



AN INVESTIGATION INTO THE EFFECTIVENESS OF THE MUNICIPAL PAYMENT INCENTIVE SCHEME AS A LOYALTY PROGRAMME – A CASE STUDY OF THE CITY OF TSHWANE WITH A SPECIAL FOCUS ON SOSHANGUVE

By

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ABSTRACT

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ABSTRACT

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Payment for services has been a challenge for municipalities for sometime in South Africa. This has caused municipalities to employ a number of strategies to assist in the collection of revenue. The methods of collection that have been used in the past mostly focused on the stick approach where your services would just be cut until you make the payment. Methods like Masakhane tried to explain why ratepayers needed to pay but fell short as the emphasis was on payment for services and not on the obligation for the municipalities to provide quality services as well. Loyalty programmes are used widely by the private sector and are proving worthwhile in getting customers to become loyal. The purpose of this study therefore is to find out the effectiveness of the municipal payment incentive scheme as a loyalty programme in the City of Tshwane- Soshanguve. Relationship building, the researcher found, is an important component in establishing loyalty amongst customers. This study follows the conceptual framework for modelling customer lifetime value and building customer equity.

Soshanguve which is a township was chosen as an area of focus. Soshanguve is one of the biggest areas in the City of Tshwane area. The sample had to be representative of such a big population of about 88 000 households. The study used a stratified random sampling method of 375 Soshanguve households. The results attained from Soshanguve can be applied to other townships found in the City of Tshwane as they have similar characteristics. Structured interviews were conducted with 375 respondents who were drawn from ten different wards that are billed by the municipality to represent households. The questionnaire had both open ended and closed ended questions. The data that was collected was analysed using content analysis from the computer and open ended questions were self analysed. Secondary research was done using City of Tshwane documents and its website.

The researcher found that municipalities and government departments have not used this kind of a loyalty programme to encourage payment; City of Tshwane is the first in South Africa to employ such a strategy. The study found that respondents believe the City of Tshwane should offer affordable services and improve service delivery as part of improving payment for services. The incentive scheme, although in its early stages was found to be a motivating factor for the majority of the respondents to pay on time

because they want to qualify to win and get the cash back rewards and prizes offered by the scheme. The study found that there was a need to use local merchants that can be accessible to a large number of people. The researcher also found that the marketing and visibility for such a scheme was of utmost importance. On the overall the respondents were happy and proud to have such a programme, for them the municipal incentive payment scheme showed a caring side of the municipality for those meeting their obligation.

STATEMENT

With the signature below I, Khanyakable Mahlare, hereby declare that the work that I present in this thesis is based on my own research, and that I have not submitted this thesis to any other institution of higher education to obtain an academic qualification.

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Mahlare

2006

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TERMS AND ABBREVIATIONS

- CTMM : City of Tshwane Metropolitan Municipality
- IDP : Integrated Development Plan
- SAP : Systems Applications Products in Data Processing
- Steercom : Steering committee
- The Resident: Municipal payment incentive scheme
- CDS : City Development Strategy
- SAA : South African Airways
- MPiS : Municipal Payment Incentive scheme

Chapter 1

STATEMENT OF PROBLEMS AND RESEARCH DESIGN

1.1 Introduction

In 2004 the City of Tshwane Metropolitan Municipality issued tender inviting companies to propose a way to assist the municipality in improving the levels of payment by residential customers, as income from services accounts is an important source of revenue for the municipality. Subsequent to that the Municipality appointed a company, which then designed a payment incentive scheme called “the resident”.

The scheme was designed to enhance ratepayer loyalty; positively influence the way ratepayers regard the Municipality; increase the multiplier effect by supporting local business clusters thereby ensuring local economic development; acquire non-paying ratepayers as well as gaining an advantage in raising the level of revenue collection and further analyse the municipality’s rate payer base profile for future communication programmes on a relevant target audiences. (Famate proposal on the design and implementation of payment incentive scheme). The ratepayer that is up to date with his/her account gets the resident card which offers endless rewards for travelling, leisure and shopping throughout South Africa. The ratepayer receives instant cash back in Rands when the card is used at a loyalty partner and these can be redeemed at any loyalty partner as all credits are stored on the Resident card. There are also monthly prizes that are won so as to ensure participative behaviour.

As this is a first for Municipalities and the fact that the scheme tries to answer to the National Government call created an interest to the researcher as an area to be researched. This study will provide a point of reference for other municipalities that may want to follow the same route of introducing the same form of an incentive schemes to improve their debt recovery levels.

An incentive scheme is a formal scheme for inducing someone to do something. (Word Net Search – 2.1). The City of Tshwane is trying therefore to induce ratepayers to always pay their municipal accounts on time by rewarding loyal customer so that they continue to pay. This is important for the municipality because the Municipal Systems Act (Act 32: 2000) stipulates very clearly that the most important function of a municipality is service delivery. Municipalities are bound by this act to promote the basic needs

of the local community and allow members of the community to have access to at least the minimum level of basic municipal services. The Resident campaign is aimed at improving the payment levels of the municipality. In the 2004/2005 medium term budget, the City of Tshwane undertook to improve its current 96% consumer collection rate to 97%. This percentage was expected to increase by at least 0.5% per annum through the medium term as the new consumer debtors' improvement strategy was progressively implemented. (2004/2005 Medium-term budget).

- I In the province's local government mid-term report that was tabled by MEC Trevor Fowler as early as October 2003 in the provincial legislature that a number of municipalities were already implementing centralised, uniform and integrated financial systems that support cost effectiveness and efficiency. Many municipalities also introduced better client-centred strategies to boost payment levels. Emfuleni, for example, established customer care services offices in Vanderbijlpark and Vereeniging, as well as easy pay systems at Pick 'n Pay and Checkers outlets. West Rand District Municipality also extended its pay points. The City of Tshwane in addition to other methods it employed, like opening more payment outlets and cut offs to non paying ratepayers, has embarked on this incentive payment programme. The important question to ask is "Do these programmes really create extra loyalty over that which is driven by the relative value of the product/service?" (Sloan Management Review 38(4) 1997)

1.2 Statement of Problems

1.2.1 Overall problem statement

City of Tshwane like so many municipalities is facing problems with payment levels for municipal services. Despite the arrears being written off in many municipalities after 1994 the municipal debt has increased. The City of Tshwane even though it is better in its revenue collection strategies compared to other municipalities still has a growing debt that needs to be reduced. Many areas within the City of Tshwane now have adequate services which they did not have before, as the municipality continues to address the issue of backlogs, and that poses a challenge that these residents should not follow a former culture of non- payment for services as was done in the past pre- 1994.

This research is meant to contribute to the revenue collection strategies of the Finance department as well marketing and communication of the City of Tshwane.

1.2.2 Null hypothesis and alternative hypothesis

Null hypothesis

The introduction of the payment incentive scheme will encourage residential customers of the City of Tshwane Metropolitan Municipality –Soshanguve to pay on time.

Alternative hypothesis

The introduction of the payment incentive scheme will not encourage residential customers of the City of Tshwane Metropolitan Municipality – Soshanguve to pay on time.

1.3 Objectives

Most research is meant to help with the problems that have been identified. The objectives of this particular research are:

To find out if the payment levels have improved as a result of the incentive scheme.

To determine if loyal paying customers were loyal because of this programme

To determine if there are “new” paying customers were changed by this programme

To determine the way ratepayers view the scheme

To measure to what extent the incentives created loyalty in residential customers

To determine if the scheme has been adequately marketed

To find out if ratepayers see the benefits of the incentive scheme

To determine preferred communication channels for future use

The findings on the stated objectives above might enable the municipality to evaluate the effectiveness of the use of the payment incentive scheme and chart the way forward for the municipality after its initial contractual obligation of two years.

1.4 Critical questions

Research questions and objectives should address precisely what the research seeks to arrive at. Saunders et al (2003:30). The questions that can be asked in this research are the following:

1.4.1 Why has the City of Tshwane introduced the payment incentive scheme programme?

This question will look at the reasons why the Resident programme was introduced.

1.4.2 Has the payment incentive scheme programme been successful?

The success will be seen through checking of the financial records of the municipality and making a comparison using different financial periods. The number of businesses that supported the scheme on the economic development side will determine its success.

1.4.3 Should the City of Tshwane continue with this programme?

This will assist when it comes to future budgeting if the scheme needs to continue and the financing thereof. This part of information will be used by other municipalities who are not sure whether to embark on the scheme themselves as a point of reference.

1.4.4 Did the payment incentive scheme get the desired output from the ratepayers?

This question will probe how the ratepayers interacted and how they received the Resident payment scheme. One will find out if ratepayers were motivated by this scheme to pay on time and regularly.

1.4.5 Do ratepayers know about the resident programme?

The knowledge thereof or lack of it will indicate if the incentive scheme is reaching the targeted audience, namely, residential ratepayers

1.4.6 Are ratepayers aware of the merchants being used?

The accessibility of merchants will enable ratepayers to interact with the incentive scheme more and build the desired loyalty.

1.4.7 Do ratepayers want to be associated with this loyalty programme of the municipality?

This will assist research in that the image of the entire programme and organisation will be determined. The results will show how ratepayers rate this loyalty programme.

1.5 Research design

The researcher intends to use both the qualitative (on ratepayers issued with the resident card) and quantitative (payment levels) approaches. Heath in www.nova.edu/ssss/QR speaks of researchers of

qualitative research as attempting to describe and interpret some human phenomenon. Researchers attempt to be clear about their biases, interpretations and presuppositions. The differences between qualitative and quantitative data are seen nicely in the table format presented by Saunders et al. (2003:378)

Table 1.1
Differences between qualitative and quantitative data

Quantitative data	Qualitative data
Based on meanings derived from numbers	Based on meanings expressed through words
Collection results in numerical and standardised data	Collection results in non-standardised data requiring classification into categories
Analysis conducted through the use of diagrams and statistics	Analysis conducted through the use of conceptualisation

1.5.1 How the literature survey will be conducted

The researcher will use databases, to which the university subscribes to, as well as annual reports of local, provincial and national government. Consultation with Finance officials will be conducted. Literature of both published and unpublished data will be looked into. The Municipal Systems Act as well as other relevant search engines will be used. e-Books will also be consulted by the researcher. Books on research will also be considered.

1.5.2 How the research instrument will be designed and standardised

Research objective will be achieved when proper tools of collecting data are employed. The following tools will be the tools the researcher will employ.

a) *Interviewing*

Interviews with the rate payers will be done mostly face to face using the questionnaire.

b) *Examination of trends*

The trend in two previous periods will be compared with the current one so as to determine changes. The periods will be 2003/2004; 2004/2005 and current 2005/2006 financial periods. The collection rates versus billing are the variables that will be compared at different time intervals.

The researcher will rely on the data provided by the City of Tshwane to do this. Face to face interaction will be required with the General manager Finance or her nominee and also Famate consulting director or his nominee to verify data and information from to time. As the City of Tshwane is the researcher's organisation, data will easily be available.

1.5.3 How the collection of valid research data will be ensured

The study has to be as scientific as possible. The data has to be both reliable and valid for the study in question. Saunders et al (2003:101) speaks of four threats to reliability, namely:

a) Subject or participant error

The questionnaire completed at different times of the week will yield different answers. It is advisable to choose neutral times. Personal calling too early in the morning may disturb the respondent as he/she will be preparing for work. Appropriate time will have to be negotiated and agreed to between the researcher and the participant.

b) Subject or participant bias

Here the interviewer is influenced by, as an example, an autocratic boss or the threat of employment insecurity. The organisation will be keen to find out how the incentive payment scheme is functioning and how the ratepayers are viewing it. Anonymity of respondent is advised. Serving in the steering committee of the researcher will be an added advantage and no one's job will be at stake. The researcher does not work directly with the department where research will take place.

c) Observer error

A high degree of structure is recommended for the questionnaire as it can happen that by the time the researcher interviews the last person, the researcher is drained. If the questionnaire is well structured, this will be minimised.

d) Observer bias

This is when the researcher may have different approaches to interpreting the responses

Robson in Saunders et al (2003:102) also outlines things that may threaten validity and the researcher may need to guard against. These are:

a) History

What has been happening with the blocking and unblocking of the Resident cards may need to be watched as the interview with the person that has been blocked by the system may mislead the researcher.

b) Testing

If getting payment levels information is delayed and this seems to be a threat to the employees supplying the information, figures may be manipulated to meet the deadlines and for the employee to stay in good books.

c) Instrumentation

The new system (SAP) being introduced in Finance may mean that there are shut down periods and information is not available when it is needed or payments uploading could not be done on time.

d) Mortality

The participant as there will be no strong relationship built over the phone may decide not to participate anymore and this will affect the sample size.

e) Maturation

The timing of the Alternative Service delivery, the municipality is thinking of introducing, may split certain functions of Finance and access to information may be cumbersome.

f) Ambiguity about casual direction

The incentive payment scheme may cause people to think negatively if the scheme is not managed properly thereby causing people to hold back their payment if they think they were being given a raw deal yet the scheme is not really part of the services they are being billed for.

One of the big challenges of validity is generalisation. The researcher in this present study will not be in a position to generalise as the research is meant for the population of the City of Tshwane Soshanguve township and can only be applied to areas constituted like Soshanguve that are in Tshwane, and not other Metros. Other Metros can however use this study as a guideline if they want to embark on similar exercises because their environment under which the scheme may operate will be different from the City of Tshwane's environment.

1.5.4 How the data will be collected

Respondents will be contacted through ward committees for the distribution of the questionnaire. Face to face appointments where possible will be set during this phase. Trained assistants from Soshanguve will be employed to assist in the filling of questionnaires and collection of forms. The researcher will be

responsible for making sure that interviewers are trained on assisting with the filling of the questionnaire. A structured questionnaire will be prepared for the interviews above and results recorded. Where it is possible the questionnaire will be distributed in advance through the offices where people make payments or through the e-mails and faxes to those that have the facilities. Each telephonic interview is expected to last 12 minutes. The researcher will investigate the quantitative part based on the financial statistics available within the organisation of how many people have paid in that period since the introduction of the payment scheme versus the previous period before the scheme was introduced. The questionnaire also contains questions that will require quantitative data analysis techniques. Soshanguve will be used as a judgemental sample and the results will be applied across the City of Tshwane with similar household compositions.

The qualitative part will come out when the researcher interacts with the rate payers in Soshanguve to find out how they feel about the scheme, if the scheme is making them to be loyal ratepayers or not as formulated in the questionnaire.

The action research strategy will be employed in this study. Action research according to Saunders et al (2003:94) “should have implications beyond the immediate project; in other words it must be clear that the results could inform other contexts.” The researcher is part of the organisation within which the research and change process are taking place. The research on payment incentive scheme will also assist in focused communication and marketing strategies and become a source of reference for other municipalities that have not used the scheme.

The population will be made of all the households in Soshanguve, which is about 88 407 houses. This immediately excludes the business and trading areas, government departments and embassies and other suburbs and townships in the City of Tshwane. A stratified random sampling method will be used as the geographical area Soshanguve is vast and the composition of each area is different. This method is explained by Saunders et al (2003), as the probability sampling in which the population is divided into two or more relevant strata and a random sample is drawn from each of the strata. The sample size will be 375.

Table 1.2

Sample selection by stratified sampling for Soshanguve

AREA	SAMPLE SIZE
Ward 11	37
Ward 25	39
Ward 26	35
Ward 27	39
Ward 29	37
Ward 33	37
Ward 34	38
Ward 35	38
Ward 36	35
Ward 39	40
Total	375

1.5.5 How the data will be analysed

Data will be analysed by using distribution techniques and tables. Part of the results will be computer aided analysis, that is closed questions and open –ended questions will be analysed manually by the researcher.

1.6 Overview of dissertation chapters

Structure of the research report

Chapter 1 - introduction, research questions, objectives of the study, the statement of the null hypothesis and alternative null hypothesis, methodology and research design and an indication of how data will be analysed.

Chapter 2 – theoretical part of dissertation. Relevant model on incentive schemes and their desired outcome will be developed. Literature review on other incentive schemes and others used by the City of Tshwane and other Metropolitan Councils. The loyalty programmes available. What other authors have suggested relating to the incentive schemes and loyalty programmes.

Chapter 3 – give the background of the City of Tshwane and where it stands in South Africa. The Resident programme and how it functions. Information on Soshanguve as an area in Tshwane. The reporting relationship with the consulting firm.

Chapter 4 – Research methodology and relevant data collection techniques will be used. The researcher will indicate what actually happened in the field.

Chapter 5 - This chapter will look at the raw data that was collected during the face to face interviews, analyse the data as well as discuss the results. The data will be organised scientifically using tables. The result will be interpreted by the researcher

Chapter 6 – the conclusion will be drawn on this chapter and recommendations will be made. If the null hypothesis is accepted the City of Tshwane will be encouraged to use the scheme. If the alternative null hypothesis is accepted then it will mean the organisation is not benefiting from the scheme. Areas of future research will be outlined.

1.7 Conclusion

In this chapter the researcher has given the background of the study in her introduction. The area the researcher will be investigating has been explained. An overview of the research methodology has been outlined, that is, the researcher has chosen how she will collect data. An indication was given of what the study will be limited to and an indication has been given of what will be contained in each chapter. The following chapter will tackle therefore the incentive schemes that are found in the market place and those that are used by other municipality and what they hope to gain by using the incentive schemes, the focus of course will be on the City of Tshwane with its payment incentive scheme as a loyalty programme.

Chapter 2

LITERATURE SURVEY

2.1 Introduction

Loyal customers, it is generally believed, are more profitable to companies than getting new ones. It is expected that loyal ratepayers, that became loyal because of positive experiences with the municipality will influence others positively through what they say and do. The incentive scheme programme The Resident, is treated as a loyalty programme because through its reward system it is meant to positively influence those that pay and also make those, still lagging behind, want to join the winning team. The services in local government can be said to have a low involvement when one looks at the decision buying process. The customer does not have much of a choice except to pay for the services he/she receives. The question to ask therefore would be do ratepayers want to have a relationship with the municipality as The Resident programme seeks through its incentive scheme?

This chapter's objective is to provide insight into the problem statement and what the City of Tshwane and other municipalities have done in trying to improve revenue collection. It also gives reasons as to why the City of Tshwane has to try and collect income from resident customers. History of payment for services in local government in South Africa is also discussed in terms of what the White Paper says. The focus then shifts to literature review on loyalty programmes as a way to maintain a relationship with customers. The model on customer lifetime value, the reason behind loyalty programmes is discussed. The problems already solved by other research work are also covered in this chapter.

2.2 Programmes used by the City of Tshwane and other Municipalities to improve revenue collection

The Local Government Municipal Systems Act (Act 32: 2000) stipulates very clearly that the most important function of a municipality is service delivery. Municipalities are bound by this Act to promote

the basic needs of the local community and allow members of the community to have access to at least the minimum level of basic municipal services. In keeping with the image as contained in the 2003/2004 annual report that “the City of Tshwane Metropolitan municipality, as a leading municipality in the National treasury’s budget and financial reform programme is at the forefront of transformation and modernising public financial management in order to give better value for money and improve services to communities.”

The Local Government White Paper (1998) states that the municipalities need to make sure that their budgets are balanced. It further says that all households, with the exception of the indigent, should pay the full costs of the services consumed.

For the municipality to continue rendering such a service it must have a steady source of income. The Resident campaign is one such programme aimed at improving the payment levels of the municipality thereby making the municipality to be sustainable. As part of the plan to improve on the collection of budgeted income the municipality planned, amongst other things, to develop a Batho Pele implementation programme, an implementation programme for the City Development Strategy (CDS) and a plan to address deviations.

The municipality’s debt collection policy was reviewed in 2003 to accommodate a 100 month interest free payment arrangement for households (City of Tshwane 2003/2004 Annual report). It is important to note that all these are strategies to improve income collection for the municipality.

In the 2004/2005 medium term budget, the City of Tshwane undertook to improve its current 96% consumer collection rate to 97%. This percentage, it was reported was expected to increase by at least 0.5% per annum through the medium term as the new consumer debtors’ improvement strategy was progressively implemented. (2004/2005 Medium-term budget).

Other municipalities, as indicated in the Gauteng municipalities’ mid-term report (September 2003), also introduced better client-centred strategies to improve payment levels. Emfuleni, for example, established customer care services offices in Vanderbijlpark and Vereeniging, as well as easy pay systems at Pick ‘n Pay and Checkers outlets. West Rand District Municipality also extended its pay points. Such

strategies accounted for monthly revenue collections that improved from 78% to 90% in most municipalities.

The payment for services in certain cases is not about affordability but is about how people choose to spend their money. In McDonald (2002:8) respondents in South Africa were asked how easy or difficult it was to pay for the services they were receiving, 53% said they could very easily pay but 17% felt they could only pay if they cut back on essentials like clothing and food and about 18% could not afford to pay.

Encouraging payment has always been an issue for government. As early as 1999/00 North and south central local councils of Durban allocated R 400 000 as part of their Masakhane campaigns and focused on areas that did not previously pay for services (Women and Local Government Revenue: 17). The Masakhane programme emphasised payment as a duty for ratepayers to do and said nothing that service municipalities were supposed to offer.

Pre-paid electricity and water metres are other mechanisms of making municipalities sustainable as the consumption will go hand in hand with affordability. They are however heavy on the ratepayers as indicated by Holcomb & Ndlela (1999) where in Lebowakgomo tariff rates were 30c for the prepaid metre as against 22c for the conventional metre. People support such initiatives that will offer benefits and cost savings but once their pockets are hit such attempts are met with resistance. The United States is exploiting the information revolution to transform itself and the way it provides services to ratepayers, Atkinson (www.ppionline.org) such initiatives will result in huge cost savings by the government. This will result in the government having more money to implement additional projects that will improve people's lives.

The country's broader economic policies will assist job creation thereby the affordability for people to pay. It is therefore important that government should increase its scope in facilitating such an environment for economic growth. On this the government often finds itself in a catch twenty two situation because they have to restrict the services of those that do not pay in so doing they also impede their economic activity. The study done by Coopoo shows that government has been strategically placed to help grow and sustain the communities (www.und.org).

The incentive scheme employed by the City of Tshwane was designed to enhance ratepayer loyalty; positively influence the way ratepayers regard the Municipality; increase the multiplier effect by supporting local business clusters thereby ensuring local economic development; acquire non-paying ratepayers

as well as gaining an advantage in raising the level of revenue collection and further analyse the municipality's rate payer base profile for future communication programmes on a relevant target audiences. (Fanate proposal on the design and implementation of payment incentive scheme). An incentive scheme is according to Word Net Search – 2.1. A formal scheme for inducing someone to do something. Singh (2000) shows in his study that “excellent performance can either be rewarded or poor performance corrected.” Israel (1987) in Singh (2000) points out that incentive will result in higher levels of performance only up to a point after which more incentives do not become functional and performance declines.

It is thus necessary to look at the functioning of loyalty programmes elsewhere and see how The Resident compares to them.

2.3 Relationship building and maintaining loyalty

Names like “loyalty marketing, relationship marketing, retention marketing, customer bonding, partnership marketing, and lately, Customer Relationship Management (CRM) or one-to-one marketing—regardless of what you call it, all these names and what they stand for have two major things in common. First, they describe efforts to establish loyalty among your customers towards your product, brand or company. Second, they are increasingly influencing strategies and industry development.” Butscher (2002:20)

2.3.1 Relationship building history

European researchers studying business- to-business marketing discovered that suppliers who formed close working relations with their customers had customers that were loyal and gave these suppliers more business (Dowling & Uncles, 1997). (Bruhn 2003; Bhote1996) show how developmental phases of corporate management in organisations and the evolution of customer loyalty have evolved through various levels of marketing orientation. The following various periods are indicated:-

50s/60s – Product orientation, the emphasis was on production efficiency, low costs and mass production

70s – Market orientation, people who could purchase what organisations were producing had to be segmented. Market segmentation and positioning became important

80s – Competition orientation, what became popular during this time was competitive advantage

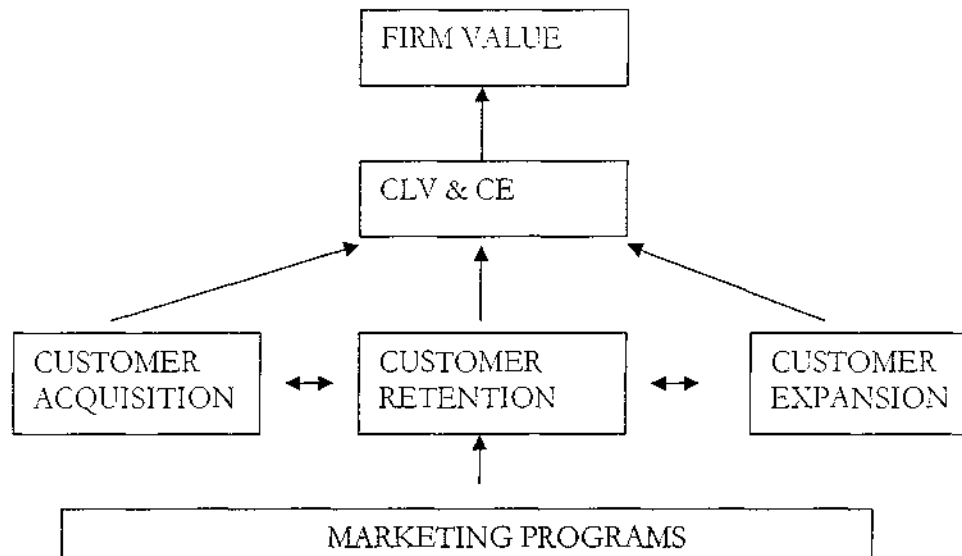
90s – Customer orientation, as customers expected individual attention firms had to comply. Quality measurement, National customer satisfaction indices and customer life time value were the focus.

