

CHAPTER 8

SUMMARY AND RECOMMENDATIONS

8.1 INTRODUCTION

This chapter firstly constructs regional satisfaction indices based on the outcome of the 2009 household satisfaction survey. The methodology in constructing these indices is discussed in detail. Also, indices based on the outcome of the business survey are presented. These indices are not reflected by region but were used to construct the composite CoT satisfaction index for 2009. The value of the composite CoT index is to allow for future longitudinal analysis to specifically track changes in the satisfaction climate in the CoT. Unfortunately, previous studies conducted by the CoT do not lend themselves to longitudinal analysis yet. Consequently the 2009 indices serve as baseline to monitor future service climate changes within the CoT.

The satisfaction index analysis section is finally followed by an overview of the outcome of the core findings of the 2009 household and business satisfaction surveys and some recommendations to the CoT.

8.2 SATISFACTION INDICES

It should be noted that the value of constructing indices is firstly to measure the average service satisfaction climate in the CoT. All indices vary between 0 and 100 where a value of 0 reflects a very low satisfaction rating while a value of 100 portrays a very good satisfaction rating. On average, an index value above 50 indicates a positive service delivery climate in the CoT, while a value below 50 portrays a negative service delivery climate. The index approach towards analysing the survey outcomes allows for monitoring service satisfaction levels continuously, the main advantage of which is to compare index values over time.

The design of the household and business satisfaction model lends itself to the construction of service satisfaction indices. The methodology for constructing such indices and the magnitudes of the mean index scores are explained below. The discussion is restricted to households as the same methodology applies to the construction of the business satisfaction indices.

These service indices computed for the CoT included the following:

- Basic (core) Services Household Satisfaction Index (BSHSI)
- Community Services Household Satisfaction Index (CSHSI)
- Public Safety and By-law Enforcement Household Satisfaction Index (PSBEHSI)
- Billing, Payment and Customer Care Household Satisfaction Index (BPCCHSI)
- Communication Efficiency Household Satisfaction Index (CEHSI)
- City Development Household Satisfaction Index (CDSI)

The methodology used to construct the average household satisfaction index scores as outlined above, is explained in detail below.

8.2.1 Methodology of constructing household satisfaction indices

The information resulting from the 2009 household survey provided a sound base for computing specifically regional satisfaction indices. The final household satisfaction index for the CoT as a whole was obtained by computing the average index value of the various subindices (basic services, community services, public safety and by-law enforcement, billing, payment and customer care services, communication efficiency, and city development).

In statistical notation the computation of the CoT household satisfaction index can be formulated as follows:

$$HSI_{CoT} = \frac{(HSI_{BS} + HSI_{CS} + HSI_{PSBE} + HSI_{BPCC} + HSI_{CE} + HSI_{CD})}{6}$$

Where:

HIS = Household Satisfaction Index

HSI_{BS} = Basic Services Household Satisfaction Index

HSI_{CS} = Community Services Household Satisfaction Index

HSI_{PSBE} = Public Safety and By-law Enforcement Household Satisfaction Index

HSI_{BPE} = Billing, Payment and Customer Care Household Satisfaction Index

HSI_{CE} = Communication Efficiency Household Satisfaction Index

HSI_{CD} = City Development Household Satisfaction Index

The satisfaction items used as input for designing the household satisfaction indices are shown in table 8.1.

TABLE 8.1

SATISFACTION ITEMS FOR CONSTRUCTING SATISFACTION INDICES, 2009

Index	Satisfaction items	Mean index score (out of 100)
Basic Services Household Satisfaction Index (BSHSI)	Electricity Refuse collection/waste removal Neighbourhood roads Sanitation/waste water/sewerage Stormwater drainage/flooding Water provision Street/public lights Pre-paid electricity meters Prepaid water meters Electricity tariffs (also pre-paid) Property rates Water tariffs Refuse removal Sanitation tariffs Waste removal tariffs Bus tariffs	61

Community Services Household Satisfaction Index (CSHSI)	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 resort/Nature conservation area (Reserves) Licensing: Learner's driver's licence Licensing: 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)	66
Public Safety and By-law Enforcement Household Satisfaction Index (PSBEHSI)	Building control/control of illegal land use Control of illegal squatting/occupation Control of land invasions Control of illegal street trading/intersection trading Control of illegal dumping Illegal water connections Illegal electricity connections Control of visual environment Control of building or construction rubble Traffic control Crime prevention Noise control	69

Index	Satisfaction items	Mean index score (out of 100)
Billing, Payment and Customer Care Household Satisfaction Index (BPCCHSI)	Clarity/ understandability of accounts Correctness of accounts Regularity of account Resolving customer problems Pay Points: <ul style="list-style-type: none"> • Council pay points • Noncouncil pay points • Debit order • Internet Council pay point staff attributes: <ul style="list-style-type: none"> • Attitude • Courtesy • Consideration • Empathy Call Centre/Walk-in Centre/written enquiries: <ul style="list-style-type: none"> • Power/electricity • Water • Refuse removal • Disconnections/reconnections • Customer Care (billing enquiries) • Fire brigade/services • Emergency medical & ambulance service • Stormwater drainage/ flooding • Burial • Streetlights 	59
Communication Efficiency Household Satisfaction Index (CEHSI)	Metro consultative/participatory process: <ul style="list-style-type: none"> • Ward meetings • Community based planning • Public meetings/stakeholder summits/ consultative meetings Communication modes: <ul style="list-style-type: none"> • CityBuzz Newsletter • Official Tshwane Websites • Information/awareness campaigns 	69
City Development Household Satisfaction Index (CDHSI)	Customer Focus and Batho Pele Programme Readiness for the 2010 Soccer World Cup	67
AVERAGE	ALL ITEMS	65

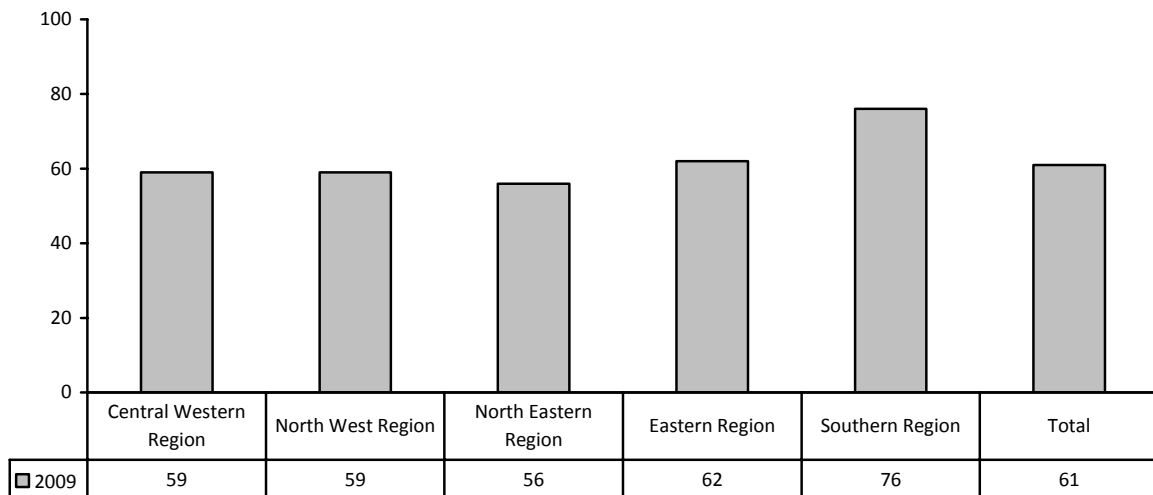
The mean index scores in table 8.1 reflect a positive service climate (index scores above 50) in all main service areas for 2009. To add value from a comparative view, regional index scores are also reflected in the sections to follow.

8.2.2 Regional basic services household satisfaction indices

The regional basic services household satisfaction indices (BSHSI) for the CoT for 2009 are presented by region and for the CoT as a whole in figure 8.1.

