NELSON MANDELA METROPOLITAN UNIVERSITY

AN INVESTIGATION INTO THE IMPLEMENTATION OF THE BATHO PELE PRINCIPLES IN THE DEPARTMENT OF LABOUR: PORT ELIZABETH

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ABSTRACT
After 1994, the democratic South Africa passed a number of legislations in order to address the imbalances of the previous apartheid regime. The new South African government had a special mandate to provide appropriate services to all the citizens of the country. In 1995 the government formulated the White Paper on the Transformation of the Public Service. The aim was to transform the South African public service, which is the indication of the importance of service delivery, as the key machinery of the government to equalize service delivery to all citizens. In 1996 the Constitution of the Republic of South Africa anchored the Bill of Rights as the cornerstone of democracy that enshrines the rights of all people and affirms the democratic values of human dignity, equality and freedom. In chapter ten of the Constitution stipulates the basic values and principles governing public administration. The White Paper on Transformation of Public Service was followed by White Paper on Transforming Service Delivery in 1997 (Batho Pele White Paper) which provided a policy framework and practical implementation strategy for the more efficient, effective and equitable provision of public service.

The Batho Pele White Paper signalled the adoption of a citizen oriented approach on service delivery informed by eight principles: consultation, service standard, access, courtesy, information, openness and transparency, redress and value for money.

This study focuses on the investigation on the implementation of Batho Pele Principles in the Department of Labour: Port Elizabeth. The main objectives of the study are:

- To provide an overview of the Batho-Pele principles in relation to service delivery.
- To investigate the importance of implementing the Batho-Pele principles in the department of Labour, Port Elizabeth.
- To identify challenges affecting the implementation of the Batho-Pele principles in the Department of Labour, Port Elizabeth.
To investigate the importance of implementing the Batho Pele principles in the Department of Labour: Port Elizabeth and to identify challenges affecting the implementation.

In this study a sample of three units was selected to conduct research in the Department of Labour, Port Elizabeth. The units were frontline Services, Beneficiary Services and Enforcement Inspection Services. The reason for choosing these sections is because they are directly involved in serving clients. A sample of 20 officials was drawn from these units. A quantitative method of data collection and analysis was followed.

The main findings of the study were firstly, that the Department of Labour officials are aware of the Batho Pele principles. Based on the findings, they are not sure of the compliance of the policies. This means that the implementation of the Batho Pele principles has gaps that need to be addressed. Officials indicate that they need attention because they are the tools of operation. They register a low morale that needs to be addressed by the Department. The dissemination of information needs to be improved and communication with the clients of the Department should be done in all languages so that clients can clearly understand the services offered by the Department.
CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION

This chapter presents the introduction of the study on the investigation of the implementation of the Batho Pele principles in the Department of Labour, Port Elizabeth. It gives the background and rationale to the study, the statement of the research problem, the research questions, the research hypothesis, the objectives, the literature review and the division of chapters.

1.2 BACKGROUND AND RATIONALE TO THE STUDY

This study focused on the Batho Pele principles. The purpose of the study was to investigate the implementation of the Batho Pele principles in the Department of Labour in Port Elizabeth. The White Paper on Transforming Public Service Delivery (Batho Pele White Paper) 1997 gives effect to the provision of section 195(1)(e) of the Constitution of the Republic of South Africa that stipulates that the people’s needs must be responded to. Section 152(1)(b) specifies that services should be provided to communities in a sustainable manner and that social and economic development be promoted.

In an attempt to transform the Public Service institutions into non-racial, democratic and people-centred entities, the White Paper on the Transformation of the Public Service was introduced. The White Paper on the Transformation of the Public Service (Batho Pele Principles), published on 24 November 1995, sets out eight transformation priorities, among which transforming service delivery is the key. This is because a transformed South African public service delivery will be judged by its effectiveness in delivering services for meeting the basic needs of South African citizens. The purpose of this White Paper is to provide a policy framework and a practical implementation
strategy for the transformation of public-service delivery. The primary objective of this White Paper is to improve efficiency and effectiveness in the delivery of services.

Improving service delivery, is therefore, the ultimate goal of the public service transformation programme. In addition, the key aims of the Batho Pele principles is to search for ways to simplify procedures, eliminate the waste of scarce resources and to provide efficient service delivery. All departments are required - as part of their service-delivery improvement programmes - to identify areas where efficiency savings will be sought and the service delivery improvements which will result from achieving the savings (White Paper on Transforming Public Service Delivery: Government Gazette No. 18340).

Consequently, the Department of Labour is guided by the Batho Pele principles to improve its service delivery efforts. Certain key functions of the Department of Labour are decentralised to the Provincial Offices and service delivery centres established throughout the provinces. This initiative brought about an improvement in the service delivery of the Department of Labour, because the services were brought closer to the people. As a result people should access the services rendered by this department with greater ease. The assumption is that, even if the services are brought closer to the people for easy access, the ethical guidelines of public administration, which guide the attitude of officials who render these services to the people cannot be ignored. The primary responsibility of officials is to render services to the community.

Improving service delivery is, therefore, the ultimate goal of the public service transformation programme. In addition, the key aim of the Batho Pele principles is to search for ways to simplify procedures, eliminate the waste of scarce resources and to avoid any inefficient service delivery. All departments are required - as part of their service delivery improvement programmes - to identify areas where efficiency savings may be sought, and the service-delivery improvements, which will result from achieving
the desired savings (White Paper on Transforming Public Service Delivery: Government Gazette No. 18340).

Du Toit, Knipe, van Niekerk, van der Waldt and Doyle (2002:109) state that the intention of transforming public service delivery in South Africa is to make service delivery customer-friendly, and to meet the basic needs of all South Africans. Additionally, the Batho Pele principles introduce the new philosophy of public-service delivery, which includes the following three facets:

- Government’s obligation to deliver services efficiently, effectively and economically;
- The public’s legitimate right to receive efficient, effective and economic services; and
- The public’s legitimate right to demand quality services if standards drop.

The Department of Labour’s Strategic Plan, 2006-2009 states that the Department plays a significant role in reducing poverty, unemployment and inequality. A set of policies and programmes has been developed in consultation with social partners- which aims at the following:

- Improved economic efficiency and productivity;
- Skills development and employment creation;
- Sound labour relations;
- Eliminating inequality and discrimination in the workplace;
- Alleviating poverty through employment;
- Enhancing occupational health and safety awareness and compliance in the workplace; and
- Nurturing a culture of acceptance that workers’ rights are human rights

The aim of the Department of Labour is to strive for a labour market that is conducive to economic growth, investment and employment creation, and which is characterised by raising skills, equity, sound labour relations, respect for employment standards and workers' rights (Department of Labour Strategic Plan, 2004-2009). According to the
Fifteen-Point Programme of Action of 1999, in order for the Department to facilitate the implementation of policies, it has been restructured into business units.

An investigation into the implementation of the Batho Pele principles in the Department of Labour in Port Elizabeth has been necessitated by media complaints from members of the public expressing their dissatisfaction with the centre’s delivery of services. In The Herald of 16 June 2008, clients complained about officials who were not accountable, were not taking responsibility, inadequate service delivery, documents that had been lost after submission, and employers had failed to declare their employment details to the department.

In terms of section 33(1) of the Constitution of the Republic of South Africa, 1996 everyone has the right to administrative action that is lawful, reasonable and procedurally fair. It was, therefore, anticipated that the Department of Labour in Port Elizabeth would be concerned with service delivery, and that officials who rendered services directly to the clients had received training on all processes of the legislation rendered. These would include those specified in the Basic Conditions of Employment Act, 1997 (Act 75 of 1997), the Compensation for Occupational Injuries and Diseases Act, 1993 (Act 130 of 1993), as amended in 1997, the Skills Development Act, 1998 (Act 97 of 1998), and the Unemployment Insurance Act, 2001 (Act 63 of 2001).

1.3 THE STATEMENT OF THE RESEARCH PROBLEM

According to the Batho Pele handbook, it is important to note that Batho Pele is not a plan in the sense that one has strategic plans, operational plans, action plans and human resource plans, but rather that it should be seen as an attitude that shapes the character of the public service. The eight Batho Pele principles have more to do with human values and dignity than operational processes. It is a way of conducting oneself in the presence of others. It is a willingness to acknowledge the rights and needs of others, together with the keenness to help others and add value to their lives.
Nhlonipho (2003:50) states that the Batho-Pele principles are key elements within the overall transformation of the service delivery in the public service. Transforming service delivery is to enforce quality in the form of the key principles. It called for commitment towards customer satisfaction, where service providers know the needs, expectations and wishes of the customers.

To address the eight principles of Batho Pele, the department has developed a website where clients can have access to information -- for example, on how to apply for benefits that are administered in the Department, and where there are also radio broadcasts in the form of talk-shows broadcasted in different languages. It is worth mentioning that the on-line information is only available to the well-resourced and literate members of the community.

Despite the fact that these services are in place, clients still complain about inefficiency, ineffectiveness, irresponsiveness, and that the department is not transparent with regard to who is responsible for their complaints. It is against this background that it is necessary to conduct a study to investigate the challenges of implementing the Batho Pele principles in the Department of Labour Port Elizabeth. The assumption is made that there would not be any complaints if the officials rendering services to the community were doing so in the light of the Batho Pele principles.

The main problem to be addressed in this study is to investigate the extent to which the Department of Labour in Port Elizabeth has succeeded, regarding the need to integrate the Batho Pele principles into its service delivery.

1.4 RESEARCH QUESTIONS

Mbanga (2006:10) states that research questions guide the process of a research project and serve to unpack the problem statement. Stated differently, research
questions are strategic questions that assist in mapping out a process to solve the research problem. In order to develop a research strategy to deal with, and solve the main problem, the study attempts to address the following questions:

- Are the officials in the Department guided by the Batho Pele principles when rendering services in the Department of Labour in Port Elizabeth?
- What challenges are encountered by the officials in the Department of Labour, Port Elizabeth when applying the Batho Pele Principles?
- What measures can be taken to promote efficiency and effectiveness in the service delivery of the Department?
- Are officials in the Department aware of what they should do to IMPROVE service delivery?

1.5 RESEARCH HYPOTHESIS

Babbie (2007:47) states that a hypothesis is the basic statement that is going to be tested. According to Behling (1984:34), a hypothesis is the key element of any experimental research project. It states formally what is being investigated, and what is likely to be true under the designated conditions.

The hypothesis of this study is that the effective implementation of the eight Batho Pele principles will improve service delivery as well as the relationship between the administrator and the client.

1.6 OBJECTIVES OF THE STUDY

The objectives of the study are as follows:

- To provide an overview of the Batho-Pele principles in relation to service delivery.
- To investigate the importance of implementing the Batho-Pele principles in the Department of Labour, Port Elizabeth.
To identify the challenges affecting the implementation of the Batho Pele principles in the Department of Labour, Port Elizabeth.

To investigate the importance of implementing the Batho Pele principles in the Department of Labour: Port Elizabeth and to identify challenges affecting their implementation.

The ultimate aim of the study is to ensure that when the officials in the Department of Labour in Port Elizabeth are rendering services do comply with the provisions of the White Paper on the Transformation of Public Service Delivery, 1997.

1.7 RESEARCH METHODOLOGY

According to Thomas (2003:2) quantitative researchers seek explanations and predictions that will generalise to other persons and places. Careful sampling strategies and experimental designs are aspects of quantitative methods aimed at producing generalisable results. Creswell (1994:117) states that a survey design provides a quantitative or numeric description of some fraction of the population. This data collection, in turn, enables a researcher to generalise the findings from a sample of responses to a population.

1.8 LITERATURE REVIEW

In this study, the quantitative research approach will be used to collect data. Secondary information on the subject will be obtained from Government or semi-government publications such as previous studies, government publications, textbooks, journals and the internet. The literature on the Batho Pele principles will be used as the framework on how the department should implement and improve service delivery.
1.9 EMPIRICAL STUDY

The empirical component of the study will be limited to the officials who work at Client Services, Beneficiary Services and Enforcement Inspection Services in the Department of Labour, Port Elizabeth.

These three units have been selected because they are directly serving clients. For example clients lodge complaints and applications for benefits at Client Services. If the case cannot be resolved or the employer is not declared a contributor to the fund the Frontline officials will refer it to the Inspection and Enforcement Services. This sample is selected for the following reasons: Firstly, it will be easily accessible. Secondly, the cost involved in the study will be fairly low and less time will be spent on fieldwork.

