

**GREATER SEKHUKHUNE
DISTRICT MUNICIPALITY**

**CUSTOMER SATISFACTION
SURVEY 2009**



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1. INTRODUCTION AND OBJECTIVE OF THE STUDY

1.1 INTRODUCTION TO THE SURVEY

This survey was conducted on behalf of the Greater Sekhukhune District Municipality (hereafter referred to GSDM) as part of their initiative to evaluate customer satisfaction of the service delivered within the District. Batho Pele is an initiative to get civil servants to be service orientated, to strive for excellence in service delivery and to commit to continuous service delivery improvement.

Section 156 (1) of the Constitution sets out the following powers and functions of municipalities:

- Air Pollution
- Building regulations
- Child care facilities
- Electricity and gas reticulation
- Fire fighting services
- Local tourism
- Municipal planning
- Refuse removal, refuse dumps and solid waste disposal
- Health Services
- Public transport
- Public works
- Storm water management
- Trading regulations
- Cemeteries, funeral parlours and crematoria
- Water and sanitation services
- Local amenities and sports facilities
- Traffic and parking
- Municipal roads
- Street Lighting
- Municipal parks and recreation

1.2 BACKGROUND

The previous survey was carried out by UNISA in 2007. This survey was modelled on the UNISA survey for ease of comparison. The survey is one of the tools used by the municipality to assess the effectiveness of service delivery as well as to assist with the IDP process.

1.2.1 High Level Objectives of the Municipality

The GSDM's key strategic objectives are as follows:

- Facilitation of access to land to ensure sustainable land use management for the entire district.
- Maximisation of economic growth and development through developing local economic opportunities and facilitating community empowerment;
- Promote and implement social and development programmes.
- Fostering of community participation and ownership of municipal programmes through effective communication.
- Strengthen the co-ordination of governance structures and facilitate sound intergovernmental relations
- Development of institutional capacity and efficient financial management geared towards efficient delivery of services

1.2.2 Key Development Priorities

Development of institutional capacity and efficient financial management geared towards efficient delivery of services

The development of institutional capacity is a key priority to ensure that the District is equipped with high-quality staff that ensures that government programmes are implemented according to set targets. In this area of priority the District will focus on:

- Recruitment and selection of high-quality and committed staff
- The retention of staff
- The development of the skills of its staff
- Engaging in partnerships with strategic partners
- Organisational Development
- Human Resource Administration and Maintenance
- The development of administrative systems
- Secretariat and Administration Services
- Information Management
- Internal Communication
- Performance Management
- **Customer care**

1.2.3 IDP Review Process

The review process takes into account the recommendations from different stakeholders and role players. It also takes into consideration the assessment of the District's performance against the organizational objectives, the feedback during public participation, IDP engagement processes and also any new information or any change in circumstances that might have arisen subsequent to the adoption of the 2009/10 IDP.

The review process is undertaken through the implementation of the District Process Plan which all local municipalities must prepare as per legislation. The Process Plans must comply with the District IDP Framework to ensure proper implementation, alignment and coordination between the district and local municipalities as outlined in Section 27 of the Municipal Systems Act (MSA).

Proper alignment between the District and its local municipalities was done when IDP Framework at the District level and subsequently Process plans for all Local Municipalities were compiled and adopted in June 2009 and August 2009 respectively.

1.2.4 2010/2011 Review Process

The Greater Sekhukhune District Municipality's (GSDM)2010/11 IDP/Budget is geared towards the improvement of the quality of lives of its communities and addressing many of the historical challenges.

- The construction of De Hoop Dam in 2012 will address the Lack of bulk water supply and the two thirds water backlog. The Flag Boshielo Dam and other schemes in the district will be refurbished.
- Roads infrastructure connect the district with different economically potential areas at all fronts. The remaining challenge is the construction of access roads leading to and within the villages of Sekhukhune District.
- The electrification process by Eskom has improved many homesteads in the district particularly in Ephraim Mogale, Elias Motsoaledi, Fetagkomo and Makhuduthamaga. Greater Tubatse remains with a huge electrification backlog.
- The agricultural plans that are put in place will improve agricultural production in rural areas and provide food security.
- Mining and Tourism hold huge economic potential and need more exploration to uplift the economy of this district.
- Spatial Development Framework (SDF) will remain as a guiding document for the success of every plan envisaged in the district. Land development will be carried out in a sustainable manner.
- The Municipal Turnaround Strategy (MTAS) will strengthen capacity and capability at local government level and will assist a great deal in the delivery of services to communities in the District.

1.2.5 Public Participation

One of the strengths of the Municipality is the area of communication and public participation. The survey is testimony to the ideal of engaging the population in the decision making process. The following forums and mechanisms are used to good effect:

- Community Feedback Meetings (business labour and civil society).
- Media Liaison (Electronic and Print Media).
- Promotional Materials (T Shirts, Caps, posters, banners)
- Ward Committees/Community Development Workers (CDWs) 116 Ward Committees launched.
- Youth Development
- Women Empowerment
- Traditional Leadership
- IGR and International Relations (Twinning with Johannesburg)

1.3 OBJECTIVE OF THE STUDY

1.3.1 Survey Objectives

1.3.1.1 Primary objectives of the survey were as follows:

- Determining the awareness of Batho Pele on service delivery standards
- Assessing the impact of the Batho Pele programmes on service delivery
- Measuring and evaluating customer satisfaction both internally and externally in accordance with Batho Pele principles
- Identifying the strengths and weaknesses of the Batho Pele programmes in the District and its five local municipalities
- Highlighting priority areas requiring further attention

1.3.1.2 Other factors that should be considered:

- Many external influences on the population
- People have higher expectations
- The capacity constraints of the Municipality
- Financial considerations

1.4 SOCIOECONOMIC AND SERVICE DELIVERY PROFILE OF GSDM

1.4.1 Demographics

The district consists of 116 wards which are broken down per local municipality on Table 1.1

Table 1. 1: Number of wards per local municipality

Local Municipality	Number of Wards	Number of Villages
Elias Motsoaledi	29	104
Fetagkomo	13	87
Greater Marble Hall	14	69
Greater Tubatse	29	202
Makhuduthamaga	31	143
Total	116	605

The present total population of the GSDM is estimated at 1,090,424 (STATSSA, Community Survey 2007). According to the Water Services Development Plan (WSDP) the Figures reflect a slight increase in population as indicated in the table below. Therefore this clearly shows that the available official statistical information is not accurate.

It then creates a gap in the planning of the delivery of services. The most populated local municipalities are Tubatse, Makhuduthamaga and Elias Motsoaledi respectively. Between the census of 2001 and the community survey 2007, population in some municipalities has decreased while it increased significantly in others, with Tubatse, Makhuduthamaga and Marble Hall being the cases in this point. The population breakdown is depicted on the table below:

Table 1. 2: Breakdown of population per local municipality

Municipality	2001	2007
Fetagkomo	97,141	112,232
Elias Motsoaledi	233,215	247,488
Makhuduthamaga	276,404	262,726
Marble Hall	127,668	124,510
Tubatse	290,319	343,468
Total	1,024,748	1,090,424

Source: STATS SA Community Survey 2007

Table 1. 3: Breakdown of population per local municipality

Municipality	Total
Fetagkomo	112,232
Elias Motsoaledi	247,488
Makhuduthamaga	262,726
Marble Hall	174,375
Tubatse	343,468
Total	1,140,289

Source: WSDP

As the previous chapter highlighted, however, NSDP calculations place Sekhukhune in the top 20 most populous Districts/Metros in South Africa (in 15th position). The NSDP also declares that the District hosts 2, 16% of the total South African population (The Presidency, 2006).

The Sekhukhune population is divided into a number of households. The next table illustrates the division of households per local municipality.

Table 1. 4: Households per local municipality

Municipality	2001	2005	2007
Fetagkomo	18,789	20,040	21,851
Elias Motsoaledi	45,478	51,518	46,840
Makhuduthamaga	54,206	56,988	53,654
Marble Hall	24,189	27,940	28,215
Tubatse	53,850	60,435	66,611
Total	204,744	216,921	217,172

Source: STATSSA Community Survey 2007

Table 1. 5: Households per local municipality

Municipality	2009
Fetagkomo	28,266
Elias Motsoaledi	52,263
Makhuduthamaga	53,654
Marble Hall	32,304
Tubatse	66,611
Total	233,098

Source: WSDP

1.4.2 Households per local municipality

Most Sekhukhune households are headed by females, a characteristic that has significant social implications for the District. This situation is largely the result of the economic migration of male family members to seek work outside the District.

Out-migration and male absenteeism in Sekhukhune

A striking characteristic of the Sekhukhune population is the high levels of male absenteeism in the District. This is the result of most males being forced to seek work outside Sekhukhune. The table below is based on a sample survey in the area, and attempts to characterize the types of migrants that leave Sekhukhune households to seek work in other parts of the country.

Table 1. 6: Categories of migrants from Sekhukhune households

Category	Number	%
Regular migrants (return every week or month)	70,257	56,8
Seasonal migrants (for a limited period each year)	34,005	27,5
Prolonged period away (more than 6 months at a time)	19,496	15,7
Total number of absentee migrants	123,759	100

Economic migration clearly affects both current population figures and projected population growth in the District. As subsequent sections of this chapter will show, it also fundamentally affects economic planning in Sekhukhune. Current discussions on augmenting rail transport in the area, for example, are underpinned by analyses of the number and types of migrants who travel in and out of the area.

What is undisputed is that the remittances sent back to Sekhukhune households by workers elsewhere contribute significantly to livelihoods in the district. The table below, also based on a sample survey, attempts to quantify the remittances received by households in the District.

Table 1. 7: Remittances received by Sekhukhune households in 2006

Number of Brackets	%
Less than R500	12,9
R500 – R1,000	23,7
R1,001 – R3, 000	12,7
More than R3,000	50,7
Total	100

According to the NSDP, the Sekhukhune District has the 4th largest out-migration (people migrating out of the District) in the country with 6.69% of its total population (2001) opting to leave Sekhukhune (The Presidency, 2006). The volume and nature of migration is clearly a factor that development planners in the District need to take into account in their medium-term planning.

Population growth rates

UNISA's Bureau for Market Research estimates population growth in Sekhukhune as follows:

Table 1. 8: Projected population growth rates in Sekhukhune

Municipality	2005	2006	2007	2008	2009
Fetagkomo	97,141	98,278	99,349	100,342	101,346
Elias Motsoaledi	233,215	236,014	238,657	241,115	243,599
Makhuduthamaga	276,404	279,417	282,266	284,920	287,598
Marble Hall	127,668	129,072	130,363	131,667	133,115
Tubatse	290,319	293,803	297,035	300,005	303,005
Total	1,024,748	1,036,583	1,047,670	1,058,049	1,068,662

Source: Limpopo Development Information Database

1.4.3 Household size

The households' sizes in the rural areas differ with the households' sizes in the urban areas. The households' sizes in the rural areas are 4.76% while in the urban areas are 4.22%.

1.4.4 Population group

The majority of people in GSDM are Africans while there are other groups like whites, coloureds and Asian people. The largest percentage of Whites, Coloureds and Asians are found in Elias Motsoaledi, Marble Hall and Burgersfort.

1.4.5 Home language

The dominant home language in GSDM is Sepedi with 83.34% followed by Isindebele in 4.4%. According to statistics, the areas that are that are predominantly Sepedi speaking are Makhuduthamaga and Greater Tubatse. Comparing English and Afrikaans speakers, there are few English speakers in 0.22% while the Afrikaans speakers are in 0.83%. Most Afrikaans speakers are in our former white only towns of Groblersdal, Marble Hall and Burgersfort.

1.4.6 Age and Gender

Within Sekhukhune, the below- 18 age group makes up almost 50% of the population. Behind this average, lie slight variations in the different municipalities. This ranges from 51% in Makhuduthamaga (comparatively the youngest population) to 48% in Marble Hall (comparatively the oldest population).

Table 1. 9: Age and gender profile of GSDM

Municipality	Age group	Male	Female	Total
Fetakgomo	0-17	22,916	23,080	45,996
	18-64	15,816	23,996	39,812
	65+	1,951	4,322	6,273
	Total	40,684	51,398	92,081
Elias Motsoaledi	0-17	53,444	54,172	107,616
	18-64	40,863	58,753	99,616
	65+	4,422	9,085	13,506
	Total	98,729	122,009	220,738
Makhuduthamaga	0-17	66,600	67,468	134,068
	18-64	41,816	69,246	111,062
	65+	5,601	12,179	17,779
	Total	114,017	148,892	262,909
Marble Hall	0-17	28,894	28,777	57,670
	18-64	24,353	32,061	56,414
	65+	2,534	4,701	7,236
	Total	55,780	65,539	121,320
Tubatse	0-17	67,895	68,990	136,885
	18-64	49,252	70,351	119,603
	65+	4,182	9,446	13,627
	Total	121,329	148,787	270,116
Total	0-17	239,750	242,486	482,236
	18-64	172,101	254,406	426,507
	65+	18,689	39,733	58,422
	Total	430,540	536,625	967,165

Stats SA Community Survey 2007

2. RESEARCH METHODOLOGY

2.1 INTRODUCTION

This mirror type survey was aimed at identifying the “understanding gaps” that may originate from customers perceived higher expectations.

The previous survey in 2007 was conducted among 1007 households and 110 employees.

In order to improve on the previous research survey the following was agreed to:

- Target of 2000 households on a ward basis
- Survey extended to Officials from all Municipalities
- Survey extended to Councilors from all Municipalities
- Survey conducted of Businesses and Special Interest Groups

Key considerations were as follows:

- Sample study must be representative of the population of the District.
- Coverage of each ward in each of the 5 municipalities
- Use of Quantitative and Qualitative methods
- Improvement on the previous study conducted
- Identify strong and weak points in different departments
- Voluntary participation
- Internal and external

2.2 HOUSEHOLD SURVEY

2.2.1 Survey Population

2.2.1.1 Sample units

The sample population comprised all households residing in the GSDM. Both formal and informal dwelling types were included in the survey.

2.2.1.2 Sample elements

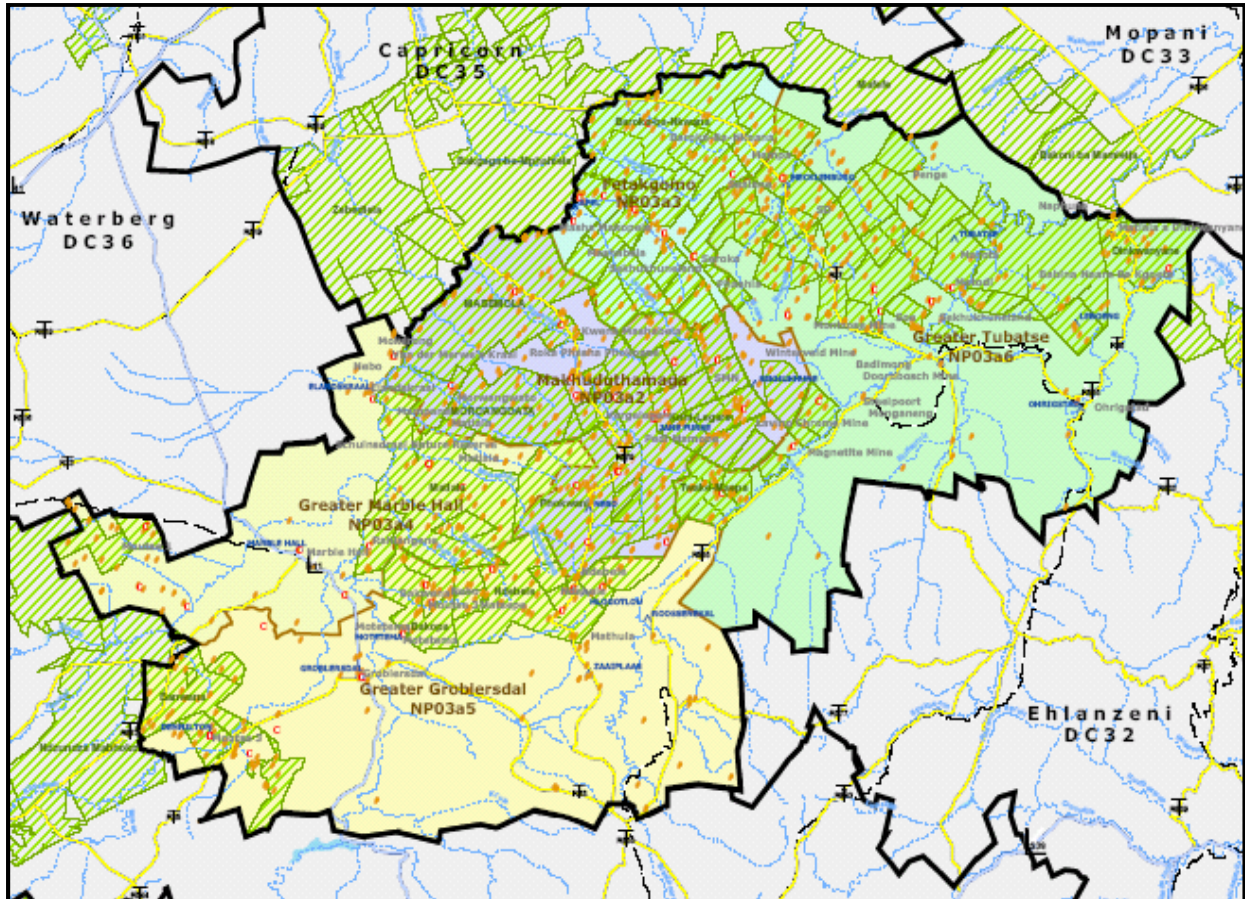
Respondents were heads of households or their spouses. The following criteria were used as for household qualification:

- Head of household or spouse
- A South African by birth
- Resident within the dwelling
- Beneficiary of GSDM municipal services

2.2.1.3 Survey area

The survey area comprised the five local municipalities of the GSDM as shown in the map below.

Figure 2. 1: Map of Greater Sekhukhune District Municipality



2.2.2 Household sample plan and design

2.2.2.1 Sampling methodology and sample size

A stratified multi stage sample design was used. The questionnaires were divided into wards in each of the municipalities. Each CDW was issued with 20 forms with a target of 17.5 to achieve the overall target of 2000 questionnaires. A random sample selection procedure was followed. Forms were completed using face to face contact. No telephone interviews were conducted.

2.2.2.2 Data collection methodology

The survey of households was conducted through face-to-face interviews.

2.2.3 Research instrument

The survey questionnaires (research instruments) used in the previous study were modified in consultation with GSDM representatives and tested (dry runs) in each of the 5 local municipalities of Greater Sekhukhune. Dry runs were conducted for the following reasons:

- Training of Officials and Community Development workers.
- Correction of errors in draft questionnaires.
- Input from local municipalities for improvement of the survey forms.
- Gain support for the survey from local councils.

2.2.4 Fieldwork

One of the key objectives of the survey was to ensure the participation and involvement of Officials and Community Development workers (CDW's), in ensuring skills transfer and capacity building at GSDM. A series of training sessions were carried out in each of the local municipalities.

Table 2. 1: Training attendees per municipality

Municipality	Date of workshop & training	No of attendees trained
GSDM (Review & Test Run)	16 November 2009	N/A
Greater Tubatse	17 November 2009	71
Marble Hall+ GSDM	18 November 2009	63
Makhuduthamaga	19 November 2009	46
Fetagkomo	20 November 2009	41
Elias Motsoaledi	30 November 2009	29
Total		250

2.2.5 Number of questionnaires returned

Table 2. 2: Number of returned questionnaires per category

Target Group	Received
Households	1709
Officials	124
Councilors	15
Business and Special Interest Groups	151
Total	1999

2.2.6 Coding, data capturing and tabulation

Survey forms from each local municipality were colour coded for ease of reconciliation. Data capture was carried out in the offices of RK and Associates in Nelspruit using excel databases.

2.2.7 Quality control and validity

In order to minimise errors the following steps were taken:

- Questionnaire was tested with fieldworkers, councillors and officials from each of the five local municipalities.
- Intensive training of fieldworkers (CDW's)
- Employment of competent data capture clerks

2.3 EMPLOYEE SURVEY

2.3.1 Survey population

GSDM employees were selected from each of the five local municipalities as well as the district on the basis of those that were on duty on the given day.

2.3.3 Data collection methodology

Survey forms were collected from the community development workers and reconciled using the issue register.

2.4 GAP ANALYSIS

The benefit of interviewing service providers and service recipients simultaneously helps to identify understanding gaps between the two groups.

The phrasing of the questions are adjusted slightly to ensure that the measured attributes are the same. As an example the question on general perceptions of the municipality is illustrated in the following table:

Table 2. 3: Phrasing of question example

Survey Group	Question
Households	Indicate your level of satisfaction with the current service delivery performance of your local municipality over the past twelve months.
Officials	What in your opinion is the perceived level of satisfaction of service recipients (customers) with current municipal service delivery over the past 12 months?
Councilors	What in your opinion is the perceived level of satisfaction of service recipients (customers) with current municipal service delivery over the past 12 months?
Business and Special Interest Groups	Indicate your level of satisfaction with the current service delivery performance of your local municipality over the past twelve months.

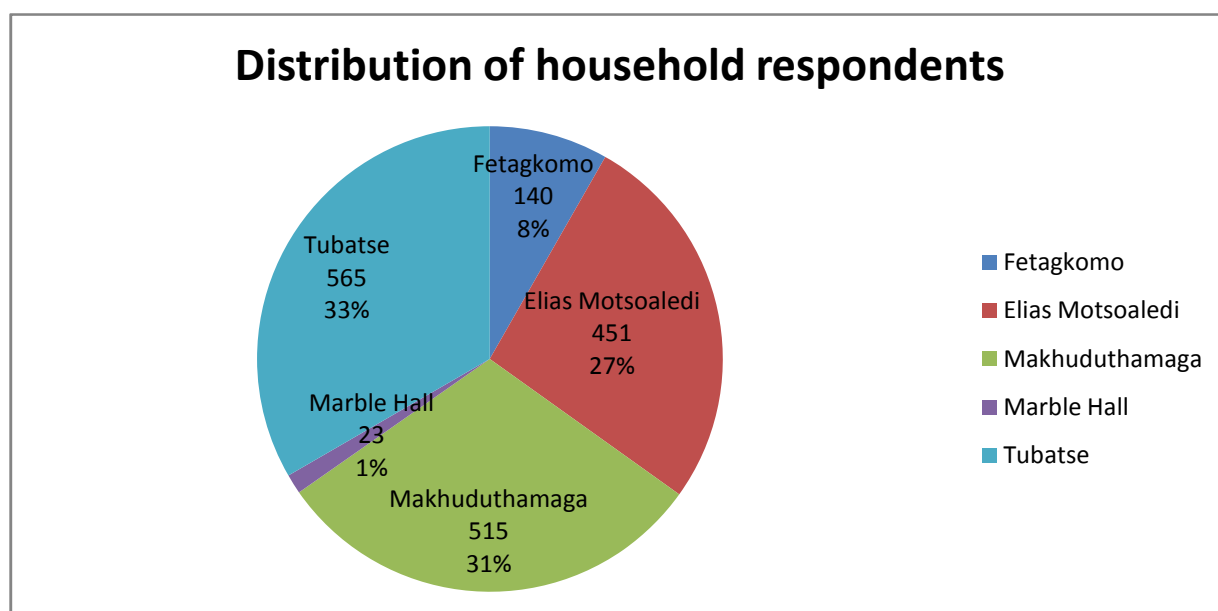
3. FINDINGS OF THE HOUSEHOLD SATISFACTION SURVEY

3.1 INTRODUCTION

This chapter presents the findings of the 2009 survey among 1709 households residing in the GSDM. The mean scores are based on the satisfaction level of householders using a 10-point scale ranging from 1 (very poor) to 10 (excellent). A mean score of 4.5 reflects a satisfaction score of 4.5 out of a possible 10 points. The distribution by municipality is shown in Figure 3.1

The majority of the sample was made up respondents from Tubatse Local Municipality (33.4%), Makhuduthamaga Local Municipality (30.4%) and Elias Motsoaledi Local Municipality (26.6%)

Figure 3. 1: Distribution of Household Respondents



3.2 TYPOLOGY OF THE HOUSEHOLD SAMPLE

When interpreting the results it must be noted that the vast majority of respondents come from rural areas. Respondents from rural areas would more concerned with basic needs when compared to respondents from well developed suburbs.

