

**AN ASSESSMENT OF THE IMPACT OF THE MANAGEMENT OF THE SOCIAL
SECURITY SYSTEM ON ACCESS TO SERVICES IN LIMPOPO PROVINCE**

By

THIVHAKONI KINGSLEY MUNZHEDZI



Submitted in partial fulfilment of the requirements for the degree of

MASTER OF DEVELOPMENT(MDEV)

in the

**FACULTY OF MANAGEMENT AND LAW
(Turfloop Graduate School of Leadership)**

at the

UNIVERSITY OF LIMPOPO

SUPERVISOR: Prof T. MOYO

2016

DEDICATION

This study is dedicated to my grandmother, Margaret Nwashirilele Maringa, My mother Norah Tinyiko Munzhedzi and My father, Ntshengedzeni Christopher Munzhedzi who ensured that I receive basic education regardless of life's challenges

DECLARATION

I declare that the mini-dissertation, “An assessment of the impact of the management of the social security system on access to services in Limpopo Province” submitted for the partial fulfilment of the requirements for degree Master of Development at University of Limpopo is my own original work and has not previously been submitted to any other institution of higher education. I further declare that all sources quoted are indicated and acknowledged by means of a comprehensive list of references.

Signed by: _____

Date: _____

Thivhakoni Kingsley Munzhedzi



ACKNOWLEDGEMENTS

The successful completion of this mini-dissertation was made possible through the assistance of other institutions and I wish to acknowledge their support with appreciation.

Firstly, I thank God for having given me the courage, strength, wisdom and guidance to complete this task.

Secondly, I also thank my family members for their unconditional love, support and guidance.

Thirdly, I wish to express my gratitude and appreciation to my supervisor Prof Theresa Moyo, for her guidance, support and encouragement.

Fourthly, I wish to express my gratitude and appreciation to my immediate supervisor at work, the late Colonel Peter Selowa for granting me the opportunity to complete this study regardless of the working environment in the South African National Defence Force (SANDF).

Lastly, I wish to express my gratitude and appreciation to Ministry of Defence, the Chief of the SANDF, Chief of the Army, and the Provost Marshal General.

ABSTRACT

In attacking poverty in post-apartheid South Africa, the country's new government adopted a multiple approach focusing on building institutions and organisations on a macro regional and local level, levels to facilitate growth, reconstruction and social upliftment. In its effort to alleviate poverty and inequality, the Government of South Africa introduced a social security system. In an endeavour to address the deficiencies surrounding this system, the government has established a number of mechanisms. In order to distribute these grants to the right people in the right place, the government formed the South African Social Security Agency (SASSA). The research problem was, therefore, to find out how the management and administration of social security by SASSA is enhancing or retarding access to the services for which the agency was established to render.

The aim of this study was to assess how the management and administration of the social security system impact on the accessibility of social services by those who require them. In order to achieve the aim of this study, the following objectives were addressed: how social security is managed in the Limpopo Province; to assess the impact of the management of the system on access to services; to identify possible strategies that could enhance access to social security services; and to provide recommendations based on the literature and research findings.

The findings of this study was that the administration system of the South African grant system has been somewhat cumbersome for both the applicant and the administrator because the forms used for most grants are detailed and often quite technical. Furthermore, it was established that were service delivery challenges of severe staff shortages at critical operational levels where grant applications are processed and infrastructural challenges such as insufficient office space (too many staff members in a specific office) and insufficient or no connectivity at certain service delivery points. These are all organisational challenges that SASSA is facing.

