THE VIEWS OF OFFICIALS VERSUS THOSE OF CLIENTS ON THE DELIVERY OF SERVICES: A STUDY OF TWO GOVERNMENT DEPARTMENTS IN THE NORTH WEST PROVINCE

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Mini-dissertation submitted in partial fulfilment of the requirements for the degree Master of Business Administration at the Mafikeng Campus of the North West University

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ABSTRACT

The views of Officials versus Clients on the delivery of services: A study of two government departments in the North West Province

The purpose of this study was to determine whether or not the service centres of the Department of Labour and the Department of Home Affairs in the North West maintained and strengthened Batho Pele in their delivery of services. One hundred and thirty Officials and one hundred Clients made up the study from the two departments, selected from their provincial offices and their service centres in Mafikeng, Klerksdorp and Rustenburg.

The study revealed that the views of Officials and Clients on the application of Batho Pele in the two departments were almost similar. Most of the respondents agreed that the Batho Pele principles were being applied in the delivery of services. The study further revealed that the departments under study were short of enabling conditions for effective implementation of Batho Pele.

On the basis of information derived from the literature and the empirical study, recommendations pertaining to interventions necessary to enable effective implementation of Batho Pele were made. In addition to this, a recommendation was made for further research into the South African public service.

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ACRONYMS

ASD – Alternative Service Delivery

CORE - Codes of Remuneration and the Occupational Classification System

Departments – Department of Labour and the Department of Home Affairs

DoL – Department of Labour

DoHA – Department of Home Affairs

DPSA - Department of Public Service and Administration

EMCCPS – Explanatory Manual on the Cod of Conduct for Public Service

G2C – Government to Citizen

GEAR - Growth, Employment and Redistribution Strategy

IT – Information Technology

LMIS&P - Labour Market information, Statistics and Planning

MEC – Member of the Executive Council

PSC – Public Service Commission

PPP – Public Private Partnership

RDP – Reconstruction and Development Programme

SOPS – State of Public Service

UK – United Kingdom

WPTPS – White Paper on Transformation of Public Service

WPTPSD – White Paper on Transformation of Public service Delivery

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CHAPTER 1

ORIENTATION

1.1 INTRODUCTION

This Chapter introduces the study on the examination of the implementation of Batho Pele (meaning 'People First') at the service centres of the Department of Labour and the Department of Home Affairs in the North-West Province. The chapter commences with the background to the study and also explains the reasons for the implementation of Batho Pele by government. This is followed by the statement of the problem, a brief explanation of the objectives of the study, the research questions, justification and the delimitations. Finally, the chapter explains the key concepts used in the study.

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1.2 BACKGROUND

The implementation of Batho Pele Principles is an integral feature in public service delivery in the new democratic dispensation. Prior to the new order, service delivery was not the central focus. When the new South Africa came into being in 1994, it had inherited a public service characterised, amongst others, by poor work culture, low levels of training and an absence of customer focus (Russell and Bvuma 2001, p. 241). There was a need to create a public service characterised by new values, appropriate structures and administrative

approaches that could improve public service delivery (Cloete and Mokgoro 1995, p. 2).

The new Government was therefore faced with a challenge of having to reverse the legacy through a number of transformation initiatives. These included the adoption of the Constitution of the Republic of South Africa in 1996 that laid '... down the values and principles to guide administration in every sphere of government' (Russell and Bvuma 2001, p 242), the launching of the White Paper on Transforming Public Service Delivery (WPTPSD) in 1997 which identified transformation objectives for government departments to meet the needs of all citizens and the Public Service Regulations of 1999 which aligned the human resource quality and quantity of government with the needs of the citizens. These interventions were meant to put the citizen as a focal point for service delivery. Subsequently, the introduction of Batho Pele approach sought to orientate the behaviour and attitude of public officials in favour of the citizen. It was designed to encapsulate a framework that forces public servants to be responsive, effective and efficient in delivering public services and to be accountable for their administrative actions (WPTPSD 1997, p. 12).

The WPTPSD (1997, p. 15) identifies eight principles for transforming public service delivery and these are:

(1) *Regular consultation with customers*. Citizens should be consulted about the level and quality of the public services they receive and wherever possible be given a choice about the services that are offered.

(2) *Setting service standards*. Citizens should be told what level and quality of public services they will receive so that they are aware of what to expect.

(3) *Increasing access to services*. All citizens should have equal access to the services to which they are entitled.

(4) *Ensuring courtesy*. Citizens should be treated with courtesy and consideration.

(5) *Providing information about services*. Citizens should be given full accurate information about the public services they are entitled to receive.

(6) *Openness and transparency about services*. Citizens should be told how national and provincial departments are run, how much they cost and who is in charge.

(7) *Remedying failures and mistakes*. If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response.

(8) *Giving the best possible value for money*. Public services should be provided economically and efficiently in order to give citizens the best possible value for money.

These principles are in line with the ideals expressed in Section 195 of the Constitution of the Republic of South Africa 1996. Chapter 10 of the Constitution 1996 deals specifically with basic values and principles governing public administration. Two of these values are of major importance for this study. The first, is the one that requires that public services be provided impartially, fairly, equitably and without bias. It is guided by the need to deliver a just service, that also redresses the legacy of past inequities (Diphofa 2005, p. 60), thus embedding the ethos of Batho Pele.

The Promotion of Administrative Justice Act, 2000 (Act 3 of 2000) and the Promotion of Access to Information Act, 2002 (Act 2 of 2002) give effect to the delivery of a just, fair and equitable service. These pieces of legislation put on the agenda of public service delivery important notions of fair administrative action. Public service delivery therefore, needs to advance impartiality, fairness and equity by embracing transparency and accountability. The second one [Section 195 (5)] requires that people's needs be responded to and the public be encouraged to participate in policy making. The participatory culture in the public service ensures that there is close alignment between service delivery and the needs of the people. Emphasis is put on consultative forums like Imbizo, outreach programmes and other citizen forums that ensure consultation about the level and quality of service.

Studies have been conducted on Batho Pele and they include, amongst others, those conducted by the Public Service Commission (PSC) in 2000, Schalk (2003), Mosadi (2004) and Mokgoro (2003). These will be elaborated further in Chapter Two of this study.

It should be noted, however, that Batho Pele may not be the only intervention necessary to ensure service delivery by government. Russell and Bvuma (2001, p. 242) argue that reforming traditional bureaucracy is necessary but it does not necessarily guarantee that service delivery needs, especially of the previously disadvantaged, will be adequately met. The authors mentioned other interventions like the public-private partnerships, agencification and transfer of non-core functions to the private sector.

The Guidelines for the Public Private Partnership (PPP) require that the private party perform departmental functions on behalf of provincial and national departments for a specified period. This also involves the transfer of substantial risk to the private party and out-come based rewards derived from either service tariffs or user charges (Russell & Bvuma 2001, p. 249). The PPP could improve service delivery in that it is expected to yield efficient gains,

> '...economies from integrating design, building, financing and operation of assets, inventive use of assets, innovative financial restructuring, managerial expertise and better project identification' (Department of Finance 2000, p. 6).

The other service delivery intervention mentioned by Russell and Bvuma (2001, p. 249) is that of Alternative Service Delivery methods. Alternative Service Delivery (ASD) is defined as the '...identification, development and adoption by public departments and agencies of means of delivering public services other than through traditional hierarchical bureaucracy' (Russell and Bvuma 2001, p. 256).

The ASD involves the agencification and transfer of non-core functions to the private sector and non-profit organizations. It focuses on service improvement approaches that would make service provision to be more effective, equitable and accessible and therefore maximise service delivery benefits.

Service delivery has become the kingpin in measuring the effectiveness of the public service. The citizens' perception of the quality of service rendered to them has become important. Hence there seems to be a direct relationship between the public's perception of the service provider and the quality of service received (Schwartz, Schurink & Stanz 2007, p. 45). When the service exhibits signs of poor quality, public perception becomes negative. It is therefore important that service providers maintain acceptable standards of service at all times.

The period towards the 2009 elections in South Africa was characterised by large scale protests against poor service delivery by government. Poor service delivery leads to dissatisfaction among the citizens and a growing feeling of

distrust towards service providers. There is therefore a need for government departments to establish, sustain and monitor service delivery programmes in order to reverse the negative perceptions and to restore the confidence of the citizens towards the government.

In his state of nation address on 03 June 2009, the President of Republic of South Africa emphasised the notion of 'putting people first' in service delivery. The President committed the Government to providing courteous, efficient, interactive and responsive service to citizens' enquiries. The President said that '...staff will handle each enquiry as if it was the only one, following it through all the channels until it receives the attention it deserves' (Zuma 2009). This promise has to be kept by all government departments.

It is therefore important that the state departments become results-focused and citizen-centred in their delivery of public services. This study therefore sought to examine whether or not the Department of Home Affairs and the Department of Labour put citizens first in delivering public services.

1.3 STATEMENT OF THE PROBLEM

Against the background given on the government's policy on the delivery of services, this research analysed service provision at the Service Centres (service points) of the Department of Labour and the Department of Home Affairs in the North West province. The Service Centres, as part of government,

are bound by the government policy framework and are required to provide services in line with the Batho Pele principles. The intention of this study was to examine whether the Service Centres of the Department of Labour and the Department of Home Affairs in the North West Province reflected the implementation of Batho Pele in their delivery of services.

The notion of Batho Pele has been widely publicised and communicated in government and should form the basis of effective and efficient service delivery. However, there is a lot that is still unknown about the actual implementation and monitoring of the principles. For example, it has not been established whether or not the officials and clients share the same views on the delivery of services and on the impediments to implementing Batho Pele in the selected departments. The purpose of the research was, therefore, to examine the implementation of Batho Pele in the selected government departments. The research question for this study was: What are the views of officials versus those of clients on the delivery of services?

The sub-question that formed the basis of the research study was: What are the views of officials versus those of clients on the application of the following Batho Pele principles in the delivery of services?

- Consultation with customers on the level and quality of services.
- Accessibility of services to all citizens.
- Courtesy and consideration shown to clients when delivering services.

- Information about how the departments are run and how much they cost.
- Information about the services customers are entitled to.
- Providing clients with an apology and offered a speedy remedy if the promised standard was not met.
- Giving clients the best value for money.
- Monitoring of implementation of Batho Pele principles by senior officials.

Therefore, the major focus of this study was on the main question and the sub-question stated in the preceding discussion.

1.4 OBJECTIVES OF THE STUDY

The research aims to determine the views of officials versus those of clients on the delivery of services by the Department of Labour and the Department of Home Affairs in the North West province.

The following objectives were derived from the research question:

1.4.1 To establish the views of officials and clients involved in the delivery and receiving of services respectively.

1.4.2 To identify areas of convergence and divergence between official and clients.

1.5 THE DELIMITATIONS

The study was limited to the Department of Labour and the Department of Home Affairs in the North West Province. These departments have a number of similarities in that both are national competency departments, they have almost similar organizational structure and service a substantial number of clients through their service points. In addition, they are involved in combating some of the nation's intractable problems such as unemployment, lack of skills and uncontrollable influx of illegal immigrants.

1.6 SIGNIFICANCE OF THE STUDY

This study is meant to contribute to improved public administration and to assist the selected departments to design strategies for improved and accelerated public service delivery. The study contributes to public administration practice, policy and theory in the following manner:

- Practice – the views of both officials and clients were solicited to determine their perception about the delivery of services so as to eliminate the stumbling blocks to policy implementation. The improved service delivery by the selected departments will contribute greatly to the government's efforts to improve the quality of service delivery in the North West.
- Policy – the views of the respondents are meant to be fed back into the processes of the respective departments for policy enhancements.

- Theory - information gathered contributed to the theory of people centeredness in service delivery.

1.7 DEFINITION OF CONCEPTS

The following definitions serve to contextualise the use of concepts for this study:

Batho Pele – an initiative by government to make public servants to be service oriented and to continually improve the quality of service (WPTPSD 1997, p. 13).

Clients/Customers/Citizens – these are used interchangeably in this study and refer to someone who receives goods or services from the government.

Service delivery – The rendering of products or services to clients.

Officials – someone who is in a position of authority in an organisation, in this case in the government service.

1.8 ORGANISATION OF THE STUDY

The study is divided into the following five chapters:

Chapter 1: Orientation, which gives the background, research questions and justification of the study.

Chapter 2: Literature review, which provides information on the background and theoretical perspectives of 'people first' concept as well as the

exploration of Batho Pele as a service delivery improvement strategy.

Chapter 3: Research design, which describes the research approach and methodology of the study.

Chapter 4: Data analysis and interpretation, where data collected is described, summarised and compared using logical techniques.

Chapter 5: Summary, recommendations and conclusion.

1.9 CONCLUSION

This Chapter presented an introduction to the study on the examination of the views of officials and those of clients on the implementation of Batho Pele at the service centres of the Department of Labour and the Department of Home Affairs in the North West Province. The background to the study, the statement of the problem as well as the objectives of the study were briefly discussed. A brief explanation of the significance of the study and the organisation of the study were also presented in this chapter. The review of literature pertaining to Batho Pele is reflected in Chapter Two.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter reflects the literature on Batho Pele that was reviewed for this study. Information on the meaning, the historical background and the theoretical perspective of 'citizen first' concept was considered. Previous studies on Batho Pele are reported on and linked to the current practices. The chapter also explores studies on 'people first' models from other countries and then examines Batho Pele as a service delivery improvement strategy and the role of civil servants in ensuring its implementation.

The White Paper on the Transformation of the Public Service (1995) identified eight transformation priorities and these were aimed at orientating public service towards the effective provision of services that meet the needs of the citizens. This led to the publication of the White Paper on Transforming Public Service Delivery, also known as Batho Pele White Paper in 1997 which provided a policy framework and implementation strategies for transforming public service delivery. The Batho Pele White Paper provides a single set of national principles for improving service delivery as well as practical strategy and mechanism to enable national and provincial departments to implement them.

The Batho Pele concept is intended to be implemented in a manner quite different from the traditional top down and rules driven approach of the past. Its impetus would come from the energy, talent and commitment of staff, especially those at frontline of service delivery. It will also succeed if the senior managers make efforts to clear away outdated, bureaucratic and inappropriate systems and procedures that are an obstacle to improved service. The approach also seeks to unite those who serve the public, whether they be at political or administrative level, in a single goal of making the citizen a focal point for service delivery. This therefore requires the attention, commitment and leadership of Ministers, Members of the Executive Council (MECs), senior managers and all employees in the public service.

2.2 THE CONCEPT OF BATHO PELE

The Constitution of the Republic of South Africa 1996 requires that the public service adhere to high standards of ethics, impartiality, efficiency and accountability. To give effect to these principles, the White Paper on Transforming Public Service 1995 requires that both the national and provincial departments develop service delivery strategies that would enable '...continuous improvements in the quantity, quality and equity of service provision' (WPTPS 1995, p. 10). Both the Constitution of South Africa 1996 and

the White Paper on the Transformation of the Public Service 1995 provide the government policy framework for service delivery.

It is important to note that the White Paper on Transforming Public Service Delivery 1997 (WPTPSD) is not about what services are to be provided and their corresponding levels – this is the decision of senior public servants. It is '...about how public services are provided and specifically about improving the efficiency and effectiveness of the way in which services are delivered' (WPTPSD 1997, p. 9).
The implementation of Batho Pele would however improve the senior public servant's decision on what services are delivered.

2.2.1 Batho Pele defined

Batho Pele is a translation from Sesotho and Setswana, meaning 'People First' (WPTPSD 1997, p. 13). It is an initiative by Government to make public servants to be service oriented and to continually improve the quality of service. In this case the citizen becomes the focal point and the planning as well as the delivery of public services are centred around the citizen, therefore:

> Simply stated, Batho Pele is an initiative to get public servants to be service oriented, to strive for excellence in service delivery and to commit to continuous service delivery improvement.
> It is a simple, transparent mechanism, which allows customers

> to hold public servants accountable for the type of services they deliver (Department of Public Service and Administration 2003, p. 8).

Batho Pele represents a dispensation that seeks to involve the citizen in the implementation and provision of services, products and programmes (Department of Public Service and Administration 2008). Both the vision and the mission of Batho Pele seek to create a public service that is transformed and is capable of meeting the needs of the citizenry.

Spears, Seydegart & Schmidt (2003, p. 2) state that the notion of 'citizen first' is also embraced by the Canadian Government. There is a move away from the internally focussed perspective that dominated the old administrations. The public sector is increasingly adopting an outside-in perspective when delivering services to the public. In this instance, the interests and opinions of the citizens become instrumental in defining expectations, the setting of priorities and the establishment of service standards.

The broader goal of the Government in South Africa is that of ensuring that departments deliver services in a manner that is equitable, sustainable, efficient and effective, affordable and is consistent with the Constitution of the country, Batho Pele gives effect to this goal of government.

Another important element to consider in this regard is that the public service operates in an environment that is politically sensitive and therefore calls for proper treatment of the citizen (Schalk 2003, p. 25).

The Constitution of the Republic of South Africa 1996 requires that the citizen be the central focus of service delivery. Chapter 10 of the Constitution sets out principles and values governing the public service. Amongst the critical ones are that:

- Services must be provided impartially, equitably, fairly and without bias.
- People's needs must be responded to and public participation must be encouraged in the decision making processes.
- Public administration must be accountable and transparency be fostered by providing the public with timely, accessible and accurate information (Constitution of the Republic of South Africa 1996).

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It can be deduced from the preceding paragraph that the Constitution requires that people be put 'first' in the processes of delivering public services.

The notion of 'people first' is a 'customer' concept (WPTPSD 1997, p. 13). The word 'customer' is also interchangeable with the word 'citizen'. The concept of 'customer' is derived from the notion that private companies need to take the needs and wishes of their customers seriously if they want to stay in business. Otherwise the customers may chose to take their business

somewhere else. In the case of government services, however, the citizen is not always able to make choices on the type and quality of services to receive. For example, if the citizen wants to apply for unemployment benefits and an identity document, they can only go to the offices of the Department of Labour and the Department of Home Affairs respectively.

Even when the customer does not get satisfactory services, these government departments would not go out of business. Moreover, some public services, like imposition of law, are regarded by citizens as regulatory services meant for protecting and or safeguarding civil society. Therefore the concept of 'customer' seems inappropriate for government, at face value. However, the concept of 'customer first' is essential in the context of improving service delivery '...because it embraces certain principles which are as fundamental to public service delivery as they are to the provision of services for commercial gain' (WPTPSD 1997, p. 13).

The appreciation of the customer first concept in government would require that government:

- Listens to customers' views and take them into account when making decisions about what services should be provided.
- Treats customers with consideration and respect.
- Makes sure that the promised level and quality of service is always of the highest standard.

- Responds swiftly and sympathetically when standards of service fall below the promised standard (WPTPSD 1997, p. 13).

The idea of 'customer first' becomes important and relevant in taking forward the Batho Pele initiative because it is used interchangeably with the term 'citizen first'. Importantly also to note is that the term 'customer' does not only apply to the members of the public but to internal staff as well as other departments to whom services are being rendered. The Batho Pele initiative therefore applies equally to both the internal and external customers.

2.2.2 Theoretical Perspective

The notion of 'people centred service' can be traced back to a number of theoretical perspectives such as societal development and modernisation theories. These theories have particularly contributed to adding to the people centred perspective to the development debate.

2.2.2.1 Nico Poulantza's theory

Nico Poulantza (Martinussen 1997, p. 222) argues for a society centred approach to development. In this view the societal structure and social forces have a greater impact upon the state than the state upon the society although some interplay could be implied. Poulantza's theory is relevant to

Batho Pele's emphasis on making the client a focus in the delivery of services.

2.2.2.2 Myradal's theory of societal development

In his theory of Societal Development, Myradal (Martinussen 1997, p. 225) discusses the phenomenon that obstructs economic growth and development of society. Myradal cites amongst others, attitude towards life and work as a contributory factor to lack of development. Accordingly, the attitudes that obstruct economic growth include low levels of work discipline, punctuality and orderliness; lack of alertness, ambition and readiness for change; and disregard for service standards. Myradal's perspective seems to be relevant in that Batho Pele seeks to change the behaviour and attitude of public officials so as to inculcate a culture of efficient and effective service provision as well as accountability to citizens.

