

**AN ASSESSMENT OF THE IMPLEMENTATION OF BATHO PELE  
PRINCIPLES IN THE DEPARTMENT OF AGRICULTURE IN LIMPOPO  
PROVINCE OF SOUTH AFRICA**

**BY**

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**A RESEARCH MINI-DISSERTATION SUBMITTED IN PARTIAL  
FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTERS  
OF PUBLIC ADMINISTRATION (MPA) IN THE FACULTY OF MANAGEMENT  
AND LAW, TURFLOOP GRADUATE SCHOOL OF LEADERSHIP**

**AT THE**

**UNIVERSITY OF LIMPOPO**

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**COMPLETED: MAY 2008**

**DECLARATION**

I, Maphuti Enett Swana, hereby declare that this mini-dissertation submitted to the University of Limpopo for the Masters' Degree in Public Administration is my own work and has not previously been submitted by me for a degree purpose at this or any other university and that all materials contained therein has been duly acknowledged.

.....

**SIGNATURE**

.....

**DATE**

## **ACKNOWLEDGEMENTS**

I would like to express my sincere gratitude and appreciation to the following people for their understanding, support, contribution, guidance and encouragement:

- The Almighty God, for granting me the will, perseverance, strength and wisdom to complete this mini-dissertation;
- Prof. M H Kanyane, my supervisor, for his inspiration, continual guidance and assistance throughout this study. His patience, tolerance and believe in me are greatly appreciated;
- Limpopo Department of Agriculture, my employer, for granting me the permission to conduct my research, and also the departmental employees who participated in this research, for their cooperation and patience;
- My husband, Pius, for his motivation, encouragement and ongoing support, together with my son, Mphela, and daughter, Palesa. My parents for having laid the foundation for continuous learning, and my siblings, for their moral support since my enrollment at the tertiary institutions; and
- My friends and classmates who assisted me throughout the study.

## **ABSTRACT**

The Batho Pele principles provide a framework about how public services should be provided for improving the efficiency and effectiveness of the Public Service. Adherence to these principles will guarantee the provision of excellent services that meet the people's needs and expectations, enhance customer satisfaction, while upholding the government's promise that access to decent public services is no longer a privilege to be enjoyed by a few, but the rightful expectation of all citizens.

From the literature review, it was evident that improved public service delivery depends on several aspects ranging from Human Resource Development to performance measurement and accountability. The need for improving efficiency and effectiveness of the Public Service is emphasized through the various pieces of legislation.

Interviews and questionnaires were used to gather data and to get an understanding of data from the point of view of the participants. Analysis of collected data revealed that there is an average compliance of 51, 5% to the principles. Batho Pele principles should be incorporated in the performance contracts of all employees in the department so that periodically performance against them is assessed and ultimately all employees will become Batho Pele champions.

## DEFINITIONAL FRAMEWORK

1. Batho Pele is derived from the Sesotho name which means 'People First'. It is the name given to the government's initiative to improve the delivery of public services, get public servants to be service oriented, strive for excellence in service delivery and to commit to continuous service delivery improvement (Batho Pele Handbook, 2003: 8). It aims to improve delivery of public services based on the principles of putting people's interests first.

2. Effectiveness according to Robbins and Coulter (2005: 8) means completing activities so that organizational goals are attained i.e. doing the right things. The right things in this case refers to those work activities that will help the organization reach its goals. It is concerned with the means of getting things done; the attainment of organizational goals and can be judged in terms of output and impact. Organizational effectiveness is a measure of how appropriate organizational goals are and how well an organization is achieving those goals (Robbins & Coulter, 2005: 466).

3. Efficiency refers to getting the most output from the least amount of inputs. An organization is considered efficient when it is able to produce the most goods and services using the least amount of inputs. It is also termed doing things right. (Robbins & Coulter, 2005: 7). It relates to the degree to which outputs are achieved in terms of productivity and input.

4. Principles refer to formal written procedures which prescribes specific course of action to be taken under specific situations and which public officials should follow without regard to personal preferences or special interests (Fox & Meyer, 1996: 101). They can also be described as a set of ideas that guides behaviour.

5. Service delivery is the provision of public activities, benefits or satisfactions (Fox & Meyer, 1996:118) It relates to the manner in which customers' needs are met.

6. Successful means having done what one has tried to do (Longman Dictionary of Contemporary English, 2005: 1056). Being successful refers to having a favorable outcome, having obtained something desired or intended. The word successful for the purpose of this study will be defined as the achievement of something desired, planned or attempted (The American Heritage Dictionary of the English Language, 2000).

# TABLE OF CONTENTS

Declaration	i
Acknowledgements	ii
Abstract	iii
Definitional Framework	iv
Table of Contents	vi
<b>CHAPTER ONE: INTRODUCTION AND GENERAL ORIENTATION</b>	
1.1. Introduction	1
1.2. Background of the Study	1
1.3. Statement of the Problem	4
1.4. Research Questions	7
1.5. Objectives of the Study	7
1.6. Scope of the Study	8
1.7. Outline of the Study	8
1.8. Conclusion	9
<b>CHAPTER TWO: LITERATURE REVIEW</b>	
2.1. Introduction	10
2.2. Legislative Framework on Public Service Delivery	11
2.3. The Nature and Extent of Batho Pele	16
2.4. Batho Pele Principles	17
2.5. The Relationship between Performance Measurement and Public Service Delivery	24
2.6. The Impact of Human Resource Management on Public Service Delivery	27
2.7. The Effect of Human Resource Development on Public Service Delivery	29
2.8. The Effect of Accountability on the Provision of Excellent Public Services	32
2.9. The value of worker participation in improving organizational efficiency and effectiveness	34
2.10. Conclusion	35
<b>CHAPTER THREE: RESEARCH METHODOLOGY</b>	
3.1. Introduction	37
3.2. Research Design	37
3.3. Sampling	38
3.4. Data Collection Techniques	40
3.5. Conclusion	43
<b>CHAPTER FOUR: DATA ANALYSIS</b>	
4.1. Introduction	45
4.2. Statistical Analysis of Data	45
4.3. Descriptive Analysis of Data	49

4.3.1. Consultation	49
4.3.2. Service Standards	52
4.3.3. Redress	53
4.4. Conclusion	54
<b>CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS</b>	<b>55</b>
<b>BIBLIOGRAPHY</b>	<b>64</b>
<b>LIST OF ANNEXURES</b>	
Annexure A: Confirmation to conduct research	
Annexure B: Permission to conduct research	
Annexure C: Research questionnaire	
Annexure D: Interview questions	
Annexure E: Letter from the editor	

# CHAPTER ONE

## INTRODUCTION AND GENERAL ORIENTATION

### 1.1. Introduction

The objective of this chapter is to serve as an overall introduction to the research report. It allows the reader to gain a high level of understanding of the background to the research, definition of the problem, research questions, the objectives of the study, scope of the study, as well as the structure of the research report explaining the contents of each chapter.

### 1.2. Background of the Study

Section 195 of the *Constitution of the Republic of South Africa*, 1996 stipulates the values and principles that should govern public administration. Amongst them are, namely, effective, efficient and economical utilization of resources; people's needs be responded to and that public administration should be accountable, transparent and development-oriented. The *White Paper on Transforming Public Service Delivery*, 1997, which outlines the eight Batho Pele principles, is in line with the Constitution of this country and thus has to be fully implemented by all national and provincial government departments for the purpose of improving the quality of services provided to both the internal and external clients. In line with the Constitutional principle of co-operative government, particularly as regards promoting a coherent government, it is expected, therefore, that all sectors of public administration will agree to follow

the principles set out in this White Paper (*White Paper on Transforming Public Service Delivery*, 1997:14). Public officials are required to adhere to the ethical standards, guidelines emanating from community values, rules of natural justice and Batho Pele principles. Societal values and norms, fairness and reasonableness, thoroughness, probity, balanced decisions, religious doctrine and value systems must be observed by public officials (Cloete, 1994: 78).

In his speech during the official launching of the *White Paper on Transforming Public Service Delivery* in 1997, Dr. Zola Skweyiya emphasized the principles and values governing public administration as outlined in the *Constitution of the Republic of South Africa*, 1996.

Batho Pele White Paper is about how public services are provided and about improving the efficiency and effectiveness of the way in which services are delivered. The White Paper is directly applicable to those parts of the public sector, both national and provincial, which are regulated by the Public Service Act of 1994.

([www.info.gov.za/speeches/1997](http://www.info.gov.za/speeches/1997))

Based on this quotation, it becomes clear that the Limpopo Department of Agriculture is no exception in this case as the policy is applicable in all areas and to all employees in the public sector. The *White Paper on Transforming Public Service Delivery*, 1997 requires government departments to improve their provision of public services in terms of the eight service delivery principles also called the Batho Pele Principles. Those principles are consultation, service standards, access, information, courtesy, openness and transparency, redress as well as value for money. Departments have to put these principles into

practice with the ultimate aim of improving services to citizens. A transformed South African public service will be judged by its effectiveness in delivering services that meet the basic needs of all South African citizens. By meeting and providing services that meet the basic needs of the people there will be improvement in the lives of the South Africans.

It is along these lines that comments such as the following ensue:

Generally, it is argued that the South African government has designed and passed laws of a high standard but the problem is with the implementation. For Batho Pele to work, we need to start driving the initiative with results and not endless reports and strategies. Batho Pele Principles can be used to accelerate service delivery by government departments. It is, therefore, necessary to start driving the initiatives with results so that Batho Pele program works effectively. Government institutions are not friendly and Batho Pele principles are far from being truly implemented

([www.derekhendrikz.com/seminars-bathopele](http://www.derekhendrikz.com/seminars-bathopele))

And,

Batho Pele is an initiative to get public servants to be service oriented, to strive for excellence in service delivery and to commit to continuous service delivery improvement, it allows customers to hold public servants accountable for the type of services they deliver

(Batho Pele Handbook, 2003: 8).

The question may be, “Does the Limpopo Department of Agriculture adhere to or comply with the eight Batho Pele Principles for effective and efficient service delivery?” If yes, why are there many service delivery complaints lodged by its customers as compared to compliments? If no, what measures are being taken to ensure that the principles are complied with?

This study is based on the assessment of the implementation of the Batho Pele Principles in the Limpopo Department of Agriculture. The study identifies the statement of the problem; and outlines the research questions and the formulation of the hypothesis. The aims and objectives of the study are looked into, as well as the review of relevant literature. Research methodology, as well as research design used for this study, are highlighted.

### 1.3. Statement of the Problem

A larger percentage of the officials in the Limpopo Department of Agriculture do not satisfactorily implement the principles of Batho Pele. This lack of proper implementation of the principles by the employees in the Department implies that service delivery does not take into cognizance the notion of 'People First' and thus customers' satisfaction cannot be guaranteed. Batho Pele is regarded by officials as an additional activity that could be done on a voluntary basis. The employees' performance against the principles has not been included in their performance contracts and thus is not monitored.

The clients do not participate in determining key services that are to be rendered by the Department. Adherence to the principles should involve, amongst others, consultation of the clients to determine their needs and expectations against which they will judge the performance of the Department. Without adequate consultation, the Department will not be in the position to provide services that meet its clients' needs.