This research recommend that the Limpopo regional office must not only be responsible for giving information about newly enrolled recipients to the SASSA national office but the regional office should be able to complete the whole process within its offices without passing it on to the national office The research also recommends that a Monitoring and Evaluation unit must be established in regional offices. This unit will assist the management and administration of social grants in particular with improving services. This unit will visit different SASSA offices in the local municipalities on a regular basis in order to evaluate the performance of those particular offices. This will help to monitor the service delivery to the beneficiaries. Lastly, SASSA should do more research and development in consultation academic institutions or by structure within SASSA offices

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LIST OF ABBREVIATIONS

ANC	African National Congress
CDG	Care Dependency Grant
CSG	Child Support Grant
DG	Disability Grant
DSD	Department of Social Development
EC	Eastern Cape
FCG	Foster Children Grant
FS	Free State
GP	Gauteng
GIA	Grant in Aid
KZN	Kwazulu Natal
LP	Limpopo Province
MP	Mpumalanga
NW	North west
NC	Northern Cape
SASSA	South Africa Social Security Agency
SOCPEN	Social pension
WVG	War Veteran's grant

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1.1 INTRODUCTION

Poverty is a global calamity threatening human life mainly in developing countries, in particular in Africa. Poverty and inequality remain major challenges in South Africa. In South Africa, it is estimated that more than 50 per cent of the population live in abject poverty. An attempt at understanding poverty in the context of South Africa will be incomplete without visiting the historical politics that explain the social dynamics of poverty. As argued by Shrestha (1997:11), unless one understands the historical reality of poverty in its totality one cannot reverse its oppressive course. The geographical racial, gender and age dynamics of poverty can be traced back to the socio-political and economic history of the country. Even though it has been more than twenty years after the attainment of democracy in South Africa, some of the ills of the apartheid era still raise their ugly heads in the socio-economic landscape of one of Africa's biggest economies. It can be argued that despite all the efforts at addressing poverty the challenge of racism is a reality (Khumalo, 2013:5646).

Hendrics (2009:345) posits that the main problem facing South Africa is that of black poverty, the country has the dubious distinction of being the most unequal country in the world and things appear to be getting worse for the poor. The observation is in line with a former president's depiction of South Africa as composed of two nations: "We therefore make bold to say that South Africa is a country of two nations" (Holborn, 2010:143). The two nations are described as one white and the other black. The first one is relatively prosperous, regardless of gender or geographical dispersal, and has access to developed infrastructure, and the second one is poor, with the worst affected being women.

In attacking poverty in post-apartheid South Africa, the country's new government adopted a multiple approach focusing on building institutions and organisations on a macro regional and local level; levels to facilitate growth, reconstruction and social upliftment (Xaba, 2006:9). In its effort to alleviate poverty and inequality, the Government of South Africa introduced a social security system. This system is comprised of different social grants such as a Child Support Grant, Old person Grant, Disability Grant, Foster Child Grant, Care Dependency Grant and War

Veterans Grant (Ranga, 2007:1). Since the inception of the social security system the government, immediate beneficiaries and the public in general have encountered a number of problems. The major challenges facing the social security system administration entail “the lack of prompt and efficient delivery, lack of accessibility to the grants, and lack of appropriate institutional arrangement to effect service delivery” (Koma, 2006:62)

In an endeavor to address the deficiencies surrounding this system, the government has established a number of mechanisms. In order to distribute these grants to the right people in the right place, the government formed the South African Social Security Agency (SASSA). To allow for flexibility and accessibility of the grants, SASSA has introduced nine regional (provincial) district and municipal offices.

1.2. Background to the Study

The extension of the social security system to the most vulnerable section of the population proved to be an excellent tool in the hands of a young democracy, not only to address poverty, but also to widen and deepen the social inclusion of previously marginalised sections of the population. Over the years significant progress has been made in reducing poverty levels, and this achievement is mainly ascribed to the expansion of the social assistance programme (Koma, 2006:63). According to van den Berg, Louw and du Toit (2007:9), the transition to democratic South Africa marked a turning point in the history of the county by extending full social participation to groups who used to be systematically excluded. Prior to the first democratic election in 1994 social assistance in South Africa was characterised as discriminatory. The democratic South Africa inherited a fragmented social security system which was not based on comprehensive coverage of the country’s population as a whole, but started as a social security net for mainly white people. However, it was eventually extended to other groups, but with less coverage (Haarmann, 2000:10).

