

CHAPTER 7: DATA-CAPTURING AS AN INTEGRAL PART OF THE GRANT ADMINISTRATION PROCESS

7.1 INTRODUCTION

A research project was embarked upon in SASSA to determine the strengths and weaknesses in the grant administration process from application to approval. The grant administration process, from application to approval, includes various steps. The staff members include the screening official (step one) who checks the completeness of required documentation; the attesting official (step two) who takes down the application and captures it on SOCPEN and then forwards it to the next level namely quality control (step three). Thereafter a verifying official verifies the information captured on SOCPEN against documentation submitted and approves or rejects the application on SOCPEN (step four).

Four different questionnaires were developed by the researcher and used during the research. The second questionnaire focuses on data-capturing. This particular chapter focuses on the statistical findings in respect of the data-capturers that emanated from the research project (see questionnaire: data-capturer attached). The questionnaires were distributed electronically or personally delivered by the researcher at various offices. Data-capturers who were available (availability sampling) and prepared to complete the questionnaire at the time of the research were requested to complete the questionnaires. A total of 61 data-capturers from various offices in the Northern Cape and Western Cape completed the questionnaires. The completed questionnaires were collected by researcher from the various offices.

7.2 FINDINGS IN RESPECT OF THE DATA CAPTURING QUESTIONNAIRE

The official responsible for electronic capturing of the data on the application form onto the SOCPEN system is called a data-capturer.

7.3 Table 15: Data-capturer: Working experience in SASSA

	Number of respondents	Less than a year	One year to less than three years	Three years to less than five years	More than five years	
District A	7	0	1 (14%)	0%	6 (86%)	12%
District B	6	0	1 (17%)	1 (17%)	4 (66%)	10%
District C	5	0	1 (20%)	1 (20%)	3 (60%)	8%
District D	14	1 (7%)	1 (7%)	2 (14%)	10 (72%)	23%
District E	5	0	1 (20%)	0	4 (80%)	8%
District F	8	2 (24%)	3 (38%)	0	3 (38%)	13%
District G	6	0	0	2 (33%)	4 (67%)	10%
District H	2	0	1 (50%)	0	1(50%)	3%
District I	5	0	1 (20%)	0	4 (80%)	8%
District J	3	0	0	0	3 (100%)	5%
Total	61	3	10	6	42	
Percentage		5%	16%	10%	69%	100%

The findings in Table 15 indicate that the only two Districts that have staff with less than a year's experience as data-capturers are District D and District F, although the percentage of data-capturers in these Districts, namely District D (7%) and District F (24%) is substantially low. The majority of the data-capturers in District A (86%), District B (66%), District C (60%), District D (72%), District E (80%), District G (67%), District I (80%) and District J (100%) have five years or more experience as data-capturers. The general overview of the findings in this particular table indicates that the majority of data-capturers in the majority of Districts have five or more years' working experience in SASSA. These findings therefore suggest that the majority of staff have solid work experience as data-capturers. These findings correlate with earlier findings in respect of front-line staff (Table 1: Front-line staff) which indicated that the majority of front-line staff in the majority of Districts have three to five years or more than five years working experience.

7.4 Table 16: Data-capturer: Adequate work space

	Number of respondents	Adequate work space	Inadequate work space	
District A	7	7 (100%)	0	12%
District B	6	0	6 (100%)	10%
District C	5	1 (20%)	4 (80%)	8%
District D	14	9 (65%)	5 (35%)	23%
District E	5	2 (40%)	3 (60%)	8%
District F	8	7 (88%)	1 (12%)	13%
District G	6	2 (40%)	4 (60%)	10%
District H	2	1 (50%)	1 (50%)	3%
District I	5	0	5 (100%)	8%
District J	3	3 (100%)	0	5%
Total	61	32	29	
Percentage		52%	48%	100%

The findings in Table 16 indicate that the majority of the data-capturers in the following Districts have adequate work space, namely District A (100%), District D (65%), District F (88%) and District J (100%). Some of these findings substantiate earlier findings in respect of front-line staff (Table 2: Front-line staff: adequate working space) where front-line staff from especially District F (75%) and District D (65%) indicated that they have adequate work space. However, the findings differ in District A where 75% of front-line staff indicated (Table 2: Front-line staff: adequate working space) that they have inadequate working space.

In addition, earlier findings in respect of front-line staff (Table 2: Front-line staff: adequate working space) it was also indicated that the majority of front-line staff from District E (83%) have adequate working space, whereas findings in respect of data-capturers (Table 16: Data-capturer: adequate working space) reflect that the majority of data-capturers (60%) in the same office have inadequate working space. Likewise is the scenario in District H where 86% of the front-line staff indicated that they have inadequate working space, while 50% of data-capturers in the same office have indicated they have inadequate working space. These dissimilarities might suggest that front-line staff in a particular office have adequate working space, whereas data-capturers in the same office have inadequate working space or vice versa.

It is also clear from Table 16 that the majority of the data-capturers from the followings Districts have inadequate work space, namely District B (100%), District C (80%), District E (60%), District G (60%) and District I (100%). These findings correlate with earlier findings (Table 2: Front-line staff: adequate working space) where front-line staff at the following Districts, namely District A (75%), District B (100%), District C (56%), District G (62%), District H (86%) and District I (100%) do not have adequate working space to perform their daily duties. The general overview of the findings in this particular table indicates that the majority of data-capturers in the five Districts have inadequate working space and the majority of data-capturers in four Districts have adequate working space. This finding unfortunately does not capture the fundamental nature of SASSA's Service Delivery Model, where it states that proper and enabling physical infrastructure (all facilities and buildings where beneficiaries interact face-to-face with SASSA staff) is necessary for effective service delivery.

The implication of this state of affairs is that it seriously compromises the application-to-approval process of grant administration where there is no adequate working space. This state of affairs could contribute to the misplaced or lost applications and the creation of backlogs which will ultimately create grant pay-outs with large amounts. Misplaced or lost files bring unique challenges to the forefront, namely unsatisfied customers who need to wait longer for the outcome of their grant application and the restructuring of new applications because the original ones are misplaced or lost.

7.5 Table 17: Data-capturer: Training on the implementation of new policy changes

	Number of respondents	Never	Sometimes	Most of the time	Always	
District A	7	1 (14%)	6 (86%)	0	0	12%
District B	6	0	5 (83%)	1 (17%)	0	10%
District C	5	0	4 (80%)	1 (20%)	0	8%
District D	14	4 (29%)	10 (71%)	0	0	23%
District E	5	0	4 (80%)	1 (20%)	0	8%
District F	8	1 (12%)	3 (38%)	3 (38%)	1 (12%)	13%
District G	6	0	2 (33%)	3 (50%)	1 (17%)	10%
District H	2	1 (50%)	1 (50%)	0	0	3%
District I	5	2 (40%)	3 (60%)	0	0	8%
District J	3	0	0	3 (100%)	0	5%
Total		9	38	12	2	
Percentage		15%	62%	20%	3%	100%

The findings in Table 17 point out that the majority of data-capturers in the following Districts, namely District A (86%), District B (83%), District C (80%), District D (71%), District E (80%) and District I (60%) only sometimes receive training on the implementation of new policy changes. These findings correlate with earlier findings in respect of front-line staff (Table 3: Front-line staff: training on the implementation of new policy changes) where front-line staff from District A (75%), District B (75%), District C (89%), District D (68%), and District I (88%) also indicated that they only sometimes receive training on the implementation of new policy changes.

The general overview of the findings in the majority of Districts reflects that training on the implementation of new policy changes only occurs sometimes, but seldom all the time. The absence of regular training for data-capturers regarding policy changes remains a huge concern.

7.6 Table 18: Data-capturer: Supervision from supervisors during the implementation of new policy changes

	Number of respondents	Never	Sometimes	Most of the time	Always	
District A	7	1 (14%)	6 (86%)	0	0	12%
District B	6	1 (17%)	4 (66%)	1 (17%)	0%	10%
District C	5	0	2 (40%)	1 (20%)	2 (40%)	8%
District D	14	8 (57%)	5 (36%)	1 (7%)	0%	23%
District E	5	0	1 (20%)	3 (60%)	1 (20%)	8%
District F	8	2 (25%)	4 (50%)	1 (13%)	1 (12%)	13%
District G	6	0	2 (33%)	3 (50%)	1 (17%)	10%
District H	2	1 (50%)	1 (50%)	0%	0%	3%
District I	5	2 (40%)	2 (40%)	1 (20%)	0%	8%
District J	3	0	0	3 (100%)	0%	5%
Total	61	15	27	14	5	
Percentage		25%	44%	23%	8%	100%

The general overview of the findings in this particular table indicates that supervision occurs haphazardly in the majority of Districts. These findings correlate to a large extent with earlier findings in respect of front-line staff (Table 4: Front-line staff: supervision from supervisors during the implementation of new policies). In addition, the findings in Table 18 regarding supervision during the implementation of new policies also reveal a similar pattern with findings in the previous table regarding training of data-capturers during the implementation of new policies, which happens haphazardly. The absence of regular supervision for data-capturers regarding policy changes remains a huge concern.

7.7 Table 19: Data-capturer: Mentoring from supervisors during the implementation of new policy changes

	Number of respondents	Never	Sometimes	Most of the time	Always	
District A	7	1 (14%)	4 (57%)	2 (29%)	0	12%
District B	6	1 (17%)	5 (83%)	0	0	10%
District C	5	0	2 (40%)	2 (40%)	1 (20%)	8%
District D	14	8 (57%)	5 (36%)	1 (7%)	0	23%
District E	5	1 (20%)	0	2 (40%)	2 (40%)	8%
District F	8	0	6 (75%)	1 (13%)	1 (12%)	13%
District G	6	0	3 (50%)	1 (17%)	2 (33%)	10%
District H	2	1 (50%)	1 (50%)	0	0	3%
District I	5	2 (40%)	2 (40%)	0	1 (20%)	8%
District J	3	0	0	2 (67%)	1 (33%)	5%
Total	61	14	28	11	8	
Percentage		23%	46%	18%	13%	100%

The general overview of the findings in this particular table reflects that the mentoring from supervisors during the implementation of new policy changes occurs haphazardly. These findings in Table 19 reveal almost the same pattern than the findings on supervision (Table 18). Based on the fact that legislation and policies change continuously, one would expect that mentoring for data-capturers should occur on a more regular basis. The absence of regular mentoring for data-capturers regarding policy changes remains a huge concern.

7.8 Table 20: Data-capturer: Support from supervisors during the implementation of new policy changes

	Number of respondents	Never	Sometimes	Most of the time	Always	
District A	7	0	6 (86%)	1 (14%)	0	12%
District B	6	1 (17%)	4 (66%)	1 (17%)	0	10%
District C	5	0	3 (60%)	1 (20%)	1 (20%)	8%
District D	14	6 (43%)	8 (57%)	0	0	23%
District E	5	0	3 (60%)	0	2 (40%)	8%
District F	8	1 (13%)	5 (62%)	1 (13%)	1 (12%)	13%
District G	6	0	1 (17%)	3 (50%)	2 (33%)	10%
District H	2	1 (50%)	1 (50%)	0	0	3%
District I	5	2 (40%)	2 (40%)	0	1 (20%)	8%
District J	3	0	0	2 (67%)	1 (33%)	5%
Total	61	11	33	9	8	
Percentage		18%	54%	15%	13%	100%

The general overview of the findings in this particular table reflects that the majority of data-capturers in six out of ten Districts indicated that they receive support on an irregular basis. There seems to be a clear correlation between the findings regarding training, supervision, mentoring and support during the implementation of new policies. The correspondence is that these important functions of training, supervision, mentoring and support from supervisors mostly occur sometimes rather than most of the times or always. The implications of these findings are that lack of supervision might not only lead to incorrect interpretation of new policy changes, but also to incorrect implementation of new policy changes. Further negative implications might be possible litigation against SASSA and dissatisfied clients as a result of incorrect implementation of new policy changes. The absence of regular support from supervisors for data-capturers regarding policy changes remains a huge concern.

7.9 Table 21: Data-capturer: Number of applications per day

	Number of respondents	0 - 10	11 – 19	20 – 29	30 +	
District A	7	1(14%)	2 (29%)	0	4 (57%)	12%
District B	6	2 (33%)	1 (17%)	1 (17%)	2 (33%)	10%
District C	5	3 (60%)	1 (20%)	1 (20%)	0	8%
District D	14	2 (14%)	2 (14%)	6 (44%)	4 (28%)	23%
District E	5	0	2 (40%)	0	3 (60%)	8%
District F	8	0	1 (13%)	7 (87%)	0	13%
District G	6	0	1 (17%)	3 (50%)	2 (33%)	10%
District H	2	0	1 (50%)	1 (50%)	0	3%
District I	5	0	0	2 (40%)	3 (60%)	8%
District J	3	1 (33%)	0	0	2 (67%)	5%
Total	61	9	11	21	20	
Average		15%	18%	34%	33%	100%

The findings in Table 21 show that the majority of data-capturers in four Districts, namely District A (57%), District E (60%), District I (60%) and District J (67%) indicated that they receive 30 or more applications per day. Earlier findings in Table 7 concur with findings in respect of District A and District E that they receive 30 or more applications per day.

7.10 Table 22: Data-capturer: Successful capturing of applications in a given day

	Number of respondents	Never	Sometimes	Most of the time	Always	
District A	7	0	2 (29%)	2 (29%)	3 (42%)	12%
District B	6	0	0	3 (50%)	3 (50%)	10%
District C	5	0	0	3 (60%)	2 (40%)	8%
District D	14	0	4 (28%)	5 (36%)	5 (36%)	23%
District E	5	0	0	3 (60%)	2 (40%)	8%
District F	8	0	0	4 (50%)	4 (50%)	13%
District G	6	0	0	2 (33%)	4 (67%)	10%
District H	2	0	0	2 (100%)	0%	3%
District I	5	0	1 (20%)	3 (60%)	1 (20%)	8%
District J	3	0	0	1 (33%)	2 (67%)	5%
Total	61	0	7	28	26	
Percentage		0%	11	46%	43%	100%

The findings in Table 22 show that the majority of data-capturers in the following Districts, namely District G (67%) and District J (67%) indicated that they always

successfully complete all applications in a given day. The majority of data-capturers in the following Districts, namely District C (60%), District E (60%), District H (100%) and District I (60%) indicated that they successfully capture applications most of the time. An equal percentage of data-capturers in District B indicated that they successfully capture all applications most of the time, while 50% indicated that they always capture all applications in a given day. The trend in District D, where 36% of the data-capturers indicated that they successfully capture all applications most of the time is similar, while 36% also indicated that they always capture all applications in a given day. The general overview of the findings in this particular table reflects that the majority of these Districts most of the time or always successfully capture all applications.

These findings are prevalent despite the fact that the majority of the data-capturers from the followings Districts have inadequate work space, namely District I (100%), District G (60%), District C (80%) and District B (100%). One can therefore assume that officials from these offices walk the extra mile to ensure that applications are processed, despite infrastructural challenges such as lack of working space. This is highly commendable.

