

Review of quality of life & customer satisfaction surveys undertaken by SACN member cities



Brickhill – Joburg Theatre
22 June 2010



Agenda

- Introduction
- Objectives
- Overview of each City
- Areas of convergence/divergence
- What should constitute a common core set of questions for QoL and CS studies
- Way forward

Expectations

- From the SACN in this process
- From this group of gathered expertise
- From this meeting

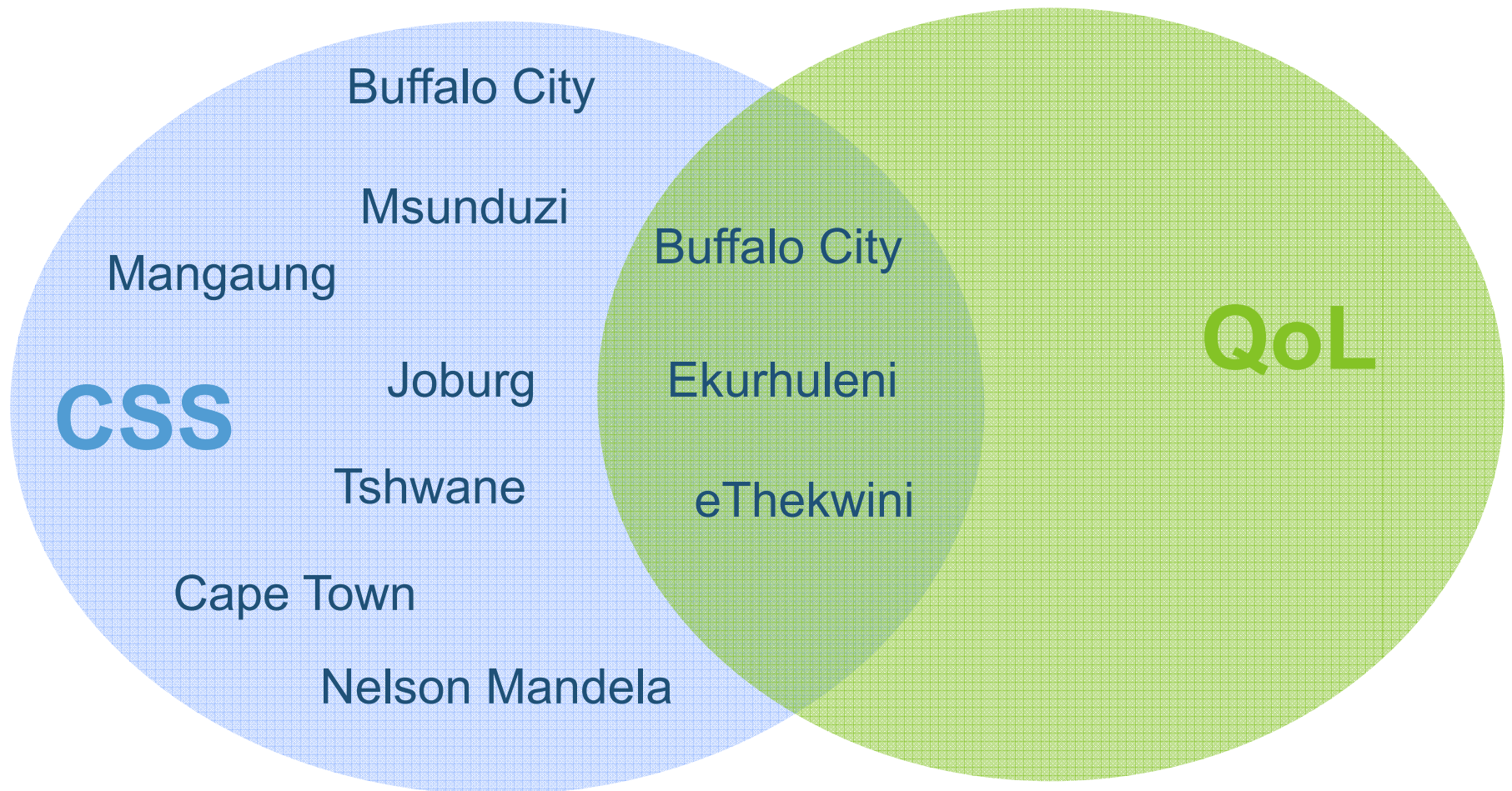
Objectives

- Workshop purpose:
 - Share knowledge and experience
 - Learn from each other viz. best practice
 - Explore the advantages of adopting a common approach
 - Explore areas of commonality and difference
 - Begin to work towards a common core set of indicators/questions
- Discussion on merits of exploring a common core of questions

Overview of each City

- Information sharing
 - PDG summary
 - Input from each city
 - Questions and discussion

Which of the cities have undertaken CS & QoL surveys?