2.2.2.3 Classical modernisation theories

There have been theories like the Classical Modernisation that support consultation and participation by citizen in decisions about services they should receive. Huntington (Martinussen 1997, p. 232) agues for participation of the public but cautions against uncontrolled participation. This uncontrolled participation, according to the author, could lead to break down of a government system. Huntington does however agree that increased participation could lead to economic progress. Similarly, the

notion of consultation and participation is supported by the Marxist inspired 'class' and 'state' theories. These theories argue for the asymmetric participation of the various classes of society including the unorganised ethnic, religious and poor segments of society (Martinussen 1997, p. 233).

Goran Heyden (Martinussen 1997, p. 235) argues that the state should not always attempt to reach down to the people. The author states that the citizen themselves should, through their non-governmental organisation, reach up to the state so that their interests could be accommodated in issues of service delivery. Martinussen (1997, p. 258) argues that the government should intervene to ensure efficient and effective service delivery. This is so because in developing countries, citizens are not always capable of initiating sustainable and efficient service delivery structures that could lead to social progress. Martinussen (1997, p. 202) further argues that promoting democracy should be wider than just introducing political rules and procedures but should go as far as empowering the citizens.

The theories in the preceding discussion are consistent with the Batho Pele principles of consultation, participation and efficient provision of public services to the citizens.

2.3 THE POLICY FRAMEWORK THAT INFORMS SERVICE DELIVERY

There are a number of reasons why the Government deemed it important to transform the public service. These include the need to reverse the perception held by the general public that the public service was characterised by lack of responsiveness and discourtesy towards the citizens' complaints, lack of and unequal access to public services, lack of information on service standards as well as lack of transparency and openness about the standard of services to which the public was entitled.

A number of policies and legislative frameworks could be consulted to provide the background to Batho Pele. These are categorised into three themes, namely those that are overarching or transversal, those that pertain to public service delivery, and those that promote access to information (Department of Public Service and Administration 2008). Those that fall under the transversal are the Constitution of the Republic of South Africa of 1996, the White Paper on the Transformation of the Public Service (WPTPS) of 1995 and the Public Service Regulations of 1999 and 2001. The Constitution provides for the universal access to information. The White Paper on Transforming Public Service seeks to transform the public service from being prescriptive to putting citizens at the centre of public service delivery. The Public Service Regulations prescribe that service delivery mandates of government departments be

aligned to service delivery priorities of the government. These should be based on the needs of the citizens.

The legislative prescripts that seek to transform public service delivery include the White Paper on Transforming Public Service Delivery of 1997, the Promotion of Administrative Justice Act of 2000 and the Public Finance Management Act of 1999. These legislative prescripts seek to promote efficient administration and good governance, to create a culture of transparency and accountability, and to prohibit wasteful use of public funds (Department of Public Service and Administration 2008).

The policies that seek to promote access to information include the Open Democracy Bill of 2000, the Promotion of Access to Information Act of 2002, the Electronic Communications and Transactions Act of 2002 and the E-Government Strategy of 2001 (Department of Public Service and Administration 2008). These policies seek to give effect to the Constitutional right of citizens to gain access to information and also compel the state to avail such information. They also provide Information Technology based solutions so as to make services and information easily accessible to the citizens.

The following discussion focuses in greater detail on selected policies and legislative frameworks that seek to reform service delivery, namely the Constitution, the Reconstruction and Development Programme (RDP), the

Growth, Employment and Redistribution Strategy (GEAR) and the White Paper on Transforming Public Service Delivery (WPTPSD).

2.3.1 The Constitution of the Republic of South Africa

The Constitution of the Republic of South Africa (1996) is the supreme law of the country and therefore any piece of legislation such as the Public Service Act and Regulations must be consistent with it. Clear guidelines on the behaviour of public institutions towards the citizenry they serve are provided by the Constitution. It specifies the rights of citizens (Section 32) and the concomitant responsibilities of the state. These guidelines pertain to how such rights should be respected, protected and promoted. Section 33 of the Constitution makes it a right that citizens be provided with efficient administration in the processes of service delivery:

(1) Everyone has a right to administrative action that is lawful, reasonable and procedurally fair.

(3) National legislation must be enacted to give effect to these rights and must – (c) promote an efficient administration.

Chapter 10 of the Constitution prescribes values and principles that should govern the public service which are meant to apply across all spheres of government and are binding to all state organs as well as public entities. Specifically, the public service needs to apply the following values and principles:

- A high standard of professional ethics be promoted and maintained.
- Efficient, economic and effective use of resources must be promoted.
- Public administration must be development-oriented.
- Services must be provided impartially, fairly, equitably and without bias.
- People's needs must be responded to, and the public must be encouraged to participate in policy making.
- Public administration must be accountable.
- Transparency must be fostered by providing the public with timely, accessible and accurate information.
- Good human resource management and career development practices, to maximise human potential, must be cultivated.
- Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness and the need to redress imbalances of the past to achieve broad representation.

The Constitution of the Republic of South Africa (1996) makes provision for the safeguarding of the cited values and principles by establishing institutions to strengthen democracy. These institutions are provided for in Chapter nine of the Constitution and include the Public Protector, the South African Human Rights Commission, the Auditor General and the Electoral Commission. They are amongst others, responsible for ensuring that the rights of the citizens are protected, that public services are provided in an efficient, just and fair

manner and that citizens, as tax payers, get value for their money. The Constitution, therefore, makes it a requirement that citizens be provided with efficient and timely services that address their needs. It also requires that public servants maintain high standards of professional ethics and be accountable for their administrative actions.

2.3.2 The Reconstruction and Development Programme (RDP)

According to the State of the Public Service (SOPS) report, the era of apartheid in South Africa was characterised by institutionalised discrimination, inequality and an ineffective public service. It was therefore important that a programme such as the RDP be adopted to speed-up the country's transformation process (Public Service Commission 2007, p. 7). Following the advent of the democratic rule in 1994, the South African government committed to the RDP which is an integrated, coherent socio-economic policy framework aimed at building a democratic, non-racial and non-sexist society (RDP White Paper 1994). It provides a roadmap which all sector of civil society should follow in order to transform and eradicate the effects of the apartheid system.

The RDP was amongst others, necessitated by the need to reorganise and transform the public service. The goals of the RDP therefore sought to transform the lives of the citizens of South Africa. The transformation as cited in the RDP is aimed at creating a '...people centred society which measures

the progress by the extent to which it has secured for each citizen liberty, prosperity and happiness' (RDP White Paper 1994).

The RDP recognises the need to create systems and processes that focus on the needs of the people first in the delivery of public goods and services.

The RDP advocates for an integrated and comprehensive approach to harnessing the resources in order to reverse the past inefficiencies and practices. It describes the public service as the servant of the people (RDP White Paper 1994). There is therefore, an expectation that the service would be accessible, transparent, accountable, efficient and free of corruption. It further calls for a public service that will be representative in terms of race and gender.

Finally, the RDP not only called for improved efficiency at management level, but also required that public servants be properly trained in order to unlock their creative capabilities and to internalise the concept of being a service to the people.

2.3.3 Growth, Employment and Redistribution Strategy (GEAR)

The White Paper on Reconstruction and Development (RDP) mentioned in the previous discussion indicates that growth and development are interdependent. It integrates growth, development, reconstruction and reconciliation into one packaged programme. The government was aware of

the fact that economic growth was critical if it were to advance the transformation initiative in line with the goals of the RDP. In 1996 therefore, the African National Congress (ANC) led government introduced the Growth, Employment and Redistribution strategy (GEAR) as a measure to promote socio-economic growth and development (GEAR 1996)

Following the successful democratic transition, considerable progress was achieved in securing long-term economic growth, reducing the budget deficit, opening the economy for international competition and integrating the civil service (GEAR 1996). There was, however, still a need to:

- Grow the economy such that it creates jobs.
- Redistribute income opportunities so that the poor could benefit and improve their livelihoods.
- Ensure that more citizens gain access to health, education, housing, energy and sanitation services.
- Ensure security, stability and productivity.

Specifically, the GEAR strategy was intended to create a balance between meeting the basic needs of the people and finding the resources to finance those needs. As a by-product of the RDP, it also advocated for the restructuring of the public sector to increase efficiency and service delivery, the introduction of guidelines for governance, the regulation and financing of public corporations and the creation of private-public partnerships so that

duplication of efforts are eliminated and that scarce or limited resources are utilised to the optimum. Although the GEAR strategy has been criticized as a system that would further broaden the gap between the rich and the poor (www.blackened.net), it remains a foundation for maintenance of consistent levels of public services and redistributive thrust for socio-economic development of citizens through efficient public service delivery. The RDP's notion of putting people's needs first is still maintained in the GEAR strategy.

2.3.4 The White Paper on Transforming Public Service Delivery (WPTPSD)

The consultations that were undertaken in preparation of the WPTPSD revealed that the perceptions about poor service delivery by the state were shared by both the citizens and the public servants (WPTPSD 1997, p. 12).

Following the revelations that the public service was not geared to service citizens in the new democratic order, the WPTPSD was introduced in order to reverse this situation. This was aimed at changing the behaviour and attitudes of public servants so as to orientate them towards an approach that puts citizens first in their delivery of public services.

2.3.5 Ubuntu and Batho Pele

Ngubani (1979, p. 65) defines Ubuntu as a philosophy of life and the practice of being humane which gives content to life for African people. It rests on the supreme ethical code which attaches primacy to human personality as a

sacred being. According to Mdluli (1987, p. 66), the core values defining Ubuntu are, amongst others, respect, group solidarity, conformity, compassion, human dignity, inter- dependence, communalism and hospitality.

Mapadimeng (2007, p. 257) agues that the concepts of Ubuntu is relevant and significant to work place strategies aimed at improving performance as well as to government's approach to delivering basic services to the marginalised sector of the population. Mbigi and Maree (1995, p. 4) see Ubuntu as relevant to putting people first. The authors argue that for the democratic South Africa to meet the challenges of reconstruction and development as well as to become economically competitive, its development structures, strategies and processes should harness the Ubuntu values. Practising Ubuntu in delivering government service would complement Batho Pele principles because the former emphasises the culture of person-oriented values while the latter puts emphasis on citizen-oriented service delivery.

2.4 BATHO PELE AS A SERVICE DELIVERY IMPROVEMENT STRATEGY

An important issue to consider is that the Government has limited financial resources and therefore every rand wasted in cumbersome, inefficient processes, in delays and duplications in one area, is money that should have been invested in improving services in another area. There should, therefore,

be an attempt to progressively raise the standards of service, especially for those whose access to such services was limited in the past.

The following discussion provides an explanation of the Batho Pele principles as well as the application thereof. It also presents a definition of the strategy and its flow as well as an exploration of the leadership role of senior public servants and some of the challenges of implementing Batho Pele.

2.4.1 Implementation of the Batho Pele Principles

Jardine (2008, p. 14) states that Batho Pele is a vehicle that gives meaning to the constitutional imperatives on socio-economic rights and participatory democracy. The author further states that, for Batho Pele principles to be successfully implemented, there should be enabling conditions. These would include availability of resources, application of Batho Pele across all levels, clear commitment and leadership by politicians, thorough consultation and participation by both the public servants and the citizens. Of particular importance is that public servants ought to practise simple yet important values when serving the customers. These include serving with a smile, going an extra mile to assist, being good listeners, being humble and keeping their workplaces clean (Jardine 2008, p. 14). Simple as these may seem, they go a long way in changing the perceptions of society about public services in general.

As indicated in the previous chapter, the Batho Pele Principles were introduced in order to improve service delivery by orientation the behaviour and attitudes of public officials in favour of the citizen. These principles are discussed below (WPTPSD 1997, p. 16).

2.4.1.1 Regular consultation with customers

Citizens need to be consulted about the level and quality of the services they receive. Whenever possible, they should be given a choice about the services they are offered. This involves consulting and involving both the rural and urban communities as far as possible. It can be argued that the habit of merely questioning communities and thereafter purport that they have been consulted is not in line with Batho Pele. Citizens need to be consulted about new services so that they can provide objective evidence that assists in determining service delivery priorities.

It is also important to ensure that the consultation initiative reaches those who were previously disadvantaged owing to language barriers, geographical location or any other reason. Even during the consultation processes, people should be allowed to stay anonymous should they wish to (WPTPSD 1997, p. 16). It would be critical that the reports emanating from the consultation process be published within the department and that they are taken into consideration when decisions about service are made.

2.4.1.2 Setting Service standards

Citizens need to know the level and quantity of services they will receive. This means that government departments need to announce to the public, what their service offerings are. They should also clarify how these are to be offered. Information about standards should pertain to services towards the public as well as intra-departmental ones. The standards set should be 'precise and measurable so that users can judge for themselves whether or not they are receiving what was promised' (WPTPSD 1997, p. 17).

The White Paper on Transforming Public Service Delivery (1997) suggests that the standard should be set at a level higher than the current one and that efficient and customer focussed processes be adopted. These service standards need to be approved by political heads of departments before being adopted by the administrators as the former are accountable to the legislature for the implementation of government policies. Once the standards have been approved, they should be published and displayed so that customers can know the level of service to expect and to enable them to complain if these are not met. In instances where the set standard is not met, reasons must be advanced and new target dates should be set for the delivery of such service. On the whole, it is imperative that government departments have set standards that indicate how they contribute towards bringing a better life for all in the country (Maseko 2008, p. 16).

2.4.1.3 Increasing access to services

One of the challenges facing public service delivery is whether or not people can access government services easily and equitably. Batho Pele seeks, amongst others, to rectify the inequalities of service distribution. It is in this regard that both national and provincial government departments are required to progressively increase access to services especially to those who have not been receiving them previously (WPTPSD 1997, p. 18). The national and provincial departments are required to eliminate barriers to access which may include disadvantages brought about by distance, undesirable cultural practices, social prejudices and unclear communication processes.

In order to adopt a citizen centred approach, the government has introduced the Access Strategy which is aimed at facilitating the delivery of services through a range of channels which include Thusong Centres, mobile units, use of banks and retail shops to deliver government services and community development workers (Frazer-Moleketi 2008, p. 4). These interventions serve as a vehicle for increased and improved access to government services by the citizens.

2.4.1.4 Ensuring courtesy

This principle is aimed at ensuring that citizens are treated with courtesy and consideration. It focuses directly on the behaviour of public servants. It

is expected that citizen be treated '...as customers who are entitled to receive the highest standard of service' (WPTPSD 1997, p. 18). The departments are therefore expected to specify the standards for the way in which customers are to be treated. Baloyi (2008, p. 10) argues that the way public servants conduct themselves has an impact on service delivery because how they do things matters a lot.

The Explanatory Manual on the Code of Conduct for Public Service (EMCCPS) provides guidelines on what is expected of public servants in their individual conduct as well as their relationship with others.

Of relevance to courtesy is the provision by the Code of Conduct that public servants (EMCCPS 2002, p. 17):

- Be polite, helpful and generally accessible.
- Be committed and provide timely service.
- Respect and protect every person's dignity.

Baloyi (2008, p. 11) states that the Code of Conduct further regards public servants as the public face of the government and therefore requires that they be diligent in the performance of their duties. The author argues that the display of arrogance and stubbornness by some public servants is inconsistent with the Code of Conduct. The Batho Pele White Paper specifies key elements that should be observed in relation to courtesy. These are that (WPTPSD 1997, p. 18):

- Departments must specify the standards for the way in which customers should be treated.
- Performance of staff who deal with customers be regularly monitored and corrective measures be taken where performance falls below the specified standard.
- Managers ensure that values and behavioural norms of their organisations are in line with principles of Batho Pele.
- Managers ensure that they receive first-hand feedback from front-line staff and should personally visit front-line staff at regular intervals to see for themselves what is happening.

Courtesy and regard for the public therefore remains one of the fundamental duties that orientate the public service towards treating the public as customers who are entitled to receive quality service.

2.4.1.5 Providing information about services

The government departments should strive to provide information about their services to both internal and external clients. Internal clients need to have a broader knowledge of the vision and mission of both the national government and that of their respective departments so that they are clear about the direction that their institutions are following. They should also be informed about the strategic objectives so that they are able to deliver optimally. This means that managers ought to ensure that regular meetings

are held with staff to discuss pertinent issues that affect their performance. The discussion should also include dissemination of information about new developments as well as successes and challenges faced by the institution.

There is also a need to engage external customers about the mandate, new developments and policies so that they understand and appreciate the services that government is offering (Maseko 2008, p. 6). The Batho Pele White Paper (1997, p. 19) prescribes the requirements for more and better information, that:

- National and provincial departments must provide full, accurate and up-to-date information about services they provide.
- Information must be provided in a variety of media and languages to meet the differing needs of different customers.
- There should always be a name and contact number for obtaining further information and advice. This should take into consideration that written communication be readable to the targeted audience and that provision be made for verbal communication so as to enable the customers to ask questions and get clarity.
- Information about services must be available at points of delivery and that provision be made for those customers who are far from points of delivery.

Providing information to customers enables them to exercise their right to quality service.

2.4.1.6 Increasing openness and transparency

Openness and transparency are important aspects in a democratic government because they assist in building confidence and trust between the public sector and the customers.

The Batho Pele White Paper requires that government departments publish short, simplified but precise Annual Report to the Citizens that informs them about, amongst others, the following:

- Staff numbers employed and the names and responsibilities of senior officials.
- Performance against targets for: improved service delivery, financial savings and increased efficiency.
- Resources consumed, including salaries and other staff costs, and other operating expenses.
- Targets for the following year.
- A name and contact number for further information.

In addition to the Annual Report to the Citizens, departments are required to invite citizens during open days, to visit their institutions and meet with various levels of officials. This would afford the citizens an opportunity to

discuss service delivery issues and challenges. It would also be an opportunity for the institution to advertise its services to the citizens (WPTPSD 1997, p. 20).

Maseko (2008, p. 16) argues that the departments should be discouraged from dictating services to communities. The author further states that performance areas and strategic plans should be informed by inputs from the citizens. This would ensure that what the governments delivers is what the citizens want.

2.4.1.7 Remedying mistakes and failures

Government departments are required to ensure that they actively and timeously take action when processes do not take place according to standards set. The Constitution makes provision for the establishment of institutions like the Public Protector and others to ensure that the rights of citizens are protected and that public services are provided efficiently. These institutions do not however substitute the managers' job of taking swift and effective action when the set standards are not met (WPTPSD 1997, p. 21). They are therefore only to be used as a last resort when departmental remedies have been exhausted.

Putting people first means that the public servants should not be allowed to provide mediocre services anywhere, not even in the rural areas. The White

Paper on Transforming Public Service Delivery (1997, p. 21) requires that heads of departments find time to review complaints and how they have been dealt with. The following principles should therefore be applied when developing and improving a customer complaints system:

- Accessibility – the complaints system should be easy to use and should make provision for different ways of submitting complaints.
- Speed – complaints have to be resolved speedily in order to avoid prolonging the customer's dissatisfaction. Complainants should also be kept informed about the progress made in resolving the matter.
- Fairness – complaints need to be investigated fully and impartially.
- Confidentiality – the complainant's confidentiality needs to be protected.
- Responsiveness – the response should be sensitive to the complainant's feelings and concerns. Where a mistake has been made, the response should start with an apology and full explanation. This should be followed by an assurance that the error will not recur. The response should also indicate the remedial actions taken.
- The complaints system should make provision for review and for feedback and suggestions for change.
- Training – staff should be trained on how to handle complaints and the procedures should be publicised throughout the organisation.

2.4.1.8 Giving the best possible value for money

The GEAR required, as part of the transformation process, that government spending be reduced and that funds be channelled towards projects aimed at improving the lives of all citizens. Equally important is the need for public service to use the public funds efficiently such that the resultant savings are ploughed back for increased service delivery. This would require that government departments uphold their standards by ensuring that budgets are spent as per their strategic plans. This would require that the people appointed in higher positions in government be knowledgeable, skilful and competent, as prescribed by the Public Service regulations (Maseko 2008, p. 17).

Not all service improvements need resources or funds moreover, some of the improvements that the public would like to see effected do not require additional resources. For example, public servants do not need additional funds in order to correctly complete applications for unemployment benefits or for identity documents. The incorrectly filled application forms could however, cost time and money to correct.

The Batho Pele White Paper (1997) requires that managers in the public service continually search for ways to simplify procedures and eliminate waste and inefficiency. It further requires that managers make it part of their service delivery improvement programmes to identify areas where efficiency

savings could be realised and how these savings could be utilised for further service improvements for the clients.

2.4.2 Empirical studies on Batho Pele

Studies conducted on Batho Pele include those of the Public Service Commission (2000), Schalk (2003), Mokgoro (2003), Mosadi (2004) and the Public Service Commission's Public Service Report (2005). The following discussion focuses on a brief overview of these studies.