1.9.1 TARGET POPULATION

Thomas (2003:41) states that a target variable is a specified characteristic of a group or a collective. The collective can be people, objects, places institutions or periods of time – or a combination of these variables. Creswell (2005:145) states that a group population is any group of individuals with some common defining characteristic that a researcher can identify and study.

The targeted population will be the officials in the Department of Labour, Port Elizabeth. These officials are directly involved in service delivery. As O’ Sullivan and Rassel (1999:132) noted, the targeted population must be specified clearly. The researcher selects individuals and a site for the study, because they can purposefully inform an understanding of the research problem and the central phenomenon in the study, as discussed below. The researcher must also decide what form the sampling will take, and how many people need to be sampled.
1.9.2 SAMPLING

Kumar (1999:148) notes that sampling is the process of selecting a few from a bigger group -- to become the basis for estimating or predicting a fact, situation or outcome regarding the bigger group. The sample of this study will be limited to the Inspection and Enforcement Services, Client Services and Beneficiary Services sections in the Department of Labour in Port Elizabeth. These units have been selected for this study because they are directly involved in rendering services to the clients. For example, clients lodge complaints and applications for the benefits at Client Services if the case cannot be resolved. If the employer is not a contributor to the fund, the Frontline officials will refer it to the Inspection and Enforcement Services.

This sample is selected for the following reasons. Firstly, it will be easily accessible. Secondly, the cost involved in the study will be fairly low, and less time will be spent on fieldwork.

1.9.3 DATA COLLECTION

A questionnaire will be developed in the form of closed-ended questions in which the respondent will be required to tick the category that best describes his or her answer. Questionnaires will be distributed to 20 officials in these units, according to their level of occupation in each section. Questionnaires will be mailed electronically to the officials. According to Fox and Bayat (2007:55), random sampling is drawn from the population, in such a way that each element of the population has the same chance of being selected.

1.9.4 ETHICAL CONSIDERATION

According to Kumar (1999:190) all professions are guided by a code of ethics that has evolved over the years to accommodate the changing ethos, values, needs and
expectations of those who practice in these professions. The researcher will be accountable to the university’s ethical conduct. Participants in this study will be respected as individuals, and anonymity will be used to maintain their confidentiality. Participants have the right to withdraw from the study, and there will be no risks involved.

1.10 DIVISION OF CHAPTERS

Chapter 1 explores the background, the research problem, the objectives and the literature review and research methodology, as well as an outline of the proposed chapters.

Chapter 2 will provide concepts, systems and the legislative framework for the Batho Pele principles.

Chapter 3 will focus on the research process, the tools used to collect the information, the interpretation of data and the findings.

Chapter 4 will make recommendations from the study.

1.11 CONCLUSION

In this chapter the purpose of the research is stated and the key questions to the research are asked. The research methodology used as well as the outline of the proposed study is stated.
CHAPTER TWO

CONCEPT, SYSTEMS AND LEGISLATIVE FRAMEWORK FOR BATHO PELE PRINCIPLES

2.1. INTRODUCTION

The South African Public institutions are responsible for ensuring the delivery of public services to all citizens. In order for public institutions to deliver these services effectively and efficiently, government departments should strive for sound principles for service delivery in order for all public services to be of a certain agreed-upon standard and quality. In this chapter concept, systems and legislative framework for the Batho Pele principles will be discussed.

2.2 THE CONCEPT OF SERVICE DELIVERY IN THE PUBLIC SECTOR

Public services refer to a variety of services that are rendered by the government to the public. Service delivery is what clients expect from public institutions and public servants. The important aspects regarding service delivery is that public institutions are obliged to deliver service to their clients. Also, the public has a legitimate right to receive and to demand quality services from public institutions (Du Toit, Knipe, van Niekerk, van der Waldt and Doyle 2002:101). President Thabo Mbeki (1999) emphasised the need for government departments to accelerate service delivery. Subsequently, Fraser Moleketi as the minister of Public Administration prioritised service delivery on the following key objectives:

- Service delivery must be accelerated to relevant communities
- Accessibility of services to appropriate communities must be increased
- Service delivery mechanism must accord with Batho Pele principles.
Mafunisa (2000:6) states that public officials, particularly at the lower levels of supervision are held accountable for adherence to the rules and work procedures and not for the promotion of productivity. The lack of accountability for production reduces the extent to which it is found necessary to experiment with operational changes to promote efficiency and effectiveness. Erasmus, Swanepoel, Schenk, Van der Westhuizen and Wessels (2004: 67) state that in the past many public sector institutions had an inward approach focusing their attention on the activities executed within the institution rather than on its external clients.

The pattern of doing things placed an emphasis on bureaucratic conformity and improved service delivery was not targeted. Public officials need to change their mentality and be accountable to serving their clients rather than only adhering to rules and work procedures. In order for the Batho Pele principles to be successful, the commitment, energy and skills of public servants should be harnessed to tackle the inefficient outdated and bureaucratic practices, to simplify complex procedures and to identify new and better ways of delivering services (Fox and Bayat, 2006:25).

Van der Waldt (2004:88) notes that improving service delivery calls for a shift away from inward-looking bureaucratic system and attitudes towards a search for new ways of working which puts the needs of the public first. A fundamental shift of culture needs to take place whereby public institutions are managed with service to the public as the primary goal. Van der Waldt (2004) further states that the Batho Pele is a framework with two primary functions:

- delivery of services to citizens who are treated as customers or clients where it will be possible for citizens to hold individual public officials accountable for delivery and quality of public service.

- Channelling the energy and commitment of public officials to introduce more customer –focused ways of executing their functions and doing their work.

Public officials need to gear up on improved service delivery and prioritise the needs of customers and close the gap between expectations and the level of service delivery. In
order for the institution to prioritise the needs of its citizens, quality management will have to be applied. Quality management in its simplest form refers to the management of quality in an organisation.

The key elements of quality management are firstly the value that a product or service can add to a certain aspect if the quality of a product or service is continuously addressed and improved. The higher the quality, the higher the added value. Secondly is the process of managing the quality should be in such a way that the customers are aware of the fact that the organisation sets and maintains certain standards. The third important point is that of excellence. There are a number of approaches to the management of quality, but many organisations make the fact that they strive for excellence part of their mission statement as the strategy to set them apart from the other providers of similar service in the market. Fourthly is that quality cannot be achieved without a motivated workforce therefore public officials or private sector employees need to be encouraged to better their work performance (Ferreira, Erasmus and Groenewald, 2009:256).

An organisation needs suitable, qualified human resources department to be able to produce products of the required standards and to deliver high quality services. Service delivery is therefore an important aspect of the management of quality in South Africa. The Batho Pele initiative was developed to draw employees' attention to the importance of enhancing the quality and accessibility of government services by improving efficiency and accountability.

The management of quality has gained momentum over recent years and as an organisation, it essentially involves determining standards so that managers and employees can measure performance against pre-determined criteria. One of the essential features of quality management is, therefore, the standardisation of policies, procedures, systems and processes. The standards and criteria can then be used by organisations as a quality tool and to benchmark systems and practices (Ferreira, Erasmus and Groenewald, 2009:235).
In conclusion service delivery is an important aspect of the management of quality and in South Africa the Batho Pele initiative was developed to draw employees’ attention to the importance of enhancing the quality and accessibility of government service by improving efficiency and accountability (Ferreira, et al. 2009:256).

2.3 SERVICE DELIVERY SYSTEM AND CUSTOMER SATISFACTION

According to Fox and Bayat (2006:22) the White Paper states that the concept of a customer may seem inappropriate at first glance. Customer is nevertheless the better term in the context of improving service delivery because it embraces certain principles that are as fundamental to public service delivery as they are to the provision of service for commercial gain, for example treating them with consideration and respect. Public Service transformation in South Africa has been the changing nature of state and society interaction and exchange.

The introduction of the private sector type management strategies and objectives into the public sector, the allowance of private involvement in the delivery of public services and the perception of the recipients of such services as customers, has contributed to the change in the relationship between public and private sectors (Van der Waldt, 2004:83).

Ferreira, Erasmus and Groenewald (2009:257) state that to address service delivery, an organisation has to invest continually in staff development initiatives, as well as after the welfare of human resource, to ensure that the staff buys into the vision and mission of the organisation. Quality management is customer satisfaction which refers to a certain dimension of quality, namely that a product or service is one that satisfies the customer. The management of quality is, therefore, never a process that takes place in isolation. All aspects of the organisation must be managed in such a way that standards are achieved and exceeded, hence the concept of total management.

In order for an institution to satisfy its customers, there is a need for full participation of all stakeholders, meaning the delivery of services and the recipients. The Batho Pele Handbook states that customer satisfaction cannot be achieved without good internal
and external communication. Internal communication involves efforts to promote communication within government about service delivery transformation and about the critical role that public servants play in the lives of citizens. External communication is a two way process. It involves listening to stakeholders and providing them with useful information. It helps to build constructive relationships that will support the process of improving service delivery. This means the participation of the public is a way of receiving information about services required, needs and provides the recipients an opportunity to express their views and that will enable public officials to meet the customer’s needs. According to Van der Waldt (2004:148) customer satisfaction is influenced by two factors expectation and perceived service quality. People with prior experience will base their attitudes and beliefs on the product or service they have received.

Van der Waldt (2004:94-95) states that, in order to improve productivity and eliminate the negative perception about the efficiency and effectiveness of the public service, performance improvement is also necessary. Therefore, programmes to ensure an improvement in service delivery should be developed and implemented. In order to facilitate a performance management programme, it is necessary to involve employees at all stages of the programme. A performance management system is essential in public institution to measure service delivery according to the needs of the community, and to monitor and measure the achievement on what is required or promised.

According to Masango in Van der Waldt (2004) key aspects of an effective performance management system should include a performance target, the setting of performance standards and a performance evaluation system. Service delivery involves the actual production or provision of goods and service to the community. This needs to be conducted in accordance with plans and within the allocated budgetary funds. The focus is to ensure that all systems that support the implementation of the budget in service delivery are in place. Performance should be monitored to ensure implementation is done according to plans.
2.4 THE CUSTOMER CARE CONCEPT

The word “customer” is derived from the private sector where business people cannot ignore the needs and wishes of their customers. If they do, they may go bankrupt, because people may choose to take their purchasing power elsewhere. Business people soon discover that the customer comes first is not an empty slogan. Fogli (2006:3,5) notes that customer is anyone who receives products or services. Customer can be internal or external to the organisation and when a customer enters into a customer service relationship with an organisation certain expectations are perceived. By contrast however citizens, as customers of public services cannot choose to take their business elsewhere. Customer is the useful term in the context of delivering public service and treating citizens as customers implies:

- Listening to their views and taking into account their decisions about what service should be provided;
- Treating them with consideration and respect;
- Making sure that the promised level and quality of service is always of the highest standard; and
- Responding swiftly and sympathetically when standards of service fall below the promised standard.

According to Brynard and Fisher in Mbanga (2006:35-36) the idea of a citizen as a client of the Government was emphasised when the African National Congress-led Government in South Africa, proclaimed the slogan of a People’s Contract as their manifesto during the 2004 general elections. Van der Waldt (2004:329) notes there can be little doubt that quality and customer service are the critical strategic issues for both public and private sector organisations. In the private sector, customer satisfaction and loyalty is secured through high quality products and services providing value for money for the consumer. Public sector organisations, and those operating at the local
government sphere specifically, are not immune to the pressures to improve customer service on a continuous basis.

It is recognised that to improve customer service in government sectors is more difficult than in private sectors. A private sector organisation usually finds it relatively easy to define its customers both existing and potential. Here customers are those people who are prepared to pay the prevailing market price for the service in question. In contrast, most public sector organisations have a variety of customers for their different services. For example, there are customers who pay for service delivery and some who have to contribute little towards service provision.

Van der Waldt (2004:145) states that public institutions need to find ways of increasing productivity, quality and efficiency. The rising demands of citizens to be treated as customers have been widely acknowledged. The need to find more effective ways of working and serving has been recognised throughout government and is captured in the White Paper on Transforming Public Service Delivery, 1997. The culture therefore tends towards discovering new ways of working, encouraging new attitudes, cultures, developing new skills and new competencies to create new institutions. Therefore, the idea of considering a citizen as a client or a customer has gained practical expression on the ground in public service as is the case in the private sector. Customer care is about giving the customer what is required in terms of service and attitude. It is about sending the customer away satisfied with having received the services that were required.

