

# CUSTOMER SATISFACTION SURVEY 2009



## Executive Summary

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Bureau of Market Research  
University of South Africa  
May2009

# Background

- Memorandum of Agreement (MOA) signed between the City of Tshwane (CoT) and the University of South Africa (Unisa)
- Collaboration between the CoT and Unisa
- Bureau of Market Research (BMR) at Unisa and CoT Customer Relations Management Division
- 2009 Customer Satisfaction Survey

# Contextualising the research landscape

## Exogenous factors - Macroeconomic developments

- Build-up period towards the national and provincial elections in April 2009
- Slowdown in the international and local economy
- Interest rate environment impacted directly on the spending power of many consumers
- Unstable macroeconomic environment could result in consumers and business demanding improved service quality

## Prominent environmental issues

- Widespread flooding
- Road infrastructure developments within the CoT region (Gautrain, Rea Vaya Bus Rapid Transit (BRT) system and Gauteng Freeway Improvement projects).
- These issues could and have impact(ed) on the perceptions of people of road maintenance and service and stormwater in particular.
- Other: Labour actions in the public sector, widespread cholera cases and alleged corruption within CoT structures.
- Such concerns could easily 'contaminate' the satisfaction levels of people regarding other less prominent issues.

# Study focus and aim

- Household satisfaction survey among 3 000 CoT residents
- Business satisfaction survey among 755 business establishments.
- Embassy satisfaction survey among 20 embassies.
- Mirror survey among CoT employees

## Rationale of the study

- ❖ The commitment of the CoT to continued high level service delivery performance
- ❖ To identify future challenges and priorities
- ❖ To identify service delivery priority areas
- ❖ To support local government developmental goals
- ❖ To support tactical and operational service delivery planning and strategising
- ❖ To guide performance assessment
- ❖ To provide customer inputs into decision making
- ❖ To track changes in service satisfaction levels
- ❖ To expand the data mining system of the CoT

# Focus

## 2009 service assessment model

- ❖ **General perceptions of service delivery** of the CoT and its ability to provide people with a good quality of life as well as changes in service performance delivery during the past 12 months.
- ❖ Identification of major **challenges and priorities** to be attended to during the next 12 months.
- ❖ Assessment of **core household service** delivery such as electricity, refuse collection/waste removal, neighbourhood roads, sanitation/waste water/sewerage, stormwater drainage/flooding, water provision and street/public lights.
- ❖ Assessment of ownership of and satisfaction with **pre-paid electricity and water** meters as well as satisfaction with the installation of pre-paid meters and availability of vending points.
- ❖ Assessment of **municipal tariffs/rates** with specific reference to electricity tariffs, pre-paid electricity tariffs, property rates, water tariffs, pre-paid water tariffs, refuse removal, sanitation tariffs, waste removal tariffs and bus tariffs.

# Focus

## 2009 service assessment model

- ❖ Assessment of satisfaction with **30 municipal community services** such as community halls/recreation centres, fire and rescue services/fire brigade, emergency medical and ambulance services, municipal bus service, municipal cemeteries, municipal clinics, municipal hospitals, municipal museums (eg Pretoria Art Museum), municipal theatres, Pretoria National Zoo, parks, pavements/pedestrian walkways, public libraries, public sports facilities, municipal public toilets, garden refuse sites, municipal taxi ranks, informal trading facilities, public swimming pools, recreation resorts/nature conservation areas (reserves), licensing: learner's driver's licence and driver's licence, applications/renewals), waste removal, emergency/disaster management, street sweeping and litter control, traffic lights/signals, grass cutting, road maintenance (repairs, signage, markings, speed bumps), street trees, government /social housing (low cost housing). The **utilisation levels** of each of these 30 service types were also measured.

# Focus

## 2009 service assessment model

- ❖ Assessment of **public safety** and **by-law enforcement**.
- ❖ Assessment of **billing and payment** issues.
- ❖ Assessment of **Customer Care** services.
- ❖ Assessment of involvement in **metro consultative and participatory processes**.
- ❖ Assessment of **communication** preferences.
- ❖ Perceived levels of **corruption** in the CoT.
- ❖ Perceptions of government (**Batho Pele**) principles
- ❖ Assessment of **city developments**

- ❖ The **service assessment model** designed for the 2009 CoT Customer Satisfaction Study also allowed for determining the percentage of **dissatisfied respondents** (ie those that allocated a rating of less than 6 out of 10).
- ❖ This add-on presents additional benefits offered by the CoT customer satisfaction model and serves to **direct future operational and strategic planning**.

# Chapter overview

- ❖ Chapter 1: Introduction and objective of the study
- ❖ Chapter 2: Research methodology
- ❖ Chapter 3: Household satisfaction survey findings
- ❖ Chapter 4: Business satisfaction survey findings
- ❖ Chapter 5: CoT employee mirror survey findings
- ❖ Chapter 6: Embassy survey findings
- ❖ Chapter 7: Survey gap analysis
- ❖ Chapter 8: Summary and recommendations

## CoT TOP FIVE PRIORITY AREAS, 2009

Household survey	Business survey
Unemployment Poverty Crime Safety and security HIV/AIDS	Unemployment Poverty Safety and security Crime Small business development

## THE TOP FIVE CHALLENGES/PRIORITIES BY BUSINESS SIZE CLASS

Large/medium formal	Small formal	Informal
<ul style="list-style-type: none"> <li>● Safety and security</li> <li>● Crime</li> <li>● Unemployment</li> <li>● Poverty</li> <li>● Education</li> </ul>	<ul style="list-style-type: none"> <li>● Safety and security</li> <li>● Crime</li> <li>● Poverty</li> <li>● Unemployment</li> <li>● Health care</li> </ul>	<ul style="list-style-type: none"> <li>● Unemployment</li> <li>● Poverty</li> <li>● HIV/Aids</li> <li>● Small business development</li> <li>● Safety and security</li> </ul>

# TOP BUSINESS CONSTRAINTS, 2009

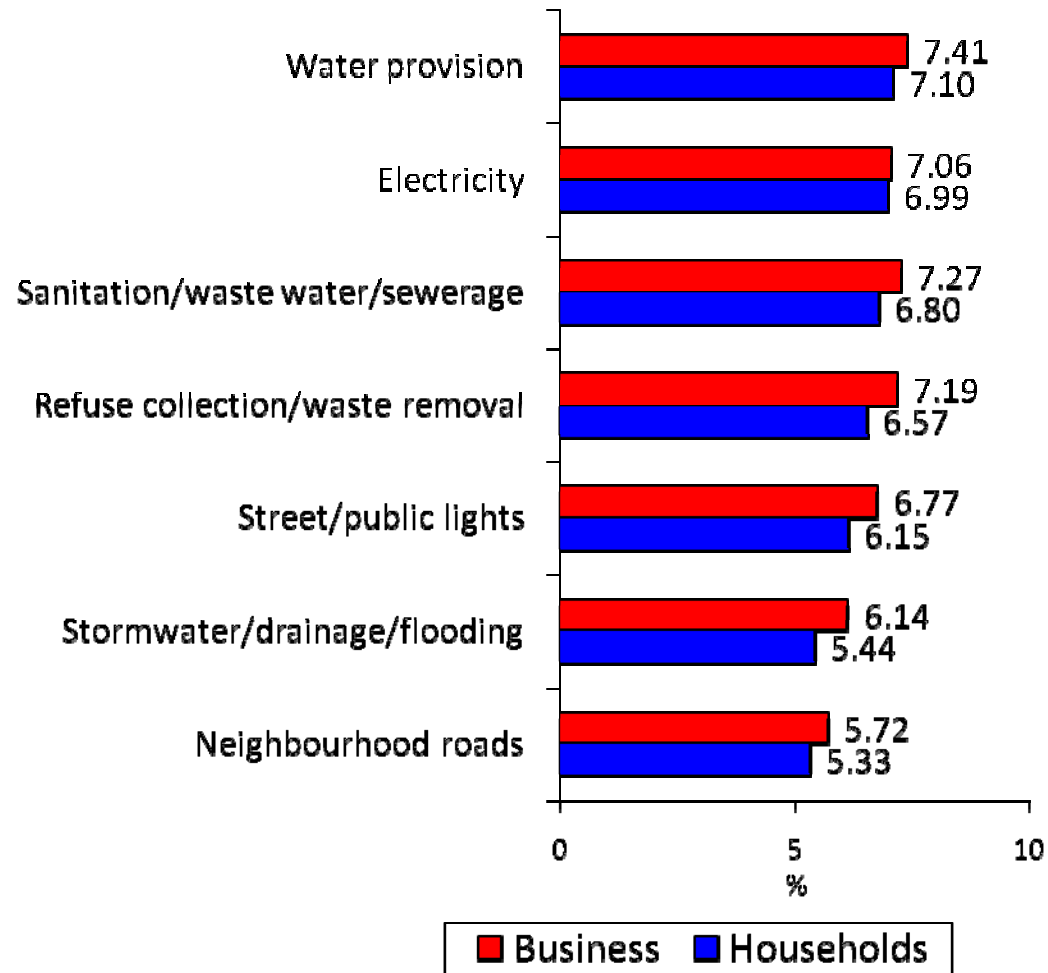
Constraints	Large/medium formal	Small formal	Informal	Total
	Rank	Rank	Rank	Rank
Crime and theft	1	1	2	1
Cost of capital/credit	6	4	6	5
Lack of access to finance	7	5	1	4
Labour regulations	3	9	8	9
Tax rates	5	6	8	6
Availability of skills	2	2	5	2
Weakening rand/exchange rate	4	3	4	3
Infrastructure provision and quality	8	6	7	6
Regulations for expanding new business	10	8	3	8
Export and import regulations/procedures	9	10	10	10