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The Public Service Commission (PSC) conducted a survey during the period October 1999 to February 2000 on Batho Pele. The survey was aimed at establishing the extent to which government departments were compliant with Batho Pele (PSC 2000). The findings of the survey were that:

- Batho Pele was a mere listing of principles with no indication of implementation.
- Service delivery transformation programme was seen as separate from day to day business of departments.
- The public service was lacking in the skills necessary for the application of Batho Pele principles.
- Batho Pele had not been integrated with performance management and strategic plans.

In 2003, Schalk conducted a study aimed at determining whether the guidelines for policy making were being followed in order to enable effective implementation of Batho Pele. The study revealed that there were no policy guidelines to enable evaluation of the implementation of Batho Pele programme in the North West provincial government. Therefore, the Batho Pele programme could not be effectively implemented and evaluated.

Mokgoro (2003) conducted a study aimed at reviewing the Batho Pele policy in South Africa. The researcher found that most of the Batho Pele initiatives were generally poorly coordinated. His findings revealed further that there was insufficient attention paid to implementation of Batho Pele principles. This was mainly attributable to lack of resources to enable effective implementation and monitoring. The author further proposed that a policy design and implementation framework be made available to guide government departments towards successful implementation of the Batho Pele principles.

Mosadi (2004) conducted a study which sought to describe and analyse progress made by the North West Department of Social Services, Arts, Culture and Sport in implementing Batho Pele programme since 1998. The results of the study revealed that the Department had limited success in implementing Batho Pele to the benefit of its clients due to the complexity of the programme (Mosadi 2004, p. 50).

The 2005 State of the Public Service report released by the Public Service Commission acknowledges a number of achievements made by the public service in the new democratic order. The creation of good institutional base, the development of policy framework, the promotion of anti-corruption measures, the improvement in service delivery and the increased role played by South Africa in global affairs are significant factors in the achievements (Diphofa 2005, p. 58). The report also cites challenges that the public service has to deal with which include the need to monitor compliance with the public management framework and the effort to address the negative workplace cultures through the Batho Pele initiatives.

2.4.3 International Approaches to Service Delivery

The 'citizen first' concept is practised in other countries as well, for example, in the United Kingdom (UK) and Hong Kong, the citizen first principles are referred to as 'Principles of citizen centricity' where citizen centricity is about turning the focus of government around, that is:

> looking at the world through the other end of the telescope, so that the needs of the citizen and business come first rather than operational or other imperatives inside the government machinery (Intel 2009).

This is similar to the Batho Pele principles as it translates to treating citizens as customers.

2.4.3.1 Citizen centricity model

This is operationalised through five principles, namely:

- A holistic approach to customer focus – this is a customer service approach that refocuses the entire service delivery system across all levels of government and its agencies towards full commitment to the needs of the customer.
- Web-centric delivery – this approach aims to deliver services through an IT/Web infrastructure that enables the citizen to access services themselves online or through computer systems in the local offices of government.
- Build a compelling online offer – this involves making government services available at a single destination. In addition, provide other services that give citizen a compelling reason to want to visit the destination concerned.
- Continuous improvement – delivering citizen centric service is seen as an ongoing and incremental process rather than one time migration. The idea is to consider customer needs first, then build up and deliver a product quickly, learn from it and be prepared to change and grow the service incrementally.
- Benefit realisation – citizen centric approaches result in reduced cost of delivering services. The resultant efficiency savings need to be returned to the citizens in the form of lower taxes or be recycled into priority frontline services such as health education. This requires that citizens be

effectively informed and conscientized about benefit realisation (Intel 2009)

2.4.3.2 The Indian Government to Citizen Model (G2C)

The G2C service delivery model focuses mainly on increasing access to and improving efficiency through turnaround times. It is argued that India cannot adopt the Western countries' service delivery improvement models wholesale as it has rural areas where every second person happens to be illiterate (Xavier and Gupta 2003) To improve access to information and government services, India embarked on projects like Gyandoot and Technology and Action for Rural Advancement (Ibid). The Gyayndoot project consists of technologically innovative and sustainable information kiosks in poverty stricken traditional communities. These kiosks use low cost intranet covering a large number of villages. Services that could be accessed by rural citizens include online application for domicile certificates, logging of complaints (public grievance redress) and retrieval of information pertaining to government services (transparency).

Similarly, the Technology and Action for Rural Advancement (TARA) project provides relevant information, products and services via the internet to the under served rural markets. It is a simplified system that can be used by children, housewives and the illiterate. Information is displayed in local languages and for those who cannot read, it uses animated pictures and

voices-overs, therefore enabling easier interaction (Ibid). The benefits and value derived from these models are those of timely delivery and reduced service delivery costs.

2.4.3.3 The Citizen Charter in the United Kingdom (UK).

The UK civil service is driven by the need to raise the standard of the public service. The Government introduced a Citizen Charter in 1991 and this was formalised in the Charter Mark (Mokgoro 3003, p. 13).

Table 2.1 THE BATHO PELE PRINCIPLES VERSUS CHARTER MARK CRITERIA

Batho Pele Principles	**Charter Mark Criteria**
BP 1: Consultation	C 3: Consult and involve
BP 2: Service standards	C 1: Set standards
BP 3: Access	C 4: Encourage access and the promotion of choice
BP 4: Courtesy	C 5: Treat all fairly
BP 5: Information	C 2: Be open and provide full information
BP 6: Openness and transparency	C 2: Be open and provide full information
BP 7: Redress	C 6: Put things right when they go wrong
BP 8: Value for money	C 7: Use resources effectively
	C 8: Innovate and improve
	C 9: Work with other providers
	C 10: Provide user satisfaction

Batho Pele Principles versus Charter Mark Criteria (Mokgoro 2003)

The Charter Mark is an award made to institutions that meet or exceed the criteria set for customer service. The Charter Mark criteria are almost similar to the Batho Pele principles and the comparison of the two is shown in Table 2.1. The Charter Mark, however, '...is backed up by a wide range of support materials, guides and training material as well as a staffed support unit located in the Cabinet Office' (Mokgoro 2003, p. 15).

2.4.4 Batho Pele implementation strategy

The political and administrative heads of departments are required to make the necessary institutional arrangements to ensure that the Batho Pele concept is communicated and implemented through a Service Delivery Improvement Programme. The Batho Pele White Paper (1997) prescribes steps that government departments should follow in implementing the Service Delivery Improvement Programme. These are:

- Identification of the customer
- Establish customer needs and priorities
- Establish the current service baseline
- Identification of the 'improvement gap'
- Setting service standards
- Gearing up for service delivery
- Announcing service standards
- Monitoring delivery against standards and publishing results (WPTPSD 1997, p. 26).

It can be seen that service delivery is a continuous progressive process and the suggested steps may not necessarily be a once-off task. As some standards are achieved, there may be a need to set new higher targets as a way of continuously improving service delivery.

The following discussion focuses on the definition of 'strategy' for purposes of clarifying further the concept of strategy implementation.

2.4.4.1 Strategy defined

Strategy is a very broad term which commonly describes any thinking that looks at the bigger picture. To meet and exceed customer satisfaction, the business team needs to follow an overall organisational strategy. A successful strategy adds value for the targeted customers over the long run by consistently meeting their needs better than the competition does.

Strategy is the way in which a company orients itself towards the market in which it operates and towards the other companies in the marketplace against which it competes (1000 Ventures 2008). This strategy is presented in a plan that an organization formulates to gain a sustainable advantage over the competition. It is also seen as a way of anticipating the future and preparing for it in a number of ways.

It is argued that a strategy is a practice not an idea (1000 Ventures 2008). This means that an organisation has no strategy unless it is acting on it. It is through facilitated working sessions and developing consensus that organisations could be able to clarify strategic objectives, define the measures to be used and to map out initiatives for realisation of goals. Before a strategy can be formulated, a number of activities need to be undertaken. These include the scanning of the internal and external environment to identify factors that may have an influence on the existence and performance of the organisation.

2.4.5 Strategy implementation considerations in the public service

Strategy implementation is concerned with the development of structures, programmes and procedure manuals, and the allocation of resources to enable the execution of the strategy. The Batho Pele policy provides a framework as well as practical implementation strategy for government to put people first. It calls for the introduction of institutional arrangements to ensure that the Batho Pele concept is advocated throughout the organisation, drawing up on service delivery improvement programmes and the development of an implementation strategy (WPTPSD 1997, p. 9).

The test of success of government policy is dependent on the ability and willingness of public administrators to deliver what is expected of them and beyond. Below is a synopsis of conditions necessary for the implementation

of Batho Pele policy, the role of senior public servants and some identified challenges to implementation.

2.4.5.1 Enablers for successful implementation

The government of South Africa had committed itself to the creation of a better life for all. For this vision to be realised, public servants need to enhance their performance profile and also internalise the will to serve in line with the Batho Pele Slogan: "we belong, we serve, we care" (Department of Public Service and Administration 2008). According to Baloyi (2008, p. 9), the will to serve is not always given, it is influenced by factors such as the enabling environment, including capacity and workplace stability. The following discussion will focus on enablers for successful implementation of client oriented service delivery. These would talk to innovation, governance, information technology (IT), service standards, client survey feedback, training, monitoring and evaluation, and availability of resources.

The functions of Government are broad and diverse, the challenge however is that there is never enough resources that are needed. Public service managers are in most cases required to do more with less, this therefore means that managers need to find innovative ways of delivering services. This could be achieved by encouraging employees to be innovative. Public servants need to serve the citizens and not to increase costs and innovation

needs to come from within. Employees need to be part of designing the solution or else they will just not support it.

The study on the citizen-centricity in the UK focuses on the enabling factors that government needs to put in place if it is to deliver citizen-centric services. These are cited as governance, skills and expertise as well as service oriented IT architecture (Intel 2009).

- Governance – this requires that government sets up governance structures with clear leadership and business planning units, governance processes that ensure accountability, issue escalation and stakeholder engagement processes; and governance levers to drive change like performance incentives, and political and administrative leadership.
- Skills and expertise – the delivery of citizen centricity requires a mix of skills that are not typically available in government. These include marketing, stakeholder, programme, technology, and operations management. These skills are sourced from outside of government through consultancy and secondment for purposes of developing the necessary skills within government.
- Service oriented IT architecture – this involves putting in place the right technology enablers to support citizen centric service delivery. Examples of such technology may include coordinated identity verification systems, common data sets and central infrastructure for use by all government departments.

- Service standards – Departments should ensure that service standards are available and known to all staff. Service standard define goals that departments are striving for in terms of improving services to the public (Mphiswana 2008, p. 12).The standard informs the citizens about the level and quality of services they are to get from a department. The standard should be included in the work plans and performance agreements in order that service standard related activities are budgeted for (ibid).

An example could be derived from the South African Revenue Services (SARS). To align itself with the spirit of Batho Pele, the SARS began to redefine its relationship with the taxpayer (Smulders and Stiglingh 2008, p. 607). The revenue agency now considers taxpayers as customers and therefore offers a choice of convenient channels to facilitate compliance and using customers' insight to provide tailored service (Stoke, Regan and Stauffer 2005, p. 5). The SARS has over the years developed a strategy aimed at improving service delivery. In order to meet the new service delivery strategy, SARS implemented a Service Charter which sets service standards publicly for the expected levels of service from SARS officials to taxpayers (SARS 2005a, p. 2). The Service Charter is intended to ensure that public expectations of service delivery are matched by achievable and measurable performance standards. This Charter is therefore a useful tool

with which to hold SARS accountable for the levels of service it delivers to the taxpayers (Ibid).

Employees also need to be aware of how their services are perceived. It means that if there are customer satisfaction surveys conducted, employees need to be shown the results thereof. This would then create a strong incentive to change and for improved service delivery to the customers (Valaskovic 2008, p. 55).

Good customer service will not always be possible without an enabling environment. Managers need to ensure that employees are well trained and have the necessary tools to carry-out their job. Managers also need to be conversant with the applicable legal framework so as to be able to lead, direct and ensure effective and efficient service delivery.

Departments need to have Batho Pele monitoring and evaluation mechanisms in place in order to assess the progress they are making in continuously improving service delivery. There is a requirement that the departments make use of performance appraisals to assess performance against service standards as a means to strengthen and improve service delivery (Rapea 2004, p. 99).

2.4.5.2 The role of senior public servants

Whilst it accepted that Batho Pele needs to be implemented across all spheres of government and across all the levels, it remains the responsibility of senior public servants to ensure that Batho Pele is implemented, monitored and evaluated. According to Frazer-Moleketi (2005, p. 11), managers within the public service are required to bridge the gap between the vision of Batho Pele and its delivery. This will be done by translating the vision into actual practice. They therefore need to have skills and leadership capabilities to translate the vision into active institutional practise and service delivery.

There are many challenges that senior public servants need to respond to which include, amongst others, responding to poverty and globalisation, preventing conflict and driving transformation. Poverty in South Africa is seen as a consequence of uneven development and the public servants need to reverse this challenge amid diminishing public sector resources. Public servants also need to harness the positive spin-offs of globalisation, so that these translate to better service delivery.

The issue of driving transformation seems relevant to this discussion because senior public servants must ensure that the Batho Pele vision permeates the departments and the practice of public service. Given that the process of rolling-out Batho Pele has been done in the past few years,

the challenge that managers need to deal with revolves around ensuring that public servants embody the willingness to take responsibility for operating according to the Batho Pele principles. This willingness should not only be to recite the principles and vision of Batho Pele but to translate to commitment and effective actions to change the lives of citizens.

According to Mafunisa (2002, p. 55) managers and leaders in the public service need to conduct themselves in accordance with the code of conduct for public service. The author argues that managers need to personify the values of the public service and as such provide tangible role models for junior public employees to follow. They need to set examples by behaving in a manner that displays compliance with the legislative framework for prioritising people's needs. The ultimate responsibility for the implementation of Batho Pele rests with political and administrative heads of departments. They should make necessary institutional arrangement to ensure that Batho Pele gets factored and integrated into other departmental transformation priorities and strategic plans (WPTPDS 1997, p. 25). They should also ensure that there are resources available to drive the service delivery improvement programmes.

2.4.5.3 Implementation challenges/ Shortcomings identified

The WPTPSD requires that the Department of Public Service and Administration work in conjunction with the Public Service Commission

(PSC) to systematically monitor the implementation of Batho Pele (WPTPSD 1997, p. 29). A number of studies have been conducted by the PSC and other researchers on Batho Pele. These include, amongst others, monitoring and evaluation, assessment of performance of heads of departments, promotion of professional ethics and compliance audits. These reports highlight a number of successes achieved since the promulgation and implementation of Batho Pele policy. They also point out challenges that are experienced in rolling out the policy for implementation.

The study conducted by Schalk (2003) on the Batho Pele and policy making in the North West Province revealed that there was lack of guidelines to enable effective monitoring of the implementation of the Batho Pele programme in the Province. The findings from the research conducted by Mosadi (2004, p. 48) indicate that generally, the implementation of Batho Pele in the Department of Social Services, Arts, Culture and Sports had not been successful in bringing about improved service delivery. Some of the reasons cited for failure were non-alignment with strategic plan, lack of uniformity in formulating and implementing the service delivery improvement plan, no effective mechanisms to communicate with citizens and lack of monitoring and evaluation mechanisms.

According to Diphofa (2005, p. 58), the report on the State of Public Service released by the Public Service Commission (PSC) in 2005 revealed that

some commendable achievements were made in moving towards the nine constitutional values and principles of public administration. Certain measures were implemented to improve service delivery. The author further identifies some of the challenges raised in the report which include the need to monitor compliance with public management frameworks, the need to reverse negative workplace cultures and practices and the environment that reinforces them.

Another report was published by the PSC in 2007 which provided an overview of the role played by the Public Service in promoting growth and development on the basis of the nine constitutional values and principles. The report points to significant milestones that have been achieved by the government, these include improvements in the economic growth, competitiveness and governance ratings (Public Service Commission 2007, p. 66).

The report however highlights some paucity in the implementation capacity of the public service. This inadequacy of capacity is reflected in the inability by the public service to respond to enquiries and complaints lodged by the citizens (Ibid). The report also points to a rise in the amounts of unauthorised expenditure which could be reflective of poor executive and administrative leadership provided by senior managers.

The report published by the PSC after conducting inspections on service delivery sites of Departments of Home Affairs, Labour, Housing and Social Development in 2007 also highlighted a number of implementation challenges, these included:

- Non display of service standards.
- Lack of on-site infrastructure to address the citizen's complaints, queries and suggestions.
- Poor turnaround time of applications (Public Service Commission 2007, p. viii).

The challenges cited in the preceding discussion point to the fact that whilst significant successes that have been achieved by government in changing the way services are provided to the public, there are still challenges that the public service need to overcome in order to bring about a better life for all citizens.

2.5 SUMMARY

The advent of the democratic order in South Africa in 1994 brought about a range of political, economic and social changes. These were necessitated by the need to reverse and reduce the effects of the discriminatory practices brought about by the apartheid regime. The apartheid system had created an

ineffective, inaccessible, non-transparent, unrepresentative and discriminatory public service. There was a general perception held by the citizens that the public service was not responsive to their needs.

Various policies and of legislation were introduced to redress the legacy of the apartheid system and transform the public service into one that delivers services in a manner that is sustainable, efficient, effective, affordable and accessible. The Batho Pele initiative was specifically introduced to improve public service delivery. It sought to transform the public service from being prescriptive to putting citizens at the centre of public service delivery.

The aim of this chapter was to present an exploration of the concept "Batho Pele" as well as an examination of its policy framework and implementation processes. The chapter further provided a discussion of Batho Pele principles in detail, a review of the implementation strategy, the role of senior public servants and also a discussion of some of the shortcomings identified in attempting to implement policies and programmes of Batho Pele.

The information regarding the process of collecting empirical data pertaining to the management of Batho Pele in the service delivery points of the Departments of Labour and Home Affairs will be presented in Chapter Three.

CHAPTER 3

RESEARCH DESIGN

3.1 INTRODUCTION

The previous chapter dealt with the nature and scope of Batho Pele as an intervention strategy by government to improve service delivery to the citizens. This chapter presents a description of the research design.

The research was conducted through the use of literature study and structured interviews. Having gone through the Web site of Department of Public Service and Administration (DPSA) and a SABINET search, it was established that a substantial amount of information was available on Batho Pele. This made it possible for the researcher to undertake a study of this nature. A catalogue of Dissertations and Thesis of South African Universities was consulted and the existence of a similar theme on the same topic had not been established.

Neuman (2000, p. 21) identifies three dimensions of research, namely exploration, description and explanation. The 'exploration' focuses on new ideas or issues and seeks to produce information. The 'description' seeks to provide a clearer picture about a phenomenon or situation, whilst the last dimension - 'explanation' builds on exploration and description to further identify the reasons for an occurrence. In this study, the researcher undertook an exploratory study in that he wanted to establish the views of official and clients about the implementation of Batho Pele and whether managers provide an

enabling environment for such (Welman, Kruger and Mitchel 2005, p. 24). The approach followed was investigative in nature.

The methods of collecting data frequently used for exploratory studies are questionnaires and interviews (Chadwick, Bahr and Albrecht 1984, p. 100). In this study, the researcher used the triangulation method as described by Neuman (2000, p. 125). This refers to a way of observing a phenomenon from different viewpoints, using quantitative and qualitative data collection methods. The study aims to use the following multiple data collection strategies:

- A questionnaire was developed and used to gather information from a sample of employees at the Service Centres about their application of Batho Pele principles. Information was also gathered from clients on whether or not the services rendered at the Service Centres were consistent with Batho Pele.
- An interview schedule was developed and structured interviews were conducted with heads of Service Centres to get more insight into the enabling factors for Batho Pele implementation. The aim of the interview was to gather information from people who have to provide leadership and ensure acceptable service delivery.

3.2 THE MEANING OF RESEARCH DESIGN

The research design is a 'set of procedures that guide the researcher in the process of verifying a particular hypothesis and excluding all other possible hypothesis or explanation' (Bless, Higson-Smith and Kagee 2006, p. 185). It can also be defied as 'a systematic description of all stages of the research process, the sequence of activities necessary to answer the research question' (Chadwick, Bahr and Albrecht 1984, p. 44). Singleton, Straits, Straits and McAlister (1988, p. 91) describe the research design as a statement of the research problem as well as plans for gathering, processing and interpreting the observations intended to provide some resolutions to the problem. It can therefore be concluded that the research design is the entire plan of the research process.