There is no opportunity awarded to the clients to assess the performance of the Department so that customer satisfaction level is gauged; areas of weaknesses are identified; and service delivery gaps closed. A well-defined system for auditing compliance to the principles in the Department is required to evaluate performance against the principles and to ensure redress in the case where the services provided fall short of the promised standard. DuBrin (2005:332) maintains that organizations have fallen into a knowing – doing gap because doing something requires the hard work of making something happens. He argues that it is important for companies and people to build a culture of action because managing information is not enough, it must be converted into action.

It is argued that the structures set up for service delivery in all three spheres of government together with the good policies and laws developed so far form a conducive environment for effective service delivery, but only at a theoretical level. An analysis of our performance as a nation at the end of the first decade of freedom revealed that we have gone a long way in the area of policy development and still have a long way to go with the implementation of these policies (Service Delivery Review, 2007: 8). There are arguments that policy is good only to the extent to which it is implemented. The Minister of the Department of Public Service and Administration, Geraldine Fraser J Moleketi also emphasized that it is important to note that the public service will not be

judged by the number of guidelines that have been developed but by the extent to which they are implemented ([www.dpsa.gov.za](http://www.dpsa.gov.za)).

The *White Paper on Transforming Public Service Delivery*, which outlines the eight Batho Pele Principles, was developed and published on 18 September 1997 by the Department of Public Service and Administration. These principles are expected to be implemented by all government departments in all spheres of government. In the context of governance, public service delivery is the result of the intentions and decisions of government and government institutions, and the actions undertaken and decisions made by people employed in government institutions (du Toit, Knipe, Van Niekerk, Van der Waldt & Doyle, 2002:5). Fox and Meyer (1996: 118), on the other hand, define it as the provision of public activities, benefits or satisfactions. This means that service delivery is the fulfillment of a mandate that each government department has to undertake for the purpose of satisfying the basic and important needs of the communities that have been identified through extensive consultation.

All the Acts and policies of the government have to be adhered to by all the public servants in the various government institutions at all levels of government. Van der Waldt and Du Toit (2002:43) maintain that every action of a public official must be within the limits of enabling provisions of Acts and regulations (*intra vires*). Botes (1994:179) also maintains that the laws of the country which have

been formulated, verbalized and articulated in the executive branch of government and approved by legislature should be regarded as the norm.

#### 1.4. Research Questions

The main questions posed for the study are the following:

- a. Are the Batho Pele Principles implemented effectively and accordingly in the Limpopo Department of Agriculture? If yes, to what extent, and what are the performance indicators to support proper implementation?
- b. Is there any form of compliance audit (internal and external) that is conducted to monitor adherence by all personnel to the Batho Pele Principles?
- c. Is there some kind of involvement or consultation with relevant stakeholders aimed at assessing their level of satisfaction regarding service delivery in the Department?

#### 1.5. Objectives of the Study

The objectives of the study are, namely:

- a. To investigate the impact of the implementation of the Batho Pele principles on service delivery within the Department;
- b. To assess the extent of compliance to the principles; and
- c. To provide possible mechanisms to fully integrate Batho Pele principles into daily activities of the employees of the Department.

## 1.6. Scope of the Study

This research study was conducted in the Department of Agriculture in Limpopo Province. Three districts, namely, Sekhukhune, Capricorn and Waterberg Districts as well as Head Office are covered with the perception that there may be some commonality in the findings. The three districts were selected based on their geographical setup as they are regarded to be at the western wing of the Department's districts. The study focuses on only three of the Batho Pele principles, namely, consultation, service standards and redress. The three principles have been chosen because of their interrelatedness. In terms of the *White Paper on Transforming Public Service Delivery*, the first step should be to consult customer so as to identify their needs followed by the formulation of service standards based on the identified needs so that customers know what to expect from the departments and the development of the redress mechanisms in the case where the actual delivery of services falls short of the promised standard. If departments want to put their customers first, they should listen and take account of their views (consultation), provide them with the standards of service of the highest possible quality (service standards) and respond positively and with urgency when actual delivery falls short of promises (redress).

## 1.7. Outline of the Study

The study is composed of five chapters. Chapter 1 focuses on the introduction and general orientation to the research project. Chapter 2 investigates the research problem through the review of relevant literature. The research methodology is presented in Chapter 3 whereas Chapter 4 focuses on the analysis of data presented. Chapter 5 reviews the extent to which the research problem was answered and presents recommendations.

#### 1.8. Conclusion

This chapter presented an overall introduction to the study. The background of the study and the research problem provide an understanding of what was to be achieved during this research project. The chapter emphasized the fact that there should be a strong professional corps of public officials committed to serve the public within the dictates of policies for the betterment of people's lives. The next chapter presents the literature review pertaining to the research problem.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1. Introduction

There are several pieces of legislation and policies that impact on the transformation of the public service and the manner in which public services should be provided. This is to ensure that government resources are managed and utilized in such a way that the society receives effective and efficient services. The *White Paper on Transforming Public Service Delivery* is primarily about how public services are provided, and specifically about improving the efficiency and effectiveness of the way in which services are delivered (*White Paper on Transforming Public Service Delivery*, 1997: 09). The South African Public Service plays an essential role in implementing these policies as well ensuring the delivery of services.

This chapter outlines the various pieces of legislation that impact on the manner in which public services should be provided. Some of those ways include emphasis on the role of Human Resource development in improving service delivery. The impact of Human Resource Management as well as Performance Measurement in improving service delivery is also dealt with. The chapter also explains accountability of the public servants as having a bearing on the enhancement of the public service delivery to become more effective and

efficient. The value of worker participation in enhancing service delivery is also dealt with.

## 2.2. Legislative Framework on Public Service Delivery

Public service delivery is about satisfying the basic and important needs of the communities that have been identified through extensive consultation. It is the responsibility of all government institutions and thus all government institutions, irrespective of whether they are in the national, provincial or local government sphere, are involved in the rendering of services through taking into consideration the needs of the people. Meeting the basic needs of the people is one of the key policy programmes of Reconstruction and Development Programme (RDP).

Section 41 (1) of the *Constitution of the Republic of South Africa*, 1996 outlines the principle of cooperative government and intergovernmental relations. It stipulates that all spheres of government and organs of state within each sphere must provide effective, transparent, accountable and coherent government for the Republic as a whole. Section 32 refers to access to information and it prescribes the right of everyone to have access to any information held by the state. Section 33 (2) deals with administrative action. It states that everyone whose rights have been adversely affected by administrative action has the right to be given written reason. This is related to the principle of redress. Section 195 (1) provides that public administration must be governed by the democratic

values and principles enshrined in the Constitution. It further stipulates other principles related to the principles of Batho Pele that should inform Public Service delivery, namely:

- a. People's needs must be responded to;
- b. Transparency must be fostered by providing the public with timely, accessible and accurate information; and
- c. Public administration must be accountable.

The *White Paper on Reconstruction and Development* (Notice no 1954 of 1994) identifies the meeting of the basic needs of all citizens through more effective service delivery as one of the five key programmes of the Reconstruction and Development Programme. The basic needs of the people range from job creation, land, agrarian reform, housing, to water and sanitation. It advocates the formulation of a communication strategy that should effectively communicate the objectives of, and progress with, implementing RDP to allow the public to be fully informed and participate (consultation and information).

The *White Paper on the Transformation of the Public Service, 1995* highlights transformation priorities of the government, one of which is transforming service delivery to meet the basic needs and redress past imbalances. Regarding consultation and participation of the community, it stresses the creation of government-community partnership for effective use of public funds and community resources. The formulation, implementation and monitoring of

service delivery plans should be carried out in close consultation with unions and staff, and especially with service users. It also states that the Ministry for Public Service and Administration places considerable emphasis on the need for effective consultation, both within the public service and with the South African society. This means that communities should be afforded an opportunity to participate in the decision making process on issues affecting their welfare and should also be encouraged to contribute to the delivery of services through community based initiatives.

The *White Paper on Transforming Public Service Delivery, 1997* lists the policy goals, namely, consultation; service standards; courtesy; information; openness and transparency; redress as well as value for money. It has as its principal aim the transformation of the South African Public Service into a coherent, representative, competent and democratic instrument for executing government policies and meeting the needs of the people (Van der Waldt, 2004:86). This implies that its purpose was to advance one of the eight transformation priorities, namely, transforming service delivery. It provided a policy framework and practical implementation strategy for a more efficient, effective and equitable provision of public services.

The Batho Pele principles indicate that the public servants have to be committed to the provision of high quality services to all South Africans in an unbiased and impartial manner, responsive to the needs of the public, accessible, informative,

accountable and open to public scrutiny. Openness and transparency as a principle is important in public service delivery for purposes of building confidence and trust between the government departments and the citizens they serve.

Batho Pele requires provincial and national departments to do the following:

- a. Identify service standards, outputs, targets and performance indicators, benchmarked against comparable international standards;
- b. Monitor and evaluate mechanisms and structures designed to measure progress and introduce corrective action where appropriate; and
- c. Develop a culture of customer care and of approaches to service delivery sensitive to issues of race, gender and disability.

The two primary functions of Batho Pele are, namely:

- a. The delivery of services to citizens who should be treated as customers, whereby it will be possible for those citizens to hold public officials individually accountable for the delivery and quality of public services; and
- b. Channeling commitment of public officials to introduce customer-focused ways of executing their functions and doing their work.

The *Public Service Regulations*, 2001 also emphasize the issue of Service Delivery Improvement Programme, which is also mentioned in the *White Paper on Transforming Public Service Delivery*, 1995. This policy stipulates that the departments are expected to develop a Service Delivery Improvement Programme. Part C.1. states that an executing authority shall establish and sustain a Service Delivery Improvement Programme for his Department through the following:

- a. specifying the main services to be provided to different types of customers as identified by the department;
- b. containing consultation arrangements with the department's actual and potential customers;
- c. with due regard to the customers' means of access to the services and the barriers to increased access thereof, specifying the mechanisms to be utilized to remove the barriers to access to services;
- d. indicating the standards for the main services to be provided;
- e. containing arrangements as to how information about the department's services is to be provided; and
- f. stipulating a system or mechanisms for complaints.

The aspects that the Service Delivery Improvement Programme should encompass are linked to the principles of service standards, consultation, access, information and redress.

The *Promotion of Access to Information Act, 2000* obliges departments to be more transparent in their dealings with the public. It provides prescriptions regarding the publication of various types of reports, including contact details of responsible officials. It highlights the public's right of access to information from the public and private bodies.

The *Promotion of Administrative Justice Act, 2000* prescribes that in order to give effect to the right to procedurally fair administrative action, the public should be consulted. It also emphasizes the citizens' rights to redress and requires that reasons be given for any administration action. It also promotes transparency in public administrative decisions and related actions.

### 2.3. The Nature and Extent of Batho Pele

Batho Pele is the name given to the government's initiative to improve the delivery of public services. The name was chosen to emphasize that it is the first and foremost duty of the public service to serve all citizens of South Africa. Batho Pele aims to enhance the quality and accessibility of government services by improving efficiency and accountability to the recipients of public goods and services ([www.dpsa.gov.za](http://www.dpsa.gov.za)). The guiding principle of public service transformation and reform is 'service to the people' which demands focus on customer needs and to continuously review the most appropriate approaches to deliver quality services (Ramaite, 2001:29). As a result, the government adopted a customer focused approach that attempts to improve efficiency and productivity

in the public service through the provision of services that are responsive to the needs of the people. Customer focused approach includes consulting users of services, setting service standards, increasing access, ensuring courtesy, providing more useful information, increasing openness and transparency as well as providing the best possible value for money (Arko–Cobbah, 2002:56). In the end, transformation of the public service will be judged on whether it can meet the basic needs of all South African citizens or not.