Since 2000 – network orientation, with globalisation gaining momentum this had to start. Strategic alliances are the key in running organisations. Mutual commitment as stressed by Berry & Parasuraman in services industry plays an important role (1991)

With customer relationships growing, customer retention has to prevail. (Anderson, Fornell & Rust (1997) in Bruhn (2000) speak of the belief that customer retention promises economic performance.

2.3.2 Maintaining Loyalty

Customer loyalty according to Sheth & Mittal (2004) is a customer's commitment to a brand, store or supplier based on a strong favourable attitude and manifested in consistent patronage. Loyalty has to do with behaviour as well attitude, when attitude and behaviour are weak there is no loyalty but when they are both strong there is strong loyalty. When the behaviour is high but attitude low, loyalty is incidental or is done out of convenience. The perception about the service would have to be changed to move this customer to loyalty. The customer with high attitude and low behaviour does not take action to buying an item; barriers preventing this customer to buy may need to be lowered. In the case of payment for services the barrier may be that the pay points are too far yet the customer is willing to pay. The municipality then will need to increase pay point to turn this customer into a loyal customer. The article by Gupta et al (2006) shows a very useful model for customer lifetime value:



NOTE: CLV = customer lifetime value; CE=customer equity.

Figure 1: Conceptual Framework for Modelling Customer Lifetime Value Source: Journal of Service Research

The above model seeks to explain that not all customers are equally profitable, it is important to identify and retain profitable customers. Gupta has been quoted in the Business Times section of the Sunday Times (12 November 2006:5) with the heading “Some customers just aren’t worth it.” This article speaks about the need for companies to ask themselves how their customers are serving them. Gupta has been cited as saying not all customers are created equal. This article tells organisations to ask themselves the three questions; “Are your goals encouraging profit building behaviours? Are you being misled by averages? Do you know what your customers are doing with your competitors?” This is so because loyalty programmes are linked to marketing initiatives. Bhole (1996: 15-16) concurs and uses the BCG portfolio analysis to group customers. The dog customer, he indicates, is not worth keeping or satisfying because of the customer’s unrealistic demands. Bhole continues to say that satisfied customers do not expect a big increase in the way they see value and not much profit will be attained from this group. The potential core customers and star customers are referred to as growables and already grown respectively, they are important to the business. Bruhn (2003) speak of the phase driven strategic deci-

sions and points out that the acquisition strategy is appropriate where the organisation has fewer customers and a small number of regular customers. The acquisition strategy needs to differentiate between persuasion and stimulation. Of the retention strategy Bruhn (2003) seem to favour it most as he argues that “keeping loyal customers is five to seven times cheaper than winning new ones”. Bruhn(2003:110) continues to speak of the recovery strategy that include things like “emotional recovery of likely defectors and actual recovery of lost customers” Strauss in Bruhn supports this by saying that customers that have been regained yield better profits as they demonstrate better loyalty than before.

(Denove & Power 2006; Butscher 2002) agree that customer satisfaction has to pay off in the form of increased profits, revenue and market share. If it does not do that then methods associated with it should be cast out along the long list of other business theories that were previously there. Dissatisfied customers, it must be highlighted, also return to use the same service because of other factors. Denove & Power (2006: 18) states, “While customer satisfaction is a critical component of loyalty, it is only one of many factors that determine if a customer will remain loyal or run tail at the first opportunity.” This they support with the experience of an airline client who although he was dissatisfied with the airline service always returned because it sold the cheapest tickets. Banks & Daus (2002) concurs with this, and state that some of the reasons why a customer will remain loyal to the vendor include superior product selection, personalised customer service and convenience. Customers, it must be remembered also choose to have polygamous loyalty for the sake of variety as well use during different occasions (Dowling& Uncles, 1997).

The importance of the conceptual framework for modelling customers lifetime value in figure1 above, is to find the balance that will have the highest perceived value for customers and build the retention that organisation require in loyalty programmes (Butscher ; 2002). Loyalty as seen from the arguments above depends on the favourable attitude by consumers of the product or of the organisation. As organisations exist, it must be remembered, they build brands of themselves through what they do and how they treat their customers. The associations that consumers will make with the organisation are an important part in building loyalty. The value of such associations is presented in what is called brand equity. Three professors by the names of Wilfred Lassar, Banwari Mittal and Arun Sharma identified five dimensions of brand equity (Sheth & Mittal; 2004). The three professors identified the following dimensions as way customers will really judge the brand:

Performance - brands fault free and long lasting physical operation

Social image - customer’s perception of the esteem on how the social group holds the brand

Value – weighing what is received against what is given up. This is the usefulness of a brand relative to its costs.

Trustworthiness – trust that the brand will not take advantage of its customer.

Identification – the attachment that customers feel.

Loyalty programmes have sought to become brands in their own league and consumers will judge them in terms of what they offer and what they stand for.

2.3.3 Loyalty programmes

There are several types of loyalty programmes with distinguishable characteristics that tell them apart from others available in the market today. Butscher (2002:5) says that a value oriented loyalty programme is also referred to as a customer club and defines them as a “communicative union of people or organisations, which is initiated and operated by an organization in order to contact these members directly on a regular basis and offer them a benefit with a high perceived value, with a goal of activating them and increasing their loyalty by creating an emotional relationship.”

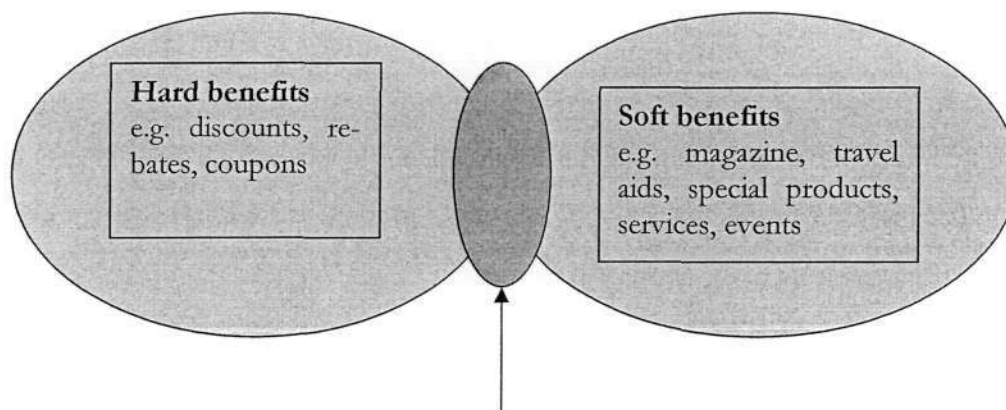
In an article by World Wide Worx, leaders in Technology Research in South Africa, it points out that loyalty programmes have reined in the level of rewards (www.teworx.biz/loyalty05bn.htm).

Loyalty programmes and their popularity is growing at such an alarming rate that Wise Research has published a second edition of its global guide to customer loyalty marketing which has new material, case studies, research, ideas and the practical know how (standard e-mail received from Bruce Conrady, MD: Razor's Edge Business Intelligence).

Terblanche (2003) however cautions that loyalty programmes should aim at rewarding support and not serve to start relationships with customers. The number of loyalty cards one consumer has for the same products begin to indicate that loyalty is very fluid. People, for example bank with different banks and keep at the same time the same competing products like credit cards of each institution. Mc Godlink & Andre (1997) state their opinions clearly when they say that loyalty programmes do not foster relationships but are short term methods that are expensive to maintain. According to Dowling & Uncles “the empirical record and the predictive norms show that only about 10% of the buyers for many frequently purchased consumer goods are 100% loyal to a particular brand over a one year period, and extensions of this work show that even in service situations exclusive loyalty is confined to a small number of buyers.”(1997:6). such buyers are also not heavy buyers.

As loyalty programmes foster relationship among customers, this can be good as well as detrimental to the company. As the web became popular in the 90s, up came places where collective opinion could be weighed to assess what was good and bad about the company as well as the loyalty programme (Banks & Daus, 2002).

A properly designed loyalty programme gets its definition from the ability to meet underlying needs of customers as well as their psychological needs. The correct combination of hard and soft benefits counts towards the loyalty programmes image and success by users. Butscher speaks of the importance of conducting a small scale pre-study whose primary objective would be to filter out the most and least interesting benefits and also add suggestions from the customers of the benefits they would love to have (2002:7). The diagram below is meant to show the importance of having a balance in the benefits:



The right mixture of hard and soft benefits ensures the loyalty programme's attractiveness and the achievement of its retention goals.

Figure 9.2 the right mixture of loyalty programmes benefits. Source: Butscher (2002:55)

The value of perceived benefits must be high to its members. Co-operating with external partners is a good way to expand the loyalty programme's range of benefits but such benefits suggests Butscher (2002) should offer benefits that are related to the company's core services. Many loyalty programmes are reorganising their rewards programmes as a result of looking deeply into such partnerships. The frequent flyer programme, for example, reduced the rewards earned for doing business with partner programmes in particular credit card partners since 2003 (www.theworx.biz/loyalty05b.htm). Easy come reward points have been eliminated, these include ABSA rewards for home loans, car financing repayments and earning eBucks by using CNA outlets. SAA's increase of Voyager points required for up-

grades dented the image of loyalty programmes in South Africa as SAA had dominance in the loyalty area. As market leaders SAA made the devaluation of loyalty seem acceptable, confirms Bruce Conradie

(www.theworx.biz/loyalty05b.htm)

Butscher (2003) contends that such rewards must not only be adequate but must be relevant and practical to the needs of relevant target groups that are approached by customer value loyalty programmes. This point links with what the study seeks to find regarding the relevance of the merchants used by The Resident programme, as wrong use of merchants may mean the customer does not see any value in the loyalty programme. Charities are also drawn in as loyalty points in many schemes can be exchanged for cash. Most rewards programmes begin as single vendor programmes and end up being multi partner programmes and become virtual currencies that can be used across the retail economy says Goldstuck, MD of World Wide Worx. (www.theworx.biz/loyalty05b.htm)

When customers are happy with a product or service, the benefit is that they become word of mouth advertisers and that is one big advantage of loyalty programmes (Bhote, 1996). Loyalty programmes according to Butscher (2002:148) "have proven to be very successful marketing tools and it is no surprise that loyalty programmes are becoming more and more popular around the world." While loyalty programmes continue to grow customer expectations are also growing. Denove & Power (2006:85) shows that globalisation and technology have increased the level of these expectations, "the new breakthrough product or service quickly becomes a baseline expectation."

Dowling & Uncles (1997) question the effectiveness of these programmes as they point out that "loyalty programmes which seek to bond customers to an organisation or its products and services by offering an additional incentive pose an interesting dilemma for many organizations." Loyalty programmes do what they do with the results that marketing expenditure increases. The question that is also asked is whether the loyalty programmes create extra loyalty above that promoted by the value of the product or service (Ibid (1997)). Such loyalty programmes may not only be costly to organisations, they may be costly to clients as well. As rewards get reduced the cost to members becomes more significant as indicated by Conradie (www.theworx.biz/loyalty05b.htm). Conradie continues to say that many credit card users spending less than R 2000 a month on their credit cards are paying a premium for their credit cards as they have to pay linking costs like the following: "it typically costs the client R150 a year to link a credit card to a frequent flyer programme. It takes R25000 of spend a year to recoup that fee in re-

wards" (www.theworx.biz/loyalty05bn.htm). What this means is that there are no gains seen on the part of the customer from the above scenario.

Most if not all loyalty systems belong to independent vendors and not the company that want to retain such customers. The journal, *Information Systems Frontiers*, (December 2005) give reasons for vendors to apply loyalty systems as: the collection of customer specific data that may be used for many reasons like, price discrimination and direct marketing. Customers because of this invasion of privacy by other people may feel they do not want to participate in such loyalty programmes

Things like offering true value to members, giving members what they want more than what they do not want, giving members things that make them feel special and they cannot get elsewhere, weighing of costs and benefits to find out if the programme is really beneficial, look at retention strategies, involve all departments within the company, integration of customer loyalty programme into prevailing marketing plans, setting up of databases and using the information for individualised marketing approaches, using the programme as to listening tool towards customer needs, using latest technology, the programme should express the corporate culture, goals of the programme to be clearly defined and measurable, good planning and management should be considered crucial when setting up the loyalty programmes (Butscher, 2002)

2.3.4 Importance of communication

The loyalty programmes present an opportunity to communicate with customers. Communication methods that are targeted at members must be included in the loyalty programme concept (Butscher, 2002; Banks and Daus, 2002)). There are communication areas that are crucial in the customer loyalty programme that Butscher suggests: 1) the loyalty programme members 2) the company's employees and management and 3) the loyalty programme environment that includes the media, external partners etc.

Open communication with members will enable them to gain information about the programme and what it offers. Customers should not be kept in the dark about the programme as they will start guessing the truth. Banks & Daus (2002) testify that the infrastructure that enables effective communication is a key requirement for these clubs to grow. The internet has even made this simpler. "The goals of the loyalty programme's internal communication are:

To give information about loyalty programme benefits

To give information about current loyalty activities
To give information about special events and special product offers
To build a connection the products the loyalty programme is promoting
To inform about subjects of general interest to members
To encourage members to be proactive in contacting the loyalty programme service centre
To encourage an increase in purchase and repurchase volume
To support the other loyalty programme goals.” Butscher 2002:102)

Customers also prefer products that are congruent with their own self image. According to Back (2005) the customer will behave favourably towards a brand if a brand is perceived similar to customer’s self image. Communication and marketing will have to take this into consideration in designing rewards given to customers.

2.4 Survey of literature that relate to the elimination of problems already solved by other researchers

Many researchers have looked at loyalty from different angles but despite their different points of approach the underlying cause of their research is to find out the real worth of customer loyalty programmes. In the survey of literature done none seem to look at the use of loyalty problems by government. Most firms tie incentive schemes to profit or productivity in the work place. This research will therefore contribute to the use of incentive schemes by government as a loyalty programme other than the other methods used presently. The various authors as indicated have looked at various aspects in trying to solve their respective problems.

Gupta et al (2006) looked at a number of implementable customer lifetime value (CLV) and the fact that most service organisation get their revenue from creating and sustaining long term relationship with their customers.

O’Malley evaluated the extent to which loyalty schemes really build loyalty. In order to do this, she looked at four categories of loyalty. With much criticism given to existing loyalty schemes, it is concluded that such schemes have an important role to play in situations where no loyalty or little loyalty is

seen. She also concludes that where sustainable loyalty is the ultimate goal, customer loyalty schemes are of importance only as part of a coherent value proposition.

Yi & Jeon (2003) investigated how reward schemes of a loyalty program influence perceived value of the program and how value perception of the loyalty program affects customer loyalty. Their results show that involvement moderates the effects of loyalty programs on customer loyalty. In high-involvement situations, direct rewards are preferable to indirect rewards. In low-involvement situations, immediate rewards are more effective in building a program's value than delayed rewards. Under high-involvement conditions, value perception of the loyalty program influences brand loyalty both directly and indirectly through program loyalty. Under low-involvement conditions, there is no direct effect of value perception on brand loyalty.

Britain has moved with their own loyalty cards after creating a data base of all such cards. The two authors Worthing & Hallsworth (1999) have illustrated the breadth and scope of the card schemes. Wright & Sparks looked at amount of loyalty programmes available for retailers and their research shows that consumers are becoming more tired of cards and schemes and are really becoming selective in their choice and use of such cards.

The building of loyalty in loyalty programmes has been questioned by Hallberg (2004); he argues that profitable incremental sales should not be the only criterion for success for loyalty programmes. His findings from "a database of more than 600,000 consumer interviews around the world indicate that if marketers are truly committed to building brand loyalty, they must use their programmes to build consumers' emotional attachment to the brand, not just be content with repeat buying. In doing so, they will maximise and better sustain the financial success of their programmes and may even help the brand become a category leader". Emotional attachment is important as seen to enhance the brand and make the organisation more sustainable.

The effects of a market structure on the effectiveness of loyalty programmes has been accepted even though it is found that measuring the effectiveness of a loyalty programme is difficult(Palmer et al (2000)) Terblanche (2003) has reviewed the products, services and activities that stand to benefit from relationship marketing. He remarks that service firms would normally but not always be better off using the relationship- type strategy. He also maintains that loyalty programmes, even in their rewarding roles are limited in their ability to contribute meaningfully to relationship marketing as they are usually introduced with a financial motive.

The suitability of relationship marketing to organisations has been researched by (De Wulf and Odekerken-Schrouder (2001). Their theory indicates which consumer markets are suited to relationship marketing.

The obligation to pay as was promoted by the Masakhane programme did not work with ratepayers (Coopoo S in Women and Local Government) Coopoo's article encourages municipalities to promote local economic development so that citizens can afford to pay for municipal services.. National experience with service cut-offs for non- payment was explored by Mc Donald (2002). The study revealed that aggressive cost recovery on municipal services is imposing hardships to low income earners. The study has highlighted that the problems in municipalities are caused by two things: 1) Inability to pay and 2) willingness to pay.

Hutchison (1997) study looked at the relationship between a properly designed loyalty programme, customer involvement levels in the product purchase and the attitudes of customers towards the attributes associated with a product or service. The results of this study indicate that there is a positive statistically significant relationship between customers who belong to a loyalty programme and their attitudes, perceptions and imagery of the company providing the product or services.

The quality of service recovery of a loyalty system within the agricultural industry in South Africa was investigated by Louw (2002). He concluded that the appointment of the right personnel as well as sufficient training in communication skills is critical for a good service recovery.

In 2001/2002 Marketing Surveys and Statistical Analysis (MSSA), a consulting market research company based in Pretoria, undertook a pilot study into payment strategies for low-income water consumers in the then Pretoria, Durban, Johannesburg and Cape Town Metropolitan areas. They tested the two hypotheses:

Price does have an effect on the amount of water demanded by all classes of water consumers, and Consumer's attitudes to water usage and their perception about water consumption may be changed by appropriate water payment strategies.

The findings were that most of the lower income households in the four metropolises find their accounts difficult to understand and pay their accounts by cash. The higher income groups, it was found, made use of a variety of payment options such as cash, credit card, bank transfers, etc. The recommendation on more suitable payment points that had to be provided particularly for the low income group was made. With regard to understanding water usage and the economic value of water which would aid in the implementation of payment strategies, it was recommended that an educational programme be implemented, and in addition each household should be encouraged to record its water usage so that a greater understanding of the value of water in South Africa (where water is a scarce resource) may be engendered. In formulating payment strategies it was also recommended that any help that can be given to low income consumers with respect to the cost of water should receive careful attention, for example, discounts for early payment (Van Vuuren & Veck, 2002)

2.6 Conclusion

None of the research studies that the researcher went through have looked at the municipalities or government's use of incentive' scheme as loyalty programmes to improve payment for services. The closest studies have looked at the issue of non payment and how this affects local economic development of communities when cut-offs are implemented. The studies have also shown that some people cannot afford to pay for services whilst others simply do not want to pay. Previous campaigns like the Masakhane campaign have tried to make people pay for their services by indicating that it is the ratepayer's obligation to pay for the services they consume without looking at how the municipalities are offering these services. Building loyalty is working in a number of private institutions as indicated in the literature review. What is important from this chapter is that organisations need to weigh the costs versus benefits of such loyalty programmes. The literature available that has been drawn mostly from the private sector will be used as a basis for the municipality in terms of how loyalty programmes work, the importance of building relationships with customers, using loyalty programmes as a tool for communication and the value attached to the prizes. This chapter has enabled the researcher to gain an in depth information on conducting research and how to use various research instruments. The critical questions that need to be asked are

- 1) If The Resident programme is motivating them to pay.
- 2) If the Marketing methods of The Resident programme are visible and effective.
- 3) If the communication is adequate.

- 4) If members benefit from the merchants used.
- 5) If The Resident programme has loyal paying customers or not.
- 6) If the value and image of The Resident programme meet people's expectations.

The following chapter looks at the organisation, City of Tshwane and how The Resident operates.

Chapter 3

CITY OF TSHWANE, THE ORGANISATION

3.1 Introduction

“The desired destination is a city that is prosperous, where children thrive unscathed by poverty, where young skilled people earn income, where young girls blossom as they admire beauty of our natural heritage knowing they are secure and where the dignity of men is restored as they work alongside women for their families to have a better life.” (City of Tshwane Executive Mayor’s Inaugural budget speech 2006)

The above speech by the Executive Mayor of Tshwane shows that Tshwane needs all the resources it can get to make it as a city everyone will be proud of, hence creative ways of collecting revenue have to be devised.

City of Tshwane is the administrative capital of South Africa. It was established on the 5 December 2000 after thirteen former municipalities including district councils were disestablished. The area includes areas such as Soshanguve, Akasia, Mapobane, Temba, Winterveldt, Ga-rankuwa, Centurion, Pretoria, Atteridgeville and Mamelodi. The City of Tshwane is the only metropolitan area in Gauteng with rural areas and cross border areas included in its area of jurisdiction.

This chapter will give the background of the City of Tshwane and where it stands in South Africa. The ratepayers that the study looks at will also be explored. As the study seeks to find out the successes of the municipal payment incentive scheme it is also necessary to cover the way the scheme works in the City of Tshwane against what the literature says.

3.2 Background history of City of Tshwane

The Municipal elections held on 5 December concluded the final transition to democratising all tiers of government in South Africa. These elections brought in a new dispensation for local government which introduced new concepts such as mega cities or uni-cities, political representatives with political powers, Executive Mayors, Speakers and Municipal Managers. The City of Tshwane is one such municipality

which combined 13 former councils to form a mega city called the City of Tshwane that is managed through the executive mayoral system. The municipal area of the City of Tshwane covers an area in excess of 3 200 square km, and the city has a population of about 2, 2 million. Of this population 73% is Black, 51% female and 3.4% is disabled(www.tshwane.gov.za) City of Tshwane has its operating budget amounting to R7,9 billion.(Medium-term Revenue and expenditure Framework, 2006)

Chapter 1 of the Local Government Municipal Systems Structures Act of 1998 sights three categories of Municipalities: category A, B and C. The City of Tshwane is a category A municipality which means that it has exclusive and legislative authority in its designated area (Act 117: 1998; Gauteng Types of Municipality Act 2000).The City of Tshwane functions in accordance with the political, statutory and other relationships between its political structures, political office bearers, administration and its community. The following diagram displays the governance system of the city:

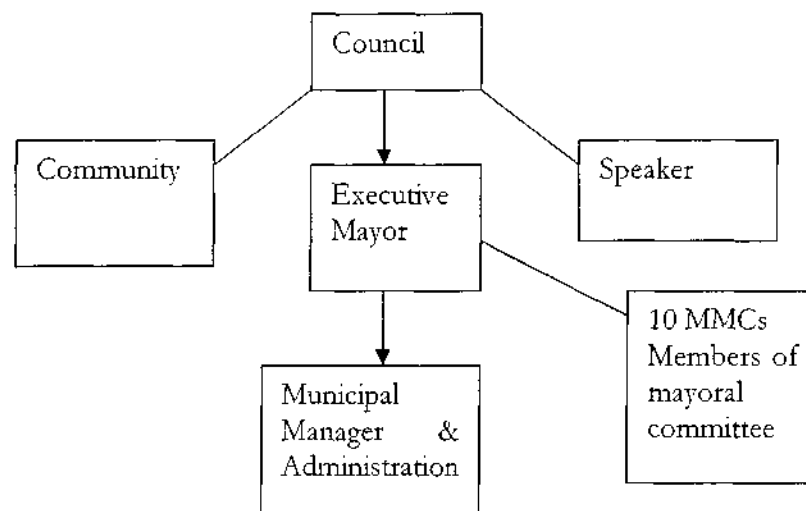


Figure 2.1 Governance system of CTMM

Source: IDP document 2005

The City of Tshwane (www.tshwane.gov.za/IDP) has to comply with the Protocol of Corporate Governance in the Public Sector of 1997 and all applicable legislation such as:

Constitution of the Republic of South Africa 108 of 1996

Municipal Systems Act 32 of 2000

Municipal Systems Amendment Act 44 of 2003

Municipal Structures Act 117 of 1998

Rationalisation of Local Governance Affairs Act 10 of 1998

Promotion of Administrative Justice Act 3 of 2000

Municipal Finance Management Act 56 of 2003

Promotion of Access to Information Act, 2 of 2000

Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000.

The City of Tshwane is divided into 76 wards and each ward has a ward councillor. The City of Tshwane has approximately 593 652 households. The most households reside in Soshanguve, Ga-Rankuwa, Mamelodi and Atteridgeville (www.tshwane.gov.za). The study therefore is representative of the majority of the households.

Soshanguve was previously established as a suburb of Mabopane and known as Mabopane East an area for non Tswana people during the era of Bophuthatswana. It was later renamed Soshanguve an acronym signifying the town's cosmopolitan nature:

So - Sotho

Sha - Shangaan

Ngu - Nguni

Ve - Venda

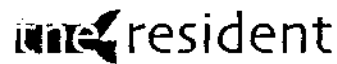
Soshanguve is a homogeneous Black township that has both formal and informal dwellings. It has a varied mixture of income groups. It is worth mentioning that according to the study done in 2003, City of Tshwane has as many as 32 wards out of 76, a Poverty Gap higher than that of the average of Tshwane (Erasmus & Smith, 2003).