The study was aimed at solving a particular problem that is confronting the Department of Labour and the Department of Home Affairs in the North West. It can therefore be classified as applied social research as described by Bless Higson-Smith and Kagee (2006, p. 43). The applied social research is undertaken when the researcher wants to assist in solving a particular problem facing a particular community. This kind of research is relevant in that it aims to establish whether or not managers take into consideration the Batho Pele principles as they deliver services to clients.

The research was exploratory in nature in that it would increase the knowledge and information in the area of policy implementation. According to Mc Kendrick (1987, p. 257), exploratory studies are undertaken when the researcher seeks to explore a phenomenon about which not sufficient information is available. The purpose of the exploratory research is therefore to gain a broad understanding of a situation or phenomenon.

There is lack of information in the area of management of Batho Pele, as a result, in this research, the respondents were required to explain what they knew concerning some aspects of Batho Pele implementation. The researcher used both quantitative and qualitative research methods. According to Leedy and Ormrod (2005, p. 94) quantitative research is meant to answer questions about relationships among measurable variables with the purpose of explaining, predicting and controlling phenomena. The authors further explained qualitative research as aimed at describing and understanding phenomena from a participant's point of view for purposes of providing answers about the phenomena. Some researchers refer to the way of observing a phenomenon from different viewpoints, using quantitative and qualitative data collection methods as triangulation of method (Newman 2000, p. 125), others refer to it as mixed method design as it combines elements of both methods (Leedy and Ormrod 2005, p. 97).

3.3 METHODS OF DATA COLLECTION

The methods used for collecting data frequently used for exploratory studies are questionnaires and interviews (Chadwick, Bahr & Albrecht 1984, p. 100). A questionnaire is a data collection technique through which each person is asked to respond to the same set of questions in a predetermined order (Saunders, Lewis & Thornhill 2007, p. 608). When a previously compiled structured questionnaire is administered to a respondent through a telephonic or personal interview, it is or referred to as an interview schedule (Welman, Kruger & Mitchel 2005, p. 174). In this study, a questionnaire was used to solicit data from the participants.

3.3.1 The Questionnaire

Two questionnaires were developed and pre-tested for this study. The first one (Annexure A) was administered on officials of the departments under study. The second one (Annexure B) was administered to clients of the respective departments.

3.3.1.1 Questionnaire Design

The questionnaire consisted of three parts; Section A reflected the demographic details of the respondents such as the respondents' length of service, rank (salary range/SR), age, gender, qualifications and income level.

Section B contained questions that elicited the respondents' attitude and opinions about the application of Batho Pele principles in the work environment. The section contained sixteen questions – two questions for each of the eight Batho Pele principles of service delivery.

Section C of the questionnaire focused on the enabling conditions for service delivery. It had eight questions that probed respondents on whether or not they had been trained to do their job and whether they had resources to enable them to do their job efficiently. The ninth question probed the respondents' views on factors affecting their ability to apply Batho Pele effectively such as 'lack of training on Batho Pele', lack of information on Batho Pele', 'lack of monitoring', 'lack of resources' and 'lack of enforcement and monitoring by seniors'.

Instructions on how to complete the questionnaire were clearly written on the top part of each page of the questionnaire.

The questionnaire used a rating scale to evaluate the participants' opinion regarding Batho Pele. The rating scale is said to be useful when:

> a behaviour, attitude, or other phenomenon of interest needs to be evaluated on a continuum of 'inadequate' to 'excellent', 'never' to 'always', or 'strongly disapprove' to 'strongly approve' (Leedy and Ormrod 2005, p. 185).

For this study, a five-point Likert- style rating scale was used as the respondents were asked, on a continuum, how strongly they agreed or disagreed with the statement on a five point rating scale as described by Saunders, Lewis and Thornhill (2007, p. 372).

As a measure of minimising bias, questions were framed clearly and unambiguously, all of them being closed questions.

3.3.1.2 Validity and Reliability

Validity has to do with what the instrument actually measures and what the results actually mean (Bless, Higson-Smith and Kagee 2006, p. 156). It also refers to how credible the findings of a research are (Welman, Kruger & Mitchel 2005, p. 145). According to Welman Kruger & Mitchel (Ibid), there are four common types of validity, namely content-, criterion related-, construct- and face validity. Two of these, namely content and face validity are relevant for this study in the following manner:

- Content validity – the questionnaire contains questions that relate to all Batho Pele principles. These are also linked to some literature and theory on Batho Pele.
- Face validity – refers to the way the measuring instrument appears to the participant. The questionnaire is easily readable and appeared to be measuring what the researcher wanted to measure.

Reliability is concerned with how accurate and consistent the measuring instrument is (Bless, Higson-Smith and Kagee 2006, p. 151). In other words, an instrument is reliable if it produces equivalent results for repeated trials. There are various methods used to estimate reliability. These are test-retest-, equivalent form-, split-half-, inter-scorer reliability (Ibid, p. 151 – 154) and Cronbach's Alpha (UCLA 2010). These are further explained below.

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- Test-retest reliability is done by applying the same measurement procedure to the same group of people on two or more occasions within an appropriate time interval.
- Equivalent form reliability is similar to test-retest but requires the researcher to use an equivalent form of the instrument after the first testing thus changing the original test slightly.
- Split-half reliability - this "involves splitting the test into two halves and finding the extent of correspondence or reliability between the halves" (Bless, Higson-Smith and Kagee 2006, p. 153).
- Inter-scorer reliability – refers to the extent to which the two or more people evaluating the same performance give identical results (Leedy and Ormrod 2005, p. 93).
- Cronbach's Alpha – is said to indicate how well a set of items measures a single unidimensional latent construct. The Cronbach's alphas of 0.70 and above are usually considered as an acceptable measure of reliability (ucla.edu 2010).

The two questionnaires were tested on a few volunteers so as to eliminate ambiguity, inadequate time limits and inappropriate wording before beginning with data collection.

3.3.1.3 Administrative Procedures

Permission to distribute the questionnaires to members of staff was sought from the heads of departments under study. The questionnaires were attached to the introductory letter which explained the purpose of the questionnaire as well as the significance of the data provided by the respondents. The questionnaires were given to sectional heads in packs for distribution to staff members to fill them in private.

Staff members were urged to complete the questionnaire and return it within one week to the Communication Officer at the Department of Home Affairs and to the Labour Market Information, Statistics and Planning (LMIS&P) unit of the Department of Labour. The Communications and the LMIS&P staff are regarded as neutral and independent persons by members of staff in the two departments, hence they were requested to distribute and collect the questionnaires. This measure was undertaken in order to minimise biasness of the respondents which could have been influenced by their awareness that the researched was an employee of the Department of Labour.

The questionnaire was administered on Administrative Office Workers (AOW). The AOW has two clusters (CORE 1999, p. 19), the first cluster is referred to as clerks and related personnel and includes occupations whose main tasks require the knowledge as well as the experience necessary to organise, store, compare and retrieve information. Their main tasks consist of performing secretarial duties, recording and computing numerical data and performing a number of customer-oriented clerical duties.

The second cluster is referred to as administrative policy and related personnel and includes occupations whose main tasks are to formulate and advise on government policies of an administrative nature, formulate/administer laws, rules and regulations directly associated with the policies and legislation of the employing institution. Employees in this category are also responsible for inspections to ensure that regulations are complied with.

One hundred (100) copies of the questionnaires were distributed and administered once to staff and a corresponding 100 copies of the other questionnaires aimed at clients.

3.3.2 The Interview Schedule

A two page interview schedule was developed and pre-tested for this study.

Permission to conduct interviews with members of staff was sought from the heads of departments under study. The interview schedule was administered on employees at the level of manager, using semi-structured interviews wherein the researcher presented a list of questions which varied from one interview to the next as adapted from Welman, Kruger and Mitchell (2005, p. 166).

The main tasks of the managers usually consist of planning, directing and co-ordinating activities of components in a department (CORE 1999, p. 19). This also includes directing daily operations, overseeing the selection, training and performance of staff, liaising with managers of other components and in other departments and representing the department in its dealings with other parts of the organisation or with outside bodies.

3.3.2.1 Design of the Interview Schedule

The interview schedule consisted of seven (7) open-ended questions. The questions were asked without any prompting with regard to the expected answers. The first six questions sought to solicit the respondents' views on whether or not the people at management level:

- Provided enabling environment for the implementation of Batho Pele.
- Have systems in place to monitor the implementation of Batho Pele.

The respondents were also requested to list, what in their opinion, were enablers for successful implementation of Batho Pele.

A space was created on the interview schedule to enable the researcher to write the respondents' answers verbatim.

3.3.2.2 Administrative Procedures

An introductory letter explaining the purpose of the interview as well as the significance of the responses was read to the interviewees. The interviews were conducted by the Communications and the LMIS&P staff. Some interviews were held telephonically whilst others were by face-to-face. The biasness of interviewees was minimised by framing questions clearly and unambiguously.

The interview was conducted with thirty senior officials/managers in the departments under study in order to obtain direct information and views from the officials who have to ensure implementation, monitoring and evaluation of the Batho Pele initiative for improved public service delivery.

3.4 SAMPLING

Bless, Higson-Smith and Kagee (2006, p. 185) describe a sample as a group of elements drawn from the population that is considered to be representative of the population and sampling refers to a technique by which a sample is drawn from the population. The authors describe population as a set of objects

or people which is the focus of the research and on which the researcher wants to determine some characteristics. Researchers use a sampling frame to ensure a representative sample. A sampling frame is described as 'a complete list in which each unit of analysis is mentioned only once' and from which a sample is drawn (Welman, Kruger & Mitchel 2005, p. 57).

Sampling can be probability, non-probability or random (Bless, Higson-Smith & Kagee 2005, p. 100). Probability sampling occurs when there is a probability that each member of the population has an equal chance of being selected into the sample and the researcher can estimate the accuracy of the generalisations from sample to population. In contrast, this probability cannot be determined in non-probability sampling. In other words, it may not be '...possible to determine the likelihood of the inclusion of all representative elements of the population into the sample' (Ibid).

Probability sampling was used for the administration of the questionnaire in this study as the researcher wanted to ensure that the samples are representative of the population. Non-probability sampling was used for the interviews as all the managers were interviewed.

Leedy (2005, p. 201-203) identifies several types of probability sampling, these include simple random -, interval -, stratified - and cluster sampling.

- Random sampling – where the sample is chosen by simple random selection and each member of the population has an equal chance of being selected.
- Interval sampling - where the elements are selected at intervals according to predetermined sequence.
- Stratified sampling – in which the population is divided into groups called strata. The researcher samples equally from each stratum in the overall population. Stratified sampling has the advantage of guaranteeing equal representation of each of the identified strata.
- Cluster or multi-stage sampling – where sampling is done in stages starting with a general method, followed by a less general method than the first. The procedure is continued until the population to be studied is reached and the final sample is drawn.

The study focused on the Department of Labour and the Department of Home Affairs in the North West Province. The population in this study was composed of administrative office workers and managers of both departments. The sampling frame consisted of the Provincial Office of the Department of Labour and that of the Department of Home Affairs based in Mmabatho and Mafikeng respectively and their main service centres in the following areas: Mafikeng, Klerksdorp and Rustenburg.

The sampling units were drawn from the sampling frame stated in the preceding discussion so as to ensure that the data collected were representative of both the Administrative Office Workers and the Managers in both the Department of Labour (DoL) and the Department of Home Affairs (DHA) in the North West Province.

A stratified sampling method was used as members of staff in the Provincial Offices and service points of the Department of Labour and the Department of Home Affairs are divided into smaller groups of population from which samples can be selected. This assisted in minimising the sampling error.

Out of a population of 742 employees in the Department of Labour (342) and the Department of Home Affairs (400) in the North West, a sample of one hundred and thirty respondents consisting of 100 staff and thirty managers was selected. Another sample of one hundred respondents who were clients of the departments under study was also selected.

3.5 FOLLOW-UPS

The respondents were asked to fill in their questionnaire and return the same within a week. The Communications and the LMIS&P staff phoned the Heads of service points twice to remind them about the deadline for returning the completed questionnaire.

RESPONSE RATE

Two hundred copies were distributed equally to officials and clients. Ninety four and ninety eight questionnaires were received back from officials and clients respectively. Thirty managers were targeted for the interview and twenty five were reached. The final response rate from a sample of two hundred and thirty (N= 230) was therefore, ninety four percent (94%).

3.7 DATA ANALYSIS

Data analysis is a process of generalising the findings from the sample used in the research to the larger population in which the researcher is interested (Bless, Higson-Smith & Kagee 2006, p. 163). It also involves a process of systematically applying statistical and/or logical techniques to describe, summarize, and compare data (Rosnow and Rosenthal 1999, p. 432).
The authors maintain that the process of analysing data may take different forms depending on the nature of the research question and design as well as the nature of the data. Bless, Higson-Smith & Kagee (2006, p. 163) identified two forms of analysing data, namely quantitative and qualitative. Quantitative data analysis involves the analysis of data using descriptive and inferential statistical procedures to enable interpretation with respect to the original

research question. Qualitative data analysis involves sorting, categorising and synthesising data down to a small set of abstract through inductive reasoning (Leedy and Ormrod 2005, p. 150). The researcher synthesises the data into a coherent description of what he or she has observed or otherwise discovered.

This study employed both the quantitative and qualitative data analysis methods. The former method was used for analysing data from the questionnaire whilst the latter was used for analysing data from the interview schedule.

Mouton (2002, p. 161) suggests that data analysis be undertaken in two steps. Firstly, the available or collected data has to be reduced to manageable proportions and secondly, identifying patterns and themes in the data.

CLASSIFICATION OF RESPONSES

The responses to the questionnaire were grouped into the following categories:

1. Respondents' biographical data
2. Respondents' view/opinion on whether or not the delivery of services is done according to Batho Pele principles.
3. Respondents' views on factors that hamper application of Batho Pele in the delivery of services.

The responses to the interview schedule were grouped into the following category:

1. The Respondents' views on the provision of an enabling environment for implementation of Batho Pele.

The grouping shown in the preceding discussion was done in order to enable analysis of data in line with the objectives of the study as stipulated in Chapter One.

3.9 STATISTICAL METHODS

The presentation of data took the form of tables and graphs.

According to Adams and Schvaneveldt (1985, p. 342), descriptive and inferential statistics can be presented in tabular format, with tables consisting of rows and columns. The authors maintain that:

> Descriptive statistics are concerned with the description and/or summary of the data obtained from a group of individual units of analysis ... whereas ... inferential statistics are concerned with inferences that we can make about population indices on the basis of corresponding indices obtained from samples drawn randomly from the population (Welman, Kruger and Mitchell 2005, p. 231).

The authors argue further that it is also useful to highlight information through the use of pictures.

In summarising the data obtained, the researcher used the bivariate and multivariate methods in tabular and pictorial presentation. In univariate analysis, only one variable is examined and summarized at a time whereas in bivariate and multivariate analysis more variables would be involved (Ibid). In this study, the researcher presented more than one variable in a single table and analysed their interrelationship, using correlational analysis.

3.10 ETHICAL CONSIDERATIONS

The researcher took into consideration the impact of the research on those who would be providing information. Saunders, Lewis and Thornhill (2007, p. 179) maintain that ethical issues be considered throughout the research and that the researcher be sensitive to those who provide access and cooperation and those who would be affected by the research results.

One of the ethical dilemmas in this study was that the researcher is a senior official in one of the departments under study, the respondents were likely to react differently when they became aware of this.

The researcher followed the North West University's Code of Conduct and Ethics in obtaining and presenting the information (NWU 2007, p. 34). This included protecting the identity and respecting the privacy of the respondents.

3.11 SUMMARY

This chapter presented a discussion of the research design used in this study. The instruments for collecting data namely questionnaires and interview schedule as well as measures taken to reduce bias in those instruments were discussed substantially. The sampling, data analysis and statistical methods used in this study were explained.

The next chapter focused on the presentation, analysis and interpretation of data.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

The previous chapter described the research design of the study. This chapter reflects on the results of the empirical investigation conducted to determine the views of the respondents regarding the manner in which services are delivered in the Department of Labour and the Department of Home Affairs in the North West Province. It also presents an explanation of the composition of the respondents, that is, their biographical data and demographics. This is followed by a presentation of the respondents' views on the delivery of services, enabling conditions and factors hampering delivery of services. The presentation further reflects the views of Officials versus Clients on the following:

- Delivery according to Batho Pele.
- Factors hampering delivery according to Batho Pele.
- Level of satisfaction with the manner in which services are provided.

The quantitative and qualitative data collected through empirical investigation are, therefore, discussed and summarised.

4.2 REVIEW OF THE RESPONDENTS

Out of a total of 742 employees in the Department of Labour (DoL) and the Department of Home Affairs (DHA), 130 employees were targeted for in the investigation. Data were also collected from 100 clients of the two departments. Copies of the questionnaire were distributed to the Provincial Offices, the service points as well as to the clients of the two departments.

Interviews were held with 25 senior officials at provincial level responsible for the various sections within the DoL and the DHA.

4.3 BIOGRAPHICAL DATA

The biographical data of the respondents were obtained in order to determine the respondents' age, years of service, salary levels, employment status, gender and qualifications. The data tables in this section reflect the descriptions of the biographical data of officials and clients respectively. The ranks of officials are contrasted with their years of service, ages, qualifications and gender. For the clients, the number of years of receiving government service are contrasted with, age, qualifications, gender, employment status and salary levels.

4.3.1 Demographics of Officials

The following discussion focuses on the statistical data relating to respondent Officials:

Table 4.1 RANK AND LENGTH OF SERVICE

Rank	How long have you been in the department?					
	1 - 5 years	6 - 10 years	11 - 15 years	16 - 20 years	Over 20 years	Total
	%	%	%	%	%	%
SR5 - SR6	27	24	2	13	7	73
SR7 - SR8	6	1	2	1	13	24
SR9 - SR10	2	0	0	0	0	2
Total	35	25	5	14	20	100

4.3.1.1 Rank and length of service

The data elicited from the participants with respect to rank and length of service are presented Table 4.1. The respondents with shorter years of service, that is, those with one to five years constituted a high percentage (35%). This is followed by those with six to ten years of service (25%). The majority (73%) of the respondents were from the lower ranks.

4.3.1.2 Rank and age

The data pertaining to rank and age of participants are presented in Table 4.2.

Table 4.2 RANK AND AGE

Rank	Age				
	18 - 30 years	31 - 40 years	41 - 50 years	51 - 65 years	Total
	%	%	%	%	%
SR5 - SR6	24	31	11	7	73
SR7 - SR8	5	2	11	6	24
SR9 - SR10	0	1	1	0	2
Total	29	35	23	13	100

Key: SR means Salary Range

The information reflected in Table 4.2 shows that 35% of the respondents were between 31 – 40 years old followed by 29% of those between 18 – 30 years of age. The lowest percentage (13%) was from those from age 41 to 50 years. The majority of the respondents (64%) were below 41 years of age and 75% of the respondents at Salary Range 5 to Salary Range 6 were below 41 years of age.

4.3.1.3 Rank and Gender

The data pertaining to rank and gender are reflected in Table 4.3.

Table 4.3 RANK AND GENDER

	Gender		
	Male	Female	Total
Rank	%	%	%
SR5 – SR6	33	41	73
SR7 – SR8	10	14	24
SR9 – SR10	1	1	2
Total	43	57	100

As shown on Table 4.3 the majority of the respondents (57%) were female. The percentage of females was high (60%) at SR7 - SR8. The respondents at SR9 – SR10 were equally distributed according to gender.

4.3.1.4 Rank and qualifications

The data elicited from the participants with respect to rank and qualifications are presented in Table 4.4.

Table 4.4 RANK AND QUALIFICATION

Rank	Qualifications				
	Below Grd 12	Grd 12	Grd 12 + Diploma	Degree/Senior Degree	Total
	%	%	%	%	%
SR5 – SR6	8	35	27	4	73
SR7 – SR8	0	14	5	5	24
SR9 – SR10	0	0	0	2	2
Total	8	49	31	11	100

Table 4.4 reflects that the majority (73%) of the respondents were from the lower level ranks of SR5 - SR6, followed by those at SR7 - SR8. Very few (10.1%) were from the higher SR9 – SR10, this indicates that the high percentage of views expressed in this study were those of lower level staff.

Almost half (49%) of the respondents had Grade 12 only. Those with 'below Grade 12' were very few (8%) and were from the lower ranks. Only 36% of SR5 – SR 6 had Grade 12 and a diploma. 31% and 11% of the respondents had diplomas and degrees respectively.

