2009

SUPERVISOR: DR. T.R. MLE

Master of Public Administration at University of Fort Hare
Submitted in partial fulfillment of the requirements of

CLEMENTINE MADALANE

MANAGEMENT AT A.R. TAMBO DISTRICT MUNICIPALITY
INVESTIGATING COMMUNITY PARTICIPATION IN PERFORMANCE
work through the professional guidance of my supervisor.
evaluation to any other learning institution. It is the product of my own
dissertation is my own work, and has not been submitted by me for
I, Nandirupa Clememtine Madarlane do solemnly declare that this

DECLARATION
My sincere gratitude goes to Novemio Polo and Mrs. T. Sesane for their computer councilors for their contribution to the success of this study.

My special gratitude goes to O. R. T. Ambo management, staff, shareholders and throughout the study.

I hereby wish to express my gratitude to my supervisor Dr. T. R. Mle at the University of Fort Hare for his guidance, advice, and constructive criticism.

ACKNOWLEDGEMENTS
This study is dedicated to my late mother, Nobeaulu Madalane.
The researcher hopes that through the adoption of Total Quality Management of O.R. Tambo District, the results of this study show that the communities participate in performance management.

Municipal Performance Management System (PMS).

This report presents the findings of a study conducted in planning:

To establish the role of communities in the review process of the O.R. Tambo DM.
To evaluate the efficiency of implementation and monitoring in PMS of O.R. Tambo DM.
To investigate the level of awareness of communities in the IDP and performance management processes.

The study had the following research objectives:

The IDP/PMS processes shows the complain of slow pace of service delivery and little understanding of stakeholders, and chief officials used to investigate 70 community members of O.R. Tambo. Research questionnaires were sent to 30 management at O.R. Tambo District Municipality. This study is about the investigation of community participation in performance.

ABSTRACT
3.3 Performance Management Process

3.2 Aims and Objectives of Performance Management

3.1 Developing Performance Management System

2.3.2 The Municipal Budget

2.3.1 The Municipal Integrated Development Plan

2.3 Community Participation

2.2 Definition of Terms

2.1 Introduction

CHAPTER 2: LITERATURE REVIEW

8. Conclusion

7. Form of the Study

6. Ethical Consideration

5. Research Questions

4. Research Objectives

3. Significance of the Study

2. Statement of the Problem

1.1 Historical Background

1. Introduction

1. Chapter 1: INTRODUCTION

TABLE OF CONTENTS
CHAPTER 1: INTRODUCTION

1.1 Historical Background

Questions and official considerations of the study.

Statement of the problem: significance of the study; research objectives; research performance management with specific reference to the O.R. Tambo District.

The chapter also provides the historical background: Municipalities (DM). The chapter also provides the historical background: Municipalities (DM).
performance management at O.R. Tambo District Municipality. Researchers embark on the study to investigate community participation in that municipalities should play in municipal affairs. This necessitated the

This therefore indicates lack of knowledge of municipal processes and the role

municipalities. They also complain of non-involvement in municipal processes,

municipalities complain of slow pace of poor quality of service delivery by the

municipalities during Integrated Development Plan and Budget road shows.

Municipal councillors and municipal senior officials encounter problems from

2. Statement of the Problem

communities played a meaningful role in the performance management process.

participation in performance management in the municipality and whether

(PMS) in place in compliance with legislation. The study investigated community

The O.R. Tambo District Municipality has a Performance Management System

affairs in an economical, effective, efficient and accountable manner.

and councillors and in its administration. The municipality has to administer its

performance management among its political structures, political office bearers

Integrated Development Plan. The municipality has to promote a culture of

and in line with the priorities, objectives, indicators and targets contained in its

system that is commensurate with its resources, best suited to its circumstances

2000 stipulates that a municipality must establish a performance management

performance. Section 30 of the Local Government: Municipal Public Service Act, (1996) requires the municipalities to promote

Section 153 of the Constitution (1996) requires the municipalities to promote
Performance Management System? •
What is the role of communities in the review process of O.R. Tambo DM •
Performance Management System? •
is implementation and monitoring effective enough in the O.R. Tambo DM •
processes of the municipality? •
Are the communities aware of the IDP and Performance Management •

5. Research Questions

- To establish the role of communities in the review process of the O.R. Tambo DM.
- To evaluate the effectiveness of implementation and monitoring in PMS of Performance Management Processes.
- To investigate the level of awareness of communities in the IDP and

The study will be conducted to realize the following objectives:

4. Research Objectives

Reference for further research in the field.
An interest in the area of Performance Management can use the study as performance. Scholars of Public Administration and other disciplines who have been empowered to hold councils and municipal officials accountable for under-improve the quality and pace of service delivery. Communities will be better informed how they can make performance management a tool to have an insight into how they can make performance management a tool to

Sytem of the municipality. Communities as recipients of municipal services will benefit communities in knowing and understanding their role in the

3. Significance of the study
Chapter Five is the Findings, Conclusion and Recommendations.

Chapter Four is the Presentation, Analysis and Interpretation of Data.

Data collection and data analysis and the limitations associated with the collection of data.

The researcher conducts the research. The chapter covers issues of data research.

Chapter three outlines the methodology of the study with an explanation on how the researcher contains literature review that deals with the main concepts covered by the literature on the research area. If two reviews and summarises the literature to the study.

Chapter one details the background to the study. If introduces the research topic

The purpose of this research is to investigate community participation in performance management of O.R. Tambo District Municipality. The presentation of this study is comprised of the following chapters:

7. Format of the study

Information will solely be used for the purpose of the study. Confidentiality will be maintained and each participant will be told that the information will solely be used for the purpose of the study. Consent to participate will be sought from each community member who participates in the study. Permission will also be sought from the Municipal Manager of the municipality. Permission will also be

The researcher will obtain information legally by seeking permission to conduct

6. Ethical Considerations
participation in performance management.

and objectives of the study. The next chapter will review literature on community

This chapter has outlined the research problem, the significance of the study.

6. Conclusion
2.2.8 Municipal Council: Policy and decision making body of a municipality.

2.2.7 Service Delivery and Budget Implementation Plan: A detailed plan and budget approved by the Mayor for implementing the municipality’s delivery of services towards achieving set objectives.

2.2.6 Key Performance Indicator: Quantitative or qualitative measure aimed at determining progress towards achieving set objectives.

2.2.5 Key Performance Area: Service domain that is crucial to achievement of the organizational goals.

2.2.4 Integrated Development Plan: A five year development plan of the municipality’s cycle of managing its performance.

2.2.3 Performance Management System: A framework that describes the affairs of the municipality.

2.2.2 Community Participation: The participation of citizens as stakeholders in the Municipality.

2.2.1 The Municipality: The O.R. Tambo District Municipality.

To avoid any misunderstanding or misinterpretation that may arise in the study, it is necessary to define the following terms:

Definition of terms:

O.R. Tambo District Municipality: The government will be outlined and discussed with specific reference to the legislative framework within the context of South African local sphere of government.

