Governance challenges in service delivery: a case of local municipalities in the North West Province, South Africa

STEPHEN MOYO
North West University, South Africa.
stephen.moyo@yahoo.com

Abstract

Governance in municipalities is an old adage in South Africa and can be traced from the era of apartheid to the current period. The main focus of this study was to determine governance challenges in municipal service delivery in the North West Province. Audit reports from the Auditor-General's office and municipal reports from the North West Provincial government were consulted. A sample of 340 participants was used for the study. Key sources were the Budget Review (2014 and 2015), Stats SA Census 2011 and the 2007 Community Survey, the National Spatial Development Strategy, the latest Auditor-General's reports (2014/2015), the Provincial budget statements, South African Reserve Bank Quarterly Bulletins, and local municipal reports. Simple, random sampling was used. However, findings established that politics plays a critical role in skills deployment and service delivery. The influence of a political party in a particular municipality determines the modus operandi in that local authority. The researcher proposes that though no political system has ever come into existence without constitutional dimensions, the purpose of good governance is to rethink policy principles. Such policy principles should support a framework that works at the level of novel budgeting techniques, management philosophy, skills deployment, transparency and citizen engagement. The study propose that a new service delivery framework that includes the domains of effective, efficient and sustainable service delivery be created, and should seek to coalesce into a common policy framework concerned with the mutual interdependence of a common strategy for the development of the public sector. Exclusive dependence on both exogenous and endogenous circumstances should be regarded as critical.

Key words: efficiency, governance, services, sustainable, transparency

Background to the study

More than two decades after the advent of a democratic dispensation in South Africa, local municipalities still continue to encounter the arduous task of running local government in a more accountable and transparent manner. The Constitution of the Republic of South Africa explicitly empowers local municipalities to fulfil this institutional mandate in a

manner that is economic, efficient and effective (Auditor-General, 2015). Assessments revealed that party political factionalism and polarisation of interests over the last few years, and the subsequent creation of new political alliances and elites, have indeed contributed to the progressive deterioration of municipal functionality. Evidence dramatically illustrates how the political/administrative interface has resulted in factionalism on a scale that, in some areas, is akin to a battle over access to State resources rather than any ideological or policy differences (CoGTA, 2016). The lack of values, principles or ethics in these cases indicates that there are officials and public representatives for whom public service is not a concern, but accruing wealth at the expense of poor communities is their priority. Relationships at the local level are tainted by these contestations among the elites of local areas.

The critical issue is how government can bring the necessary checks into the system before a legislative intervention becomes a necessity. Integral to this would be mechanisms for improved monitoring, an early-warning system and strengthened means for intergovernmental oversight and support measures, particularly in the 'aftercare' phase. The problem areas cited as cause for intervention are symptomatic of problems within municipalities across the country. The provincial assessment reports have provided substantive evidence of serious irregularities, corruption, fraud, financial mismanagement and related wrongdoing. The capacity of national and provincial government to effectively resolve these matters is weak and therefore significant emphasis needs to be placed on this matter in the Turn-around Strategy (Nombembe, 2013).

Literature review

The Auditor-General (2016) reports that the Municipal Audit for 2013-2014 revealed a gloomy picture in the financial operations of most municipalities in the North West Province, thereby compromising service delivery. The table below summarises this unfortunate situation for each of the nine provinces of South Africa. Eastern Cape (EC); Free State (FS); Gauteng (Gtg); KwaZulu-Natal (KZN); Limpopo (Lp); Mpumalanga (Mp); Northern cape (NC) and Western Cape (WC).

TABLE 1: Local Government Municipal Audit for 2013/2014

Type of Decision	EC	FS	Gtg	KZN	Lp	Mp	NC	NW	WC
Clean Audit	0	0	0	5	2	4	0	0	2
Unqualified	13	6	5	47	3	7	6	2	20
Qualified	13	3	6	7	12	3	5	2	3

Adverse/ Disclaimer	18	13	0	2	10	6	10	5	0
Audits Outstanding	1	3	0	0	3	1	15	15	5

Source: Auditor-General, 2015

The above table shows that KwaZulu-Natal, Western Cape and Eastern Cape had the highest statistics in terms of unqualified audit reports. Two unqualified audit reports were observed in the North West Province, with 15 local municipalities having outstanding audit reports for Northern Cape and North West provinces. The North West municipalities are made up of four district municipalities and 19 local municipalities. The municipalities operate on a budget of R15,9 billion (operating expenditure: R12.2 billion and capital expenditure: R3.7 billion). The audit of Ngaka Modiri Molema District Municipality in the North West (NW) Province was outstanding at the end of January 2015, which was the cut-off date for inclusion in this report. There were still no clean audits in the province, despite the target of 100% clean audits by 2014 that the provincial government set itself through operation 'clean audit'. However, cognisance is taken of the encouraging decline in disclaimed opinions and growth in the number of unqualified with findings opinions. This positive movement has, however, been very slow.

In comparing the 2013/2014 outcomes to that of 2012/2013, there were six fewer disclaimers and two more financially unqualified opinions. An analysis of the movement in outcomes over the seven years clearly indicates that the majority of municipalities did not address audit findings at a root cause level, leaving the sustainability of improvements in doubt. The NWP's outcomes varied from one district to the other. District municipalities not only had to coordinate development and delivery throughout the district, but also needed to play a vital supporting role in the financial management of their local municipalities. All the districts continue to show marginal improvements, with the exception of Dr Ruth Mompati, which remained unchanged. Despite two district municipalities achieving financially unqualified with findings outcomes, it is clear from the slow progress made with improving the audit outcomes that the district municipalities did not effectively execute their roles to assist local municipalities within their jurisdiction. District municipalities should make a positive contribution towards improving the internal control and accountability of local government in their jurisdiction and in the province. This challenges the leadership of all district municipalities in the province to realise their

potential by taking the lead in restoring accountability in local government (Makwetu 2016).

Research methods and procedures

Questionnaires and indepth interviews were used to gather data from a random sample (N = 340) based on the works of Osborn, Hulme and Jones 2002:51: Creswell, 2010:84. The questionnaires were administered to community members and then collected once they had been filled out. The most important advantage of the questionnaires was that a large coverage of the population could be realised with little time and cost. Furthermore, anonymity was assured and that made it easier for respondents to answer honestly.

Indepth interviews were conducted with 20 municipal staff members. This technique was used for triangulation purposes on findings developed from community members. Municipal documents for the local authorities sampled were also consulted. Simple random sampling bears an unknown or zero equal opportunity to every unit of being selected for study (Mactavish and Schleien 2004:76). Notably, among the strengths of simple random sampling is that it tends to yield representative samples, and allows the use of inferential statistics in analysing collected data. Further, advanced auxiliary information on the elements in the population is not required.

Results

Results that the study established were based on responses from 340 participants. The study looked at the importance of municipal staff in municipal service delivery and the extent at which they render municipal service delivery in the NWP as the study will unfold.

Demographic information

Figures 1 and 2 that follow highlight the gender and age groups of the research participants.
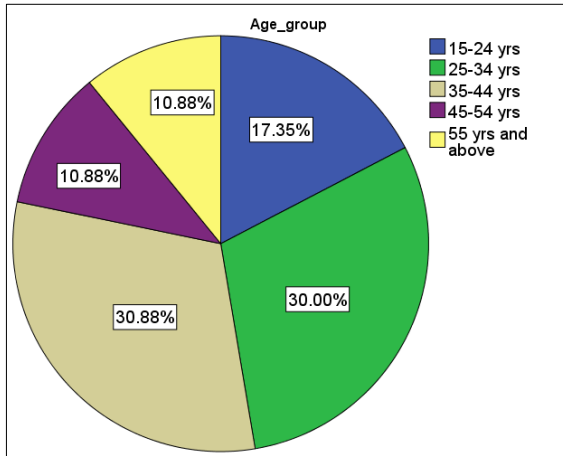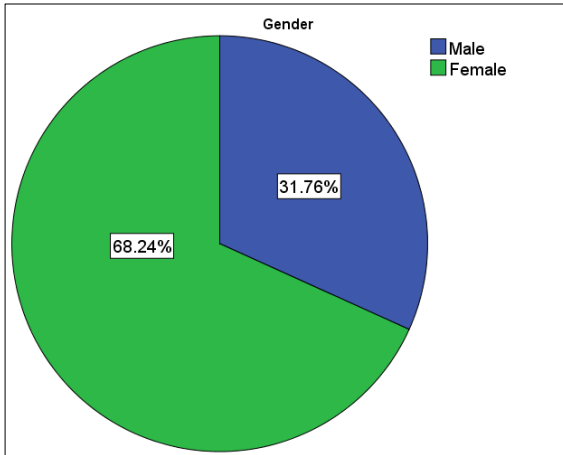
Figure 1: Gender   Figure 2: Age group

Figure 1 shows that the majority of respondents were females (68.24%) and only about a third of the respondents were males (31.76%). The reflection can be an indication of more female configurations in society and the traditional adage that women as good care givers by nature are more involved in societal issues than their male counterparts. It could also be due to the fact that men as breadwinners are never at social gatherings mostly due to job commitments (Wade and Demb, 2009: 12). StatsSA (2011) further supports this assertion based on the population distribution reflected below, where more females accounted for the study than males (Table 2).

Figure 2 shows that the majority of respondents were in the age groups of 25-34 years and 35-44 years, each forming about a third of the respondents. An equal percentage of respondents was observed for age groups 45-54 years and 55 years and above, each making up 10.88% of the respondents. Respondents in the age group of 15-24 years comprise 17.35% of all respondents. This reflection of the majority of participants could

be a clear reflection of the influence emanating from the socially active groups. This assertion also is supported by (StatsSA, 2011), which propounds that "The unemployed are those people within the economically active population who do not work during the seven days and are ready to participate in any community initiative."