## BASIC SERVICES SATISFACTION MEAN RATING SCORES, 2009

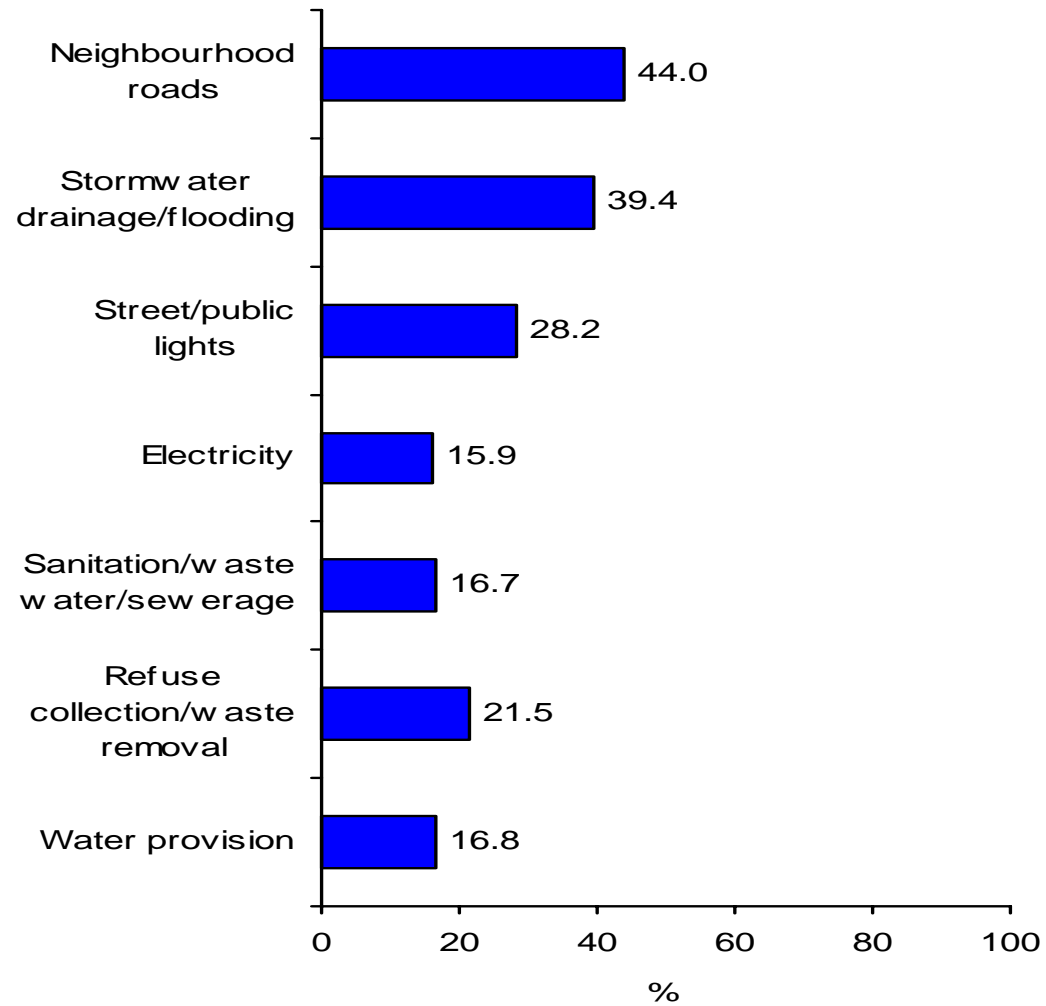
Services items	Household survey Mean rating score	Business survey Mean rating score
Electricity	6.99	7.06
Refuse collection/waste removal	6.57	7.19
Neighbourhood roads	5.33	5.72
Sanitation/waste water/sewerage	6.80	7.27
Stormwater/drainage/flooding	5.44	6.14
Water provision	7.10	7.41
Street/public lights	6.15	6.77
<b>Average rating</b>	<b>6.34</b>	<b>6.79</b>

*The service assessment model was designed to measure satisfaction ratings on a 10-point scale with 1 = extremely low and 10 = extremely high*

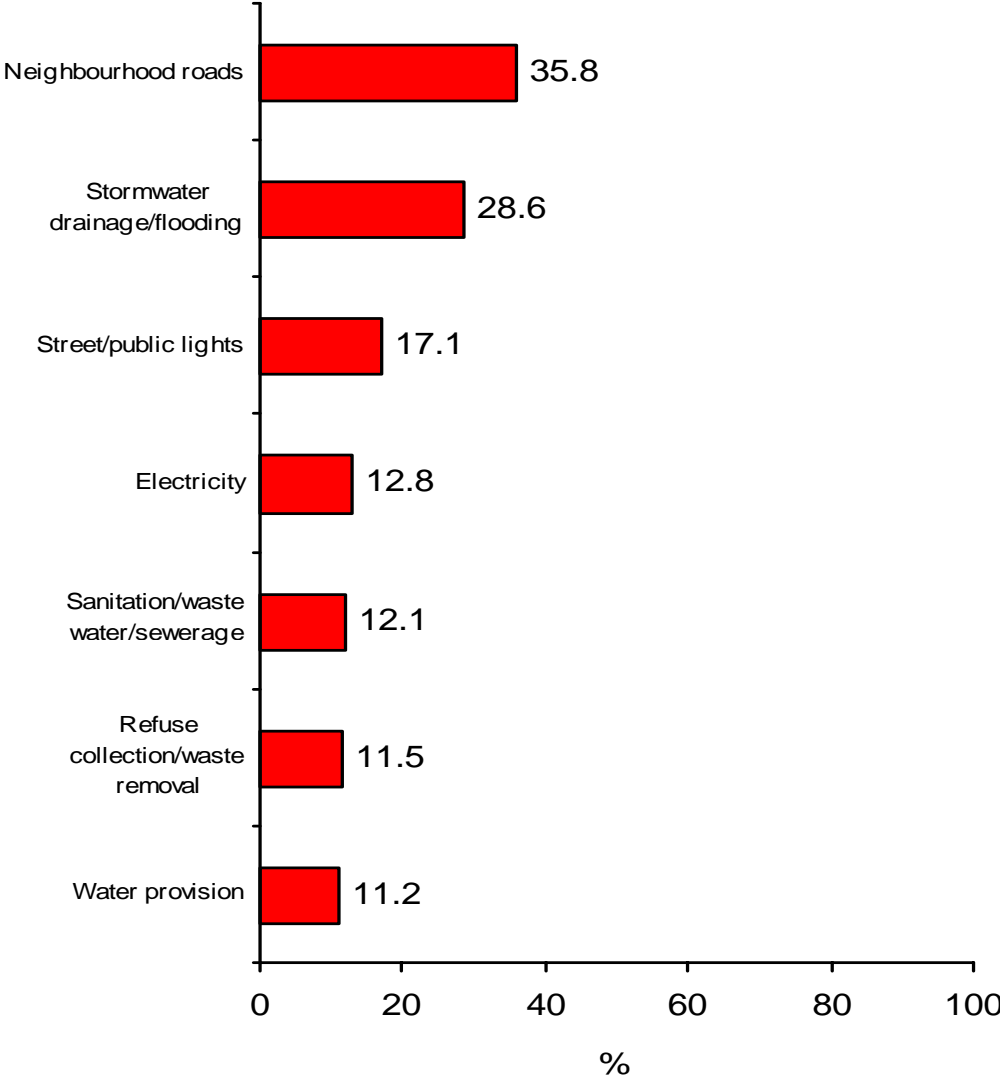
## BASIC SERVICES SATISFACTION MEAN RATING SCORES, 2009



# HOUSEHOLDS DISSATISFIED WITH CORE MUNICIPAL SERVICES, 2009



# BUSINESSES DISSATISFIED WITH CORE MUNICIPAL SERVICES, 2009



# Recommendations

## Core municipal services

Two priority core service areas require priority attention:

- Neighbourhood roads
- Stormwater drainage and flooding

## Electricity

- Improve on electricity interruptions (wards 22, 27).
- Improve access to electricity (wards 10, 17, 67, 71).

## Refuse collection

- Improve collection of refuse (wards 8, 9, 13, 14, 73, 76).

## Neighbourhood roads

- Tar roads (wards 8, 9, 13, 14, 21, 22, 26, 27, 39, 59, 73).
- Address poor road maintenance (wards 5, 29).
- Implement traffic calming measures (wards 24, 37, 76).

## Water provision

- Improve water provision (wards 24, 71, 73, 76).
- Address irregular water interruptions (ward 14).
- Improve water quality (taste) (wards 5, 74).

## Stormwater drainage

- Install stormwater drainage systems (wards 9, 13, 21, 26, 59, 73, 76).

## Street/public lights

- Improve maintenance of street lights (wards 6, 36, 38, 67).
- Provide street lighting (wards 17, 22, 24, 26, 27, 60, 71, 74).

## Sanitation and waste water

- Improve sanitation and waste water systems (wards 8, 9, 13, 24, 25, 63, 71, 73, 76).

## SATISFACTION MEAN RATINGS AND CLASSIFICATION OF TARIFFS/RATES

Tariffs/rates	Household survey Mean rating score	Business survey Mean rating score
Electricity	4.78	4.25
Pre-paid electricity	5.28	-
Property	5.25	4.45
Water	5.28	4.86
Pre-paid water	6.35	-
Refuse removal	6.02	5.77
Sanitation	5.98	5.62
Waste removal	6.15	5.69
Bus	6.51	5.38

### Recommendations: Service tariffs/rates

➤ Relative to other service items, the CoT should consider addressing the perceived higher cost of electricity and high property rates.

## COMMUNITY/COLLECTIVE SERVICES SATISFACTION MEAN RATING SCORES

Service item	Household survey Mean rating score	Business survey Mean rating score
Community halls/recreation centres	7.46	-
Fire and rescue services/fire brigade	7.17	6.36
Emergency medical and ambulance services	6.03	5.87
Municipal bus service	6.75	6.31
Municipal cemeteries	6.48	-
Municipal clinics	6.15	-
Municipal hospitals	6.96	-
Municipal museums (eg Pretoria Art Museum)	7.97	-
Municipal theatres	8.05	-
National Zoo	7.65	-
Parks	6.63	-
Pavements/pedestrian walkways	4.67	4.79
Public libraries	6.43	-
Public sports facilities	5.98	-
Municipal public toilets	6.14	5.99
Garden refuse sites	7.10	-
Municipal taxi ranks	6.55	6.59
Informal trading facilities	5.98	5.28
Public swimming pools	6.85	-

## COMMUNITY/COLLECTIVE SERVICES SATISFACTION MEAN RATING SCORES

Service item	Household survey Mean rating score	Business survey Mean rating score
Recreation resorts/nature conservation areas (reserves)	7.71	-
Licensing: learner's driver's licence	6.39	-
Licensing: driver's licence (applications/renewals)	6.27	-
Licensing: Business licence		6.24
Waste removal	6.49	-
Emergency/disaster management	7.29	4.50
Street sweeping and litter control	5.61	5.64
Traffic lights/signals	6.88	6.62
Grass cutting	5.67	5.69
Road maintenance (repairs, signage, markings, speed bumps)	6.42	6.09
Street trees	6.86	-
Government/social housing (low-cost housing)	5.09	-
Dumping sites		5.15
<b>Average</b>	<b>6.59</b>	<b>5.79</b>