Chapter 2: Literature Review

Introduction
Processes that will lead to decision-making. It is therefore critical for O.R. Tambo able to participate in decision-making, it is imperative to be involved in all the above definitions of community participation suggest that for communities to be a distinction between providing information, consultation and participation. The effective and accountable governance at local level. It is very important to make has shown that citizen and community participation is an essential part of making about developments that affect the community. International experience as procedure whereby members of a community participate directly in decision 2.3 Community Participation

Community participation is defined by Public Health Agency of Canada (2008)

- appointed officials
- elected public representatives (councillors)
- the community

Identifies three main pillars of municipalities as: they are to be actively involved. The current system of local government passive recipients of government services especially in municipalities, but now the development of their areas of jurisdiction. Communities in the past had been since the collapse of the apartheid regime in South Africa in 1994, a democratic

Manager:

2.2.10 Section 67 Managers: Managers and directly reporting to the Municipal

2.2.9 Elected Public Representatives: Councillors elected by communities to
Councilors responsible for planning in the eight municipalities including the
Executive Mayor and the Mayors of the seven local municipalities; Executive
in O.R. Tambo District Municipality, the community is represented by its

1) DP Representative Form
2) Officials and
3) Councilors

A fraction of community participation in this study are:

Municipality,
especially in performance management, is effective at O.R. Tambo District
study however, seeks to establish whether in practice community participation
significance of community participation is well captured in the legislation. The
easily influenced level of government" (Mogale, 2002: 136). In theory, the
for participation by placing more power and resources at a closer and more
As dictated by the Constitution, local government "should enhance opportunities
in the matters of local government,
(e) to encourage the involvement of communities and community organizations
(d) to promote a safe and healthy environment and
(c) to promote social and economic development;
(b) to ensure the provision of services to communities in a sustainable manner;
(a) to provide democratic and accountable government for local communities
are:

The Constitution of the Republic of South Africa (1996) outlines the objectives of:
Cumulative in efficient and effective service delivery.
DM to recognize the community as a very important stakeholder and should

The objectives of Section 152 (1) the objectives of local government
in terms of Section 152 (1) the objectives of local government

(1) To recognize the community as a very important stakeholder and should

Therefore be encouraged and empowered to participate in processes that will
2.3.3 The Municipal Budget

It is evident from the first key performance area that community participation is a cornerstone for good governance in municipalities.

- Financial Viability and Management
- Local Economic Development
- Institutional Transformation and Development
- Service Delivery
- Good Governance and Public Participation

The Integrated Development Plan sets targets and key performance indicators based on the key performance areas of a municipality, namely:

DM, communities are involved in all the stages of the IDP process. The plans more relevant to the local needs and conditions. In the case of R.Tambor (32 of 2000) the community should be involved in the planning as to make the sustainable development. In terms of Chapter 5 of the Municipal Systems Act, the plan seeks to find the best solutions to achieve community needs. The plan is reviewed annually to be informed by the priorities of the municipality which is reviewed annually to be informed by the priorities of the municipality (IDP) is a five-year strategic development plan for the municipality.

2.3.1 The Municipal Integrated Development Plan

Non-Governmental Organizations, stakeholders (Government Departments, Community-based Organizations, District Municipalities) as well as Directors for Planning in the eight municipalities;
teams in order to achieve high levels of organizational performance. Van Dyk
as a process which contributes to the effective management of individuals and
and Benson (1998), as cited by Root and Hook define performance management
then providing coaching and feedback to ensure the desired actions. Armstrong
of clarifying and communicating performance expectations to employees and
Newstrom (2007:39), defines performance management as an ongoing process
organization to achieve the organizational goals as productively as possible.
process of planning, organizing, leading and controlling the resources of the
According to Smith & Cronje (2002:9), management can be defined as the
and assessment (Casio, 1998:3)
performance by paying careful attention to three key elements: goals, measures
know what is expected of them, and that they stay focused on effective
A manager who defines performance ensures that individual employees or teams
outputs and monitors outcomes (van der Walt, 2004:39).
management gains the commitment of individuals or teams to achieve those
management and the outputs needed to achieve those goals. Performance
endeavors of individual managers and employees towards the strategic goals of
Performance Management is an approach to management that harnesses the
3. Performance Management System

Service Delivery and Budget Implementation Plan (SBIP).
The DDP and the budget are linked and approved by the Municipal Council
The DDP and the budget are linked and approved by the Municipal Council
The DDP and the budget are linked and approved by the Municipal Council
The DDP and the budget are linked and approved by the Municipal Council
The DDP and the budget are linked and approved by the Municipal Council
management systems of the other district municipalities because it is a legal process (Espelin & Olsen, 1996: 42). O’R. Tampo can view performance sample indicators from these organizations as well as outcomes of the development functions that are already engaged in performance management and obtain a similar management. Organizations can consult the other organizations with similar an institution can modify its strategic plans to its respective performance. Developing performance management does not mean re-inventing the wheel.

3.1 Developing Performance Management

Focus on performance management of the multi-plicity.

All the above definitions refer to PMS of the employees whereas this study

The whole process is evaluated to improve effectiveness.

A formal review of progress towards targets is conducted.

•

Wider objectives.

Departmental and individual performance targets are set within

•

A vision of objectives is communicated to employees.

•

operating when the following conditions are met:

Referring to performance management system as

A Werner (2004:475), comes with a different view from the above authors by

obligations. Simon (1977:167) cited by NeL van DyK, Haasbroek, Schultz, Son

both individuals and teams or groups in the realization of the organizational

The definitions of performance management by the authors highlight the role of

as organizational strategic objectives are achieved.

management of individuals and groups to ensure that their shared goals as well

Haasbroek, Schultz, Son & Werner (2008:491). Define performance
the role they play in performance management. Municipality and its endeavor to deliver quality services to the communities and study will therefore focus on the performance of the O.R. Tambo District performance of the institution whether in a negative or positive manner. The units, however, the performance of the individual impacts on the overall areas of jurisdiction. Individuals perform various functions as per their work.

It is obligatory for municipalities to deliver quality services to communities within

der Waldier et al. 1998: 162). From their employees, who will be rewarded according (Chernin et al., 2000: 272). Performance management consists of a range of activities at the center for producing programs and dealing with customers (Sharpe & measurement. Performance management links the wishes of the top management to service delivery that happens at the bottom of the ladder. Those measurement systems such as budgeting and storing as a performance meeting community needs and satisfying statutory and ethical accountability on the effectiveness and efficiency of achieving government policy objectives, in the completion of projects that the communities had prioritized. It focuses attention performance management links what is being done to what is being achieved. Service users thereby enabling municipalities to improve on their operations.

requirement for municipalities in South Africa to have such an effective
monitoring if has an in-depth knowledge of the IDP and the budget. Therefore, performance management can be implemented to monitor the performance without understanding the integrated development plan, the budget and performance management. One diagram illustrates the interrelationships and interconnections between the performance management.


Performance Management

Diagram 3.1. The relationship between IDP, budget and

Performance Management
Objectives of performance management are to:

According to the Employee Performance Management Service Deliery, the

same category as they provide services to the public as well.
impact on the department’s performance on service delivery. Municipalities fall into
focus on government departments and how the performance of individuals can
deliver. The Employee Performance Management Service Delivery has its

quality, thereby improving the department’s overall performance in service
management is to optimize every employee’s output in terms of quality and
planning and managing employee performance. The aim of performance

description in its PMS. The Employee Performance Management and

O.R. Tambo District Municipality therefore has to consider incorporating the

accountable manner
administers its affairs in an economical, efficient, and

and

structures, political office bearers and controllers and in its administration:

promotes a culture of performance management among its political

is integrated development plan:

is in line with the priorities, objectives, indicators, and targets contained in

is best suited to its circumstances and

is commensurate with its resources:

establish performance management system that:.

performance management system in a municipality. A municipality must

The Municipal Systems Act (32 of 2000) explains the aims of establishing a

3.2 Aims and Objectives of Performance Management
implemented through the financial plan which is the budget. Performance
improvement in local government.

Instruments will contribute in ensuring a basis for performance and continuous
management and managers are accountable to the municipal manager. These
agreements (PA) that are entered into between respective municipalities, municipal
management directly accountable to the Municipal Manager, as well as performance
address both the empowerment contract of the municipal manager and managers
will be uniformly directed, monitored and improved. The regulations,
regulations seek to set out how the performance of municipal
managers will be uniformly directed, monitored and improved. The regulations
are for municipal managers directly accountable to the Municipal Manager
and may affect the objectives of the performance regulations.