- Most member cities do pure CSS, but QoL surveys include CS aspects

Buffalo City Overview: QoL



- 2001 & 2007: 2500 HHs (conducted in all 45 wards)
 - Questionnaires to HH participants , face-to-face interviews by trained fieldworkers.
 - Sample size calculated: high level of accuracy , keeping sample size manageable & affordable.
 - Probability based sampling proportional to size (PPS): to select the no. HHs to visit per ward. (if ward population was 4% of total BCM pop, 4% of total sample is allocated to that ward).
 - If PPS was not done then HHs would not have had the same opportunity to be included in the sample (may lead to compromised representation: the same no. of interviews will have been done in each ward irrespective of size of ward/ no. of HHs in ward).
 - The PPS method used both years rather than simple random sampling.
 - In some wards, sample size per ward for 2007 differs from sample breakdown in 2001 as ward demarcations changed. (Some areas no longer corresponded with demarcations of the 1996 Census, which was used for the 2001 sample frame.)

Buffalo City* Overview – CSS



- 2005: with development of Service Delivery Charter & Customer Care Strategy
- 2000 interviews: 1500 residences & 500 businesses (using the Billing List).
 - Random sample (maintained protocols for fully-inclusive, random survey: all areas, all income groups, both businesses & HHs & all HH types).
 - 2% of users randomly selected from the municipal billing list of 257,850 records which related to 106,888 properties in Municipal Valuation Roll.
- Questions covered:
 - **Trading** (Water, Sanitation, Electricity Supply, Refuse Removal, Complaints Regarding Trading Services),
 - **Community** (Primary Health Care, Municipal Parks & Playgrounds, Community Halls, Libraries, Municipal Sports Fields, Swimming Pools & Stadiums, Complaints Regarding Community Services)
 - **Development services** (Residential Streets, Roads, Sidewalks & Pavements, Stormwater, Housing, Fire Department, Traffic Services, Civic Protection, Building Plans & Land Use Applications, Environmental Protection, Protection of Historical Heritage, Economic Development).
 - Overall level of satisfaction with services provided by the City.
 - Age, population group & gender of respondents & media & meeting habits (to determine the best strategies for the City to communicate with customers).

Cape Town* Overview - CSS



CITY OF CAPE TOWN | ISIXEKO BASEKAPA | STAD KAAPSTAD

THIS CITY WORKS FOR YOU

- CT conducted various surveys across the city over the past decade.
 - Similar CSS in 1999 & 2000, CoCT Department of Water & Sanitation Services has run annual CSS for last 5 years, 2010 Survey of 620 residents who contacted the Corporate Contact Centre of the CoCT.
- Annual HH & Business: 3 waves: 2007/08, 2008/09 (3000 HHs & 500 businesses), 2009/10 (701 Businesses + 100 Councillors)
- Stratification: 8 Health districts (serve approximately equal proportions of City's population & follow a similar geography to the 8 Planning districts)
- Face-to face interviews with HH members & 8 facilitated qualitative focus group discussions. Telephonic discussions with businesses.
- Assessment of perception of and satisfaction with:
 - City of Cape Town generally
 - Basic services (electricity, water, sanitation, stormwater, waste collection, roads, street lights)
 - Community services (fire & ambulance services, clinics, parks, public toilets, halls, traffic licensing, social housing, etc)
 - Other services, especially with support to business (zoning, plan approval, events, etc);
 - Communication & customer relations (City News, website, pay offices, call centre, etc);
 - Public safety & by-law enforcement
 - Assessment of short term (five year) development priorities

