TEMPLATE

MBAA 874

EXAMINATION- 2019

REVENUE MANAGEMENT CHALLENGES: AN EXPLORATORY ANALYSIS WITHIN THE LOCAL MUNICIPALITIES IN THE NGAKA MODIRI MOLEMA DISTRICT

By

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RESEARCH METHODOLOGY- MBAA 874

RESEARCH PROPOSAL EXAMINATION

EVALUATION FORM

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See supervisor's/examiner's comments in the text. Marked by:

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Signature of Examiner

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1 INTRODUCTION

This study aims to investigate the current revenue management challenges facing local municipalities in the Ngaka Modiri Molema District Municipality (NMMDM). For over a period now, majority of government departments have been involved in unethical financial activities, and these activities have seriously damaged the institutional integrity of the revenue management functions in government departments (National Treasury, 2018). Local municipalities in South Africa not managing their revenue system effectively. The South African Constitution (RSA, 102:1996), which came into being in 1996, established a three dimensional system of government, namely: national, provincial and local government (local municipalities). These local municipalities are confronted with revenue collection and management challenges, storing and distribution of information (Tahiru, Agbesi. & Osei-Owusu, 2014:566).

1.1 Background

Like majority of South African local municipalities, the local municipalities in the NMMDM faces numerous problems ranging from poor service delivery to inefficient revenue collection and management. The local municipalities in the NMMDM are facing considerable challenges that have serious implications on its revenue collection, as the total debtor’s age analyses amounted to R110 908 million (organ of state R1 526, Commercial R4 151 million and Household R101 526 million) at the end of January 2019. In the interest of financial viability and sustainability, local municipalities are required not only to collect money owed to them by the communities, but also to plan, develop and implement effective revenue enhancement strategies to maximise its revenue base (National Treasury, 2012).

Many local municipalities today are recognising that it is necessary for them to assume an all-inclusive system to revenue collection and management (Wang, Heo., Schwartz, Legohérel, & Specklin, 2015:3). Revenue management encompasses a detail budget of activities such as demand, price sensitivity, and cancellation probabilities, and its effective management to a large extent depends on the validity and reliability of the budget (Sierag, Van der Rest, Koole, Van der Mei & Zwart, 2016:1). Research has shown that revenue management significantly increase the organisational profit (Queenan, Ferguson & Stratman, 2011:172). In this regard, it is essential to investigate the current challenges local municipalities are facing with regards to revenue management such as outdated debtors information, credit control and debt management policies and all other municipal revenue related policies.

The National treasury (2018) suggest that local municipalities should improve on their revenue management so as to contribute to raising government revenue about the 70% threshold. Evidence from this can be trace back to the 2017/2018 fiscal year when only half of the local municipalities in south Africa manage to collect 80% of all amount due to them. However, despite the decentralisation of the municipal districts in South Africa and their functions to collect and manage municipal revenue, the local municipalities in the Ngaka Modiri Molema District still faced a number of challenges. The process of revenue management is mainly manual and cumbersome, inefficient and prone to fraud, limited data on properties and their owners, defaulting property owners, and incomplete payment record (Tahiru *et al.,* 2014:567).

1.2 Problem statement

An critical problem facing many South African local municipalities today is the challenge of total revenue management. Many South African local municipalities have been identified by the auditor general (AG) as facing challenges in collecting the revenue due to them for services render to their communities, despite the enactment of the credit control and debt control in term of the Municipal Systems Act 32 of 2000 (Mpungose, 2018:2; Republic of South Africa [RSA], 2000). These challenges include in-built culture of non-payments and delay payments of municipal bills by household, and incompetence skills of municipal officials in the finance department. Tahiru *et al.* (2014:566) proclaim that the root to these challenges is that most of these local municipalities do not owned a detail records of all levies in their jurisdiction, and there is an ineffective revenue management system that in place to track invoices and payments, and data on services, facilities, and levies are handled manually and consequently subject to fraud, abuse and significant revenue loss.