FIGURE 8.1

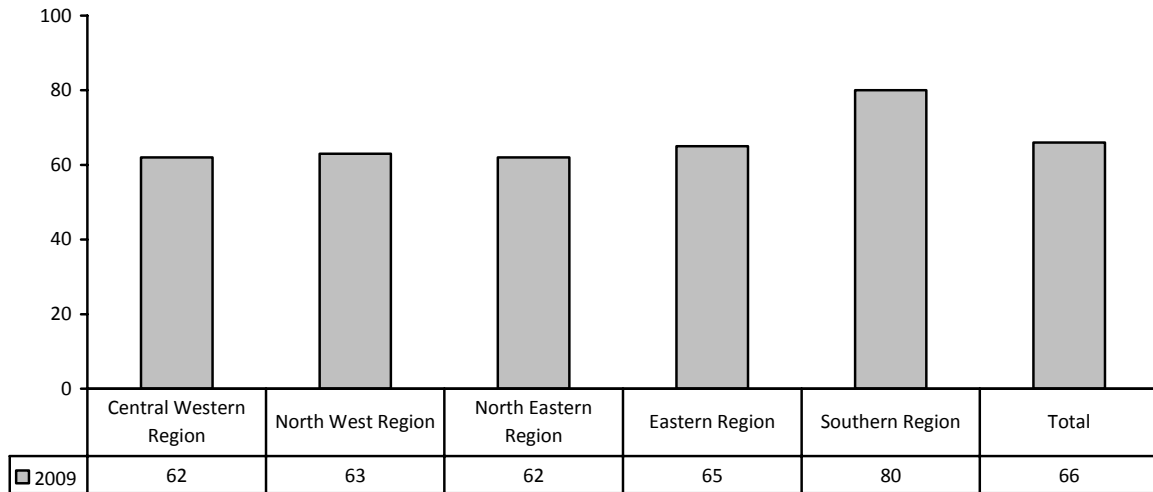
REGIONAL BASIC SERVICES HOUSEHOLD SATISFACTION INDICES, 2009



The overall regional trend for the CoT reflects higher satisfaction indices for the Southern and Eastern regions in 2009. The Northern region recorded the lowest BSHSI of 56 index points.

8.2.3 Regional community services household satisfaction indices

The 2009 regional and total CSHSIs for the CoT are shown in figure 8.2.

FIGURE 8.2**REGIONAL COMMUNITY SERVICES HOUSEHOLD SATISFACTION INDICES, 2009**

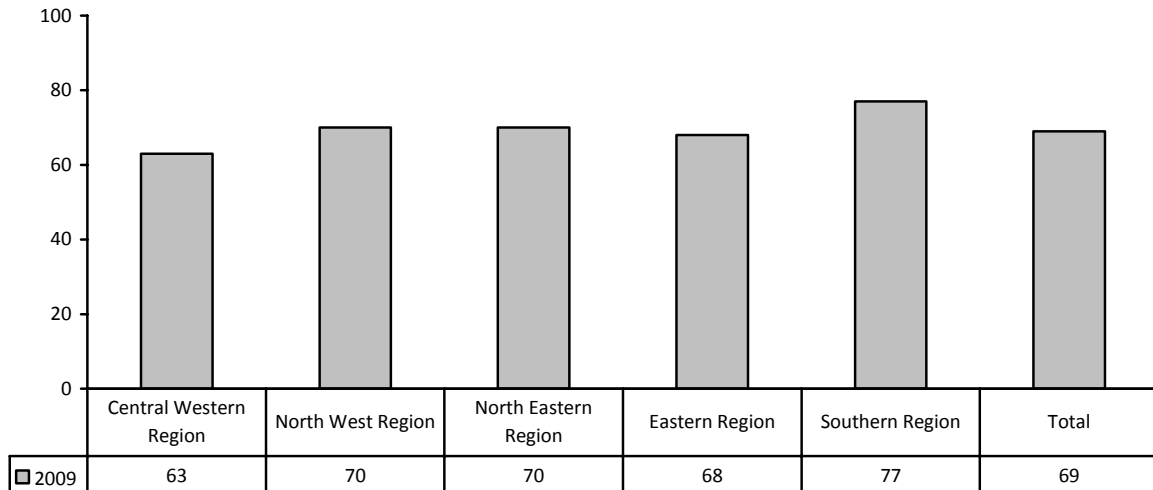
The overall regional trends for the CoT reflect the highest levels of satisfaction for the Southern region. The lowest CSHSI was for the North Eastern Region in 2009.

8.2.4 Regional public safety and by-law enforcement household satisfaction indices

The regional and total PSBEHSIs for the CoT are shown in figure 8.3.

FIGURE 8.3

**REGIONAL PUBLIC SAFETY AND BY-LAW ENFORCEMENT
HOUSEHOLD SATISFACTION INDICES, 2009**



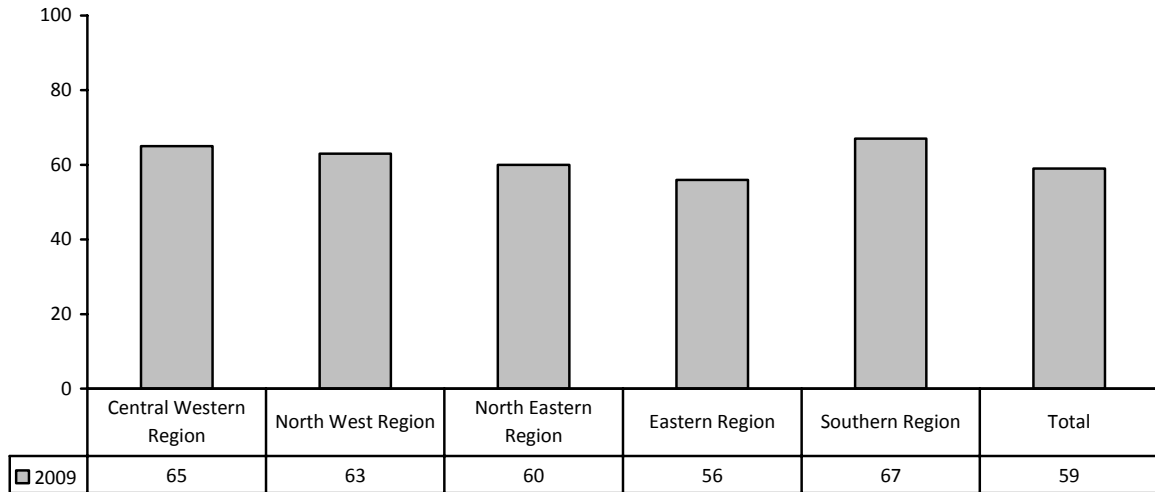
Once again, the overall regional trend for the CoT shows that households in the Southern region are more satisfied than the other regions. The lowest satisfaction index score was recorded for households residing in the Central Western region in 2009.

8.2.5 Regional billing, payment and Customer Care indices

The regional and total BPCCHSIs for the CoT are shown in figure 8.4.

FIGURE 8.4

**REGIONAL BILLING, PAYMENT AND CUSTOMER CARE
HOUSEHOLD SATISFACTION INDICES, 2009**

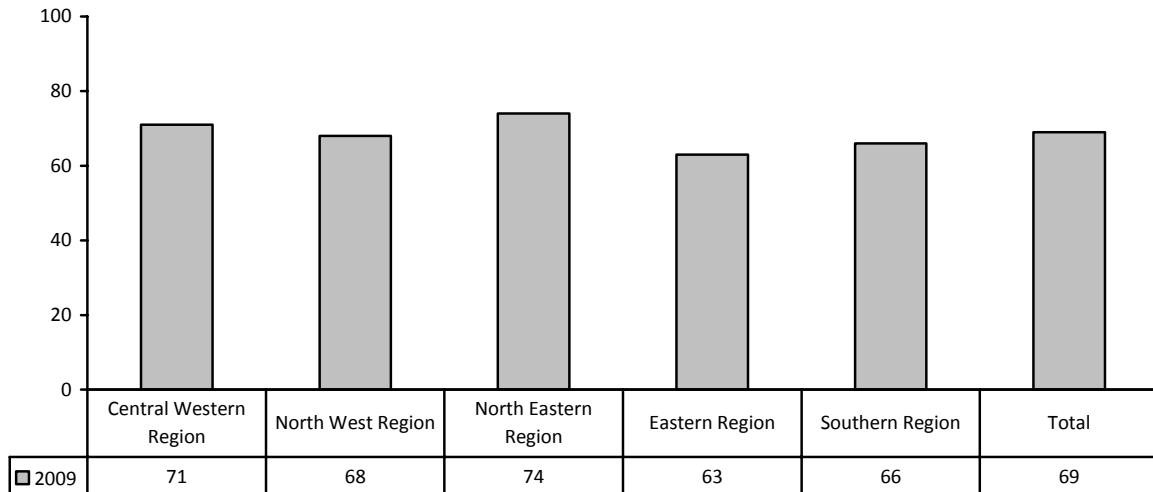


The leading regional BPCCHSI score for 2009 was recorded for the Southern region. Households residing in the North West region reflect the lowest BPCCHSI index in 2009.

