BASIC INFRASTRUCTURE SERVICES PROVISION BY POLOKWANE LOCAL MUNICIPALITY IN LIMPOPO PROVINCE

by

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GLOSSARY

IDP	:	Integrated Development Plan
MBA	:	Masters of Business Administration
MIG	:	Municipal Infrastructure Grant
PMU	:	Project Management Unit
WBS	:	Work Breakdown Structure
WSDP	:	Water Service Development Plan

DECLARATION

I declare that the mini-dissertation hereby submitted to the University of Limpopo, for the degree of Master of Business Administration (MBA) has not previously been submitted by me for a degree at this university or any other university; that it is my own work and execution, and that all material contained herein has been duly acknowledged.

_____ _____

H.L. Mojapelo (Mr) **Date**

[redacted]

DEDICATIONS

This research is dedicated to my mother **Germina Chuene Mojapelo**, O swere thipa ka bogaleng mma. Ke a Leboga.

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- To all community members, councillors, managers and technicians of Polokwane Municipality who were willing to participate in the study. Thank you

ABSTRACT

The research focuses on the effectiveness of Polokwane Local Municipality to provide basic infrastructure services, adherence to project management principles and the involvement of communities in project implementation. Provision of basic infrastructure project has always been a challenge to local government. Polokwane Municipality as part of local government is mandated to fulfil constitutional obligations to ensure that provision of sustainable, effective and efficient municipal services to the communities, while promoting social and economical development.

Quantitative research methodology was used in this research; the primary source was the questionnaire while the secondary sources include books, journals, dissertations and reports. The population in the study include community members, ward committee members or councillors, managers and technicians of the Polokwane municipal area.

The findings revealed that the municipality is performing well in project scope management. Other project knowledge area such as project time management, project quality management, project human resource and project communication management requires more attention as they are not performing well. Project cost management is perceived to be performing well from the community and councillors side while officials see it differently.

The research recommends that the municipality should ensure that the community members are involved during the project implementation. It further recommend that the municipality should implement cost recovery, develop policies to deal with quality management, train officials, instil project ownership to the communities and do proper project planning analysis before project implementation.

CHAPTER 1

1. INTRODUCTION TO THE RESEARCH

1.1. INTRODUCTION

South Africa has inherited a huge backlog in terms of infrastructure service delivery from the apartheid regime. Legislations in the country mandate that all people in South Africa should have access to satisfactory basic needs (food, clothing, shelter, etc) and basic services such as water supply, electricity, sanitation, and so forth. The main challenges to municipalities as far as service delivery is concerned in South Africa are a high level of poverty, high level of infrastructure backlog and a high level of unemployment. The Constitution provides for basic rights that underpin the notion of service delivery. A healthy working relationship between the three spheres of government (national, provincial and local government) will help in the realisation of achieving infrastructure service delivery in municipalities. National and provincial departments retain their constitutional rights to intervene and support municipalities, the departments are also mandated to support Local Government (Municipalities) in planning and implementing their infrastructure programmes (Municipal Infrastructure Grant (MIG), 2004:24). Local government is a key role-player in the development of South Africa.

According to the Municipal Systems Act 32 of 2000, basic services enhance the quality of life of citizens, increase their social and economic opportunities by promoting health and safety, facilitating access to work, education and recreation, and stimulating new productive activities. The key issue for local governments in meeting the needs of people is to ensure that their own service provision priorities are in line with national goals. The ability of a local government to provide infrastructure services depends on the availability of revenues and other resources necessary to support them. Planning, therefore, helps communities to identify, mobilise its available resources and use them for the most pressing community needs.

The research will investigate the provision of basic infrastructure services by Polokwane Local Municipality. Polokwane Municipality as part of local government is mandated to fulfil its constitutional obligation to ensure sustainable, effective and efficient municipal services, promote social and economic development, encourage a safe and healthy environment by working with communities in creating environment and human settlement in which all our people can lead uplifted and dignified lives (Municipal Structures Act 58 of 1998:2). Polokwane Municipality is regarded as a high capacity municipality in Limpopo Province based on its ability to generate revenue.

1.2. BACKGROUND TO THE PROBLEM

Apartheid as a government system was discriminatory in nature on racial lines since 1948. The apartheid system was such that government spending was directed towards the development of white people and white areas. The black people were neglected with little or no spending on basic services such as health, housing, roads, education and infrastructure, water and electricity to mention a few (Van Niekerk, Van der Waldt, & Jonker, 2001:34). The problem of service delivery backlogs is not unique to South Africa but is faced by many African and developing nations. Despite democracy in South Africa, other areas still remain under-resourced, under serviced and with major developmental needs. A considerable number of areas under the jurisdiction of Polokwane Local Municipality still remain under-serviced, lacking some of the most basic services.

One of the goals of the democratic government has been to redress the past imbalances and ensure that the basic services can be accessible and enjoyed by all. Government in all its spheres of government is committed to ensure access to services and a ñgood lifeò is documented in the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996). Despite governmentôs promise and efforts to better/ improve peopleôs lives, there still exist immense service delivery backlogs. Therefore the research will investigate the role of Polokwane Local Municipality in providing basic infrastructure services to communities under its area of jurisdiction.

On an annual basis the municipality according to the Municipal Systems Act (32 of 2000) is suppose to review its Integrated Development Plan (IDP) in terms of implementation of capital projects and service delivery and as a result project management plays an important role in the process. According to Chapter 4 of the Municipal Systems Act public participation is vital in community development and also in the implementation of project and project management.

Business leaders and experts have proclaimed that project management is a strategic imperative; it provides people with a powerful set of tools that improve their ability to plan, implement and manage activities to accomplish specific organisational objectives, (Gray & Larson; 2008:3)

1.3. SIGNIFICANCE OF THE STUDY

The study will assist the municipality in ensuring that the provision of basic service is provided effectively and ensure that the project management principles are adhered to. The study can also assist to identify the challenges that exist in the project management of infrastructure

projects and try to suggest ways to solve the challenges to ensure that the quality of projects is not compromised.

1.4. AIMS OF THE STUDY

The aim of this research is to evaluate the effectiveness of Polokwane municipality in the provision of basic infrastructure projects and the involvement of the communities in project implementation.

1.5. OBJECTIVES OF THE STUDY

- To check the understanding of the **scope** of work of the project by the community.
- To investigate whether projects are implemented within planned **time** frame.
- To investigate the utilisation of project **cost** allocated for basic infrastructure projects.
- To assess the **quality** of basic services delivered to the community.
- To investigate the project management **human resource** by the technical department.
- To investigate the **communication** channels with communities in projects implementation.
- To make recommendations on improving the provision of basic services delivery in the municipality.

1.6. ETHICAL CONSIDERATIONS

Respondents were assured that information collected from them would be confidential and that the purpose of the research is purely for academic purposes. Mark (1996:46-47) points out that, **confidentiality** maintains that the biographical profile and information obtained from the respondents of the study shall not be used to harm or be revealed to other authorities without their permission. **Anonymity** is a concept, which maintains that the research participantôs responses cannot in anyway be identified with them by the researcher or by anyone else.

1.7. PROBLEM STATEMENT

The major research problem in the study is to investigate the management and implementation of infrastructure project. In investigating the project management the following sub - questions will be looked into:

- How involved are community members in the project implementation?
- Are the communities satisfied with the quality of work done?
- Is the municipality satisfied with the management of the project (scope, time, cost, quality)?

1.8. RESEARCH QUESTIONS

The research questions are:

- Does the municipality inform communities properly about projects that will be implemented?
- How does the municipality evaluate the quality of service rendered by service providers to communities?
- To determine if the necessary qualifications and skills are enough to render the implementation of infrastructure projects.

1.9. DEFINITION OF CONCEPTS

Basic municipal services means municipal services that are necessary to ensure an acceptable and reasonable quality of life, and if not provided would endanger public health or safety or the environment (Municipal Systems Act, 32 of 2000).

Community participation can be defined as purposeful activities in which people take part in relation to local authority area of which they are legal residents. That can enable an organisation to display its products or services before important audiences (Bekker, 1996:19).

Development means sustainable development; which includes social, economic, environmental, spatial, infrastructure, institutional, organisational and human resources upliftment of a community aimed at:

- improving the quality of life of its members with specific reference to the poor and other disadvantaged groups of communities,
- ensuring that development serves present and future generations, (Abrahamse 2002:xi).

Local community in relation to a municipality means that body of persons comprising the residents of the municipality, the ratepayers, non-governmental organisations, civic organisations, visitors and people residing outside the municipality who, because of their presence in the municipality make use of the services or facilities provided by the municipality (Municipal Systems Act, 32 of 2000).

Local government is the sphere of government that interacts closest with communities. It is responsible for the services and infrastructure essential in peopleÕs well being, and it is tasked with ensuring growth and development of communities in a manner that enhances community participation and accountability (Bekker, 1996:17).

Municipality refers to a political subdivision that is established in terms of Section 151 and 152 of the Constitution of the Republic of South Africa 1996 (Act 108 of 1996), and has control of local affairs including the power to raise taxes.

Service delivery in relation to the provision of municipal services means the provision of a municipal service in a manner aimed at ensuring that the risk of harm to the environment and to human health and safety is minimised to an extent reasonably possible under the circumstances (Municipal Systems Act, 32 of 2000).

1.10. CHAPTER LAYOUT

This chapter will be outlined as follows:

Chapter 2: Literature review
Chapter 3: Research methodology
Chapter 4: Findings and analysis of data
Chapter 5: Conclusions and recommendations

1.11. CONCLUSION

This chapter begins by explaining the background to the study and defining the problem. It is followed by the aims and objectives of the research. The next chapter will look into the literature review.

CHAPTER 2 LITERATURE REVIEW

2. INTRODUCTION

In the previous chapter the researcher gave the background on basic infrastructure delivery and further outlined the problem, aims and objectives of the study. This chapter covers the link between project management, Integrated Development Planning, service delivery and community involvement. The research will also look at what different authors say about project management, and the role of project management; in providing of basic infrastructure service. Project management is not limited to the private sector; it is also a vehicle for doing good deeds and solving social problems (Gray & Larson, 2008:3).

2.1. PROJECTS & PROJECT MANAGEMENT

PMBOK (2004:5) defines a project as a temporary endeavour undertaken to create a unique product or result. All projects have a starting point and ending point and the duration of the project varies according to a project.

According to PMBOK (2004: 7) projects are utilised as a means to achieve a strategic plan for the organisation. The strategic considerations can be any of the following:

- Market demands; increase so that new facilities are needed.
- New products or services to increase the organisationôs revenue.
- A request from a client, for a new or added service or product.
- Technological advances, which create the possibility of new products.
- Legal requirements, such as environmental legislations.

Project management is the application of knowledge, skills, tools and techniques to activities to meet project requirements (PMBOK, 2004:8). This covers a set of knowledge areas over the entire project life cycle.

2.2. ROLE OF PROJECT MANAGEMENT IN AN ORGANISATION

A project management unit (PMU) can exist in the organisation. A PMU can advise departments on appropriate procedures to follow during projects and can also be used to grant authority from an executive point of view.

2.3. PROJECTS, INTEGRATED DEVELOPMENT PLAN AND BUDGET ALIGNMENT

Local government transition act authorizes municipalities to draw budgets that fit into the developmental vision of the South African government. Budgetary allocations through the IDP clearly spell out how much will be required for what purpose and when. White paper on Local Government (1998:112) states that equitable service delivery is an important requirement in order to fulfil the objectives if the IDP. Local government budgeting is a planned exercise based on financial estimates, which link priorities. The budget provides financial guidelines, which directs the local authority towards specific objectives. The IDP is an integral process that focuses on development priorities (Reddy, Moodley& Maharaji, 2003:84).

2.4. PROJECT KNOWLEDGE AREAS

PMBOK guide defines nine knowledge areas in project management embracing all the processes used in a project from authorisation to closing. The nine areas are:

- Project integration management,
- Project scope management,
- Project time management,
- Project cost management,
- Project quality management,
- Project human resource management,
- Project communication management,
- Project risk management,
- Project procurement management.

A brief description of the nine knowledge areas:

2.4.1. PROJECT INTEGRATION MANAGEMENT

The knowledge area deals with the processes and activities that are needed to identify, combine, unify and coordinate the processes and project management activities within the project management process groups (PMBOK, 2004:77-79). The integrative project management processes are:

- Develop a project charter
- Develop a preliminary project scope statement
- Develop a project management plan

- Direct and manage project execution
- Monitor and control project work
- Integrate change control
- Close project

2.4.2. PROJECT SCOPE MANAGMENT

The knowledge area deals with all the processes that are required to ensure a project fulfils all requirements for a project and to ensure that no unnecessary work is done (PMBOK, 2004:103). The knowledge area concerned defines what is and what is not included in the scope of work of the project. It consists of:

- Scope planning
- Scope definition
- Create a work breakdown structure (WBS)
- Scope verification
- Scope control

2.4.3. PROJECT TIME MANAGEMENT

The knowledge area deals with all the processes needed to ensure that the project is completed on time (PMBOK, 2004:123). The area is concerned with scheduling activities and determining which activities are dependent on each other. The time management attempts to satisfactorily complete a project on time (Nel, 2000:286). The time management processes consists of:

- Activity definition
- Activity sequencing
- Activity resource estimation
- Activity duration estimation
- Schedule development
- Schedule control

2.4.4. PROJECT COST MANAGEMENT

The knowledge area deals with all processes that involve estimating, budgeting, planning and controlling costs (PMBOK, 2004:157). The area is concerned with the costs of resources needed to complete the project and include the following processes:

- Cost estimating
- Cost budgeting
- Cost control

2.4.5. PROJECT QUALITY MANAGEMENT

The knowledge area deals with all the processes that help in establishing quality policies, objectives and responsibilities to ensure the requirements for the projects are met (PMBOK, 2004:179). The process involves:

- Quality planning to identify appropriate standards
- Perform quality assurance
- Perform quality control

2.4.6. PROJECT HUMAN RESOURCE MANAGEMENT

The knowledge area deals with all the processes that involve the organisation and managing the project team (PMBOK, 2004:199). The process includes:

- Human resource planning, including identification of skills required
- Acquire the project team
- Develop the project team
- Manage the project team

2.4.7. PROJECT COMMUNICATION MANAGMENT

The knowledge area deals with all the processes that ensure generation, collection, distribution, storage, retrieval and disposition of information regarding the project in a timely fashion (PMBOK, 2004:221). It includes these areas:

- Communications planning
- Information distribution
- Performance reporting
- Manage stakeholder

2.4.8. PROJECT RISK MANAGEMENT

The knowledge area deals with all the processes that involve risk planning, identification, analysis and control of a project. The areas main focus is to increase the possibility and impact of positive events and decrease the possibility and impact of adverse events on the project increase required to ensure a project fulfils all requirements for a project and to ensure that no unnecessary work is done (PMBOK, 2004:237). It includes the following:

- Risk management planning
- Risk identification
- Qualitative risk analysis
- Quantitative risk analysis
- Risk response planning
- Risk monitoring and control

2.4.9. PROJECT PROCUREMENT MANAGMENT

The knowledge area deals with all the processes that involve the purchasing or acquisition of all the needed products and services needed to perform the work required for the project (PMBOK, 2004:269). This area includes the contract management and purchase order requirements. It includes:

- Plan purchases and acquisitions
- Plan contracting
- Request seller responses
- Select sellers
- Contract administration
- Contract closure

2.5. PROJECT LIFE CYCLE

A project can be split into processes which describes its life cycle.

- Project authorisation
- Project initiation
- Project planning
- Project execution
- Project closing

2.5.1. PROJECT AUTHORISATION

Project authorisation encompasses the activities completed to authorise new projects and ensure that the projects that are done are aligned with the organisations strategy (Bolles, 2002:115).

2.5.2. PROJECT INITIATION

Project initiation involves reviews and approving the scope of a project and the preliminary project plan before proceeding to the next stages (Bolles, 2002:119).

- Preparing a preliminary communication plan
- Reviewing business requirements
- Preparing a project scope statement
- Preparing a preliminary project plan
- Preparing a preliminary budget estimate
- Determining the project skills requirements

2.5.3. PROJECT PLANNING

Project planning ensures that adequate planning is done for a project before actual execution starts (Bolles, 2002:123).

- Formation of a project team
- Formation of a steering team
- Hold kick-off meeting
- Define roles, responsibilities, accountability and authority of all stakeholders
- Review the project scope statement

2.5.4. PROJECT EXECUTION

Project execution includes activities for monitoring and reporting progress on projects as well as all activities that are required for the actual execution of the project (Bolles, 2002:127).

2.5.5. PROJECT CLOSING

Project closing includes all activities to ensure a project is closed off properly (Bolles, 2002:39).

2.6. AREAS FOR IMPROVING PROJECT MANAGEMENT

According to Loo, (2002:95); areas that need improvement were identified as follows:

- **Technical areas**
  - Improved scope management
  - Improved budget management
  - Implement standard project management practices
  - Integrate project control measures
  - Need for organisational learning
  - The need for project reviews and audits
  - The need for efficient and effective resource planning

- **People related areas**
  - More training for managers and staff
  - The need to empower teams
  - The need for effective planning

2.6.1 BARRIERS FOR IMPROVING PROJECT MANAGEMENT

Loo, (2002:95), further identifies several barriers that hamper improvement to project management may include the following:

- Leadership and organisational culture
- Inadequate investment in training
- Resistance to change
- Individual versus team compensation
- Time pressure and constraints
- No project management champion in organisation
- An over of inclusive view of project management

2.7. SERVICE DELIVERY

Basic needs include services that are provided by municipalities. These are services such as water, sanitation, roads and electricity. The improvement of these services can only happen through the successful participation of communities in the IDP process. Municipal Systems Act (Act 32 of 2000) describes basic municipal services as those services necessary to ensure an acceptable and reasonable quality of life, and if not provided would endanger public health or safety of the environment. The needs of the community are addressed through a variety of approaches and mechanisms by different spheres of government. Through public participation, communities are offered an opportunity to indicate their priority needs and why their needs existed (Mathye, 2002:22), as a result allowing communities to prioritise their needs according to importance. Basic services enhance the quality of life of citizens, and increase their social and economic opportunities by promoting health and safety, facilitating access (to work, to education, to recreation) and stimulating new productive activities (White paper on local government, 1998:92)

During the apartheid period, black South Africans were denied their basic rights such as decent houses, water, electricity and other services, and now the expectation is that all should change (Hemson & Owusu-Ampomah, 2005:511). In South Africa, service delivery encompasses the ability to provide users with services needed or demanded, but also a sense of redress that the services should raise the standard of living of the majority (Hemson & Owusu-Ampomah, 2005:512).