Clients may continue to use City of Tshwane because it is the only service provider available and not because they are loyal customers. So while customers complain about certain issues they return because they might be cut off.

The Resident programme seems to be following the customer acquisition and retention strategies. Acquisition in the sense that the customer has been defaulting in payments and the programme is directed at acquiring this customer when he/she sees others winning through regular payment. Retention is seen

in the sense that an up to date ratepayer is rewarded for making regular payments so that the behaviour is repeated over time.

3.3 The Resident programme



(Resident logo)

The City of Tshwane is the first municipality in the country to implement this Municipal Payment Incentive scheme (MPiS)(www.resident.co.za). Although payment for services is improving, problems related to non-payment for services remain (City of Tshwane Mid- term report 2006). As indicated in the previous chapter, payment for municipal services is a very important source of income for the municipality. As a way to encourage ratepayers to pay on time and attract non paying customers the City of Tshwane introduced the municipal payment incentive scheme called The Resident. This programme was formally launched in November 2005 although teaser campaigns were run before this date. “The Tshwane residents have an added reason to pay their rates - they are being rewarded for it.” (City Press July 9, 2006:5)

This programme supports the acquisition and retention strategies as indicated by Bruhn (2003:110) that “keeping loyal customers is five to seven times cheaper than winning new ones.” Acquisition in the sense that the customer who has been defaulting in payments will be attracted to also participate in the programme on seeing winning customers. Retention happens when the loyal ratepayer is rewarded for making regular payment by accessing CashBack rewards and other prizes. The municipality also benefit through this programme as seen here below (www.resident.co.za):

Encourages payment and participation on various programmes of the municipality

Influence the ratepayer positively towards the municipality

Support local businesses thus encouraging local economic development

Analysing of ratepayer profile for future communication

3.3.2 Benefits given by the programme to ratepayers

As indicated by Butscher (2002) in the previous chapter, loyalty programmes have to combine both soft and hard benefits. The Resident programme has put together a number of benefits that can be enjoyed by those who qualify and include the following:

a) Cash Back rewards

The Resident card is based on loyalty and customer relationship management. Ratepayers receive instant Cash Back rewards for goods or services purchased from a wide range of loyalty partners. Ratepayers who are on the programme receive a percentage of the total purchase value, which is stored in The Resident cards in Rand's. The Resident card works really like an electronic purse or wallet. The Cash Back rewards are instantaneous: once they are earned at one loyalty partner they can be redeemed at another. Rewards are available from hundreds of participating loyalty partners, including restaurants, accommodation establishments, retailers, national parks, reserves and resorts. The networks that The Resident has are seen through the many merchants that the resident programme uses. Over hundred merchants in different areas have been signed by the programme. (www.resident.co.za)

b) Prize

The periodic prizes are another component of the incentive programme. Ratepayers receive added rewards from monthly prize draws. Prizes are also drawn on a quarterly and an annual basis. The programme however excludes certain target groups from the programme:

CTMM councillors

CTMM staff

Famate staff and their relatives (Famate is the external company managing this programme)

c) Additional incentives

The programme currently offers dependants of the city's ratepayers' telephonic access to the Maths Teacher facility. This part of the incentive programme is continuously revamped to ensure that it stays appropriate and provides ratepayers with high-value access to a wide range of products, services and benefits. (www.resident.co.za)

Hard benefits of the Resident programme are Cash Back rewards whilst soft benefits are represented by things such as movie premiers, opera concert and soccer matches.

The programme need to be cautious in that people may continue with the payment because of fear of being cut off and not because they are loyal customers. It is therefore important as Butscher (2002) puts it, to find a balance that will have the highest perceived value for customers and build the retention that organisation require in loyalty programmes.

As Butscher (2002) suggests, there has to be strong links amongst: 1) the loyalty programme members 2) the company's employees and management and 3) the loyalty programme environment which includes the media. The Resident programme drivers in their campaigns involve the media and the officials in the events that they hold with ratepayers (www.resident.co.za). The Resident programme is no exception when it comes to analysing customers as done by Bhote (1996: 15-16) using the BCG portfolio analysis to group customers. The Resident programme will have customers that are not worth satisfying because of their unrealistic demands.

3.4 Management of "The Resident"

The municipal incentive scheme programme, like many of the loyalty programmes, is managed by an independent vendor. The role of the appointed services provider according to CTMM/Famate steering committee (Steercom) minutes (September 2005) includes the following:

Coming up with incentives and additional benefits

Acquiring appropriate participating partners

Marketing of the programme

Convening subcommittee meetings with Marketing and Communication divisions to agree on marketing and communication strategies proposed

Providing monthly reports and meetings with the Steercom members consisting of on Finance, Marketing, Communication and Customer Care.

Data management

Updating of files

The continuous updating and inputs of all relevant role players is the key to the smooth functioning of this programme

3.5 Conclusion

The City of Tshwane as a first municipality to implement the payment incentive scheme as a loyalty programme will be used as a benchmark by other municipalities who may want to follow a similar scheme. The challenge is placed on municipalities to deliver adequate services, give customers real value for money as indicated earlier that the loyalty programme alone cannot change the way people view the organisation and the relationship they form with. This covered the overview of the organisation and how Soshanguve fits in with it. Loyalty programmes have to try and address the needs of all segments that the programme serves as Butscher (2003) states that such rewards must not only be adequate but must be relevant and practical to the needs of relevant target groups that are approached by customer value loyalty programmes. The study therefore seeks to find out if such needs are addressed. This chapter also gave information on the benefits offered by the programme and how the programme seeks to encourage ratepayers to change negative payment behaviour. The Resident programme whilst it is designed to encourage payment also fosters a relationship between the customer and the organisation.

The next chapter looks at the research methodology followed by the study and how relevant data was collected. The analysis will be catered for in the following chapter.

Chapter 4

RESEARCH METHODOLOGY AND DATA ANALYSIS

4.1 Introduction

The previous chapter provided a brief background about the City of Tshwane as a municipality and its key responsibilities. Soshanguve's standing in relation to City of Tshwane was also discussed and finally the incentive scheme programme as implemented by the City of Tshwane was also brought to light. This chapter will look at how well the research methodology applied is supported by the theory that was discussed in Chapter 2. Issues relating to research design and relevant data collection techniques will be discussed. The researcher will also analyse data collected using the scientific techniques.

4.2 The importance of research design

It is first and foremost important to grasp the full meaning of the term research before moving to the methodology used.

Saunders et al (2003:2) explain that "while the assembly of data from a variety of sources may be part of the process of research, without interpretation, it is not research." They continue to say that research has to conform to certain characteristics like systematic collection of data, systematic interpretation and find things out, Saunders (2003:3). Research methodology and research methods are used interchangeably in a range of books, Saunders et al (2003) then says research methodology refers to the theory of how research should be conducted whilst the research method covers things like interviews, questionnaires, statistical techniques and related things. That is why this chapter is so important in highlighting how the study was conducted.

The research problem or problem definition requires that the situation of a company and its ability to take sound action be taken into account (Proctor (2005). Ghauri & Grohaugh (2002) explain that problems differ in structure and put research design into three classes:

<u>Research design</u>	<u>Problem structure</u>
Exploratory	Unstructured
Descriptive	Structured
Causal	Structured

Exploratory research design works well with problems that are badly understood. The problem in descriptive research is structured and well understood. Causal research on the other hand is concerned with cause-and –effect.

During research design it is important to anticipate problems that may occur like ethical issues which can hamper research if they are not addressed at an early stage. Saunders et al (2003) stresses that along with the researchers proposal evidence should be shown that ethical issues have been considered. The researcher found that part of this ethical consideration will be the right to privacy of participants and confidentiality of information. The written consent stresses Saunders et al (2003) must be visited again at the point of collecting data. Ghauri and Gronhaugh, (2002) also agree that the plan should evaluate ethical issues right from the beginning.

The main reason that should guide the researcher whether to do qualitative or quantitative research according to Ghauri & Gronhaugh(2002) should be the research problem, focus and purpose of the study.

Proctor (2005:325) puts forward the difference clearly when he says “qualitative research tends to lay considerable emphasis on the situational and often structural contexts, in contrast to quantitative research, which is often multivariate but weak on context. Qualitative research tends to be weak on cross-comparison.”

4.3 Research Methodology

The research approach that the researcher chose is the deductive approach. This theory is explained by Saunders et al (2003) as having key characteristics that involve:

The need to explain causal relationships between variables, in this study the researcher wants to find out if there is a relationship between payment levels and the introduction of the payment incentive

programme, The Resident. The concepts in the deductive approach need to be put into operation so that they can be measured quantitatively.

Generalisation is another important concept of the deductive approach hence the importance of having samples that is representative of the population. The study demonstrate that various methods were used in working with the identified problem as supported by Saunders et al (2003:99), "these approaches and strategies obviously do not exist in isolation and therefore can be mixed and matched. Not only can they, but it is often beneficial to do so." It is quite usual for a study to combine qualitative methods and quantitative methods and to use primary and secondary data.

This study posses also an element of causal research as seen in Gghauri & Gronhaug (2002) that causal research investigate cause- and- effect, in this case the researcher is trying to find out if the incentive scheme, The Resident, is causing people to pay on time and thus increase payment levels. The question that seek to find out if people's payment has improved as a result of The Resident, will help when the comparison taken from the secondary data about payment levels are brought to the picture.

The qualitative approach will back the quantitative one in the sense that it will be checking on the reasons or why things are happening or not happening as they should be. Proctor (2005:325) puts forward the difference clearly when he says "qualitative research tends to lay considerable emphasis on the situational and often structural contexts, in contrast to quantitative research, which is often multivariate but weak on context. Qualitative research tends to be weak on cross-comparison."

4.3.1 A qualitative approach

In the earlier times the qualitative approach was about transcribing notes, recording meetings and making analysis based on visual inspection but most recently analytical methods have been introduced(Proctor:2005). Qualitative research can be used to examine the attitudes, feelings, experience, behaviour and motivations of people (Saunders et al, 2003); Ghauri & Gronhaug, 2002). The feelings of people about The Resident need to be explored as it is something new for the municipality and government of trying to motivate people that pay. The exploratory approach can help filter out the most and least attractive benefits (Butscher, 2002). Looking at The Resident as the case in question the merchants chosen, mediums where advertisement takes place and frequency of communication can be evaluated. The qualitative part came out when the researcher was interacting with The Resident card

holders through the open ended questions during interviews to try to find out how they felt about the scheme, if the scheme was making them to be loyal ratepayers or not.

Becker et al in Ghauri & Gronhaug (2002) mention three major components of qualitative research: a) Data: often collected through interviews and observation; b) interpretive or analytical procedure: the techniques to conceptualise and analyse the data to arrive at the findings or theories; c) report: written or verbal. In the case of students they indicate, this is often written in the form of a thesis. As indicated earlier by Heath in www.nova.edu/ssw/QR, he speaks of researchers of qualitative research as attempting to describe and interpret some human phenomenon. Researchers attempt to be clear about their biases, interpretations and presuppositions. The differences between qualitative and quantitative data are seen nicely put in the table format presented by Saunders et al. (2003:378)

Table 4.1

Quantitative data	Qualitative data
<ul style="list-style-type: none"> ▪ Based on meanings derived from numbers ▪ Collection results in numerical and standardised data ▪ Analysis conducted through the use of diagrams and statistics 	<ul style="list-style-type: none"> ▪ Based on meanings expressed through words ▪ Collection results in non-standardised data requiring classification into categories ▪ Analysis conducted through the use of conceptualisation

4.3.2 Quantitatively speaking

In quantitative research, consumers' answers are on a numerical scale and numerical scale answers allows the researcher to research a large number of customers and group answers easily (Sheth & Mittal (2004:242)). The study looked at the payment levels of three different periods. The secondary data, as will be seen in the analysis section, has been computed for the whole of City of Tshwane ratepayers and analysis made in terms of the improvement in payment levels.

Quantitative data analysis should not however be confused with quantitative research as quantitative data analysis looks at all such data and can be a product of all research strategies, that is quantitative and qualitative (Saunders et al, 2003). Quantitative research, according to Sheth & Mittal (2004: 242) usually uses one of the two methods, namely, survey and experiment. The survey method in Soshanguve was employed in this research. This method continues Sheth & Mittal (2004), is helpful in eliciting customer's beliefs and attitudes but the danger is that people may give answers they consider safe to give or that makes them not to look ignorant. It was interesting to note that while some people responded as knowing very little about the scheme in one question, they felt the information supplied by the programme was enough in another. This then showed that they did not want to look uninformed in front of the interviewer. Quantitative research on consumer behaviour uses concepts such as attitude research, image and self concept measurement, multi-attribute attitude model and perceptual and preference mapping (Sheth & Mittal 2004) " Surveys can be used just as well to for eliciting respondent answers verbatim"(Sheth & Mittal, 2004). The researcher has brought in this combination in the questionnaire. The figure below shows the methods from left to right become more quantitative and use quantitative techniques (Ghauri & Gronhaug (2002) :

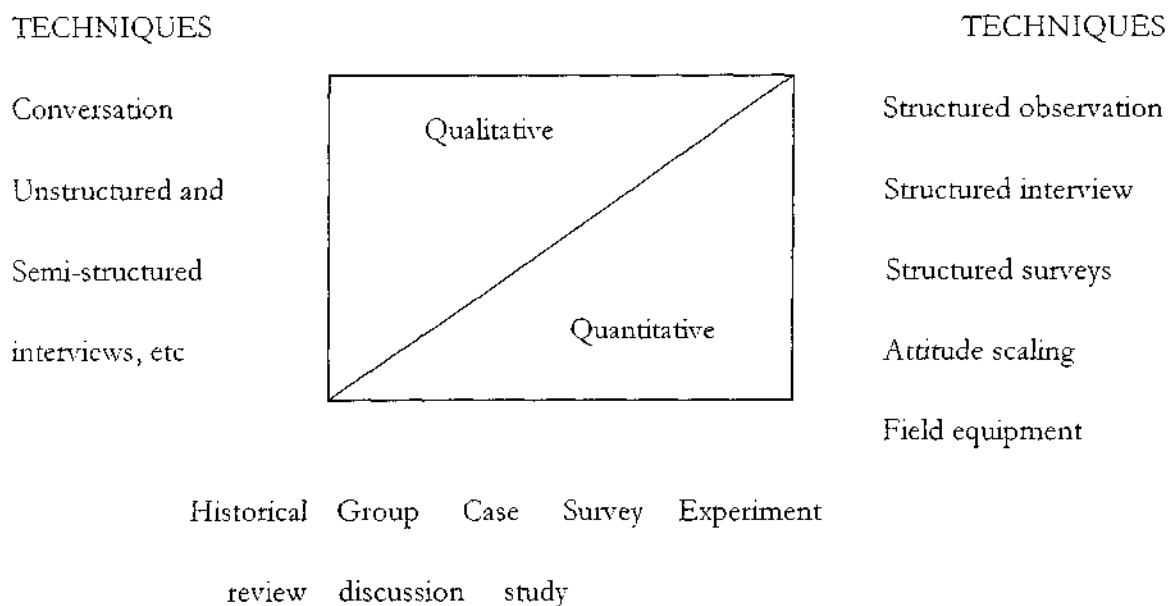


Figure 8.1 Quantitative and qualitative methods and techniques

Source: Based on Jankowicz(1991:159)

4.3.3 Focus of strategy

The action research is one strategy that has been employed in this study. The research on the payment incentive scheme was done to assist with focused communication and marketing strategies and become a source of reference for other municipalities that have not used the scheme. These municipalities will need however to have that have similar groupings. Action research according to Saunders et al (2003) has its basis on three themes: - the focus of the research, close collaboration with organisation on a matter that is of interest to them and being part of the organisation within which change and research are taking place and the result as indicated can inform other similar projects elsewhere.

The strategy also uses the survey method as it is not mutually exclusive. As Saunders et al (2003:281) puts it “the greatest use of questionnaires is made by the survey strategy. However both experiment and case study research can make use of these techniques.”

The population of about 88 000 households can be considered sizeable and surveys collect a lot of data economically hence the choosing of this method in collecting data.

Both primary data and secondary data were used in the research process. The new data (primary) was collected to solve the problem at hand through the questionnaire whilst secondary data (previously gathered), for example, previous payment levels documents from the City of Tshwane were used for comparisons. Sheth and Mittal support the use of secondary data by saying that this should be the first the researcher attempts to use as it already exist and can save the expense of collecting primary data. The payment levels data is publicly accessed data as Sheth and Mittal (2004:257) say “Secondary data in the public domain is collected mostly by the government and other domestic, foreign and international public organizations.” For such data there is no need to get ethical clearance from the organisation concerned.

4.3.4 Sample and population

Proctor (2005:108) illustrates the steps that involved in developing a sample as follows:

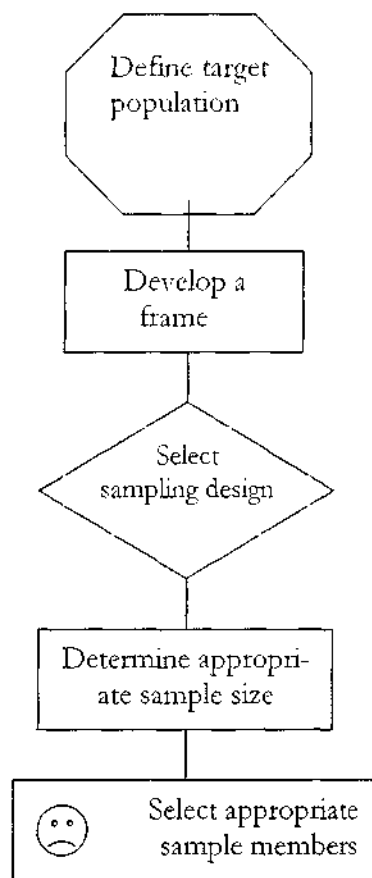


Figure 4.1 steps in developing a sample

The sample chosen must always try to represent the population as a whole. Saunders et al (2003) stress the importance of the completeness of the sampling frame so that all the cases can have a chance of being selected. Documents containing data like the census results, telephone directories can assist with the population required. These days there are also companies that sell data as researchers may want them. Saunders et al (2003:156) gives a detailed list of sample sizes for different population sizes at 95 per cent level of certainty. Proctor (2005:109) agrees with the completeness of samples when he says that a sample should reflect the characteristics of the population of interest to the study.

The population or sampling frame was taken from all Soshanguve households which are about 88 407 (Census 2001). Saunders et al (2003) stresses the importance of the completeness of the sampling frame so that all the cases can have a chance of being selected. This sampling frame excluded the business and trading areas and government departments in Soshanguve as they are not regarded as households. The incentive scheme programme is targeted at household ratepayers only. From this population a sample of 375 was drawn using a stratified random procedure as Soshanguve wards are different in their composition. The number 375 was decided on using Table 6.1 in Saunders et al (2003:156) for sample sizes for

different population sizes at 95 per cent level of certainty. Proctor concurs with Saunders et al, by saying that a sample should reflect the characteristics of the population of interest to the study (2005:109).

A stratified random sampling method was chosen as the geographical area is very vast and the composition in each area is different. This division enabled both high and low, old and young income earners to participate. Saunders et al (2003), explain stratified random sampling as random sampling that has been modified where the population is divided into a number of subsets based on one or a number of attributes. The division was based on the wards found in Soshanguve as well as blocks in each ward as the table below indicates.

Table 1.2

Sample selection by stratified random sampling

AREA	BLOCKS	SAMPLE SIZE
Ward 11	HH, JJ, PP, AND GG	37
Ward 25	V,T,Vext.1, PP2, PP3, W	39
Ward 26	R, DD, KK, SS, S, and P	35
Ward 27	R, X, Y, MM, X ext, Y ext. and P	39
Ward 29	FF,LL,IA and NN	37
Ward 33	AA,CC,G and F east	37
Ward 34	H, H ext. and F west	38
Ward 35	K,M,H ext. and M ext.	38
Ward 36	L, L ext, WW & Bufferzone	35
Ward 39	TT, ext.1, ext.2, ext.3A, T Text.	40
Total		375

Proctor (2005) contends that the stratified random sampling approach is more suited to sampling large consumer populations. The idea of stratified sampling is to accommodate every stratum and because of variability, the standard error of estimates may be reduced (Ghauri & Gronhaug (2002)).

4.3.5 Measuring instruments and data collection

Research objective are achieved when proper tools of collecting data are employed. The following tools were used by the researcher:

4.3.5.1 Measuring instrument

Interview - administered questionnaire

The aim of the questionnaire Proctor (2005:191) cautions should always be borne in mind and the questions that follow should seek to address research objectives (2005:191). Structured interviews involve questionnaires where the interviewers meet face to face with the respondents and ask scheduled questions (Saunders et al, 2003). The content of such questions according to Proctor (2005) should consider the following:

- a) The question should be necessary and cover research objectives
- b) The respondent should understand the question and the language used should be understood by the respondent.
- c) The question asked should be enough to get the data required.
- d) Questions should not contain a suggestion that the respondent is supposed to know the answer.
- e) It is better to ask people if they recognise something rather than if they recall it as people forget
- f) Ensure respondents of the confidentiality of their responses and remove questions that will cause embarrassment.

The design of the questionnaire was such that it covered both open-ended questions and closed –ended questions. Out of 34 questions 15 were open ended and 19 were closed ended questions. The problem at hand requires some information on people’s opinions and attitudes regarding the loyalty programme used by the City of Tshwane and how ratepayers regard the reward incentive programme that is designed to make them act. The open ended questions were expected to bring to the study an exploratory element. That is one of the reasons why the researcher moved from using telephone interviews to face to face interviews to avoid reluctance to complete. The questionnaire used both open ended questions and closed-ended questions. Open ended questions help reveal what people think and closed ended questions are easy to use and reduce interviewer bias and make coding and tabulation easy(Proctor, 2005).

4.3.5.2 Pre-testing

The questionnaire was pre-tested on 15 respondents staying in Soshanguve that were chosen randomly at a pay point. Question 5.1 which read as “Have you heard about any of the following merchants/shops used by The Resident programme.” had to be rephrased as respondents found it difficult

to fill in as the instruction was confusing. The merchant list was attached and respondents did not know whether to fill this in on the attached list or in the questionnaire. This question was replaced by 5.4 which read “recommend any 3 merchants/shops of your choice you would like The Resident to use.” Proctor (2005:205) does indicate that when questionnaires are first drafted, some of the questions are vague, confusing or cumbersome and pre-testing a questionnaire helps one to discover faults before it is administered.

4.3.5.3 Data collection

375 questionnaires were used during the face to face interviews, 331 forms were filled, 41 respondents refused to proceed with the questionnaire.

The researcher made use of five field workers to assist with the interviews as ten wards had to be covered. The field workers were trained on the questionnaire and how to approach respondents. The introduction of the questionnaire to the respondents was stressed as important and keeping to the purpose of research. The field workers were drawn from the Soshanguve area with the help of the area coordinator. The field workers that were used as interviewers usually assist with public participation matters. The people chosen know the area very well as well as languages spoken in the area. The researcher advised that the interviewers could translate to respondents where English was a barrier. The field workers were made to have a *feel of the questionnaire by allowing them to fill it as well*. The use of face to face interviews allowed for a high response rate as the questionnaire was filled by the interviewer. Three of the field workers had assisted with questionnaires before and two were practically new to the concept of research. The researcher had to choose amongst the following types of questionnaires as outlined by Saunders et al (2003):

Self administered: - on- line, postal, delivery and collection.

Interviewer administered: - telephone, structured interview

As indicated above a structured interviewer administered questionnaire was chosen.

The analysis of the questions (closed- ended questions) was computer assisted and open- ended questionnaire was for self- analysis.

The timing of the questionnaire was found to be fifteen minutes. People wanted more explanation with certain questions. In certain instances this took even longer as people wanted to talk about other issues

of the municipality. Ghauri & Gronhaug (2002) indicate that there are no standards available in the existing literature in connection with what a short is and a long questionnaire. Proctor (2005) suggests however that a questionnaire should only be as long as necessary for its purpose but cautions at the same time that too long a questionnaire can be demoralising to both the researcher and the respondent.

4.3.6 Reliability and validity

Saunders et al, (2003:292) outline in the following steps as what must occur if a question is to be valid and reliable:

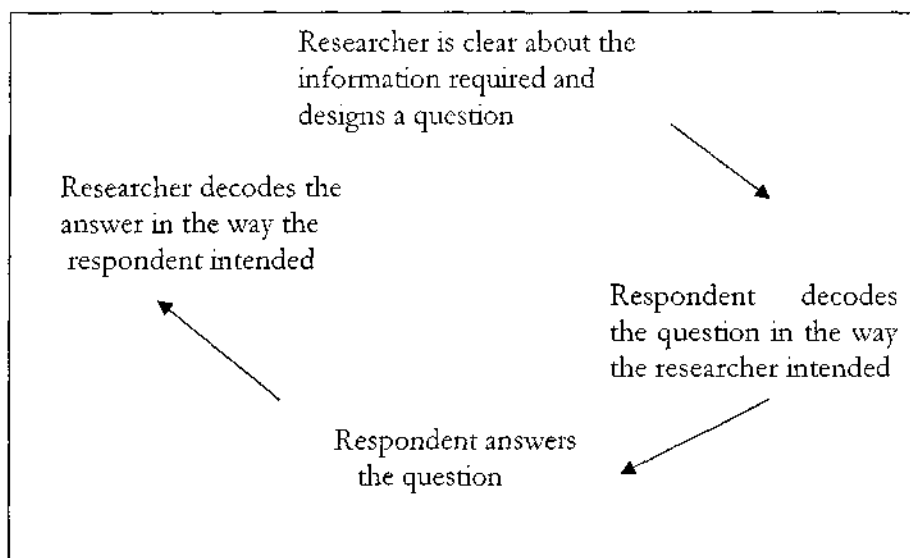


Figure 10.2 Stages that must occur if a question is to be valid and reliable

Source: Developed from Foddy (1994)

The above figures support the view that the questions formulated must be thought through. Reliability as put forward by Proctor (2005: 198) “reflects whether asking the same question of the same person on a subsequent occasion will elicit the same response. Validity reflects whether you are ascertaining through the question what you think you are ascertaining.”

