



**University of Fort Hare**  
*Together in Excellence*

**AN EVALUATION ON THE IMPLEMENTATION OF BATHO PELE SERVICE  
DELIVERY POLICY: A CASE OF SOUTH AFRICAN SOCIAL SECURITY AGENCY  
IN AMATHOLE DISTRICT MUNICIPALITY.**

**BY**

**MATITI SIBONGILE**

**200701858**

**A MINI-DISSERTATION SUBMITTED TO THE FACULTY OF MANAGEMENT  
AND COMMERCE IN FULFILMENT FOR THE DEGREE OF MASTERS OF  
PUBLIC ADMINISTRATION**

**SUPERVISOR: PROFESSOR D.R. THAKHATHI**

## ACRONYMS

<b>SASSA</b>	:	South African Social Security Agency
<b>ADM</b>	:	Amathole District Municipality
<b>AD</b>	:	Amathole District
<b>EC</b>	:	Eastern Cape
<b>MEC</b>	:	Member of the Executive Council
<b>PP</b>	:	Public Policy
<b>SA</b>	:	South Africa
<b>BCMM</b>	:	Buffalo City Metro Municipality
<b>EL</b>	:	East London
<b>KWT</b>	:	King Williams Town
<b>DSD</b>	:	Department of Social Development
<b>BIG</b>	:	Basic Income Grant
<b>UN</b>	:	United Nations
<b>ANC</b>	:	African National Congress
<b>WPTPS</b>	:	White Paper on Transforming Public Service Delivery
<b>NPM</b>	:	New Public Management
<b>PSC</b>	:	Public Service Commission
<b>PAIA</b>	:	Promotion of Access to Information Act
<b>PAJA</b>	:	Promotion of Administration Justice Act

## Declaration

**I Sibongile Matiti, the undersigned, hereby declare that the work contained in this mini dissertation is my own work and has not previously in it's entirely been submitted at any other university for fulfilment of degree.**

**Signature: .....**

**Date: 28/03/14**

**Acknowledgements**

1. I would like to thank **Professor Thakhathi** for all the tireless efforts, encouragement and the guidance he has given me.
2. I would also like to thank **my Family** for the support, inspiration and motivation they have given throughout my studies.
3. I would like to thank **Tafadzwa Mwangololela** for the mentorship he provided in my work and his efforts in preparing the document.
4. I would like to thank a great friend **Maphelo Mpofo** for the selfless sacrifice and day to day moral support.
5. If it wasn't for God and his mercies I would not have pulled through I thank him a lot for giving me the strength and determination.

## **Abstract**

Batho Pele Principles are the most fundamental policy guide-lines of the public sector administration and service delivery. The government uses these principles in improving the service delivery outcomes. The principles are meant to transform the hearts and the minds of public servants and put the citizens at the core of operations. The study succeeded to establish the understanding and implementation of these principles at SASSA Amathole Region. This study was able to determine the level of good governance in the public sector, its transparency, efficiency, effectiveness and accountability. SASSA committed themselves to the agenda of social transformation that is embodied in the principles of Social Justice and Bill of Rights contained in the South African Constitution.

The study also looked at other previous literatures that were conducted which sought to better explain the Batho Pele principles and also looked into describing different demographic characteristics and the process of grant application at SASSA. The study looked at the important aspects that the public servants have to know with regards to the understanding and implementation of the Batho Pele principles. These principles came with responsibility and one has to be alert of their vitality in the realisation of rendering a public service that is sound.

These principles were measured through grant application at SASSA in Eastern Cape at Amathole District Municipality. The study determined the level of commitment SASSA has in transforming service delivery. Improving service delivery is the ultimate goal of public service transformation programme and every government's success depends on its effectiveness and efficiency delivery of services to citizens. The study concluded with the emphasis on the need for effective implementation of Batho Pele policy by government agencies such as SASSA.

## Table of Contents

Chapter 1.....	8
<b>1. Introduction and Background .....</b>	<b>8</b>
<b>2 Statement of the Problem.....</b>	<b>17</b>
<b>3 Research Objectives.....</b>	<b>18</b>
4 Significance of the study .....	19
5 Literature Review .....	19
6 Theoretical framework.....	25
7 Research Methodology .....	26
8. Method of Data Analysis.....	29
9 Delimitation of the study .....	29
10 Ethical Consideration.....	29
11 Summary.....	30
Chapter 2.....	31
Literature Review .....	31
1. Consultation.....	42
2. Service Standards.....	42
3. Access.....	44
4. Courtesy.....	45
5. Information .....	45
6. Openness and Transparency .....	46
7. Redress.....	47
8. Value for money .....	49
9. Customer Impact.....	49
10. Summary.....	69
Chapter 3.....	70
3.1 Introduction .....	70
3.2 Research Methodology .....	70
3.3 Research Design .....	72
3.4 Units of analysis .....	72
3.5 Data Collection .....	73

3.5.1	Sampling process and sampling procedure.....	74
3.6	Method of Data Analysis.....	74
3.7	Delimitation of the study.....	74
3.8	Ethical considerations.....	75
3.9	Demographic characteristics of the study sample.....	76
3.10	Summary.....	77
CHAPTER 4.....		78
PRESENTATION OF FINDINGS AND ANALYSIS TO GENERATE TRENDS AND LINKS WITH LITERATURE.....		78
4.1	Introduction.....	78
4.2	Findings.....	78
4.2.1	Availability of information material.....	79
4.2.2	Frequency of services.....	79
4.2.3	Knowledge on legislation.....	80
4.2.4	Lack of ethics.....	81
4.2.5	The implementation of the Batho Pele principles.....	82
4.2.6	The study sought to establish the commitment of SASSA to the Batho Pele principles, and following is what SASSA committed to in realisation of how the Department is affected by these principles.....	82
4.2.7	The study sought to evaluate the core business of SASSA in the transformation of service delivery.....	83
4.2.8	The study sought establish if SASSA can provide a public service that may promote effective implementation of the Batho Pele principles.....	84
4.3	Summary.....	86
Chapter 5.....		87
5.1	Introduction.....	87
This chapter gives conclusions and recommendations of the study. Both the conclusions and recommendations in this chapter were established in line with the problem statement and the objectives of the study that were discussed in chapter one.....		87
5.3	Recommendation.....	87
5.3	Conclusion.....	89
5.4	List of references.....	92

## **Chapter 1**

### **1. Introduction and Background**

This study is a policy implementation to test the compliance and respect of Batho Pele Service delivery policy in the implementation of social policy in this case the Social Assistance Act 2004. The South African Constitution provides that everyone has a right to social security, including those unable to support themselves and their dependants. It provides appropriate social assistance and obliges the state to take responsibility and measures that are within its resources in order to achieve the realisation of this legislative, (Social Assistance Act No 2, 2004). The Act is a pro-poor oriented policy that aims to provide for the administration of social assistance and payment of social grants.

The Act aims to make provision of social assistance and to determine the qualification requirements in respect thereof. The act also aims to ensure that the minimum norms and standards are prescribed for the delivery of social assistance. The Act also aims to provide for the establishment of an inspectorate for social assistance (Social Security Act No 2, 2004). The provision of this assistance requires uniform and standard measures or delivery mechanisms that would give effective result and this can only be practical if public servants would comply and respect the Batho Pele Principles on service delivery. The Social Security Act is administered by South African Social Security Agency (SASSA). The following are the functions of the Agency:

According to Social Security Act No 9. 2004. The Agency must:

- Administer social assistance in terms of chapter 3 of the Social Assistance Act, 2004 and perform functions delegated to it under that Act.



- Collect, maintain, and administer such information as is necessary for the payment of social security, as well as for the central reconciliation and management of payment of transfer of funds, in a national data base of all applicants for beneficiaries of Social Assistance.
- Establish a compliance and fraud mechanism to ensure that the integrity of the social security system is maintained.
- Render any service in accordance with an agreement or a provision of any applicable law as contemplated in subsection (4).

The Agency's main objective is to build a high performance institution that manifests its good governance principles, while striving for operational excellence via continued service delivery improvements to beneficiaries.

According to the White Paper 1997 on Service Delivery, Batho Pele is an approach that requires public servants to commit themselves to serving people and find ways to improve service delivery. This approach also requires the involvement of the public in making sure that public servants are accountable for their actions and the quality of service they provide. Batho Pele Policy on service delivery is also about moving the Public Service from a rules-bound approach that hinders the delivery of services to an approach that encourages innovation and is results driven. This sums up that, instead of looking for the reasons why the government is not doing something the public rather find better ways of making sure that people's needs are delivered.

Managers in public service have a key role to play in creating a good environment for their staff to become effective in a way that they interact smoothly with their customers. This requires that they focus on motivating their staff, ensure that they have the right tools to do their work and provide an ongoing support especially at times when staff is

under pressure and stress. The Batho Pele Service delivery aims to ensure that all public servants put people first. The study will focus on three key Batho Pele Principles as they relate to service delivery with a human face, which are service standards, access, openness and transparency.

The democratic South Africa inherited a fragmented and inequitable public service organised along the racial lines and social ills thus we have the Department of Social Development that Sassa is a sub-structure of. The Department of Social Development has committed to the agenda of social transformation that is embodied in the principle of the social justice and the Bill of Rights contained in the South African Constitution. The Department endeavour to create a better life for the poor, the vulnerable and the historically disadvantaged. The main task of the department is to develop and monitor the implementation of social policy that both create an enabling environment and leads to the reduction of poverty. It is the mandate of the department of Social Development to ensure the provision of social protection and social welfare services to South African communities. Development, social protection and social welfare services span the entire life cycle of human life and encompass the advocacy, promotion, prevention, care, integration and palliation (Government Gazette on Social Security Act No 9, 1994).

The tasks bestowed upon the Department of Social Development require extensive and on-going consultation with all sectors of the society. The programmes of the department are integrated with those of other government departments and all spheres of government. The Provincial department of Social Development has committed itself to a social contract of building a developmental state that focuses on eradication of poverty, transformation, creation, re-image, redress and most of all give effect to its creed which is a better life for all.

During the policy speech of 2013/2014, MEC of Social Development (Eastern Cape) Pemmy Majodina committed her department to the review of its internal business process to align with its integrated service delivery model to effectively address social challenges. The department's focus is to reposition itself towards a developmental approach both in strategic direction and its operations. The MEC also committed her department in ensuring an integrated delivery of services which promotes collaboration and coordination across the different spheres of government which is the national, provincial and local government.

The Department has engaged itself with the following programmes for it to find expression in the Eastern Cape communities:

- Youth development
- Sustainable livelihoods
- Women development
- Aftercare funding policy
- Institutional capacity building and support
- Population and research
- Human development

In a nutshell the Department has committed itself in providing service delivery that is equitable, effective, efficient and transparent to its citizens.

## **1.2 Background of the Eastern Cape Province and the Amathole District**

This study will focus in one of the Eastern Cape districts Amathole District. Eastern Cape is located in the south-east of South Africa, bordering Free State and Lesotho in the north of KwaZulu Natal in the north-east, the Indian Ocean is along its south and south-eastern borders, and Western and Northern Cape along the west. The province encloses 169 580

km<sup>2</sup>, constituting 13.9 per cent of the total land in the area of the country. This makes its surface area the second largest province of the country (Eastern Cape Provincial Profile).

Prior to 1994, the province was territorially divided into two areas that made up the 'national state' of Transkei and another made up of the 'national state' of Ciskei, while the rest of the province was under the administration of the then Cape Province. These states were dissolved when the democratic government came into being. This province is a birth home of many prominent South African politicians, to mention a few, Nelson Mandela, Oliver Tambo, Walter Sisulu, Govan Mbeki, Raymond Mhlaba, Robert Mangaliso Sobukhwe, Chris Hani, Thabo Mbeki, Steve Biko and Charles Coughlan. The Eastern Cape Province's Capital town is Bisho but its largest two cities are Port Elizabeth and East London. The economies of East London, Port Elizabeth and Uitenhage are primarily based on manufacturing, motor vehicle manufactures and related industries (Eastern Cape Provincial Profile).

The Eastern Cape's agricultural potential is evident in its fruits orchards in the fertile Langkloof Valley, sheep and angora farming in the Karoo interior, pineapple, chicory and dairy production in the Alexandria Grahams town area and coffee and cultivation at Magwa. Ostrich exports earn the province about R90 million per year in foreign revenues, while the game industry is having unprecedented demand in the international market. Large numbers of population are employed in the forestry plantations of Kieskammahoek. Inhabitants of the former Transkei are dependent on cattle, maize and sorghum farming. The province has a coastline of about 800km, housing to harbours. Squid forms the basis of the fishing industry, while offering access to line catching of hake and recreational and commercial fishing for other line fish. As this may be, Eastern Cape is one of the poorest provinces in South Africa. This is largely due to poverty found in the former homelands, where subsistence farming predominates. The Eastern Cape

Province is divided into two metropolitan municipalities, thirty seven local municipalities and six district municipalities which the Amathole District is one of (Eastern Cape Provincial Profile).