The types of areas occupied by respondents are given in Figure 3.2.

Figure 3. 2: Types of Areas Occupied by Respondents

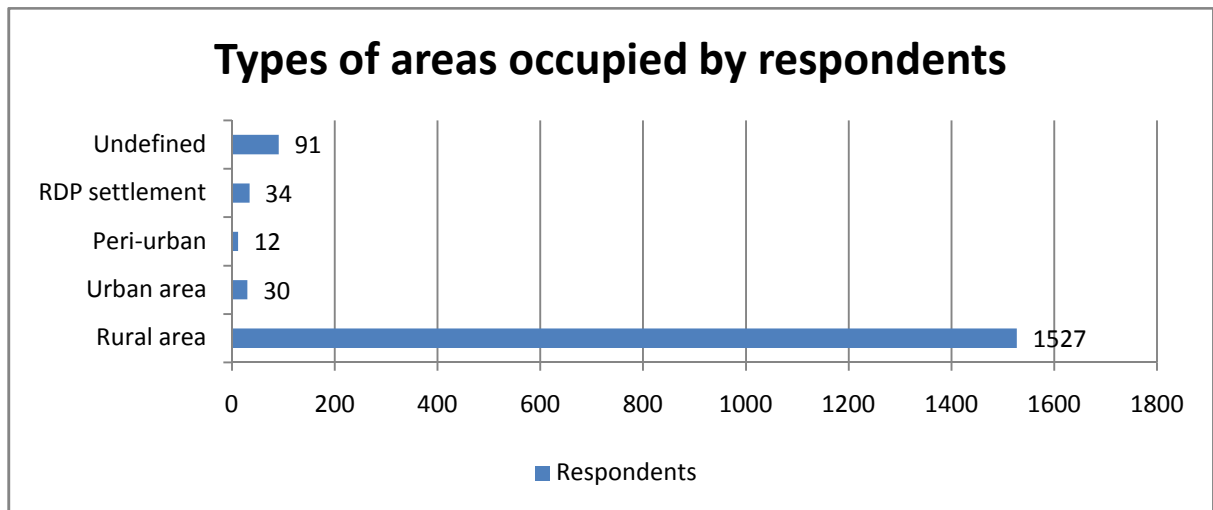
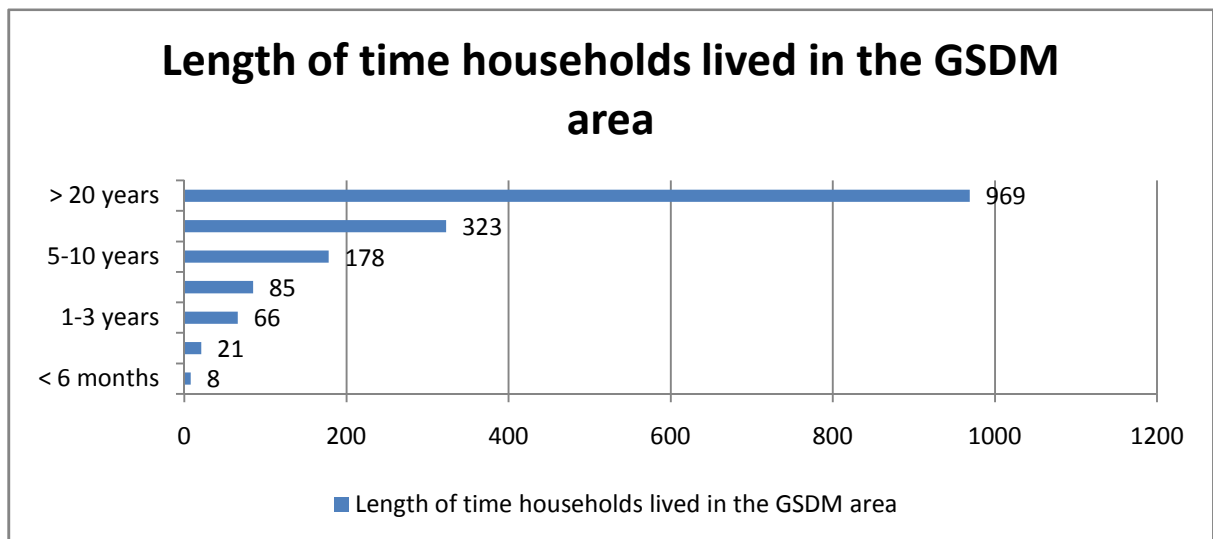


Figure 3.3 shows the length of time that respondents resided in the GSDM.

Figure 3. 3: Length of time households have lived in the GSDM area



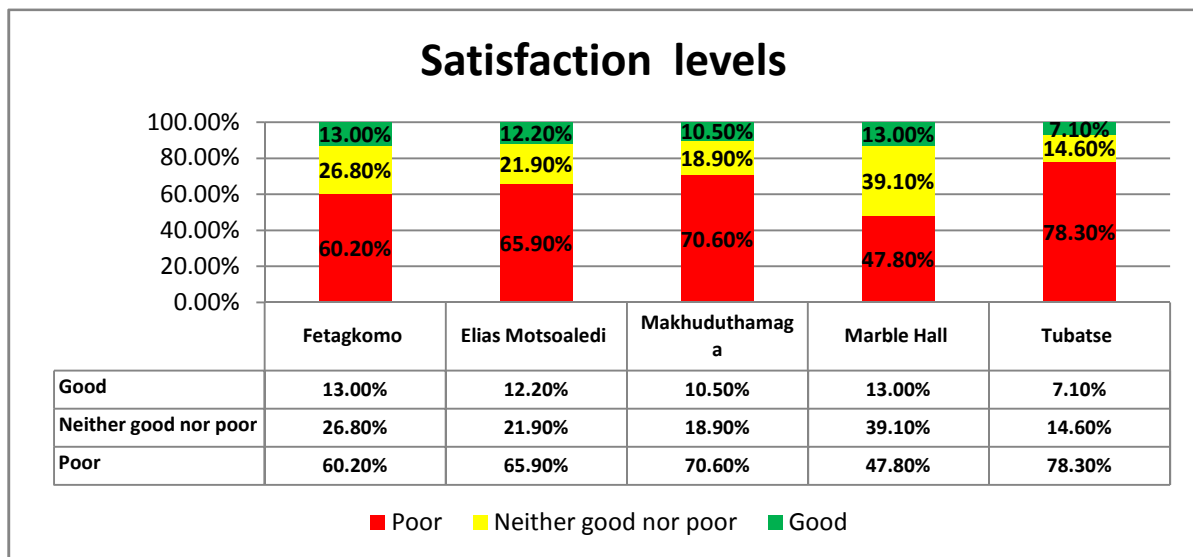
3.3 GENERAL PERCEPTIONS OF THE GSDM

3.3.1 Level of satisfaction with current service delivery

The first question in the questionnaire enquired about the level of satisfaction of households with the service delivery performance of the GSDM over the past 12 months. Respondents were required to rate the service level on a 5 point Likert scale ranging from very poor (1) to very good (5)

The responses are shown graphically in Figure 3.4. Strong poor ratings are reflected in four of the municipalities with 60.2% for Fetagkomo and 78.3% for Tubatse. Only one in seven respondents feel that service delivery is good.

Figure 3. 4: Satisfaction levels of current service delivery by local municipality

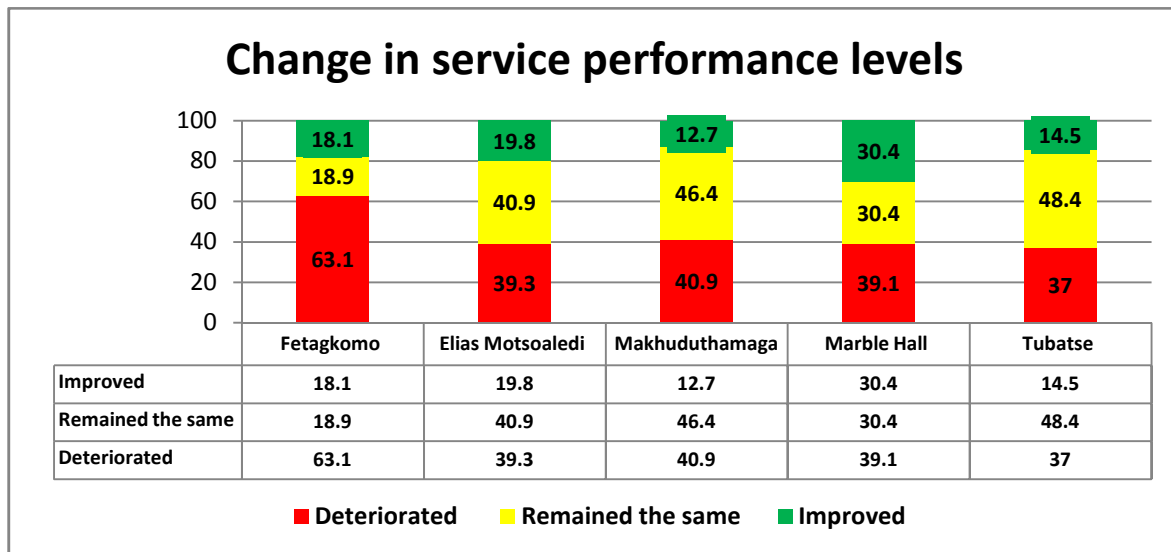


3.3.2 Change in service performance levels

Respondents were requested to indicate the change, if any, in the service performance levels of the local municipalities during the past twelve months. Responses were recorded on a 5-point scale ranging from “deteriorated significantly” to ‘improved significantly’.

The responses are illustrated graphically in Figure 3.5

Figure 3.5: Change in service performance levels during the past 12 months



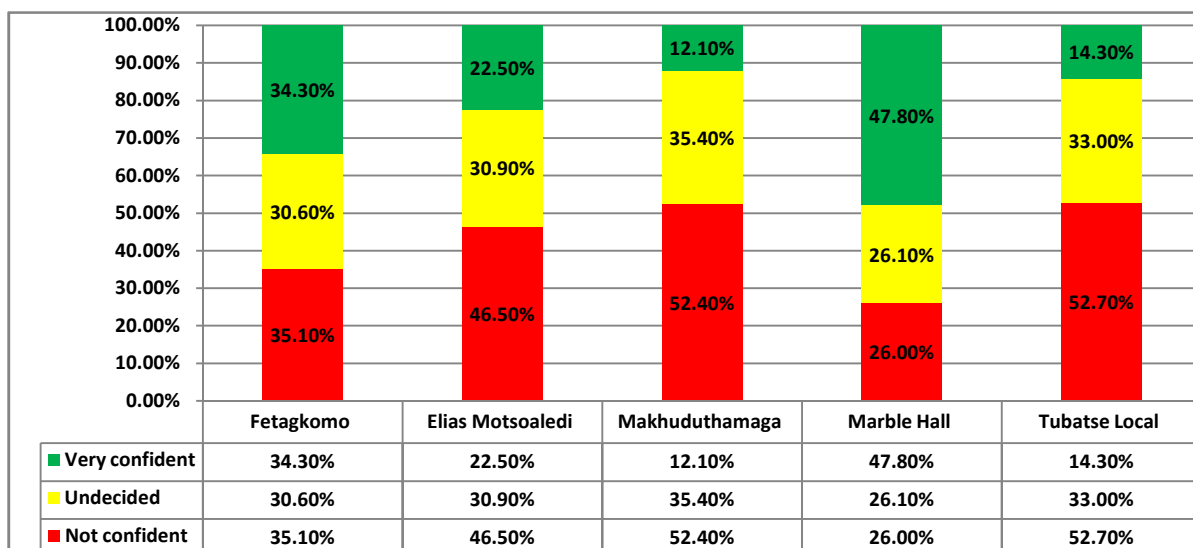
3.3.3 Confidence in the GSDM and its local municipalities

Respondents were requested to rate their confidence in the ability of the local municipalities to provide its residents with a good quality of life, compared to other municipalities outside the GSDM.

The responses were recorded on a 5 point scale ranging from ‘not at all confident’ to ‘very confident’

Responses converted to percentages are illustrated in Figure 3.6. Marble Hall shows the highest level of confidence (47.8 %) and Tubatse shows the lowest level of confidence (52.7%)

Figure 3. 6: Confidence in the ability of the GSDM to provide a good quality of life compared to other municipalities



3.4 DEVELOPMENT CHALLENGES AND PRIORITIES OF THE GSDM

Households were requested to rate the importance of a list of 13 challenges/priorities that need to be addressed during the next 12 months. Some of these challenges (e.g. education) are the responsibility of provincial or national governments. Each of the identified challenges were rated on a 5-point scale where 1 is the least important and 5 is the most important.

The mean scores and overall rankings are shown in Table 3.1

Table 3. 1: List of challenges/priorities in order of total mean rating and ranking

Challenges/ Priorities	Fetagkomo	Elias Motsaledi	Makhudut hamaga	Marble Hall	Tubatse	Mean Rating	Ranking
Education	3.66	3.73	3.68	3.00	3.87	3.74	1
Access to water	3.12	3.85	3.56	3.57	3.61	3.62	2
Health care (e.g. Clinics)	3.57	3.69	3.46	2.65	3.74	3.61	3
Unemployment	3.80	3.76	3.66	1.61	3.43	3.59	4
Access to electricity	3.72	3.63	3.37	3.39	3.35	3.46	5
Public transport	3.87	3.31	3.42	3.48	3.36	3.41	6
Crime	3.65	3.63	3.49	2.17	3.07	3.38	7
Small business development	3.70	3.37	3.24	1.57	3.15	3.25	8
Sports Facilities	3.16	3.39	3.20	1.42	3.27	3.25	9
HIV/AIDS	3.15	3.32	3.11	3.65	3.28	3.23	10
Corruption	3.44	3.22	3.20	2.04	2.77	3.06	11
Access to sanitation facilities	3.67	3.12	2.93	1.67	2.91	3.01	12
Access to refuse collection service	3.42	2.92	2.84	1.75	2.57	2.80	13
Other	3.05	3.14	2.75	-	2.37	2.73	14

The rankings for each of the local municipalities is given in Table 3.2

Table 3. 2: List of challenges/priorities in order of total ranking

Challenge/Priority	Fetagkomo	Elias Motosoaledi	Makhudutha maga	Marble Hall	Tubatse	Total Ranking
Education	6	3	1	5	1	1
Access to water	13	1	3	2	3	2
Health care (e.g. Clinics)	8	4	5	6	2	3
Unemployment	2	2	2	11	4	4
Access to electricity	3	5	7	4	6	5
Public transport	1	10	6	3	5	6
Crime	7	6	4	7	10	7
Small business development	4	8	8	12	9	8
Sports Facilities	11	7	9	13	8	9
HIV/AIDS	12	9	11	1	7	10
Corruption	9	11	10	8	12	11
Access to sanitation facilities	5	13	12	10	11	12
Access to refuse collection service	10	14	13	9	13	13
Other	14	12	14	14	14	14

3.5 BASIC HOUSEHOLD SERVICES

Households were requested to indicate their levels of satisfaction on a 10-point scale for with seven basic household services (Electricity, Refuse Collection, Streets and Roads, Storm water systems, Street lights, Sanitation and Water provision). The question on basic household services also enquired on the service level using the following scales:

Table 3. 3: Basic household services according to service level categories

Basic household services	Service level 1: Minimal	Service level 2: Basic	Service level 3: Full
Electricity	No electricity Service		Have access to electricity
Refuse Collection	No formal collection of refuse	Communal dump, Own refuse dump, Irregular removal by Municipality	Regular weekly collection from dwelling
Roads	Paths or sand road	Gravel roads	All roads tarred or paved
Sanitation	Chemical/buckets/ Pit toilets/none	VIP toilets	Flush toilet (either waterborne or Septic)
Storm water	No storm water drainage	Drainage ditches	Proper formal Storm water drainage
Street lights	No street lights	High mast lighting for entire area	Street lighting
Water Provision	No access to piped water. Communal taps more than 200m away, borehole, spring	Communal tap less than 200m away	In house supply or yard standpipe

3.5.1 Electricity

Table 3. 4: Satisfaction levels regarding the provision of electricity by service level and local municipality

Municipality	Service level	Electricity rating
Fetagkomo	Minimal	3.2609
	Basic	4.4091
	Full	7.0781
Elias Motsoaledi	Minimal	3.9000
	Basic	6.1667
	Full	7.3025
Makhuduthamaga	Minimal	2.6441
	Basic	6.2667
	Full	6.1111
Marble Hall	Minimal	7.0000
	Full	7.7619
	Total	7.7273
Tubatse	Minimal	3.3261
	Basic	6.1176
	Full	7.1404
Total	Minimal	3.2124
	Basic	5.6795
	Full	6.9284

3.5.2 Refuse collection

Table 3. 5: Satisfaction levels regarding the provision of refuse collection by service level and local municipality

Municipality	Service level	Refuse collection rating
Fetagkomo	Minimal	1.3333
	Basic	3.3333
	Full	6.8000
Elias Motsoaledi	Minimal	1.6402
	Basic	3.8667
	Full	6.9032
Makhuduthamaga	Minimal	1.8556
	Basic	3.3103
	Full	5.4286
Marble Hall	Minimal	1.0000
	Basic	9.0000
	Full	10.0000
Tubatse	Minimal	1.3538
	Basic	3.2000
	Full	7.3462
Total	Minimal	1.5599
	Basic	3.4487
	Full	6.9571

3.5.3 Neighbourhood streets/roads

Table 3. 6: Satisfaction levels regarding the provision of roads by service level and local municipality

Municipality	Service level	Roads rating
Fetagkomo	Minimal	2.2143
	Basic	2.2167
	Full	3.0000
Elias Motsoaledi	Minimal	2.3967
	Basic	3.1314
	Full	3.7619
Makhuduthamaga	Minimal	2.3185
	Basic	2.8548
	Full	5.3846
Marble Hall	Minimal	2.5000
	Basic	3.5000
	Full	5.0000
Tubatse	Minimal	2.0986
	Basic	2.4764
	Full	6.2667
Total	Minimal	2.2468
	Basic	2.7320
	Full	4.8868

3.5.4 Storm water systems

Table 3. 7: Satisfaction levels regarding the provision of storm water by service level and local municipality

Municipality	Service level	Storm water rating
Fetagkomo	Minimal	1.4444
	Basic	4.2500
	Full	10.0000
Elias Motsoaledi	Minimal	2.1022
	Basic	3.7143
	Full	5.6364
Makhuduthamaga	Minimal	1.8305
	Basic	5.9412
	Full	3.5455
Marble Hall	Minimal	3.0769
	Basic	2.0000
Tubatse	Minimal	1.4902
	Basic	5.1429
	Full	4.6667
Total	Minimal	1.7367
	Basic	4.8372
	Full	5.1296

3.5.5 Street lights

Table 3. 8: Satisfaction levels regarding the provision of street lights by service level and local municipality

Municipality	Service level	Street lights rating
Fetagkomo	Minimal	1.1573
	Basic	3.5000
	Full	7.7500
Elias Motsoaledi	Minimal	1.4008
	Basic	5.3333
	Full	6.4667
Makhuduthamaga	Minimal	1.6391
	Basic	5.4167
	Full	3.0000
Marble Hall	Minimal	1.5000
	Basic	10.0000
	Full	9.5000
Tubatse	Minimal	1.4507
	Basic	4.6429
	Full	6.2941
Total	Minimal	1.4693
	Basic	5.2143
	Full	6.3261

3.5.6 Sanitation

Table 3. 9: Satisfaction levels regarding the provision of electricity by service level and local municipality

Municipality	Service level	Sanitation rating
Fetagkomo	Minimal	1.7212
	Basic	4.0000
	Full	1.0000
Elias Motsoaledi	Minimal	2.1576
	Basic	3.6129
	Full	6.9268
Makhuduthamaga	Minimal	1.9650
	Basic	2.3500
	Full	4.0000
Marble Hall	Minimal	2.3571
	Full	7.0000
Tubatse	Minimal	1.5490
	Basic	7.2759
	Full	7.1579
Total	Minimal	1.8207
	Basic	4.6173
	Full	6.6143

3.5.7 Water provision

Table 3. 10: Satisfaction levels regarding the provision of water by service level and local municipality

Municipality	Service level	Water provision rating
Fetagkomo	Minimal	1.6866
	Basic	6.7778
	Full	6.6000
Elias Motsoaledi	Minimal	2.4696
	Basic	5.6250
	Full	6.5400
Makhuduthamaga	Minimal	2.2457
	Basic	6.0123
	Full	5.6000
Marble Hall	Minimal	2.0000
	Basic	4.2500
	Full	5.8333
Tubatse	Minimal	2.3896
	Basic	4.2294
	Full	7.2903
Total	Minimal	2.2901
	Basic	5.3444
	Full	7.0402

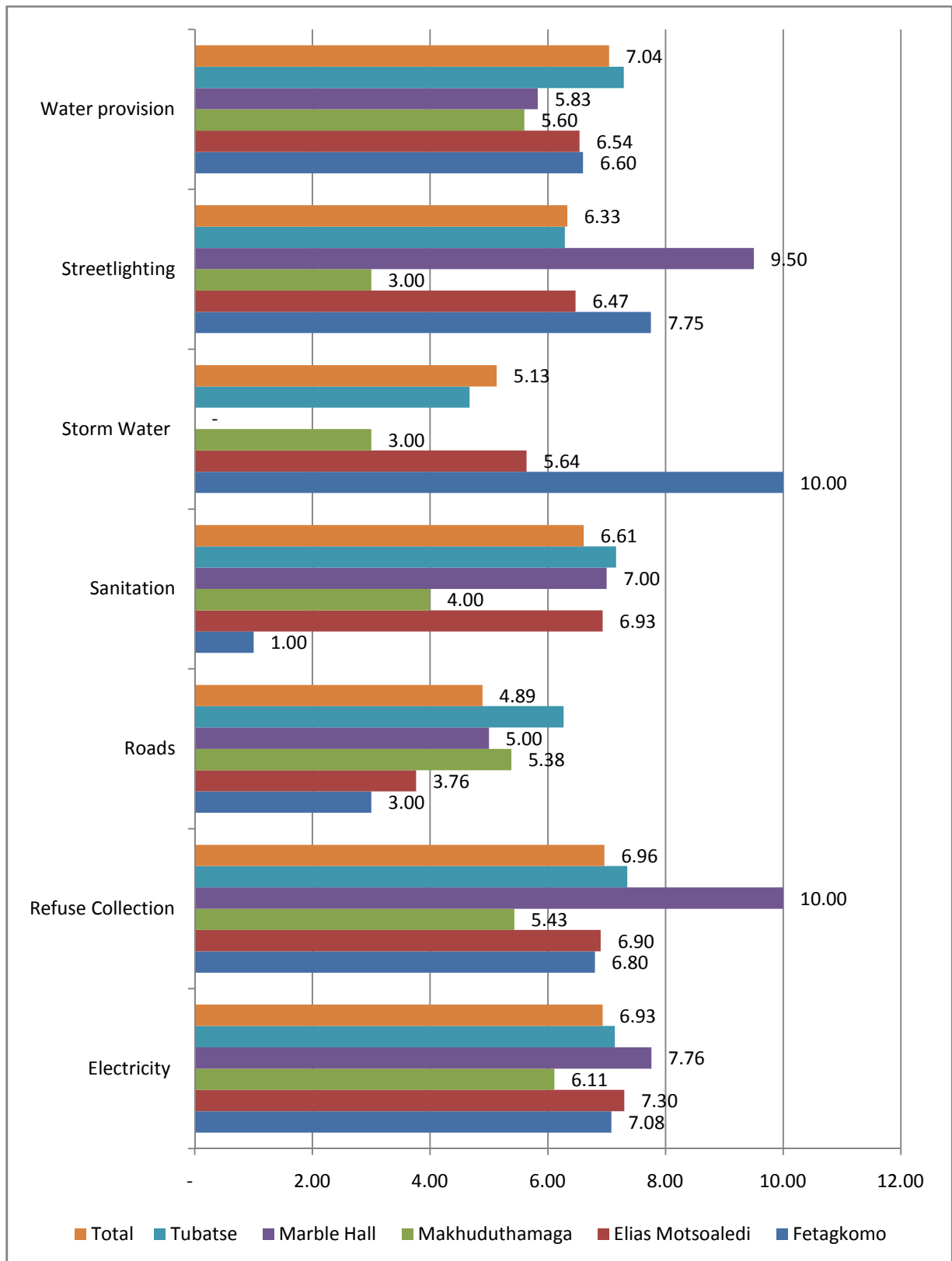
3.5.8 Overview of basic services

Respondents were requested to indicate their levels of satisfaction on a 10-point scale for with seven basic household services (Electricity, Refuse Collection, Streets and Roads, Storm water systems, Street lights, Sanitation and Water provision).