The questionnaire contained questions that were related, such questioned were useful in the checking of reliability .There has to be similarities, for example, in the answering of question 3.1 and 3.2.

- a) Subject or participant error

It is advisable according to Saunders et al (2003) to choose neutral times to administer the questionnaire as the questionnaire completed at different times of the week will yield different answers. The interviewers as they knew the area very well, assisted in scheduling interviews per area. The areas that consisted the majority of the retired people in the established areas, for example were visited during the day. The areas that are populated by working and younger people were visited in the evenings. In some wards one partner works and these areas were visited during the day and in the early evening. There were no fixed pre arranged appointments with the respondents. The subject participant error was avoided by rescheduling interviews at the respondent's requests and a convenient time was arranged.

b) Subject or participant bias

Anonymity of respondent has to be adhered to as advised by Saunders et al (2003). The informed consent form gave the undertaking that the information supplied by the respondent was going to be treated as confidential. Respondents were also given the right to withdraw from the study at any given time they felt like. Serving in the steering committee of the researcher was an added advantage in that it was easy to verify information. No one's job was at stake as the researcher does not work directly with the department that is providing information.

c) Observer error

A high degree of structure was provided in the questionnaire to avoid the last question or last person fatigue syndrome where the researcher would otherwise show tiredness.

Threats facing the study

History

What has been happening with the cutting of electricity may have affected respondents' willingness to participate. The question that asked residents to recommend ways that the City of Tshwane could use to improve payment for services was met with mixed feelings as some residents were very vocal about the unfairness of cutting water and lights with them earning very little (question 6.2) and others refused to answer this particular question saying they believed the municipality seemed to have a solution already that of cutting their services.

Instrumentation

The new system (SAP) that was introduced in Finance needed information to be updated and there was shut down periods when this information was updated. During the 2004/2005 financial year the percentage of the income collected was lower than in the previous period and the reason given for this was that there were no credit control actions during this period (City of Tshwane medium- term Revenue and Expenditure Framework (2006/07).

Mortality

This refers to participants dropping out of the study (Saunders et. al 2003) this affected the sample size which was originally 375 ended up with 333 as some people did not want to proceed beyond the demographic detail and withdrew from the study.

Ambiguity about casual direction

The use of cut offs together with The Resident presented ambiguity as to why the levels of payment are improving. Are the levels of payment improving because of the payment incentive scheme or is it because people are forced to pay through cut- offs?

The questionnaire assisted especially with responses to question 2.3 and 2.6. Question 2.3 wanted to find out if the if the introduction of The Resident as a loyalty programme resulted in motivating respondents to pay timeously. And 2.6 tested the attitudes towards payment for services after the introduction of the programme if they changed with the introduction of the payment incentive scheme.

Saunders et al (2003) speak of ambiguity about casual direction as one of the causes of threats to validity (2003) The incentive payment scheme may also have caused people to think negatively about the scheme if the incentive scheme functioning is not explained and managed well thereby causing people to hold back their payment if they think they were being given a raw deal yet the scheme is not really part of the services they are being billed for.

The researcher in this study will not be in a position to generalise to other Municipalities as the research is meant for the population of the City of Tshwane and not other Metros. The generalisation is also only applicable mainly to areas with similar household patterns as Soshanguve within Tshwane that is, Townships of Mabopane, Ga-Rankuwa, Atteridgeville, Mamelodi, Temba, and Olivenhoutbosch. Other

Metros can however use this study as a guideline if they wanted to embark on similar exercises because their environment under which the scheme may operate would be different from the City of Tshwane's environment.

4.3.7 Examination of trends

Trends are defined by Proctor (2005) as upward, downward or static patterns. The trend in three previous periods were compared with the current one so as to determine if there were any changes that were brought about by the payment incentive scheme. The periods covered were 2003/2004; 2004/2005, 2005/2006 and 2006/ 2007 midterm financial periods. The collection rates versus billing were variables that were compared at different time intervals.

The Municipal Finance Management Act requires that the budget "be based on realistic forecasts for revenue recovery and over the said period the collection of arrear as well as current account revenue averages 96%." City of Tshwane Medium-term Revenue and Expenditure Framework 2006/07. Payment for services is regarded crucial as the bulk of the money comes from municipal funding in the form of property rates, electricity and water.

4. Conclusion

This chapter looked at the research methodology suitable for this study. The survey method having both closed and open ended questions necessitated that a mixed approach be used, that is, both the quantitative approach and the qualitative approach. As indicated earlier open ended questions help reveal what people think and closed ended questions are easy to use and reduce interviewer bias and make coding and tabulation easy (Proctor, 2005). The focus of the strategy showed that whilst a survey was conducted, the study was action research oriented. Data collection methods were also covered in this chapter. The checking of reliability and validity were discussed. The next chapter will look at the analysis of data that was collected during the face to face interview process and the interpretation will be provided.

Chapter 5

PRESENTATION OF RESULTS

5.1 Introduction

As the methodology has been discussed in the previous chapter, the discussion on the findings of these interviews is important as Saunders et al(2003:) explain that the assembly of data from a variety of sources may be part of the process of research but without interpretation, it is not research it may not be called research. Research has to conform to certain characteristics like systematic collection of data, systematic interpretation and find things out as this chapter will demonstrate.

5.2 Analysis of Methodology

5.2.1 The sample

The study used 375 respondents but a total of 331 respondents completed the questionnaire during the face to face structured interviews. Forty four respondents fell out of the study after answering the first page. The respondents were selected by stratified.

5.2.2 Interviewing and Analysis

A structured questionnaire was pre-tested on 15 respondents selected form a pay point in Soshanguve. The questionnaire was changed accordingly after comments were received from respondents who had a difficulty with one question. Face to face interviews using the structured interviews were conducted. Open ended questions were self analysed whilst the closed ended questions were computer analysed.

5.3 Demographic Profile of the sample

The tables presented hereunder represent a summary of the biographical details of respondents. This segmentation is important in that it assist to explain other challenges that may be causing people not to pay like, unemployment rate, the failure to read the accounts sent to them with the level of education and how different wards respond to the programme.

TABLE 5.1

GENDER

TABLE 5.1			
GENDER		n	%
A1.1 Gender	Female	176	53.2%
	Male	155	46.8%
Total		331	100.0%

TABLE 5.2

MARITAL STATUS

		n	%
A1.2 Marital Status	Married	180	55.7%
	Single	143	44.3%
Total		323	100.0%

TABLE 5.3

AGE GROUP

		n	%
A1.3 Age	18-25	51	15.5%
	26-30	44	13.4%
	31-35	35	10.6%
	36-50	100	30.4%
	51-65	55	16.7%
	66 and above	44	13.4%
Total		329	100.0%

TABLE 5.4

EDUCATIONAL LEVEL

		n	%
A1.4 Educational Level	Below Standard 8	74	23.7%
	Below Standard 10	62	19.9%
	With Matric only	88	28.2%
	With tertiary qualification	88	28.2%
Total		312	100.0%

TABLE 5.5

EMPLOYMENT STATUS

		n	%
A1.5 Employment	Unemployed	67	21.9%
	Employed	97	31.7%
	Pensioner	56	18.3%
	Self employed	43	14.1%
	Student	43	14.1%
Total		306	100.0%

TABLE 5.6

INCOME LEVEL

		n	%
A1.6 Income	R0 - R1 000	152	47.1%
	R1 001 - R2 000	38	11.8%
	R2 001 - R4 000	31	9.6%
	R4 001 - R6 000	15	4.6%
	R6 001 - R8 000	15	4.6%
	R8 001 - R10 000	11	3.4%
	R10 001 - R15 000	8	2.5%
	R15 001 - R20 000	9	2.8%
	R21 001 and above	2	0.6%
	Refusal	42	13.0%
Total		323	100.0%

TABLE 5.7

LANGUAGE

		n	%
A1.7 Language	Afrikaans	4	1.2%
	English	17	5.2%
	Ndebele	26	7.9%
	Northern Sotho	45	13.6%
	Southern Sotho	32	9.7%
	Swazi	16	4.8%
	Tsonga	55	16.7%
	Tswana	27	8.2%
	Venda	23	7.0%
	Xhosa	13	3.9%
	Zulu	72	21.8%
Total		330	100.0%

TABLE 5.8			
WARD REPRESENTATION		n	%
A18 Ward	11	43	13.0%
	25	17	5.1%
	26	15	4.5%
	27	39	11.8%
	29	40	12.1%
	33	35	10.6%
	34	33	10.0%
	35	36	10.9%
	36	33	10.0%
	39	40	12.1%
Total		331	100.0%

The above demographic information indicates that there were more female respondents than males. This is an indication that more females were readily available to answer questions compared to men in different households. Married people consisted of a higher percentage than single people. This information may help in formulating messages for specific targeted audiences. The majority of the respondents are from ages 36-50. The age group analysis will shape the campaigns that may be needed. The majority of the respondents 28.2% have matric and tertiary qualifications (28.2%) indicating that Soshanguve is very literate. 31.7% respondents indicated that they were employed but the majority earned less than a R1000/00. Isi Zulu was widely used by the majority of the respondents. The response rate in wards 25 and 26 was half that attained in other wards.

5.4 The Resident Programme

5.4.1 Knowledge about The Resident programme

Respondents were asked "Please mention what you know about the incentive Scheme programme called The Resident used by the City of Tshwane? The following gives answers as they were given by respondents verbatim and where possible common answers were grouped together. The responses are given per ward using (n) as the number of respondents

Findings

Ward 11	(n)
Blank 31	
You must pay bills to get a resident card	1
Do not know/ know nothing	2
Locally well known	1
You can get discount	1
Give benefits for consistent payment of services	1
Skim to encourage payment for services	2
To track those who do not pay rent, to pay the bill in the right way	1
Not much	1
To encourage community to pay with this resident you can get your money back	1
Encourage people with the good work that they are doing	1
Must pay less payments	1
Ward 25	
Blank	1
I know nothing/do not know	8
Provides benefits to rate payers	1
Something to do with payment for services	1
Heard about it but do not know much	1
Encourage payment for services	3
Provides discounts for paying for services	1
Encourage payment and there are benefits	1
Gives us rewards and discounts if you are up to	1
Up to date with payments	
Ward 26	
Blank	0
Provides discounts and benefits	4
Encourage payment of services	4
Know nothing	4
Know little	1
Provide benefits to ratepayers	1

Ward 27

Blank	21
Do not know	5
Know very little	1
Get bonus points for paying rent every month	2
Pay on time to qualify for points	1
Gives presents	1
That it is here to help us	1
You need to pay rent	2
Ideal way to encourage people to pay for services	3
It is here to help with saving	1
Cash back for rent paying every month	1

Ward 29

Blank	33
Get discounts	1
It pays to pay	1
Gives us prizes for paying	1
Encourage payment	1
You can go shopping to any shop you like	1
If you pay your rent you will get a form to fill and Post it to the office.	1

Ward 33

Blank	17
Nothing	7
Municipality uses it	1
Know very little about it	8
That it's got great rewards	2
Nice plan that gives gifts	2

Ward 34

Blank	15
Know nothing	12
Know little	4
You get a card when you pay your account	1
Regularly and use at any shop registered with the scheme that you can get a free gift	1
Ward 35	
Blank	1
Do not know it	22
Know everything	11
Know little	6
Not much, only my kids know about it	1
Programme of Soshanguve	1
Ward 36	
Blank	5
Know it	5
Do not know it	12
Know little	9
It is a programme called the resident	1
Program for people of Soshanguve	1
Ward 39	
Blank	23
Know little	1
Do not know	1
Tell us to pay rent	7
Pay rent every month	8
Help people about the rent	1
You get bonus points when we pay rent every month	1
Encouraged me to pay	1
The importance of paying rent the scheme offers you a card that you use to buy at certain stores and you get discount	1

Paying rent is important	1
Always pay rent to win	1
Talks about paying for services	1

A related closed question was asked to see if the knowledge about the programme is consistent. This question asked “Do you agree or disagree that The Resident programme is:

STATEMENT	AGREE	DISAGREE
A scheme well known by the majority of residents	-11- 1	2
A scheme used by the majority of ratepayers	-12- 1	2
A scheme that ratepayers identify with	-13- 1	2
A suitable scheme to encourage ratepayers to pay	-14- 1	2
Not visible/see or hear enough about it in the media	-15- 1	2
A scheme/loyalty programme that means nothing to me	-16- 1	2
A loyalty programme that residents are proud of	-17- 1	2

Findings

TABLE 5.9

RESPONSE TO KNOWLEDGE OF THE SCHEME

	A1.8 Ward											Total
	11	25	26	27	29	33	34	35	36	39		
B2.2 (a) A Agree N	26	3	6	21	29	14	6	13	21	35	174	
scheme well %	60.5%	17.6%	46.2%	55.3%	72.5%	42.4%	19.4%	36.1%	63.6%	87.5%	53.7%	
known by the majority of residents	Dis-agree N	17	14	7	17	11	19	25	23	12	150	
	%	39.5%	82.4%	53.8%	44.7%	27.5%	57.6%	80.6%	63.9%	36.4%	12.5%	46.3%
Total	N	43	17	13	38	40	33	31	36	33	40	324
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
	%	%	%	%	%	%	%	%	%	%	%	%

53, 7 % agree that the scheme is known by the majority of the residents and 46, 3 disagree. Different wards show different scores

TABLE 5.10

RESPONSE TO USE OF THE SCHEME

			A1.8 Ward									Total	
			11	25	26	27	29	33	34	35	36		39
B2.2 (b) A	Agree	N	32		5	16	34	11	5	13	16	25	157
scheme used by		%	74.4%		38.5%	42.1%	85.0%	32.4%	16.1%	36.1%	50.0%	62.5%	48.5%
the majority of	Dis-	N	11	17	8	22	6	23	26	23	16	15	167
ratepayers	agree	%	25.6%	100.0%	61.5%	57.9%	15.0%	67.6%	83.9%	63.9%	50.0%	37.5%	51.5%
Total		N	43	17	13	38	40	34	31	36	32	40	324
		%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		%	%	%	%	%	%	%	%	%	%	%	%

While the scheme is well known 48.5% respondents believe that the scheme is used by most residents with 51.5% saying the scheme is not used by the majority of the residents.

TABLE 5.11

RESPONSE TO IDENTIFYING WITH THE SCHEME

			A1.8 Ward									Total	
			11	25	26	27	29	33	34	35	36		39
B2.2 (c) A	Agree	N	38	1	5	25	35	12	11	13	22	29	191
scheme		%	88.4%	5.9%	38.5%	65.8%	87.5%	38.7%	35.5%	36.1%	68.8%	72.5%	59.5%
ratepayers	Dis-	N	5	16	8	13	5	19	20	23	10	11	130
identify	agree	%	11.6%	94.1%	61.5%	34.2%	12.5%	61.3%	64.5%	63.9%	31.3%	27.5%	40.5%
with													
Total		N	43	17	13	38	40	31	31	36	32	40	321
		%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		%	%	%	%	%	%	%	%	%	%	%	%

59, 5 % agree that ratepayers do identify with this scheme and 40, 5% believe differently.

TABLE 5.12

RESPONSE TO SUITABILITY OF THE SCHEME TO RATEPAYERS

			A1.8 Ward									Total	
			11	25	26	27	29	33	34	35	36		39
B2.2 (d) A suitable scheme to encourage ratepayers to pay	Agree	N	42	10	10	27	35	23	20	21	16	35	239
		%	97.7%	58.8%	76.9%	71.1%	87.5%	74.2%	69.0%	60.0%	51.6%	87.5%	75.4%
	Dis-agree	N	1	7	3	11	5	8	9	14	15	5	78
		%	2.3%	41.2%	23.1%	28.9%	12.5%	25.8%	31.0%	40.0%	48.4%	12.5%	24.6%
Total		N	43	17	13	38	40	31	29	35	31	40	317
		%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
		%	%	%	%	%	%	%	%	%	%	%	%

The suitability of the scheme to encourage payment was highly supported by 75.4% of the respondents with only 24, 6% saying they did not think it was suitable.

TABLE 5.13
VISIBILITY OF SCHEME

				A1.8 Ward									Total
				11	25	26	27	29	33	34	35	36	
B2.2 (e) Not visible/sec or hear enough about it in the media	Agree	N	32	11	8	20	29	21	8	28	27	27	211
		%	74.4%	64.7%	61.5%	54.1%	72.5%	65.6%	27.6%	77.8%	81.8%	67.5%	65.9%
	Dis-agree	N	11	6	5	17	11	11	21	8	6	13	109
		%	25.6%	35.3%	38.5%	45.9%	27.5%	34.4%	72.4%	22.2%	18.2%	32.5%	34.1%
Total		N	43	17	13	37	40	32	29	36	33	40	320
		%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
		%	%	%	%	%	%	%	%	%	%	%	%

The resident programme was not visible enough in the media as 65.9% attested to this, 34.1% believe that they do hear enough about.

TABLE 5.14

LOYALTY TO THE SCHEME

				A1.8 Ward										Total
				11	25	26	27	29	33	34	35	36	39	
B2.2 (f) A scheme/loyalty programme that means nothing to me	Agree	n	21	7	3	23	20	8	11	20	11	24	148	
		%	48.8	41.2	23.1	62.2	50.0	32.0	39.3	55.6	34.4	60.0	47.6	
	Dis- agree	n	22	10	10	14	20	17	17	16	21	16	163	
		%	51.2	58.8	76.9	37.8	50.0	68.0	60.7	44.4	65.6	40.0	52.4	
Total	N		43	17	13	37	40	25	28	36	32	40	311	
	%		100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	
			%	%	%	%	%	%	%	%	%	%	%	

The Resident programme means something to 52.4% respondents. Only 47.6% felt it meant nothing to them.

TABLE 5.15

FEELINGS TOWARDS THE SCHEME

				A1.8 Ward										Total
				11	25	26	27	29	33	34	35	36	39	
B2.2 (g) A loyalty pro- gramme that residents are proud of	Agree	N	37	4	7	20	33	14	13	17	20	25	190	
		%	86.0%	23.5%	53.8%	54.1%	82.5%	53.8%	46.4%	48.6%	62.5%	64.1%	61.3%	
	Dis- agree	N	6	13	6	17	7	12	15	18	12	14	120	
		%	14.0%	76.5%	46.2%	45.9%	17.5%	46.2%	53.6%	51.4%	37.5%	35.9%	38.7%	
Total	N		43	17	13	37	40	26	28	35	32	39	310	
	%		100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	
			%	%	%	%	%	%	%	%	%	%	%	

61.3% of the respondents seem to be proud of this scheme and 38.7% is not.

Interpretation of the findings regarding knowledge of the resident programme

The majority of the respondents in the open ended questions chose not to answer this question. This can be interpreted as that they did not know the resident programme or did not know in detail what the scheme entails. Almost all the wards except ward 26 had the highest number of people that did not respond to this question. All those who have given comments have a good understanding of what the scheme is about

The closed ended questions on the other hand revealed that on the overall 53,7 % agree that the scheme is known by the majority of the residents and 46,3 disagree. A discrepancy is seen in different wards. Half the wards perceive the scheme as well known and another half disagree with this view. While the scheme is well known 48.5% respondents believe that the scheme is used by most residents with 51.5% are saying the scheme is not used by the majority of the residents. 59, 5 % agree that rate-payers do identify with this scheme and 40, 5% believe differently. The suitability of the scheme to encourage payment was highly supported by 75.4% of the respondents with only 24, 6 saying they did not think it were suitable. The resident programme was not visible enough in the media as 65.9% attested to this, 34.1% believe that they do hear enough about. The Resident programme means something to 52.4% respondents. Most residents seem to be proud of this scheme as indicated by 61.3% of the respondents.

The above evidence points out that The Resident programme is the scheme that is fairly known by most of the respondents. Those that answered know what The Resident is about, what is needed is to get people to participate in it by increasing its use. The programme has to improve its visibility for people to be able to participate.

5.4.2 Attitude towards “The Resident” programme

The respondents were asked whether the introduction of the payment incentive scheme, the resident, as a loyalty programme resulted in motivating them to pay their municipal account timeously. The following options were given

YES NO DON'T KNOW

If yes, in what way?

If no, why not

The next relevant question to measure attitudes was “Since the establishment of the resident programme, do you have a more positive or negative attitude towards payment for services?” With this question the options for respondents to choose from were:

<i>Very positive-5</i>	<i>Positive-4</i>	<i>The same-3</i>	<i>Negative-2</i>	<i>Very negative-1</i>
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If negative, (1, 2) why?

Findings

TABLE 5.16

MOTIVATION TOWARDS PAYMENT - WARD

			A1.8 Ward										Total
			11	25	26	27	29	33	34	35	36	39	
B2.3 Did the introduction of the payment incentive scheme, The Resident, a loyalty programme result in motivating you to pay your municipal account timeously?	Yes	n	7	9	5	20	3	12	13	13	6	10	98
		%	17.1	52.9	33.3	52.6	7.7%	35.3	40.6	36.1	18.8	25.6	30.3
	No	n	3	4	8	2	1	5	6	4	7	2	42
		%	7.3%	23.5	53.3	5.3%	2.6%	14.7	18.8	11.1	21.9	5.1%	13.0
	Don't know	n	31	4	2	16	35	17	13	19	19	27	183
		%	75.6	23.5	13.3	42.1	89.7	50.0	40.6	52.8	59.4	69.2	56.7
Total			41	17	15	38	39	34	32	36	32	39	323
			100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
			%	%	%	%	%	%	%	%	%	%	%

TABLE 5.17 MOTIVATION TOWARDS PAYMENT -EMPLOYMENT

			A1.5 Employment					Total
			Unem- ployed	Em- ployed	Pen- sioner	Self em- ployed	Student	
B2.3 Did the introduction of the payment incentive scheme, The Resident, a loyalty programme result in motivating you to pay your municipal account timeously?	Yes	n	19	29	11	18	13	90
		%	29.2%	30.5%	20.0%	43.9%	31.0%	30.2%
	No	n	9	12	8	4	4	37
		%	13.8%	12.6%	14.5%	9.8%	9.5%	12.4%
Don't know	n	37	54	36	19	25	171	
	%	56.9%	56.8%	65.5%	46.3%	59.5%	57.4%	
Total		N	65	95	55	41	42	298
		%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

On the motivation part 30.3% was motivated by the Resident programme to pay their municipal account timeously with 13.0% saying the resident programme did not motivate them to pay timeously. 56.7 % said they did not know. A similar trend in responses is observed even when comparing those that are employed, self employed, pensioners, unemployed and students

Findings of “if yes in what way” in question 2.4

The reasons given per ward as to why they felt motivated were:

Ward 11

The responses given by respondents in this ward was that they “did not know” in question 2.3 hence they could not respond to this question.

Ward 25

Responses	(n)
• Due to rewards presented	2
• Because there is something in return	1
• Having gold card is advantageous for discounts	1
• Encourages due to services	1
• Encourage payment of services	1

- By winning of vouchers 1
- Because you are entitled to benefits 1
- Present opportunities 1
- Because of rewards for paying 2
- Shows importance of paying 1
- Discounts and benefits 1

Ward 26

- Because of benefits 4
- Because of cash back 1

Ward 27

- The 22 had answered they did not know 1
- Pay rent every month and on time 12
 - I like to win so I pay my rent 2
 - Paying every month 3
 - Pay before the 7th of every month 2
 - Motivated to pay rent 1

Ward 29

Blank 1 + 37 do not know previous question and this follow up question could not be answered.

- It informs you that there is cash back

Ward 33

- Benefits you get 6
- You can get something from it 2
- Every competition has something 1
- People gain from this scheme 1

Ward 34

- Gives us more 1

- Great rewards/prizes 3
- As we know about the scheme we pay 1
- As long as it works 1
- Rewards good 1
- By getting free gifts 1
- Benefit offered encouraging 1
- You make sure you pay every month to qualify 1

Ward 35

22 includes do not know and those answering no

- By getting more discounts 1
- In a right way to pay 2
- In a good and right way 5
- In a good way but I am far behind 1
- In a good and positive way 1
- In a good way to pay monthly 1

Ward 36

22 includes do not know and no

- In a good way to pay every month 1
- In a good manner 2
- in a positive way when it comes to payment 1
- right way 1

Ward 39

Do not know responses included in the 19

- To pay on time 1
- To pay every month 5
- By paying I get card with points 1
- I like to pay rent 1

Findings on Question 2.5 If no, in what way?

This is a follow up question on 2.3. Did the introduction of payment incentive scheme, The Resident, as a loyalty programme result in motivating you to pay your municipal account timeously?