The Municipal Performance Regulations for Municipal Managers and Managers
in Communities.

and the organizational performance for better services to be delivered to the
more productive. It is therefore critical to integrate the individual performance
impacts and how they can assist in developing employees so that they can be
uniquely to deliver services to communities. It cannot overlook individual
performance of the organization as a whole. While it is important for the
performance and how individual performance has an impact on the
performance objectives strike a balance between the performance of the individual

- manage categories of performance that are not fully effective and lower
- recognize categories of performance that are fully effective and lower
- evaluate performance fairly and objectively
- identify, manage, and promote jobholders’ development needs
- promote interaction between jobholders and their supervisors
- ensure jobholders know and understand what is expected of them
- improve service delivery
direction of the institution by providing a bonus for evaluation and improving
its plays a vital role in ensuring that human resource strategies support the

Il provides the sound and consistent that binds the organization together to render a
planning function in human resource management and the reward of employees.
An effective and efficient performance management system is a strategic

Tasks and then monitoring progress to ensure that they are done (Hellriegel,
need to be done, determining how to do them, allocating resources to those
or organization will pursue in the future. Planning involves deciding the tasks that
making decisions about goals and activities that an individual, groups' work units
Small (1999:124) defines planning as the conscious, systematic process of

3.3.1. Planning

- Review
- Monitoring
- Implementation
- Planning

3.3.2. Performance Management Process

Implements the Municipality’s cyclic and processes as follows:
In line with the Municipal Planning and Performance Regulations (2001), that
The Performance Management System of the O.R. Tambo District Municipality is

3.3.3. Performance Management Process

Implementation of the strategic plan and the budget is
Management System is an instrument useful to monitor progress on the
order to enhance organizational efficiency, effectiveness and accountability.

The Public Service Regulations (2001:32) states that departments must manage

must be accomplished in order to achieve the strategy.

at the beginning of the evaluation period the types and level of performance that
formal performance appraisal process to the company's strategies by specifying
performing planning and evaluation system as any system that seeks to be the
 Ngoe, Holmbock, German and Wright (2006:332), on the other hand, define
personal planning as an integral part of a firm's strategic planning process.
goals, strategies and tactics to get these, Dessler (2006:71) also defines
determining whether the organization should be going and then establishing
assessing strengths, weaknesses, verifying opportunities and threats,
organizational to environmental changes. Strategic planning process involves
that has been used in private sector as a systematic process for realizing the
unmost importance as described by Krasser (1998: 353) as a management tool
Since the IDP is a strategic plan of the municipality, strategic planning is of

strategies.

it involves choosing from alternative methods of action utilizing different
future are decided upon in the present.
its an articulated decision making process; activities to take place in the
planning is a process not a product.

agree on the characteristics of the planning process namely:
aims at promoting human growth. The definitions of planning as outlined above
definition of planning as a rational process of thought and action which ultimately
Feather's classical planning theory proposes a universally acceptable global
objectives (Du Toit et al., 2002:189).

individual and institutional performance against pre-determined strategies and
Stakeholders.

Council in the adoption of the IDP having considered the inputs of the other involved in the development of the IDP. They also play a role in the Municipal Council is considered. Budget are alligned.

meelings where the IDP is developed and their inputs are considered. The O'.R.Tambor District Municipal Council are called to municipal boundary. The IDP is influenced by the communities in setting of targets for the identification and prioritization. The IDP as a five year strategic plan of the communities as per the procedures of legislation must be consulted on the needs process. Stakeholders and whether they make inputs to inform the next strategic planning whether the performance management process is understood by the authorities for use in the next strategic planning process. The study will establish findings are then reported objectively to accounting officers and executive

Van der Wall & Du Toit (1999: 32) state that performance management is a cycle of implementation, monitoring and performance evaluation. The council approved document. The question however, is whether the community
To accomplish this goal, the Municipal Manager as the Accounting Officer is the

For achieving the stated goals and has the necessary authority and resources to

program implementation is to make sure that some individual is held accountable

Implementation stage. According to Note, et al. (2006: 192) a critical aspect of

Municipal officials at the operational level are the communities responsible for the

concrete projects like sanitation facilities, road construction and water provision.

with the assistance of financial resources provided an output in the form of

into service delivery programmes and projects. During implementation the input

The Implementation stage is an important one as it actively translates the plans

3.3.2 Implementation

strategic direction and developing long term vision for the organization.

strategy of the organization. Organised labour plays a contributory role in giving

Special Managers develop plans for integration with other sectors within the

stakeholders.

integrated, identify indicators, set targets and communicate the plan to other

strategies and policies for the organization. They also ensure that the plan is

Management assists the council in providing strategic directions and developing

plan with other stakeholders.

the development of an IDP; identify indicators, set targets and communicate the

direction and developing strategies and policies for the organization. It manages

The Mayor, the Committee Members play the leading role in giving strategic

plan which is the yardstick to measure performance of various departments.

Executive Mayor must approve the Service Delivery & Budget Implementation

simultaneously. Twenty eight days after the approval of the budget, the

Community inputs are considered by the council and the document is adopted.
TABLE 3.1: O.R. TAMBO DISTRICT MUNICIPALITY SDIP TEMPLATE

<table>
<thead>
<tr>
<th>KPA</th>
<th>Objective</th>
<th>Base Annual</th>
<th>Line Target</th>
<th>Quarter</th>
<th>Target</th>
<th>Quarter</th>
</tr>
</thead>
</table>

O.R. Tambo District Municipality utilises the following standard format for the municipality.

The SDIP will determine the development and signing of the SDIP by the Executive Mayor. The approved SDIP is directly translated to the adopted IDP.

The Municipal Finance Management Act (56 of 2003) Section 53 (c) (iii) requires the municipality to compile and submit SDIP to the Executive Mayor within 28 days after the adoption of the IDP and budget by Council.

The system as a tool for monitoring implementation of the SDIP.

O.R. Tambo District Municipality is therefore using performance management and project management (Anonymous, 2009:4)).

essential skills in implementing strategic plans, that is change management; and one held accountable if there is slow progress or lack thereof. There are three
The goals forward implemented a specific program to implement policies and strategies to move develop goals and allocate strategies to reach those goals. and have developed goals, and allocate strategies to implement them. The role of monitoring is seen by By continually monitoring and evaluating the planning activities and the status of the management to learn a great deal about the organization and how to manage it. The direction established during the strategic planning. It also enables the organization to implement its strategies by ensuring that the organization is following functional reports on the organization's activities. According to managers in the organization, this is done through consideration of regular operational and monitoring as defined (Anonymous, 2009:5) as keeping track of what is going on.

3.3.3 Monitoring

The development plan, the implementation of the district municipality’s Development Plan, the Accounting Officer and the municipality’s Integrated Development Program are implemented as contended in the R.T.A.m. District Municipality Programmes. Various government departments ensure that in their respective departments have no role in the implementation stage of the process. The senior managers of the organization, including the managers of the implementation plan of IDP or IDP through which the managers.
In line with the above criticism, the community is given an opportunity to review the
organization's intended course (Anonymous, 2009: 8).

Conduct evaluation, emerging strategies, and changes affecting the
course based on these evaluations. The revised plan must take into
consideration the strategic plan, make necessary changes, and adjust its
needs.

After assessing the progress of the strategic planning process the...needs

...circumstances, or emerging threats and opportunities.

Plans and prepare for future planning activities in light of performance, changing
purposes of this stage is for counselors to review the effectiveness of their existing
or affect their ability to achieve their objectives (Anonymous, 2009: 4).

The and external changes which may require changes to the organization's strategy
with organization's mission, vision, mission and values, and keep under review internal
the agreed strategic aims and objectives. Ensure that activities are consistent
the organization should ensure that activities are kept within the parameters of

When reviewing progress towards achieving the strategic aims and objectives.

3.3.4. Review

HIV/AIDS awareness campaigns and make interventions.