Table 3. 11: Basic service satisfaction rating by households

Municipality	Electricity	Refuse Collection	Roads	Sanitation	Storm Water	Street lighting	Water provision
Fetagkomo	7.08	6.80	3.00	1.00	10.00	7.75	6.60
Elias Motsoaledi	7.30	6.90	3.76	6.93	5.64	6.47	6.54
Makhuduthamaga	6.11	5.43	5.38	4.00	3.55	3.00	5.60
Marble Hall	7.76	10.00	5.00	7.00	-	9.50	5.83
Tubatse	7.14	7.35	6.27	7.16	4.67	6.29	7.29
Total	6.93	6.96	4.89	6.61	5.13	6.33	7.04

Figure 3. 7: Basic service satisfaction rating by households



Overall electricity ratings were above average (>6). This has a positive effect on the municipality. The rating for water provision is satisfactory (5-7). The lowest ratings were received for roads. Overall the Makhuduthamaga local municipality posted the lowest satisfaction scores. Refer to Figure 3.7

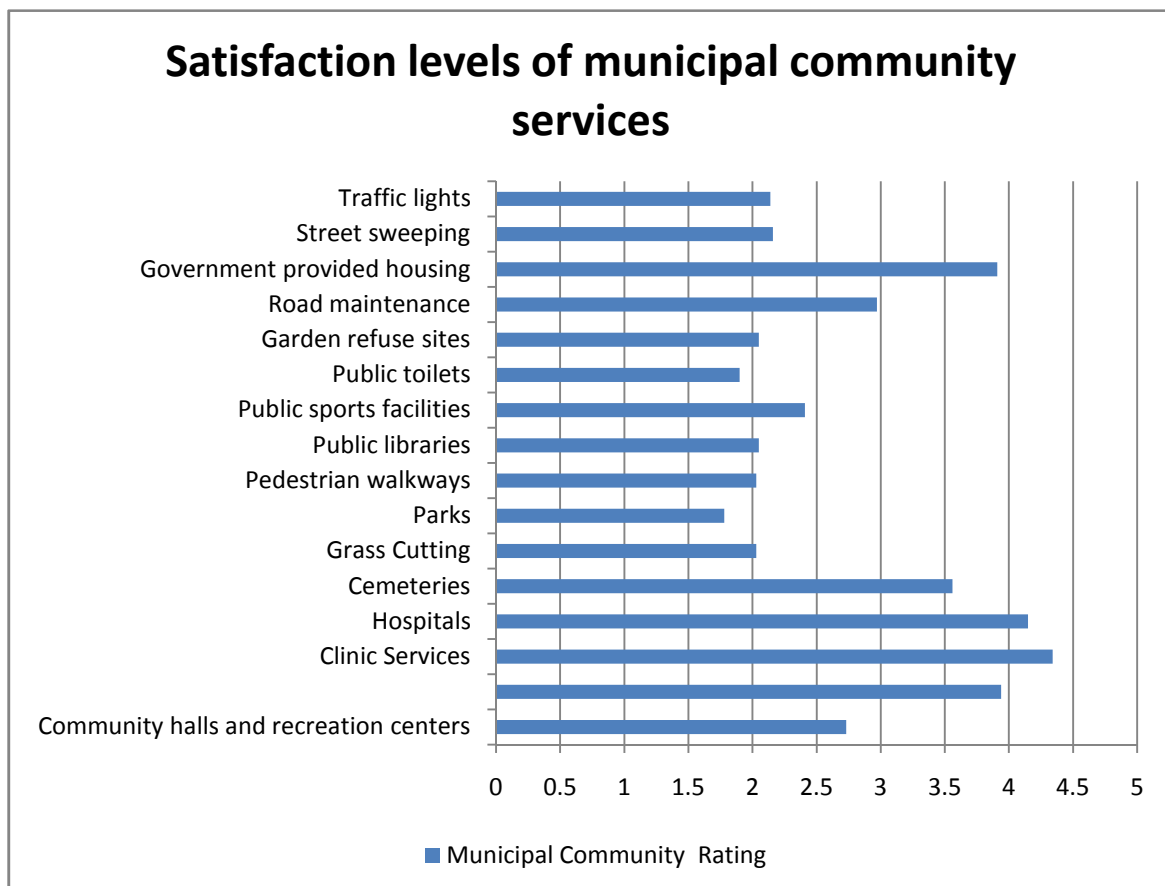
3.6 MUNICIPAL COMMUNITY SERVICES

3.6.1 Introduction

Households were asked to rate their levels of satisfaction with municipal community services on a 10-point scale ranging from very low satisfaction (1) to very high satisfaction (10). A 'not applicable' option was available as not all respondents receive the full range of services especially in the largely rural areas.

3.6.2 Satisfaction ratings

Figure 3. 8: Satisfaction levels of municipal community services



3.6.3 Reasons for dissatisfaction

Reasons for dissatisfaction include lack of road maintenance, lack of recreation facilities, lack of community halls, poor clinic services and indiscriminate dumping. A summary of the feedback is listed below:

Lack of community halls	Stadium in bad condition	Need public libraries
Lack of street lights	Water leaks in school classes	Need recreation centres
Roads not gravelled	Dumping of refuse everywhere	Roads not usable
Cemeteries not fenced	Illegal dumping	Erosion destroying streets
No refuse collection	Hospital too far	No road maintenance
Grass not cut	Difficult to access ARV's	Lighting infrastructure destroyed
No play places for children	No storm water drains	Pot holes on the road
Staff shortage in clinics	Need 24 hour clinic service	Refuse collection only in t/ships
Shortage of clinics	Shortage of doctors in hospitals	Irregular servicing of roads
Poor service delivery	Only one RDP house	Need mobile home affairs
Poor service in clinics	No tarred road to cemetery	No monitoring of dumping

3.7 SATISFACTION WITH BY-LAW ENFORCEMENT

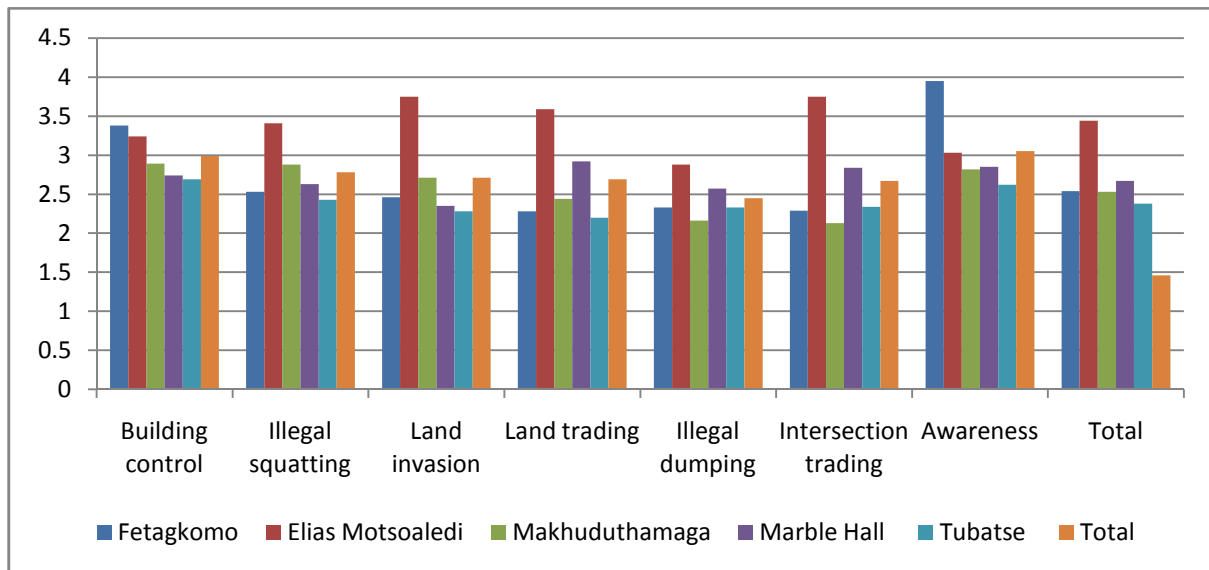
Households were asked to rate each service associated with by-law enforcement on a 10-point scale ranging from poor service (1) to excellent service (10). The responses of respondents with no exposure to these services were recorded as not applicable.

3.7.1 Overview of by-law satisfaction ratings

Table 3. 12: By-law satisfaction ratings per municipality

Municipality	Building control	Illegal squatting	Land invasion	Land trading	Illegal dumping	Intersection trading	Understanding and awareness	Total
Fetagkomo	3.38	2.53	2.46	2.28	2.33	2.29	3.95	2.54
Elias Motsoaledi	3.24	3.41	3.75	3.59	2.88	3.75	3.03	3.44
Makhuduth amaga	2.89	2.88	2.71	2.44	2.16	2.13	2.82	2.53
Marble Hall	2.74	2.63	2.35	2.92	2.57	2.84	2.85	2.67
Tubatse	2.69	2.43	2.28	2.20	2.33	2.34	2.62	2.38
Total	2.99	2.78	2.71	2.69	2.45	2.67	3.05	1.46

Figure 3. 9: By-law satisfaction ratings



3.8 BILLING AND PAYMENT

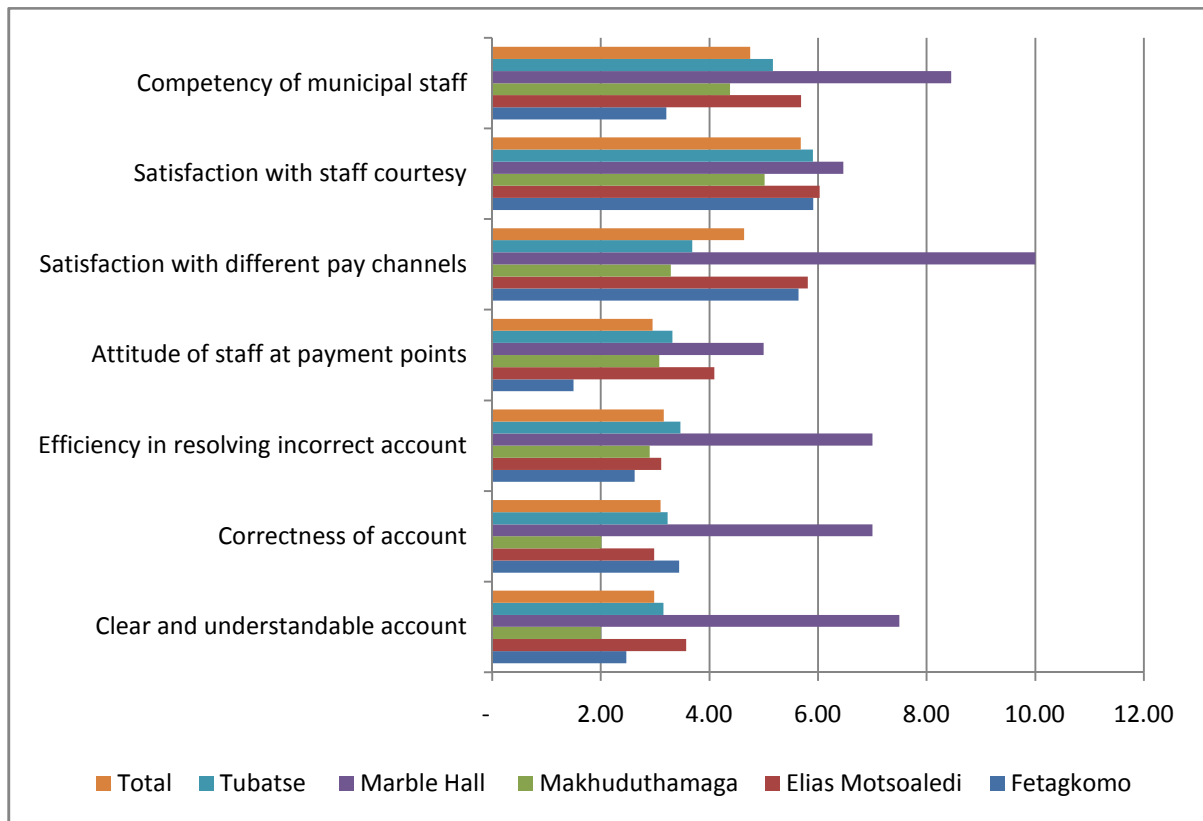
These questions related whether the customers received accounts from the municipality the satisfaction on billing and payments.

Table 3. 13: Billing and payment ratings per municipality

Municipality	Clear and understandable account	Correctness of account	resolving incorrect account	Attitude of staff at pay points	Satisfaction with different pay channels	Satisfaction with staff courtesy	Competency of municipal staff
Fetagkomo	2.47	3.44	2.62	1.49	5.64	5.91	3.21
Elias Motsoaledi	3.57	2.98	3.11	4.09	5.81	6.03	5.69
Makhuduthamaga	2.00	2.01	2.90	3.07	3.29	5.02	4.38
Marble Hall	7.50	7.00	7.00	5.00	10.00	6.47	8.45
Tubatse	3.16	3.23	3.46	3.32	3.69	5.90	5.17
Total	2.98	3.10	3.16	2.95	4.64	5.68	4.75

The responses are illustrated graphically in Figure 4.10

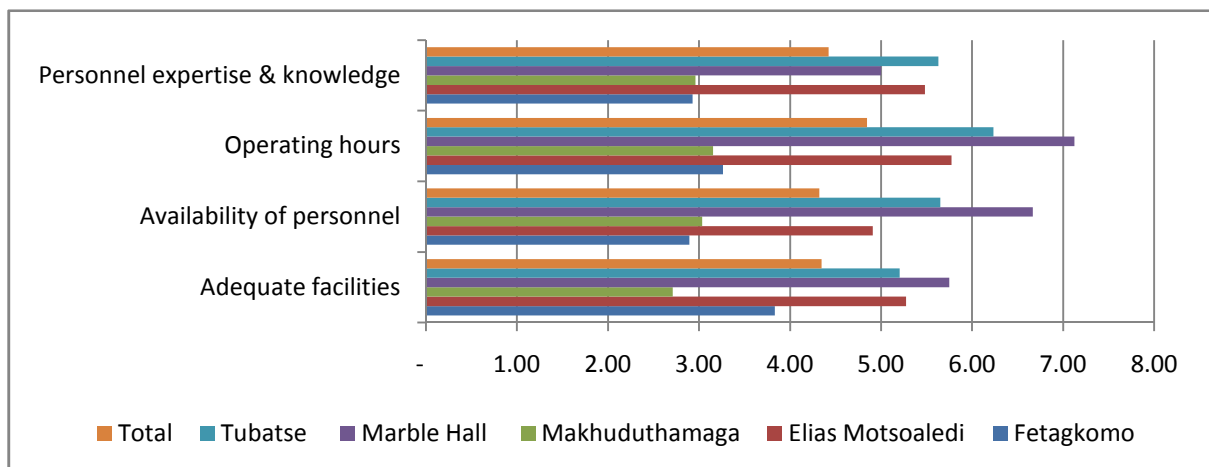
Figure 3. 10: Billing and payment ratings per municipality



3.9 CUSTOMER SERVICE POINT/CENTRE

The GSDM is in the process of establishing accessible customer service points to facilitate communication with its customers. The first question relates to the awareness of the existence of customer service points. The second question is about the type of customer service communication that should be made available to improve communication and service delivery. Respondent scores are shown graphically in Figure 4.11

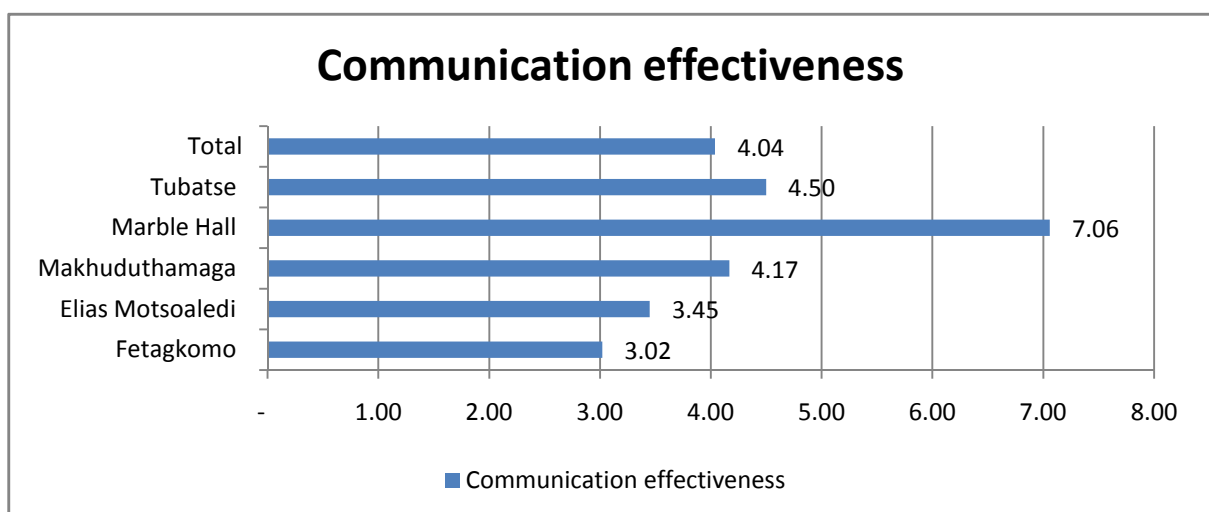
Figure 3. 11: Customer service ratings per municipality



3.10 COMMUNICATION

This question relates to the effectiveness of communication by the GSDM and local municipalities on issues, policies and activities. The scale of 1-10 was used where 1 = poor and 5 = excellent. Response rates for effectiveness of communication are given in Figure 3.12. Marble Hall is the exception with a score of 7.06 (of a possible 10). The other local municipalities range from 3.02 to 4.04 which is average.

Figure 3. 12: Communication effectiveness ratings per municipality



4.11 ACCESS TO SERVICES

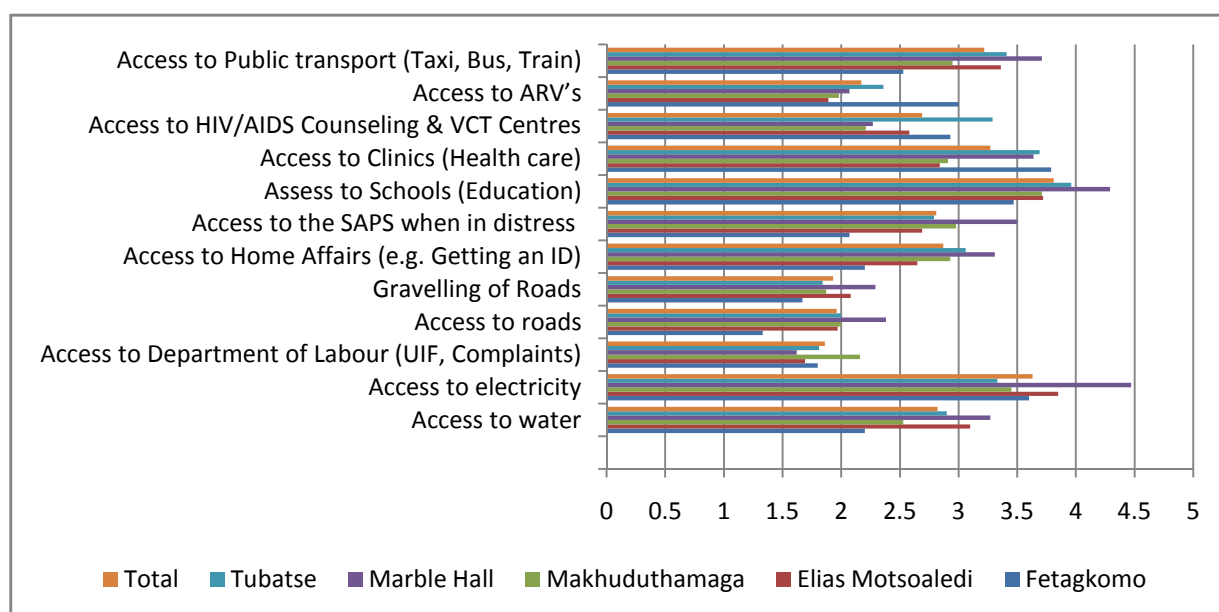
Respondents were asked to rate their accessibility to services on a scale of 1-5 where 1 = no access and 5 = full access. An option 6 was given for respondents that did not have an answer or did not know.

Table 4. 1: Access to services ratings per municipality

	Fetagkomo	Elias Motsoaledi	Makhudut hamaga	Marble Hall	Tubatse	Total
Access to water	2.20	3.10	2.53	3.27	2.90	2.82
Access to electricity	3.60	3.85	3.45	4.47	3.33	3.63
Access to Dept of Labour	1.80	1.69	2.16	1.62	1.81	1.86
Access to roads	1.33	1.97	2.00	2.38	2.00	1.96
Gravelling of roads	1.67	2.08	1.87	2.29	1.84	1.93
Access to Home Affairs	2.20	2.65	2.93	3.31	3.06	2.87
Access to the SAPS	2.07	2.69	2.98	3.50	2.79	2.81
Assess to Schools (Education)	3.47	3.72	3.71	4.29	3.96	3.81
Access to Clinics (Health)	3.79	2.84	2.91	3.64	3.69	3.27
Access to counseling	2.93	2.58	2.21	2.27	3.29	2.69
Access to ARV's	3.00	1.89	1.98	2.07	2.36	2.17
Access to public transport	2.53	3.36	2.95	3.71	3.41	3.22

A graphical representation to responses is shown in Figure 4.13

Figure 4. 1: Access to services per municipality

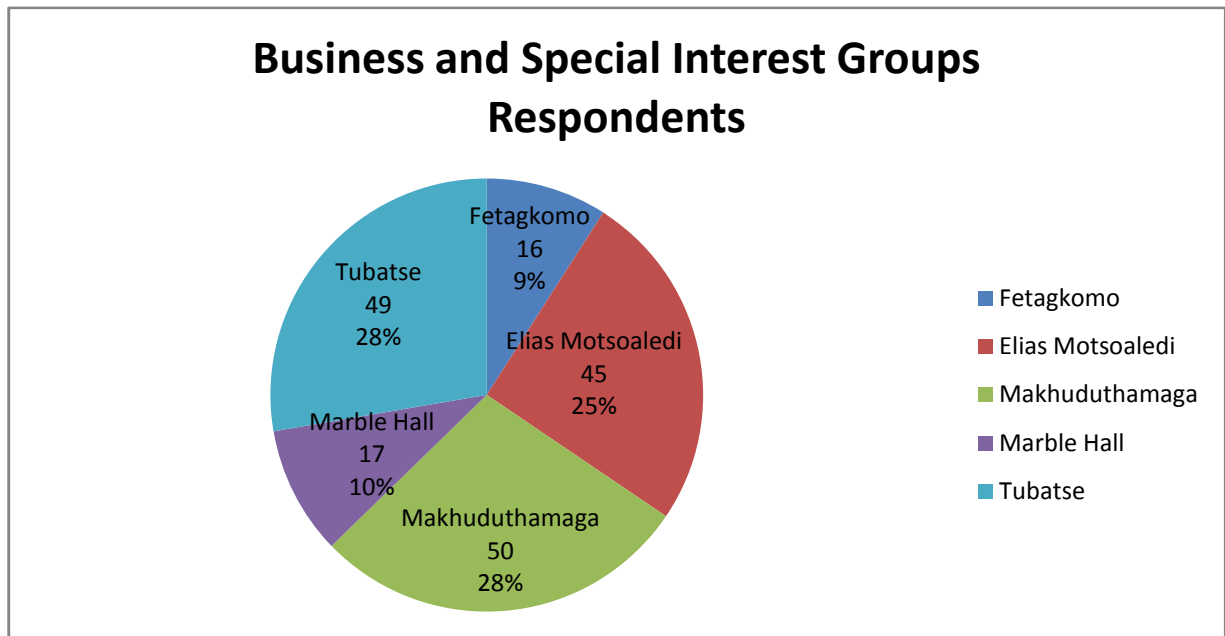


4. FINDINGS OF THE BUSINESS AND SPECIAL INTEREST GROUPS SATISFACTION SURVEY

4.1 INTRODUCTION

This chapter presents the findings of the 2009 survey among 177 businesses and special interest groups residing in the GSDM. Businesses included large, medium and small businesses. Special interest groups included schools, FET colleges, care centres, old age homes, churches and NGO's. The distribution by municipality is shown in Figure 4.1

Figure 4. 2: Distribution of business and special interest groups respondents



4.2 TYPOLOGY OF THE BUSINESS AND SPECIAL INTEREST GROUPS SAMPLE

When interpreting the results it must be noted that the vast majority of respondents come from local business. The categories of respondents are given in Figure 4.2.