Blackman (1995:113) regards customer management as a challenge to bureaucratic culture in the public sector. Customer management is undoubtedly a culture change for public sector organisations and therefore has to be introduced in a way that plans change and brings along staff in it. The nature of an organisation’s customer strategy depends fundamentally on the values and goals which it has and what it strives for in its mission statement. Defining values and goals is an essential first step in customer management. There are two main aspects that need to be considered such as:

- The introduction of direct initiatives to improve service to the customers and
• Measures designed to achieve a customer-oriented organisational culture.

It is essential that both aspects are addressed and each needs to be the part of the way the organisation operates. Individual staff must be clearly linked to customer management strategy. Minnaar and Bekker (2005:21,23) note that the golden thread between what customers want and what organisations deliver, is especially relevant in an age where democracy and human rights have become globally expected moral virtues. This is obviously in the public where organisations are established, maintained and operated with the public resources. Customers, regardless of whether they require private or public goods and services, demand services tailor-made to their unique needs.

The Batho Pele principles require the departments to have visible indications on how services will be rendered so that the public officials will be accountable. There is a need for a dynamic interaction between the clients/customers and the government departments. The demands should be the centre of the design processes of the department that deals with the public.

The White Paper on Transforming Public Service Delivery (1997) was introduced as an approach which puts pressure on systems, procedures, attitudes and behaviour within the public service and re-orients the customer’s favour, an approach which puts the people first. The concept of the citizen as a customer may therefore seem inappropriate at first sight. “Customer” is nevertheless a useful term in the context of improving service delivery because it embraces certain principles which are fundamental to public service delivery. The term will, therefore, be useful in taking forward the Batho Pele initiative which applies equally to internal and external customers. Therefore, it can be deduced that the citizens/customers should be able to participate in the process of service delivery. They should also have access to information on the standard of service delivery that they should expect from the government departments.

The client-oriented system forced the government to become immediately involved in service delivery issues that put their customer first. The South African Government was
not an exception to the public and soon a new strategy was that the public service should be of service to the citizens. According to Van der Waldt, (2004:146) customer orientation is concerned and it is necessary to establish a performance management system which makes provision for the following:

- The development and sustenance of a culture and a set of organisational values in which the ethical pursuit of improved performance is regarded as a legitimate and necessary part of the everyday workings of the organisation;
- The determination, communication and owning of the performance required of the institution and of the individuals within it in terms of aims, objectives, standard and targets in the areas where the requirement has not been pre-determined by government and its departments;
- The act of continuously managing performance, including the staff who are performing once the performance requirement has been determined;
- The establishment of monitoring, reviewing evaluating and appraisal processes that focus in a balanced way on achieving conformance with planned performance and learning how to improve performance.

According to Van der Waldt (2004:146) Pegler notes that the path to a customer orientation involves seven key steps as follows:

Step 1: Define customer satisfaction goals and strategy

First identify your institution’s current baseline. Then define your new baseline goal, taking into consideration your goals and objectives. You should be clear about your new baseline’s targets. It may be necessary to define new targets for customers.

Step 2: Segment the customer base

Not all customers are created equal. No community is a homogeneous entity. It consists of women’s groups, youth leagues, business communities, and religious groupings. Each of these groups may require different service expectations.
Step 3: Identify key needs and performance gaps

Ask yourself: What do our customers need and value? Better service access, in other words, convenience? Improvement of service quality? or client services? Unless you know, the services you provide may not be the services your clients really want. It is important to pinpoint areas for improvement, to set improvement goals and to quantify the results of these efforts.

Step 4: Develop programmes to improve performance

The most complex part of customer orientation is committing to and following through with the changes needed to meet the customer needs and performance goals you have identified. Many changes require fundamental restructuring of a significant investment and employee training. Effective change programmes must be driven top down. The institution’s leadership team must make it clear that a customer –orientation is a priority across the institution. Procedures must be put in place to ensure reliable and consistent execution.

Step 5: Monitor changes in customer behaviour

Studies consistently show that changes in customer behaviour may signal a relationship that is at risk. Public institutions may look at the number and types of complaints received over a period. By identifying these changes early, you are able to take immediate action to halt potential customer dissatisfaction.

Step 6: Improve customer satisfaction

Ways to improve customer satisfaction include:

- Customising and personalising products or services. Creating tailored personalized solutions can deepen customer relationship and enhance loyalty.

- Making life easier for customers. Many customers value convenience by using information and communication technologies in line with government's e-governance strategy. For example, customer transactions can be the automation
of ongoing customer transaction by offering such services as on-line bill paying, streamline check-in check-out or automatic reminders for equipment maintenance;

- Rethink your contract or payment terms. Another way to hold onto customers is to introduce contracts with penalties for early termination.

Step 7: Measure progress toward improvement

Customer orientation efforts must be ongoing. Public Managers should not lose commitment once performance improvement programmes are in place. They should measure progress towards the metrics defined in Step 4 and toward overall goals. Customer orientation goals should be an institution-wide challenge by posting progress charts.

Crous (2004:585) makes reference to Section 1.3.3 of the Batho Pele White Paper that to treat citizens as customers implies:

- Listening to and considering their views in making decisions about what services should be provided;
- Treating them with consideration and respect;
- Making sure that service is always of the highest quality; and
- Responding swiftly and sympathetically when standards of service fall below the promised level.

The following are the things that Crous (2004:587) says managers should keep in mind:

- Do not think of them as customers, think of the as people;
- Do not tell customers about institutional problems, resolve theirs;
- Give employees the motive, and their skills might be surprising;
Managers cannot force employees to give customer care.

2.5 THE LEGISLATIVE FRAMEWORK FOR THE BATHO PELE PRINCIPLES

After the democratic elections in 1994 the South African Government passed a substantial body of enabling legislation to create an environment conducive to the rendering of appropriate services to all the people. The adoption of the Constitution of the Republic of South Africa, 1996 heralds a significant new phase in the South African public administration. Section 195(1) of the Constitution states that public administration must be governed by the democratic values and principles enshrined in the Constitution such as:

- A high standard of professional ethics must be promoted and maintained;
- People’s needs must be responded to, and the public must be encouraged to participate in policy making;
- Transparency must be fostered by providing the public with timely, accessible and accurate information.

Therefore, it was a matter of urgency in South Africa to introduce improved service delivery and both management and service delivery were tackled simultaneously. South Africa subsequently recognised that the programme of reconstruction and development would require a dramatic transformation of the public service inherited from apartheid regime. From an instrument of discrimination, control and domination it would require an enabling agency which would serve and empower all the people of the country in a fully accountable and transparent way (White Paper on the Transformation of Public Service 1995).

The following policies and legislation presented are in line with the Batho Pele White Paper:
2.5.1 The WHITE PAPER ON THE TRANSFORMATION OF THE PUBLIC SERVICE 1995

The aim of the White Paper is to establish the policy framework to guide the introduction and the implementation of new policies and transformation aimed at transforming the South African Service. The White Paper does not elaborate detailed strategies on the implementation of the policies. Each department will be responsible to develop implementation strategies. It provides a framework to develop strategies which will promote continuous improvements in the quality and quantity of services provided. The White Paper on the Transformation of the Public Service sets a new vision and mission for the South African public services such as:

- **Vision:** Transformed public service which is representative, coherent, transparent, efficient, effective, accountable and responsive to the needs of all.

The South African Government envisages a public service which is guided by an ethos of service and commitment to the provision of services of an excellent quality to all South Africans in an unbiased and impartial manner.

- **Mission:** The creation of a people-centred and people-driven public service which is characterized by equity, quality, timeousness and strong a code of ethics.

In creating a transformed public service, capable of fulfilling the vision and mission it was first necessary to create unified and integrated services. Part 2 of Chapter One of the White Paper on the Transformation of the Public Service (1995) outlines the following guidelines and instruments to carry the transformation forward:

- Rationalisation and restructuring the public service
- Institution building and management
- Representativity and affirmative action
- Transforming service delivery
Democratising the state

Human resource development and training

Employment conditions and labour relations and

Promotion of a professional services ethos.

The process of policy formulation and performance measures outlined in the White Paper on the Transformation of the Public Service have already led to significant changes in the operation of the service in that there have been a number of amendments to public service legislation such as:

2.5.2 **THE PROMOTION OF ACCESS TO INFORMATION ACT, 2000 (ACT NO 2 OF 2000)**

The purpose of the Promotion of Access to Information Act (No 2 of 2000) is to give effect to the constitutional right of access to information held by the State and any information that is held by another person and which is required for the exercise or protection of any rights. The two main outcomes of adherence to this will be to:

- Foster a culture of transparency and accountability in public and private bodies.
- Actively promote a society in which the people have effective access to information to enable them to protect their rights. This Act stipulates both the procedures for accessing information held by states and any other body and also grounds for the refusal of access to records (Mbanga 2006:33)

2.5.3 **THE PROMOTION OF ADMINISTRATION JUSTICE ACT, 2000 (ACT NO 3 OF 2000)**

The Act gives the right to administrative action that is lawful, reasonable and procedurally fair and right to written reasons for administrative action as contemplated in section 33 of the Constitution of the Republic of South Africa of 1996. It can be deduced that the Act confirms customers’ rights to consultation and redresses if the rights are
adversely affected by an administrative action and the Service Delivery Charter should stipulate how these rights will be upheld.

2.5.4 **THE PROMOTION OF EQUALITY AND PREVENTION OF UNFAIR DISCRIMINATION, 2000 (ACT, NO. 4 OF 2000)**

The Act endeavours to facilitate the transition to a democratic society, united in its diversity, marked by human relations that are caring and compassionate and guided by the principle of equality, fairness, equity, social progress, justice, human dignity and freedom. Section 9 of the Constitution of the Republic of South Africa, 1996 provides for the enactment of national legislation to prevent or prohibit unfair discrimination and promote the achievement of equality. Chapter two of the Promotion of Equality and Prevention of Unfair Discrimination Act, 2004 prohibits unfair discrimination on the grounds of the denial of access to opportunities, including access to services or contractual opportunities, for rendering services for consideration or failing to take reasonably steps to accommodate the needs of such a person.

2.5.5 **PUBLIC SERVICE REGULATIONS, 2001**

Part III C of the Public Service Regulations, 2001 stipulates that an executive authority shall establish and sustain a service delivery improvement programme such as:

- Specifying the main service to be provided to the different types of actual and potential customers as identified by the department, containing consultation arrangements with the department’s actual and potential customers with due regard to the customer’s means of access to the services and the barriers to increase access thereof;

- Specifying the mechanism or strategies to be utilized progressively to remove the barriers so that access to services is increased;

- Indicating standards for the main service to be provided, containing arrangements on how information about the department services are to be provided; and
• Stipulating a system or mechanism for complaints.

The Public Service regulations also emphasise the principles of Batho Pele advancing improved service delivery to the citizens of South Africa especially the disadvantaged group which are underprivileged.

2.5.6 THE CODE OF CONDUCT AND SERVICE DELIVERY IN THE PUBLIC SECTOR

According to Du Toit, et al. (2000:114) a code of conduct is acceptable standards of conduct aimed at eliminating or decreasing unethical behaviour in institutions. Chapman, in Mafunisa (2000:27) argues that a code of conduct is a statement of principles and standards about the correct conduct of public officials.

The Code of Conduct promotes and maintains the responsible conduct of public officials - providing guidelines for public officials in their relationships with other public officials - elected representatives and members of the public. The Code of Conduct promotes public trust and confidence in the ethical performance of public officials and eliminates unethical practices. In order to ensure that the implementation of the Service Delivery Charter meets the expectations of the customers, the Code of Conduct is necessary to remind public officials of the following provision of the Public Service Code of Conduct, published on 05 January 2001 which requires them to:

• Identify themselves to customers when rendering services

• Serve the public in an unbiased and impartial manner, without discrimination on the grounds of religion, colour, social origin or political affiliation so as to create confidence in the public service;

• Be friendly and smile at all the times when dealing with the public;

• Treat members of the public as customers who are entitled to receive good standard of service;
Address customers in the language they understand;

Provide services efficiently, without asking for favours in return;

Provide the service within a reasonable time;

Provide full accurate and up-to-date information; and

Treat all customers with equal dignity and satisfy the customer at all times.