Department of Health can be part of Executive Mayor's Outreach Programmes i.e.
according to the agreed indicators and report on regular basis. For example, the
managers from various government departments measure performance
operational level early and suggest measures to address the situation.
The Senior Management's role is to identify risks and challenges at the
progress of the implementation of projects.

is identified and the Accounting Officer could be made to account on the
the municipality which is quality service delivery to the communities.

understand their individual roles, to have a positive impact on the objectives of

it is therefore important for the accounting officer to ensure that all stakeholders

management is a process that has to be informed by the goals of the institution,

performance management. The aspects of literature revealed that performance

that does not translate to effectiveness of their participation especially in

Although the legislation is explicit on community participation in municipal affairs,

Conclusions

municipal performance.

including the organized labour, are given a chance to participate so as to improve

the council. In the public review of the IDP by the council, all the stakeholders,

adopted. This is done through the submission of monthly and quarterly reports to

progress and challenges and advise the councillors on the strategies to be

The management has to ensure the availability of information on implementation

adopt new strategies to be implemented.

met, the councillors and the community have to identify causal reasons and

council adopts the reviewed IDP annually. In cases where goals have not been

The involvement of councillors is vital in the review process to cater for emerging

the interests and challenges. As key role players, they have to ensure that the
3.2.1 Types of Research


community participation.

management at O.R. Tambo District Municipality and its effectiveness through
of the stakeholders, municipal officials, and councillors on performance
research design will therefore enable the researcher to solicit the understanding
investigation so concerned as to obtain answers to the research question. The
Cooper and Schindler (2003:145), a research design is the plan and structure of
information needed for decision-making (Malhotra, 2004:10). According to
is purpose in designing a study that will test the hypotheses and provide the
the procedures that are necessary for the gathering of required information and
Research design is the framework for conducting the research, i.e. encompasses

3.2 The Research Design

be discussed. A quantitative method of research will be utilized in data
will be conducted. Challenges that may arise and how they will be overcome will
study and ethical considerations. The methodology chapter detail how the study
research instrument, data collection, data analysis, validity and reliability of the
This chapter describes the research design, target population, sampling design,

3.1 Introduction

CHAPTER 3: DATA PRESENTATION
3.2.2 Target Population

O.R. Tambo District Municipality, the largest population that will be used in the study, will consist of the O.R. Tambo definition can lead to interpretation and misleading data collected.

(2004: 315) states that largest population must be precise because the imprecise elements or objects that have information needed by the researcher. Malinova cases from which a sample is taken. The largest population is a collection of Saunders, Lewis and Thommills (2003: 157), define a population as the full set of

-phenomena cannot be accurately and reliably measured.

Quantitative research involves the use of numerical measurement and statistical

In the study, quantitative research method will be used to measure the

observations of the same phenomena at the same time.

findings in that two researchers may arrive at different conclusions based on their

The disadvantage of this type of research is that it is low in reliability of the

quantitative researcher concentrates on description, understanding and prediction.

world he or she is observing. Instead of aiming for precise measurement, the

qualitative research, on the other hand, relies on the assumption that the world is

Scientific and business management research is that all social sciences

and application on the study by other researchers. Its disadvantage in social

measurement. This type of research has advantages of high objectivity, reliability

assumption that really consists of phenomena that can be observed and

analyzing of measurements to examine social phenomena. It relies on the

District Municipality IDP Representative Form constituted by councillors (24).
types of sampling do not allow for objective evaluation of precision of the sample results. Types of sampling decide on which elements to include in the research. Non-probabilistic sampling judgment of the researcher rather than chance. The researcher can consciously on the other hand, is seen by Makhura (2004: 320-321), as relying on personnel sampling and cluster sampling and cluster sampling. Non-probabilistic sampling, including simple random sampling, systematic sampling, stratified probability of selecting any particular sample size. The types of probability have the same probability of selection and it is impossible to specify the sample units selected by chance. It is a fact that not every potential sample may sample, according to Makhura (2004: 321) probabilistic sampling consists of sampling. According to Secenera (2003: 265) defines a sample as a subset of a population, it consists of.

3.2.3 Sampling

Participation is at O.T. Tsemba District Municipality. Solicit views on performance management and how effective community (councillors, senior managers and IDP stakeholders) are the relevant people to for the purposes of this study it was believed that community representatives total number of target population is 79. senior managers (18) and IDP representative form stakeholders (37). The
3.2.4.1 Questionnaire Construction

Researchers decided to use the questionnaire (Saunders et al., 2000:94) to gather data from a sizable population in a highly economical way. The questionnaire, which is self-administered, allows for the collection of large amounts of data without the need for face-to-face interviews. Since it allows for the collection of large amounts of data, the questionnaire was used in this study. A self-administered questionnaire is a set of questions or statements designed to gather information from the respondents. The respondents were asked to respond to the same question in a predetermined order. The research instrument that was used is a questionnaire. A questionnaire is a tool used to collect data. A good data collection instrument allows each person to answer the same question in a predetermined order. The researchers' goal was to create a questionnaire that was easy to use and could be completed quickly. The questionnaire was designed to collect data from a wide range of respondents, including managers, IDP/PMS, stakeholders, and others. The researchers were divided into three different sets of questionnaires, which were used as a method of data collection. There were close-ended questionnaires that were used as a method of data collection.

3.2.4 Research Instrument

Constitute O.R. Tambo District Municipality because of the danger of inadequate representation of local municipalities that represent the population. The population was very small and could not be sampled. In this study, the population was sampled as a random sample of members of IDP/PMS. The sample included probability sampling, including judgmental sampling, quota sampling, and non-probability sampling and snowball sampling.
A pilot is a standard scientific tool for soft research, allowing scientists to conduct a preliminary analysis before committing to a full-blown study or experimentation.

3.2.4.3 Pilot Study

Addressed in this study, the above classification provided an indication of the main issues, which were identified. Although some of the statements were difficult to group under these headings,

- Review
- Monitoring
- Implementation
- Planning

The statements were grouped under the following headings:
- The questions in the research questions
- In the compilation of the questionnaire

3.2.4.2 Questionnaire Items

1. Yes
2. No

Following values were allocated for all the statements.
- Respondents were required to make (x) in the appropriate response box. The

- Review
- Monitoring
3.3.1 Administration and Collection of Questionnaires

The research process will now be discussed.

3.3. The Research Process

The researcher noticed that there were no difficulties in filling in the questionnaires. The questions checked with the respondents' feelings of discomfort (Sarnders et al., 2003:309). The pilot testing looked for the clarity of instructions in the questionnaire. The pilot testing of the questionnaire also suggested on the structure of the questionnaire and its format. The researcher asked the respondents to answer the questions. The researcher noted that the respondents will not experience difficulties and problems when answering the questionnaire. Before giving out the questionnaire, the researcher conducted a pilot study to ensure the clarity of the questionnaire. A pilot study also supplies additional data for selection of a probability sample. Knowing your questionnaire will succeed, Coopier and Schindler (2003: 86) see give the questionnaire a trial run the same way you would do your best to

Saunders (2000:308) asserts, "However pressed for time you are, do your best to
3.3.3 Reliability and Validity

The data was analyzed through computer program known as Excel.

3.3.2 Data Analysis

In the questionnaire, data collected from those from the same questionnaires collected under the researcher conducted test/retest estimates of reliability which are obtained by ensuring consistency of responses to the research questions. The mood, as Wednesday and Friday were perceived not to be suitable days of the week. The questionnaire was conducted on Thursday when all participants were in a normal state. The researcher was aware of participant error as a result a retest/retest of the results (Blake, Hughes, and TIGHT 2002:221). Reliability means the extent to which a test given twice is similar. It is important to remember that reliability is not a measure of the same instrument measures the same way each time it is used under the same condition with the same subjects. In short, it is the reliability of one's instrument measures the consistency of one's measurement on the degree to which an

as near equivalent conditions as possible (Sanderson, 2003: 309). Test/retest correlation data collected with those from the same questionnaires collected under the researcher conducted test/retest estimates of reliability which are obtained by ensuring consistency of responses to the research questions. The mood, as Wednesday and Friday were perceived not to be suitable days of the week. The questionnaire was conducted on Thursday when all participants were in a normal state. The researcher was aware of participant error as a result a retest/retest of the results (Blake, Hughes, and TIGHT 2002:221). Reliability means the extent to which a test given twice is similar. It is important to remember that reliability is not a measure of the same instrument measures the same way each time it is used under the same condition with the same subjects. In short, it is the reliability of one's instrument measures the consistency of one's measurement on the degree to which an
ensured that there would be no influence of bias on the researcher. The researcher avoided participant bias in the sense that the researcher

3.5 Elimination of Bias

Software:

- Lack of access to statistical packages for social sciences (SPSS)
- Security of updated text in the nearby libraries.