Figure 4. 3: Types of Respondents

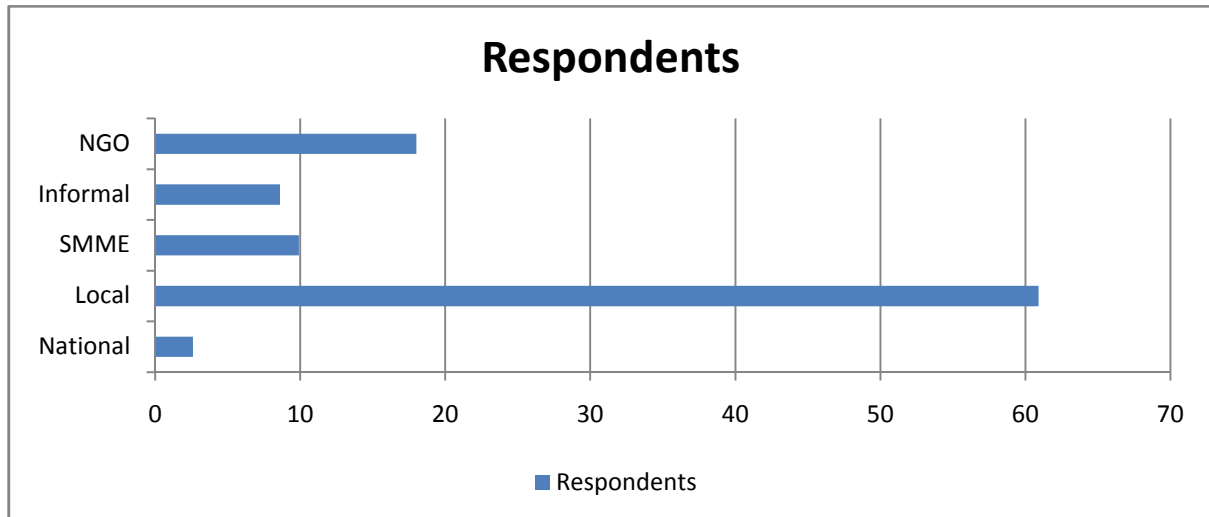
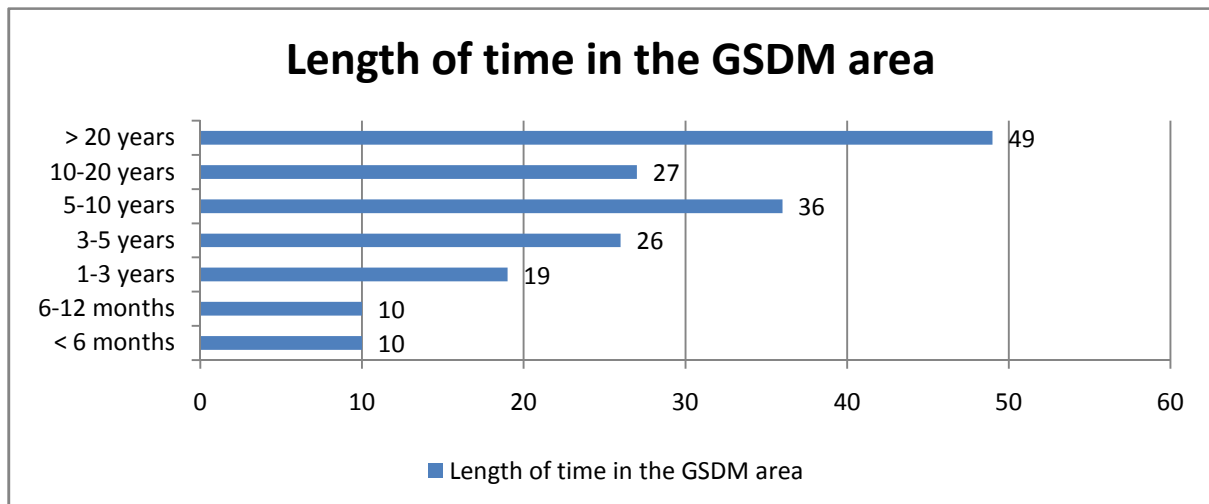


Figure 4.3 shows the length of time that respondents resided in the GSDM.

Figure 4. 4: Length of time Business and special interest groups have lived in the GSDM area



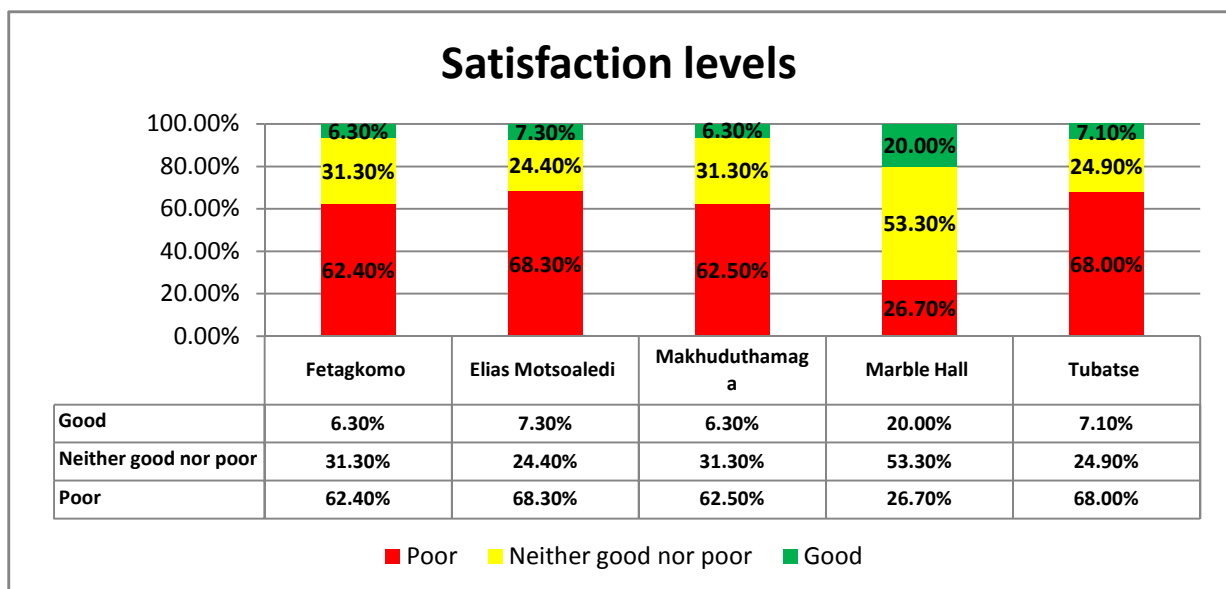
4.3 GENERAL PERCEPTIONS OF THE GSDM

4.3.1 Level of satisfaction with current service delivery

The first question in the questionnaire enquired about the level of satisfaction of businesses and special interest groups with the service delivery performance of the GSDM over the past 12 months. Respondents were required to rate the service level on a 5 point Likert scale ranging from very poor (1) to very good (5).

The responses are shown graphically in Figure 4.4. Strong poor ratings are reflected in four of the municipalities with 68.3% for Elias Motsoaledi and 68.0% for Tubatse. Only one in ten respondents feel that service delivery is good.

Figure 4. 5: Satisfaction levels of current service delivery by local municipality

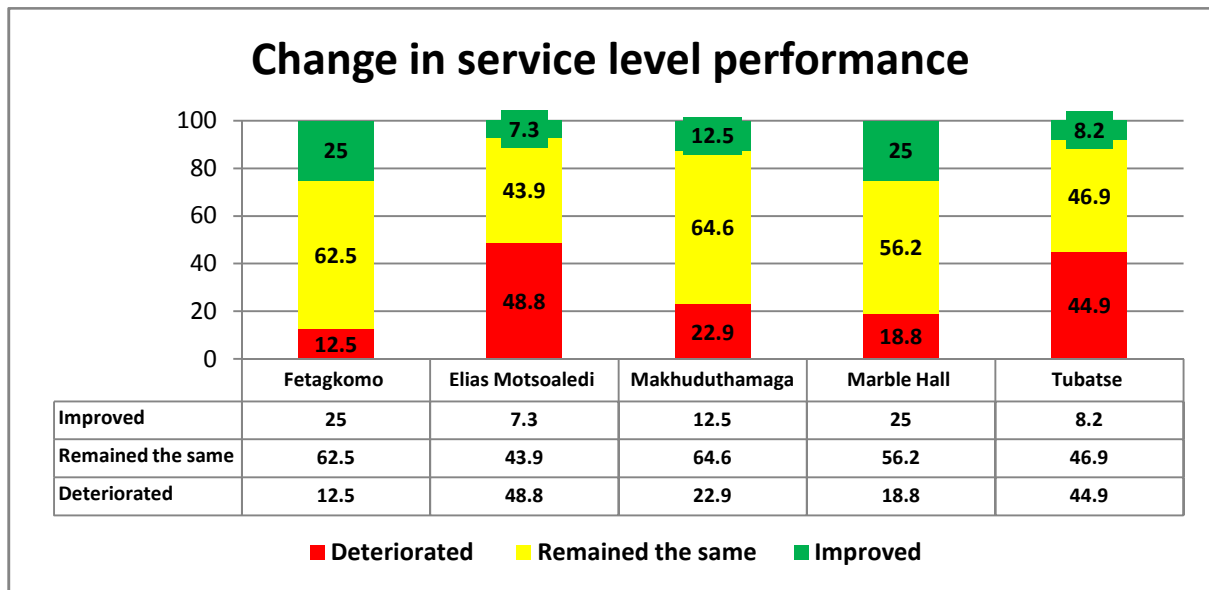


4.3.2 Change in service performance levels

Respondents were requested to indicate the change, if any, in the service performance levels of the local municipalities during the past twelve months. Responses were recorded on a 5-point scale ranging from “deteriorated significantly” to ‘improved significantly’.

The responses are illustrated graphically in Figure 4.5

Figure 4. 6: Change in service performance levels during the past 12 months



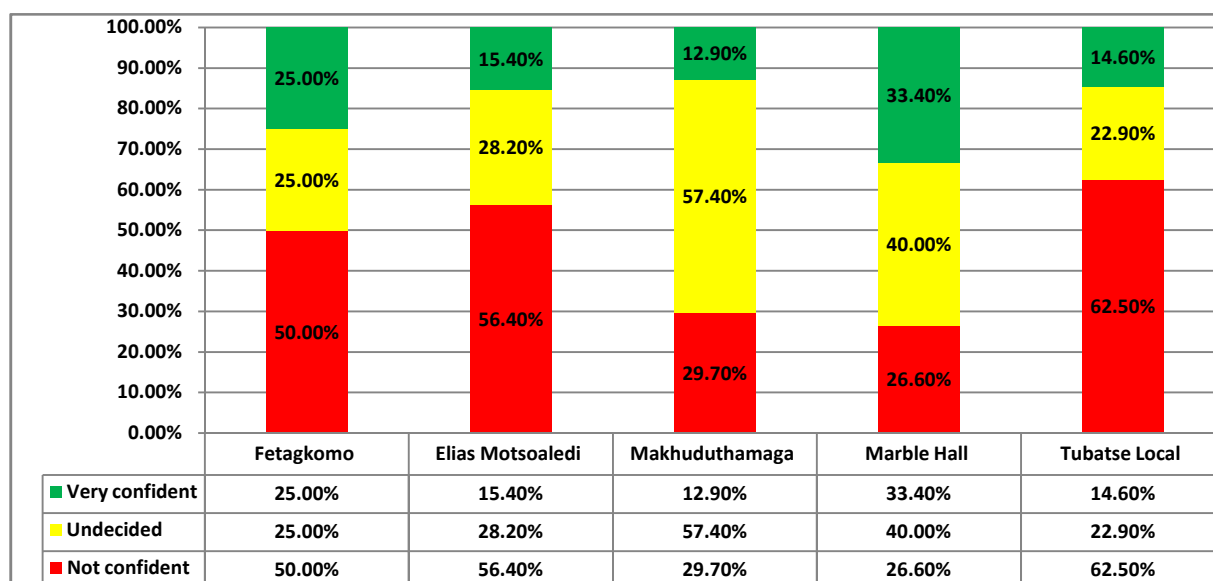
4.3.3 Confidence in the GSDM and its local municipalities

Respondents were requested to rate their confidence in the ability of the local municipalities to provide its residents with a good quality of life, compared to other municipalities outside the GSDM.

The responses were recorded on a 5 point scale ranging from ‘not at all confident’ to ‘very confident’.

Responses converted to percentages are illustrated in Figure 4.6. Marble Hall shows the highest level of confidence (33.4 %) and Makhuduthamaga shows the lowest level of confidence (12.90%).

Figure 4. 7: Confidence in the ability of the GSDM to provide a good quality of life compared to other municipalities



4.4 DEVELOPMENT CHALLENGES AND PRIORITIES OF THE GSDM

Respondents were requested to rate the importance of a list of 13 challenges/priorities that need to be addressed during the next 12 months. Some of these challenges (e.g. education) are the responsibility of provincial or national governments. Each of the identified challenges was rated on a 5-point scale where 1 is the least important and 5 is the most important. The mean scores and overall rankings are shown in Table 4.1

Table 4. 2: List of challenges/priorities in order of total mean rating and ranking

Challenges/ Priorities	Fetagkomo	Elias Motsoaledi	Makhudut hamaga	Marble Hall	Tubatse	Mean Rating	Ranking
Health care (e.g. clinics)	3.27	3.61	3.82	4.00	3.98	3.79	1
Education	3.14	3.58	3.79	4.36	3.88	3.75	2
Unemployment	2.67	3.65	3.77	4.40	3.55	3.63	3
Access to water	3.81	3.31	3.80	3.80	3.55	3.61	4
Crime	2.53	3.74	3.78	3.53	3.56	3.57	5
Sports facilities	3.36	3.89	3.43	3.93	3.26	3.53	6
Access to electricity	3.93	3.10	3.70	2.93	3.77	3.53	7
Public transport	3.43	3.31	3.27	3.60	3.77	3.47	8
Small business development	3.33	3.49	3.47	3.53	3.49	3.47	9
HIV/AIDS	3.44	3.33	3.20	3.27	3.50	3.35	10
Corruption	2.21	3.32	3.46	3.67	2.98	3.19	11
Access to sanitation facilities	2.80	2.85	3.20	3.27	3.02	3.03	12
Access to refuse collection	2.29	3.05	2.59	3.27	2.74	2.78	13

The rankings for each of the local municipalities is given in Table 4.2

Table 4. 3: List of challenges/priorities in order of total ranking

	Fetagkomo	Elias Motsoaledi	Makhudutha maga	Marble Hall	Tubatse	Total Ranking
Health care (e.g. clinics)	7	4	1	3	1	1
Education	8	5	3	2	2	2
Unemployment	10	3	5	1	7	3
Access to water	2	9	2	5	6	4
Crime	11	2	4	9	5	5
Sports facilities	5	1	9	4	10	6
Access to electricity	1	11	6	13	3	7
Public transport	4	10	10	7	4	8
Small business development	6	6	7	8	9	9
HIV/AIDS	3	7	11	11	8	10
Corruption	13	8	8	6	12	11
Access to sanitation facilities	9	13	12	10	11	12
Access to refuse collection	12	12	13	12	13	13

4.5 BASIC BUSINESS AND SPECIAL INTEREST GROUPS SERVICES

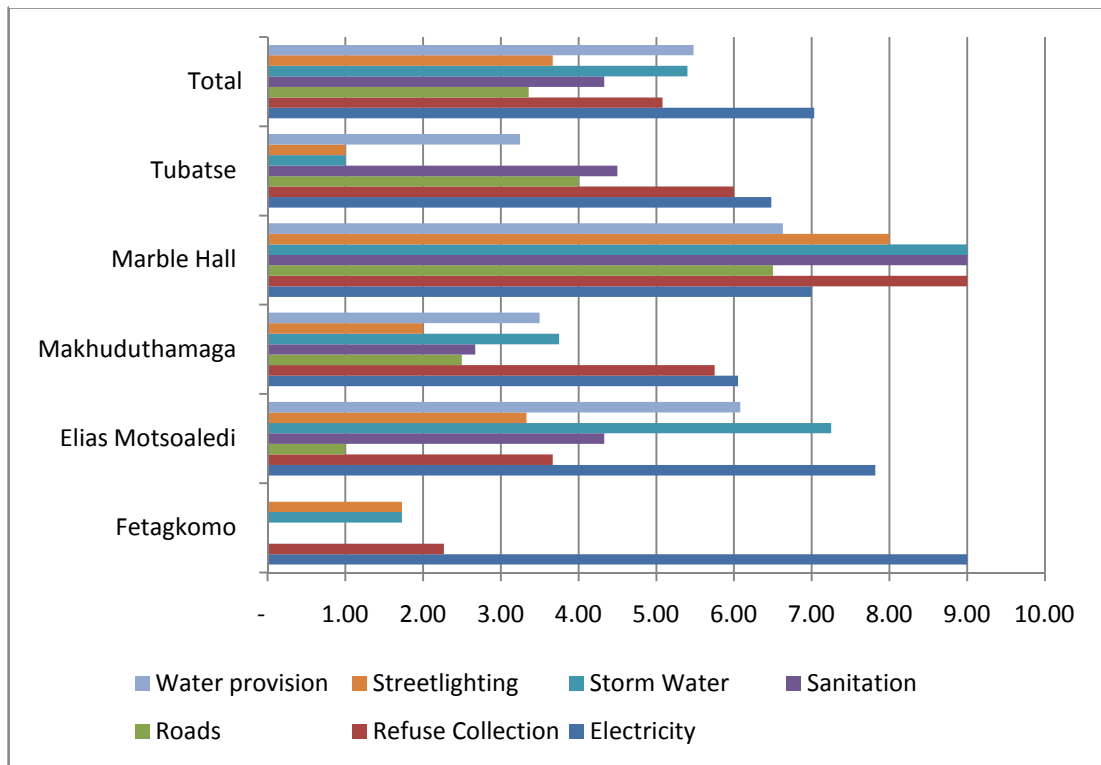
4.5.1 Overview of basic services

Respondents were requested to indicate their levels of satisfaction on a 10-point scale for with seven basic household services (Electricity, Refuse Collection, Streets and Roads, Storm water systems, Street lights, Sanitation and Water provision).

Table 4. 4: Basic service satisfaction rating by business and special interest groups

Municipality	Electricity	Refuse Collection	Roads	Sanitation	Storm Water	Street lighting	Water provision
Fetagkomo	9.00	2.27	-	-	1.73	1.73	-
Elias Motsoaledi	7.82	3.67	1.00	4.33	7.25	3.33	6.08
Makhuduthamaga	6.05	5.75	2.50	2.67	3.75	2.00	3.50
Marble Hall	7.00	9.00	6.50	9.00	9.00	8.00	6.63
Tubatse	6.48	6.00	4.00	4.50	1.00	1.00	3.25
Total	7.03	5.08	3.36	4.33	5.40	3.67	5.48

Figure 4. 8: Basic service satisfaction rating by business and special interest groups



4.5.2 Conclusion

The research survey shows various strengths and weaknesses of the GSDM as interpreted by businesses. Although there are a small number of businesses i.e. 11.8% who feel that the service performance level has improved the confidence level of businesses in the GSDM is low. The top five ranked future challenges to be addressed in the municipal area included:

- Health care
- Education
- Unemployment
- Access to water
- Crime

The core business services revealed a mean satisfaction rating for most of the core business ratings is about 6-9 meaning that there is a good to very good level of satisfaction for these services. These are the positive aspects of the core business service and were reflected in electricity, refuse collection, roads, sanitation, street lights, storm water and water provision. These satisfaction ratings are done for the full service only and not for the basic or minimal services.

4.6 MUNICIPAL COMMUNITY SERVICES

4.6.1 Introduction

Respondents were asked to rate their levels of satisfaction with municipal community services on a 10-point scale ranging from very low satisfaction (1) to very high satisfaction (10). A 'not applicable' option was available as not all respondents receive the full range of services especially in the largely rural areas.

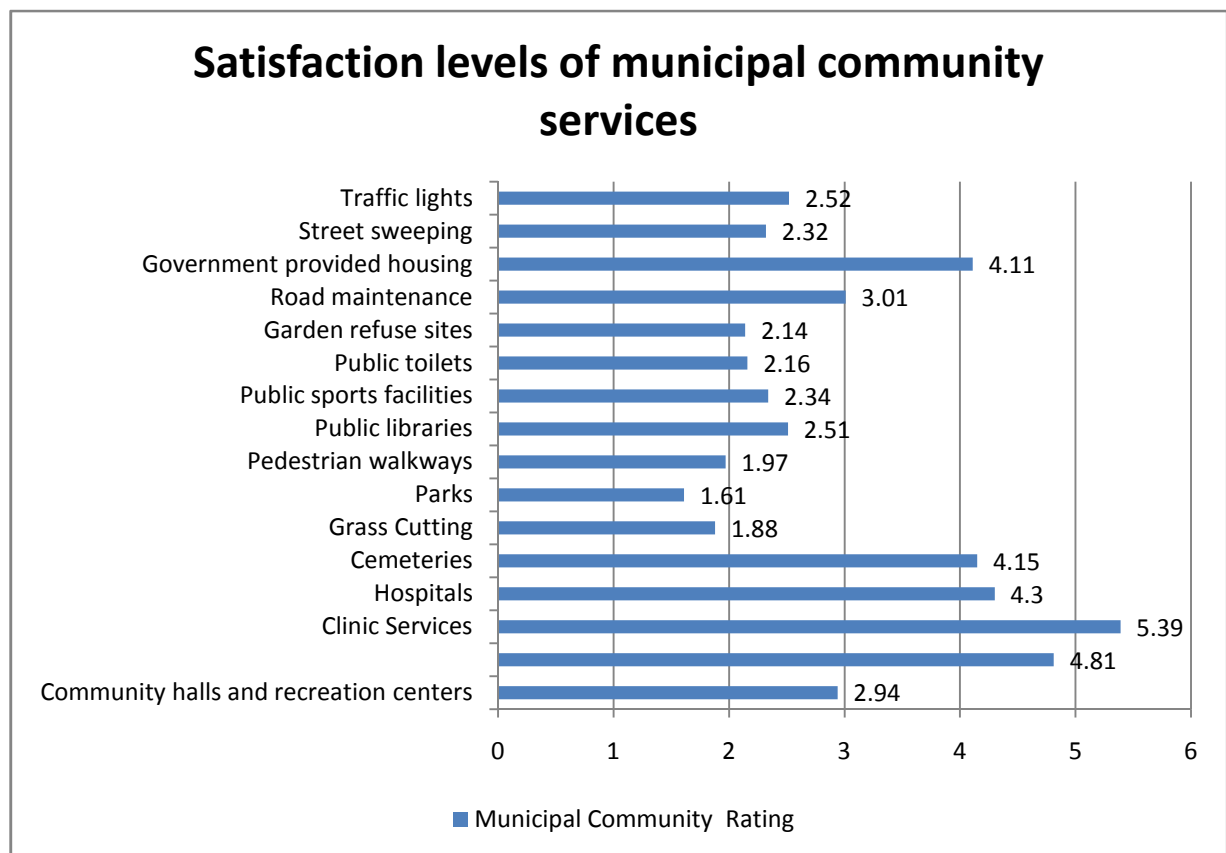
4.6.2 Satisfaction ratings

Satisfaction ratings are shown in Figure 4.2. Ratings show significant variations by community service. They range from a low of 1.61 (parks) to a high of 5.31 (clinic services)

The following community services received a rating classification of 'adequate' (4.1 to 6.0)

- Government provided housing
- Cemeteries
- Hospitals
- Clinic services

Figure 4. 9: Satisfaction levels of municipal community services



4.6.3 Reasons for dissatisfaction

Some of the reasons for the dissatisfaction included poor roads, lack of road maintenance, uncontrolled dumping, lack of proper waste management, lack of recreation facilities, lack of community halls and lack of sports facilities.