The National Treasury (2018) Local Government Finances report found that 128 municipalities were in financial distress at the end of 2016/17. The Auditor-General noted a continued pattern of deterioration, with only 145 of 257 municipalities achieving unqualified audits in 2016/17. At the end of 2017/18, 40 municipalities had negative cash balances. Problems in revenue management are the largest contributor to financial distress in local government. Households, followed by commercial customers and government, owe the largest share of outstanding municipal revenues. The main research problem for this study is that majority of personnel working at the revenue management system do not understand the underlying concepts or models behind the systems which can lead to poor decision making.

1.3 Core research question

- *What are the main revenue management challenges facing* ***l****ocal municipalities NMMD?*

1.4 Research objectives

- *To investigate the revenue management challenges facing* ***l****ocal municipalities in NMMD.*

In other to attain the main research objectives for the study, the following sub objectives were developed.

- To determine the current challenges facing local municipalities in NMMD to collect the revenue due to them for services render to their communities.
- To investigate the causes of the current revenue challenges facing local municipalities in NMMD.

1.5 specific research questions

- What are the current challenges facing local municipalities in NMMD to collect the revenue due to them for services render to their communities?

- What are the main causes of the current revenue challenges facing local municipalities in NMMD?

1.6 Importance and benefits of the proposed study

A review of literature indicates that only a limited number of studies have been conducted with regards to revenue management challenges especial within the context of local municipalities in south Africa.

- The findings from this study could add to the body of knowledge with regards to revenue management in municipalities in South African with specific focus on the main challenges; and

- The study could contribute to the theoretical understanding of the recent development and new trends of revenue management practices in public sector departments;

2 DELIMITATION AND ASSUMPTIONS

2.1 Delimitations

This study falls within the scope of revenue management with focus on the revenue management challenges. The research will therefore concentrate on local municipalities in the NMMDM and entails a quantitative study of revenue management challenges. The north west province of south African is made up od four district, and NMMD is among the four. This district is made up of five local municipalities, namely: Ratlou; Tswaing; Mafikeng; Ditsobotla and Ramotshere Moiloa. The NMMDM has an estimated population of 889 108 inhabitants with the female gender predominating (50.94%). The majority of this population are Black African (93.3%) made up of younger people (46.17%) below the age of 20 years (Statistics South Africa [STATSA], 2015).

2.2 Assumptions

Municipalities provide basic services such as water, sanitation, electricity reticulation, roads and community services. Local municipalities in South Africa are affected by poor revenue collection and management and the local municipalities in the NMMDM are no exceptions. However, where governance and financial controls are weak, these services are jeopardised. In this regard, public finance is a decisive and overriding factor in determining the financial viability of local municipalities.

The assumption for this study is that the introduction of information technology system for the local municipalities will help manage revenue collection properly. However, this study intends to explore revenue management challenges facing local municipalities in the NMMDM.

3 DEFINITION OF KEY TERMS

Revenue

Revenue is defined as the "maximizing profit generated from a limited capacity of a product over a finite horizon by selling each product to the right customer at the right time for the right price" (Kevin & Nanda, 2002). In the context of this study, revenue is defined is "all amount of money receive by a government from external sources – net of refund and other correcting transactions- other than from issue of debts, liquidation of investment and as agency and private trust transaction, this excludes non-cash transactions such as receipt of service, commodities or other "receipts in kind" (Fox & Meyer, 2005:113; Pretorious, Venter, Von Well & Wingard, 2009:247)".

Municipal Finance Management Act

"means the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003)"

Public Finance Management Act

"means the Public Finance Management Act, 1999 (Act No. 1 of 1999)."

4 LITERATURE REVIEW

A critical comparative review of relevant literature dealing with accounting related themes will be addressed in this section. The literature review helps to determine whether the topic is worth studying and it provides insight into ways in which the researcher can limit the scope to a needed area of enquiry (Creswell, 2013:27). In this regard, Pumela (2011:48) established that literature review is conducted to provide an intellectual context and structure grounded in an existing body of knowledge. The author (Pumela, 2011) goes on to explain that a review of literature is necessary when exploring the most suitable protocol for collecting evidence that will inform the research design section of the research proposal.