South Africa is a constitutional democracy that enshrines the right to social security in Section 27 (1)(c) of the its constitution (RSA, 1996), which stipulates that “everyone has a right to have access to social security, including, if they are unable to support themselves and their dependants to appropriate social assistance”. Therefore, the state is under a legal obligation to take reasonable legislative and other measures within its available resources to achieve the progressive realisation of this right. The express reference of both social security and social assistance in section 27 of the constitution is important, as this provision affirms that social security and social assistance are not only related, but are interdependent and, accordingly, crucial to the realisation of basic human rights (RSA Constitution, 1996). The constitution has been enforced through the Social Assistance Act No. 9 of 2004 (RSA, 2004) which provides for the rendering of social assistance transfers to qualifying persons. This mechanism renders such assistance and provides for the establishment of an inspectorate for social assistance.

While acknowledging the critical importance of having constitutional provisions that guarantee social security to all citizens, some practical challenges remain. There are still a large number of South Africans who continue to live in poverty and without any form of social support from the state. This raises the issue of the accessibility of the social security system. Evidence from the literature suggests that part of the problem used to be the large-scale corruption and self-enrichment of some of the officials tasked with the responsibility of administering social security (Mukuka, Kalikiti, & Musenge, 2002:97). The government then tried to improve the situation by establishing SASSA, and giving it the mandate of ensuring the provision of comprehensive social security services against vulnerability and poverty within the legislative framework.

The South African Social Security Agency Act No 9 of 2004 (RSA, 2004) provides for the establishment of SASSA as an agent for the administration and payment of social assistance transfers, and the administration and payment of social security. The Act was introduced in order to assist SASSA in achieving its objectives without interference (Mukuka et al., 2002:96). In essence, therefore, the government has tried to ensure universal access to social security through SASSA.

The main objectives of the agency will be to ensure efficient and effective management, administration, and payment of social security grants (Jehoma, 2010:3). South Africa currently has seven types of social grants in its social assistance system, namely (1) the Older Persons Grant, (2) Disability Grant, (3) Child Support Grant, (4) Care Dependency Grant, (5) Foster Child Grant, (6) War Veterans Grant and the (7) Grant-in-Aid (Jehoma, 2010:3). SASSA provide this grants to nine (9) regions of South Africa which are: Eastern Cape, Free State, Gauteng, KwaZulu-Natal, Limpopo, Mpumalanga , North West, Northern Cape, and Western Cape. The total number of people benefiting from this grants are 15, 240,126 in all the regions (SOCPEN System, 2013). A detailed grants recipient is discussed in chapter 2.

1.2. Motivation for the Study

The establishment of a broad-based, national social security system can be regarded as one of the major achievements of the South African government since the attainment of democracy. This study is concerned with the evidence that shows that access to such services remains elusive to a significant part of the population who are eligible. This is despite the establishment of SASSA. The research seeks to find out why social security is still not reaching out to eligible members of the population. As an example, the study by Mpedi and Darimont (2007:7) relates to the challenges in the administration and delivery of services to beneficiaries. The present study ought to explore more systematically and in greater depth, how management of the social security system impacts on access to social services by those who need them.

1.3. Significance of the Study

This study shed greater light on how the management of social security in Limpopo Province enhances or reduces accessibility of services to prospective beneficiaries. After a review of the literature, it appears that there has been no other study that particularly relates management of the social security system to access to services.

1.4. Research Problem

Despite facing a beleaguered history, “the provision of social assistance in South Africa is a progressively transformative experience. There has been a significant increase in the provision of social assistance for the vulnerable in terms of development and as a safety net” (Brynard, 2005:649). However, there is clear evidence that a number of those who are eligible for social assistance and support are still not accessing the social security system. The study done by Makiwane (2010:1) which examined access to Child Support grant in South Africa, and another study had done by Ranga (2007:1), which explored the access; to management model for the South Africa social grant distribution process. Xaba (2006:1) the administration of social grants as poverty strategy in the Sedibeng District Municipality. This raises the question of the role of SASSA. The research problem is, therefore, to find out how the management and administration of social security by SASSA are enhancing or retarding access to the services that the agency was established to render.