Local government should play an important role in reshaping and strengthening local communities, by intensifying service delivery, especially to the poor (Mogale, 2005:136). Local government has the obligation to prioritise meeting local needs through service delivery, local economic development, spatial planning and health care planning (RSA, 1996[a]:153). According to Atkinson (2002), local government is a means not an end. It should be seen as a tool and an instrument to achieve the desired end.

Lack of basic services and the extreme levels of poverty whereby millions of rands are needed to eradicate the backlogs, underline the importance of a municipal IDP which looks at issues that will enhance the living conditions of the poor and in the end, a better life for all (Government Digest, Oct. 2002:13). Basic needs include services that are provided by municipalities. These are services such as water, sanitation, roads, electricity and health. The improvement of these services can only happen through the successful participation of communities in the IDP process. Municipal Systems Act (Act 32 of 2000) describes basic

municipal services as those services necessary to ensure an acceptable and reasonable quality of life, and if not provided would endanger public health or safety of the environment. The needs of the community are addressed through a variety of approaches and mechanisms by different spheres of government.

Through public participation, communities are offered an opportunity to indicate their priorities and needs and why their needs exist (Mathye, 2002:22), as thus allowing communities to prioritise their needs according to importance. Basic services enhance the quality of life of citizens, and increase their social and economic opportunities by promoting health and safety, facilitating access (to work, to education, to recreation) and stimulating new productive activities (White paper on local government, 1998:92).

The White Paper on Local Government calls for the development of service delivery capacity to meet the basic needs of the communities. In order for local government to meet the needs of the people, it should ensure that their own service provision priorities are in line with national goals. Local governments also have important roles to play in targeting the poor, instituting programmes that are in synergy with national and provincial programmes, and in addressing service delivery issues that are peculiar to their own communities (Mokate, 1999).

2.8. INTEGRATED DEVELOPMENT PLANNING (IDP)

Conyers & Hills (1984:60) defines integrated development planning as an inter-disciplinary approach to planning which bridges the gap between economic development planning and physical planning. According to Meiklejohn & Coetzee, (2003), integrated development planning is a process through which municipalities prepare a strategic development plan for a five year period. Integrated development planning is one of the key tools for local government to cope with its new role and function in terms of the Constitution of the Republic of South Africa, 1996 and other applicable legislation. In contrast to the role planning has played in the past, integrated development planning is now seen as a function of municipal management, as part of an integrated system of planning and delivery.

Integrated development planning is a tool for bridging the gap between the current reality and the vision of satisfying the needs of the whole community in an equitable and sustainable manner. Integrated development planning will enable municipalities to develop strategic policy capacity to mobilise resources and to target their activities.
Municipal planning must be aligned with and must compliment the plans and strategies of other spheres of government and other municipalities. Every Council must after its election

and within a period that will be determined by regulation adopt a single inclusive plan for the development of the municipality. Section 22 of the Constitution sets out the requirements for such plans being:-

- It must link, coordinate and integrate plans and proposals for development
- It must align the resources and the capacity of the municipality to implementation of the plan
- It must form the policy framework for, and general basis of the budgets of the municipality
- It must be compatible with National and Provincial requirements

2.9. COMMUNITY PARTICIPATION

In terms of the Municipal Systems Act (Act 32 of 2000), municipalities have to develop a culture of community participation. Municipalities have to contribute to building the capacity of the local community, the councillors and staff. Developmental local government will promote the active participation of local communities in decision-making through community participation in the budgeting process, in assembling municipal development priorities through the Integrated Development Planning (IDP) process and in monitoring the municipalities.

It is generally accepted that local government is the most democratic tier of government; the reason being that local government is the closest to the people (Bekker, 1996:11). Creighton (2005:7) defines public participation as ñthe process by which public concerns, needs and values are incorporated into governmental decision making.ò Public participation is also defined as an approach that can be used to promote legitimacy.

The objectives of local government as defined in the Constitution are:

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment, and
- To encourage the involvement of communities and community organisations in the matters of local government (Constitution of the RSA, Act 108 of 1996:81).

Participation can lead to greater acceptance of development activities as it gives people the feeling of ñbelongingò to the municipal programmes or projects. Participation therefore allows people to develop a sense of ownership, which can promote sustainable development (Khoza, 2000:227).

Van der Waldt and Knipe, (1998:142) describe public participation as an active process in which the clients, or those who will benefit, influence the direction and implementation of a development project in terms of income, personal growth, independence and other values regarded as valuable. Participation can ensure that information collected by municipal officials regarding local needs; capacity and reality are relevant and correct. The accuracy of this information can lead to the effective and efficient implementation of development initiatives (Van der Waldt and Knipe, 1998:144).

According to Bekker (1996:69 - 77) community participation has the following advantages and disadvantages:-

2.9.1 ADVANTAGES OF PUBLIC CONSULTATION

- Reduction of psychological suffering and apathy;
- Positive application of community powers;
- Willingness to sustain deprivation, in terms of service delivery;
- Converting opponents to see the bigger photo in terms of development, and
- Information dissemination among community members and leaders, in this case mayors and councillors (Clapper, 1996:75 - 76).

2.9.2. DISADVANTAGES OF PUBLIC CONSULTATION

- Supporting the goals of local municipal management;
- Low citizen participation level;
- There could be a threat to the image of the local municipality;
- Huge potential for conflict among administration and community members;
- Lack of government response;
- Lack of information;
- Attitude of local municipal managers can be non-conducive to community participation, and
- Competence of the community to participate in terms of lack of basic reading and writing skills as well as language barriers (Clapper, 1996:70 - 74).

2.10. ORGANISATIONAL CULTURE

Organisational culture is a system of shared norms, beliefs, values and assumptions which binds people together creating a shared meaning (Gray & Larson, 2008:72). Culture reflects the personality of the organisation and it can enable to predict attitudes and behaviours of the organisational members.

According to Gray & Larson, (2008:73), culture performs important functions in an organisation and they are as follows:

- Provides a sense of identity
- Helps legitimise the management systems
- Clarifies and reinforces standards of behaviour
- Helps create social order

It is important for project managers to be culture-sensitive so that they can develop appropriate strategies and responses and avoid violation of key norms that would jeopardise their effectiveness within the organisation (Gray & Larson, 2008:83).

2.11. FRAMEWORK FOR THE STUDY

The framework for the study will assist in analysing the gap between the perceptions and expectations of all stakeholders in relation to project scope, time, cost, quality, human resource and communication management.

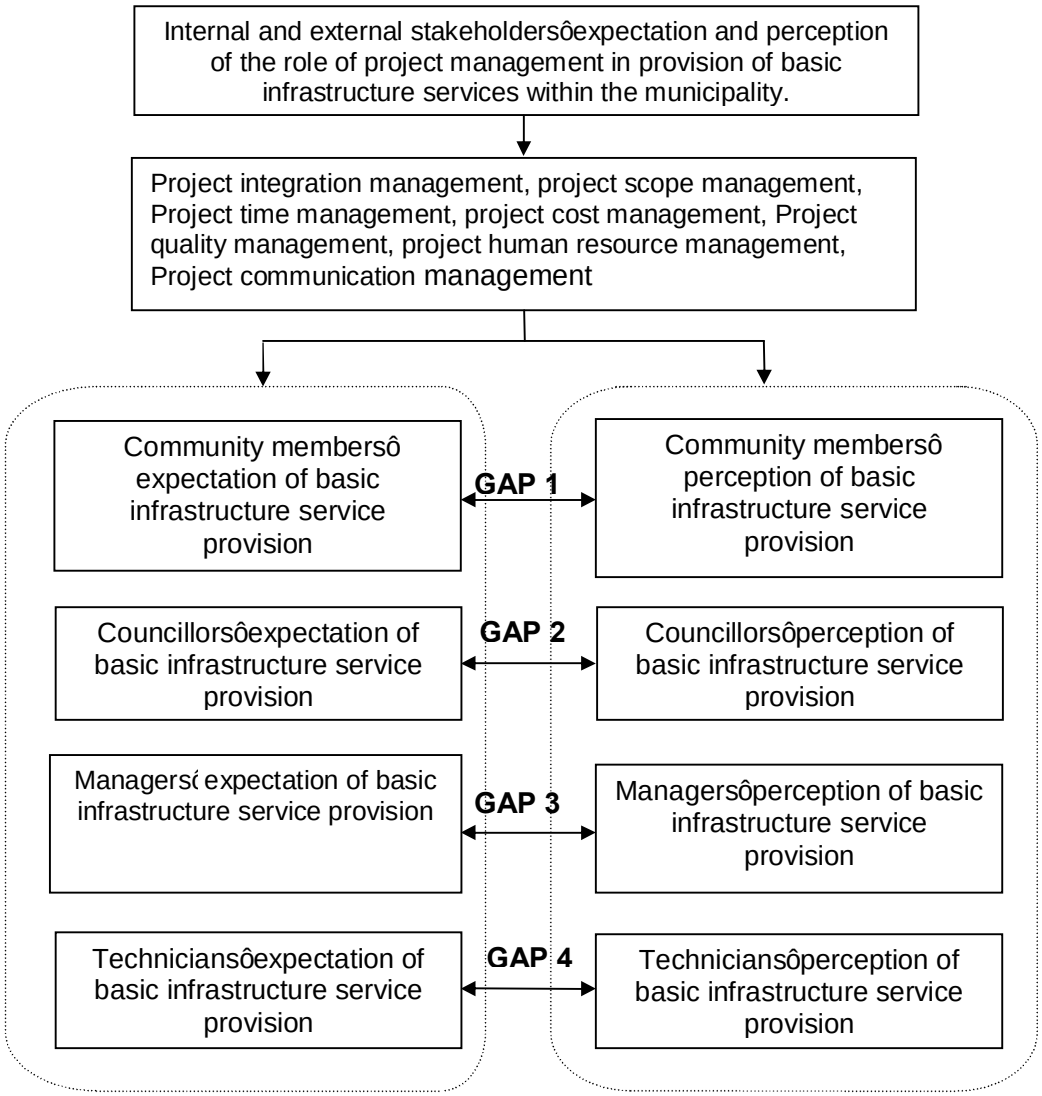

Figure 1: Framework for the study.

2.12. THE MATRIX FRAMEWORK FOR THE STUDY

The matrix structure will assess the gap between the perceptions and expectations of all stakeholders in relation to project scope, time, cost, quality, human resource and communication management.

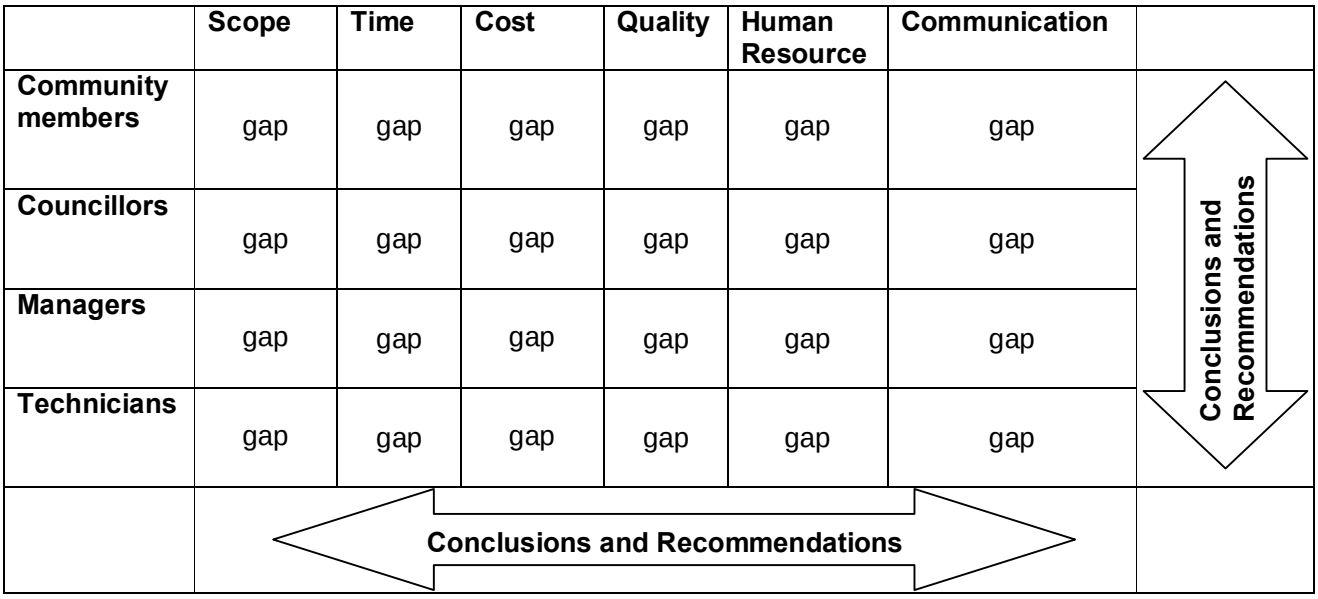

Figure 2: Matrix for the study.

2.13. CONCLUSION

This chapter has outlined the theoretical review which the research will be based on. It also examines what project management is all about and its impact on service delivery. Chapter three will outline the approaches, design, data collection procedure, techniques and data analysis methods to be utilised.

CHAPTER 3 RESEARCH METHODOLOGY

3.1 INTRODUCTION

In chapter one a brief overview of research methodology was provided. In this chapter research methodology will be discussed in more detail. Research is a systematic process of collecting, analysing and interpreting information (data) in order to increase our understanding of the phenomenon about which we are interested or concerned (Leedy & Ormrod, 2005:2). Research methodology is the general approach the researcher takes in carrying out the research project (Leedy & Ormrod, 2005:12).

Two methods of research methodology namely qualitative and quantitative methods can be used in a research. Depending on the nature of the study, the researcher may use either or both of the methods. For the purpose of this study quantitative method was applied.

3.2. RATIONALE OF THE STUDY

The aim of the study is to evaluate the effectiveness of Polokwane municipality in the provision of basic infrastructure services and the involvement of the communities in project implementation

3.3. DELIMITATION OF STUDY AREA

Polokwane Local Municipality is located within Capricorn District Municipality in the Limpopo Province. It covers a surface area of 3 775km² and accounts for 3% of the Province's total surface area of ±124 000km². Polokwane municipality presently comprise of 37 wards, with approximately 167 villages. The population in the municipality is 561 770. The total number of households is 130 361. It is the economic hub of Limpopo Province and strategically located to be the economic and administrative hub of the Province.

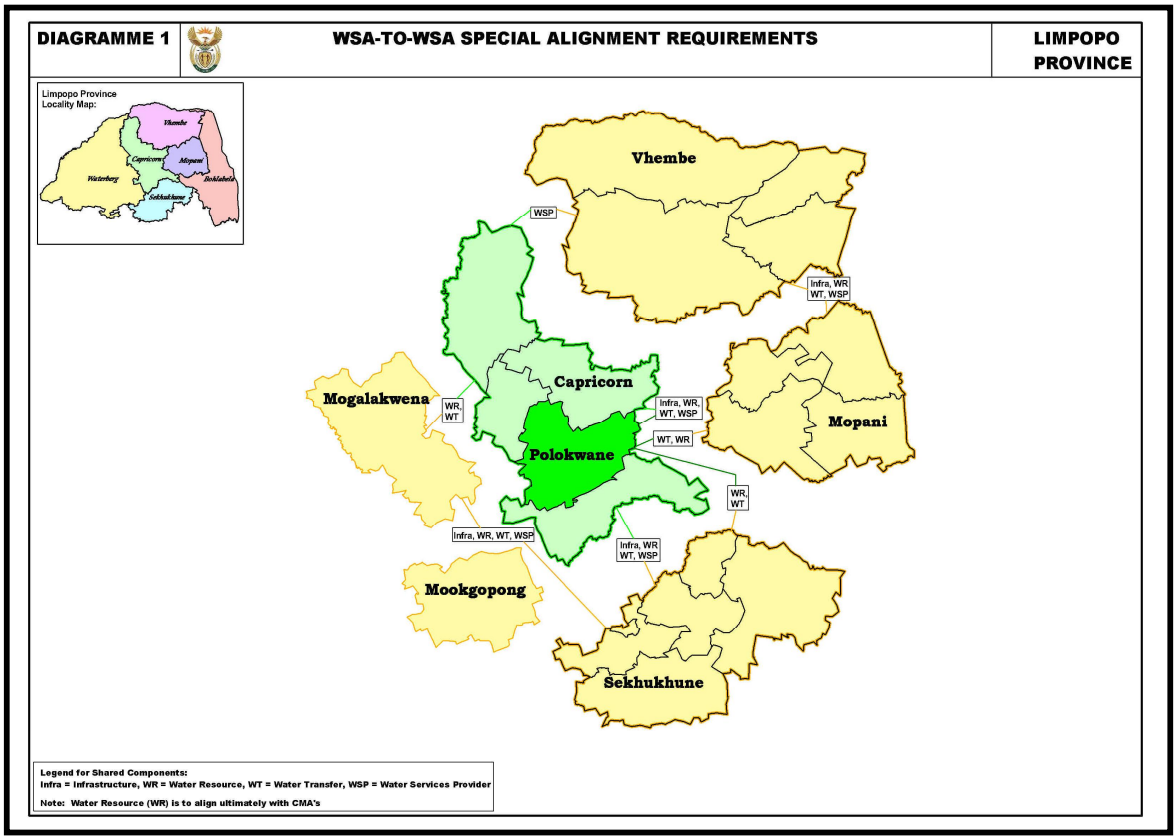

Figure 3: Map of Limpopo Province showing Polokwane Local Municipality
Source: Polokwane; Water Services Development Plan (WSDP); 2009

3.4. RESEARCH DESIGN

Mouton (2002:74) defines research design as a plan or blueprint of how one intends to conduct the research. A research design focuses on the end product (research findings); formulates a research problem and focuses on the logic of the research.

