CHAPTER 1
INTRODUCTION AND OBJECTIVE OF THE STUDY

1.1 INTRODUCTION

The City of Tshwane (CoT) aspires to become the leading African capital city of excellence that empowers the community to prosper in a safe and healthy environment. To meet this endeavour, the CoT aims to enhance the quality of life of all people in the City of Tshwane through a developmental system of local government and the rendering of efficient, effective and affordable services. More specifically, the CoT has designed a five-year plan and programme of action to develop and grow Tshwane into a successful city where residents can enjoy a good quality of life. The five-year strategic objectives include:

- Providing access to quality basic services and infrastructure throughout the city. This objective entails, among others, the electrification of houses, universal access to basic water and sanitation for all households, formalisation of informal settlements by 2009, the development of family units at hostels and reduction of the roads and stormwater drainage backlogs.

- Accelerating shared and higher local economic growth and development via among others, addressing unemployment, poverty, and support to SMMEs and informal businesses.

- Fighting poverty and ensuring clean, healthy, safe, secure and sustainable communities. In this regard the CoT has identified crime prevention, road safety and municipal by-law enforcement as major focus points. The CoT has also developed strategies in support of learnerships and expanded public works programmes as well as cooperative and SMME development programmes. Closely aligned to these strategies is to present business opportunities, especially targeted at the youth and to develop women to ensure access to economic opportunities and skills development.
• Fostering participatory democracy and applying the Batho Pele principles through a caring, accessible and accountable service. More specifically, the Batho Pele principles include:

  ○ Consultation. Customers should be consulted about the level and quality of the municipal services they receive and, wherever possible, should be given a choice about the services that are offered.
  ○ Service standard. Customers should be told what level and quality of services they will receive so that they are aware of what to expect.
  ○ Access. All customers should have access to all our services, and possible barriers should be done away with.
  ○ Courtesy. All customers should be treated with courtesy, consideration and empathy.
  ○ Information. Customers should be given full, accurate information about the municipal services they are entitled to receive.
  ○ Openness and transparency. Customers should be given honest and open feedback on how the municipality works, what the resources are and how they are used, and the level of efficiency.
  ○ Redress. If the promised standard of service is not delivered, customers should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, customers should receive a sympathetic, positive response.
  ○ Value for money. The municipality should seek ways to simplify services and eliminate waste and inefficiency by ensuring that services are delivered in the most efficient way.

• Ensuring good governance and financial viability, building institutional capacity and optimising transformation in order to execute the municipality's mandate. Among the measures the CoT plans to take in this regard are to:
○ revise the Broad-Based Black Economic Empowerment (BBBEE) procurement policy
○ optimise the city's revenue base
○ strengthen financial capacity management so as to ensure proper budgeting and forecasting
○ improve the spending capacity of departments
○ develop capacity to monitor and assess value for money
○ significantly improve revenue collection and debt management
○ enhance Tshwane's capital city status
○ monitor and evaluate the degree to which the municipality's programmes and projects respond to the needs and priorities of the community
○ support Gauteng as a global competitive city region for a better South Africa, a better continent and a more humane world.

Committed to continuously evaluate how CoT residents and businesses are responding to the strategies and developments outlined above and to endlessly explore ways on how the municipality can improve and expand the delivery of services and quality of life and business in the CoT, the Office of the Executive Major commissioned the Bureau of Market Research (BMR) at the University of South Africa (Unisa) to conduct a customer satisfaction survey amongst households, businesses and foreign embassies entailing the collection of primary information from customers in terms of the current service delivery performance of the CoT. In fact, the 2009 CoT customer satisfaction survey is a direct result of the memorandum of agreement (MOA) signed between the CoT and the University of South Africa (Unisa) in July 2008. The objective of the MOA is to enable the CoT and Unisa, from time to time, to negotiate and conclude agreements dealing with, inter alia, various research projects of which the customer satisfaction survey is one of many research projects resulting from the MOA.
As specified in the MOA, Unisa needs to furnish feedback to the CoT on the various research projects of which the outcome of the 2009 Customer Satisfaction Survey is contained in this report. The MOA also clearly specifies close collaboration between the CoT and Unisa. To meet this endeavour, the BMR has collaborated directly with the Customer Relations Management Division that forms part of the Corporate and Shared Service Department of the CoT. This section/division of the CoT is responsible for customer relations and management functions at the CoT and underscores the principles of service excellence and improved service delivery aimed at changing the quality of life of communities residing and doing business in Tshwane. As part of adhering to the Batho Pele principles outlined above, Customer Care at the CoT is strategically positioned as a business unit within the CoT to continuously identify opportunities to improve services and to set and monitor service delivery standards. With the aim of delivering service excellence, Customer Care is dedicated towards eliminating the obstacles to good service delivery. To meet this endeavour, Customer Care aims to continuously monitor customer views on service delivery. This clarifies why the responsibility for the 2009 customer satisfaction survey, as with previous surveys, falls under the direct jurisdiction of the Customer Relations Management Division of the CoT, who, in collaboration with the BMR, executed the 2009 CoT customer satisfaction survey.

