	88
	Strongly agree	7	12	12	100
	Total	60	100	100	

Table 4.B7 indicates that 40% of the research participants agree that the municipality employ skills development strategy for the employees. This is opposed to 37% that do not believe the skills development strategy exists and 23% are neutral. It is clear that the existence of the strategy is ambiguous. Ekpo (2008) points out that skills development is a key ingredient for effective service delivery within an organisation.

Table 4.B8: Every position on the municipal organogram have a comprehensive and complete job description

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	8	8	8
	Disagree	7	12	12	20
	Neutral	9	15	15	35
	Agree	23	38	38	73
	Strongly agree	16	27	27	100
	Total	60	100	100	

Table 4.B8 demonstrates that 65% of the research participants agree that every position on the municipal organogram have a comprehensive and complete job description, 20% disagree whilst 15% are neutral with the statement. This shows that most positions have job descriptions clearly outlined.

Table 4.B9: Job descriptions re-evaluated on a regular basis

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	18	30	30	30
	Disagree	18	30	30	60
	Neutral	12	20	20	80
	Agree	6	10	10	90
	Strongly agree	6	10	10	100
	Total	60	100	100	

Table 4.B9 shows that only 20% out of the 60% participants agree that job descriptions are re-evaluated on a regular basis, 60% do not agree whilst 20% are neutral.

Table 4.B10: The municipality has a lack in finances to deliver on set indicators for the KPA's as set in the strategy plan.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	8	8	8
	Disagree	3	5	5	13
	Neutral	16	27	27	40
	Agree	25	42	42	82
	Strongly agree	11	18	18	100
	Total	60	100	100	

Table 4.B10 shows that 60% of the participants agree that the municipality has a lack of finances to deliver on set indicators for the KPA's as set in the strategy plan compared to 13% who disagree. 27% remains neutral with the statement.

Table 4.B11: The municipality has a lack in personnel to deliver on set indicators for the KPA's as set in the integrated development plan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	2	2	2
	Disagree	6	10	10	12
	Neutral	7	12	12	23
	Agree	24	40	40	63
	Strongly agree	22	37	37	100
	Total	60	100	100	

Table 4.B11 shows that 77% of the participants agree that the municipal has a lack of personnel to deliver their strategies, 12% disagree as well as 12% remaining neutral to the statement.

Table 4.B12: The municipality has a lack in equipment to deliver on set indicators for the KPA's as set in the integrated development plan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	3	3	3
	Disagree	6	10	10	13
	Neutral	7	12	12	25
	Agree	23	38	38	63
	Strongly agree	22	37	37	100
	Total	60	100	100	

Table 4.B12 shows that 75% of the participants agree that the municipality lacks equipment to deliver on their KPA as compared to 13% who disagree. The remaining 12% of the participants are neutral.

Table 4.B13: The municipality has a lack in strategic capacity/planning to deliver on set indicators for the KPA's as set in the integrated development plan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	43	3	3
	Disagree	6	20	10	13
	Neutral	14	23	23	37
	Agree	26	3	43	80
	Strongly agree	12	10	20	100
	Total	60	100	100	

Table 4.B13 shows that out of the 60 respondents, 63% of the participants disagree that the municipality lacks strategic capacity to deliver on KPAs, 13% agree and 23% remains neutral.

SECTION C: The Strategy Plan (SP)

The strategy environment was assessed on the basis of six questions.

Table 4.C1: The municipality in the SP planning phase, identify risk in accomplishing their objectives

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	7	7	7
	Disagree	8	13	13	20
	Neutral	18	30	30	50
	Agree	21	35	35	85
	Strongly agree	9	15	15	100
	Total	60	100	100	

Table 4.C1 illustrates that 50% of the participants agree that the municipality, in the SP phase, identify risks in accomplishing their objectives whilst 20% disagree with the point and 30% is undecided.