The seat of Amathole is in East London. The AD is on the eastern seaboard of South Africa, it was established after the first local government election in December 2000. The district stretches from the Indian Ocean coastline in the south to the Amathole Mountains in the north, and from Mbolompo point in the east to the Great Fish River in the west. It is the land of rivers and fertile floodplains, undulating, grasslands, valley bush, pristine estuaries, beaches, forests and waterfalls. The biodiversity of the district is often remarked upon, together with possible implications for future socio economic developments and competitive advantages ([www.amathole.gov.za](http://www.amathole.gov.za)).

Amathole District is one of the seven districts of the Eastern Cape Province. AD strives for a future where constituent communities have peaceful, stable, and sustainable environment with its basic needs being met through a participatory development process and where communities have access to economic opportunities (District Profile Eastern Cape Amathole District).

The District's Profile, further states that the district lies at the heart of the Eastern Cape Province and is presently home to about 1.7 million people. The economy of the district is dominated by one of its eight local municipalities Buffalo City Metro Municipality which comprises of the costal of East London, King Williams Town, Mdantsane and the provincial administrative capital of Bisho. The following are the other seven Municipalities that form part of the Amathole District (District Profile Eastern Cape Amathole District).

- Amahlathi

- Great Kei
- Mbhashe
- Mquma
- Nqushwa
- Nkonkobe
- Nxuba

Each of the above districts contains its own urban service centre for the provision of services to its surrounding communities. The following sectors provide formal employment in the district: Public service (75000 jobs), Manufacturing (27000 jobs), Trade (25000 jobs), and Agriculture (17000 jobs). The AD's existing manufacturing sector includes the automotive, textile, pharmaceutical electronics and food processing industries. The automotive industry has strong linkages into activities such as component parts, industrial textiles and leather training. The following few companies operate within the district:

- Daimler Chrysler SA
- Johnson and Johnson
- Da Gama textiles
- China Garments
- Nestle
- First National Battery
- Summerpride Foods
- Castellano Beltrame
- Defy Refrigeration
- Dimbaza Foundries

- Kromberg & Schubert
- Aspen Pharmacare
- Yantex
- Coca-Cola Bottling (District Profile Eastern Cape Amathole District).

AD is rich in economy, two of the EC's Spatial Development Initiatives (SDI), Fish River and Wild Cost for concentrated economic development, fall within the Amathole region. The East London Industrial Development Zone (IDZ) endorsed by the Department of Trade and Industry, is aimed at export oriented manufacturing and processing and is ideally located close to the airport and harbour and it is the only river port in the country. The district is rich in economy; however the poverty rate was seen rising between 1995 and 2005, before it fell to 48.8 per cent of the total population in 2009. Following are the statistics from 1996-2011 :( Amathole District Municipality Integrated Development Plan 2013-2014)

<b>YEAR</b>	<b>NATIONAL</b>	<b>PROVINCIAL</b>	<b>AMATHOLE</b>
1996	40.60%	54.10%	60.90%
2000	46.50%	58.60%	64.80%
2005	45.70%	56.30%	61.40%
2010	39.70%	49.50%	52.30%
2011	37.70%	46.80%	48.80%

The poverty rate implies that ADM population has little access to credit and is unable to finance to finance the children's education and use child support grant as a source of income. The social grant dependency is higher in Amathole seating at 66per cent than

that of Eastern Cape seating at 64per cent (Amathole District Municipality Integrated Development Plan 2013-2014).

The district has a good road infrastructure and excellent airport facilities. AD shares its tourist's routes with other districts, including the Sunshine Coast from Port Elizabeth to East London, the Wild Coast from Eat London to Port Edward, the friendly N6 from East London to Bloemfontein and the Amathole Mountain Escape which falls wholly within the district in the northern reaches (District Profile Eastern Cape Amathole District).

The Amathole District is rich in history is the area where the nine colonial wars were fought over the 17<sup>th</sup> to 18<sup>th</sup> century. It is also known for having produced many political leaders, the likes of the former President Nelson Mandela and the former President Thabo Mbeki, the black consciousness leader Steve Biko and many others ([www.amathole.gov.za](http://www.amathole.gov.za)).

The area has deep history that will intrigue visitors with its Xhosa kings and stories of early settlers. The visitors explore the San painting in the Cathcarth region and see the world's famous African art collection that is placed at the University of Fort Hare, they also experience traditions at Mgwali village and the artistic community in Hogsback. AD is adventurous in nature and it offers the following:

- Rock Climbing
- Mountain Biking
- Hiking
- Bird watching
- Canoeing
- 4x4 trails
- Malaria free game /nature reserves



- Water sports and
- Surfing ([www.amathole.gov.za](http://www.amathole.gov.za)).

AD has committed itself in practising good governance through the following values:

- Selflessness
- Pro-poor
- Responsiveness
- Transformative
- Inclusivity
- Dignity and Respect
- Transparency
- Integrity and
- Accountability ([www.amathole.gov.za](http://www.amathole.gov.za)).

According to the Eastern Cape Member of the Executive Council (MEC) of Social Development Pemmy Majodina, the quest for a democratic development state should guarantee the qualitative improvement of the people's socio economic conditions is an intrinsic and indispensable social and political value enshrined in the Constitution of the Republic (Policy speech 2013/2014, 27 of March, Provincial Legislature).

## **2 Statement of the Problem**

The Batho Pele Principles have been in place since the year 1997, there has been little effort or enthusiasm that is made by the public servants to this call. These principles require cultural change that has to take place in order to claim the true transformation of the public service and this can only be practical if public servants would show

enthusiasm to this call. The South African Social Security Agency is very poor and slow in processing the social grant applications and therefore causes a lot of delays and unhappiness to the public members. If SASSA could follow the objectives and the aims of the Batho Pele policy, things could change for better. The main problem is that most of the public servants do not follow the service delivery principles as explained in the White Paper.

## **2.1 Research Questions**

1. What is the commitment of SASSA to the Batho Pele values and principle in provision of services?
2. What is the role of SASSA to the Batho Pele implementation in turning service delivery into service excellence?
3. What is the commitment of SASSA in transforming service delivery in the public service?

## **3 Research Objectives**

- To examine the importance of Batho Pele and its value when it comes to SASSA and also to assess the commitment of SASSA towards the policy.
- To assess the strategies of SASSA in the implementation of the Batho Pele policy.
- To evaluate the core business and impact of SASSA in the transformation of service delivery.
- To assess the implementation of Batho Pele Service Delivery policy and using SASSA as a case study a public service that may promote effective implementation of the Batho Pele principles at SASSA.

#### **4 Significance of the study**

The research is aimed at knowledge production that is specific. However, research is aimed to create scope or find new opportunity of improving social phenomenon. Social grants play a critical role in reducing poverty levels; poverty eradication has always been one of the focal points of the South African government since democracy in 1994. The study is aimed at providing the necessary information when it comes to policy implementation in connection to grant application processing by SASSA.

In this case these two reasons provide significance to undertake the study. The study is also a topical in the sense that evaluates the democratic transformation process versus its commitment to the question of Batho Pele principles in the public sector.

This study is a

Human Rights issue; hence the study will expose the extent of the protection of the right with specific reference to SAASA in Amathole District.

#### **5 Literature Review**

The South African Constitution and the South African Social Security Act are very clear on how the services should be provided to the citizens. Chapter 10, Section 1 (a) of the 1996 Constitution stipulates the following:

- A high standard of professional ethics be promoted and maintained
- Services be provided impartially, fairly, equitably and without bias
- Resources be utilised efficiently, economically and effectively
- Peoples' needs be responded to

- Encouragement of the public to participate in policy making
- Be accountable, transparent and development oriented.

The South African Social Security Act, 2004 (Act no 9 of 2004), provides for the establishment of the South African Social Agency whose objectives are to ensure effective and efficient administration management and payment of sound assistance to provide for the prospective administration and payments of social security including the provision of services related to social security and to provide for matters that are connected to it.

This can be possible if citizens are put at the centre of public service delivery through ensuring the balance between citizens and SASSA. The realisation of the Batho Pele principles by the department can yield to a public service delivery that is effective and efficient.

The national department of Social Development has committed itself to the agenda of the social transformation through translating the Batho Pele principles to the department's understanding on how the principles should be put into effect. The department understands that the Batho Pele (People First) principles were conceived with the intention of transforming service delivery in the public sector. According to Social Development Minister Dlamini, good service delivery leads to happy customers and employees satisfaction to a job well done, ([dsd.gov.za](http://dsd.gov.za)). The department has translated the Batho Pele principles and it puts emphasis on the need of urgency to the realisation of the following principles:

### Consultation:

This is about asking customers if they are satisfied with the department's service provision and finding out how best can the department meet the needs. This can be done in several platforms through questionnaires or through practical interviews with the customers. This information can help the department to improve its services and most importantly in reporting back to its customers so as to know what to expect and for the employees to know what is expected of the department.

### Service Standards:

It is upon the department to continuously improve the services it provides. The department should know what is important to its customers so that it can set the service standards that are realistic depending on the availability of resources. The department should also have measures on its service standards.

### Access:

It is upon the department to give access especially to those who were previously disadvantaged, the historically disadvantaged of the community and the people with special needs, the physical disabled. Services centres should be close to people for visitation.

### Courtesy:

It is not only about being nice or polite to customers, but being friendly, helpful and treating people with respect and dignity. The department promises to improve its courtesy through a code of conduct and should also train and assess its employees in customer care. Its managers should monitor the relationship between the front line staff

and its customers and ensure that the employees should give customers a friendly service to everyone.

#### Information:

Information is about making customers aware and well informed of the services the department provides. There are various platforms of informing customers through radio, posters and leaflets. This should cater for all customers and it is important to know that customers have different needs. The department should make provision of making information available to customers of the services it renders.

#### Openness and Transparency:

The Batho Pele principles encourage the department to be transparent and open about every aspect of its work. The department should publish annual report to inform customers of how its resources are used, the costs, equipment and the entire services. If the department falls short in meeting the services, it should list reasons and find ways on how to improve its services. It should hold open days and invite members of the public to show them how it runs its business.

#### Redress:

It makes it easy for customers to tell the department of how unhappy they are with its services. The department should train its employees on how to deal with complaints in a friendly and helpful manner. It should apologise and fix the problem as quickly as possible. The department should tell its customers of how and where to complain and it should keep record of all complaints and how it deals with such complaints. The

department should understand that complaints can help the department to improve its services.

#### Best Value:

This is about the value attached to service delivery and its resources. It also means eliminating waste, fraud, corruption and finding new ways of improving services at little or no cost at all. This includes forming partnership with other service providers who also cater for basic needs for example, department of health, department of human settlement and department of education. If the department works efficiently and maximise its skills, add value and produce service excellence to give its customers the best value for their money.

#### Customer Impact:

This added principle focuses on the changes and consequences that result from the department's implementation of Batho Pele principles ([dsd.gov.za](http://dsd.gov.za)).

The Batho Pele principles ensure the citizens that they are part of the public service and should work together and ensure the efficient and effective management of social security.

Several studies have been done on how best the public service can be transformed. The literature review will basically look at the New Public Management which links and has derived its own concept on how the public sector should provide services. NPM denotes broadly the government policies that aim to modernise and render a more effective public

sector. The basic theory holds that, market oriented management of the public sector will lead to cost efficiency for government , without having negative effects on other objectives and considerations. The NPM is described as deliberate changes made to the structures and procedures of organisations belonging to the public sector. The principal idea is to create a public system that works in a way that is similar to private sector (Hughes, 1998).

Hughes 1998, further states that this emphasized the need of urgency in the public sector to imbue itself with the principles that have been successfully applied in the private sector and which will result to improved efficiency, performance and effectiveness in the delivery of government services. The NPM is under the impression that the traditional public administration is no longer suitable and thus should be replaced. The critic on traditional models of administration included, large scale government resulting in consumption of resources, government involvement in too many activities, wide spread bureaucracy, high rate of inflation, the absence of separation between policy and administration, the absence of rational decision making and disregard for citizens' satisfaction.

The model was also characterised of being inefficient, corrupt, lacking accountability and inflexibility (Sarker, 2006). But as it may be, NPM has its downfalls as well. The NPM's aim for transparency and the eradication of corruption in the public sector tends to create the opposite effect, leading instead to higher rate of corruption. This is because NPM provides greater freedom to public managers than they are used to, together with lower levels of supervision, this can create a fertile ground for corruption (Mangkol, 2001). It is also believed that the dramatic change from bureaucracy to market approach that NPM advocates for, would contribute to a greater prevalence of corruption (Hughes, 1998). According to Mangkol 2011, there is a strong resistance to the decentralization in



developing countries due to the long history of centralization in the public sector, however maintaining centralization leads to the prevalence of corruption that in turn hinders the application of NPM.