3.4.1 QUALITATIVE RESEARCH METHODS

Leedy & Ormrod (2005:179), states that quantitative study falls under the broad heading descriptive quantitative research. This type of research involves either identifying the characteristics of an observed phenomenon or exploring possible correlations among two or more phenomenon. Leedy & Ormrod (2005:179) further states that descriptive research designs and approaches involve observations studies, correlation research, development designs and survey research. All of these approaches yield quantitative information that can be summarised thorough statistical analyses.

Leedy & Ormrod (2005:180), states that quantitative research seeks explanations and predictions that will generalise to other persons and places. The intent is to establish, confirm or validate relationships and to develop generalisations that contribute to theory. Quantitative researchers chose methods that allow them to objectively measure the variable(s) of interest. They also try to remain detached from the research participants so that they can draw unbiased conclusions (Leedy & Ormrod (2005:180).

3.5. RESEARCH SURVEY

Survey research involves acquiring information about one of more groups of people perhaps about their characteristics, opinions, attitudes or previous experiences by asking questions and tabulating their answers. The ultimate goal is to learn about a large population by surveying a sample of that population (Leedy & Ormrod (2005:183)

Leedy & Ormrod (2005:183 - 184), further states that a survey is quite simple in design. The researcher poses a series of questions to willing participants, summarises their responses with percentages, frequency counts or more statistical indexes, and then draws references about a particular population from the responses of the sample.

Leedy & Ormrod (2005: 184) further states that in a survey research we should consider that we are relying on self report data. People are telling us what they believe to be true or perhaps what they think we want to hear. Survey research typically employs a face to face interview, a telephone interview or a written questionnaire. This study employed a survey questionnaire as the main data collection method.

3.5.1. TARGET POPULATION

The research focuses on provision of basic infrastructure services and the involvement of the communities in project implementation within Polokwane municipal area. The population of the study is a selection of target groups which will be sampled. Population refers to the entire group of people, events or things of interest that the researcher wishes to investigate (Myers, 2007:33).

The population in the study will include community members, ward committee members, managers and technicians of the Polokwane municipal area.

3.5.2. SAMPLE

A convenience sampling method was used to select the respondents. A sample size of four (4) target groups with three hundred (300) participants were randomly identified and selected. A total of three hundred questionnaires were distributed, therefore relying on a fifty percent return. It was envisages to collect two hundred and fifty completed questionnaires.

Questionnaires were distributed to the following groups of people

- Community members,
- Ward Committee members,
- Managers,
- Technicians.

A convenience sampling was chosen. Polokwane municipality has been divided into 4 clusters namely: Mankweng, Moletjie, City/ Seshego; Molepo, Chuene-Maja clusters. The questionnaires were distributed amongst Councillors and Community members in the clusters and the ward councillors assisted in the distribution of the questionnaire. For the managers and technicians the questionnaires were distributed by the researcher and in some instances questionnaires were sent by e-mailed.

A convenience sample of a total of three hundred (300) was selected from a population of Polokwane municipality. Questionnaires were distributed to three hundred (300) participants, only two hundred and seventy - six (276) participants responded to the survey: One hundred and eighty two (182) respondents were from community members, sixty two (62) respondents were from Councillors, fourteen (14) respondents were from Managers and eighteen (18) respondents were from the Technicians. Questionnaires were administered to the survey participant by personally handing them over to them in their respective offices and handing them over with the assistance of the Ward Councillors.

The questions were formulated to collect data in a close ended format. The questionnaires were designed to obtain detailed data on the respondentsô expectation and perception of quality of service and provision of basic infrastructure services in the municipality. Information received from the respondents assisted in answering the research questions. The information also assisted in evaluating the experience, expectations, beliefs and perception of the sampled group.

The purposive sampling method was used to select the study areas. Purposive sampling involves targeting a group of people believed to be typical to the study population, or whose views are relevant to the subject matter (Jankowicz, 1991). According to Leedy & Ormrod (2005:206) people or units are chosen for a particular purpose, which may be people who represent diverse perspectives on an issue.

3.5.3. QUESTIONNAIRE

In order to address and answer the research questions, a questionnaire was developed and used to gather data from participants. In this study a questionnaire was used because

- The researcher knew precisely what information was needed.
- A large number of people from different geographic regions were to be reached.

According to Myers, (2007:41) the advantages of using a questionnaire are: it helps the researcher to obtain data fairly easy; information from a questionnaire can be easily coded; benefits the scientific community if the measures are well validated and are reliable and it is often a catharsis for respondents. The questionnaire had two sets of questions with 7 subheadings with approximately sixteen (16) questions each (see annexure A - D).

The survey questionnaire was the chosen methodology for communication which was hand-delivered. Reasons for choosing the method are:-

- **Cost** ï sample was taken from Polokwane local municipality and therefore personal interviews were avoided.
- **Accessibility** ï a random sampling method was used. Representatives of participants from the identified target groups were sampled.
- **Anonymity** ï the survey was a closed survey, with participantõs identity not being disclosed.

Questionnaires require less time for participants to complete than most interviews or observational sessions. Questions were selected to be utilised in the study. The questions were provided to the respondents who were expected to complete the questions without the assistance of the researcher.

Table 1: Questionnaires distribution

Category	Ward Councillors	Community Members	Managers	Technicians	Total
No. of questionnaire sent	65	190	25	20	300
No. of responses received	62	182	14	18	276
No. of incomplete responses received	0	0	0	0	0
No. of invalid/unused responses	0	0	0	0	0

A questionnaire is defined as a set of questions in a form to be completed by respondents in respect of a research project (DeVos, 1998:152). The questionnaire consists of two sets of questionnaires and all questions were grouped in line with project knowledge areas. Set 1 of the questionnaire measures the expectations on the quality of basic infrastructure services they receive from the municipality and Set 2 measured their perceptions on the quality of basic infrastructure services they receive from the municipality. The questionnaires will be used to evaluate the perceptions and expectations of Polokwane Municipality in the provision of basic infrastructure services and the involvement of the communities in project implementation in Polokwane Municipal area.

The questionnaire is designed in a response scale format which include ñstrongly agreeò to ñstrongly disagreeòon a five point Likert type scale that measure the extent of responses used. The questionnaire was administered to three hundred (300) respondents.

3.5.4. QUESTIONNAIRE COMPOSITION

The questionnaires were structured to cover items that are indicators of the project knowledge management area which are:

- Project scope management,
- Project time management,
- Project cost management,
- Project quality management,
- Project human resource management,
- Project communication management.

Annexure A was filled by community members to measure their expectations and perceptions about the quality of basic infrastructure services they receive from the municipality. The questionnaire consists of two sets of questionnaires and all questions were grouped in line with project knowledge areas. Set 1 had 12 questions and set 2 had 12 questions. **Annexure B** was filled by Councillors to measure their expectations and perceptions about the ability of the municipality to provide quality basic infrastructure services to the communities. Set 1 had 14 questions and set 2 had 14 questions. **Annexure C** was filled by Managers to measure their expectations and perceptions about their ability to provide quality basic infrastructure services to the communities. Set 1 had 16 questions and set 2 had 16 questions. **Annexure D** was filled by Technicians to measure their expectations and perceptions about their ability to provide quality basic infrastructure services to the communities. Set 1 had 12 questions and set 2 had 12 questions.

3.6. DATA COLLECTION METHODS

Sources of data can be divided into primary and secondary data. Primary data are data collected with the primary purpose of answering the research questions posed by the researcher. Secondary data are those used in a study, although collected by a different researcher for the purpose of addressing a different research problem (Barbie & Mouton, 2000:76).

Secondary data was derived from relevant literature from books, dissertations, journals and reports which are listed. Literature such as reports obtained from the municipality and other such as journals, books and journals were obtained from universities and libraries. The main data collection techniques used in this research was a questionnaire and secondary sources analysis (literature review).

DeVos (1998:152 ï 156), identified different types of questionnaires that can be used to collect information from the respondents, namely:

- Mailed questionnaire,
- Telephonic questionnaire,
- Personal questionnaire,
- Questionnaire delivered by hand, and
- Group questionnaires.

For the purpose of the study the researcher used a questionnaire delivered by hand. This type of questionnaire was chosen because it seemed suitable to the study.

3.6.1. DATA COLLECTION ADMINISTRATION

Three hundred (300) questionnaires were distributed to the sampled target groups in the Polokwane municipal area. The questionnaires were hand delivered. Out of the three hundred (300) questionnaires distributed 276 were returned and it represented ninety-two percent (92%) return rate.

3.6.2. QUESTIONNAIRE COLLECTION

Completed questionnaires were collected three days after handing them over to the respondents to allow them enough time to fill them in. The researcher was responsible for the collection of the questionnaire and ensures that questionnaires are fully filled in upon collection.

3.7. DATA ANALYSIS AND INTERPRETATION

Data analysis usually involves reducing the data collected to a manageable size, developing summaries and looking for patterns or categories, and applying statistical techniques (Myers, 2007:19). Data must be analysed in terms of finding solutions to problems and fulfilling objectives and hypothesis.

Data was collected by a structured questionnaire and analysed by a statistical method. The Moon Stats Program was used to analyse data collected through questionnaires. The results are presented in tabular and graphical formats. The tables and graphs will be used to analyse the data.

3.8. DATA PROCESSING

Data processing is the link between data collection and data analysis (ErWee, 2001:39). Analysis usually requires that invalid responses be deleted, inconsistencies be found, data be coded and transcribed into machine readable form, missing data be accounted for and the data be transformed (Dillon, Madden and Firtle, 2000:455).

3.9. LIMITATIONS OF THE STUDY

The researcher will not attempt to analyse and discuss all project management knowledge areas. The project integration management, project risk management and project procurement management were not discussed in this study. The findings will be specific to the chosen local municipality, Polokwane Local Municipality and the findings cannot be generalised in every village. Some of the municipal officials were not available during the course of the study and as a result some issues could not be explored. The analysis depended on the answers collected. However, the limitations do not invalidate the findings of the research.

3.10. ETHICAL CONSIDERATIONS

Respondents were assured that information collected from them would be confidential and that the research was purely for academic purposes. Mark (1996:45-47) states that, confidentiality maintains that the biographical profile and information obtained from the respondents of the study shall not be used to harm or be revealed to other authorities without their permission. Anonymity is a concept which maintains that the research participantsô responses cannot in anyway be identified with them by the researcher or by anyone else.

3.11. CONCLUSION

The chapter presented the research methodology looking into the approaches, design, data collection procedure, techniques and data analysis methods to be utilised. The next chapter will look into the data analysis and presentation of data.

CHAPTER 4 EMPIRICAL STUDY

4.1 DATA PRESENTATION AND ANALYSIS

This chapter presents the data collected and the analysis thereof. The data were collected through questionnaires. The people who took part in the study are ward committees, community members, managers and technicians of Polokwane Local Municipality. The project management knowledge areas will guide in verifying if the municipality indeed ensures that the provision of basic service is provided effectively and ensure that the project management principles are adhered to.

4.2. PRESENTATION METHODS

The information collected is explanatory, supplemented by graphs, tables, figures where applicable.

4.3 OVERVIEW OF POLOKWANE MUNICIPALITY

Figure 3 below presents the wards in Polokwane municipality. The municipality has a total of 37 wards in the municipal area. All the ward committees are established and functional.

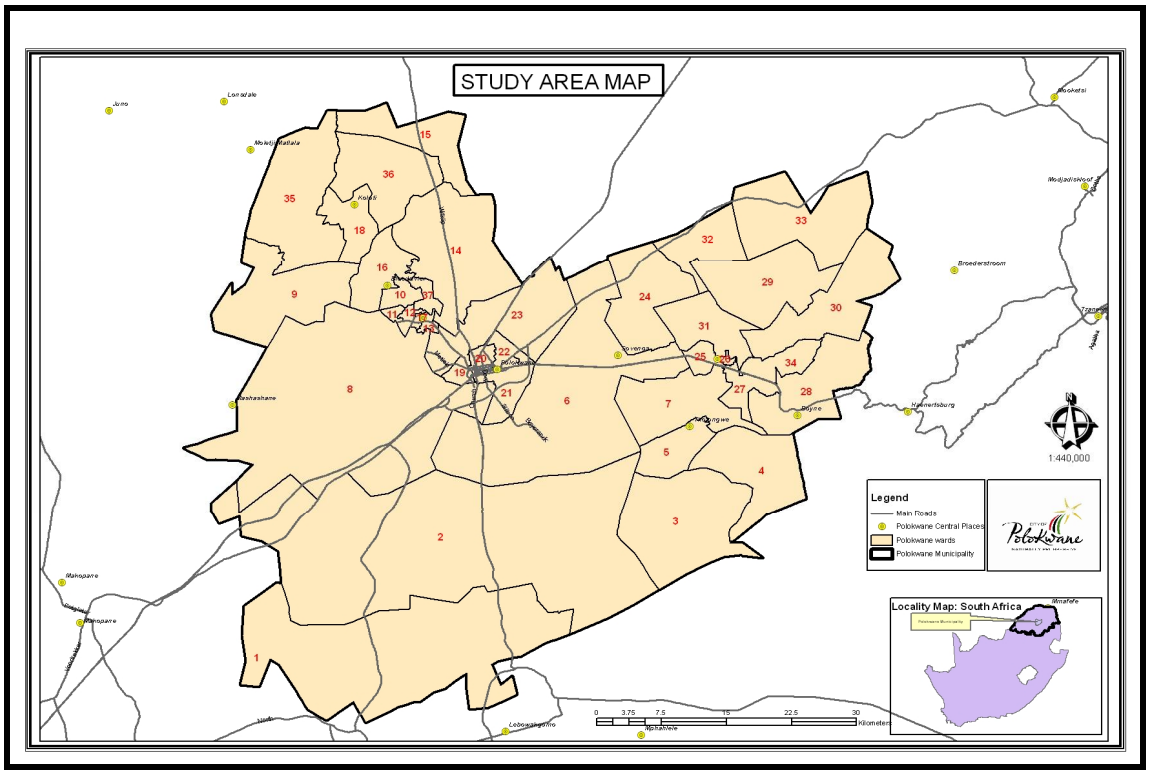

Figure 4: Polokwane Local Municipality ward demarcation
Source: Polokwane Municipality GIS Unit, 2010

4.3.2 IDP REVIEW PROCESS

Polokwane Local Municipality, has according to the Municipal System Act, prepared their IDP. The IDP includes the project list and the municipal sector plans. The purpose of the integrated development plan is to ensure effective allocation of resources that are available to the municipality. IDP is reviewed annually to ensure that plans have been implemented as required. The review measure the impact of service delivery to the communities by assessing projects implemented in the previous financial year. To comply with the review process, the Polokwane Local Municipality ensured different structures participated in the IDP processes.

4.3.2.1 IDP ORGANISATIONAL STRUCTURES

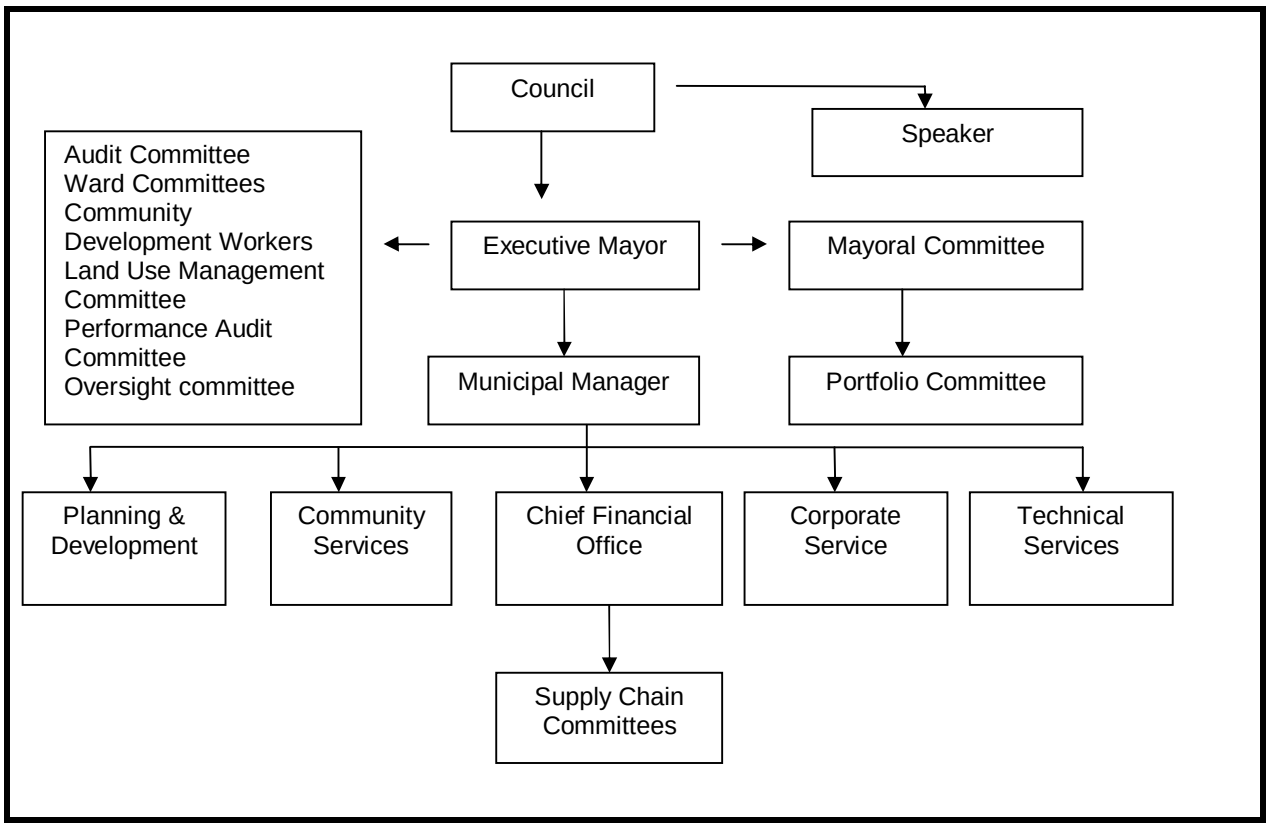

Figure 5: Organisational Structure
Source: Polokwane IDP, 2009/ 2011

The ward committees mainly comprises of councillors and ordinary community members. The function of the committee is to monitor project implementation, provide feedback on quality and standards of projects and conceptualise community needs. The IDP Steering Committee mainly comprises of the internal structures within the municipality.