Table 4.C2: Every department in the municipality created a business plan to accomplish their KPA's as set in the SP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	5	5	5
	Disagree	12	20	20	25
	Neutral	18	30	30	55
	Agree	17	28	28	83
	Strongly agree	10	17	17	100
	Total	60	100	100	

Table 4.C2 shows that 45% of the participants also point out that every department in the municipality created a business plan to accomplish their KPA's as set in the Strategic Plan. 25% however disagree that every department created a business plan and 30% undecided.

Table 4.C3: The municipality re-evaluate their business plans

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	5	5	5
	Disagree	11	18	18	23
	Neutral	24	40	40	63
	Agree	15	25	25	88
	Strongly agree	7	12	12	100
	Total	60	100	100	

Table 4.C3 shows that 37% of the participants the municipality re-evaluate their business plans compared to 23% disagree and 40% is undecided.

Table 4.C4: The municipality engage in performance management for each employee

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	11	18	18	18
	Disagree	19	32	32	50
	Neutral	16	27	27	77
	Agree	11	18	18	95
	Strongly agree	3	5	5	100
	Total	60	100	100	

Table 4.C4 shows that 50% of the participants disagree that the Municipality engages in performance management for each employee as compared to 23% who agree whilst 27% remains neutral with the statement.

Table 4.C5: The individual's performance is linked to a form of compensation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	18	30	30	30
	Disagree	16	27	27	57
	Neutral	11	18	18	75
	Agree	10	17	17	92
	Strongly agree	5	8	8	100
	Total	60	100	100	

Table 4.C5 demonstrate that 57% of the participants disagree that the individual's performance is linked to a form of compensation, 25% believe that it is whilst 18% are neutral with the statement.

Table 4.C6: The individual's performance is discussed with the individual to specifically identify strengths and weaknesses

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	10	17	17	17
	Disagree	19	32	32	48
	Neutral	12	20	20	68
	Agree	13	22	22	90
	Strongly agree	6	10	10	100
	Total	60	100	100	

Table 4.C6 shows that 49% of the participants disagree that the individual's performance is discussed with the individual to specifically identify strengths and weaknesses and 32% believe that it is and 20% is neutral.

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SECTION D: The Control Activities

Table 4.D1: The rate of personnel turnover of Executive Management positions in the municipality is high.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	5	5	5
	Disagree	12	20	20	25
	Neutral	25	42	42	67
	Agree	15	25	25	92
	Strongly agree	5	8	8	100
	Total	60	100	100	

Table 4.D1 shows that 33% agree that the rate of personnel turnover of Executive Management positions in the municipality is high compared to 25% who disagree whilst 42% is remains neutral.

Table 4.D2: The municipality employ a policy or procedure to effect timely identification of deviations from the business plan.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	5	5	5
	Disagree	17	28	28	33
	Neutral	25	42	42	75
	Agree	13	22	22	97
	Strongly agree	2	3	3	100
	Total	60	100	100	

Table 4.D2 shows that 33% of the participants disagree that the municipality employ a policy or procedure to effect timely identification of deviations from the business plan whilst 25% agree and 42% remains neutral.

Table 4.D3: The municipality's policies, procedures and practices are revaluated on a regular basis.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	10	10	10
	Disagree	19	32	32	42
	Neutral	19	32	32	73
	Agree	12	20	20	93
	Strongly agree	4	7	7	100
	Total	60	100	100	

Table 4.D3 shows that 42% of the participants disagree that the municipality's policies, procedures and practices are re-evaluated on a regular basis compared to 27% who agree to this point. 32% is neutral.

Table 4.D4: All policies, procedures and practices used by the municipality are documented

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	2	2	2
	Disagree	9	15	15	17
	Neutral	9	15	15	32
	Agree	32	53	53	85

	Strongly agree	9	15	15	100
	Total	60	100	100	

Table 4.D4 shows that 68% of the participants agree that all policies, procedures and practices used by the municipality are documented compared to 17% who don't. 15% remains neutral.