7.11 Table 23 Data-capturer: Average time to capture an application

	Number of respondents	Less than 30 minutes	30 minutes to less than an hour	An hour to less than two hours	Two hours or more	
District A	7	5 (71%)	2 (29%)	0	0	12%
District B	6	6 (100%)	0	0	0	10%
District C	5	5 (100%)	0	0	0	8%
District D	14	12 (86%)	2 (14%)	0	0	23%
District E	5	5 (100%)	0	0	0	8%
District F	8	8 (100%)	0	0	0	13%
District G	6	5 (83%)	1 (17%)	0	0	10%
District H	2	2 (100%)	0%	0	0	3%
District I	5	3 (60%)	2 (40%)	0	0	8%
District J	3	3 (100%)	0	0	0	5%
Total	61	54	7	0	0	
Percentage		89%	11%	0%	0%	100%

The findings in Table 23 indicate that the majority of data-capturers in all Districts, namely Frances Baard (71%), District B (100%), District C (100%), District D (86%),

District E (100%), District F (100%), District G (83%), District I (60%) and District J (100%) require less than 30 minutes to capture an application.

7.12 Table 24: Data-capturer: Support from colleagues during the implementation of new policies

	Number of respondents	Never	Sometimes	Most of the time	Always	
District A	7	0	2 (29%)	5 (71%)	0	12%
District B	6	0	2 (33%)	2 (33%)	2 (34%)	10%
District C	5	0	1 (20%)	1 (20%)	3 (60%)	8%
District D	14	0	7 (50%)	3 (21%)	4 (29%)	23%
District E	5	0	1 (20%)	0	4 (80%)	8%
District F	8	0	1 (12%)	6 (75%)	1 (13%)	13%
District G	6	0	3 (50%)	1 (17%)	2 (33%)	10%
District H	2	0	0	2 (100%)	0	3%
District I	5	0	1 (20%)	2 (40%)	2 (40%)	8%
District J	3	0	0	0	3 (100%)	5%
Total	61	0	18	22	21	
Percentage		0%	30%	36%	34%	100%

The findings in Table 24 indicate that the majority of data-capturers in District A (71%), District F (75%) and District H (100%) indicated that they receive support from colleagues most of the time. The majority of data-capturers in District C (60%), District E (80%) and District J (100%) indicated that they always receive support from colleagues. This finding suggests that support from colleagues is far better than support from supervisors as it is reflected in earlier findings in respect of data-capturers (Table 20: Data-capturer: Support from supervisors).

With reference to District A it seems as if support from colleagues (71%) is substantially lower than support from supervisors during the implementation of policy changes (Table 20: Data-capturer: support from supervisors). However, in the case of District F, 75% of data-capturers indicated that they most of the time receive support from colleagues, while 63% of data-capturers indicated that they sometimes receive support from supervisors during the implementation of policy changes. The general overview of the findings in this particular table reflects the fact that data-capturers in three Districts

receive support from colleagues on a more regular basis, while data-capturers from another three Districts always receive support.

7.13 Table 25: Data-capturer: Receive policy documents/guidelines that regulate the implementation of policy changes

	Number of respondents	Never	Sometimes	Most of the time	Always	
District A	7	0	3 (43%)	4 (57%)	0	12%
District B	6	0	2 (33%)	2 (33%)	2 (34%)	10%
District C	5	0	2 (40%)	1 (20%)	2 (40%)	8%
District D	14	1 (7%)	9 (65%)	2 (14%)	2 (14%)	23%
District E	5	1 (20%)	2 (40%)	1 (20%)	1 (20%)	8%
District F	8	0	3 (37%)	3 (37%)	2 (26%)	13%
District G	6	0	0	4 (67%)	2 (33%)	10%
District H	2	0	1 (50%)	1 (50%)	0	3%
District I	5	0	3 (60%)	0	2 (40%)	8%
District J	3	0	0	1 (33%)	2 (67%)	5%
Total	61	2	25	19	15	
Percentage		3%	41%	31%	25%	100%

According to the findings in Table 25 the majority of data-capturers in District A (57%) and District G (67%) indicated that most of the time they receive policy documents or guidelines that regulated the implementation of policy changes. The majority of data captures in District J (67%) indicated that they always receive such documents. The majority of data-capturers in District D (65%) and District I (60%) indicated that they only sometimes receive such documents.

It is clear from these findings that an important aspect of change management, namely the availability of documents or guidelines that regulate the implementation of policy changes, is not always available in the work place.

There seems to be an obvious connection between the findings regarding training, supervision, mentoring and support during the implementation of new policies and the availability of policy documents or guidelines. The connection is that these important functions of training, supervision, mentoring and support from supervisors mostly occur

on an irregular basis. Equally so, policy documents or guidelines on new policy matters are not always available. The implications of this state of affairs might lead to confusion among staff as to what the correct ways of interpreting and implementing new policy changes are.

7.14 Table 26: Data-capturer: Misplaced/lost applications after capturing

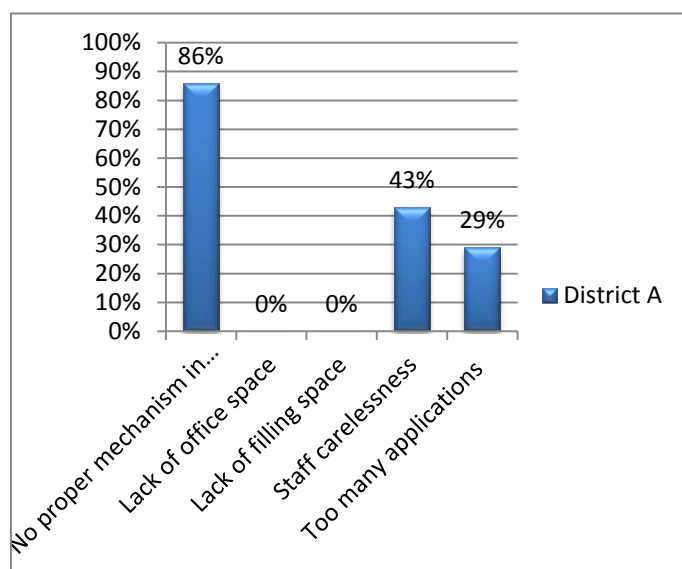
	Number of respondents	Never	Sometimes	Most of the time	Always	
District A	7	0	6 (86%)	1 (14%)	0	12%
District B	6	2 (33%)	4 (67%)	0	0	10%
District C	5	1 (20%)	4 (80%)	0	0	8%
District D	14	2 (14%)	8 (57%)	4 (29%)	0	23%
District E	5	1 (20%)	3 (60%)	1 (20%)	0	8%
District F	8	0	8 (100%)	0	0	13%
District G	6	1 (17%)	5 (83%)	0	0	10%
District H	2	0	2 (100%)	0	0	3%
District I	5	0	5 (100%)	0	0	8%
District J	3	0	3 (100%)	0	0	5%
Total	61	7	48	6	0	
Percentage		11%	79%	10%	0%	100%

According to the findings in Table 26 the majority of data-capturers in all Districts, namely District A (86%), District B (67%), District C (80%), District D (57%), District E (60%), District F (100%), District G (83%), District H (100%), District I (100%) and District J (100%) indicated that applications sometimes get misplaced or lost after capturing. In addition, there seems to be a similar trend with earlier findings in respect of front-line staff (Table 12: Front-line staff: Misplaced or lost applications) where the majority of front-line staff indicated in almost all Districts that applications get misplaced or lost. It is therefore clearly evident that applications get lost, either at the level of the front-line staff or the level of data-capturing. These are rather disturbing findings because all hard copies of grant applications are important documents that should be properly filed at a centralised place. Such documentation is also very important for audit purposes and the unavailability of such files could lead to scope limitations for the Auditor-General. In addition, misplaced or lost applications seriously affect the turn-

around time of approving grant applications and applicants have to wait much longer than necessary to receive an outcome.

The next charts shed some light per specific District on the reasons why applications get misplaced or lost after capturing. However, the respondents could choose between more than one appropriate response, hence the total sum might be more than 100%.

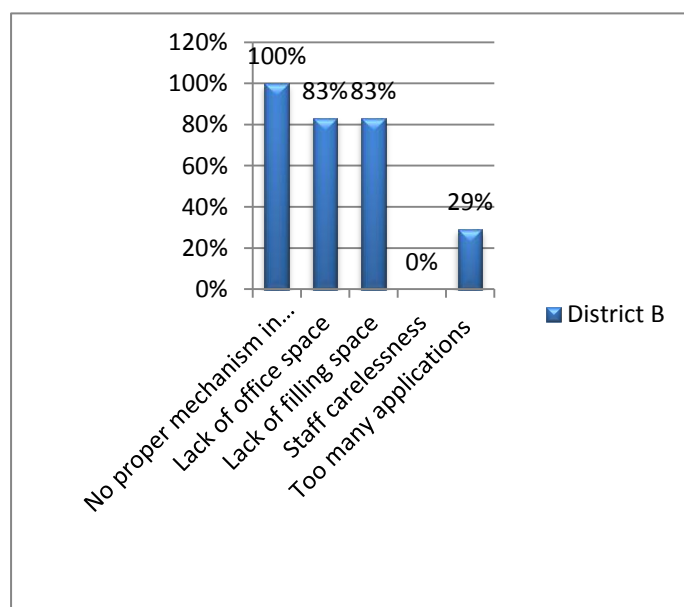
7.15 Chart 10: Data-capturer: Reasons for misplaced/lost applications: District A



The findings in Chart 10 indicate that the main reason (86%) in District A why applications get misplaced or lost after capturing is because there is no proper mechanism in place to record the movement of files. This finding shows a relationship with earlier findings where the majority of front-line staff (75%) (Chart 1: Front-line staff: reasons for misplaced or lost files) in the same District also indicated no proper mechanism to record the movement of files as the main reason for misplaced or lost files. Staff carelessness, as the second reason for misplaced or lost files indicated by data-capturers, is 43%. However, the percentage of data-capturers is not as significantly high as in the case where 75% of front-line staff indicated staff carelessness as a reason for misplaced or lost files. Based on this finding, one can

assume that the data-capturers in District A seem to be more accountable than the front-line staff in the same District.

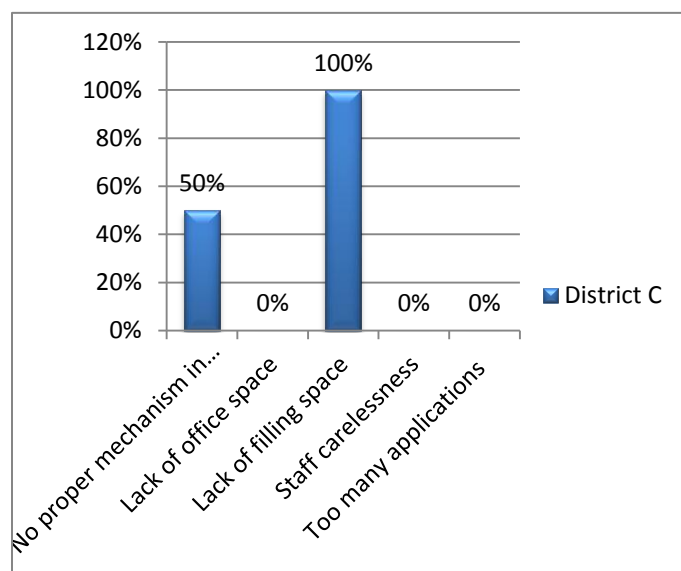
7.16 Chart 11: Data-capturer: Reasons for misplaced/lost applications: District B



The findings in Chart 11 indicate that the main reason (100%) in District B why applications get misplaced or lost after capturing is also because there is no proper mechanism in place to record the movement of files. However, lack of office space and lack of filing space constitute two other important reasons with an equal percentage (83%) why applications get misplaced or lost after capturing. This is in line with earlier findings in respect of data-capturers (Table 16: Data-capturer: Adequate work space) where 100% of data-capturers indicated they have inadequate working space. An interesting finding, though, is the fact that none (0%) of the data-capturers in the District B regard staff carelessness as a possible reason for misplaced or lost files. This finding draws a parallel with earlier findings in respect of front-line staff (Chart 2: Front-line staff: Reasons for misplaced or lost files) where a very low percentage of staff (28%) regard staff carelessness as a reason for misplaced or lost files. Based on these findings, one can make the conclusion that those front-line staff and data-capturers in District B do not perform their duties in a careless fashion, but are rather responsible

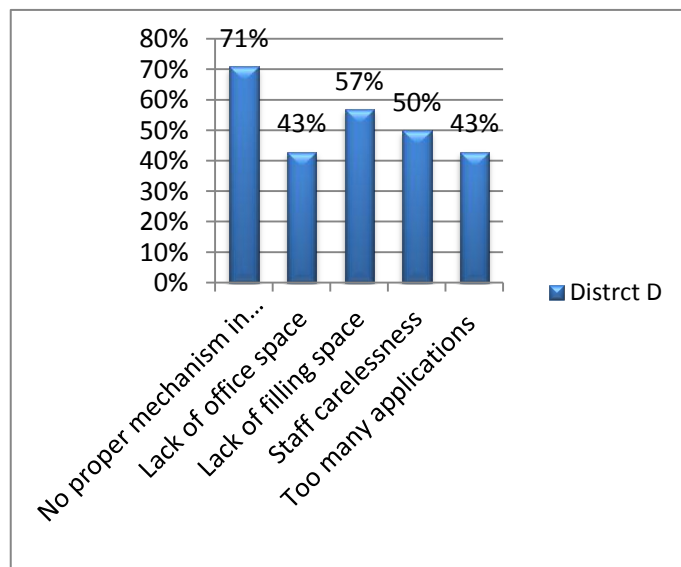
servants despite challenging working conditions such as lack of office space as reflected in Table 2. This is highly commendable.

7.17 Chart 12: Data-capturer: Reasons for misplaced/lost applications: District C



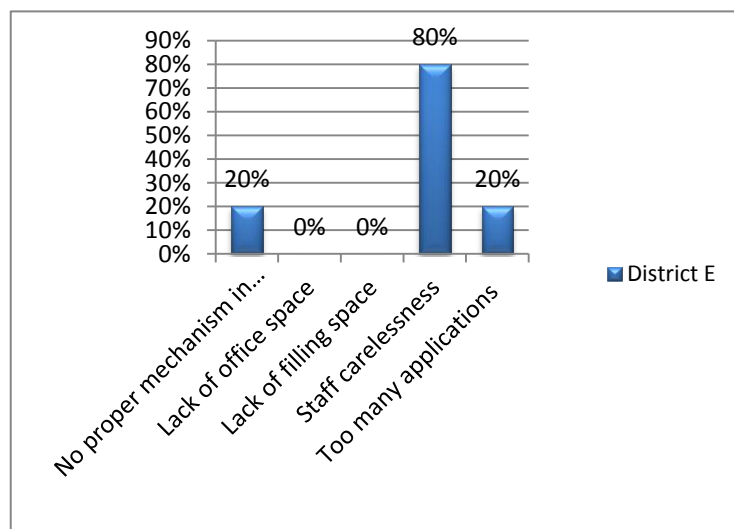
The findings in Chart 12 reveal that lack of filing space (100%) constitutes the main reason why applications get misplaced or lost, followed by no proper mechanism in place to record the movement of files (50%) as the second reason. There seems to be a relationship between these findings where 100% data-capturers indicated that lack of filing space as the main reason for misplaced or lost files and earlier findings in respect of front-line staff (Chart 3: Front-line staff: Reasons for misplaced or lost files) where 50% of front-line staff indicated that lack of office space as the main reason for misplaced or lost files. This relationship is drawn on the assumption that if there is not enough office space, there will also not be enough filing space.