Extensive theory exists on the subject of revenue management, especially with the focus on public sector departments. But there are many more subjects that have not been discussed(De Korte & Bhulai, 2019:19). However, revenue management in practice is somewhat opaque in the sense that it does not give open access to its inner workings (Arenoe, Van der, & Kattuman, 2015:96). There is not much literature comparing scientific algorithms to the performance of implemented real-world revenue management systems.

4.1 The concept of revenue management

Revenue management is considered to be a mature field of study in operations management research (Dana, 2008). Revenue is the gross inflow of economic benefits or service potential during the reporting period when inflows result in an increase in net assets, other than increase relating to contribution from owners (De Korte & Bhulai, 2019:4). Different streams of research have emerged over the past decade to address the challenges faced by RM practitioners in the ever-changing marketplace, and these continue to improve our understanding of RM and its implications for other aspects of management (Wang *et al.,* 2015:3). National government will use the powers granted by the Constitution, the Public Finance Management Act (1999) and the Municipal Finance Management Act (2003) to ensure that distressed provinces and municipalities return to financial health.

Research has argued that revenue is lost because there are no proper information communication technologies system in place, to assist in identification of properties and their owners, to verify payment done by property owners (Tahiru *et al.,* 2014:567). Due to the manual process involve in the revenue management system, management does not detect all short paid, mispricing and unpaid items. Wang et al. (2015:3) point out that there is a need to capture and track all revenue associated with clients in order to segment clients more discretely based on their values. Queenan *et al.* (2011:172) put it that revenue management include complex forecasting and optimisation models and require accurate information and appropriate actions by revenue management users for best results.

Revenue from Exchange Transactions: are revenue transactions where one entity receives assets or services, or has liabilities extinguished and directly gives approximately equal value (primarily in the form of cash, goods, services or use of assets) to another entity in exchange. Revenue is income earned by the municipality for services rendered namely rates, electricity, water, sanitation, refuse removal, building and land rentals and licence fees. Revenue from exchange transactions are transactions where the municipality receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of goods, services or use of assets) to the other party in exchange . Revenue from non-exchange transactions is any transaction other than an exchange transaction" (National Treasury: 2012).

4.2 Revenue management challenges

Revenue management in both research and practice still has several open challenges (De Korte & Bhulai, 2019:4).. The increased debtor's outcomes mainly from the year on year increase in billings from increased tariffs at the start of the new financial year and a contributing factor is an increase in unemployment, resulting in more household applying for indigent support, as revealed by the annual review process. A low collection rate is due to non-payment, electricity and water loss in distribution mainly due to poor infrastructure, illegal water and electricity connections and tampering of meters, the South African courts are failing to handle a large number of debt collection cases, and outstanding accounts from other spheres of government.

Local government receives the smallest share of the division of nationally raised revenue because it has significant own revenue-raising powers (National Treasury, 2018). Any changes to the structure of the division of revenue would have implications for functions in all spheres of government. Strengthening the sustainability of the public finances will make more funds available for social and economic development. Wang *et al.,* (2015:1) examines revenue management challenges and found the following emerging challenging themes, namely: big data analytics, distribution, rate integrity, revenue management and marketing strategies alignment, revenue management system, applications of revenue management in non-traditional service sectors, and revenue management education and training.

Kimes (2011:64) found that the four most challenging issues with revenue management are shortage of qualified revenue managers, changes in the global economy, increased competition and pressure to cut costs from government.

4.3 Practical problem in revenue management

Transparency: Local municipalities personnel, according to De Korte and Bhulai, (2019:19) lack the adequate skills and competence as such do not understand the intricate details of revenue recognitions and calculations. Ineffective revenue collection do have a huge impact on payments to municipal suppliers and the sustainability revenue managers to actually trust the results coming from the mathematical models is a hard problem. The rise in popularity of complex, data driven, models makes it hard for hoteliers to simply follow the suggestions from some black box machine learning method (De Korte & Bhulai, 2019:19).