# COMMUNITY/COLLECTIVE SERVICES UTILISATION

## Households

TOP 5 SERVICES		BOTTOM 5 SERVICES	
Service item	%	Service item	%
Waste removal	50.5	Fire and rescue services/fire brigade	3.8
Municipal taxi ranks	52.4	Emergency/disaster management	4.6
Municipal clinics	58.8	Public swimming pools	6.4
Municipal cemeteries	59.9	Municipal museums	6.8
Pavements/pedestrian walkways	66.8	Municipal theatres	8.9

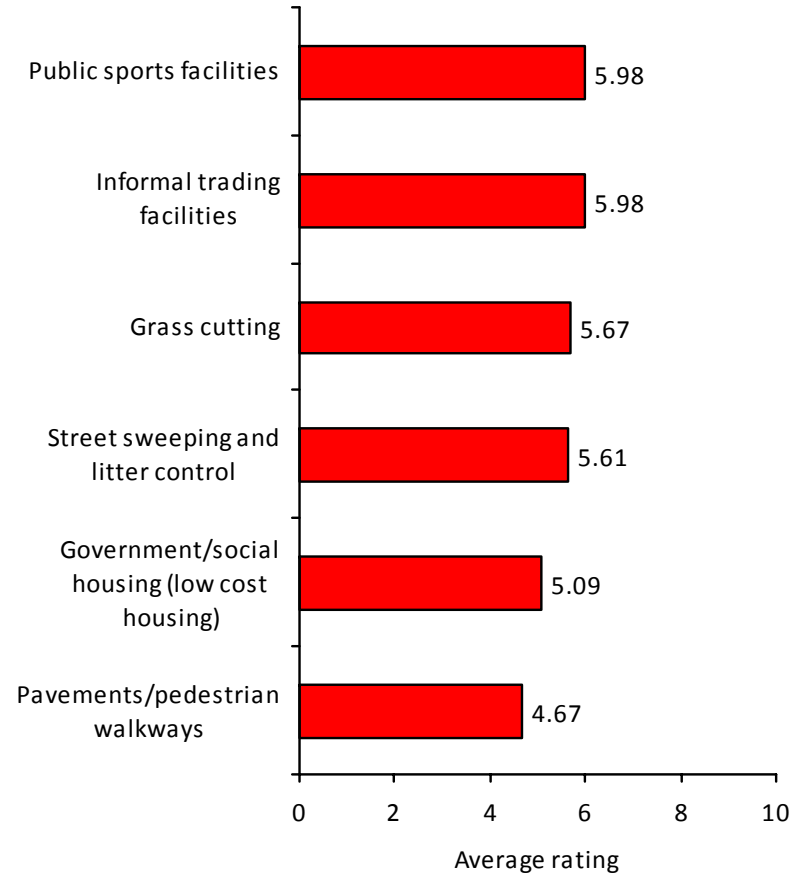
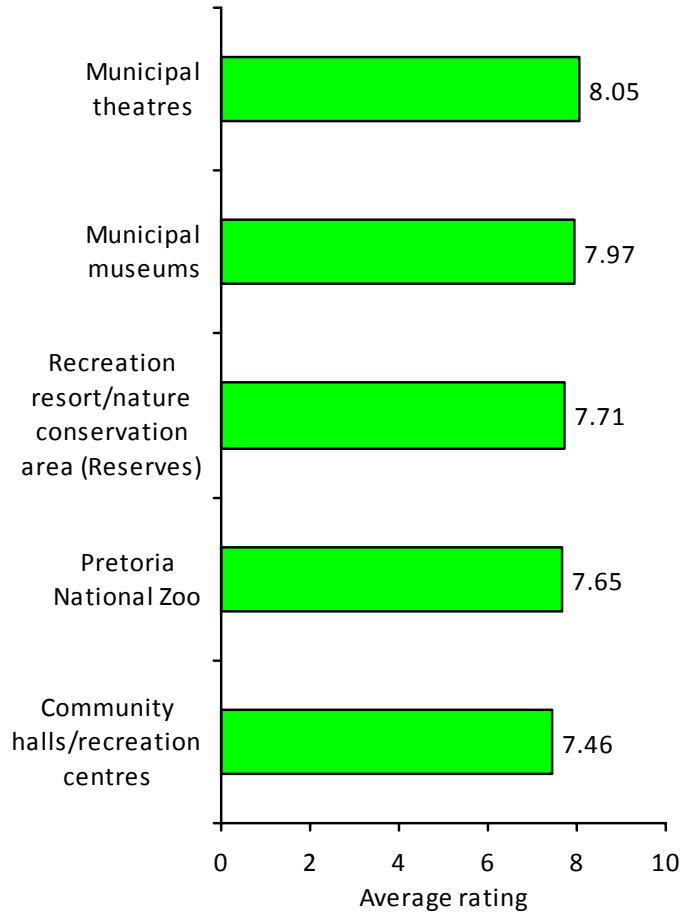
# COMMUNITY/COLLECTIVE SERVICES UTILISATION

## Businesses

TOP 5 SERVICES		BOTTOM 5 SERVICES	
Service item	%	Service item	%
Waste removal	50.5	Fire and rescue services/fire brigade	3.8
Municipal taxi ranks	52.4	Emergency/disaster management	4.6
Municipal clinics	58.8	Public swimming pools	6.4
Municipal cemeteries	59.9	Municipal museums	6.8
Pavements/pedestrian walkways	66.8	Municipal theatres	8.9

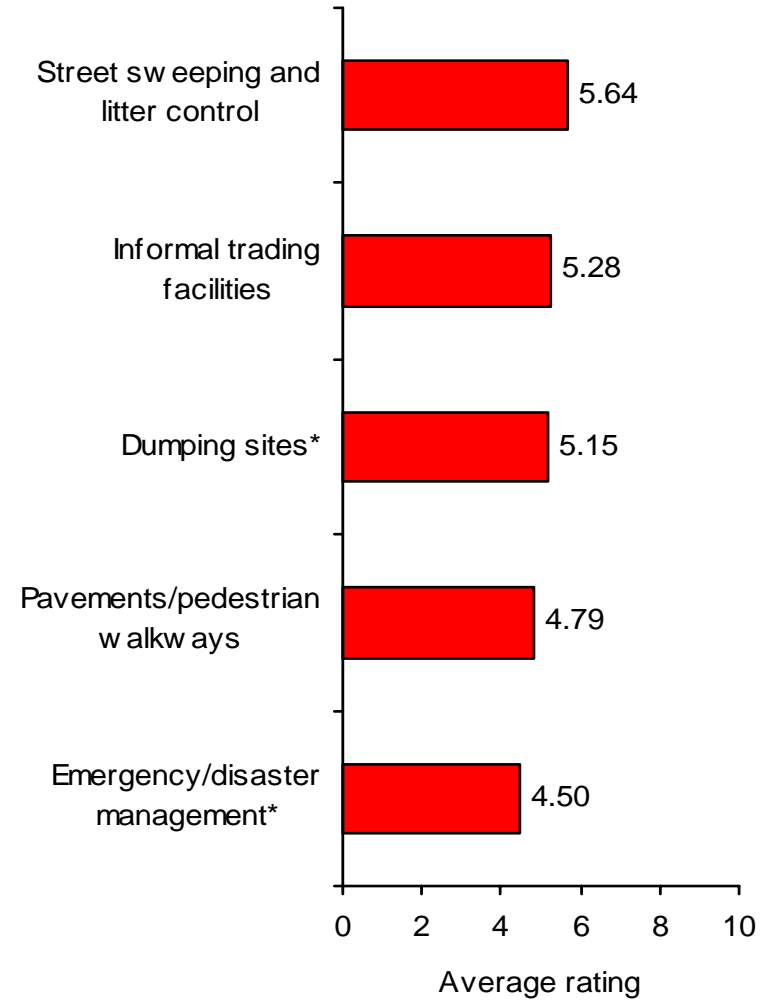
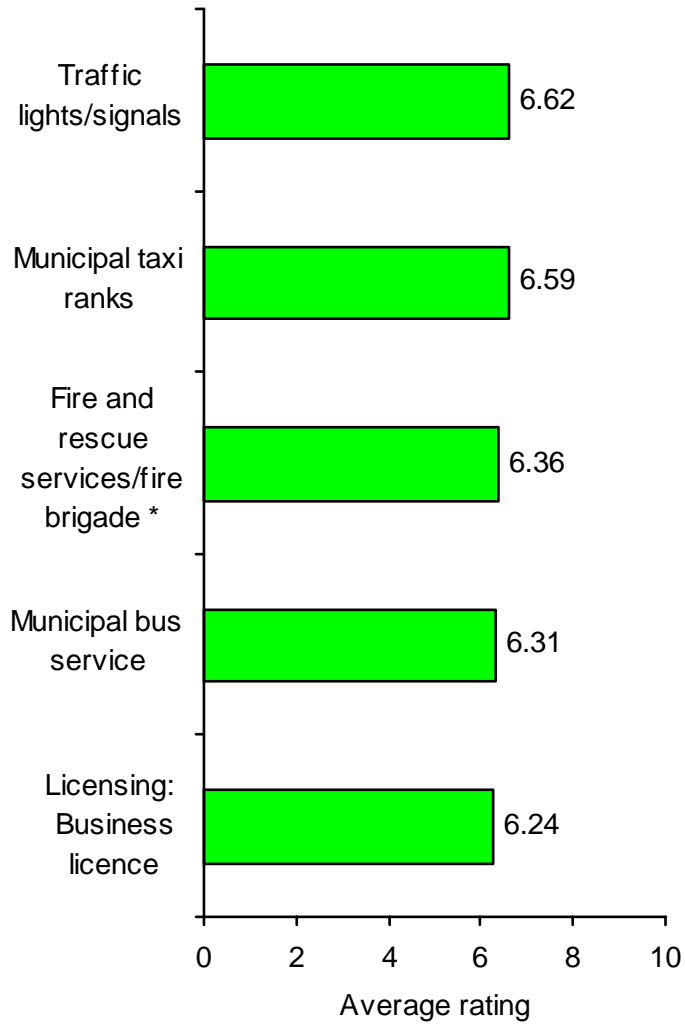
# TOP AND BOTTOM