According to the former Minister of Public Service, Fraser Moleketi, corruption distorts and undermines the value systems of all society, their people, and possessive individualism and overrides any sense of the common good. An anti-corruption strategy must be articulated by leaders in the political, economic and civil society and must engage all sectors of society on basis of the core set of leadership practices and values. Anti-corruption strategy must articulate an alternative ethos and value system.

The unethical behaviour in the public service is characterised by the following

- Lack of responsiveness to public needs
- Tardiness in discharge of duties
- Inefficient and ineffective
- Corruption

(Mangkol, 2011)

## **6 Theoretical framework**

The theoretical framework that will be used in the study is the basic needs approach. This approach is one of the major approaches to the measurement of poverty or absolute poverty. Basic needs approach attempts to identify the absolute level of resources necessary for long term physical wellbeing and it is usually done in terms of consumption of goods. The basic needs approach was introduced in 1976 by the International Labour Organisation (ILO) at its World Employment Conference.

According to Deton, (1990:6) an immediate emphasis on basic needs is food including shelter and clothing. In most of cases modern lists emphasize the minimum level of consumption of basic needs not to be just food, water and shelter but also sanitation, education, and health care. The study will look at whether SASSA is delaying applications of social services or it is deliberately ignoring the Batho Pele principles which advocates for efficient and effective service delivery.

## **7 Research Methodology**

The research methodology is the understanding the significance of scientific method, being able to answer questions through a systematically with the support of credible data (Strauss and Corbin 200, 1)

There are two methods that can be used when undertaking a research proposal quantitative and qualitative method. The research method that will be used in this study is the quantitative method because it provides a broader scope, allows one to look at the broader scale of the society. Quantitative research also uses personal administered questionnaires where one provides the explanation that would give a broader understanding.

### **7.1 Target population**

The target population is the population group that the study will use from which conclusions will be drawn, (Barbie, 2004p110). The target group will be SASSA customers in the communities of Amathole District so that we have a better understanding of what their challenges are, concerning SASSA.

## **7.2 Qualitative Research Method**

According to Schostak, (2002:230) there are different forms of qualitative research such as ethnography, case study, action research and evaluation which often combine and overlap. There are also many perspectives or schools of thought who interpret qualitative research in different ways, for example Marxism, empiricism and others. Qualitative research typically focuses on compiling a selection of micro level case studies which are investigated using informal interviews. Qualitative researchers are interested in giving answers to the questionable processes which do not simply accept the quantitative answers. As the case may be it does not mean that quantitative data is not important but researchers need more than that. Qualitative research is the major form of educational research that is used at the present moment (Schostak, 2006:231).

## **7.3 Quantitative Research Method**

In development research quantitative methods have typically been the main focus. Quantitative methods are commonly conceived as those methods which initiates from experimental and statistical methods in natural science. Quantitative research relies on statistics. Quantitative research employs questionnaires and sampling procedures that attempt to get rid of the individual the particular and the subjective. The research is based on deductive method which starts with generalisation. Quantitative research method follows the step of natural science which starts with theory (Schostak, 2006:231).

The research method that will be used in this study is the qualitative method. Qualitative research method seeks to answer to the questions. Qualitative research method systematically uses predefined set of procedures to answer the question. The qualitative research method produces collective evidence, produces procedures findings that were not determined in advance. This method produces findings that are applicable beyond the

immediate boundaries of the study. Qualitative research method is also effective in identifying intangible factors such as social norms (Bernard, 2005).

Qualitative and Quantitative research methods primarily differ in:

- Analytical objectives
- Types of questions posed
- Type of data collection
- Forms of data they produce, and
- Degree of flexibility built into the study design

The key difference between these two methods is their flexibility. Qualitative methods are typically more flexible, they allow the researcher to do a desktop research. This study will be conducted through a desktop research. Information will be accessed through internet, books, including online journals, data from news clippings, from national, provincial and local government sources.

#### **7.4 Sampling**

Sampling is a statistical practice concerned with the selection of a subset of individuals from within a population to yield some knowledge about the whole population for the purposes of making predictions based on statistical inference. The sampling for this research will not cover the whole population as it is not possible to survey the entire population. Adèr, Mellenbergh, & Hand, 2008: suggests that there are two reasons that population cannot be whole studied, the cost of conducting a research might be too high, and the population might be dynamic in that the individuals making up the population may change over time

### **7.5 Data collection**

Data will be collected using internet sources, books and online journals.

### **8. Method of Data Analysis**

Data collected becomes meaningless if it is not analysed, interpreted and deduction are not made on it. A collected data will require a comprehensive analysis for a researcher to be able to attach value to the data.

### **9 Delimitation of the study**

Managers in the public service have a key role to play in creating an environment for their staff to become effective in the way they interact with customers. This requires the motivation of employees to have the necessary tools to do their work. Public officials are less interested in acquiring knowledge of what Batho Pele Policy entails.

### **10 Ethical Consideration**

According to Struwing and Stead, 2006, ethics in research refers to the system of morals, rules, behaviour and code of good morals on how to conduct research in a morally acceptable way. Brynard and Hanekom, 2006, are of the same view with the latter; that research ethics relate to what is right and wrong when conducting research. This right and wrong of scientific research should conform to generally accepted norms and values. Researchers should adhere and comply with ethics in regard to a research activity.

## **11 Summary**

This chapter has briefly outlined the introduction, background of the study and has presented the significance of the undertaking of the study. The objectives purpose, statement of the problem that speaks to how the services are rendered by SASSA and the research questions has been described. The need of a sound public service through grant application at SASSA and the implementation of the Batho Pele principles were identified as critical towards service delivery.

The Batho Pele principles are vital principles that are set as per the decisions made and in making sure that the initiatives are achieved. It is important that all directorates of SASSA take the issue of Batho Pele principles seriously, if the department is to provide a public service that is effective and efficient. The success or failure of any organisation depends on the effective implementation of its policies and systems.

## **Chapter 2**

### **Literature Review**

#### **Introduction**

This study is focusing on the use of Batho Pele Service Delivery in order to accelerate service delivery with specific reference to SASSA grant application processing practices and procedures. The policy implementation is to assess how far the government and civil servants have gone in implementing the policies that talk to social solidarity and pro-poor policies, the needs to redress the ills of the past. The democratic government of South Africa advocated for equality for all, the government advocated for change and promised to be the driver of change. The Batho Pele Service Delivery policy is one of the policies that are meant to breed life to a democratic government. This policy is the most fundamental policy in the public service, the word Batho Pele means “people first”. This policy is a driving force of all state organs, public servants are obliged to adhere to this policy. This is the first policy to be formulated in service delivery, to monitor and assess the willingness of government officials in improving the lives of South African people through a transformed public service.

The South African political transition was about achieving equality more than anything. This was targeted through the Reconstruction and development Programme (RDP). From the early stages of a democratic government the ruling party African National Congress (ANC) saw a need for the policy that would seek to address poverty because it believed that the state has a major role in meeting the legitimate and realistic expectations, especially the poor, disadvantaged and vulnerable (ANC, 1992).

The RDP within which the ANC fought the election campaign to governance, declared that there can never be any political flourish and the democracy cannot survive if the masses remain poor, without land and without tangible prospects for a better life. According to the ANC, 1994, attacking poverty and deprivation through RDP must therefore be the first priority of a democratic government and as the country inherited a fragmented and inequitable welfare system that was meant to benefit the whites and the other groups to a far lesser extent, the democratic government wanted to get rid of poverty through RDP. This was done through the implementation of the equitable grant system or welfare system regardless of gender, race, etc. However this was not treated as a core issues as there were other pressing issues such as housing and health (ANC, 1994). The government saw a need to try and provide the level of equality and to get rid of poverty through grants.

Grant application starts when a person in need of grant arrives at a service point or service office and it is then that the Batho Pele principles are put into practice, when the attesting officer provides the necessary information to the applicant and help the applicant to fill the application form. It is the responsibility of the officer to make sure that the necessary documents are available. A screening process has to be conducted by SASSA official before helping the applicant fill the form. This is the information that should be readily available at the exposure of the customer. This screening process is to check whether the applicant meets the requirements for the grant, for example if the person applying for an old age grant and their ID document shows that the person is only fifty four years old, the person will not meet one of the requirements and it is upon the official to make the applicant aware of the situation and advise the applicant not to apply rather than imposing because that would be infringement of the rights of the applicant (Social Development Procedure Manual,2005).



The Batho Pele principles have been put in place to improve service delivery campaign. South African government had eight principles that were put in place in 2005, which are fundamental and have and links to the study.

These objectives are still relevant even to the current government. When dealing with grant applications, SASSA is actually assisting the National government to deliver on its priorities.

SASSA is an agency of the Department of Social Development. The Department of Social development which was the Department of Welfare Services was created to help government decrease the levels of social ills that the South African government encounter. The eradication of poverty is one of the main objectives of Social Development's being. The National Department of Social Development has committed itself in a number of things in realisation of the following government priorities:

- Improving the quality of every person's life and freeing their potential
- Focusing on visible service delivery
- Reducing poverty levels
- Ensuring all races, genders and people with disabilities are represented
- Ensuring human empowerment and human development
- Building institutions and improving management, and
- Rationalising and restructuring the public service (Social Development Procedure Manual, 2005).

The National Department of Social development under the stewardship of the then Minister Dr Zola Skweyiya compiled a manual that would assist SASSA employees in grant administration. This manual was written to assist in the following:

- To provide officials with step by step guide to the processing of grant applications
- Make sure that grant application processing is the same all over the country
- Improve financial management
- Ensure that the people receive grants that they are entitled to
- Speed up grant making process, and
- Improve the service the department provides to the poor (Social Development Procedure Manual, 2005).

According to Dr Skweyiya (2005), the manual was compiled to make sure that it is easier for the officials to understand the procedures that are necessary to ensure that the customers remain 'number one'. The manual was intended to serve as a rapid reference when dealing with any of the social grants. Dr Skweyiya further stated that the department's employees have a highly responsible task to ensure that the poor, vulnerable and marginalised people who live in the country get a quick and easy access to the social grants, for which they are eligible to ([www.dsd.gov.za](http://www.dsd.gov.za)).

The National Department under the stewardship of the current Minister Bathabile Dlamini saw it fit to commit to the following in improving service delivery:

- Commitment to social transformation – The Department is committed to the agenda of social transformation that is embodied in the principle of social justice and Bill of Rights contained in the South African Constitution. The Department endeavour to create a better life for the poor, vulnerable and excluded people in the society.
- The Department's task is to reduce poverty and promote social integration - The Department's task is to develop and monitor the implementation of the social policy that creates both an enabling environment and the leads to the reduction of

poverty. The Department ensures the provision of social protection and social welfare services to all the people living in South Africa. In trying to find means to reduce poverty, the Department conducts research that develops the social indicators necessary for programme implementation and public accountability.

- The department's work is based on partnership and the Batho Pele principles of service delivery – All of the department's work require extensive and an on-going consultation with all sectors of the department's society. The department is committed to the Batho Pele principles and uses them to improve service delivery to its clients ([www.dsd.gov.za](http://www.dsd.gov.za)).

Having done all the strides in trying to mitigate the challenges faced by the department when it comes to the Batho Pele principles, a number of charges were laid against the department by the applicants who were dissatisfied on how their grant application was handled. The applicants underwent the necessary procedure of applying and went through the screening process and were told to come back on a certain date for the outcome of the application, which they did. Subsequent to that they were advised to come on a different date and then again when they came, there were no proper communication measures that were done, they were again advised to come on another date with no luck again. The applicants took the matter further and went for a legal advice and the department was subjected to a litigation process for the infringement of a right to social security ([www.governmentgazette.co.za](http://www.governmentgazette.co.za)).

The department has all the necessary measures on how the process of grant application should unfold with its timeframe. SASSA have been caught in several occasions doing unlawful practises. In the Western Cape Province SASSA officials were arrested at work because of the unlawful practises they engage themselves in, instead of doing the work

they are paid for ([www.sabcnews.co.za](http://www.sabcnews.co.za)). This was also broadcasted live on SABC news in June 2013.

According to the research conducted by Black Sash 2011, the quality of service provided SASSA is not up to standard. The research conducted stated that out of its findings, it has found that one of the service points of SASSA, Adelaide in the Amathole District municipality, when it was monitored by one of the researchers it opened 3hours later than its scheduled time at 12h00 instead of 9h00. The small percentage of service points that have signs with customer care norms visibly displayed is particularly not worthy. Many officials are also not always clearly identifiable. At this service station in the Amathole District two officials attended to two hundred and eighteen customers ([www.blacksash.co.za](http://www.blacksash.co.za)). This alone speaks to the service client ratio and one can imagine the slow service rendered in the Adelaide service point.