1.5. Aim of the Study

The aim of the study was to assess how the management and administration of the social security system impact on the accessibility of social services by those who require them.

1.6. Research Objectives

The main objectives of this study were to:

- examine how social security is managed in the Limpopo Province;
- assess the impact of the management of the system on access to services;
- identify possible strategies that could enhance access to social security services; and
 - Provide recommendations based on the literature and research findings.

1.7. Research Questions

The main research questions of this study are as follows:

- How is the social security system in the province managed?
- What is the relationship between the management of the system and access to the services?
- What is the impact of the management of the system, processes and procedures on access to social services?
- How can access be enhanced?

1.8 Definition of Concepts

For the purpose of this study, the following terms will be defined lexically to clarify ambiguities and enhance common understanding:

Social security

According to Schneinin (1999:143), social security is closely linked to the industrial revolution and, more specifically, “the transformation of economic and social institutions, from an agrarian to a wage-labour economy that created economic insecurities for the aged, disabled and people who did not have the means to earn an income, and could also not rely on extended family networks due to the emergence of the nuclear family”. Chelechele (2010:42) defines ‘social security’ as “a range of mechanisms that are put in place to mitigate against possible loss of income resulting from unemployment, disability, pregnancy, old age and other related circumstances that result in either temporary or permanent loss of income”. These mechanisms come in a number of forms, of which social insurance and social assistance are just a few.

Social assistance

Social assistance is a state-funded system, also referred to as 'social grants' in South Africa, which is non-contributory and financed entirely from government revenue. This scheme is means-tested and the onus is on individuals to prove that they are destitute. The social assistance provided to individuals is in cash or in kind to enable them to meet their basic needs (May, 1992:2; Grave, Flinders & van Thiel, 1999). Social assistance is "a set of social grant payments aimed at supporting vulnerable groups; namely children, the elderly, people with disabilities and war veterans" (Jehoma, 2010:4).

Pauw and Mncube (2007:5) state that social assistance is distinguished from contributory transfer programmes which are typically linked to employment and include private pension schemes, retirement plans and private unemployment benefits. According to Panagos (2001:6), social assistance can be seen as non-contributory and income-tested, which means a state funded system. Kaseke (2010:163) states that social assistance is an important instrument for poverty reduction and that South Africa uses social assistance to reduce poverty among vulnerable groups who are needy and without the means to support themselves and their families.

Social insurance

According to Olivier (2000:101), social insurance is defined as insurance for those who are formally employed with the objective of providing protection against certain incidents leading to the loss of earnings, conditional on contributions made by employers and employees. The objective is to provide protection when earnings come to an end through specified incidents such as unemployment, old age or work injuries (Malherbe, 2001:335).

Social protection

Social protection is defined as a public interventions intended to support poor, vulnerable or marginalised individual or household and better enable them to deal with risk. At its most expansive, social protection includes cash transfers (social grants), social insurance, contributory social funds and social services (Neves, Hlatshwayo, Samson, & du Toit, 2009:1). Social protection is a key component of social policy alongside the provision of services such as health and education (Grosh, Del Ninno, Tesliuc and Ouerghi, 2008: 89). Ulriksen (2012:4) described social protection as all public and private initiatives that provide income or consumptions transfers to all poor, protect the vulnerable against livelihood risks and enhance the social status and the rights of the marginalised.

Management

'Management' is a concept that "maintains that activities of an organization are accordingly planned, coordinated and executed in a manner which produces the required and expected results" (Cummings & Worley, 2005:367). Andras and Charlton (2005:6) define 'management' as "the interpenetration between the organization system and personality systems of humans generating mostly organizational communications that are part of the management subsystem of the organization".

Vulnerability

According to Olivier (2001:18) defined vulnerability as refers to the risk of a particular individuals or group falling into poverty or situations that compromise their human well-being. Certain individuals or groups, due to their position in society, are more vulnerable than others to the negative consequences of economic, political and social trends, cyclical changes or shocks.