8.2.6 Regional communication efficiency household satisfaction indices

The regional and total CEHSIs for the CoT are shown in figure 8.5.

FIGURE 8.5
REGIONAL COMMUNICATION EFFICIENCY
HOUSEHOLD SATISFACTION INDICES, 2009



The CEHSI for the North Eastern region recorded the highest index score in 2009. The CEHSI score for the Eastern Region was the lowest for 2009.

8.2.7 Regional city development household satisfaction indices

The CDHSIs are presented in figure 8.6.

FIGURE 8.6

**REGIONAL CITY DEVELOPMENT
HOUSEHOLD SATISFACTION INDICES, 2009**

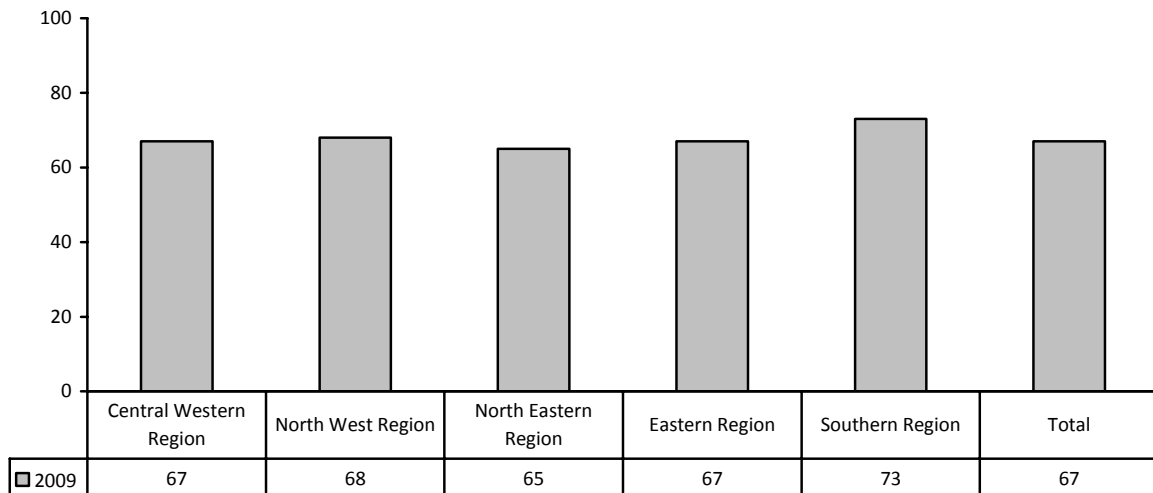


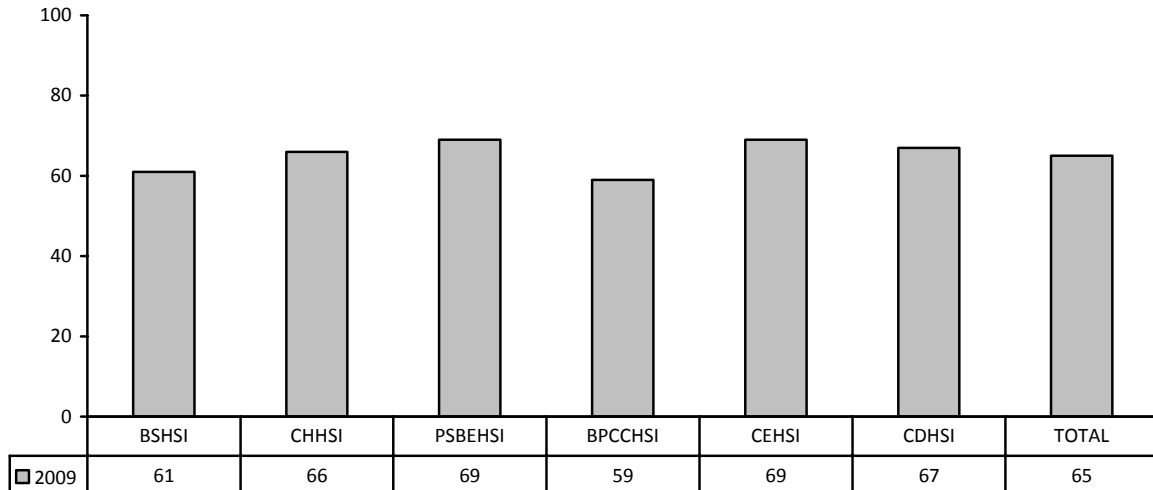
Figure 8.6 shows that the regional CEHSI is the highest for the Southern region and the lowest for the North Eastern region.

8.2.8 Composite household satisfaction index

Combining the six household satisfaction mean index scores resulted in a total service satisfaction index for households as a whole. This result is reflected in figure 8.7.

FIGURE 8.7

CoT HOUSEHOLD SATISFACTION INDEX, 2009



The index analyses in figure 8.7 shows that the levels of household satisfaction regarding the CoT service performance trails insofar as billing and payment and Customer Care are concerned. Public safety and by-law enforcement and communication efficiency recorded the highest average index score for 2009.

8.2.9 Business satisfaction indices

To compute a total satisfaction index for the CoT, the service satisfaction levels of the business survey must also be included. Adding this component extends the total service satisfaction index formula to the following:

$$SI_{CoJ} = HSI + BSI$$

Where: SI = Satisfaction Index
 HSI = Household Satisfaction Index
 BSI = Business Satisfaction Index

The methodology and magnitude of the household satisfaction index scores were explained in the previous sections. As remaining input to construct a total services satisfaction level for the CoT, the methodology and magnitude of the business satisfaction index scores will be discussed in the following sections.

8.2.9.1 *Methodology of constructing business satisfaction indices*

The majority of the satisfaction items used for the 2009 household survey also applied to the business survey. However, no regional comparisons are made due to a lack of representative sample sizes per region. Also, model differentiations between business classifications prevented the 2009 research outcomes from being compared by business type (formal/informal). This restricted the analysis options to the calculation of the following business satisfaction indices:

- Basic Services Business Satisfaction Index (BSBSI)
- Collective Services Business Satisfaction Index (CSBSI)
- Public Safety and By-law Enforcement Business Satisfaction Index (PSBEBSI)
- Billing, Payment and Customer Care Business Satisfaction Index (BPCCBSI)
- Communication Efficiency Business Satisfaction Index (CEBSI)
- City Development Business Satisfaction Index (CDBSI)

The satisfaction items used to construct the BSBSI are the same as those used for constructing the BSHSI. When constructing the CSBSI, only the following satisfaction items were included:

- Fire and rescue services/fire brigade
- Emergency medical and ambulance services
- Municipal bus service
- Pavements/pedestrian walkways
- Municipal public toilets

- Municipal taxi ranks
- Informal trading facilities
- Licensing: Business licence
- Dumping sites
- Emergency/disaster management
- Street sweeping and litter control
- Traffic lights/signals
- Grass cutting
- Road maintenance

The same satisfaction items used to construct the PSBEHSI, BPCCHSI, CEHSI and CDSSI for households were used to construct the PSBEBSI, BPCCBSI, CEBSI and CDBSI for businesses. The index scores for businesses are shown in table 8.2, and ideally should serve as a baseline to measure changes in business satisfaction over time.

TABLE 8.2

BUSINESS SATISFACTION INDEX SCORES, 2009

Index	Index scores
BSBSI	60
CSBSI	58
PSBEBSI	73
BPCCBSI	60
CEBSI	75
CDBSI	66
TOTAL	65

The business indices reflect a positive business satisfaction climate ranging from a low 58 for collective services to a high 75 for communication efficiency.