The Black Sash further stated that the focus on the grants being applied for or reviewed, the number of times applicants return for the same application or review and the time lapses on the same application and the information on the outcome process (Black Sash Report 2011). Some of the applicants were lucky enough to have received receipts after the application but fewer of them knew what was written at the back of their receipts and only 48% knew that SASSA communicates information at the back of the receipt. Black Sash further stated that it, the fact was only 50% of the service point users were given a receipt detailing the reason for their visit. 75% of the applicants were informed of the outcome of their application, with 33% of these applicants being informed verbally and 66.7% in writing. Those responded to were asked if they were given an option to choose where they wanted to receive their grant, either through bank, post office or pay point, 75% said yes and the other 25% was not sure if they were informed (Black Sash Report, 2011).

One of this study's objectives is to examine the importance of the Batho Pele principles and its value when it comes to SASSA. Since SASSA has been seen to be less productive in the Amathole District Municipality when it comes to grant application, the National Department should revisit its strategies on policy implementation since the officials do not go by the book when it comes to the execution of their duties. The Batho Pele principles are very clear and precise on what is to happen in each and every government department and the Department has also used the same principles in compiling the procedure manual of the department for grant application administration.

The Department has also stated in the manual that it will act in a lawful, reasonable and procedurally fair in accordance with Section 33(1) of the Constitution and Promotion Administrative Justice Act 2000, the Social Assistance Act 1992 and its regulations but nonetheless provincial departments are allowed to have their own vision, mission and values, however they should be in line with those of the National department (Social Development Procedure Manual, 2005).

The Promotion of Administrative Justice Act works hand in hand with the Social Assistance Act and most of its rules are already in the Social Assistance Act and its regulations, for example, Regulation 25(2) says that if one's decision goes against the applicant, the official must then tell the applicant what he/she has decided and give reasons to why such a decision has been taken. The same is said in the Promotion of Administrative Justice Act. Section 10(1) of the Social Assistance Act and Regulation 25(2) say that one must tell the official when one is not happy with the decision taken by the official and the applicant has a right to write to the Minister within 90 days of the decision and appeal against it. These Acts do not only link to the consultation principle that people must be told of the level and the quality of the service they are entitled to but they also link to access to information principle, people must be informed of what is

entailed in the grant application process (Promotion of Administrative Justice Act of 2000).

SASSA official must provide such information as:

- Who is responsible for which step and how long will the process take
- Describe the process to be followed including the screening process
- Explain what the qualifying conditions are
- Describe and apply the various means test
- Explain the procedure in full and
- List the offences for false representations

If the principles are implemented well there shouldn't be delays and problems concerning SASSA. South African government is resolute when it comes to the Batho Pele principles.

The South African Government views Social Security as being about transformation of a system that has been cruel to the majority of the population. There are familiar social ills that are intrinsically linked to Social Security, such as poverty and unemployment. The challenge for any transformational implementation that would be successful lies in the translation of the issues in social security terms as one would try and establish what the impact would be in its various models (Klinck, 2001).

Social security is defined in various ways but, Berghman (2001), *defines social security as income transfers as a by-pass to social participation where there is either incapacity to work or an unavailability of work*. Berghman, further states that Social Security does not protect the old, the sick and many others, it rather serves to prevent that the damage

that follows the materialisation of a social risk reflects on the rest of the society as a social burden.

The shift in the conceptualisation of social security may be very useful in the South African context where people fear the impact that more social security schemes may have on the economy and their personal immediate financial situation. Transformation is more than exchanging one system to another or changing a system so that it is different than before. In social security systems transformation denotes a more or less continuous process, which is linked to historical, economic, political and social processes, which talks to the notion of democratisation, integration and modernisation (Klinck, 2001).

According to Krause 2013, the extent to which public administration meets the normative goal is crucial for ensuring stability, a well-functioning public bureaucracy that is effective at serving the needs of the polity. Assessment of the extent to which politicians do despond to popular will is something that lends itself to positive analysis.

United Nations, 2001 reported that ordinary South Africans define the key elements of transformation as:

- Practicability and visibility of public service
- Meeting the basic needs
- Rural development
- Freedom, political, social and economic and the right to vote
- National unity
- Women empowerment
- Eradicating poverty and inequality, eradicating the apartheid legacy and redistribution of wealth

- Government creation of an enabling environment for people to participate in their own development
- Transmission of information to the masses
- NGO participation and people's organisation at grassroots level
- Political debate
- Human rights culture and
- Individual liberties and control

Each of these indicators forms part in translation of social security. For example, social assistance aims to meet people's basic needs where they themselves they cannot, thus contributing to the eradication of poverty. The South African constitution section 27 compels legislation and other measures in relation to social security that:

Everyone has the right of access to the following;

- Health care services, including reproductive health care,
- Sufficient food and water and
- Social security including if they are unable to support themselves and their dependents appropriate social assistance (SA Constitution).

The South African Constitution and the South African Social Security Act are very clear on how the services should be provided to the citizens. Chapter 10, Section 1 (a) of the 1996 Constitution stipulates the following:

- A high standard of professional ethics be promoted and maintained
- Services be provided impartially, fairly, equitably and without bias
- Resources be utilised efficiently, economically and effectively
- Peoples' needs be responded to



- Encouragement of the public to participate in policy making
- Be accountable, transparent and development oriented.

The South African Social Security Act, 2004 (Act no 9 of 2004), provides for the establishment of the South African Social Agency whose objectives are to ensure effective and efficient administration management and payment of sound assistance to provide for the prospective administration and payments of social security including the provision of services related to social security and to provide for matters that are connected to it.

This can be possible if citizens are put at the centre of public service delivery through ensuring the balance between citizens and SASSA. The realisation of the Batho Pele principles by the department can yield to a public service delivery that is effective and efficient.

The National Department of Social Development has committed itself to the agenda of the social transformation through translating the Batho Pele principles to the department's understanding on how the principles should be put into effect. The department understands that the Batho Pele (People First) principles were conceived with the intention of transforming service delivery in the public sector. According to Social Development Minister Dlamini, good service delivery leads to happy customers and employees satisfaction to a job well done, ([dsd.gov.za](http://dsd.gov.za)). The Department has translated the Batho Pele principles and it puts emphasis on the need of urgency to the realisation of the following principles: ([www.dsd.gov.za](http://www.dsd.gov.za)).

## **1. Consultation**

This principle speaks to the whole, whatever method that is chosen must cover the entire range of existing and potential customers. It is essential that consultation should include the views of historically disadvantaged, which have been denied access to public service, regardless of gender or race.

This is about asking customers if they are satisfied with the department's service provision and finding out how best can the department meet the needs. This can be done in several platforms through questionnaires or through practical interviews with the customers. This information can help the department to improve its services and most importantly in reporting back to its customers so as to know what to expect and for the employees to know what is expected of the department (dsd.gov.za).

## **2. Service Standards**

These standards must be published and displayed at the point of delivery and be communicated as widely as possible to all potential users , so that they know what level of service they are entitled to receive, and can complain if they are not satisfied. Publishing these standards is not enough, however, performance against standard must be regularly measured and the results must be published at least once a year and more frequently where it is appropriate. Performance against standards must be reviewed annually and as standards are met so that they should be progressively rose year on year. Once the standards are set and published may not be reduced but improved. If standards are not met the reasons must be thoroughly explained publicly and new target date be set for when it will be achieved.

It is upon the department to continuously improve the services it provides. The department should know what is important to its customers so that it can set the service standards that are realistic depending on the availability of resources. The department should also have measures on its service standards (dsd.gov.za). It is of great importance to constantly review the standard of services that are rendered so as to know how to improve because service standards are not meant to be stagnant but rather the opposite. Services rendered by the department should give satisfaction to the customer and a survey should be conducted as a tool of harnessing these standards.

According to the 2005 study conducted by Thakhathi in the province of Limpopo, service standards monitoring and customer care should have the following characteristics that are to be displayed in the public service:

- Providing recommendations and proposals towards the improvement in management and service delivery.
- Development and support of a comprehensive quality assurance programme for the department and all its branches and sub branches in accordance with the national and provincial framework.
- Support the refinement and development of appropriate service standards and indicators for the department.
- Monitoring the implementation of service standards in the department.
- Monitoring the implementation of generic service standards by the department.
- Monitor and investigate the reported service delivery complaints and implement the analysis system for complaints received from the public and cover all levels of the department.

- Ensure the objective and expert investigation of cases of possible negligence or other breach of quality standards.
- Management of the customer care line or toll free line in the department.
- Monitor and evaluate the implementation of the suggestion mechanisms in the department.
- Monitor the implementation of courtesy programmes in the department.
- Auditing of management systems in the department.
- Conducting quality and process audits and make necessary recommendations for improvements.
- Support and monitor the implementation of the Batho Pele road show by the department (Thakhathi, 2005).

### **3. Access**

Geography is one significant factor that is affecting access. Many people who live in remote areas have to travel long distances to avail themselves to public services. National and provincial departments must develop a strategy to eliminate the disadvantages of distance when they are drawing up their programme they should focus on this element which seeks to deprive others, for example setting up mobile units and redeploying facilities and resources closer to those in greatest need. It is upon the department to give access especially to those who were previously disadvantaged, the historically disadvantaged of the community and the people with special needs, the physical disabled. Services centres should be close to people for visitation (dsd.gov.za).

Further access can be created through the implementation of services and establishment of satellite service points by the department and it is encouraged and such services be

monitored as means of promoting access to government services. Accesses to services equip citizens in knowing better the accessible government avenues that seeks to have effective implementation on government policies.

#### **4. Courtesy**

The code of conduct for Public Servants issued by the Public Service Commission makes it clear that courtesy and regard for the public service is one of the fundamental duties of public servants, by specifying that public servants treat members of the public as customers who are entitled to receive the highest standard of service. Many public servants do this instinctively; they joined the public service precisely because they have a genuine desire to serve the public. The Batho Pele principles require that the behaviour of all public servants is raised to the beset level.

It is not only about being nice or polite to customers, but being friendly, helpful and treating people with respect and dignity. The department promises to improve its courtesy through a code of conduct and should also train and assess its employees in customer care. Its managers should monitor the relationship between the front line staff and its customers and ensure that the employees should give customers a friendly service to everyone (dsd.gov.za)

#### **5. Information**

The process of implementing the Batho Pele principles will require a complete transformation of communication with the public. Information must be provided in a variety of media and languages so that it meets the different needs of different customers. This is essential to ensure the inclusion of those who are, or have been previously

disadvantaged by physical disability, language, race, gender, geographical distance or any other obstacle.

Information is about making customers aware and well informed of the services the department provides. There are various platforms of informing customers through radio, posters and leaflets. This should cater for all customers and it is important to know that customers have different needs. The department should make provision of making information available to customers of the services it renders (dsd.gov.za).

## **6. Openness and Transparency**

Openness and transparency are the hallmarks of a democratic government and are fundamental to the public service transformation process. In terms of public service delivery, their importance lies in the need to build confidence and trust between the public sector and the public they serve. A key aspect of this is that the public should know more about the way the National and Provincial departments are run, how they perform, the resources they consume and who is in charge (WPTPS, 1997).

The Batho Pele principles encourage the department to be transparent and open about every aspect of its work. The department should publish annual report to inform customers of how its resources are used, the costs, equipment and the entire services. If the department falls short in meeting the services, it should list reasons and find ways on how to improve its services. It should hold open days and invite members of the public to show them how it runs its business (dsd.gov.za).

## 7. Redress

This principle requires a completely new approach in handling complaints. Many of the public servants see complaints as a time consuming initiation. Where complaints procedures exist, they are often lengthy and bureaucratic aimed at defending the department's action rather than solving the problem. Many departments have no procedures for regularly reviewing complaints in order to identify systematic problems.

Departments are therefore required to review and improve their complaints systems in line with the following steps:

- Accessibility – complaints systems should be well publicised and easy to use, excessive formality should be avoided. Systems which require complaints to be made only in writing may be convenient for the organisation but can be off putting to many customers. Complaints made in any other way should therefore also be welcomed.
- Speed – the longer it takes to respond to a complaint, the more dissatisfied the customer will become. An immediate and genuine apology together with full explanation will often be all the customer would want. Where delay is unavoidable, the complainant should be kept informed of the progress and be told of when to expect an outcome.
- Fairness – complaints should be fully and impartially investigated. Many people will be nervous of complaining to a senior official about a member of their staff, or about some aspect of the system for which the official is responsible of. Whenever possible therefore, an independent avenue should be offered if the complainant is dissatisfied with the response they receive the first time round.

- Confidentiality – the complainant’s confidentiality should be protected so that they are not deterred from making complaints by feeling that they will be treated less sympathetically in future.
- Responsiveness – the response to a complainant should take full account of the individual’s concerns and feelings. Where a mistake has been made or the service has fallen below the promised standard, the response should be immediate starting with an apology and full explanation, an assurance that the occurrence will not be repeated and then whatever remedial action is necessary. Wherever possible, staff who deal with the public directly should be empowered to take action themselves to put things right (WPTPS, 1997).
- Review – complaints system should incorporate mechanisms for review and for feeding back suggestions for change to those who are responsible for providing the service so that mistakes and failures do not recur.
- Training – complaints handling procedures should be publicised throughout the organisation and training be given to all staff so that they know what action to take when a complaint is received (WPTPS, 1997).