Ward 11

The people had filled do not know and could not respond appropriately

- Did not encourage ratepayers to pay 1
- Do not know about it 1

Ward 25

Benefits not enough and not worth it 1

- No services 1
- Do not know the scheme 1
- No interest 1

Ward 26

- Because it is not enough to do that 1
- Do not know much about it 3
- I have been always consistent 1
- Benefits not enough 1
- Because I have been always up to date 1

Ward 27

- Scheme to go to people 1
- Do not know about the scheme 1
- Know little about the scheme 1

Ward 29

The respondents had said yes and also do not know in the previous questions

Ward 33

- I've never used it 1
- If you pay your accounts they won't bother you 1
- Because I am unemployed 1

- Because you have to pay anyway 1

Ward 34

- If you pay they do not hassle 1
- We just take it as normal 1
- The payment come unannounced 1
- Because I do not know about it 2
- I do not care about it. 1

Ward 35

- Do not know it 3

Ward 36

- The system is lousy 1
- I have not heard about it before 4
- Still have outstanding balance 1

Ward 39

Some respondent indicated previously that they were motivated by the scheme and 22 did not know.

The next relevant question to measure attitudes was “ Since the establishment of the resident program mme, do you have a more positive or negative attitude towards payment for services?” With question 2.6 the options for respondents to choose from were:

<i>Very positive-5</i>	<i>Positive-4</i>	<i>The same-3</i>	<i>Negative-2</i>	<i>Very negative-1</i>
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If negative, (1, 2) why?

Findings

TABLE 5.18

NEGATIVE/POSITIVE ATTITUDES TOWARDS PAYMENT

			A1.8 Ward									Total	
			11	25	26	27	29	33	34	35	36	39	
B2.6 Since the establishment of The Resident programme, do you have a more positive or negative attitude towards payment for service?	Very positive	N	1			2		1	1			1	6
		%	2.3%			5.1%		3.0%	3.1%			2.5%	1.8%
	Positive	N	1	3		1	1	2	2	1	3	6	20
		%	2.3%	17.6%		2.6%	2.5%	6.1%	6.3%	2.8%	9.4%	15.0%	6.1%
	The same	N	9	7	8	12	12	17	14	23	15	20	137
		%	20.9%	41.2%	53.3%	30.8%	30.0%	51.5%	43.8%	63.9%	46.9%	50.0%	41.9%
	Negative	N	20	3	6	9	18	12	14	9	11	6	108
		%	46.5%	17.6%	40.0%	23.1%	45.0%	36.4%	43.8%	25.0%	34.4%	15.0%	33.0%
	Very negative	N	12	4	1	15	9	1	1	3	3	7	56
		%	27.9%	23.5%	6.7%	38.5%	22.5%	3.0%	3.1%	8.3%	9.4%	17.5%	17.1%
Total	N		43	17	15	39	40	33	32	36	32	40	327

The majority of the respondents 41.9% felt the same about payment for services even after the introduction of this programme. This was followed by the negative responses with 33.0% saying they had a negative attitude about payment for services even with The Resident programme running and the very negative were 17.1%. 6.1% were positive.

Reasons given by respondents as to why they felt negative are a follow up on question 2.6. Responses that they were given and common in all the wards were:

- It has not encouraged rate payers to pay

- I do not know the programme.
- It takes my money without delivering

Interpretation of the findings regarding attitudes to “The Resident” programme

The majority 56.7% of respondents that said they did not know if The Resident programme motivated them to pay is consistent with the response where 51.5 of the respondents felt the scheme was not used by the majority of the ratepayers. As most of them indicated that they did not know in question 2.3 which was asking if The Resident was motivating residents to pay timeously, clear reasons could not be obtained from the majority of ratepayers with regard to why they were either motivated or not motivated to pay. Those that gave responses however cast light on both which can assist in designing programmes that can change attitudes displayed. While respondents are positive towards this programme, it has not made the majority of the respondents to change their attitudes towards payment for services. Respondents that felt negative indicated that the incentive scheme was yet to change attitudes towards payment. Employment rate is another fact that may affect attitudes

5.5 Marketing and advertising

5.5 .1 Awareness on the marketing efforts of The Resident

Respondents were asked “Are you aware of any marketing efforts of The Resident payment incentive?”

Findings

TABLE 5.19

MARKETING EFFORTS OF THE RESIDENT PROGRAMME

			A1.8 Ward									Total	
			11	25	26	27	29	33	34	35	36		39
C3.1 Are you aware of any marketing efforts of The Resident payment incentive scheme?	Yes	n	11	10	9	22	14	20	17	14	12	29	158
		%	26.2 0%	58.8 0%	60.0 0%	56.4 0%	35.0 0%	58.8 0%	51.5 0%	38.9 0%	36.4 0%	72.5 0%	48.00 %
	No	n	31	7	6	17	26	14	16	22	21	11	171
		%	73.8 0%	41.2 0%	40.0 0%	43.6 0%	65.0 0%	41.2 0%	48.5 0%	61.1 0%	63.6 0%	27.5 0%	52.00 %
Total	N		42	17	15	39	40	34	33	36	33	40	329
	%		100.00 %	100.00 %	100.00 %	100.00 %	100.00 %	100.00 %	100.00 %	100.00 %	100.00 %	100.00 %	100.00 0%

52.0% of the respondents said that they were not aware of any marketing efforts and 48% said they were aware.

The next question that was asked was “can you recall any advertising/promotions in the past 12 months promoting The Resident programme?”

Findings

TABLE 5.20

RECALLING ADVERTISING/PROMOTIONS IN THE PAST 12 MONTHS

			A1.8Ward										Total
			11	25	26	27	29	33	34	35	36	39	
C3.2 Can you recall any advertising/promotions in the past 12 months promoting the Resident programme?	Yes	n	38	7	9	15	38	22	12	13	13	19	186
		%	88.4%	43.8%	64.3%	39.5%	97.4%	64.7%	37.5%	36.1%	41.9%	47.5%	57.6%
	No	n	5	9	5	23	1	12	20	23	18	21	137
		%	11.6%	56.3%	35.7%	60.5%	2.6%	35.3%	62.5%	63.9%	58.1%	52.5%	42.4%
Total		n	43	16	14	38	39	34	32	36	31	40	323
		%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

57.6% of the respondents indicated that they could recall the promotions that took place in the last 12 months with 42.4% indicating that they could not recall.

A follow up question from 3.2 was asked, “if yes, where you have seen or heard about it?” options to choose from were provided for respondents ranging from; ward committees, radio, newspapers, newsletter, exhibitions, pamphlets, posters and others.

Findings

TABLE 5.21

YES TO RECALL OF PROMOTIONS

			A1.8 Ward									Total	
			11	25	26	27	29	33	34	35	36		39
C3.3 If yes, where have you seen or heard about it?	Ward committees	n	29	5	2	3	28					1	68
		%	76.3 0%	50.0 0%	22.2 0%	20.0 0%	77.8 0%					4.80 %	36.00%
	Radio	n	8	1	1	13	8	7	9	1	7	16	71
		%	21.1 0%	10.0 0%	11.1 0%	86.7 0%	22.2 0%	31.8 0%	69.2 0%	8.30 %	53.8 0%	76.2 0%	37.60%
	Newspaper	n		7	7	2		4		4	8	3	35
		%		70.0 0%	77.8 0%	13.3 0%		18.2 0%		33.3 0%	61.5 0%	14.3 0%	18.50%
	Newsletter	n	3	10	6	4			1	4	1	6	35
		%	7.90 %	100.00%	66.7 0%	26.7 0%			7.70 %	33.3 0%	7.70 %	28.6 0%	18.50%
	Exhibitions	n	1	2	1							4	8
		%	2.60 %	20.0 0%	11.1 0%							19.0 0%	4.20%
	Pamphlets	n		4	5	11		2	1	1	5	10	39
		%		40.0 0%	55.6 0%	73.3 0%		9.10 %	7.70 %	8.30 %	38.5 0%	47.6 0%	20.60%
	Posters	n	1		1			6	2	1	5	1	17
		%	2.60 %		11.1 0%			27.3 0%	15.4 0%	8.30 %	38.5 0%	4.80 %	9.00%
	Other	n						3	2	1		1	7
		%						13.6 0%	15.4 0%	8.30 %		4.80 %	3.70%

The promotions/advertising was most heard of on radio by 37.6% of the respondents. This was followed by ward committees at 36.0%. Pamphlets advertising could be recalled by 20.6 of the respondents. Both the newsletter and newspapers had 18.5% respondents who saw the adverts/promotions in these two mediums. Exhibitions and posters scored low at 4.2% and 9.0% respectively.

Respondents were also asked “were these promotions of any interest to you in other words did they provide important information to you about the resident programme?” respondents had to give a yes or no answer.

Findings

TABLE 5.22

IMPORTANCE OF INFORMATION PROVIDED BY PROMOTIONS

			A1.8 Ward									Total	
			11	25	26	27	29	33	34	35	36		39
C3.4 Were these promotions of any interest to you? In other words, did they provide important information to you about the resident programme?	Yes	n	10	8	7	22	12	25	26	12	17	25	164
		%	23.80	61.50	53.80	61.10	30.00	80.60	78.80	33.30	56.70	71.40	53.10%
	No	n	32	5	6	14	28	6	7	24	13	10	145
		%	76.20	38.50	46.20	38.90	70.00	19.40	21.20	66.70	43.30	28.60	46.90%
Total	N	42	13	13	36	40	31	33	36	30	35	309	
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.00%	

All the wards except respondents in ward 11 felt that the promotions provided important information. 53.1% respondents in all wards combined said the promotions were of interest and 46.9 said no to this statement.

The next question asked in evaluating the marketing efforts was “How important is it to regularly market the resident programme by means of promotional campaigns?” respondents had to indicate the degree of importance ranging from: very important, important, average importance, unimportant and very unimportant.

Findings

TABLE 5.23

IMPORTANCE OF REGULARLY MARKETING THE RESIDENT PROGRAMME

			A1.8 Ward									Total	
			11	25	26	27	29	33	34	35	36		39
C3.5 How important is it to regularly market The Resident programme by means of promotional campaigns?	Very important	n				1	3					3	7
		%				2.90%	7.70%					8.30%	2.30%
	Important	n	1			4	1	6	3	6	3	7	31
		%	2.50%			11.80%	2.60%	20.00%	9.10%	16.70%	9.10%	19.40%	10.00%
	Average importance	n	3	4	2	2	4	6	10	3	4	8	46
		%	7.50%	28.60%	14.30%	5.90%	10.30%	20.00%	30.30%	8.30%	12.10%	22.20%	14.90%
	Unimportant	n	27	3	9	11	22	15	19	20	14	7	147
		%	67.50%	21.40%	64.30%	32.40%	56.40%	50.00%	57.60%	55.60%	42.40%	19.40%	47.60%
	Very unimportant	n	9	7	3	16	9	3	1	7	12	11	78
		%	22.50%	50.00%	21.40%	47.10%	23.10%	10.00%	3.00%	19.40%	36.40%	30.60%	25.20%

47.6% felt it was unimportant to market regularly and 25.2% said regular marketing was very unimportant. 14.9% placed average importance on regular marketing with 10% and 2.3% saying it was important and very important respectively.

The respondents were asked to indicate the best way or medium to market the incentive scheme The Resident to identified market segments, namely, consumers living in the suburbs, consumers living in townships, consumers belonging to low income range, consumers belonging to high income range, internal staff of the municipality, Politicians.

Findings on the best medium to selected target audiences

TABLE 5.24

CONSUMERS LIVING IN SUBURBS

Preferred Media	Wards										Total
	11	25	26	27	29	33	34	35	36	39	
Banners							1				1 = 0.7%
Billboards						1	4	2	8		15 = 10.3%
In The shops	1			1							2 = 1.5%
Internet		1									1 = 0.7%
Magazines						3	2				5 = 3.4%
Malls							2				2 = 1.5%
Media Advertising	1		1								2 = 1.5%
Newsletter				1							1 = 0.7%
Newspapers	1		1	4	3	8	6	2	1	3	29 = 20%
Pamphlets					2	2	3				7 = 4.8%
Post						1					1 = 0.7%
Posters					1				2		3 = 2.0%
Radio	1		1	9		4	7	1		4	27 = 18.6%
TV				12		10	8			13	43 = 29.7%
Ward Committees										1	1 = 0.7%
Website		2	3								5 = 3.4%
Total	4	3	6	27	6	29	33	5	11	21	145 = 100%

29.7% of the respondents believed TV was the preferred media for the suburbs. This was followed by newspapers at 20% and thirdly radio 18.6%.

TABLE 5.25

CONSUMERS LIVING IN TOWNSHIPS

Preferred Media	Wards										Total
	11	25	26	27	29	33	34	35	36	39	
Billboards				1		1					2 = 1.2%
Community Programmes						1					1 = 0.6%
Competitions							1				1 = 0.6%
Loud Hailing							2				2 = 1.2%
Magazines									2		2 = 1.2%
Media	1										1 = 0.6%
Meetings		3				9	2			2	16 = 9.2%
Municipal Bills						2		1			3 = 1.7%
Newsletters				1				1			2 = 1.2%
Newspapers	1	1	3	6	3	3	5	5	11	3	41 = 23.6%
Outreach Programmes									1		1 = 0.6%
Pamphlets				1	2		1	6	6		16 = 9.2%
Parties							2				2 = 1.2%
Posters				1	1	1		3	2		8 = 4.6%
Radio	1			7		7	10	3	3	10	41 = 23.6%

Taxi Rank							2				2 = 1.2%
TV				2		5	7	6	2	10	32 = 18.4%
Workshops		1									1 = 0.6%
Total	3	5	3	19	6	29	32	25	27	25	174 = 100%

In the townships 23.6% respondents indicated that both radio and newspapers were the preferred media. This was followed by TV with 18.4% and thirdly pamphlets and meetings were chosen by 9.2% of the respondents.

TABLE 5.26
CONSUMERS BELONGING TO LOW INCOME RANGE

Preferred Media	Wards											Total
	11	25	26	27	29	33	34	35	36	39		
Billboards				2				-	-			2 = 1.7%
Door to door						1						1 = 0.9%
Internet						1						1 = 0.9%
Free Samples						3	1					4 = 3.5%
Magazines							1					1 = 0.9%
Media	1											1 = 0.9%
Meetings				3		6	4			2		15 = 12.9%
Municipal Bills							1					1 = 0.9%
Newsletters		1		1			1			1		4 = 3.5%
Newspapers		3	3	1	1	6	5			5		24 = 20.7%
Pamphlets			2	1		3	1			2		9 = 7.8%
Posters		1	1			2						4 = 3.5%
Party							3					3 = 2.6%
Radio				3			9			11		23 = 19.8%
Shop Promotions						1						1 = 0.9%
SMS				2								2 = 1.7%
TV				2		5	5			7		19 = 16.4%
Word of Mouth							1					1 = 0.9%
Total	1	5	6	15	1	28	32	-	-	28	116 = 100%	

In the low income range newspapers were preferred by respondents with a percentage of 20.7%, followed closely by radio with 19.8% respondents indicating it was a preferred media in the low income ranges and thirdly TV with 16.4%.

TABLE 5.27

CONSUMERS BELONGING TO HIGH INCOME RANGE

Preferred Media	Wards										Total
	11	25	26	27	29	33	34	35	36	39	
Campaigns				-			2				2 = 1.9%
Car Advertising				-		1	1				2 = 1.9%
Exhibitions				-						1	1 = 0.9%
Internet				-		5	8				13 = 12.3%
Magazines				-		3					3 = 2.8%
Malls				2			1				3 = 2.8%
Media	1										1 = 0.9%
Meetings				1		1	1			4	7 = 6.6%
Newsletters										4	4 = 3.8%
Newspapers				2		5	2			2	11 = 10.4%
Pamphlets						3	5				8 = 7.6%
Posters			1			2	1				4 = 3.8%
Radio			1	2		4	2				9 = 8.4%
Taxi Rank										9	9 = 8.4%
Telephone							3				3 = 2.8%
TV				7		9	4			6	26 = 24.5%
Total	1	-	2	14	-	33	30	-	-	26	106 = 100%

In the high income range 24.5% respondents felt the TV was the best preferred media. The second preferred media was the internet as indicated by 12.3% of the respondents. Thirdly it was newspapers with 10.4% respondents supporting that media for the high income earners.

TABLE 5.28

INTERNAL STAFF OF MUNICIPALITY

Preferred Media	Wards										Total
	11	25	26	27	29	33	34	35	36	39	
Announcements			-	2			1				3 = 3.3%
Circulars	1										1 = 1.1%
Exhibitions										1	1 = 1.1%
Internet						3					3 = 3.3%
Intranet						2	1				3 = 3.3%
Letters								2			2 = 2.2%
Magazines						1					1 = 1.1%
Meetings				6			4			9	19 = 20.7%
Municipal bills								2			2 = 2.2%
Newsletters								1	3	1	5 = 5.4%
Newspapers				1	1	2					4 = 4.3%
Notice						1					1 = 1.1%
Office Entrance				1							1 = 1.1%
Pamphlets		1				1	2	4	1		9 = 9.8%
Point of Payment								3			3 = 3.3%
Posters						3	1	4	1	2	11 = 12.0%
Radio				3						5	8 = 8.7%
Telephone						1	1				2 = 2.2%
TV				2		1				8	11 = 12.0%
Workshops		1		1							2 = 2.2%
Total	1	2	-	16	1	15	10	16	5	26	92 = 100%

Meetings 20.7 % of the respondents felt was the preferred media for the internal staff of the municipality. This was followed by posters and TV with 12.0% of the respondents and thirdly pamphlets by 9.8% of the respondents.

TABLE 5.29
CONSUMERS WHO ARE POLITICIANS

Preferred Media	Wards										Total
	11	25	26	27	29	33	34	35	36	39	
Announcements				2	-			-			2 = 3.9%
Circulars	1			1							2 = 3.9%
Campaigns							1				1 = 2.0%
Email						1					1 = 2.0%
Fax						1					1 = 2.0%
Internet						1					1 = 2.0%
Meetings				5		1	4		1	6	16 = 31.4%
Newsletters	1			1						1	3 = 5.9%
Newspapers						1			1		2 = 3.9%
Pamphlets						1				2	3 = 5.9%
Posters										1	1 = 2.0%
Radio				3			1			2	6 = 11.8%
TV				4						5	9 = 17.6%
Workshops	1	1	1								3 = 5.9%
Total	2	1	1	16	-	6	6	-	2	17	51= 100%

Politicians according to 31.4% of the respondents are best suited to meetings as a medium to market The Resident. The second preferred method by 17.6% of the respondents was through TV and thirdly radio with 11.8%.

29.7% Respondents indicated that in the suburbs the best way to market The Resident programme was through TV, in the township radio and newspapers were preferred by 23.6% respondents, for low income earners 20.2% respondents preferred newspapers, 24.5 % said high income earners needed TV, for the internal staff and politicians meetings were preferred with 20.7% and 31.4% respectively.

The proximity of the merchants that The Resident programme could use was questioned next. Respondents were asked to choose from local merchants near the area of residents, local merchants in Tshwane, merchants in Gauteng, National merchants and International merchants.

The proximity of the merchants that The Resident programme could use was questioned next. Respondents were asked to choose from local merchants near the area of residents, local merchants in Tshwane, merchants in Gauteng, National merchants and International merchants.

Findings

TABLE 5.30

MERCHANTS THAT THE RESIDENT PROGRAMME COULD LOOK AT.

			A1.8 Ward									Total	
			11	25	26	27	29	33	34	35	36		39
C3.7 Which merchants/shops should The Resident programme look at?	Local merchants near the area of residents	n	10	14	11	10	13	10	14	27	12	8	129
		%	23.8 0%	100. 00%	100. 00%	26.3 0%	34.2 0%	31.3 0%	46.7 0%	77.1 0%	37.5 0%	22.2 0%	41.90%
	Local merchants in Tshwane	n	10			17	8	8	5	6	17	18	89
		%	23.8 0%			44.7 0%	21.1 0%	25.0 0%	16.7 0%	17.1 0%	53.1 0%	50.0 0%	28.90%
	Merchants in Gauteng	n	3			3	2	3	2		2	3	18
		%	7.10 %			7.90 %	5.30 %	9.40 %	6.70 %		6.30 %	8.30 %	5.80%
	National merchants	n	17	1		5	12	9	7	2	4	3	60
		%	40.5 0%	7.10 %		13.2 0%	31.6 0%	28.1 0%	23.3 0%	5.70 %	12.5 0%	8.30 %	19.50%
	International merchants	n	5			3	4	2	2			4	20
		%	11.9 0%			7.90 %	10.5 0%	6.30 %	6.70 %			11.1 0%	6.50%
	Total	N	42	14	11	38	38	32	30	35	32	36	308
		%	107. 10%	107. 10%	100. 00%	100. 00%	102. 60%	100. 00%	100. 00%	100. 00%	109. 40%	100. 00%	102.60%

Local merchants near the area of residents were the most preferred with 41.9% of the respondents indicating that. This was followed by local merchants in Tshwane with 28.9% and national merchants were third at 19.5%. International merchants were preferred over merchants in Gauteng with 6.5% and 5.8% respectively.

Respondents were asked “how the payment incentive scheme, The Resident, improve its popularity amongst its users.

Ward 11

Blank 39

- By advertisement/marketing 2
- Increasing benefits annually 1
- Community /public meeting 1

Ward 25

Blank 6

- Constant communication 1
- Visit rate payers by means of meetings 1
- Educate residents 4
- Do not know 3
- Make it attractive to people 1
- Constant interaction with rate payers 1
- Introduce more discounts and constant marketing 1
- Reduce municipal rates 1

Ward 26

Blank 4

- Introduce more benefits 1
- Meeting with the public 1
- Effective and consistent communication 2
- Assist with settling accounts for poor of the poorest 1
- Marketing 1
- Visit to households through field workers 1
- Educate the public 1
- Address people's needs 2
- Not interested 1

Ward 27

Blank 26

- Advertise on radio and TV 1
- By making competitions 1
- Educate people about it 1
- Make more posters for people to read 1
- Talk about it always to us 1
- Radio 1
- Be seen everywhere 1
- Advertise more 1
- Meetings 1
- Teach people about it and usage 1
- They must come to talk with the community and through radio 1
- Tell people to pay 1

Ward 29

Blank 39

No suggestion given

Ward 33

Blank 20

- Spread information often 1
- I don't know 2
- Pay Rent no matter what 1
- Keep rewards up 3
- Rewards are fine 1
- Keep up present work 1
- By winning monthly 1
- By giving out benefits 1
- Great rewards 1
- Talk more about it 2
- Posting 1

- Creating a culture of the scheme 1

Ward 34

Blank 13

- Make it known to everybody 2
- Use media 3
- Advertising more 4
- By talking to people more 1
- More promotion 1
- Use billboards and posters 1
- By adding discounts 1
- Advertising toll free numbers 1
- Be communicative 1
- By targeting youth 1
- By improving it and make it a buying card 2
- Keep up the good work 1
- By SMS 's 2
- By marketing it frequently 1

Ward 35

Blank 4

- Media Broadcasts 1
- Publish in services accounts 1
- By advertising itself 1
- Municipal Newsletters and catalogues 1
- Improve services to its clients 1
- TV adverts 2
- Giving direct communication often 4
- More advertisements to its clients 6
- Giving out pamphlets 2
- Promoting it 1

- Giving clear information about the programme 1
- Best services from the Municipality 1
- Be more visible to rate payers 1
- Advertise on Radio 1
- Providing more discounts 2
- Give users clear information 1
- Giving more information 1
- By doing what is good 1
- Direct communication 1
- By newspapers 1

Ward 36

Blank 6

- Providing more discounts 1
- Promote it more often 1
- Campaigning more and advertising 1
- By campaigning 4
- Marketing itself 2
- Advertising 6
- Road Shows 1
- Inform clients about it 1
- Improve marketing strategy 1
- By promoting it through Pretoria News and Radio 1
- By telling people more about the scheme 1
- Local popularity 2
- Media Coverage 1
- Do not know 2
- Make the incentives attractive and appealing to all 1
- Distributing pamphlets 1

Ward 39

Blank 24

- Meeting people regularly 2
- Don't know 2
- By giving more services for less money 1
- Tell people about it always 1
- Advertise more 5
- Meetings 1
- Giving more gifts to payers 1
- Workshops 2
- Posters 1

The three most preferred ways of improving popularity of The Resident programme were:

TABLE 5.31

SUMMARY OF THREE WAYS OF IMPROVING POPULARITY

Way of improving popularity	(n)	%
Advertising/Marketing	47	30.7%
Constant communication	29	19.0%
Increasing or improving benefits/discounts	13	8.5%
Other responses	64	41.8%
Total number of respondents	153	100%

INTERPRETATION OF MARKETING INITIATIVES

The results are in a way consistent with the advertising that took place directly in Soshanguve. There was a strong drive of the "The Resident" campaign on Soshanguve Community Radio hence a higher percentage could recall it. Ward committees, it can be seen, are involved in talking about the incentive scheme. Pamphlets were used widely in the area and the recognition paid off. The majority of the wards

found the promotions useful except ward 11. The information in ward 11 was received from ward committees and 76% of those respondents felt the information provided was not important information about The Resident. The combination of the degrees of importance in marketing the incentive scheme programme yielded a combined percentage of 27.2% with 72.8% combined scores saying it was unimportant and very unimportant. This clearly indicates that respondents do not regard the regular marketing of the incentive scheme necessary. Soshanguve has various segments living there. The inclusion of suburbs on hindsight was an unfair question as respondents involved stay in the township. The respondents however do have associations with the suburbs. The recommendation that was given for the best way to market the payment incentive scheme, The Resident in the suburbs was TV, respondents went further and suggested that payment channel DSTV could be used. This suggests that the general view is that people living in suburbs have money and own such decoders. There was a link between township dwellers and low income group as the recommendation of the preferred medium was radio for both. This connection between townships and low income earners is true as demographic information suggests that 47.1% of the respondents earn between R0 – R1 000. The radio is cheaper for people to own and therefore a useful medium in the townships. As local merchants were preferred and there are not so many available in the area can be a reason on a lot of people not utilising their Resident cards. Advertising and marketing, communication and improving the benefits of The Resident programme was the way the respondent thought could improve the scheme's popularity.