Ekurhuleni Overview – QoL/CSS



- 2003/04 (770 HHs), 2004/05 (4576 HHs & 2000 business), 2007/08 (3152 HHS), 2009/10: (3152 HHs & target <1000 businesses)

- 2004/05 Business:
 - Sample size: target 2 000 industries/businesses within the nine Ekurhuleni industrial areas
 - Stratification: 26 industrial locations (not exhaustive of all industrial locations)
 - Random sampling: Fieldworkers approached all industries in sight; those that agreed to participate were included in the sample.
 - Samples may not necessarily be proportionate to the sizes of the industrial locations, but the larger the number of industries within a location the more fieldworkers were likely to secure an interview or participation.
 - Face-to-face interviews
 - Details of respondents; Profile of the companies; Perception about EMM; Business environment; Relationship between business and EMM; Tourism and investment; Electricity, water and refuse; Roads & maintenance; Business Safety & Security; & Governance
 - Demographics: sector, size of the industries in terms of employment magnitude, number of years the industry has been existing and number of branches for that industry within the metro.
 - Affordability and the rate at which the services are provided to the business community
 - Governance: whether the business community knows the political leadership (the mayor), the ward councilors and even the wards that encloses their business areas.



Ekurhuleni* Overview – QoL/CSS



- 2003/04 (770 HHs) SP, 2004/05 (4576 HHs) EMM, 2007/08 (3152 HHS), 2009/10: (3152 HHs) SP
- 2004: A stratified probabilistic random sampling procedure was used. The sample size is 0.61%.
- Assessment of perception of & satisfaction with:
 - Profile Indicators (demographics & income & expenditure)
 - Municipal Service Delivery Indicators (the availability, accessibility, affordability & satisfaction with all municipal services provided to the household directly at the homestead & the neighbourhood, as well as more general services provided at other locations (e.g. municipal offices, etc.) & via specialised units (e.g. emergency services, etc)
 - Quality of Life Indicators (To assess overall quality of HH life so as to properly contextualise satisfaction)
 - Income-Expenditure Indicators (HH financial state of health & vulnerability to short term crises & shocks)
 - Municipal Governance Indicators (citizen participation in municipal governance at ward & other levels & evaluation of ward & municipal governance)



eThekweni Overview – QoL/CSS



- Annual QoL since 1998
- 2000: QoL, 2005: QoL, 2007/08: QoL and trends (1998-2005) reports available on website.
- Sample method: sample error has ranged from 1% to 3% at most (Sampling error occurs when the sample selected is not perfectly representative of the population.)
- Research gathered by means of focus groups, in-depth interviews (60 randomly selected residents from all parts of the city) and structured questionnaire interviews in HHs
 - General & Personal Life Satisfaction
 - Households, Income & Employment
 - Wellbeing, Work & The Economy
 - Home Truths: Dwellings in Profile
 - Municipal Services & Efficiency
 - Public Amenities, Services & Transport
 - Crime & Perceptions of Safety
 - Health, HIV/Aids & Community
 - Perceptions of the City & its Vision

eThekweni Overview – QoL/CSS



- To calculate the sample size, eThekweni use the following formula
- $$n = \frac{N(pqz^2)}{NE^2 + (pqz^2)}$$
- Z = level of confidence, E = Precision, P = variability, q = (1-p), n = Sample size, N = pop=HHs
- P and q are constant. P was set at 0.5 and as a result q is also 0.5

- The critical decisions relate to the selection of levels of confidence and levels of precision.
- A confidence level of 99% increases the sample size by a factor of nearly 1.8, when compared to a confidence level of 95%. (Since 2001 a 95% confidence level & a sample error of 3% as been used & results in an annual sample size of 1200 households. A decision was taken to undertake 30 interviews per sample area, resulting in 40 sample areas.)

- A Systematic Random Sampling approach was taken to proportionately distribute the 40 survey areas according to the number of households within each of the following regions: peri urban, rural, urban core, and the urban periphery.
- Following the proportional allocation to the above areas, sample areas were randomly selected.

- Within the sample areas starting points were identified and households were selected according to a skip pattern.