It makes it easy for customers to tell the department of how unhappy they are with its services. The department should train its employees on how to deal with complaints in a friendly and helpful manner. It should apologise and fix the problem as quickly as possible. The department should tell its customers of how and where to complain and it should keep record of all complaints and how it deals with such complaints. The department should understand that complaints can help the department to improve its services (dsd.gov.za).



## **8. Value for money**

This is about the value attached to service delivery and its resources. It also means eliminating waste, fraud, corruption and finding new ways of improving services at little or no cost at all. This includes forming partnership with other service providers who also cater for basic needs for example, department of health, department of human settlement and department of education. If the department works efficiently and maximise its skills, add value and produce service excellence to give its customers the best value for their money. Value for money in improving service delivery and extending access to public services to all South Africans must be achieved alongside the government's GEAR strategy for reducing public expenditure and creating a more cost effective public service. The Batho Pele initiative must be delivered within departmental resources allocations and the rate at which services are improved will therefore be significantly affected by the speed with which National and Provincial departments achieve efficiency savings which can be ploughed back into improved services (dsd.gov.za).

## **9. Customer Impact**

This added principle focuses on the changes and consequences that result from the department's implementation of Batho Pele principles (dsd.gov.za).

The Batho Pele principles ensure the citizens that they are part of the public service and should work together and ensure the efficient and effective management of social security. These principles are meant to create a people driven service, which is characterised by equality, equity and strong code of ethics (Thakhathi). According to Lynch, 1999, public sector changes on constant basis through new leadership, environmental influences and socio political development. Lynch 1999, further states

that, these ethics can never be enforced to public servants not even by the government and the society at large, this is a voluntarily based behaviour that one should be rooted with. South Africa needs an organisational culture that does not only support ethical behaviour but that would also underpin right and wrong conduct at an individual and institutional level. This concept of ethics interrelates with the concept of “ubuntu”, which is an African concept that means brotherliness and good neighbourly.

The origins of ethics have a meta-ethical base, which is argued by several philosophers by saying that human beings are inherently ethical and further substantiate it by saying human beings follow their nature and that enables them to do good (Singer, 1994:28). Rousseau agrees with Singer that the origins of the ethics are natural human sentiments. The South African public servants work in a diverse society and their ethical behaviour is bound to be tested. In making sure that public service is transformed into service excellence this human nature has to be enforced with proper training on how the officials should behave themselves in the public service space.

Ethical behaviour forms a strong base in the implementation of the Batho Pele Principles. Ethics must be seen as an on-going behaviour not just something that one needs to comply in doing but an on-going process of management that underpins the work of government, compliance must be accompanied by willingness or the natural sentiment that is entailed in the concept. The Public Service Regulation Act of 2001 gives effect in terms of implementing the White Paper on transformation of Public Service and transforming Service Delivery. The regulation state it clear that, departments needs to develop service delivery programmes which should have the following aspects; identification of customers and service provided to them, consultation arrangements, mechanisms to improve access to services, how information about services is provided, complaints mechanisms in the department, service

Several studies have been done on how best the public service can be transformed. According to the 2005 study conducted by Thakhathi in the public service of Limpopo, the following principles are the suggested principles in guiding the implementation of Batho Pele Strategy in the province of Limpopo:

- Executing authorities, heads of departments and public servants must publicly display support for the initiative and accept greater responsibility for transformation of service delivery improvements.
- The programme must be elevated as the primary driver of change in the Public Services and such must enjoy high profile.
- Citizens, business and civil society must be empowered to play a greater part of in putting across their views about transformation and service delivery issues and solutions.
- The major as well as the small but important improvements in transformation and service must be identified and publicized.
- Best practice must be identified, shared and publicized.
- Provincial service excellence institutions and championships need to be identified and their efforts recognized and publicized.
- The programme should be driven by the MEC officer in the office of the Premier and the DG.

These principles can not only work for the Province of Limpopo but the entire country if only the public servants can be work-shopped on constant basis in enforcing the culture of transforming the public service to service excellent.

Professor Thakhathi further reviewed the objectives of Transforming Service Delivery into the following:

- Customer care
- Needs based service
- Speed of service delivery
- Transparency and access to information
- Value for money
- Quality of product or service
- Change in focus to people who need service
- Change management
- Management of diversity
- Organizational culture change
- Performance audit system and its impact
- Client service audit system and its impact
- External accountability
- Participatory management
- Corruption-free and accountable departments
- Opportunities for staff development
- Participatory management systems
- Information management systems
- Empowered and efficient personnel
- Introduction of an effective performance management system
- Providing disciplinary measures when transgressions take place
- Actions guided by strong set of shared values

New Public Management which links with service delivery has derived its own concept on how the public sector should provide services. NPM denotes broadly the government policies that aim to modernise and render more effective public sector. The basic theory holds that, market oriented management of the public sector will lead to cost efficiency for government , without having negative effects on other objectives and considerations. NPM is described as deliberate changes made to the structures and procedures of organisations belonging to the public sector. The principal idea is to create a public system that works in a way that is similar to private sector (Hughes, 1998).

Hughes 1998, further states that this emphasized the need of urgency in the public sector to imbue itself with the principles that have been successfully applied in the private sector and which will result to improved efficiency, performance and effectiveness in the delivery of government services. NPM is under the impression that the traditional public administration is no longer suitable and thus should be replaced. The critic on traditional models of administration included, large scale government resulting in consumption of resources, government involvement in too many activities, wide spread bureaucracy, high rate of inflation, the absence of separation between policy and administration, the absence of rational decision making and disregard for citizens' satisfaction (Hughes,1998).

The model was also characterised of being inefficient, corrupt, lacking accountability and inflexibility (Sarker, 2006). But as it may be, NPM has its downfalls as well. The NPM aims for transparency and the eradication of corruption in the public sector tends to create the opposite effect, leading instead to higher rate of corruption. This is because NPM provides greater freedom to public managers than they are used to, together with lower levels of supervision, this can create a fertile ground for corruption (Mangkol, 2001). It is also believed that the dramatic change from bureaucracy to market approach

that NPM advocates for, would contribute to a greater prevalence of corruption (Hughes, 1998). According to (Mangkol, 2011), there is a strong resistance to the decentralization in developing countries due to the long history of centralization in the public sector, however maintaining centralization leads to the prevalence of corruption that in turn hinders the application of NPM.

NPM has been seen as an instance of an administrative argument. It is a point of view about organisation design in government composed of sub-argument originated from administrative values (Hood, 1991). The administrative values relate three different clusters of values for example, another prioritises honesty and fairness and the last one gives priority to robustness and adaptability of systems. The NPM just like the Batho Pele Service Delivery policy is looking at how the public service can be better transformed to be more efficient and more effective through its principles.

According to the former Minister of Public Service, Fraser Moleketi, corruption distorts and undermines the value systems of all society, their people, and possessive individualism and overrides any sense of the common good. An anti-corruption strategy must be articulated by leaders in the political, economic and civil society and must engage all sectors of society on basis of the core set of leadership practices and values. Anti-corruption strategy must articulate an alternative ethos and value system (dpsa.gov.za).

According to (Mangkol, 2011), the unethical behaviour in the public service is characterised by the following

- Lack of responsiveness to public needs
- Tardiness in discharge of duties
- Inefficient and ineffective

- Corruption

The above mentioned factors that seek to destabilize the public service can be remedied through the following pillars of Batho Pele:

- Professionalism
- Service orientation
- Integrity and competence
- Acceptance of accountability
- Deepening democracy
- Developmental approach
- Strategic leadership model
- Human resource development
- Monitoring and evaluation
- Alternative service delivery mechanisms
- Total commitment to quality service
- Effective management of resources (Thakhathi, 2005).

Public servants need to think outside the box and not only focus on the principles that are put by government for the purposes of compliance. There is a need for a public service that is creative in promoting the triple E.

Thakhathi, 2005 states that, the policy needs competent and patriotic civil servants and community leaders and if it is implemented properly it can change things for better. This policy promotes strong interaction between the government and its citizens.

In order for an organisation to be effective and efficient, it is important that make ethics blood for their body as they require such on a daily basis. The public sector is constantly

changing through new elected leadership, environmental influences and socio political development. Government cannot promote and enforce ethical behaviour solely through the utilisation of ethical codes of conduct or through the promulgation of a plethora of legislation (Lynch, 1999). Even though government cannot enforce the latter but can enforce the policy and monitor if it is in practice. In order for one to be a good public servant, one should have good ethical values and morals.

Lynch, 1999 further states that, social mind sets are often still entangled in a micro-ethic paradigm. People tend to equate moral values and moral norms with values and norms. South Africa needs an organisational culture that not only supports ethical behaviour, but seems that it also defines and underpins right and wrong conduct at an individual and institutional sphere. The concept of interrelatedness corresponds with the African concept of “Ubuntu”. The South African Public officials operate in a diverse society either ethical convictions and accountability to its populace is bound to be tested. In order for government to ensure that officials act confidently with organisational support, training in ethics is essential as an initiative for the establishment of an efficient and effective ethical and accountable public service.

The 1997 White Paper on Transforming Public Service Delivery specifies that in order to ensure that service delivery is constantly improved, National and Provincial departments will be required to outline their specific short, medium and long term goals for service provision. According to the 1997 WPTPS, improving the delivery of public service means redressing the past imbalances while maintaining continuity of service to all levels of society focusing on meeting the needs of the 40% of South Africans who are living below the poverty line and those who are disabled and black women living in rural areas, who have been disadvantaged in terms of service delivery. Improving service delivery also calls for a shift away from inward looking, bureaucratic systems processes and



attitudes and search for new ways of working that would put the needs of the public first, new ways that are better, faster and more responsive to the citizen's needs. It also means change in the way services are delivered, the objectives of service delivery therefore includes, welfare, equality and efficiency. The study seeks to find out if SASSA adhere to this policy.

WPTPS has clearly stipulated how the Batho Pele principles should be in Practice in the public sector, which goes beyond the simple explanation, which digs deep through one's commitment in servicing the needs of the public. The translation talks to good governance, morals and ethics one should have in the public service, how public servants should respond to the needs of the customers.

The Batho Pele Principles translates and displays good governance in the public sector. Good governance definitions vary but the United Nations, 2000, considers good governance as an ideal which is difficult in its totality, it is concerned with the promotion of equity, participation, pluralism, transparency, accountability and the rule of law in a manner that is effective, efficient and enduring. In translation of these principles displays the holding of free, fair and frequent elections, representatively legislative that make laws and provides oversight and an independent judiciary to interpret those laws.

United Nations Report, 2000, further states that the proponents of good governance agenda see it as a worthy goal not only in and of itself but also a means through which to impact a variety of other outcomes, particularly economic growth and development. In government it is argued that corrupt bureaucrats and politicians badly hinder development efforts by stealing and contributions or misdirecting them into unproductive activities. The proponents also argue that good governance should be at the centre of development.

Less obvious but equally pernicious, governments that are not accountable to their citizens and with inefficient bureaucracies and weak institutions are unwilling or unable to formulate and implement pro-growth and pro-poor policies. It was cited that the then UN Secretary General Kofi Annan noted that good governance is perhaps the single most important factor in eradicating poverty and promoting development (UN Report, 1998).

Good governance has eight major characteristics that are as follows:

- Rule of law – good governance requires fair legal frameworks that are enforced by an impartial regulatory body for the full protection and stakeholders.
- Transparency – transparency means that information should be provided in easily understandable forms and media that it should be freely available and directly accessible to those who will be affected by governance policies and practices as well as outcomes resulting there from and that any decision taken and their enforcement are in compliance with established rules and regulations.
- Responsiveness – good governance requires that organisations and their process are designed to serve the best interests of stakeholders within a reasonable timeframe.
- Consensus oriented – good governance requires consultation to understand the different interests of stakeholders in order to reach a broad consensus of what is in the best interest of the entire stakeholder group and how this can be achieved in a suitable and prudent manner.
- Effectiveness and efficiency – good governance means that the process implemented by the organisation to produce favourable results that meet the needs of the stakeholders, while making the best use of resources.

- Equity and inclusiveness – the organisation that provides the opportunity for its stakeholders to maintain, enhance or generally improve their wellbeing provides the most compelling message regarding its reason for existence and value to society.
- Accountability – is the key element of good governance, who is accountable for what should be documented in policy statements? In general an organisation is accountable to those who will be affected by its decisions or Actions as well as the applicable rules of law.
- Participation – by both men and women, either directly or indirectly or through legitimate representatives is a key corner stone of good governance. Participation needs to be informed and organised including freedom of the organisation and the society in general (UN Report, 2000).

