



## MANAGEMENT OF BASIC SERVICE DELIVERY TRACKING AND REPORTING SYSTEM IN THE SOUTH AFRICAN LOCAL GOVERNMENT

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### ABSTRACT

The South African Local Government is currently experiencing a backlog in providing basic services to its citizens due to financial constraints, lack of planning, poor project management and integration between sector departments. The South African Local Government also needs a centralised and automated system that can track and report how far the government is in delivering basic services in its local municipalities. The Bill of Rights lists the following as the basic services everyone must have access to health care, clean drinking water, sanitation, electricity, waste removal/management and basic education. This research focuses on a future service delivery tracking and reporting system that can be used to capture data on how far the local government is in achieving its goal of ensuring that everyone in South Africa has access to essential services.

Relevant literature reviewed for this study includes literature on local government, service delivery, service engineering, and systems engineering will be sought in books, research journals and articles and government reports that have been published. The knowledge gained from the literature review and the concept model development led to four research propositions. The results from the proposition evaluation showed that the South African municipalities and sector departments use different tracking and reporting systems. There is a need for a centralised tracking and reporting system. The results also showed that this system would benefit all three spheres of government (national, provincial, and local.)

**Keywords:** basic services, systems, households, service delivery, local government

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## 1 INTRODUCTION

The Bill of Rights, as enshrined in the **Constitution of the Republic of South Africa, 1996**, makes provision for basic rights that include the right to access basic services. Service delivery is informed by various pieces of legislation, the custodianship of which lies with different sector departments. Furthermore, the Constitution categorises government into three spheres (national, provincial, and local) with clearly defined structures and roles. These three spheres of government are distinctive, interrelated, and interdependent as such; they must work together in a cooperative governance system prescribed by the Constitution.

The provision of basic services to communities is assigned to the local sphere of government as prescribed in section 152 of the Constitution, which mandates municipalities to provide services to communities sustainably. The Bill of Rights lists the following as the basic services everyone must have access to health care, clean drinking water, sanitation, electricity, waste removal/management and basic education.

Oversight on the performance of municipalities on the mandate of basic service delivery is done through structures established through the **Intergovernmental Relations Framework Act, 13 of 2005**, which provides for the establishment of intergovernmental structures that are meant to, amongst others, “discuss the performance in the provision of services in order to detect failures and to initiate preventive or corrective actions”. This is to ensure coordination, alignment, and integration of government priorities across the three spheres of government.

Sector departments develop and fund programmes to address the need to deliver basic services. In turn, municipalities implement these programmes as service delivery projects, such as improving access to running and potable water, primary health care and housing. Even though there might be backlogs against government-set standards and priorities, there are currently many projects that have been completed such that the public has access to services intended from the implementation of those projects. However, sustainability over the long term is not guaranteed because, amongst several reasons that may burden the ability of municipalities to deliver services efficiently, there need to be systems in place to manage population growth and an influx of people at urban centres. There also needs to be a centralised management system that tracks and reports on implementing basic services in local government.

The research will focus on managing a service delivery tracking and reporting system that can be used to acquire data on how far the local government is in achieving its goal of ensuring that everyone in South Africa has access to basic services.

### 1.1 Research objectives

The South African Local Government is currently experiencing a backlog in providing basic services to its citizens due to financial constraints, lack of planning, poor project management and integration between sector departments. The South African Local Government also needs a centralised and automated system in place that can be used to track and report on how far the government is on the delivery of basic services in its local municipalities.

The following objectives will address the research problem:

1. To determine if there is a centralised, automated system that is used by local government to track and report on the provision of basic services in municipalities.
2. To determine if municipalities and sector departments know the number of households with access to basic services.
3. To determine the components required for a centralised, automated service tracking and reporting system.





## 2 LITERATURE REVIEW

### 2.1 Local government

The South African local government is grappling with service delivery problems such as inadequate housing, lack of healthcare facilities, and increasing levels of unemployment. The Intergovernmental Relations Framework Act 2012 can be used to ensure integration between the three spheres (national, provincial, local) of government to solve service delivery problems. It also shows the importance of integrated planning across the three spheres of government to improve cooperative governance. “It embodies an approach by which the three spheres of government and state entities work in unison in an impact-oriented way, and where there is higher performance and accountability, for coherent service delivery and development outcomes” [1].