7.18 Chart 13: Data-capturer: reasons for misplaced/lost applications: District D



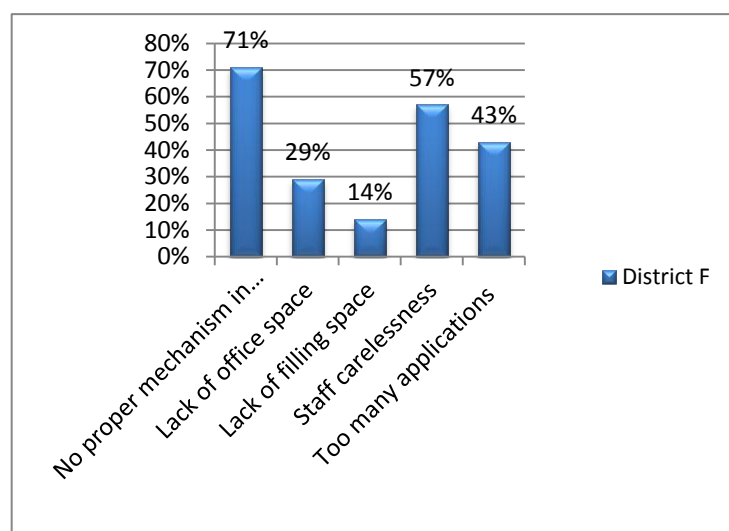
The findings in Chart 13 reveal that no proper mechanism is in place to record the movement of files (71%) constitutes the main reason why files get misplaced or lost after capturing. However, other reasons with substantially high percentages are also noted as reasons such as lack of filing space (57%), Staff carelessness (50%), Lack of office space (43%) and too many applications to work with also 43%. These findings correlate with earlier findings in respect of front-line staff (Chart 4: Front-line staff: Reasons for misplaced or lost files) where the majority of the front-line staff (59%) cited no proper mechanism in place to record the movement of files, staff carelessness (58%) and lack of filing space (47%) as important reasons why files are misplaced or lost. The mere fact that only 21% of front-line staff in earlier findings (Chart 4: Front-line staff: Reasons for misplaced or lost files) indicated too many applications to process in contract to 43% of data-capturers, might suggest that a congestion of work at data-capturing rather than at taking down of applications may be prevalent. Based on this finding one can speculate that there might be more attesting officers than data-capturing officials.

7.19 Chart 14: Data-capturer: Reasons for misplaced/lost applications: District E



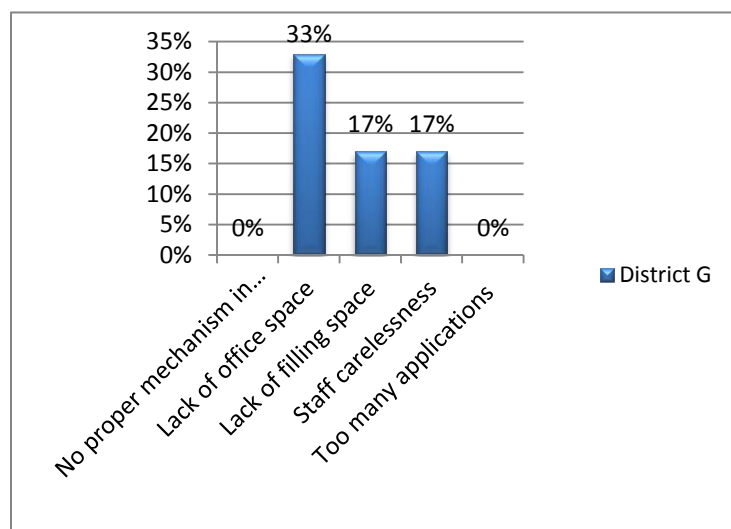
The main reason indicated by data-capturers (80%) why applications get misplaced or lost in District E, according to the findings of Chart 14 is staff carelessness. These findings show a relationship with earlier findings in respect of front-line staff (Chart 5: Front-line staff: Reasons for misplaced or lost files) where 83% of front-line staff indicated that staff carelessness as the main reason. Likewise, 20% of data-capturers indicated that no proper mechanism is in place to record the movement of files as a reason for misplaced or lost files, and almost similar percentage (17%) of front-line staff indicated the same. None of the data-capturers indicated lack of office space or filing space as reasons for lost or misplaced files, likewise a relatively low response (17%) is visible with regard to lack of office space and filing space. The significantly high percentage of staff, both front-line staff and data-capturers, who have indicated staff carelessness as the main reason for lost or misplaced files is a worrying finding.

7.20 Chart 15: Data-capturer: Reasons for misplaced/lost applications: District F



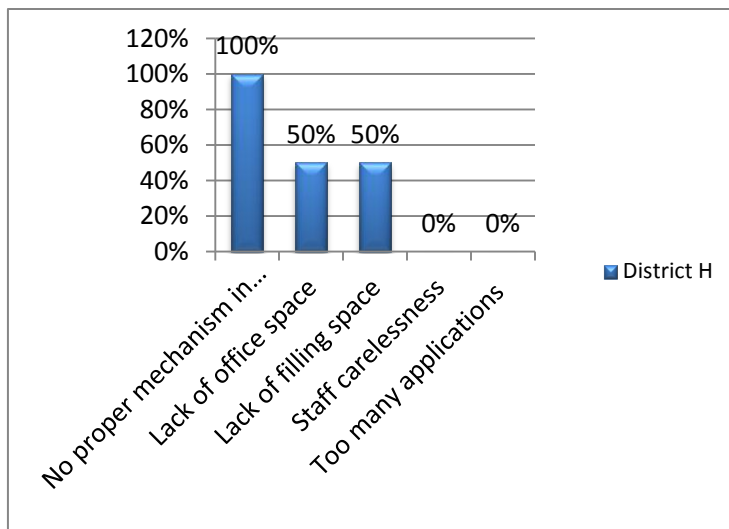
The findings in Chart 15 show that no proper mechanism is in place to record the movement of files as the main reason why applications get misplaced or lost in District F (71%) is. Staff carelessness constitutes the second reason (57%) followed by too many applications to work with (43%) as the third reason. Familiar trends are visible when comparisons are drawn between the findings of data captures and earlier finding in respect of front-line staff (Chart 6: Front-line staff: reasons for misplaced or lost files). Front-line staff also indicated that no proper mechanism in place to record the movement of files and staff carelessness as the main reasons for misplaced or lost files. Although 43% of data-capturers indicated that too many applications to work with as a reason for misplaced or lost files, none of the front-line staff (0%) indicated so. This also might suggest, as in the case with District D (Chart 4) that a congestion of work at data-capturing rather than at taking down of applications may be prevalent.

7.21 Chart 16: Data-capturer: Reasons for misplaced/lost applications: District G



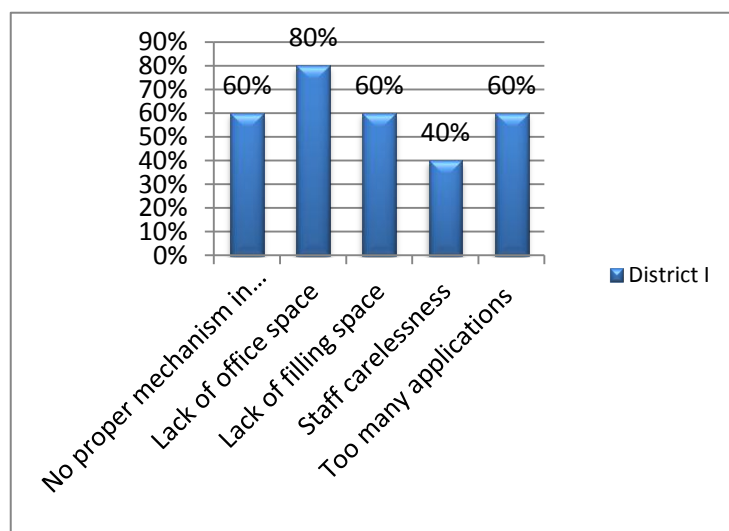
The findings in Chart 16 show that lack of office space (33%) constitutes the main reason for misplaced or lost files after capturing, followed by lack of filing space and staff carelessness both at 17%. An interesting earlier finding in respect of front-line staff (Chart 7: Front-line staff: Reasons for misplaced or lost files) show that 0% of front-line staff regard lack of office space as a reason for misplaced or lost files, yet to the contrary 33% of data-capturers indicated that. This finding is in line with earlier findings in Table 16 where 60% of data-capturers indicated that they have inadequate work space. Opposing an earlier trend in District D and District F, front-line staff in District G seem not to have inadequate working space, but rather too few data-capturers.

7.22 Chart 17: Data-capturer: Reasons for misplaced/lost applications: District H



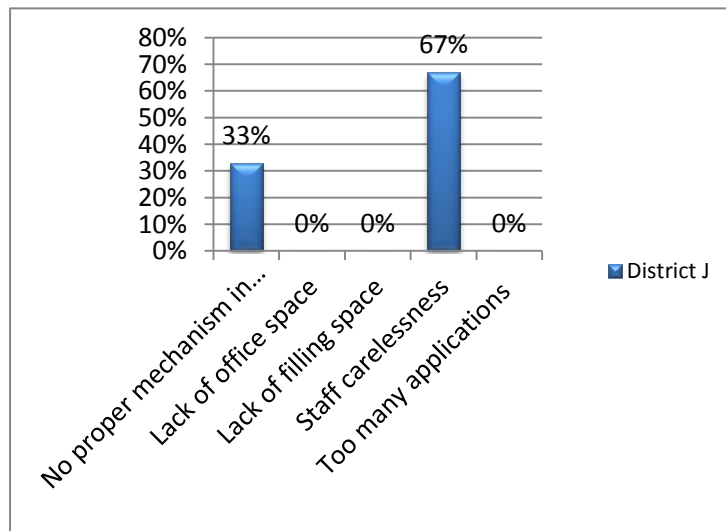
The findings in Chart 17 show that no proper mechanism is in place to record the movement of files and that constitutes the main reason (100%) for misplaced or lost files after capturing, followed by lack of office space and lack of filing space both at 50%. These findings are comparatively similar with earlier findings in respect of front-line staff (Chart 8: Front-line staff: Reasons for misplaced or lost files). However, on the contrary, none (0%) of data-capturers indicated staff carelessness or too many applications to work with as compelling reasons for misplaced or lost files, whereas 43% of front-line staff view it as reasons. Based on these findings one might assume that an easier work flow is prevalent at the data-capturing section.

7.23 Chart 18: Data-capturer: Reasons for misplaced/lost applications: District I



The findings in Chart 18 indicate that lack of office space constitutes the main reason (80%) why applications get misplaced or lost after capturing, followed by no proper mechanism in place to record the movement of files, lack of filing space and too many applications to work with all with the same rating of 60%. These findings, with specific reference to no proper mechanism in place to record the movement of files, lack of office and filing space and staff carelessness, relate to a large extent with earlier findings in respect of front-line staff (Chart 9: Front-line staff: reasons for misplaced or lost files). In addition, however, 60% of data-capturers regard too many applications to work with as the major reason for misplaced or lost files, whereas none (0%) of the front-line staff indicated that. Once again, it seems as if bottlenecks might be prevalent with regard to data capturing, similar to District D and District F, as with the attesting of applications.

7.24 Chart 19: Data-capturer: Reasons for misplaced/lost applications: District J



The findings in Chart 19 show that staff carelessness constitutes the main reason (67%) why applications get misplaced or lost after capturing. This is followed by no proper mechanism in place to record the movement of files as the second reason (33%). These findings correlate with earlier findings in Table 16 where 100% of data-capturers indicated that they have adequate working space.

From the various findings as to the reasons why applications get misplaced or lost, there seems to be a substantially high rating in the majority of Districts on firstly, no proper mechanism is place to record the movement of files and secondly, staff carelessness and either lack of office space or filing space.

7.25 Table 27: Data-capturer: Technical difficulties with computer equipment

	Number of respondents	Never	Some-times	Most of the time	Always	
District A	7	0	4 (57%)	3 (43%)	0	12%
District B	6	0	5 (84%)	0	1 (16%)	10%
District C	5	0	5 (100%)	0	0	8%
District D	14	2 (14%)	8 (57%)	4 (29%)	0	23%
District E	5	0	1 (20%)	2 (40%)	2 (40%)	8%
District F	8	0	3 (38%)	5 (62%)	0	13%
District G	6	0	3 (50%)	2 (33%)	1 (17%)	10%
District H	2	0	1 (50%)	1 (50%)	0	3%
District I	5	0	0	2 (40%)	3 (60%)	8%
District J	3	0	3 (100%)	0	0	5%
Total	61	2	33	19	7	
Percentage		3%	54%	31%	12%	100%

The general overview of the findings in this particular table reflects that the majority of data-capturers from six Districts indicated that they sometimes experience technical problems. Computers for data-capturers can be regarded as a tool of the trade and therefore constitute an important aspect in the value chain of processing grant applications. It is therefore worrying to note that data-capturers experience technical difficulties more often than not.

7.26 Table 28: Data-capturer: Average days to resolve technical difficulties with computers

	Number of respondents	Less than a day	One to less than three days	Three days to less than five days	Five days or more	
District A	7	2 (29%)	4 (57%)	0	1 (14%)	12%
District B	6	2 (33%)	1 (17%)	2 (33%)	1 (17%)	10%
District C	5	3 (60%)	2 (40%)	0	0	8%
District D	14	6 (43%)	5 (36%)	2 (14%)	1 (7%)	23%
District E	5	0	3 (60%)	0	2 (40%)	8%
District F	8	2 (25%)	2 (25%)	3 (38%)	1 (12%)	13%
District G	6	0	5 (83%)	0	1 (17%)	10%
District H	2	1 (50%)	0	0	1 (50%)	3%
District I	5	0	1 (20%)	2 (40%)	2 (40%)	8%
District J	3	3 (100%)	0	0	0	5%
Total	61	19	23	9	10	
Percentage		31%	38%	15%	16%	100%

The findings in Table 28 show that the majority of data-capturers in only two Districts indicated that it takes less than a day to resolve technical difficulties, namely District C (60%) and District J (100%). In addition, the findings show that the majority of data-capturers in the following Districts indicated that it takes one to three days to resolve technical difficulties, namely District A (57%), District E (60%) and District G (83%). The general overview of the findings in this particular table reflects that it takes one to less than five days to resolve technical difficulties. Based on these findings one can believe that technical difficulties and the time period it takes to resolve them have a direct impact on how swiftly applications can be captured. One can argue that it is acceptable to a large extent that from time to time there might be technical difficulties. It is further pleasing to note that it seems from the findings that most of the time it takes less than three days to resolve such challenges. However, one cannot ignore the fact that a certain percentage of staff indicated that it takes five days or longer. In such cases one can just imagine the negative impact it has on the day to day operations at the data-capturing section and the fact that it puts additional pressure on the other officials whose computers are in a working condition.