The concept of good governance and that of the Batho Pele principles seeks to create a government that is effective, efficient and responsive to the needs of the public. The public is much more vulnerable when it comes to service delivery, the vulnerability can be dug out through the public servants that dedicated themselves in their jobs, public servants who are patrons. SASSA should have public servants that are up for the job since they deal with the most vulnerable of them all.

The study seeks to understand the level of commitment that SASSA has towards the Batho Pele principles and also its commitment to good governance since the two is interlinked. The unfortunate fact is that governance typically involves well intentioned people who bring their ideas, experiences, preferences and other human strengths and shortcomings to the policy. Good governance is achieved through an on-going discourse

that attempts to capture all of the considerations involved in assuming that stakeholder interests are addressed in policy initiatives.

The initiatives of good governance can play a crucial role in promoting the implementation of the Batho Pele principles. Good governance can be implemented in the systems of government through its elements that are to ensure that the people are getting the necessary and effective services through the following principles, (Thakhathi, 2005):

- Political and management commitment by all government leaders
- Clear understanding of the constitution of the country and its implementation process and effective legal framework which defines standards of behaviour for public servants and enforce them through systems of investigation and prosecution
- Efficient accountability mechanisms
- Workable code of conduct
- Professional socialization mechanisms by which public servants learn and inculcate ethics, standards of conduct and public service values
- Supportive public service conditions of service
- Respect for the rule of law
- Effective maintenance of law and order
- Advancement of welfare for the people and
- The development of clear politics.
- Dedication to the concepts of effective and democratic government composed of responsible elected office bearers and the belief that professional general management is essential to the achievement of the service objective

- Affirmation of the dignity and the worth of the services rendered by the government and maintenance of a constructive, creative and practical attitude towards effective delivery of services and a deep sense of social responsibility and trusted civil servants
- Recognition of the fact that the chief function of government at all times is to serve the best interests of all the people of Africa
- Demonstration of the highest standards of personal integrity, truthfulness, honesty and fortitude in all public activities in order to inspire public confidence and trust in public institutions
- Serve the public with respect, concern, courtesy and responsiveness, recognising that service to the public goes beyond service to oneself (Thakhathi, 2005).

At the heart of practice of every democracy is the need to delegate authority from citizens to elected officials (Dahl, 1982). This statement gives a clear understanding of administrative policy making in representative democracies. The extent to which public administration meets its goals is crucial for ensuring a stable, well-functioning public bureaucracy that is effective at serving the needs of the public( Bertelli and Lynn, 2006).

There was good reasoning behind the Basic Income Grant (BIG) as a Policy Alternative which emerged at the Presidential Jobs Summit in October 1998. The proposal for BIG was included in the Labour input and all the constituencies agreed that the BIG would be investigated as part of a comprehensive security system (National Economic Development of Labour Council – NEDLAC, 1998). This policy was to test the level to which the democratic right is exercised. The implementation of the South African policies can serve as a panacea to the social ills of public service. The study is to test how

the public officials that are entrusted to provide a proper application to this Basic Income Grant application and if they are implementing the Batho Pele Principles. This is a human rights issues, the South African Bill of Rights includes several social economic rights as justiciable rights including the right of access to social security including if one is unable to support oneself, his/her dependants should receive appropriate social assistance. This assistance goes beyond the right as it tests the capacity and the capability of the public servants that are employed at SASSA, if they are able to deal with these citizens, who are seen as the most vulnerable citizens because of their incapability of not being able to support themselves.

Government employees should abide by the rules and regulation of the Public Service in assuring that they render services that are of quality, that are effective, efficient and transparent as to get rid of the stigma that is broadening in the government institutions.

- Lack of effectiveness
- Corruption and
- Tardiness in discharge of duties.

Transformation of the public service is in the hands of all those who leave in the country, citizens must ensure that they elect a competent government that is to set policies that are citizen driven and the government is to ensure that it employs capable patrons who are in dire need of changing the lives of the South African citizens.

The future of the next generation is in the hands of the living generation in making sure that government policies are properly implemented as to leave a pattern and build on what the country already has.

The public service delivery also relates the Batho Pele principles to the following relevant legislative frameworks that give guidance to the implementation of these principles. There are various pieces of legislation that have been drafted to formalise the sharing, requesting and receiving of information. These pieces of legislation are known for the provision of procedural framework on sharing or disseminating information (South African Public Commission, 2005).

### **The Constitution of the Republic Of South Africa 1996**

The South African constitution is very clear and plays a crucial role in making sure that the laws put in place are enacted through the public service points. Section 195 stipulates clearly the basic values and principles governing the South African Public Administration. The National Legislative focuses on time, access and accuracy to foster openness and transparency. Chapter 2 of the Constitution further talks to the Bill of Right, these rights vary accordingly to the provision of access to information and are also referred to as “Fundamental Human Rights”. According to Section 16: (Freedom of Expression) of the South African Constitution 16 (1) (b), everyone has a right to freedom of expression which includes the freedom to receive information. Section 32 of the Constitution speaks to access to information: (a) everyone has a right to access of any information held by the state and (b) any information that is held by another person and that is required for the exercise or protection of any rights. Sub-section 2 of section 32 states that, National legislation must be enacted to give effect to the right and may provide for reasonable measures to alleviate the administrative and financial burden on the state (South African Constitution, 1996). The SASSA officials should use the South African Constitution as a base to what the Batho Pele Service Delivery Policy entrusts public officials to put in practice.

### **The Promotion of Access to Information Act of 2000**

In making sure that the public sector, private sector and civil society were effective in implementing chapter 32 of the constitution measures had to be put in place and the Promotion of Access to Information Act (PAIA) was adopted. This act gives provision of the necessary framework and guiding rules allowing citizens access to public records that are in the authority of individuals or private companies which are needed by citizens to exercise or protect any right. This Act is also clear on how government, private institutions or individuals should deal with requests for access to such records (Promotion of Access to Information Act, 2000). The Promotion of Access to Information Act promotes the need for sound public management. It is also to promote and enforce the access to information in possession of government institutions. The Promotion of Access to Information Act is to guard against human rights.

### **The Promotion of Administration Justice Act 2000**

The Promotion of Administration Justice Act also talks to the importance of information dissemination and provision of openness and transparency in the public service. The main core objective of Promotion of Administration of Justice is to ensure that procedural administration activities are fair and citizens are provided with the rights to question where there is a need for such an exercise. Citizens have to be provided with the information that affects them be it directly or indirectly as long as it will impact on them, they have a right to that information (Promotion of Administration Justice Act 2000).

### **The 1997 White Paper on Transforming Public Service Delivery**

The white Paper on Transforming Public Service delivery was introduced by the democratic government a few years after achieving democracy in 1997. The (WTPSD)



states clearly that, information is one of the most powerful tools at the disposal of exercising citizen's right to good service. If citizens are less informed by the issues that are on their daily services, they will not be able to enquire and they will always be in the dark. According to the (Public Service Report, 2009), raising citizen's awareness of the right to information through the Batho Pele principles was just the first step in changing the culture of secrecy to that of openness, transparency and accountability.

If SASSA could consult its customers more often and be accountable for the services they provide, there would be a rapid processing of applications. These consultations can be done in a form of Imbizo, which are the information sharing processes where the department would have to go to where the service is needed most. The department must make information sharing a priority as it forms the base of every little thing people engage in. If citizens are knowledgeable and have accurate information on what the procedure of grant application is, there would be less queries when it comes to grant application processes. The department must be much more transparent on how the processes of grant application unfolds and they should be much more enthusiastic and goal driven towards the implementation of the Batho Pele principles. These principles are the backbone of the public service delivery.

The overall aim of WTPSD was to transform the South African Public Service into a people centred institution that is to focus on the effectiveness of public service delivery services which meets the basic needs of all South African citizens. Improving service delivery is the ultimate goal of the public service transformation programme. The White Paper therefore, requires the National and Provincial government to transform and improve the service delivery to the better in terms of the eight Batho Pele principles to

optimise access to their service by all citizens. This is therefore, not a privilege but a right (White Paper on Transforming Public Service Delivery, 1997).

In terms of providing better information, the White Paper requires that national and provincial departments provide full, accurate and up to date information about the service that they provide and who is entitled to those services. The white Paper further calls for the consultation process to be followed properly in finding out what information is needed, and how to work it out, where and when the information can be best provided. In ensuring that the previously disadvantaged are included the White Paper requires that the information must be provided in a variety of media languages which are used in the different geographic areas. The information about services that are rendered should always be readily available at the service points of delivery. The White Paper also requires that special arrangements be made in remote areas where there are no service centres. For example service providers can always make regular visits to those remote areas to disseminate the information needed (Public Service Report, 2009). The Public Service Report, 1999, further states that, in terms of Section 194(4) (a) of the South African Constitution of 1996, the Public Service Commission has the mandate inter alia, to promote values and principles set out in Section 195 and to propose measures in ensuring effective and efficient performance within the Public Service. According to the Public Service Report of 1999, the Batho Pele White Paper took advantage of the independence of the Public Service Commission by requiring it to periodically monitor its implementation and both the negative and positive results. The (PSC) started with the evaluation of the department's implementation of the Batho Pele principles in 2005. The South African Government departments still have a long way to go in implementing the eight principles in the desired manner.

The democratic and developmental path that the new South African government took in 1994, focused strongly on the inclusion of citizens as recipients of services, active participants in the formulation of policy and the implementation of these services. In making sure that the inclusion of citizens is accomplished the public needed to have access to information about the service they receive. The democratic government created a number of Departments that the government saw fit in dealing with the needs of citizens and SASSA was created as a Sub Department of Social Development. The main objective of government in creating this Sub Department was to do away with poverty. The democratic government decided to introduce Social Security that does not have any discriminatory levels through SASSA to bridge the gap of high unemployment, informal sector and poverty. The process of grant applications is the base of Social Security, it is where everything starts, and this is why the SASSA officials should be more enthusiastic in creating a friendlier public service through the implementation of the Batho Pele principles.

The White Paper on Transforming the Public Service Delivery states that, the Public Service should among other things be open to public participation, transparency, honesty and accountability and expressed the need to develop a more effective customer orientation and stronger service ethos (Public Service Report, 2009). The White Paper therefore had set out eight service delivery specific transformation principles that are to guide public officials on how to render public service. These eight Batho Pele principles were developed to serve as an acceptable policy framework regarding service delivery in the Public Service.

SASSA should use these eight principles in creating a friendly service atmosphere. These principles are the most fundamental principles in giving a service delivery that is people centred, that is transformative in nature. These principles give complete information

which is critical in understanding the core business of public sector. If these eight principles are well practise by SASSA, the department will close the gap that is between the citizen and the public official. This will limit the broader concerns of citizens towards SASSA in the processing of grant applications.

If SASSA officials could use the above mentioned legislations as a point of entry towards the implementation of the Batho Pele Service policy, they will never go wrong in executing what the government and citizens expects of them as public servants. These legislatives are very much informative on how the basic processes of government are implemented. In order for SASSA to have a sound, efficient and effective workforce, they should use these Acts as their base towards acquiring knowledge and giving adequate and accurate information and services to their applicants.

## **10. Summary**

This chapter has given an overview of related literature on Batho Pele principles. It covered the contextual overview of the Batho Pele principles in the public sector. This chapter has given the reader an overview of what has already been researched in the field of study and the opinions and findings from other researchers in the field. The chapter discussed the purpose of the Public Service Delivery Policy that came with the Batho Pele principles, the Constitution and other relevant legislations.

The public service is in need of patriotic behaviour that would give competency in the entire service rendered. This patriotic behaviour can work as system of bridging a gap between the government and its citizens. The democratic government promised a better life for all and this can be achieved through good governance, a government that is transparent, accessible, efficient, effective and accountable. There is a need for a proper training of public servants that would capacitate the level of service standards and elevate the public service to a higher level of expertise.

## **Chapter 3**

### **Research Methodology**

#### **3.1 Introduction**

This chapter gives an overview of the methodology used in obtaining the data from the grant applicants in the Amathole District Municipality, focusing on Mdantsane, East London and King Williams Town including the type of research design and the data collection instruments. The chapter also gives a description of the population, the sampling technique and procedure to be used in selection of respondents. It closes with an outline of the demographic characteristics of the study areas and the ethics considered in the study.

#### **3.2 Research Methodology**

The study adopted the qualitative research method. According to Schostak, (2002:230) there are different forms of qualitative research such as ethnography, case study, action research and evaluation which often combine and overlap. There are also many perspectives or schools of thought who interpret qualitative research in different ways. (For instance Marxism view the qualitative approach as..., empiricism and others). Qualitative research typically focuses on compiling a selection of micro level case studies which are investigated using informal interviews. Qualitative researchers are interested in giving answers to the questionable processes which do not simply accept the quantitative answers (Schostak, 2006:231).