The Representative Forum is be attended by all stakeholders of the municipality. The role of the forum is to represent the interests of the constituencies in the IDP process; ensure communication between all stakeholders through public participation.

4.3.2. INFRASTRUCTURE BACKLOG IN POLOKWANE LOCAL MUNICIPALITY

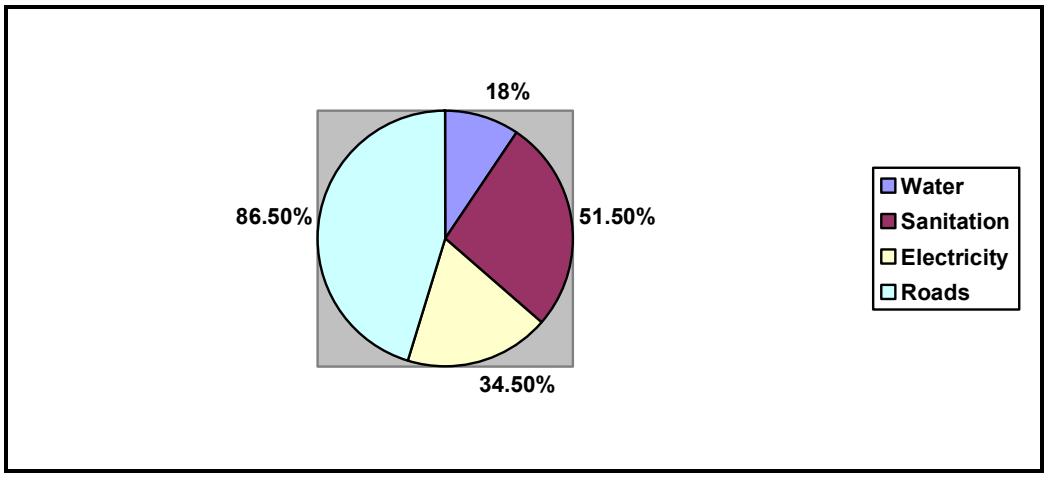

Figure 6: Infrastructure Backlog
Source: Polokwane IDP, 2009/11

The infrastructure backlogs at Polokwane local municipality are as follows: access to water at 18% (23 465); access to sanitation at 51.5% (67 161); access to electricity at 34.5% (45 000) and road network is approximately 4 200km, currently only 567km are tarred, the tarred road backlog is 86.5% (3 633km).

4.3.3. INVOLVEMENT OF COMMUNITY MEMBERS

The Municipal Systems Act requires that all local municipalities should build appropriate mechanisms, processes and procedures that will allow for the capacity building of the local community by involving them in the affairs of the municipality. Participation of the local community in the affairs of the municipality can take place through the political structures set up for participation in terms of the Municipal Structures Act.

The municipality involves communities with issues that relate to the municipality when appropriate by means of notices, newsletters, public meetings and public participation forums with different organisations within the municipality, traditional authority, reporting back mechanisms and the IDP Representative Forums which include all government departments in the district.

4.4. FINDINGS AND ANALYSIS

The tables and figures below present the findings and analysis from the target groups that participated in the study.

4.4.1. PROJECT SCOPE MANAGEMENT

Table 2: Communityôs expectations and perceptions on project scope management.

Measurement	Expectation	%	Perception	%	Gap
Strongly disagree	1	0.55%	0	0.00%	-1
Disagree	1	0.55%	1	0.55%	0
Neither agree nor disagree	3	1.65%	2	1.10%	-1
Agree	39	21.43%	36	19.78%	-3
Strongly agree	138	75.82%	143	78.57%	5
Total	**182**	**100.00%**	**182**	**100.00%**	**0**

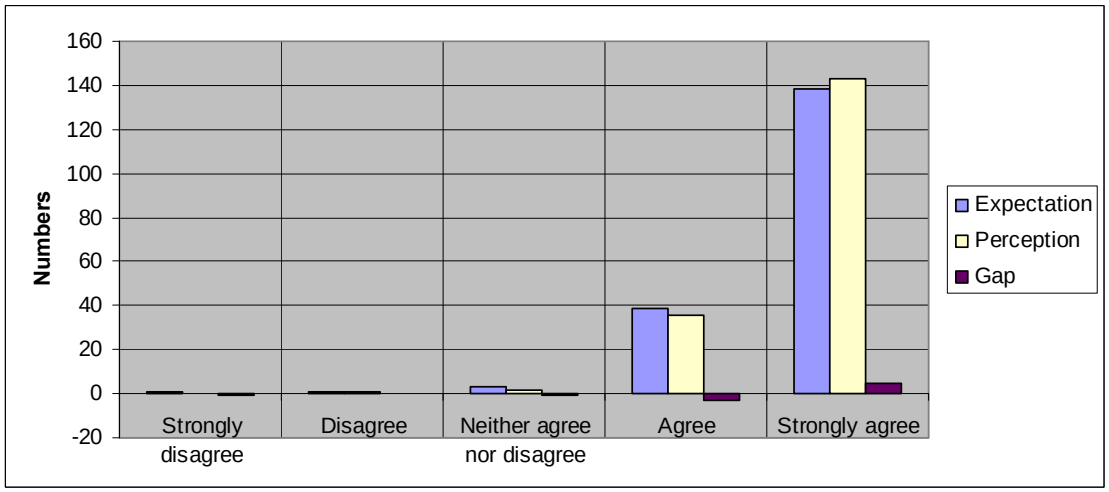

Figure 7: Expectations and perceptions of community members on project scope management (Gap 1)

Figure 7 above illustrates the community membersô expectations and perceptions of the municipalityôs ability to implement their projects within the approved scope of work. 75.82% of community members expect the municipality to implement projects within the approved scope of work. 78.57% of the community members strongly feel that the municipality is implementing its projects within the stipulated scope. 0.55% of community members believe that the municipality is not delivering according to its project scope. In most cases community membersô lack of technical knowledge influence them to be more concerned about the final product and be less concerned about the processes related to the final project scope hence there is a small positive gap showing that their perceptions exceed their expectations about the project scope.

Table 3: Councillorsôexpectation and perception on project scope management

Measurement	Expectation	%	Perception	%	Gap
Strongly disagree	0	0.00%	0	0.00%	0
Disagree	3	4.84%	0	0.00%	-3
Neither agree nor disagree	7	11.29%	6	9.68%	-1
Agree	24	38.71%	26	41.94%	2
Strongly agree	28	45.16%	30	48.39%	2
Total	**62**	**100.00%**	**62**	**100.00%**	**0**

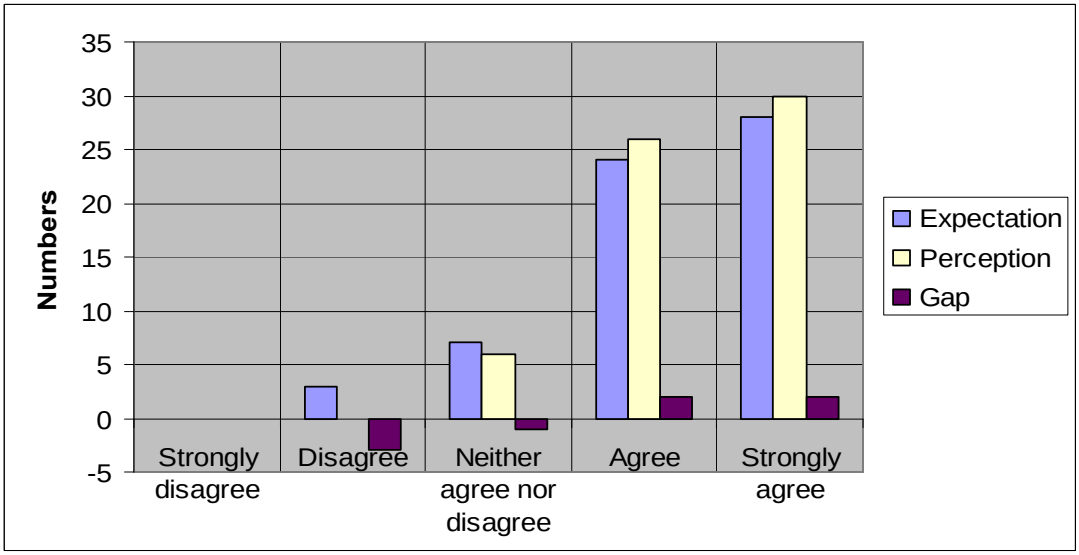

Figure 8: Expectations and perceptions of Councillorsôon project scope management (Gap 2)

Figure 8 above illustrates the Councillorsô expectations and perceptions of the municipalityôs ability to implement the project within the planned project scope. 83.87% of Councillors expect the projects to be implemented in line with the planned project scope. 87.10% of Councillors agree that projects are implemented in line with the planned project scope. Most of councillors in Polokwane municipality lack technical knowledge on project scope management, as a result they seem to be more concerned about the final product and not process related to the project scope hence there is a small positive gap showing that their perceptions exceed their expectations on project scope.

Table 4: Managersôexpectation and perception on project scope management

Measurement	Expectation	%	Perception	%	Gap
Strongly disagree	0	0.00%	0	0.00%	0
Disagree	0	0.00%	0	0.00%	0
Neither agree nor disagree	1	7.14%	0	0.00%	-1
Agree	2	14.29%	2	14.29%	0
Strongly agree	11	78.57%	12	85.71%	1
Total	**14**	**100.00%**	**14**	**100.00%**	**0**

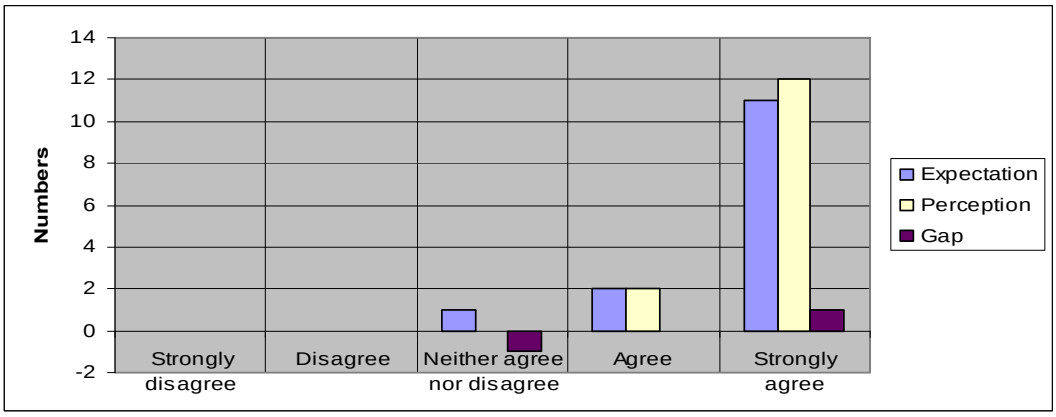

Figure 9: Expectations and perceptions of managersôon project scope management (Gap 3)

Figure 9 above illustrates the managersô expectations and perceptions of the municipalityôs ability to implement their projects within the approved scope of work. 93% of managersôexpect projects to be implemented in line with the approved project scope. 100% of managers believe that the municipal projects were completed within the approved project scope. Managers have the necessary technical knowledge about project scope management. Managers perceive projects to be implemented in line with the approved scope, even though in most cases these projects exceed the planned project time and cost, they end up being completed as per approved project scope.

Table 5: Techniciansôexpectation and perception on project scope management

Measurement	**Expectation**	**%**	**Perception**	**%**	**Gap**
Strongly disagree	0	0.00%	0	0.00%	0
Disagree	1	5.56%	0	0.00%	-1
Neither agree nor disagree	2	11.11%	1	5.56%	-1
Agree	3	16.67%	4	22.22%	1
Strongly agree	12	66.67%	13	72.22%	1
Total	**18**	**100.00%**	**18**	**100.00%**	**0**

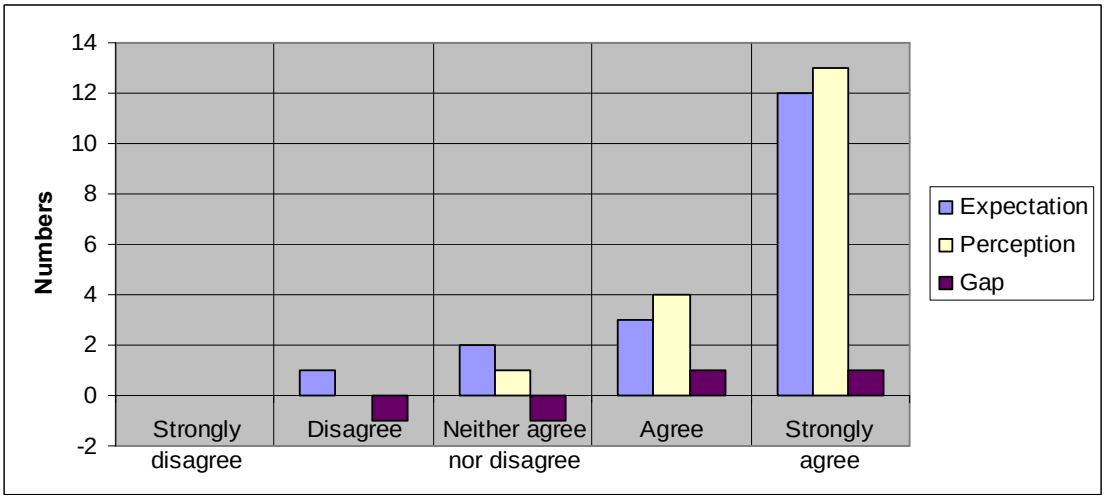

Figure 10: Expectations and perceptions of techniciansô on project scope management (Gap 4)

Figure 10 above illustrates the techniciansô expectations and perceptions of the municipalityôs ability to implement their projects within the approved scope of work. 67% of technicians expect the municipality to ensure that projects are completed within the project scope and that service providers do not deviate from the project scope. 72% of technicians strongly agree that the municipal projects are implemented within the project scope and that there is a slight deviation from the scope. 22% also agree that projects are implemented within the scope. Technicians have the necessary technical knowledge about project scope management. Technicians perceive projects to be implemented in line with the approved scope, even though in most cases these projects exceed the planned project time and cost, they end up being completed as per approved project scope.

4.4.2. PROJECT TIME MANAGEMENT

Table 6: Communityôs expectation and perception on project time management.

Measurement	Expectation	%	Perception	%	Gap
Strongly disagree	1	0.55%	7	3.85%	6
Disagree	1	0.55%	44	24.18%	43
Neither agree nor disagree	3	1.65%	17	9.34%	14
Agree	37	20.33%	40	21.98%	3
Strongly agree	140	76.92%	74	40.66%	-66
Total	**182**	**100.00%**	**182**	**100.00%**	**0**

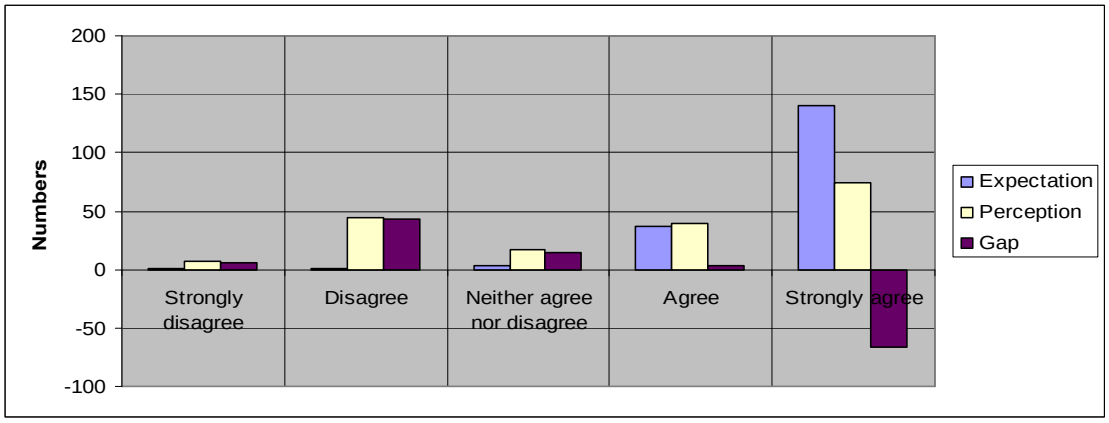

Figure 11: Expectations and perceptions of community members on project time management (Gap 1)

Figure 11 above illustrates the community membersô expectations and perceptions of the municipalityôs ability to implement projects within the planned project time. 76.92% of community members expect the municipality to implement projects within the planned project time. 40.66% of the community members perceive that the municipality implement projects within the planned project time. 24.18% of the community members perceive the municipality not to be doing well in completing the projects within the planned project time. The municipality seems not to perform well in terms of project time management, therefore a negative gap exists.