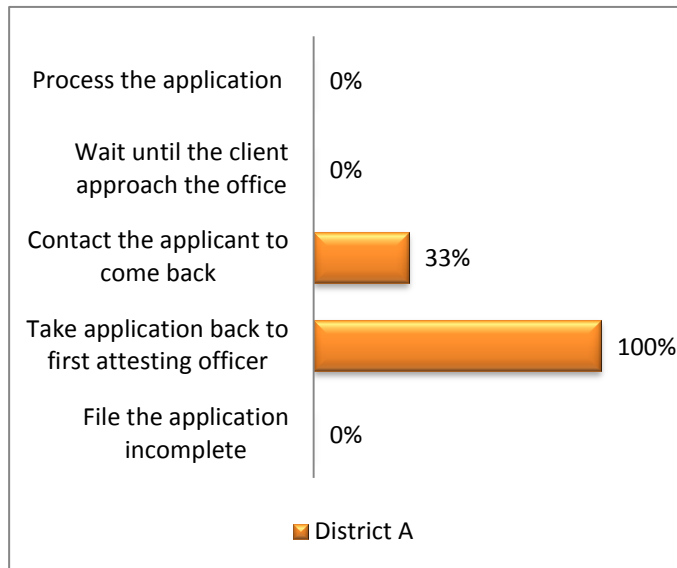
7.27 Table 29: Data-capturers: Incomplete applications

	Number of respondents	Never	Some-times	Most of the time	Always	
District A	7	1 (14%)	4 (57%)	2 (29%)	0%	12%
District B	6	2 (33%)	3 (50%)	1 (17%)	0%	10%
District C	5	1 (20%)	4 (80%)	0%	0%	8%
District D	14	1 (7%)	9 (65%)	2 (14%)	2 (14%)	23%
District E	5	1 (20%)	4 (80%)	0	0	8%
District F	8	0	8 (100%)	0	0	13%
District G	6	0	6 (100%)	0	0	10%
District H	2	0	2 (100%)	0	0	3%
District I	5	1 (20%)	3 (60%)	0	1 (20%)	8%
District J	3	0	3 (100%)	0	0	5%
Total	61	7	46	5	3	
Percentage		12%	75%	8%	5%	100%

The findings in Table 29 point out that the majority of data-capturers from all Districts, namely District A (57%), District C (80%), District D (65%), District E (80%), District F, District G, District H and District J all 100% and District I (60%) indicated that they most of the time receive incomplete applications from the attesting officials (those staff officials who are responsible for taking down the application). These are rather disturbing findings because applications may not be taken down if all documentation is not available at the time of the application. One can speculate why front-line staff take down incomplete applications and forward them to the data-capturers for processing. One possible reason might be that they are under pressure to complete the day's tasks; secondly, they might not be aware that the relevant documents are necessary to complete an application and thirdly, they might be careless.

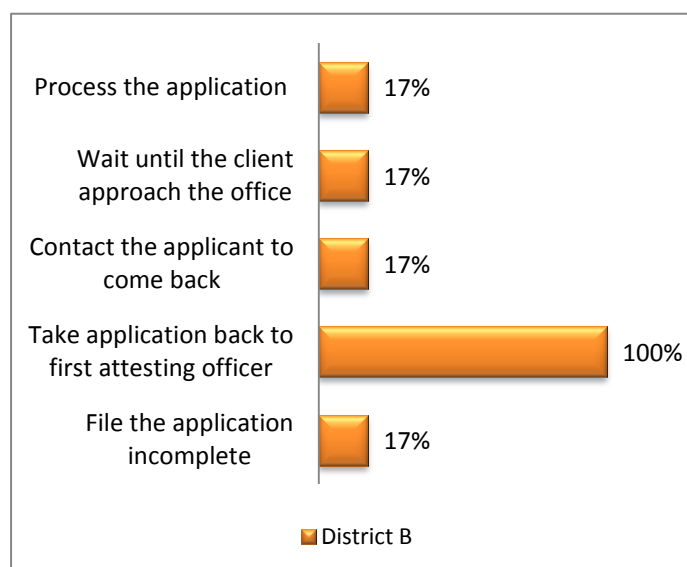
With reference to the actions data-capturers may take when they receive incomplete grant applications, various options were given to them in the questionnaire. They could have opted for more than one action; hence the total sum might be more than 100%. The following Charts reflect the findings in this regard.

7.28 Chart 20: Data-capturer: District A: Actions taken by data-capturers when receiving incomplete applications



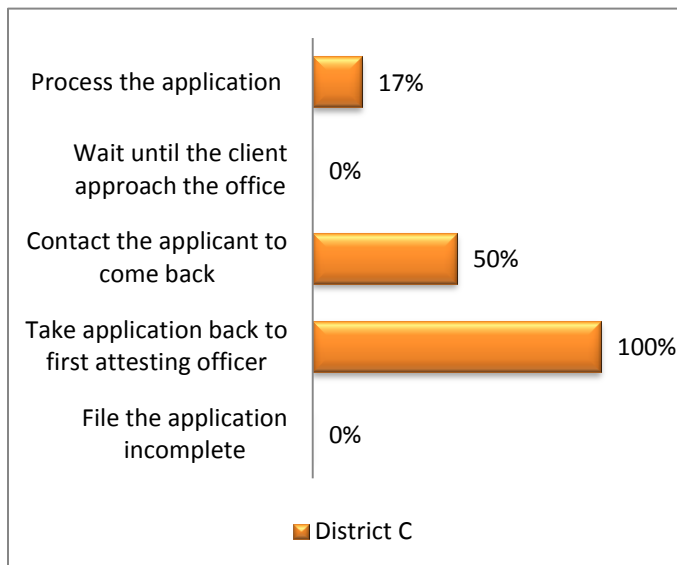
The findings in Chart 20 show that 100% of the data-capturers in District A take the incomplete applications back to the first attesting officer. However, 33% of the data-capturers also indicated they contact the applicant to come back. A pleasing finding is that 0% of data-capturers in District A process the incomplete application or file incomplete applications.

7.29 Chart 21: Data-capturer: District B: Actions taken by data-capturers when receiving incomplete applications



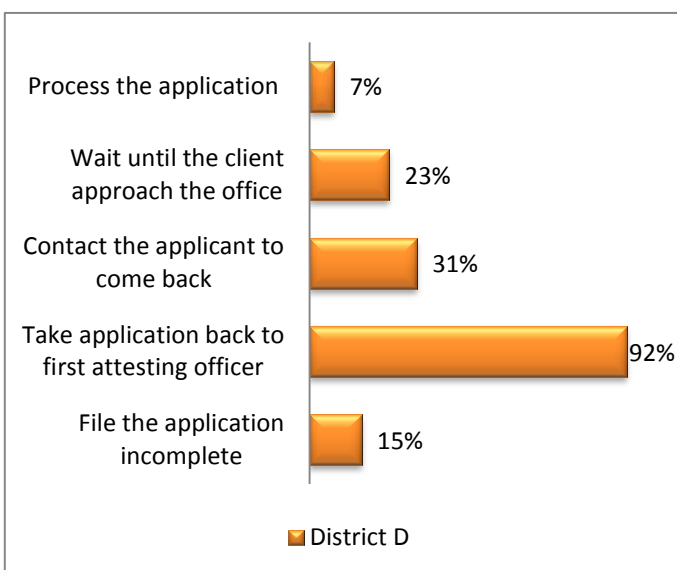
The findings in Chart 21 indicate that 100% of the data-capturers in District B take incomplete applications back to the front-line staff. However, an equal percentage of 17% of data-capturers indicated that they either process the application, or wait until the client approaches the office, or contact the applicant to come back to the office or file the application incomplete. Although these latter findings remain relatively low, one would not want to see incomplete applications processed. One can further speculate, based on the findings in Table 15 that these findings might be attributed to the fact that 17% of data-capturers indicated that they have either three or fewer than three years or five years to fewer than three years' working experience as data-capturers.

7.30 Chart 22: Data-capturer: District C: Actions taken by data-capturers when receiving incomplete applications



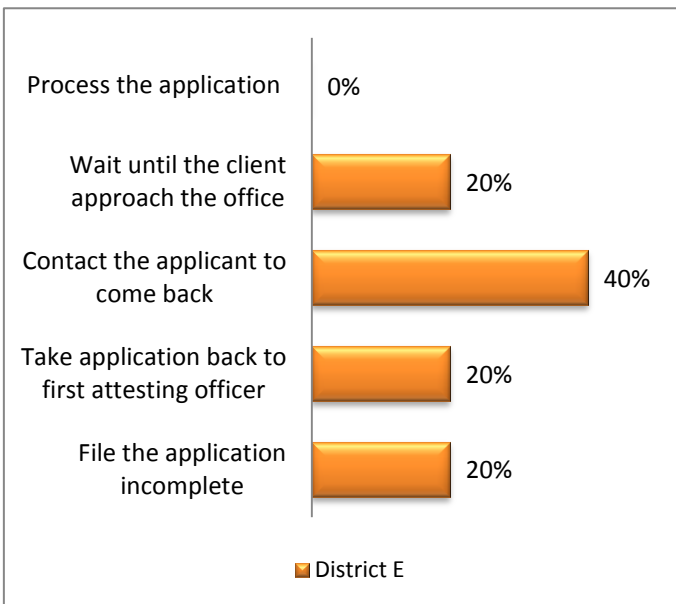
The findings in Chart 22 indicate that 100% of data-capturers in District C take incomplete applications back to first attesting officers. However, 50% of data-capturers also indicated that they contact the applicant to come back. Similar to findings in District B, 17% of data-capturers in District C indicated that they process incomplete applications. This is a matter of concern.

7. 31 Chart 23: Data-capturer: District D: Actions taken by data-capturers when receiving incomplete applications



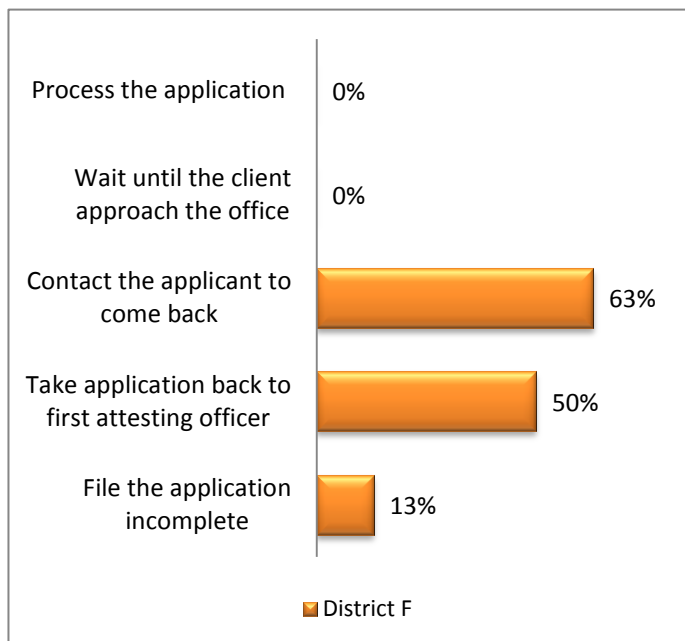
The findings in Chart 23 point out that 92% of data-capturers indicated that they take incomplete applications back to the first attesting officer. However, 7% of data-capturers indicated that they process the incomplete application, while 23% indicated that they wait until the client approaches the office. Another 31% indicated that they contact the applicant while 15% indicated that they file the incomplete application. Although it is only 7% who indicated that they process incomplete applications, one would not want to see that happen. A considerable percentage of 23% of data-capturers who indicated that they wait until the client comes back to the office and this remains a worrying finding because one never knows when an applicant will come back to follow-up on an application. Such an applicant may take long to approach the office or never follow-up at all and might assume the application was unsuccessful.

7.32 Chart 24: Data-capturer: District E: Actions taken by data-capturers when receiving incomplete applications



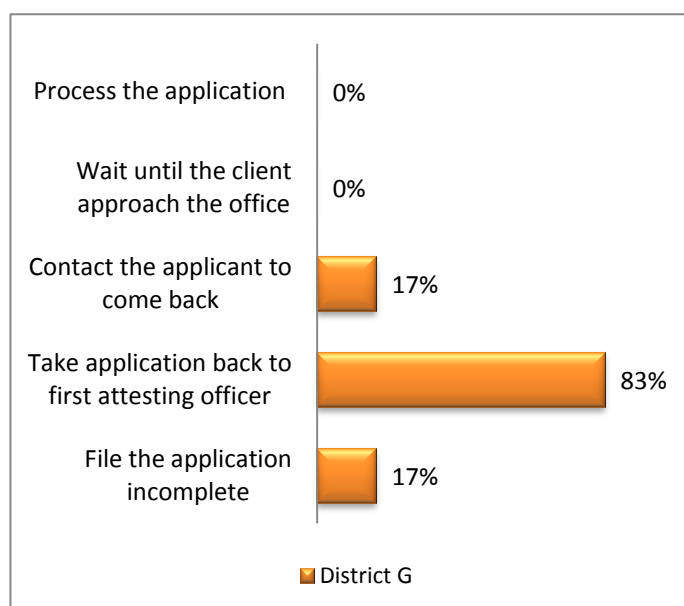
The findings in Chart 24 point out that 40% of data-capturers indicated that they contact the applicant to come back to the office. An equal finding of 20% of data-capturers indicated that they either wait until the client approaches the office, or take the application back to the first attesting officer or file the application incomplete. The filing of incomplete applications, although only 20%, remains a worrying finding because once an application is filed incomplete, one might not know how long such applications remain incomplete. A pleasing finding is that 0% of data-capturers in District E process the incomplete application.