## FIVE SATISFACTION RATINGS FOR COMMUNITY SERVICES, HOUSEHOLDS



# TOP AND BOTTOM

## FIVE SATISFACTION RATINGS FOR COMMUNITY SERVICES, BUSINESSES



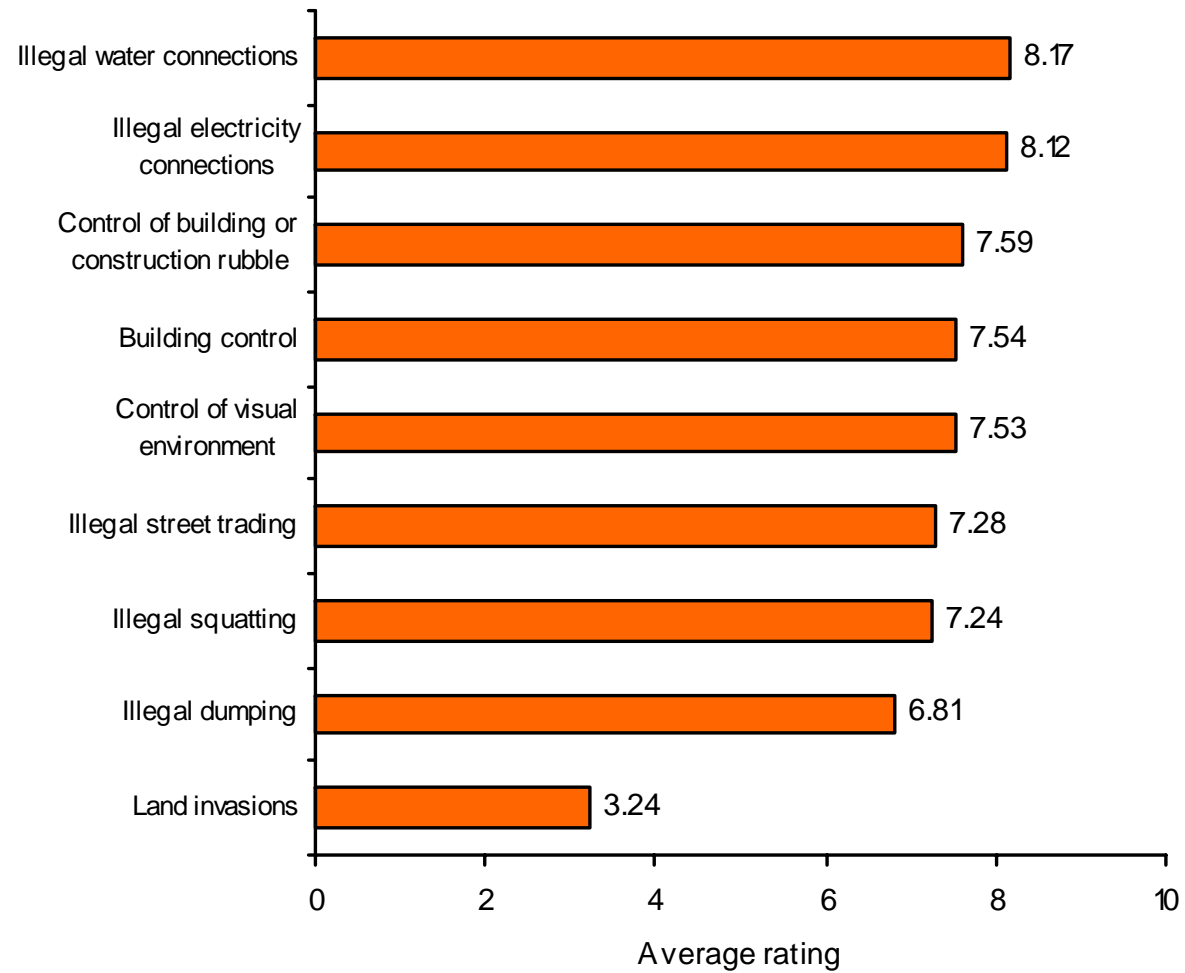
## Recommendation: Community services

- The CoT should **focus** on those **community service types never/seldom used by households/businesses** with the aim of improving future usage levels. In this regard the CoT should consider conducting a benchmark study to determine usage levels of these items among other municipalities in an attempt to guide future service usage promotion for less utilised service types.
- Concomitantly, the CoT should **focus** on those community **services utilised more frequently** but which recorded **low satisfaction ratings**. In this regard **pavements and pedestrian walkways** (wards 9, 11, 17, 18, 21, 27, 30, 31, 32, 59, 73, 74, 76) as well as **street sweeping and litter control** (wards 18, 19, 21, 29, 73) should be targeted as a key priority area.

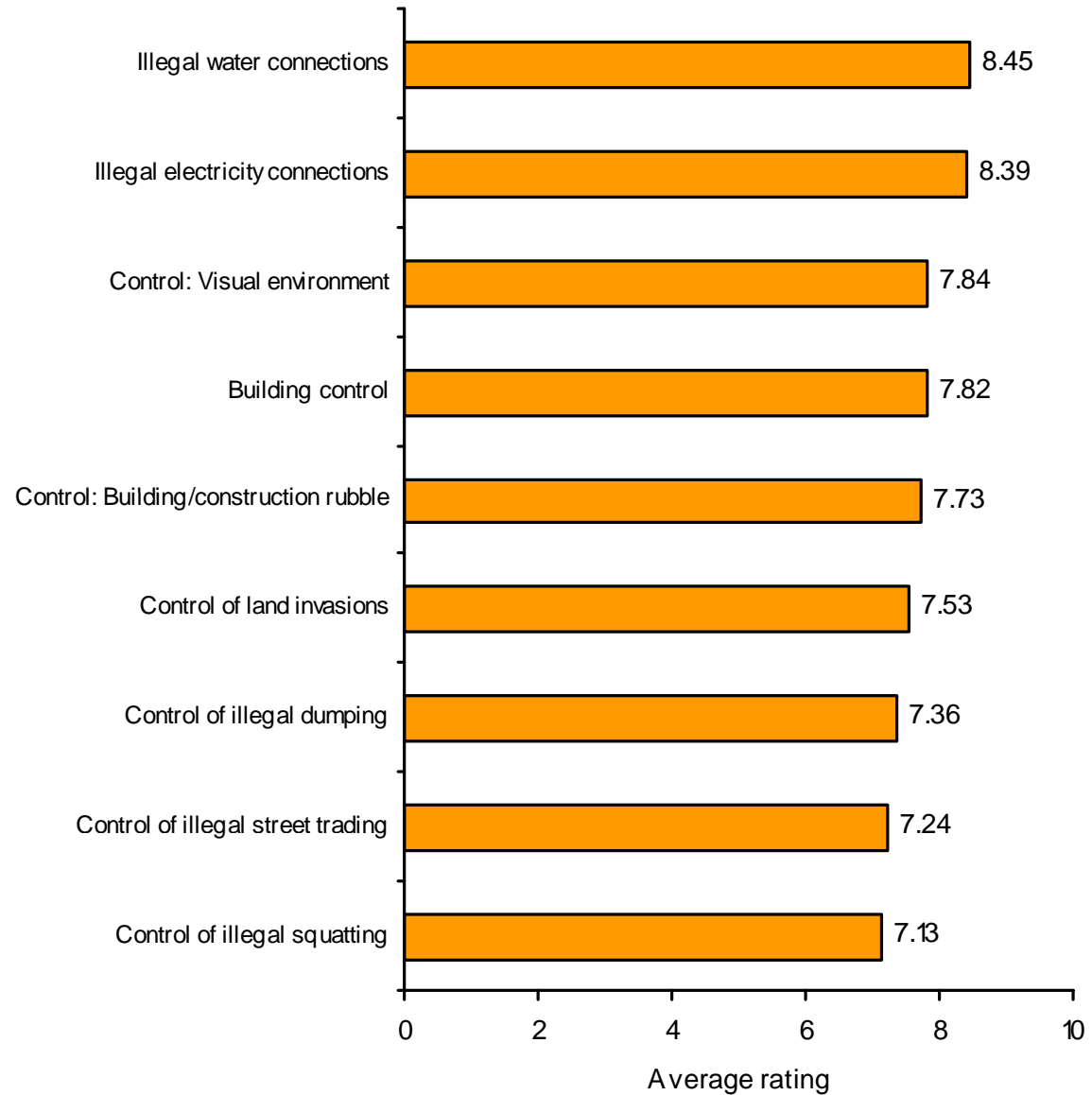
**PUBLIC SAFETY AND BY-LAW ENFORCEMENT  
SATISFACTION MEAN RATING SCORES**

<b>Service item</b>	<b>Household survey Mean rating score</b>	<b>Business survey Mean rating score</b>
Building control	7.54	7.82
Control of illegal squatting	7.24	7.13
<b>Control of land invasions</b>	3.24	7.53
Control of illegal street trading	7.28	7.24
Control of illegal dumping	6.81	7.36
Illegal water connections	8.17	8.45
Illegal electricity connections	8.12	8.39
Control: Visual environment	7.53	7.84
Control: Building/construction rubble	7.59	7.73
Traffic control	6.73	5.67
<b>Crime prevention</b>	5.91	5.17
Noise control	6.79	7.04

# Households Satisfaction: By-law enforcement



# Businesses Satisfaction: By-law enforcement



## Recommendations: Public safety

- **Safety after dark** should be addressed as a priority area (wards 6, 14, 26, 29, 37, 40, 43, 55, 56, 59, 60, 61).
- **Safety** measures in the **Inner City** should be improved (wards 14, 43, 54, 55, 56, 59, 60, 61, 64) and/or awareness campaigns about Inner City safety measures should improve.
- Crime related aspects such as **robberies and burglaries** need to be addressed as priorities.
- **Taxi and driver law enforcement** should receive **priority** attention.

## Recommendations: By-law-enforcement

- Control of **land invasions** with specific focus on control of illegal foreigners and squatters.

# Crime

## Major findings: Crime

- Approximately a third (36.1 %) of households and 47.2 % of businesses indicated that they are **not satisfied** (ratings below 6) with **crime prevention** (wards 4, 9, 21, 25, 31, 40, 59, 73).

## Recommendations: Traffic control

- Increase **visibility of crime prevention officers**.
- **Address perceived perception of low productivity of SAPS and crime prevention officers** not doing their job.
- **Improve response time on call-outs**.

