THE ROLE OF TOTAL QUALITY MANAGEMENT IN ENHANCING SERVICE DELIVERY AT SEDIBENG DISTRICT MUNICIPALITY

BY

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Mini dissertation in partial fulfillment of the requirement for the Magister Artium in Development and Management degree within the School of Basic Sciences at the North-West University

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North-West University (Vaal Campus)
April 2010
ACKNOWLEDGEMENTS

A number of people contributed significantly in me completing this study. I am humbled by their contribution and indebted to them for their support. The people listed below directly contributed towards the successful completion of this study:

- My Creator, God the Almighty for His grace for me to see light of day and complete this study. Wisdom and good health are blessings from God.
- My supervisor, Professor EP Ababio for his guidance and wisdom, the patience he displayed and the confidence that he demonstrated in me as a student. It was not easy professor EP Ababio, glad that you did not give up on me, though I experienced challenges both personally as well as professionally. Believe me, your humbleness and assertiveness inspired me more and I always wanted to restore the confidence you all along demonstrated in me. You have been more than a supervisor to me, thank you very much for being there for me 24/7.
- Juanita, my ex-wife, for your continued dedicated support as well as motivation. Thanks for spending late hours at night in providing in my material needs and for typing some of my work. You have been a real pillar of strength. I am highly indebted to you Juanita.
- There have been many other people who contributed towards me completing my studies whether through motivation, encouragement as well as physically there to assist me.
- Jnr, my son, you have been exceptional as you were the one who brought me my laptop, plugged in the laptop and made me comfortable
- My gratitude goes to the Executive Mayor of Sedibeng District Municipality and the Municipal Manager who agreed to me conducting an empirical research survey involving both external as well as internal role players
- Thank you to the Members of the Mayoral Committee for your participation in the survey, as well as external role players and including the staff of Sedibeng District Municipality for the time that you have spent in completing the questionnaires.
- My daughter, Rochelle and the staff in my office for your administrative support to call the role players in the survey and reminding them about the submission of the questionnaires and for typing parts of my study, thank you very much.
ABSTRACT

Sedibeng District Municipality (SDM) falls within the category of local government, a sphere of government and being part of public sector management. The South African public sector management is affected by factors of globalization and finds it in competition with the private sector. Competition of this nature is about best practices and how to apply management systems, methods and standards that were successfully applied in the private sector and public sector institutions throughout the world. It is within this context that the study focuses on ways and means to address the inefficiencies, duplication of resources and wastages in SDM exacerbated by the silo approach between different clusters and departments. All of these have a negative effect on quality service delivery. Government has created an enabling environment through the enactment of legislation as well as adoption of policy frameworks to allow the public sector to pursue management theories such as Total Quality Management (TQM).

Literature review on TQM and business process mapping techniques is in abundance and attests to the usefulness of these techniques with practical examples. It is acknowledged that the concentration of TQM implementation is in relation to the product other than the service. The public sector is distinct from the private sector as the one is caring, developmental and democratic, whereas the other is profit driven. The ideological discourse on TQM and the perception that was created around it by labour, require further engagement in order to address mutual concerns. Stakeholders form an integral part of the public sector environment. The literature review draws a distinction between the citizen and the customer. Amongst the many examples, one is the implementation of TQM in the Japanese economy and the turnaround that it brought about, especially when applied in the manufacturing industries. Another example is the introduction of TQM and business process management in the Iranian public sector. Furthermore, the literature review highlighted contrasting views of TQM between labour and the private sector, which find themselves from time to time at loggerheads. Labour is protecting the workers from downsizing as a result of the implementation of TQM.