7.33 Chart 25: Data-capturer: District F: Actions taken by data-capturers when receiving incomplete applications



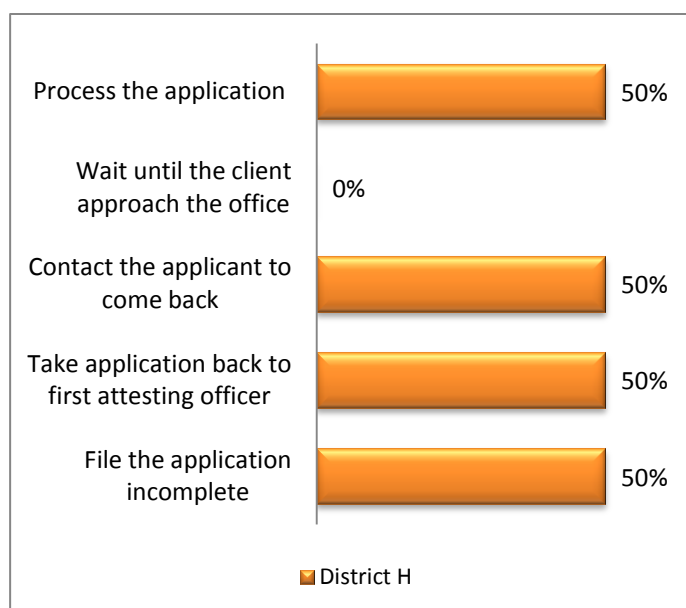
The findings in Chart 25 show that the majority of data-capturers (63%) indicated that they contact the applicant to come back. However, 50% of data-capturers indicated they take the application back to the first attesting officer while 15% indicated that they file the application incomplete. A pleasing finding is that 0% of data-capturers in District F process the incomplete application. However, the filing of incomplete findings, although only 13%, remains a worrying finding because once an application is filled incomplete, one might not know how long such applications remain incomplete.

7.34 Chart 26: Data-capturer: District G: Actions taken by data-capturers when receiving incomplete applications



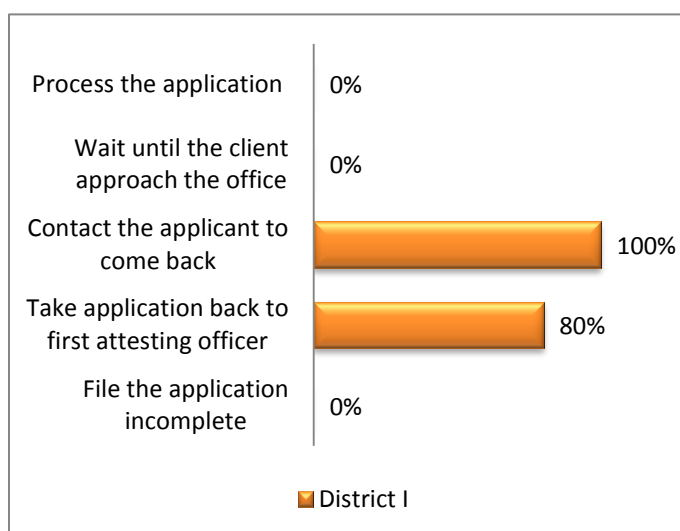
The findings in Chart 26 show that the majority of data-capturers in District G take the application back to the first attesting officer, while an equal percentage of 17% indicated that they either contact the applicant to come back to the office or file the application incomplete. A pleasing finding is that 0% of data-capturers in District G process the incomplete application. The filing of incomplete findings, although only 17%, remains a worrying finding because once an application is filed incomplete, one might not know how long such applications remain incomplete.

7.35 Chart 27: District H: Actions taken by data-capturers when receiving incomplete applications



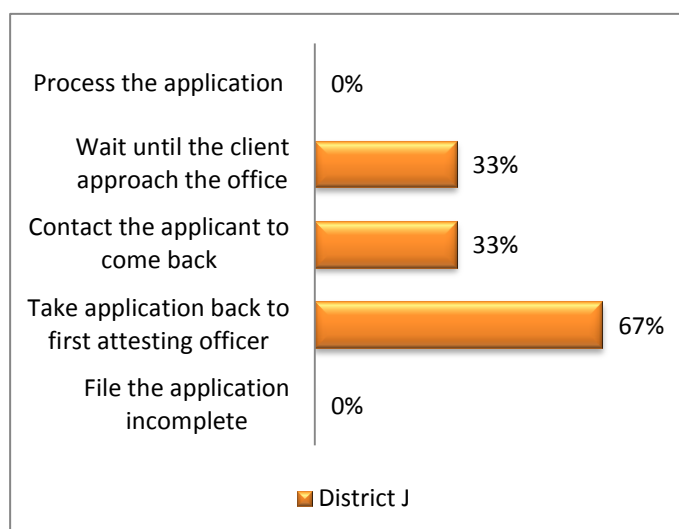
According to the findings in Chart 27 an equal percentage of 50% of data-capturers indicated that they either process the application, or contact the applicant to come back to the office, or take the application back to the first attesting officer or file the application incomplete. It is rather a substantially high percentage of 50% (and a disturbing finding) that applications are processed or filed as incomplete. It is the highest percentage of all the Districts that either process the application or file it as incomplete. These findings might be linked with earlier findings where an equal percentage of 50% of data-capturers from the same office (Table 17, 18, 19 and 20) indicated that they never or sometimes receive training, support, mentoring or supervision from their supervisors on new policy changes. Based on the findings, District H seems to be the worst off in terms of how the data captures handle incomplete applications.

7.36 Chart 28: Data-capturers: District I: Actions taken by data-capturers when receiving incomplete applications



The findings in Chart 28 point out that 100% of the data-capturers indicated that they contact the applicant to come back, while 80% indicated that they take the application back to the first attesting officer. A pleasing finding is that none of the data-capturers (0%) indicated that they process the application or file it as incomplete. These findings might be linked to earlier findings in Table 17 where 60% of data-capturers from the same office indicated that they sometimes receive training from their supervisors during the implementation of new policy changes.

7.37 Chart 29: Data Captures: District J: Actions taken by data-capturers when receiving incomplete applications



The findings in Chart 29 indicate that the majority of data-capturers indicated that they take the application back to the first attesting officer. An equal percentage of 33% of data-capturers indicated that they either wait until the client the client approach the office or contact the applicant to come back. A pleasing finding, similar to District I and District A is that none of the data-capturers (0%) indicated that they process the application or file it as incomplete. This finding can be linked with earlier findings (Table 17, 18, 19 and 20) where the majority of data-capturers from the same office indicated that they most of the time receive training, supervision, mentoring and support from supervisors during the implementation of new policy changes. These findings seem to correlate with Districts such as District A and District I where findings indicate that the majority of data-capturers indicated that they sometimes receive training, support, mentoring or supervision from their supervisors on new policy changes. From the findings in these different Charts, the most common action in all Districts is that applications are not processed, but rather taken back to the first attesting officer. That constitutes the general overview of the findings regarding actions taken by data-capturers in all Districts.

Some of the suggestions made by data-capturers to improve the management of incomplete applications include the following, namely:

- More staff should be appointed to assist with the demanding workload;
- All front-line staff should have access to SOCPEN;
- Front-line staff should not take down applications if all necessary documentation is not intact;
- Policies should be reviewed bi-monthly;
- Staff should be more accountable for the actions, especially those who are responsible for taking down incomplete applications;
- Continuous deviations should be rectified and such staff members should be disciplined;
- Data-capturers should send back incomplete applications to the front-line staff and not keep them;
- Quality assurance by supervisors and team leaders should take place on a daily basis;
- Ongoing training and refresher courses;
- Clients should be contacted immediately, either by phone calls or home visits, in order to remedy the matter of incomplete applications or missing documents and lastly;
- An automated grant administration system where applications are taken down electronically.

7.38 Table 30: Data-capturer: Backlogs with regard to the capturing and approving of normal applications

	Number of respondents	Never	Some-times	Most of the time	Always	
District A	7	0	6 (86%)	1 (14%)	0	12%
District B	6	0	4 (67%)	0	2 (33%)	10%
District C	5	2 (40%)	3 (60%)	0	0	8%
District D	14	1 (7%)	3 (22%)	2 (14%)	8 (57%)	23%
District E	5	1 (20%)	4 (80%)	0	0	8%
District F	8	2 (25%)	6 (75%)	0	0	13%
District G	6	0	5 (83%)	1 (17%)	0	10%
District H	2	0	2 (100%)	0	0	3%
District I	5	0	2 (40%)	2 (40%)	1 (20%)	8%
District J	3	1 (33%)	2 (67%)	0	0	5%
Total	61	7	37	6	11	
Percentage		11%	61%	10%	18%	100%

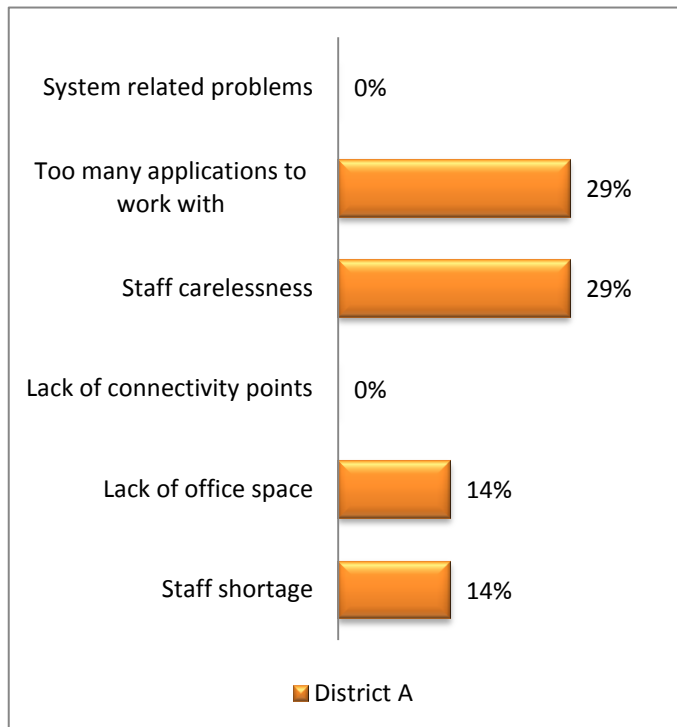
The findings in Table 30 indicate that the majority of data-capturers from the following Districts indicated that they sometimes have backlogs in terms of the capturing and approving of normal applications, namely District A (86%), District B (67%), District C (60%), District E (80%), District F (75%), District G (83%), District H (100%) and District J (67%). The majority of data-capturers in District D (57%) indicated that they always have backlogs with the capturing and approving of normal applications. An equal percentage of 40% from District I indicated that they sometimes or most of the time have backlogs. These findings can be linked with earlier findings in Table 26 where the majority of data-capturers in all Districts, namely District A (86%), District B (67%), District C (80%), District D (57%), District E (60%), District F (100%), District G (83%), District H (100%), District I (100%) and District J (100%) indicated that applications sometimes get misplaced or lost after capturing. The general overview of the findings in this particular table is that backlogs with regard to the capturing and approving of normal applications do exist in eight Districts.

Some of the major challenges identified by data-capturers regarding the capturing and approving of applications include the following, namely:

- Lack of uniformity in terms of operational matters;
- Unreadable handwriting on the application forms;
- Incorrect calculations;
- Insufficient printers and stationary such as printing paper to print response letters;
- Slowness of the SOCPEN system;
- Sporadic unavailability of the SOCPEN system;
- Staff carelessness;
- Poor screening by first attesting officers;
- Insufficient training; and
- Insufficient infrastructure (lack of office space).

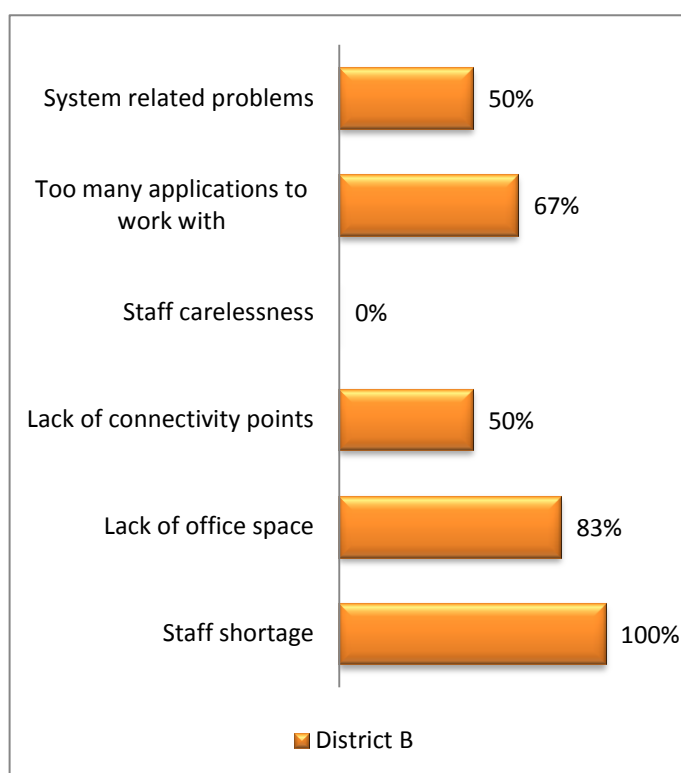
The following charts shed some light on why backlogs exist with the capturing and approving of normal applications. However, the respondents could choose between more than one appropriate response, hence the total sum might be more than 100%.

7.39 Chart 30: Data-Capturers: District A: Reasons why backlogs exist with the capturing and approving of normal applications



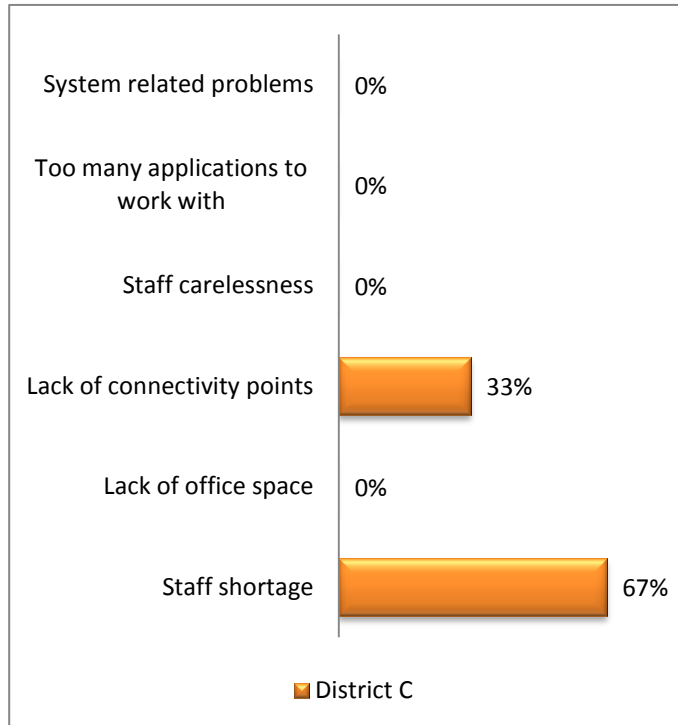
An equal percentage of data-capturers (29%) in Chart 30 indicated too many applications to work with and staff carelessness as the main reasons why backlogs exist with the capturing and approving of normal applications. An equal percentage (14%) also indicated lack of office space and staff shortages as reasons why backlogs exist.