Ethics: Revenue management is sometimes already perceived as unfair (Mauri, 2007:285), and the increasing amounts of data that are being stored lead to even more questions regarding the ethical ramifications of revenue management (De Korte & Bhulai, 2019:19).

4.4 The future of revenue management

Studies have been published in which the authors provide their best guess of what's to come (Cross, Higbie & Cross, 2010). Kimes (2011:62) reported that respondents think that the organisation of the revenue management function is going to become more centralised, and that the skills required for a successful revenue manager are going to be a combination of analytical and communication abilities , and as a consequence, performance measurement will move to total revenue. Kimes (2011:66) further found conflicting responses from respondents that in the future, revenue management should either be centralised or regionalise or continue to be decentralised or outsourced.

5 RESEARCH DESIGN AND METHODS/ RESEARCH METHODOLOGY

5.1 Description of overall research design

A research design is a blueprint that provides an plan for the gathering and analysis of empirical data and subsequently indicates which research methods are vital for a research project (Walliman, 2011:13). The appropriate research method for this study is a quantitative research method. According to Muijs (2004:2), quantitative research method fundamentally focus in the gathering and analysing numerical data using mathematically based methods such as statistics to explain a particular phenomenon. Affirming this, though formulated slightly differently, Anderson and Widener (2007:320) mentions that quantitative research the collection, analysis and presentation of data that is numerical in nature. The reasoning for adopting the quantitative research approach is that the empirical data for this study will be collected in numerical format as such the researcher will quantify the challenges faced by local municipalities in the NMMDM with regards to revenue management.

Considering the above mention research method, a cross-sectional descriptive survey research design will be adopted to describe the accurate picture of the challenges local municipalities in the NMMDM are facing with respect to managing revenue. According to Walliman (2011:8), a descriptive research design is referred to as a research design that attempts to examine a research problem in order to determine what may happened again under the same circumstances. Moreover, a descriptive survey research design will provide the research with the accurate picture of the research problem as well as minimised prejudice and maximises the reliability of the empirical data collected and analysed (Kothari, 2004:5). Besides, a descriptive survey design was considered appropriate for this study as it is quite flexible and the researcher will be using a standardised structure questionnaire that will be administer face to face to the respondents (Muijs, 2004:34).

A cross-section survey refers to as an observational study that collects data from the unit of analysis of a study at a specific point in time to examine the relationship between variables. A cross-sectional survey research was considered important for this study because the research data will be collected on a particular day and time, and the research aim is to examine the pervasiveness of the serious or a prolong impact of the current challenges local municipalities in the NMMDM are facing with regards to revenue management.

5.2 Population/sampling

Scholars have highlighted that it is vital for the research to describe in detail the entire population of the area of interest (Hennink, Hutter & Bailey, 2011:84; Wilson & Abibulayeva, 2009:130). Wiid and Diggines (2013:186) define a research population as the entire unit of analysis as the whole set of relevant population from whom empirical research information is need for analysis. Hennink, Hutter and Bailey (2011:84) clarifies that a unit of analysis of a research study should focus on respondents with the required knowledge and skills that could contribute to a greater understanding of the problem statement and research questions under investigation. The target unit of analysis for this study is define as all the local municipalities (N=5) in the NMMDM and all the employees (N=105) working in the revenue function in these municipalities.

For every quantitative study, it is vital to select a sample frame from the unit of analysis using appropriate sample techniques. This study will use the systematic random sampling technique to determine the number of municipalities, and the number of revenue management employees to participate in the study. Kothari (2004:15) claim that a systematic sampling technique will give the researcher an opportunity to use random numbers to select the unit with which to start with.