Table 4.D5: All policies, procedures and practices used by the municipality are readily available to any employee.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	10	10	10
	Disagree	13	22	22	32
	Neutral	18	30	30	62
	Agree	18	30	30	92
	Strongly agree	5	8	8	100
	Total	60	100	100	

Table 4.D5 indicate that 38% of the participants agree that all policies, procedures and practices used by the municipality are readily available to any employee compare to 32% who disagree and 30% is neutral.

Table 4.D6: The applicable policies, procedures and practices are communicated to personnel on a regular basis

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	10	10	10
	Disagree	26	43	43	53
	Neutral	12	20	20	73
	Agree	15	25	25	98
	Strongly agree	1	2	2	100
	Total	60	100	100	

Table 4.D6 shows that 53% of the participants disagree that the applicable policies, procedures and practices are communicated to personnel on a regular basis, 27% agree with the point and 20% remains neutral.

Table 4.D7: The municipality use quality evaluating system to determine the level of service they are providing to the community, such as Client surveys, Complaint monitoring etc.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	5	5	5
	Disagree	20	33	33	38
	Neutral	11	18	18	57
	Agree	22	37	37	93
	Strongly agree	4	7	7	100
	Total	60	100	100	

Table 4.D7 shows that 44% of the participants agree that the municipality use quality evaluating system to determine the level of service they are providing to the community, such as Client surveys, Complaint monitoring and 38% disagree. 18% remains neutral on the statement.

Table 4.D8: The municipality make use of procedures or protocol to capture and evaluate service delivery complaints made by the community.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	8	8	8
	Disagree	13	22	22	30
	Neutral	15	25	25	55
	Agree	24	40	40	95
	Strongly agree	3	5	5	100
	Total	60	100	100	

Table 4.D8 shows that 45% of the participants agree that the municipality make use of procedures or protocol to capture and evaluate service delivery complaints made by the community compared to 30% who disagree. 25% of the 60 participants remains neutral.

SECTION E: The Management Information System (MIS)

The MIS was assessed on the basis of six questions.

Table 4.E1: The MIS, currently used by the municipality, is capable of generating relevant reports on the performance of the municipality.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	3	3	3
	Disagree	7	12	12	15
	Neutral	29	48	48	63
	Agree	17	28	28	92
	Strongly agree	5	8	8	100
	Total	60	100	100	

Table 4.E1 shows that 36% of the participants agree that the MIS, currently used by the municipality, is capable of generating relevant reports to the performance of the municipality compared to 15% who disagree while 48% remains neutral.

Table 4.E2: The top management identifies the reports they need to have generated by the MIS to assess effective performance management.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	3	3	3
	Disagree	14	23	23	27
	Neutral	26	43	43	70
	Agree	16	27	27	97
	Strongly agree	2	3	3	100
	Total	60	100	100	

Table 4.E2 shows that 30% of the participants agree that the top management identifies the reports they need to have generated by the MIS to assess effective performance management compared to 26% who disagree and 43% is undecided.

Table 4.E3: The MIS, currently used by the municipality, capable of generating relevant financial reports.

	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Strongly disagree	2	3	3	3
	Disagree	10	17	17	20
	Neutral	21	35	35	55
	Agree	22	37	37	92
	Strongly agree	5	8	8	100
	Total	60	100	100	

Table 4.E3, 45% of the respondents agree that the MIS, currently used by the municipality, capable of generating relevant financial reports compared to 20% who disagree and 35% is neutral.

Table 4.E4: All municipal employees designated to use the MIS are trained in operating the system.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	5	5	5
	Disagree	9	15	15	20
	Neutral	26	43	43	63
	Agree	19	32	32	95
	Strongly agree	3	5	5	100
	Total	60	100	100	

In table 4.E4, the 37% of the participants agree that all municipal employees designated to use the MIS are trained in operating the system compared to 20% who disagree and 43% remains neutral.