The aspect of accountability in the service delivery continuum cannot be overemphasised. Social accountability, which is about citizens of local government holding public officials accountable for their responsibilities, can be used as a performance management tool [2]. Therefore, citizens need to be part of stakeholder discussions to express their concerns and be actively involved in assessing the performance level of service delivery in the municipality [2].

### 2.2 Provision of basic services

The government of South Africa should provide its citizens with the surety of continuous provision of basic services irrespective of their cultural and social background. These services must be affordable and easily accessible to all. Service delivery is part of a multifaceted relationship between the citizens and the government [3].

The General Household Survey report [1] shows that there have been remarkable improvements in providing basic services (sanitation, electricity and water) to households that did not have access to basic services previously. Addressing the number of service delivery backlogs is a crucial measure for evaluating a municipality's performance. It shows that municipalities still deal with the challenges of providing access to reliable basic services and a high-standard [1].

The perennial challenges of unserved communities interrupted services, and poor management of infrastructure projects leading to underspending leads to a decline in public trust, hence the increase in unprecedented service delivery protests and some communities taking it upon themselves to repair ailing infrastructure then billing the municipality for it. Statistics indicate that although a significant number of households have been shown not to have access to basic services, most of these households are mainly in the outlying rural areas where the cost of infrastructure provision is exceptionally high [1].

### 2.3 Management system

Definition: “A management system is how an organisation manages the interrelated parts of its business to achieve its objectives. These objectives can relate to several different topics, including a product or service quality, operational efficiency, environmental performance, health, and safety in the workplace and many more” [4].

A service system entails the arrangement of resources, organisations, and collective information from the service providers and their customers, to create value for the customer. [5]. The system contains a network of resources such as people, technologies, organisations, and information [6].

National and local governments worldwide are under pressure to deliver services more efficiently at a lower cost, and they have identified e-government as an option, both





commercially and politically [7]. The application of e-government in government institutions has the following benefits [7]:

- a. improved delivery of basic services to citizens,
- b. enhanced interactions with business and industry,
- c. citizen empowerment through access to information

### 2.3.1 *Gaps identified in the existing local government systems*

The South African government has yet to expedite service delivery in local governments. It is appropriate to assume that introducing a fittingly designed corporate governance system that reflects the realities of all local municipalities is a suitable substitute to simplify, develop and sustain service delivery. The literature also indicates the following gaps:

- a. There needs to be an integrated service management system that measures basic service delivery performance on a regular basis.
- b. There is a need for regular monitoring and evaluation to improve service delivery and check if they meet the service users' requirements. This requires a real-time, accurate, evidence-based system that guides corrective actions to be taken where there is underperformance and dealing with backlogs.
- c. There is a lack of infrastructure, resources and fiscus in rural municipalities to implement quality service delivery.
- d. There is a shortage of professionals in the service delivery industry that know how to analyse, break down a system and develop a new one that suits the customers' needs.

The implementation of E-government systems in developing countries such as South Africa is still low, and this indicates that there is a need to explore numerous approaches that can be used to provide basic services to communities through various avenues but in a transparent and integrated manner. The purpose of the system would be to improve collaboration between the public and private sectors and citizens through transparency in government planning. Finally, it would improve the quality of information and reduce data handling by multiple stakeholders.

## 3 CONCEPTUAL METHOD

The construction of concept maps is an excellent way to offer a preliminary organisation of knowledge and to structure an understanding of how a dissertation topic will be approached [8]. A concept map offers a tool to draw a plan for approaching an investigation within a specific theoretical framework [8].

The Nordic Model was developed to measure service quality. The model was created in 1981 by a Swedish firm that deals with services. This model indicates that service quality has two variables: technical quality and functional quality [9]. The technical factor refers to what the customer will receive in the process, and the functional factor refers to how the customer will receive the service. The SERVQUAL model, also known as the 'GAP MODEL', was developed by Parasuraman in 1985 as another model for measuring service quality [9]. For a customer to be satisfied with the level of service they are receiving, it has to meet or exceed their expectations. However, if the level of service is below what they had expected, then the customer is dissatisfied [10].