Table 2: Population distributions by gender in the NWP from 18 years and above

	Females	Males	Total
Area	351 514	337 637	689 152
DC37: Bojanala	127 374	123 570	250 944
DC38: Ngaka Modiri Molema	99 287	94 759	194 046
DC39: Dr Ruth Segomotsi Mompati	57 087	54 628	111 714
DC40: Dr Kenneth Kaunda	67 767	64 680	132 447
Stats SA 2011			

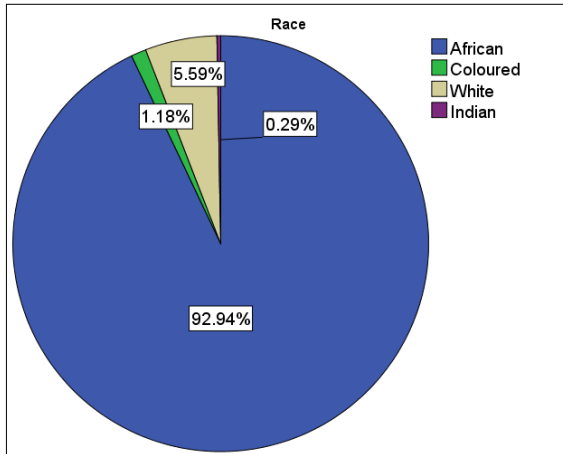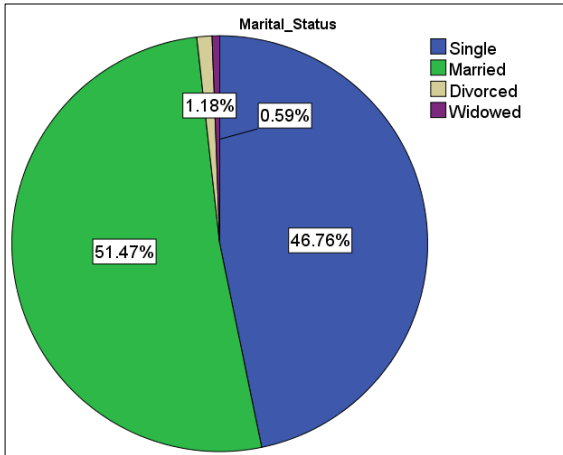Figures 3 and 4 give a reflection of respondents' marital status and race.

Figure 3: Marital Status   **Figure 4: Race**

Figure 3 shows that more than half of the respondents (51.47%) were married, 45.76% were single and respondents were either divorced or widowed and each made up less than 2%. The marital status of the research participants could be an indication of the profound level of concern in the mindsets of people who have established in African traditional life settings who want to leave a legacy for their posterity. The level highlighted by those who were single could be a reflection of those who are not economically empowered. Through economic empowerment devolves autonomy, which also ushers in opulent decision-making and directedness.

Figure 4 shows slightly more than three thirds of the respondents (92.94%) are African, 5.56% are white, whereas less than 2% are either Indian or Coloured. This could have been so based on the population distribution in South Africa hence the NWP but it also could have been instigated by the fact that black South Africans have seen how marginalised

they have been pre-democracy in South Africa, therefore rendering more participative approaches in bread and butter issues. Figure 5 below focuses on level of education.
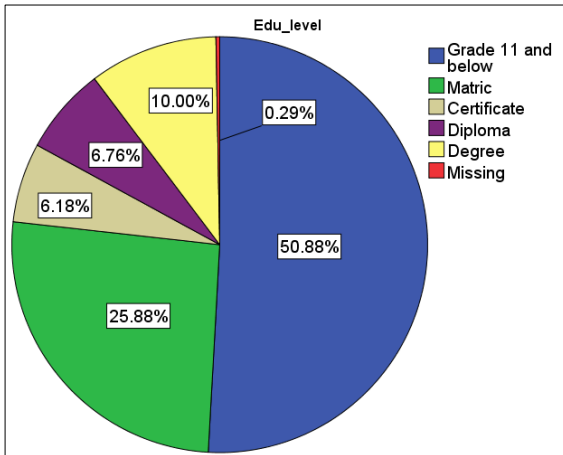
Figure 5: Level of Education

Figure 5 shows that slightly more than half of the respondents (50.88%) had only grade 11 schooling and below, slightly more than a quarter (25.88%) had matric only and only 10% had a degree. In addition, an almost equal percentage of the respondents (about 6%) had either a certificate or diploma. The impact of the educational discrepancies may have a negative impact on how local residents perceive service delivery and their appreciation thereof. In situations where information is provided, the literate and illiterate may have variances in levels of inquiry and apprehension.

Importance of municipal staff in service delivery
Reliability test results

Table 3: Reliability statistics

Cronbach's Alpha	N of Items
0.963	49

The Cronbach's Alpha indicates that the variables are 90% reliable, hence they are appropriate for Exploratory Factor Analysis (EFA). This part, therefore, confirms that the measures used in the study were consistent (Bless, 2013:222).

Determination of sampling adequacy and factorability of the correlation matrix

Taable 4: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.929
Bartlett's Test of Sphericity	Approx. Chi-Square	6417.686
	Df	1 176
	Sig.	0.000

Sampling seeks to confirm generalisability. Table 1.2 indicates the population size used to determine the study's sample size (N=340) and the Kaiser-Meyer-Olkin (KMO) and Bartlett's Test sought to confirm the adequacy of this sample. The KMO of 0.929 is greater 0.7, implying that the sample is adequate enough for factor analysis to be conducted.

Determination of the number of extractable factors

Table 5: Eigenvalues and total variance explained

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
Strategic impact	17.974	36.681	36.681
Organisational culture	2.417	4.932	41.613
Decision-making	1.725	3.52	45.133
Strategy alignment	1.575	3.213	48.347
Strategic planning	1.402	2.861	51.207
Problem solving ethos	1.329	2.711	53.919
Inter-personal relations	1.228	2.505	56.424
Compliance	1.222	2.494	58.918
Emotional intelligence	1.126	2.298	61.216
Organisational performance	1.046	2.134	63.35

Using the Kaiser's rule of eigenvalues greater than one, 10 factors should be extracted that accounted for about 63.35% of the total variation. These results were true for both Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA). Determination of extractable factors was earmarked at data reduction so that information realised would be highly credible and easy to understand, as can be inferred from Table 6 on reduction of factors and Table 8 where all themes and sub-themes are highlighted.

Factor analysis results

Figure 6: Initial Factor Solutions

Figure 6, which is attached as Appendix 5, shows that most significant loadings (|loadings|>0.3) were allocated to factor 1; some factors violated the rule of thumb of at least three items per factor. As such, rotation of the initial factor matrix was necessary in order to improve interpretability of the factor matrix. The primary purpose of factor analysis was data reduction and summarisation and as could be seen from Figure 6, numerous sub-themes that are highlighted in Table 7 have resultantly been accommodated under 10 themes in order to enhance interpretability of themes. This was further highlighted in Figure 7.

Figure 7: Equamax Rotated Solution

Figure 7 is attached on the list of figures under as Appendix 6 shows that the Equamax 1 rotated factor solution is relatively easy to interpret as compared to the initial factor matrix in Figure 6. The 10 items are fairly distributed across factors and each factor has at least three significant loadings except for only one factor, which has two items (emotional intelligence). The rotated factor matrix is more easily interpretable as opposed to the initial one. As alluded to in Figure 6, Figure 7 shows the compared correlations of each factor against other factors and the correlations were less than one, indicating that each factor bore some correlation with other factors. The 10 factors or themes with their sub-themes are summarised in Table 7, which, if inference is made to Figure 6 and Figure 7 (summations), the sub-themes should not be reflected in order to improve factor interpretability on the importance of staff competencies in service delivery.

Table 6: Summary of factors for the importance of staff competencies

The table is attached as Appendix one on the list of tables attached. Factors for the importance of staff competencies were streamlined into 10 thematic areas encompassing strategic impact, organisational culture, decision-making, strategy alignment, institutional planning, and problem solving ethos, interpersonal relations, compliance, emotional intelligence and organisational performance. These themes sought to examine governance challenges in municipal service delivery, which was the aim of this research article.

Extent of demonstration by municipal staff on service delivery

Reliability test results

Table 7: Reliability statistics

Cronbach's Alpha	N of Items
0.967	49

The Cronbach's Alpha indicates that the variables are 96.7% reliable, hence they are appropriate for EFA. This conclusive declaration shows that the sub-themes used for the study were appropriate for the conduct of this research study on the extent demonstrated by municipal staff in municipal service delivery in NWP.

Determination of sampling adequacy and factorability of the correlation matrix

Table 8: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.933
Bartlett's Test of Sphericity	Approx. Chi-Square	6 212.763
	Df	1 176
	Sig.	0.000

The KMO of 0.933 is greater than 0.7, implying that the sample is adequate enough for factor analysis to be conducted. A significant Bartlett's test implies that the correlation matrix is factorable. Sampling denotes abandonment of certainty in favour of probability (Bless, 2013:160). Statistical inference is always an outcome of generalisations driven from findings. Therefore, it was imperative for the researcher to determine the adequacy of the sample size, which was put at 340 participants based on the population under study – 689 153 as depicted in Table 2 (StatsSA, 2011).

Determination of the number of extractable factors

Table 9: Eigenvalues and variance explained

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
Strategic impact	18.973	38.72	38.72
Organiaational culture	2.145	4.377	43.097

Decision-making	1.695	3.46	46.557
Strategy alignment	1.558	3.18	49.737
Strategic planning	1.385	2.827	52.564
Problem solving ethos	1.311	2.676	55.24
Inter-personal relations	1.265	2.581	57.821
Compliance	1.198	2.446	60.267
Emotional intelligence	1.092	2.228	62.495
Organisational performance	1.071	2.186	64.681

Using the Kaiser's rule of eigenvalues greater than one, 10 factors were extracted that accounted for 64.68% of the total variation. These results are true for both EFA and CFA. The role eigenvalues play in a factor analysis is similar to the role they play in principal components analysis; they allow one to know how much variation each factor or component can explain. This rule is intuitively satisfying in that any factors associated with eigenvalues under unity contain less information than the original variables that were used in the factor analysis. The 10 factors that were used to analyse the study's findings are captured as components in Table 9 above but are shown with their sub-themes in Table 10.

Factor analysis results

Figure 8: Factor solution
Figure 8 is attached as Appendix 7 and shows that most significant loadings (|loadings|>0.3) are allocated to factor 1; some factors violate the rule of thumb of at least three items per factor. As such, rotation of the initial factor matrix is necessary in order to improve interpretability of the factor matrix. Hence, it was critical to develop a summation of the variables that guided this study, which were configured as constructs of governance and this aspired to accomplish the study's objectives. These, inter alia, were: coordination of municipal development, supporting municipal financial management, improving internal municipal control and enhancing accountability.