Batho Pele is an initiative to get public servants to be service oriented, to strive for excellence in service delivery and to commit to continuous service delivery improvement. It allows customers to hold public servants accountable for the type of services the latter renders. It ensures that the notion of a 'caring government' finds expression in the manner in which public servants interact with the public, and that services are oriented to the needs of the people (South African Year Book, 2001:50).

#### 2.4. Batho Pele Principles

The *White Paper on Transforming Public Service Delivery*, 1997 emphasizes consultation of the end-users of the services provided by the government through its various departments and institutions. Every government department is a public body that exists to serve the public and therefore needs to communicate with the public it is designed to serve (Craythorne, 1990: 84). This is in line with Section 195 (1) (e) of the Constitution, which stipulates that, in public

administration, the public must be encouraged to participate in policy making. By consulting the end-users, an opportunity is created for their participation. Citizen participation is conducive for sound planning and is consistent with democratic ideals of providing information to citizens and enhancing acceptance of public services (Bekker, 1996: 44). It is along these lines that there is a belief that participation by citizens is a key cornerstone of good governance (Van der Waldt, 2004:10). Participation is also regarded as one of the major characteristics of good governance because it encourages the community to get involved in and take responsibility for the implementation of development to improve their quality of life (Van der Waldt & Knipe, 2001:109). As a result, customer evaluation is appropriate when an organization is interested in gathering information to determine what products and services the customer wants. The information collected through customer evaluation will enable the company to determine whether changes in other activities are needed to improve customer service.

Each of the groupings of customers (e.g., women, business communities) may require different services and each may have different service expectations. It is thus necessary to consult them so as to determine their needs and expectations, as well as to develop service standards that are aligned to their needs and expectations. Public participation and consultation are a means of reducing autocratic behaviour, involving the people in government and directing governmental efforts at the real needs of society (Craythorne, 1990:70). Politicians and administrators must not decide on behalf of citizens what is

needed and how it should be provided. If this is the case, then citizens will thus be playing a passive role in service delivery. Mechanisms should be developed for citizens to interact with government and through which inputs regarding efficiency or inefficiency of services can be provided effectively. The paradigm shift that must happen within the public service is whether we deliver programmes to clients or we provide services to communities of citizens who have the right to participate in defining the content and quality of such services (Service Delivery Review, 2001:13). It can thus be concluded that public service delivery be done in consultation with the end-users of the services and this will allow them to participate in decision-making.

Citizens should be told what level and quality of public services they will receive so that they are aware of what to expect (*White Paper on Transforming Public Service Delivery*, 1997:15). A standard is defined as a predetermined criterion with which the performance must comply (Kroon, 1996:126). Actual performance is compared with standards set during planning. Setting service standards is an important element of Performance Management, and one's performance is judged and measured through standards. In setting standards, the quantity of units produced, the quality of the product, as well as the time taken to complete a task are considered. Setting service standards is a way through which an institution can manage stakeholder expectations within its available resources ([www.compcom.co.za](http://www.compcom.co.za)). It provides the clients with certainty regarding what the institution offers and what the client should expect. Clients can, thus, air their

dissatisfaction in respect of the services provided. And the institution, on the other hand, can improve the quality of services based on client needs. The institution is able to judge its performance and clients will also be able to judge the institution's performance as they know what to expect and what they can do when services they receive are not acceptable. Service standards are intended to let clients know what to expect and also to help to moderate clients' unrealistic expectations for service. The most important issue is to measure performance against standards, strive for continuous improvement and develop a quality service improvement plan. This will require that standards be monitored, changed and improved over time.

In line with the *White Paper on Transforming Public Service Delivery*, 1997, the Department of Public Service and Administration has requested each government department to produce a document wherein the organization commits itself to a particular standard of service. This document must be made available to the employees and stakeholders of an organization ([www.icd.gov.za](http://www.icd.gov.za)). To add to this, it is indicated that effective public participation depends on full, accurate up-to-date information. The public may seek access to information from public authorities and the public authorities are obliged to provide information in response to requests" (Nealer, 2005:60). This implies that the public has the right to be informed and public officials have to collect and disseminate information of public interest upon request and also without the need for a request.

Every South African has the right to know what government services are available to them and to access these services. A large portion of the historically disadvantaged members of our community are illiterate and semi-literate, and thus efforts should be made to ensure that all these people are able to access public services to get what they need. There is a need to extend services to previously marginalized groups to foster the principle of universal access to services and to encourage public participation (Service Delivery Review, 2001:51). This can be done by way of ensuring that people know how to get to the buildings in which government offices and services are located. Citizens should have access to institutions that promote development since development is for them. Access applies especially to the previously disadvantaged sectors of the community and to people with special needs. Good staff attitudes and addressing customers in their own language make access easier ([www.kwazulunatal .gov.za](http://www.kwazulunatal.gov.za)).

Citizens should be treated with courtesy and consideration. To support this, it is indicated that it does not matter what the situation or condition of the customer is, his or her dignity must always be respected in the process of providing appropriate public services (Batho Pele Handbook, 2003:164).

Citizens should be given full, accurate information about the public services they are entitled to receive. Public service departments should communicate their

plans for service delivery in relation to service standards, guarantees that may be expected as well as the complaints procedure that can be followed. Customers should be well informed about the services the government departments provide and this may be done through a Service Commitment Charter. Dissemination of information is normally done through the Annual Reports, newsletters and media releases.

As one of the Batho Pele principles, openness and transparency means that citizens should be told how national and provincial departments are run. Openness and transparency is important in public service delivery for purposes of building confidence and trust between the government departments and the citizens they serve. Transparency refers to the availability of information to the general public and clarity about government rules, regulations and decisions (Van der Waldt, 2004:16). Regular meetings, workshops, stakeholder forums, Annual Reports, financial statements and Awareness Campaigns contribute to more transparency. An Annual Report will tell citizens how resources were used and how the department performed regarding delivering on time, as well as keeping promises. Reasons for failure to meet standards should be outlined in the report, together with ways to improve services. Open days can also serve as a good mechanism for informing the public on how the business is administered.

If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation, and a speedy and effective remedy, and when

complaints are made, citizens should receive a sympathetic and positive response (*White Paper on Transforming Public Service Delivery*, 1997: 15). South African citizens do not only have the right, but are expected to complain if they are unhappy with the services they receive at the hands of the government officials (Batho Pele Handbook, 2003:192). Public employees need to appreciate the important role of communities in providing feedback on the efficiency of public service delivery and the performance of the public sector in general.

The principle of redress demands that all national and provincial departments establish Complaints Handling systems, guided by the guidelines such as accessibility, fairness, responsiveness and confidentiality (Batho Pele Handbook, 2003: 194). Clients' satisfaction and expectations can be accessed by providing suggestion boxes, monitoring the volume and nature of complaints, conducting surveys and site visits. The complaints mechanisms used should be openly displayed and available to clients.

Public services should be provided economically and efficiently in order to give citizens the best possible value for money. This includes eliminating waste, fraud and corruption, as well as finding ways to improve services at little or no cost. The services should be provided in line with the allocated resources be it physical, financial or human.

## 2.5. The Relationship between Performance Measurement and Public Service Delivery

According to Ramaite (2001:36), the efficient, effective and economical management of public resources requires an evaluation of performance. Performance evaluation is defined as a means of rewarding employees for their success in achieving the objectives that were agreed upon by them and their managers. It is aimed at placing managers in positions to develop the initiative, creativity and sense of responsibility so that each will be motivated to achieve his/her objective and ultimately the goals of the organization (Rossouw et al., 2003:248). Performance of the various government institutions should be assessed by both internal and external clients and feedback on the performance thereof be provided.

One of the primary ways strategies are implemented is through defining the results, behaviours and employee characteristics that are necessary for carrying out those strategies and also developing measurement and feedback system that will maximize the extent to which employees produce the results. Performance management is one such strategy. Feedback given during a performance evaluation process often pinpoints the employee's weaknesses as well as the cause of deficiency in employee's performance

(Noe et.al, 2006: 332).

Performance management is one of the systems and processes of the government which was introduced to support service delivery mandates. Its aim was to generate a positive impact on service delivery by consistently and continuously monitoring and measuring performance. It clarifies institutional goals and priorities in the most efficient and effective manner possible. Professor

Sangweni reiterates the fact that performance management has to be applied to maximize contributions of units, individuals and teams towards the achievement of national and organizational goals ([www.opsc.gov.za](http://www.opsc.gov.za)). Evaluating employee performance is part of a performance management system, which is a process of establishing performance standards and appraising employee performance in order to arrive at objective human resource decisions as well as to provide documentation to support those decisions (Robbins & Coulter, 2005:296). This emphasizes the fact that through the review of its performance, an organization is able to know if it is on track and in the long term make improvements.

Performance measurement can be done through client satisfaction survey which allows managers to measure the gap between expectations that citizens have regarding a particular service and the actual delivery of that service as experienced by the citizens. If the gap is not tolerable, strategies to minimize it should be explored to ensure that actual service delivery falls into an area that is more acceptable; thereby determining what needs to be done to meet the expectations of recipients of that service. A key to Batho Pele 's success will be the development of new and better ways to find out what customers think of the services they receive, and to build these views into decision- making processes which determine the level and quality of services to be provided ([www.info.gov.za](http://www.info.gov.za)). An assessment of the satisfaction level amongst citizens to whom the service is rendered is a critical dimension of performance management system.

The success of the Public Service in delivering its operational and developmental goals depends primarily on the efficiency and effectiveness with which employees carry out their duties (*White Paper on Human Resource Management in the Public Service*, 1997:25). As the performance of every individual employee contributes to the overall delivery of the organization's objectives, which is service delivery, it has to be managed so that factors that may result in ineffectiveness are detected at an early stage and thus dealt with accordingly.

Effective service delivery must be measured in terms of the extent to which an organization addresses its clients' needs and expectations. Government departments engage in strategic planning to achieve certain outcomes in line with the objectives against which performance must be measured. The performance of individuals within the organization should be aligned to the same outcomes and the strategic objectives that support those outcomes.

There was a shift in focus of the South African Public Service towards transformation that requires the development of policies, systems and practices that seek to put delivery of services to the customer first, following Batho Pele principles. The Public Service has, as its main responsibility, to address changing needs and expectations of its customers and this should be measured so that corrective measures are taken to address short falls. Performance management and measurement will help in reengineering the public service to

ensure that the government and administration of service delivery are accessible to the people (Performance Management System Guideline- Non SMS: 16). The Performance Measurement System should, however, be well managed and efficiently implemented so as to lead to improved service delivery to the benefit of all the citizens of this country.

## 2.6. The Impact of Human Resource Management on Public Service Delivery

Human Resource Management techniques, procedures and systems that are applied in public service institutions have an impact on performance and service delivery levels of those institutions. This is because the provision of training, measurement of performance and exercise of discipline all influence the quality of services. Improved service delivery is dependent on the ability of officials to operate within a sound administrative system that is supported by sound managerial practices. This will demand that managers be capacitated to take decisions, exercise discipline and demand accountability from all their staff. Many national departments and provincial administration lack developed management skills, as well as the capacity to develop policy and devise practices for their implementation (*White Paper on Human Resource Management in the Public Service*, 1997:36). This points to the need for managers with updated managerial skills, who are able to develop policy and enforce implementation of such policies so that service delivery is guaranteed.