Joburg Overview – CSS



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- Metropolitan Needs Survey (1996): basic needs profile of residents.
 - Attitudinal Survey (2000): customer satisfaction in terms of municipal services & residents' future vision for the city.
 - Local Economic Development Survey (1999-2000): 325 large firms in eight manufacturing sectors & included formal and informal business sectors.
 - Objective: find investment constraints & job creation as identified by the CEOs of large firms. The information from the large firms' survey (LFS 1999), including perceptions of firm CEOs, was analysed to facilitate policy debate.
 - Johannesburg Residents' Satisfaction Study (2003): extensive residents' satisfaction survey:
 - levels of satisfaction among residents since 2000, to serve as a baseline study for future satisfaction surveys & to guide annual performance management procedures.
 - More than 3 300 interviews were conducted amongst a representative sample of Johannesburg's 11 administrative regions & different dwelling types.

Joburg Overview – CSS



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- Joburg CSS (2004): similar to the 2003 Residents' Satisfaction Survey but added questions on revenue and added a corporate survey.
 - CoJ HH & Business Survey (2005): CSS HHs & businesses. Although not fully comparable, some longitudinal comparisons on satisfaction trends were made between the 2005 survey and the 2003 and 2004 surveys. It is important to mention that major differences in the sample plan design were introduced in the 2005 study. Specific changes related to broader measurement scales being used, a less restricted satisfaction level measurement as well as a more representative sample by region.
 - CoJ HH & Business Survey (2006 and 2007): Marginal changes were effected to the 2005 research instrument. The change in administrative regions from 11 to seven effected in 2006 was accommodated in the 2007 survey. The survey results of the 2005 and 2006 surveys were also backcasted to reflect the seven new CoJ administrative regions for the changes in administrative regions). This process allowed for direct comparisons of the 2005/2006 results with 2007 findings.

Joburg Overview – CSS



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- CSS: Annual. 2003 to 2010, 8 waves. Although the service assessment model designed for the 2005 to 2009 household and business studies was based largely on the previous CoJ service assessment models, it differs mainly in terms of response measurement scales as well as a reclassification and/or addition of service satisfaction measurement items.
 - In essence, the contents of the 2009 & 2010 questionnaire remained largely identical to the 2005 to 2008 questionnaires.
 - 2009: 3 000 questionnaires. The sample size per administrative region varies between 256 in region B (Northcliff/Randburg) to 945 in region D (Greater Soweto).

Joburg Overview – CSS



- Sampling of households for interviewing was determined by ward distribution and settlement type.
- Random selection: Johannesburg telephone directories used to randomly select households residing in suburbs and the inner city.
- The following selection rules governed the personal face-to-face interviews in township areas and informal settlements:
 - Formal dwellings were selected according to street names and numbers. Any house in a street with a house number divisible by 10 (eg 20, 170 or 220) was selected. Only one house per street was eligible for selection. For flats, cluster homes, semi-detached homes or duets, any flat, home or duet number divisible by 10 was eligible for selection.
 - For informal dwellings the selection of households was according to stand number. Any stand number divisible by 10 was selected. For informal dwellings without stand numbers, the painted census numbers were used. If there were no numbers, fieldworkers could select any house in the settlement – followed by every 10th household. The address, as stipulated on the questionnaire, had to be such that a return visit to the informal dwelling could be made for control purposes.

Joburg Overview – CSS



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- Households residing in suburbs and the inner city were interviewed telephonically.
 - The service assessment model was designed to measure satisfaction ratings on a 10-point scale with 1 = extremely low and 10 = extremely high.
 - The 10-point scale is a far more sensitive measuring instrument in the sense that changes in the level of satisfaction can be determined with greater ease on an extensive scale compared to a more compact scale, especially where longitudinal studies are conducted annually.
 - For example, an increase in traffic flow or community security may not be such that a respondent would be willing to change his/her satisfaction rating from a 3 to a 4 (on a 5-point scale) but would probably be willing to adjust it from a rating of 5 to 6 (on a 10-point scale). A 1-point adjustment on a 5-point scale implies a 20 % change while a 1-point adjustment on a 10-point scale implies a 10 % adjustment in satisfaction ratings.
 - Consequently, the applied model allowed for slightly higher variability in response options.