Sustainability

For sustainable livelihoods and poverty alleviation to be effective, service delivery must be sustainable. The objective of sustainability in this sense is to achieve a self-sustaining improvement in medium to long term life quality (Mubangisi, 2009: 453). According to Cloete (2000:11), this implies a coherent systemic integration of development initiatives, resulting in structural, functional and cultural consolidation of new way of life and the creation of a development culture in society. Cloete (2000:11), defined sustainability as an institution and functional durability of public institutions, organisations or offices in the implementation of public policy including poverty alleviation programmes.

Administration

Mokgoro (1995:20) states that “administration is found wherever two or more people take joint action to achieve the objective. Administration takes place wherever people have a common goal in mind and thus, is found in all spheres of human activity where a joint action is required to achieve a goal”. According to Yesilkagit (2010:56), administration is more focused on “public administration and it involves planning, organizing, managing, and controlling”.

1.9. CONCLUSION

In 1999, the South African Department of Social Development (DSD) convened an inter-departmental task team to review the South African social security system. The severe weakness in the management and administration of social grants coupled with numerous litigations and negative publicity in the press, among other things, necessitate this review. Thus, the rationale behind inclusion of SASSA in the DSD anti-corruption review is the notion that it would lead to the drastic minimisation of fraud related to social grant administration and payments. The task team identified a number of critical gaps, resulting in the recommendation that South Africa should investigate a move towards a comprehensive and integrated social security

structure. It came to the attention of the Office of the Presidency under the leadership of President Thabo Mbeki that there was a need for an act of law in order to establish an agency that would administer the social security system in South African. After deliberations in parliament, it was agreed that there was a need for the legislation that would provide for the establishment of the SASSA as an agency for the administration and payment of social assistance. The object of SASSA are thus to act, in the long term, as a role agency that will ensure the efficient and effective management, administration, and payment of social assistance; serve as an agent for the prospective administration and payment of social security; and render services relating to such payments .

Currently SASSA is responsible for the administration of seven types of social grants in its social assistance system, namely (1) the Older Persons Grant, (2) Disability Grant, (3) Child Support Grant, (4) Care Dependency Grant, (5) Foster Child Grant (FCG), (6) War Veterans Grant and the (7) Grant-in-Aid (Jehoma, 2010:3). SASSA provide this grants to nine (9) regions of South Africa which are: Eastern Cape (EC), Free State (FS), Gauteng (GP), KwaZulu-Natal (KZN), Limpopo (LP), Mpumalanga (MP), North West (NW), Northern Cape (NC), and Western Cape (WC). The total number of people benefiting from this grants are 15, 240,126 in all the regions in South Africa.

Despite the establishment of SASSA and its role in the administration of social assistance in South Africa, there are challenges in the management and administration of this social assistance, which raises concern about the role of SASSA, particularly focusing on the access to the service for those whom the agency was established to assist. This lead to many question been asked such as: how is the social security system in provinces or regions managed? Whether there is a relationship between management of the system and access to service. And how can this system be enhanced in order to achieve fully the objectives that it was initially established to fulfil? The next chapter will provide evidence of some of the studies conducted into access to social assistance and more detail of the role of SASSA, and some of the challenged that have already been identified as an obstacle to achieve the objectives.

1.10. OUTLINE OF THE RESEARCH STUDY

Chapter one introduces the study context and background. It briefly describes the social and economic challenges the government inherited at the time of democracy in 1994, challenges which necessitated the introduction of a comprehensive social security system. The chapter also articulates the problem statement and outlines the aim and objectives of the research. It poses the key research questions that guide the study, and argues the rationale for significance of the study.

Chapter two reviews the empirical literature on the management of social security services and how that impacts on access to the services. Theoretical perspectives are discussed. The chapter also summarises evidence from studies that have been undertaken in the same area, highlighting the methodological approaches used and the key findings. From those studies, an attempt is also made to identify key impact indicators for assessing how management of social security services impacts on assess.

Chapter three describes the methodology used in the study. It explains the research design and the study population. It describes the sampling method used and the rationale for the selection of that method. The chapter also outlines the data collection and analysis methods used.