4.7 SATISFACTION WITH BY-LAW ENFORCEMENT

Respondents were asked to rate each service associated with law enforcement on a 10-point scale ranging from poor service (1) to excellent service (10). The responses of respondents with no exposure to these services were recorded as not applicable (N/A)

4.7.1 Overview of by-law satisfaction ratings

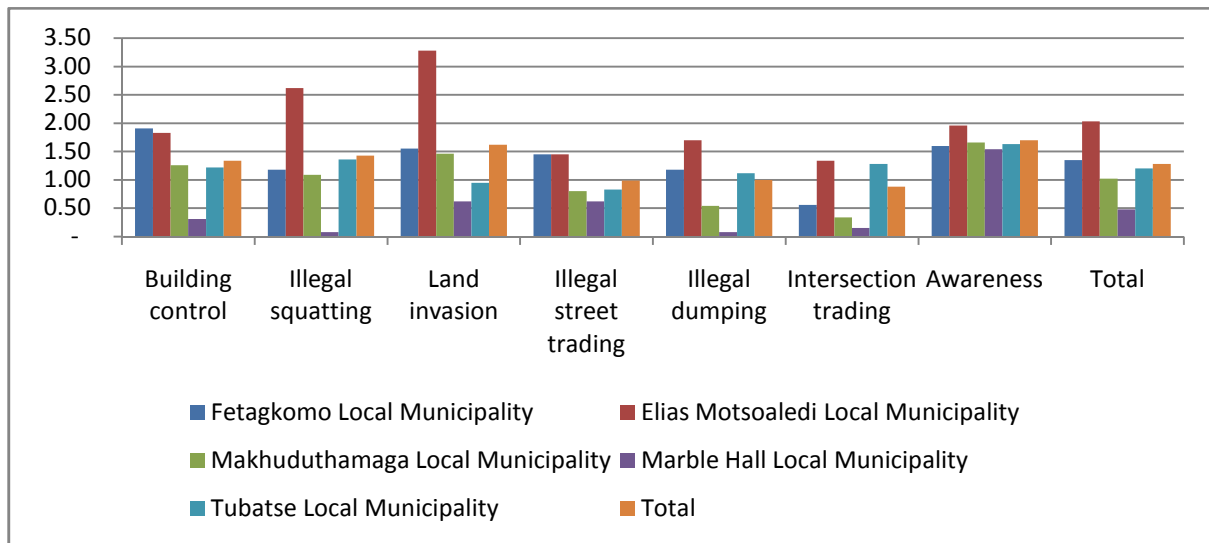
The responses of respondents are given in table 4.1

Table 4. 5: By-law satisfaction ratings per municipality

Municipality	Building control	Illegal squatting	Land invasion	Land trading	Illegal dumping	Intersection trading	Understanding and awareness	Total
Fetagkomo	1.91	1.18	1.55	1.45	1.18	0.56	1.60	1.35
Elias Motsoaledi	1.83	2.62	3.28	1.45	1.70	1.34	1.96	2.03
Makhuduthamaga	1.26	1.09	1.46	0.80	0.54	0.34	1.66	1.02
Marble Hall	0.31	0.08	0.62	0.62	0.08	0.15	1.54	0.48
Tubatse	1.22	1.36	0.95	0.83	1.12	1.28	1.63	1.20
Total	1.34	1.43	1.62	0.99	1.00	0.88	1.70	1.28

The responses of respondents are illustrated graphically in Figure 4.9

Figure 4. 10: By-law satisfaction ratings per municipality



4.8 BILLING AND PAYMENT

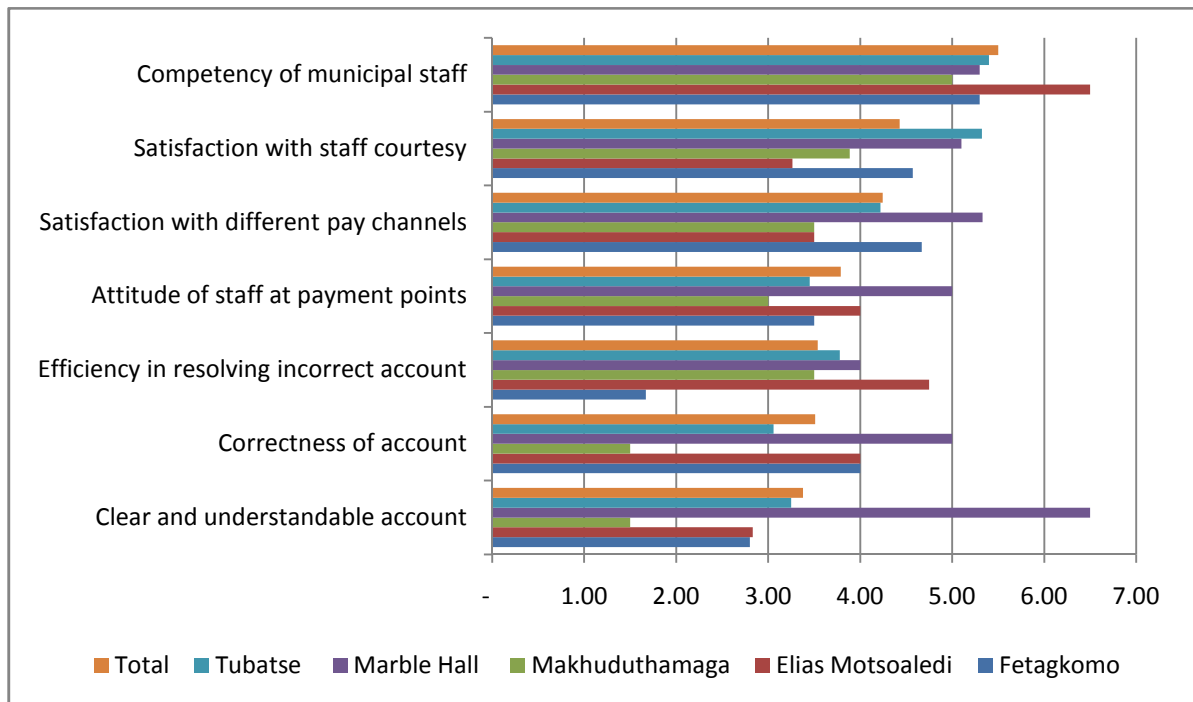
These questions related to whether the customers received accounts from the municipality and the satisfaction level on billing and payments on a scale of 1-10. Response ratings are given in table 4.5

Table 4. 6: Billing and payment ratings per municipality

Municipality	Clear and understandable account	Correctness of account	resolving incorrect account	Attitude of staff at pay points	Satisfaction with different pay channels	Satisfaction with staff courtesy	Competency of municipal staff
Fetagkomo	2.80	4.00	1.67	3.50	4.67	4.57	5.30
Elias Motsoaledi	2.83	4.00	4.75	4.00	3.50	3.26	6.50
Makhuduthamaga	1.50	1.50	3.50	3.00	3.50	3.88	5.00
Marble Hall	6.50	5.00	4.00	5.00	5.33	5.10	5.30
Tubatse	3.25	3.06	3.78	3.45	4.22	5.32	5.40
Total	3.38	3.51	3.54	3.79	4.24	4.43	5.50

The responses are illustrated graphically in Figure 4.10

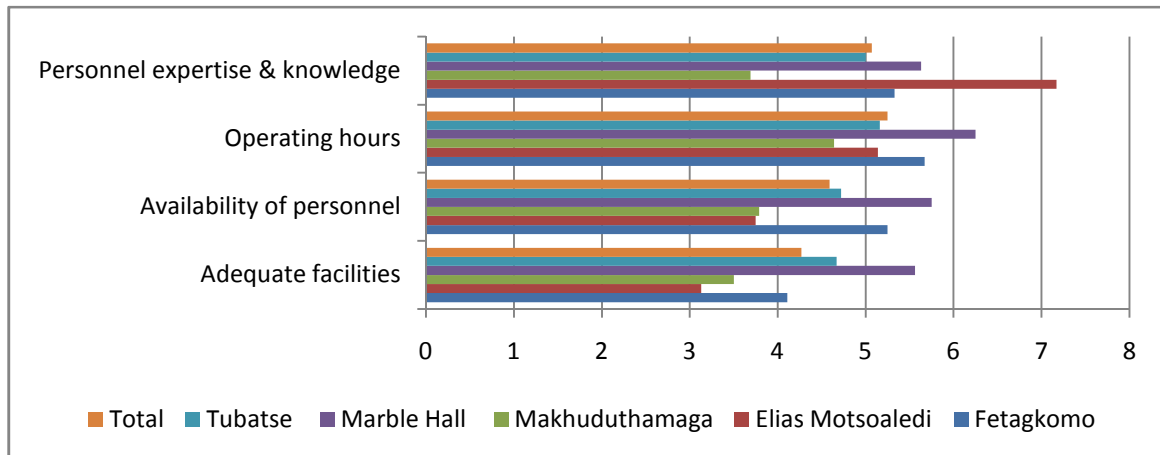
Figure 4. 11: Billing and payment ratings per municipality



4.9 CUSTOMER SERVICE POINT/CENTRE

The GSDM is in the process of establishing accessible customer service points to facilitate communication with its customers. The first question relates to the awareness of the existence of customer service points. The second question is about the type of customer service communication that should be made available to improve communication and service delivery. Respondent scores are shown graphically in Figure 4.11

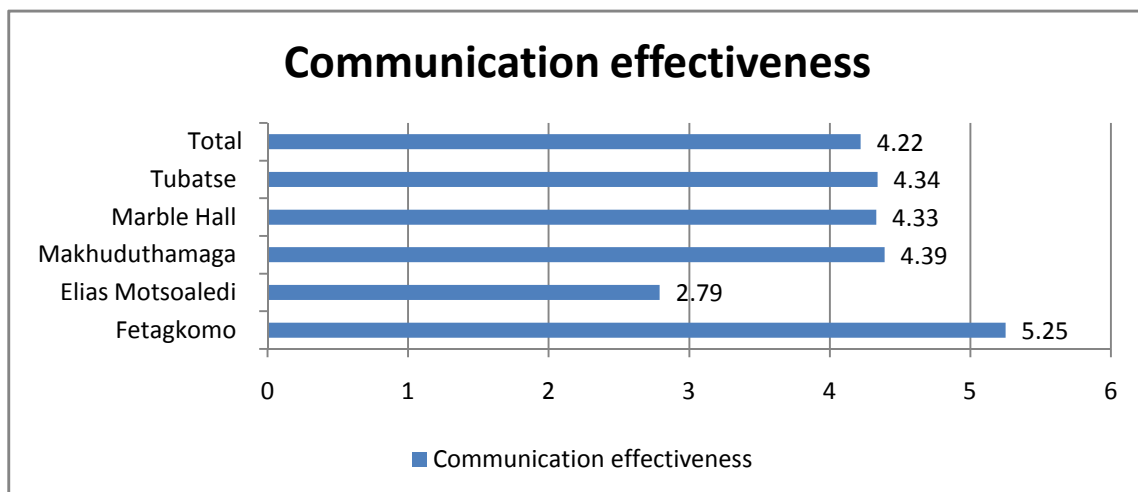
Figure 4.12: Customer service ratings per municipality



4.10 COMMUNICATION

This question relates to the effectiveness of communication by the GSDM and local municipalities on issues, policies and activities. The scale of 1-10 was used where 1 = poor and 5 = excellent. Response rates for effectiveness of communication are given in Figure 4.12. Elias Motsoaledi is the exception with a score of 2.79 (of a possible 10). The other local municipalities range from 4.22 to 5.25 which is average.

Figure 4.13: Communication effectiveness ratings per municipality



4.11 ACCESS TO SERVICES

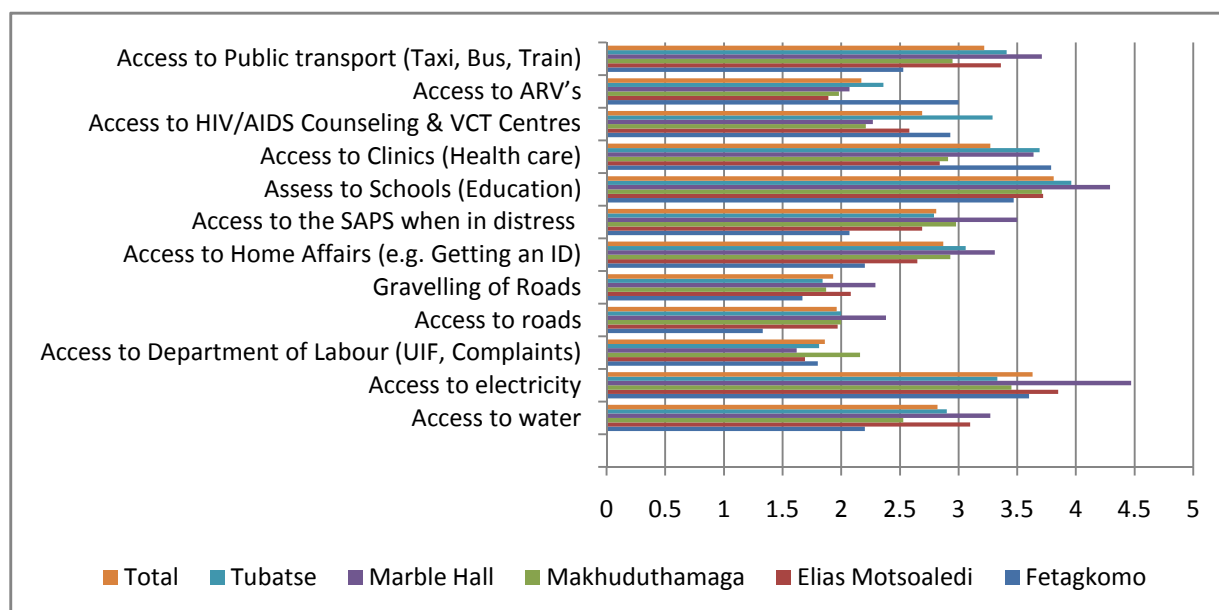
Respondents were asked to rate their accessibility to services on a scale of 1-5 where 1 = no access and 5 = full access. An option 6 was given for respondents that did not have an answer or did not know.

Table 4. 7: Access to services ratings per municipality

	Fetagkomo	Elias Motsoaledi	Makhudut hamaga	Marble Hall	Tubatse	Total
Access to water	2.20	3.10	2.53	3.27	2.90	2.82
Access to electricity	3.60	3.85	3.45	4.47	3.33	3.63
Access to Dept of Labour	1.80	1.69	2.16	1.62	1.81	1.86
Access to roads	1.33	1.97	2.00	2.38	2.00	1.96
Gravelling of roads	1.67	2.08	1.87	2.29	1.84	1.93
Access to Home Affairs	2.20	2.65	2.93	3.31	3.06	2.87
Access to the SAPS	2.07	2.69	2.98	3.50	2.79	2.81
Assess to Schools (Education)	3.47	3.72	3.71	4.29	3.96	3.81
Access to Clinics (Health)	3.79	2.84	2.91	3.64	3.69	3.27
Access to counseling	2.93	2.58	2.21	2.27	3.29	2.69
Access to ARV's	3.00	1.89	1.98	2.07	2.36	2.17
Access to public transport	2.53	3.36	2.95	3.71	3.41	3.22

A graphical representation to responses is shown in Figure 4.13

Figure 4. 14: Access to services per municipality

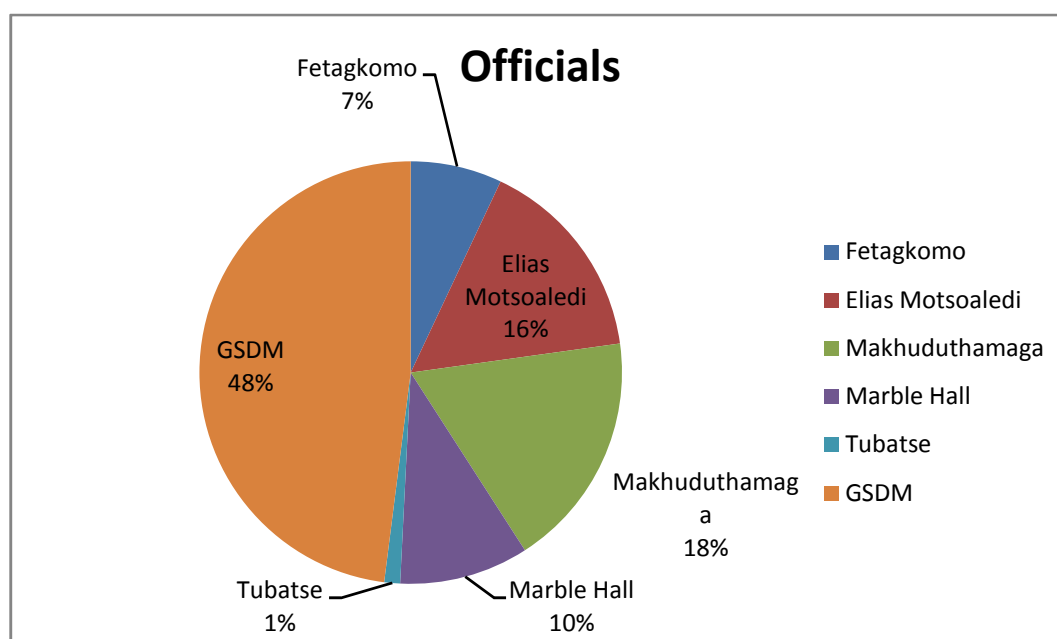


5. FINDINGS OF THE OFFICIALS (EMPLOYEES) SATISFACTION SURVEY

5.1 INTRODUCTION

This chapter focuses on the findings of the survey among officials (employees) of the GSDM and its five local municipalities. One can see that majority of the sample was made up respondents from the Greater Sekhukhune Local Municipality (48%). Distribution shown in Figure 5.1

Figure 5. 1: Distribution of officials across local municipalities



5.2 TYPOLOGY OF THE EMPLOYEE SAMPLE

The distribution of respondents is shown in table 5.2

Table 5. 1 :Distribution of respondents

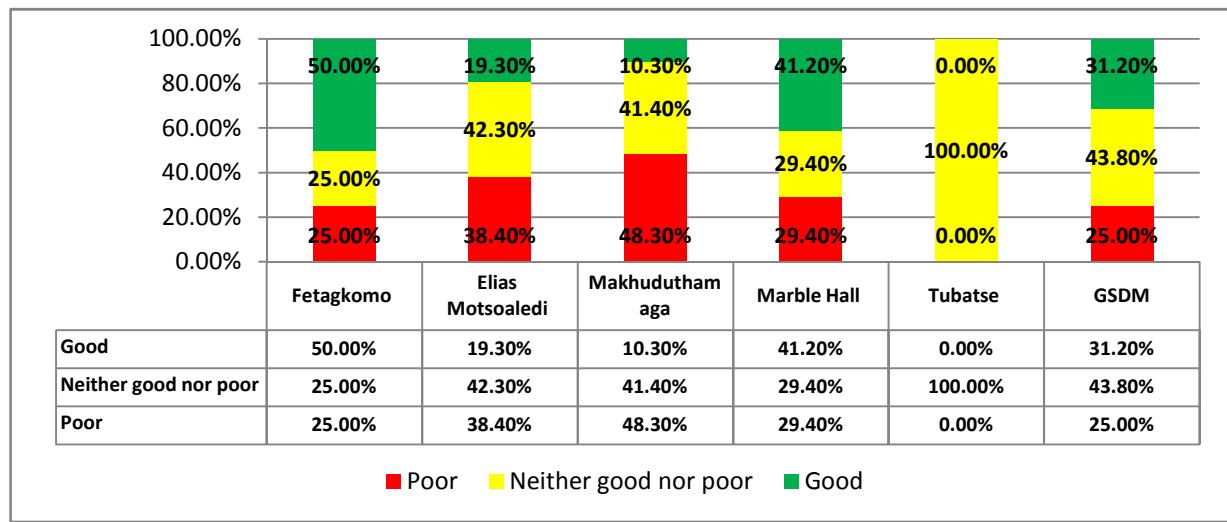
Finance	Human Resources	Office of Mayor
Technical	Corporate Services	Strategic Management
Water Services	Planning	Administration
Community Services	Procurement	Emergency Services

5.3 GENERAL PERCEPTIONS OF THE GSDM

5.3.1 Level of satisfaction with current service delivery

As with the household survey the first question enquired about the level of satisfaction with current municipal service delivery. Figure 5.2 shows the household satisfaction levels as perceived by employees.

Figure 5. 2: Satisfaction levels of current service delivery by local municipality



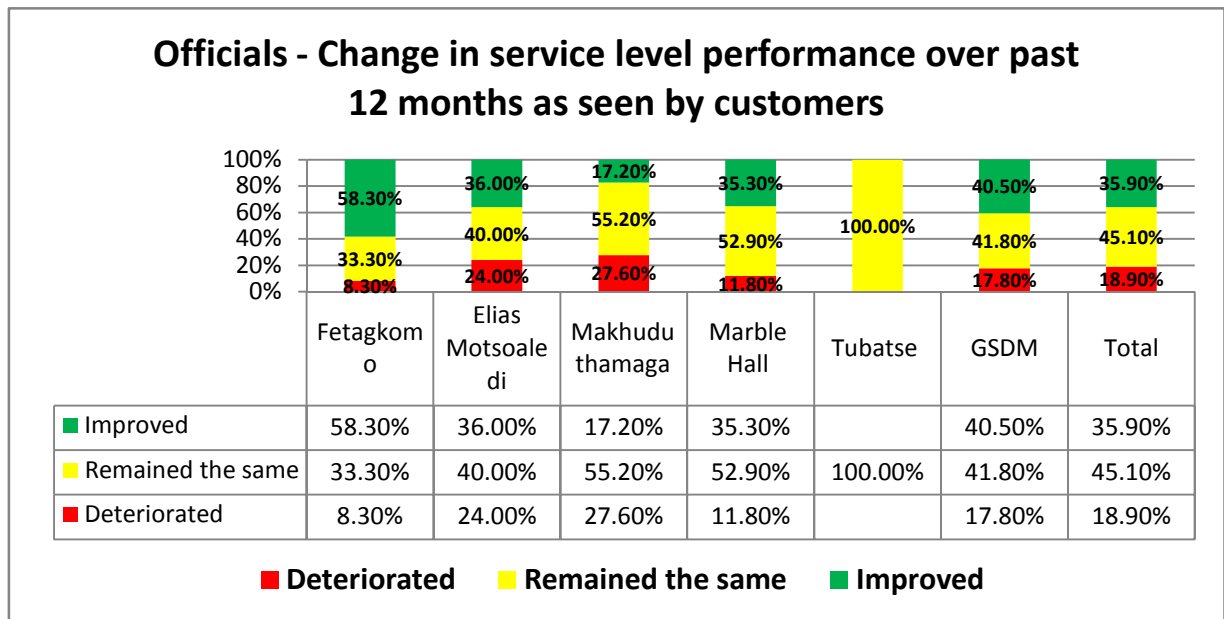
The modal responses were neither good nor poor (41%), good (25.9%) followed by poor (24.1%).

5.3.2 Change in service performance levels

Respondents were requested to indicate households' perceptions on the change, if any, in the service performance levels of the local municipalities during the past twelve months. Responses were recorded on a 5-point scale ranging from "deteriorated significantly" to 'improved significantly'.