Joburg Overview* – CSS

- **Core municipal services:** Street/public lights, Neighbourhood roads, Stormwater drainage, Electricity, Sanitation and waste water, Water provision, Refuse collection
- **Collective municipal services:** Government-provided housing, Pedestrian walkways, Grass cutting, Road maintenance, Street sweeping and litter control, Fire and ambulance services, Municipal clinics, Informal trading facilities, Street trees, Application for or renewal of vehicle licence, Public sport facilities, Traffic lights, Garden refuse sites, Public toilets, Land-fill sites, Public libraries, Municipal taxi ranks, Application for or renewal of driver's licence, Municipal parks, Municipal cemeteries, Municipal museums, Municipal bus service, Community halls/recreation centres, Municipal theatres, Johannesburg Zoo.
- **Public safety and by-law enforcement:** Crime prevention, Traffic control, Control of urinating in public, Control of illegal dumping, Control of illegal street/intersection trading, Control of illegal squatting/occupation, Control of visual environment, Control of building or construction rubble, Building control/control of illegal uses
Illegal connections: Electricity, Control of land invasions, Illegal connections: Water.
- **Billing and payment & customer care:** Customer Call Centre, Walk-in-Centres, Correctness of account, Council pay points, Clear and understandable account, Debit order payments, Regularity of accounts received, Non-council pay points, Internet.



Mangaung Overview - CSS



- 2 page Customer Satisfaction Questionnaire
- Very basic, in-house, type drop it off at entrance - no interviews.
- “What are the main challenges that you think the city should prioritise?”
- On a scale of 1 to 5 & don’t know option:
- 5 = highest, 1 = lowest, 6 = don’t know
- Access to basic services, Corruption, Crime, Education, Healthcare, HIV/AIDS, Housing, Public transport, Unemployment, Business development, Customer satisfaction regarding core municipal services
- Current service level: Satisfaction with service 1 = poor, 10 = excellent

Msunduzi Overview - CSS



- 1 CSS in 2006
- Customer survey research questionnaire administered by trained field workers
- 3700 households earmarked, 3418 households interviewed
- Systematic sampling: every 7th household was interviewed
- 5-point rating scale used

- “Municipal water provision to your household/ area, Sanitation, Solid Waste, Roads, Primary health (clinic services), Electricity supply, State of public facilities, Access to public facilities, Turn-around time to attend to complaints, Treatment by municipal staff, Treatment by your councillor, Keeping of our promises”

Nelson Mandela Bay - CSS



- No information given on website, besides a short 1 page Client service centre Client Satisfaction questionnaire.
- Choice to email or drop off in the box provided.
- “Please rate the response that best describes your service experience by ticking the appropriate box. 1=Poor, 2=Average, 3=Good.”
- Only surveyed the client service experience and not municipal service delivery (i.e. whether the waiting time is acceptable, staff abilities, accessibility of the facility, communication and procedure).

Tshwane Overview - CSS



- Customer Satisfaction Survey 2009
- 2009 HSS
- 2009 Business (inc formal and informal businesses)
- 2009 Embassies
- 2009 Mirror Survey - Employee Questionnaire
- 2009 Mirror Survey – Councillor Survey: this did not happen as they did not participate.
- There was another wave before 2009 for which there information was not provided. However, this wave is not comparable to the 2009 wave.
- Councillor Survey: this did not happen as they did not participate
- Economic Development Department market surveys:
 - Fresh produce market in CoT
 - Customer surveys & mirror surveys (management)

Tshwane Overview - CSS



- 2008: City Planning Department Survey: HH survey
- Purpose: collect information on no. of people who live in selected areas as well as to determine their living conditions to assist the Municipality in future planning, funding and implementation of various programmes & developments in the community.
- Survey focused on all 76 wards (& 5 regions) within Tshwane.
- Stratified by ward: target to get a representative sample of HHs within each ward.
- Total sample consisted of 3040 HHs
- Approximately 5 starting points were randomly selected per ward with the number of interviews to be done in the particular ward being split equally between these starting points. Generally every fourth dwelling unit was sampled.
- Questionnaire covers the following sections:
 - Demographics, migration, disability & social grants, employment & economic activities, fertility, parental survival & income, HH income, transport, services & HH information, mortality, priorities, marketing (i.e. communication & awareness)