Table 4.E5: The system is user friendly / easy to use.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	7	7	7
	Disagree	9	15	15	22
	Neutral	26	43	43	65
	Agree	17	28	28	93
	Strongly agree	4	7	7	100
	Total	60	100	100	

In table 4.E5, 35% of the participants agree that the system is user friendly / easy to use whilst 22% disagree and 43% of the 60 participants are neutral.

Table 4.E6: The operating speed of the MIS is conducive to the employees making use of the System.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	2	2	2
	Disagree	7	12	12	13
	Neutral	29	48	48	62
	Agree	19	32	32	93
	Strongly agree	4	7	7	100
	Total	60	100	100	

Table 4.E6 shows that 39% of participants agree that the operating speed of the MIS is conducive to the employees making use of the System, 13% disagree whilst the majority of the respondents (48%) remains neutral.

SECTION F: Performance Monitoring

Performance monitoring was assessed on the basis of five questions.

Table 4.F1: The municipality have an internal auditor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	0	0	0	0
	Disagree	3	5	5	5
	Neutral	6	10	10	15
	Agree	30	50	50	65
	Strongly agree	21	35	35	100
	Total	60	100	100	

Table 4.F1 shows that majority of the participants (85%) confirmed that the municipality has an internal auditor, minority (5%) disagreed whilst 10% of the 60 participants remains neutral.

Table 4.F2: The municipality have an internal audit committee

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	0	0	0	0
	Disagree	6	10	10	10
	Neutral	13	22	22	32
	Agree	23	38	38	70
	Strongly agree	18	30	30	100
	Total	60	100	100	

In table 4.F2, 68% of the 60 participants also confirm that the municipality has an Internal Audit committee, 22% is neutral and 10% disagree.

Table 4.F3: The committee meet on a regular basis

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	2	2	2
	Disagree	9	15	15	17
	Neutral	34	57	57	73
	Agree	9	15	15	88
	Strongly agree	7	12	12	100
	Total	60	100	100	

The results in table 4.F3 shows that most of the participants are not sure whether the committee meets on a regular basis with 57% being neutral, 17% disagreed that committee meets and 27% agreed.

Table 4.F4: The municipality's financial statements are reviewed quarterly by management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	3	3	3
	Disagree	5	8	8	12
	Neutral	20	33	33	45
	Agree	25	42	42	87
	Strongly agree	8	13	13	100
	Total	60	100	100	

The results in table 4.F4 show that 55% of the participants agree that the Municipality's financial statements are reviewed quarterly by Management, 11% disagree and 33% neutral.

Table 4.F5: The municipality explore other control deficiency reporting mechanism other than internal auditing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	0	0	0	0
	Disagree	7	12	12	12
	Neutral	28	47	47	58
	Agree	20	33	33	92
	Strongly agree	5	8	8	100
	Total	60	100	100	

In table 4.F5, 41% of the participants believe that the municipality explore other Control deficiency reporting mechanism other than Internal Auditing and 12% disagree, whilst 47% is neutral.

SECTION G: The Integrity and Ethical Values

Eleven questions was used to assessed integrity and values. Bolatito and Ibrahim, (2014) confirm that integrity and ethical values have for decades been at the centre of service delivery in local government entities.

Table 4.G1: Senior management of the municipality carries the communication that integrity and ethical norms cannot be bargained, both in words and in actions.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	13	13	13
	Disagree	22	36	37	50
	Neutral	16	27	27	77
	Agree	13	22	22	98
	Strongly agree	1	2	2	100
	Total	60	100	100	

In table 4.G1 shows that 49% of the participants disagree with the point senior management of the municipality carries the communication that integrity and ethical norms cannot be bargained, both in words and in actions compared to 24% who agree with the statement. 27% are neutral with the statement.

Table 4.G2: Senior management has developed a code that addresses ethics

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	2	2	2
	Disagree	16	27	27	28
	Neutral	17	28	28	57
	Agree	19	32	32	88
	Strongly agree	7	12	12	100
	Total	60	100	100	

Table 4.G2 demonstrate that 44% of the participants agree that senior management has developed a code that defines key ethical protocols 29% disagree to the statement whilst 28% remains neutral.