2.5.7 THE WHITE PAPER ON THE TRANSFORMATION OF THE PUBLIC SERVICE, 1997 (THE BATHO PELE WHITE PAPER)

Fox, Bayat and Ferreira (2006:20) note that Batho Pele White Paper was published in October 1997. The White Paper on Batho Pele has not been published as a Bill and therefore remains a public policy document. However, the principles spelt out in the document have been incorporated in certain legislation. As can be seen, it covers many of the policies inherent in the Constitution, as well as the public values contained in the Constitution and its Bill of Rights. Batho Pele is directly applicable to central and provincial government, and it is also highly relevant to all areas of the public service such as local government and the parastatals. According to Van der Waldt (2004:87-88) this policy sets out eight principles that regulate the behaviour of public servants and politics. It ensures the transformation of service delivery, resulting in a more satisfied public and client base. The Constitution sets out the basic values and principles which should govern public administration and these must not remain in words on paper. Batho Pele White Paper aims to turn words into reality.

The purpose of this White Paper on Batho Pele is to provide a policy framework and practical implementation strategy for the transformation of public service delivery. This white paper is primarily about how public services are provided, and specifically about improving the efficiency and effectiveness of the way in which services are delivered. The white paper specifies that, in order to ensure that service delivery is constantly improved, national and provincial departments will be required to outline their short,
medium and long term goals for service provision. They will also be required to provide annual and five yearly targets for the delivery of specific services, and will be required to report their respective national and provincial legislature on their achievements (Government Gazette No.18340, 1997: 9-11).

2.6 UNDERSTANDING THE TERM ‘BATHO PELE’

The term Batho Pele comes from the Sesotho language and in English means “people first”. The government introduced the concept of Batho Pele in 1997. This notion was expanded in the White Paper on Transforming the Public Service, also known as the Batho Pele White Paper, which provides a policy framework to ensure that Batho Pele is woven into the very fabric of government. Batho Pele is an initiative to get public servants service orientated, to strive for excellence in service delivery and to commit to continuous service delivery improvement. Esau (2006:57) says People First requires a commitment to the basic values and principles governing public administration. Such commitment is influenced by various factors which include that:

- employees are happy within the organisation;
- employees are motivated and valued by the organisation; and
- the employer contributes towards a person-environment fit.

Esau (2006) explains environment-fit as when a manager keeps in touch with the employees in order to understand what their needs are, what motivates them and how to direct their skills and experiences towards achieving organisational goals and objectives. Nevertheless, Van der Waldt, van Niekerk, Doyle, Knipe and Du Toit (2002:180) mention that the introduction of the Batho Pele principles into government is a way of facilitating communication between government and its clients - the public - to make government services simpler and more accessible to everyone.
According to Du Toit, Knipe, Niekerk, van der Waldt and Doyle (2002:109) the new philosophy of public service delivery, which has been introduced by the White Paper on Transforming Public Service Delivery of 1997 has the following three facets:

- Government institutions’ obligation to deliver services efficiently, effectively and economically;
- The public’s legitimate right to receive efficient, effective and economic services; and
- The public’s legitimate right to demand quality services if standards drop.

Sebina, Hemson, and Carter (2009:90-91), state that Batho Pele was intended as the framework that would establish a new service delivery ethic in the public sector in line with the nation’s constitutional ideals which promote the efficient, economic and effective use of public resources in a manner that is development – oriented and responsive to the people’s needs. Batho Pele is situated within the trend towards public service reform, particularly in Britain and elsewhere where the executive intervenes to improve service delivery. The British service’s first initiative worked to set and regulate standards across the public sector. In South Africa, Batho Pele has been set as an instrument within a strategy to transform public sector delivery, from the autocratic practices of the apartheid state, into the people’s first practice of a democratic state.

Batho Pele sets out as a major departure from a dispensation which excluded the majority of South Africans from government machinery, to the one that seeks to include all citizens for the achievement of a better life for all through services, products and products of a democratic dispensation. According to Gildenhuys and Knipe (2000:130) it involves creating a framework for the delivery of public service that treats the citizens more like customers and enable citizens to hold the responsible public official accountable for the delivery and the quality of public services. It is a framework that frees the energy and commitment of public officials to introduce more customer-focused ways of executing their functions and doing their work.
The approach is encapsulated in the term “people first”. It is a simple transparent mechanism, which allows the customers to hold public servants accountable for the type of service they deliver (Batho Pele Handbook). Batho Pele is the strategy to encourage a culture of accountability and caring by public servants which results in service excellence and continuous service delivery improvement.

Du Toit, et al. (2002:101) view the Batho Pele principles as providing a fresh perspective to the meaning of normative principles. According to Du Toit and Van der Waldt (2006:92) these normative principles are principles in carrying out public administration. These normative principles are categorised into two. There are principles that emanate from the body politic and those emanating from community values.

The principles emanating from the body politic are:
- the supremacy of the Constitution
- the authority of Parliament
- the accountability to society through legislatures
- the principles of democracy.

The principles which emanate from community values are
- reasonableness and fairness,
- balanced decisions
- truth
- justice
- thoroughness
- efficiency and
- religion.

The Batho Pele principles sought to introduce a new approach to service delivery by ensuring that systems prioritise citizens. This creates a framework for delivery which treats citizens as customers and enables them to hold public officials accountable. These principles are similar to the “efficient delivery” approach with the emphasis on efficiency (McLennan 2007:14).
2.6.1 THE SERVICE DELIVERY PRINCIPLE OF BATHO PELE

The South African public service faces challenges in its effort to become a representative, competent and democratic instrument to its role in the reconciliation, reconstruction and development process. Therefore, the public is transformed to implement government policies according to the policy framework contained in the White Paper on the Transformation of Public Service, 1995 (Van der Waldt and Du Toit 2005:385).

The White Paper (Batho Pele) states that putting the principles into practice describes what national and provincial departments as well as the wider public sector will be required to do when introducing their service delivery improvement programmes. Van der Waldt and Du Toit (2005:385) further states that these principles enable national and provincial administrations to develop the strategies to promote continuous improvement in the quantity, quality and equity of service provision.

Van der Waldt (2204:88) states that Batho Pele principles are simple but ambitious. They are also sufficiently flexible to allow the department to implement them according to local conditions and circumstances. Eight principles for transforming public service delivery -Batho Pele principles- have been identified and formalised in the White Paper on Transforming Public Service Delivery of 1997. The Batho Pele are in every sense part and parcel of the public sector human resource management (Erasmus, et al. 2004:68).

The White Paper on Service Delivery - Batho Pele - 1997 signalled very strongly government’s intention to adopt a citizen oriented approach to service delivery informed by the eight principles which are explained in the following paragraphs. These principles according to Du Toit, et al. (2002:108), serve as guidance at all levels of government and the public sector when introducing their service delivery programmes.

Van der Waldt, et al. (2002:253) further say that the Batho Pele principles illustrate how the actions of public officials could be regulated. These principles require that customers have the right to:
• be consulted
• have services that comply with set standards
• access to services
• be treated with courtesy
• information
• transparency
• redress
• receive value for money

These principles will be explored in detail in the following paragraphs.

2.6.1.1 CONSULTATION

Consultation is integral to modern management and it leads to sound planning and decision-making. To achieve customer satisfaction key stakeholders, especially customers should be consulted in the early stages of the strategic planning so that services are more responsive to their needs and expectations (Batho Pele Handbook). All national and provincial departments must consult regularly and systematically not only about the services currently provided, but about the provision of new basic services to those who lack them. Consultation will give citizens the opportunity to influence decisions on public service by providing objective evidence that will determine service delivery priorities. Consultation can also help to foster a more participatory and co-operative relationship between the providers and the users of public services (White Paper on Transforming Service delivery, 1997).

Consultation must take place between public officials and citizens about the level and quality of services that the public will receive. It also implies that citizens must have a say regarding the services delivered to them (Du Toit, et al. 2002:108). This implies that citizens should be alert and should not be just passive recipients of services. They should be vocal and contact the public institution or public official concerned in cases where they are not satisfied with the quality of a service.
Gildenhuys (2004:389) states that citizens should be consulted about the level and quality of the public service they receive and wherever possible, should be given a choice about the service that is offered. Fox and Bayat (2006:23) state that all departments must consult regularly and systematically on the services currently provided, as well as on the provision of new basic services to those who lack them. Whatever methods are chosen, consultation must cover the entire range of existing and potential customers. The results of the consultation should be reported to the appropriate body. They should be widely published within the organisation so that all members of staff are made aware of how their services are perceived.

It is essential that consultation should include the views of those who have previously been denied access to public services. Consultation must be conducted intelligently. It should not result in a list of demands that raise unrealistic expectations; rather, it should reveal where resources and effort should be focused in future to meet the public’s most pressing needs (Batho Pele White Paper 1997). Consultation will give citizens an opportunity to influence decisions on public service by providing objective evidence that will determine service delivery priorities.

This is about asking our customers what they want and finding out how best their needs can be met. It is important to consult many customers and to use the information received to improve service delivery for them. It is also important to give customers feedback so that they can know what to expect. There are many ways to consult users (clients) of public services, such as customer surveys, interviews with individuals and consultation with a variety of interest groups. Consultation must be conducted intelligently according to proven scientific methods (Gildenhuys and Knipe 2000:131).

Through communication, government ensures that it is not pursuing its own agenda but the general welfare of the broader population by encouraging the public to participate in policy-making. The reasons for the public service undertaking consultation are that consensus building should be present in almost all public endeavours (Crous 2004:577).
The public institutions should therefore have regular consultations with the customer. This will enable them to know and understand the priorities of the customers. A service will not anyway be perceived as being of quality if the beneficiaries do not receive what they need.

2.6.1.2 SERVICE STANDARDS

Setting targets is normally part of the corporate planning cycle and should involve the collective effort of employees so as to ensure broad ownership of and commitment to the plan and the targets (Crous 2004:578). It is for this reason that citizens should be informed about the level and quality of public services they can expect. Standards for the level and quality of services, including the introduction of new services, should be published. A standard for national services should be set to serve as the national baseline standards for nationwide service delivery. In addition to this intra–departmental service standards should be set to serve as minimum norms for internal department supporting activities. Standards must be precise and measurable so that the user may judge whether they are receiving what was promised (Gildenhuys 2004:390).

Nhlonipho (2003:51) notes that a quality service standard is understood in many ways. However, in the public service, the quality service delivery is commonly defined as a systematic arrangement to satisfactorily fulfil various demands for service. This can be done by services by undertaking a purposeful service, with the optimum use of resources to deliver effective efficient and economic services resulting in measurable and acceptable benefit to customers. Transforming service delivery to enforce quality is the key principle that calls for commitment towards customer satisfaction where service providers know the needs, expectation and wishes of customers.

According to the White Paper on Transforming Service Delivery, 1997 (Batho Pele White Paper) the National and Provincial departments must publish standards for the level and quality of service delivery they will provide. This should include the introduction of new services to those who were previously denied access to them. In
certain services, such as health or education, national departments in consultation with provincial departments, may set standards which will serve as national baseline standards. Before execution they have to be approved by the appropriate body. Performance against standards must be reviewed annually and as standards are met, they should be progressively raised year by year. Once set and published, standards may not be reduced or changed (Fox and Bayat 2006:24).

Du Toit, et al. (2002) maintain that service standards means that citizens must be informed about the level and quality of the services they will receive in order for them to know what to expect. Citizens have a right to complain when the public institutions do not deliver the quality of service that they said they would.

Hilliard and Msaseni (2000:81) suggest the following preconditions to ensure that minimum service standards are maintained:

- management’s commitment to real quality service standards;
- adequate funding;
- visible improvement in service;
- retraining and training of human resources;
- good interdepartmental relations;
- involvement of all employees in quality; and
- encouraging constructive contributions of employees to quality improvement.

2.6.1.3 INCREASING ACCESS

The prime aim of the White Paper on Service Delivery, 1997 (Batho Pele) is to provide a framework for making decisions about delivering public service to many South Africans who were and are still denied access to them within the parameters of Government’s GEAR strategy and inequalities of distribution in existing services. To this end Crous (2004:579) suggests that management has to set targets for increasing access to services giving effect to the constitutional principle of service being provided impartially, fairly, equitably and without bias.
Many people who live in remote areas have to travel long distances to avail themselves of public services. National and Provincial departments are required to specify and set targets for progressively increasing access to their services for those who have not previously received them. In drawing up service delivery programmes, national and provincial department must develop strategies to eliminate the disadvantages of distance for example, by setting up mobile units and redeploying facilities and resources closer to those in great need (White Paper on Transforming Service delivery, 1997).