This study had the following limitations:

3.4 Limitations of the study

Whether it will lead to valid conclusions about loyalty programs, instrument (questionnaire) measures what it is supposed to measure and according to Leedy & Ormrod (2007:3), validity is concerned with whether the test developed using the same method as in the questionnaires. The results revealed similarity of responses.

Two weeks elapsed before the same employees were re-tested. The results mean that the researcher had to give the questionnaires again. A period of time to measure between test 1 and test 2.

3. Assume there is no change in the underlying condition or that one is trying
2. Compute the correlation between the two separate measurements, and
1. Implement the measurement instrument at two separate times for each

Subject:

Follows:

Test 1: as one does on test 2. The three main components to this method are as
Simply put, the idea behind test-retest is that one should get the same score on
Anonymous (2007:7) is the more conservative method to estimate reliability.
After the researcher finished collecting data through the use of questionnaires, the next chapter is a presentation, analysis, and interpretation of data. The analysis and interpretation of data were conducted through Excel programming.
Planning Process

sub-sections that consisted of the following headings:

On the other hand, the questionnaires for Senior Managers were divided into four:

Review Process

Monitoring Process

Planning Process

subsections that consisted of the following headings:

The questionnaires for councillors and stakeholders were divided into three:

Senior officials

Stakeholders

Councillors

The sample population consists of councillors, stakeholders and senior managers at O.R. Tambo District Municipality. There were three sets of

questionnaires for the following categories:

The completed and the 80% of returned questionnaires gives credibility to the study. have access to SPSS. Out of 79 questionnaires issued out, 70 were returned

and the Excel spreadsheet was used as the researcher did not

analyse the data. The Excel spreadsheet was used in the form of labels for easy analysis.

To

purpose of this chapter is to convert the raw data into meaningful information

stated. A questionnaire was used as an instrument for collecting data. The main

in the previous chapter, the method and procedure used for collecting data was

4.1 Introduction

CHAPTER 4: DATA PRESENTATION, ANALYSIS AND INTERPRETATION
<table>
<thead>
<tr>
<th>Value Label</th>
<th>Percentage</th>
<th>Frequency</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>95.45%</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>NO</td>
<td>4.55%</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>100%</td>
<td></td>
<td></td>
<td>22</td>
</tr>
</tbody>
</table>

Table B: Training on monitoring and review of service delivery performance.

received training on service delivery planning.

Session that was organized. It can be deduced that the councilors have not to have received training can be attributed to their absence in the training session. Table A above shows that 95.45% of the councilors have been trained on service delivery planning, while 4.55% disagree. The fact that only 4.55 claim.

4.2.1. The councilors responded as follows in the planning process:

4.2 Councilors Responses

- Review Process
- Monitoring Process
- Implementation Process
<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>Value Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>22</td>
<td>TOTAL</td>
</tr>
<tr>
<td>9.10%</td>
<td>2</td>
<td>NO</td>
</tr>
<tr>
<td>90.90%</td>
<td>20</td>
<td>YES</td>
</tr>
</tbody>
</table>

Table D: O.R. Tambo District Municipality has a Council Approved PMS Policy.

O.R. Tambo District Municipality had adhered to the Legislation Requirements.

Table C above shows that all councillors (100%) agree that O.R. Tambo District Municipality has a Council Approved IDP.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>Value Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>22</td>
<td>TOTAL</td>
</tr>
<tr>
<td>0%</td>
<td>0</td>
<td>NO</td>
</tr>
<tr>
<td>100%</td>
<td>22</td>
<td>YES</td>
</tr>
</tbody>
</table>

Table C: O.R. Tambo District Municipality has a Council Approved IDP.

To the study, the response adds no knowledge of what they are referring to. It could be the same group that disagrees with the previous item on Service delivery training. The response adds those who disagree could be councillors who either missed the training or have monitoring and review of Service Delivery Performance, while 4.55% disagree.
Table F: The Accounting Officer (Municipal Manager) signs a Performance Contract.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>Value Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>22</td>
<td>TOTAL</td>
</tr>
<tr>
<td>0%</td>
<td>0</td>
<td>NO</td>
</tr>
<tr>
<td>100%</td>
<td>22</td>
<td>YES</td>
</tr>
</tbody>
</table>

Table F above shows that 86.36% of councillors are involved in the development of the PMS Policy.

Table E: Involvement in the development of PMS Policy.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>Value Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>22</td>
<td>TOTAL</td>
</tr>
<tr>
<td>13.64%</td>
<td>3</td>
<td>NO</td>
</tr>
<tr>
<td>86.36%</td>
<td>19</td>
<td>YES</td>
</tr>
</tbody>
</table>

Table E above shows that 90.90% of councillors agree that O.R. Tambo District Municipality has a Council approved PMS Policy. The respondents who do not agree with the statement could be those who joined the municipality later and are not well conversant with its systems. It is incumbent on the municipality though to bring letter on board regarding its systems.
Table A: Opportunity to Input on the Performance Report.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>Value Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>22</td>
<td></td>
</tr>
<tr>
<td>18.19%</td>
<td>4</td>
<td>NO</td>
</tr>
<tr>
<td>81.81%</td>
<td>18</td>
<td>YES</td>
</tr>
</tbody>
</table>

The Council Meetings:
Those who do not attend Council Meetings since quarterly reports are tendered to a quarterly basis, while 22.73% disagree. Those who disagree are probably Table C above shows that 77.27% of councillors receive performance reports on a monthly basis.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>Value Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>22</td>
<td></td>
</tr>
<tr>
<td>73.22%</td>
<td>17</td>
<td>YES</td>
</tr>
<tr>
<td>26.78%</td>
<td>5</td>
<td>NO</td>
</tr>
</tbody>
</table>

Table C: Receiving performance reports on a monthly basis.

4.2.2 Councillors responded as follows in monitoring process:

- Municipal Manager signs a Performance Contract and none of them disagree.
- This shows that all councillors are fully aware that the Municipal Manager is employed on a contractual basis.

Table F above shows that all councillors (100%) agree that the Accounting Officer
Monitoring can be seen as a vital tool for enhancing service delivery.  

The positive response from the majority of respondents who disagree with the statement are probably the ones who claimed not to be given an opportunity to input in the previous statement. The respondents who disagree with the Performance Report of O.R. Tambo DM. The input on the above shows that 77.27% of councillors agree that they input on the Table I: Input on the Performance Report of O.R. Tambo DM.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>Value Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>1</td>
<td>NO</td>
</tr>
<tr>
<td>22.73%</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>77.27%</td>
<td>17</td>
<td>YES</td>
</tr>
</tbody>
</table>

Table I: Input on the Performance Report of O.R. Tambo DM.

To be looked into, statements are probably not clear about their roles and this is a matter of concern. Annual Report is issued for public comments, those who disagree with the to input on the performance report of O.R. Tambo District Municipality. Since the above shows that 81.81% of the councillors are afforded an opportunity.
Table K: Receiving Annual Report on time as stipulated in the Municipal Finance Management Act No. 56 of 2003.

Table K: Receiving Annual Report on time as stipulated in the Municipal Finance Management Act No. 56 of 2003. The results reveal that O.R. Tambo DM complies with the legislative requirements in the Municipal Finance Management Act whereas only 4.55% of councillors receive Annual Report on time.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>Value Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>22</td>
<td>TOTAL</td>
</tr>
<tr>
<td>4.55%</td>
<td>1</td>
<td>NO</td>
</tr>
<tr>
<td>95.45%</td>
<td>21</td>
<td>YES</td>
</tr>
</tbody>
</table>

Table K above shows that 95.45% of councillors receive Annual Report on time and 4.55% do not.

Table J: Receiving Annual Reports.

4.2.3 Councilors responded as follows on the review process:
<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>Value Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>30</td>
<td>TOTAL</td>
</tr>
<tr>
<td>13.34%</td>
<td>4</td>
<td>NO</td>
</tr>
<tr>
<td>86.66%</td>
<td>26</td>
<td>YES</td>
</tr>
</tbody>
</table>

Table 1: Involvement in Planning for Service Delivery in O.R.Tambo District Multidisciplinary IdP.