Tshwane Overview - CSS



- Recommendation to do every two years. 1 (2009), previously two customer satisfaction surveys in 2006 and 2007.
- 3 000 questionnaires. The sample size per region varies between 960 for the North West Region to 290 in the Southern Region. A sample size of at least 30 households was included for each of the 76 wards.
- The final sample consisted of 1 800 telephone and 1 200 personal face-to-face interviews. 2 995 questionnaires were returned.
- Business: A total of 500 formal and 255 informal businesses were included in the sample. The sample distribution of the 255 informal businesses by area is proportional to the size of the population in each development region based on the population census data. Large/medium formal business: 175, Small formal business: 325, Informal business: 256, Total: 756.
- 20 embassies
- Employees: 324 CoT employees.

Tshwane Overview - CSS



- To facilitate analysis on a ward level, multistage sampling approach was used:
- 1) Listing the size of the pop according to the 5 CoT **regions**. (Allows for representative sample approach whereby sample sizes allotted to each region in proportion to pop no's).
- 2) Once the regional sample sizes were proportionately distributed to the total sample of 3 000, the population **ward information** was used to further distribute the sample by ward. For this purpose, a judgemental sampling procedure, guided by pop no's & geographic distribution of ward pop, was applied.
- 3) For each region the following variables were also taken into account when allocating the final sample sizes:
 - (a) Dwelling typology to distinguish between formal and informal dwellings.
 - (b) Landline telephone ownership to facilitate the application of both telephone and face-to-face interviews. Telephone interviews were conducted in suburbs and the inner city, and face-to-face interviews in township areas and informal settlements.
 - (c) Sample representivity, implying that a minimum of 30 questionnaires were completed in each ward per region to support statistical analyses.
- Formal Business: A systematic random sample was drawn mainly from the Pretoria telephone directory.
- Informal Business: No comprehensive list of informal businesses operating in the CoT, a judgemental sampling procedure was used to sample informal businesses according to the regions.

Tshwane* Overview - CSS



- HHs residing in suburbs and the inner city were interviewed telephonically.
- HHs residing in formal township areas and informal settlements was conducted through personal in-home face-to-face interviews.
- Business: Whereas the owners/managers of formal businesses were interviewed telephonically, interviews with informal business were conducted face-to-face.
- Employees: Web-based questionnaire was designed by the BMR and distributed by the CoT Customer Relations Management Division to all CoT employees with access to an e-mail address for self completion. The CoT Customer Relations Management Division also offered CoT employees, who lack e-mail access and who insisted on completing the survey, an opportunity to complete the survey.
- Embassies: sampled embassies were interviewed telephonically

Observations on the different approaches

- Range from basic to comprehensive
- Customer satisfaction vs quality of life approach
- Sampling methodologies
 - Random vs PSS vs Judgment based
- Frequency of studies
- In-house vs use of external service providers
- Questionnaire administration
 - Face-to-face vs telephonic vs self administered
- Scale intervals

CSS

Assessment of the perception of and the satisfaction with:

- Basic demographic information
- City generally
- Basic services
- Community services
- Communication and customer relations
- Public safety and by-law enforcement

QoL

- Household Demographic Profile
- Household Economic Profile
- Housing and Tenure
- Current Access and Need for Household Services
- Community Service Needs
- Personal Well-being
- Employment & Unemployment
- Spare Time Activities
- Crime & Problems
- Transport
- Perceptions of Community & City

Sample selection method: (Varied)

Random sampling/PSS/formula/judgement

- Trade-offs:
 - Sample size calculated to provide high level of accuracy, while keeping the sample size manageable & affordable.
- Probability based sampling proportional to size (PPS): used to select the number of HHs to visit per ward. (if ward population was 4% of total population, 4% of total sample allocated to that ward).
 - If PPS is not done then HHs do not have the same opportunity to be included in the sample which may lead to compromised representation (then the same no. of interviews will have been done in each ward irrespective of the size of the ward/ the no. of HHs in the ward).
- Simple random sampling: a random sample requires that every element within the sampling frame has an equal chance of being included in the sample.
 - However, staged processes took limitations into account (still maintained the protocols for a fully-inclusive, random survey, that would include, all areas, all income groups, both businesses and households and all household types)

- Formula



Observations on the different approaches

- Frequency of studies: varies
 - Annual, every two years or ad hoc

- In-house vs use of external service providers:
 - Most cities use external service providers, small surveys are in house.