Gildenhuys and Knipe (2000:131) state that all citizens should have equal access to all the public services to which they are entitled. Service delivery programmes should therefore specifically address the need to progressively redress the disadvantages of all barriers to access. Cloete (1996:113) states that section 23 of Act 200 of 1993 states that, every person shall have the right to access to all information held by the State or any of its organs at any level of government in so far as such information is required for the exercise or protection of rights.

The requirements that there must be open administration to enable citizens to safeguard their interest could be a meaningful factor to ensure an accountable public administration, if freedom of information were to become a reality. Departments must provide full accurate and up-to-date information on the service delivery which they provide and who is entitled to it. It must be in a variety of media and languages to meet the differing needs of different customers (Fox and Bayat 2006:24).

The new information technologies could make information about transaction readily available. Hatting (1998:168) notes that access at governmental level refers to channels of interpenetration between central, provincial, and local authorities by means of which these bodies can create relations on both formal and informal grounds. Each method of access creates its own particular type situations of relationship between higher and lower authorities and each state applies its own method, by means of which access can
be arranged to suit local circumstances. Access applies especially to the previously disadvantaged sectors of the community and to people with special needs. These needs may include access to the department for the physically disabled, or having services which are far away for people to visit. Good staff attitudes and addressing customers in their language makes access easier.

2.6.1.4 COURTESY

According to Crous (2004:581) courtesy is related to ethical behaviour. Public employees’ conduct should be above reproach in the exercise of their official duties. They should be free from vested, selfish interests and are therefore expected to display selfless behaviour. Public officials should possess essential qualities such as integrity and ensuring that public interest is placed above their own. The White Paper on Service Delivery, 1997 (Batho Pele) states that the concept of courtesy is much wider than asking public servants to give polite smiles. The Code of Conduct for public servants issued by the Public Service Commission, makes it clear that courtesy and regard for individual dignity are one of the fundamental duties of public servants. It specifies that public servants must treat members of the public as customers who are entitled to receive the highest standard of service. Fox and Bayat (2006:24) state that departments must specify the standards for the new way in which customers should be treated. These are to be included in the departmental code of conduct. The performance of personnel who deal with customers must be regularly monitored and performance that falls below the specified standard should not be tolerated. Service delivery and customer care must be included in all future programmes.

The Batho Pele White Paper (1997) states that national and provincial departments must specify the standards for the way in which customers should be treated. The standards should cover the following:

- Greeting and addressing customers;

- The identification of staff by name when dealing with customers whether in person, on telephone or in writing;
• The style and tone of written communications;
• Simplification and customer friendliness of forms;
• The maximum length of time within which response must be made on enquiries;
• How complaints should be dealt with; and
• Dealing with people who have special needs, such as elderly people or language problems.

2.6.1.5 INFORMATION

Information is one of the most powerful tools at the public’s disposal in exercising its right to good service delivery. Government institutions must provide full, accurate and up-to-date information about their activities. The consultation process should be used to establish what the public wants to know and then to work out where and when the information can be provided (Gildenhuys 2004:390-391). According to the White Paper on Service Delivery, 1997 (Batho Pele) implementing Batho Pele will require a complete transformation of communication with the public. Information is one of the most powerful tools at the public’s disposal for exercising its right to good service delivery.

Government institutions must provide full accurate and up-to-date information about their activities (Gildenhuys and Knipe 200:132). Kaul in Crous (2004:581) emphasises the necessity for accurate and unbiased reporting, as this strengthens the climate of openness and public accountability. Information must be provided in a manner that is most suited to the needs of the particular users of a service and at intervals most convenient and useful to these users. Hence, information must be provided in a variety of media and languages to meet the differing needs of different customers. This is essentially to ensure the inclusion of who are or have previously been disadvantaged by physical disability, language, race, gender and geographical distance. There should always be a name and contact number for obtaining further information and advice.
2.6.1.6 OPENESS AND TRANSPARENCY

White Paper on Transforming Service delivery, 1997 states that openness and transparency are the hallmarks of a democratic government and are fundamental to the public service transformation process. In terms of public service delivery, importance lies in the need to build confidence and trust between the public sector and the public whom they serve. A key aspect of this is that the public should know more about the way national and provincial departments are run, how well they perform, and the resources they consume and who are in charge. Fox and Bayat (2006:24) state that in addition, departments may use events such as open days, preferably not during working hours, to invite citizen to visit the department to meet with all levels of officials to discuss service delivery.

Being open and transparent implies letting customers know how an institution is achieving the promised standards of service delivery as the service provider and how non-delivery is addressed. Transparency in the public service helps keep the public service clean, effective, and free from nepotism and corruption (Crous 2004:582). The mechanism for achieving openness and transparency will be an Annual Report to Citizens published by each national and provincial department setting out in plain language the following:

- Staff employed and the names and responsibilities of senior officials;
- Performance against targets for: improved service delivery, financial savings, and increased efficiency;
- Resources consumed, including salaries and other staff costs and operating expenses;
- Any income, such as fees for services;
- Targets for the following year and name and contact number for further information (Batho Pele White Paper).
According to Cloete (1996:114) openness/transparency could become a matter of political rhetoric rather than a cultural characteristic public administration. It is true that in public institutions decisions should be made rationally and justifiably on the basis of information. Openness and transparency implies that public officials are obliged to inform citizens about the administration and management of national and provincial departments, what it costs to run them, and who is responsible for running them.

2.6.1.7 REDRESS

Redress means that public officials must apologise to the citizens when they do not deliver the promised standard of service and undertake to remedy the situation immediately. They have to explain why the service quality is below standard (Du Toit, et al. 2002). Public officials should rectify their failures and mistakes in a case where a service rendered did not meet the promised standards and was not rendered timeously. Crous (2004:583) refers to redress as a principle of remedying mistakes and failures which he says is also known as recovery. Recovery implies acknowledging that the institution made a mistake, apologising, rectifying the mistake, and doing more than is required or expected.

2.6.1.8 VALUE FOR MONEY

The value for money principle gives citizens the right to demand that the services they receive are real value for the money they pay for them. This makes public officials responsible for providing efficient, effective and economic services (Du Toit, et al. 2002). Sangweni (2007:4) notes that the value for money of the Batho Pele White Paper requires that government departments search for creative ways to simplify procedures and eliminate wasteful expenditure and inefficiency. The value for money principle encourages public servants to prioritise the use of the resources of the state and by so doing generate more public value. Value for money is not to cut the costs it is also about careful spending by the departments while at the same time ensuring effective service delivery is not compromised. Fox and Bayat (2006:25) note that all departments will be required, as part of their service delivery improvement programme, to identify
areas where efficiency savings will be sought, and the service delivery improvements that will result from achieving the savings.

Improving service delivery and extending access to public services to all South Africans must be achieved alongside the Government’s GEAR strategy for reducing public expenditure and creating a more cost-effective public service (White Paper on Service Delivery, 1997). According to Mbanga (2006:26) public service should be provided economically and efficiently in order to give citizens the possible value for money. Crous (2004:584) says that concentrating on improving effectiveness and efficiency, where no additional resources are required, could be useful, but it would be more useful to aim at achieving the same or improved quality with fewer resources.

Mofolo (2009:438) contends that services should be provided as efficiently and effectively as possible to give the public the best possible value for money. Services should be improved, and the public should also have access to services, but it should not be ensured that absolute cost-effective procedures are created. According to Hilliard and Msaseni (2004:75) one of the most important areas to ensure value for money is to put in place an effective financial management system which is intended to provide policy decision-makers with accurate and timely financial information that:

- Eliminates overlap, duplication, and confusion;
- Increases transparency and accountability;
- Facilitates effective budgeting of scarce resources;
- Minimises loss through leakage; and
- Increases confidence in government.

2.7 THE REMEDIAL SYSTEM IN THE PROVINCIAL AND NATIONAL DEPARTMENTS

The White Paper on Transforming Public Service Delivery, 1997 (Batho Pele), states that the capacity and willingness to take action when things go wrong, is the necessary counterpart of the standard setting process. It is also an important constitutional principle. If the promised standard of service is not delivered, citizens should be offered
an apology, a full explanation, a speedy and effective remedy. When complaints are made, citizens should receive a sympathetic response. National and provincial department are required to review the complaint system in line with the following principles:

- **Accessibility**: The complaints system should be well publicised and easy to use. Excessive formalities should be avoided. Systems which require complaints to be made in writing only may be convenient for the organisation but can be off-putting to many customers.

- **Speed**: The longer it takes to respond to a complaint the more dissatisfied customers will be. Immediate and genuine apologies together with a full explanation are often all customers want.

- **Fairness**: Complaints should be fully and impartially investigated. Many people will be nervous about complaining to a senior official about a staff member, or about some aspect of the system for which the official is responsible. Wherever possible, therefore an independent avenue should be offered if the complainant is dissatisfied with the response they receive first time round.

- **Confidentiality**: The complainant’s confidentiality should be protected, so that they are not deterred from making complaints by feeling that they will be treated less sympathetically in future.

- **Responsiveness**: The response to a complaint, however trivial, should take full account of the individual’s concerns and feelings. Where a mistake has been made, or the service has fallen below the promised standard, the response should be immediate, starting with an apology and a full explanation. Thereafter an assurance that the occurrence will not be repeated, and then whatever remedial action is necessary needs to be made. Wherever possible staff who deal with the public directly should be empowered to take actions themselves to put things right.
• Review: A complaints system should incorporate a mechanism for review and for feeding back suggestions for change to those who are responsible for providing the service, so that mistakes and failures do not recur.

• Training: Complaints handling procedures should be publicised throughout the organisation and the training given to all staff, so that they know what actions to take when a complaint is received.

According to Fox and Bayat (2006:25) the head of each department should regularly review complaints and the way in which they have been dealt with. Departments are required to review and improve their complaints systems in line with the principle of accessibility, speed, fairness, confidentiality, review and training.

2.8 CONCLUSION

This chapter focused on the concepts, systems and legislative framework for the Batho Pele principles that must be followed by the public official in ensuring effective and efficient service delivery. The emphasis of this chapter was also to highlight that service delivery is an aspect of the management of quality. The introduction of the Batho Pele principles in South Africa was to highlight the importance of promoting the quality and accessibility of government services.

The next chapter will provide the research methodology, the manner in which data was collected and its interpretation.
CHAPTER THREE
RESEARCH METHODOLOGY, INTERPRETATION AND FINDINGS

3.1 INTRODUCTION
The purpose of the study is to investigate the extent to which the Department of Labour in Port Elizabeth has succeeded regarding the need to integrate the Batho Pele principles into its service delivery. This study seeks to ensure that the services that are provided by the Department of Labour in Port Elizabeth do comply with the provisions of the White Paper on the Transformation of Public Service Delivery, 1997 and to record success and challenges encountered. In this chapter the research methodology followed will be explained, research design, data collection and analysis method applied.

3.2 RESEARCH METHODOLOGY
According to Thomas (2003:2) quantitative researchers seek explanations and predictions that will generalise to other persons and places. Careful sampling strategies and experimental designs are aspects of quantitative methods aimed at producing generalisable results. Creswell (1994:117) states that a survey design provides a quantitative or numeric description of some fraction of the population.

In this study, the quantitative research approach will be used to collect data, as the main aim is to investigate the implementation of the Batho Pele principles in the Department of Labour in Port Elizabeth.

3.2.1 THE QUANTITATIVE RESEARCH METHOD
Quantitative research methods provide numeric descriptions of some fraction of the population through the data collection process of asking questions. Data collection in turn enables a researcher to generalise the findings from the sample of responses to a population (Creswell 1994:117). According to O’ Sullivan and Rassel (1999:37) quantitative studies involve many cases and many variables which are measured in a
predetermined and specific way. The data are numeric and can be summarised numerically. An important goal of quantitative study is to compare cases on different variables, and factors unique to individual cases are not included. Information about context also is often ignored.