The District Development Model is an operational method created by the South African government to ensure that the three spheres (national, provincial, local) of government are working in unison to operate at a high-performance level and have accountability for the provision of effective service delivery. The model will also be used to improve planning and budgeting across all three spheres of government through integration and coordination [11].





### 3.1 The link between the current models

The Nordic, GAP, SERVQUAL and DDM models can be linked or merged based on the following [12]:

- a) The Nordic model focuses on the technical factor, which is what service the customer will receive. It can be linked to GAP 1 (Customers' expectations: Managements' perceptions) because it refers to the customers' expectations of the kind of service they want. SERVQUAL Reliability dimension is linked to these as it speaks to the capability of the service provider to provide what the customer wants at the same consistency and time.
- b) The WHAT part of the Nordic model can also be linked to GAP 5 (Customer's expectation - Perceived service) of the customer, wherein the focus is on seeing physical evidence of the service they paid for and whether they are satisfied.
- c) The HOW part of the Nordic model, which is related to the functional factor of how the customer will receive the service, is linked to GAP 4 (Service delivery: External communications) and GAP 5 because they speak to how the service will be provided, how the organisation will communicate with the customer regarding the service that they expected and if it meets their requirements.
- d) The DDM model is centred around integration between all sector departments and their goal of ensuring that South African citizens have access to basic services. Therefore, the Nordic will ask the questions WHAT and HOW; the GAP model will help management identify gaps they need to address to ensure quality services. SERVQUAL speaks to the dimensions used to measure the services being provided.
- e) The literature also highlighted an increase in community unrest, a decline in the provision of essential services and a decrease in the trust that the communities have in the government. This speaks to all three models because it shows that the communities know what type of services they should get, how they should receive the services, the level of quality, and the fact that it should be consistent and reliable, which are all part of the five dimensions of the SERVQUAL model.

### 3.2 Proposed model and proposition

#### 3.2.1 Root cause analysis

Root cause analysis was initially created in systems engineering to recognise "the essential and causal factor(s) that underlie variation in performance." [12]. In this paper it is used to derive the conceptual model in Figure 1 to be used in the research study.

Knowledge gained from the literature study forms the foundations for formulating propositions.

##### 3.2.1.1 The local government needs to find out the number of South African citizens that have access to basic services.

Proposition 1: The South African Local government does not have a database indicating the number of households that have access to basic services.







Figure 1: Concept model

[18]-6





### **3.2.1.2 Service delivery management tracking and reporting system**

Proposition 2: The South African local government does not have a centralised basic service delivery tracking and reporting system.

### **3.2.1.3 Lack of integration between sector departments and other spheres of government affects service delivery.**

Proposition 3: There is a lack of integration between sector departments and other spheres of government; they have their processes and systems, which impact the provision of basic services.

### **3.2.1.4 South African citizens have lost trust and confidence in the local government.**

Proposition 4: South African citizens believe that government is not open and transparent when it comes to providing updates or feedback on the implementation of service delivery projects.

## **4 RESEARCH METHOD OR APPROACH**

### **4.1 Research Design**

Research designs organise research activity, including the collection of data, in ways that are most likely to achieve the research aims [13]. The research design will be based on a mixed method combining quantitative and qualitative methods.

#### **4.1.1 Mixed Research**

A mixed-method study involves collecting and analysing both the quantitative and qualitative data in a single study in which the data is collected concurrently or sequentially. The qualitative and quantitative information is integrated at the data analysis stage to answer the research questions [14]. The mixed method approach helps the researcher answer research questions that cannot be answered using the qualitative or quantitative methods in their own [14].

The mixed method has a list of purposes: triangulation, complementarity, development, initiation, and expansion. Triangulation was used for this study because it is used to support and corroborate the data results and the literature, as it will address the reliability and accuracy of the research [15].

### **4.2 Research Methodology**

#### **4.2.1 Qualitative Study**

A qualitative study method is used to study a complex problem using various data sources and data collection methods. Triangulation strengthens the validity of the findings from qualitative research design by establishing converging lines of evidence. A study used for theory testing purposes is deductive, and the data results are used to validate the theory, modify it, or refine it based on the results from the study.