The responses are illustrated graphically in Figure 5.3

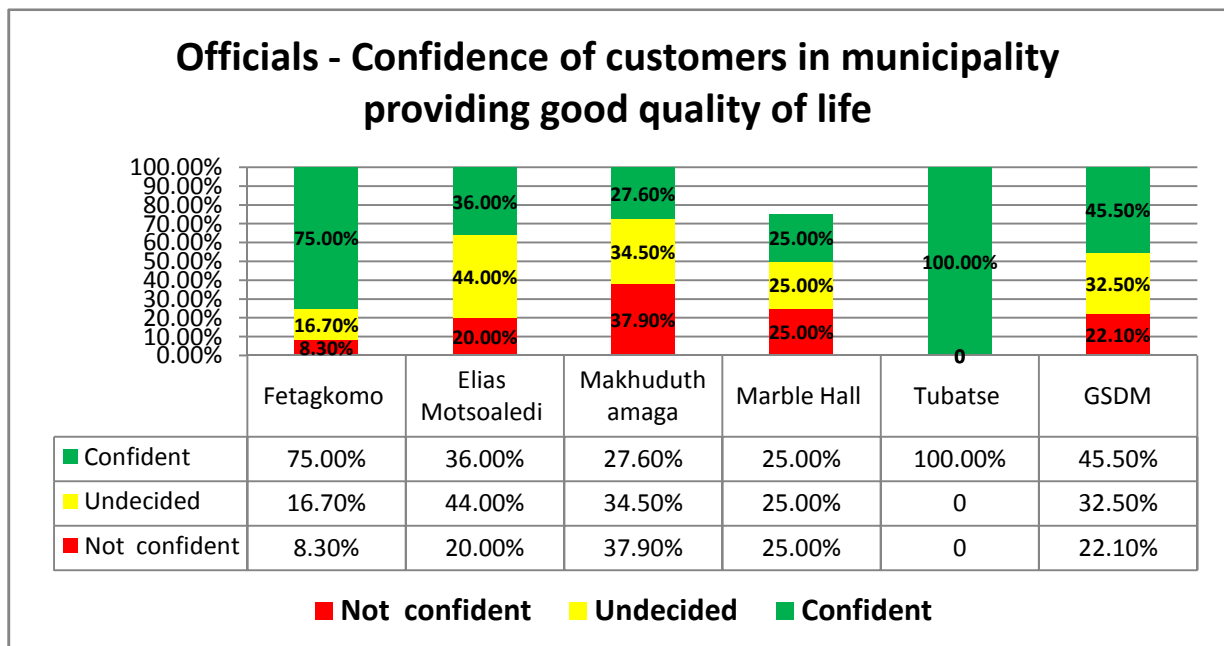
Figure 5. 3: Change in service performance levels during the past 12 months



5.3.3 Confidence in the GSDM and its local municipalities

Respondents were requested to rate their perception of the confidence of households in the ability of the local municipalities to provide its residents with a good quality of life, compared to other municipalities outside the GSDM. The responses were recorded on a 5 point scale ranging from 'not at all confident' to 'very confident'

Figure 5. 4: Confidence in the ability of the GSDM to provide a good quality of life compared to other municipalities



The modal responses to this question was fairly confident (36%), not sure (32.3%) followed by not very confident (19.3%).

5.4 DEVELOPMENT CHALLENGES AND PRIORITIES OF THE GSDM

Employees were requested to rate the importance 'as perceived by customers' of a list of 13 challenges/priorities that need to be addressed during the next 12 months. Some of these challenges (e.g. education) are the responsibility of provincial or national governments. Each of the identified challenges were rated on a 5-point scale where 1 is the least important and 5 is the most important.

The mean scores and overall rankings are shown in Table 5.2

Table 5. 2: List of challenges/priorities in order of total mean rating and ranking

	Fetagkomo Local Municipality	Elias Motsoaledi Local Municipality	Makhuduthamaga Local Municipality	Marble Hall Local Municipality	Tubatse Local Municipality	Greater Sekhukhune District Municipality	Total
Access to water	3.36	3.52	3.69	4.24	4.00	3.68	3.69
Access to electricity	4.45	3.62	3.61	3.69	4.50	3.89	3.82
Access to sanitation facilities	2.67	3.16	2.55	3.06	3.50	3.22	3.04
Access to refuse collection service	2.33	2.58	2.56	3.00	3.50	2.89	2.76
Corruption	2.82	3.12	3.29	2.94	3.50	2.90	3.01
Crime	3.18	3.46	3.33	3.25	4.50	3.15	3.26
Education	3.36	3.96	3.85	4.24	4.50	3.57	3.75
Health care (e.g. clinics)	3.45	3.92	3.85	4.50	4.50	3.71	3.84
HIV/AIDS	3.64	3.12	3.63	3.63	4.50	3.44	3.46
Public transport	3.55	3.46	3.37	4.00	4.00	3.28	3.42
Small business development	3.73	3.58	3.50	2.94	4.50	3.25	3.36
Unemployment	3.00	3.73	3.88	3.31	5.00	3.51	3.57
Sports Facilities	2.67	3.12	3.27	3.00	4.50	3.05	3.09

The rankings for each of the local municipalities is given in Table 5.3

Overall the top five ratings included health care, access to electricity, education, access to water and unemployment.

Table 5. 3: List of challenges/priorities in order of total ranking for GSDM

	GSDM total	Rank
Health care (e.g. clinics)	3.84	1
Access to electricity	3.82	2
Education	3.75	3
Access to water	3.69	4
Unemployment	3.57	5
HIV/AIDS	3.46	6
Public transport	3.42	7
Small business development	3.36	8
Crime	3.26	9
Sports Facilities	3.09	10
Access to sanitation facilities	3.04	11
Corruption	3.01	12
Access to refuse collection	2.76	13

Table 5. 4: List of challenges/priorities in order of total ranking for Fetagkomo

In the Fetagkomo municipality, the top five future challenges included access to electricity, small business development, HIV/AIDS, public transport and health care.

	Fetagkomo Local Municipality	Rank
Access to electricity	4.45	1
Small business development	3.73	2
HIV/AIDS	3.64	3
Public transport	3.55	4
Health care (e.g. Clinics)	3.45	5
Education	3.36	6
Access to water	3.36	7
Crime	3.18	8
Unemployment	3.00	9
Corruption	2.82	10
Sports Facilities	2.67	11
Access to sanitation facilities	2.67	12
Access to refuse collection	2.33	13

Table 5. 5: List of challenges/priorities in order of total ranking for Elias Motsoaledi

In the Elias Motsoaledi municipality the top five future challenges included education, health care, unemployment, access to electricity and small business development.

	Elias Motsoaledi Local Municipality	Rank
Education	3.96	1
Health care (e.g. Clinics)	3.92	2
Unemployment	3.73	3
Access to electricity	3.62	4
Small business development	3.58	5
Access to water	3.52	6
Public transport	3.46	7
Crime	3.46	8
Access to sanitation facilities	3.16	9
Sports Facilities	3.12	10
HIV/AIDS	3.12	11
Corruption	3.12	12
Access to refuse collection	2.58	13

Table 5. 6: List of challenges/priorities in order of total ranking for Makhuduthamaga

	Makhuduthamaga Local Municipality	Rank
Unemployment	3.88	1.00
Health care (e.g. clinics)	3.85	2.00
Education	3.85	3.00
Access to water	3.69	4.00
HIV/AIDS	3.63	5.00
Access to electricity	3.61	6.00
Small business development	3.50	7.00
Public transport	3.37	8.00
Crime	3.33	9.00
Corruption	3.29	10.00
Sports Facilities	3.27	11.00
Access to refuse collection	2.56	12.00
Access to sanitation facilities	2.55	13.00

Table 5. 7: List of challenges/priorities in order of total ranking for Marble Hall

	Marble Hall Local Municipality	Rank
Health care (e.g. Clinics)	4.50	1.00
Education	4.24	2.00
Access to water	4.24	3.00
Public transport	4.00	4.00
Access to electricity	3.69	5.00
HIV/AIDS	3.63	6.00
Unemployment	3.31	7.00
Crime	3.25	8.00
Access to sanitation facilities	3.06	9.00
Sports Facilities	3.00	10.00
Access to refuse collection	3.00	11.00
Small business development	2.94	12.00
Corruption	2.94	13.00

The top 5 future challenges facing Marble Hall includes health care, education, access to water, public transport and access to electricity.

Table 5. 8: List of challenges/priorities in order of total ranking for Tubatse

	Tubatse Local Municipality	Rank
Unemployment	5.00	1.00
Health care (e.g. Clinics)	4.50	2.00
Access to electricity	4.50	2.00
Education	4.50	2.00
HIV/AIDS	4.50	2.00
Small business development	4.50	2.00
Crime	4.50	2.00
Sports Facilities	4.50	2.00
Access to water	4.00	3.00
Public transport	4.00	3.00
Access to sanitation facilities	3.50	4.00
Corruption	3.50	4.00
Access to refuse collection	3.50	4.00

The top 5 future challenges facing Tubatse includes unemployment, health care, access to electricity, education and HIV/ AIDS.

Table 5. 9: List of challenges/priorities in order of total ranking for Greater Sekhukhune District Municipality

	Greater Sekhukhune District Municipality	Rank
Access to electricity	3.89	1.00
Health care (e.g. Clinics)	3.71	2.00
Access to water	3.68	3.00
Education	3.57	4.00
Unemployment	3.51	5.00
HIV/AIDS	3.44	6.00
Public transport	3.28	7.00
Small business development	3.25	8.00
Access to sanitation facilities	3.22	9.00
Crime	3.15	10.00
Sports Facilities	3.05	11.00
Corruption	2.90	12.00
Access to refuse collection	2.89	13.00

The top 5 future challenges facing the Greater Sekhukhune municipality includes access to electricity, health care, access to water, education and unemployment.

5.5 BASIC HOUSEHOLD SERVICES

Employees were requested to indicate the perceived level of satisfaction of households on a 10-point scale for with seven basic household services (Electricity, Refuse Collection, Streets and Roads, Storm water systems, Street lights, Sanitation and Water provision).

The core household ratings range from approximately 2.5-7.0 but mostly below 5.0 translating from poor to good. Street lights have the worst rating whilst electricity has the highest rating.

5.6 MUNICIPAL COMMUNITY SERVICES

This question enquired about the perceived level of satisfaction of households with community services. Employees were requested to give a rating whether they used the service or not.

Table 5. 10: Municipal community services

Municipal Community Service	Mean rating
Community halls and recreation centers	4.29
Emergency Services e.g. ambulance, fire, road and home accidents, disaster management	5.61
Clinic Services	5.78
Hospitals	5.19
Cemeteries	4.80
Grass Cutting	3.96
Parks	3.50
Pedestrian walkways	4.03
Public libraries	3.59
Public sports facilities	3.55
Public toilets	2.97
Garden refuse sites	3.41
Road maintenance	3.88
Government provided housing	5.02
Street sweeping	3.82
Traffic lights	3.20

The overall mean satisfaction rating show that the lowest levels of satisfaction are for public toilets, traffic lights, parks, public sports facilities and garden refuse sites.

The highest levels of the mean satisfaction rating are shown for emergency services, clinic services, hospitals and cemeteries. It must be said that the highest mean satisfaction ratings themselves are just above 5. i.e. just above good!

5.7 BY-LAW ENFORCEMENT

Employees were requested to rate the perceived level of satisfaction of households with a list of by-law enforcement services executed by the municipality.

The satisfaction rating is shown in Table 5.11.

Table 5. 11: Law enforcement

Municipality	Building control	Illegal squatting	Land invasions	Illegal street trading	Illegal dumping	Intersecti on trading	Total
Fetagkomo Local Municipality	3.86	4.60	4.71	4.00	3.14	4.00	4.05
Elias Motsoaledi Local Municipality	2.79	2.68	3.33	3.21	1.56	2.28	2.64
Makhuduthamaga Local Municipality	1.88	1.71	1.92	1.04	2.04	1.56	1.69
Marble Hall Local Municipality	4.71	4.57	4.93	5.00	4.14	4.36	4.62
Tubatse Local Municipality	0.50	0.50	0.50	0.50	1.50	0.50	0.67
Greater Sekhukhune District Municipality	3.88	3.92	3.83	4.00	4.01	3.67	3.88
Total	3.41	3.39	3.53	3.41	3.25	3.11	3.35

The law enforcement mean satisfaction rating show that the overall mean rating is 3.35 which is low.

The mean satisfaction rating ranged from 3 to about 4 which is an indication that the respondents have a low mean satisfaction rating for building control, illegal squatting, land invasion, illegal street trading, illegal dumping and intersection trading.

5.8 COMMUNICATION

Respondents were requested to rate the effectiveness of communication with customers.

A satisfaction rating of 5.01 was allocated to this activity.

Table 5. 12: Communication

Municipality	Mean rating communication
Fetagkomo Local Municipality	5.09
Elias Motsoaledi Local Municipality	4.36
Makhuduthamaga Local Municipality	4.53
Marble Hall Local Municipality	5.86
Tubatse Local Municipality	3.50
Greater Sekhukhune District Municipality	5.13
Total	5.01

5.9 DEPARTMENTAL RATINGS

Table 5. 13: Departmental ratings

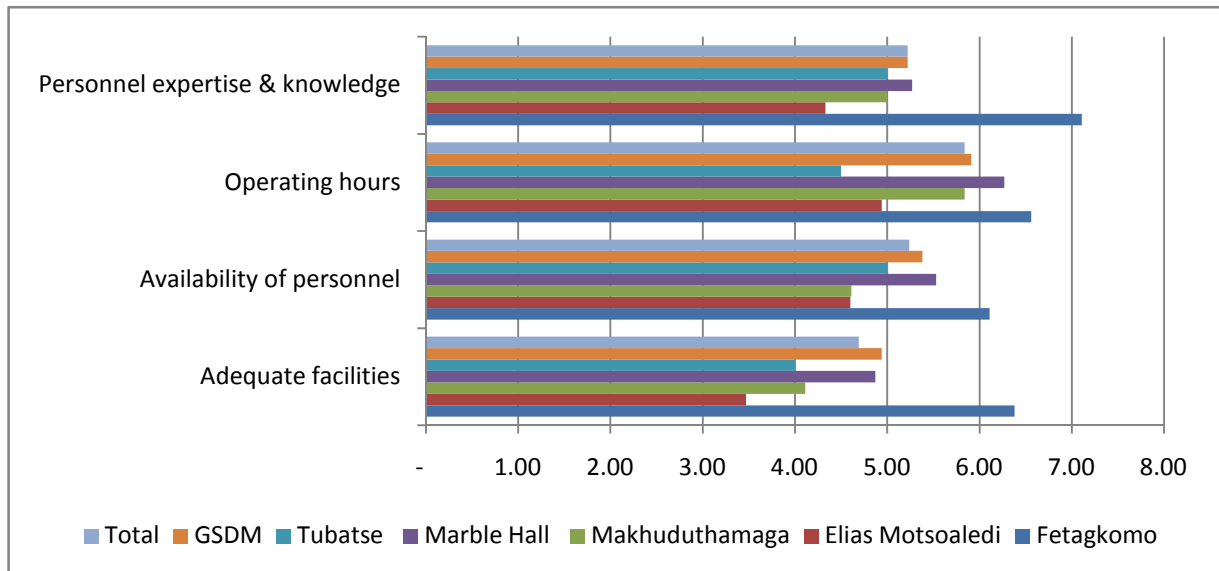
Department	Mean rating
Planning and Economic Development	3.8803
Technical services	3.6294
(a) Water provision	4.4266
(b) Electricity	3.4444
(c) Transport	3.0643
(d) Roads and Maintenance	
Fleet management and Maintenance	2.8678
Facilities management and maintenance	2.8291
Information system administration	3.5984
Strategic management	3.9308
Community service	4.0448
(a) Environment Health	3.7970
(b) Emergency services	3.8382
(c) Arts, Sports and culture	
Human resource management	4.4143
Office of the Executive mayor	4.5468

Employees were requested to rate their perception of service delivery levels of the various departments in each respective municipality. Rating was on a 1-10 point scale from very poor(1) to excellent (10).

5.11 SERVICE DELIVERY CAPACITY

Respondents were requested to indicate the constraints that inhibit the delivery of high quality services to inhabitants of the GSDM. Respondents were rate all the impediments and rank the top three.

Table 5. 14: Service delivery capacity



The ranking of the service delivery capacity is clear from the table above with the two highest ranks given to availability of limited skills and incompetent staff.

6. FINDINGS OF THE COUNCILORS SATISFACTION SURVEY

6.1 INTRODUCTION

This chapter focuses on the findings of the survey among councillors of the GSDM and its five local municipalities. Only a small number (15) of councillors responded to the survey. These were mainly from the Tubatse local municipality and therefore the information is not entirely representative of the GSDM.

6.2 DISTRIBUTION OF THE COUNCILOR SAMPLE

The representation of councillors is given in Figure 1 and the length of service is in Table 6.1 below.

Figure 6. 1: Distribution of councillor sample

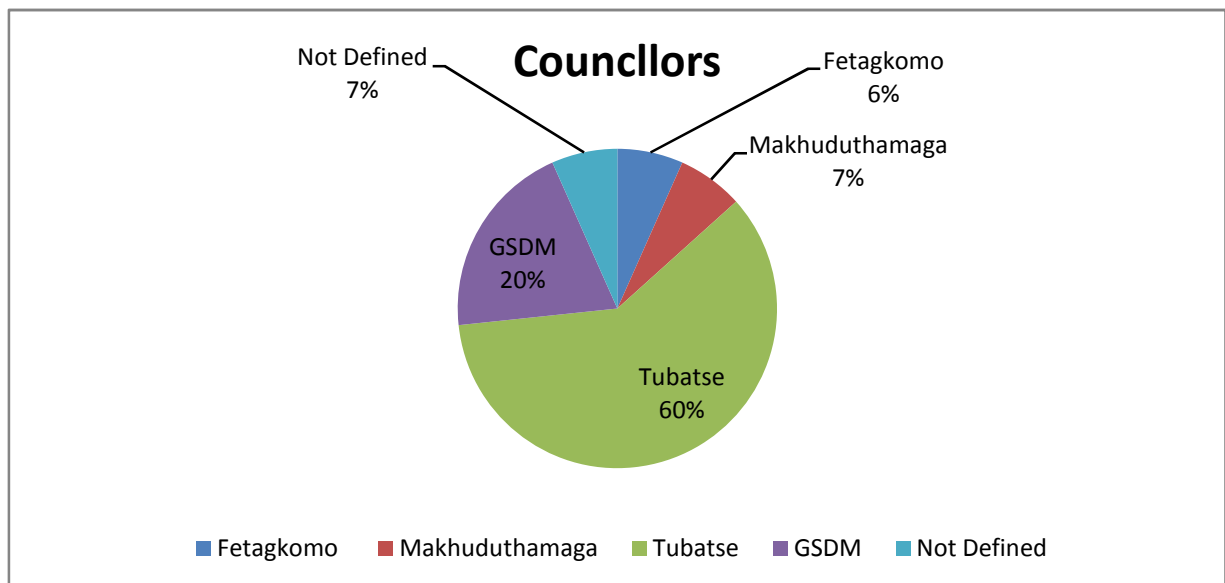
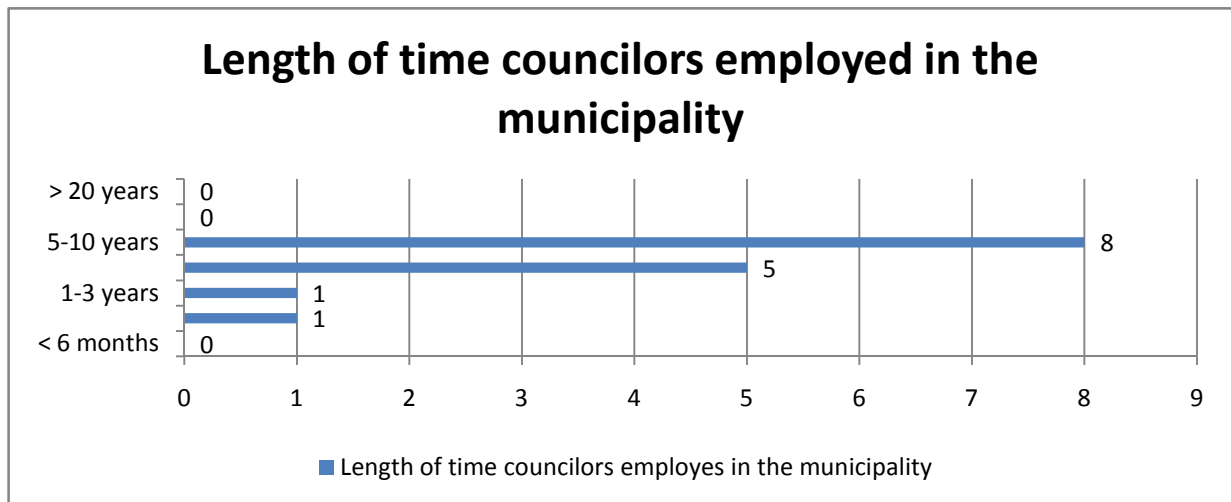


Figure 6. 2: Length of time councillors employed in the municipality

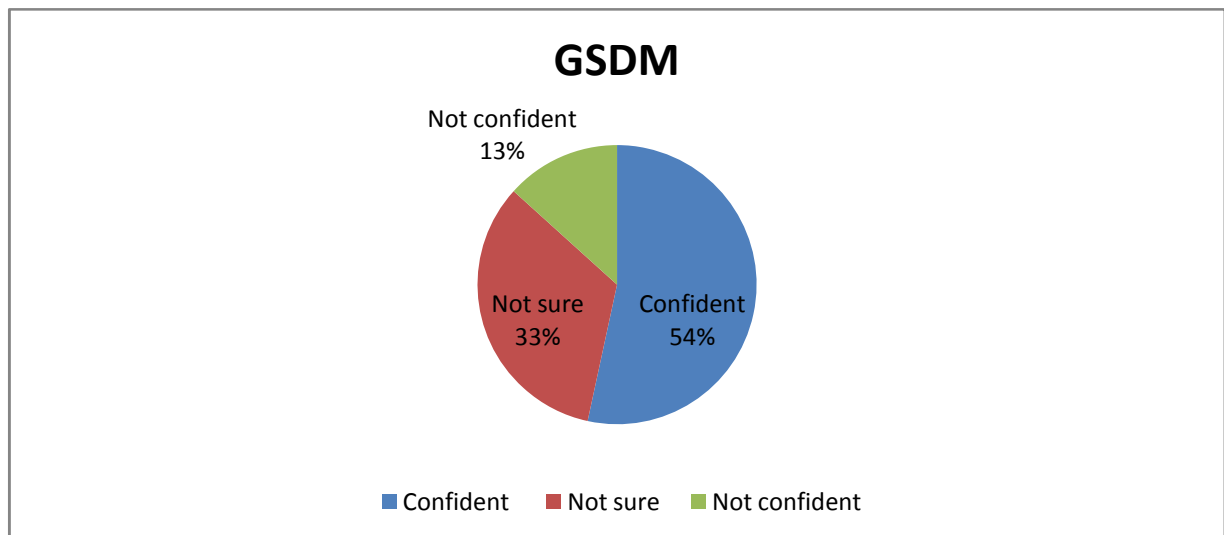


6.3 GENERAL PERCEPTIONS OF THE GSDM

6.3.1 Level of satisfaction with current service delivery

As with the employee survey the first question enquired about the level of satisfaction with current municipal service delivery over the past 12 months as perceived by customers. Figure 2 shows the household satisfaction levels as perceived by councillors.

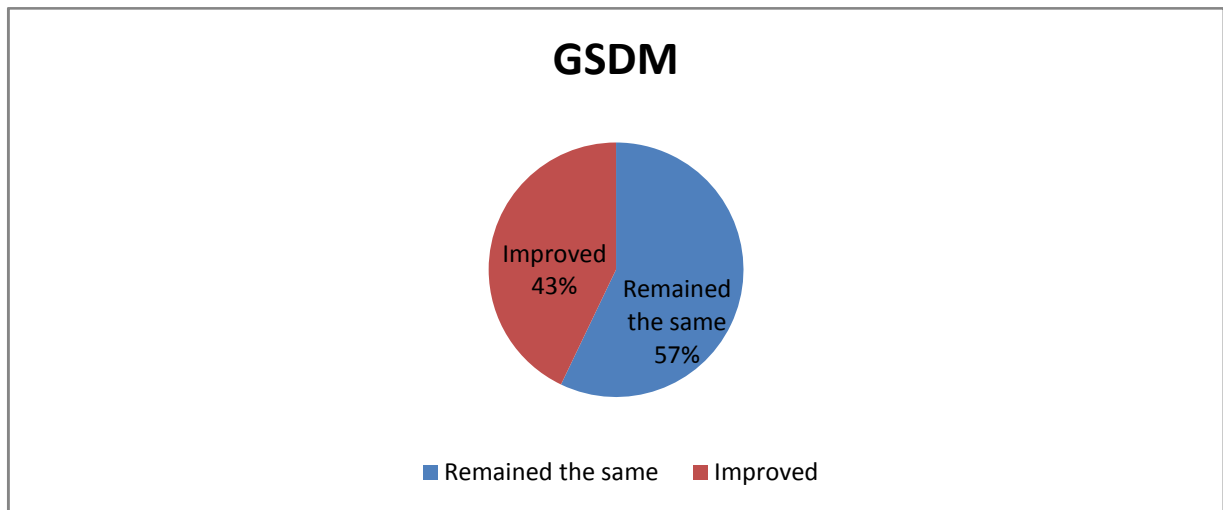
Figure 6. 3: Level of satisfaction with current service delivery



6.3.2 Change in service performance levels

Respondents were requested to indicate households' perceptions on the change, if any, in the service performance levels of the local municipalities during the past twelve months. The responses are illustrated graphically in Figure 6.4.