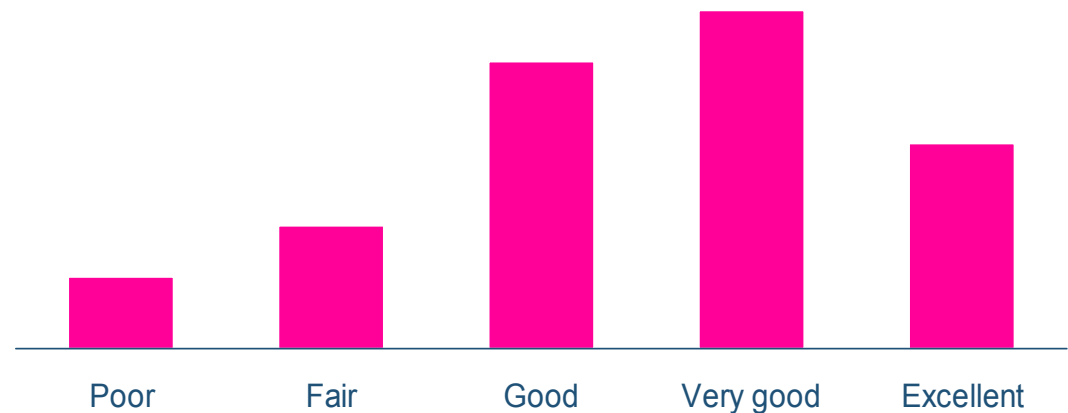
Data collection method: (Most face-to-face)

- Benefits of face-to-face interviews:
 - It presents a respondent with an opportunity to seek clarification on the questions that he/she does not understand and the fieldworker can explain or elaborate;
 - It allows the fieldworkers to make observations and learn about issues that require improvement to enhance the quality in data collection;
 - It minimizes the non-response rate;
 - Face-to-face interviews require labour force, therefore supporting local employment as fieldworkers are appointed for the duration of the data collection.
- Benefits of telephonic interviews:
 - Accessibility to mid-high inc HHs, faster and cheaper.

Rating scales (Different scale presentations are used for responding)

- Likert: 3-point vs 5-point vs 10-point scales for rating questions
- Key findings of a study by TNS Research Surveys shows that:
 - If respondents are only presented with 3 response categories, they are compelled to go immediately to the extreme if their rating differs from the indifferent middle.
 - By using a 5-point scale, respondents are given the possibility to show a higher degree of differentiation of their ratings and to gradually moderate the extreme statements.
 - If the number of scale points is further increased to a 10-point scale, respondents do not use the full range of scaling points to differentiate their ratings. As a result, the 10-point scale does not provide a better differentiation of the answers to the rating questions. **(All examples show that with 10-point scales respondents tend to use only certain scale values. Some answering categories are not used at all).**

- Asymmetric scales (un-balanced scales) without a neutral mid-point:
 - The neutral box usually shows a higher share of respondents when a 5-point labelled scale is used. Respondents select the neutral point when they would rather not make a decision.
 - there is no way to know where these respondents would have been had they made a "decision" – were they inclined to be positive or negative?
- Asymmetric verbal scales without a neutral box force the respondents to make a choice.
 - The primary benefit is the action-ability of these results. TNS Clients want to know if their performance was positive or negative – so they can take action. When they have a very large percentage of respondents that are in the neutral category and some are not really neutral but may have been positively or negatively inclined, it is rather difficult to read and interpret the data to take actions on the results.



Extent of alignment:

- Refer to excel table.

Common core

- Which elements would constitute a suitable common core?
- Which questions would be appropriate to address these elements?
- What rating scales are more appropriate for each of these questions?