7.40 Chart 31: Data-capturers: District B: Reasons why backlogs exist with the capturing and approving of normal applications



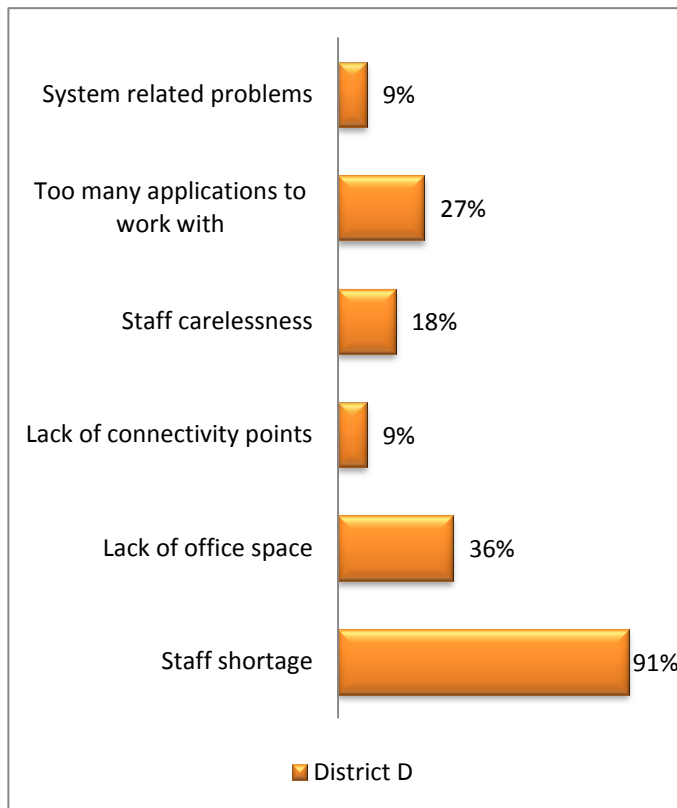
The findings in Chart 31 show that 100% of data-capturers in District B indicated that staff shortages are the main reason why backlogs regarding the capturing and approving of normal applications exist. This is followed by 83% of data-capturers who indicated lack of office space as a reason why backlogs exist. The third reason, according to 67% of data-capturers, is too many applications to work with. An equal percentage of data-capturers (50%) indicated lack of connectivity points and system related problems also as reasons why backlogs exist.

7.41 Chart 32: Data-capturers: District C: Reasons why backlogs exist with the capturing and approving of normal applications



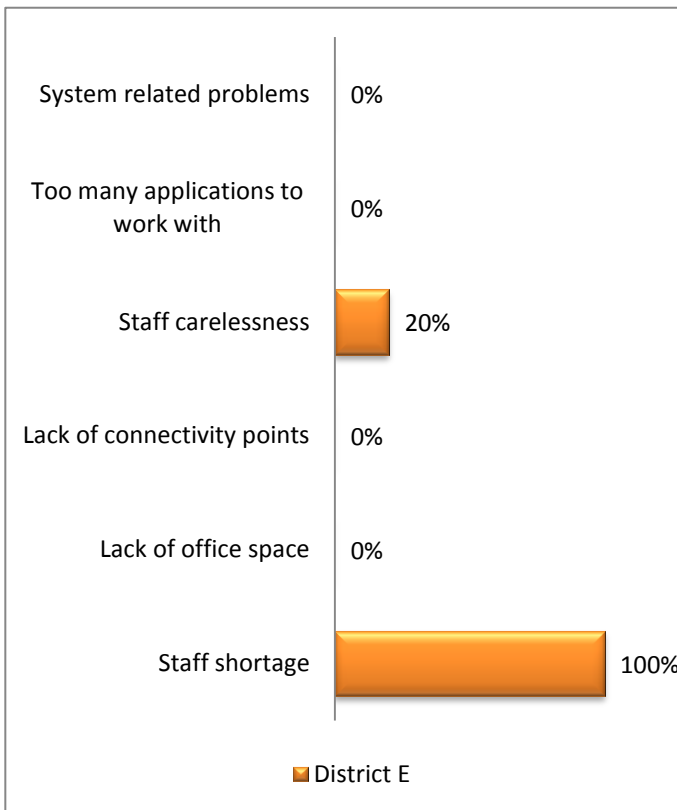
The findings in Chart 32 indicate that the majority of data-capturers (67%) indicated staff shortages as the main reason why backlogs exist regarding the capturing and approving of normal applications. Lack of connectivity points, as the second reason why backlogs exists, has been recorded by 33% of the data-capturers.

7.42 Chart 33: Data-capturer: District D: Reasons why backlogs exist with the capturing and approving of normal applications



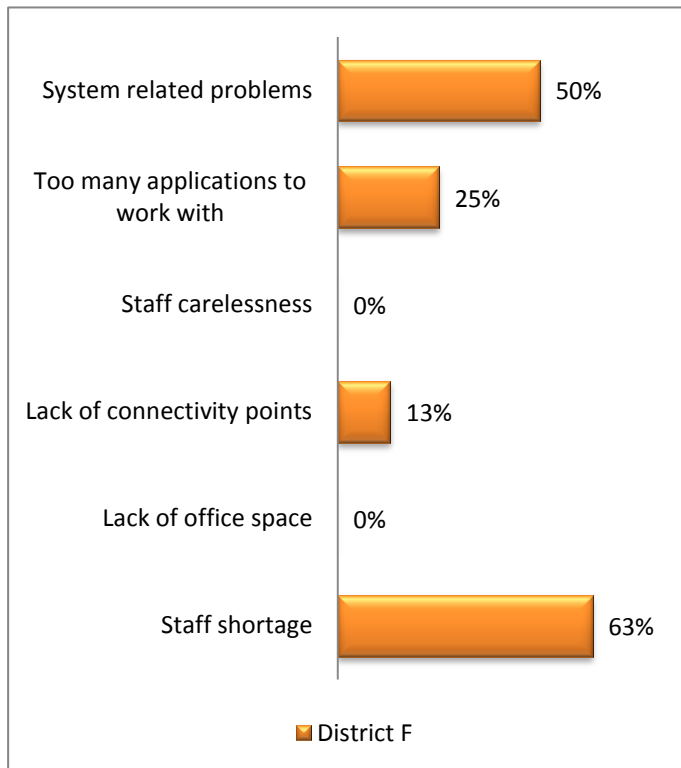
The findings in Chart 33 indicate that the majority of data-capturers in District D (91%) regarded staff shortage as the main reason why backlogs exist with the capturing and approving of normal applications. Lack of office space constitutes the second reason (36%), followed by too many applications to work with (27%), then staff carelessness (18%). Although substantially low, an equal percentage of data-capturers (9%) indicated system-related problems and lack of connectivity points as reasons backlogs exist with the capturing and approving of normal applications.

7.43Chart 34: Data-capturers District E: Reasons why backlogs exist with the capturing and approving of normal applications



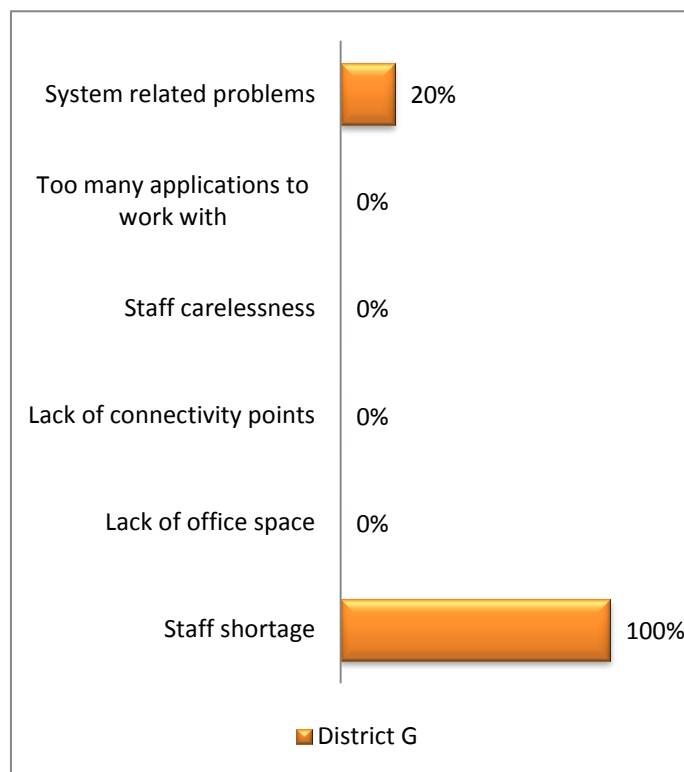
The findings in Chart 34 show that the majority of data-capturers (100%) in District E indicated staff shortages as the main reason why backlogs exist with the capturing and approving of normal applications, followed by 20% of data-capturers who indicated staff carelessness as a second reason.

7.44 Chart 35: Data-capturers: District F: Reasons why backlogs exist with the capturing and approving of normal applications



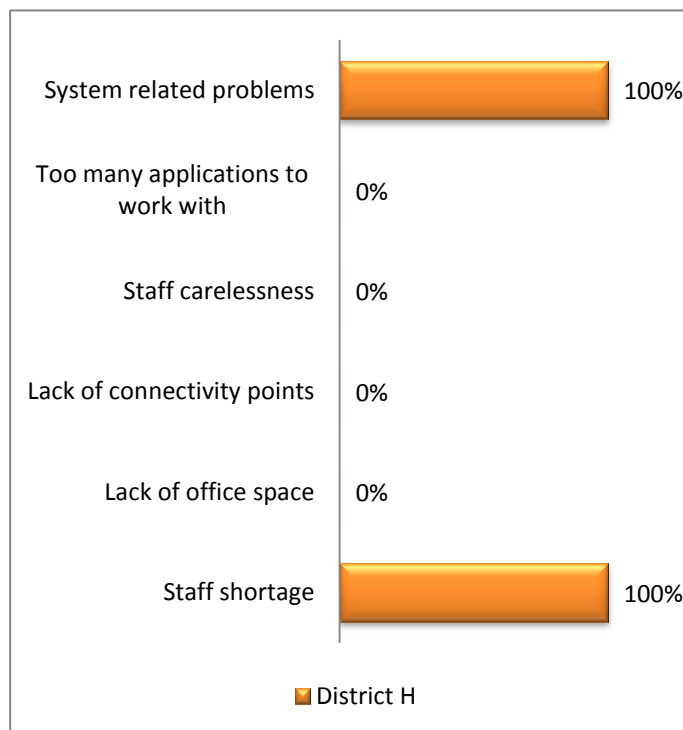
The findings in Chart 35 show that the majority of data-capturers (63%) in the District F indicated staff shortages as the main reason why backlogs exist with the capturing and approving of normal applications, followed by 50% of data-capturers who indicated system-related problems as a second reason. A small portion of data-capturers (13%) indicated lack of connectivity points as a reason why backlogs exist with the capturing and approving of normal applications.

7.45 Chart 36: Data-capturers District G: Reasons why backlogs exist with the capturing and approving of normal applications



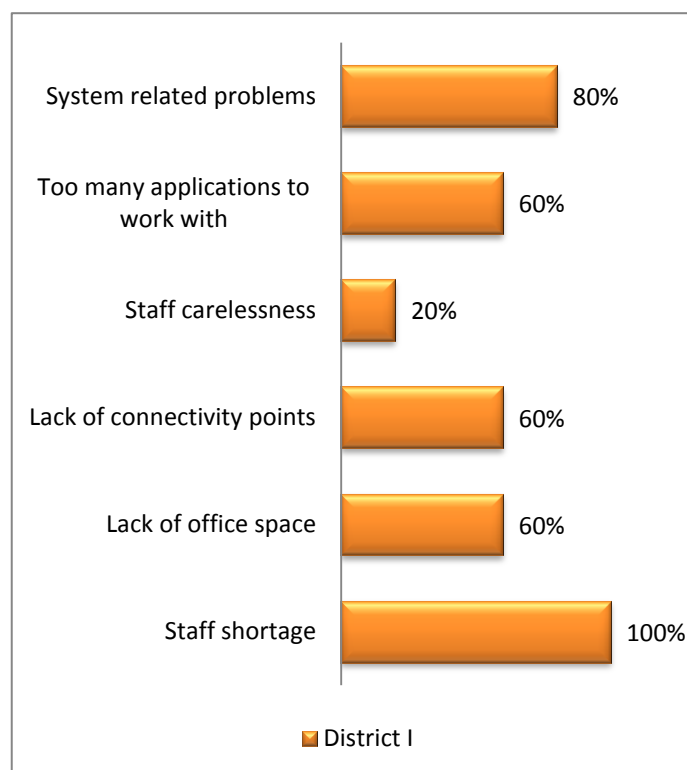
The findings in Chart 36 show that the majority of data-capturers (100%) in District G indicated staff shortages as the main reason why backlogs exist with the capturing and approving of normal applications, followed by 20% of data-capturers who indicated system-related problems as a second reason.

7.46 Chart 37: Data-capturers: District H: Reasons why backlogs exist with the capturing and approving of normal applications



The findings in Chart 37 show that 100% of the data-capturers in District H indicated staff shortages and system-related problems as the main reasons why backlogs exist with the capturing and approving of normal applications.

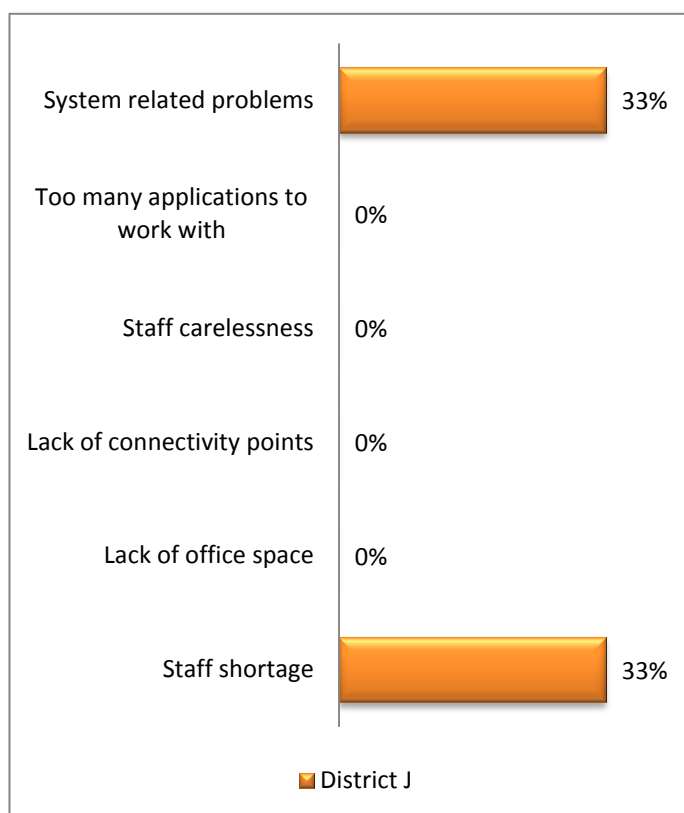
7.47 Chart 38: Data-capturers: District I: Reasons why backlogs exist with the capturing and approving of normal applications



The findings in Chart 38 show that the majority of data-capturers (100%) in District I indicated staff shortages as the main reason why backlogs exist with the capturing and approving of normal applications, followed by 80% of data-capturers who indicated system-related problems as a second reason. An equal percentage of data-capturers (60%) indicated too many applications to work with, lack of connectivity points and lack of office space as important reasons why backlogs exist with the capturing and approving of normal applications. The considerably high percentage of data-capturers (60%) who indicated lack of office space relates to earlier findings in Table 16 where 100% of data-capturers of the same office indicated that they have inadequate working space. There seems to be a correlation between earlier findings in Chart 18 which indicated that 60% of data-capturers regard too many applications to work with as a reason for misplaced/lost applications and the same percentage (60%) of data-

capturers who regard too many applications to work with as a reason why backlogs exist with the capturing and approving of normal applications.