Human Resource practitioners should be in a position to understand and assist in the government's effort to better the lives of the South African citizenry. They should understand take both the operational needs of the organization and the needs of the employees. This will assist them to understand their workforce's experience and then act on those experiences to improve the working conditions, hence service delivery. They should also be able to communicate the government's programme of action to other civil servants who are tasked with the responsibility to make Batho Pele meaningful to the ordinary citizens.

All institutions are basically dependent on people with responsibility allocation for accomplishing their missions. This indicates that human resource management is central to the functioning and service delivery of each and every organization. There is a link between good quality staffing and service delivery although this is often overlooked. The development of a service delivery oriented and multi-skilled workforce is essential (*White Paper on Human Resource Management in the Public Service*, 1997: 10). Sound human resource policies and procedures should be developed and implemented accordingly as they are crucial to excellent service delivery in the Public Service. The South African Public Service has to ensure that there is continuous improvement in the Public Service through the recruitment and retention of competent staff. This will also depend on the availability of a motivated, loyal, committed, knowledgeable, competent and diligent work force ([www.info.gov.za](http://www.info.gov.za)).

In order for the Public Service to be successful in delivering quality service, it should maximize its employees' contributions and commitment. This implies that service to the society should stem from individual commitment and dedication instead of compulsion. Employees are a key resource in an organization. It is, thus, essential for organizations to invest in people in order to retain their staff, to perform better as well as to achieve greater staff commitment.

## 2.7. The Effect of Human Resource Development on Public Service Delivery

The Public Service is supposed to be a learning organization where employees acquire skills and knowledge on how best services can be provided to the satisfaction of the intended customers. Public servants will be able to provide services efficiently and effectively when they have acquired the necessary skills and expertise. The government has to ensure that those employed are skilled, trained and loyal to the public sector to carry out their roles and responsibilities in the most efficient and effective manner possible (Majam, 2005:442). Developmental opportunities should be presented to the public officials to ensure effective running of the public sector.

A competent workforce is a key resource if an organization wishes to continue earning its customers' approval. Services require a greater knowledge-base workforce in order to respond effectively to the rapid change which the future offers (Normann, 2000:90). This emphasizes the fact that Human Resource Development should be given more attention due to technological

advancements. Robbins and Coulter (2005:294) maintain that employee training is an important Human Resource Management activity in that as job demands change, employees skills have to be altered and updated. Effective service delivery is dependent on the ability of public servants to efficiently and effectively translate the values, goals and objectives of the government; when they have acquired the necessary skills and expertise.

There is a dire need to develop the public servants as this will have benefits for effective service delivery. This is because service delivery training brings about a shift in the way in which employees understood and undertake their daily activities. They become outcome and client needs focused in everything they do. Through training public servants will acquire an understanding and skill in dealing with the demands for better standards of service in their interaction with the public.

The workplace in South Africa is rapidly changing as a result of changes in value systems, international competition, new technologies and participative management. It is argued that South African organizations spend an average of 2, 7 % of their payroll on training. It is essential to conduct training and development of human resources in South African enterprises as this important aspect has been neglected over the past decades. The government should invest in human resource to avoid low productivity, redundancy of older staff members, fear of technological advancement and illiterate workforce, all resulting in poor service delivery.  
(Erasmus & van Dyk, 2003: 46)

Shortage of skilled personnel is the most serious threat to effective service delivery. The country's needs should be linked with the employer and employee's

needs in order to create an environment where skilled personnel enjoy long prosperous careers. Globalization, on the other hand, also redefines skills and knowledge that the workers need. Human resource development strategy has been designed to focus on developing and supporting the government's workforce. Through skills development, skilled employees who are able to perform their jobs to acceptable standards are produced. There is, thus, a need for re-skilling when the employees move to new roles and up-skilling as part of continuous improvement.

The results of training facilities, together with the effects of training on the performance of the trainees, should, however, be evaluated because if they are not evaluated, they may become ineffective and lead to non-delivery of services. Erasmus and van Dyk (2003: 54) are also of the opinion that in order to ensure success, training practitioners must continuously monitor the training input that is made available against the organizational objectives so as to increase the credibility of the training department in the enterprise. To achieve this many organizations compile skills audit and develop workplace skills plan so that it is possible to determine skills shortage and provide training in accordance with the plan.

However, in spite of this, Thornhill holds that:

Training cannot solve all the problems experienced in South Africa, but it could undoubtedly make a significant contribution towards satisfying the human resource requirements of a democratized government aiming its policies at improving the living conditions of all members of society in a

non-discriminatory manner.

(Thornhill, 2005:585)

## 2.8. The Effect of Accountability on the Provision of Excellent Public Services

Accountability means that someone in the organization can accept blame or praise for a decision or action (Hughes, 2003:241). It also means answerability for action carried out and performance achieved to others (Johannsen & Page, 1995: 8). The Public Service is obliged to provide excellent services to the public and public servants should, therefore, be prepared to accept the blame or praise from the public for failure or success in delivering the mandate. Since public servants are involved in setting policies and monitoring progress towards the attainment of objectives, they need to be responsible for what they do. They are personally accountable for their actions and achievement of results. This emphasizes the greater demand for the public servants to be client focus, more responsive and thus directly accountable to the public for own performance. Public service delivery will improve when there is greater accountability for results and own performance by public servants to both the politicians and the public especially clients.

By being accountable, public servants should be required to account for their actions and omissions. Effective managerial service requires the need to obtain and enforce public accountability. It is even argued that accountability is not only a precondition for the maintenance of democracy but is also a requirement for

sound public administration ([www.dpsa.gov.za](http://www.dpsa.gov.za)). The government and processes of governance must be accountable to the governed.

Central to the Batho Pele campaign is the inculcation of a culture of accountability to citizens (*South African Year Book*, 2001:50). The society should be able to demand information from governmental institutions for it to be able to determine the success or failure of policies and actions of government. Availability of information to the citizens increases their ability to participate in policy making and in monitoring performance of public institutions.

The absence of accountability leads to corruption and subsequently inefficiency and ineffectiveness in the Public Service. Wilson and Ramphela, in Cloete and Mokgoro (1995:7), call for a system of checks and balances on the public service to prevent corruption, and this includes the establishment of structures of accountability. They further emphasize that it will be difficult to develop a sense of public service and accountability to the people if the concept of the 'people' is a meaningless term, and when the system is unresponsive to the public needs. To become accountable, public servants should be required to answer for their actions and omissions.

Since the public servants are involved in setting policy and monitoring progress towards objectives, they need to be responsive for what they do. They should, themselves, be personally accountable for their actions and achievement of

results. The move is towards achieving goals to improve responsiveness to clients and that is service delivery. Minister Geraldine Fraser- Moleketi emphasized that since citizens are at the centre of service delivery, there should be greater direct accountability to them, more opportunity for participation and direct involvement in the delivery process ([www.polity.gov.za](http://www.polity.gov.za)).

## 2.9. The value of worker participation in improving organizational efficiency and effectiveness

Anstey in Nel (2002:214) defines worker participation as a process which recognizes the right of employees individually and collectively to be involved with management in areas of organizational decision making beyond those usually associated with collective bargaining. Peters et.al (1998: 94) on the other hand, define it as a process of engaging employees in their work and increasing their participation in decision making. Employees of an organization should participate in decision making regarding the activities of an organization that affects them. They have a better understanding of and greater commitment to the policy when they are involved. The effectiveness of modern management techniques often depends on employee cooperation (Noe et.al, 2006: 334). This implies that employee participation plays a major role in bringing about improved productivity or organizational performance. Those who work under the supervision of others and those who are affected by activities of a particular organization should have a say in any decision regarding those activities.

The *White Paper on the Transformation of the Public Service*, 1995 stresses the fact that to achieve its goals, the transformation process must secure the active involvement, support and commitment of the vast majority of public servants. Nel (2002: 214) argues that management's objective with worker participation is not to give away any part of its control but to link it to management's goal of improving efficiency and effectiveness of the organization. He further maintains that worker participation has an economic objective in that it brings about improvement of productivity and consequently higher profits for the organization. This implies that, from the management side, worker participation will result in improving efficiency and effectiveness of the organization.

It is important that an organization develops a friendly and pleasant environment that is conducive for the organization's personnel to achieve at their best levels; such an environment will ensure that personnel are motivated to reach their highest productivity achievements (Rossouw et al., 2003: 85). Employees may be offered an opportunity to make suggestions about ideas on how to increase work efficiency and productivity. Involving them will entail interaction in an attempt to reach an agreement on an action to be taken in order to achieve the organization's objectives.

## 2.10. Conclusion

Transforming the delivery of public services should be done by transforming the attitude and manner in which the public officials execute their functions. The

notion of Batho Pele has to be upheld as it prescribes how public services should be provided in order to improve the efficiency and effectiveness of the way in which services are delivered. There are variances between policy delivery objectives formulated in the *Constitution of the Republic of South Africa, 1996* and the current state of public service delivery. There is, thus, a need to reconcile the service delivery plans of the government organizations with the policy delivery objectives as set out in the Constitution.

An efficient and accountable Public Service is the hall mark of any democratic society. The adoption of an accountable management whereby public officials are accountable for their actions and the results of organizations will lead to improved service delivery. With more attention being given to the need for a skilled workforce whose performance is continuously managed and monitored, improved service delivery will be attained. It is highly crucial for the government institutions to take the initiatives to promote sound human resource management as central to building sound public administration.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### 3.1. Introduction

This chapter presents the research methodology used in attempting to answer the research questions as stated in Chapter 1. It outlines the research methods and sampling methods used, together with the description of the respondents. Data collection techniques and procedure used for this study are described and thereafter a conclusion is presented.

#### 3.2. Research Design

Both qualitative and quantitative research methods were used in the research process. Qualitative research methods were used with the aim of producing a rounded understanding of data as it would enable the researcher to see the world from the point of view of the participants. The researcher conducted individual interviews during the data collection process, which is also one of the research techniques used in qualitative research methods. Quantitative research methods were also used through the distribution of questionnaires to the potential respondents. Document review was also employed to gather as much data as possible.

Before collecting the information, the researcher asked for permission to collect data from the authorities within the Department who agreed. A submission was

compiled and submitted to the Head of the Department of Agriculture for approval to conduct research within the Department and the signature of approval was granted.

Permission was also requested telephonically from the respondents who were targeted to participate in the interview process. Their consent was obtained before collecting data. Information regarding the contact numbers of the representatives of the farmers' unions and that of the project members was obtained from staff members interacting with them as part of their daily activities.

Each of the distributed questionnaires was accompanied by a covering letter that explained the purpose of the survey, together with the contact information of the researcher. Issues of confidentiality, anonymity and non-victimization were also stressed on the covering letter of both the questionnaire and the developed interview schedule. The time to be spent on the completion of the questionnaire and the interview session were clearly articulated to the respondents on the covering letter. The researcher also emphasized the fact that the results of the research will be used for study purposes only.

### 3.3. Sampling

In this survey, non-probability sampling method by way of accidental sampling was used through focusing on respondents who were near and readily available for the survey. The research sample covered employees of the Department who

were attached to Head Office, Sekhukhune District, Capricorn District, as well as Waterberg District. Efforts were made to ensure that the sample formed was representative of the operational level, Middle Management Services and Senior Management Services of the Department. An accidental sampling method was used whereby members of the population that were readily available for research purposes were engaged.