Table 7: Councillorsôexpectation and perception on project time management

Measurement	Expectation	%	Perception	%	Gap
Strongly disagree	1	1.61%	0	0.00%	-1
Disagree	1	1.61%	3	4.84%	2
Neither agree nor disagree	4	6.45%	5	8.06%	1
Agree	27	43.55%	26	41.94%	-1
Strongly agree	29	46.77%	28	45.16%	-1
Total	**62**	**100.00%**	**62**	**100.00%**	**0**

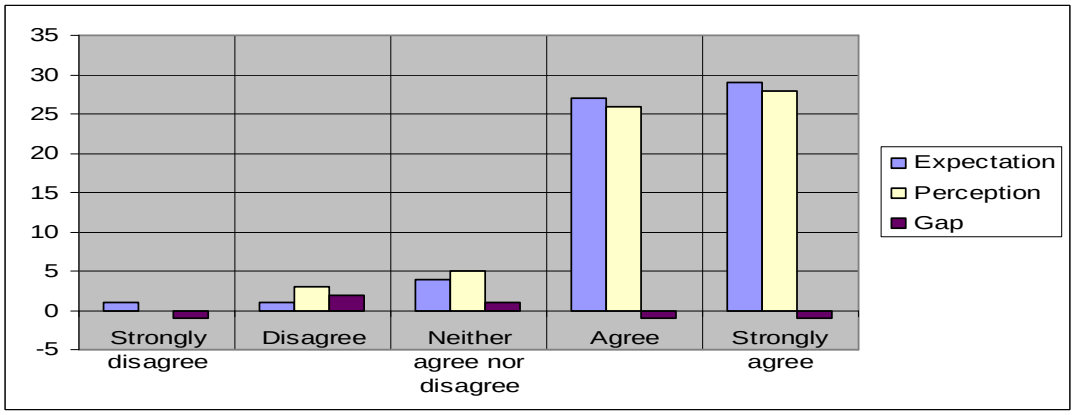

Figure 12: Expectations and perceptions of Councillorsôon project time management (Gap 2)

Figure 12 above illustrates the Councillorsô expectations and perceptions of the municipalityôs ability to implement their projects within the planned time frame. 90.32% of Councillors expect the projects to be completed within the planned project period. 87.10% of Councillors agree that projects are completed in time. 4.84% of Councillors disagree, therefore a negative gap exists.

Table 8: Managersôexpectation and perception on project time management

Measurement	Expectation	%	Perception	%	Gap
Strongly disagree	0	0.00%	0	0.00%	0
Disagree	0	0.00%	1	7.14%	1
Neither agree nor disagree	1	7.14%	3	21.43%	2
Agree	4	28.57%	3	21.43%	-1
Strongly agree	9	64.29%	7	50.00%	-2
Total	**14**	**100.00%**	**14**	**100.00%**	**0**

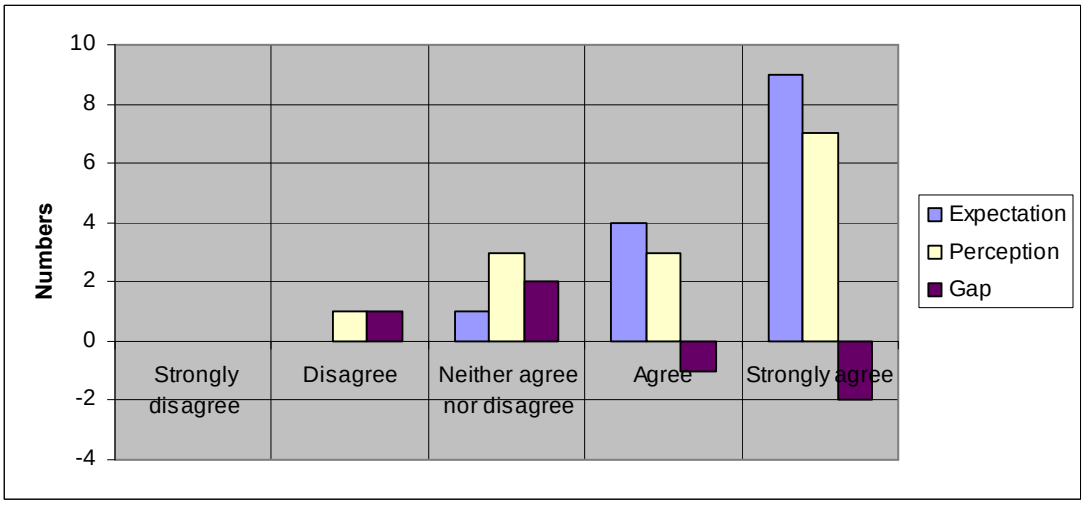

Figure 13: Expectations and perceptions of managersôon project time management (Gap 3)

Figure 13 above illustrates the managersô expectations and perceptions of the municipalityôs ability to implement the project within the planned project time-frame. 90% of managersôexpects projects to be started and completed within the planned project period. 71% of managers feel that most of the projects were started and completed within the planned project period. 7.14% however feel that the projects were not completed in good time. A negative gap exists between what the managers had expected and what they perceive as the right time to start and complete projects, as a result, they increase the project cost.

Table 9: Techniciansô expectation and perception on project time management

Measurement	Expectation	%	Perception	%	Gap
Strongly disagree	0	0.00%	1	5.56%	1
Disagree	0	0.00%	2	11.11%	2
Neither agree nor disagree	2	11.11%	4	22.22%	2
Agree	7	38.89%	6	33.33%	-1
Strongly agree	9	50.00%	5	27.78%	-4
Total	**18**	**100.00%**	**18**	**100.00%**	**0**

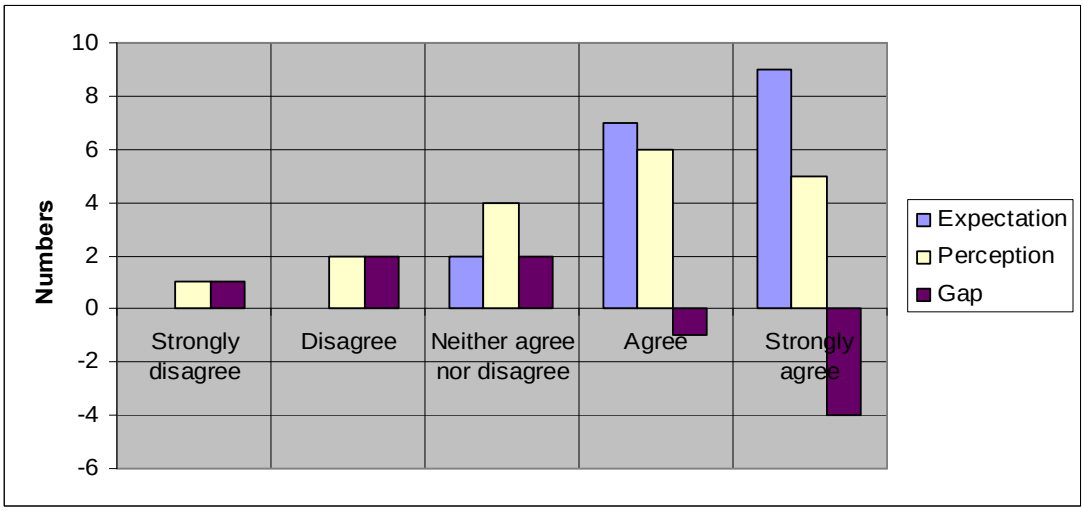

Figure 14: Expectations and perceptions of techniciansôon project time management (Gap 4)

Figure 14 above illustrates the techniciansô expectations and perceptions of the municipalityôs ability to implement the project within the planned project time-frame. More than 80% of technicians expect the projects to start and be completed within the planned project time, 27.78% of technicians strongly feel that projects are not completed within the project time frames. 16% believe that the municipality does not complete their projects in time. There is a negative gap between techniciansô expectations and their perception about the project time management.

4.4.3. PROJECT COST MANAGEMENT

Table 10: Communityôs expectation and perception on project cost management

Measurement	Expectation	%	Perception	%	Gap
Strongly disagree	0	0.00%	0	0.00%	0
Disagree	1	0.55%	0	0.00%	-1
Neither agree nor disagree	8	4.40%	7	3.85%	-1
Agree	35	19.23%	36	19.78%	1
Strongly agree	138	75.82%	139	76.37%	1
Total	**182**	**100.00%**	**182**	**100.00%**	**0**

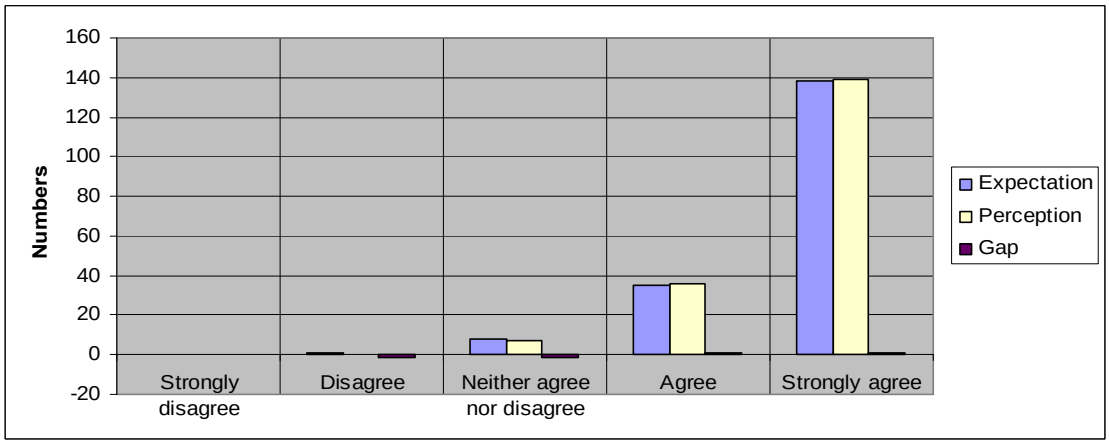

Figure 15: Expectations and perceptions of community members on project cost management (Gap 1)

Figure 15 above illustrates the community membersôexpectations and perceptions about their ability to pay for basic services provided by the municipality. 75.82% of community members strongly agree that they are expected to pay for the services they receive from the municipality. 76.37% of the community members feel that they comply in terms of paying for the basic services. Lack of knowledge on projects budgeting by Community members creates a slightly positive gap between their expectations and perceptions on project cost management. They seem to be more concerned about the project deliverables than how much it costs to complete the entire project.

Table 10: Councillorsôexpectation and perception on project cost management

Measurement	**Expectation**	**%**	**Perception**	**%**	**Gap**
Strongly disagree	0	0.00%	0	0.00%	0
Disagree	0	0.00%	0	0.00%	0
Neither agree nor disagree	5	8.06%	4	6.45%	-1
Agree	25	40.32%	25	40.32%	0
Strongly agree	32	51.61%	33	53.23%	1
Total	**62**	**100.00%**	**62**	**100.00%**	**0**

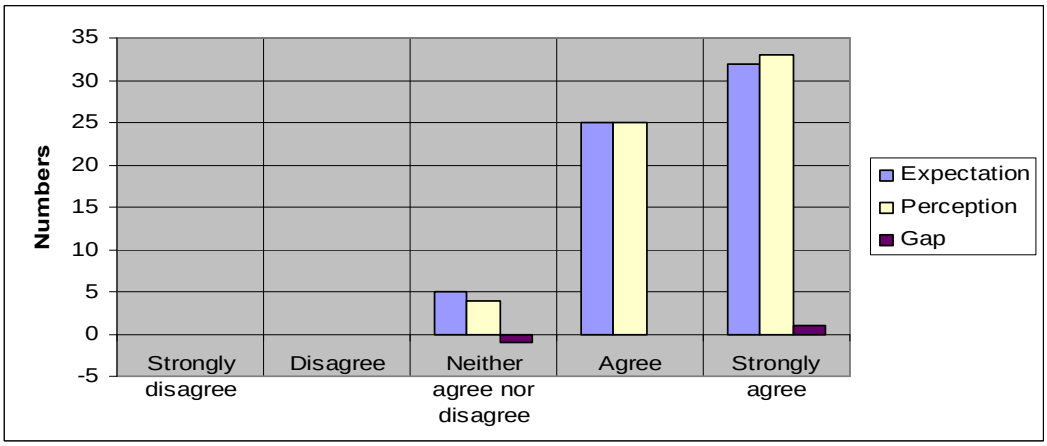

Figure 16: Expectations and perceptions of Councillorsôon project cost management (Gap 2)

Figure 16 above illustrates the Councillorsô expectations and perceptions of the municipalityôs ability to implement their projects within the approved budget. 91.93% of Councillors expect projects to be implemented within the approved budget. 93.55% of Councillors agree that projects are implemented within the approved budget. Lack of knowledge on projects budgeting by councillors creates a slightly positive gap between their expectations and perceptions on project cost management. They seem to be more concerned about the project deliverables than how much it would cost to complete the entire project.

Table 11: Managersôexpectation and perception on project cost management

Measurement	Expectation	%	Perception	%	Gap
Strongly disagree	0	0.00%	0	0.00%	0
Disagree	0	0.00%	0	0.00%	0
Neither agree nor disagree	0	0.00%	2	14.29%	2
Agree	8	57.14%	7	50.00%	-1
Strongly agree	6	42.86%	5	35.71%	-1
Total	**14**	**100.00%**	**14**	**100.00%**	**0**

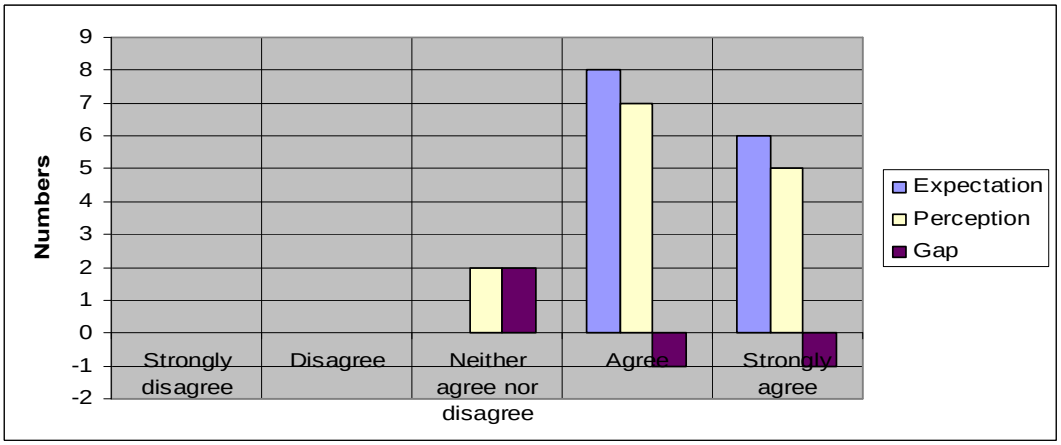

Figure 17: Expectations and perceptions of managersôon project cost management (Gap 3)

Figure 17 above illustrates the managersô expectations and perceptions of the municipalityôs ability to implement their projects within the approved budget. 100% of managersôexpects the projects to be completed within the approved Council budget. 85% of managers believe that the municipal projects were completed within the Councilôs approved budget. 14% of managers neither agree nor disagree with the concept of completing projects within the budget. Managers have the necessary knowledge about the project budgeting process. As a result a negative gap exists between their perception and expectations on project cost management. This gap is linked to the fact that projects are not completed within the planned project time.

Table 12: Techniciansôexpectation and perception on project cost management

Measurement	Expectation	%	Perception	%	Gap
Strongly disagree	0	0.00%	1	5.56%	1
Disagree	0	0.00%	3	16.67%	3
Neither agree nor disagree	3	16.67%	3	16.67%	0
Agree	5	27.78%	4	22.22%	-1
Strongly agree	10	55.56%	7	38.89%	-3
Total	**18**	**100.00%**	**18**	**100.00%**	**0**

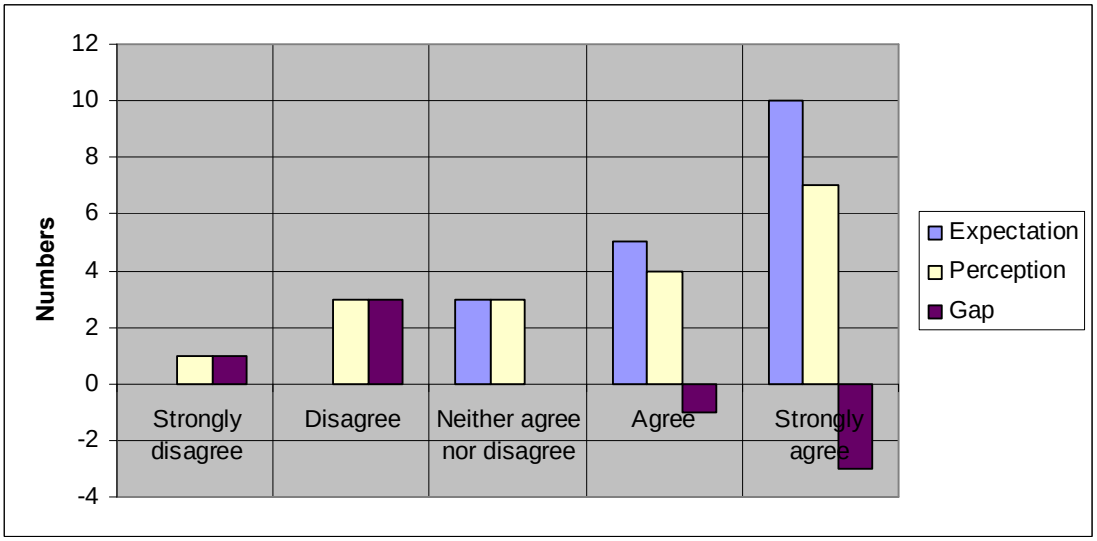

Figure 18: Expectations and perceptions of techniciansôon project cost management (Gap 4)

Figure 18 above illustrates the techniciansôexpectations and perceptions of the municipalityôs ability to implement their projects within the approved budget. 85% of technicians expect the municipality to have sufficient funds available in order to alleviate basic service backlog before implementing projects and complete projects within the project budget. 60% believe that the municipality should provide enough funds to implement projects successfully and within the project budget, whereas 22% of technicians believe that the municipality is not providing enough

funds to cover projects. Technicians have the necessary knowledge about the project budgeting process. As a result a negative gap exists between their perception and expectations on project cost management. This gap is linked to the fact that projects are not completed within the planned project time.