**BILLING, PAYMENT AND CUSTOMER CARE SATISFACTION  
MEAN RATING SCORES**

Service item	Household survey Mean rating score	Business survey Mean rating score
Clear and understandable account	7.63	7.69
Correctness of account	7.38	7.37
Regularity of accounts received	7.76	7.70
Efficiency in dealing with correct accounts	4.81	3.78
Satisfaction with Customer Call Centre service	5.29	4.67
Satisfaction with Walk-in Centre	4.20	-
Satisfaction with written enquiries	3.57	-
Satisfaction with pay point staff attributes:		
➤ Attitude	7.38	7.06
➤ Courtesy	7.53	7.19
➤ Consideration	7.45	7.06
➤ Empathy	7.29	6.79

**COMMUNICATION EFFICIENCY SATISFACTION  
MEAN RATING SCORES**

<b>Service item</b>	<b>Household survey Mean rating score</b>	<b>Business survey Mean rating score</b>
Ward meetings	7.22	-
Community-based planning	7.06	-
General public meetings, stakeholder summits or consultative meetings	6.98	-
Newsletters	7.68	7.53
<b>CoT Website</b>	5.06	6.94
Issue-specific information	7.12	7.57

## RANKING ORDER OF THE MOST PREFERRED METHODS OF PAYMENT

Method of payment	Households	Businesses
Internet banking	3	1
In person at council pay point	1	2
In person at retail outlet	2	3
Debit order	4	4
Credit card	7	5
Telephone	5	-
SMS	6	-

# RANKING ORDER OF THE MOST PREFERRED METHOD OF ACCESSING MUNICIPAL ACCOUNTS

Method of access	Customer survey	
	Households	Businesses
Post	1	1
E-mail	2	2
Internet	3	3

## COMMUNICATION MEDIUMS PREFERRED BY CoT CUSTOMERS

Communication mediums	Households		Businesses	
	%	Ranking	%	Ranking
Pamphlets	48.3	1	42.7	2
Municipal bills	32.5	2	25.2	3
Radio	29.3	3	22.3	4
Public/Business meetings	28.8	4	10.8	7
Posters	23.4	5	11.9	6
Television	19.8	6	8.2	10
Print media	19.7	7	44.5	1
Feedback from ward councillor	15.7	8	9.6	8
Word of mouth (family & friends)	10.9	9	9.3	9
Website	5.6	10	10.5	5
The Call Centre/Customer Care	3.7	11	3.2	11

## PERCEIVED EXTENT OF SIGNIFICANT CORRUPTION IN THE CoT METROPOLITAN STRUCTURES

Corruption	Household survey	Business survey
% of respondents who are aware of corruption in CoT municipal structures	27.9	25.0

### Recommendations: Corruption

- Corruption in general but with specific reference to bribery, should be dealt with as a serious issue and needs to be urgently addressed by the CoT.
- Create awareness of corruption cases addressed satisfactorily by CoT.

## LEVEL OF AGREEMENT WITH GOVERNMENT PRINCIPLES

Statements	Households	Businesses
	% agree	% agree
The makes attempts to consult citizens about the services they need ( <i>consultation</i> )	22.3	12.1
Citizens are told what level and quality of public services they can expect to receive ( <i>service standards</i> )	27.4	24.9
All citizens have equal access to the services to which they are entitled ( <i>access</i> )	38.4	39.9
Citizens are treated with courtesy and consideration ( <i>courtesy</i> )	25.3	22.3
Citizens are given full, accurate information about the public services they are entitled to receive ( <i>information</i> )	24.6	20.2
Citizens are told how services / departments are run, how much they cost and who is in charge ( <i>openness and transparency</i> )	15.6	5.8
It is easy for citizens to lodge a complaint/enquiry ( <i>redress</i> )	24.6	18.5
Citizens who pay for services get value for their money/CoT spends wisely ( <i>value for money</i> )	19.9	13.3

### **Recommendations: Governance & City developments**

- Improve dissemination of information on how services/ departments are run, how much they cost and who is in charge.
- Plan and implement a campaign to raise awareness of Batho Pele Programme.

# SATISFACTION WITH CITY DEVELOPMENTS

City developments	Household survey Mean rating score	Business survey Mean rating score
Batho Pele Programme	6.43	6.50
2010 Soccer World Cup	7.03	6.61

# CoT mirror survey

Core municipal services	Customer survey		Mirror survey
	Households	Businesses	Employees
	Mean	Mean	Mean
Electricity	6.99	7.06	5.42
Refuse collection	6.57	7.19	5.50
Neighbourhood roads	5.33	5.72	4.32
Sanitation and waste water	6.80	7.27	5.24
Stormwater	5.44	6.14	4.81
Water provision	6.15	7.41	6.12
Street lights	7.10	6.77	5.15
<b>Mean rating</b>	<b>6.34</b>	<b>6.79</b>	<b>5.22</b>

***The satisfaction ratings of the CoT customers were much higher than anticipated by the CoT employees who participated in the mirror survey.***

***This finding reflects relatively low confidence levels among CoT staff in providing services that customers seem to be more satisfied with than expected by CoT employees.***

# Embassies

Approximately **20 priority areas** were highlighted by embassies for the CoT to consider for improved service performance in the future.

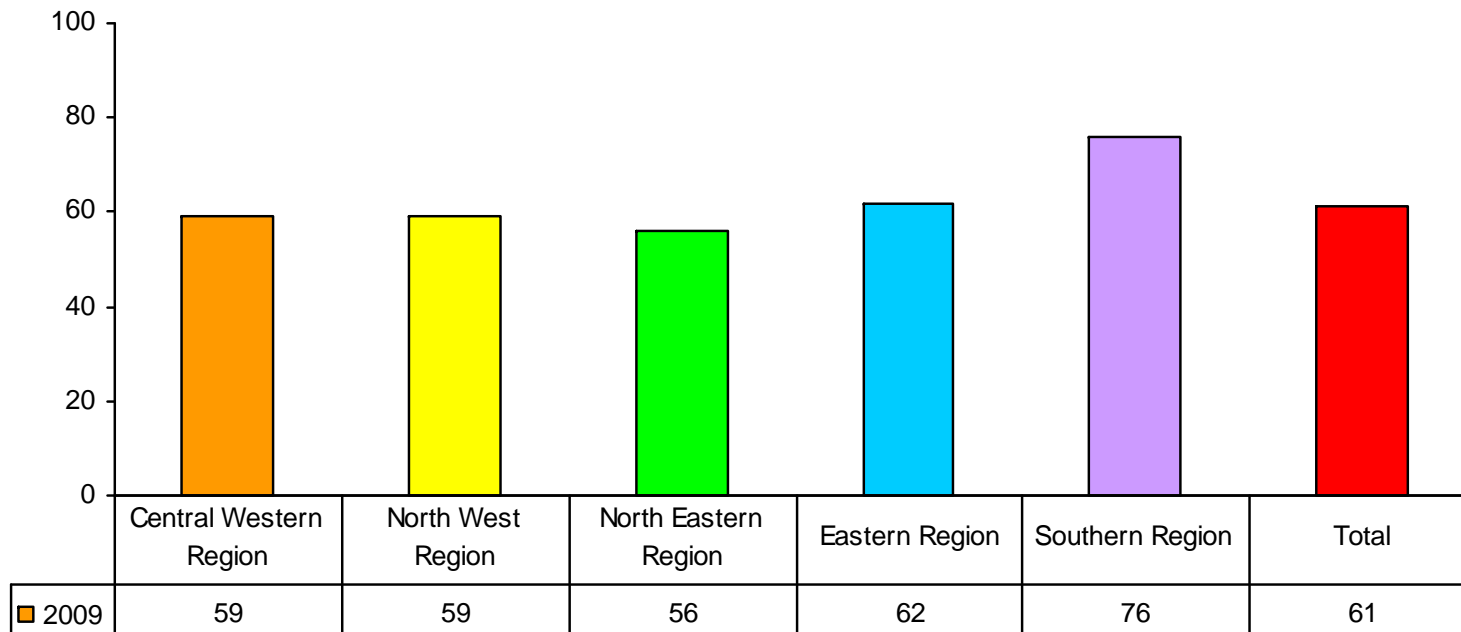
- ❖ Problems related to accounts
- ❖ Crime prevention
- ❖ Property rates
- ❖ Grass cutting
- ❖ Street sweeping and litter control
- ❖ Traffic control
- ❖ Street trees
- ❖ Electricity (supply interruptions)
- ❖ Control of illegal squatting/occupation
- ❖ Clear & understandable account
- ❖ Correctness of account
- ❖ Road maintenance
- ❖ Electricity tariffs
- ❖ Neighbourhood roads
- ❖ Control of illegal street/intersection trading
- ❖ Control of illegal dumping
- ❖ Control of building/construction rubble
- ❖ Control of visual environment
- ❖ Improvement in readiness for 2010 Soccer World Cup
- ❖ Safety especially after dark and inner city

# Embassies

<b>Core municipality services</b>	<b>n</b>	<b>Mean score</b>
Electricity	20	5.15
Refuse collection/ waste removal	20	7.20
Neighbourhood roads	20	5.55
Sanitation/wastewater/sewerage	20	6.15
Stormwater drainage/flooding	20	6.15
Water provision	20	6.10
Street/public lights	20	6.20

# Service satisfaction indices

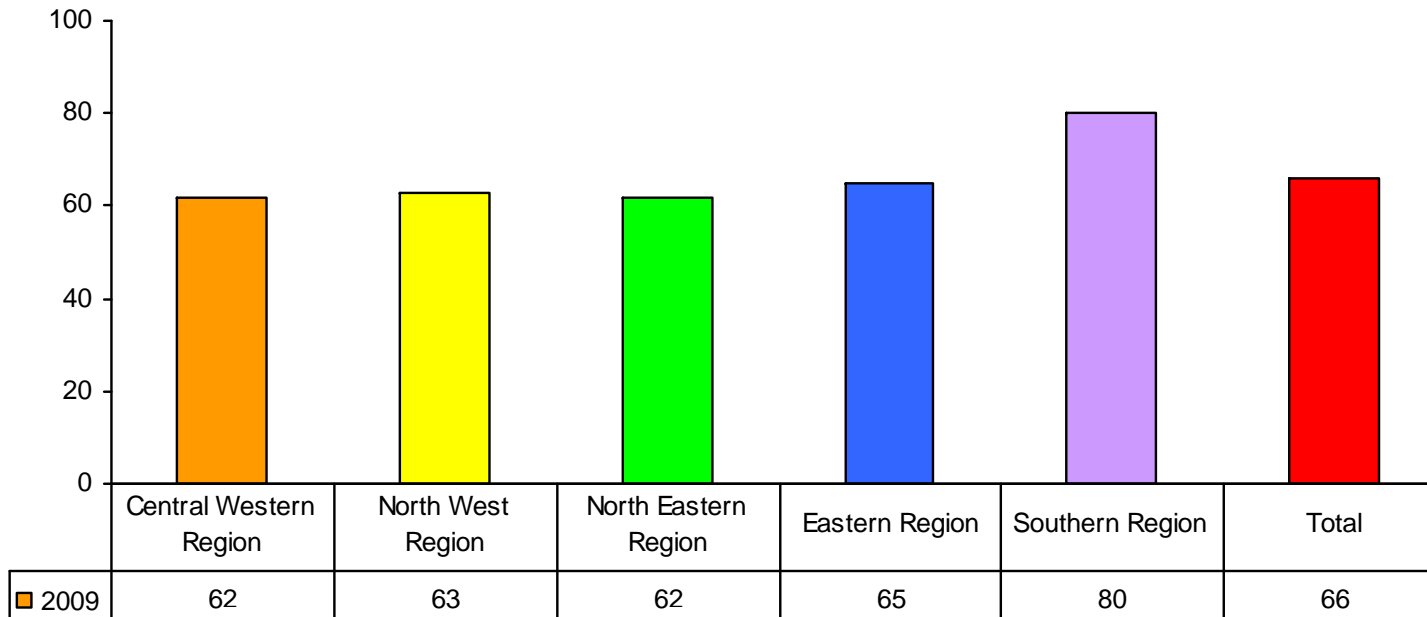
## Regional Basic (core) Services Household Satisfaction Index (BSHSI)