Compared to households, business satisfaction levels generally appear to be slightly higher in 2009. However, business satisfaction indices with core and collective services and city development are lower than those of households.

8.2.10 CoT service satisfaction index

Combining the household and business satisfaction mean index scores resulted in a total service satisfaction index for the CoT as a whole. As mentioned, the overall service satisfaction index is based on the following statistical formula:

$$SI_{CoT} = HSI + BSI$$

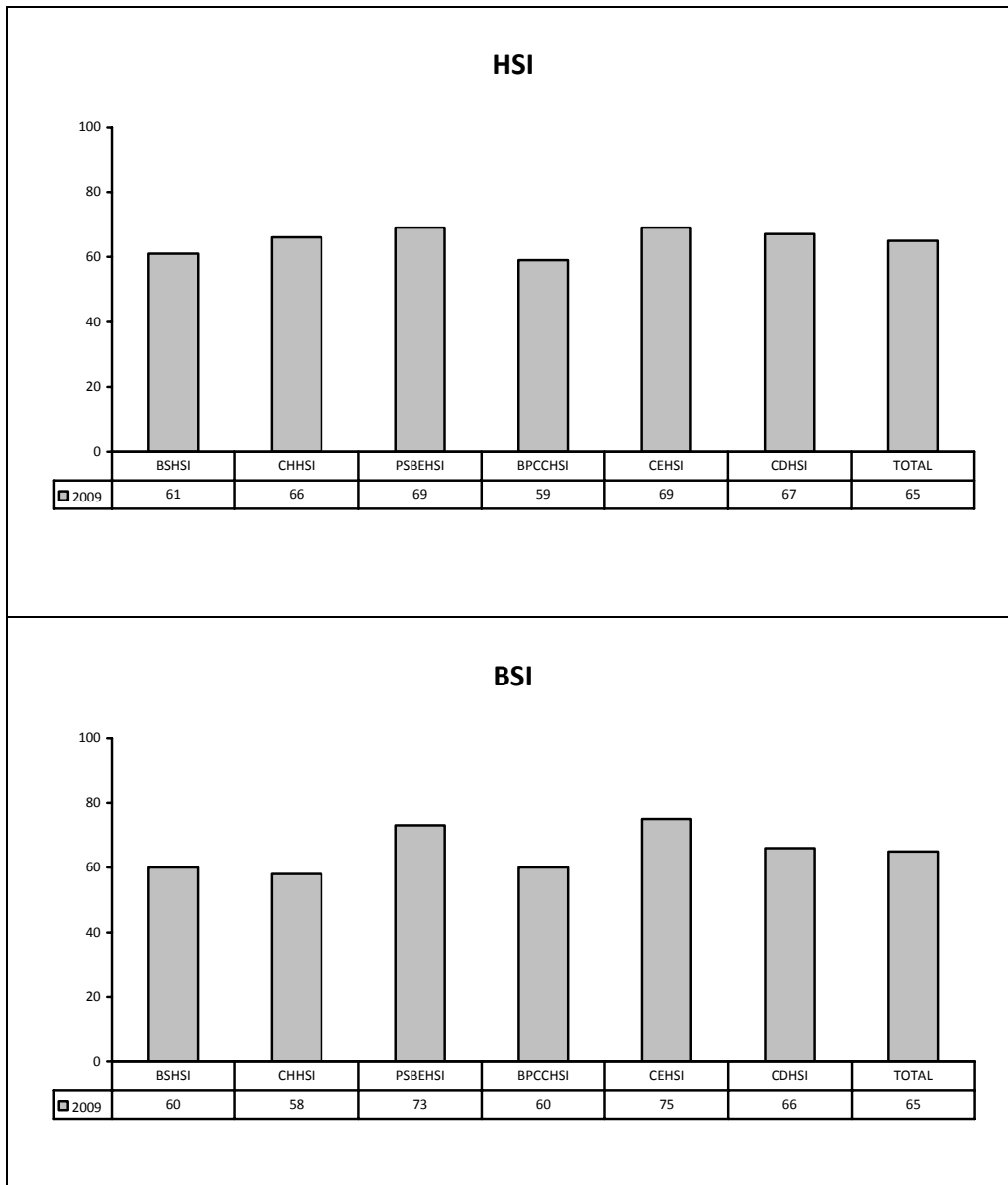
Where

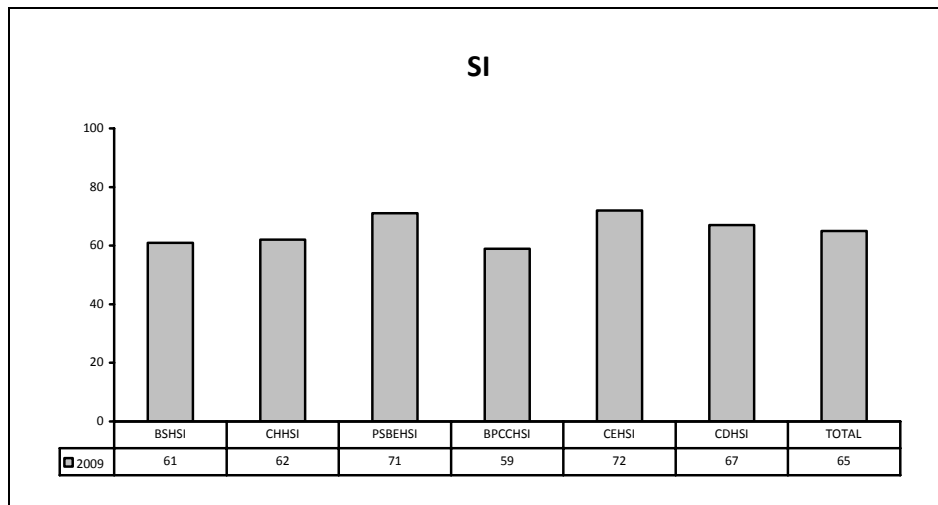
- SI* = Satisfaction Index
- HSI* = Household Satisfaction Index
- BSI* = Business Satisfaction Index

The magnitude of the total service satisfaction index score for the CoT is reflected in figure 8.8.

FIGURE 8.8

HOUSEHOLD, BUSINESS AND TOTAL SATISFACTION INDEX FOR THE CoT, 2009





The index analyses in figure 8.8 show that the levels of satisfaction regarding the CoT service performance are the lowest for the core and collective services measured by the 2009 research model.

8.3 SUMMARY AND RECOMMENDATIONS

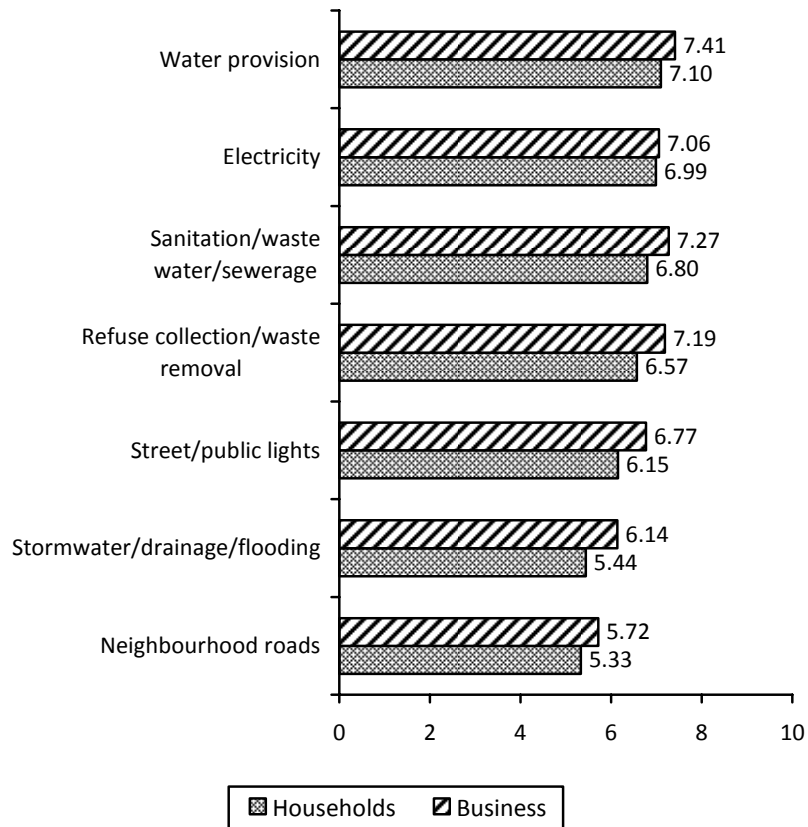
This final section of the report presents an overview of the core findings of the 2009 household study among 3 000 households and the business survey conducted among 756 formal and informal businesses. This chapter presents some recommendations to the CoT based on the 2009 customer (household and business) survey findings. This approach attempts to add some additional value from an operational and strategic planning perspective. The analysis is presented thematically with some recommendations suggested at the end of the discussion of each theme.