Figure 9: Equamax rotated solution
The figure is attached. The goal of rotation is to obtain a simpler factor loading pattern that is easier to interpret than the original factor pattern. Figure 9 shows that the Equamax 2

rotated factor solution is relatively easy to interpret as compared to the initial factor matrix. The items are fairly distributed across factors and each factor has at least three significant loadings. As such, the rotated factor matrix can be interpreted with ease. The factors are summarised in Table 10, which is attached on the appendices list.

Determining the relationship between the importance of and the extent to which competencies are demonstrated by municipal staff

H_0: There is no correlation between the importance of and the extent to which the competencies are demonstrated by municipal staff.

Table 10: Pearson's correlation coefficients between the importance of municipal staff and the extent to which the competencies of municipal staff are demonstrated

Factors		Pearson's Correlation	Direction and Strength
Strategic impact	Decision-making	-0.410**	Negative and moderate
Strategic impact	Strategic planning	0.227**	Positive and weak
Organisational culture	Strategic impact	-0.151*	Negative and weak
Organisational culture	Organizational performance	-0.333**	Negative and moderate
Organisational culture	Decision making	-0.171*	Negative and weak
Organisational culture	Strategic alignment	0.153*	Positive and weak
Organisational culture	Problem solving ethos	-0.303**	Negative and moderate
Organisational culture	Compliance	0.168*	Positive and weak
Decision-making	Strategic impact	-0.311**	Negative and moderate
Decision-making	Compliance	0.148*	Positive and weak
Decision-making	Strategic alignment	-0.177*	Negative and weak

Decision-making	Interpersonal relations	0.266**	Positive and weak
Strategy alignment	Strategic impact	-0.155*	Negative and weak
Strategy alignment	Decision-making	0.343**	Positive and moderate
Strategy alignment	Emotional intelligence	-0.144*	Negative and weak
Strategy alignment	Organisational performance	-0.140*	Negative and weak
Strategic planning	Problem solving ethos	0.151*	Positive and weak
Problem solving ethos	Strategic impact	0.144*	Positive and weak
Problem solving ethos	Compliance	-0.161*	Negative and weak
Interpersonal relations	Emotional intelligence	-0.164*	Negative and weak
Compliance	Inter-personal relations	-0.195**	Negative and weak
Compliance	Emotional intelligence	0.145*	Positive and weak
Organisational performance	Strategic impact	0.213**	Positive and weak
Organisational performance	Emotional intelligence	0.150*	Positive and weak

Table 10 summarises the pairwise correlations between the factors of the importance of and the extent to which the competencies are demonstrated by municipal staff, which are significant at 5% level of significance. It can be noticed that most correlations are weak (0< r <0.3) whereas some are moderate (0.3≤ r < 0.5) but none are strong (r ≥ 0.5) (Randolph and Myers, 2013:42). A discussion of these pairwise correlations follows below.

Strategic impact and decision-making

The direction and strength reflected by Pearson's correlation coefficients between strategic impact and decision-making was considered negative and weak. It shows that municipal staff decisions on service delivery matters cannot be conclusively determined as being of any impact. A case in point is when Mafikeng Local Municipality was placed under

judiciary administration in 2014/2015 due to fruitless and unauthorised expenditure (AG, 2015). The decision hardly impacted on municipal staff as none of them were affected by the intervention from the appointed judiciary administrator. In the same financial year, 2013/2014, the municipality had a disclaimer opinion and despite the intervention retained the same audit opinion in the following financial year (AG, 2015). Ninety-two percent of the community respondents in Ventersdorp indicated that municipal staff had difficulty in interpreting their operational mandates as reflected by role conflict and duplication of duties in some instances. They further indicated that on paper, municipal plans were people centred but evidence on the ground disputed this as people are hardly involved in the formulation, implementation and evaluation of these strategic plans. It also impacts on developing collegiality with communities as promises seem to be made but nothing concrete is implemented.

Strategic impact and strategic planning

The Pearson correlation coefficient showed 227. The direction and strength reflection was positive and weak. The association showcases that there is a positive relationship between strategic impact and strategic planning in local municipal governance. Municipal managers are viewed as the accounting officers and are held responsible and accountable for the level of performance in the local municipalities (MFMA 56, 2003). It, therefore, implies that strategic plans developed in terms of the said Act certainly have a positive impact on municipal operations as confirmed by Pearson's regression analysis. Naledi Local Municipality's operations in 2014/2015 reflected cash flow challenges and it was indicated that service delivery plans were impacted on negatively (Lefora, 2014/15:5). In Matlosana, priorities raised in the local municipality's IDP for 2014/2015 financial year such as storm water drainage, road maintenance, community halls, and high mast lighting were not achieved. This impacted negatively on the municipal plans developed by the local council and compromised service delivery.

Organisational culture and strategic impact

The findings from the Pearson coefficients show that the relationship between organisational culture and strategic impact was negative and weak. Current local municipalities are an outcome of a constitutional mandate (AG, 2015). In terms of organisational culture, respondents looked at the synergy between municipal strategies and the National Development Plan, municipal values, and integrating municipal plans with socio-political changes. This relationship between the two sub-themes could be so due to failure by municipal staff to align their operational activities with municipal expectations, procedures and assumptions. Lefora (2014/2015) indicated a culture of poor organisational outcomes by municipal staff. The report indicated high levels of gross dishonesty, fraud, corruption and in-fighting among staff. The report further indicated how

service delivery has been affected, for example, sanitation, which stood at 25% of RDP standard.

Organisational culture and organisational performance

The Pearson correlation coefficient was -0.333. The direction and strength showed was negative and weak. The cultural-set in an organisation is determined by institutional ideologies presented by employees in an organisation (Municipal Fiscal Powers and Functions Act, 2007). The CoGTA (2014) reflects that a mismatch between the intent of organisational culture and organisational performance will negatively impact on service delivery. In Mafikeng Local Municipality, annual reports (2014/2015) accessed showed that party political factionalism and polarisation of interests promoted the progressive deterioration of municipal functionality. The reports further indicated that there were rampant cases where members of staff and public representatives hardly took service delivery as a major concern, as they accrued wealth at the detriment of poor communities.

Organisational culture and decision-making

Fox and Wissink (2010:41) are of the opinion that local government is as old as the history of man and that it was the first known form of government on earth. They further postulate that its existence can be traced as far back as when people started living together as a community, with collective needs to be satisfied. However, the most important value underlying local government is democracy. This value is best experienced in the local government sphere, because of its closeness to the local community, both in a geographical sense and as far as its potential responsiveness is concerned. It is in the local government sphere that ordinary people have direct access to government. Eighty-seven percent of community participants in Naledi indicated that municipal culture should be aligned to service delivery expectations and aspirations. They indicated that for that culture to prevail, there was a need for stakeholder engagement so that common beliefs, values and norms are developed.

Organisational culture and strategic alignment

Strategic alignment is about linking human capital to organisational goals. It embodies a phenomenon where employees should understand and devolve a commitment to organisational imperatives (Kearns, 2010:64). Gratton (2007:89) alludes that the levers to strategic alignment should focus on performance objectives, performance metrics, recruitment and placement, reward and recognition. The correlation coefficient between organisational culture and strategic alignment was 153 and shows a positive direction for the two sub-themes. Ventersdorp Local Municipality's Annual Report (2014-15) indicated that the council engages the community through intensive and interactive public participation exercises in the development of IDPs. The report indicated that collective effort was being used to identify gaps and strengths at such ward-based summits. Ninety-

seven percent of municipal staff in the Ventersdorp Local Municipality indicated that such public engagements enhanced accountability and transparency.

Organisational culture and problem solving ethos

Shibata (2008:11) perceives problem solving as a process that establishes solutions to difficult or complex issues. The Pearson correlation coefficient for the 2 sub-themes was -0.303 and was shown to be negative and weak. The city of Naledi has an explicit vision and mission statement. In its organisational culture, it embodies values like: accountability, fairness, integrity, leadership, commitment, responsibility, diversity and teamwork (Lefora 2015). Despite its institutional culture, the city continues to be faced with problems in Ward 4 where there are several unoccupied and incomplete RDP houses. In Ward 1 and Devondale, RDP beneficiaries have no title deeds and the oxidation pond in Stella (Ward 2) does not meet public health standards. In Matlosana, local residents live in abject poverty. The size of indigent households has increased sporadically from 35% in 2011-2013 to 41% in 2013-2014 (City of Matlosana Annual Report, 2015).

Organisational culture and compliance

Compliance implies the capacity of an organisation to meet its legal obligations (Edmunds 2016:12). Compliance issues become more complex the more an organisation grows. Responsibilities will also tend to expand from operational-related ones to governance matters. The Pearson co-efficient measure showed 153, which was positive. It reflected that organisational culture and compliance have a direct correlation. In order for an organisation to maintain effective organisational culture, staff have to be socialised through the values, expectations and knowledge imperative for employees to assume their roles in the organisation. The culture of the organisation is significant in that it influences attitudes and behaviours of staff (Peters and Waterman, 2012:10). Documents analysed at Matlosana Local Municipality indicated that compliance was complex. The report by the Audit-General (2015) indicated that there was massive distress in the local municipality's governance activities.

Decision-making and strategic impact

The Pearson correlation analysis reflected that there was no direct relationship between decision-making and strategic impact. Possibly borrowing from Parsons (2014:184-186), the impact of any decisions made is subjective. Eighty-five percent of community residents in Matlosana felt that on paper, basic service delivery and infrastructure development were aligned with growth, poverty alleviation, social cohesion, investment and job creation, but empirical evidence barely substantiated the foregoing institutional decisions. They indicated high dissatisfaction on the status of roads, electricity supply, housing, recreational facilities and potable water. However, Moloko (2015) indicated that they had some successes to rejoice about. They cited that 92% (Ward 1), 98% (Ward 8) and 94% (Ward 9)'s households had electricity for lighting.