Having anticipated the possibility of a low response rate, a big sample was drawn, with the result that 165 people participated from the survey population of 500 people, which constitutes 33% of the target population. The response rate was higher than the anticipated 20% in that, out of 450 questionnaires that have been distributed, 142 were returned and that constitutes 31.5% response rate. Not all dispatched questionnaires were returned because of reluctance to participate, language barriers and even lack of information about the Batho Pele principles on the part of the targeted population.

A total of 118 employees at operational level, and 24 at Middle Management Services participated in the study by way of completing the questionnaire. At least 8 employees at Senior Management Services, 05 representatives of the farmers' unions, as well as one representative from each of the 10 funded agricultural projects also took part in the research project by way of responding to the interview questions posed.

### 3.4. Data Collection Techniques

Primary techniques that included questionnaires, interviews, observation and document review were used to collect data for this study. This is in line with the fact that qualitative research methodology is used in this survey and it requires the use of methods such as in-depth interviewing of key informants, observation, questionnaire, perusal of personal documents (such as life histories, diaries and autobiographies). The aim is to understand the issues being researched from the perspective of the participants and to produce descriptive data, which is generally people's written or spoken words.

Questionnaires have been used to obtain information on the attitudes of the employees towards the concept of Batho Pele; their opinions about Batho Pele principles; as well as their observation and practical application of Batho Pele principles. Structured self-administered questionnaires were personally distributed and administered by the researcher to employees at Head Office, Sekhukhune District, Waterberg District and Capricorn District and were collected after 5 days. The questionnaire used for this study was divided into five sections, which are Sections A to E, and comprised 23 questions. A combination of close-ended and open-ended questions was included in the questionnaire.

The 'not sure' option has been included so that the respondents who have not formed an opinion or experience of the issue at hand can indicate this. Questions that were related to the same Batho Pele principle were grouped for

the respondents to have a clear focus. Section A dealt with demographic data, Section B was about the principle of consultation, Section C focused on the principle of service standards, and Section D was concerned with the principle of redress, whereas Section E detailed an overview of the implementation of the principles.

The researcher ensured that the number of questionnaires distributed is more than the one targeted for, in order to guard against the challenge whereby some of the questionnaires would not be returned. A total of 450 questionnaires were distributed, of which 142 were returned. The reasons for not having all questionnaires returned range from reluctance to participate, language barriers to even lack of information about the principles on the part of the targeted population. Of the completed and returned questionnaires, 24 were completed by the employees at the Middle Management Services and 118 were completed by employees at operational level. Some questions on the completed questionnaires were omitted by the respondents whereas some were incorrectly completed. About 36.3% of the respondents were females, whereas males constituted 63.7% of the research population.

As this study is also qualitative and descriptive, in-depth interviews were held. Interviews were conducted to the members of the Department's Senior Management Services, representatives of the established and funded agricultural projects as well as the chairpersons of the various farmers unions.

Interview questions were formulated and grouped according to each of the Batho Pele principles. A combination of both telephonic interviews and personal interviews was conducted with the employees of the Department, members of the agricultural projects and representatives of farmer's unions. Telephonic interviews were used in instances whereby the interviewees are always out of their offices due to the hectic schedules of work. The issues of the long distances and the scattered nature of the workplaces for target population were also considered when embarking on telephonic interviews. Personal interviews were used essentially to provide translations and clarification of issues on the spot where necessary. Interview questions were posed to representatives of the agricultural projects taking into account the issue of language barriers whereby they were interviewed in their language of preference. This also allowed an opportunity to give an explanation of concepts that are beyond their vocabulary.

The researcher first introduced herself before posing the interview questions. The purpose of the study was explained at the beginning to the participants and their cooperation sought. An indication of how long the interview is expected to last was also made. Complete anonymity and confidentiality were assured to the participants. The researcher pleaded with the participants to feel free to express their true feelings and to be honest in responding to the questions asked. The respondents were also urged to give as much information as possible and were also reminded that there is no incorrect answer.

At the starting phase of the interview session, simple and non-sensitive questions were asked and controversial questions were reserved for the middle to later phase of the interview process. This was aimed at arousing and attracting the respondents' interest in the topic and also to ensure that they become acquainted with the subject matter. Responses given by the respondents were noted by the researcher while asking the respondents questions, and a complete report was compiled just after the conclusion of the interviews. After every interview session, the researcher cross-checked the notes to verify if relevant information has been gathered and also to compile a summary of the findings against the posed questions. Irrelevant information that was noted down was then taken out.

The researcher managed to obtain and scrutinize some of the documents relevant to the research problem. The documents surveyed included the Performance Instruments (Memorandum of Understanding) of the employees, the department's Strategic Plan document, Annual Reports and Service Delivery Improvement Plans. They provided an in-depth insight and information regarding the alignment of the duties and responsibilities of the individual employees to the performance plans of the Department.

### 3.5. Conclusion

This chapter outlined the research design and methodology for the study to be carried out to assess the implementation of the Batho Pele principles within the Limpopo Department of Agriculture. The use of questionnaires, interviews, observation and document review formed the framework of the research methodology to answer the research questions as stated in chapter one. Adequate information has been collected through the use of these research tools despite the various challenges that the researcher has encountered. An in-depth data analysis of collected data follows in the subsequent chapter.

## CHAPTER 4

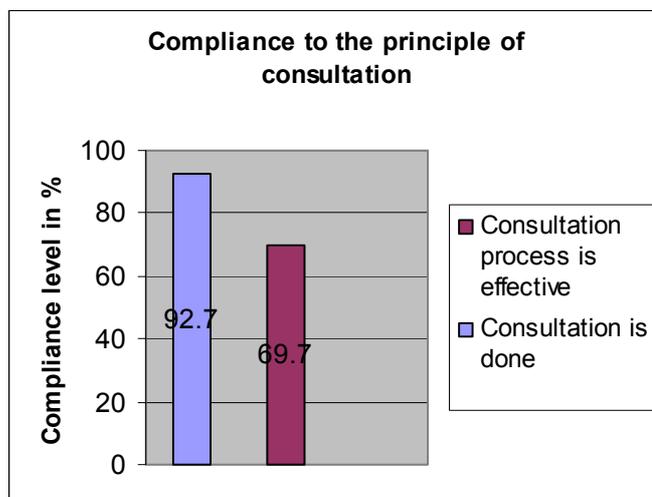
### DATA ANALYSIS

#### 4.1. Introduction

This chapter aims to analyze the data obtained through the application of the research methodology that ranged from research interviews, questionnaire, observation to document review. Since qualitative research was conducted, in this chapter the researcher analyzes data by giving them meaning and making them more understandable. The meaning that the researcher gives begins with the respondents' point of view, through finding out how they see issues and what the situation means to them. There are two sections under data analysis, namely, statistical analysis of the collected data which will be presented first followed by qualitative analysis thereafter.

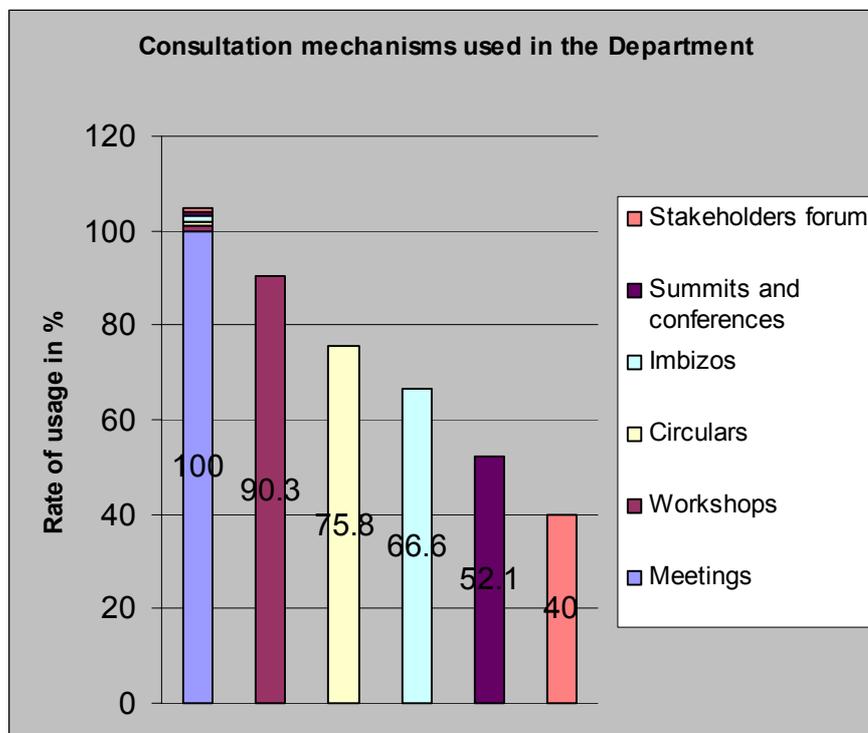
#### 4.2. Statistical Analysis of Data

Figure 4.1(A): Compliance to the principle of consultation



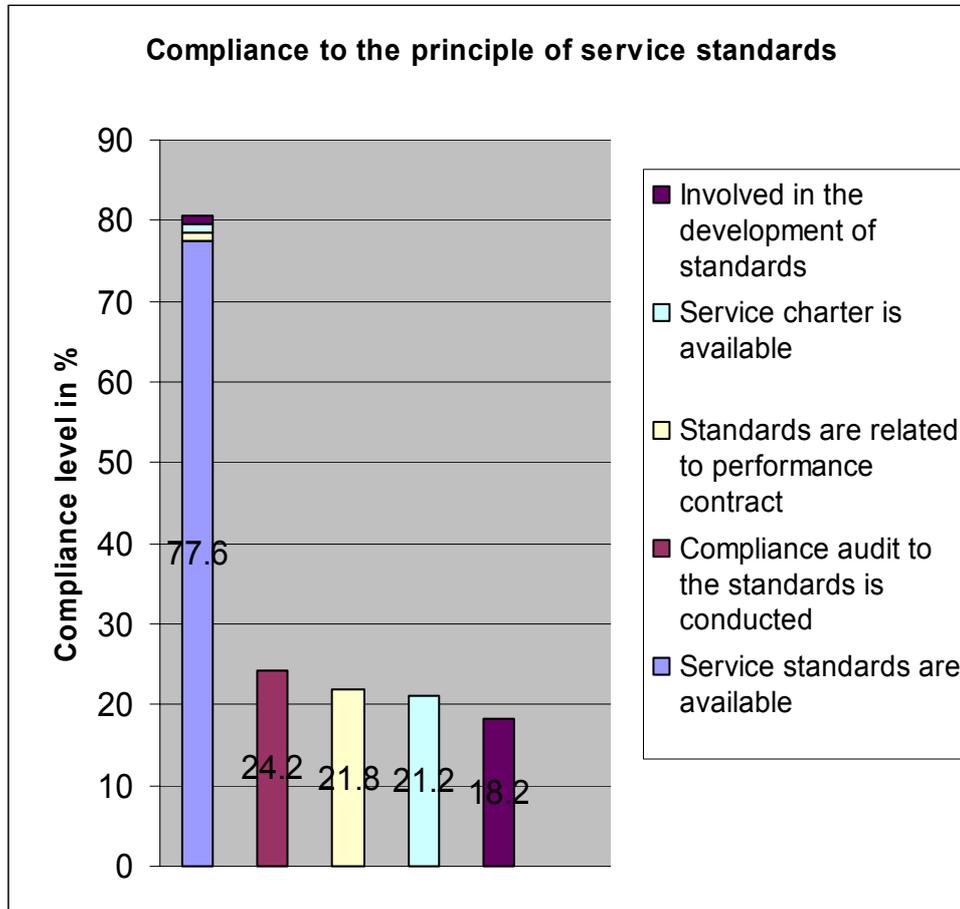
Participants were asked to indicate whether there were any consultation mechanisms applied in their area of work and to assess whether those mechanisms are effective or not. 92.7% indicated that consultation is done in their area of work, whereas only 7.3% disagreed. 69.7% assessed the consultative mechanisms to be effective and 30.3% disagreed.