The Mafikeng area was considered appropriate research site for this study due to its integrated diversity that provides a mix of different population groups and cultural backgrounds, which offered the prospect of rich data. Anderson and Widener (2007:329) concur that choosing a research site should occur concurrently with the practicality that rich data is available to allow the provide answers to the research question to be answered. Hence, the Mafikeng area was selected based on the following suitable inclusion criteria:

- The area is made up of five local municipalities;
- the municipalities are currently facing challenges with regards to revenue management;

- all the five local municipalities were given a qualify audit report by AG;
- respondents (the units of analysis) understood the language of revenue management; and
- the sample comprised of units of analysis representing different groups (African, Asian, coloureds, Indians and whites).

5.3 Data collection

The empirical data for this study will consist of both secondary and primary data. The secondary data will consist of an extensive review of municipal Annual reports and government reports on the sampled municipalities. With the aid of a systematic random sampling, the primary data from which the quantitative analysis will be performed will be collected using a paper-based structured questionnaire that will be self-administered by the researcher on a cross sectional time dimension.

A structure questionnaire is referred to as a pre framed compiled questions to which research participants will be required to provide their responses using closely defined alternatives (Sekaran & Bougie, 2009:197). All participants for this study will be ask the same questions, in the same order and using same wordings and all questions will be close ended questions (Matthews & Ross, 2010:202).

The questionnaire (refer Appendix A) will be adapted from Mpungose (2018) Municipality Survey Questionnaire. The wordings of the questionnaire will be rephrased to reflect revenue management challenges instead of debt control and credit collection. The questionnaire is made up of 28 question group into four sections as shown below.

Section A: Demographic background

Section A is made up of four items requiring respondents to provide some personal details

Section B: Revenue management challenges

This section is made up of eight revenue management challenges adapted from Kimes (2011). Respondents will be asked to rate their responses on a five-point Lekert scale responses ranging from 1=strongly disagree to 5=strongly agree.

Section C: Revenue collection

This section consisted of four questions requiring respondents to choose a ‘yes or no’.

Section D: Causes of revenue management challenges

This section consisted of 12 questions on causes of challenges local municipalities are facing with regards to revenue control and revenue collection. Respondents will be requested to choose a ‘yes or no’.

For the researcher to sort access to the research site, firstly an application for ethical clearance will be submitted to NWU seeking authorisation to conduct research. Secondly, the researcher will seek authorisation from the Municipal managers of NMMDM and the selected local municipalities to allow the researcher to conduct the research in their premises. After permissions have been granted, the researcher will then request the participants to sign a consent form as well as explain the objectives of the study to the participants before distributing the survey questionnaire to them.

5.4 Data analysis

It is the putting together finding into manageable portions using identify patterns and themes (Mouton, 1996:161). According to Salkind (2014:229), descriptive statistics can be used by quantitative researchers to describe the characteristics of the distributing of the scores of the data collected. The data will be capture in an electronic spreadsheet to check for correctness. Afterwards, the captured data will be uploaded to a computer software programme, Statistical Package for Social Science (SPSS).

With the used of SPSS, the researcher will first check for any missing data. Thereafter, frequency and percentages tables will be generated. Furthermore, descriptive statistics such as mean score, standard deviation, skewness and kurtosis will be performed (Maree, 2014:39). Exploratory factor analyses will also be performed to evaluate the validity and reliability of the construct of the research instrument for this study, to identify groups or clusters of variables underlying a set of measures, and to model the interrelationship between items in the questionnaire.

Thereafter, inferential statistics using Pearson's coefficients between pairs of variables will be applied to find any significant differences or relationships between subgroups (Wilson & Abibulayeva, 2009:497). Additionally, non-parametric analytical approach such as independent sample t-test, one-way analysis of variance (ANOVA) and the Kruskal–Wallis (K-W) test will be used to determine the relationship between respondents demographic characteristics and revenue management challenges.

5.5 Assessing and demonstrating the quality and rigour of the propose research design

The research design for this study is cross sectional descriptive in nature, hence a quantitative research approach will be used to answer the research questions. The reliability and validity of the research instrument will be tested through a pilot study and Cronbach alpha. The quantitative results will be reported with professional honesty.