Decision-making and compliance

Section 166 of the Municipal Financial Management Act indicated that all municipalities should establish audit committees whose majority should not be council employees. The King Report 111(2013) also underscores this by indicating that audit committees should comprise independent, and non-executive members in order to promote compliance through transparency, and oversight. Hence, substantiating the direct correlation between decision-making and compliance. Ninety-two percent of the local residents in the study in Mafikeng indicated that political decisions tended to impact on municipal compliance. They cited the appointment of a senior manager in the municipality without advertising the vacancy. They highlighted that such actions ultra vires the Municipal Systems Act as the person appointed lacked requisite credentials as per the post, consequently affecting quality service.

Decision-making and strategic alignment

The Pearson correlation analysis indicated that decision-making had no direct relationship with strategic alignment. Strategies in organisations need to be linked to organisational goals, norms and beliefs (Beetham, 2011:19). Hence, when decisions are made, they will lend themselves to policy dictates, staff autonomy and corporate culture. However, municipal bodies operate within a political milieu. The political party that commands the majority in any municipality influences most of the decisions made; even if public interests are hardly a focus, they will manage to pull through with their agenda (SALGA, 2015). This assertion was established in all the four municipalities sampled for the study where the current ruling party had the majority.

Decision-making and interpersonal relations

Interpersonal relations are about social connections with others. These relations can be short-lived, enduring or unique (Mazarin, 2013:41). Manaka (2015) reported that decisions made on some municipal issues rendered good governance wrong. The review indicated that there was a rife tendency in the municipality to attribute all failures in municipal performance to a lack of capacity. However, the report highlighted that the several municipal failures were directly due to political leadership.

Strategic alignment and strategic impact

The Pearson correlation analysis showed that strategic alignment in local municipalities bore no direct correlation with strategic impact. The study reviewed strategic alignment based on buy-in by top management, appreciation of dynamic changes in local municipalities, capacities to interpret client expectations and advocating for market-driven relations to communities' needs. However, despite legal frameworks in place to guide staff in the conduct of their duties, the core mandate of service delivery to their communities was cited by 78% in Mafikeng by community participants as poor. In Mafikeng Local Municipality, community participants indicated that a senior manager, who

had been dismissed from Tswaing Local Municipality for corruption, was hired by Mafikeng Local Municipality (MLM) in the traffic department without due consideration to the MSA (2011 as amended). This could be due to the misplacement of local authorities' strategic alignment, recruitment procedures, selection and placement of staff.

Strategic alignment and organisational performance

Strategic alignment denotes the level of fit between an organisation's strategic priorities and its environment. It is widely envisaged that strategic alignment in an organisation with its external environment enhances performance (Venkatranam and Prescott, 2010:9). The Pearson correlation analysis for the study indicated that there existed no direct relationship between strategic alignment and organisational performance in municipal entities in the NWP. The Ventersdorp Annual Report (2014/2015) highlighted that the Chief Finance Officer for the local municipality was appointed but did not meet the professional requirements for the position. This development showcases that the appointment was aligned to suffice political growth or performance of a particular organisation he belonged to, rather than enhancing municipal performance.

Strategic planning and problem solving ethos

The study established that Naledi Local Municipality reviews its Integrated Development Plan (IDP) on an annual basis following a process of comprehensive consultation with communities, stakeholders and Government at district, provincial and national level. The Integrated Development Plan is viewed as a strategic development tool to assist the municipality to achieve its developmental objectives. Its publication and adoption follows a comprehensive process of consultation with residents, communities and stakeholders (Lefora, 2016/17). Collectively, these strategies and policy documents provide the building blocks for the Naledi IDP, which highlights the priorities identified by residents and communities and the interventions required to address them. Resultantly, it showcases that problem solving in Naledi emanates from a collective platform of strategic planning. Ninety-seven percent of community respondents indicated that the mayor and her team engaged them in priority planning in their municipality and considered it as a health environment.

Problem solving and strategic impact

Problem solving is one dimension reflected in many organisational diagnostic models that promotes the success of an organisation (Vansconcelos, 2011:39). The Pearson correlation analysis indicated that there was a positive relationship between problem solving and strategic impact in local municipal activities in the NWP. This shows that the manner in which staff attend to matters in the municipalities has direct impact on municipal spheres. CoGTA (2016) reports that since the dawn of the new democracy, local government in South Africa has contributed to the achievement of a number of significant social and economic development advances. An interview with the Director of Macro-Planning and

Development in Matlosana revealed that engagement with the public had brought a high rate of business turnover as more people have started investing in the area. The Director further revealed that the Matlosana Development Forum (MDF) has also begun lobbying and advocating for the improvement of economic and other developmental opportunities for Matlosana and its local residents. However, these strategic developments are not without 'hiccups'. The local business entrepreneurs feel that these macro strides by the municipality have liberalised the business sector and the influx of foreign-owned business ventures had affected their levels of profitability.

Problem solving ethos and compliance

Researchers have studied the relationship between personality characteristics and problem-solving strategies (Hopper and Kirschenbaum, 1985: Myers, 1980). One conclusion that may be drawn from these investigations is that individual differences in problem solving and decision-making must be considered to adequately understand the dynamics of these processes (Stice, 2007:43). The foregoing concur with experiences established in Ventersdorp Local Municipality, where a senior manager was appointed without following the legal framework (MSA, 2011 as amended).

Interpersonal relations and emotional intelligence

Service delivery is an institutional function that local municipalities in South Africa are mandated to render (Reeves, 2011:14). The type of relationship is dependent upon the type of leadership or management (Mayor and Salovey, 2007:54). However, the turbulent climate prevailing in local municipalities in the NWP gives no guarantee to this culture as the study depicts that interpersonal relations bear a negative correlation with emotional intelligence. However, 90% of community respondents in Matlosana indicated that these imperative acts were not carried to the letter. They cited the incorporation of Klerksdorp, Orkney, Stilfontein and Hartebeesfontein into a single municipal body known as the City of Matlosana without their majority consent. They further indicated that though the slogan for the current city of Matlosana was 'City of People on the Move', they saw no positive outcomes to encourage the city to 'move' literally and economically as thawed relations perpetuated between the municipality and local residents.

Compliance and interpersonal relations

Gratton, (2007:98) renders his weight to compliance when he reiterated that "effective compliance is critical if organisations are to avoid devastating economic consequences that are increasingly triggered by unlawful and unethical behaviour." In Ventersdorp Local Municipality, it was established that ward-based public forums took place in April 2015 and that the public was consulted on the IDP (MPAC, 2015). However, 93% of local residents in the municipality indicated that issues they had raised were not incorporated at the Municipal Budget Steering Committee meeting held on 8 May 2015. They felt that the municipality should have complied with their proposals.

Compliance and emotional intelligence

Goleman (2005:12) views emotional intelligence "as the ability of an individual to know one's self, emotions, manage them, motivate oneself, recognize emotions in others and manage with others." He further highlights that the fundamental variables of emotional intelligence at the workplace, inter alia, entail self-management, self-awareness, relationship management and social awareness. The correlation between compliance and emotional intelligence was determined to be positive. Under compliance, the study focused on client centred decisions, clients' needs and driving of municipal results. The researcher analysed CoGTA (2016) overview reports for the sampled municipalities. It was established that in terms of sustainability profile, Mafikeng Local Municipality was strong in terms of economic growth, service delivery backlogs were being eradicated and it was active in business sector engagement. The overview report indicated that Naledi Local Municipality was outstanding in rates collection and public engagement. Ventersdorp Local Municipality was considered to be weak in development facilitation. The report shows that if governance imperatives are complied with, they expand the levels of growth in municipalities, hence qualifying that compliance and emotional intelligence directly relate to each other.

Organisational performance and strategic impact

Stoker (2008:17-18) propounds that governance is not about managerial techniques, but achieving efficiency in service delivery, as reflected in the conceptual framework. The Pearson correlation between the two variables was considered to be positive. According to the Naledi's IDP and Spatial Development Framework (2014/15) the study established that the municipality had performed significantly towards meeting its targets and that the majority of the municipality's stakeholders were satisfied. The report identified positive strides in the ensuing areas: water services, governance and administration, waste management, traffic and policing, municipal health and street lighting. However, 87% of the community respondents indicated that housing was way behind as a large number of local residents had no proper housing.

Organisational performance and emotional intelligence

Peters and Pierre (2006:232) advocate for tools that should be used to enhance emotional growth among staff. This calls for openness to novel ideas. In Matlosana, the study established that the city was cementing organised open relationships with local stakeholders to promote effective performance. In these associations, efforts were being spearheaded to desist from sending adverse municipal challenges to the press. Mining giants like Anglo Gold Ashanti has also been brought to the fore where it leverages partnerships with the municipality in stimulating and supporting local development in areas where they operate (Moloko, 2015:42). Lack of proper document maintenance, poor project planning, poor ICT systems, and lack of staff training were identified in Ventersdorp

municipality. The billing system was reported to be poor, hence affecting debt collection and total vacancies stood at 28%. Huge backlogs on water, sanitation, roads, refuse removal and electricity were also reported.

Conclusions and policy implications

Common in the foregoing viewpoints is that governance has connections and synergies that the proponents perceive as networks or associations. The other similarity relates to hierarchies, which through literature review, are referred to as structures. However, for the structures to interact, there is a need for a co-ordinating impetus. The implication here is about harmonising different municipal activities so that they effectively operate as a whole. The findings reflected that though legal frameworks exist in municipalities, evidence on the ground barely testified about the co-ordination efficacy of these frameworks as they are hardly complied with. The researcher will propose that mechanisms, regardless of co-ordination barriers, which could either be socio-political or cognitive, should be instituted as a strategic management measure to assist municipal staff to align their roles and responsibilities with municipal strategies.

The researcher agrees that involvement of the local community at an early stage is likely to improve design by ensuring that full advantage is taken of local technology and knowledge. The researcher further believes that community engagement can ensure a project's social acceptability and can increase the likelihood of beneficiaries participating in the project. He also believes that where projects in politically volatile areas are planned for without the systematic efforts to involve major community groups through consultation and planning meetings from the very beginning of the project, social acceptance of the project might be difficult and the services might not be used.