Clearly show that there is involvement of stakeholders in the development of the Integrated Development Plan of O.R.Tambo District Multidisciplinary. The results above show that all stakeholders are involved in the development of the IDP.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>Value Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>30</td>
<td>TOTAL</td>
</tr>
<tr>
<td>0%</td>
<td>0</td>
<td>NO</td>
</tr>
<tr>
<td>100%</td>
<td>30</td>
<td>YES</td>
</tr>
</tbody>
</table>

Table 2: Involvement in the development of Integrated Development Plan of O.R.Tambo District Multidisciplinary.

4.3 Stakeholder Responses:

4.3.1 Stakeholders responded as follows in planning processes:
Understanding of the Performance Management System, while 13.4% disagree.

Table 0 above shows that 66.6% of stakeholders have an in-depth

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>Value Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>30</td>
<td>TOTAL</td>
</tr>
<tr>
<td>13.4%</td>
<td>4</td>
<td>NO</td>
</tr>
<tr>
<td>86.6%</td>
<td>26</td>
<td>YES</td>
</tr>
</tbody>
</table>

Table 0: In-depth understanding of the Performance Management System.

not all meetings, which is a matter of great concern to the Municipality.
The respondents who disagree with the statements are probably those who do
not participate in O.R. Tambo District Municipal Projects, while 10% disagree.

Table 0 above shows that 90% of stakeholders are involved in the identification/

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>Value Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>30</td>
<td>TOTAL</td>
</tr>
<tr>
<td>10%</td>
<td>3</td>
<td>NO</td>
</tr>
<tr>
<td>90%</td>
<td>27</td>
<td>YES</td>
</tr>
</tbody>
</table>

Table 0: Involvement in the Identification/ Prioritization of O.R. Tambo District Municipal Projects.

Municipal Projects.

Table N: Involvement in the Identification/ Prioritization of O.R. Tambo District Municipal Projects.

do not attend planning sessions due to other commitments in their places of
Service Delivery in O.R. Tambo District Municipal Projects. Some respondents probably

Table M above shows that 66.6% of stakeholders are involved in Planning for
Table O: Quarterly Report of O.R. Tambo District Municipality

The fact that the majority of respondents do get quarterly reports of O.R. Tambo District Municipalities, whereas 6.67% disagree.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>Value Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.67%</td>
<td>2</td>
<td>NO</td>
</tr>
<tr>
<td>93.33%</td>
<td>28</td>
<td>YES</td>
</tr>
</tbody>
</table>

Table P: Performance Report of O.R. Tambo District Municipality

This shows that some shareholders never received training on performance.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>Value Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>13.34%</td>
<td>4</td>
<td>NO</td>
</tr>
<tr>
<td>86.66%</td>
<td>26</td>
<td>YES</td>
</tr>
</tbody>
</table>

4.3.2. Stakeholders responses in monitoring processes will now be explained:
Results have not received the Annual Performance Report, who disagree with the statement. The table below shows the results of shareholders who received the Annual Performance Report of O.R. Tambo District Municipality, whereas 6.67% disagrees. Those who disagree with the statement probably did not get the document or are not aware that they are expected to comment. Table 5: Receiving Annual Performance Report of O.R. Tambo District Municipality.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>Value Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.67%</td>
<td>2</td>
<td>NO</td>
</tr>
<tr>
<td>93.33%</td>
<td>28</td>
<td>YES</td>
</tr>
</tbody>
</table>

Table 5: Receiving Annual Performance Report of O.R. Tambo District Municipality.


<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>Value Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10%</td>
<td>3</td>
<td>NO</td>
</tr>
<tr>
<td>90%</td>
<td>27</td>
<td>YES</td>
</tr>
</tbody>
</table>


Table 7: Opportunity to comment on the Quarterly Reports.
from O.R. Tambo.

comment: This could be due to the fact that some of the shareholders work far
performance Report of O.R. Tambo District Municipality, while half (50%) do not

<table>
<thead>
<tr>
<th>%</th>
<th>30</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>60%</td>
<td>15</td>
<td>NO</td>
</tr>
<tr>
<td>50%</td>
<td>15</td>
<td>YES</td>
</tr>
</tbody>
</table>

Value Label: Percentage

Frequency

Table L: Above shows that half (50%) of shareholders commented on the annual

Municipality:

Table U: Comment on the Annual Performance Report of O.R. Tambo District

a result they missed to get the Annual Performance Report.
disagree are probably the ones who stay and work far away from O.R. Tambo as
opportunity to comment on the Annual Performance Report. Those who

<table>
<thead>
<tr>
<th>%</th>
<th>30</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>23.4%</td>
<td>7</td>
<td>NO</td>
</tr>
<tr>
<td>76.6%</td>
<td>23</td>
<td>YES</td>
</tr>
</tbody>
</table>

Value Label: Percentage

Table T: Opportunity to comment on the Annual Performance Report.
<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>Value Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.12%</td>
<td>2</td>
<td>NO</td>
</tr>
<tr>
<td>88.88%</td>
<td>16</td>
<td>YES</td>
</tr>
</tbody>
</table>

Table V: Clear Policy Framework Policy clear on community participation in the Municipality.

This is a concern that requires the attention of the Municipality. Those who disagree with the statement are unaware of its existence. Results clearly indicate the existence of PMS Framework approved by the Framework at O.R. Tambo District Municipality, while 11.22% disagree. The table above shows that 88.88% agree that there is an approved PMS Framework.

<table>
<thead>
<tr>
<th>%</th>
<th>Frequency</th>
<th>Value Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.12%</td>
<td>2</td>
<td>NO</td>
</tr>
<tr>
<td>88.88%</td>
<td>16</td>
<td>YES</td>
</tr>
</tbody>
</table>

Table VI: Existence of an approved PMS Framework at O.R. Tambo District Municipality.

4.4.1 The responses of Chief Officials in planning processes will now be explained.
Table V: Training Monitoring of Service Delivery.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>Value Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>18</td>
<td>TOTAL</td>
</tr>
<tr>
<td>22.33%</td>
<td>4</td>
<td>NO</td>
</tr>
<tr>
<td>77.77%</td>
<td>14</td>
<td>YES</td>
</tr>
</tbody>
</table>

Table X above shows that 88.88% agree that they have been trained in Service Delivery, while 11.12% disagree. Those who disagree with the statement have probably missed the training provided.

Table VI: Training on Service Delivery Planning.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>Value Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>18</td>
<td>TOTAL</td>
</tr>
<tr>
<td>11.12%</td>
<td>2</td>
<td>NO</td>
</tr>
<tr>
<td>88.88%</td>
<td>16</td>
<td>YES</td>
</tr>
</tbody>
</table>

Table VI above shows that 88.88% agree the Framework Policy is clear on multiplicity and a need thus exists for education and training in this regard. Those who disagree are not clear on the Legislative aspects of the community. Those who disagree are not clear on the role to be played by the community participation in the PMS, while 11.12% disagree. The results indicate that the existing PMS framework is clear on the role to be played by the community.
<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>Value Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>18</td>
<td>TOTAL</td>
</tr>
<tr>
<td>83.34%</td>
<td>15</td>
<td>NO</td>
</tr>
<tr>
<td>16.66%</td>
<td>3</td>
<td>YES</td>
</tr>
</tbody>
</table>

Table Z(i): Submitting monthly performance reports to the Executive Mayor.

Table Z(ii): Municipal processes.

Responses could be attributed to managers who are not well conversant with developing service delivery planning, while 11.12% disagree. The negative perception is associated with the percentage that 68.88% agree that the community is involved in the above shows that 77.77% agree that they have been trained on.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>Value Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>18</td>
<td>TOTAL</td>
</tr>
<tr>
<td>11.12%</td>
<td>2</td>
<td>NO</td>
</tr>
<tr>
<td>88.88%</td>
<td>16</td>
<td>YES</td>
</tr>
</tbody>
</table>

Table Z: Community involvement when developing service delivery planning.

4.4.2. The responses of Chief Officers in implementation processes will now be explained.

 claim not have been trained probably missed the training session.
Management Act, No. 56 of 2003.