TQM and strategic business process mapping techniques were identified in the hypothesis to improve quality in service delivery. Empirical research conducted which involved key municipal role players both internal as well as external endorsed the literature review. Research methods applied assisted in arriving at the following findings:

- Strategic business process mapping and TQM are mutually inclusive. Most of the responses received confirmed that top management is ready to embrace TQM as a management philosophy.
They further demonstrated a profound sense of knowledge to the business process re-engineering within the TQM context. Silo-ism was evaluated and it can be overcome with the implementation of continuous improvement methods. Many of the respondents responded favourably towards managing processes qualitatively, which can only be achieved through the application of strategic business process mapping as an enabling tool. Strategic business process mapping bring about coherent and integrated processes, reducing inefficiencies and increasing effectiveness. Continuous improvement and customer orientation were rated equally high by respondents and therefore addressed the hypothesis as outlined above. All the variables associated with the assessment on awareness contribute towards improved service delivery.

- Incoherent public sector practices were illustrated in the form of the existing organizational culture. Of the participants who responded to questionnaires, some are of the view that the municipality subscribes to business organizational excellence and others not.
- SDM leans strongly towards strategy, which is a good sign in delivering on a quality-based strategic plan. The organization is becoming a learning organization that can align its vision and mission and strategic objectives to the TQM philosophy.

The study ends with recommendations for management action by the Executive Mayor and the Municipal Manager of Sedibeng District Municipality.
### ABBREVIATIONS AND ACRONYMNS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>ANC</td>
<td>African National Congress</td>
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<tr>
<td>ASQ</td>
<td>American Society for Quality</td>
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<td>AU</td>
<td>African Union</td>
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<tr>
<td>Batho Pele</td>
<td>People First principles</td>
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<td>BPR</td>
<td>Business Process Re-engineering</td>
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<td>CBOs</td>
<td>Community Based Organizations</td>
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<td>COSATU</td>
<td>Congress of South Africa Trade Union</td>
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<td>DoD</td>
<td>Department of Defense</td>
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<td>DPLG</td>
<td>Department Provincial and Local Government</td>
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<td>ETU</td>
<td>Education and Training Unit</td>
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<td>GOAL/QPC</td>
<td>World leader in continuous improvement</td>
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<td>GDS</td>
<td>Growth and Development Strategy</td>
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<td>IDEF</td>
<td>Integration DEFinition</td>
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<td>IDP</td>
<td>Integrated Development Plan</td>
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<td>ISO</td>
<td>International Organization for Standardization</td>
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<td>KPIs</td>
<td>Key Performance Indicators</td>
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<td>MDG</td>
<td>Millennium Development Goals</td>
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<td>MFMA</td>
<td>Municipal Finance Management Act</td>
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<td>NGOs</td>
<td>Non Governmental Organizations</td>
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<td>NEPAD</td>
<td>New Partnership for African Development</td>
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<td>NUMSA</td>
<td>National Union of Metal Workers of South Africa</td>
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<td>NAFCOC</td>
<td>National African Federated Chamber of Commerce</td>
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<tr>
<td>PDCA</td>
<td>Plan Do Check and Act</td>
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<td>PIs</td>
<td>Performance Indicators</td>
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<td>PMS</td>
<td>Performance Management System</td>
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<td>PPP</td>
<td>Public-Public Partnership</td>
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<td>QMS</td>
<td>Quality Management Systems</td>
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<td>RDP</td>
<td>Reconstruction and Development Programme</td>
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<td>SA</td>
<td>South Africa</td>
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<tr>
<td>SADT</td>
<td>Structured Analysis and Design Technique</td>
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<td>SAMWU</td>
<td>South African Municipal Workers Union</td>
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<tr>
<td>SDBIP</td>
<td>Service Delivery and Budget Implementation Plan</td>
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<tr>
<td>Acronym</td>
<td>Description</td>
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<tr>
<td>SDM</td>
<td>Sedibeng District Municipality</td>
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<tr>
<td>SPC</td>
<td>Statistical Process Control</td>
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<td>SWOT</td>
<td>Strengths, Weakness, Opportunities and Threats</td>
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<td>TQM</td>
<td>Total Quality Management</td>
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<tr>
<td>UN</td>
<td>United Nations</td>
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<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
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<tr>
<td>UoP</td>
<td>University of Portsmouth</td>
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<tr>
<td>VUT</td>
<td>Vaal University of Technology</td>
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