4.4.4. PROJECT QUALITY MANAGEMENT

Table 13: Communityôs expectation and perception on project quality management

Measurement	Expectation	%	Perception	%	Gap
Strongly disagree	0	0.00%	0	0.00%	0
Disagree	0	0.00%	14	7.69%	14
Neither agree nor disagree	2	1.10%	14	7.69%	12
Agree	35	19.23%	32	17.58%	-3
Strongly agree	145	79.67%	122	67.03%	-23
Total	**182**	**100.00%**	**182**	**100.00%**	**0**

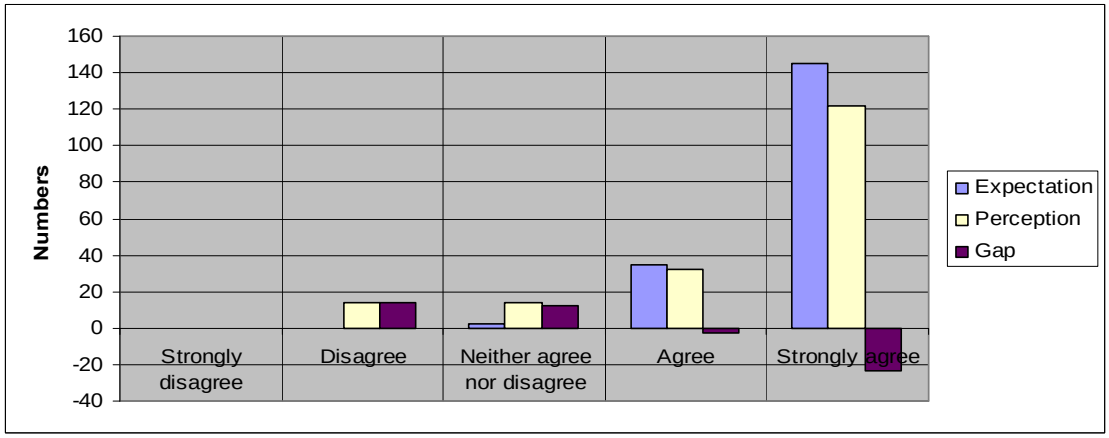

Figure 19: Expectations and perceptions of community members on project quality management (Gap 1)

Figure 19 above illustrates the community membersô expectations and perceptions of the municipalityôs ability to provide sustainable infrastructure services to the community. 79.67% of community members expect the municipality to provide sustainable infrastructure services to the community. 67% of the community members strongly agree that the municipality is able to provide sustainable infrastructure services to the community. There is a negative gap between the communityôs expectations and perception about the sustainability of infrastructure projects provided to the community.

Table 14: Councillorsôexpectation and perception on project quality management

Measurement	Expectation	%	Perception	%	Gap
Strongly disagree	0	0.00%	0	0.00%	0
Disagree	0	0.00%	1	1.61%	1
Neither agree nor disagree	3	4.84%	6	9.68%	3
Agree	26	41.94%	26	41.94%	0
Strongly agree	33	53.23%	29	46.77%	-4
Total	**62**	**100.00%**	**62**	**100.00%**	**0**

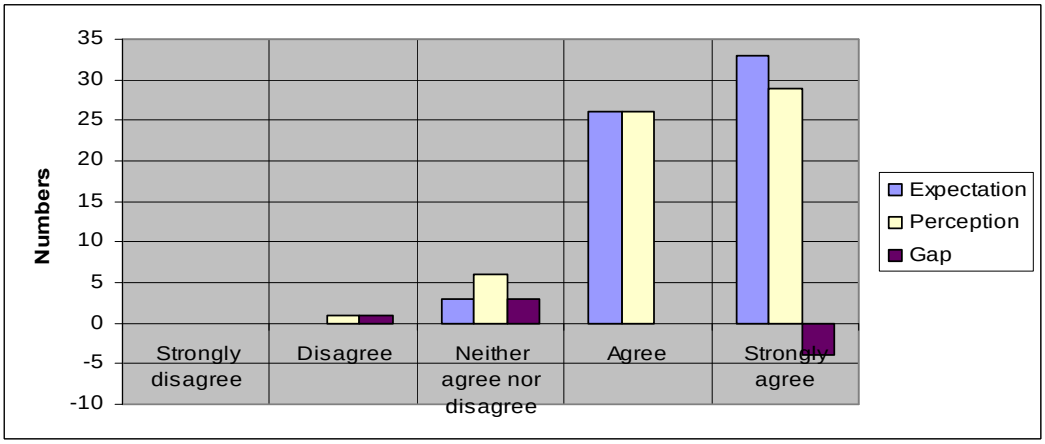

Figure 20: Expectations and perceptions of Councillorsôon project quality management (Gap 2)

Figure 20 above illustrates the community membersô expectations and perceptions of the municipalityôs ability to provide sustainable and quality projects. 95.17% of Councillors expect the municipality to provide sustainable infrastructure services to the communities. 88.71% of Councillors agree that the municipality provides sustainable infrastructure services to the communities. 1.61% of Councillors disagree, therefore a negative gap exists.

Table 15: Managersôexpectation and perception on project quality management

Measurement	Expectation	%	Perception	%	Gap
Strongly disagree	0	0.00%	0	0.00%	0
Disagree	0	0.00%	2	14.29%	2
Neither agree nor disagree	0	0.00%	2	14.29%	2
Agree	7	50.00%	5	35.71%	-2
Strongly agree	7	50.00%	5	35.71%	-2
Total	**14**	**100.00%**	**14**	**100.00%**	**0**

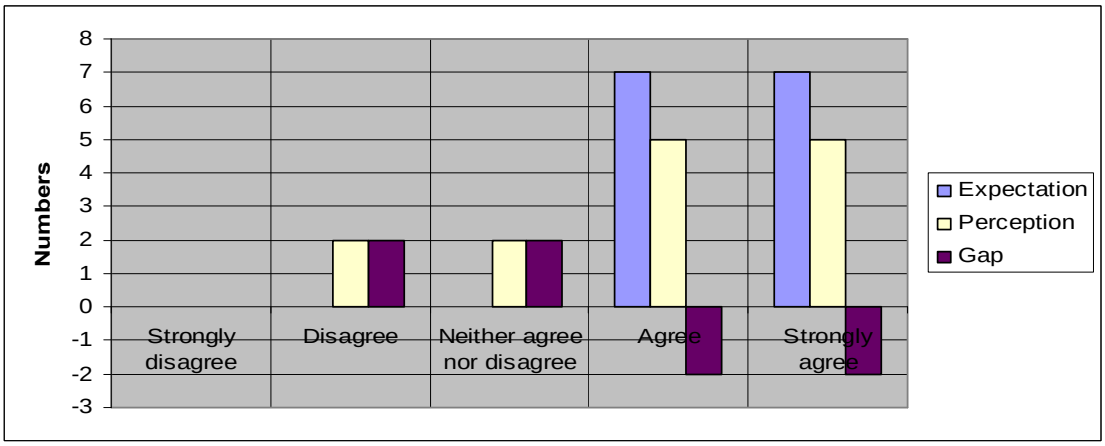

Figure 21: Expectations and perceptions of managersôon project quality management (Gap 3)

Figure 21 above illustrates the managersô expectations and perceptions of the municipalityôs ability to provide sustainable and quality projects. Almost 100% of managers expect the project to conform to high quality standards. 71% of managers agree that projects completed conformed to high quality standards whereas 14.29% were not satisfied with the quality of projects completed. The negative gap exists between what managers expect and what they receive.

Table 16: Techniciansôexpectation and perception on project quality management

Measurement	Expectation	%	Perception	%	Gap
Strongly disagree	0	0.00%	0	0.00%	0
Disagree	0	0.00%	5	27.78%	5
Neither agree nor disagree	0	0.00%	3	16.67%	3
Agree	9	50.00%	6	33.33%	-3
Strongly agree	9	50.00%	4	22.22%	-5
Total	**18**	**100.00%**	**18**	**100.00%**	**0**

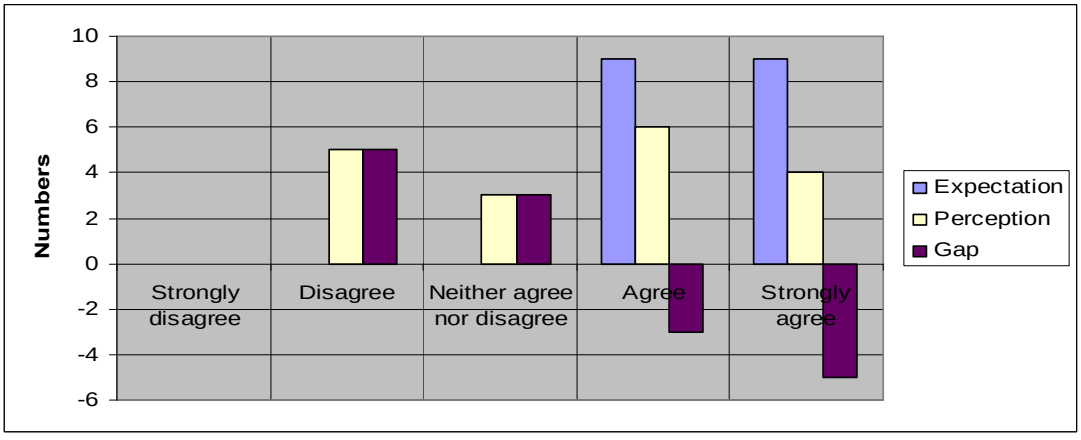

Figure 22: Expectations and perceptions of techniciansôon project quality management (Gap 4)

Figure 22 above illustrates the techniciansô expectations and perceptions of the municipalityôs ability to provide sustainable and quality projects 100% of technicians expect the municipality to offer project of high quality to the communities. 55% agree that the projects conform to high quality standards, whereas 27.78% do not perceive the municipalityôs projects as conforming to high quality standards as such a negative gap exists between their expectations and their perceptions about project quality management.

4.4.5. PROJECT HUMAN RESOURCE MANAGEMENT

Table 17: Communityôs expectation and perception on project human resource management

Measurement	Expectation	%	Perception	%	Gap
Strongly disagree	0	0.00%	0	0.00%	0
Disagree	0	0.00%	3	1.65%	3
Neither agree nor disagree	2	1.10%	7	3.85%	5
Agree	30	16.48%	28	15.38%	-2
Strongly agree	150	82.42%	144	79.12%	-6
Total	**182**	**100.00%**	**182**	**100.00%**	**0**

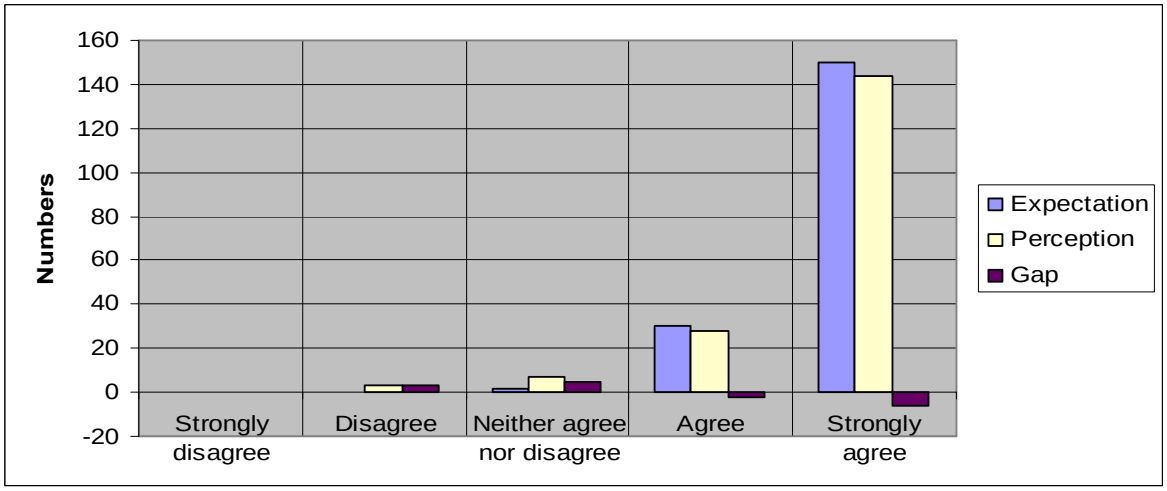

Figure 23: Expectations and perceptions of community members on project human resource management (Gap 1)

Figure 23 above illustrates the community membersô expectations and perceptions of the municipalityôs ability to appoint experienced service providers with the capacity to implement infrastructure projects. 98.9% of community members expect the municipality to appoint experienced service providers with the capacity to implement infrastructure projects. 94.5% of the community members agree that the municipality should appoint experienced service providers while 1.65% disagrees. Therefore a negative gap exists.

Table 18: Councillorsôexpectation and perception on project human resource management

Measurement	Expectation	%	Perception	%	Gap
Strongly disagree	0	0.00%	0	0.00%	0
Disagree	0	0.00%	0	0.00%	0
Neither agree nor disagree	1	1.61%	6	9.68%	5
Agree	18	29.03%	16	25.81%	-2
Strongly agree	43	69.35%	40	64.52%	-3
Total	**62**	**100.00%**	**62**	**100.00%**	**0**

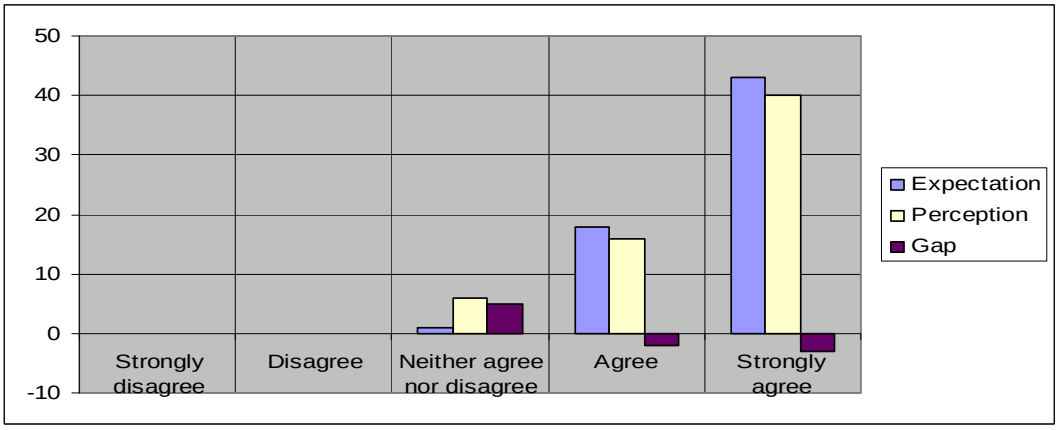

Figure 24: Expectations and perceptions of Councillorsôon project human resource management (Gap 2)

Figure 24 above illustrates the community membersô expectations and perceptions of the municipalityôs ability to have enough human resource capacity. 93.88% of Councillors expect the municipality to have enough human resource capacity to provide basic infrastructure services to the community. 90.33% of Councillors agree that the municipality has enough human resource capacity, therefore a negative gap exists.

Table 19: Managersôexpectation and perception on project human resource management

Measurement	Expectation	%	Perception	%	Gap
Strongly disagree	0	0.00%	1	7.14%	1
Disagree	0	0.00%	1	7.14%	1
Neither agree nor disagree	2	14.29%	3	21.43%	1
Agree	6	42.86%	5	35.71%	-1
Strongly agree	6	42.86%	4	28.57%	-2
Total	**14**	**100.00%**	**14**	**100.00%**	**0**

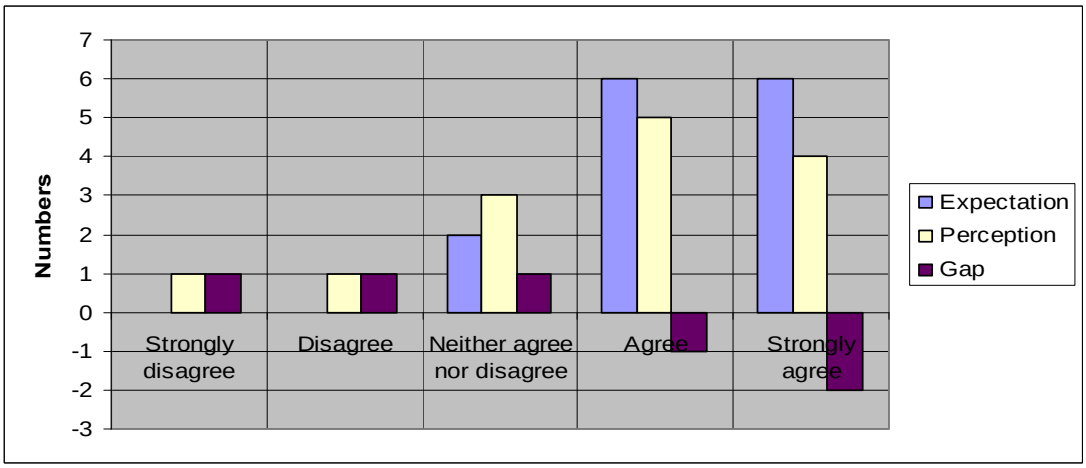

Figure 25: Expectations and perceptions of managersôon project human resource management (Gap 3)

Figure 25 above illustrates the managersô expectations and perceptions of the municipalityôs ability to have enough human resource capacity. 84% of managersôexpect the municipality to appoint qualified engineers, technicians and employees to work in the projects. 64% of managers believe that the municipality ensures that the right people with skills are employed in projects, whereas 14% disagree that less skilled and qualified workers are employed in the projects. 21% neither agree nor disagree that the municipality is employing the right people to work in projects. A negative gap exists between managersôexpectations and perceptions about the recruitment of best skilled workers to work in the municipal projects.