Table Z (ii) above shows that 66.66% agree that they always submit Quarterly Performance Reports to the Executive Mayor.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>Value Label</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>33.34%</td>
<td>6</td>
<td>NO</td>
<td></td>
</tr>
<tr>
<td>66.66%</td>
<td>12</td>
<td>YES</td>
<td></td>
</tr>
</tbody>
</table>


Table Z (i) above shows that 16.66% of the respondents always submit Quarterly Performance Reports to the Executive Mayor, while 83.34% disagree.

Another reason could be that O.R. Tambo senior managers do not report to the municipal manager, they are indirectly submitting to the Executive Mayor, who disagrees with the statement are probably not aware that by submitting their performance reports to the Executive Mayor, while 33.34% disagree. Those who disagree with the statement are probably not aware that by submitting their reports to the Executive Mayor, they are indirectly submitting to the Mayor.
There is a big gap between those who agree & those who disagree. The gap can
Executive Mayor on Quarterly Performance Reports whereas 95.45% disagree.

Table Z (iv) above shows that 5.55% agree that they receive feedback from the

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>Value Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>95%</td>
<td>77</td>
<td>NO</td>
</tr>
<tr>
<td>55%</td>
<td>1</td>
<td>YES</td>
</tr>
</tbody>
</table>

Performance Reports:
Executive Mayor:
94.45% 95% is only the Accounting Officer who receives feedback from the
Mayor is received monthly. Performance reports to the Executive Mayor while

Table Z (v) above shows that 5.55% agrees that feedback from the Executive

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>Value Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>95%</td>
<td>77</td>
<td>NO</td>
</tr>
<tr>
<td>55%</td>
<td>1</td>
<td>YES</td>
</tr>
</tbody>
</table>

Performance Report
Executive Mayor on Monthly

Table Z (vi) above shows that 5.55% agrees that feedback from the Executive

explained.

4.4.3 The responses of other officials in monitoring processes will now be
<table>
<thead>
<tr>
<th>Percentage</th>
<th>Frequency</th>
<th>Value Label</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table Z (v) The community implies on the Annual Report after it has been labeled to the Council. The community implies on the Annual Report after it has been labeled to the Council, while 5.56% disagrees. Those who disagree are probably those who do not work in the departments that deal with IDP/PM and Public Participation.

<table>
<thead>
<tr>
<th>%</th>
<th>18</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.56%</td>
<td>1</td>
<td>NO</td>
</tr>
<tr>
<td>94.45%</td>
<td>17</td>
<td>YES</td>
</tr>
</tbody>
</table>

Table Z (v) above shows that 94.45% agrees that the Local Community is given an opportunity to comment on the Annual Report after it has been labeled to the Council.

Annual Report after it has been labeled to the Council. The Local Community is given an opportunity to comment on the Annual Report after it has been labeled to the Council. The Local Community is given an opportunity to comment on the Annual Report after it has been labeled to the Council.

Table Z (v) The Local Community implies on the Annual Report after it has been labeled to the Council.

4.4. The responses of Chief Officials in Review Processess will now be explained from the Executive Mayor.

be attributed to the fact that if it is the Accounting Officer who receives feedback...
The chapter had outlined the qualitative results of the study as collected in the completed questionnaires. Through the usage of tables raw data was presented.

4.5 Conclusion

The results show that O.R.Tambor DM is not doing enough in ensuring that the Annual Report after it has been tabled to the Council while 11.2% disagrees. Table 2 (vi) above shows that 88.8% agrees that the community impulis on the...
IDP/PMS processes. Chemical officials are also aware of IDP/PMS processes.

Tsumago District Municipality projects clearly reveal that they are aware of their involvement in the development and implementation / prioritization of O.R. Tambo District Municipality's PMS policy. The O.R. Tambo District Municipality is aware of IDP and PMS processes. The councilors have been trained in planning, monitoring and review of service delivery performance. They are also involved in the PMS processes. The councilors have been trained in planning, monitoring and review of service delivery performance. They are also involved in the IDP and PMS processes, the councilors have been trained in planning, monitoring and review of service delivery performance. They are also involved in the IDP and PMS processes. The councilors have been trained in planning, monitoring and review of service delivery performance. They are also involved in the IDP and PMS processes. The councilors have been trained in planning, monitoring and review of service delivery performance. They are also involved in the IDP and PMS processes.

PMS Planning Process

Conclusions from Primary Study

Performance management system of O.R. Tambo DM.

- To establish the role of communities in the review process of the O.R. Tambo DM.
- To evaluate the effectiveness of implementation and monitoring in PMS of Performance Management Processes.
- To investigate the level of awareness of communities in the IDP and PMS processes.

The study was conducted to realize the following objectives:

- To evaluate the effectiveness of implementation and monitoring in PMS of Performance Management Processes.
- To investigate the level of awareness of communities in the IDP and PMS processes.

The study was conducted to realize the following objectives:

- To evaluate the effectiveness of implementation and monitoring in PMS of Performance Management Processes.
- To investigate the level of awareness of communities in the IDP and PMS processes.

In this chapter, the researcher looks at the objectives, the results and then

CHAPTER 5: FINDINGS, CONCLUSIONS AND RECOMMENDATIONS
IDP/PMS processes. According to the local government, municipal systems, it is apparent that O.R. Tambo District Municipalities community is aware of

Planning Processes

5.2 Conclusions from Literature Study

It is therefore evident that communities play a role in inputting in the Annual Finance Management Act (56 of 2003) and they participate by adding comments. Immediately after it has been tabled to the Council, a stipulated in the Municipal and stakeholders receive the Annual Report process of the performance management system of O.R. Tambo DM. The results reveal that both councilors and stakeholders receive the Annual Report. The findings stem at establishing the role of communities in the Review

Review Process

O.R. Tambo District Municipalities PMS. It is evident therefore that there is effective implementation and monitoring in O.R. Tambo District Municipalities. The findings reveal that only the Accounting Officer receives feedback from the Executive Mayor. The findings reveal that only the Chief Officials submit quarterly reports to the Accounting Officer who and monitoring in PMS of O.R. Tambo District Municipalities. The findings reveal the second objective aimed at evaluating the effectiveness of implementation

Implementation and Monitoring Process

achieved.

Based on these findings, one can conclude that first objective has been
that the community of O.R. Tambo is involved in all the above named processes.

Programme implementation, monitoring and performance evaluation. It is evident
cyclical processes that commence with strategic planning and move over to
Van der Walt & Du Toit (1999: 32) state that performance management is a

Implementation and Monitoring Process

First objective of this research has been achieved.
that O.R. Tambo community is aware of all IDP/PMS processes, therefore the
O.R. Tambo community members. Based on the above literature, it is evident
setting targets over a period of 5 years. All these are done in collaboration with
development and identification / prioritization of the multicultrality projects and
need to be done in the planning process of O.R. Tambo IDP/PMS include the
effect that these are done (Helliwell, Jackson, Stedman, 1999:19). The tasks that
them, allocating resources to those tasks, and then monitoring progress to
Planning involves deciding the tasks that need to be done, determining how to do

communities and community organizations in the matters of local government.
 Constitution of the Republic of South Africa (1996) encourage the involvement of
objectives of local government which, according to Section 132 and 152 (1) of the
What is being practiced at O.R. Tambo District Multiculturality is in line with the

decision making about developments that affect the community.
of Canada (2008) whereby members of a community participate directly in
the IDP/PMS processes. This concerns with the definition by Public Health Agency
Multiculturality. O.R. Tambo District Multiculturality Community is fully participating in
setting of key performance indicators and performance targets of the
management system, and in particular allow the community to participate in the
in the development, implementation and evaluation of the Multiculturality's performance
and procedures established in terms of Chapter 4, must involve local community
Act (22 of 2000), a Multiculturality, through appropriate mechanisms, processes
Interventions to be made. Council/lor's role in the monitoring stage is crucial so
progress is slow so that they can report to the municipality on time for
Regular monitoring assists in identifying areas where the
Tandu District Municipality councils and stakeholders are given the annual
management to audit progress on the implementation of the projects. At O.R.
Communities play an important role in the monitoring phase of the performance

In order to the municipality,
the review process. It is also evident that community members submit their
reports to the municipality on a quarterly basis so as to allow the municipality to improve in
above statement because councilors and stakeholders are given performance
operations. The practices of O.R. Tandu District Municipality are in line with the
feedback from service users thereby enabling municipalities to improve on their
An effective performance management whereby when municipalities receive

Delivery budget and Implementation Plan (SDIP),
critical role in the development and Implementation of the plan known as Service
their inputs are considered. The chief officials with relevant technical skills play a
Tandu District Municipality are called to meetings where the IDP is developed and
by the community in setting of targets for the municipality, O.R. Tandu District
Since IDP/PMIS is a five year strategic plan of the municipality and is influenced

Office is the one held accountable for the achievement of the goal. The Municipal Manager as the Accounting
and resources to accomplish this goal. The Municipal Manager as the Accounting
held accountable for achieving the stated goals and has the necessary authority
critical aspect of program implementation as to make sure that some individual is
responsible for the implementation stage. According to Noe et al. (2006: 122)
O.R. Tandu District council officials at the operational level are the communities
Key in the implementation of the development plan.