Table 4.G3: Senior management has developed a code of business conduct that emphasizes the municipality's commitment to fair and honest dealings with customers, suppliers and other external parties

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	8	8	8
	Disagree	13	22	22	30
	Neutral	17	28	28	58
	Agree	19	32	32	90
	Strongly agree	6	10	10	100
	Total	60	100	100	

Table 4.G3 shows that 42% of the participants agree that senior management has developed a code of business conduct that emphasizes the municipality's commitment to fair and honest dealings with customers, suppliers and other external parties, 30% disagree and the remaining 28% remained neutral.

Table 4.G4: Performance expectations and incentives are designed so as to not create undue temptations to violate laws, rules, regulations, and municipality policies and procedures

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	8	8	8
	Disagree	8	13	13	22
	Neutral	29	48	48	70
	Agree	16	27	27	97
	Strongly agree	2	3	3	100
	Total	60	100	100	

In table 4.G4 shows that 30% of the participants agree and 21% disagree, whilst 48% is undecided.

Table 4.G5: New employees receive copies of the municipality's code of ethics and code of business direct and are trained as to how these guidelines are applied

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	13	13	13
	Disagree	12	20	20	33
	Neutral	14	23	23	57
	Agree	19	32	32	88
	Strongly agree	7	12	12	100
	Total	60	100	100	

The results in table 4.G5 reveal that 44% of the participants agree that new employees receive copies of the municipality's code of ethics and code of business direct and are trained as to how these rules apply to particular genuine circumstances regular to the municipality's business environment, 33% disagree whilst 23% remained neutral with the point.

Table 4.G6 Existing employees are provided with updated copies of the municipality's code of ethics and code of business conduct at least yearly

	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Strongly disagree	13	22	22	22
	Disagree	21	35	35	57
	Neutral	9	15	15	72
	Agree	16	27	27	98
	Strongly agree	1	2	2	100
	Total	60	100	100	

Table 4.G6 revealed that 57%% of the participants disagree that existing employees are given with updated copies of the municipality's code and code of business lead at any rate yearly, and get intermittent retraining on the use of these rules to the region's business condition, 29% agree with the point while 15% are neutral.

Table 4.G7: Customer, vendors and all parties receive an updated copy of ethics yearly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	13	13	13
	Disagree	13	22	22	35
	Neutral	32	53	53	88
	Agree	6	10	10	98
	Strongly agree	1	2	2	100
	Total	60	100	100	

In table 4.G7 shows that 35% of the participants disagree that clients, sellers, and other outer gatherings get a duplicate of the municipal code of business lead at any rate yearly and authoritative game plans with these gatherings incorporate necessities for adherence to the district's code of morals and code of business direct, whilst 12% agree. 53% is undecided.

Table 4.G8: All new employees sign the code of ethics and business conduct indicating that they have read and understand these codes

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	8	8	8
	Disagree	15	25	25	33
	Neutral	17	28	28	62

	Agree	18	30	30	92
	Strongly agree	5	8	8	100
	Total	60	100	100	

In table 4.G8, 38% of the participants agree that every single new employees sign the code of morals and business lead demonstrating that they have perused and comprehend these codes 33% disagree and 28% remains neutral.

Table 4.G9: All existing employees sign an annual contract acknowledging that they have read the most recent versions of the code of ethics

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	17	28	28	28
	Disagree	28	47	47	75
	Neutral	5	8	8	83
	Agree	8	13	13	97
	Strongly agree	2	3	3	100
	Total	60	100	100	

Table 4.G9 shows that 75% of the participants disagree that every current representative sign a yearly contract recognizing that they have perused the latest renditions of the code of morals and business direct and that they comprehend and are in consistence with these codes 16% agree whilst 8% are neutral.