Proposed common core

- Household profile
 - Housing type (Informal, Inner City, Suburb, Formal Township)
 - HH size
- Business profile
 - Business type (StatsSA sectors)
 - Business size (Informal, small<20, Med<200, large+200)
- General - Thinking about the different services provided by the city, how would you rate the overall performance of the city over the last 12 months?

Proposed common core

- Core services – How do you rate the city's performance in terms of delivering the following?:
 - Electricity
 - Refuse
 - Roads
 - Sanitation
 - Solid waste
 - Water
 - Street lights

Proposed common core

- Community services – How do you rate the city’s performance in terms of managing/providing the following:
 - Community halls
 - Libraries
 - Parks and open spaces
 - Sports facilities
 - Public transport
 - Emergency services
 - Safety and security
- Other services – How do you rate the city’s performance in terms of managing/providing the following:
 - By-law enforcement
 - Illegal trading control
 - Safety and security
 - Planning and building regulation
 - Public transport

Proposed common core

- Billing and accounts – Are your municipal bills generally clear and understandable?
- Customer care – Are you satisfied with the level of customer care you receive when engaging with the city?

Scale intervals for core question set

- A five point unbalanced interval scale is proposed
 - Refer to TNS comments on 5 point vs 10 point scales
 - The majority of cities currently make use of 5 point scales

What needs to be done to give effect to this common core?

- Securing buy-in from cities
 - Discussion with key role-players in each city
 - Discussion with service providers
- Analysis of whether existing questions could be modified to accommodate common questions
 - Impact on longitudinal analysis
 - Questionnaire style and flow
- Analysis of whether new questions could be ‘bolted-on’ to surveys
 - Repetition
 - Questionnaire style and flow
 - Costs – time and money
- Impact on Resources

Way forward

- Recommendation to the SACN
 - Principle of common approach
 - Outline of an indicative core set of questions and suggested scale intervals
 - Process for taking the issue forward

Workshop for the Review of Life and Customer Surveys undertaken by SACN Member Cities



Joburg Metro Building
158 Loveday Street
Johannesburg

PO Box 32160
Braamfontein
2017

Tel +27 11 407 6471
Fax +27 11 403 5230
www.sacities.net

Joburg Theatre, The Brickhill, 2nd Floor, Braamfontein,
Johannesburg 22

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Attendance Register

Name	Surname	City/Organisation	Designation	Department	E-mail	Telephone	Mobile
Tim	Mosdell	PDG	Consultant		tim@pdg.co.za	+27 21 671 1402	+27 83 415 1299
Jasmin	Jakoet	PDG	Consultant		jasmin@pdg.co.za	+27 21 671 1403	+27 82 423 2450
Karen	Small	City of Cape Town	Head: Strategic Information Analysis and Research		karen.small@capetown.gov.za	+27 21 487 2819	
Keith	Ngesi	Buffalo City	Manager : Comms		keithn@buffalocity.gov.za	+27 43 705 1143	+27 84 600 3840
Ondela	Mahlangu	Buffalo City	GM: Communication and dev co-op		ondelam@buffalocity.gov.za	+27 43 705 1156	+27 82 892 9730
Tinashe	Mashayanya	City of Joburg	Researcher	City Manager	tinashe@joburg.org.za	+27 11 407 6003	+27 73 333 7220
Ernest	Hlongo	Ekurhuleni	Researcher		nganyane.hlongo@ekurhuleni.gov.za	+27 11 999 7432	+27 71 955 2385
Marie	Oosthuizen	City of Tshwane	Deputy Director: Customer rel management		marieo@tshwane.gov.za	+27 12 358 9079	+27 72 511 9762
Mankiti	Khaebana	City of Tshwane	ED:CRM	Corporate	mantikik@tshwane.gov.za	+27 12 358 3406	+27 73 571 2727
Willemien	Hamman	City of Tshwane	Exec Support		hammanw@tshwane.gov.za	+27 12 358 3590	+27 83 701 6921
Khauhelo	Tsenoli	Mangaung	CRM CoordinatorCorporate		khauhelo.tsenoli@mangaung.gov.za	+27 51 405 8219	+27 78 284 3491
Emmarie	Otto	South African Cities Network	Project Manager		emmarie@sacities.net	+27 11 407 6490	+27 82 922 3857