Figure 4.1 (B): Consultation mechanisms used in the department



From the graph above, i.e., Figure 4.1(B), the researcher has deduced that meetings, workshops and circulars are the most commonly used consultative mechanisms used in the Department, at a frequency of monthly, quarterly and even annually. Stakeholder forums are least used.

Figure 4.2: Compliance to the principle of service standards



About a third quarter of the participants is aware of the fact that the Department has its own service standards, but these participants were never involved in the development of those service standards. 24.2% of the participants acknowledged that compliance audit is being done. In terms of the participants, 21.8%, the developed service standards are in no way related to the employees' performance contracts.

Figure 4.3: Compliance to the principle of redress

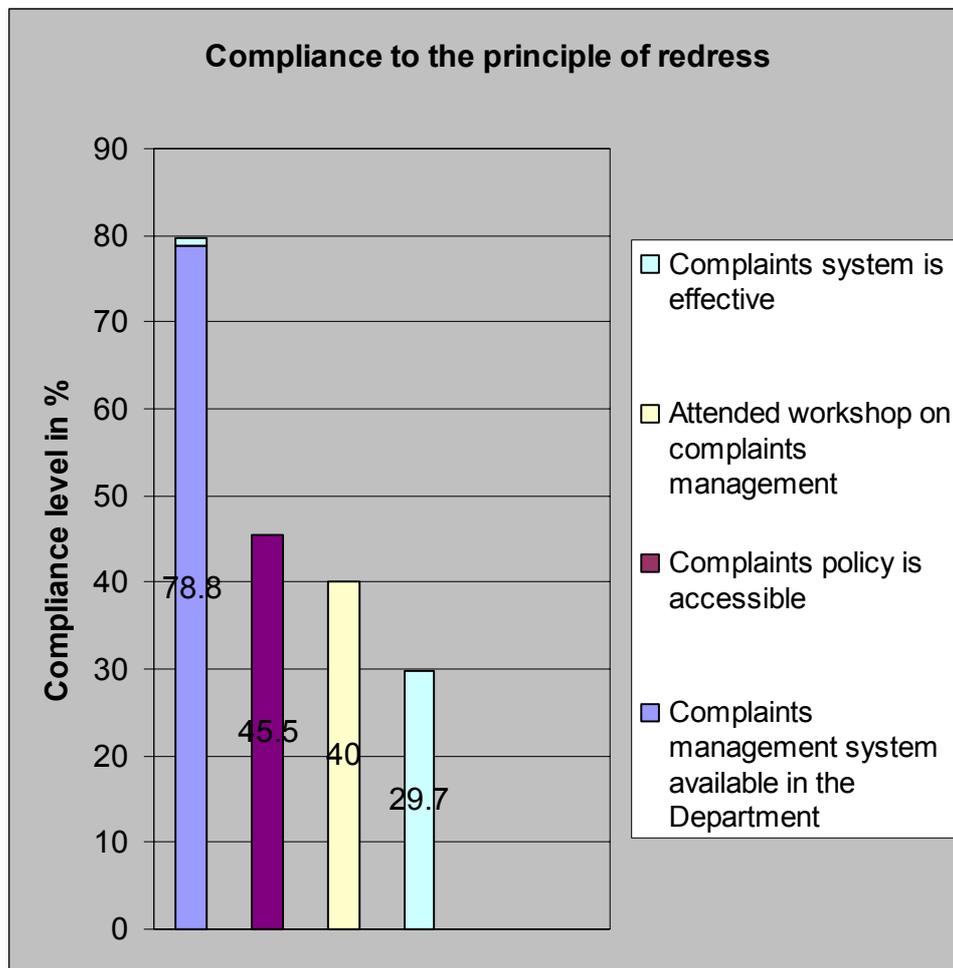
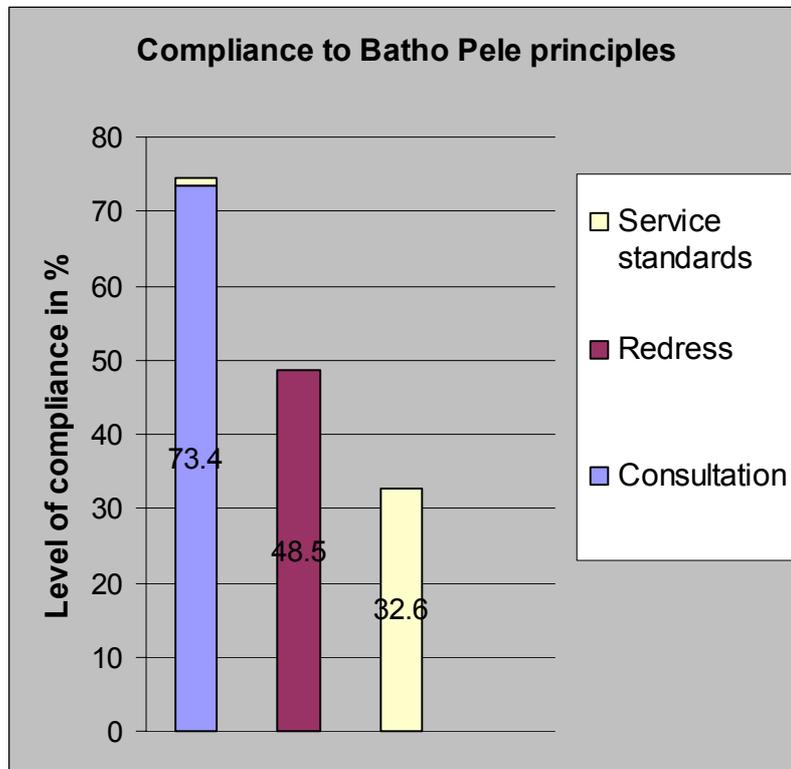


Figure 4.3 above indicates that most of the participants, 78.8%, are aware of the availability of the Complaints Management System in the Department. 29.7% of the participants rate the Complaints Management System as being effective, with a rating of 45.5% of the participants considering the complaints policy of the Department to be accessible whereas 54.5% maintains that it is not accessible. Only 40% of the participants were able to attend workshops on the management of complaints in the Department.

Figure 4.4: The level of compliance to Batho Pele Principles



From the graph above, i.e., Figure 4.4 the Department complies with the principle of consultation at 73.4%. The level of compliance to the principle of redress was found to be at 48.5%, whereas for the principle of service standards there is 32.6% compliance. This result in an average compliance rate of 51.5% to all the three Batho Pele principles.

### 4.3. Descriptive Analysis of Data

#### 4.3.1. Consultation

The research process revealed that the principle of consultation is being implemented in the Department. The gap identified by the researcher is that consultation with the clients is done after the planning process has been completed. As a result, the outcomes of the consultation process are thus not adopted by the Department. Consultation for the purpose of assessing customer satisfaction level regarding service delivery is never done. The fact that the customer is the only person present to observe the employee's performance and thus is the best source of performance information is ignored.

According to the respondents, during the consultative meetings, clients are told what the Department is prepared to offer. This implies that the purpose of the consultation process is not to identify the needs of the clients so as to inform the key services and service standards of the Department. However, according to the respondents, the internal clients are satisfactorily consulted when it comes to the formulation and adoption of policies as well as procedure manuals. They are given an opportunity to input on the draft policies and manuals before being adopted as those drafts are circulated electronically and manually to every employee of the Department.

The consultation methods through which the clients are normally consulted are the following:

- Stakeholder forums: The Department has encouraged the development of commodity associations through which farmers

specializing in a particular commodity are grouped together and their needs addressed;

- Workshops and summits;

Workshops and summits are aimed at explaining new and improved ways of undertaking tasks for the enhancement of service delivery. The challenges encountered during service provision are outlined and ironed out. During the workshops and summits clients are equipped with the information about the services rendered within the various branches of the Department. They also become acquainted with the key services and functions of the Department.

- Imbizos

Annually, an imbizo is arranged and held for the employees of the Department who are regarded as internal clients. This is a session during which presentations are done from the various branches or directorates of the Department for the purpose of sharing information and to equip the employees with knowledge of what their colleagues are engaged in through their respective divisions. During this session, employees tend to meet the political head of the Department (viz., MEC) and the Accounting authority (viz., HoD), raise their concerns about issues that hinder service delivery, and suggest ways of improving service delivery within the Department;

- Exhibitions

Annually, the Department participates in the Provincial Batho Pele Day celebrations during which the agricultural products are displayed, information brochures distributed and potential customers together with actual customers of the Department interact with the Department's officials; and

- Management meetings with service delivery partners.

There are various meetings that are held weekly, monthly and quarterly across all the levels of the Department's internal and external clients.

#### 4.3.2. Service standards

Service standards should form part of the Department's Strategic Plan, Service Delivery Improvement Programme and Service Charter. Paragraph 7.1.2 of the *White Paper on Transforming Service Delivery* emphasizes that the administrative heads of departments are responsible for Service Delivery Improvement Programmes and this responsibility should be assigned to a person or group of people who are accountable directly to the Head of Department. The SDIP must be approved by the Head of Department and a copy be forwarded to the Department of Public Service and Administration.

The researcher revealed that service standards are in place, reviewed annually and are published annually during Batho Pele Day celebration through the statement of Public Service Commitment. Although the service standards have

been developed, they are largely not implemented. The researcher also revealed that there is a discrepancy in terms of targets and quantities for the key activities on the Performance Agreement of the employees and the service standards that have been developed and publicized. The service standards that exist are not a product of the consultation process with the clients.

The respondents outlined that there is no Service Charter in the Department. Through document review the researcher realized that the service standards are not incorporated in the strategic plan, Service Charter and even the Service Delivery Improvement Programme of the Department. It is only the key services that appear in the Service Delivery Improvement Plan and the Strategic Plan.

#### 4.3.3. Redress

According to the researcher's observation, the Department has introduced a formalized mechanism of handling complaints. Redress issues are recorded to keep statistics and identify trends. In some cases, it became evident that injustice prevails in dealing with the complaints in the sense that some of the written complaints are responded to verbally.

The respondents highlighted that many clients are not aware of the complaints system and complaints process. The researcher observed that many of those who know or are aware of the process are those who have actually lodged a

complaint; those who complained are still dissatisfied with the way in which the complaint was dealt with.

Through direct observation, the researcher noticed that the attitude of the staff towards the right of the client to lodge a complaint and to demand an apology in the case of dissatisfaction about service provision is negative.

The suggestion boxes are also used as a tool for managing complaints within the Department. Respondents revealed that a smaller percentage of the internal clients are aware of the complaints handling mechanisms by way of suggestion boxes. Knowledge of the policy on handling of complaints is lacking as well as how the lodged complaints are dealt with. In the case of the external clients, they absolutely have no idea about the formalized complaints handling system of the Department. Instead, most of the external clients know of the protocol that can be followed by way of the Department's hierarchy of posts.