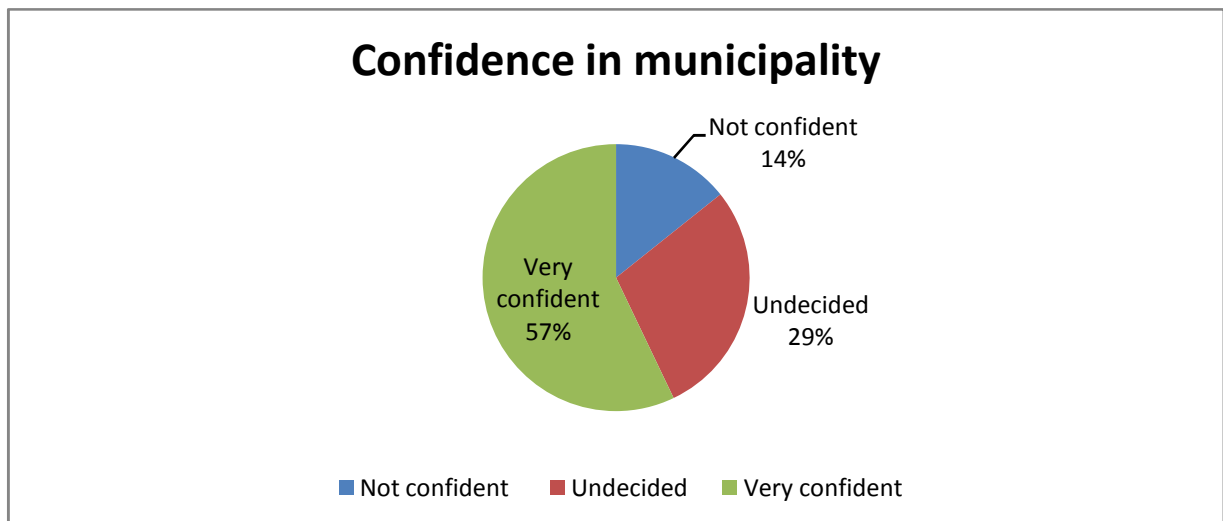
Figure 6. 4: Change in service performance levels



6.3.3 Confidence in the GSDM and its local municipalities

Respondents were requested to rate their perception of the confidence of households in the ability of the local municipalities to provide its residents with a good quality of life, compared to other municipalities outside the GSDM. The responses were recorded on a 5 point scale ranging from 'not at all confident' to 'very confident'. Results shown in Figure 4

Figure 6. 5: Confidence in municipality



6.4 DEVELOPMENT CHALLENGES AND PRIORITIES OF THE GSDM

Councillors were requested to rate the importance 'as perceived by customers' of a list of 13 challenges/priorities that need to be addressed during the next 12 months. Some of these challenges (e.g. education) are the responsibility of provincial or national governments. Each of the identified challenges were rated on a 5-point scale where 1 is the least important and 5 is the most important.

The mean scores and overall rankings are shown in Table 6.1.

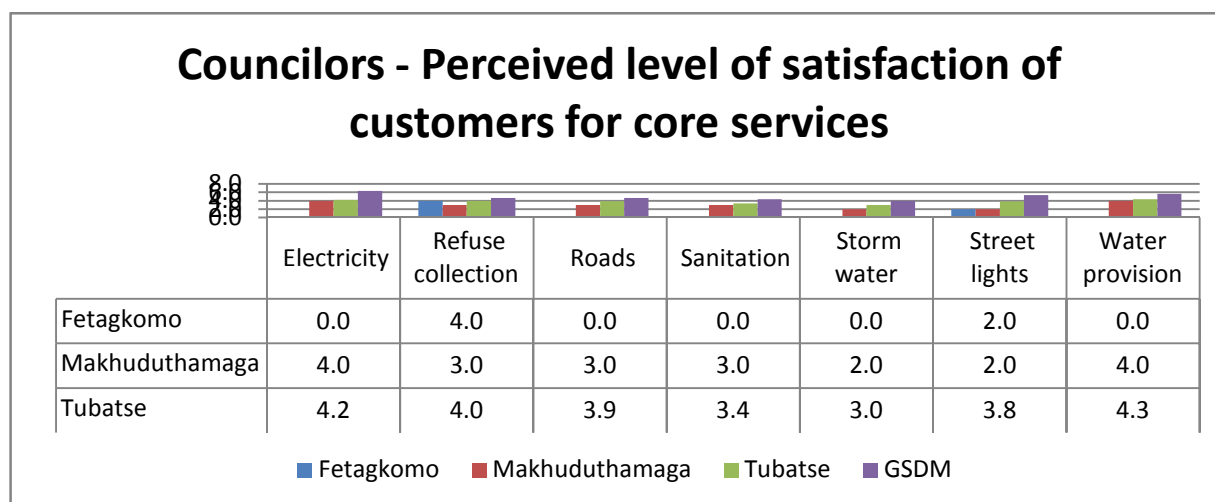
Table 6. 1: Developmental challenges and priorities of GSDM

Challenges/Priorities	Fetagkomo	Makhuduthamaga	Tubatse	GSDM	Mean Rating	Ranking
Small business development	5.00	3.00	4.25	3.67	4.08	1
Health care (eg,clinics)	5.00	4.00	3.71	4.33	4.00	2
HIV/AIDS	5.00	5.00	3.38	4.67	3.92	3
Access to water	5.00	3.00	3.67	4.00	3.61	4
Public transport	5.00	4.00	3.67	3.33	3.73	5
Unemployment	5.00	5.00	3.29	3.67	3.67	6
Access to sanitation facilities	5.00	3.00	3.44	4.00	3.64	7
Education	5.00	4.00	3.13	4.33	3.62	8
Access to electricity	3.00	4.00	3.33	4.00	3.50	9
Crime	5.00	4.00	3.29	3.00	3.42	10
Corruption	-	5.00	2.86	3.00	2.83	11
Sports facilities	3.00	4.00	2.29	3.33	2.75	12
Access to refuse collection service	2.00	3.00	2.71	2.00	2.50	13

6.5 BASIC HOUSEHOLD SERVICES

Councillors were requested to indicate the perceived level of satisfaction of households on a 10-point scale for with seven basic household services (Electricity, Refuse Collection, Streets and Roads, Storm water systems, Street lights, Sanitation and Water provision). Refer to Figure 6.6.

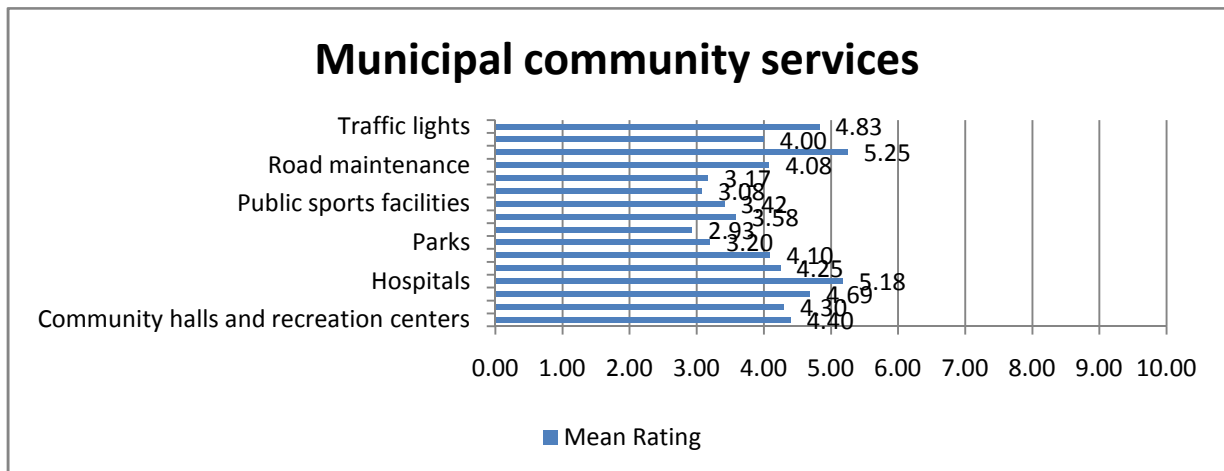
Figure 6. 6: Perceived level of satisfaction of customers for core services



6.6 MUNICIPAL COMMUNITY SERVICES

This question enquired about the perceived level of satisfaction of households with community services. Refer to Figure 6.7.

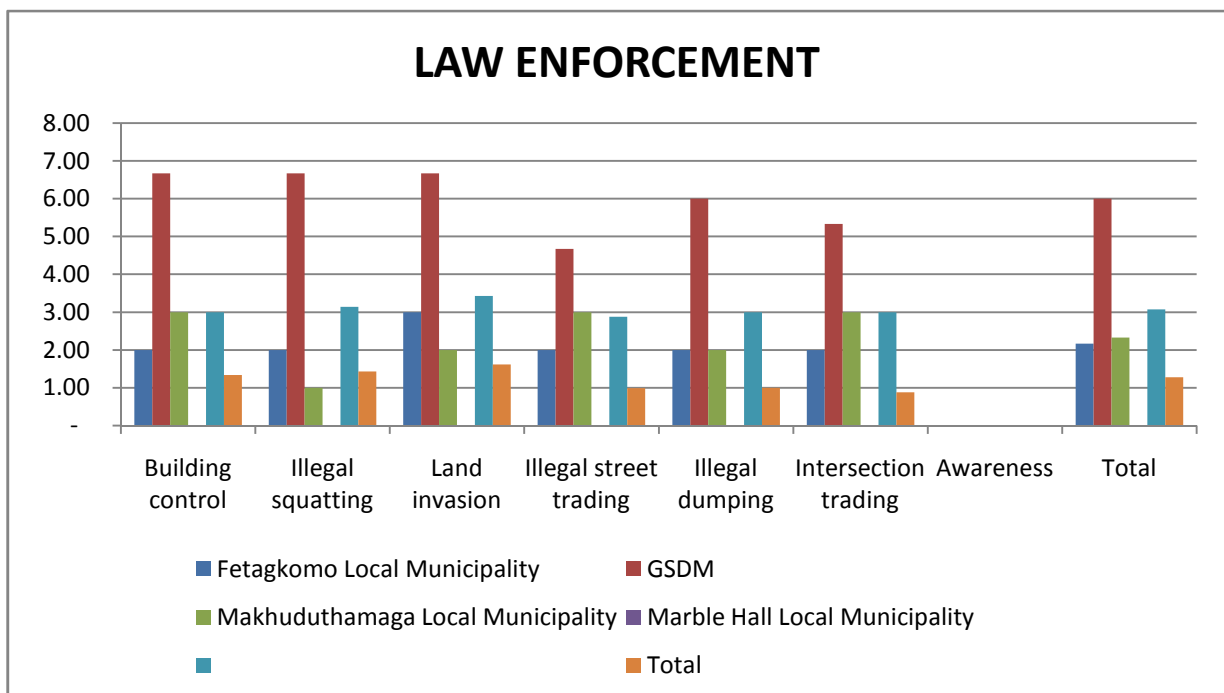
Figure 6. 7: Municipal community services



6.7 SATISFACTION WITH BY-LAW ENFORCEMENT

Councillors were requested to rate the perceived level of satisfaction of households with a list of by-law enforcement services executed by the municipality. A scale of 1-10 was used ranging from very poor (1) to excellent (10). Refer to Figure 6.8.

Figure 6. 8: Satisfaction with by-law enforcement



6.8 BILLING AND PAYMENT

Respondents were asked whether the municipality issues accounts to recipients for services such as electricity, water, sanitation, refuse removal and property rates.

The responses were as follows:

Yes	35.7 %
No	42.9 %
Don't know	21.4 %

In response to the question of whether the municipality received any customer complaints the responses were as follows:

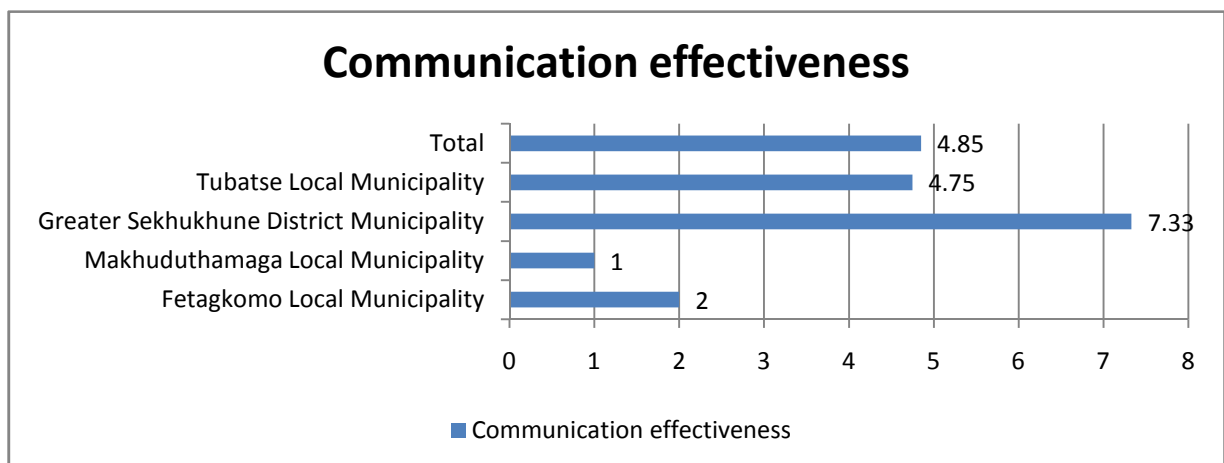
Yes	44.4 %
No	22.2 %
Don't know	33.3 %

The main reason for the dissatisfaction was lack of clear and understandable accounts.

6.9 COMMUNICATION

Councillors were asked to the effectiveness of communication of policies and activities as perceived by customers. Refer to Figure 6.9.

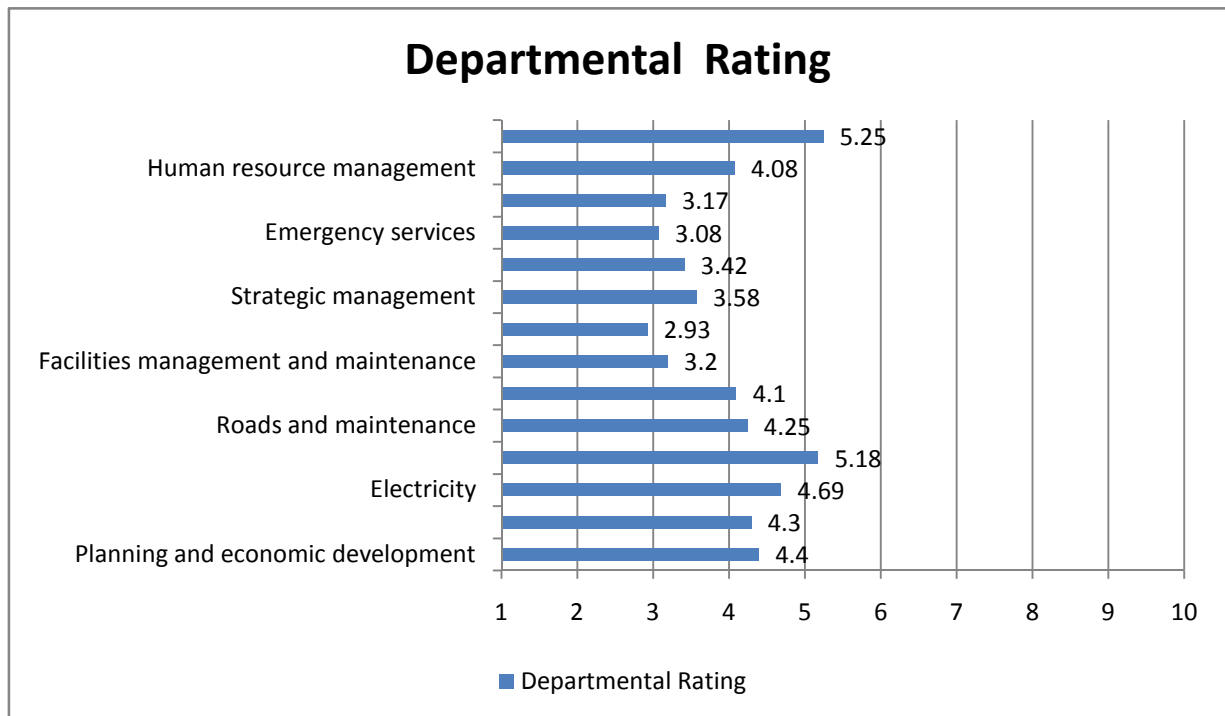
Figure 6. 9: Customer effectiveness



6.10 DEPARTMENTAL RATING

Respondents were request to rate each of the departments within the municipality on a scale of 1-10. Results are shown in Figure 6.10.

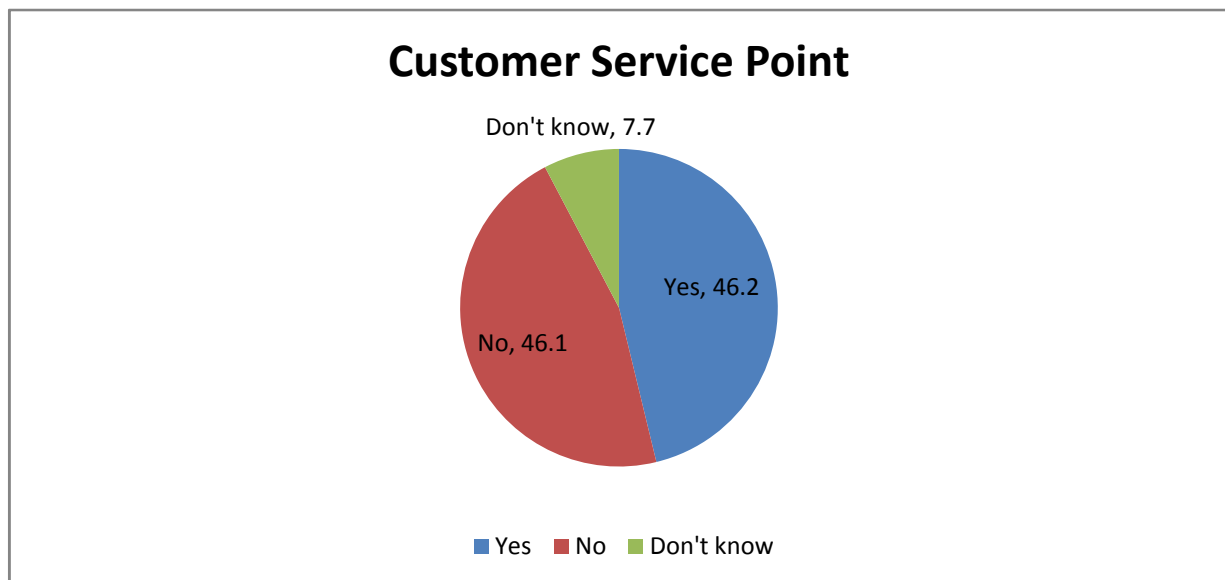
Figure 6. 10: Departmental ratings



6.11 CUSTOMER SERVICE POINT/CENTRE

Respondents were asked whether their municipality had a customer service point/desk. Responses are given in Figure 6.11 below.

Figure 6. 11: Customer service point/centre

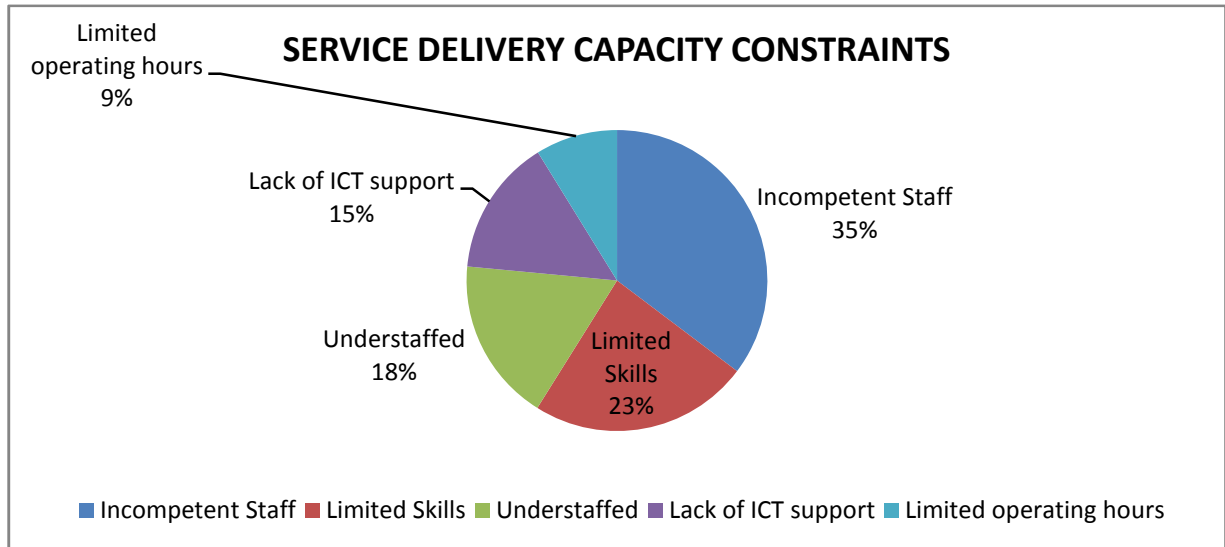


If the answer to the first question was no, a follow up question was asked whether respondents felt that a service point was necessary. In response to the second question 41.7 % saw the need for a service point, 50.0 % said no and 8.3 % were undecided.

6.12 SERVICE DELIVERY CAPACITY

Respondents were asked to indicate what the constraints were that inhibited high quality service from a given list e.g. Incompetent staff, Limited operating hours. Refer to Figure 11.

Figure 6. 12: Service delivery capacity



7. GAP ANALYSIS

7.1 INTRODUCTION

In the previous chapters the findings of the households, businesses, officials and councillors are analysed and interpreted. The so-called “mirror survey” among the GDSM employees serves to a large extent to identify the understanding gaps that may exist among the households, businesses, officials and councillors.

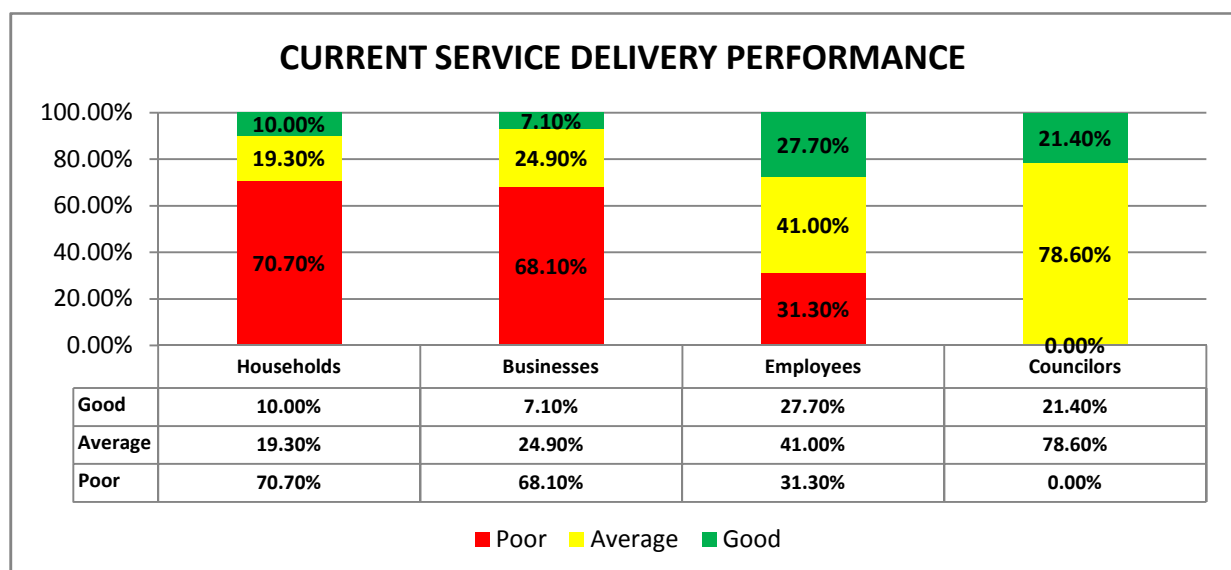
These gaps may refer to aspects or services that employees of the municipality fail to realize what is important to their customers or that the services provided by the municipality does not meet the expectations of the customers. Hence there are poor levels of satisfaction amongst the customers.