7.48 Chart 39: Data-capturers: District J: Reasons why backlogs exist with the capturing and approving of normal applications



The findings in Chart 39 show that an equal percentage of data-capturers (33%) in District J office regard staff shortages and system-related problems as the main reason why backlogs exist with the capturing and approving of normal applications.

It is clear from the findings in all Districts, except District A, that the number one reason why backlogs exist with the capturing and approving of normal applications is staff shortages. This is followed by system-related problems as the second reason and then too many applications to work with. Lack of office space constitutes the fourth reason followed by lack of connectivity points why backlogs exist with the capturing and approving of normal applications.

Some of the suggestions made by data-capturers to improve the handling of normal applications include the following, namely:

- An automated system where grant applications can be taken down electronically;
- The appointment of more staff; and
- Capturing and verification of grant applications should be done immediately after the application has been taken down.

7.49 Table 31: Backlogs with regard to the capturing and approving of review cases

	Number of respondents	Never	Some-times	Most of the time	Always	
District A	7	1 (14%)	5 (72%)	0	1 (14%)	12%
District B	6	0	4 (67%)	0	2 (33%)	10%
District C	5	2 (40%)	3 (60%)	0	0	8%
District D	14	0	5 (36%)	0	9 (64%)	23%
District E	5	2 (40%)	3 (60%)	0	0	8%
District F	8	2 (25%)	5 (63%)	1 (12%)	0	13%
District G	6	1 (17%)	5 (83%)	0	0	10%
District H	2	0	2 (100%)	0	0	3%
District I	5	2 (40%)	1 (20%)	0	2 (40%)	8%
District J	3	1 (33%)	2 (67%)	0	0	5%
Total	61	11	35	1	14	
Percentage		18%	57%	2%	23%	100%

The findings in Table 31 point out that the majority of data-capturers in the following Districts indicated that backlogs sometimes exist with regard to the capturing and approving of review cases, namely District A (72%), District B (67%), District C (60%), District E (60%), District F (63%), District G (83%), District H (100%) and District J (67%). The findings also point out that the majority of data-capturers in District D (64%) indicated that backlogs always exist with regard to the capturing and approving of review cases.

The general overview of the findings in this particular table is that backlogs regarding the capturing and approving of review cases do exist in eight Districts. These findings

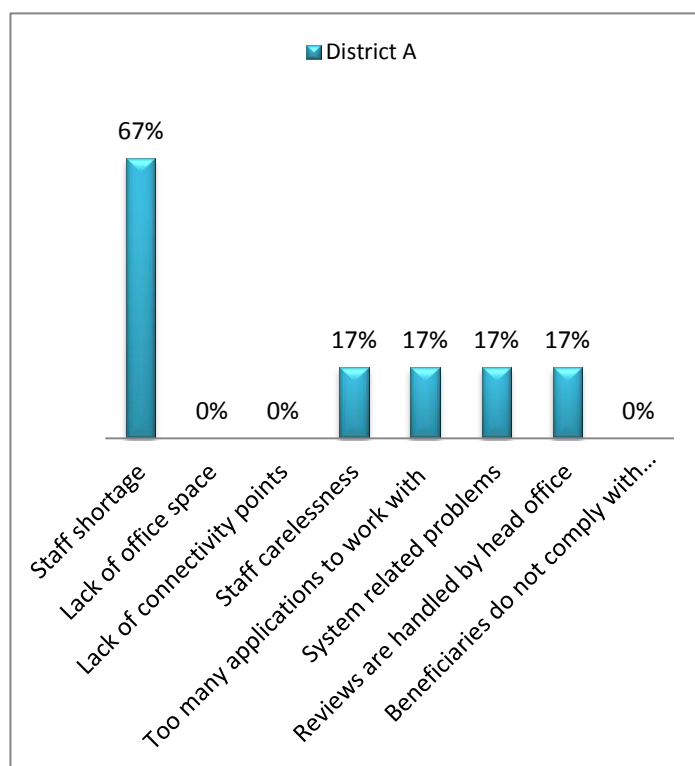
regarding review cases seem to correlate with earlier findings in Table 30 where the majority of data-capturers from the following Districts indicated that they sometimes have backlogs in the capturing and approving of normal applications, namely District A (86%), District B (67%), District C (60%), District E (80%), District F (75%), District G (83%), District H (100%) and District J (67%). There is also a clear correlation between findings in District D where the majority of data-capturers in District D (54%) indicated that they always have backlogs with the capturing and approving of normal applications.

Some of the main challenges regarding the management of review cases identified by data-capturers include the following, namely:

- Lack of transport to conduct home visits;
- Some staff are more involved in union activities and political matters than work;
- Absenteeism;
- Lack of office space;
- Lack of connectivity;
- SOCPEN access; and
- Staff shortages.

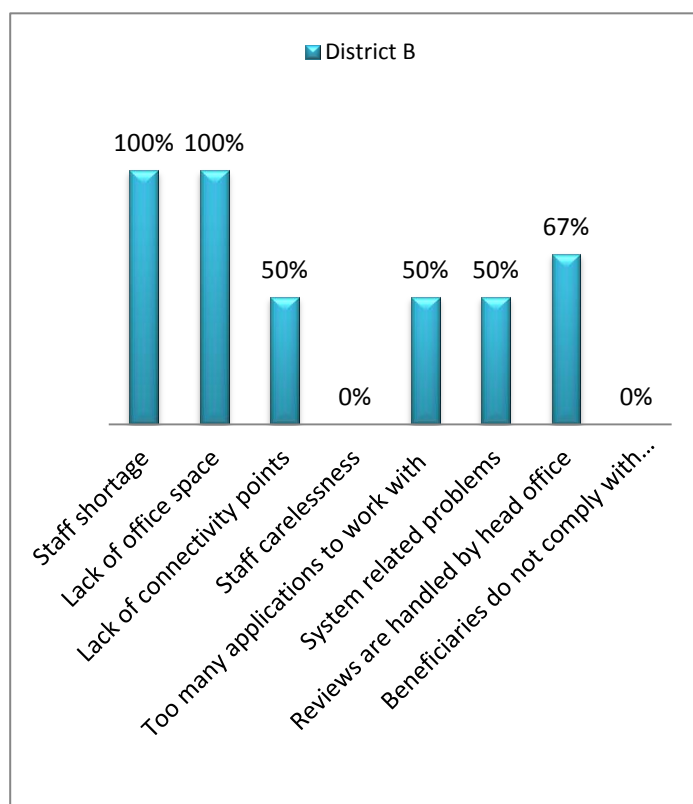
The following Charts shed some light on the reasons why backlogs exist with regard to the capturing and approving of review cases. However, the respondents could choose between more than one appropriate response, hence the total sum might be more than 100%.

7.50 Chart 40: Data-capturer: District A: Reasons why backlogs exist with regard to the capturing and approving of review cases.



The findings in Chart 40 indicate that the majority of data-capturers (67%) in District A indicated staff shortages as the main reason why backlogs exist with regard to the capturing and approving of review cases. There seems to be no correlation between this finding and earlier findings which indicated that an equal percentage of data-capturers (29%) in Chart 30 indicated too many applications to work with and staff carelessness as the main reasons why backlogs exist with the capturing and approving of normal applications.

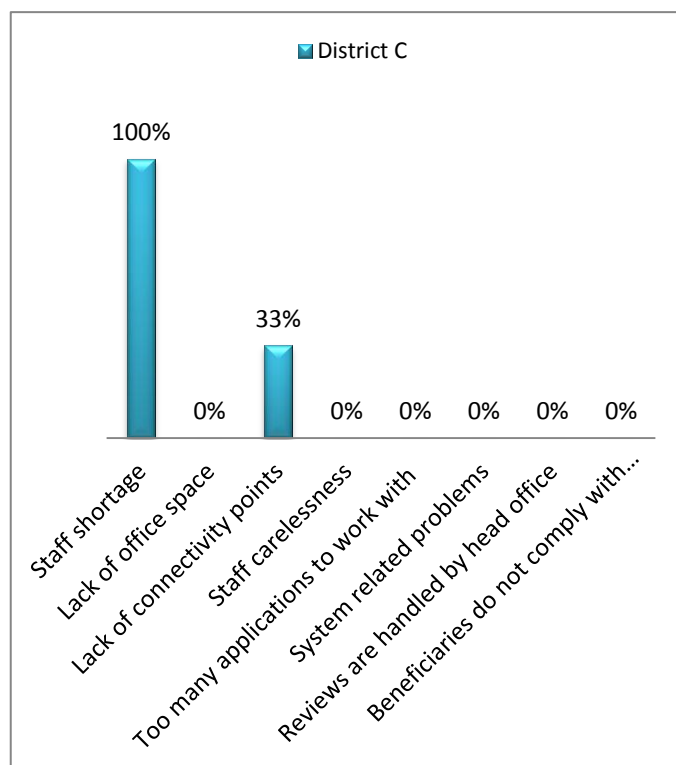
7.51 Chart 41 Data-capturer District B: Reasons why backlogs exist with regard to the capturing and approving of review cases.



The findings in Chart 41 indicate that an equal percentage (100%) of data-capturers in District B regard staff shortages and lack of office space as the main reasons why backlogs exist with regard to the capturing and approving of review cases. This finding draws a parallel with an earlier finding in Table 16 where 100% of data-capturers indicated that they have inadequate work space.

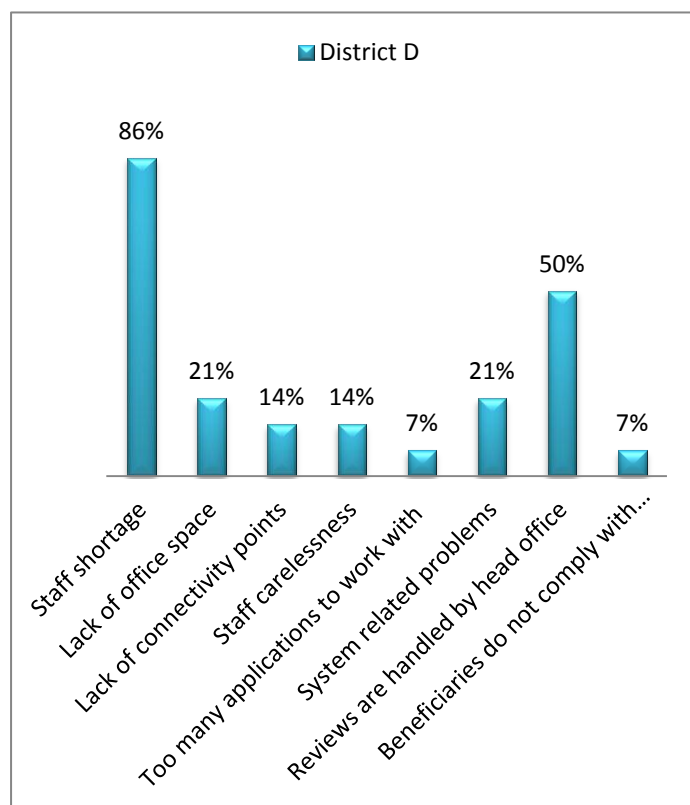
A considerably high percentage of data-capturers (67%) indicated that the fact that reviews are handled by head office is a reason why backlogs exist. This is followed by an equal percentage of data-capturers (50%) who indicated that lack of connectivity points, too many applications to work with and system-related problems are reasons why backlogs exist.

7.52 Chart 42 Data-capturer District C: Reasons why backlogs exist with regard to the capturing and approving of review cases



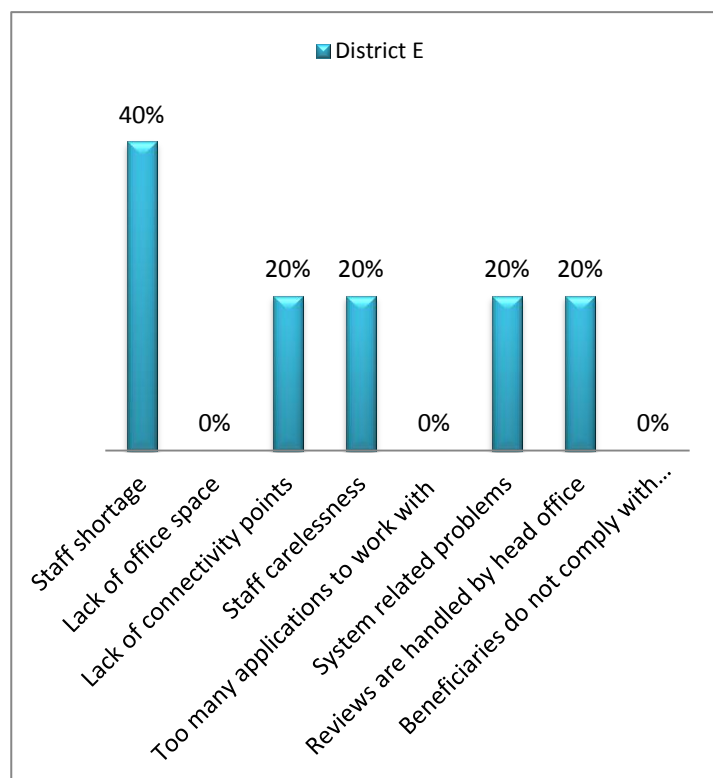
The findings in Chart 42 indicate that the majority of data-capturers (100%) in District C indicated staff shortages as the main reason why backlogs exist with regard to the capturing and approving of review cases. This is followed by 33% who indicated lack of connectivity points as a reason.