5.6 Research ethics

It is important for the researcher to give some thorough forethought to the ethical issues that may arise at various stages in the research process (Coe *et al*., 2017:38). Salkind (2014:149) recommends that the researcher have to keep the participants at the forefront of all considerations and their dignity maintained. According to Punch (2014:43), most ethical issues in social science research can be classify into the following four dimensions.

Protection from harm

The researcher will take all possible steps to protect the research participants and institutions, and maintain a high level of integrity throughout the research process. The anticipated harm for this study is limited because the type of activities that the participants will undertake during the research process will not be very different from those that they do on daily basis. The researcher will treat all participants in this study with due ethical consideration and ensure that respondents will not be exposed to any form of danger and that their rights to privacy are respected.

Informed consent

For the purpose of this study, the researcher will apply for ethical clearance from the Unisa ethics and research committee. A request to conduct research will also be submitted to the NMMDM as well as all the four local municipalities in this district. The research participants for this study are human subjects, therefore the data collection needs careful courtesy to ensure voluntary informed consent (Walliman, 2011:42). Participants will be informed that participation for the study will be voluntary and they have the right to withdraw from the study at any moment. only participants who sign the informed consent form will participate in the study.

Right to privacy and confidentiality

The researcher will take all possible steps to protect the confidentiality and privacy of all participants involved in the research process (Given, 2008:10). The researcher will assure the participants that their names or any confidential information will not appear in the study. The researcher will take all possible steps to ensure that participants are not exposed to any form of distress or harm and their right to privacy is respected as well as making sure every secondary source consulted is acknowledged by means of referencing.

Honesty with professional colleagues.

The researcher will apply full honesty, frankness and personal integrity in the collection, analysis and interpretation of data (Walliman, 2011:42).

6 PROPOSED CHAPTER LAYOUT

This study will be broken down into five chapters as shown below

Chapter 1: Introduction to the study

This introductory chapter will provide a general overview of the study and a setting for the research journey: A discussion of the background and contextualisation as well as the research problem will be discussed in this chapter. From these, the research objectives and research questions that guided the study will emanate. The chapter will also highlight the research design and methods used to obtain empirical data to answer the research questions of the study.

Chapter 2: Literature review

Chapter 2 will consist of a critical review of literature and theories relating to the concept of revenue management.

Chapter 3: Research design and methodology

This chapter will deliberate in detail the research deign and methodology that will be employed for this study.

Chapter 4: Analysis and interpretations

Chapter 4 of the study will analysis and interpret the empirical data with the aid of SPSS. This data will comprise of the views of individual respondents with regards to revenue management challenges in the local municipalities in the NMMDM.

Chapter 5: conclusions and recommendations

Chapter 5 of the study will be characterised by a detailed summary and conclusion based on the main findings in the literature and in the empirical research. In light of this, constructive recommendation and possible arears for future research will be provided. Limitations of the study will also be highlighted.

7 CONCLUSION

This study was prompted by the current challenges facing local municipalities in the NMMDM. a detail discussion of the background for the study reveals that local municipalities in this district are facing challenges with regards to debts collection. Furthermore, a critical analysis of the literature indicates that the most challenging issues with revenue management is shortage of qualified revenue managers. A detail overview of the research design for this study was provided and the study will be underpinned by a quantitative research method using a cross sectional descriptive survey research design. The unit of analysis for this study was identify as all the employees in the revenue departments in the four local municipalities in the NMMDM. The primary data will be collected with the aid of a self-administer structural survey questionnaire. finally, the primary data collected will that will be analysis using SPSS.