The larger the gap between employees and customers, the more indicative it is of a spirit of complacency among employees who perceive themselves to be doing an excellent job whilst in reality the opposite may be experienced by the customers (households and businesses). As a result an unfavourable impression of the municipality is created in the mindsets of its customers.

This chapter is an analysis of the gaps between the satisfaction ratings of the four survey groups.

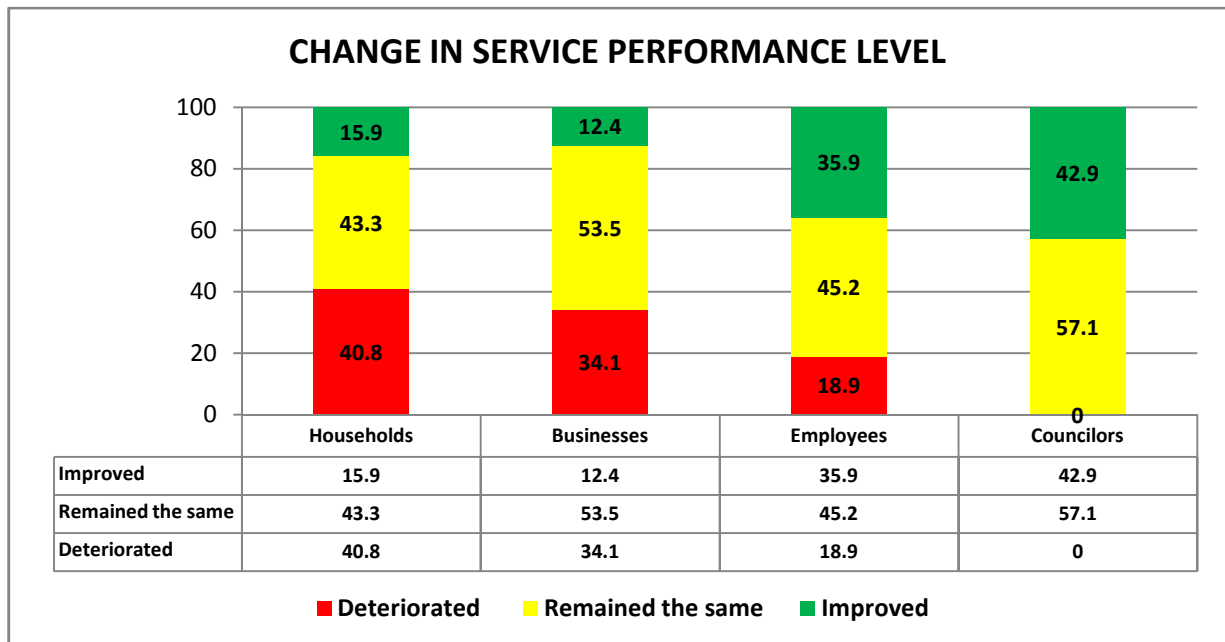
7.2 COMPARING CURRENT MUNICIPAL SERVICE DELIVERY

Figure 7. 1: Comparing current municipal service delivery



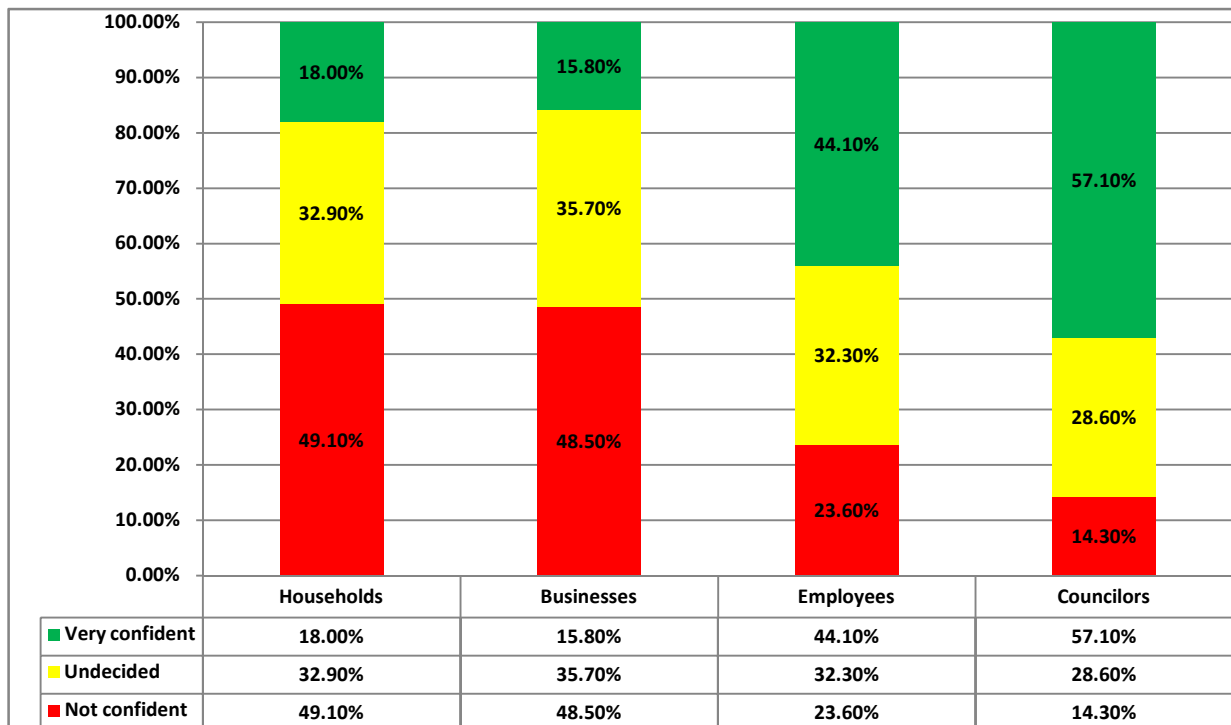
7.3 CHANGE IN SERVICE DELIVERY PERFORMANCE

Figure 7. 2: Change in service delivery performance



7.4 CONFIDENCE IN THE MUNICIPALITY TO PROVIDE A GOOD QUALITY OF LIFE

Figure 7. 3: Confidence in the municipality to provide a good quality of life



7.5 FUTURE CHALLENGES/PRIORITIES

Table 7. 1: Future challenges or priorities

Challenge or priority	Households		Businesses		Officials		Councilors	
	Mean rating	Rank	Mean rating	Rank	Mean rating	Rank	Mean rating	Rank
Access to electricity	3.46	5	3.53	7	3.82	2	3.50	9
Access to refuse collection service	2.80	13	2.78	13	2.76	13	2.50	13
Access to sanitation facilities	3.01	12	3.03	12	3.04	11	3.64	7
Access to water	3.62	2	3.61	4	3.69	4	3.79	4
Corruption	3.06	11	3.19	11	3.01	12	2.83	11
Crime	3.38	7	3.57	5	3.26	9	3.42	10
Education	3.74	1	3.75	2	3.75	3	3.62	8
Health care (e.g. Clinics)	3.61	3	3.79	1	3.84	1	4.00	2
HIV/AIDS	3.23	10	3.35	10	3.46	6	3.92	3
Public transport	3.41	6	3.47	8	3.42	7	3.73	5
Small business development	3.25	8	3.47	9	3.36	8	4.08	1
Sports Facilities	3.25	9	3.53	6	3.09	10	2.75	12
Unemployment	3.59	4	3.63	3	3.57	5	3.67	6

7.6 SATISFACTION RATINGS FOR CORE HOUSEHOLD SERVICES

Table 7. 2: Satisfaction ratings for core household services

Mean rating	Households	Businesses	Officials	Councillors
1. Electricity	6.93	7.03	6.34	4.36
2. Refuse collection	6.96	5.08	4.10	4.08
3. Roads	4.89	3.36	4.03	3.71
4. Sanitation and water	6.91	4.33	4.26	3.31
5. Storm water	5.13	5.4	4.02	2.93
6. Street lights	6.33	3.67	3.88	3.86
7. Water provision	7.04	5.48	4.74	4.29

The mean rating for the core household's services are consistent with the customers and employees of the municipality. Interestingly electricity and water provision were given high mean ratings by households and businesses. The lowest ratings were given for roads by the customers. The officials rated streetlights and councillors rated storm water as the lowest.

7.7 SATISFACTION RATINGS FOR COMMUNITY SERVICES

Table 7. 3: Satisfaction ratings for community services

Municipal Community Service	Household mean rating	Business mean rating
1. Community halls and recreation centres	3.98	4.01
2. Emergency Services e.g. ambulance, fire, road and home accidents, disaster management	3.09	2.79
3. Clinic Services	2.37	2.19
4. Hospitals	3.13	3.34
5. Cemeteries	3.15	3.26
6. Grass Cutting	4.29	4.42
7. Parks	4.41	4.62
8. Pedestrian walkways	4.23	4.46
9. Public libraries	4.18	4.46
10. Public sports facilities	4.09	4.25
11. Public toilets	4.26	4.42
12. Garden refuse sites	4.35	4.53
13. Road maintenance	3.73	3.84
14. Government provided housing	3.55	3.67
15. Street sweeping	4.34	4.45
16. Traffic lights	4.23	4.44

7.8 SATISFACTION RATINGS FOR BY-LAW ENFORCEMENT SERVICES

Table 7. 4: Satisfaction ratings for by-law enforcement services

By law enforcement services	Mean rating out of 10			
	Household Mean Rating	Business Mean Rating	Councillor Mean Rating	Official Mean Rating
Building control/control of illegal uses	2.99	1.34	3.77	3.41
Control of illegal squatting in buildings	2.78	1.43	3.75	3.39
Control of land invasions/squatting	2.71	1.62	4.08	3.53
Control of illegal street trading	2.69	0.99	3.23	3.41
Control of illegal dumping	2.45	1.00	3.54	3.25
Control of intersection trading	2.67	0.88	3.50	3.11

7.9 SATISFACTION RATINGS OF CUSTOMER SERVICE POINT/DESKS

7.9.1. Customer service point/centre

Table 7. 5: Customer service point/centre

Services	Household	Business	Official	Councillor
Adequate facilities	4.35	4.27	4.69	5.30
Availability of personnel	4.32	4.59	5.24	5.36
Operating hours	4.85	5.25	5.84	5.20
Personnel expertise & knowledge	4.42	5.07	5.22	5.50

Table 7. 6: Customer service point/centre

	Household Councillor	Household Official	Business Councillor	Business Official
Adequate facilities	-0.95	-0.34	-1.03	-0.42
Availability of personnel	-1.04	-0.92	-0.77	-0.65
Operating hours	-0.35	-0.99	0.05	-0.59
Personnel expertise and knowledge	-1.08	-0.80	-0.43	-0.15

Although there are differences in the mean satisfaction ratings between the households and businesses compared to the councillors and officials, these differences are not large and in this instance the gap is small between the customers and employees of the municipality.

It also must be said that the mean satisfaction ratings between the 4 groups are consistently close to each other although the councillor and official mean ratings are slightly higher. This is thus a highlighted strength of the municipality!

7.10 MUNICIPAL COMMUNICATION

	Household	Business	Official	Councillor
Communication Mean rating	4.04	4.05	5.01	4.85

The councillors and officials rated the effectiveness with which the municipality communicates its activities with the community slightly higher (about 1 mean unit) as compared to the households and businesses. Otherwise the mean ratings are close to each other.

Table 7. 7: Municipal communication

Percent	Households	Business	Official	Councillor
Fixed facility	32.1	36.5	29.7	35.0
Toll free	46.6	46.6	46.9	45.0
Internet	11.1	16.9	23.4	20.0

Both customers and employees agree that the customer communication mode should be a tool free service and a fixed facility for personal visits.

7.11 SERVICE DELIVERY CAPACITY

Service delivery capacity	Officials		Councillors	
	Percent	Rank	Percent	Rank
Availability of limited skills	29.0	1	23.5	2
Incompetent staff	22.7	2	35.3	1
Understaffed	21.0	3	17.6	3
Lack of ICT support	20.3	4	14.7	4
Limited operating hours	7.0	5	8.8	5

Officials and councillors agree that the top two impediments to service delivery are:

- Availability of limited skills
- Incompetent staff

7.12 DEPARTMENTAL RATING

Department Mean Rating	Councillor Mean Rating	Official Mean Rating
Planning and Economic Development	5.50	3.88
Technical services		
(a) Water provision	4.43	3.63
(b) Electricity	4.79	4.43
(c) Transport	4.77	3.44
(d) Roads and maintenance	4.75	3.06
Fleet management and maintenance	4.09	2.87
Facilities management and maintenance	3.85	2.83
Information systems administration	4.80	3.60
Strategic management	5.50	3.93
Community service		
(a) Environment Health	4.29	4.04
(b) Emergency services	5.00	3.80
(c) Arts, sports and culture	4.46	3.84
Human resource management	4.85	4.41
Office of the Executive mayor	5.57	4.55

There are similar offices/ departments that the officials and councillors have rated highly such as Human resource management and Office of the Executive Mayor.

7.13 CONCLUSION

The gap analysis for 2010 reveals that:

- There are gaps in the understanding between the customers (households and businesses) and the employees (officials and councillors) with respect to the current service delivery, current performance level over the last 12 months and the confidence in the municipality being able to provide a good quality of life as compared to other municipalities.
- There is some divergence between what households and businesses reported as their main priorities and that perceived by officials and councillors as household and businesses priorities.
- The mean rating for the core household services are consistent with the customers and employees of the municipality.
- There are differences in the mean level of satisfaction with respect to the community services between the customers and employees of the municipality. This holds true for all 16 community services. The household and business mean satisfaction rating is lower than that of the councillors and officials. This reveals a considerable gap in the understanding between the customers and employees of the municipality.
- The gap between the employees and customers is also evident with respect to the by-law enforcement services. Control of land invasion/squatting is a serious issue to resolve.
- Customer care service points/centres and communication of the municipality are strengths to be mentioned
- The implementation of a toll free facility and fixed facility for personal visits are both agreed upon by customers and employees as something that is lacking and needs to be attended to in the municipality
- Employees agree that availability of limited skills and incompetent staff are impediments to service delivery and must be resolved.

8 OVERVIEW AND SATISFACTION INDICES

8.1 INTRODUCTION

This chapter summarises the satisfaction ratings for 2009 and gives a comparison between the 2007 and 2009 ratings. The second part deals with the construction of satisfaction indices for the GSDM by type of service. This information will be valuable for the GSDM to assess the effectiveness of the application of the “Batho Pele” principles within the local municipalities and for the district as a whole.

It must be noted that when surveys of this nature are done the bar is raised for follow up surveys. Communities are further influence by the current mood prevailing within the country e.g. widespread protests and economic slowdown.

8.2 SUMMARY OF SATISFACTION RATINGS

The summary of satisfaction ratings is given in table 1

Table 8. 1: Summary of 2010 satisfaction ratings households vs business and special interest groups

Service/priority	2010 Households	2010 Businesses
Satisfaction with household services		
<i>Electricity</i>		
• minimal	3.21	3.49
• basic	5.68	4.64
• full	6.93	7.03
<i>Refuse collection</i>		
• minimal	1.56	1.64
• basic	3.45	2.89
• full	6.96	5.08
<i>Roads</i>		
• minimal	2.25	2.23
• basic	2.73	2.64
• full	4.89	3.36
<i>Sanitation</i>		
• minimal	1.82	1.93
• basic	4.62	4.36
• full	6.61	4.33
<i>Storm water</i>		
• minimal	1.74	1.68
• basic	4.84	3.75
• full	5.13	5.4
<i>Street lights</i>		
• minimal	1.47	1.65

Service/priority	2010 Households	2010 Businesses
• basic	5.21	4.00
• full	6.33	3.67
<i>Water provision</i>		
• minimal	2.29	2.59
• basic	5.34	5.54
• full	7.04	5.48
Municipal Community Services		
• Community halls and recreation centers	2.73	2.94
• Emergency Services e.g. Ambulance, Fire, Road	3.94	4.81
• Clinic Services	4.34	5.39
• Hospitals	4.15	4.30
• Cemeteries	3.56	4.15
• Grass Cutting	2.03	1.88
• Parks	1.78	1.61
• Pedestrian walkways	2.03	1.97
• Public libraries	2.05	2.51
• Public sports facilities	2.41	2.34
• Public toilets	1.90	2.16
• Garden refuse sites	2.05	2.14
• Road maintenance	2.97	3.01
• Government provided housing	3.91	4.11
• Street sweeping	2.16	2.32
• Traffic lights	2.14	2.52
By-law enforcement services		
• Building control/control of illegal uses	2.99	1.34
• Control of illegal squatting in buildings	2.78	1.43
• Control of land invasions/squatting	2.71	1.62
• Control of illegal street trading	2.69	0.99
• Control of illegal dumping	2.45	1.00
• Control of intersection trading	2.67	0.88
Billing and payment		
• Clear and understandable account	2.98	3.2000
• Correctness of account	3.15	3.3214
• Payment points: attitude of staff • (%good and very good)	33.1	29.7
Need for service point (% of respondents)		
• Fixed facility	32.1	36.5
• Toll free	46.6	46.6
• Internet	11.1	16.9
Customer service point		
• Adequate facilities	4.35	4.27
• Availability of personnel	4.32	4.59
• Operating hours	4.85	5.25
• Personnel expertise and knowledge	4.42	5.07
Effectiveness of communication		
• Effective communication	4.04	4.05

8.3 CONSTRUCTION OF SATISFACTION INDICES

In this section we look at the satisfaction indices that were used in the GDSM customer satisfaction survey of 2007. The details regarding the construction and calculation of the satisfaction indices are detailed in the 2007 survey (from pages 127-133). These details will not be repeated here except to say that the mean ratings will be combined to get an overall mean rating and this overall mean rating will be multiplied by 10.

It should be noted that the value of constructing the indices is firstly to measure the average service satisfaction climate in the GDSM. All indices vary between 1 and 100 where a value of 0 reflects a very low satisfaction rating while 100 portrays a very good satisfaction rating.

An index value of above 50 on average indicates a positive service delivery climate in the GDSM while a value below 50 portrays a negative service delivery climate. The satisfaction indices will be calculated for the 2010 households and businesses and then a comparison will be done with the 2007 satisfaction indices (for households only).

The following 8 household satisfaction indices have been compiled:

- Household satisfaction index for basic services: level 3 (HSI_{BS3})
- Household satisfaction index for basic services: level 2 (HSI_{BS2})
- Household satisfaction index for basic services: level 1 (HSI_{BS1})
- Household satisfaction index for community services (HSI_{CS})
- Household satisfaction index for by-law enforcement (HSI_{BE})
- Household satisfaction index for billing and payment (HSI_{BP})
- Household satisfaction index for customer service points (HSI_{CSP})
- Household satisfaction index for communication (HSI_C)

8.3.1 Summary of Satisfaction Indices for 2010

The summary is given in table 8.2 below.

Table 8. 2: Summary of satisfaction indices for 2010

Index	Satisfaction items	Household Mean index score (out of 100)	Business Mean index score (out of 100)
Basic Services Household satisfaction index: level 3 (HSI _{BS3})	Electricity: level 3 Refuse collection: level 3 Roads: level 3 Sanitation: level 3 Storm water: level 3 Street lights: level 3 Water provision: level 3	63	49
Basic Services Household satisfaction index: level 2 (HSI _{BS2})	Same as services above but at level 2	46	40
Basic Services Household satisfaction index: level 1 (HSI _{BS1})	Same as services above but at level 1	20	22
Community services household satisfaction index (HSI _{CS})	Community halls and recreation centres Emergency Services Clinic Services Hospitals Cemeteries Grass Cutting Parks Pedestrian walkways Public libraries Public sports facilities Public toilets Garden refuse sites Road maintenance Government provided housing Street sweeping Traffic lights	28	30
By-law enforcement household satisfaction index (HSI _{BE})	Building control/control of illegal uses Control of illegal squatting in buildings Control of land invasions/squatting	27	12

Index	Satisfaction items	Household Mean index score (out of 100)	Business Mean index score (out of 100)
	Control of illegal street trading Control of illegal dumping Control of intersection trading		
Billing and payment household satisfaction index (HSI _{BP})	Clear and understandable account Correctness of account Payment points: attitude of staff (%good and very good)	34	35
Customer service points household satisfaction index (HSI _{CSP})	Adequate facilities Available staff Operating hours Expertise of staff	45	48
Communication Household satisfaction index (HSI _C)	Effectiveness of communication	40	41

8.3.2 HOUSEHOLDS 2010

The mean index scores reflect a positive service climate in the following areas for 2010:

Service	Index
• Basic services level 3	63

A negative service climate is evident in the following services:

Service	Index
• Basic services level 2	46
• Basic service level 1	20
• Community services	28
• By-law enforcement	27
• Billing and payment	34
• Customer point	45
• Communication	40

Overall HSI

Calculation : $(HSI_{GSDM}) = (HSI_{BS3}) + (HSI_{BS2}) + (HSI_{BS1}) + (HSI_{CS}) + (HSI_{BE}) + (HSI_{BF}) + (HSI_{CSP}) + (HSI_C)$

The overall HIS for the households is 38 which is low!

8.3.3 BUSINESSES 2010

A negative service climate is evident in the following services:

Service	Index
• Basic services level 3	49
• Basic service level 2	40
• Basic service level 1	22
• Community services	30
• By-law enforcement	12
• Billing and payment	35
• Customer point	48
• Communication	41

The overall HIS for the businesses is 35 which is low!

8.3.3 COMPARISON OF HOUSEHOLDS SATISFACTION INDICES 2007 AND 2010

Table 8. 3: Comparison of household's satisfaction indices 2007 and 2010

Index	Satisfaction items	2010 Household Mean index score (out of 100)	2007 Households Mean index score (out of 100)
Basic Services Household satisfaction index: level 3 (HSI _{BS3})	Electricity: level 3 Refuse collection: level 3 Roads: level 3 Sanitation: level 3 Storm water: level 3 Street lights: level 3 Water provision: level 3	63	74
Basic Services Household satisfaction index: level 2 (HSI _{BS2})	Same as services above but at level 2	46	47
Basic Services Household satisfaction index: level 1 (HSI _{BS1})	Same as services above but at level 1	20	23
Community services household satisfaction index (HSI _{CS})	Community halls and recreation centres Emergency Services Clinic Services & Hospitals Cemeteries Grass Cutting & Parks Pedestrian walkways Public libraries Public sports facilities Public toilets Garden refuse sites Road maintenance Government provided housing Street sweeping Traffic lights	28	58
By-law enforcement household satisfaction index (HSI _{BE})	Building control/control of illegal uses Control of illegal squatting in buildings Control of land invasions/squatting Control of illegal street trading Control of illegal dumping Control of intersection trading	27	68

Index	Satisfaction items	2010 Household Mean index score (out of 100)	2007 Households Mean index score (out of 100)
Billing and payment household satisfaction index (HSI _{BP})	Clear and understandable account Correctness of account Payment points: Attitude of staff (%good and very good)	34	70
Customer service points household satisfaction index (HSI _{CSP})	Adequate facilities Available staff Operating hours Expertise of staff	45	68
Communication Household satisfaction index (HSI _C)	Effectiveness of communication	40	48
OVERALL HSI		38	57

The comparative results reveal that there is a decrease in the household satisfaction indices from 2007 to 2010. There is a decrease in the basic household services, level 3. The 2010 indices are consistent, although slightly lower than the 2007 indices for the basic household services, levels 1 and 2.

It is of note to observe that the household satisfaction index for community service, by-law enforcement and billing and payment has decreased by almost half from 2007 to 2010 i.e. the satisfaction level has halved amongst households from 2007 to 2010! We also observe a decrease in the household satisfaction indices from 2007 to 2010 with respect to customer service and a small decrease in the communication index from 2007 to 2010.

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