4.3.2 DEMOGRAPHICS OF CLIENTS

The following discussion focuses on the description of statistical data relating to respondent Clients:

4.3.2.1 Length of receiving government services and age

The data pertaining to length of receiving government services and age of participants are presented in Table 4.5.

Table 4.5 LENGTH OF RECEIVING GOVERNMENT SERVICES AND AGE

Length of receiving government services	Age				
	18 - 30 years	31 - 40 years	41 - 50 years	51 - 65 years	Total
	%	%	%	%	%
0 - 5 years	24	14	14	4	55
5 - 10 years	10	6	3	0	20
11 - 15 years	1	3	1	0	5
16 - 20 years	0	2	1	1	4
Over 20 years	6	2	4	3	16
Total	42	27	23	8	100

The majority of the respondents (55%) were those who were receiving government services for less than six years. 42% of the respondents were between 18 and 30 years of age. Only 8% of the respondents were between 41 and 65 years of age. The data in Table 4.5 show that the number of respondents reduced with age.

4.3.2.2 Length of receiving government services and qualifications

Table 4.6 reflects data pertaining to clients' length of receiving government services versus qualifications.

Table 4.6 LENGTH OF RECEIVING GOVERNMENT SERVICES AND QUALIFICATIONS

Length of receiving government services	Qualifications				
	Below Grd 12	Grd 10	Grd 12 + Diploma	Degree/Senior Degree	Total
	%	%	%	%	%
0 - 5 years	31	15	3	5	55
5 - 10 years	7	7	4	1	20
11 - 15 years	3	1	1	0	5
16 - 20 years	2	1	0	1	4
Over 20 years	4	5	2	5	16
Total	47	30	10	12	100

The data shows that 47% of the respondents' educational level was below Grade 12 and most (31%) had been receiving government services for less than six years. Only 22% of the respondents had Grade 12 plus a higher qualification.

4.3.2.3 Age and employment status

The respondents were also asked to indicate their age and employment status.

Table 4.7 AGE AND EMPLOYMENT STATUS

In which age category do you fall?	Employment status				
	Self employed	Employed by government	Employed in the private sector	Unemployed	Total
	%	%	%	%	%
18 - 30 years	2	2	9	28	41
31 - 40 years	2	2	9	13	27
41 - 50 years	4	3	8	8	24
51 - 65 years	0	0	4	4	8
Total	8	7	31	53	100

Table 4.7 reflects the age and employment status of the participants. The majority of respondents (53%) were unemployed followed by those employed in private sector (31%). The age category with the highest percentage of respondents (41%) was that of 18 – 30 years.

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4.3.2.4 Age and income

The data pertaining to the age and income of the participants are presented in Table 4.8.

Table 4.8 AGE AND INCOME

Age	Income					
	Below R3 555	R 3 555 - R 7 711	R 7 712 - R 17 104	R 17 105 - R 40 025	Above R 40 025	Total
	%	%	%	%	%	%
18 - 30 years	28	6	5	3	0	42
31 - 40 years	13	5	6	2	0	25
41 - 50 years	9	8	3	5	0	25
51 - 65 years	3	3	0	0	2	8
Total	53	22	14	9	2	100

The information in Table 4.8 reflects that the majority of the respondents (53%) earned below R3 555.00 per month followed by 22% of those who earned between R3 555.00 and R7 712.00 per month. Only 2% of the respondents earned above

R40 025.00 per month. 28% of the respondents were low income earners and aged between 18 and 40 years.

4.4 VIEWS ON THE DELIVERY OF SERVICES

The purpose of the study was to examine empirically, the views of the parties involved in the offer and delivery of services:

4.4.1 Officials' views on the delivery of services

Table 4.9 SUMMARISED* OFFICIALS' VIEWS ON APPLICATION OF BATHO PELE PRINCIPLES

	Disagree	Not sure	Agree	Total
Principles	%	%	%	%
Regular consultation with Customers	28.8	22.9	48.3	100
Setting service standards	21.7	11.4	67.9	100
Increasing access to services	26.6	16.6	56.8	100
Ensuring courtesy	14.1	9.8	76.1	100
Providing information about services	23.3	20.7	56	100
Openness and transparency about services	28.2	43	28.8	100
Remedying failures and mistakes	17.4	22.8	59.8	100
Giving the best possible value for money	32.1	24.5	43.4	100
Total	24.0	21.4	54.6	99.2

'Strongly Disagree' and 'Disagree' combined into 'Disagree'. 'Strongly Agree' and 'Agree' combined into 'Agree' to reduce the crowdedness of the table

The data in Table 4.9 reflect the summarized opinion of Officials regarding the application of Batho Pele in the delivery of services at the Department of Labour and the Department of Home Affairs in the North West Province. It shows that 54.6% of the Officials 'agree', on the overall, that the principles of Batho Pele were applied. This is followed by 24% of those who 'disagree' and 21.4% of the Officials were 'not sure' whether or not the principles were applied.

Figure 4.1 SUMMARISED* OFFICIALS' VIEWS ON THE APPLICATION OF BATHO PELE PRINCIPLES

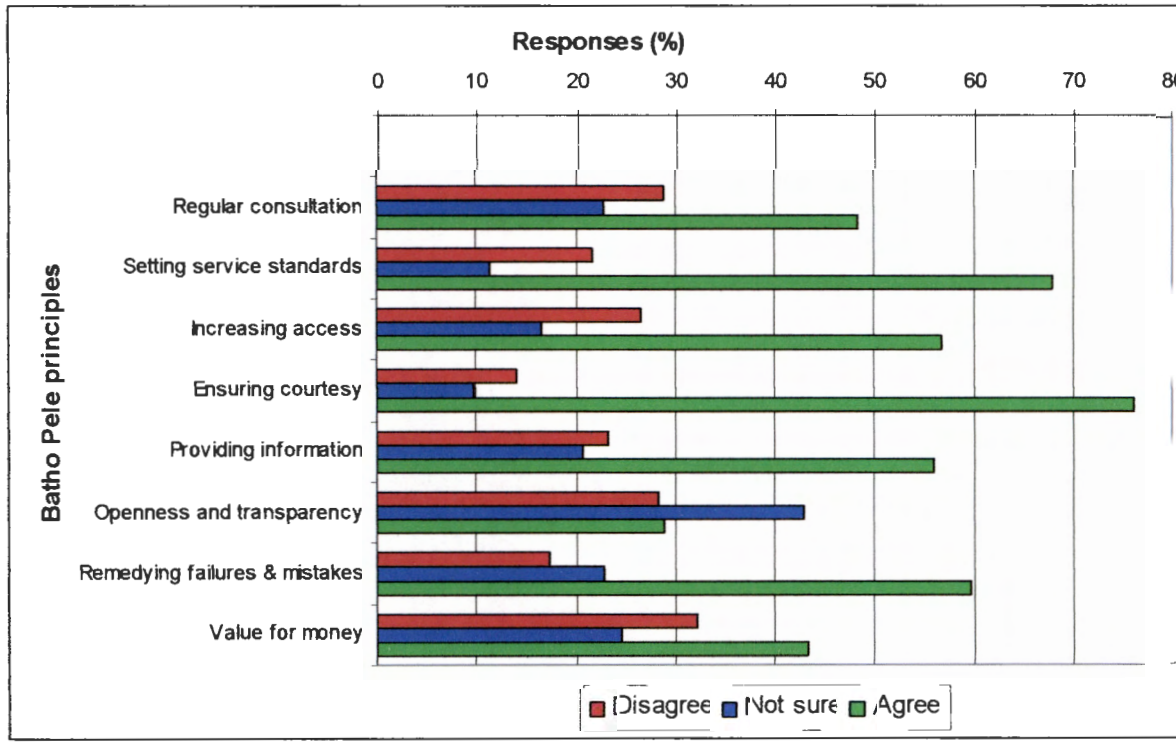


Figure 4.1 indicated that more than 55% (on average) of Officials 'agree' that the following principles were applied:

- Setting service standards (67.9%).

- Increasing access to services (56.8%).
- Ensuring courtesy (76.1%).
- Providing information about services (56.0%).
- Remedying failures and mistakes (59.8%).

Figure 4.1 reflects that 43% of the Officials were 'not sure' whether or not the principle of openness and transparency was applied.

However, more that 20% (on average) of Officials 'disagree' that the following principles were applied:

Regular consultation with customers (28.8%).

Setting service standards (21.7%).

Increasing access to services (26.6%).

Providing information about services (23.3%).

Openness and transparency about services (28.2%).

Giving the best possible value for money (32.1%).

Figure 4.1 shows that, generally, a high percentage of officials 'agree' that they were applying Batho Pele principles in their delivery of public services.

4.4.2 Clients' views on the delivery of services

The data pertaining to the views of Clients on the delivery of services are reflected on Table 4.10.

Table 4.10 SUMMARISED* CLIENTS' VIEWS ON THE APPLICATION OF BATHO PELE

Principles	Disagree	Not sure	Agree	Total
	%	%	%	%
Regular consultation with Customers	28.1	24.5	47.4	100
Setting service standards	27.6	17.4	55	100
Increasing access to services	22.2	10.9	68.9	100
Ensuring courtesy	21.9	14.8	63.3	100
Providing information about services	22	14.2	63.8	100
Openness and transparency about services	35.8	34.2	30	100
Remedying failures and mistakes	24.9	28.1	47	100
Giving the best possible value for money	12.3	17.9	69.8	100
Total	24	20.3	55.7	100

** Strongly Disagree' and 'Disagree' combined into 'Disagree'. 'Strongly Agree' and 'Agree' combined into 'Agree' to reduce the crowdedness of the table*

Table 4.10 shows that a high percentage of the clients (55.7%) 'agree' that the manner in which the departments under study delivered services was in line with the Batho Pele principles. This is followed by 24% of the clients who 'disagree' while 21.5%% of the clients were 'not sure' whether or not Batho Pele was applied.

More that 50%, on average, of the Clients 'agree' that the following principles were applied in the delivery of services:

Setting service standards (55.0%).

Increasing access to services (68.9%).

Ensuring courtesy (63.3%).

Providing information about services (63.8%).

Giving best possible value for money (69.8%).

More than 20% of the respondents were 'not sure' whether or not the principles of regular consultation (24.5%), openness and transparency (34.2%), and remedying failures and mistake (34.2%) were applied.

The preceding discussions therefore indicate the majority of clients were of the opinion that five out of eight principles of Batho Pele were applied. However, the fact that a significant percentage of respondents (20.3%) were 'not sure' whether or not these principles were applied could mean that a lot of clients were not conversant with Batho Pele.

Figure 4. 2 SUMMARISED* CLIENTS' VIEWS ON THE APPLICATION OF BATHO PELE

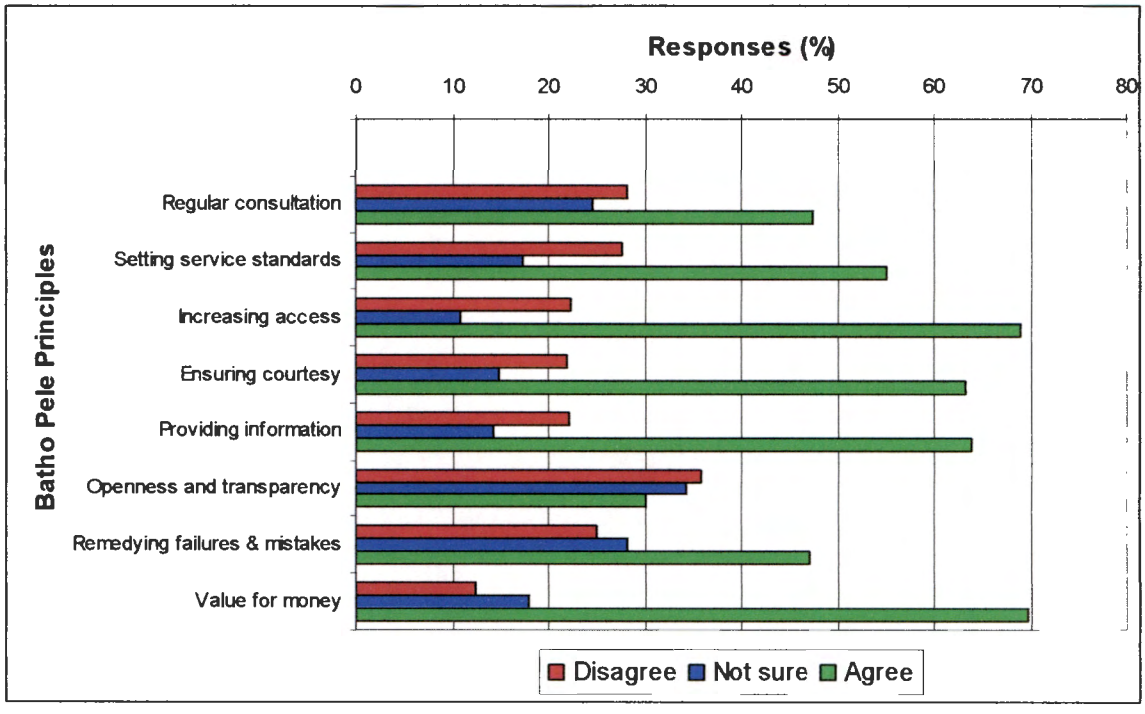


Figure 4.2 shows that generally, a high percentage of respondents agreed that the Batho Pele principles were being applied in the delivery of services.

4.4.3 Managers' views on the delivery of services

Managers or senior officials were requested to respond to seven questions that sought to solicit their views on whether or not they provided enabling environment for the implementation of Batho Pele and had systems in place to monitor the implementation of Batho Pele. In addition, the managers were asked to list, what in their opinion, were enablers for successful implementation of Batho Pele. The questions and the responses are outlined below:

4.4.3.1 Was your staff trained on how to treat citizens with courtesy, dignity and respect? If 'yes' when? If 'no' why?

Most managers (92%) answered positively to this question indicating that training was done during orientation, meetings, workshops and road shows. Only a few (8%) managers said that their staff was not trained but could not provide reasons for such.

4.4.3.2 *Does your Department regularly monitor whether or not the performance of staff who deal with customers meet the set standards? If 'Yes', how often? If 'No', why?*

The majority of managers (70.8%) reported that they did regularly monitor whether or not the performance of staff met the set standards. The monitoring was done through quarterly and yearly customer satisfaction surveys. Those who did not monitor the performance of staff were in the minority (29.2%) and they could not explain the reason monitoring was not done.

4.4.3.3 *Do the Managers keep a register for complaints against staff? If 'Yes' how is it used? If 'No', why?*

A significant number of managers (75%) stated that they did keep a register of complaints and mainly used it when

complaints were brought to their attention, when written responses were required and for improving the conduct of staff. The data revealed that 25% of the managers did not keep a complaints register, some said that it was a new procedure whilst others believed that it was appropriate for use at front office.

4.4.3.4 *Do Managers review complaints and check how they were dealt with?*

All (100%) Managers indicated that they did review complaints and how they were dealt with. A significant number (40%) indicated that managers and supervisors take responsibility for ensuring resolution of complaints and 16% reported that complaints are monitored and feedback provided to complainants.

4.4.3.5 *Do Managers search for ways to simplify procedures and eliminate waste and inefficiency? If 'Yes' please elaborate. If 'No' please explain why.*

The majority (87.5%) of the Managers reported that they did search for ways to simplify procedures and to eliminate waste and inefficiency. This was done through training and information sharing, setting goals and targets for staff and by

simplifying procedures. Some Managers however cited negative attitude of staff and lack of cooperation as challenges in this regard.

The minority (12.5%) of Managers who responded negatively to the question could not provide reasons except for only 4.2% who cited lack of risk management as the reason.

4.4.3.6 *What effective monitoring and evaluation mechanisms are in place to ensure provision of quality service?*

91% of managers reported that the provision of quality service was being monitored and that varied monitoring mechanisms were put in place. The utilization of these mechanisms/tools can be summarized as follows:

- 22.7% of managers regularly monitored queues.
- 22.7% used performance agreements
- 18.2% used complaints registers and monitor them daily.
- 18.1% held meetings regularly.
- 9.1% visited the help desk regularly.

Only 9% of the Managers reported that they did not have formal mechanisms in place to ensure provision of quality service.

4.4.4 Officials' views on enabling conditions for service delivery

Officials' were requested to express their views on eight conditions that could enable effective delivery of public services. Their responses according to 'rank' and 'enabling conditions' were as follows:

4.4.4.1 Rank and knowledge of vision

The data elicited from the participants with respect to knowledge of vision and training to do the job are presented in Table 4.11.

Table 4.11 RANK, KNOWLEDGE OF VISION AND TRAINING

In which category does your present rank fall?	Do you know the vision and mission of your department?				Have you been trained to do your job?			
	No	Not sure	Yes	Total	No	Not sure	Yes	Total
	%	%	%	%	%	%	%	%
SR5 – SR6	4	10	60	74	17	6	51	73
SR7 – SR8	0	5	19	24	5	7	12	24
SR9 – SR10	0	0	2	2	0	0	2	2
Total	4	15	81	100	22	13	65	100

The majority of the respondents (81%) indicated that they knew the vision of the department whilst only 4% did not know it while 15% of the respondents were not sure whether or not they knew the vision. The majority of respondents at SR5 – SR6 and SR7 – SR8 knew the vision

whilst all the respondents at SR9 – SR10 also stated that they knew the vision of their respective departments.

4.4.4.2 Rank and training to do the job

Table 4.11 reflects that all the respondents at levels SR9 – SR10 indicated that they were trained to do the job. However only 51% of the respondents at levels SR5 – SR6 reported to have been trained while 22% of the respondents stated that they had not been trained.

4.4.4.3 Rank and holding of meetings

The data pertaining to the views of officials on the number of meetings held to discuss issues that affect performance are reflected on Table Table 4.12.

Table 4.12 RANK AND HOLDING OF MEETINGS

In which category does your present rank fall?	How many meetings are held per month to discuss pertinent issues that affect performance in your section?				
	None	Less than one	One	Two or more	Total
	%	%	%	%	%
SR5 – SR6	26	6	20	22	74
SR7 – SR8	2	5	4	12	23
SR9 – SR10	1	1	0	0	2
Total	30	12	23	35	100

Table 4.12 shows that 35% of the respondents stated that two or more meetings per month were held to discuss issues affecting performance. This was shared by 52% of

respondents who were at SR7 - SR8 while 30% of the respondents indicated that no meetings were held.

4.4.4.4 Rank and always do what is best for the clients

The data elicited from the officials with respect to whether or not they did what was best for the clients are presented in Table 4.13.

Table 4.13 RANK, DOING WHAT IS BEST FOR CLIENT ASSESSMENT OF SATISFACTION

In which category does your present rank fall?	Do you as a public servant always do what is best for the clients?					Do managers assess employee satisfaction regularly (employee satisfaction influences customer satisfaction)?				
	Not at all	Sometimes	Often	Always	Total	Not at all	Sometimes	Often	Always	Total
	%	%	%	%	%	%	%	%	%	%
SR5 – SR6	0	2	7	64	73	27	18	13	16	73
SR7 – SR8	1	2	4	17	24	7	10	4	4	24
SR9 – SR10	0	1	0	1	2	1	1	0	0	2
Total	1	6	11	82	100	35	29	17	19	100

The data in Table 4.13 reflect that the majority of the respondents (82%) reported that they always did what was best for the client. The percentage of those who reported to be doing so 'sometimes' and 'not at all' was very low at 6% and 1% respectively. The highest percentage of those who indicated that they always did what was best for the client

was from levels SR5 – SR6 (87%) followed by those at levels SR7 – SR8 (70%).

The analysis shown in Table 4.13 indicates that not all public servants were always doing what is best for the client.

4.4.4.5 Rank and whether managers assess employee satisfaction

In response to the question on assessments of employee satisfaction, Table 4.13 reflects that 35% of the respondents stated that managers did not assess employee satisfaction at all. Only 19% indicated that this was done always while 36% of lower level (SR5 – SR6) and 50% of higher level (SR9 – SR10) responded negatively.

4.4.4.6 Rank and necessary tools

The data elicited from the respondents on the provision of tools of trade showed that 50% of the respondents indicated that they did not have the necessary tools to enable them to do their job and this view cut across all the levels and is higher (60%) at SR7 – SR8.