Sullivan (2001) states that a quantitative researcher uses numbers, counts and measures of things. The decision as to which general orientation in a given research depends primarily on two factors: the state of one’s knowledge on a particular topic and the individual researcher’s position regarding the nature of human social behaviour. In quantitative, an interviewer compiles a list of questions which the respondent will have to answer and the researcher will do statistical analysis on the numerical data obtained. The reason why the researcher has chosen the quantitative research methodology is to test the individual knowledge of Batho Pele principles from officials who are rendering services to the public in the Department of Labour, and the extent to which the public officials comply with these principles when carrying out their duties. Secondly, the cost of the survey will be low and will allow for a rapid turnaround of the data collection since the researcher is also works at the same institution.

Research is a process of steps used to collect and analyse information in order to increase the understanding of a topic. It consists of three steps which are to pose a question, collect data to answer it and present an answer to the question. Although there are a few more steps in research than these, the above is the overall framework for research (Creswell 2005:3).

The empirical component of the study will be limited to the Port Elizabeth Labour Centre officials who work at Client Services, Beneficiary Services and Enforcement Inspection Services. These three units in the Port Elizabeth Labour Centre have been selected because they serve the clients directly. The findings of the empirical study of the challenges in the implementation of the Batho Pele principles have been analysed and interpreted. The collection of data has taken place as follows:
3.2.2 TARGET POPULATION

Thomas (2003:41) states that a target variable is a specified characteristic of a group or collected. The collective can be people, objects, places institutions or periods of time – or a combination of these variables. Creswell (2005:145) states that a group population is any group of individuals with some common defining characteristic that a researcher can identify and study. The targeted population will be the officials in the Department of Labour, Port Elizabeth. These officials are directly involved in service delivery. As O’Sullivan and Rassel (1999:132) note, the targeted population must be specified clearly. The researcher selects individuals and a size for the study, because they can purposefully inform an understanding of the research problem and the central phenomenon in the study, as discussed below. The researcher must also decide what form the sampling will take, and how many people need to be sampled.

3.2.3 SAMPLING

Kumar (1999:148) notes that sampling is the process of selecting a few from a bigger group to become the basis for estimating or predicting a fact, situation or outcome regarding the bigger group. A sample is drawn from a population which refers to all possible cases of what we are interested in studying. Sampling allows us to study a workable number of cases from the large group to derive findings that are relevant for all members of the group. The second reason for sampling is that information is based on carefully drawn samples can actually be better than information from an entire group (Sullivan, 2001:186-187).

According to Creswell (2005:146) in probability sampling the researcher selects individuals from the population who are representative of the population. This is most rigorous form of sampling in quantitative research because the investigator can claim that the sample is representative of the population. The sample of this study was limited to the Inspection and Enforcement Services, Client Services and Beneficiary Services sections in the Department of Labour in Port Elizabeth. These units were been selected for this study because they are directly involved in rendering services to the clients. For
example, clients lodge complaints and applications for benefits at Client Services if the case cannot be resolved; or if the employer is not a contributor to the fund, the Frontline officials will refer it to Inspection and Enforcement Services. The chosen participants that form the sample include administration officers and supervisors in all the specified sections.

The researcher will apply random sampling in which participants of each category according to their ranks will be represented as Creswell (2005:147) states that the intent of random sampling is to choose individuals to be sampled who will be representative of the population. This sample was selected for the following reasons. Firstly, it will be easily accessible. Secondly, the cost involved in the study will be fairly low, and less time will be spent on the fieldwork.

3.2.3 **DATA COLLECTION**

According to Kumar (1999:110) a questionnaire is a written list of questions, the answer to which recorded by respondent. In a questionnaire the respondent reads the question and interprets what is expected and then writes down the answer. A questionnaire will be developed in the form of closed-ended questions in which the respondent will be required to tick the category that best describes his or her answer. As O'Sullivan and Rassel (1999:214-215) state that all closed ended questions require a respondent to select one or more appropriate responses from the list. Closed ended questions encourage the respondent to accept the investigator's response categories. The reliability and operational validity of closed ended questions depends partially on the list provided.

In this study, the questionnaires were distributed to 20 officials in these afore-mentioned units, according to their level in each section. Questionnaires were mailed electronically to the officials. A covering letter was attached to each questionnaire. Kumar (1999:113) states that it is essential to write a covering letter with the mailed questionnaire.
The questionnaire is divided into three sections. The first section deals with biographical information. This section is divided into four categories which are age, sex, race and home language. The respondent ticks the appropriate box that describes his/her biological information. The second section is the opinions on the eight Batho Pele principles on client service delivery where respondent have to tick appropriate blocks. The third section of the questionnaire is the opinion of the respondents on implementing and understanding Batho Pele principles and to determine challenges encountered by the Department of Labour in Port Elizabeth. The questionnaires were piloted according to the sections beginning from the manager and three officials with each level of occupation.

3.2.5 ETHICAL CONSIDERATIONS

According to Kumar (1999:190), all professions are guided by a code of ethics that has evolved over the years to accommodate the changing ethos, values, needs and expectations of those who practice in these professions. Creswell, (2005:171) states that protecting the anonymity of individuals by assigning numbers to returned instruments and keeping the identity of individuals confidential offers privacy to participants. The researcher will be accountable to the University's Ethical conduct. Participants in this study were respected as individuals and anonymity was used to maintain confidentiality. Participants had a right to withdraw from the study and there were no risks involved.

3.3 DATA ANALYSIS AND INTERPRETATION

Creswell notes (1994:123) that data analysis in qualitative research consists of preparing and organising the data for analysis; then reducing the data into themes through a process of coding and condensing the codes; and finally representing the data in figures, tables or a discussion. In this study, sketching ideas will be presented, the summarising of the field notes -- and counting of the frequency of the codes -- according to the relating categories, will be carried out. The data will be presented.
### 3.3.1 CODEBOOK

According to Creswell (2005:175), one procedure that can aide one in assigning scores to the responses is with the use of a codebook. A codebook is a list of variables or questions that indicate how the researcher will code or score responses from an instrument or checklist. The following is the presentation of the questionnaire results from respondents of the officials in the different sections (Client Services, Beneficiary Services and the Enforcement Inspection Service) of the Department of Labour in Port Elizabeth.

The Biographical data of respondents from the public officials is as follows:

**Table 1**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18-25</td>
<td>1</td>
<td>5.88</td>
</tr>
<tr>
<td>26-30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>31-40</td>
<td>7</td>
<td>41.17</td>
</tr>
<tr>
<td>41-50</td>
<td>4</td>
<td>23.53</td>
</tr>
<tr>
<td>51 and above</td>
<td>5</td>
<td>29.41</td>
</tr>
</tbody>
</table>
Figure 3.1: Age profile

![Age profile chart]

Source: Compiled by N Ralane, 2011

Table 1 and Chart 1 indicate that the majority of the respondents are public officials who are from 31 years and 40 years old (38%) followed by those who are 50 years and above (31%) as well as those who are 41 years and 50 years old (25%). A small percentage constitutes public officials who are between 18 years and 25 years old (6%). A total of 94% are public officials who are above the age of 30 years and only 6% of those who are 30 years and below.

Table 2

<table>
<thead>
<tr>
<th>Variables</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sex</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>9</td>
<td>52.94</td>
</tr>
<tr>
<td>Male</td>
<td>8</td>
<td>47.06</td>
</tr>
</tbody>
</table>
Compiled by N Ralane, 2011

Table 2 and Chart 2 show that 53% of the respondents were females and 47% were males.

**Table 3**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Race</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Black</td>
<td>13</td>
<td>82</td>
</tr>
<tr>
<td>White</td>
<td>2</td>
<td>11.76</td>
</tr>
<tr>
<td>Asian</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Coloured</td>
<td>2</td>
<td>11.76</td>
</tr>
</tbody>
</table>
Table 3 and Chart 3 indicate that the majority (76%) of the respondents were Blacks, 12% were Whites and 12% were Coloureds.

Table 4

<table>
<thead>
<tr>
<th>Variables</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Home Language</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Afrikaans</td>
<td>3</td>
<td>17.64</td>
</tr>
<tr>
<td>English</td>
<td>1</td>
<td>5.88</td>
</tr>
<tr>
<td>Xhosa</td>
<td>13</td>
<td>76.47</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 4 and Chart 4 indicate that the majority (76%) of the respondents speak Xhosa, 18% speak Afrikaans and 6% are English speakers. This indicates that public officials speak languages which are commonly used in Port Elizabeth which shows that customers are served by officials who speak their languages.

SECTION B: OPINIONS ON THE BATHO PELE PRINCIPLES ON CLIENT SERVICE DELIVERY IN THE DEPARTMENT OF LABOUR, PORT ELIZABETH

The following interpretation deals with the opinions of the public officials on the Batho Pele principles on client service delivery in the Department of Labour in Port Elizabeth. Section B of the questionnaire which was distributed to the public officials in the Department of Labour in Port Elizabeth consists of 10 questions. A copy of the questionnaire is Annexure 1. The majority of questions investigated the aspects of the Batho Pele principles in the Department of Labour, Port Elizabeth. The results are shown in Table 5 to Table 14.
### Table 5

<table>
<thead>
<tr>
<th>Questionnaire Statement of Section B</th>
<th>Total number of respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Indicate, by ticking on the appropriate box, whether the services of the Department of Labour are/were communicated to the members of the public in a radio-talk show, advocacy, television, newspapers or the Department of Labour’s website.</td>
<td>17</td>
<td>5 (29.41)</td>
<td>3 (17.64)</td>
<td>4 (23.53)</td>
<td>2 (11.76)</td>
<td>1 (5.88)</td>
<td>2 (11.76)</td>
</tr>
</tbody>
</table>

The aim of this statement in Table 5 was to assess if the users of the services of the Department of Labour were provided with information about the services they are entitled to. The majority (29.41%) of the respondents strongly agree and 17.64% agree with the statement. A significant number of respondents were neutral and 11.76% did not respond to the statement. Only 11.76% of the respondents disagreed and 5.88% strongly disagreed with the statement. Most respondents say that they agree with this statement. This implies that the Department of Labour does provide information to the service recipients.
Table 6

<table>
<thead>
<tr>
<th>Total number of respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>5 (29.41)</td>
<td>5 (29.41)</td>
<td>4 (23.53)</td>
<td>0</td>
<td>3 (17.64)</td>
<td>0</td>
</tr>
</tbody>
</table>

Table 6 shows that 29.41% strongly agreed and another 29.41% of respondent agreed with the statement whilst 23.53% were neutral and 17.64% strongly disagreed with the statement. This indicates that the majority of the respondents generally agree that the Batho Principles is the collective responsibility of all officials.

Table 7

<table>
<thead>
<tr>
<th>Total number of respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Information on services is disseminated through radio-talk shows, the distribution of pamphlets in all local languages to ensure that customers understand advocacy on new developments relating to service delivery</td>
<td>17</td>
<td>0 (23.53)</td>
<td>6 (35.29)</td>
<td>3 (17.64)</td>
<td>2 (11.76)</td>
<td>2 (11.76)</td>
</tr>
</tbody>
</table>
Table 7 indicates that a small (23.53%) number of respondents agreed with the statement whilst 35.29% was neutral, 17.64% disagreed, 11.76% strongly disagreed and 11.76% did not respond. This shows that the majority of the respondents generally do not agree that the information of services is disseminated making use of various means of communication to the customers.