Table 20: Techniciansôexpectation and perception on project human resource management

Measurement	Expectation	%	Perception	%	Gap
Strongly disagree	0	0.00%	1	5.56%	1
Disagree	1	5.56%	1	5.56%	0
Neither agree nor disagree	1	5.56%	5	27.78%	4
Agree	4	22.22%	3	16.67%	-1
Strongly agree	12	66.67%	8	44.44%	-4
Total	**18**	**100.00%**	**18**	**100.00%**	**0**

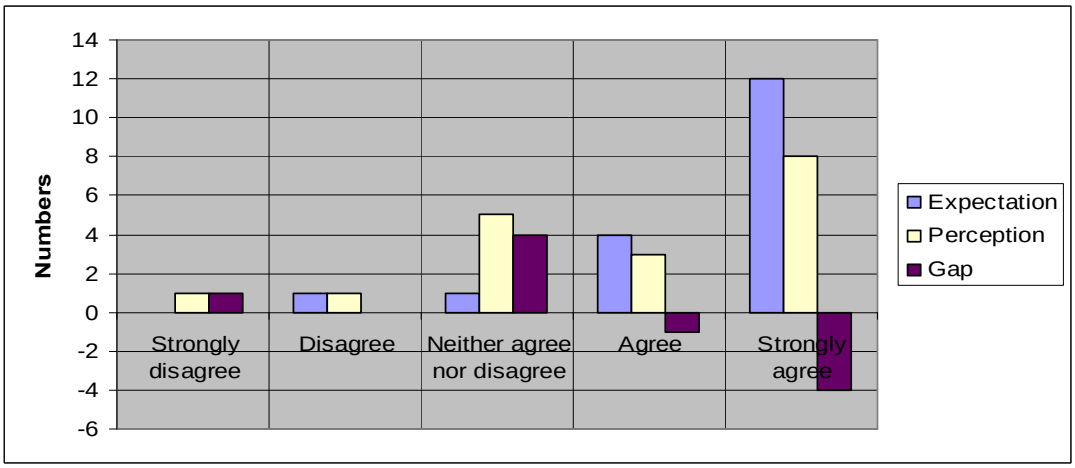

Figure 26: Expectations and perceptions of techniciansôon project human resource management (Gap 4)

Figure 26 above illustrates the techniciansôexpectations and perceptions of the municipalityôs ability to have enough human resource capacity. 88% of technicians expect workers employed in the municipality projects to have enough skills to perform their work and be trained to implement projects successfully. 87% of technicians believe that the municipality should ensure that qualified employees with skills and knowledge are employed in projects, and that enough support is given to officials during project implementation. 10% of technicians do not believe that the municipality is doing enough in terms of project human resource management. A negative gap exists between their expectations and perceptions

4.4.6. PROJECT COMMUNICATION MANAGEMENT

Table 21: Communityôs expectation and perception on project communication management

Measurement	Expectation	%	Perception	%	Gap
Strongly disagree	0	0.00%	0	0.00%	0
Disagree	0	0.00%	6	3.30%	6
Neither agree nor disagree	1	0.55%	7	3.85%	6
Agree	34	18.68%	30	16.48%	-4
Strongly agree	147	80.77%	139	76.37%	-8
Total	**182**	**100.00%**	**182**	**100.00%**	**0**

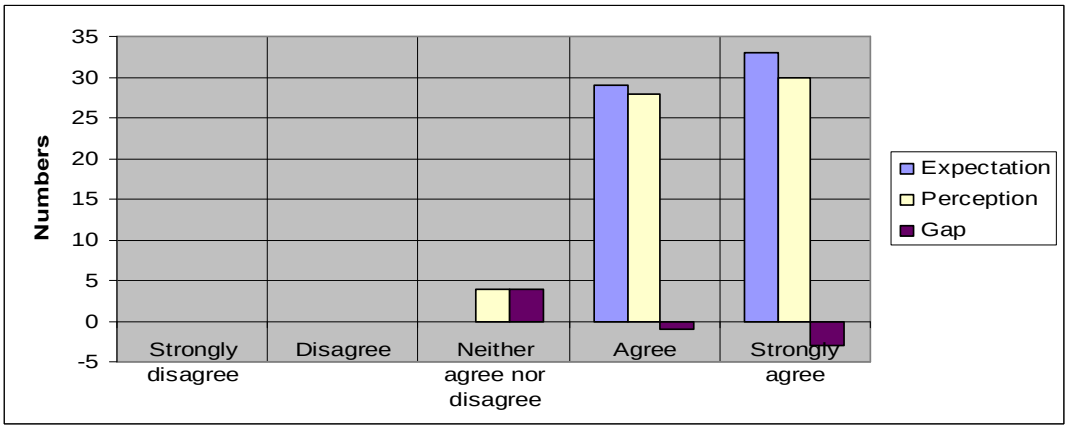

Figure 27: Expectations and perceptions of community members on project communication management (Gap 1)

Figure 27 above illustrates the community membersô expectations and perceptions of the municipalityôs ability to involve community members during project implementation. 99.45% of community members expect the municipality to involve community members during the project implementation. 92.85% of the community members agree that the municipality involve community members during project implementation. While 3.65% disagrees. Therefore a negative gap exists.

Table 22: Councillorsôexpectation and perception on project communication management

Measurement	Expectation	%	Perception	%	Gap
Strongly disagree	0	0.00%	0	0.00%	0
Disagree	0	0.00%	0	0.00%	0
Neither agree nor disagree	0	0.00%	4	6.45%	4
Agree	29	46.77%	28	45.16%	-1
Strongly agree	33	53.23%	30	48.39%	-3
Total	**62**	**100.00%**	**62**	**100.00%**	**0**

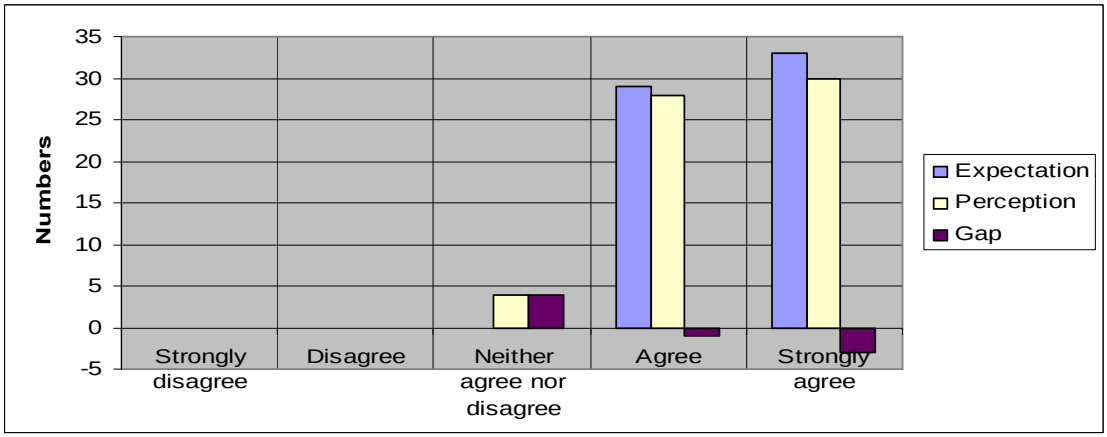

Figure 28: Expectations and perceptions of Councillorsôon project communication management (Gap 2)

Figure 28 above illustrates the Councillorsô expectations and perceptions of the municipalityôs ability to involve stakeholders during project implementation. 100% of Councillors expect the municipality to involve Councillors and community members during project implementation. 93% of Councillors agree that the municipality involve Councillors and community members during project implementation, therefore a negative gap exist.

Table 23: Managersôexpectation and perception on project communication management

Measurement	Expectation	%	Perception	%	Gap
Strongly disagree	0	0.00%	0	0.00%	0
Disagree	0	0.00%	0	0.00%	0
Neither agree nor disagree	0	0.00%	3	21.43%	3
Agree	6	42.86%	4	28.57%	-2
Strongly agree	8	57.14%	7	50.00%	-1
Total	**14**	**100.00%**	**14**	**100.00%**	**0**

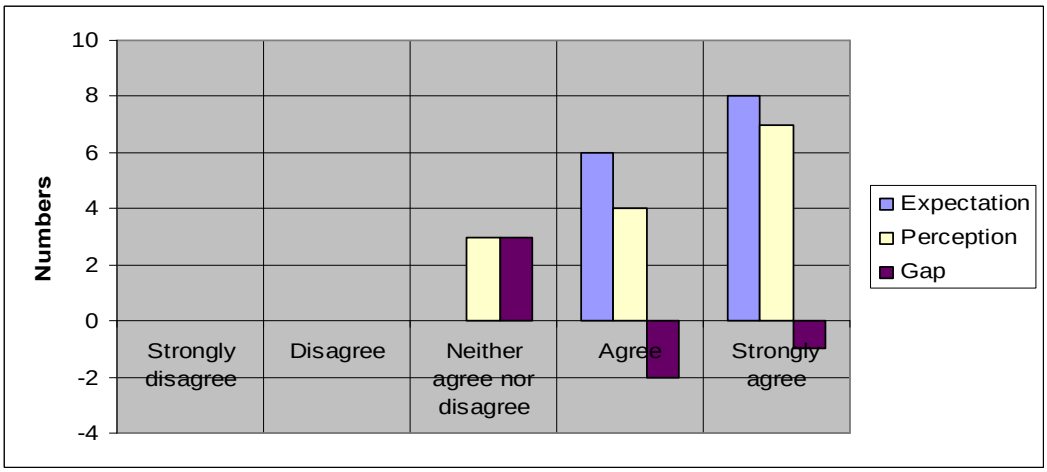

Figure 29: Expectations and perceptions of managersôon project communication management (Gap 3)

Figure 29 above illustrates the managersô expectations and perceptions of the municipalityôs ability to involve stakeholders during project implementation. 100% of managers expect the municipality to have clear communication channels between stakeholders on projects to be implemented. 79% believes that the municipality has clear communication channels. There is a negative gap between managersôexpectation and perception.

Table 24: Techniciansôexpectation and perception on project communication management

Measurement	Expectation	%	Perception	%	Gap
Strongly disagree	0	0.00%	0	0.00%	0
Disagree	0	0.00%	0	0.00%	0
Neither agree nor disagree	0	0.00%	3	16.67%	3
Agree	5	27.78%	4	22.22%	-1
Strongly agree	13	72.22%	11	61.11%	-2
Total	**18**	**100.00%**	**18**	**100.00%**	**0**

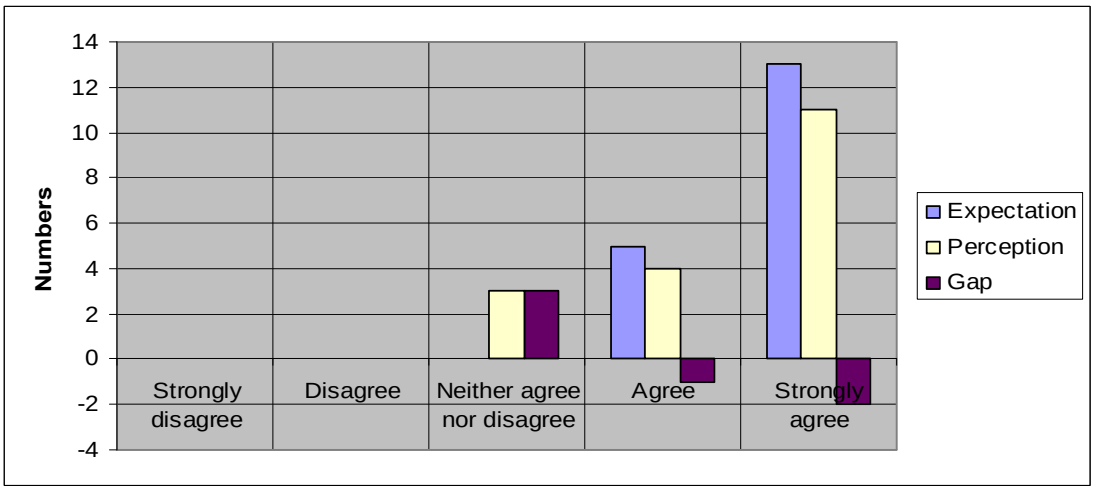

Figure 30: Expectations and perceptions of techniciansôon project communication management (Gap 4)

Figure 30 above illustrates the techniciansôexpectations and perceptions of the municipalityôs ability to involve stakeholders during project implement. 72% of technicians expect the municipalityôs communication channels between stakeholders to be clear. 61.11% strongly feel that communication between municipality and its stakeholders is good concerning projects to be implemented. This creates a negative gap between what technicians expect and what they perceive.

4.2. CONCLUSION

It is clear that the municipality is committed to ensure that the provision of basic services is provided effectively and ensure that the project management principles are adhered to. The municipality has tried to provide services and reduce service backlogs. This chapter focuses on data analysis and graphical presentations of the findings. Background for the discussion and recommendations based on the findings about project management with regards to provisions of basic infrastructure services within the municipality was also provided. Chapter 5 will provide a summary of findings aligned to the aim and objectives of the research.

CHAPTER 5 CONCLUSION & RECOMENDATIONS

5.1. INTRODUCTION

The chapter will provide a summary of findings aligned to the aim and objectives of the research. The conclusion and recommendations will be provided.

5.2. CONCLUSION AND RECOMENDATIONS AS PER THE MATRIX

The matrix structure assists in making the conclusion and recommendations of the gap between the perceptions and expectations of all stakeholders in relation to project scope, time, cost, quality, human resource and communication management.

	Scope	Time	Cost	Quality	Human Resource	Communication	
Community members	+ gap Small %	- gap	+ gap Small %	- gap	- gap	- gap	
Councillors	+ gap Small %	- gap	+ gap Small %	- gap	- gap	- gap	
Managers	+ gap Small %	- gap	- gap	- gap	- gap	- gap	
Technicians	+ gap Small %	- gap	- gap	- gap	- gap	- gap	
	Conclusions and Recommendations						

Conclusions and Recommendations

Figure 31: Conclusion and recommendations as per matrix.

5.3. PROJECT SCOPE MANAGEMENT

5.3.1. COMMUNITY MEMBERS AND COUNCILLORS

In most cases community members and Councillorsôlack of technical knowledge influence them to be more concerned about the final product and be less concerned about the processes related to the final project scope hence there is a small positive gap showing that their perceptions exceeds their expectations about the project scope.

Community members only learn about the projects to be implemented in their villages during the IDP consultations meetings. During the meetings details of scope of work are not outlined to them. Normally community members only realise the magnitude of the project when they see the contractor on site and because of their lack of technical knowledge they only judge the performance of the municipality based on visibility of the final product on site.

The study has revealed that there is a common understanding between community members and councillors in terms what the municipality is expected to provide to the communities. Community members and councillors seem to communicate more about types of services they require from the municipality. In their discussions, they seem not to get more into the technical details of the project scope.

5.3.2. MANAGERS AND TECHNICIANS

Managers and technicians have the necessary technical knowledge about project scope management. Managers perceive projects to be implemented in line with the approved scope, even though in most cases these projects exceed the planned project time and cost but they end up being completed as per approved project scope.

Managers should monitor and evaluate the project scope throughout project life cycle to identify and control all aspects involved in the project. It will be negligent of management to plan the project and let it run on its own without monitoring and evaluation.

Managers and technicians have common understanding of projects implementation processes. They successfully implement projects according to the approved scope even though other project knowledge areas are not fully considered

5.4. PROJECT TIME MANAGEMENT

5.4.1. ALL STAKEHOLDERS.

All stakeholders perceive projects not to be started and completed within the planned project period. This creates a negative gap between their expectations and perceptions of the project time management. There seems to be an agreement amongst all stakeholders with regard to their perception of project time management. The research showed that the municipality's projects are not started and completed within the planned project period as such they affects the project cost negatively.

5.5. PROJECT COST MANAGEMENT

5.5.1. COMMUNITY MEMBERS AND COUNCILLORS

Community members and councillors perceive projects to be implemented within the approved budget. Lack of knowledge on projects budgeting of both community members and councillors creates a slightly positive gap between their expectations and perceptions on project cost management. They seem to be more concerned about the project deliverables than how much it costs to complete the entire project.

5.5.2. MANAGERS AND TECHNICIANS

Managers and technicians perceive that projects are not implemented within the approved budget. Managers and technicians have the necessary knowledge about the project budgeting process. As a result a negative gap exists between their perception and expectations on project cost management. This gap is linked to the fact that projects are not completed within the planned project time.

5.6. PROJECT QUALITY MANAGEMENT

5.6.1. ALL STAKEHOLDERS

All stakeholders perceive quality project to be less than their expectations. This creates a negative gap. This might be attributed to lack of proper monitoring and maintenance plan in place to ensure the sustainability of infrastructure.

5.7. PROJECT HUMAN RESOURCE MANAGEMENT

5.7.1. ALL STAKEHOLDERS

The research has revealed that all stakeholders strongly feel that the municipality is not doing enough in terms of making sure that enough skilled and qualified human resources are recruited for project implementation. Community members do not support officials during project implementation and this created a negative gap between their expectations and perceptions.

The research has revealed that all stakeholders strongly feel that the municipality is not doing enough in terms of involving community members throughout the project life-cycle. This is shown by community members not showing interest in and support to the project and ultimately leading to project failure which results in wasteful resources. The municipality should ensure that all project objectives are clearly defined and communicated to all team members including the community members and the councillors.

5.8. GENERAL CONCLUSION

Generally stakeholders perceive the municipalityôs projects to be implemented in line with the approved project scope. However, managers and technicians seem to agree that even though projects are implemented as per approved scope, they normally exceed the planned project time and cost. However the municipality seems to be doing better in terms of scope management. The gap still exists between the two groups, namely, community members and councillors versus managers and technicians on how they understand the project scope management.