7.53 Chart 43 Data-capturer: District D: Reasons why backlogs exist with regard to the capturing and approving of review cases



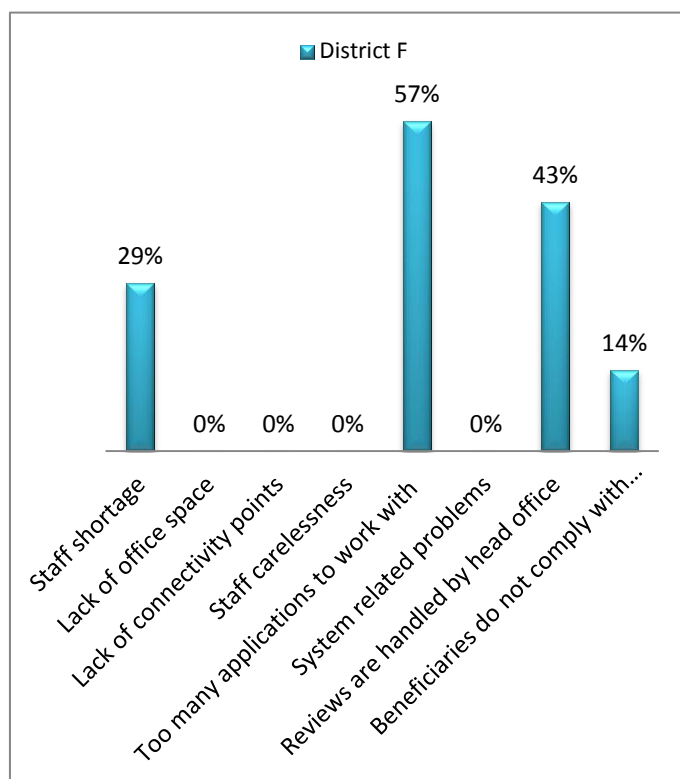
The findings in Chart 43 indicate that the majority of data-capturers (86%) in District D indicated staff shortages as the main reason why backlogs exist with regard to the capturing and approving of review cases. This is followed by 50% who indicated lack of connectivity points as a reason. An equal percentage of data-capturers (21%) indicated lack of office space and system-related problems as reasons while another equal percentage of data-capturers (14%) indicated lack of connectivity points and staff carelessness as reasons why backlogs exist. A considerably low equal percentage (7%) indicated that too many applications to work with and beneficiaries who do not comply with notifications as the least reasons.

7.54 Chart 44: Data-capturer Chart District E: Reasons why backlogs exist with regard to the capturing and approving of review cases



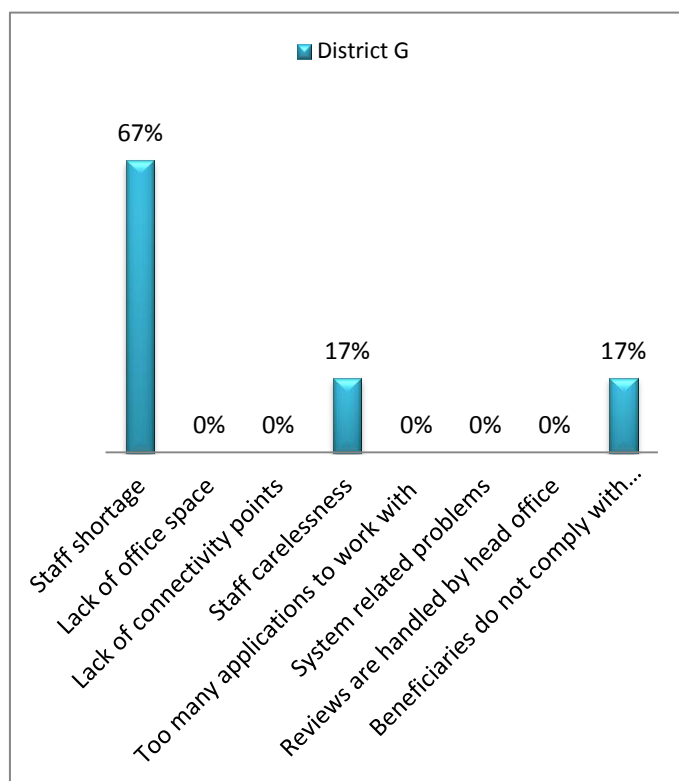
The findings in Chart 44 indicate that the majority of data-capturers (40%) in District E indicated staff shortages as the main reason why backlogs exist with regard to the capturing and approving of review cases. This is followed by an equal percentage of 20% who indicated lack of connectivity points, staff carelessness, system-related problems and the fact that reviews are handled by head office as reasons.

7.55 Chart 45: Data-capturer: District F: Reasons why backlogs exist with regard to the capturing and approving of review cases



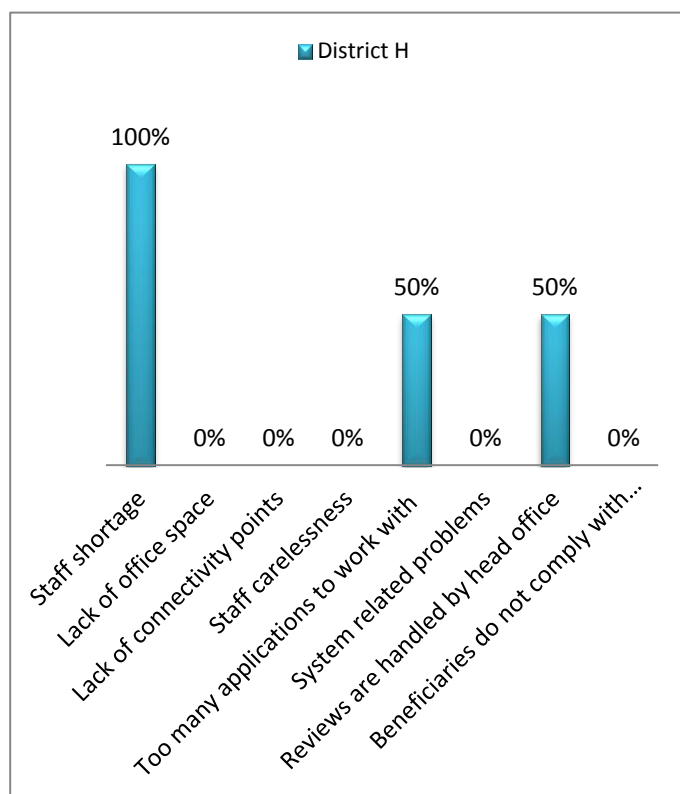
Unlike the previous findings, it is clear from the findings in Chart 45 that the majority of data-capturers (57%) in District F regard too many applications as the main reason why backlogs exist with regard to the capturing and approving of review cases. This is followed by 43% of data-capturers who indicated the fact that reviews are handled by head office as a reason.

7.56 Chart 46: Data-capturer District G: Reasons why backlogs exist with regard to the capturing and approving of review cases



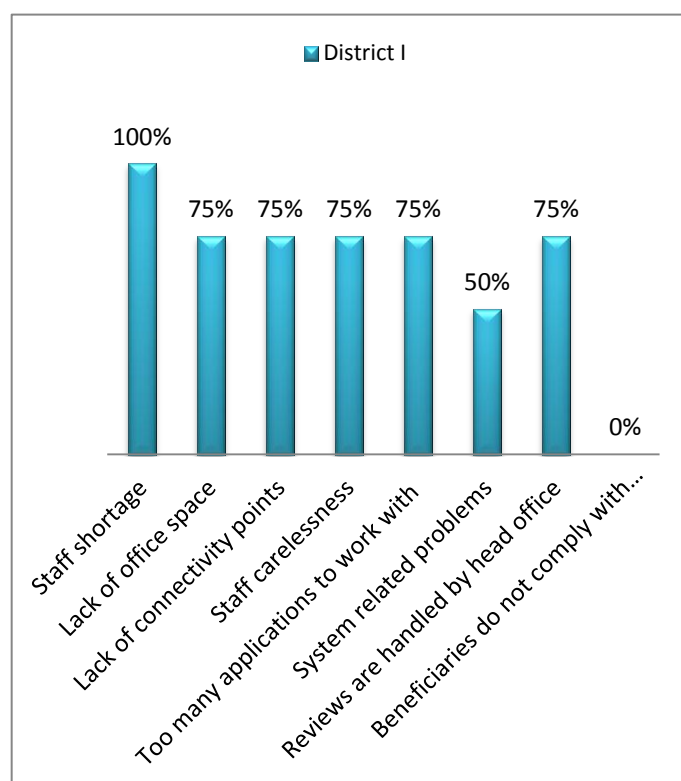
The findings in Chart 46 indicate that the majority of data-capturers (67%) in the District G indicated staff shortages as the main reason why backlogs exist with regard to the capturing and approving of review cases. This is followed by an equal percentage of 17% who indicated staff carelessness and beneficiaries who do not comply with notifications as reasons.

7.57 Chart 47: Data-capturer District H: Reasons why backlogs exist with regard to the capturing and approving of review cases



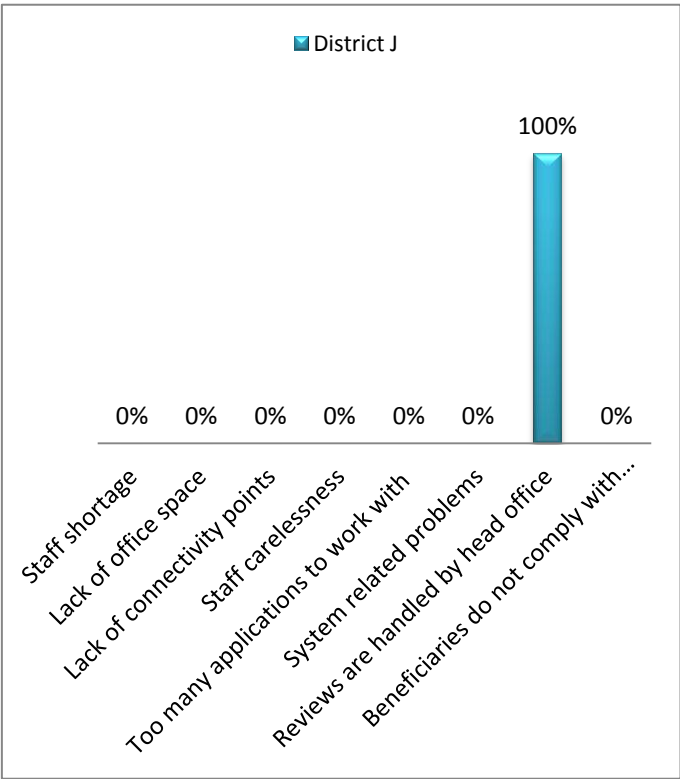
The findings in Chart 47 indicate that the majority of data-capturers (100%) in the District H indicated staff shortages as the main reason why backlogs exist with regard to the capturing and approving of review cases. This is followed by an equal percentage of 50% who indicated that too many applications to work with and the fact that reviews are handled by head office are reasons why backlogs exist.

7.58 Chart 48: Data-capturer District I: Reasons why backlogs exist with regard to the capturing and approving of review cases



The findings in Chart 48 indicate that the majority of data-capturers (100%) in District I indicated staff shortages as the main reason why backlogs exist with regard to the capturing and approving of review cases. This is followed by an equal percentage of 75% who indicated lack of office space, lack of connectivity points, staff carelessness, too many applications to work with and the fact that reviews are handled by head office as reasons why backlogs exist with regard to the capturing and approving of review cases.

7.59 Chart 49: Data-capturer District J: Reasons why backlogs exist with regard to the capturing and approving of review cases



Unlike findings in any other District, Chart 49 shows that 100% of data-capturers in District J indicated that the fact that reviews are handled by head office as the main reason why backlogs exist with regard to the capturing and approving of review cases.

It is clear from all the findings in all Districts that the main reason why backlogs exist with regard to the capturing of review cases is staff shortages. This trend is similar than the trend where it was established that staff shortages constitute the main reason why backlogs exist with regard to the capturing and approving of normal applications. Secondly, the fact that reviews are handled by head office constitutes the second reason, followed by lack of office space and lack of connectivity points. Beneficiaries who do not respond to notification letters have been cited as the least reason by data-capturers as to why backlogs exist.

Some of the suggestions made by the data-capturers with regard to the handling of review cases include the following, namely:

- Staff or special teams that only concentrate on review cases and not on other grant-related activities;
- Head office should inform regions in advance when reviews are about to take place, Head office should space review projects evenly;
- Separate office space to handle with review cases;
- Project management approach should be followed when reviews are done;
- Capturing of review cases should be done while the beneficiary is at the office in order to clarify any uncertainties;
- Head office shouldn't just suspend grants, but other means of notifications should be utilized such as mass media and cell phone SMSs;
- Head office shouldn't just suspend grants, but check on the SOCPEN system first, because sometimes grants are suspended although reviews have been done;
- Beneficiaries should inform their nearest SASSA office when they change their addresses;
- More staff should be appointed; and lastly
- The management of reviews should be decentralized so that regions do notifications and grant suspensions.

Some of the data-capturers have made some suggestions on how to improve the services at the data section. These suggestions include the following, namely:

- Regular supervision;
- Specialized staff who focus on data-capturing only; and
- Enough computers per users.

7.60 Synopsis of the most important findings

With reference to the second target group, data-capturers who are responsible for capturing data onto the SOCPEN system, the empirical investigation revealed the following:

- The majority of data-capturers have solid work experience as data-capturers in SASSA;
- Some data-capturers have inadequate work space;
- Training on the implementation of new policy changes occurs irregularly;
- Supervision, mentoring and support from supervisors happen haphazardly;
- Data-capturers receive between 20 and 29 applications per day and they capture all applications successfully;
- Data-capturers receive support from colleagues on a more regular basis than from supervisors;
- Documents or guidelines that regulate the implementation of policy changes are not always available in the work place;
- Applications sometimes get misplaced or lost after capturing;
- No proper mechanisms are in place to record the movement of files, staff carelessness and either lack of office space or filing space, are the main reasons why applications get lost or misplaced;
- Data-capturers sometimes experience technical problems with computers and it takes one to less than five days to resolve technical difficulties;
- Data-capturers sometimes receive incomplete applications from the attesting officials (those staff officials who are responsible for taking down the application) and they usually take such applications back to the first attesting officer;
- Backlogs in the capturing and approving of normal applications exist and staff shortages and system-related problems are the main reasons why backlogs exist;
- Backlogs exist with regard to the capturing and approving of review cases;

- Staff shortages, a centralized review management approach, lack of office space and lack of connectivity points constitute the main reasons why review backlogs exist.

7.61 Conclusion

Data-capturers fulfil a very important function during the administration process of grant applications. They are responsible for capturing all the information on the application forms once it has been manually verified, onto the SOCPEN system. Data capturing is therefore an integral part of the entire administration process and without electronically captured applications, the process cannot be finalized. However, as has been established during the research project, there are just too many weaknesses in the value chain and this seriously compromises the turn-around time of finalizing grant applications. It is unfortunate that the destitute people who are supposed to be served are at the receiving end of lost applications and subsequent long waiting periods before grants applications can be finalized.