The researcher proposes that where such a tenet prevails, actors are capable of making decisions. If such decisions are made, ownership of outcomes is collective and when weaknesses arise, "...the language taken should seek to re-invent themes through collectivism." However, the findings established that this scenario is barely there in the NWP as the spirit of collectivism is absent. Literature review also highlighted that incidents of fruitless expenditure, qualified and disclaimer audits were rife in the NWP (AG, 2015). The research findings corroborated this by establishing that audit outcomes for 2013-2014 reflected that 74% of local municipalities in the NWP received qualified/ disclaimer opinions. The researcher accedes the implication that public entities experience governance challenges, and that modifying or refining current institutional patterns can militate against them. However, findings further established that politics plays a critical role in skills deployment and service delivery. The influence of a political party in a particular municipality determines the modus operandi in that local authority.

The researcher believes that good governance should conform neither to the ideology of wider 'rationality' of liberalism in terms of its agenda. Policy issues that relate to good governance should be promulgated in objectivity. The researcher further proposes that no political system has ever come into existence without constitutional dimensions; the purpose of good governance should rethink policy principles. Such policy principles should support a framework that works at the level of novel budgeting techniques, management philosophy, skills deployment, transparency and citizen engagement. The researcher will further propose that a new framework that includes all the domains of effective, efficient and sustainable service delivery should be created, and should seek to coalesce into a common policy framework concerned with the mutual interdependence of a common strategy for the development of the public sector. Exclusive dependence on both exogenous and endogenous circumstances should be regarded as critical.

Conclusion

It is evident that governance is a system and a process that seeks to provide organisational direction through structures and processes, and maintain a controlled environment with the assistance of members within an organisation in order to attain municipal objectives. This is critical to the governance challenges in service delivery in the case of local municipalities (especially in the NWP's ability to achieve its set objectives). As much as other governance principles are important, in most instances, accountability becomes crucial. There is a need by the powers that be to reinvigorate institutional capacity and regularly appraise in tandem with changing times. Resources should be availed and monitored closely. Interventions such as the Turn-Around-Strategy and Rebranding, Repositioning and Renewal should also be given the light of the day.

REFERENCES

1. Auditor-General. (2015). Municipal Reports 2014/15. Pretoria.
2. Beetham, IF. (2011). Housing Needs Survey Report. Gauteng.
3. Bless, T. (2013). *Social Research.* New York: Penguin.
4. Creswell, J.W. (2010). *Educational Research: Planning, Conducting and Evaluating Quantitative and Qualitative Research*. New Jersey: Pearson.
5. Department of Cooperative Governance and Traditional Affairs (CoGTA). (2016). *Local Government Turn-Around Strategy: Working Together, Turning the Tide in Local Government.* Pretoria: Government Printers.
6. Edmunds, Y. (2016). *Experimental and Quasi-experimental Research Designs*. Chicago: Rand-McNally.

7. Fox, W. and Wissink, H. (2010). *Public Management.* Cape Town: Juta.
8. Goleman, M. (2005). *Conversational Analysis.* New York: Harper and Row.
9. Gratton, P. (2007). *Human Resources Management in South Africa.* Hampshire: Cengage Learning.
10. Kearns, G. (2010). *Work and the Nature of Man.* New York: World Publishers.
11. King Report 111. (2013). King Report on Corporate Governance for South Africa. Prepared by the Committee on Corporate Governance. Johannesburg: Institute of Directors in Southern Africa.
12. Lefora, W. (2015). Naledi Integrated Development Plan 2015. Vryburg.
13. Lefora, W. (2015). Naledi Integrated Development Plan 2016/17. Vryburg.
14. Lefora, W. (2015). Naledi Local Municipality Annual Review 2015. Vryburg.
15. Lefora, W. (2015). Naledi Local Municipality Annual Performance Report 2014/15. Vryburg.
16. Lefora, W. (2015). Naledi Municipal Portfolio Audit Committee 2015. Vryburg.
17. Lefora, W. (2015). Naledi Municipal Portfolio Committee on Community Services 2015. Vryburg.
18. Leftwich, S. (2013). *Market Research*. London: Sage.
19. Mactavish, D. and Schleien, C. (2004). *Terrible Di Segno* and *Eroico Componimento: Mattia Preti's Seventeenth and Eighteenth Century Italy*. Queens' University.
20. Makwetu, K. (2016). *Municipal Audit Outcomes 2014/15*. Pretoria: Government Printers.
21. Manaka, M.E. (2015). Mafikeng Local Government and Expenditure Review 2015. Mafikeng.
22. Manaka, M.E. (2015). Mafikeng Local Municipal Annual Report 2014/15. Mafikeng.
23. Mayor, M. and Saloney, T. (2007). *Business Research*. New York: McGraw-Hill.
24. Mazarin, M. (2013). *Organisational Behaviour.* New York: Thousand Oaks.
25. Moloko, G. (2015). Matlosana Integrated Development Plan 2016/17. Klerksdorp.
26. Moloko, G. (2015). Matlosana Local Municipality Annual Review 2015. Klerksdorp.
27. Moloko, G. (2015). Matlosana Local Municipality Annual Performance Report 2014/15. Klerksdorp.
28. Myers, B. (1980). *The Performing Organization.* New Jersey: Willey.

29. Nombembe, T. (2015). Municipal Audit Reports 2013/14. *Mail and Guardian*.

30. Osborn, C.P., Hulme, M. and Jones, P.D. (2002). Olive Phenology as a Sensitive Indicator of Future Climatic Warming in the Mediterranean. *Nature Genetics 2*(29), 321-325.

31. Parsons, K. (2014). Issues of Competition and Democracy in Post-colonial Africa. SAAPAM.

32. Peters, T. and Waterman, H. (2012). *The Disorganised Organisation*. London: Sage.

33. Randolph, K. and Myers, L. (2013). *Basic Statistics in Multivariate Analysis.* New York: Oxford University Press.

34. Reeves, K. (2011). *Fundamentals of Behavioural Statistics.* Massachusetts: Wiley.

35. Republic of South Africa. (2003). Municipal Finance Management Act 56 of 2003. Pretoria: Government Printers.

36. Republic of South Africa. (1996). South African Constitution. Pretoria: Government Printers.

37. Republic of South Africa. (2001). Local Government Municipal Fiscal Powers and Functions Act. Pretoria.

38. Republic of South Africa. (2011) Local Government Municipal Structures Act 2011. Pretoria.

39. Republic of South Africa. (2015). Municipal Public Accounting Committee. Ventersdorp.

40. Republic of South Africa. (2000). Municipal Systems Act 2000. Pretoria.

41. Republic of South Africa. (2015). North West Department of Local Government and Traditional Affairs. Mmabatho.

42. Republic of South Africa. (2013). North West Provincial Legislature. Vote and Policy Speech for Financial Year 2012-2013. Mmabatho.

43. Republic of South Africa. (2014). North West Provincial Government. Municipal audit reports. Mmabatho.

44. Republic of South Africa. 2015. North West Provincial Government. Municipal audit reports. Mmabatho.

45. SALGA. (2015). Local government: Municipal Systems Act of 2000. Pretoria: Government Printers.

46. Shibata, F. (2008). Social Services. Gauteng.

47. South Africa. (1998). White Paper on Local Government: Ministry for Provincial Affairs and Constitutional Development. Pretoria: Government Printers.
48. Stice, H. (2007). *Developing a Philosophy of Management.* New York: Jossey Bass.
49. Statistics South Africa. (2011). Population Distribution in the North West Province. Pretoria.
50. Stoker, T. (2008). *Human Resources Management.* Boston: Elsevier.
51. Vansconcelos, M. (2011). *Public Services in South of the Sahara.* Cape Town: Juta.
52. Venkatranam, J. and Prescott, L. (2010). Rural Development in India. New Delhi.
53. Wade, V. and Demb, O. (2009). *Organisational Strategies.* London: Sage.

APPENDICES

List of Tables

Table 6: Summary of factors for the importance of staff competencies

Strategic impact

SC1.   Interpret their operational mandate?

SC2.   Generate top management buy-in for quality service delivery?

SC3. Implement any municipal strategy in line with the National Development Plan (NDP)?

SC4. Execute strategies?

SC5. Instil the municipal values?

SC9. Initiate consultative processes as part of strategic decision-making?

SC14. Integrate municipal and NDP strategies?

SC15. Integrate municipal activities with current and pending legislation?

SC16. Integrate municipal plans with existing socio-political changes?

Organisational culture

SC6. Establish a constructive organisational culture?

SC10. Develop people-centred strategic plans?

RC3. Manage the interface between municipal processes and systems?

LPC4. Establish connections with all key roleplayers?

LPC6. Deliver on promises?

LPC7. Have faith in others?

Decision-making

SC7. Assess the long-term impact of short-term decisions on people?

SC8. Understand the ever-changing municipal and environmental context?

SC19. Effectively establish communication channels to all clients?

Strategy alignment

SC11. Interpret client expectations?

SC12. Advocate a market-driven relation to people's needs?

SC13. Play an active role in organisational alignment of service delivery?

LPC10. Be seen as a strategic business partner?

OC3. Demonstrate value chain knowledge?

Strategic planning

SC17. Support the municipality to accomplish its constitutional mandate?

SC18. Be aware of the effect of strategic planning on sustainable service delivery?

Problem solving ethos

SC20. Develop an effective communication plan for the municipality?.

LPC1. Build credibility with all key role-players?

OC1. Establish the connections to municipal strategy?

OC7. Recruit individuals with innovative skills?

OC9. Cultivate a problem-solving ethos in the municipality?

Inter-personal relations

RC1. Oversee the need for sustainable service delivery in order to make effective client-centred decisions?

RC6.	Ensure that municipal standards are implemented and adhered to?

LPC8.	Create authentic relationships with key stakeholders?

LPC9.	Ensure that municipal policies and programmes address the personal needs of clients?

LPC11.	Establish fair performance standards?

LPC12.	Communicate openly and frequently with clients?

OC4.	Demonstrate Employee Value proposition knowledge?

Compliance

RC4.	Manage client risks?

RC5.	Ensure compliance to employment laws, rules, and codes?

RC7.	Promote sustainable service throughout the municipality?

LPC13. Provide frequent feedback to clients?