8.3.1 Core household services

Figure 8.9 reflects the average satisfaction scores for core services for 2009. The table reflects the satisfaction ratings of households and businesses from high to low. Items topping the list in 2009 included water provision and electricity.

FIGURE 8.9

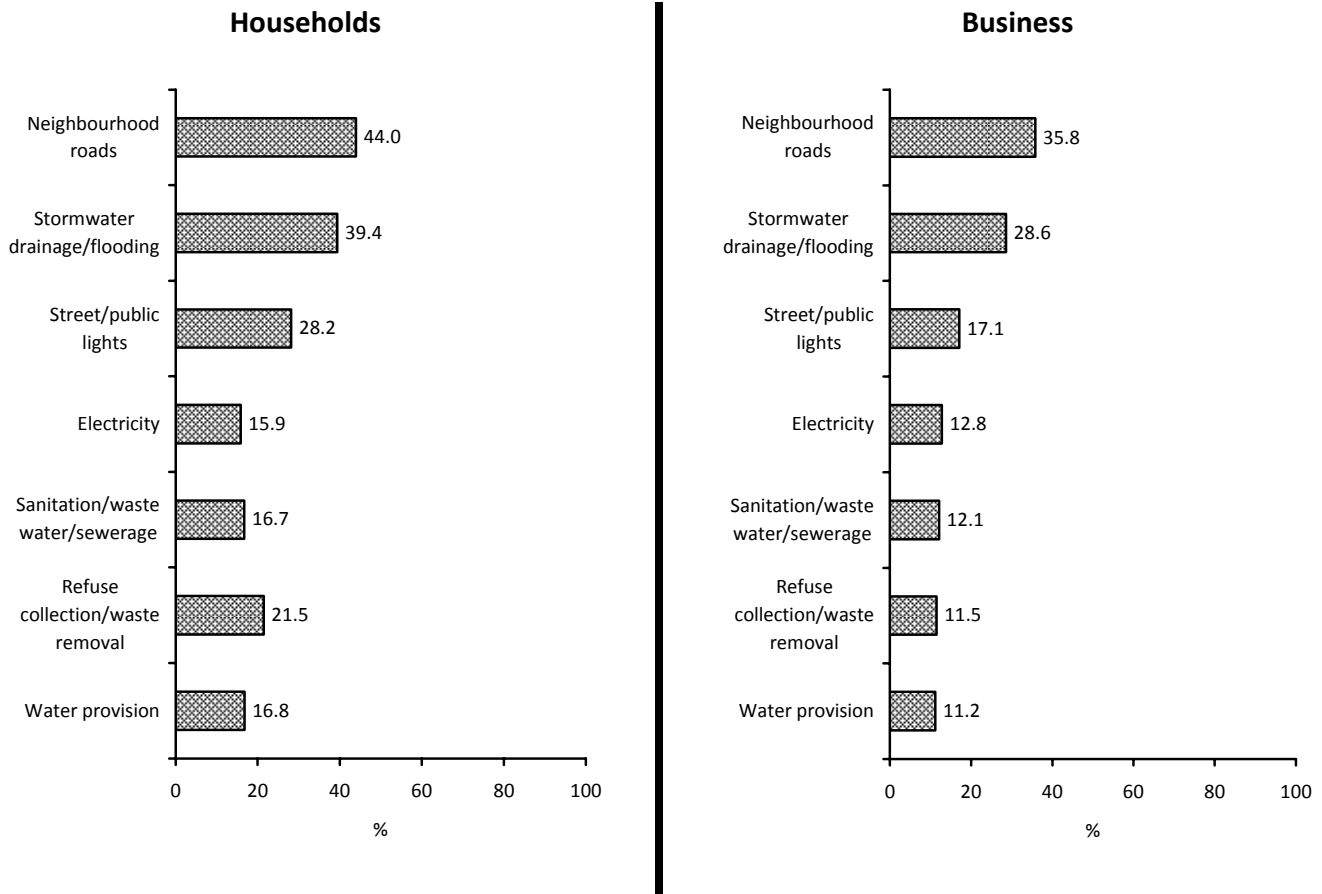
**AVERAGE SATISFACTION SCORES OF CoT CUSTOMERS
CORE HOUSEHOLD SERVICES, 2009**



Other major findings and conclusions from the 2009 study are summarised below. The summary also presents some recommendations based on the major findings of the 2009 household and business satisfaction surveys. Key among the recommendations are those highlighted by participating households/businesses as major concerns for dissatisfaction. The proportions of households/businesses showing dissatisfaction with the core municipal services in 2009 are summarised in figure 8.10.

FIGURE 8.10

PROPORTION OF HOUSEHOLDS AND BUSINESSES DISSATISFIED WITH CORE MUNICIPAL SERVICES, 2009



Against this background the following is recommended:

Recommendations: Core municipal services

Based on the outcome of the 2009 household satisfaction survey the following two priority core service areas require priority attention:

- Neighbourhood roads
- Stormwater drainage and flooding

More specific recommendations related to each core service area separately are discussed in more detail below.

Core household service type	Major findings
<p style="text-align: center;">Electricity</p>	<ul style="list-style-type: none"> • This item was among the top two household satisfaction ratings on core services. • 15.9 % and 12.8 % of households and businesses respectively were dissatisfied with electricity in 2009. <ul style="list-style-type: none"> ○ Of those dissatisfied, 40.8 % of households and 62.6 % of businesses cited service interruptions as the major reason for their dissatisfaction.
	<p>Recommendation:</p> <ul style="list-style-type: none"> ➤ Improve on electricity interruptions (wards 22, 27). ➤ Improve access to electricity (wards 10, 17, 67, 71).
<p style="text-align: center;">Refuse collection</p>	<ul style="list-style-type: none"> • This item recorded fairly high satisfaction ratings from both households and businesses in 2009. • 21.5 % of households and 11.5 % of businesses were dissatisfied with refuse collection in 2009. <ul style="list-style-type: none"> ○ Of those dissatisfied, 83.0 % of households and 90.4 % of businesses indicated that refuse is never/seldom collected.
	<p>Recommendation</p> <ul style="list-style-type: none"> ➤ Improve collection of refuse (wards 8, 9, 13, 14, 73, 76).
<p style="text-align: center;">Neighbourhood roads</p>	<ul style="list-style-type: none"> • Of all core household service items, this item recorded the lowest satisfaction among both households and businesses in 2009. • 44.0 % of the households and 35.8 % of businesses were dissatisfied with neighbourhood streets in 2009. <ul style="list-style-type: none"> ○ Of those dissatisfied households, 62.2 % claimed that roads are not tarred or dusty/muddy. ○ Of those dissatisfied businesses, 50.4 % advanced poor maintenance as the major cause of concern about neighbourhood roads
	<p>Recommendation</p> <ul style="list-style-type: none"> ➤ 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).