5.6 Communication

Communication of The Resident was measured by asking question that would give light to its adequacy in meeting its target group. Communication as was seen previously was one of the things that were recommended by respondents as a way of making the scheme popular.

The first question that was asked was "How often do you receive communication (other than adverts) from The Residents." The options given were never, almost never, seldom, often, and very often.

Findings

TABLE 5.32

FREQUENCY OF COMMUNICATION

			A1.8 Ward										Total
			11	25	26	27	29	33	34	35	36	39	
D4.1 How often do you receive direct communication (other than adverts) from The Resident?	Never	n	27	8	3	4	27	5	10	21	10	4	119
		%	67.5%	53.3%	20.0%	10.0%	71.1%	15.0%	30.0%	58.3%	30.0%	10.0%	37.4%
	Almost never	n	2	2	4	7	1	4	4	4	6	8	42
		%	5.0%	13.3%	26.7%	18.9%	2.6%	12.0%	12.0%	11.1%	18.0%	21.0%	13.2%
	Seldom	n	4	3	2	6		6	10	6	14	13	64
		%	10.0%	20.0%	13.3%	16.0%		18.0%	30.0%	16.0%	42.0%	34.0%	20.1%
	Often	n	4	2	6	11	2	17	9	5	3	9	68
		%	10.0%	13.3%	40.0%	29.7%	5.3%	51.0%	27.0%	13.0%	9.1%	23.0%	21.4%
	Very often	n	3			9	8	1				4	25
		%	7.5%			24.0%	21.1%	3.0%				10.0%	7.9%
	Total	n	40	15	15	37	38	33	33	36	33	38	318
		%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

37.4% of the respondents felt indicated that they never receive direct communication and these came mainly from ward 27, 25, 29 and 35. Those that receive communication were 21.4%

The next question asked was “do you agree with the following statements regarding communication of The Resident programme?”

Findings

TABLE 5. 33

COMMUNICATION OF THE RESIDENT PROGRAMME

			A1.8 Ward										Total
			11	25	26	27	29	33	34	35	36	39	
D4.2 (a) Is sufficient	Agree	n	36	5	7	21	29	13	13	12	20	31	187
		%	85.7	33.3	58.3	56.8	72.5	46.4	43.3	33.3	62.5	79.5	
			0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	60.10%
	Disagree	n	6	10	5	16	11	15	17	24	12	8	124
	%	14.3	66.7	41.7	43.2	27.5	53.6	56.7	66.7	37.5	20.5		
		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	39.90%	
Total		n	42	15	12	37	40	28	30	36	32	39	311
		%	100.	100.	100.	100.	100.	100.	100.	100.	100.	100.	
			00%	00%	00%	00%	00%	00%	00%	00%	00%	00%	100.00%

			A1.8 Ward										Total
			11	25	26	27	29	33	34	35	36	39	
D4.2 (b) Is frequent enough	Agree	n	21	3	6	19	24	13	8	12	13	17	136
		%	50.0	21.4	50.0	50.0	60.0	44.8	26.7	33.3	40.6	43.6	
			0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	43.60%
	Disagree	n	21	11	6	19	16	16	22	24	19	22	176
	%	50.0	78.6	50.0	50.0	40.0	55.2	73.3	66.7	59.4	56.4		
		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	56.40%	
Total		n	42	14	12	38	40	29	30	36	32	39	312
		%	100.	100.	100.	100.	100.	100.	100.	100.	100.	100.	
			00%	00%	00%	00%	00%	00%	00%	00%	00%	00%	100.00%

			A1.8 Ward										Total
			11	25	26	27	29	33	34	35	36	39	
D4.2 (c) Addresses the issues that mostly affect/interest us	Agree	n	32	2	3	26	32	24	20	13	20	25	197
		%	74.4	14.3	27.3	70.3	80.0	82.8	69.0	36.1	62.5	64.1	
			0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	63.50%
	Disagree	n	11	12	8	11	8	5	9	23	12	14	113
	%	25.6	85.7	72.7	29.7	20.0	17.2	31.0	63.9	37.5	35.9		
		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	36.50%	
Total		n	43	14	11	37	40	29	29	36	32	39	310
		%	100.	100.	100.	100.	100.	100.	100.	100.	100.	100.	
			00%	00%	00%	00%	00%	00%	00%	00%	00%	00%	100.00%

		A1.8 Ward											Total
			11	25	26	27	29	33	34	35	36	39	
D4.2 (d) Is necessary/important	Agree	n	35	9	8	29	31	19	15	13	23	31	213
		%	83.3	64.3	66.7	78.4	77.5	63.3	48.4	36.1	71.9	79.5	
			0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	68.10%
	Disagree	n	7	5	4	8	9	11	16	23	9	8	100
		%	16.7	35.7	33.3	21.6	22.5	36.7	51.6	63.9	28.1	20.5	
			0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	31.90%
Total		n	42	14	12	37	40	30	31	36	32	39	313
		%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

A clarifying question was asked as to what type of information the respondents wanted The Resident to communicate to them.

Responses to the type of information The Resident should communicate to the ratepayers:

Ward 11

Blank 31

- About income range 1
- Benefits and prizes/competitions 1
- Benefits and processes 1
- Exhibitions 1
- Every information concerning the programme 1
- Rate payment 1
- How we can get our card 1

Ward 25

Blank 2

- Significance of paying 1
- Updates on merchants and discounts 2
- Everything 1
- How residents benefit 2
- Offers to rate payers 1
- Information about benefits 3

- Any information 2
- Importance of paying 1
- Advantages and disadvantages of paying 1
- Benefits and discounts on a monthly basis 1

Ward 26

Blank 4

- Information on how to benefit 1
- Updates of benefits 3
- Services 1
- Benefits and conditions 2
- Competitions and benefits 1
- Extra benefits and discounts 1
- Not interested 1

Ward 27

Blank 17

- Reduction of rent 1
- Why do we need to pay rent and when to pay 1
- Prizes to be won 1
- How the scheme work 1
- All people must pay for service 1
- How important it is to pay for services 1
- Information about how it works 1
- Reduction of rent 1

Ward 29

Blank 38

- Answer given irrelevant 1

Ward 33

Blank 17

- Free gifts 1
- Toll free numbers 3
- Contact details of the programme 1

Ward 34

Blank 11

- Problems experienced 1
- How to use the card 1
- Telephone number to call and address of scheme 12
- How much can I save by using it 1
- Purpose of paying 1
- Usage of cards 2
- Where they advertise 1
- Updates 4
- information on discounts 1

Ward 35

Blank 15

- Places where to get discounts 3
- Why the city is not doing well 1
- Changes in the city 1
- What the programme is all about 3
- Reasons for using this programme 1
- Where the merchants are, discounts and what they offer 6
- Rates and services through pamphlets 1
- How the programmes works when using the shop 2

Ward 36

Blank

- Improvements as a result of scheme 2

- Everything concerning The Resident 1
- Advertisements 2
- That people should take part in it 2
- Services like crime, roads 1
- What it is about and its importance 3
- Discounts offered 2
- Road construction 2
- What does one get form the programme 1

Ward 39

- Blank 32
- How to use the card 1
 - Tell people the importance of paying for services 1
 - Radio stations to listen to 1
 - Advertising channels used by The Resident 2
 - Information about services and rates 2
 - Discounts available 1

60.1% of the respondents agreed that the information was sufficient with 39.9% disagreeing. There was disagreement with the fact that information was frequent enough with 56.4% saying the information was not frequent enough.43.6% felt it was frequent enough. The majority of the respondents (63.5%) agreed that the information was addressing the issues that mostly affected them but 36.5 felt it was not. Again the respondents felt the information supplied by the Resident was necessary. 68.1% agreed to this and 31.9% felt the information was not necessary.

Respondents were asked how often they wanted this to be communicated.

Findings

TABLE 5.34

FREQUENCY OF COMMUNICATING THE PREFERRED INFORMATION

			A1.8 Ward										Total
			11	25	26	27	29	33	34	35	36	39	
D4.3 How often do you need it to be communicated?	Monthly	n	28	13	15	8	14	11	17	14	10	14	144
		%	65.1	92.9	100	21.1	35.9	33.3	51.5	38.9	30.3	35.9	44.6%
			%	%	0%	%	%	%	%	%	%	%	
	More often than monthly	n	14	1		25	19	13	7	22	22	17	140
		%	32.6	7.1		65.8	48.7	39.4	21.2	61.1	66.7	43.6	43.3%
	Less often than monthly	n	1			5	6	9	9		1	8	39
%		2.3			13.2	15.4	27.3	27.3		3.0	20.5	12.1%	
Total	n	43	14	15	38	39	33	35	36	33	39	323	
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	

44.6% of the respondents felt that they wanted to be communicated to monthly with 43.3% saying more often than monthly while 12.1% said less often than monthly.

An open ended question was asked as to how The Resident could improve its communication to its clients. Suggestions were sought from the respondent's point of view.

Findings on how The Resident can improve its communication to its clients

Ward 11

Blank 27

- Newspapers 1
- Using the television and newspaper 1
- Communicate through correspondence 1
- To encourage rate payers 1
- Television 1

- Newspapers 1
- By handing out pamphlets 3
- Radio 1
- Public meetings 1
- Letters 2
- Visits more often in our houses 1
- Media 1

Ward 25

Blank 2

- Workshops 1
- Write letters to rate payers 1
- No idea 1
- Visit communities and issue pamphlets regularly 1
- Direct interaction at meetings 2
- Direct correspondence 1
- Letters 3
- Regular communication 1
- Newspapers 2
- Media 1
- Residential structures 1
- Direct communication 1
- Induction Workshops 1

Ward 26

Blank 1

- Meetings 1
- By writing letters to ratepayers consistently 4
- Advertising 1
- Through radio 1
- Do not know 1

- Use media 2
- Letters 3
- Media and newspapers 1

Ward 27

Blank 25

- Use all media 1
- Advertise more often 2
- Call ward meetings 3
- Announce on radio Sosh and Sosh times 2
- Communicate in all languages 1
- Holding meetings 1
- Radio 1
- Pamphlets gate to gate 1
- Fix our water 1
- Announce more 2

Ward 29

Blank 32

- By giving people pamphlets 1
- Call meetings/ weekly 2
- Market it in the news 1
- Tie communication with prizes 1
- Talk about it everywhere, newspapers & posters 1
- Coming to communities more often 1

Ward 33

Blank 21

- Advertise more 2
- By providing more information needed 6
- Talk to people directly 5

- Posters 1
- By communicating more 2

Ward 34

Blank 16

- Alert more people 1
- Keep you in the loop 1
- By keeping its promises and delivering 1
- Market and communicate it more 3
- Personal and direct communication 1
- Using radio/ Thobela & Motsweding 2
- Using posters 1
- Advertise in newspapers 1
- Do not know 1
- Advertise it more 1
- Tell you what you have in your card 1
- Employ informed people with all details 1
- Use ratepayers to promote and 1
Talk about it/community reps 2

Ward 35

Blank 10

- By being visible to all its clients 1
- Providing more information 2
- Proper information sharing 2
- Giving proper discounts 1
- Advertise it more often 3
- Use municipal staff at the point of payment 2
- Media broadcast 1
- Use Newspapers and accounts 1

- Posting relevant information 1
- Pamphlets and newspapers 1
- Radio ads 2
- Publish more often 3
- Newsletter 1

Ward 36

Blank 1

- media and newspaper publishing 2
- make itself popular 2
- hold more awareness campaigns 7
- do research 1
- publish in municipal accounts 1
- communicate regularly 1
- use posters and pamphlets 2
- advertise more often 2
- hold mass meetings 1
- talk to everybody for the scheme to be recognised 1
- provide more communication options 1
- be visible to clients 1
- tell people why it is important to pay 1
- addressing the problems the community encounter with the programme 1

Ward 39

Blank 23

- Using Daily Sun 3
- Radio ads 5
- newspaper advertising 1
- Give electricity for free for the first month you buy the box 1
- Use Soshanguve community radio 3
- Meetings 6

- Advertising in TV 3
- Announcements 1
- Loud hailing 2
- Using different languages 1
- By using more sources of communication 2

INTERPRETATION OF COMMUNICATION INITIATIVES

Direct communication about The Resident is still not received by some and this may be one of the reasons why people know little about the incentive scheme. It is interesting to note that the information given is what is expected by most people. The frequency of such communication still needs to be increased. Most of the respondents agree that the information covers what it is supposed to cover and it is relevant information. The information the study reveals is needed often enough preferably on a monthly basis.

5.7 Information about Merchants

Respondents were asked if they had used any of the merchants that they were shown from a list containing merchants.

Findings

TABLE 5.35

MERCHANTS USED

			A1.8 Ward										Total
			11	25	26	27	29	33	34	35	36	39	
E5.1 Have you used any of the attached merchants/shops?	Yes	n	9	6	9	12	6	12	17	15	17	8	111
		%	22.50%	42.90%	64.30%	33.30%	15.00%	38.70%	54.80%	41.70%	51.50%	20.50%	35.40%
	No	n	31	8	5	24	34	19	14	21	16	31	203
		%	77.50%	57.10%	35.70%	66.70%	85.00%	61.30%	45.20%	58.30%	48.50%	79.50%	64.60%
Total	n	40	14	14	36	40	31	31	36	33	39	314	
	%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

64.6% of the respondents indicated that they had not used the merchants contracted; only 35.4% had used them. To those that used them they were asked which ones and their experiences. Those that have not used the shops could not comment on this question.

FINDINGS ON USED SHOPS AND EXPERIENCE

Ward 11

- No one has used these shops

Ward 25

Blank 1

- Soshanguve Spar- good 1

Ward 26

Blank 1

- Pick 'n Pay 1
- Shoprite 1
- Score 2

Ward 27

Blank 18

- Spar nice 5
- Spar I do not have a card 2

Ward 29

Blank/ not used the merchants with their cards or they do not have cards 39

Ward 33

- Shoprite
- Standard Bank Visa
- Hi-Fi Corporation, fine

Ward 34

Blank 32 have not used or do not have cards

Ward 35

- Spar good
- Mugg and bean good 3
- Hi- Fi Corporation 2

Ward 36

- Mimmo's- good to have discount 1
- Spar- good 2
- Mugg and Bean- good 1

Ward 39

Not used any of the merchants 39

- Spar service fine 1

A question was also asked if The Resident programme should be using these merchants.

Findings

TABLE 5.36

FINDINGS ON WHETHER THE RESIDENT SHOULD USE THESE MERCHANTS

			A1.8 Ward									Total	
			11	25	26	27	29	33	34	35	36		39
E5.3 Should The Resident programme be using these merchants/shops?	Yes	n	27	11	8	30	35	17	16	22	27	37	230
		%	93.10	84.60	88.90	93.80	97.20	56.70	51.60	68.80	90.00	94.90	81.90%
	No	n	2	2	1	2	1	13	15	10	3	2	51
		%	6.90	15.40	11.10	6.30	2.80	43.30	48.40	31.30	10.00	5.10	18.10%
Total	n	29	13	9	32	36	30	31	32	30	39	281	
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.00%	

81.9 % agreed that the residents programme should be using these merchants with only 18.1% saying they should no.

On expressing their views on the merchants the following was indicated

Findings

TABLE 5.37

IDENTIFICATION WITH EASE

			A1.8 Ward									Total	
			11	25	26	27	29	33	34	35	36		39
E5.4 (a) Easily identified by users	Agree	n	39	12	13	15	33	11	10	13	25	30	201
		%	92.9 0%	85.7 0%	92.9 0%	41.7 0%	82.5 0%	36.7 0%	34.5 0%	37.1 0%	75.8 0%	76.9 0%	64.40%
	Disagree	n	3	2	1	21	7	19	19	22	8	9	111
		%	7.10 %	14.3 0%	7.10 %	58.3 0%	17.5 0%	63.3 0%	65.5 0%	62.9 0%	24.2 0%	23.1 0%	35.60%
Total	n	42	14	14	36	40	30	29	35	33	39	312	
	%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

TABLE 5.38

ACCESSIBILITY TO MOST RESIDENTS

			A1.8 Ward									Total	
			11	25	26	27	29	33	34	35	36		39
E5.4 (b) Accessible to most residents	Agree	n	16	12	13	10	19	15	7	13	24	25	154
		%	38.1 0%	85.7 0%	92.9 0%	27.8 0%	47.5 0%	50.0 0%	24.1 0%	37.1 0%	72.7 0%	64.1 0%	49.40%
	Disagree	n	26	2	1	26	21	15	22	22	9	14	158
		%	61.9 0%	14.3 0%	7.10 %	72.2 0%	52.5 0%	50.0 0%	75.9 0%	62.9 0%	27.3 0%	35.9 0%	50.60%
Total	n	42	14	14	36	40	30	29	35	33	39	312	
	%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

TABLE 5.39
KNOWLEDGE OF MERCHANTS BY RATEPAYERS

			A1.8 Ward										Total
			11	25	26	27	29	33	34	35	36	39	
E5.4 (c) Most ratepayers know these merchants	Agree	n	18	14	13	15	15	13	9	15	16	22	148
		%	43.9 0%	100. 00%	92.9 0%	41.7 0%	37.5 0%	39.4 0%	31.0 0%	37.1 0%	50.0 0%	56.4 0%	47.30%
	Disagree	n	23		1	21	25	20	20	22	16	17	165
		%	56.1 0%		7.10 %	58.3 0%	62.5 0%	60.6 0%	69.0 0%	62.9 0%	50.0 0%	43.6 0%	52.70%
Total		n	41	14	14	36	40	33	29	35	32	39	313
		%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100.00%

TABLE 5.40
AWARENESS OF MERCHANTS TO RATEPAYERS

			A1.8 Ward										Total
			11	25	26	27	29	33	34	35	36	39	
E5.4 (d) The ratepayers should be made aware of these merchants	Agree	n	32	7	3	26	32	26	23	26	25	26	226
		%	78.0 0%	50.0 0%	21.4 0%	72.2 0%	80.0 0%	78.8 0%	79.3 0%	74.3 0%	78.1 0%	66.7 0%	72.20%
	Disagree	n	9	7	11	10	8	7	6	9	7	13	87
		%	22.0 0%	50.0 0%	78.6 0%	27.8 0%	20.0 0%	21.2 0%	20.7 0%	25.7 0%	21.9 0%	33.3 0%	27.80%
Total		n	41	14	14	36	40	33	29	35	32	39	313
		%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100.00%

TABLE 5. 41

USE OF MERCHANTS BY RATEPAYERS IN TSHWANE

			A1.8 Ward										Total
			11	25	26	27	29	33	34	35	36	39	
E5.4 (c) Are the merchants listed used by most ratepayers in Tshwane	Agree	n	14	6	10	20	21	27	18	13	14	22	165
		%	34.1 0%	42.9 0%	71.4 0%	57.1 0%	52.5 0%	84.4 0%	62.1 0%	37.1 0%	45.2 0%	56.4 0%	53.20%
	Disagree	n	27	8	4	15	19	5	11	22	17	17	145
		%	65.9 0%	57.1 0%	28.6 0%	42.9 0%	47.5 0%	15.6 0%	37.9 0%	62.9 0%	54.8 0%	43.6 0%	46.80%
Total		n	41	14	14	35	40	32	29	35	31	39	310
		%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100.00%

TABLE 5.42

MERCHANT'S MEETING OF RATEPAYER NEEDS

			A1.8 Ward										Total
			11	25	26	27	29	33	34	35	36	39	
E5.4 (f) Do se- lected merchants meet most rate- payers needs	Agree	n	21	9	10	23	25	19	14	11	15	24	171
		%	51.2 0%	64.3 0%	71.4 0%	63.9 0%	62.5 0%	61.3 0%	48.3 0%	31.4 0%	45.5 0%	61.5 0%	54.80%
	Disagree	n	20	5	4	13	15	12	15	24	18	15	141
		%	48.8 0%	35.7 0%	28.6 0%	36.1 0%	37.5 0%	38.7 0%	51.7 0%	68.6 0%	54.5 0%	38.5 0%	45.20%
Total		n	41	14	14	36	40	31	29	35	33	39	312
		%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100.00%

TABLE 5. 43
MERCHANTS RELEVANCE TO RATEPAYER

			A18 Ward										Total
			11	25	26	27	29	33	34	35	36	39	
E5.4 (g) Do these merchants benefit the rate-payers	Agree	n	39	11	13	21	33	14	9	12	15	20	187
		%	95.1 0%	78.6 0%	92.9 0%	60.0 0%	84.6 0%	53.8 0%	34.6 0%	34.3 0%	46.9 0%	51.3 0%	62.10%
	Disagree	n	2	3	1	14	6	12	17	23	17	19	114
		%	4.90 %	21.4 0%	7.10 %	40.0 0%	15.4 0%	46.2 0%	65.4 0%	65.7 0%	53.1 0%	48.7 0%	37.90%
Total		n	41	14	14	35	39	26	26	35	32	39	301
		%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100. 00%	100.00%

On the statements whether the merchants were easily identified by users 64.4% agreed that they were easily identifiable while 35.6% of the respondents disagreed.

On the statement whether the merchants were accessible to most residents, 50.6% believed that they were not accessible and 49.4% said they were accessible.

47.3% of the respondents agreed that most ratepayers know these merchants with 52.75 saying ratepayers do not know these merchants.

72.2% agreed that the ratepayers should be made aware of these merchants and 27.8% disagreed. To whether the merchants listed were used by most ratepayers in Tshwane, 53.25 agreed with the statement and 46.8% disagreed.

54.8% of the respondents agreed that selected merchants do meet with most ratepayers needs and 45.2% said they disagreed.

Ratepayers seem to benefit from using these merchants as 62.1% of the respondents agreed and 37.9 % disagreed.

Respondents were asked to recommend any 3 merchant shops of their choice that the programme could use.

Findings of 3 merchants that could be used

Question 5.4b Recommend any three merchants/shops of your choice you would like the resident to use.

Ward 11

Best 3

- Jet
- Score
- Maluleke Spar/Spar

Ward 25

- Shoprite
- Score
- Service stations

Ward 26

- Shoprite
- Score
- Service station

Ward 27

- Pick Pay
- Spar
- Shoprite

Ward 29

- PG Glass
- Shoprite

- Spar/Maluleke Spar

Ward 33

- Shoprite
- Spar
- Woolworths

Ward 34

- Spar /Sosh Spar
- Shoprite
- Pick 'n Pay

Ward 35

- Pick'n Pay
- Score
- Shoprite

Ward 36

- Score
- Shoprite Checkers
- Pick 'n Pay

Ward 39

- Pick 'n Pay
- Score
- Shoprite

The three most preferred merchants in Soshanguve are Shoprite, Pick 'n Pay and Spar.

INTERPRETATION OF THE MERCHANTS USED

As most respondents had not used the merchants, this may be an indication that they do not have The Resident card or merchants are not. Spar seems to be the most used merchant

Most respondents (81.9%) agreed that The Resident programme should be using these merchants. Accessibility of these merchants was sighted as a bit of a challenge so closeness to where people live of these shops may be required. Advertising of these merchants is crucial as results revealed that most ratepayers do not know these merchants. The choice of merchants seems to be benefiting the ratepayers.