#### 4.4. Conclusion

A comprehensive statistical and descriptive analysis of collected data has been outlined. Graphical analysis was employed to give meaning to data collected. The next chapter focuses on the conclusions drawn when analyzing data as well as the recommendations on how to improve the current scenario that was revealed during the research study.

## **CHAPTER 5**

### **CONCLUSION AND RECOMMENDATIONS**

In 1997, the government launched the concept of 'Batho Pele', which means people first, and the *White Paper on Transforming Public Service Delivery* was published. The policy document outlines the eight principles called Batho Pele principles that have to be implemented in all government institutions. Its aim is to improve the efficiency and effectiveness in the way in which public services are delivered to the citizens of South Africa. All government institutions are expected to adhere to the policy so as to enable the government to meet the basic needs and expectations of the South African citizenry. The study is about assessing the extent to which the principles of Batho Pele are implemented in the Limpopo Department of Agriculture.

The study has investigated the extent of compliance to the Batho Pele principles and the impact of their implementation on service delivery within the Department. Focus was also given to how compliance audit is being undertaken, as well as possible mechanisms to address the issue of non-compliance and redress issues.

Chapter one of this research study provided an introduction and general orientation to the study. Stipulations of the *Constitution of the Republic of South Africa* regarding the values and principles that should govern public

administration and how they relate to the principles of Batho Pele were highlighted. An indication of how the *White Paper on Transforming Public Service Delivery* came into being is also made. The problem that was to be studied throughout the research study was stated as to assess the implementation of Batho Pele principles in the Limpopo Department of Agriculture. The research questions posed for the study, as well as the objectives thereof, were clearly outlined in this chapter. The scope of the study was presented, whereby it was indicated that the study covers Head Office, three districts in Limpopo and revolves around three principles of Batho Pele namely; consultation, service standards and redress.

Chapter two outlined the various sources of information consulted for this study. In this chapter, it is revealed that there are several pieces of legislation that impact on public service delivery. *The Constitution of the Republic of South Africa, the White Paper on the Transformation of the Public Service, the White Paper on Transforming Public Service Delivery, Public Service Regulations, the White Paper on Reconstruction and Development, the Promotion of Administrative Justice Act and the Promotion of Access to Information Act* are the pieces of legislation discussed that stipulate the manner in which public services should be delivered. The various ways through which the Public Service can be transformed so that it becomes more effective and efficient were dealt with. It became evident that there is a relationship between Performance Measurement and public service delivery whereby the performance of various government

institutions through its staff is assessed by both internal and external clients for the enhancement of service delivery. Improved service delivery is dependent on the ability of the officials to operate within sound administrative systems, supported by sound managerial practices. The effect of Human Resource Development cannot be overlooked because public servants will be able to provide services efficiently and effectively when they have acquired the necessary skills and expertise. Accountability for results by public servants to both politicians and the public also improves public service delivery.

The research methodology used in attempting to answer the research questions was presented in Chapter three of this mini-dissertation. Qualitative research methods used enabled the researcher to see the world from the participants' point of view. The researcher employed both qualitative and quantitative research methods through the use of questionnaires, interviews, observation as well as document review. The usage of self-administered questionnaire assisted in gathering as much information as possible as the researcher has been able to dig deeper into the responses. The sample for research participants ranged from the employees of the Department, representatives of farmers unions to the representatives of the agricultural projects.

In Chapter 4, an analysis of data collected through interviews, questionnaires, observation and document review is presented. Both statistical, with the use of graphs, and descriptive analysis of data are presented. Data analysis revealed

that the Department is doing fairly well in terms of general compliance to the principles of Batho Pele. Consultation process does take place and it is done at a satisfactory frequency, such as monthly and quarterly. Research has revealed that the consultative mechanisms ranging from imbizos, workshops, meetings, stakeholder forums, circulars to summits are being used in the Department. The use of more than one method of consultation ensures comprehensiveness and representativity. 100% of the respondents highlighted meetings as a consultative mechanism used with variations in terms of the frequency at which those meetings are held. The shortcoming is in the area of the aim or the purpose of consultation process. It became evident that consultation process is mainly for informing the clients of the services that the Department offers and not to determine the services that the clients would require from the Department. This implies that the consultation process does not inform the key services of the Department. Consultation is not aimed at gathering inputs but on informing the clients of the decisions taken regarding the programmes.

There is a 32.6% compliance to the principle of service standards by the Department. The Department does have its own service standards which are reviewed and published annually. The challenge with regard to the principle of service standards emanate during the stage of developing and reviewing them. The respondents indicated that the affected parties do not form part of the process. In spite of service standards having to be implemented by the Department's officials, it is evident that they were not incorporated in their

performance contracts or job descriptions. The other gap is in connection with the aspect of monitoring the implementation of those service standards by the Departmental officials whereby it became clear that the section, Service Delivery, has been established to audit implementation but that is not sufficient.

For redress, the challenge is with regard to the tendency to verbally respond to the complaints or queries that have been raised in writing. Although a large percentage of the clients (78.8%) is aware of the existence of the complaints handling mechanism in the Department, there is still 58.3% and 60% negative response with regard to the effectiveness of and access to the system respectively. The fact that the effective management of client requests and complaints are the key ingredients and management tool to ensuring service delivery cannot be ignored.

Batho Pele is a fundamental aspect of the government's drive to enhance the quality and accessibility of services. It requires that all service delivery institutions and public officials set and adhere to standards and practices when engaging with the public.

Based on the critical issues raised above, the following recommendations are drawn:

- The incorporation of the implementation of Batho Pele principles in the performance contracts of all the employees of the Department. The

job descriptions of the employees should reflect the standards so that implementation is guaranteed as the job description informs the performance contract. Every employee of the Department should be assessed and evaluated on the implementation of the principles in their daily duties. This will ensure that shortfalls are detected at an early stage since performance monitoring is done continuously and reviewed quarterly. The necessary improvement measures can then be instituted and compliance level enhanced. The relevant supervisors and managers should be involved through managing the performance of their subordinates against their performance contract, provided the contract is inclusive of the service standards.

A Service Charter should be developed to give details about the type, quality and quantity of services to be provided by the Department. The Charter will also give details regarding location of service access points and contact details of responsible staff. Information about the Complaint Management System utilized in the Department and responsible staff should also reflect on the Charter.

- Strengthening and improvement of the consultation process. An acknowledgement is made of the fact that the department is utilizing various consultative methods to reach out to its clients. The purpose of the consultation process should be to inform and legitimize

decisions about what services should be provided and how they should be delivered. Consultation for the purpose of disseminating information about service standards as well as the Complaints Management System of the Department can be done through existing mechanisms such as Departmental newsletter, community radio slots and reiterating them during the meetings with the clients. The need for an increased usage of radio and print media to reach clients, transfer information and receive feedback on service delivery initiatives cannot be overemphasized.

Effective consultation can be achieved if customers and key stakeholders are consulted in the early stage of strategic planning so that the services are more responsive to their needs and expectations. This also ensures greater efficiency and effectiveness of programmes that will be tailored to meet real needs and desires of the customers rather than perceived ones. It is suggested that consultation process for the purpose of developing strategic plans be done at least annually with stakeholders so that it leads to sound planning and decision making. Regular and constant consultation for the purpose of gauging satisfaction level helps to assess the impact of a particular decision on service delivery improvement. Consultation for the purpose of gauging customer satisfaction may be undertaken through surveys and the

results thereof should be publicized within the Department so that all staff members are aware of how their services are perceived.

- The establishment of an intense monitoring and evaluation system, that will enable senior management to assess the implementation of service standards and to take remedial action where necessary, will be essential. A team or section within the Department that monitors and assesses the Department's performance against the Batho Pele Principles should be established. It will be advisable for the purpose of neutrality, fairness and objectivity of the assessment results, to involve external bodies such as Non-Governmental Organizations, Community Based Organizations and representatives from the Office of the Premier in that team. The team will monitor delivery against service standards and the incorporation of those standards in the Strategic Plan, Service Charter and the Service Delivery Improvement Plan. The results of the monitoring activity will be used in developing the Service Delivery Improvement Plan, which should be accessible to all staff members so that they are able to align their duties to it. Unless we have functioning Service Delivery Improvement Plans, we will not be able to deliver improved services to the citizens. This implies that one cannot improve what one cannot measure and, as a result, Service Delivery Improvement Plans identify areas that warrant improvement followed by assessment of performance against standards stipulated in the Service Delivery Improvement Plan. Amongst the

instruments that may be used by the team is the Department statistics of complaints about service provision. It is essential to ensure that all public servants have an understanding of and the skill needed in dealing with the demands for better standards of service in their interaction with the public. This requires that all staff members be given training on the complaints handling procedure so that they know what action to take when a complaint is received. A robust 'train-the-trainer' programme will help reverse the public servants mindset of regarding complaints as a time consuming irritation.

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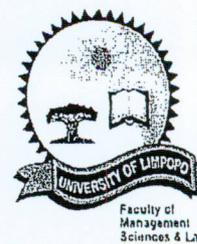
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ANNEXURE A



**UNIVERSITY OF LIMPOPO**  
**TURFLOOP GRADUATE SCHOOL OF LEADERSHIP**  
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Tel: 015 290 2842/25  
Fax: 015 290 2842  
E-mail: [kanyane@yahoo.com](mailto:kanyane@yahoo.com)  
[mpa@edupark.ac.za](mailto:mpa@edupark.ac.za)



HEAD OF DEPARTMENT  
LIMPOPO PROVINCE  
DEPARTMENT OF AGRICULTURE  
PRIVATE BAG X9487  
POLOKWANE  
0700  
ATTENTION: MR M B J MALOA

Date: 28 May 2007

Subject: CONFIRMATION TO CONDUCT RESEARCH AT THE DEPARTMENT OF AGRICULTURE

1. This candidate Mrs Swana M E (Student no:8803673) is our registered student for the Programme Master of Public Administration.
2. As part of the requirement for the degree, Master of Public Administration, he is expected to do research on "An assessment of the implementation of Batho Pele Principles in the Department of Agriculture in Limpopo Province".
3. On the basis of the research of the student, Mrs Swana M E who is under the study leadership of Dr M H Kanyane, we humbly request your Office/ Department to permit her to conduct the research proposed, which to us will add value to the Province and most importantly the Department of Agriculture.
4. In terms of the research, she is due to go to the field and conduct:
  - o Distribution and collection of questionnaires :02 May 2007- 15 May 2007
  - o Interview survey 28 May 2007- 01 June 2007
  - o Documentary review : 04 June 2007-08 June 2007
5. Further to the request in (3), the candidate is obliged and has agreed, to comply with the ethics of conducting research not limited to:
  - a) Guaranteeing the respondents of the Department and whoever is involved of confidentiality and anonymity.
  - b) That the research report will not be used to prejudice the Department and whoever is involved, but to be solely used for the purpose and objectives of his research.

Regards

Dr Kanyane M H

Acting Programme Manager: MPA

CONFIDENTIAL



**LIMPOPO**

PROVINCIAL GOVERNMENT  
REPUBLIC OF SOUTH AFRICA

**DEPARTMENT OF AGRICULTURE  
MEMORANDUM**

REF: 81275439  
DATE: 10 April 2007  
TO: The Head of Department  
FROM: M E Swana

RE: Request for permission to conduct research in the Department on the topic: An assessment of the implementation of Batho Pele principles in the Department of Agriculture in Limpopo Province.