### **4.3 Sampling strategy**

The sample for this research was taken from 257 South African municipalities. A non-probability sampling design is used for this research study because the sample size was based





on accessibility to municipalities. The sample size is 130 municipalities with a confidence level of 90% [16].

#### 4.4 Data Collection

A questionnaire was used to collect data, the survey was done via software called Qualtrics, and a unique survey link was emailed to each Municipal Manager, their Assistant and Technical Directors. The responses to the survey were captured and stored on Qualtrics.

The close-ended questions stem from the research questions and the literature review. Questionnaires provide answers that are easy to tabulate and analyse. The questionnaires are done via software therefore, the respondent's identity will be anonymous. Furthermore, questionnaires are a good way of collecting data because they are not expensive; they are more economical because one must only email the link to the respondent's [17].

The quantitative method will be the primary data, and the Qualitative method, which refers to reports and other literature, will be used as secondary data to validate the results and increase the research's accuracy.

#### 4.5 Data Analysis

The data collected from the literature review that included the government reports will be integrated with the results from the survey to answer the research questions.

### 5 RESULTS

A unique survey link was generated for each participant to make it easier to track the number of municipalities that have responded. The unique link survey was sent to Municipal Manager, their Assistants, and the Technical Directors. A separate multiple-distribution survey link was created and sent to the municipality's technical teams. The survey was conducted for a period of a month. Although the response rate from the survey is minimal (34) compared to the sample size of 130, the results will still be able to provide meaningful findings.

#### 5.1 Proposition Evaluation

**Proposition 1: The South African Local government does not have a database indicating the number of households that have access to basic services.**

A municipality must have a database indicating the latest number of households that have access to basic services, as it is the foundation of the 5-year Integrated Development Plan (IDP) that municipalities draft and revise annually.

Table 1 indicates that 71% of the respondents (R) noted that their municipalities know the number of households that have access to basic services in their municipalities, and 100% of them agree that it is essential to know the actual numbers. The respondents answered additional questions to get a complete picture of how the data is captured, where it is stored and how the accuracy of the data is confirmed. Table 2 indicates that 67% of the respondents indicated that information is captured manually on a spreadsheet created internally, and 48% indicated that the municipality has a system that is used to capture the data.

The respondents were asked if their municipalities have a records management system or process; this question was asked to ascertain whether the municipality has a place where they store their information. Table 3 indicates that 50% of the respondents indicated that their municipalities have a records management system or process in place, 29% of the respondents indicated that their municipalities capture records by hand and store them in boxes, and 21% don't have a system or process in place.







**Table 1: Number of households with access to basic services**

#	Do you currently know the number of households that have access to basic services (water, electricity, sanitation)?	Agree	R	Uncertain	R	Disagree	R
1	Yes (provide the numbers)	71%	15	60%	3	29%	2
2	No, I don't	29%	6	40%	2	71%	5
	Total	Total	21	Total	5	Total	7

**Table 2: Current processes and system**

#	How would you describe the current processes and systems that the municipal	Agree	R	Uncertain	R	Disagree	R	Total
1	There is no system/process in place	25%	5	30%	6	45%	9	20
2	The municipality captures data manually	67%	14	5%	1	29%	6	21
3	There is a system in place (please provide the name)	48%	10	19%	4	33%	7	21

**Table 3: Records management system or process**

#	Does the municipality currently have a records management system/process	Agree	R	Uncertain	R	Disagree	R
1	Electronic system	50%	14	33%	1	19%	4
2	Records are captured manually and stored in boxes	29%	8	33%	1	33%	7
3	There is no system/process	21%	6	33%	1	48%	10
	Total	Total	28	Total	3	Total	21

**Table 4: Accuracy of data**

#	How do you confirm the accuracy of the information that you have?	Agree	R	Uncertain	R	Disagree	R
1	We don't check the accuracy of the data	17%	6	50%	5	64%	9
2	We refer to the number of service delivery projects that have been completed	49%	17	20%	2	7%	1
3	Refer to government/sector department reports	34%	12	30%	3	29%	4
	Total	Total	35	Total	10	Total	14

The municipalities need to use accurate data for planning as this information will help the municipalities identify areas that they need to focus on interims of service delivery. Table 4 indicates that 49% of the respondents said their municipalities use the numbers from the service delivery projects that the municipality has completed; most of this information is generally captured on MIG-MIS, a DCOG system. 49% of the respondents indicated that they





refer to sector department reports, and 17% indicated that they do not check the accuracy of the data.