The research method that will be used in this study is the quantitative method because it provides a broader scope, allows one to look at the broader scale of the society. The method also allows for the use of descriptive and explanatory data. According to

Campbell and Stanley (1963), qualitative research is explanatory and the purpose is to understand the environment within which behavior is determined or processes taking place in order to present case studies of particular communities, individuals or groups. In this case the qualitative method was used to determine how the Batho Pele Principles are implemented when it comes to grant applications.

The use of a qualitative approach will allow for the researcher to gather first-hand information from the grant applicants who either had been given the necessary treatment when it comes to policy implementation on Batho Pele Principles or had been given ill treatment towards the statement of Batho Pele that says “People First.

A qualitative research method will also enable the researcher to clarify on the questions which the respondents would have failed to understand or would have given an insufficient answer to, thus achieving the goal of gathering sufficient information relevant for the this study. It will also allow the researcher to interrogate the grant applicants on how they are or were treated when it comes to the level of necessary treatment and if or not the Batho Pele Principles were well implemented and the SASSA employees on their understanding of the Batho Pele Principles and behaviors and the consequences that they faced as a result of the lack of the lack of understanding.

### **3.3 Research Design**

The research will use personal administered questionnaires, where the researcher will provide explanations regarding the questions on the questionnaire and made further enquiries on areas that needed explaining from the respondents. Questionnaires are chosen because they will offer confidentiality to respondents; are generally easier to analyze and turn into qualitative results. The questionnaire will comprise of both closed-ended and open-ended questions. Closed ended questions will be used to gather such facts that need no explanation and those variable measurements that have nominal and ordinal scales.

These include the age, educational levels, and sources of income of grant applicants. As noted by (Hofstee 2006), closed-ended questions make answers easier to quantify and compare but sometimes they fail to extract the respondents' underlying attitudes and opinions. The open-ended questions, allows for more in-depth responses when required. Open-ended questions will be used to gather information that could differ from respondent to respondent, such as the challenges faced the grant applicants when it comes to Batho Pele, their understanding of the policy and from where they accessed information. The use of follow up questions from the researcher in the field will also allow greater clarification to applicant's and employee's responses.

### **3.4 Units of analysis**

The target population is the population group that the study will use from which conclusions will be drawn, (Barbie, 2004:110).The research will be conducted basing on 10 applicants and 5 employees of the Amathole District Municipality area of the Eastern Cape, focusing on the areas of Mdantsane, East London and King Williams Town. This



study will focus on those households where there are grant applicants. There are some households where there are no grant applicants and the study did not consider these. Grant applicants are the primary units of analysis. These applicants will furnish the study with the information on how they are treated when it comes to Batho Pele, for a better understanding of what their challenges are, concerning the knowledge they have when it comes to the implementation of this policy.

### **3.5 Data Collection**

The study will be conducted in Mdantsane, East London and King Williams Town in the Amathole District Municipality which is in the Eastern Cape Province. The study will focus on three different parts of Amathole District Municipality that falls in the Buffalo City Region. This will be done so as to capture the differences that may exist amongst the grant applicants and SASSA employees of different areas, for example the knowledge on the policy and the level of understanding on how these applicants should be treated by the department. According to Ashley and Maxwell (2001) this ensures a balance in the information obtained. Besides, different sources of policy implementation and coping strategies by employees present a wide base for the purposes of comparison, especially with individuals.

The study will use questionnaires that will be distributed through the use of hand delivery. As follow up to the questionnaire, the researcher will ask questions directly to the applicants and employees seeking clarification on the written questions, allowing for more clarity. A set of questions with fixed wording sequence of presentation as well as precise indications of how to answer each question, will be established. Moreover, questions designed will be carefully phrased to avoid ambiguity, sensitive and provocative questions. Interviews will be held with relevant stakeholders. Interviews

will be conducted both in Xhosa which is the local language in the Eastern Cape and English.

### **3.5.1 Sampling process and sampling procedure**

Sampling is a statistical practice concerned with the selection of a subset of individuals from within a population to yield some knowledge about the whole population for the purposes of making predictions based on statistical inference, Strauss and Corbin (2000:5). The sampling for this research will not cover the whole population as it is not possible to survey the entire population. Adèr, Mellenbergh, & Hand, (2008) suggest that there are two reasons that population cannot be whole studied which are: the cost of conducting a research might be too high, and the population might be dynamic in that the individuals making up the population may change over time.

### **3.6 Method of Data Analysis**

Data collected becomes meaningless if it is not analyzed, interpreted and deduction are not made on it. A collected data will require a comprehensive analysis for a researcher to be able to attach value to the data. For the qualitative data, a different approach will be applied. The qualitative data will be coded, described and interpreted by the researcher so as to give meaningful insights. The little quantitative data that will be obtained will analyze using the Statistical Package for Social Scientist (SPSS).

### **3.7 Delimitation of the study**

The study is about Public Administration but the focus of the study is on policy implementation and analysis. Managers in the public service have a key role to play in creating an environment for their staff to become effective in the way they interact with

customers. This requires the motivation of employees to have the necessary tools to do their work. According to Cloete and Wissink (200:11), Public Policy is an indicative of a goal, a specific purpose, and government program of action that has been decided upon. This is a formally articulated goal that the legislator intends pursuing thus the research on Batho Pele, to make an analysis whether the desired goals of the policy are met.

The research will be carried out using a desktop method.

### **3.8 Ethical considerations**

All participants will be informed of the objectives of the study, while it will be made clear that contribution in the study was voluntary. The purpose of the study will also be explained to respondents before they fill in the questionnaire and care will be given to respect their right not to participate. No names will be mentioned to incriminate any individuals. Participants will not be misled about matters related to the investigation in any way and they will be made aware that the data collected is going to be used purely for academic purposes without defaming any character.

The researcher will do well in put up with the ethical principles of the University of Fort Hare which states that a researcher should carry out the study; ensuring that the universal values of justice, integrity, discipline, love, kindness, non-injury and concern for the wellbeing of others shall serve as a source of thought, speech and action (University of Fort Hare, 2010). All information will be gathered as such and will be treated with confidentiality.

### **3.9 Demographic characteristics of the study sample**

This section is based on the information that will be obtained about the applicants and SASSA through the questionnaire. This covers the demographic information of the applicants and employees in the study sample. The purpose of this section is to describe the applicants in the three areas of ... in terms of, age, educational background, and sources of income. Nonetheless, this study will not have such information because it will administer the research using a desktop.

### **3.10 Summary**

The chapter presented the steps and techniques that will be adopted and implemented in conducting of this research. It discussed the sample and the sampling techniques that are used when conducting a research. It also outlines the research procedure and the tools that will be used in data collection, which are the questionnaire and follow up questions by the researcher in the field. The chapter further described the different demographic characteristics of the sample, focusing on age, educational qualifications and sources of income. The research used a qualitative research method and its focus was on desktop method.

## **CHAPTER 4**

### **PRESENTATION OF FINDINGS AND ANALYSIS TO GENERATE TRENDS AND LINKS WITH LITERATURE**

#### **4.1 Introduction**

This chapter deals with the findings that the researcher has come across with and the analysis in generation of trends in the department and the links to the literature in the assessment of the Batho Pele principles by SASSA on grant applications. The Batho Pele principles are meant to be a trend setter that is to guide the way in which the public servants as well as their service providers deliver public services to the service users.

#### **4.2 Findings**

Although there are a number of legislatives that are put in place to inculcate the ethos for just service delivery, the capacity for of the Public Service to fulfil this principle is far from being reached. In most of the departments, the capacity to adhere to the Batho Pele principles is not yet fully developed beyond merely displaying them on walls and SASSA is one of those departments. The findings shows gaps that are still the in the Department of SASSA with regards to the implementation of these principles.

It is a fact that senior managers do not regard the implementation of these principles as a management issue since there is too much ineffectiveness and poor service in the Department. However any Public Service is held accountable by ensuring that the Batho Pele Principles are central in the performance agreements and during the reviews. It is hoped that such practice will compel senior managers to regard these principles as

strategic and a management issue. The Department of Social Development further introduced a Manual on Grant Application process that seeks to compliment the Batho Pele principles and yet there are still irregularities with regards to grant process.

#### **4.2.1 Availability of information material**

Some of the department's service points do not even have the information materials, for example the one in Adelaide in the District of Amathole. The information material should be readily available and displayed at all service points to address the issues such as application process, relevant timeframes, required documentation, the rights of the applicants and their limitations. There are those who still think that when their application gets approved pay point is the best place to collect their grant, this is because of lack of information and the beneficiaries would be of high chances to be mugged and this is a risk as it displays them to the loan sharks that are readily available to swallow their money. In the application process the applicants should be more informative and be given enough information even with the advantages and disadvantages of pay points, banks and post office. The pay points live them vulnerable to the vultures that are out there. Armed robbery has occurred a number of times in these pay points. The absence of floor managers also derails the service delivery in the department as they would be of assistance in information sharing and translation of that information in a more understandable manner and they would also be in use to those that are illiterate.

#### **4.2.2 Frequency of services**

Although the government has taken strides in transforming the Public services so much is still desired. There are offices that have been found to open the offices late. The public servants are paid an eight hour wage and yet they work less hours, they have been seen to

be very much cautious when it comes to tea breaks, lunch and closing time and yet they give poor service to customers. This has promoted customer dissatisfaction and as a result this widens the gap between the government and the citizens. The department waists a lot of applicant's time in queuing long queues and some spend the whole day in service offices. The absences of floor managers also hinders the services even in this regard because their presence would make the process easier as they would help the applicants at entry point to get rid of time spent in wrong queues. The element of time has caused many litigation processes where the officials had led to this quagmire by taking time in processing the grant application and the timeframe or a waiting period going beyond the stipulated timeframe without any information as to why such is happening. Public officials of SASSA have dragged the Department to litigation processes several times because of the poor service provided with regard to time; to be precise the waiting period and the department would be found guilty of infringing human rights, the right to social security. The Department is found to be less effective and time consuming to applicants but public service is meant to promote social justice and this makes applicants feel unimportant when the service point would still be closed at the time when it should have started servicing people.

#### **4.2.3 Knowledge on legislation**

The South African government have put in place much legislation that is to be complimented by the Batho Pele principles. These Acts seems to be a challenge for the Department as some officials do not implement their services according to what the Acts are saying. Legislation is very much important in the country as it serves as a base of how the entire citizenry is to be treated in service rendering. The Acts require procedures



to be followed in taking administrative actions and talks to human rights. These acts also seek to strengthen public participation and citizen satisfactory. The Department officials lack knowledge on how these Acts work within their scope of service delivery in processing grants.

#### **4.2.4 Lack of ethics**

The capacity to promote and maintain high standards of ethics is central in sustaining credible Public Service; for the Department to achieve its objectives depends critically on the human resource's behaviour and capability. The officials have lost the spirit of Ubuntu which compliments the implementation of the Batho Pele principles. It is evident that the officials are only at their work place because their bills have to be paid; to them it's more of a give and take situation it is never about the passion they have in rendering their services.

To some people comfort is gained when one has done a positive for the other. There is a lack of the spirit of Ubuntu in the Department where officials would let people queue and when it is half past four they pack their bags and leave and tell them to come on the following day. Yes it is their right to leave but they should be a bit considerate and maybe find a way of making sure that everyone who is in their premises is served before packing and leaving. The spirit of Ubuntu should not be enforced by the Batho Pele Principles in the Department, it is what people are, it is instilled naturally in birth, and the parents displays it for one to know the right from wrong. The officials get tired to serve the citizens; there is a lack of personal integrity. When they get tired the level of professionalism deteriorates with the tiredness.

#### **4.2.5 The implementation of the Batho Pele principles**

- The Batho Pele principles are the backbone of the Public service that allows citizens to understand the respective departments and Public service in general. It is important for the public servants to know and understand the implications of applying the Batho Pele principles and their corrective measures. This Department has promised to service the community in a particular fashion and fails to do so, there must be a system to correct that and the measures be communicated to the public. The lack of proper implementation of the Batho Pele principles widens the gap between government and its citizens.

#### **4.2.6 The study sought to establish the commitment of SASSA to the Batho Pele principles, and following is what SASSA committed to in realisation of how the Department is affected by these principles:**

- Giving the best value for money
- Consult customers about the level and quality of service they receive and giving customers a choice to services
- Giving access to services that the customers are entitled to
- Treat customers with courtesy and consideration
- Giving applicants full and accurate information about grants they are entitled to
- People are entitled to know how much the National and Provincial departments cost to run and who is in charge
- If the standard of service is not as promised, people should be given an apology, an explanation and an effective remedy
- When complaints are filed, the department must deal with them properly

The department has committed itself to the agenda of social transformation that is embodied in the principle of social justice and the Bill of Rights contained in the South African Constitution. The department also endeavours to create a better life for the poor, vulnerable and excluded people. There are cases where the officials seem to have answered to the call of public administration, the customers have attested to have been given the necessary help, saying that the officials have been very helpful.