8 PROPOSED PROJECT PLAN FOR DELIVERY

The activities and time frame of the research process are detailed in Table 1 below:

Table 1*: Propose activities and time frame*

Description	Proposed start date	Proposed Completion date
Research proposal	February 2020	April 2020
Chapter 1: Introduction to the study	May 2020	May 2020
Chapter 2: Literature review	June 2020	July 2020
Chapter 3: Research design and methods	August 2020	August 2020
Chapter 4:Analysis and interpretations	September 2020	September 2020
Chapter 5: conclusions and recommendations	October 2020	October 2020
Language and technical editing		November 2020
Submission of dissertation to promoter		November 2020

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APPENDIX A: DRAFT OF DATA COLLECTION INSTRUMENT

COVERING LETTER

Re: Revenue management challenges: an exploratory analysis within the local municipalities in the NMMDM

Dear Participant

Your name has been randomly selected to participate in a research study by E.M. Mothusi on the topic: revenue management challenges: an exploratory analysis within the local municipalities in the NMMDM. Your participation in the study will be highly appreciated to ensure the success of the project. The questionnaire is straightforward and quick to complete. It will only require 20-30 minutes to complete. This study is anonymous. We will not be collecting or retaining any information about your identity. Please complete the questions accurately and honestly as possible.

Thank you for your participation

Yours sincerely

Your participation in this regard will be much appreciated

……………………………………

(**E.M. Mothusi)**
(Researcher)
Contact Number: 076 153 9999
E-mail address: mothusimogakolodi@gmail.com

SECTION A: DEMOGRAPHIC DATA

This section is about your personal details. Please answer the following questions by completing within blocks provided or mark with ‘x’ in an appropriate answer.

Q1. Age

1. 25 years and younger		1. 26-35 years.		3. 36-45yrs		**4**. 46 - 55 years		**5**. 55 – 65 years		**6.** Above 65yrs	

Q2. Gender

1. Male		2. female	

Q3. Highest Qualification

1. Below Matric		2. Matric		3. Diploma/certificate		4. Bachelor’s degree		5. Postgraduate degree	

Q4. Indicate years of experience working in the municipality

1. Less than 2 years		2. 2 – 5 years		3. 6 – 10 years		4. More than 10 years	

SECTION B: REVENUE MANAGEMENT CHALLENGES

(Kimes, 2011)

Please cross the appropriate box regarding how the revenue management challenges within your municipality.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Q5. shortage of qualified revenue managers					
Q6. Global economy Competition					
Q7. Pressure from government					
Q8. Distribution channel					
Q9. Large amount of data					
Q10. Web technology					
Q11. Cost of revenue management system					
Q12. Cost of data acquisition system					

SECTION C: REVENUE COLLECTION

Please cross the appropriate box regarding how the municipal revenue is collected within your municipality.

	Yes	No
Q13. Does your municipality fully utilise the revenue sources within its jurisdiction?		
Q14. Is there a credit control and debt collection policy within your municipality?		
Q15. Is the policy approved by the council?		

Q16. Is the credit control and debt collection policy fully implemented in your organisation?		
SECTION C: CAUSES OF CHALLENGES OF REVENUE MANAGEMENT		
Q17. Unemployment		
Q18. Political interference		
Q19. Corruption		
Q20. Lack of payment enforcement by the municipality		
Q21. Lack of skilled personnel in your municipality		
Q22. Incorrect billing		
Q23. Poverty		
Q24. Municipality using monthly estimates to compile my bills		
Q25. Unaffordability to pay municipal accounts		
Q26. Accounts are too expensive		
Q27. Poor business conditions resulting in no profits		
Q28. Economic downfall		

APPENDIX B

- Informed consent form –

I, _________________________ (participant name), confirm that the person asking my consent to take part in this research has told me about the nature, procedure, potential benefits and anticipated inconvenience of participation.

I have read (or had explained to me) and understood the study as explained in the information sheet.

I have had sufficient opportunity to ask questions and am prepared to participate in the study.

I understand that my participation is voluntary and that I am free to withdraw at any time without penalty (if applicable).

I am aware that the findings of this study will be processed into a research report, journal publications and/or conference proceedings, but that my participation will be kept confidential unless otherwise specified.

I agree to complete the survey questionnaire.

I have received a signed copy of the informed consent agreement.