1.2 BACKGROUND

To date the CoT has conducted two customer satisfaction surveys, one in 2006 and the other in 2007. The 2006 survey served as a baseline study while the 2007 follow-up study served to detect changes in service satisfaction levels of CoT customers. No study was conducted in 2008. This, together with the CoT/Unisa MOA, motived a customer satisfaction survey in 2009. The need for a much broader study in 2009 also followed from concerns about the sample sizes of the previous studies (2006 and 2007). The sample sizes for the 2006 and 2007 studies were both 1 200 respectively (800 households and 400 businesses). The 2009 study included a much broader sample
representation of 3 000 households; 755 businesses, distinguishing between formal (500) and informal (255) businesses; and 20 foreign embassies. Improving on previous research attempts, the 2009 study also included a ‘mirror’ satisfaction survey whereby CoT employees were requested to indicate their perceived level of satisfaction with the provision of municipal services by the CoT. The advantage of the much broader study in 2009, is that it provides a more representative overview of customers’ satisfaction levels by not only including a much broader survey audience but also by identifying understanding gaps between perceived and expected customer satisfaction with CoT service performance areas. The 2009 study also added the additional advantage of conducting regional analysis that further supported more confined strategic planning.

Obviously, the revisited and new sampling approach entailed a re-engineering of the entire previously used CoT customer satisfaction model. The 2009 survey included satisfaction ratings of the most contemporary service performance areas and allowed for identifying specific reasons for dissatisfaction, securing the potential of identifying priority service areas to be addressed through carefully constructed strategic management planning. Although the major focus of the previous and 2009 customer satisfaction models remained the same in terms of core service delivery areas, the 2009 model was largely confined to the measurement of purely satisfaction dimensions, which ensured a much better structured and manageable research model serving the purpose of a true customer satisfaction study.

Logically, adjustments and additions and sample size differences, as highlighted above, make comparisons with previous studies very difficult and impact on the initial intention of the CoT to design a customer satisfaction model for longitudinal (tracking) purposes.
### 1.3 OBJECTIVE OF THE STUDY

It is highly commendable and a major challenge for service providers to gauge the satisfaction levels relating to their services in the community. This not only assists in correcting shortfalls in service delivery but may also be indicative of political leadership and management efficiency exercised by public institutions. The value of such an exercise is important especially in an environment of multiple community needs that cannot always be met due to scarce resources. Notable inequalities between communities and a broad expansion of needs (due to urban migration) exacerbate the challenge, especially for larger municipalities. Many people migrate to metropolitan and other growth areas with the expectation of securing employment. These inflows often exceed the economic capacity to accommodate new arrivals.

Against this background, the aim of the 2009 study was to conduct a survey among a representative sample of households and businesses located within the demarcated area of the CoT. More specifically, the study aims to assess the perceptions of residents and businesses about their awareness, usage, satisfaction and expectations with regard to service delivery, governance and development priorities in the CoT. On request of the CoT, the 2009 study also included a sample of foreign embassies as an additional customer segment of the CoT. Furthermore, the 2009 study also included a survey among CoT employees. This broader approach added value and aimed to identify ‘understanding gaps’. These are areas where CoT employees understand or do not properly understand what is important to customers or realise/fail to realise that the level of service they provide is or is not good enough. This research approach is known as a mirror survey and it involved administering a slightly modified version of the external customer questionnaire to employees.
Broadly, the study aims to improve communication between the CoT and all its customers, which will help to determine the social, economic and material needs of the community and to improve the quality of lives and business conditions within the CoT. Finally, the research results will be used to inform the CoT business planning processes as well as the formulation of strategic plans.

1.4 OUTLINE OF THE REPORT

The executive summary at the beginning of the report highlights the core issues contained in the report. The first chapter provides a background to the study, defines its objective and outlines the structure of the report. A detailed description of the survey methodology is provided in chapter 2. Chapter 3 deals with the findings of the household survey while chapter 4 discusses the findings of the business survey. Chapters 5 and 6 report on the findings of the employee mirror and embassy surveys while chapter 7 contains a ‘gap analysis’ of the variations among the various surveys. Chapter 8 provides a summary and some recommendations based on the 2009 CoT customer satisfaction surveys.