The recent literature confirms that most municipalities know the number of households that have access to basic services; however, they are highly dependent on the information in the sector reports. The survey shows that 50% of respondents indicated that their municipalities have a database where the information is stored. The 34% depend on the numbers they get from sector department reports and the General Housing Survey data that StatsSA publishes. Therefore, P1 is false, that data is available however it is stored in different formats, and it is available on different sector department platforms.

**Proposition 2: The South African local government does not have a centralised basic service delivery tracking and reporting system**

The literature in chapter two highlighted the fact that local government needs a centralised system that tracks and reports on the provision of basic services in the municipalities. The municipalities report on the systems that the sector departments have developed. The municipalities use these systems to report on their expenditure, register projects and upload progress in order to ensure that departments such as COGTA and NT can monitor their expenditure.

Section 71(1) of the MFMA states that municipalities have to report monthly and quarterly; the survey indicated that 58% of the respondents said their municipalities report using templates, and 38% of the respondents said their municipalities utilise the sector department reports. 65% of the respondents indicated that they draft monthly progress reports on service delivery projects.

The results in table 5 indicate that 64% of the respondents said their municipalities utilise the sector department systems for reporting, and 23% of the respondents indicated that they don't use any sector department systems. Municipalities were also asked if they currently have a records management system; over and above tracking and reporting, the municipalities need to have a POE for every single transaction and payment that is done. The results in table 6 indicate that only 50% of the respondents indicated that their municipalities have an electronic system.

**Table 5: Utilisation of sector department systems**

#	There are systems such as MIG-MIS, MIPMIS etc. Are these systems useful and can they be utilised for reporting on the number of households that have basic services?	Agree	R	Uncertain	R	Disagree	R
1	Yes	64%	14	31%	4	15%	3
2	No	14%	3	31%	4	45%	9
3	Municipality doesn't use any systems	23%	5	38%	5	40%	8
	Total	Total	22	Total	13	Total	20





**Table 6: Records management system**

#	Does the municipality currently have a records management system/process?	Agree	R	Uncertain	R	Disagree	R
1	Electronic system	50%	14	33%	1	19%	4
2	Records are captured manually and stored in boxes	29%	8	33%	1	33%	7
3	There is no system/process	21%	6	33%	1	48%	10
	Total	Total	28	Total	3	Total	21

The respondents that indicated that their municipalities do have an electronic system in place were also asked if the current system that they are using can track and report on the number of households that have access to basic services; 47% indicated that their systems can track and report and 37% of the respondents indicated that their municipalities have a system however it is outdated. As much as 64% of the respondents indicated that they use the sector departments for reporting, table 7 shows that 38% of the respondents said their municipalities have a system in place, but it has to be upgraded, and 35% are satisfied with the current system that the municipality is currently using, and 27% indicated that they need a new system.

**Table 7: Satisfaction with the current system**

#	Are you satisfied with the system/processes that the municipality currently has in place to track and report on the number of households that have access to basic services?	Agree	R	Uncertain	R	Disagree	R
1	Yes	35%	9	29%	4	46%	6
2	No, we need a new system	27%	7	29%	4	31%	4
3	The current system needs an upgrade	38%	10	43%	6	23%	3
	Total	Total	26	Total	14	Total	13

Municipal Systems Act states that the municipalities should have a performance management system in place for reporting, however it doesn't mention reporting on a centralised system. The result from the survey confirms that proposition 2 is true, the respective municipalities don't have a centralised system; this was confirmed by 64% of the respondents that indicated that they use the sector department systems for reporting.

**Proposition 3: There is a lack of integration between sector departments and other spheres of government, they have their own processes and systems which have an impact on the provision of basic services**

The problem of lack of integration between the three spheres of government was identified in the Presidency Budget Speech (2019). The speech stated that there is a "pattern of operating in silos", which impacts the planning and implementation of service delivery projects in municipalities.

The results from table 8 indicate that 42% of the respondents agree that sector departments and municipalities are indeed working in silos, and 16% indicated that there is no integration





between the three spheres of government. Therefore, 58% of the respondents agree with proposition 3.