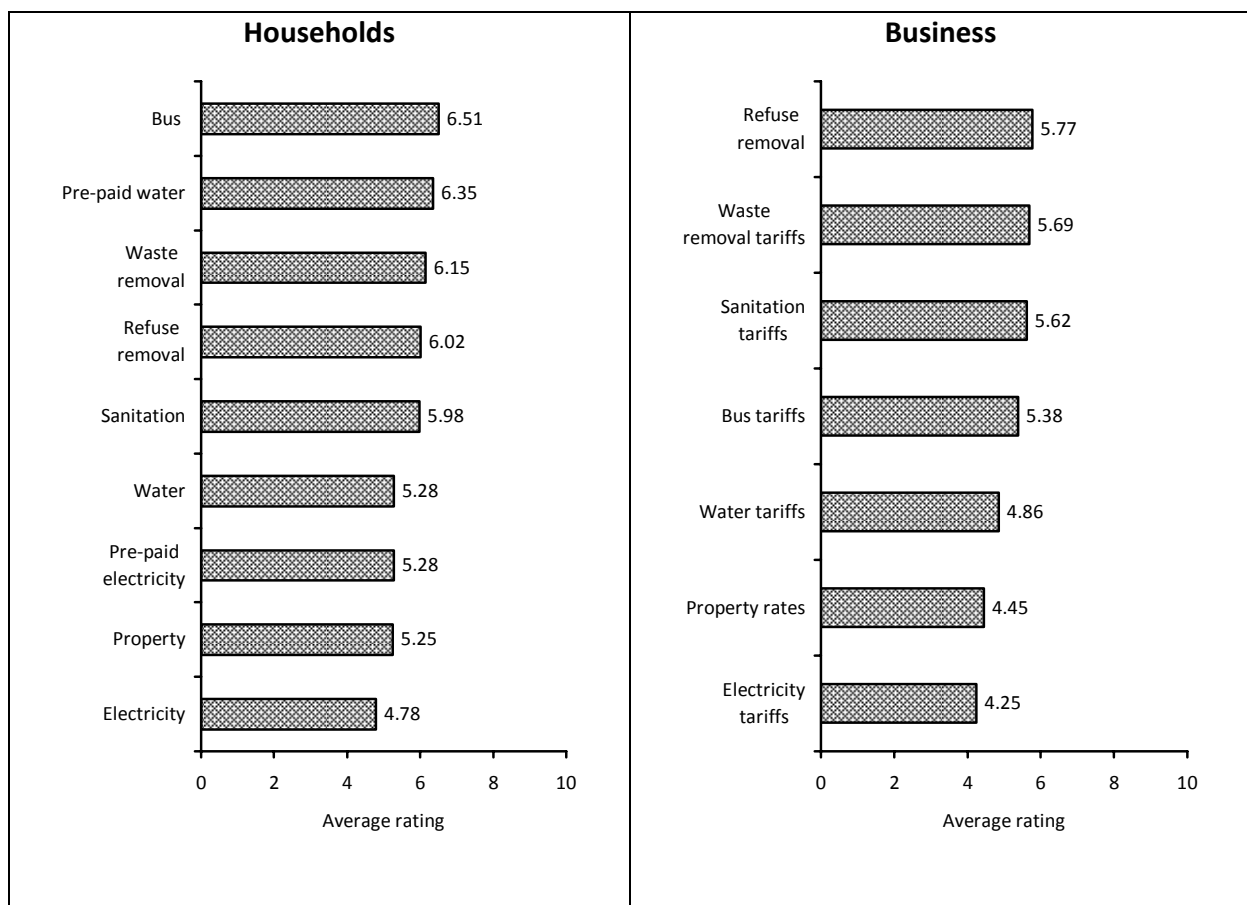
Water provision	<ul style="list-style-type: none"> • Satisfaction ratings for this item were the highest among both households and businesses in 2009. • 16.8 % of the households and 11.2 % of businesses showed dissatisfaction with water provision. • No adequate water supply (40.3 % of dissatisfied households and 25.9 % of dissatisfied businesses) and regular water cuts (21.6 % of dissatisfied households and 27.2 % of dissatisfied businesses) were advanced by as the major reason for dissatisfaction with water provision in 2009.
	<p>Recommendation</p> <ul style="list-style-type: none"> ➤ Improve water provision (wards 24, 71, 73, 76). ➤ Address irregular water interruptions (ward 14). ➤ Improve water quality (taste) (wards 5, 74).
Stormwater drainage	<ul style="list-style-type: none"> • This item rated among the bottom two satisfaction ratings of core services among both households and businesses in 2009. • 39.4 % of the households and 28.6 % businesses showed dissatisfaction with stormwater drainage. • Lack of drainage (70.9 % of dissatisfied households and 65.7 % of dissatisfied businesses) was advanced as the major reason for dissatisfaction with stormwater systems in 2009.
	<p>Recommendation</p> <ul style="list-style-type: none"> ➤ Install stormwater drainage systems (wards 9, 13, 21, 26, 59, 73, 76).
Street/public lights	<ul style="list-style-type: none"> • This item recorded fairly high satisfaction scores from both households and businesses in 2009. • 28.2 % of the households and 17.1 % of businesses indicated that they are dissatisfied with street/public lights. <ul style="list-style-type: none"> ○ Of those dissatisfied households, 52.2 % cited poor maintenance as the major reason for dissatisfaction. ○ Of those dissatisfied businesses, 43.1 % cited poor maintenance as the major reason for dissatisfaction.
	<p>Recommendation</p> <ul style="list-style-type: none"> ➤ 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	<ul style="list-style-type: none"> • Fairly high levels of satisfaction were recorded among both households and business for this item in 2009. • 16.7 % of the households and 12.1 % of businesses showed dissatisfaction with sanitation and waste water in 2009. <ul style="list-style-type: none"> ○ Of those dissatisfied, 77.7 % of households 68.9 % of businesses cited no proper sanitation/flush toilets as major concern.
	<p>Recommendation</p> <ul style="list-style-type: none"> ➤ Improve sanitation and waste water systems (wards 8, 9, 13, 24, 25, 63, 71, 73, 76).

8.3.2 Service tariffs/rates

The satisfaction ratings of households and businesses for service tariffs/rates are summarised in figure 8.11.

FIGURE 8.11

AVERAGE HOUSEHOLD SATISFACTION RATINGS FOR SERVICE TARIFFS/RATES, 2009



Against this background the following is recommended:

Recommendations: Service tariffs/rates

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

8.3.3 Municipal community services

The utilisation (last 12 months) levels of the top and bottom five of the municipal community services investigated in 2009, are summarised below.

HOUSEHOLDS

TOP 5 SERVICES		BOTTOM 5 SERVICES	
Service item	% households	Service item	% households
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

BUSINESSES

TOP 5 SERVICES		BOTTOM 5 SERVICES	
Service item	% households	Service item	% households
Municipal bus service	22.9	Fire and rescue services/fire brigade	1.7
Municipal public toilets	23.0	Emergency/disaster management	1.9
Informal trading facilities	26.6	Emergency medical and Ambulance services	6.9
Municipal taxi ranks	32.5	Dumping sites	12.2
Pavements/pedestrian walkways	55.6	Licensing: Business licence	18.7

The percentage of households who indicated that they had never used the following community services are as follows:

Community service	% households
Emergency/disaster management	91.4
Public swimming pools	90.1
Fire and rescue services/fire brigade	86.1
Garden refuse sites	83.1
Municipal museums	82.9
Recreation resort/nature conservation area (reserves)	82.7