Table 8

<table>
<thead>
<tr>
<th>Questionnaire Statement of Section B</th>
<th>Total number of Respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. All clients or customers of the department are given full information about the services they are entitled to receive, and also if there are any new changes or developments in service delivery</td>
<td>17</td>
<td>3 (17.64)</td>
<td>3 (17.64)</td>
<td>3 (17.64)</td>
<td>4 (23.53)</td>
<td>2 (11.76)</td>
<td>1 (5.88)</td>
</tr>
</tbody>
</table>

Table 8 indicates that 17.64% strongly agreed and another 17.64% agreed that customers of the Department of Labour, Port Elizabeth were kept informed about the services and changes as well as developments in services rendered by the Department. A small percentage (23.53%) of the respondents disagreed, 11.67% strongly disagreed, another 11.76% was neutral and 5.88% did not respond to the statement. The Department of Labour provides its customers with information about its services and changes in service delivery. Therefore, customers are kept informed about new developments in the Department.
Table 9

<table>
<thead>
<tr>
<th>Questionnaire Statement of Section B</th>
<th>Total number of respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. The officials inform the client of the required documents when they lodge complaints against their employers or of what is required when applying for UIF (Unemployment Insurance Fund) or any services in the Department of Labour, Port Elizabeth.</td>
<td>17 (35.29)</td>
<td>6 (35.29)</td>
<td>5 (29.41)</td>
<td>2 (11.76)</td>
<td>1 (5.88)</td>
<td>2 (11.76)</td>
<td>1 (5.88)</td>
</tr>
</tbody>
</table>

In Table 9 the opinion of the respondents with regards to the documentation needed when applying for any service rendered by the Department including the Unemployment Insurance Fund (UIF) is sought and 35.29% of the respondents strongly agreed, 29.41% agreed with the statement in this regard whilst 11.76% were neutral, 5.88% disagreed, 11.76% strongly disagreed and 5.88% did not respond to the statement. This shows that the officials inform the clients of the required documents and what they are required to do when the lodge complaints against their employers and when they apply for UIF.
## Table 10

<table>
<thead>
<tr>
<th>Questionnaire Statement of Section B</th>
<th>Total number of respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>no (%)</td>
<td>no (%)</td>
<td>no (%)</td>
<td>no (%)</td>
<td>no (%)</td>
<td>no (%)</td>
<td>no (%)</td>
</tr>
<tr>
<td>6. Clients or customers are informed of the waiting period for a service, and how long it takes to get feedback from the Labour Centre: Port Elizabeth</td>
<td>17 (5.88)</td>
<td>1 (47.05)</td>
<td>8 (17.64)</td>
<td>3 (17.64)</td>
<td>3 (17.64)</td>
<td>2 (11.76)</td>
<td>0</td>
</tr>
</tbody>
</table>

The service standards were assessed in terms of whether customers are informed of the waiting period for a service and the waiting period for such a service. Table 10 indicates that 5.88% strongly agreed and 47.05% agreed that customers are informed of the waiting period for a service. 17.64% were neutral, another 17.64% disagreed and 11.76% strongly disagreed with the statement. This indicates that clients are told of the waiting period for a service they have applied for. Therefore, clients are aware when to expect a feedback from the Department after which they can remind the officials if they did not received the promised feedback.

## Table 11

<table>
<thead>
<tr>
<th>Questionnaire Statement of Section B</th>
<th>Total number of respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>no (%)</td>
<td>no (%)</td>
<td>no (%)</td>
<td>no (%)</td>
<td>no (%)</td>
<td>no (%)</td>
<td>no (%)</td>
</tr>
</tbody>
</table>
7. The Department is committed to improve service delivery to physically, socially, racially, economically and culturally disadvantaged members.

<table>
<thead>
<tr>
<th>Questionnaire Statement of Section B</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>3 (17.64)</td>
<td>1 (5.88)</td>
<td>6 (35.29)</td>
<td>4 (23.53)</td>
<td>3 (17.64)</td>
<td>0</td>
</tr>
</tbody>
</table>

The statement in Table 11 sought to assess the principle of increasing access. 5.88% of the respondents strongly agreed and 35.29% agreed that the Department is committed to improve service delivery. 17.64% was neutral, another 17.64% disagreed and another 17.64% strongly disagreed with the statement. The response to this statement shows that public officials are not happy about the extent to which the principle of increasing access is dealt with by the Department.

Table 12

8. In cases where the promised service standard is not met, clients are offered an apology and full explanation, after which a speedy and effective remedy to the service in question is applied.

Table 12 investigates the opinion of the respondents in relation to “redress” occurs when officials do apologise to the customers of the Department if and when a promised service and standard is not met. 17.64% strongly agreed, 5.88% agreed with the statement, 35.29% was neutral, 23.53% disagreed and 17.64% strongly disagreed. This shows that the Department does not apologise to the clients when the promised service standards are not met.
### Table 13

<table>
<thead>
<tr>
<th>Questionnaire Statement of Section B</th>
<th>Total number of respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>9. The officials attempt to provide customers with their best service, and they try by all means to eliminate waste and fraud.</td>
<td>17</td>
<td>2 (11.76)</td>
<td>4 (23.53)</td>
<td>7 (41.18)</td>
<td>3 (17.64)</td>
<td>1 (5.88)</td>
<td>0</td>
</tr>
</tbody>
</table>

Table 13 above indicates that 11.67% strongly agreed and 23.53% agreed that the officials in the Department provide customers with their best service and they try to eliminate waste and fraud. The majority (41.18%) of the respondents were neutral. 17.64% disagreed whilst 5.88% strongly agreed with the statement. This shows that there are few officials who provide customers with best service. Given the percentage of the respondents who were neutral, this indicates that the official are to some extent not committed to eliminate waste and to provide best service to the customers.

### Table 14

<table>
<thead>
<tr>
<th>Questionnaire Statement of Section B</th>
<th>Total number of respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. There is compliance with the Batho-Pele Principles in the Department of Labour, Port Elizabeth.</td>
<td>17</td>
<td>3 (17.64)</td>
<td>2 (11.76)</td>
<td>5 (29.41)</td>
<td>7 (41.18)</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
Table 14 above shows that 17.64% strongly agreed and 11.76% agreed that the Department of Labour, Port Elizabeth complies with the Batho Pele principles whilst 29.41% of the respondents were neutral and 41.18% disagreed with the statement. The majority of the respondents indicated that the Department does not comply with the Batho Pele principles. Therefore, it can be safely said that the actions of the officials in the Department of Labour are not guided by these principles which could have a detrimental effect to Department’s service delivery efforts.

SECTION C: OPINIONS ABOUT BATHO PELE PRINCIPLES IN THE LABOUR CENTRE: PORT ELIZABETH

The following interpretation deals with the opinions of the public officials on the Batho Pele principles in the Department of Labour in Port Elizabeth. Section C of the questionnaire, which was distributed to the public officials in the Department of Labour in Port Elizabeth, consists of 10 questions. A copy of the questionnaire is Annexure 1. A majority of questions investigated the aspects of the Batho Pele principles in the Department of Labour, Port Elizabeth. The results are shown in Table 15 to Table 24.

Table 15

<table>
<thead>
<tr>
<th>Questionnaire Statement of Section C</th>
<th>Total number of respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Officials in the Department of Labour, Port Elizabeth understand that clients are the core reason for their business</td>
<td>17</td>
<td>4 (23.53)</td>
<td>4 (23.53)</td>
<td>6 (35.29)</td>
<td>2 (11.76)</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Table 16 shows that 23.53% of the respondents strongly agreed that the officials in the Department of Labour in Port Elizabeth understand that clients are the core reason for their business. Another 23.53% agreed with this statement whilst 35.29% were neutral...
and 11.67% disagreed. The majority of the respondents agreed with the statement. This indicates that a majority of the officials understand that they are employed to serve the clients.

**Table 16**

<table>
<thead>
<tr>
<th>Questionnaire Statement of Section C</th>
<th>Total number of respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Officials who are rendering services to clients are trained by the Department of Labour, Port Elizabeth on Customer Care Services</td>
<td>17</td>
<td>3 (17.64)</td>
<td>8 (47.05)</td>
<td>1 (5.88)</td>
<td>3 (17.64)</td>
<td>2 (11.76)</td>
<td>0</td>
</tr>
</tbody>
</table>

Table 16 indicates that 17.64% and 47.05% of the respondents strongly agreed and agreed to the statement, respectively, while 5.88% were neutral whilst 17.64% disagreed and 11.76% strongly disagreed with the statement. This shows that training on customer care is given to officials who render services to the customers.

**Table 17**

<table>
<thead>
<tr>
<th>Questionnaire Statement of Section C</th>
<th>Total number of respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Batho-Pele Principles are included in the daily performance of officials of the Department of Labour, Port Elizabeth.</td>
<td>17</td>
<td>1 (5.88)</td>
<td>6 (35.29)</td>
<td>3 (17.64)</td>
<td>5 (29.41)</td>
<td>2 (11.76)</td>
<td>0</td>
</tr>
</tbody>
</table>
Table 17 indicates that 5.88% of the respondents strongly agreed and 35.29% agreed with the statement while 17.64% were neutral, 29.41% disagreed and 11.76% strongly agreed. The percentage of the respondents who generally agreed and disagreed with the statement that the Batho Pele Principles are incorporated in the performance of the officials is equal. Therefore, it can be safely said that the results indicate that some officials do comply with these principles whilst some do not.

Table 18

<table>
<thead>
<tr>
<th>Questionnaire Statement of Section C</th>
<th>Total number of respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Officials consult clients about the level and quality of services that are provided by the Department of Labour, Port Elizabeth.</td>
<td>17</td>
<td>0</td>
<td>3 (17.64)</td>
<td>3 (17.64)</td>
<td>7 (41.17)</td>
<td>2 (11.76)</td>
<td>2 (11.76)</td>
</tr>
</tbody>
</table>

Table 18 indicates that a small percentage (17.64%) of the respondents agreed that clients are consulted about services. Another 17.64% were neutral, 41.17% disagreed, 11.76% strongly disagreed and another 11.76% did not respond to the statement. Given the responses, it can safely be said that consultation with the clients in the Department of Labour in Port Elizabeth is minimum.
Table 19

<table>
<thead>
<tr>
<th>Questionnaire Statement of Section C</th>
<th>Total number of respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. Information sessions are conducted timeously on new developments to ensure effective service delivery</td>
<td>17</td>
<td>2 (11.76)</td>
<td>3 (17.64)</td>
<td>7 (41.17)</td>
<td>3 (17.64)</td>
<td>2 (11.76)</td>
<td>0</td>
</tr>
</tbody>
</table>

Table 19 indicates that 11.76% of the respondents strongly agreed and 17.64% agreed with the statement while 41.7% were neutral, 17.64% disagreed and 11.76% disagreed that when there were new developments with regards to services to be offered the information sessions were conducted on time. The total number of those who agree that information sessions are conducted timeously when there are new developments equals those who do not agree with this statement. This indicates that there might be no consistency in conducting the sessions for all new developments in the Department.

Table 20

<table>
<thead>
<tr>
<th>Questionnaire Statement of Section C</th>
<th>Total number of respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. Officials ensure that all clients have equal access to services delivered by the Department of Labour: Port Elizabeth</td>
<td>17</td>
<td>2 (11.76)</td>
<td>5 (29.41)</td>
<td>5 (29.41)</td>
<td>4 (23.53)</td>
<td>1 (5.88)</td>
<td>0</td>
</tr>
</tbody>
</table>

Table 20 shows that 11.76% of the respondents strongly agreed and 29.41 agreed that officials ensure all clients have equal access to services delivered by the Department. 29.41% were neutral, 23.53% disagreed and 5.88% disagreed. This indicates that the Department is making its services accessible to the citizens.
Table 21

<table>
<thead>
<tr>
<th>Questionnaire Statement of Section C</th>
<th>Total number of respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. Standards of service delivery are met; and if there are any shortcomings, they are addressed immediately and effectively to deal with any unnecessary complaints.</td>
<td>17 (11.76)</td>
<td>2 (5.88)</td>
<td>1 (35.29)</td>
<td>6 (35.29)</td>
<td>6 (11.76)</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

Table 21 indicates that 11.76% and 5.88% of the respondents strongly agreed and agreed that the standards of service delivery were met by the Department while 35.29% were neutral, 35.29% disagreed and 11.76% strongly disagreed with the statement. This shows that it is not in every case that the set standards for service delivery are met such that when there are complaints these are addressed promptly.

Table 22

<table>
<thead>
<tr>
<th>Questionnaire Statement of Section C</th>
<th>Total number of respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>8. The administration in the Department of Labour in Port Elizabeth is open and transparent to its clients so that they know who is responsible for which function and service in the department.</td>
<td>17 (11.76)</td>
<td>2 (11.76)</td>
<td>3 (17.64)</td>
<td>7 (41.17)</td>
<td>3 (17.64)</td>
<td>2 (11.76)</td>
<td>0</td>
</tr>
</tbody>
</table>

Table 22 shows that 11.76% strongly agreed that the administration of the Department was open and transparent, while 17.64% agreed, 41.17% were neutral, another 17.64% disagreed and another 11.76% disagreed. The total number of respondents who agree and disagree that the administration of the Department is open and transparent is equal.
Therefore, there might be instances where clients do not know who is responsible for what in the Department.