Table 4.14 RANK, NECESSARY TOOLS, SERVICE IMPROVEMENT PLAN AND MONITORING & EVALUATION MECHANISMS

In which category does your present rank fall?	I have the necessary tools to enable me to do my job					
	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree	Total
	%	%	%	%	%	%
SR5 – SR6	18	17	5	18	16	73
SR7 – SR8	7	7	0	8	1	24
SR9 – SR10	0	1	0	1	0	2
Total	25	25	5	28	17	100
In which category does your present rank fall?	My department has a Service Delivery Improvement Plan in place					
	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree	Total
SR5 – SR6	12	1	22	24	15	74
SR7 – SR8	1	6	9	4	4	23
SR9 – SR10	0	0	0	2	0	2
Total	13	7	30	30	18	100
In which category does your present rank fall?	My Department has effective monitoring and evaluation mechanisms in place to ensure provision of quality service?					
	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree	Total
SR5 – SR6	10	9	22	24	10	74
SR7 – SR8	2	7	7	5	1	23
SR9 – SR10	0	1	0	1	0	2
Total	12	17	29	30	11	100

4.4.4.7 Rank and service delivery improvement plan

Table 4.14 reflects that some officials (20%) stated that the departments did not have a service delivery plan in place whilst 30% were not sure. Less then half (48%) of the respondents said that there was a plan in place. More than half of the participants (52%) at SR5 – SR6 responded positively while 68% of the respondents at SR7 – SR8 gave a negative response. All respondents at SR9 – SR10 agreed that there was service delivery plan in place.

4.4.4.8 Rank and effective monitoring and evaluation mechanism

Table 4.14 reflects that only 41% of respondents stated that the departments did have effective monitoring and evaluation mechanisms in place whilst 29% responded negatively. Another 29% of the respondents were not sure whether or not there were effective mechanisms in place. Those who were positive (46%) were mainly from SR5 – SR6 level whilst 42% of those who disagreed were from SR7 – SR8.

4.4.5 Managers' views on interventions necessary for delivery in line with Batho Pele principles

Managers were requested to list three things which, in their opinion, would enable successful implementation of Batho Pele. There was substantial response to the question and the views expressed are classified into four broad categories as shown in Figure 4.15.

Table 4.15 SUMMARY OF THE MANAGERS' VIEWS ON INTERVENTIONS THAT COULD ENABLE DELIVERY IN LINE WITH BATHO PELE

Intervention	**Frequency of mention**	
Training and development of staff (Education, change management, facilitation and support, guide staff behaviour, etc)	19	
Monitor implementation of Batho Pele (regular customer satisfaction surveys, check understanding of staff, etc)	15	
Motivate personnel (Provide incentives, upgrade staff, reward excellent performance, etc)	9	
Provide resources (conducive office accommodation, staffing, equipment, etc)	8	
Other	14	

There were views that could not be classified under one broad category due to their varied nature and lesser frequency of mentions and these are referred to as 'Other'.

Based on the responses given, it would appear that a substantial number of managers as shown by the frequency of mentions, were considered 'training and development of staff 'as a very critical intervention required to enable successful implementation of the Batho Pele principles.

The second largest view shared by managers in this regard was that the departments had to 'monitor and evaluate implementation of Batho Pele. This included conducting customer satisfaction surveys regularly, ensuring implementation after training, checking understanding with staff and regular evaluations.

The third and fourth largest view expressed by managers had to do with the need to motivate staff and to provide resources.

4.4.6 Factors hampering effective delivery of services

The respondents were probed to express their views on factors affecting their ability to apply the Batho Pele principles effectively. These factors are 'lack of training on Batho Pele', lack of information on Batho Pele', 'lack of monitoring', 'lack of resources' and 'lack of enforcement and monitoring by seniors'. The responses are described below.

4.4.6.1 Officials' views on factors hampering service delivery

The data pertaining to the views of officials on whether or the four factors listed hampered their ability to deliver services according to Batho Pele are reflected on Table 4.16.

Table 4.16 OFFICIALS' VIEWS ON FACTORS HAMPERING DELIVERY IN LINE WITH BATHO PELE

Principles	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree	Total
	%	%	%	%	%	%
Lack of training on Batho Pele	6.5	17.4	19.6	39.1	17.4	100
Lack of information on Batho Pele	7.6	22.8	28.3	30.4	10.9	100
Lack of resources	5.4	14.1	9.8	21.7	48.9	99.9
Lack of enforcement and monitoring by seniors	6.5	15.2	18.5	26.1	33.7	100
Average Total	6.5	17.4	19.1	29.3	27.7	100

The information in the Table shows that 29.3% and 27.7% 'agreed' and 'strongly agreed' respectively that the four factors were indeed hampering the effective implementation of Batho Pele.

The factors which were viewed by most officials as hampering delivery according to Batho Pele were 'lack of resources' (70.8%), 'lack of monitoring and enforcement by seniors' (59.8%) and 'lack of training on Batho Pele (58.5%).

There was a significant number of Officials (28.3%) who were not sure whether or not lack of information on Batho Pele principles had an impact on their delivery of services.

4.4.6.2 Clients' views on factors hampering service delivery

The data elicited from the respondents on whether or not the fours factors listed hampered the ability of government officials to deliver services according to Batho Pele principles are shown on Table 4.17.

Table 4.17 CLIENTS' VIEWS ON FACTORS HAMPERING DELIVERY IN LINE WITH BATHO PELE

Principles	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree	Total
	%	%	%	%	%	%
Lack of training on Batho Pele	9.2	8.2	18.4	40.8	23.5	100
Lack of information on Batho Pele	9.2	6.1	26.5	35.7	22.4	100
Lack of resources	11.2	18.4	21.4	30.6	17.3	100
Lack of enforcement and monitoring by seniors	8.3	15.3	26	32.2	17.7	100
Average Total	9.5	12.0	23.1	34.8	20.2	100

Generally, 34.8% of the Clients stated that these four factors hamper efficient service delivery according to Batho Pele prescripts. The combined responses of Clients who 'agreed' and 'strongly agreed' that the four factors were indeed hampering delivery of service amounted to 55%.

Table 4.17 shows that 23.1% of Clients were not sure whether or not the four factors had an effect. The factors which the highest number of respondents viewed as hampering delivery according to Batho Pele were 'lack of training on Batho Pele' (64.3%), 'lack of information on Batho Pele' (58.1%) and 'lack of monitoring and enforcement by seniors' (49.9%).

4.5 OVERALL VIEW ON DELIVERY OF SERVICES

The respondents (both Officials and Clients) were asked to express their overall view on how satisfied they were with the manner in which the department delivered services to the clients. Their responses are outlined in the following discussion.

4.5.1 Officials' overall satisfaction with services

Official were requested to indicate how satisfied they were with the manner in which their departments delivered services.

Table 4.18 OFFICIALS' OVERALL SATISFACTION WITH THE MANNER IN WHICH THE DEPARTMENT DELIVERS SERVICES

View	Frequency	Valid Percent
I am very dissatisfied	5	5.4
I am dissatisfied	12	13.0
I am neutral	32	34.8
I am satisfied	33	35.9
I am very satisfied	10	10.9
Total	92	100.0

Table 4.18 depicts that a substantial number of officials (35.9%) indicated that they were satisfied. This was followed by another bigger number (34.8%) who were neutral, that is, neither satisfied nor dissatisfied. A sizeable number (13.0%) indicated that they were dissatisfied, 10.9% and 5.4% of the official were very satisfied and very dissatisfied respectively.

It can further be noted that the number of officials who indicated 'satisfied' and 'very satisfied' combined (46.8%) is more than twice that of those who indicated 'dissatisfied' and 'very dissatisfied' combined (18.4%).

4.5.2 Clients' overall satisfaction with services

Clients were also requested to indicate how satisfied they were with the manner in which the departments delivered services to their clients.

Table 4.19 CLIENTS' OVERALL SATISFACTION WITH THE MANNER IN WHICH THE DEPARTMENT DELIVERS SERVICES

Clients' View	Frequency	Valid Percent
I am very dissatisfied	7	7.1
I am dissatisfied	10	10.2
I am neutral	17	17.3
I am satisfied	34	34.7
I am very satisfied	30	30.6
Total	98	100.0

As reflected on Table 4.19, more than a third of the clients (34.7%) indicated that they were satisfied with the manner in which departments delivered services. This was followed by a substantial number (30.6%) of those who were very satisfied, 17% of Clients were neutral while 10.2% and 7.1% indicated that they were dissatisfied and very dissatisfied respectively.

4.6 VIEWS OF OFFICIALS VERSUS THOSE OF CLIENTS

The differences of opinion between officials and clients of the departments under study are reflected in Table 4.20, Table 4.21 and Figure 4.4.

Table 4.20 SUMMARISED* VIEWS OF OFFICIALS VERSUS VIEWS OF CLIENTS

Principles	Disagree		Not sure		Agree		Total	
	Officials	Clients	Officials	Clients	Officials	Clients	Officials	Clients
	%	%	%	%	%	%	%	%
Regular consultation with Customers	28.8	28.1	22.9	24.5	48.3	47.4	100	100
Setting service standards	21.7	27.6	11.4	17.4	67.9	55	100	100
Increasing access to services	26.6	20.2	16.6	10.9	56.8	68.9	100	100
Ensuring courtesy	14.1	21.9	9.8	14.8	76.1	63.3	100	100
Providing information about services	23.3	22	20.7	14.2	56	63.8	100	100
Openness and transparency about services	28.2	35.8	43	34.2	28.8	30	100	100
Remedying failures and mistakes	17.4	24.9	22.8	28.1	59.8	47	100	100
Giving the best possible value for money	32.1	12.3	24.5	17.9	43.4	69.8	100	100
Total	24	24	21.4	20.3	54.6	55.7	100	100

**Strongly Disagree' and 'Disagree' combined into 'Disagree'. 'Strongly Agree' and 'Agree' combined into 'Agree'*

4.6.1 Views of Officials versus views of Clients on delivery according to Batho principles

Table 4.20 depicts the summarised views of Officials versus those of Clients on the delivery of services according to Batho Pele principles. It shows that there is a high degree of similarity between the views Officials and those of Clients.

The highest percentages of both Officials (54.6%) and Clients (55.%7) were those who agreed in general, that Batho Pele principles were applied in the delivery of public services, 24% of Officials and Clients 'disagree' in general, that the principles were

applied. The lowest percentages for both Officials (21.4%) and Clients (20.3%) were made up of those who were 'not sure' whether or not Batho Pele was applied in the delivery of services. The data in Table 4.20 further depicts that more than 50% of both Officials and Clients agreed that the following Batho Pele Principle were applied:

- Setting service standards
- Increasing access to services
- Ensuring courtesy
- Providing information about services

However, more than 20% of both Officials and Clients disagreed that the following Batho Pele principles were applied:

- Regular consultation with customers
- Setting service standards
- Increasing access to services
- Providing information about services
- Increasing openness and transparency about services.

More than 20% of both Officials and Clients were not sure whether or not the following Batho Pele principles were applied in the delivery of services:

- Regular consultation with customers
- Openness and transparency about services
- Remedying failures and mistakes.

Table 4.21 VIEWS OF OFFICIALS VERSUS VIEWS OF CLIENTS

Principles	Strongly Disagree		Disagree		Not sure		Agree		Strongly Agree		Total	
	Officials	Clients	Officials	Clients	Officials	Clients	Officials	Clients	Officials	Clients	Officials	Clients
Regular consultation with Customers	9.3	12.3	19.6	15.8	22.9	24.5	35.9	36.1	12.5	9.1	100	100
Setting service standards	5.5	10.2	16.2	17.4	11.4	17.4	46.8	42.4	20.1	12.6	100	100
Increasing access to services	9.8	6.4	16.8	13.8	16.6	10.9	35.9	50	20.9	18.9	100	100
Ensuring courtesy	3.3	6.1	10.8	15.8	9.8	14.8	36.4	40.3	39.7	23	100	100
Providing information about services	6.9	7.7	16.4	14.3	20.7	14.2	43.5	48.6	12.5	15.3	100	100
Openness and transparency about services	13.6	17.4	14.6	18.4	43	34.2	23.4	24.2	5.4	5.8	100	100
Remedying failures and mistakes	3.3	12.4	14.1	12.5	22.8	28.1	46.7	38.3	13.1	8.7	100	100
Giving the best possible value for money	14.8	4.1	17.3	8.2	24.5	17.9	29.6	49.5	13.8	20.3	100	100
Total	8.3	9.5	15.7	14.5	21.5	20.3	37.2	41.4	17.2	14.2	100	100
Priority/Ranking	5	5	4	3	2	2	1	1	3	4		
Difference	1.3		0.7		1.2		4.4		3			

A further segregation of the differences of opinion between officials and clients of the departments under study are reflected in Table 4.21 and reflects that more than 10% of Officials 'strongly agreed' that the principle of 'Openness and transparency' and that of 'giving the best possible value for money' were applied. More than 10% of Clients 'strongly disagreed' that the principles of 'regular consultation', 'setting and standards' 'openness and transparency', and 'remedying failures and mistakes' were applied. The only two principles which 20% or more Clients

'strongly agreed' that they were applied in the delivery of services were those of 'giving value for money' and 'ensuring courtesy'.

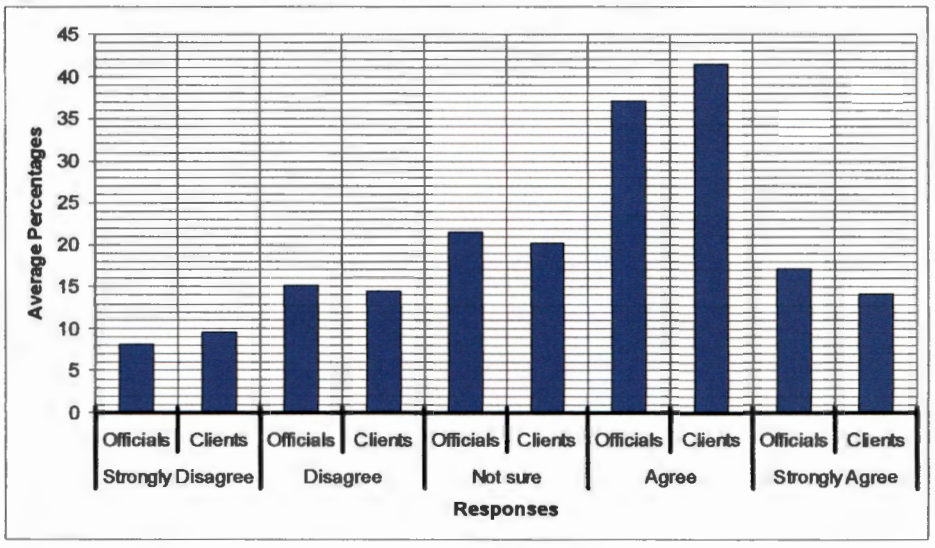
Table 4.22 RANKING OF RESPONSES OF OFFICIALS VERSUS CLIENTS

Ranking	Officials	%	Clients	%
1	Agree	37.1	Agree	41.5
2	Not Sure	21.5	Not Sure	20.3
3	Strongly Agree	17.2	Disagree	14.5
4	Disagree	15.2	Strongly Agree	14.2
5	Strongly Disagree	8.2	Strongly Disagree	9.5

Table 4.22 shows the ranking of views of Officials versus Clients as derived from Table 4.21. It reflects that, generally, there were more similarities in the views of Officials and Clients regarding the application of Batho Pele in the delivery of services. The following differences between the views of Officials and those of Clients were observed:

- The third highest percentage amongst Officials were those who 'strongly agreed' whereas for Clients the third highest percentage represented those who disagreed that the Batho Pele principles were applied.
- The second lowest percentage of Officials were those who disagreed whereas in the case of Clients, this percentage represented those who strongly agreed.

Figure 4.4 VIEWS OF OFFICIALS VERSUS CLIENTS



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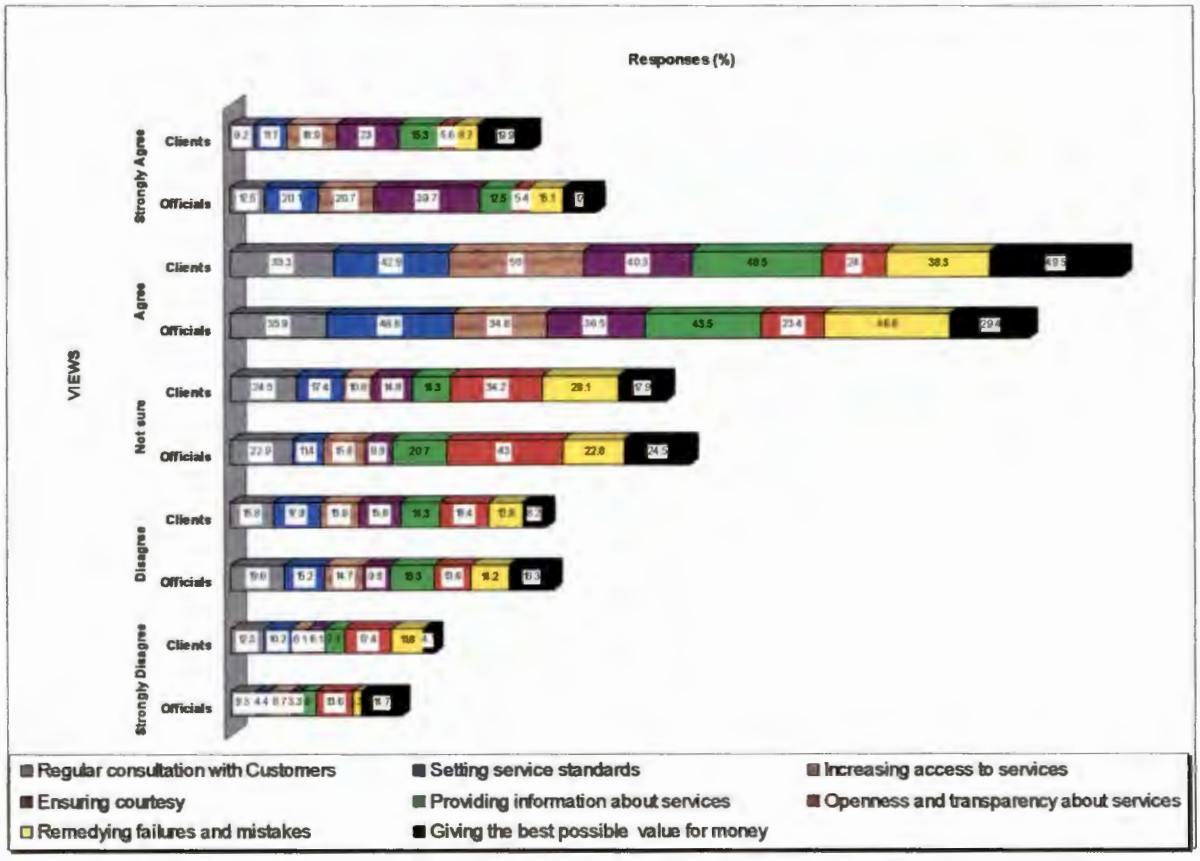
As evident in Figure 4.4, the views of both Officials and Clients were more skewed towards agreeing that the principles were indeed applied.

The analysis of views of Officials and Clients on the application of each of the Batho Pele principles as reflected in Table 4.21 and Figure 4.5 can be summarised as follows:

- ***Regular consultation with customers***: Both Officials (35.9%) and Clients (38.3%) 'agreed' that this principle was applied. A significant percentage of both Officials (22.9%) and Clients (24.5%) were however 'not sure'. A significant percentage of both Officials (19.6%) and Clients (15.8%) 'disagreed'. A low percentage of Officials (12.5%) 'strongly agreed' while a low percentage of Clients (12.3%) 'strongly disagreed'.

Figure 4.5 VIEWS OF OFFICIALS VERSUS CLIENTS ON EACH PRINCIPLE



- ***Setting service standards***: More than 40% of both Officials (46.8%) and Clients (42.4%) 'agreed' that this principle was applied, 20.1% of Officials and 12.6% of Clients 'strongly agreed'. Further, an almost equal percentage of both Officials (15.2%) and Clients (17.4%) 'disagreed'.
- ***Increasing access to services***: A high percentage of both Officials (34.0%) and Clients (50.0%) 'agreed' that this principle was being applied with the percentage of the latter being higher. A substantial percentage of both Officials (20.7%) and Clients

(18.9%) 'strongly agreed'. A significant number of Officials (15.7%) 'disagreed' though.