Emotional intelligence

RC2.	Contribute towards clients' needs?

LPC2.	Develop trust with all key roleplayers?

LPC3.	Create a balance of emotional intelligence with stakeholders?

LPC5.	Drive municipal results?

OC2.	Train departments in organisational processes, technology, systems, and structures?

Organisational performance

OC5.	Ensure that innovative products and services are being developed in the municipality?

OC6.	Organise all elements involved in organisational performance?

OC8.	Create a learning culture in the municipality?

Table 7: Summary of factors for the extent of competencies by municipal staff in service delivery

Strategic impact

SC1.	Interpret their operational mandate?

SC9.	Initiate consultative processes as part of strategic decision-making?

SC10. Develop people-centred strategic plans?

LPC6.	Deliver on promises?

LPC7.	Have faith in others?

LPC8.	Create authentic relationships with key stakeholders?

Organisational culture

SC3.	Implement any municipal strategy in line with the National Development Plan (NDP)?

SC5.	Instil the municipal values?

SC16. Integrate municipal plans with existing socio-political changes?

OC5.   Ensure that innovative products and services are being developed in the municipality?

Decision-making

SC4.   Execute strategies?

SC6.   Establish a constructive Organisational Culture?

SC13. Play an active role in organisational alignment of service delivery?

RC4.   Manage client risks?

Strategy alignment

SC2.   Generate top management buy-in for quality service delivery?

SC8.   Understand the ever changing municipal and environmental context?

SC11. Interpret client expectations?

SC12. Advocate a market-driven relation to people's needs?

Strategic planning

SC7.   Assess the long-term impact of short-term decisions on people?

LPC1.   Build credibility with all key roleplayers?

LPC13. Provide frequent feedback to clients?

OC1.   Establish connections to municipal strategy?

OC2.   Train departments in organisational processes, technology, systems, and structures?

OC3.   Demonstrate value chain knowledge?

Problem-solving ethos

SC14. Integrate municipal and NDP strategies?

SC15. Integrate municipal activities with current and pending legislation?

SC19. Effectively establish communication channels to all clients?

SC20. Develop an effective communication plan for the municipality?

Inter-personal relations

SC17. Support the municipality to accomplish its constitutional mandate?

SC18. Be aware of the effect of strategic planning on sustainable service delivery?

RC6.   Ensure that municipal standards are implemented and adhered to?

OC4.   Demonstrate Employee Value proposition knowledge?

Compliance

RC1.   Oversee the need for sustainable service delivery in order to make effective client-centred c

RC2.   Contribute towards clients' needs?

RC7.   Promote sustainable service throughout the municipality?

LPC4.   Establish connections with all key roleplayers?

LPC5.   Drive municipal results?

Emotional intelligence

RC3.   Manage the interface between municipal processes and systems?

RC5.   Ensure compliance to employment laws, rules, and codes?

LPC2.   Develop trust with all key roleplayers?

OC7.   Recruit individuals with innovative skills?

OC8.   Create a learning culture in the municipality?

OC9. Cultivate a problem-solving ethos in the municipality?

Organisational performance

LPC3.   Create a balance of emotional intelligence with stakeholders?

LPC9.   Ensure that municipal policies and programmes address the personal needs of clients?

LPC10. Be seen as a strategic business partner?

LPC11. Establish fair performance standards?

LPC12. Communicate openly and frequently with clients?

OC6.   Organise all elements involved in organisational performance?

Table 8: Summary of factors for the importance of staff competencies

Staff professionalism

SP1. Have relevant qualifications?

SP5. Achieve set objectives?

TM9.   Track best performers in the municipality?

AM6. Ensure the municipality is staffed at the right levels?

AM8. Measure staffing trends?

TM10. Identify organisational gaps in linking talent with municipal outcomes?

Attitude to work

SP2. Demonstrate self-efficacy in job performance?

SP6. Produce high quality work?

SP7. Develop interpersonal skills?

TM11. Deploy talent focused on competencies to municipal outcomes?

Talent management

SP3. Display a desire towards the job?

SP4. Contribute to ethical conduct?

TM2. Grasp the concept of talent management in relation to service delivery?

IC3.   Listen without interrupting?

CFTF2. Demonstrate a willingness to view change from a positive perspective?

Communication skills

SP8. Have good communication skills?

SP9. Participate as an active team player?

SP15. Maintain confidentiality?

TM1. View talent as a return on investment?

SD4. Reports on barriers to effective service delivery?

SCI8. Ensure managers are held accountable for the development of their employees?

SCI10. Generate ideas for improvement?

MT1. Drive efficiency and effectiveness of municipal strategies through the use of technology?

Tolerance

SP10. Be open to others' ideas and suggestions?

SP11. Display modesty in work performance?

SCI1. Transform the municipality's strategy into an effective and actionable service delivery strategy?

SCI2. Prioritise service delivery strategies into operational plans?

Self-management skills

SP12. Respect authority?

SP13. Recognise own strengths and limitations?

AM3. Play a primary role in delivering service delivery processes for measurement?

Self-development capacity

TM6. Identify talent pools in the municipality?

TM7. Generate a Talent Management Plan across all municipal structures?

TM13. Establish a rewards system for talented individuals based on their contribution?

IC4. Use a clear language when speaking to clients?

Assessment skills

TM14. Ensure that succession plans are in place for key positions?

TM15. Ensure that development plans are in place to develop internally as opposed to outsourcing?

AM4. Take a leading role in delivering service delivery systems?

AM9. Identify areas of risk measurement?

Diversity management

TM8. Establish effective and continuous talent management processes to consolidate service delivery?

AM1. Generate a systematic and integrated approach to service delivery analytics and measures?

SD5. Respect the practices, values, customs and norms of diverse groups?

IC1. Use a communication style that best suits the situation?

IC5. Communicate issues in a timely manner?

CFTF1. Seek information about impacts of change on the workplace?

SD1. Acknowledge stakeholder concerns and issues?

MT3. Using social media to promote service delivery in the municipality?

Evaluation skills

AM7. Manage labour hours and productivity?

AM12. Keep employee data secure but sharable with authorised permissions?

AM13. Evaluate service delivery performance?

SCI3. Translate service delivery strategy into key people initiatives and programmes?

Table 9: Summary of factors for the extent of staff competencies

Staff professionalism

SP1. Have relevant qualifications?

TM3. Demonstrate an understanding of contemporary talent management strategies?

TM9. Track best performers in the municipality?

TM13. Establish a rewards system for talented individuals based on their contribution?

TM14. Ensure that succession plans are in place for key positions?

SCI1.Transform the municipality's strategy into an effective and actionable service delivery strategy?

Attitude to work

SP2. Demonstrate self-efficacy in job performance?

SP7. Develop interpersonal skills?

SP10. Be open to others' ideas and suggestions?

SP11. Display modesty in work performance?

SP13. Recognise own strengths and limitations?

SP15. Maintain confidentiality?

TM10. Identify organisational gaps in linking talent with municipal outcomes?

TM15. Ensure that development plans are in place to develop internally as opposed to outsourcing?

Talent management

SP3. Display a desire towards job?

SP12. Respect authority?

TM5. Integrate talent management and municipal strategies?

AM3. Play a primary role in delivering service delivery processes for measurement?

Communication skills

SP8. Have good communication skills?

SP9. Participate as an active team player?

SP15. Maintain confidentiality?

TM1. View talent as a return on investment?

SD4. Reports on barriers to effective service delivery?

SCI8. Ensure managers are held accountable for the development of their employees?

SCI10. Generate ideas for improvement?

MT1. Drive efficiency and effectiveness of municipal strategies through the use of technology?

Tolerance

SP5. Achieve set objectives?

SCI6. Communication to clients is frequent, meaningful and two-way?

SCI7. Ensure that individual development plans are in place for all employees?

SCI8. Ensure managers are held accountable for the development of their employees?

SCI9. Seek opportunities to improve work practices?

IC1. Use a communication style that best suits the situation?

IC2. Communicate in a way that shows respect?

IC3. Listen without interrupting?

Self-management skills

SP6. Produce high quality work?

AM12. Keep employee data secure but sharable with authorised permissions?

AM13. Evaluate service delivery performance?

IC4. Use a clear language when speaking to the client?

CFTF4. Acquire relevant knowledge and skills to meet changing requirements?

Self-development capacity

SP9. Participate as an active team player?

AM9. Identify areas of risk measurement?

SCI4. Identify the best ways to attract, motivate, and retain new and existing workforce segments?

SCI5. Identify the critical workforce segments and tailor specific programmes and services?

Assessment skills

SP14. Clarify job responsibilities of employees?

TM12. Demonstrate an understanding of their role in service delivery?

SD2. Clarify stakeholder expectations?

SD3. Provide relevant and timeous feedback?

SD4. Reports on barriers to effective service delivery?

SCI2. Prioritise service delivery strategies into operational plans?

SCI3. Translate service delivery strategy into key people initiatives and programmes?

Diversity management

TM1. View talent as a return on investment?

TM2. Grasp the concept of talent management in relation to service delivery?

TM6. Identify talent pools in the municipality?

CFTF2. Demonstrate a willingness to view change from a positive perspective?

Evaluation skills

AM1. Generate a systematic and integrated approach to service delivery analytics and measures?

AM6. Ensure the municipality is staffed at the right levels?

AM8. Measuring staffing trends?

SCI12. Monitor work results?

CFTF3. Manage personal reaction in the appearance of changing circumstances?

CFTF5. Maintain effective work ethos in changing conditions?