Table 23

<table>
<thead>
<tr>
<th>Questionnaire Statement of Section C</th>
<th>Total number of respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>9. Clients are given satisfactory explanation to their enquiries.</td>
<td>17</td>
<td>3 (17.64)</td>
<td>3 (17.64)</td>
<td>6 (35.29)</td>
<td>3 (17.64)</td>
<td>2 (11.76)</td>
<td>0</td>
</tr>
</tbody>
</table>

Table 23 shows that 17.64% of the respondents strongly agreed that clients were given satisfactory explanations to the enquiries. Another 17.64% agreed, 35.29% were neutral and yet another 17.64% disagreed and 11.76% strongly disagreed with the statement. Therefore, the clients are to some extent given satisfactory explanation to their enquiries.

Table 24

<table>
<thead>
<tr>
<th>Questionnaire Statement of Section C</th>
<th>Total number of respondents</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. Officials who are committed to make a difference by improving service delivery in the Labour Centre are rewarded and acknowledged by their managers.</td>
<td>17</td>
<td>3 (17.64)</td>
<td>1 (5.88)</td>
<td>10 (58.82)</td>
<td>3 (17.64)</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

Table 24 shows that 17.64% of the respondents agreed that committed officials were acknowledged by the managers, 5.88% were neutral whilst 58.82% and another 17.64% disagreed and strongly disagreed with the statement. This indicates that the Department does not reward the hardworking and committed officials.
3.4 RESULT OF ANALYSIS

What seems to be apparent from the above interpretation is that the administration is not transparent enough to be able to disseminate information on new services to the beneficiaries of the Department of Labour, Port Elizabeth. This may be caused by the fact that even the officials who are custodians and implementers of the policies of the Department are not conversant with some of these in the sense that they hardly get enough time to discuss these. This has negative ramifications on the image of the Department as it is perceived as being inefficient and ineffective. A transparent public institution is free from being suspected of clandestine activities. Consequently, the recipients of a service will have trust and confidence in the public officials. This state of affairs will create a conducive environment within which the public services will be rendered. Thus, there will be no tension between the service provider and the service recipient.

With regards to commitment, the empirical investigation shows that an overwhelming 76.42% of respondents disagreed that committed officials were acknowledged by management. This practice has an influence on the performance of the officials because they will obviously be demotivated as is evidently the case. Consequently, there will be a low improvement on service delivery.

3.5 CONCLUSION

This chapter sought the views of the officials working in the Inspection and Enforcement Services, Client Services, and Beneficiary Services units in the Department of Labour in Port Elizabeth. It is clear from the responses given that officials the officials in this Department are aware of the Batho Pele principles and they do understand that their core business is to serve the public. The extent to which officials comply with these principles when performing their activities is acceptable. The information about the services rendered by the Department is disseminated to the citizens in general and clients of the Department are kept informed about the new developments. However, the officials also indicated that ‘redress’ is still a problem in the Department as they do not
apologise to the clients when promised standards are not met. Also, they expressed that officials are not rewarded for their hard work and excellence in performance. Chapter 4 will formulate recommendations for addressing the findings identified in Chapter 3.
CHAPTER FOUR

RECOMMENDATIONS AND CONCLUSION

4.1 INTRODUCTION

This Chapter offers recommendations and conclusions for the implementation of the Batho Pele principles in the Department of Labour in Port Elizabeth. The empirical study was conducted in the Department of Labour in Port Elizabeth. Three sections were selected because they render services to clients. The purpose of the study is to investigate the extent to which the Department of Labour in Port Elizabeth has succeeded regarding the need to integrate the Batho Pele principles into its service delivery. The recommendations and conclusions are determined by the responses of the officials and these will be briefly explained in the following paragraphs.

4.2 RECOMMENDATIONS FOR THE IMPLEMENTATION OF THE BATHO PELE PRINCIPLES FOR IMPROVED SERVICE DELIVERY

- The Department of Labour in Port Elizabeth should encourage the front-line managers to intensify the implementation of the Batho Pele principles as the tradition for work;

- Identifying the improvement gap that Hilliard and Msaseni (2000:79) say relates to priorities and action that should be taken to meet customer needs. The improvement gap is the difference between what customers need and the level and quality of service currently provided with limited resources;

- The Batho Pele principles should be used as guidelines for service delivery. In this way the public institutions will be proactive and public oriented;
• Communication with the recipients of the Department of Labour should be strengthened;

• The Department should identify obstacles that might avert access to its services;

• The Batho Pele principles should be used as a mechanism to address the mistakes and failures of the Department;

• Establish and communicate to all customers the guidelines concerning the procedure that they follow when applying for a service. These guidelines should be made more explicit. These guidelines should be made available to the employers as they are required to provide some information and fill in some forms for unemployment fund;

• To avoid a situation where clients are sent from pillar to post, a help desk or an information desk should be introduced where clients can obtain information about available services and relevant offices;

4.3 RECOMMENDATIONS FOR INCENTIVES

• Initiate strategies for the recognition of public officials whose performance is outstanding;

• To initiate strategies to ensure a sustainable performance of those who have been recognised;

• To initiate strategies of instilling acceptable work ethics within the Department and give feedback to public officials who display commitment in their work;

• The front-line officials, who interact directly with the clients, should be involved in the strategic plan of the Department so that their experience on dealing with the clients
should be included. Their involvement will also boost their morale and they will see that their contribution is valued by the Department;

- The front-line officials should also be informed in good time about policies that need to be implemented in the Department to improve service delivery.

- The opinions and views of the clients as well as those of the front-line officials should be considered when formulating service delivery related policies in the Department.

4.4 CONCLUSION

The researcher started this study in 2008 and in this period till 2010, a lot of changes have occurred in the Department of Labour 2008. New managers have been appointed with new ideas and strategies. There is a decrease in public complaints in the media because of this. The only outstanding factor is to motivate the officials so that they can be fully involved. If the Batho Pele principals can be effectively applied, the researcher assumes that the satisfactory rate of the clients will increase.

Chapter 1 deals with the introduction, background and rationale to the study, the statement of the problem and ethical considerations.

In Chapter 2 the literature is reviewed. The first section explores the concept of service delivery in the public sector. The second section deals with the service delivery systems and customer satisfaction. The third section interrogates service delivery and customer care. The legislative framework for the Batho Pele principles is given in the forth section. In the fifth section the conceptualisations of the term Batho Pele and in the sixth section the remedial system in the Provincial and National Departments are explored.

The focus of Chapter 3 was on research methodology, data collection and the interpretation of data. The study made use of the questionnaire which was distributed to
the public officials working in the Inspection and Enforcement Services, Client Services and Beneficiary Services sections in the Department of Labour in Port Elizabeth. These units were selected for this study because they are directly involved in rendering services to the clients. Data was interpreted and presented making use of bar charts and pie charts.

Chapter 4 dealt with the conclusion and recommendations drawn from the secondary and primary information.
LIST OF REFERENCES


The Herald, 28 June 2008. **UIF Office keeps promising payment, but no sign of money.**

Thomas, R.M. 2003. **Blending Qualitative & Quantitative research methods in Theses and Dissertations.** California: Corwin Press Inc.


INTERNET


Dear Sir/Madam

COMPLETION OF A QUESTIONNAIRE (BATHO PELE PRINCIPLES)

I am registered as a student at the Nelson Mandela Metropolitan University. Currently, I am busy with Masters Degree in Public Administration. One of the requirements of the degree is to conduct a research study for the completion of my curriculum. My research topic is: **An Investigation into the implementation of the Batho-Pele Principles in the Department of Labour, Port Elizabeth.**

Therefore, I humbly request you to complete the attached questionnaire, which will not take more than 20 minutes of your time. Be assured that your participation in this research will be treated confidentially. You are not required to write your name when you are completing the questionnaire. In case you have questions regarding the completion of the questionnaire, feel free to contact the researcher on the following contact details:

N. Ralane

Research Candidate

TEL: 0738389458
INTRODUCTORY REMARKS

The aim of the study is to ensure that services provided by the Department of Labour in Port Elizabeth meet the requirements of the White Paper on Public-Service Delivery of 1997 (Batho-Pele Principles).

Completed questionnaires should be returned to the researcher, as they are intended purely for research purposes. To complete the questionnaire will take approximately 20 minutes. Questions under Section A require biographical information; and in Section B, your opinion will be asked regarding the Batho-Pele Principles on client services in the Department of Labour, Port Elizabeth.

Indicate your answer by making a tick in the appropriate block.

SECTION A: BIOGRAPHICAL INFORMATION

1. Age:

<table>
<thead>
<tr>
<th>Age</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>18 – 25 years</td>
<td></td>
</tr>
<tr>
<td>26 – 30 years</td>
<td></td>
</tr>
<tr>
<td>31 – 40 years</td>
<td></td>
</tr>
<tr>
<td>41 – 50</td>
<td></td>
</tr>
<tr>
<td>51 years and above</td>
<td></td>
</tr>
</tbody>
</table>

2. Sex:

<p>| | |</p>
<table>
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<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td></td>
</tr>
</tbody>
</table>
3. Race

- Black
- White
- Asian
- Coloured

4. Home language

- Afrikaans
- English
- Xhosa
- Other

SECTION B: OPINIONS ON THE BATHO-PELE PRINCIPLES ON CLIENT SERVICE DELIVERY IN THE DEPARTMENT OF LABOUR, PORT ELIZABETH

For each of the following five statements that are given, please tick the box that best describes your opinion on the service delivery in the Department of Labour, Port Elizabeth. Rate your agreement or disagreement by ticking the appropriate box by using the following scale:

|-------------------|----------|------------|-------------|---------------------|

1. Indicate, by ticking on the appropriate box, whether the services of the Department of Labour are/were communicated to the members of the public in a radio-talk show, advocacy, television, newspapers or the Department of Labour’s website.

|-------------------|----------|------------|-------------|---------------------|
2. The Batho-Pele Principles are the collective responsibility of all officials employed in the Port Elizabeth Labour Centre.


3. Information on services is disseminated through radio-talk shows, the distribution of pamphlets in all local languages to ensure that customers understand advocacy on new developments relating to service delivery.


3. All clients or customers of the department are given full information about the services they are entitled to receive, and also if there are any new changes or developments in service delivery.


4. The officials inform the client of the required documents when they lodge complaints against their employers or of what is required when applying for UIF (Unemployment Insurance Fund) or any services in the Department of Labour, Port Elizabeth.


6. Clients or customers are informed of the waiting period for a service, and how long it takes to get feedback from the Labour Centre: Port Elizabeth.


7. The Department is committed to improve service delivery to physically, socially, racially, economically and culturally disadvantaged members of the public.

8. In cases where the promised service standard is not met, clients are offered an apology and full explanation, after which a speedy and effective remedy to the service in question is applied.


9. The officials attempt to provide customers with their best service, and they try by all means to eliminate waste and fraud.


10. There is compliance with the Batho-Pele Principles in the Department of Labour, Port Elizabeth.


SECTION C: OPINIONS ABOUT BATHO-PELE PRINCIPLES IN THE LABOUR CENTRE: PORT ELIZABETH

For each of the following ten statements that are given please tick the box that best describes your opinion about service delivery in the Department of Labour: Port Elizabeth. Rate your agreement or disagreement by ticking the appropriate box, by using the following scale:

Indicate your answer by ticking in the appropriate box.

1. Officials in the Department of Labour Port Elizabeth understand that clients are the core reason for their business.

2. Officials who are rendering services to clients are trained by the Department of Labour: Port Elizabeth on Customer Care Services.


3. Batho-Pele Principles are included in the daily performance of officials of the Department of Labour: Port Elizabeth.


1. Officials consult clients about the level and quality of services that are provided by the Department of Labour: Port Elizabeth.


5. Information sessions are conducted timeously on new developments to ensure effective service delivery


2. Officials ensure that all clients have equal access to services delivered by the Department of Labour: Port Elizabeth.


7. Standards of service delivery are met; and if there are any shortcomings, they are addressed immediately and effectively to deal with any unnecessary complaints.

8. The administration in the Department of Labour in Port Elizabeth is open and transparent to its clients so that they know who is responsible for which function and service in the department.

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9. Clients are given satisfactory explanations to their enquiries.

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10. Officials who are committed to make a difference by improving service delivery in the Labour Centre are rewarded and acknowledged by their managers.

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THANK YOU FOR YOUR PARTICIPATION!
I, Mr. S. Hattle, hereby declare that I have edited the treatise of Ms. Nombulelo Ralane.

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