5. 8 Loyalty shown by ratepayers

A two parts question was asked for respondents to agree or disagree with the statements:

- a) The introduction of the payment incentive scheme, The Resident, has resulted in motivating me to pay on time.
- b) My payment record has improved during the past year.

a) Findings

TABLE 5.44

MOTIVATION TO PAY ON TIME

			A1.8 Ward										Total
			11	25	26	27	29	33	34	35	36	39	
F6.1 (a) The introduction of the payment incentive scheme, The Resident, has resulted in motivating me to pay on time	Agree	n	38	10	8	26	27	24	18	14	18	28	211
		%	90.	66.	57.	74.	73.	82.	62.	38.	56.	73.	
		50	70	10	30	00	80	10	90	30	70		
		%	%	%	%	%	%	%	%	%	%	%	68.70%
Disagree	n	4	5	6	9	10	5	11	22	14	10	96	
	%		33.	42.	25.	27.	17.	37.	61.	43.	26.		
		9.5	30	90	70	00	20	90	10	80	30		
	0%	%	%	%	%	%	%	%	%	%	%	31.30%	
Total	n	42	15	14	35	37	29	29	36	32	38	307	
	%	100	100	100	100	100	100	100	100	100	100		
		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	
	%	%	%	%	%	%	%	%	%	%	%	100.00%	

68.7% of the respondents agreed that the payment incentive has motivated them to pay on time. 31.3% disagreed

Findings

TABLE 5.45

PAYMENT RECORD

			A1.8 Ward										Total
			11	25	26	27	29	33	34	35	36	39	
F6.1 (b) My payment record has improved during the past year	Agree	n	12	4	8	25	21	16	16	12	15	26	155
		%	28.6 0%	26.7 0%	57.1 0%	71.4 0%	56.8 0%	51.6 0%	57.1 0%	33.3 0%	48.4 0%	68.4 0%	50.50%
	Disagree	n	30	11	6	10	16	15	12	24	16	12	152
		%	71.4 0%	73.3 0%	42.9 0%	28.6 0%	43.2 0%	48.4 0%	42.9 0%	66.7 0%	51.6 0%	31.6 0%	49.50%
Total		n	42	15	14	35	37	31	28	36	31	38	307
		%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

50.5% agree that their payment record has improved with 49.5% saying their payment has not improved

TABLE 5.46

DEBTORS REVENUE

Debtor revenue	2002/03 in R'm	2003/04 in R'm	2004/05 in R'm	2005/06 in R'm
Billed revenue	4,595	5,014	4,974	5,016
Income collected	4,438	4,936	4,680	4,938
% Income collected	96%	98%	*94%	98%

*lower owing to no credit control actions during implementation of SA

Source: City of Tshwane Medium-term Revenue and Expenditure Framework 2006/07

An open ended question was put forward to respondents as to what the City of Tshwane needed to improve payment for services

Findings on what the City of Tshwane needed to do to improve payment for services

Question 6.2

What should the City of Tshwane do to improve payment for services?

Ward 11

Blank 26

- They must be honest 1
- Provide discounts 1
- Promote the payment for services 1
- They should not oppress us 1
- Provide services 1
- Provide updates and access to services 1
- Pensioners must not pay the payment every month 1
- Make people to be aware of these merchants 1
- Accelerates service delivery 1
- Improve service delivery 1

Ward 25

Blank 4

- Reduce rates and introduce more benefits for rate payers 1
- Continue with free basic services 1
- Fast track service delivery 2
- Stop extra charges 1
- Increase benefits 3
- Continue to provide rewards and services 1
- Improve services 1
- Add Benefits and cash back 1
- Provide rewards 1

- Make rates affordable and cash back vouchers 1
- Introduce affordable rates 1

Ward 26

Blank 2

- Add services 1
- Speed up service delivery 4
- Monitor and reduce rates 1
- Change billing system 2
- Improve service delivery 2
- Consistent communication with ratepayers 1
- Provide free basic services 2

Ward 27

Blank 27 irrelevant 1

- Talk to residents about programmes 1
- Improve service delivery 1
- Render good services to all people 1
- Render affordable services 1
- Make them affordable 1
- Introduce more incentive schemes 1
- Offer quality service 1
- Reduce the rent 2
- Have regular meeting 1

Ward 29

Blank 35

- Cut the old payment/and start afresh 3
- Must talk about it everywhere 1

Ward 33

Blank 18

- Cut offs 1
- The project The Resident must continue 4
- Winning adverts 1
- Service delivery 1
- Do campaigns like these often 1
- Improve the resident scheme 2
- Continue to provide information 3
- Be patient with arrear payments 1
- Make discounts 3
- Give more benefits 1

Ward 34

Blank 12

- Talk to people in time to pay and agree about the limit 1
- Give more benefits 1
- Make more campaigns 1
- Fix wrong accounts 1
- Just continue 2
- Deliver services 2
- Communicate with people more 1
- More promotions 4
- Pay in time 1
- Correct bills 1
- Make discounts 1
- Have more prizes to be won 1
- Improve services 1

Ward 35

- Reduce bills 1
- Improve on delayed bills 2
- Give ratepayers discounts 5

- Change municipal staff attitudes towards clients 2
- Offer more reliable services 1
- Improve service water and lights 1
- Improve street lights, road works 1
- Improve service delivery 7
- Provide relevant information about ratepayer accounts 1
- Have more programmes like this one 1
- Introduce a new system to pay 1
- Stop messing with clients 1
- By not lying to us older people 1

Ward 36

Blank 9

- By improving services 2
- Make people understand that they need to pay
and how it is beneficial for them 1
2
- Decrease prices/lower rates 7
- Make people aware of this programme 2
- Change billing system 1
- Campaign 3
- Encourage people and make those constructions promised 1

Ward 39

Blank 28

- Listen to the queries of the residents 1
- Get people more electricity for less 1
- Better the services 1
- Make affordable services to people 2
- Give people jobs in order to afford payment 1
- Cheaper rates for all residents to be able to pay 2
- Convincing people it is good to pay 1

- Make it easy to pay 1
- Be good to consumers 1

Less rent should be charged

On checking whether the prizes given by The Resident were sufficient, respondents were given six options to choose from, namely, excellent, good, average, poor, very poor and never seen/read about it.

TABLE 5.47

FINDINGS ON PRIZES IF THEY ARE SUFFICIENT

			A1.8 Ward										Total
			11	25	26	27	29	33	34	35	36	39	
F6.3 Do you think the prizes given presently by The Resident programme are sufficient?	Very poor	n	1			7	3	3			1	13	28
		%	2.40			20.0	7.90	9.40			3.40	32.5	9.10%
	Poor	n	2	5	7	3	1	11	5	9	3	1	47
		%	4.80	35.7	50.0	8.60	2.60	34.4	17.2	25.7	10.3	2.50	15.30%
	Average	n	1	5	3	5	3	8	12	7	15	3	62
		%	2.40	35.7	21.4	14.3	7.90	25.0	41.4	20.0	51.7	7.50	20.10%
	Good	n	21	4	4	11	17	7	8	11	7	11	101
		%	50.0	28.6	28.6	31.4	44.7	21.9	27.6	31.4	24.1	27.5	32.80%
	Excellent	n	14			2	9		2		2	6	35
		%	33.3			5.70	23.7		6.90		6.90	15.0	11.40%
	Never seen/read about them	n	3			7	5	3	2	8	1	6	35
		%	7.10			20.0	13.2	9.40	6.90	22.9	3.40	15.0	11.40%
Total	n	42	14	14	35	38	32	29	35	29	40	308	
	%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

The majority of the respondents 32.8% felt that the prizes were good. This was followed by 20.1% who thought the prizes were average and 15.3% thought the prizes were poor. 11.4% felt the prizes were

excellent and 9.1% felt the prizes were very poor. Only 11.4% indicated that they have never seen or read about the prizes.

Interpretation of Loyalty to the Programme

The respondents were given two options to either agree or disagree that they feel motivated to pay on time as a result of the incentive payment scheme. The same question was asked under the resident programme with three options, namely, yes, no and do not know. The majority of the respondents chose the option do not know and in this question indicated that they agreed. It therefore would seem that they agree that the incentive scheme has motivated them to pay on time.

On the improvement of the payment records, there was a slight difference between the improvement and non improvement with 50.5% of the respondents indicating that their payment record has improved during the past year.

Most suggestions given by the ratepayers regarding what the City of Tshwane can do to improve payment for services hinges on service delivery that it needs improvement and that rates should be affordable.

The good prizes may be serving as one of the motivators for people to stay loyal to the programme as they indicated that they were loyal to the programme.

5.8 Image associated with the resident programme.

Respondents had to give in their own words what feelings were evoked by owning The Resident card.

Findings on feelings evoked by owning The Resident card.

Ward 11

Blank 27

- Makes one feel proud 1
- Feel like shopping everyday 1
- No idea 3
- Proud to be part of The Resident program 1
- Feeling good because I can go and get something with it 1
- Proud about it 1
- Never benefited 1

- Proud 4
- Very good 1
- Don't have it 1

Ward 25

Blank 2

- Good citizen 1
- Making meaningful contribution 1
- No idea/ do not have one 10
- None 2
- Very good 1
- Sense of responsibility 1
- Relieved and proud 1
- Good citizen 1

Ward 26

Blank

- Feel that you are making a meaningful contribution 1
- No feelings 1
- Proud to be an obedient citizen 1
- Good responsible citizen 2
- No idea/never had one 9
- Good feeling 2
- Responsible citizen 1

Ward 27

Blank 23

- Happy 3
- Proud and happy 1
- Proud 2
- Do not know 4

- Nice 1
- Very nice to have it 1
- Feel honoured and privileged 1
- Do not have a card 1

Ward 29

Blank 35

- Proud to be part of resident 1
- Feeling good as I can go shopping 1
- Proud 1
- Good to have The Resident programme 1

Ward 33

Blank 21

- That I am up to date 2
- That I am a good payer 1
- We sometimes need credit for what we do 2
- Getting something back 1
- Good/ right feelings 3
- That I need money 1
- That you deserve it 2
- Sense of ownership 1
- Sense of ownership 2
- Taken seriously 2

Ward 34

Blank 14

- Very happy 1
- Proud of being an owner 3
- Satisfaction 1
- Do not know 1

- Feeling of ownership 1
- Nothing 1
- Sense of existence 1
- Sense of ownership 1
- That I earned it 1
- Sense of ownership 3
- The same 2
- I am being take seriously 1
- Fine 2

Ward 35

- None 1
- Feeling appreciated by the municipality 1
- Have no information/do not know 8
- Not good at all 2
- Not bad 3
- Best feelings ever in my age 1
- Good feelings indeed 7

Ward 36

Blank 4

- Responsible person 1
- Good feeling to have the card 4
- Makes one to find out more about the scheme 2
- Want to take part more 2
- Sense of pride 2
- Makes life easier and more accessible 2
- Do not know 2
- Feeling important 1
- Neutral feeling 1
- The scheme is beneficial to individuals 1

- Do not see reason to own one because the system is failing people 1
- Easily accessible for food 1

Ward 39

Blank 22

- Happy 7
- Very proud 3
- Excited 3
- Honoured 1
- Feel good to get the resident card 3
- Do not know 1
- Over the moon 1
- That I can do anything anytime 1

Most respondents indicated that they felt good and proud about owning The Resident card. Statements describing the image of The Resident were given for respondents to either agree or disagree. Findings on helpfulness of discounts

TABLE 5.48
HELPFULNESS OF DISCOUNTS

			A1.8 Ward										Total	
			11	25	26	27	29	33	34	35	36	39		
G7.2 (a) Provides discounts that are helpful	Agree	n	42	12	9	17	36	18	14	13	18	18	197	
		%	97.7	80.0	60.0	48.6	90.0	60.0	48.3	36.1	56.3	45.0	62.50%	
	Disagree	n	1	3	6	18	4	12	15	23	14	22	118	
		%	2.30	20.0	40.0	51.4	10.0	40.0	51.7	63.9	43.8	55.0	37.50%	
Total			n	43	15	15	35	40	30	29	36	32	40	315
			%	100	100	100	100	100	100	100	100	100	100	100.00%
				00%	00%	00%	00%	00%	00%	00%	00%	00%	00%	100.00%

62.5% regarded the benefits helpful and 37.5% felt they were not adequate.

TABLE 5.49
SENSITIVITY TOWARDS NEEDS OF EVERYBODY

			A1.8 Ward										Total
			11	25	26	27	29	33	34	35	36	39	
G7.2 (b) Sensitive to the needs of everybody	Agree	n	40	4	6	12	34	21	17	10	18	23	185
		%	93.0	26.7	40.0	33.3	85.0	61.8	54.8	27.8	56.3	57.5	57.50%
	Disagree	n	3	11	9	24	6	13	14	26	14	17	137
		%	7.00	73.3	60.0	66.7	15.0	38.2	45.2	72.2	43.8	42.5	42.50%
		n	43	15	15	36	40	34	31	36	32	40	322
		%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

The resident programme was found to be sensitive to the needs of others by 57.5% of the respondents and with 42.5%, it was not.

Findings

TABLE 5.50
ADDRESSING OF USER'S NEEDS

57.4% agree that the needs of users are addressed and 42.4% disagree.

			A1.8 Ward										Total
			11	25	26	27	29	33	34	35	36	39	
G7.2 (c) Address users needs	Agree	n	39	5	6	17	33	16	11	9	16	26	178
		%	90.7	33.3	40.0	48.6	82.5	59.3	42.3	25.0	50.0	65.0	57.60%
	Disagree	n	4	10	9	18	7	11	15	27	16	14	131
		%	9.30	66.7	60.0	51.4	17.5	40.7	57.7	75.0	50.0	35.0	42.40%
		n	43	15	15	35	40	27	26	36	32	40	309
		%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

TABLE 5.51

SPEED IN ADDRESSING PROBLEMS

			A1.8 Ward										Total
			11	25	26	27	29	33	34	35	36	39	
G7.2 (d) Quick to address problems	Agree	n	38	3	7	14	34	12	10	10	18	20	166
		%	88.4 0%	20.0 0%	46.7 0%	40.0 0%	85.0 0%	44.4 0%	41.7 0%	28.6 0%	54.5 0%	50.0 0%	54.10%
	Disagree	n	5	12	8	21	6	15	14	25	15	20	141
		%	11.6 0%	80.0 0%	53.3 0%	60.0 0%	15.0 0%	55.6 0%	58.3 0%	71.4 0%	45.5 0%	50.0 0%	45.90%
Total	n	43	15	15	35	40	27	24	35	33	40	307	
	%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

There was agreement by 54.1% of the respondents that the programme is quick to address problems and 45.9% disagreed with this.

TABLE 5.52

EASE WITH WHICH TO GET YOUR CASH BACK

			A1.8 Ward										Total
			11	25	26	27	29	33	34	35	36	39	
G7.2 (e) Easy to get your cash back	Agree	n	41	5	6	14	32	13	23	11	15	23	183
		%	95.3 0%	35.7 0%	40.0 0%	40.0 0%	80.0 0%	43.3 0%	76.7 0%	30.6 0%	48.4 0%	57.5 0%	58.30%
	Disagree	n	2	9	9	21	8	17	7	25	16	17	131
		%	4.70 0%	64.3 0%	60.0 0%	60.0 0%	20.0 0%	56.7 0%	23.3 0%	69.4 0%	51.6 0%	42.5 0%	41.70%
Total	n	43	14	15	35	40	30	30	36	31	40	314	
	%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

58.3% agreed that it was easy to get cash back rewards and 41.7% disagreed

TABLE 5.53

GOODNESS OF THE SCHEME TO HAVE

			A1.8 Ward									Total	
			11	25	26	27	29	33	34	35	36		39
G7.2 (f) Good scheme to have	Agree	n	43	8	10	26	35	28	28	18	21	29	246
		%	100.00%	53.30%	66.70%	72.20%	87.50%	80.00%	90.30%	50.00%	65.60%	72.50%	76.20%
	Disagree	n		7	5	10	5	7	3	18	11	11	77
		%		46.70%	33.30%	27.80%	12.50%	20.00%	9.70%	50.00%	34.40%	27.50%	23.80%
Total	n	43	15	15	36	40	35	31	36	32	40	323	
	%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

There was a high percentage 76.2% of respondents who felt that the scheme was a good thing to have with only 23.8% feeling differently.

TABLE 5.54

POPULARITY OF THE SCHEME LOCALLY

			A1.8 Ward									Total	
			11	25	26	27	29	33	34	35	36		39
G7.2 (g) Locally well-known	Agree	n	35	2	9	10	34	12	13	9	17	26	167
		%	81.40%	13.30%	60.00%	27.80%	85.00%	36.40%	41.90%	25.00%	51.50%	65.00%	51.90%
	Disagree	n	8	13	6	26	6	21	18	27	16	14	155
		%	18.60%	86.70%	40.00%	72.20%	15.00%	63.60%	58.10%	75.00%	48.50%	35.00%	48.10%
Total	n	43	15	15	36	40	33	31	36	33	40	322	
	%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

51.9 % of the respondents generally agreed that the scheme was well known. 48.1% of respondents disagree with this.

TABLE 5.55

HOW PEOPLE FEEL TO BE PART OF THE PROGRAMME

			A1.8 Ward									Total	
			11	25	26	27	29	33	34	35	36		39
G7.2 (b) People are proud to be part of the programme	Agree	n	38	1	7	22	36	21	18	11	22	25	201
		%	88.4	6.70	46.7	62.9	90.0	60.0	62.1	30.6	66.7	62.5	
	Disagree	n	5	14	8	13	4	14	11	25	11	15	120
		%	11.6	93.3	53.3	37.1	10.0	40.0	37.9	69.4	33.3	37.5	
Total	n	43	15	15	35	40	35	29	36	33	40	321	
	%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

62.6% of the respondents are proud to be part of the programme and 37.4% were not.

TABLE 5.56

EFFECTIVENESS OF THE RESIDENT IN PROMOTING PAYMENT FOR SERVICES

			A1.8 Ward									Total	
			11	25	26	27	29	33	34	35	36		39
G7.2 (i) Effectively promotes the payment of services	Agree	n	40	8	9	26	35	24	24	16	22	28	232
		%	95.2	53.3	60.0	74.3	87.5	68.6	80.0	44.4	66.7	70.0	
	Disagree	n	2	7	6	9	5	11	6	20	11	12	89
		%	4.80	46.7	40.0	25.7	12.5	31.4	20.0	55.6	33.3	30.0	
Total	n	42	15	15	35	40	35	30	36	33	40	321	
	%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

72.3% of the respondents felt the scheme effectively promoted the payment for services and 27.7% disagreed

TABLE 5.57

FINDINGS ON POSITIVELY PROMOTING CITY OF TSHWANE

			A1.8 Ward									Total	
			11	25	26	27	29	33	34	35	36		39
G7.2 (j) Positively promotes the City of Tshwane	Agree	n	41	8	14	28	36	25	27	18	26	29	252
		%	95.3%	53.3%	93.3%	80.0%	90.0%	73.0%	90.0%	50.0%	78.0%	72.0%	78.5%
	Disagree	n	2	7	1	7	4	9	3	18	7	11	69
		%	4.7%	46.7%	6.7%	20.0%	10.0%	26.0%	10.0%	50.0%	21.0%	27.0%	21.5%
Total	n	43	15	15	35	40	34	30	36	33	40	321	
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

78.5% of the respondents agreed that the scheme positively promotes the City of Tshwane and 21.5% disagreed.

Findings

TABLE 5.58

PORTRAYAL OF THE MUNICIPALITY AS CARING

			A1.8 Ward									Total	
			11	25	26	27	29	33	34	35	36		39
G7.2 (k) Portrays the municipality as caring about ratepayers who meet their obligations	Agree	n	42	6	11	28	35	12	17	19	19	26	215
		%	97.7%	40.0%	78.6%	77.8%	87.5%	36.4%	58.6%	52.8%	57.6%	65.0%	67.4%
	Disagree	n	1	9	3	8	5	21	12	17	14	14	104
		%	2.3%	60.0%	21.4%	22.2%	12.5%	63.6%	41.4%	47.2%	42.4%	35.0%	32.6%
Total	n	43	15	14	36	40	33	29	36	33	40	319	
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

There was agreement by 67.4% that The Resident portrays the municipality as caring about ratepayers who meet their obligations and 32.6% disagrees.

TABLE 5.59

FINDINGS ON WHETHER THE SCHEME IS MODERN OR NOT

			A1.8 Ward										Total
			11	25	26	27	29	33	34	35	36	39	
G7.2 (l) Modern	Agree	n	40	10	9	28	34	19	27	15	23	34	239
		%	93.0%	66.7%	60.0%	77.1%	85.3%	55.0%	93.0%	41.1%	69.0%	85.0%	74.5%
	Disagree	n	3	5	6	8	6	15	2	21	10	6	82
		%	7.0%	33.3%	40.0%	22.2%	15.0%	44.4%	6.9%	58.3%	30.0%	15.0%	25.5%
Total	n	43	15	15	36	40	34	29	36	33	40	321	
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

The incentive scheme was regarded by 74.5% of the respondents as modern and only 25.5% disagreed with this.

Findings

TABLE 5.60

WHETHER THIS SCHEME WAS ON THE FOREFRONT OF LOYALTY PROGRAMME

			A1.8 Ward										Total
			11	25	26	27	29	33	34	35	36	39	
G7.2 (m) On the forefront of loyalty programmes	Agree	n	43	4	7	25	35	16	13	14	21	33	211
		%	100.0%	26.7%	46.7%	69.4%	87.5%	47.1%	43.3%	40.0%	65.6%	82.5%	65.9%
	Disagree	n		11	8	11	5	18	17	21	11	7	109
		%		73.3%	53.3%	30.6%	12.5%	52.9%	56.7%	60.0%	34.4%	17.5%	34.1%
Total	n	43	15	15	36	40	34	30	35	32	40	320	
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

65.9% of the respondents agreed that The Resident was on the forefront of loyalty programmes but 34.1% disagreed.

Respondents were also asked to give their own opinions as to what The Resident programme needed to do to improve its acceptability to all ratepayers.

Findings on the improvement of “The Resident” on acceptability by all ratepayers

Ward 11 (n) (n)

Blank 32

- Promote the payment for services 1
- Provide further discounts 1
- Add more benefits 1
- Accommodate everybody’s needs 1
- Start with the pensioners first 1
- Provide discounts that are helpful to the residents 2
- Provide jobs 1
- Introduce more rewards 1
- Encourage people to pay for services 1
- Discuss it at meetings 1

Ward 25

Blank 2

- Continue to use all forms of communication 1
- More marketing strategies 1
- Enhance communication 2
- No idea 3
- Workshops for people in particular the elderly in the township 1
- Should accommodate people’s needs 1
- Promote the scheme 1
- Improve marketing 1
- Introduce more benefits 1
- Keep rate payers informed 1
- Interact with communities 1
- Speak to the public 1

Ward 26

- Market the scheme 2
- Consistent consultation with ratepayers 1
- Do not know 2
- Help poor residents 1
- Hold workshops 1
- Work with communities 1
- Add more benefits 4
- Educate the public 2

Ward 27

Blank 25

- Bring services to people 1
- Use local/near shops 2
- Speak about the programme on radio 1
- To be nearer people 1
- Tress it for all people to understand 2
- Come close to people 1
- Come to shops around 1
- Simplify language to us 1
- Teach us about it 1
- Advertise more and use local shops for people to use easily 1

Ward 29

Blank 34

- Cut off payment 1
- Going house to house especially to the elderly 1
- Must give every resident a card 1
- Must do some campaigning 1
- Call ratepayers for workshops for them to know more about The Resident. 1

Ward 33

Blank 20

- I do not know 4
- Encourage people 1
- Communicate more 2
- A lot of awareness 1
- Talk to people 1
- Advertise more 3
- Advertise toll free numbers 1
- Bill correctly 3
- Delivery of services 1
- More campaigns 1

Ward 34

Blank 12

- Advertise more and more workshops 4
- Send people around to explain 1
- Repeat messages until people understand 1
- Be more appealing 1
- More promotions 2
- Produce more benefits 1
- Be more professional about the service 1
- Deliver services 1
- Communicate in the local languages and have a big concert 1
- Market toll free numbers 1
- Improve facilities 1
- Communicate more 1
- Make campaigns 3
- Do not know 1
- Improve facilities 1

Ward 35

Blank 19

- Give proper service delivery 3
- More discounts 2
- Easily accessible merchants 1
- Through media and advertising 1
- Availing of information to ratepayers 1
- Have relevant shops for ratepayers 2
- Improve information about the programme 1
- Provide information necessary to clients 2
- By not lying about these shops 1
- Advertise programme more to clients 1

Ward 36

Blank 9

- Provide more discounts and relevant merchants 1
- Make scheme known to all and its importance 1
- Campaign more and make scheme well known 2
- Research the needs of residents 1
- Do not know 1
- Give reasons for participation 1
- The scheme should be visible 1
- Be loyal to customers 1

Ward 39

Blank 24

- Give people respect 1
- Use local shops 4
- Give people who buy electricity respect 1
- Workshops for people to know 1
- Give more free rent or electricity 1

- Advertise more 2
- Regular updating 1
- Use services to promote scheme and satisfy ratepayers 1
- Increase paying of bonuses 1
- The Resident to tell people about the residents Programme 1
- Provide more discounts on services 1
- Make people happy about services 1
- Communicate more often to all 1

Most respondents felt that The Resident needed to communicate more about the scheme

The management of the scheme was tested with a question where respondents had to suggest as to how The Resident had to be ideally managed so that everybody would want to be a part of it.