CFTF6. Assist in the development of processes and programmes that could guide the municipality through tr

List of figures
Figure 6: Initial Factor Solutions

	1	2	3	4	5	6	7	8	9
SC1	0.751	0.26	0.031	0.267	0.141	0.054	0.027	0.065	0.118
SC2	0.579	0.488	0.076	0.099	0.108	0.084	0.101	0.177	0.053
SC3	0.6	0.272	0.046	0.301	0.02	0.15	0.209	0.037	0.026
SC4	0.691	0.324	0.114	0.256	0.036	0.066	0.012	0.133	0.086
SC5	0.541	0.409	0.139	0.202	0.065	0.105	0.119	0.155	0.341
SC6	0.661	0.313	0.155	0.082	0.059	0.082	0.046	0.153	0.088
SC7	0.512	0.231	0.282	0.072	0.121	0.373	0.08	0.123	0.311
SC8	0.558	0.12	0.02	0.178	0.106	0.089	0.159	0.306	0.082
SC9	0.531	0.387	0.228	0.082	0.144	0.039	0.309	0.062	0.004
SC10	0.575	0.223	0.101	0.129	0.182	0.222	0.231	0.147	0.116
SC11	0.598	0.048	0.311	0.093	0.021	0.128	0.018	0.412	0.119
SC12	0.554	0.116	0.243	0.237	0.23	0.069	0.031	0.187	0.173
SC13	0.564	0.145	0.05	0.13	0.085	0.089	0.256	0.237	0.225
SC14	0.548	0.27	0.065	0.024	0.268	0.208	0.029	0.165	0.003
SC15	0.45	0.405	0.029	0.1	0.418	0.028	0.05	0.125	0.111
SC16	0.492	0.267	0.272	0.261	0.155	0.17	0.291	0.131	0.023
SC17	0.522	0.216	0.211	0.293	0.077	0.041	0.133	0.132	0.303
SC18	0.475	0.132	0.218	0.299	0.105	0.173	0.303	0.17	0.314
SC19	0.537	0.207	0.248	0.269	0.067	0.368	0.001	0.179	0.114
SC20	0.655	0.063	0.331	0.134	0.104	0.043	0.05	0	0.19
GOV_RC1	0.808	0.215	0.006	0.07	0.044	0.081	0	0.072	0.084
GOV_RC2	0.663	0.102	0.21	0.172	0.06	0.109	0.139	0.024	0.121
GOV_RC3	0.578	0.067	0.242	0.27	0.301	0.08	0.182	0.111	0.076
GOV_RC4	0.546	0.18	0.318	0.056	0.047	0.25	0.243	0.105	0.255
GOV_RC5	0.522	0.265	0.27	0.237	0.164	0.262	0.128	0.105	0.04
GOV_RC6	0.652	0.235	0.105	0.08	0.07	0.106	0.002	0.15	0.087
GOV_RC7	0.619	0.285	0.253	0.133	0.123	0.24	0.03	0.232	0.037
LPC1	0.713	0.196	0.021	0.072	0.169	0.026	0.037	0.174	0.011
LPC2	0.508	0.16	0.194	0.329	0.369	0.288	0.041	0.182	0.066
LPC3	0.462	0.217	0.257	0.221	0.434	0.068	0.14	0.014	0.121
LPC4	0.582	0.199	0.072	0.008	0.116	0.137	0.298	0.01	0.215
LPC5	0.614	0.216	0.117	0.187	0.094	0.035	0.206	0.125	0.102
LPC6	0.574	0.113	0.239	0.12	0.135	0.288	0.225	0.12	0.011
LPC7	0.619	0.047	0.289	0.173	0.066	0.163	0.095	0.059	0.068
LPC8	0.613	0.154	0.116	0.023	0.02	0.019	0.105	0.143	0.071
LPC9	0.611	0.173	0.327	0.039	0.059	0.199	0.075	0.014	0.14
LPC10	0.677	0.243	0.092	0.164	0.128	0.118	0.003	0.176	0.016
LPC11	0.727	0.135	0.115	0.273	0.018	0.086	0.127	0.188	0.11
LPC12	0.649	0.164	0.01	0.237	0.058	0.021	0.195	0.037	0.034
LPC13	0.679	0.202	0.087	0.165	0.018	0.021	0.003	0.189	0.093
OC1	0.782	0.138	0.006	0.23	0.039	0.198	0.002	0.031	0.03
OC2	0.636	0.191	0.236	0.048	0.08	0.236	0.063	0.101	0.02
OC3	0.636	0.309	0.255	0.067	0.109	0.098	0.017	0.17	0.138
OC4	0.794	0.121	0.003	0.086	0.126	0.096	0.012	0.192	0.051
OC5	0.543	0.121	0.177	0.173	0.284	0.054	0.043	0.302	0.18
OC6	0.612	0.045	0.143	0.065	0.184	0.272	0.075	0.251	0.011
OC7	0.582	0.05	0.07	0.003	0.011	0.077	0.476	0.027	0.282
OC8	0.473	0.028	0.195	0.199	0.409	0.037	0.239	0.098	0.25
OC9	0.514	0.214	0.191	0.208	0.181	0.321	0.02	0.084	0.291

Figure 7: Equamax Rotated Solution

	1	2	3	4	5	6	7	8	9
SC1	0.534	0.397	0.16	0.213	0.174	0.088	0.227	0.047	0.3
SC2	0.641	0.127	0.035	0.169	0.052	0.094	0.087	0.22	0.289
SC3	0.537	0.338	0.215	0.01	0.195	0.021	0.214	0.117	0.001
SC4	0.567	0.299	0.139	0.216	0.242	0.038	0.212	0.177	0.267
SC5	0.593	0.038	0.125	0.287	0.362	0.019	0.101	0.142	0.101
SC6	0.343	0.177	0.049	0.22	0.185	0.022	0.42	0.1	0.268
SC7	0.262	0.062	0.114	0.081	0.038	0.187	0.093	0.15	0.047
SC8	0.052	0	0.032	0.249	0.334	0.12	0.169	0.158	0.214
SC9	0.492	0.109	0.023	0.108	0.276	0.079	0.382	0.268	0.027
SC10	0.266	0.118	0.071	0.193	0.398	0.063	0.515	0.157	0.235
SC11	0.162	0.163	0.123	0.319	0.634	0.097	0.168	0.104	0.177
SC12	0.09	0.063	0.154	0.027	0.659	0.099	0.063	0.266	0.296
SC13	0.058	0.265	0.08	0.033	0.43	0.141	0.041	0.171	0.374
SC14	0.502	0.063	0.015	0.275	0.044	0.274	0.219	0.081	0.306
SC15	0.569	0.003	0.071	0.021	0.013	0.356	0.109	0.048	0.281
SC16	0.442	0.167	0.322	0.052	0.304	0.272	0.116	0.141	0.295
SC17	0.145	0.04	0.107	0.15	0.19	0.001	0.249	0.174	0.67
SC18	0.063	0.105	0.181	0.063	0.095	0.068	0.007	0.084	0.739
SC19	0.175	0.059	0.393	0.021	0.357	0.101	0.045	0.056	0.288
SC20	0.348	0.136	0.408	0.425	0.231	0.063	0.049	0.034	0.181
GOV_RC1	0.161	0.456	0.3	0.257	0.267	0.349	0.206	0.262	0.203
GOV_RC2	0.025	0.187	0.008	0.313	0.071	0.372	0.366	0.213	0.354
GOV_RC3	0.072	0.04	0.133	0.045	0.108	0.105	0.493	0.483	0.224
GOV_RC4	0.091	0.011	0.695	0.217	0.12	0.028	0.199	0.148	0.044
GOV_RC5	0.052	0.123	0.618	0.029	0.132	0.257	0.093	0.05	0.296
GOV_RC6	0.06	0.441	0.399	0.15	0.207	0.133	0.123	0.26	0.192
GOV_RC7	0.071	0.395	0.578	0.287	0.003	0.082	0.126	0.045	0.273
LPC1	0.079	0.256	0.26	0.457	0.151	0.293	0.354	0.049	0.182
LPC2	0.046	0.04	0.003	0.153	0.219	0.776	0.024	0.119	0.129
LPC3	0.082	0.083	0.196	0.072	0.054	0.699	0.158	0.055	0.033
LPC4	0.11	0.231	0.23	0.136	0.127	0.347	0.533	0.033	0.143
LPC5	0.015	0.092	0.312	0.136	0.178	0.442	0.333	0.163	0.03
LPC6	0.044	0.132	0.253	0.045	0.069	0.137	0.56	0.182	0.07
LPC7	0.174	0.404	0.139	0.115	0.011	0.112	0.442	0.21	0.071
LPC8	0.133	0.38	0.246	0.019	0.203	0.327	0.139	0.358	0.102
LPC9	0.003	0.472	0.096	0.077	0.017	0.289	0.282	0.174	0.174
LPC10	0.043	0.382	0.219	0.349	0.437	0.182	0.206	0.179	0.019
LPC11	0.112	0.57	0.099	0.283	0.293	0.171	0.231	0.094	0.1
LPC12	0.15	0.486	0.174	0.372	0.146	0.177	0.089	0.134	0.167
LPC13	0.185	0.39	0.402	0.307	0.119	0.157	0.121	0.275	0.093
OC1	0.227	0.398	0.167	0.453	0.265	0.215	0.352	0.193	0.107
OC2	0.108	0.362	0.002	0.269	0.235	0.478	0.161	0.248	0.017
OC3	0.013	0.223	0.38	0.422	0.437	0.18	0.123	0.164	0.01
OC4	0.195	0.482	0.363	0.13	0.231	0.159	0.171	0.41	0.198
OC5	0.226	0.077	0.11	0.084	0.06	0.105	0.098	0.67	0.145
OC6	0.176	0.235	0.043	0.228	0.13	0.231	0.184	0.544	0.202
OC7	0.103	0.123	0.093	0.655	0.036	0.131	0.069	0.247	0.252
OC8	0.052	0.063	0.038	0.232	0.09	0.022	0.058	0.643	0.094
OC9	0.007	0.161	0.298	0.517	0.182	0.198	0.201	0.39	0.074