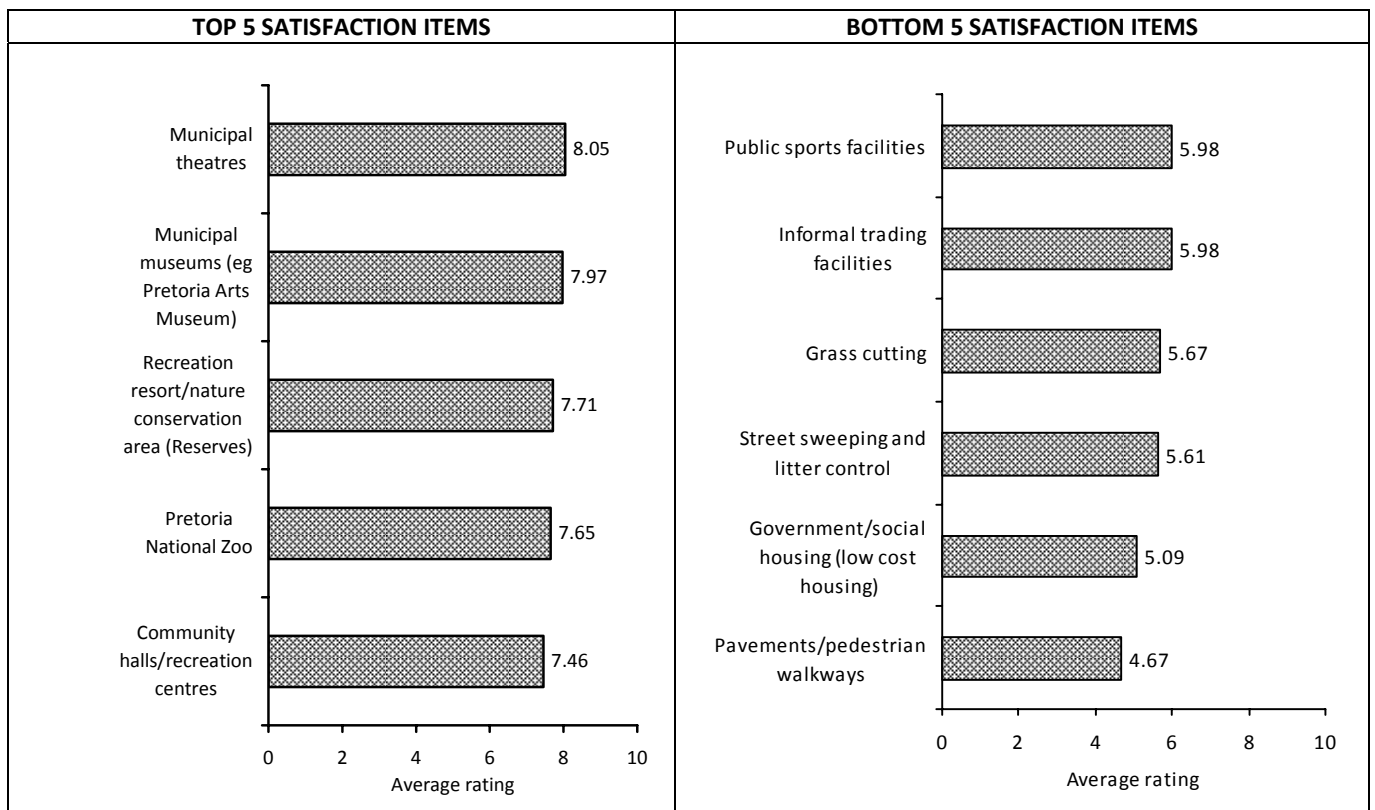
The percentage of businesses who indicated that they had never used the following community services are as follows:

Community service	% businesses
Fire and rescue services/fire brigade	98.3
Emergency/disaster management	98.1
Emergency medical and ambulance services	93.1
Dumping sites	87.8
Licensing: Business licence	81.3

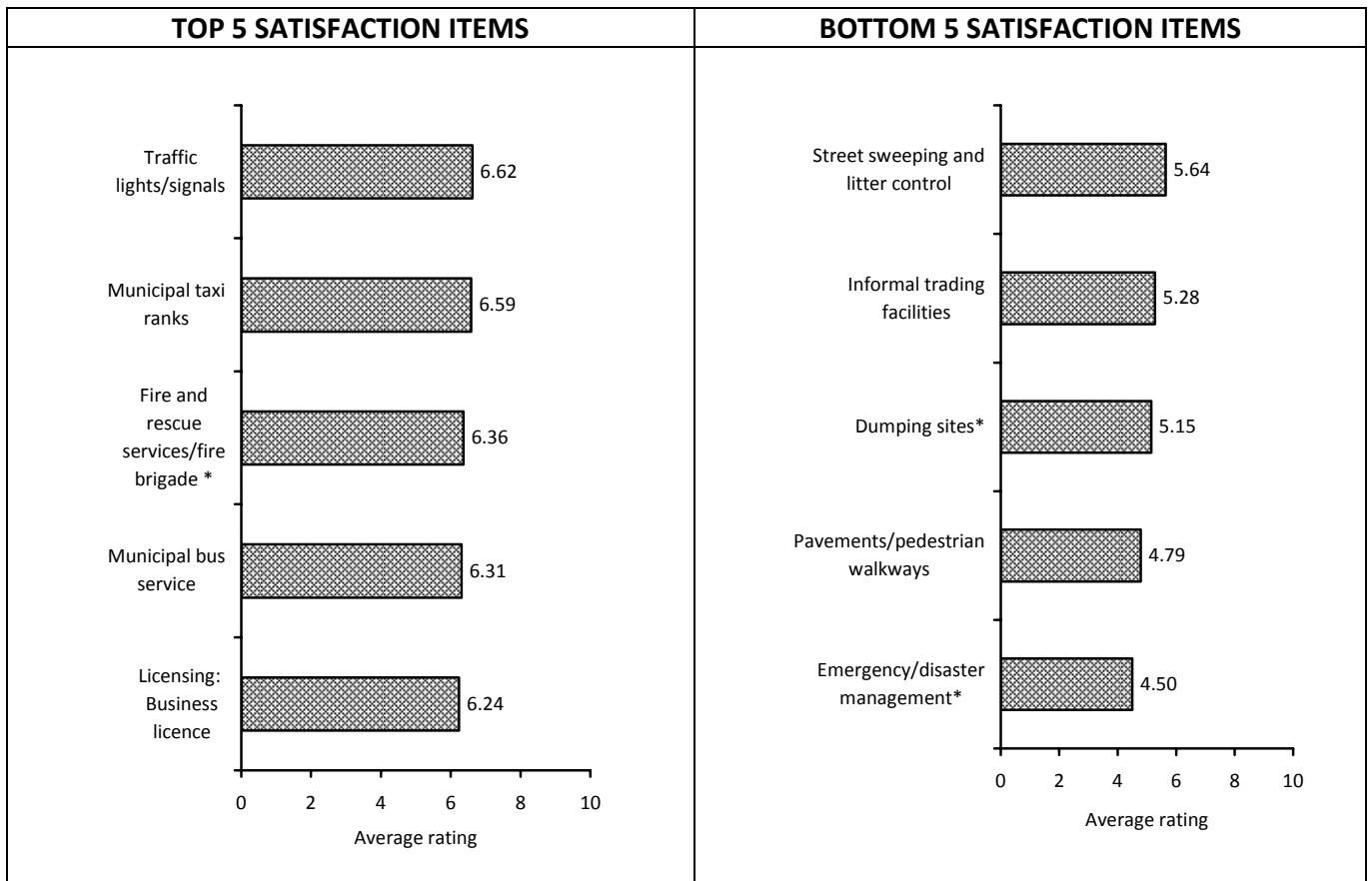
Finally, the satisfaction ratings for the top and bottom five community services are reflected in figure 8.12.

FIGURE 8.12

TOP AND BOTTOM FIVE SATISFACTION RATINGS FOR COMMUNITY SERVICES, 2009 HOUSEHOLDS



BUSINESSES



* The reader is cautioned not to overgeneralise due to samples being too small.

From the above analysis, it is clear that three items that recorded low utilisation (bottom 5 and never used) are also among the top 5 items as far as satisfaction is concerned. Against this background the following is recommended:

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.

8.3.4 Public safety

The major findings and some recommendations based on the section dealing with public safety are highlighted below.

Major findings: Public safety

- Approximately a quarter (27.1 %) of households feel that it is dangerous or unsafe to live in the CoT.
- Approximately a quarter (22.1 %) of business indicated that it is dangerous or unsafe to conduct business at their present location in the CoT. The corresponding figure for doing business in greater Tshwane is 26.5 %.
- Household perceptions of safety after dark were very low in all regions. On average, 38.6 % of households indicated that the CoT is dangerous, very dangerous/unsafe after dark.
- Overall, the perceptions of households of safety in neighbourhoods were fairly positive in 2009 with 47.4 % feeling safe/very safe. Households in the southern region showed less confidence in the safety of their neighbourhoods with 29.0 % indicating that their neighbourhoods are perceived as dangerous/unsafe.
- Approximately a third (37.8 %) of households regard the CoT Inner City as unsafe/dangerous. This can be directly attributed to crime.
- Approximately 10.0 % of households regard travelling on public transport as dangerous/unsafe. Of those who regard travelling as dangerous/unsafe, 55.5 % cited dangerous driving by taxi owners as a major concern.

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.