Table 4.G10: HR or hiring department management monitor whether new and existing employees have completed the required preparing on the codes of ethics and business conduct

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	11	17	18	18
	Disagree	22	37	37	55
	Neutral	16	27	27	82
	Agree	10	17	17	98
	Strongly agree	1	2	2	100
	Total	60	100	100	

In table 4.G10, 54% of the participants disagree that HR or hiring division administration screen whether new and existing representatives have finished the required preparing on the codes of morals and business direct, 19% agree and 27% remain neutral.

Table 4.G11: Allegations of violations of the municipality's codes of ethics and business conduct are appropriately investigated, and the necessary corrective, disciplinary, and remedial actions happen timely.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	13	13	13
	Disagree	17	28	28	42
	Neutral	16	27	27	68
	Agree	15	25	25	93
	Strongly agree	4	7	7	100
	Total	60	100	100	

Table 4.G11 shows that 41% of the participants do not agree with the point that allegations of infringement of the district's codes of morals and business conduct are appropriately researched, and the fundamental restorative, disciplinary, and healing activities happen convenient, 32% agree and 27% neutral.

The Constitution of the Republic of South Africa, 1996, makes various calls for ethical behaviour by municipal officials and councillors. Section 96(1) states that public officials must act in accordance with a code of ethics prescribed by national legislation. Section 195 of the Constitution states that public administration must be conducted with the democratic values and principles enshrined in the Constitution,

CoT as a South African based municipality, it must be bound to, and comply with, the laws of South Africa, specifically The Prevention and Combating of Corrupt Activities Act No.12 of 2004 (PCCA) in this regard.

SECTION H: Effective Service Delivery

Nine questions was used to assess the effectiveness of service delivery. The quality, cost and relevance of the service delivered impacts and forms the foundation of service delivery in municipalities (Adeyemi, 2013).

Table 4.H1: The municipality provide relevant, timely, cost-effective and useful services that are beneficial to the citizens.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	7	7	7
	Disagree	15	25	25	32
	Neutral	11	18	18	50
	Agree	24	40	40	90
	Strongly agree	6	10	10	100
	Total	60	100	100	

In table 4.H1 shows that majority (50%) of the participants agree that the municipality provide relevant, timely, cost-effective and useful services that are beneficial to the citizen, 32% disagree and 18% representing the minority remains neutral.

Table 4.H2: The municipality is providing services that meet the needs of the users in the most efficient and effective ways.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	3	3	3
	Disagree	18	30	30	33
	Neutral	11	18	18	52
	Agree	27	45	45	97
	Strongly agree	2	3	3	100
	Total	60	100	100	

In table 4.H2, 48% out of the 60 of participants agree that the municipality is providing services that meet the needs of the users in the most efficient and effective ways, 33% disagree whilst 18% remains neutral.

Table 4.H3: The extent to which the output, performance or service provided by the municipality satisfies the client and meets the required quality and standard.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	3	3	3
	Disagree	19	32	32	35
	Neutral	20	33	33	68
	Agree	17	28	28	97
	Strongly agree	2	3	3	100
	Total	60	100	100	

In table 4.H3, 35% of participants do not agree with the point that the extent to which the output, performance or service provided by the municipality satisfies the client and meets the required quality and standard compared to 31% who agree whilst the remaining 33% are neutral.

Table 4.H4: The services provided by the municipality are available at the time and scale that the user needs it.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	10	10	10
	Disagree	18	30	30	40
	Neutral	15	25	25	65
	Agree	17	28	28	93
	Strongly agree	4	7	7	100
	Total	60	100	100	

Table 4.H4 shows that 40% of the participants disagreed that with the fact that the services provided by the municipality are available at the time and scale that the user needs it, 35% agree with the point and the remaining 25% are neutral.

Table 4.H5: The services provided by the municipality are delivered regularly and on time.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	10	10	10
	Disagree	24	40	40	50
	Neutral	15	25	25	75
	Agree	13	22	22	97
	Strongly agree	2	3	3	100
	Total	60	100	100	

In table 4.H5, 50% of the participants disagree that the services provided by the municipality are delivered regularly and on time, 25% agree and 25% are neutral.