Figure 8: Factor Solution

	1	2	3	4	5	6	7	8	9
SC1_1	0.581	0.047	0.272	0.214	0.216	0.171	0.278	0.071	0.129
SC2_1	0.575	0.257	0	0.031	0.039	0.1	0.106	0.336	0.117
SC3_1	0.519	0.277	0.033	0.12	0.422	0.163	0.004	0.166	0.067
SC4_1	0.476	0.017	0.262	0.061	0.013	0.566	0.189	0.065	0.252
SC5_1	0.614	0.28	0.059	0.173	0.27	0.012	0.214	0.165	0.258
SC6_1	0.57	0.223	0.299	0.125	0.074	0.086	0.252	0.128	0.129
SC7_1	0.522	0.154	0.321	0.056	0.06	0.145	0.022	0.001	0.123
SC8_1	0.591	0.17	0.022	0.258	0.162	0.237	0.259	0.101	0.261
SC9_1	0.625	0.096	0.271	0.04	0.247	0.101	0.122	0.068	0.083
SC10_1	0.567	0.142	0.274	0.001	0.131	0.216	0.225	0.127	0.026
SC11_1	0.615	0.293	0.135	0.049	0.093	0.039	0.138	0.258	0.079
SC12_1	0.552	0.357	0.367	0.161	0.019	0.003	0.212	0.022	0.207
SC13_1	0.474	0.284	0.122	0.173	0.183	0.105	0.071	0.096	0.044
SC14_1	0.532	0.139	0.057	0.143	0.319	0.075	0.299	0.189	0
SC15_1	0.522	0.233	0.024	0.018	0.35	0.081	0.464	0.054	0.093
SC16_1	0.62	0.31	0.035	0.058	0.136	0.134	0.177	0.149	0.111
SC17_1	0.572	0.32	0.021	0.01	0.058	0.103	0.068	0.406	0.218
SC18_1	0.553	0.388	0.097	0.063	0.192	0.069	0.081	0.286	0.089
SC19_1	0.574	0.375	0.092	0.083	0.02	0.085	0.212	0.175	0.151
SC20_1	0.583	0.152	0.07	0.466	0.041	0.14	0.236	0.181	0.043
GOV_RC1_	0.659	0.143	0.156	0.095	0.19	0.196	0.103	0.003	0.129
GOV_RC2_	0.643	0.136	0.077	0.076	0.261	0.199	0.082	0.096	0.094
GOV_RC3_	0.686	0.038	0.147	0.303	0.078	0.039	0.021	0.01	0.025
GOV_RC4_	0.596	0.247	0.425	0.053	0.018	0.103	0.004	0.146	0.102
GOV_RC5_	0.645	0.109	0.055	0.157	0.216	0.352	0.035	0.092	0.074
GOV_RC6_	0.627	0.045	0.122	0.008	0.186	0.122	0.024	0.264	0.163
GOV_RC7_	0.626	0.144	0.062	0.141	0.251	0.053	0.195	0.027	0.205
LPC1_1	0.609	0.358	0.294	0.272	0.054	0.033	0	0.049	0.031
LPC2_1	0.658	0.259	0.012	0.252	0.029	0.082	0.145	0.052	0.048
LPC3_1	0.622	0.114	0.018	0.296	0.206	0.024	0.198	0.098	0.266
LPC4_1	0.639	0.171	0.1	0.211	0.181	0.195	0.076	0.014	0.02
LPC5_1	0.714	0.096	0.141	0.061	0.058	0.171	0.05	0.242	0.223
LPC6_1	0.637	0.335	0.18	0.081	0.006	0.028	0.089	0.323	0.131
LPC7_1	0.707	0.084	0.255	0.134	0.081	0.09	0.084	0.061	0.04
LPC8_1	0.711	0.059	0.299	0.07	0.156	0.115	0.139	0.056	0.065
LPC9_1	0.662	0.205	0.188	0.196	0.076	0.119	0.096	0.04	0.239
LPC10_1	0.673	0.169	0.089	0.065	0.098	0.343	0.009	0.014	0.139
LPC11_1	0.659	0.252	0.219	0.086	0.141	0.191	0.026	0.172	0.273
LPC12_1	0.693	0.268	0.098	0.082	0.051	0.123	0.092	0.189	0.242
LPC13_1	0.65	0.152	0.338	0.3	0.077	0.232	0.04	0.032	0.001
OC1_1	0.575	0.244	0.136	0.298	0.114	0.045	0.013	0.194	0.203
OC2_1	0.675	0.219	0.056	0.147	0.132	0.046	0.086	0.084	0.171
OC3_1	0.647	0.136	0.181	0.33	0.254	0.063	0.068	0.102	0.021
OC4_1	0.653	0.127	0.225	0.131	0.018	0.019	0.146	0.245	0.018
OC5_1	0.736	0.07	0.085	0.062	0.274	0.217	0.131	0.17	0.083
OC6_1	0.736	0.012	0.01	0.036	0.013	0.12	0.23	0.059	0.228
OC7_1	0.679	0.069	0.248	0.191	0.053	0.234	0.136	0.038	0.174
OC8_1	0.646	0.035	0.008	0.259	0.21	0.063	0.261	0.108	0.131
OC9_1	0.636	0.149	0.254	0.343	0.124	0.052	0.103	0.066	0.151

Figure 9: Equamax Rotated Solution

	1	2	3	4	5	6	7	8	9	10
SC1_1	0.075	0.2	0.015	0.073	0.575	0.274	0.181	0.142	0.344	0.141
SC2_1	0.069	0.032	0.199	0.215	0.325	0.134	0.508	0.265	0.003	0.076
SC3_1	0.027	0.179	0.042	0.585	0.233	0.004	0.163	0.012	0.249	0.283
SC4_1	0.1	0.183	0.057	0.088	0.095	0.044	0.066	0.199	0.157	0.773
SC5_1	0.035	0.097	0.219	0.552	0.229	0.207	0.128	0.317	0.068	0.366
SC6_1	0.044	0.065	0.312	0.168	0.144	0.135	0.455	0.003	0.146	0.463
SC7_1	0.039	0.386	0.337	0.103	0.094	0.163	0.376	0.311	0.202	0.009
SC8_1	0.169	0.231	0.031	0.057	0.142	0.335	0.628	0.135	0.223	0.07
SC9_1	0.242	0.112	0.138	0.377	0.558	0.036	0.188	0.094	0.144	0.067
SC10_1	0.116	0.098	0.098	0.213	0.668	0.003	0.187	0.09	0.184	0.132
SC11_1	0.151	0.137	0.071	0.169	0.284	0.35	0.51	0.221	0.143	0.194
SC12_1	0.029	0.295	0.109	0.138	0.057	0.062	0.666	0.125	0.242	0.199
SC13_1	0.185	0.134	0.1	0.073	0.042	0.143	0.366	0.12	0.339	0.38
SC14_1	0.196	0.037	0.16	0.001	0.074	0.138	0.182	0.58	0.104	0.298
SC15_1	0.066	0.058	0.093	0.096	0.037	0.123	0.067	0.757	0.261	0.109
SC16_1	0.005	0.155	0.142	0.495	0.133	0.094	0.163	0.338	0.362	0.091
SC17_1	0.014	0.097	0.116	0.256	0.114	0.053	0.123	0.111	0.659	0.307
SC18_1	0.169	0.005	0.12	0.173	0.159	0.01	0.312	0.243	0.606	0.008
SC19_1	0.086	0.166	0.032	0.295	0.223	0.127	0.387	0.506	0.1	0.174
SC20_1	0.032	0.339	0.272	0.228	0.234	0.3	0.215	0.446	0.084	0.256
GOV_RC1	0.381	0.217	0.134	0.112	0.13	0.431	0.165	0.327	0.191	0.03
GOV_RC2	0.151	0.274	0.286	0.001	0.07	0.432	0.171	0.373	0.159	0.117
GOV_RC3	0.315	0.081	0.462	0.274	0.086	0.155	0.211	0.155	0.132	0.296
GOV_RC4	0.293	0.383	0.357	0.008	0.002	0.132	0.275	0.131	0.097	0.407
GOV_RC5	0.165	0.212	0.523	0.407	0.087	0.274	0.128	0.067	0.168	0.009
GOV_RC6	0.221	0.102	0.185	0.136	0.055	0.464	0.045	0.134	0.475	0.163
GOV_RC7	0.109	0.261	0.188	0.068	0.242	0.493	0.133	0.112	0.331	0.18
LPC1_1	0.227	0.696	0.23	0.081	0.095	0.153	0.096	0.102	0.046	0.195
LPC2_1	0.382	0.141	0.395	0.184	0.192	0.22	0.036	0.228	0.027	0.321
LPC3_1	0.519	0.15	0.383	0.395	0.121	0.071	0.076	0.215	0.06	0.085
LPC4_1	0.263	0.294	0.058	0.398	0.062	0.543	0.139	0.085	0.064	0.087
LPC5_1	0.063	0.199	0.276	0.279	0.342	0.503	0.112	0.298	0.035	0.133
LPC6_1	0.231	0.23	0.378	0.092	0.479	0.317	0.066	0.338	0.119	0.091
LPC7_1	0.341	0.026	0.205	0.263	0.409	0.359	0.109	0.087	0.156	0.255
LPC8_1	0.384	0.069	0.133	0.311	0.477	0.301	0.169	0.032	0.145	0.196
LPC9_1	0.571	0.09	0.246	0.058	0.372	0.182	0.158	0.118	0.119	0.14
LPC10_1	0.501	0.212	0.114	0.034	0.363	0.101	0.089	0.175	0.17	0.35
LPC11_1	0.669	0.179	0.105	0.041	0.284	0.184	0.056	0.11	0.265	0.153
LPC12_1	0.571	0.39	0.09	0.139	0.004	0.253	0.141	0.121	0.183	0.288
LPC13_1	0.16	0.588	0.076	0.121	0.118	0.169	0.253	0.083	0.052	0.456
OC1_1	0.101	0.538	0.149	0.057	0.334	0.227	0.156	0.231	0.361	0.036
OC2_1	0.103	0.409	0.265	0.223	0.259	0.393	0.116	0.07	0.062	0.228
OC3_1	0.136	0.601	0.131	0.347	0.121	0.219	0.217	0.004	0.132	0.142
OC4_1	0.274	0.175	0.04	0.373	0.194	0.216	0.074	0.263	0.42	0.111
OC5_1	0.311	0.161	0.252	0.598	0.095	0.24	0.18	0.175	0.246	0.051
OC6_1	0.438	0.197	0.192	0.353	0.03	0.212	0.248	0.359	0.172	0.11
OC7_1	0.067	0.193	0.582	0.21	0.069	0.31	0.259	0.085	0.155	0.226
OC8_1	0.163	0.047	0.482	0.007	0.275	0.174	0.207	0.108	0.439	0.166
OC9_1	0.177	0.207	0.677	0.001	0.158	0.04	0.09	0.17	0.253	0.241