**Table 8: Integration between three spheres of government**

#	Do you think there is integration between sector departments and the 3 spheres of government? or do you think they are working together?	Agree	R	Uncertain	R	Disagree	R
1	Sector departments and the municipalities are working in silos	42%	8	33%	7	27%	3
2	No, there is no integration	16%	3	33%	7	36%	4
3	Yes, the sector departments and municipalities are working	42%	8	33%	7	36%	4
	Total	Total	19	Total	21	Total	11

The findings from the survey correlate with Chapter 13 of the National Development Plan which states the following [18]:

- The three spheres of government have struggled to achieve constructive relationships: and
- There needs to be more clarity around the separation of powers and functions, together with a lack of framework for the assignment of functions, which has created tensions between the three spheres of government.

**Proposition 4: South African citizens believe that government is not open and transparent when it comes to providing updates or feedback on the implementation of service delivery projects**

The Local Government: Municipal Structures Act 117 of 1998 states, "A municipal council must develop mechanisms to consult the community and community organisations in performing its functions and exercising its powers." The number of service delivery protests in South Africa has increased over the past few years due to the provision of poor basic services. The South African government system is weakened by the municipalities not being able to provide satisfactory basic services, and they are viewed as corrupt, as a result, the communities don't trust the government.

The municipalities were asked how they know whether the communities are satisfied/unhappy with the level and quality of services that they are receiving; table 9 indicates that 42% of respondents said they conducted interviews, and 39% said they received feedback from the council meetings.

The Municipal iQ recorded an increase in the number of protests for the period 2006-2021. The top three provinces were Gauteng at 24%, Eastern Cape at 16% and Western Cape at 15%. The Municipal IQ report also highlighted the types of demands that the protestors made; the following demands have been highlighted to support the proposition:

- Complaints about corruption in the municipality - 13%
- Complaints against the conduct of the councillors - 26%







**Table 9: Feedback from communities**

#	How does the municipality know whether the communities are satisfied/unhappy with the level and quality of services that they are receiving?	Agree	R	Uncertain	R	Disagree	R
1	Through interviews/feedback from the communities	42%	16	22%	2	10%	2
2	Through council meetings	39%	15	22%	2	10%	2
3	The municipality does not know	8%	3	11%	1	48%	10
4	Through the increase of community protests	11%	4	44%	4	33%	7
	Total	Total	38	Total	9	Total	21

## 5.2 Discussion of results

The discussion of the results will be based on the proposition evaluation and the research questions that were used to develop the proposition. The findings/results from the data analysis cannot be generalised because of the low response rate, therefore, the discussion will be centred around the responses from the respondents and the municipalities that they are from.

The findings from the survey highlighted that 71% of the respondents know the number of households that have access to basic services, and 50% of respondents indicated that their municipalities have a records management system in place where the data is saved. The fact that half of the respondents said that their municipalities don't have an electronic database is concerning. The utilisation of national department systems came out strongly, which confirms that the local municipalities do not have a centralised system. It also indicates that the municipalities are highly dependent on the information they receive from national and external sources, and they don't do their internal checks to ensure that the data they are using is correct and accurate.

**Table 10: Centralised tracking and reporting system**

#	Do you believe that a centralized tracking and reporting system would be beneficial to the municipality?	Agree	R	Uncertain	R	Disagree	R
1	Yes, it will be	73%	19	14%	1	0%	0
2	No, it will not	4%	1	14%	1	64%	9
3	Our current system is fine	23%	6	71%	5	36%	5
	Total	Total	26	Total	7	Total	14

The notion that the three spheres of government, specifically national and local government, are not working came out strongly; the fact that local government doesn't have a centralised system and instead does reporting on sector departments system is a concern, considering the fact that each system has its own intended purpose which most of them is centred around monitoring and evaluating the performance of the municipalities. The results in table 10





indicated that 73% of the respondents agreed that a centralised system would benefit their municipalities.

Table 11 in results indicated that 75% of the respondents said they want to change the current way that their municipalities are tracking and reporting on service delivery and 42% of the respondents would change the way data is collected and reported, 35% of the respondents said that the municipalities must develop a new service delivery tracking and reporting system, therefore the respondents agree that they need a centralised system that will be tailored for local municipalities.