These principles come with responsibility, the Department would have to strive to meet its own commitments. SASSA officials are found to be choosy when it comes to the implementation of the Batho Pele principles and the worst is some do not really know what each principle entails. This on its own would make it difficult for the officials to be able to implement these principles as the Department desires. In some sites the officials were found not to be different from the applicants since there was nothing identifying them as officials. This is where there is no flow of information; of course the applicants will pass through them going to where they think they can get information. Commitment starts with visibility. The officials have been found to lack the skill in implementing the Batho Pele principles and no training was conducted in this regard. The Department acknowledges that, one of the ways government is trying to improve service delivery is through Batho Pele campaign, putting people first as the main aim of the campaign and yet there are officials who are still incompetent in the work place.

#### **4.2.7 The study sought to evaluate the core business of SASSA in the transformation of service delivery**

- The Department's mission is to empower the poor and to secure a better life for those who are in need and it does that by mainly providing grants to the poor.

- When dealing with grants the department is actually assisting the government to deliver on one of its priorities, which is poverty eradication.

The grants that the beneficiaries received are believed to benefit on average five people per household. In these households these grants are said to be used mainly to sustain the household with food, rent, funeral policies and school uniform for school going children. This is only possible to occur with officials that are capacitated on duties to perform. There were several applications found to have been dragged for more than the required timeframe which is ninety working days and escalate to litigation, because of the failure of officials to inform the applicants of their results on the subsequent date. Social security is the core business of SASSA making sure that no deserving citizen would sleep on an empty stomach through grant. This is hard to digest as the government has made funds available for the most vulnerable in the country.

#### **4.2.8 The study sought establish if SASSA can provide a public service that may promote effective implementation of the Batho Pele principles**

- The study has found that there is some noncompliance of timeframes and is condoned.
- Some officials are found to be using their own discretion to refuse grants to applicants without going the necessary root of explaining the procedure and giving unbiased advice and promote PAJA.
- Some service sites opened two hour late
- researches show that majority officials only adhere to three of the eight principles which are, 1 Consultation, 4 Courtesy and 8 Value for money
- The same discretion implicate them in unlawful activities whilst they have alluded that the applicant do

The basic strategy of Public Administration which is the implementation of this principles lack capacitated soldiers who actively want to soldier on in realisation of one of government's priorities that of eradicating poverty. There is no way that the Department can be able to promote an effective implementation of the principles if there is still such under its coffers. These principles are very handy to implement and if there is no proper training in place, there will not be any effectiveness in their implementation.

### **4.3 Summary**

This chapter represents the findings of the study from desktop and the main objective of the chapter was to assess how far SASSA has gone in the implementation of the Batho Pele principles. The chapter also look unto how the officials are coping in implementing these principles. The chapter gives a brief know how of how the officials relate to ethnics, the polies, timeframes, and the commitment the department has given towards the implementation of the Batho Pele principles.

## **Chapter 5**

### **5.1 Introduction**

This chapter gives conclusions and recommendations of the study. Both the conclusions and recommendations in this chapter were established in line with the problem statement and the objectives of the study that were discussed in chapter one.

### **5.2 Recommendation**

- The policy gaps that remain in the grants system should be narrowed
- The incorporation of the Batho Pele principles in the performance contract of all employees of SASSA. The employees' job descriptions should reflect the standards so that the implementation is guaranteed as the job description would inform the performance contract.
- Communication with staff with regards to level of service delivery is necessary to ensure that all staff not just a few are aware of procedures and processes in implementing the Batho Pele principles and guiding the effective and efficient service delivery.
- Training of staff on legislation and policies, which is not only important for career development but also for motivation of staff in respect of service delivery initiatives.
- Assess different mechanisms in empowering staff
- Develop the necessary monitoring and evaluation system to enable the monitoring of the progress during the implementation of the Batho Pele principles.

- Monitor and evaluate the officials' duties to measure the resultant service delivery
- Ensure strong supervision of officials
- Regional managers must play a significant role in addressing the issue of strategic leadership skills.
- Production of a competent and patriotic breed of officials must be in place
- There is a need for capacity building of human resource
- SASSA officials must muscular behind the strides made by the democratic government towards improving service delivery.
- It is important for SASSA to encouragement of officials in respect of South African governments' transformation agenda



### **5.3 Conclusion**

The success of any government depends on its effective and efficient delivery of services to citizens through its departments. In quest to transform service delivery, the South African government aimed at client oriented and offering of services in an equitable manner, and relevant to the needs of society through the Batho Pele principles. These services have to be of good quality and be given to citizens in an equitable manner, regardless of race, status and religion. Government has focused on the eradication of poverty through grants and it is upon SASSA officials to execute the commitment the department has towards the implementation of Batho Pele principles. For the Department to achieve its commitments and objectives towards the implementation of Batho Pele, it critically depends on its human resource capability.

The South African government have put in place necessary legislative, sound policies and regulatory framework that is to complement the Batho Pele principles. The Department has compiled a manual that seeks to make things easy for the officials when it comes to grant processing, however a proper training needs to be in place on how the manual can be best executed. Grants play a crucial role in reducing poverty. Poverty eradication has always been one of the focal points of the South African government since its inception of democracy in 1994 and still remains one of the top priorities, even for the current government. The government has decided to invest in its people, that is human capital which is essential for increasing productivity and moving people away from poverty. The study has touched on various government initiatives, legislations, policies that seek to work hand in hand with the Batho Pele principles in eradication of poverty and provision of services that are effective, efficient and productive. The study has tested a lot of human character in the execution of bylaws and the principles

themselves on how SASSA officials adhere to Batho Pele and how ethical they are in executing their duties with regards to grant application.

The government have tried so many strides for South African citizen to leave in a country that seeks to provide equality, equity and that is free of fear however, the level of treatment the grant applicants are subjected to is characterised by ignorance and lack of the spirit of Ubuntu. If only the ethics were embodied or enforced to people we wouldn't have such uncaring officials, however they are those who were noticed to have such desired qualities but there is few of that calibre in the Department. The study has established that there is a lack of training when it comes to the implementation of Public Service Delivery policy and the Batho Pele principles, having compiled the manual on how grant application is to be processed but without proper training, desired results would never be achieved.

The study has reflected much on how the public officials should conduct themselves when it comes to public service delivery in the form of interacting with the citizens in their respective departments. SASSA is to provide its services to the most vulnerable and the poorest of the poor and the implementation of these principles in a proper manner is paramount both to government and the applicants. The Department should display a caring government, a government that interacts with its citizens in an admirable manner. The Department should enforce Batho Pele principles and abide by the Constitution of the Republic of South Africa especially Chapter Two that has the Bill of Rights and Chapter Ten that deals with public service issues. The officials are also either not aware or have limited knowledge or perhaps ignorant of the White Paper on Transforming Public Service Delivery. The department is highly to be blamed if this is not out of ignorance for not providing the necessary training, or induction on the programme to newly recruited managers and reflect this training each year in the strategic planning in

all Regions of SASSA. Batho Pele policy remains government's most important campaign in improving service delivery, transforms the hearts and the minds of the public servants.

In promoting the government's notion intention to adopt a citizen orientated approach to service delivery, everyone who works in the Public Service is expected not to only understand and just uphold these principles but should all know how each principle can be applied. The statement made by the former President Mbeki in the State of the Nation address in 2008, I quote "we must ensure that the machinery of government, especially the local government sphere, discharges its responsibilities effectively and efficiently, honouring the precepts of Batho Pele", is paramount in the execution of these principles.

- The study has shown that there is a need for innovation in delivery of services by SASSA. This talks to the need to go beyond the eight principles and focus on providing efficient and effective services to its customers. For the realisation of a fit SASSA department, attitudes in the Department will have to change; this transition would have to be through development of an effective management. Public Service is held accountable by ensuring that the Batho Pele principles are central in performance agreements and during performance interviews. It is with hope that this would compel senior managers to regard these principle as strategic and management issue. This will further deepen the practice of these principles and these principles are interlinked and interdependent and this should make it easy to apply them. The democratic government long advocated for a responsive government to the needs of the people and these principles are to equip SASSA officials in realisation of that government

## 5.4 List of references

1. Ader.H. J., Mellenbergh, G. J. & Hand, D, J. (2008). *Advising on Research Methods: A consultants' companion*.
2. *District Profile Eastern Cape Amathole District Municipality (DC12)*
3. Hughes, O. (1998). *Public Management and Administration: An Introduction* 2<sup>nd</sup> Edition Basingstoke: Macmillan.
4. Mangkol, K. (2011). "The Critical Review of New Public Management and its criticism" *Research Journal Management* 5; 35-43.
5. Saker, A. (2006). *New Public Management in Developing Countries: "An analysis of success and failure with particular references to Singapore and Bangladesh"* *International Journal of Public Sector Management*.
6. Republic of South Africa: Government Gazette. *Social Security Act NO9. 1994*.
7. Schostak, J.F 2000. *Understanding, Designing and Conducting Qualitative Research in Education*. Framing the Project. Open University Press.
8. Strauss, A. & Corbin, J. 2000. *Basics of Qualitative Research Techniques and Procedures for Developing Grounded Theory*. Available on line @ [www.suc.ed.faculty/stem](http://www.suc.ed.faculty/stem) retrieved on 22June 2013.
9. *Eastern Cape Business*. Available on line @ [dsd.gov.za](http://dsd.gov.za) retrieved on 22 june2013
10. Cloete, F., & Winssink, H. 2000.*Improving Public Policy*. Pretoria: Van Schaik Publishers.
11. Struwing, F.W. & Stead, G.B. 2001.*Planning, designing and reporting research*. 3<sup>rd</sup> ed. Cape Town: Maskew Miller Longman.
12. Brynard, P.A., & Hanekom, S.X. 2006. *Introduction to research in management related fields*. Pretoria: Van Schaik Publishers.
13. Black Sash, 2005/2006. *Annual Report*. Cape Town: Black Sash

14. DSD, 2007. *Annual Report for year ending 31<sup>st</sup> March 2007*. Pretoria: DSD
15. Mail and Guardian Online 2004. *Social Security Agency cost R300m*. 20May
16. Taylor, V, 2002. *Transforming the Present, Protecting the Future: Report of the Committee of Inquiry into a Comprehensive System of Social Security for South Africa*.
17. Tyetyana, V, 2005. *Eastern Cape Department of Social development, Monitoring Brief for 2001/2002 – 2002/2003*. Grahamstown Public Service Accountability Monitor (PSAM)
18. Thakhathi, D. R, 2005. *A Case Study on Service Delivery. Limpopo Province of South Africa: Batho Pele Strategy*: University of Fort Hare.
19. Denzin, N. K. 2000, and Lincoln, Y.S. *Handbook of Qualitative Research*: London Sage Publications.
20. Bernard, H.R. 2005, *Research Methods in Anthropology*. Second Edition. London Sage Publications.
21. Republic of South Africa Department of Social Development, 2005. *Procedure Manual*.
22. United Nations, 1998. *Good Governance*.
23. ANC, 2003. *Statement on Provincial and National Policy Conferences*. (23 September, 2002).
24. South African Public Service Commission Report. 2011.
25. South African Public Service Commission News, November /December, 2007. *Capacity Challenges Facing the Public Service*.
26. South African Public Commission News, February/March, 2013. *Effective Oversight-The Key towards Excellence in Public Administration*.
27. [www.puclicservice.gov.za](http://www.puclicservice.gov.za)
28. [www.dsd.gov.za](http://www.dsd.gov.za)
29. [www.psc.gov.za](http://www.psc.gov.za)

30. [www.amathole.gov.za](http://www.amathole.gov.za)
31. [www.sabcnews.co.za](http://www.sabcnews.co.za)
32. [www.governmentgazette.co.za](http://www.governmentgazette.co.za)
33. Eastern Cape Province: Department of Social Development, MEC Pemmy Majodina, 2012. *Policy Budget Speech: Bisho Parliament (27 March 2012)*.
34. Republic of South African. *Constitution, 1996*.
35. Republic of South Africa: *Promotions of Access to Information Act* (Act No. 2 of 2000)
36. Republic of South Africa: *Promotion of Administration Justice Act* (Act No. 3 of 2000)
37. Republic of South Africa: Public Service Commission, 2005: *Evaluation of Service Standards in the Public Service*.
38. Republic of South Africa: Public Service Commission, 2006: *Report on the Evaluation of Performance and Compliance with Batho Pele principles of Access*.
39. Republic of South Africa: Public Service Commission, 2006: *Report on the Evaluation of Performance and Compliance with Batho Pele principles of Redress*.
40. Republic of South Africa: Public Service Commission, 2007: *Report on the Evaluation of the Performance and Compliance with Batho Pele principles of Consultation*.

41. Eastern Cape Province: *Integrated Development Plan of Amathole District Municipality 2013-2014.*