# Service satisfaction indices

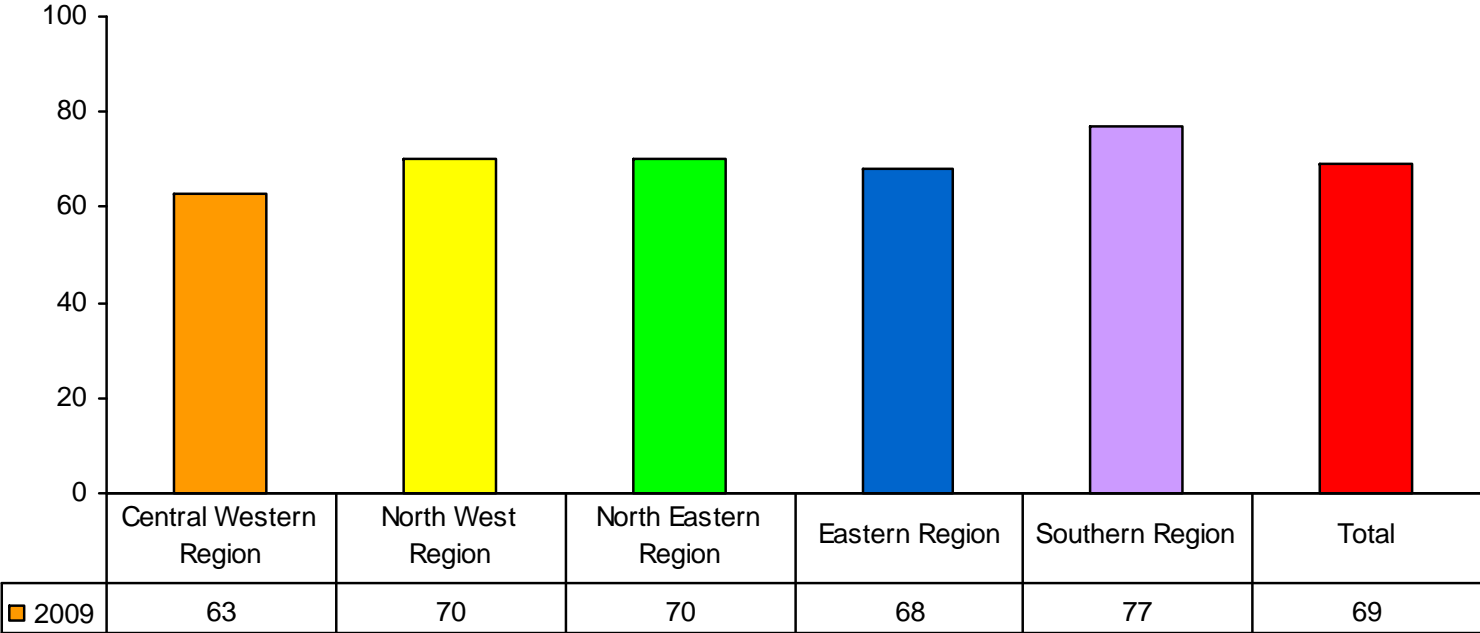
## Regional Community Services

### Household Satisfaction Index (CSHSI)



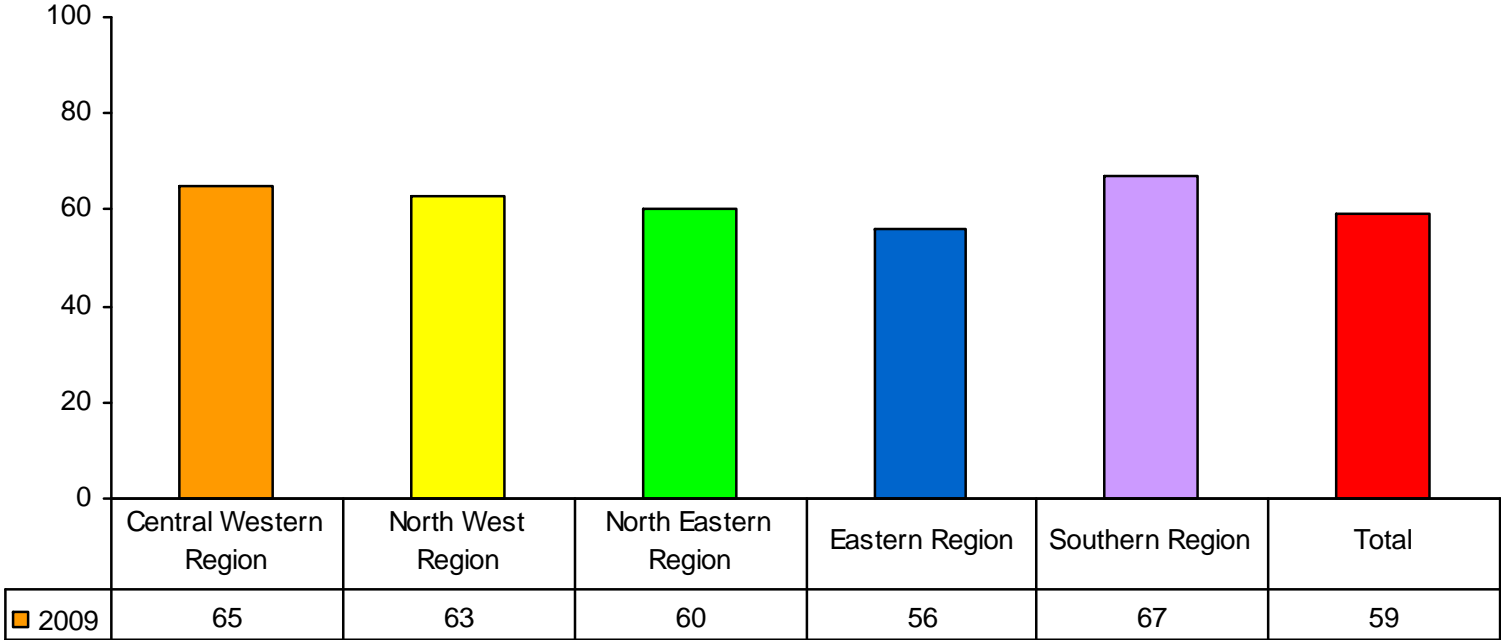
# Service satisfaction indices

## Regional Public Safety and By-law Enforcement Household Satisfaction Index (PSBEHSI)



# Service satisfaction indices

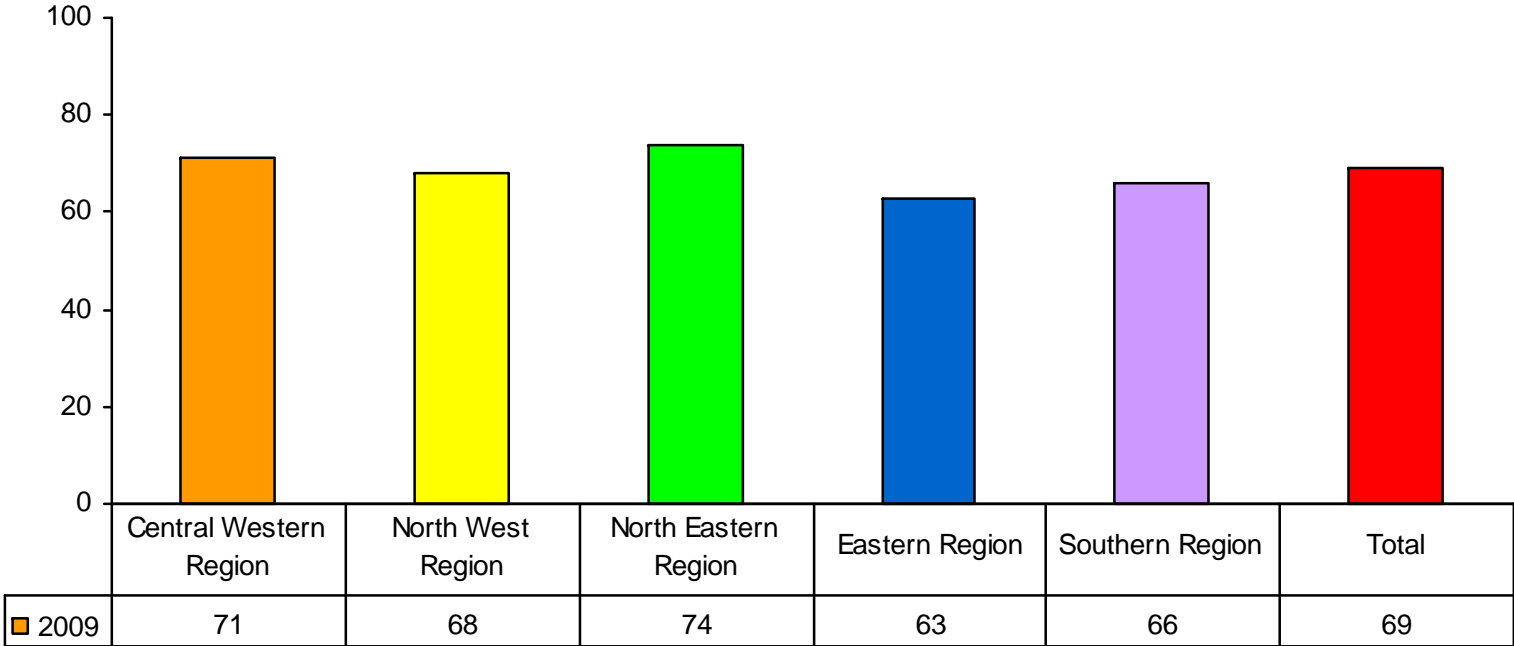
## Regional Billing, Payment and Enquiry Household Satisfaction Index (BPEHSI)