Table 4.H6: The municipality understand and act upon socio-economic needs of the citizens in order to design appropriate service delivery mechanism.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	7	12	12	12
	Disagree	12	20	20	32
	Neutral	20	33	33	65
	Agree	19	32	32	97
	Strongly agree	2	3	3	100
	Total	60	100	100	

As shown in table 4.H6, 35% of the participants believe that the municipality understand and act upon socio-economic needs of the citizens in order to design appropriate service delivery mechanism, 32% disagree and 33% remains neutral.

Table 4.H7: The services provided by the municipality are affordable and consistent over time.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	14	23	23	23
	Disagree	12	20	20	43
	Neutral	13	22	22	65
	Agree	19	32	32	97
	Strongly agree	2	3	3	100
	Total	60	100	100	

In table 4.H7, 43% of the participants disagree that the services provided by the municipality are affordable and consistent over time, 35% agree with the point and 22% are neutral.

Table 4.H8: The municipality continuously improve service delivery mechanism to meet changing needs and demands of the citizens.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	7	12	12	12
	Disagree	19	32	32	43
	Neutral	14	23	23	67
	Agree	14	23	23	90
	Strongly agree	6	10	10	100
	Total	60	100	100	

Findings in table 4.H8 shows that 44% of the participants disagree with the point that the municipality continuously improve service delivery mechanism to meet changing needs and demands of the citizens, 33% agree and 23% are neutral.

Table 4.H9: The municipality intensify effort to improve revenue collection.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	13	13	13
	Disagree	9	15	15	28
	Neutral	13	22	22	50
	Agree	21	35	35	85
	Strongly agree	9	15	15	100
	Total	60	100	100	

In table 4.H9 shows that 50% of the participants representing the majority agree that the municipality has intensified efforts to improve revenue collection, 28% disagree and 22% representing the minority remains neutral.

Addendum (C): Permission letter to conduct a research project in the City of Tshwane Municipality

CITY OF TSHWANE
IGNITING EXCELLENCE

Research and Innovation

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My ref:	Research Permission/Ngobeni	Tel:	012 358 4559
Contact person:	Pearl Maponya	Email:	PearlMap3@tshwane.gov.za
Section/Unit:	Research and Innovation	Date:	28 February 2017

To: Mr. Abraham Ngobeni
Oscarine Crescent
Clarine Ext 22
Pretoria North
0182

Dear Mr. Ngobeni,

RE: Approval to Conduct Research on Root Cause of Violent Service Delivery Protests in the Local Government Sector within the City of Tshwane Metropolitan Municipality

Permission is hereby granted to Mr Abraham Ngobeni, a Masters Business Administration student at North- West University to conduct research in the City of Tshwane Metropolitan Municipality.

It is noted that the research study aims to explore the factors contributing to service delivery protests at the City of Tshwane. The City of Tshwane further notes that all ethical aspects of the research will be covered within the provisions of the North-West University Research Ethics Policy. The researcher will be required to sign a confidentiality agreement form with the City of Tshwane prior to conducting research.

Relevant information required for the purpose of the research project will be made available upon request. The City of Tshwane is not liable to cover the costs of the research. Upon completion of the research study, it would be appreciated that the findings in the form of a report and or presentation be shared with the City of Tshwane.

Yours faithfully,

Zukiswa Ncunyana (Ms.)
Head: Research and Innovation

28/02/2017
Date

Addendum (D): Letter from Language Practitioner

ABC SOLUTIONS

ACADEMIC AND BUSINESS COACHING SOLUTIONS

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Saturday, 4 December 2018

To whom it may concern,

Re: Letter of confirmation of language editing

The dissertation, **Factors affecting service delivery in the Tshwane Municipality,** by MA Ngobeni (26918870) was language and technically edited. The referencing and sources were checked, as far as was possible, as per NWU referencing guidelines.

The final corrections and adjustments remain the responsibility of the author.

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