Stakeholders strongly feel that the municipality is not performing up to their expectations in terms of the time taken to complete the projects. Projects do not follow the original project plan and this indicate that there are gaps within contracts between the municipality and service providers in terms of applying penalties when the project runs beyond its period.

Stakeholders strongly feel that the municipality is not performing up to their expectations in terms of adhering to project budgeting. Most of the projects implemented by the municipality end up running beyond its planned project period thus result in costing the municipality more due to escalations .Though the municipality achieves the desired deliverables, there is more wasted of financial resources.

The study has revealed that community members value sustainability. The research indicates that community members are happier if there is no interruption of services provided by the municipality .e.g. Shortage of water supply due to maintenance problems or non-availability of electricity supply due to power failure.

Stakeholders strongly feel that the municipality is not performing up to their expectations in terms of the involvement of community members during project implementation. The study further indicates that community members do not see themselves as part of owners of the infrastructure assets provided by the municipality. As a result they do not care about their safe keeping.

5.9. NEGATIVE FINDINGS BASED ON THE RESEARCHER'S OBSERVATION

- The municipality depends largely on Provincial and National Department grants;
- The municipality has no secure project funds which may result into the projects identified being wish lists;
- The municipality has no plan to come up with alternative service delivery options;
- The community still lacks the understanding of how the municipality functions.

5.10. CORE LESSONS LEARNED

- Never underestimate the knowledge of the community members;
- Research has revealed more insight into project management and made profound difference in understanding certain concepts and significantly improve the quality of analysing different situations.

5.11. RECOMMENDATIONS

Recommendations based on the findings are presented:

5.11.1. PROJECT SCOPE MANAGEMENT

Community members and Councillors should be educated in terms of project scope management. The municipality should put systems in place to ensure that project implementation does not deviate from the approved project scope and thereby causing unnecessary delay in terms of projects completion. There should be clearly defined and communicated project scope to avoid misunderstanding among stakeholders. Most of the community members are not interested in understanding detailed technical processes of implementing projects. It is therefore not necessary to offer them training related to project scope management.

Some community members and councillors who are interested should be trained on project management. It will be advisable to offer the same training to councillors and officials from the municipality in order for each side to understand challenges faced by the other side and learn from one another.

5.11.2. PROJECT TIME MANAGEMENT

There should be clearly defined activities with clear time-frames to complete projects. Planners should take into account slack during projects planning and implementation to guard against delays in terms of material delivery and unforeseen unfavourable climate conditions. Proper monitoring should be done to ensure that projects are completed in time.

Service level agreements should be signed before the start of a project with service providers to ensure that they complete projects on time. Penalties should be applied to any service providers who do not complete the project within the planned period. Systems should be in place within the municipality to monitor and evaluate projects in order to ensure that projects are completed within a planned project period.

5.11.3. PROJECT COST MANAGEMENT

Managers and Technicians should effectively and efficiently manage time to complete the projects in order to reduce the costs. Most of the community members are not interested in project budgeting process. Training them may not be necessary but it is important to train both councillors and officials from the municipality who are responsible for project implementation

and project costing for them to gain better understanding. Proper system should be in place to ensure that projects are implemented within the approved budget. More efforts should be on planning in order to come up with proper estimates from the start of projects.

5.11.4. PROJECT QUALITY MANAGEMENT

Managers and Technicians should aim at improving the quality of projects by continuously monitoring, controlling and evaluating projects. Slight deviation should be reported urgently and corrected to avoid project failure. The municipality should design and put in place proper maintenance plan in order to ensure sustainability of projects. The municipality should come up with proper plans to involve community members in operations and maintenance of infrastructure.

5.11.5. PROJECT HUMAN RESOURCE MANAGEMENT

The municipality should recruit skilled and qualified employees to implement projects successfully in particular project managers and technicians. Continuous training should be offered to managers and technicians in order to empower them with the required skills. Training of community members and councillors might also reduce the burden from the municipality. Project steering committees should be in place to monitor the project implementations. The project steering committee should comprise of both the members of the community and councillors. Training on basic project management principles should be provided to them so that they can be given tasks during the project implementation.

5.11.6. PROJECT COMMUNICATION MANAGEMENT

Community members should be involved throughout the project implementation process. The municipality should establish project communication channels to give feedback to all relevant stakeholders. Proper communication will result in community members supporting the projects throughout the project life-cycle and they will develop a sense of ownership.

5.12. GENERAL RECOMMENDATIONS

The municipality should introduce systems to ensure that future projects are completed within the stipulated time, within the approved budget and scope. Quality standards should always be adhered to in order to avoid project failure which may lead to wasted resources. Highly skilled and qualified managers and technicians should be recruited and retained. Community members should be involved and actively participate through all stages of project implementation.

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7. ANNEXURES

7.1. ANNEXURE A QUESTIONNAIRE: COMMUNITY MEMBERS

7.1.1 SET 1: EXPECTATIONS OF COMMUNITY MEMBERS

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
	Project scope management					
1	All projects are expected to be implemented in line with the approved scope.	1	2	3	4	5
	Project time management					
2	All projects implemented within villages are expected to be completed in time.	1	2	3	4	5
	Project cost management					
3	Community members are expected to pay for basic services provided by the municipality.	1	2	3	4	5
	Project quality management					
4	The municipality is expected to provide sustainable infrastructure services to the communities.	1	2	3	4	5
5	All infrastructure projects implemented to the communities are expected to be operational.	1	2	3	4	5
6	Municipal officials are expected to perform quality work while providing basic infrastructure services to the communities.	1	2	3	4	5
	Project human resource management					
7	The municipality is expected to have enough human resources to provide basic infrastructure services to the community.	1	2	3	4	5
8	The municipality is expected to appoint experienced service providers with the capacity to implement infrastructure projects.	1	2	3	4	5
9	Community members are expected to take good care of all municipal infrastructure projects.	1	2	3	4	5
	Project communication management					
10	It is expected that community members should be involved during the implementation of projects.	1	2	3	4	5
11	Community representatives are expected to be involved during infrastructure project implementation.	1	2	3	4	5
12	It is expected that community members should know the place to report challenges experienced with municipal infrastructure services.	1	2	3	4	5

7.1.2. SET 2 : PERCEPTIONS OF COMMUNITY MEMBERS

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
	Project scope management					
1	All projects are implemented according to the approved scope.	1	2	3	4	5
	Project time management					
2	All projects implemented in my village are completed in time.	1	2	3	4	5
	Project cost management					
3	Community members pay for basic services provided by the municipality.	1	2	3	4	5
	Project quality management					
4	The municipality provides sustainable infrastructure services to the communities.	1	2	3	4	5
5	All infrastructure projects implemented for the communities are operational.	1	2	3	4	5
6	Municipal officials perform quality work while providing basic infrastructure services to the communities	1	2	3	4	5
	Project human resource management					
7	The municipality has enough human resources to provide basic infrastructure services to the community.	1	2	3	4	5
8	The municipality appoints experienced service providers with the capacity to implement infrastructure projects to my community.	1	2	3	4	5
9	Community members take good care of all municipal infrastructure projects.	1	2	3	4	5
	Project communication management					
10	Community members are be involved during the implementation of projects.	1	2	3	4	5
11	Community representatives are involved during infrastructure project implementation.	1	2	3	4	5
12	Community members know the place to report challenges experienced with municipal infrastructure services.	1	2	3	4	5

7.2. ANNEXURE B QUESTIONNAIRE: COUNCILLORS

7.2.1 SET 1 : EXPECTATIONS OF COUNCILLORS

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
	Project scope management					
1	All projects are expected to be implemented in line with the approved scope.	1	2	3	4	5
	Project time management					
2	All projects are expected to be completed within the planned project period.	1	2	3	4	5
	Project cost management					
3	It is expected that the municipality should have enough funds to alleviate basic infrastructure service backlog	1	2	3	4	5
4	All projects are expected to be completed within the Councilõs approved budget.	1	2	3	4	5
	Project quality management					
5	The municipality is expected to provide sustainable infrastructure services to communities.	1	2	3	4	5
6	Reliable systems are expected to be in place for officials to account to Council on service delivery performance.	1	2	3	4	5
7	It is expected that the municipality should appoint qualified officials to monitor the implementation of infrastructure projects.	1	2	3	4	5
	Project human resource management					
8	The municipality is expected to have enough human resources to provide basic infrastructure services to the community.	1	2	3	4	5
9	Councillors are expected to give support to officials for provision of basic services to the communities.	1	2	3	4	5
	Project communication management					
10	Councillors are expected to be involved during all infrastructure projects planning.	1	2	3	4	5
11	It is expected that Councillors should understand their role in the process of infrastructure project planning.	1	2	3	4	5
12	Councillors are expected to be involved during community consultations.	1	2	3	4	5
13	Councillors are expected to advice community members on the importance of taking care of municipal services.	1	2	3	4	5
14	Community members are expected to be involved during the implementation of projects.	1	2	3	4	5

7.2.2 SET 2 : PERCEPTIONS OF COUNCILLORS

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
	Project scope management					
1	All projects are implemented in line with the approved scope.	1	2	3	4	5
	Project time management					
2	Projects are always completed within the planned project period.	1	2	3	4	5
	Project cost management					
3	The municipality has enough funds to alleviate basic service backlog.	1	2	3	4	5
4	All projects are completed within council approved budget.	1	2	3	4	5
	Project quality management					
5	The municipality provides sustainable infrastructure services to communities.	1	2	3	4	5
6	Reliable systems are in place for officials to account to Council on service delivery performance.	1	2	3	4	5
7	The municipality appoints qualified officials to monitor the implementation of infrastructure services.	1	2	3	4	5
	Project human resource management					
8	The municipality has enough human resources to provide basic infrastructure services to the community.	1	2	3	4	5
9	Councillors give support to officials for provision of basic services to the communities.	1	2	3	4	5
	Project communication management					
10	Councillors are involved in all infrastructure projects planning.	1	2	3	4	5
11	Councillors understand their role in the process of infrastructure project planning.	1	2	3	4	5
12	Councillors are involved during community consultations.	1	2	3	4	5
13	Councillorsôadvice community members on the importance of taking care of municipal services.	1	2	3	4	5
14	Community members are to be involved during the implementation of projects.	1	2	3	4	5

7.3. ANNEXURE C QUESTIONNAIRE: MANAGERS

7.3.1 SET 1 : EXPECTATIONS OF MANAGERS

		Strongly disagree	Disa gree	Neither agree nor disagree	Agree	Strongly agree
	Project scope management					
1	Tools are expected to be in place to monitor implementation of projects in line with the approved project scope.	1	2	3	4	5
2	It is expected that the scope of work for infrastructure projects should be discussed with beneficiaries before the implementation.	1	2	3	4	5
3	All projects are expected to be implemented in line with the approved scope.	1	2	3	4	5
	Project time management					
4	It is expected that steps should always be taken if the project runs beyond its construction period.	1	2	3	4	5
5	All projects are expected to be completed within the planned project period.	1	2	3	4	5
	Project cost management					
6	All projects are expected to be completed within the Councilõs approved budget.	1	2	3	4	5
	Project quality management					
7	The municipality is expected to provide sustainable infrastructure services to communities.	1	2	3	4	5
8	The municipality is expected to have reliable project management system to monitor project implementation.	1	2	3	4	5
9	All basic infrastructure projects implemented by the municipality are expected to be functional.	1	2	3	4	5
10	The municipality is expected to have proper maintenance plan for all basic infrastructure projects.	1	2	3	4	5
	Project human resource management					
11	The municipality is expected to have enough human resources to provide basic infrastructure services to the community.	1	2	3	4	5
12	Guidelines for implementation of basic infrastructure services are expected to be available.	1	2	3	4	5
13	Community members are expected to support officials during project implementation.	1	2	3	4	5
14	The municipality is expected to provide technicians with opportunities to be trained on project management.	1	2	3	4	5
	Project communication management					
15	Community members are expected to be involved during the implementation of projects.	1	2	3	4	5
16	It is expected that communication channels between stakeholders (communities, councillors, administrators, sector departments and service providers) be very clear.	1	2	3	4	5

7.3.2 SET 2 : PERCEPTIONS OF MANAGERS

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
	Project scope management					
1	Tools are in place to monitor implementation of projects in line with approved project scope.	1	2	3	4	5
2	The scope of work for infrastructure projects is discussed with beneficiaries before the implementation.	1	2	3	4	5
3	All projects are implemented according to the approved scope.	1	2	3	4	5
	Project time management					
4	Steps are always taken if the project runs beyond its construction period.	1	2	3	4	5
5	All projects are completed within planned time frame	1	2	3	4	5
	Project cost management					
6	All projects are completed within council approved budget.	1	2	3	4	5
	Project quality management					
7	The municipality should provide sustainable infrastructure services to communities.	1	2	3	4	5
8	The municipality had reliable project management system to monitor project implementation.	1	2	3	4	5
9	All basic infrastructure projects implemented by the municipality are functional.	1	2	3	4	5
10	The municipality has proper maintenance plan for all basic infrastructure projects.	1	2	3	4	5
	Project human resource management					
11	The municipality has enough human resources to provide basic infrastructure services to the community.	1	2	3	4	5
12	Guidelines for implementation of basic infrastructure services are available.	1	2	3	4	5
13	Community members support officials during project implementation.	1	2	3	4	5
14	The municipality provides technicians with opportunities to be trained on project management.	1	2	3	4	5
	Project communication management					
15	Community members are involved during the implementation of projects.					
16	A communication channel between stakeholders (communities, councillors, administrators, sector departments and service providers) is very clear.	1	2	3	4	5

7.4. ANNEXURE D QUESTIONNAIRE: TECHNICIANS

7.4.1 SET 1 : EXPECTATIONS OF TECHNICIANS

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
	Project scope management					
1	Technicians are expected to ensure that service providers do not deviate from the project scope.	1	2	3	4	5
	Project time management					
2	Technicians are expected to ensure that projects are completed within the planned time frame.	1	2	3	4	5
	Project cost management					
3	All projects are expected to be completed within the Council's approved budget.	1	2	3	4	5
	Project quality management					
4	The municipality is expected to provide sustainable infrastructure services to communities.	1	2	3	4	5
5	The municipality is expected to have reliable project management system to monitor project implementation.	1	2	3	4	5
6	All basic infrastructure projects implemented by the municipality are expected to be functional.	1	2	3	4	5
7	The municipality is expected to have proper maintenance plan for all basic infrastructure projects.	1	2	3	4	5
8	It is expected that technicians should be evaluated on whether they perform their work effectively.	1	2	3	4	5
	Project human resource management					
9	The municipality is expected to have enough human resources to provide basic infrastructure services to the community.	1	2	3	4	5
10	The municipality is expected to offer enough support to administrators in terms of project implementation.	1	2	3	4	5
11	The municipality is expected to provide technicians with the required tools and equipments needed to perform their duties.	1	2	3	4	5
12	Technicians are expected to have guidelines for implementation of basic services.	1	2	3	4	5
13	The municipality is expected to provide technicians with opportunities to be trained on project management.	1	2	3	4	5
	Project communication management					
14	Community members are expected to be involved during the implementation of projects.	1	2	3	4	5
15	It is expected that communication channels between stakeholders (communities, councillors, administrators, sector departments and service providers) be very clear.	1	2	3	4	5

7.4.2 SET 2 : PERCEPTIONS OF TECHNICIANS

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
	Project scope management					
1	Technicians ensure that service providers do not deviate from the project scope.	1	2	3	4	5
	Project time management					
2	Technicians ensure that projects are completed within the planned time frame.	1	2	3	4	5
	Project cost management					
3	All projects are completed within the Councilôs approved budget.	1	2	3	4	5
	Project quality management					
4	The municipality provide sustainable infrastructure services to communities.	1	2	3	4	5
5	The municipality has reliable project management system to monitor project implementation.	1	2	3	4	5
6	All basic infrastructure projects implemented by the municipality are functional.	1	2	3	4	5
7	The municipality has proper maintenance plan for all basic infrastructure projects.	1	2	3	4	5
8	Technicians are evaluated on whether they perform their work effectively.	1	2	3	4	5
	Project human resource management					
9	The municipality has enough human resources to provide basic infrastructure services to the community.	1	2	3	4	5
10	The municipality offer enough support to administrators in terms of project implementation.	1	2	3	4	5
11	The municipality provides technicians with the required tools and equipments needed to perform their duties.	1	2	3	4	5
12	Technicians have guidelines for implementation of basic services.	1	2	3	4	5
13	The municipality provides technicians with opportunities to be trained on project management.	1	2	3	4	5
14	**Project communication management**	1	2	3	4	5
	Community members are involved during the implementation of projects.					
15	Communication channels between stakeholders (communities, councillors, administrators, sector departments and service providers) are very clear.	1	2	3	4	5

7.5. ANNEXURE E INTERVIEW LETTER

Letter of permission to conduct interviews.

25 August 2010

Polokwane Local Municipality
Cnr Landros Mare & Bodenstein Street
Polokwane
Attention: Acting Municipal Manager

To: The interviewee

I hereby kindly request you to participate in a short interview session for a research dissertation for a Masters in Business Administration (MBA) from the University of Limpopo.

The topic of the dissertation is: **Basic infrastructure services provision by Polokwane Local Municipality in Limpopo Province.**

The interview will be in a form of a questionnaire which will be distributed to you for completion and will be collected after three (3) days. Your inputs and responses in the interview are guaranteed to be confidential.

I hope you will be free to participate in the interview.

Yours faithfully

_____
Mojapelo H.L

7.6. ANNEXURE E EDITING LETTER

UNIVERSITY OF LIMPOPO
TURFLOOP CAMPUS

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25 November 2010

UNIVERSITY OF LIMPOPO
SOVENGA

Dear sir,

I wish to acknowledge that I have edited the dissertation of Mojapelo HL.

Yours faithfully

LB Mphahlele
Lecturer: Dept of English Studies
Cell No: 072 260 6134