# Service satisfaction indices

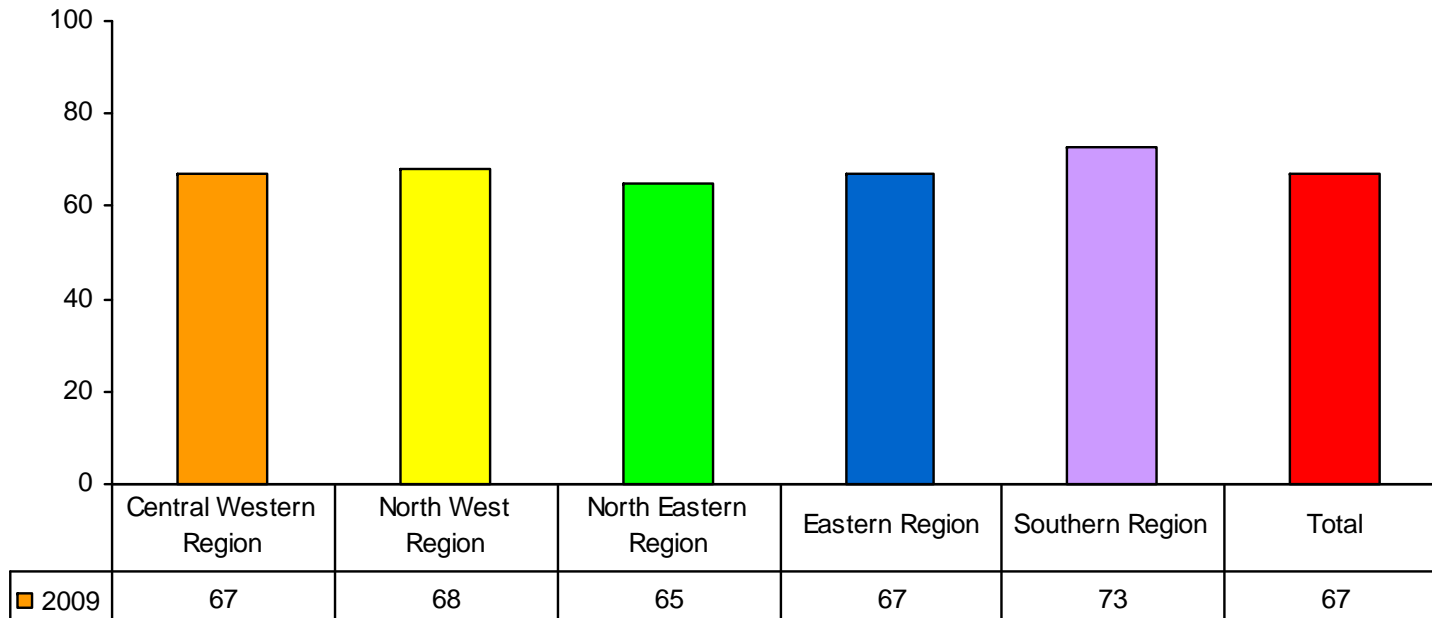
## Regional Communication Efficiency

### Household Satisfaction Index (CEHSI)



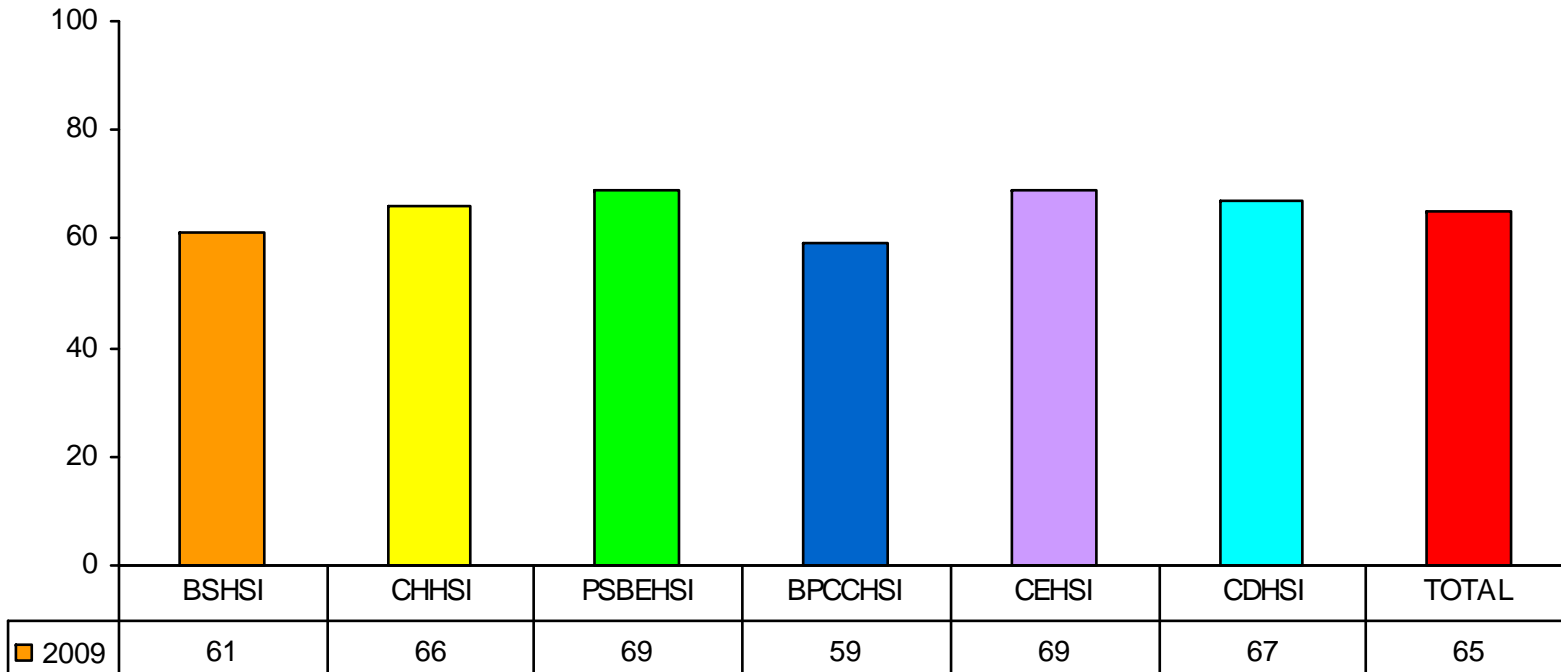
# Service satisfaction indices

## Regional City Development Satisfaction Index (CDSI)



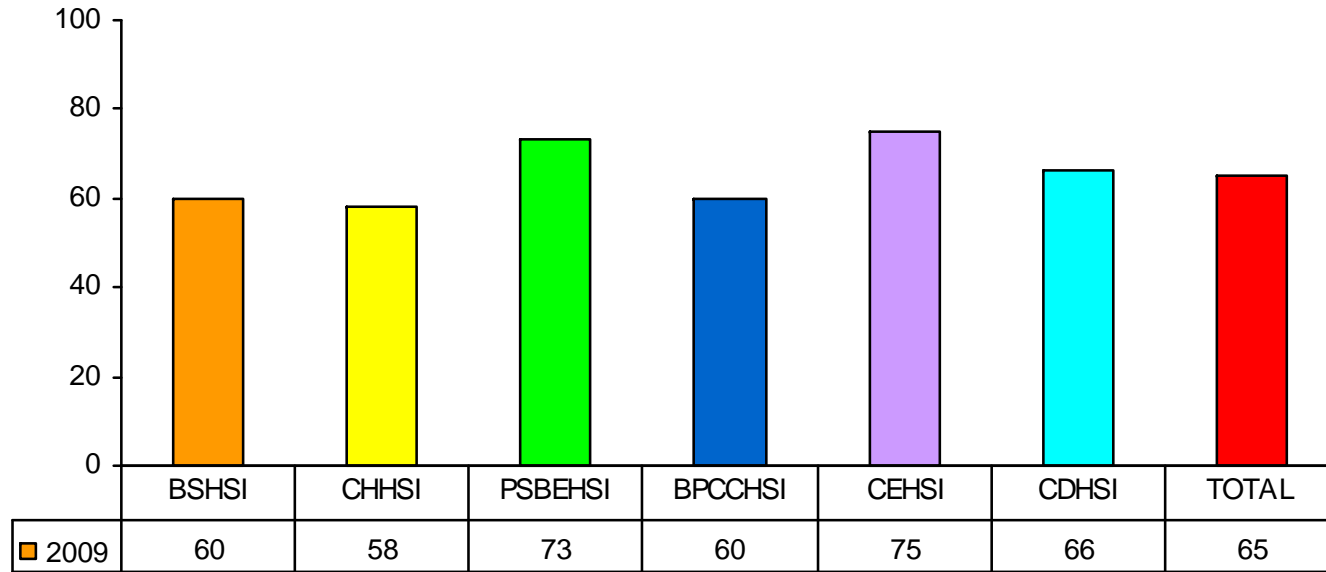
# Service satisfaction indices

## CoT Household Satisfaction Index



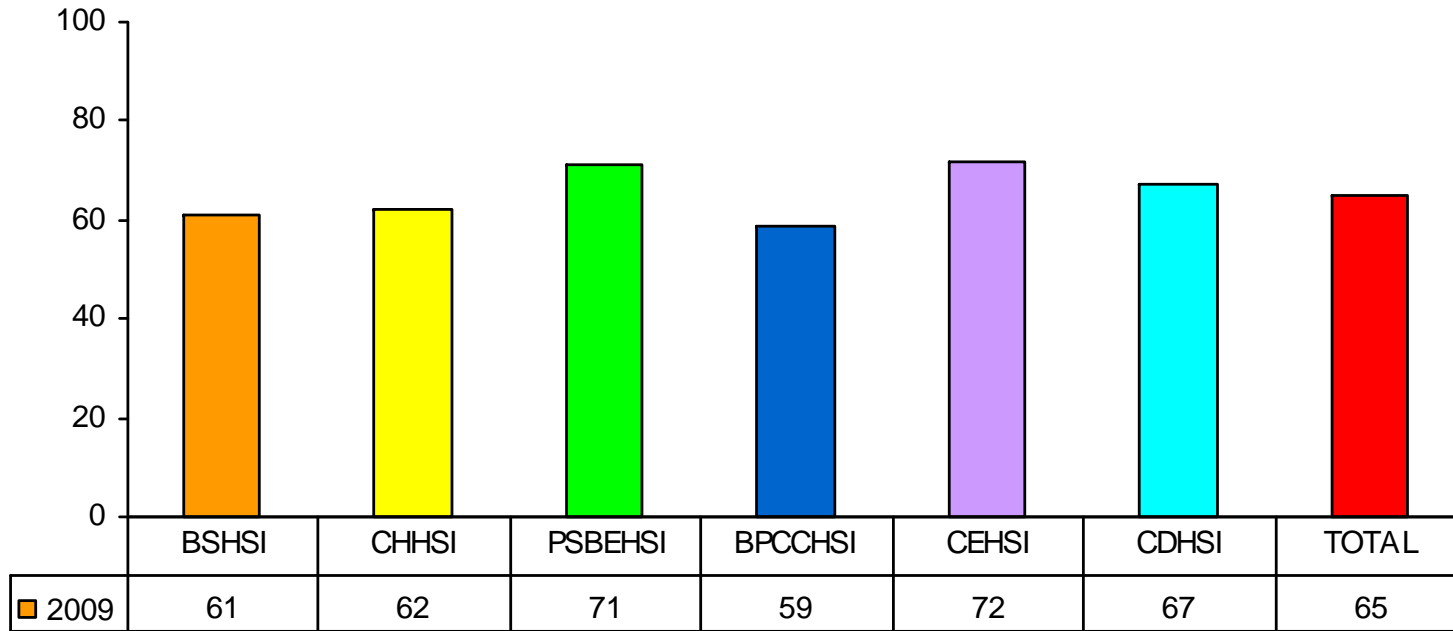
# Service satisfaction indices

## Business Satisfaction Index

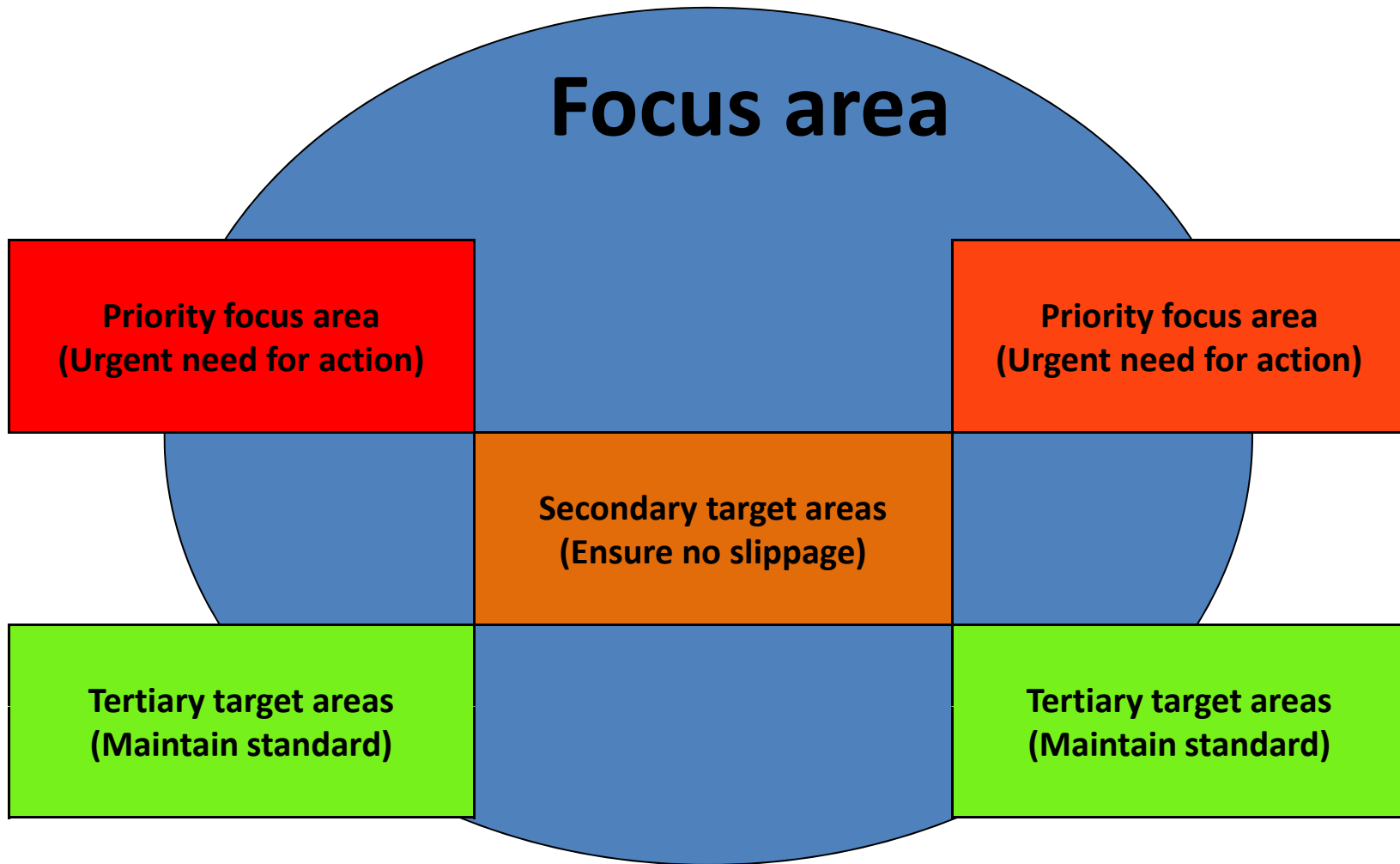


# Service satisfaction indices

## CoT Satisfaction Index



## RECOMMENDED CoT ACTION IMPLEMENTATION STRATEGY



Focus area	Tertiary target areas (Maintain standard)
<b>Core municipal services</b>	➤ Water provision
<b>Collective municipal services</b>	<ul style="list-style-type: none"> <li>➤ Garden refuse sites</li> <li>➤ Fire and rescue services/fire brigade</li> <li>➤ Emergency/disaster management</li> <li>➤ Community halls/recreation centres</li> <li>➤ Pretoria National Zoo</li> <li>➤ Recreation resorts/nature conservation areas (reserves)</li> <li>➤ Municipal museums (eg Pretoria Art Museum)</li> <li>➤ Municipal theatres</li> </ul>
<b>Public safety and by-law enforcement</b>	<ul style="list-style-type: none"> <li>➤ Control of illegal squatting</li> <li>➤ Control of illegal street trading</li> <li>➤ Control: Visual environment</li> <li>➤ Building control</li> <li>➤ Control: Building/construction rubble</li> <li>➤ Illegal electricity connections</li> <li>➤ Illegal water connections</li> </ul>
<b>Billing and payment &amp; Customer Care</b>	<ul style="list-style-type: none"> <li>➤ Staff empathy</li> <li>➤ Correctness of account</li> <li>➤ Staff attitude</li> <li>➤ Staff consideration</li> <li>➤ Staff courtesy</li> <li>➤ Clear and understandable account</li> <li>➤ Regularity of accounts received</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>➤ Community-based planning</li> <li>➤ Issue specific information</li> <li>➤ Ward meetings</li> <li>➤ Newsletters</li> </ul>

Core municipal services	<ul style="list-style-type: none"> <li>➤ Street/public lights</li> <li>➤ Refuse collection/waste removal</li> <li>➤ Sanitation/waste water/sewerage</li> <li>➤ Electricity</li> </ul>