- ***Ensuring courtesy***: The percentage of Officials and Clients who 'agreed' that this principle was being applied was high at 36.5% and 40.3% respectively. A substantial percentage of both Officials (39.7%) and Clients (23.0%) 'strongly agreed'. There was however a significant percentage of Clients (15.8%) who 'disagreed'.
- ***Providing information about services***: More than 40% of both Officials (43.5%) and Clients (48.5%) 'agreed' that the principle was applied. A significant percentage of Clients (15.0%) 'strongly agreed' as opposed to a significant number of Officials (16.3%) who 'disagreed'. There was a significant percentage of Officials who were 'not sure' about the application of this principle.
- ***Openness and transparency about services***: Quite a high percentage of both Officials (43.0%) and Clients (34.2%) were 'not sure' about the application of this principle. Whereas a substantial number of both Officials (23.4%) and Clients (24.0%) generally 'agreed', there was a significant percentage of Clients (18.4%) who 'disagreed'. A significant percentage of both Officials (13.6%) and Clients (17.4%) 'strongly disagreed'.

- ***Remedying failures and mistakes***: A significant percentage of both Officials (46.8%) and Clients (38.3%) 'agreed' that the principle was applied, with the number of the former being higher. The number of both Officials (22.8%) and Clients (28.1%) who were 'not sure' was substantially high. A significant percentage of Officials (13.1%) 'strongly agreed' as opposed to a significant number of Clients (12.4%) who 'strongly disagreed'.
- ***Giving the best possible value for money***: The Officials (29.4%) and Clients (49.5%) who agreed that this principle was being applied were highest in percentages. The second highest percentage of Officials (24.5%) was made up of those who were 'not sure' whereas for Clients (20.3%) the second highest percentage were those who 'strongly agreed'. The percentage of Officials who 'disagreed' (16.3%) and 'strongly disagree' (14.7%) was significantly higher than that of Clients who 'disagree' (8.2%) and 'strongly disagree' (4.1%). This indicates a high degree of variance of opinions between Officials and Clients on the application of this principle in the delivery of public services.

4.6.2 Views of Official versus Clients on factors that hamper delivery in accordance with the Batho Pele principles

The respondents were asked to express their opinion on the four factors that hamper the ability of Officials to deliver services in line with the Batho Pele principles.

The comparison of responses between Officials and Clients as per Table 4.23 indicates the following:

Table 4.23 VIEWS OF OFFICIALS VERSUS CLIENTS ON FACTORS THAT HAMPER DELIVERY IN LINE WITH BATHO PELE

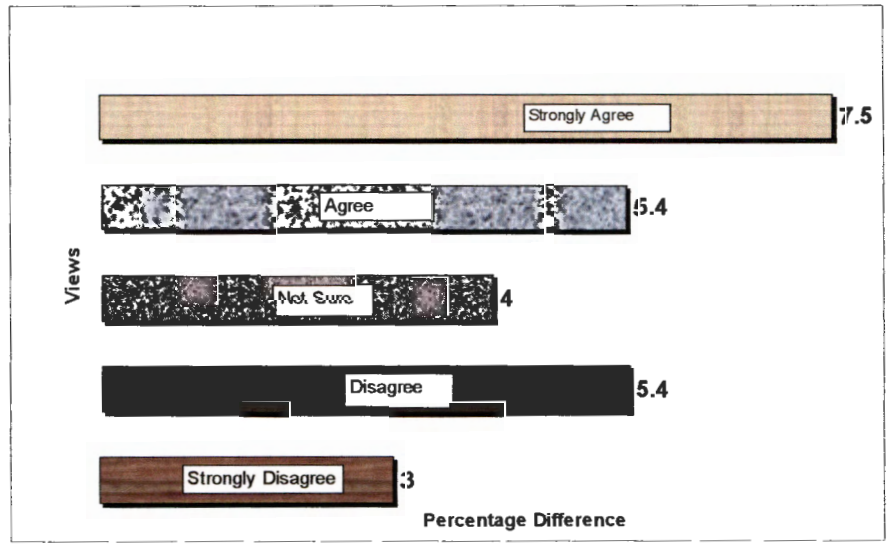
Factors hampering delivery according to Batho Pele	Strongly Disagree		Disagree		Not sure		Agree		Strongly Agree		Total	
	Officials	Clients	Officials	Clients	Officials	Clients	Officials	Clients	Officials	Clients	Officials	Clients
Lack of training on Batho Pele	6.5	9.2	17.4	8.2	19.6	18.4	39.1	40.8	17.4	23.5	100	100
Lack of information on Batho Pele	7.6	9.2	22.8	6.1	28.3	26.5	30.4	35.7	10.9	22.4	100	100
Lack of resources	5.4	11.2	14.1	18.4	9.8	21.4	21.7	30.6	48.9	17.3	99.9	100
Lack of enforcement and monitoring by seniors	6.5	8.3	15.2	15.3	18.5	26	26.1	32.2	33.7	17.7	100	100
Average Total	6.5	9.5	17.4	12.0	19.1	23.1	29.3	34.8	27.7	20.2	100	100
Ranking	5	5	4	4	3	2	1	1	2	3		
Difference	3		5.4		4		5.4		7.5			

- There was a higher percentage of both Officials (29.3%) and Clients (34.8%) who agreed that on average, the four factors were hampering delivery according to Batho Pele.
- For both Officials and Clients the lowest and second lowest percentage were those who strongly disagreed and disagreed respectively. For Officials, the second highest

percentage (27.7) on average were those who strongly agreed. For Clients however, the second highest percentage (23.1) were those who were, on average, not sure about the effect of the four factors.

- The third highest percentage for Officials were those who were not sure whereas for Clients the third highest percentage was made up of those who strongly agreed that the four factors were hampering delivery according to the Batho Pele principles.

Figure 4..6 DIFFERENCE OF VIEWS BETWEEN OFFICIALS AND CLIENTS ON FACTORS THAT HAMPER DELIVERY IN LINE WITH BATHO PELE



As can be seen from Figure 4.6, the percentage difference of views between Officials and Clients was largest on 'strongly agree' and smallest on 'strongly disagree' responses. The percentage of Officials who strongly agreed that lack of resources and lack of monitoring by seniors impacted negatively on service delivery was significantly higher than that of Clients.

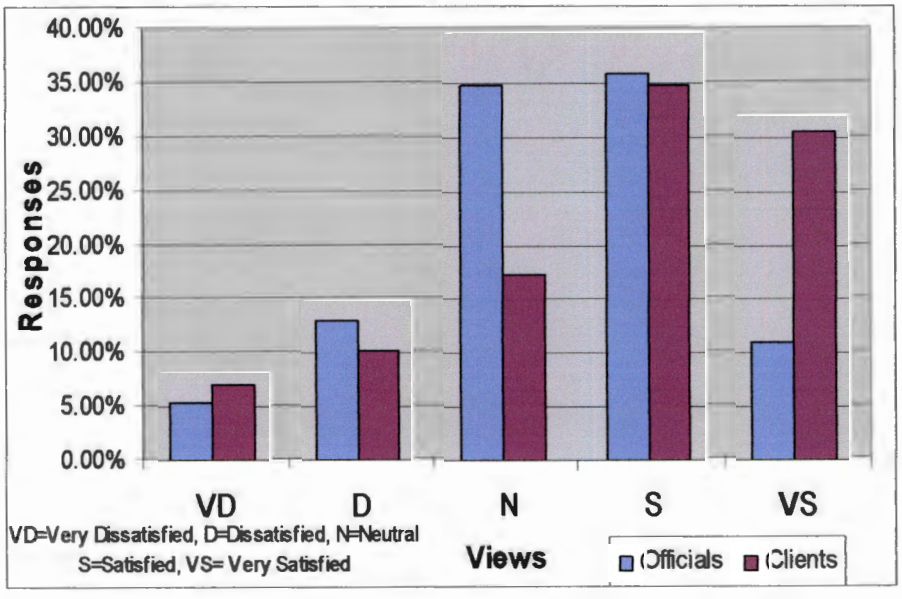
There was a sharp contrast between the Officials' and Clients' views regarding the effect of 'lack of information on Batho Pele'. A high percentage of Clients (22.4%) strongly agreed whereas a high percentage of Officials (22.8%) strongly disagreed.

4.6.3 View of Officials versus Clients on the level of satisfaction with service

Table 4.24 VIEW OF OFFICIALS VERSUS CLIENTS ON THE OVERALL SATISFACTION WITH SERVICE

Very Dissatisfied		Dissatisfied		Neutral		Satisfied		Very Satisfied	
%	%	%	%	%	%	%	%	%	%
Officials	Clients	Officials	Clients	Officials	Clients	Officials	Clients	Officials	Clients
5.40	7.10	13.00	10.20	34.80	17.30	35.90	34.70	10.90	30.60

Figure 4.7 VIEW OF OFFICIALS VERSUS CLIENTS ON THE OVERALL SATISFACTION WITH SERVICE



The data in Table 4.24 and Figure 4.7 show that the percentage of Clients who are very satisfied with the services of the departments is almost thrice that of Officials. The number of Officials who were indifferent in as far as service is concerned were almost twice that of clients. The proportion of Officials who are satisfied (35.9%) is almost similar to that of Clients who were satisfied (34.7%).

SUMMARY

This chapter dealt with the analysis of data collected from the respondents. The data were presented in tabular and graphical forms. The data to be interpreted were grouped according to biographical data, the respondents' views on whether or not service delivery was done in line with Batho Pele prescripts. In addition, the data were further grouped according to the respondents' opinion on the enabling conditions for service delivery, factors that hamper service delivery according to Batho Pele and also how satisfied the respondents were with the manner in which services were delivered.

The interpretation was done in the form of explanation of variables in terms of percentages and numbers. The following chapter reflects the findings, recommendations and conclusion.

CHAPTER 5

FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 INTRODUCTION

The previous chapter reflected the presentation, analysis and interpretation of empirical data. This chapter gives a summary of the previous chapters and outlines the main findings of the empirical investigation in relation to the objectives of the study stated in Chapter One. Finally, the chapter gives recommendations on the basis of the major findings.

5.2 SUMMARY OF FINDINGS

The views expressed by both Officials and Clients on the application of the Batho Pele principles in the delivery of services were almost similar. A high percentage of both the Officials and Clients agreed that the principles were applied. For both Officials and Clients, the percentage of the respondents who strongly disagreed that the Batho Pele principles were applied was the lowest. The largest differences of opinion/views between officials and clients were on the application of the 'value for money' principle.

The study revealed that the departments under study did not have conditions for effective implementation of the Batho Pele principles. Both Officials and Clients stated that 'lack of training', 'lack of resources' and 'lack of enforcement

and monitoring by seniors' were factors that hampered the effective implementation of the principles. Generally, both Officials and Clients were satisfied with the manner in which services were provided by the departments under study.

5.3 DISCUSSION OF FINDINGS

The specific objectives of the study are listed in Chapter One and the major findings regarding these objectives are presented in the following discussion:

5.3.1 Findings on objective 1

The researcher categorized the responses according to views on the following:

- The application of the Batho Pele principles
- Enabling conditions for effective implementation of the Batho Pele principles
- Factors hampering delivery according to the Batho Pele principles
- Overall satisfaction with the manner in which services were delivered

The findings were as follows:

5.3.1.1 Views on application of the Batho Pele principles

5.3.1.1.1 That more than a third of both officials and clients 'agree' that the following principles were applied

- Regular consultation
- Setting service standards
- Increasing access
- Ensuring courtesy
- Providing information about services
- Remedying mistakes and failures

5.3.1.1.2 That a significant percentage of both Officials and Clients 'strongly agreed' that the principle of increasing access and ensuring courtesy were applied.

5.3.1.1.3 That a significant percentage of both Officials and Clients 'disagreed' that the principles of regular consultation and setting service standards were applied.

5.3.1.1.4 That a substantial percentage of both Officials (43%) and Clients (34.2%) were 'not sure' whether or not the principle of openness and transparency was applied.

5.3.1.1.5 That a significant percentage of both Officials and Clients 'strongly disagreed' that the principle of openness and transparency was applied.

5.3.1.1.6 That there was a significant percentage of Officials who 'disagreed' (17.3%) and 'strongly agreed' (13.8%) that the principle of giving best value for money was applied.

5.3.1.1.7 That a substantial percentage of Clients 'agreed' (49.5%) and 'strongly agreed' (20.3%) that the principle of giving best value for money was applied.

5.3.1.1.8 That the combined percentages of Officials who 'agreed' and 'strongly agreed' that the principle of ensuring courtesy was applied amounted to more than 70%.

5.3.1.1.9 That both Officials (37.2%) and Clients (41.4%), the highest percentage was made up of those who 'agreed' that the Batho Pele principles were applied in the delivery of services.

5.3.1.1.10 A high percentage of both Officials (21.5%) and Clients (20.3%) were 'not sure' whether or not Batho Pele is applied.

5.3.1.1.11 The percentage of those who 'disagree' that principles were applied was lowest amongst both Official and Clients

It is evident from 5.3.1.1.1 that a substantial number of both Officials and Clients agreed that 6 out of 8 principles were applied. Further, findings 5.3.1.1.3, 5.3.1.1.5 and 5.3.1.1.6 show that a significant number of participants believed that the principles of consultation with customers and setting service standards were not applied.

Finding 5.3.1.1.4 revealed that both Officials and Clients were not sure whether on not the principle of openness and transparency

was applied in the delivery of services. The evidence in finding 5.3.1.1.7 shows that a substantial number of Clients believed that they were getting the best value for money and that this view was not necessarily shared by Officials.

Both findings 5.3.1.1.9 and 5.3.1.1.11 demonstrate that the views of both Officials and Clients were more skewed towards agreeing that the Batho Pele principles were applied than not.

5.3.1.2 Views on enabling conditions

5.3.1.2.1 The evidence reflected on the data show that 81% of Officials stated that they knew the vision of the department.

5.3.1.2.2 A significant number of Officials (65%) indicated that they were trained to do their job.

5.3.1.2.3 In response to the question on the frequency of meetings, 42% of Officials felt that less than one meeting was held per month, especially at lower ranks.

5.3.1.2.4 The majority of staff (83%) reported that they always did what was best for the customer.

5.3.1.2.5 In response to employee assessment, 35% of the Officials stated that managers did not assess employee satisfaction at all.

5.3.1.2.6 On the tools of trade, 50% of the Officials indicated that they did not have the necessary tools to enable them to do their job.

5.3.1.2.7 Less than half (48%) of the Officials indicated that the departments had service delivery improvement plan in place.

5.3.1.2.8 Only 41% of the Officials stated that the departments do have effective monitoring and evaluation mechanisms in place.

5.3.1.2.9 Regarding training, 98% of Managers stated that staff were trained on how to treat citizens with courtesy, dignity and respect.

5.3.1.2.10 A significant number, 70.8% of Managers reported that they regularly monitor whether performance of staff who deal with customers met the standard. Those who did not do so could not give reasons for the omission.

5.3.1.2.11 A significant number of Managers (75%) stated that they kept a register of complaints.

5.3.1.2.12 All Managers (100%) stated that they did review complaints and checked how they were dealt with, with a substantial number (40%) indicating that managers and supervisors did take responsibility for the resolution of complaints.

5.3.1.2.13The majority of the Managers (87%) reported that they did search for ways to simplify procedures and eliminate waist and

inefficiencies. This was done through amongst other, training and information sharing and setting service targets.

5.3.1.2.14 On monitoring, 91% of the Managers reported that they had monitoring mechanisms to ensure provision of quality service, citing monitoring of queues, use of performance agreements, complaints register and regular meetings.

5.3.1.2.15 Generally, Managers stated that that training and development of staff, monitoring the implementation of the Batho Pele principles, motivation of staff and the provision of resources were interventions needed to enable delivery according to Batho Pele principles.

The findings 5.3.1.2.5, 5.3.1.2.6, 5.3.1.2.7 and 5.3.1.2.8 reveal that the departments under study did not have conditions suitable for effective service delivery.

It is evident from findings 5.3.1.2.9 to 5.3.1.2.15 that not all Managers provided an enabling environment for effective implementation of Batho Pele principles. In most instances those who omitted to provide the enabling environment could not provide reasons for such omissions. This could signal lack of commitment by Managers.

It is also evident from 5.3.1.2.8 and 5.3.1.2.14 that Managers and their Staff did not share the same opinions regarding the provision of an enabling environment; with less than half (42%) of the Officials stating that the departments did have effective monitoring and evaluation mechanisms in place. This is in contrast with 91% of managers who shared the same view.

The evidence in finding 5.3.1.2.4 shows that Officials did not always do what was best for the Clients. Regarding finding 5.3.1.2.10, it is evident that some managers did not execute their role of ensuring that Batho Pele is implemented, monitored and evaluated as required by the White Paper on Transformation of Public Service Delivery. They also did not ensure that all employees are well trained and have the necessary tools to carry out their jobs as required by the policy.

5.3.1.3 Views on factors that hamper implementation of Batho Pele

Officials and Clients were asked to express their opinion on the four factors that hampered delivery in line with the Batho Pele principles. These were (i) lack of training on Batho Pele, (ii) lack of information on Batho Pele, (iii) lack of resources and (iv) lack of enforcement and monitoring by supervisors. The following findings were made:

5.3.1.3.1 Fifty seven percent of the Officials believed that the four factors were hampering effective implementation of Batho Pele.

5.3.1.3.2 The factors that were viewed by the highest numbers of Officials as hampering delivery according to Batho Pele principles were lack of resources (70.8%), lack of monitoring and enforcement by seniors (59.8%) and lack of training on the principles (58.5%)

5.3.1.3.3 Fifty five percent of the Clients were of the view that the four factors hampered service delivery according to Batho Pele principles.

5.3.1.3.4 The factors that were viewed by the highest number of clients as having a negative impact were lack of training on the Batho Pele principles (64.3%), lack of information on the principles (58.1%) and lack of monitoring and enforcement by supervisors (49.9%).

It is evident from 5.3.1.3.1 and 5.3.1.3.3 that lack of training, lack of resources and lack of enforcement and monitoring by seniors were viewed by the majority of both Officials and Clients as factors that hampered delivery in accordance with Batho Pele principles.

5.3.1.4 Overall view on delivery of service

Officials and clients were asked to express their overall view on how satisfied they were with the manner in which the departments delivered services to the clients. The findings indicate that:

5.3.1.4.1 Thirty five point nine percent of the Officials indicated that they were 'satisfied' followed by 34.8% who were neither 'satisfied' nor 'dissatisfied'.

5.3.1.4.2 Thirty four point seven percent of Clients indicated that they were 'satisfied' followed by 30.6% who were 'very satisfied'.

It is evident from 5.3.1.4 1 and 5.3.1.4.2 that the responses of both officials and clients were more skewed towards satisfied with services than not satisfied. The fact that 30.6% of Clients reported, on average, that they were very satisfied is a positive rating for the departments. There was, however, more than a third of Officials who were indifferent with regard to service satisfaction. This could signify that a high number of Officials were not confident about the quality of services provided by the departments.

5.3.2 Findings on objective 2

With regard to objective 2, which is to note the areas of convergence and divergence in the views of the two parties involved in the delivery and receiving of public services, the researcher found the following:

5.3.2.1 Areas of convergence

5.3.2.1.1 For both the Officials (37.1%) and Clients (41.5%) the highest percentage of respondents were those who 'agreed' that Batho Pele principles were applied in the delivery of services

5.3.2.1.2 A substantial number of both Officials (21.5%) and Clients(20.3%) were 'not sure' whether or not the Batho Pele principles were applied

5.3.2.1.3 The percentage of those who 'strongly disagree' that the principles were applied was the lowest amongst both Officials (8.2%) and Clients (9.5%).

5.3.2.1.4 That more than 40% of both Officials and clients were of the view that the principles of setting services standards and providing information about services were being applied in the delivery of services

5.3.2.1.5 That when the views of Officials in relation to the application of Batho Pele principles were ranked in terms of the number of respondents, the order starting from the highest were as follows:

- Agreed (37.1%)
- Not sure (21.5%)
- Strongly agreed (17.2%)
- Disagreed (15.2%
- Strongly disagreed (8.2%)

5.3.2.1.6 That when the views of Clients in relation to overall satisfaction were ranked in terms of the number of respondents, the order starting from the highest was as follows:

- Agreed (41.5%)
- Not sure (20.3%)
- Disagreed (14.5%)
- Strongly agreed (14.2%)
- Strongly disagreed (9.5%)

It is evident from 5.3.2.1.1, 5.3.2.1.3 and 5.3.2.1.4 that the views of both Officials and Clients were more inclined towards 'agree' than towards 'disagree'. Further, data show that a high number of both Officials and Clients 'agreed' that the two principles of setting service standards and proving information about services were applied. The evidence in both findings 5.3.2.1.1 and 5.3.2.1.4 showed that although both Officials and Client generally believed that the principles were applied, there were only two principles

wherein a substantial number of respondents 'agreed' that they were applied. Further, evidence from findings 5.3.2.1.5 and 5.3.2.1.6 suggest that for both Officials and Clients, the highest and lowest percentage of respondents were those who 'agreed' and 'strongly disagreed' respectively that the principles were applied.