**Table 11: Current way of tracking and reporting**

#	What or how would you change the current way that the municipality is tracking and reporting on service delivery?	Agree	R	Uncertain	R	Disagree	R
1	I would not change anything	23%	7	25%	3	75%	6
2	I would change the way the data is collected and reported on	42%	13	33%	4	13%	1
3	The municipality must develop a completely new service delivery tracking and reporting system	35%	11	42%	5	13%	1
	Total	Total	31	Total	12	Total	8

The results indicate that 100% of the respondents believe that the communities and the three spheres of government will benefit from the tracking and reporting system. The results also showed that 96% of respondents agree that it is essential to know the number of households that have access to basic services; these numbers are significant because the municipality has to use them for planning and drafting documents such as an Integrated Development Plan (IDP).

The survey results in table 12 indicate that the municipalities want the following requirements for the centralised system:

- a. The development and implementation of a centralised web and mobile technology solution with capabilities and functionality for data capturing, external data source integration, analytics, and data analysis
- b. A platform for capturing analysis and visualising data, and reporting
- c. Aggregation of real-time (and/or batch processing) information on the status plans, projects, performance, and projections

A system cannot operate and be utilised for its intended purpose if the municipality doesn't have the infrastructure and human resources; the results in table 13 indicate that 34% of the respondents have access to Wi-Fi, 44% have access to laptops and computers, and they have 23% data capturers that have been trained. The results indicated that 60% of the respondents indicated that the project managers in their municipalities are the ones that do the reporting, tracking, and capturing of data on the provision of basic services. These results indicated that over 50% of respondents of the municipalities have the infrastructure and capacity required to operate and manage the tracking and reporting system. The results showed that the respondents believe that the communities, sector departments and other spheres of government would benefit from the system.





**Table 12: Requirements for a centralised service delivery system**

#	If a centralized service delivery tracking and reporting system were developed, what would your requirements be?	Agree	R	Uncertain	R	Disagree	R
1	Development and implementation of a centralised web and mobile technology solution with capabilities and functionality for data capturing, external data source integration, analytics, and data analysis	35%	15	40%	4	33%	1
2	Platform for capturing analysis and visualising data and reporting	33%	14	30%	3	0%	0
3	Aggregation of real time (and/or batch processing) information on the status plans, projects, performance, and projections	33%	14	30%	3	67%	2
	Total	Total	43	Total	10	Total	3

**Table 13: Infrastructure and technical capacity**

#	Does the municipality currently have the infrastructure and technical capacity to be able to utilize the tracking and reporting system?	Agree		Uncertain		Disagree	
1	WIFI	34%	14	22%	2	33%	4
2	Laptops and computers	44%	18	22%	2	25%	3
3	Data capturers/trained staff	22%	9	56%	5	42%	5
	Total	Total	41	Total	9	Total	12

## 6 CONCLUSIONS AND RECOMMENDATIONS

The analysis findings highlighted that the municipalities that were part of the study know the number of households that have access to basic services; however, they don't do their internal check to ensure that the numbers are accurate. The consequence of not having a centralised tracking and reporting system is that local municipalities will lack adequate statistical information to make evidence-based decisions that will inform policy development, planning and budgeting. Due to the low response rate, one could not determine whether these findings apply to all 257 South African municipalities. The results confirm that The South African local government does not have a centralised tracking and reporting tool designed specifically for their needs; reporting is done on sector department systems, which can be confirmed through the District Development Model (DDM) literature.

The system through which the South African national and provincial governments have been monitoring the local government has not been as effective as one would have imagined. The absence of coordination and integration between the national government and the local municipalities has resulted in duplication and burdensome reporting obligations for municipalities. The current reporting system is mainly going up awards to the provinces and





national departments; however, there needs to be reporting going downwards to the municipalities that need the information for their annual planning.

DCOG's mandate is to monitor the provision of free basic services in municipalities; therefore, a centralised tracking system would improve integration and coordination between the three spheres of government to ensure proper planning, proper allocation of resources and efficient implementation of basic services programmes that are at the desired level of economic and social impacts. The system will provide a platform where the local government can measure the impact it has made in providing basic services and has improved the quality of life of South African citizens.

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