Collective municipal services	<ul style="list-style-type: none"> <li>➤ Emergency medical and ambulance services</li> <li>➤ Municipal clinics</li> <li>➤ Licensing: driver's licence (applications/renewals)</li> <li>➤ Licensing: learner's driver's licence</li> <li>➤ Road maintenance (repairs, signage, etc)</li> <li>➤ Public libraries</li> <li>➤ Municipal cemeteries</li> <li>➤ Waste removal</li> <li>➤ Municipal taxi ranks</li> <li>➤ Parks</li> <li>➤ Municipal bus service</li> <li>➤ Public swimming pools</li> <li>➤ Street trees</li> <li>➤ Traffic lights/signals</li> <li>➤ Municipal hospitals</li> <li>➤ Licensing: Business licence</li> </ul>
Public safety and by-law enforcement	<ul style="list-style-type: none"> <li>➤ Noise control</li> <li>➤ Control of illegal dumping</li> </ul>
Communication	<ul style="list-style-type: none"> <li>➤ General public meetings, stakeholder summits or consultative meetings</li> </ul>
City developments	<ul style="list-style-type: none"> <li>➤ Batho Pele Programme</li> <li>➤ 2010 Soccer World Cup</li> </ul>

Focus area	Priority focus area (Urgent need for action)
<b>Core municipal Services</b>	<ul style="list-style-type: none"> <li>➤ Neighbourhood roads</li> <li>➤ Stormwater/drainage/flooding</li> </ul>
<b>Collective Municipal services</b>	<ul style="list-style-type: none"> <li>➤ Pavements/pedestrian walkways</li> <li>➤ Government/social housing</li> <li>➤ Street sweeping and litter control</li> <li>➤ Grass cutting</li> <li>➤ Public sports facilities</li> <li>➤ Informal trading facilities</li> <li>➤ Municipal public toilets</li> <li>➤ Dumping sites</li> </ul>
<b>Public safety and by-law enforcement</b>	<ul style="list-style-type: none"> <li>➤ Control of land invasions</li> <li>➤ Crime prevention</li> <li>➤ Traffic control</li> </ul>
<b>Billing and payment &amp; Customer Care</b>	<ul style="list-style-type: none"> <li>➤ Dealing with written enquiries</li> <li>➤ Enquiries at Walk-in Centres</li> <li>➤ Efficiency in dealing with correct accounts</li> <li>➤ Customer Call Centre service enquiries</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>➤ CoT Website</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>➤ Corruption</li> </ul>

# Final recommendations

- Should the CoT intend to improve the satisfaction scores as reflected in this report it is recommended that those highlighted in this chapter receive priority attention.
- To support the CoT in improving its service delivery climate in the near future, it is recommended that all business units be supplied with a copy of the research findings and become involved in a concerted effort to improve the service delivery of the CoT and support its vision in becoming a worldclass African city.



**CITY OF TSHWANE**  
"we are the same"