The Accounting Officer and senior management of the district municipality are
a. Community Participation Assessment Tool

5.3 Recommendations

Implemented community always identify causal reasons and adopt new strategies to be
annually. In cases where goals have not been met, the councillors and the
interests and challenges, by ensuring that the council adopts the reviewed IDP
targets. Councillors are involved in the review process to cater for emerging
opportunities to review the municipal performance and suggest new indicators and
in this process O.R. Tumbo District Municipality gives the community an
Finance Management Act (56 of 2003) and they participate by adding comments.
Both Councillors and stakeholders receive the annual report immediately after it
Review Process

Committee is established yearly to ensure proper monitoring and review.
80 committees for monitoring purposes. In addition to that an Oversight
meetings organized by Local Government Structures Act No. 17 (1998). Section
the year O.R. Tumbo District Municipality ensures that there are frequent
made to account on the progress of the implementation of projects. Throughout
that slow or lack of progress is identified and the Accounting Officer could be
is the case currently. Council's performance should also be assessed as they
levels of employees of the municipal and not focus on senior management as
The Performance Management System of O.R. Tambo should be inclusive of all
d. Performance Management System to be Inclusive
Representative Forum.
so as to accommodate reservations and new members of IDP/ PMS
orientation and training to understand their roles. This must be done annually
that Performance Management System is effective and efficient should get
Stakeholders, Councilors and Senior Officials charged with the task of ensuring

C. Orientation and Training

community.
Municipalities' performance conforms to standards and expectations of the
Municipality needs to include total quality management in ensuring that the
at improving quality and productivity of the municipalities. O.R. Tambo District
individual members in the case of O.R. Tambo District Municipalities. TQM will help
is to make the organisation more efficient and develop the potential of its
developing procedure that carefully manages output quality. The purpose of TQM
an organisational strategy of commitment to improve customer satisfaction by
Total Quality Management (TQM) according to Harvey and Brown (2006:374) is
B. Total Quality Management

in a constructive way. A well-conceived community participation process contributes
and having the community involved in the design and approval process in a
decision-making. This tool will benefit the municipal by being better informed
involvement in the design process and incorporating community concerns in

P. Total Quality Management

to a quality design outcome and a smoother design process.
6. Conclusion

Employees penalizing poor performance and non-performance among the councilors and councillors also have a role in performance management. The OR Tambo District Municipality must develop a policy aimed at rewarding good performance and


Governments: 25 Years from the Bureaucrat to the Public Manager. Fall.


Press.


Secretariat: London.


REFERENCE LIST
Mogale, T. 92205. Local Government and Poverty Revolution in South Africa in
Free Management Library.
Indira: Pearson Education.
86; 13-16.
Strategic Planning: Suggestions from the Oregon Experience. Public
Edwin, Edwn L. Cox School of Business, Southern Methodist University.
Publishing Company.


Yours faithfully,

Thanking you in advance,

The Municipality will be given a copy of the findings. The report will be kept confidential and be used only for the purposes of this study. Finally, let me also take this opportunity to put forward the fact that the findings of the study from the findings.

This study will be supervised by O.R. Tambo District Municipality. Upon completion of Performance Management in O.R. Tambo District Municipality, I am currently a Public Administration Student, studying with University of 9099 Wembley

Permission to Conduct a Study

Dear Sir,

I would like to carry out a study on an organization of your choice. I am currently a Public Administration student, studying with University of 9099 Wembley

NDIAGWE, JAVIN

THE MUNICIPAL MANAGER

06 October 2009

24 Ndiawiso Avenue

Wembley Extension

N.C. Macinge

Yours faithfully,
1. Do you get Performance Reports of O.R. Tambo District Municipality?
   Yes  No

   Yes  No

3. Are you involved in the Identification/ prioritization of O.R. Tambo District Municipality Projects?
   Yes  No

4. Do you have an in-depth understanding of the Performance Management System of O.R. Tambo District Municipality?
   Yes  No

---

**Monitoring**

---

**Planning**

---

**Community**

---

**INSTRUCTION**

MANAGEMENT SYSTEM OF O.R. TAMBO DISTRICT MUNICIPALITY

TOPIC: INVESTIGATING COMMUNITY PARTICIPATION IN PERFORMANCE RESEARCH QUESTIONNAIRES
<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Do you comment on the Annual Performance Report of the O.R. Tambo District?</td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>2. Do you get an opportunity to comment on the Annual Performance Report?</td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>
6. The Accounting Officer (Municipal Manager) signs a Performance Contract

5. I am involved in the development of PMS Policy.

4. O.R. Tambo District Municipality has a Council Approved PMS Policy.

3. O.R. Tambo District Municipality has a Council Approved IDP.

2. I have been trained on monitoring and review of service delivery performance.

1. I have been trained on service delivery planning.

**Planning**

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Conclusions**

- Please be honest in answering questions
- Mark with an X in the space provided in each section
- Please do not sign your name
- Participation is voluntary

**INSTRUCTION**

*MANAGEMENT SYSTEM OF O.R. TAMBO DISTRICT MUNICIPALITY*

**TOPIC:** INVESTIGATING COMMUNITY PARTICIPATION IN PERFORMANCE

**RESEARCH QUESTIONNAIRE**
1. I receive Annual Reports.

2. I receive the Annual Report on time as stipulated in the Municipal Finance Management Act.


2. I am afforded an opportunity to input on the Performance Report.

1. I receive Performance Reports on a Quarterly basis.
4. Have you been trained on Monitoring & Review of Service Delivery?

   Yes  No

3. Have you been trained on Service Delivery Planning?

   Yes  No

2. Is the framework Policy clear on Community Participation in the PMS?

   Yes  No

1. There is an approved PMS Framework at O.R. Tambo DM.

Planning

Chief Official & Manager, Municipal Manager & Section 57 Managers

Please be honest in answering questions.
Mark with an X in the space provided in each section.
Please do not sign your name.
Participation is voluntary.

INSTRUCTION

MANAGEMENT SYSTEM OF O.R. TAMBO DISTRICT MUNICIPALITY

Topic: Investigating Community Participation in Performance

RESEARCH QUESTIONNAIRE
2. The community inputs on the annual report after it has been tabled to the Council.

Yes [  ] No [  ]

2. The local community is given an opportunity to comment on the annual report after it has been tabled to the Council.

Yes [  ] No [  ]

Review

Reports

2. I receive feedback from the Executive Mayor on Quarterly Performance Reports.

Yes [  ] No [  ]

Monitoring

2. I receive feedback from the Executive Mayor on Monitoring Monthly Performance Reports.

Yes [  ] No [  ]

3. I always submit Quarterly Performance Reports to the Executive Mayor.

Yes [  ] No [  ]

3. I always submit Monthly Performance Reports to the Executive Mayor.

Yes [  ] No [  ]

Implementation

1. The community is involved when developing Service Delivery Planning.

Yes [  ] No [  ]