Participant Name & Surname………………………………………………(please print)

Signature……………………………………………Date…………………

Researcher's Name & Surname…………………………...……………(please print)

signature………………………………………….………Date…………………

APPENDIX C
- Application for ethical clearance –
Obtain form for School of Business and Governance Research Office or on eFundi

TECHNICAL CARE CHECKLIST

Please check that your assignment complies with the specific requirements outlined below. Students often lose unnecessary marks because of sloppy technical care. Ask yourself the following questions:

TECHNICAL CARE	✓ or ✗
1. PRELIMINARIES (Before the main body text starts on page 1)	X
Is the layout of and information supplied on the title page correct?	X
Is the Table of Contents complete and correct?	X
Is the List of Figures complete and correct?	X
Is the List of Tables complete and correct?	X
Do the wording of headings correspond a 100% with the wording in the Table of Contents?	X
Do the heading numbers in the text correspond a 100% with the numbers in the Table of Contents?	X
Do the figure / table captions listed in the List of Tables and List of Figures correspond a 100% with the captions used in the text?	X
Have all tables and figures been supplied with correct captions (situated **above** the table or figure)?	XX
Have all tables and figures been supplied with correct source references where appropriate (situated below the table or figure)?	X
Have all tables and figures been numbered correctly? (Figures and tables are numbered independently starting from 1. Do not include section/chapter numbers in the numbering of tables / figures)	X
Are the preliminary pages (i.e., Table of Contents, List of Figures and List of Tables) numbered in Roman numerals: (i), (ii), (iii), (iv)?	X
2. TEXT	X
Are all pages in the body of the text numbered correctly with Arabic numerals (1, 2, 3, etc.)?	X
Have you used only one method of emphasising (*italics*, or **bold** or underlining) throughout the assignment?	X
Is there a line open between all paragraphs?	X
Are the paragraphs in your assignment not perhaps too long? Can you perhaps split long paragraphs to improve readability?	X
Have you made any "sweeping" or unsubstantiated statements, such as "there is no literature available on this topic" or "this research will contribute to the body of knowledge"?	X
Have you used an impersonal, objective writing style (One symptom of a subjective writing style is that the researcher refers to him-/herself directly. References to "I", "we" and even "the researcher" should be avoided, except in certain qualitative studies where it is permissible.)	X
3. REFERENCING TECHNIQUES	X

TECHNICAL CARE	✓ or ✗
Are all information sources (books, journals, e-mail messages, web pages) that have been cited in the text, included in the List of References at the end of the assignment and *vice versa*?	X
Is the list of references ordered alphabetically? (Entries in the list of references should not be numbered or bulleted)	X
Have you used the correct referencing method, Harvard style, in the text, as well as in the list of references?	X
Have you correctly indicated the sources of all tables / figures taken or adapted from the literature? (Such references are provided below the table or figure)	X
4. APPENDICES	X
Do all the appendices have appropriate descriptive titles?	X
Are the pages of all the appendices numbered up to the last page?	X
Have all the appendices been tagged / "flagged" for easy cross-referencing?	X
Are all the appendices included in the Table of Contents with their correct page numbers?	X
Have you included appropriate cross-references in the body text (e.g., see Appendix A) to the material included in the appendices?	X
5. GENERAL TECHNICAL CARE	X
Have you checked your assignment for spelling and grammatical errors?	X
Have you used capital letters and abbreviations correctly?	X
Have you consistently rounded off all numeric values in the assignment to two (2) decimals?	X
Have you consistently “justified” the body text of the assignment (i.e., aligned the text evenly along both the left and right margins to form a square box)?	X
Are all headings numbered correctly?	X
First and second order headings should not be underlined.	X
There should be no full stops at the end of headings.	X
Have you used an A4 paper setting?	X
Have you consistently used 1½ line spacing in the body of the text? (You may use single line spacing in tables)	X
Is the font size of the body text correct set at 12 pt?	X
Have you consistently used the same font type (i.e., New Times Roman) and font size (12 pt) for the body text?	X
Are the left and right margins set to 2 cm?	X
Have all pages printed correctly?	X
Have you competed and included all the required Appendices	X