On the question of overall satisfaction with the manner in which departments delivery services, it is evident from 5.3.1.4.1 and 5.3.1.4.2 that more than a third of both Officials (35.9%) and Clients (34.7%) were satisfied.

5.3.2.2 Areas of divergence

5.3.2.2.1 Staff did not necessarily share the same views as Managers regarding the provision of enabling environment. Only less than half of Officials (41%) felt that the departments had monitoring and evaluation mechanisms in place as opposed to the majority of Managers (91%) who shared the same view.

It is evident from 5.3.1.3.2 and 5.3.1.3.4 that Officials and Clients held similar views in as far as the factors that hamper delivery according to Batho Pele were concerned, except for one. The majority (70%) of the Officials believed that lack of resources had

a negative impact whereas the majority (64%) of Clients stated that lack of information on Batho Pele had a similar impact. There was a high degree of variance of opinions between Officials and Clients on the application of the principle of 'giving the best value for money' in the delivery of public services as evident from 5.3.1.1.6 and 5.3.1.1.7. On the question of overall satisfaction with the manner in which the departments' delivered services, it is evident from 5.3.1.4.1 and 5.3.1.4.2 that the percentage of Officials who were 'neutral' was twice as much as that of Clients. This could signify that Officials did not have information and training on the Batho Pele principles.

It is evident from 5.3.1.4.3 and 5.3.1.4.4 that the third highest percentage amongst Officials were those who 'strongly agreed' that on the overall, they were satisfied with the manner in which the departments delivered services whereas for Clients the third highest percentage were those who 'disagreed'. It is also evident that the second lowest percentage of Officials were those who 'disagreed' whereas in the case of Clients the second lowest percentage represented those who 'strongly agreed'.

5.4 RECOMMENDATIONS

On the basis of the findings indicated above, the researcher makes the following recommendations:

5.4.1 As the research was limited to two provincial directorates, more research should be conducted in other public institutions in the North West Province in order to obtain increased information about the application of Batho Pele principles in the delivery of public services.

The research should also be conducted continuously in order to obtain more information on the progress made in over the years.

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5.4.2 The findings in this study indicated that the Batho Pele principles were not effectively applied in the delivery of services by the two departments selected for this study. This is despite the fact that the concept of Batho Pele has been widely publicized and communicated by Government as binding on public servants. This, therefore, implies that the selected departments did not comply or adhere to the policy that is meant to fundamentally change the behaviour of public servants and orient them towards putting citizens first.

The two departments therefore need to:

- Embark on a structured training on Batho Pele for both staff and their seniors.

- The departments understudy need to embark on a rigorous campaign to educate clients on Batho Pele. This will significantly change the behaviour of public officials towards effective service delivery that meets the needs of citizens. Clients will also be more aware of the kind of service they are entitled to.
- Attention needs to be given specifically to the application of the principles of 'regular consultation', 'setting service standards', 'openness and transparency' and 'giving best value for money'.

5.4.3 The findings indicate that both officials and clients were aware of the factors affecting implementation of Batho Pele. Both Officials and Clients cited lack of training on Batho Pele and lack on monitoring and enforcement by seniors as hampering its effective implementation. Management in the two departments under study need come up with focused interventions that would talk to addressing deficiencies pertaining to governance issues, IT enabling resources, staff capacity and monitoring and evaluation by senior management.

5.4.4 The research revealed that some Officials did not do what is best for the Clients. Further research needs to be conducted to determine the reasons for lack of commitment to the principles on the part of public servants.

5.4.5 Officials and Managers hold differing views in as far as the enabling conditions are concerned. Therefore, regular interactive sessions

between managers and staff need to be held in order to address and clear the misunderstandings in this aspect.

5.4.6 Best practice on service delivery like the South African Revenue Services model be emulated, customized and implemented in other departments.

5.5 LIMITATIONS

This study presents important findings yet there are some limitations to it as well. First, Clients were asked to express their views on the application of the Batho Pele principles in the two departments. The clients might have had good or bad experiences with government services in the past. This could pose problems of reliability of responses as the respondents may be expressing their views about government services in general.

Another limitation could be the nature of the sample itself. The majority of the respondents had an educational level of standard ten (10) and below and may not have had a good understanding of the concept of service delivery in accordance with Batho Pele principles. The results are, however, still important because this is the very population that is involved in the delivery and receipt of government services.

A final limitation of the study is that some questions did not make provision for the respondents to explain their views. For example, the respondents were asked whether or not they always did what was best for the client. There was no further requirement for them to explain their response. The inclusion of further probing questions could have enabled the researcher to make causal statements about the findings.

5.6 SUGGESTIONS FOR FUTURE STUDIES

Given that the research was limited to two departments only, more research should be conducted in other public institutions in the North West Province in order to obtain more information about the application of Batho Pele in the public service. The research should also be conducted continuously in order to obtain more information as to the progress made in the implementation and monitoring of Batho Pele in the delivery of public services.

5.7 CONCLUSION

Constitution of the Republic of South Africa 1996 (Act 108 of 1996), the White Paper on the Transformation of the Public Service (WPTPS) of 1995, the Public Service Regulations of 1999 and 2001, the White Paper on Transforming Public Service Delivery of 1997 (Batho Pele), the Promotion of Administrative Justice Act of 2000, the Public Finance Management Act of 1999, Open Democracy

Act of 2000, Promotion of Access to Information Act of 2002, Electronic Communications and Transactions Act of 2002 and the E-Government Strategy of 2001 have provided government policy framework that informs service delivery. Specifically, the Batho Pele policy sought to orientate the behaviour and attitude of public officials in favour of the citizen and is supported by a number of theories. These include, amongst others, Poulantza's theory, Myradal's theory of societal development and Marxist inspired 'class' and 'state' theories.

It is the researcher's view that the Department of Labour and the Department of Home Affairs in the North West have made progress in the delivery of services in line with Batho Pele prescripts. There is however, still a need to educate both parties involved in the delivery and receipt of public services on Batho Pele policy and to monitor compliance by government departments.

In conclusion, it is the researcher's opinion that the findings of the study can contribute to the Public Administration practice, policy and theory in that it has (i) identified the stumbling blocks to effective implementation of Batho Pele, (ii) informed that Department of Labour and the Department of Home Affairs about the perceptions held by officials and clients on the delivery of services and (iii) provided information on people centered perspective to service delivery.

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ANNEXURE A - Internal

QUESTIONNAIRE

The objective if this questionnaire is to obtain your responses concerning the application of Batho Pele in your Department.
The Questionnaire consists of sections A, B and C which are to be completed as frank and accurately as possible.

INSTRUCTIONS (i) **Please mark the appropriate box with "√".**
(ii) **Please mark only one box for each question.**

SECTION A: BIOGRAPHICAL DATA

1. How long have you been in the Department?

1 -5 years	1	6 – 10 years	2	11 - 15 years	3	16 – 20 years	4	Over 20 years	5

2. In which category does your present rank fall?

SR5 – SR6	1	SR7 – SR8	2	SR9 – SR10	3	SR11 and above	4

3. In which age category do you fall?

18 – 30 years	A	31 – 40 years	B	41 – 50 years	C	51 – 65 years	D

4. Gender?

Male	1	Female	2

5. Your qualifications?

Below Std 10	1	Std 10	2	Std 10 + Diploma	3	Degree/Senior Degree	4

SECTION B: DATA ON BATHO PELE

Please tick √ only one answer for each question according to the following ranking:

1 Strongly Disagree	2 Disagree	3 Not sure	4 Agree	5 Strongly Agree

	1	2	3	4	5
6. My Department regularly consults with customers about the services they are to receive					
7. Reports emanating from consultation processes are published within the department					
8. My Department has service standards					
9 My Department displays the service standards					
10. Our clients access our services easily					
11. Our clients access information about our services easily					
12. I treat customers with courtesy, dignity and respect					
13. The Department specifies the standards for way in which customers are to be treated					

Please tick √ only one answer for each question according to the following ranking:				
1 Strongly Disagree	2 Disagree	3 Not sure	4 Agree	5 Strongly Agree

	1	2	3	4	5
14. My Department provides accurate and up-to-date information regularly about services it provides					
15. My Department provides information about services in a variety of media and languages to meet the needs of clients					
16. My Department publishes Annual Reports to Citizens					
17. My Department invites citizens during open days to meet with various levels of officials					
18. Customers receive an apology and are offered speedy remedy if the promised standard was not met					
19. My Department keeps clients informed about the progress made in resolving their complaints					
20. Managers continually search for ways to simplify procedures and eliminate waste and inefficiency					
21. My supervisor supports my innovative ideas					

SECTION C: ENABLING CONDITIONS

Please tick √ only one answer for each question

22. Do you know the vision and mission of your department?

NO	1	NOT SURE	2	YES	3

23. How many meetings are held per month to discuss pertinent issues that affect performance in your section?

NONE	1	LESS THAN ONE	2	ONE	3	TWO OR MORE	4

24. Do you as a public servant always do what is best for the customer?

NOT AT ALL	1	SOMETIMES	2	OFTEN	3	ALWAYS	4

25. Do managers assess employee satisfaction regularly (employee satisfaction influences customer satisfaction)?

NOT AT ALL	1	SOMETIMES	2	OFTEN	3	ALWAYS	4

26. Have you been trained to do your job?

NO	1	NOT SURE	2	YES	3

27. I have the necessary tools to enable me to do my job

Strongly Disagree	1	Disagree	2	Not sure	3	Agree	4	Strongly Agree	5

28. My Department has a Service Delivery Improvement Plan in place

Strongly Disagree	1	Disagree	2	Not sure	3	Agree	4	Strongly Agree	5

29. My Department has effective monitoring and evaluation mechanisms in place to ensure provision of quality service?

Strongly Disagree	1	Disagree	2	Not sure	3	Agree	4	Strongly Agree	5

Please tick √ one answer for each factor. For each one, rate your degree of agreement or disagreement as follows: 1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree, 5 = Strongly Agree

The following factors hamper this Department's ability to deliver services effectively:

30. LACK OF TRAINING ON BATHO PELE					31. LACK OF INFORMATION ON BATHO PELE					32. LACK OF RESOURCES					33. LACK OF ENFORCEMENT & MONITORING BY SENIORS				
1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5

34. **Overall, how satisfied are you with the manner in which this Department delivers services to the customers?**

Please tick √ one answer here

5	I am very satisfied	
4	I am satisfied	
3	I am neutral	
2	I am dissatisfied	
1	I am very dissatisfied	

Thank you for taking the time to complete this questionnaire. If you have any queries please do not hesitate to contact Gadihele Setzin or Thapelo Kgabi by telephoning 0183878100.

Please return the completed questionnaire by latest 17/03/2010

ANNEXURE B – For Customers

QUESTIONNAIRE

The objective if this questionnaire is to obtain your responses concerning the application of Batho Pele in this Department.
The Questionnaire consists of sections A, B and C which are to be completed as frank and accurately as possible.

INSTRUCTIONS (i) **Please mark the appropriate box with "√".**
(ii) **Please mark only one box for each question.**

SECTION A: BIOGRAPHICAL DATA

1. How long have you been receiving government services?

0 - 5 years	1	6 – 10 years	2	11 - 15 years	3	16 – 20 years	4	Over 20 years	5

2. In which age category do you fall?

18 – 30 years	1	31 – 40 years	2	41 – 50 years	3	51 – 65 years	4

3. Gender?

Male	1	Female	2

4. Your qualifications?

Below Std 10	1	Std 10	2	Std 10 + Diploma	3	Degree/Senior Degree	4

5. Employment status. Please indicate if you are:

Self employed	1	Employed by government	2	Employed in the private sector	3	OTHER (Please specify)	4	Unemployed	5

6. Gross Income per month

Below R3 555	1	R3 555 – R7 711	2	R7 712 – R17 104	3	R17105 – R40 025	4	Above R40 025	5

SECTION B: DATA ON BATHO PELE

Please tick √ only one answer for each question according to the following ranking:

1 Strongly Disagree	2 Disagree	3 Not sure	4 Agree	5 Strongly Agree

	1	2	3	4	5
7. The Department regularly consults with customers about the services they receive					
8. The Department regularly consults with customers about the new services it is to provide					
9. The Department has service standards					
10. The Department displays the service standards					
11. I access services of this Department easily					
12. I access information about services of this Department easily					
13. I am treated with courtesy, dignity and respect					
14. The Department specifies the standards for way in which customers are to be treated					

Please tick √ only one answer for each question according to the following ranking:				
1 Strongly Disagree	2 Disagree	3 Not sure	4 Agree	5 Strongly Agree

	1	2	3	4	5
15. This Department provides accurate and up-to-date information regularly about its services					
16. This Department provides information about services in a variety of media and languages to meet the needs of clients					
17. This Department publishes Annual Reports to Citizens					
18. This Department invites citizens during open days to meet with various levels of officials					
19. Customers receive an apology and are offered speedy remedy if the promised standard was not met					
20. This Department keeps clients informed about the progress made in resolving their complaints					
21. I think that people appointed at management level in this Department are knowledgeable, skilful and competent					
22. This Department provides services in an effective and efficient manner					

SECTION C: ENABLING CONDITIONS

Please tick √ one answer for <u>each factor</u>. For each one, rate your degree of agreement or disagreement as follows:
1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree, 5 = Strongly Agree

The following factors hamper this Department's ability to deliver services effectively:

23. Lack of training on Batho Pele					24. Lack of information on Batho Pele					25. Lack of resources					26. Lack of enforcement & monitoring by seniors					27. OTHER (Please specify)				
1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5

28. **Overall, how satisfied are you with the manner in which this Department delivers services to the customers?**

Please tick √ one answer here

5	I am very satisfied	
4	I am satisfied	
3	I am neutral	
2	I am dissatisfied	
1	I am very dissatisfied	

Thank you for taking the time to complete this questionnaire. If you have any queries please do not hesitate to contact Gadihele Setzin or Thapelo Kgabi by telephoning 0183878100.

Please return the completed questionnaire by 17/03/2010.

ANNEXURE C

INTERVIEW QUESTIONS ON BATHO PELE FOR THE SENIOR STAFF

The objective if this Interview Schedule is to obtain your responses concerning the application of Batho Pele in your Department.
The Interview Schedule consists of seven (7) questions which must be answered as frankly and accurately as possible.

INSTRUCTIONS : Please give your responses in the space provided.

DATA ON BATHO PELE

1. Was your staff trained on how to treat citizens with courtesy, dignity and respect? If 'Yes', when? If 'No', why?

---

2. Does your Department regularly monitor whether or not the performance of staff who deal with customers meet the set standards? If 'Yes', how often? If 'No', why?

---

3. Do the Managers keep a register for complaints against staff? If 'Yes' how is it used? If 'No', why?

---

4. Do Managers review complaints and check how they were dealt with?

---

5. Do Managers search for ways to simplify procedures and eliminate waste and inefficiency? If 'Yes' please elaborate. If 'No' please explain why.

---

6. What effective monitoring and evaluation mechanisms are in place to ensure provision of quality service?

---

7. List 3 things which in your opinion, would enable successful implementation of Batho Pele in your Department

---

Thank you for taking the time to complete this questionnaire. If you have any queries please do not hesitate to contact Gadihele Setzin or Thapelo Kgabi by telephoning 0183878100.

ANNEXURE D1

labour
Department:
Labour
REPUBLIC OF SOUTH AFRICA

PROVINCIAL OFFICE NORTH WEST, Private Bag X2040, MMABATHO, 2735. Provident House.
University Drive, MMABATHO, Tel (018) 387 8100, Fax (018) 3842597
www.labour.gov.za

Enq.: A. Makapela
Ref.: Research
Date: 27/03/2009

Deputy Director-General: Service Delivery
Private Bag X117
PRETORIA

Dear Ms Zondeki

REQUEST FOR PERMISSION TO CONDUCT RESEARCH IN THE DEPARTMENT

I hereby request permission to conduct research in the Department in the North West Province.

I am a registered student at the North West University and the research is done as partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).

The tittle of my dissertation is: "An evaluation of the management of Batho Pele at the service centres of the Department of Labour and the Department of Home Affairs in the North West Province".

The study is significant in that it will assist the departments under study in coming-up with strategies for improved/accelerated public service delivery.

I am looking forward to your favourable consideration of my request.

Yours truly,

Andile Makapela
PSEM - NW

ANNEXURE D2

labour

Department:
Labour
REPUBLIC OF SOUTH AFRICA

Enquiries: Mr. R Negota
Tel Direct :(012) 309 4569
SP: 18738176
Reference: A Makapela

Date: 28 May 2009

Mr A Makapela
Provincial Executive Manager :North West
Department of Labour

Dear Mr. Makapela

REQUEST TO CONDUCT A RESEARCH IN THE DEPARTMENT AS A PART OF THE REQUIREMENTS TO COMPLETE A MASTERS OF BUSINESS ADMINISTRATION DEGREE

I acknowledge receipt of your letter requesting permission to conduct a research on evaluation of the management of Batho Pele at the service centres of the Department of Labour in the North West Province. I have decided to grant you approval to conduct the research on condition that:

- the information gathered through the research be treated as confidential.
- the information gathered through the research is used for the purpose of your studies only and nothing else.
- the findings of the research be shared with the Department through my office
- the information gathered is not used against the respondents should the methodology involve certain individuals; and
- the information gathered is not to be used against the Department

Yours sincerely

Acting Director General: Labour

Date: 03/06/2009

ANNEXURE E1

P.O. Box 5816
Mmabatho
23 March 2009

Mr S. Hancock
Chief Director
Department of Home Affairs
MAFIKENG

Dear Mr Hancock

REQUEST FOR PERMISSION TO CONDUCT RESEARCH IN YOUR DEPARTMENT

I hereby request permission to conduct research in the Department of Home Affairs in the North West Province.

I am a registered student at the North West University and the research is done as partial fulfillment of the requirements for the degree of Master of Business Administration (MBA). I am also an employee of the Department of Labour.

The tittle of my dissertation is: "An evaluation of the management of Batho Pele at the service centres of the Department of Labour and the Department of Home Affairs in the North West Province".

The study is significant in that it will assist the departments under study in coming-up with strategies for improved/accelerated public service delivery.

I am looking forward to your favourable consideration of my request.

Yours truly,

Andile Makapela

Makapela (MMB) ANNEXURE E2

From: Sulleiman Hancock [Sulleiman.Hancock@dha.gov.za]
Sent: 03 April 2009 03:44 PM
To: Makapela (MMB)
Subject: PERMISSION FOR A RESEARCH PROJECT.

Labour Mr
ıkapelo.doc (319 KB

Sir

Attached is the response from my office.

Sulleiman Hancock
Provincial Manager: NW
Department of Home Affairs
Tel: (018) 397 9901
Fax: (018) 397 9903
Cell: 082 888 8329
E-mail: Sulleiman.Hancock@dha.gov.za

ANNEXURE E3

home affairs

Department:
Home Affairs
REPUBLIC OF SOUTH AFRICA

north-west provincial office

Cnr. Carrington & Shippard, Home Affairs Provincial Office,
Mafikeng, 2745, Tel. (018) 397 9902, Fax. (018) 381 0955
Email: Sulleiman.Hancock@dha.gov.za

The Provincial Manager
Department of Home Affairs
Private Bag X119
MMABATHO
2735

Mr Andile Makapela
Executive Provincial Manager
Department of Labour NorthWest
Mmabatho

Sir

REQUEST FOR PERMISSION TO CONDUCT RESEARCH IN YOUR DEPARTMENT

Your request in relation to the above matter dated 23/03/2009 is hereby acknowledged.

Permission is hereby granted for you to conduct research for your dissertation entitled "An evaluation of the management of ***Batho Pele*** at the service centers of the Department of Labour and the Department of Home Affairs."

The support is primarily given due to the benefit we both as departments would derive from its outcome.

I wish you well in your endeavor and success in relation to the efforts and energies invested in this qualification.

Mr S. Hancock
Provincial Manager: NW
Date: 03/04/2009