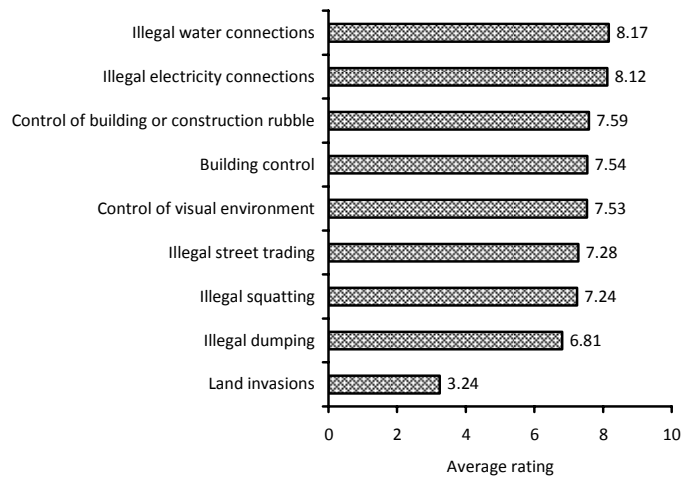
8.3.5 By-law enforcement

The major findings and some recommendations based on the section dealing with by-law enforcement are highlighted below.

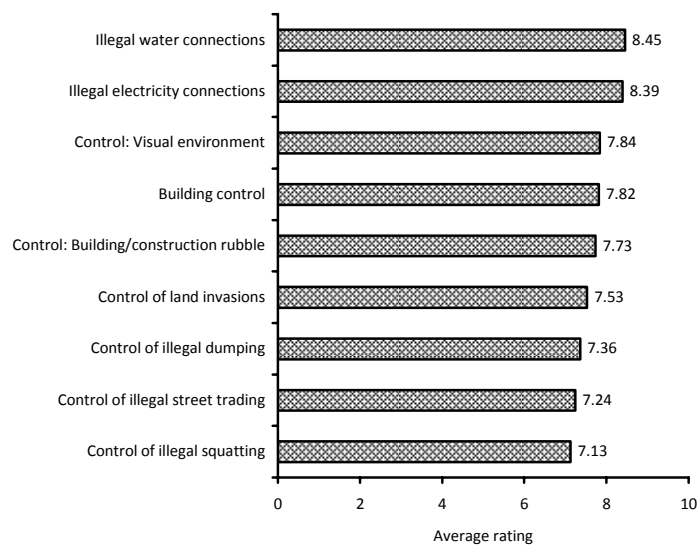
Major findings: By-law-enforcement

- Generally, the perceptions of households and businesses of by-law enforcement were very positive in 2009 with all ratings (except land invasions) related to by-law enforcement showing average scores of above 6.

HOUSEHOLDS



BUSINESSES



- Against the above-mentioned background and based on the levels of dissatisfaction expressed by households and businesses on by-law enforcement issues, the following areas were identified as problematic:
 - Land invasions. Too many illegal foreigners and squatters were advanced by 41.4 % of businesses and 35.8 % of households (wards 9, 59).

Recommendations: By-law-enforcement

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

8.3.6 Crime

The major findings and some recommendations based on the section dealing with traffic control are highlighted below.

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.

8.3.7 Billing and payment

The major findings and some recommendations based on the section dealing with billing and payment are highlighted below.

Major findings: Billing and payment

- Approximately 84.3 % of households 69.6 % of businesses indicated that they received an account from the CoT.
- Satisfaction with the clarity, understanding, correctness and regularity of accounts received average ratings of above 7 out of 10 among both households and business. This reflects fairly high satisfaction levels with CoT accounts received.
- Average satisfaction ratings for the CoT dealing with incorrect accounts recorded ratings of below 5 for both households and businesses, reflecting fairly low satisfaction with the CoT effectively dealing with incorrect accounts.
- Staff attitudes at CoT pay points were generally regarded as good by both households and businesses.
- Households prefer in-person payments at council pay points most.
- Businesses prefer paying accounts via Internet banking.
- Both households and businesses prefer receiving accounts by post.

Recommendations: Billing and payment

- Improve efficiency in resolving account problems.

8.3.8 Customer services

The major findings and some recommendations based on the section dealing with customer services are highlighted below.

Major findings: Call Centre

- Just more than half (56.6 %) the households and 62.4 % of businesses are aware of the CoT toll free number.
- Approximately a quarter (23.5 %) of households and a third (29.7 %) of businesses have used the toll free number.
- Only 15.0 % of households and 26.5 % of businesses indicated that they had used the Call Centre during the past year.
- Most enquiries from households and businesses related to power/electricity (38.5 % of households and 37.2 % of businesses) and Customer Care - billing enquiries (21.7 % of households and 27.3 % of businesses).
- Most telephonic queries are done by households and businesses during office hours.
- Household and business satisfaction with the Call Centre in handling billing enquiries recorded the lowest rating scores (4.01 for households and 3.57 for businesses).
- The main reasons cited for dissatisfaction were that phones are not answered.

Major findings: Walk-in Centre

- Only 11.9 % of households and 6.8 % of businesses indicated that they had visited a Walk-in Centre during the past year.
- Most enquiries by households and businesses who had used Walk-in Centres during the past year related to billing.
- Queues too long, problems not solved, no customer care (rude, unfriendly, impatient) or after-hours service and incorrect information provided were advanced by households and businesses as major concerns with Walk-in Centres.

Major findings: Written enquiries

- Only 1.7 % of households and 3.0 % of businesses lodged written enquiries within the CoT. Most written enquiries by households and businesses related to billing.
- Households seem least satisfied with the way in which CoT deals with their written enquiries related to specifically stormwater drainage/flooding and water provision.

Recommendations: Customer services

- Create awareness of Call Centre facility.
- Improve Call Centre's handling of billing enquiries.
- Responsiveness of Call Centres to be addressed urgently, especially in terms of answering phones, returning calls and solving problems.
- Create awareness of Walk-in Centres and services offered.

8.3.9 Participation and communication

The major findings and some recommendations based on the section dealing with the metro consultative or participatory processes and communication-related issues are highlighted below.

Major findings: Participation

- Only 37.6 % of households participated in metro consultative and participatory processes in 2009. The majority of participants who were involved in metro consultative and participatory processes were from the North West region.
- Ward meetings constitute the primary participation forum.

Major findings: Communication

- Only 6.8 % of households and 8.6 % of businesses had used the CoT Website during the past 12 months.
- Households and businesses indicated fairly high levels of satisfaction for communication media such as newsletters.
- Household satisfaction with the official Tshwane Website was fairly moderate.
- Communication mediums most preferred by households include pamphlets, municipal bills, the radio, public meetings and posters.
- Business owners/managers prefer to be informed via print media and pamphlets.

Recommendations: Participation

- Address low levels of participation in metro consultative and participatory processes.
- Ensure equal distribution of participatory efforts across all regions.
- Promote ward meetings as recognised participatory forums.

Recommendations: Communication

- Create awareness of and promote access to CoT Website. Make Website more user-friendly and easier to read.
- Use pamphlets, municipal bills, the radio, public meetings and posters as most preferred marketing communication mediums.

8.3.10 Corruption

The major findings and some recommendations based on the section dealing with corruption in the CoT are highlighted below.

Major findings: Corruption

- Approximately 27.9 % of households and 25.0 % of businesses are aware of corruption in the CoT.
- Bribery was mentioned as key corruption type in the CoT by households (68.5 %) and business owners/managers (89.1 %).
- Satisfaction with addressing corruption is at a very low level. Only 9.4 % of the households and 4.8 % of businesses indicated that corruption is addressed satisfactorily by the CoT.

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.

8.3.11 City developments

The major findings and some recommendations based on the section dealing with city developments are highlighted below.

Major findings: City developments

- Approximately a third of households (38.4 %) and businesses (39.9 %) respectively agreed that citizens have equal access to the services to which they are entitled.
- More than half the households (57.9 %) and three quarters of the businesses (74.4 %) disagreed that citizens are told how services/ departments are run, how much they cost and who is in charge.
- Households (71.4 %) and business (70.6 %) show high levels of awareness of the 2010 Soccer World Cup.

- Less than third of households (28.7 %) and 15.4 % of businesses are aware of the Batho Pele Programme.

Recommendations: 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.

8.4 CONCLUDING REMARKS

This chapter summarised the outcome of the 2009 CoT household and business satisfaction surveys concluded among 3 000 households and 755 businesses. To add value to the customer satisfaction study, some recommendations have been highlighted for the CoT to consider for implementation at various levels. 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.