Ward 11 (n)

Blank 37

- Must give people some presents 1
- Talk about it everywhere 1
- No idea 2
- Regularly visit those who can't afford to pay 1
- Monitoring and Supervision 1

Ward 25

Blank 4

- Ensure all winners receive these benefits 1
- No idea 3
- Appoint officials in local offices 1
- Give rewards and benefits 1
- Consistent rewards and programmes 2
- Improve marketing 1
- Deploy officials 1

- Report to ratepayers 1
- No comment 2
- Analyse ratepayer needs 1

Ward 26

Blank 1

- No idea 7
- Report and monitoring 1
- Report to ratepayers 1
- Monitoring of benefits 2
- Effective communication 1
- Monitor the scheme 1

Ward 27

Blank 26

- Give feedback to users 1
- Give more presents 2
- Regular workshops 1
- Affordable rates 1
- Give discounts and market them 1
- More benefits and presents 1
- By giving more electricity for less 1
- Use all shops we use everyday 1
- Even if you earn you less pay (irrelevant) 1
- Regular checking of payers 1
- Have representatives in all townships, offices and PO 1

Ward 29

Blank 37

- Give promotional material when people pay 1
- Call people for some workshops 1

Ward 33

Blank 27

- Keep us informed 2
- Spread the information each and everyday 1
- Put the trusted person to do the job 1
- Be more direct and personal 2
- Keep up the hard work 1
- Monitoring the programme 1
- Be helpful 1
- Update people on daily bases 1

Ward 34

Blank 19

- Talk the talk 1
- Accessible to all people 3
- Communicate a lot 1
- Personalise messages 1
- Direct people to campaigns 1
- Do what they are paid to do 1
- Keep us in touch 1
- Keep it up 1
- Monitor progress of regular payers 1
- Put trusted people to manage the project 3
- Inform people during campaigns 1

Ward 35

Blank 34

- Write letters to ratepayers 1
- Municipal staff and civil servants to inform ratepayers 1

Ward 36

Blank 11

- Popularise to people working with it so that they can influence others 3
- Promotions and campaigns 4
- Make the scheme well known 1
- Do not know 2
- The scheme needs to represent itself well 1
- Tell people why they need it as individuals 1
- The scheme needs more advertising 1

Ward 39

Blank 26

- Meetings 1
- Workshops 1
- Let everyone know about it 1
- More announcements and advertising 3
- I do not know 1
- Give more gifts 1
- Announce all winners 1
- Employ good people 1
- To satisfy all the needs of payment 1
- Provide more discounts for rates 1
- Congratulate all payers 1
- Try to meet the needs of all 1
- Make people proud by fixing their problems 1

The scheme the respondents advised had to be accessible to all people.

A question was asked “Have you seen the logo of The Resident programme?” To this the respondents had to answer either yes or no.

Findings

TABLE 5.61

RECALL OF LOGO OF THE RESIDENT

			A1.8 Ward										Total
			11	25	26	27	29	33	34	35	36	39	
G7.4 Have you seen the logo of the Resident programme?	Yes	n	1	6	7	18	3	13	6	11	14	18	97
		%	2.3%	40.0%	46.7%	52.9%	7.5%	38.2%	19.4%	30.6%	43.8%	45.0%	30.3%
	No	n	42	9	8	16	37	21	25	25	18	22	223
		%	97.7%	60.0%	53.3%	47.1%	92.5%	61.8%	80.6%	69.4%	56.3%	55.0%	69.7%
Total	N	43	15	15	34	40	34	31	36	32	40	320	
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

The majority of the respondents have not seen the logo. Only 30.3% had seen the logo with 69.7% saying they have not seen the logo

The last question that was asked was "What is the slogan of The Resident programme?" Respondents had to try and recall the slogan.

Findings on the knowledge of the slogan of "The Resident"

Ward 11

(n)

Blank 37

- Its time for the resident 1
- The resident show 1
- It's time for The Resident 2
- Is Resident time 1

Ward 25

Blank 10

- The residents 1
- The resident 1
- Not sure 2
- Do not remember 1

Ward 26

Blank 7

- Cannot remember 4
- Just say the resident cash back gold card 1
- The resident 2

Ward 27

Blank 19

- City of Tshwane 1
- City of Tshwane Batho Pele caring for people 1
- Batho Pele 4
- Batho Pele caring for you 1
- Caring for the people 1
- We care about you 1
- Do not know 8
- Forgot it 1
- The City of Tshwane helping people 1

Ward 29

- Blank /do not know slogan 36
- Its time for the resident 2
- The resident show 1

Ward 33

Blank 32

- I do not know 4
- Time for the resident 1

Ward 34

Blank 28

- I do not know 3
- I never pay attention to it 1

Ward 35

Blank 5

- Do not know 29
- Forgot it 1
- Not seen it yet 1

Ward 36

Blank 9

- Do not know/ no idea 20
- Forgot it 1

Ward 39

Blank 30

- Pay services 1
- Better services for all 1
- Batho Pele we care about you 1
- Batho Pele 3
- Better service for all 4

The correct slogan is “its time for the resident”

Interpretation of the image of “The Resident” programme

The respondents seem to be happy with the card that they own and the benefits that are attached to The Resident card. There is however suggestion that they may improve the programme by making the scheme well known through marketing and communication. Respondents indicated that they felt the scheme was sensitive to the needs of most. The municipal incentive scheme seems to be in a position to solve problems quickly and as such respondents are proud to be part of the scheme.

On the management part most of the responses did not really address the management of the incentive scheme. Some respondents however did indicate that the scheme can be best managed by being accessible in local offices closer to the people. The respondents also clearly supported the scheme in indicating that it effectively promotes the payment for services. The majority of the respondents have also not seen the logo which is crucial for identification purposes and building that relationship with products or services. The slogan of The Resident is clearly not known by a large number of people

5.9 Conclusion

Introducing something new is not always easy; The Resident programme is no exception. The study indicated that respondents in different wards saw things differently at certain instances. This chapter dealt extensively with both quantitative and qualitative analysis where the questionnaire was analysed, findings recorded and interpretation given. The issue of advertising the scheme, giving proper benefits, and rendering efficient and affordable services was expressed by the majority of the respondents. The concluding chapter will indicate if the hypotheses is rejected or accepted and give recommendations based on the objectives of the study. Marketing the scheme's benefits will help increase participation.

Future research may need to touch on why customers that can afford to pay are not paying. Relationship between services offered and willingness to pay may also need to be investigated.

Chapter 6

6.1 Introduction

Payment for services is a challenge now and it may remain a challenge if unemployment persists. In Soshanguve for example the demographic information indicated that 21.9% of the respondents were unemployed and 18.3% were pensioners. Students accounted for 14.1% and the 14.1% were self employed. Only 31.7% indicated that they were employed and the income levels indicated that 47.1% of the respondents earn between R0 – R1 000. These figures clearly showed that the majority of the respondents were struggling to make ends meet hence the responses indicating that the services must be affordable. The problems of payment for services is not only a challenge for the City of Tshwane but all municipalities are affected by it.

The main revenue of municipalities is raised through rates and tariffs and the payment of these rates is crucial for municipalities to remain sustainable. In answering the call to increase income for the municipality The Resident programme was introduced to create loyalty among paying ratepayers by rewarding them cash back rewards, prizes and other additional incentives.

The researcher has already looked at the general introduction of the study in chapter 1, reviewed the literature in chapter 2 and gave the background on the City of Tshwane and The Resident programme in chapter 3. The research methodology followed was covered in chapter 4 and chapter 5 looked at the results and the interpretation of those results.

6.2 Conclusion and Recommendations

The null hypothesis as stated in the beginning was as follows: The introduction of the payment incentive scheme The Resident has encouraged residential customers of Soshanguve- City of Tshwane Metropolitan Municipality to pay on time.

Alternative hypothesis

The introduction of the payment incentive scheme The Resident has not encouraged residential customers of Soshanguve- City of Tshwane Metropolitan Municipality to pay on time.

The objectives of this research were:

- To find out if the payment levels have improved as a result of the incentive scheme.
- To determine if loyal paying customers were loyal because of this programme
- To determine if there are “new” paying customers that was changed by this programme
- To determine the way ratepayers view the scheme
- To measure to what extent the incentives created loyalty in residential customers
- To determine if the scheme has been adequately marketed
- To find out if ratepayers see the benefits of the incentive scheme
- To determine preferred communication channels for future use

A. DEMOGRAPHIC INFORMATION

6.2.1 Conclusion

The study found that Soshanguve had more female respondents than men which may mean that there are more women than men in line with national statistics. The majority of the respondents were married and between the ages of 36 – 50. The respondents, the study found, were literate with 28.2% with matric and tertiary qualification and the same percentage had matric only. 31.7% respondents were employed. The unemployed percentage was 21.9% followed by pensioners at 18.3%. While a bigger percentage was employed and fairly educated they were earning very little. The popular languages that respondents used mostly in their order of priority were Zulu, Tsonga and Northern Sotho.

6.2.2 Recommendations

The Resident campaign should look at segmenting their marketing campaigns so that they reach each target group effectively. The payment, the study shows, is affected by low income levels. The Resident scheme whilst it encourages payment for services should also be linked with promoting the indigent policies, for those that simply cannot pay, so that ratepayers can see the caring and sensitive side of the municipality.

The newspapers as one of the favoured mediums should be used intensely as people share newspapers after reading and some people make cuttings to refer to at a later date.

B. THE RESIDENT PROGRAMME

6.2.3 Conclusion

136 of the total of 331 respondents in this open ended question chose not to answer. The no response from 136 respondents when they were asked to mention in their own words what they knew about The Resident programme can be interpreted as that they did not know The Resident programme or did not know in detail what the scheme entails. All those who have given comments had a good understanding of what the scheme is about.

The closed ended questions on the other hand revealed that on the overall 53,7 % agree that the even though The resident programme is known by the majority of the residents 51.5% of the respondents indicated that the scheme is not used by the majority of the residents. The suitability of the scheme to encourage payment was highly supported by 75.4% of the respondents. The resident programme was not visible enough in the media as 65.9% attested to this. Most residents seem to be proud of this scheme as indicated by 61.3% of the respondents.

6.2.4 Recommendation

The incentive scheme needs to be brought closer to the people in the languages that have been identified as well spoken in the area. Winners should be made to become ambassadors of the scheme by inviting them in the promotional campaigns so that other ratepayers can see in real life that they too could become winners. The Resident scheme has to become more visible especially at the point of contact where ratepayers go most of the time to pay their municipal accounts. Frontline staff should be trained to ask ratepayers if they have The Resident card so that the association with payment can be increased.

C. MARKETING /ADVERTISING

6.2.5 Conclusion

Around September Soshanguve Community Radio and The Resident management team ran a campaign hence a higher percentage could recall its advertising in the last twelve months. Ward committees, the study shows, are involved in promoting the incentive scheme. Pamphlets were used widely in the area and the recognition paid off. With 72.8% combined scores saying it was unimportant and very unimportant to regularly market The Resident programme by means of promotional campaigns. This clearly

indicates that while respondents are interested in the scheme they do not regard the regular marketing of the incentive scheme as a priority. It might be concluded that there might be a general lack of understanding of what marketing really is, as the researcher found differing responses to questions that the researcher believes are related. 52.0% of the respondents had indicated that they were not aware of any marketing efforts of The Resident campaign yet 57.6% said they could recall the promotions and advertising done in the last twelve months.

The recommendation that was given for the best way to market the payment incentive scheme, The Resident in the suburbs was TV, respondents went further and suggested the payment channel DSTV could be used. This suggests that the general view is that people living in suburbs have money and own such decoders. There was a link between township dwellers and low income group as the recommendation of the preferred medium was radio for both. This connection between townships and low income earners is true as demographic information suggests that 47.1% of the respondents earn between R0 – R1 000. The radio is cheaper for people to own and therefore a useful medium in the townships. Local merchants were preferred and there are not so many available in the area, this can be a reason why a lot of people not utilising their Resident cards. Advertising and marketing, communication and improving the benefits of The Resident programme was the way the respondent thought could improve the scheme's popularity in the open ended questions.

6.2.6 Recommendation

The Resident programme should address the issue of involving more local merchants so that The Resident programme can be better marketed through such merchants. A radio time slots could be purchased where The Resident programme will be discussed coupled with issues of service delivery.

D. COMMUNICATION

6.2.7 Conclusion

As direct communication about The Resident is still not received by most respondents, this may be one of the reasons why people know little about the incentive scheme. It is interesting to note that the information given is what is expected by most people. The study revealed that the majority of the respon-

dents were happy with the content but the frequency of such communication still needs to be increased. The information the study reveals is needed often enough preferably on a monthly basis.

6.2.8 Recommendation

The Resident programme may need to be more visible in community events. Direct communication to the ratepayers must be done on a monthly basis where pertinent information about the resident can be given. This however must not be done in isolation of the marketing drive suggested above.

E. MERCHANTS /SHOPS

6.2.8 Conclusion

The researcher can conclude that either the respondents do not have The Resident card or merchants are not available close by as most of the respondents had not used the merchants provided by The Resident programme. Spar was the most used merchant in Soshanguve.

Accessibility of these merchants was sighted as a challenge. The ratepayers need to be made aware of these merchants so that they can know them.

6.2.9 Recommendation

Acquiring more merchants closer to the people was identified by the study. Advertising and making these merchants visible is crucial as results of the study revealed that most ratepayers do not know these merchants. The choice of merchants seems to be benefiting the ratepayers.

F. LOYALTY

6.2.10 Conclusion

The majority of the respondents agree that the incentive scheme has motivated them to pay on time and therefore has made them loyal customers. There was a slight difference between the improvement and non improvement with 50.5% of the respondents indicating that their payment record has improved during the past year. This means that non-converted customers are still many

Most suggestions given by the ratepayers on what the City of Tshwane can do to improve payment for services hinges on service delivery that it needs improvement and that rates should be affordable.

6.2.11 Recommendation

As the margin between loyal customers and non loyal customers is small, there should be a communication drive aimed especially at those that are still not converted telling them about the benefits of being in the programme. The municipality should also strive to improve service delivery so that the value for money can be seen by ratepayers. The good prizes offered by the programme may serve as one of the motivators for ratepayers to stay loyal to the programme as they indicated that they were loyal to the programme. Looking at ways to deliver affordable services on the part of the municipality is also recommended.

G. IMAGE

6.2.12 Conclusion

The overall image of The Resident is good. The majority of the respondents that own The Resident card indicated that they were proud to own such a card and happy about the benefits that are attached to it. There is however suggestion that they may need to improve the programme by making the scheme well known through marketing and communication.

Some respondents indicated that the scheme can be best managed by being accessible in local offices closer to the people. The respondents also clearly supported the scheme in indicating that it effectively promotes the payment for services. Slogans and logos are visual elements that carry the image of products and services and these are not well known, the study revealed.

6.2.13 Recommendation

The image of the programme has to be developed further by entrenching it in the minds of people. The slogan should underpin all events and it should be repeated mentioned repeatedly on radio so that the association of the programme with the slogan and logo can take place. The slogan and logo needs to be visibly displayed in areas where municipal services are offered.

6.3 Achievement of research objectives

- a) To find out if the payment levels have improved as a result of the incentive scheme.

Results

The researcher believes that the incentive scheme is one of the contributors to the success of the payment levels of the City of Tshwane. Both the City of Tshwane results as well as respondents indicate that the payment record has improved over the year.

- b) To determine if loyal paying customers were loyal because of this programme

Results

The study revealed that 68.7 % of the respondents agreed that the introduction of the payment incentive scheme has, The Resident has resulted in motivating them to pay on time.

- c) To determine if there are “new” paying customers that was changed by this programme

Results

The researcher is of the opinion that there are new paying customers as 50.5% indicated that the payment record improved over the past year. The same results given in (b) above are also applicable here.

- d) To determine the way ratepayers view the scheme

Results

The researcher believes that the scheme is viewed positively as the majority of the respondents agreed that it was sensitive to the needs of everybody, it was quick to address problems and it portrays the municipality as caring.

- e) To measure to what extent the incentives created loyalty in residential customers

Results

Both the payment records and motivation to pay improved. The researcher can therefore conclude that the 50.5% of improved payment record and 68.7% of respondents paying on time is that of loyal customers.

- f) To determine if the scheme has been adequately marketed

Results

The researcher believes the scheme has not been well marketed as 52.0% indicated that they were not aware of any marketing efforts of the programme. The poor knowledge of both the slogan and knowledge of the logo attest to that.

g) To find out if ratepayers see the benefits of the incentive scheme

Results

Ratepayers the researcher believes do see the benefits of the scheme as 76.2% respondents indicated that it is a good scheme to have and believe that the scheme effectively promotes the payment of services.

h) To determine preferred communication channels for future use

Results

The study found out that the preferred communication channels in the townships like Soshanguve were radio, newspapers, TV and meetings. For high income earners it was TV, radio and internet. For low income earners it was radio, newspapers and TV. For staff of the municipality it was meetings, TV and posters. For politicians it was meetings, TV and radio.

6.4 Reject or accept the null hypothesis.

The null hypothesis is accepted.

Future Research

The future research options could include:

The sustainability of the incentive scheme programmes in government institutions.

Whether the marketing of the scheme's benefits will increase participation.

Relationship between services offered and willingness to pay.

ADDENDUM 1: ETHICAL CLEARANCE

Attached

ADDENDUM 2: RESEARCH INSTRUMENTS

Attached

RESEARCH OFFICE (GOVAN MBEKI CENTRE)
WESTVILLE CAMPUS
TELEPHONE NO.: 031 – 2603587
EMAIL : ximbap@ukzn.ac.za

29 NOVEMBER 2006

MRS. KJS MAHLARE (203519784)
GRADUATE SCHOOL OF BUSINESS

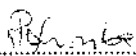
Dear Mrs. Mahlare

ETHICAL CLEARANCE APPROVAL NUMBER: HSS/06594A

I wish to confirm that ethical clearance has been granted for the following project:

“An investigation into the effectiveness of the municipal payment incentive scheme as a loyalty programme – A case study of the City of Tshwane Metropolitan Municipality”

Yours faithfully


.....
MS. PHUMELELE XIMBA
RESEARCH OFFICE

cc. Faculty Office (Christel Haddon)
cc. Supervisor (Mr. T Vajeth)

**QUESTIONNAIRE: INCENTIVE PAYMENT PROGRAMME "THE RESIDENT" AS A
LOYALTY PROGRAMME, MBA UNIVERSITY OF KWA-ZULU NATAL
2006**

Please complete this questionnaire for purposes of an investigation into the effectiveness of the municipal payment incentive scheme, the resident, as a loyalty programme – a case study of the City of Tshwane Metropolitan Municipality with special emphasis on Soshanguve. This survey is purely for academic research purposes only and responses will be treated with strict confidentiality.

NB Please answer all questions in the following manner:

- a) Circle pre-codes to choose your answer for each statement.
b) Where a question requires comments write in the space provided.

A BIOGRAPHICAL DETAILS / DEMOGRAPHIC INFORMATION

1.1 Gender

Female	-2-	1
Male		2

1.2 Marital Status

Married	-3-	1
Single		2

1.3 Age

18 – 25	-5-	1	36 - 50	4
26 - 30		2	51- 65	5
31 - 35		3	66 and above	6

1.4 Educational Level

Below Standard 8	-6-	1
Below Standard 10		2
With Matric only		3
With tertiary qualification		5

1.5 Employment

Unemployed-	-7-	1
Employed		2
Pensioner		3
Self Employed		4
Student		5

1.6 Income

R 0 – 1000	-8-	1	R 8 001 – 10 000	6
R 1 001 – 2 000		2	R 10 001 – 15 000	7
R 2 001 – 4 000		3	R 15 001 – 20 000	8
R 4 001 – 6 000		4	R 21 001 and above	9
R 6 001 – 8 000		5	Refusal	10

1.7 Language

Afrikaans	-9-	1	Southern Sotho	5	Venda	9
English		2	Swazi	6	Xhosa	10
Ndebele		3	Tsonga	7	Zulu	11
Northern Sotho		4	Tswana	8	Other	12

1.8 Ward

--

B THE RESIDENT PROGRAMME

2.1 Please mention what you know about the incentive scheme programme called The Resident used by the City of Tshwane?

-10-

2.2 Do you agree or disagree that The Resident programme is:

STATEMENT	AGREE	DISAGREE
<i>A scheme well known by the majority of residents</i>	-11- 1	2
<i>A scheme used by the majority of ratepayers</i>	-12- 1	2
<i>A scheme that ratepayers identify with</i>	-13- 1	2
<i>A suitable scheme to encourage ratepayers to pay</i>	-14- 1	2
<i>Not visible/see or hear enough about it in the media</i>	-15- 1	2
<i>A scheme/loyalty programme that means nothing to me</i>	-16- 1	2
<i>A loyalty programme that residents are proud of</i>	-17- 1	2

2.3 Did the introduction of the payment incentive scheme, The Resident, as a loyalty programme result in motivating you to pay your municipal account timeously?

YES -18- 1 NO 2 DON'T KNOW 3

2.4 If yes, in what way? _____ -19-

2.5 If no, why not? _____ -20-

2.6 Since the establishment of The Resident programme, do you have a more positive or negative attitude towards payment for services?

Very positive	Positive	The same	Negative	Very negative
-21 5	4	3	2	1

2.7 If negative, (1, 2) why? _____ -22-

C MARKETING/ADVERTISING

3.1 Are you aware of any marketing efforts of The Resident payment incentive scheme?

YES -23- 1 NO 2

3.2 Can you recall any advertisements/promotions in the past 12 months promoting the Resident programme?

YES -24- 1 NO 2

3.3 If yes, where you have seen or heard about it, what was the main message of the promotion?

WHERE SEEN/HEARD		MAIN MESSAGE	
Ward committees	-25- 1		26-
Radio	2		27-
Newspapers	3		28-
Newsletter	4		29-
Exhibitions	5		30-
Pamphlets	6		31-
Posters	7		32-
Other (mention)	8		33-

3.4 Were these promotions of any interest to you in other words did they provide important information to you about the resident programme?

YES	-34-	1	NO	2
-----	------	---	----	---

3.5 How important is it to regularly market The Resident programme by means of promotional campaigns?

Very important-	Important-	Average importance	Unimportant-	Very unimportant-
-35- 5	4	3	2	1

3.6 What is the best way to market the payment incentive scheme The Resident to the following market segments?

<i>MARKET SEGMENT</i>	<i>BEST MARKETING METHOD</i>
Consumers living in the suburbs	-36
Consumers living in the townships	-37
Belonging to low income range	-38
Belonging to high income range	-39
Internal staff of the municipality	-40
politicians	-41

3.7 Which merchants/shops should The Resident programme look at?

Local merchants near the area of residents	-42-	1	National merchants	4
Local merchants in Tshwane		2	International merchants	5
Merchants in Gauteng		3		6

3.8 How could the payment incentive scheme, The Resident, improve its popularity among its users?
-43-

D COMMUNICATION

4.1 How often do you receive direct communication (other than adverts) from The Resident?

Very often	Often	Seldom	Almost never	Never
-44- 5	4	3	2	1

4.2 (i) Do you agree/disagree with the following statements regarding communication of The Resident programmes

<i>THE INFORMATION IS</i>		<i>AGREE</i>	<i>DISAGREE</i>
Is sufficient	-45-	1	2
Is frequent enough	-46-	1	2
Addresses the issues that mostly affect/interest us	-47-	1	2
Is necessary/important	-48-	1	2

4.2 (ii) What type of information do you need The Resident programme to communicate to you?
-49-

4.3 How often do you need it to be communicated?

Monthly	More often than monthly	Less often than monthly
-50- 1	2	3

4.4 How can the Resident improve its communication to its clients?
-51-

E MERCHANTS/SHOPS

5.1 Have you used any of the attached merchants/shops?

YES	-52-	1	NO	1
-----	------	---	----	---

5.2 If yes, which ones and what was your experience in using your card? _____
-53-/-54-

5.3 Should The Resident programme be using these merchants/shops? Explain

YES	-55-	1	NO	2
-----	------	---	----	---

If "No" comment

_____ -56-

5.4 What are your views generally on these merchants/shops

Statements	AGREE	DISAGREE
Easily identified by users	-57- 1	2
Accessible to most residents	-58- 1	2
Most ratepayers know these merchants	-59- 1	2
The ratepayers should be made aware of these merchants	-60- 1	2
Are the merchants listed used by most ratepayers in Tshwane	-61- 1	2
Do selected merchants meet most ratepayers needs	-62- 1	2
Do these merchants benefit the ratepayers	-63- 1	2

5.5 Recommend any 3 merchants/shops of your choice you would like The Resident to use.

<i>Merchant</i> 64-66-
1.
2.
3.

F LOYALTY

6.1 Do you agree or disagree with the following:	AGREE	DISAGREE
The introduction of the payment incentive scheme, The Resident, has resulted in motivating me to pay on time	-67- 1	2
My payment record has improved during the past year	-68- 1	2

6.2 What should the City of Tshwane do to improve payment for services? _____

_____ -69-

6.3 Do you think the prizes given presently by The Resident programme are sufficient?

Excellent	Good	Average	Poor	Very Poor	Never seen/read about them
-70- 5	4	3	2	1	6

G IMAGE

7.1 What feelings are evoked by owning the resident card? _____

_____ -71-

7.2 The following statements describe the image of The Resident programme. Do you agree or disagree with each of these? Any comments you would like to add?

<i>STATEMENT</i>	<i>Agree</i>	<i>Disagree</i>	<i>COMMENTS</i>
Provides discounts that are helpful	72- 1	2	85
Sensitive to the needs of everybody	73- 1	2	86
Address users needs	74- 1	2	87
Quick to address problems	75- 1	2	88
Easy to get your cash back	76- 1	2	89
Good scheme to have	77- 1	2	90
Locally well-known	78- 1	2	91
People are proud to be part of the programme	79- 1	2	92
Effectively promotes the payment of services	80- 1	2	93
Positively promotes the City of Tshwane	81- 1	2	94
Portrays the municipality as caring about ratepayers who meet their obligations	82- 1	2	95
Modern	83- 1	2	96
On the forefront of loyalty programmes	84- 1	2	97

7.3 a) What should the Resident programme do to improve its image and its acceptability to all ratepayers? _____

-98-

7.3 b) How should the Resident programme be ideally managed to become the loyalty programme that all ratepayers would like to be part of? Please give your suggestions?

-99-

7.4 Have you seen the logo of the Resident programme?

Yes	-100-	1	No	1
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7.5 What is the slogan of the Resident programme? _____

-101-

THANK YOU FOR YOUR TIME AND INPUT

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