**1. PURPOSE**

To seek permission to conduct research in the department for study purposes (Master of Public Administration).

**2. BACKGROUND**

The year 2007 marks my final year as an MPA student at the University of Limpopo for which I have enrolled since 2005 with the financial support by the Department in the form of a bursary. I have completed coursework, chapter 1 and chapter 2 of mini dissertation. I am, thus, supposed to conduct field work for data collection (i.e Chapter 3 of the mini dissertation) in order to complete research and subsequently finalize the degree.

**3. FINANCIAL AND PERSONNEL IMPLICATIONS**

No additional financial costs will be incurred by the department for this exercise except that offered in terms of the departmental bursary policy stipulations. Target group for the research ranges from Senior Managers and Managers; employees at operational level; members of the agricultural projects as well as representatives of farmers' unions in Capricorn district, Sekhukhune district, Waterberg district as well as Head Office. They will be engaged individually by way of interviews and completing questionnaires for approximately 30 minutes and once only.

CONFIDENTIAL

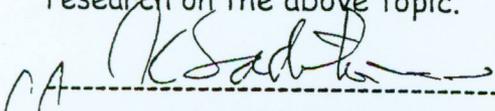
4. ATTACHMENTS:

- 4.1. Proof of registration
- 4.2. Proof of bursary award
- 4.3. Confirmation from UNILIM to conduct research,
- 4.4. Approved research proposal

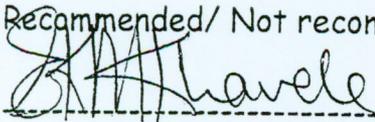
5. RECOMMENDATIONS

The research will benefit the Department in the sense that the findings and recommendations will be made available to the Department for service delivery improvement. This will also alleviate the Department in terms of costs for engaging an external agency to conduct this type of research on behalf of the Department.

In view of the above it is requested that permission be granted to conduct research on the above topic.

  
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SENIOR MANAGER: TRANSFORMATION SERVICES

12/04/2007  
-----  
DATE

Recommended / Not recommended  
  
-----  
ACTING GENERAL MANAGER: HRM

13/04/2007  
-----  
DATE

Approved / Not approved  
  
-----  
HEAD OF DEPARTMENT

13/4/07  
-----  
DATE

## **ANNEXURE C**

### **TOPIC: AN ASSESSMENT OF THE IMPLEMENTATION OF BATHO PELE PRINCIPLES IN THE DEPARTMENT OF AGRICULTURE IN LIMPOPO**

#### **TO THE RESPONDENT**

#### **INTRODUCTION:**

This is an MPA study at the University of Limpopo, Turfloop Graduate School of Leadership. The purpose of this questionnaire is to assess the implementation of Batho Pele principles in the Department of Agriculture in Limpopo and it is used for post graduate studies only.

The information obtained through this exercise will be treated as confidential and the results will be used for research purposes only.

#### **INSTRUCTIONS**

You are allowed to remain anonymous when responding to this questionnaire. (Not to identify yourself)

Approximately 30 minutes is required to respond to this questionnaire.

The supplied information will be treated with confidentiality and will be used for the purposes of research only. No individual will be victimized or intimidated as a result of participating in this process.

You are humbly requested to respond to all the questions in the questionnaire and provide honest and reliable answers. Take note of the fact that, in terms of this study, there is no right or wrong answer. For multiple choice questions tick the option that you associate yourself with. You are required to provide as much information as possible.

This questionnaire is divided into five sections namely Section A, B, C, D and E which deal with personal information of the respondent; the principles of consultation; service standards; redress as well as an overview of the implementation of Batho Pele principles respectively.

For more information contact the researcher at:

**NAME: Swana Maphuti Enett**  
**Tel: 015 294 3000**  
**Cell: 082 904 8527**  
**swaname@agricho.norprov.gov.za**

**SECTION A: PERSONAL INFORMATION OF THE RESPONDENT**

- A1. Post designation
  - A. Senior Manager
  - B. Manager
  - C. Deputy Manager
  - D. Others (Specify) \_\_\_\_\_
  
- A2. Indicate whether you are
  - A. An employee of the Department
  - B. Member of a particular project
  - C. Representative of a Farmer's Union
  
- A3. Indicate the district to which you belong
  - A. Capricorn district
  - B. Sekhukhune district
  - C. Waterberg district
  - D. Head Office
  
- A4. Gender
  - A. Male
  - B. Female

**SECTION B: PRINCIPLE OF CONSULTATION**

In terms of Batho Pele, consultation is a two way process whereby customers are invited to share their views on their needs and expectations regarding a particular department's service and these perceptions are discussed and taken into account in planning service delivery. Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice about the services that are offered. Consultative mechanisms include amongst others meetings, summits, forums, open days, face to face interviews, individual contact, focus groups, discussions, questionnaires, etc.

B1. Is/are there any consultative mechanism(s) used in your area of work?

A. Yes	
B. No	

If yes, name the mechanism (s) and provide the reason behind that if any.

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B2. How often is /are the mechanism/s applied?

A. Weekly	
B. Monthly	
C. Quarterly	
D. Annually	

B3. Is/are the mechanism/s effective in bringing about improved service delivery and customer satisfaction?

A. Yes	
B. No	

B4. If yes, how do you rate the effectiveness of the consultative mechanism/s?

A. Highly effective	
B. Less effective	
C. Not effective at all	

B5. General comments regarding the consultation process in the Department

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### **SECTION C: PRINCIPLE OF SERVICE STANDARDS**

The Batho Pele principle of service standards stipulates that citizens should be told what level and quality of public services they will receive so that they are aware of what to expect.

C1. Does the Department have its own service standards?

A. Yes	
B. No	
C. Not sure	

C2. Were you once involved in the development or review of service standards?

A. Yes	
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B. No	
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C3. How often are standards reviewed in the Department?

A. Quarterly	
B. Annually	
C. Others (Specify)	

C4. Is there any relationship between service standards and performance indicators on the Memorandum of understanding?

A. Yes	
B. No	
C. Not sure	

C5. Does the Department have Service Delivery Charter?

A. Yes	
B. No	
C. Not sure	

C6. Any comment about the implementation of the service delivery standards in the Department.

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#### **SECTION D: PRINCIPLE OF REDRESS**

According to this principle, if the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response.

D1. Is the Department having a complaints management system?

A. Yes	
B. No	

D2. How do you rate the Department's complaints mechanisms and procedure?

A. User friendly and effective in bringing about improved service delivery	
B. Not user friendly and cumbersome	

C. Not effective at all	
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D3. Do you have access to the Department's complaints mechanisms, policies and procedures?

A. Yes	
B. No	

D4. Were there any workshops or information sessions conducted for the purpose of acquainting clients with the Department's complaints handling mechanisms, policies and procedures?

A. Yes	
B. No	
C. Not sure	

If yes how often is the exercise done?

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D5. Any suggestion on how the mechanism can be improved and adjusted so as to be user friendly and improve service delivery

**SECTION E: OVERVIEW OF THE IMPLEMENTATION OF THE PRINCIPLES IN THE DEPARTMENT**

E1. Are the Batho Pele principles implemented effectively and accordingly in the Limpopo Department of Agriculture?

A. Yes	
B. No	

If yes, to what extent and what are the performance indicators to support proper implementation?

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E2. Is there any form of compliance audit (internal and external) which is conducted to monitor adherence by all personnel to Batho Pele principles?

A. No	
B. Yes	
C. Not sure	

If yes, give more information as to how the audit is undertaken.

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E3. Is there some kind of involvement or consultation with relevant stakeholders aimed at assessing their level of satisfaction regarding service delivery in the Department?

A. No	
B. Yes	
C. Not sure	

If yes, elaborate on how customer satisfaction is assessed in the Department.

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## **ANNEXURE D**

### **TOPIC: AN ASSESSMENT OF THE IMPLEMENTATION OF BATHO PELE PRINCIPLES IN THE DEPARTMENT OF AGRICULTURE IN LIMPOPO**

#### **TO THE RESPONDENT**

#### **INTRODUCTION:**

This is an MPA study at the University of Limpopo, Turfloop Graduate School of Leadership. The purpose of this questionnaire is to assess the implementation of Batho Pele principles in the Department of Agriculture in Limpopo and it is used for post graduate studies only.

The information obtained through this exercise will be treated as confidential and the results will be used for research purposes only.

#### **INSTRUCTIONS**

You are allowed to remain anonymous when responding to this questionnaire. (Not to identify yourself)

Approximately 30 minutes will be utilized to complete the interview process.

The supplied information will be treated with confidentiality and will be used for the purposes of research only. No individual will be victimized or intimidated as a result of participating in this process.

You are humbly requested to respond to all the questions posed and provide honest and reliable answers. Take note of the fact that, in terms of this study, there is no right or wrong answer. You are required to provide as much information as possible.

Both the closed and open - ended questions will be asked during the interview for the purpose of gathering as much information as possible as well as to give you an opportunity to elaborate as much as you possibly could.

For more information contact the researcher at:

**NAME: Swana Maphuti Enett**  
**Tel: 015 294 3000**  
**Cell: 082 904 8527**  
**swaname@agricho.norprov.gov.za**

1. Are the principles of Batho Pele implemented effectively and accordingly in the Limpopo Department of Agriculture and what are the performance indicators to support proper implementation?
2. What are the various forms of compliance audit (internal and external) conducted to monitor adherence by all personnel to Batho Pele principles?
3. How, in your observation, does the Department involve or consults with its stakeholders for the purpose of assessing their level of satisfaction regarding service delivery in the Department?
4. In your observation which parties or individuals are normally consulted, what issues are they consulted about and how often are consultation sessions conducted in each of the categories of customers?
5. Which are the parties involved in the development and review of service standards in the Department and how often is the exercise undertaken?
6. How do you integrate the service standards of your Service Business Unit in your daily tasks?
7. Who is responsible for monitoring compliance to the set service standards and how is the exercise undertaken?
8. Part III CI (f) of the Public Service Regulations, 2001 stipulates that the executing authority shall establish and sustain a service delivery improvement programme for his or her department stipulating a system or mechanism for complaints. In your observation, does the department have centralized complaints handling mechanism and how does it operate?
9. How do you handle the customers' complaints and suggestions regarding service provision in your Service Business Unit?
10. How do you link consultation; service standards and memorandum of understanding; complaints mechanisms and Service Delivery Improvement Programme?

ANNEXURE E

To Whom It May Concern:

From: MM Mohlake  
Centre for Academic Excellence  
University of Limpopo  
Turfloop Campus

Date: 02 October 2007

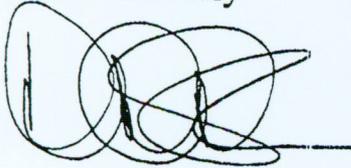
**EDITING CONFIRMATION: Ms ME Swana**

I, MM Mohlake, write this letter to you to confirm that as a professional editor I have meticulously edited the dissertation of Ms ME Swana entitled "An Assessment of the Implementation of Batho Pele Principles in the Department of Agriculture in Limpopo Province of South Africa".

As such, the readability rate of the work will be found to be of a high standard.

Any enquiries please contact me.

Yours faithfully



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*Disclaimer: Subsequent typos remain the responsibility of the person effecting editorial changes.*