Chapter four presents the study findings and provides a comprehensive interpretation in the context of the problem under investigation, the study aims, objectives and key research questions.

Chapter five concludes the study by summarising the key findings from the research. It presents some important recommendations and identifies areas for future research.

CHAPTER TWO

LITERATURE REVIEW: THEORETICAL PERSPECTIVES AND EMPIRICAL EVIDENCE ON ACCESS TO SOCIAL SECURITY

2.1. INTRODUCTION

Social security represents a significant proportion of government expenditure, and as such requires good administration, careful management and strict control. From the time of the inception of social security administration in South Africa during the apartheid era, this function has been plagued by a plethora of problems as documented in various research projects. Some of these problems include: lack of prompt and efficient delivery, unresponsiveness and lack of appropriate institutional arrangements. Equally, administrative problems such as poor service delivery, insufficient administrative capacity and fragmented policy implementation at national and provincial level, unacceptable levels of fraud, little inter-departmental coordination, insufficient record keeping, the absence of integrated data system and accountability problems abound. This chapter therefore provides literature to better understand the topic in this field of research. It identifies existing literature on access to social security for those people who qualify, and indicates the challenges the system has in delivery of better services to the recipients.

2.2. Theoretical Perspectives on Access to Social Security Services

State institutions “affect poverty and inequality by setting out the legal policy and administrative framework in which other actors and institutions operate and by targeting different groups in the provision of social goods” (Borenstein, 1998:176). The current study is guided by ecosystem theory, which is chosen because it allows one to view access to social security holistically, and it allows one to consider the management and accessibility as part of the larger system. Ecosystem theory can clearly identify traditional and informal systems.

Informal and traditional system are important to this study as access to the grants is means tested, preventing many in need from accessing formal social security. These informal and traditional systems appear to have developed in response to inaccessibility to formal social security systems. They have also developed as a consequence of economic and social hardships. Research on informal system, particularly in rural areas, demonstrates that “informal and traditional system are based on personal reciprocity, social solidarity, social networks of trust and direct face-to-face interaction between individuals, households and communities” (Mukuka, Kalikiti & Musenge, 2002).

A traditional system of social security tends to exploit women for the benefit of other members of an extended family (Kasente, 2000:39). This implies that there is a general trend to depend heavily on women to care for children, the sick and other members of the household. Kasente (1998: 12) as cited on Mtembu (2008:51), noted that “in Africa, the extended family was an important social security institution, providing support to its members based upon culturally determined patterns of mutual assistance”. However, industrialisation and urbanisation have eroded the significance of the family for social security. Kasente (1998:39), as cited on Mtembu (2008:52) observes that semi-formal systems of social security are flexible and orientated towards meeting both immediate and future needs.

The study by Caulfield (2004) posits that the term ‘government’ is not only limited to structures of governance, but also that “this term, extends to the question of policy authority”. In line with this, Mabbett and Bolderson (1999) (in Caulfield, 2004:167) distinguished between two patterns of governance in social security administration or agencies, namely “(1) where policy is highly centralized, which conforms to what can be termed the ‘principal-agent model’, and (2) where policy authority is dispersed, it conforms to a multi-level governance model”. Furthermore, governing structures are always defined by an identification of the exact people who govern in those various agencies and on boards. Caulfield (2004:180) discussed the importance of having

agencies such as SASSA responsible for administration and management of social security, but without proper monitoring.

There are very few studies that have dealt with the issue of the management of social security in South Africa. Most of the studies have not come up with a solution to the problem. Challenges have been alluded to, without measures to address them being offered. In other studies researchers chose to focus on a particular grant, which they viewed to be more popular in communities, but which isolates other available grants. In short, it appears that there are gaps in the research studies of social security in South Africa, more particularly, the management and administration of the social grants. The present study addresses the challenges in the management of social security, and recommends a solution to these challenges.

2.3. The Social Security System in South Africa

Social security has been established as policy throughout developed and developing nations. There is consensus that social security plays a cardinal role in the prevention of poverty and inequalities, as it guarantees that people are able to maintain indispensable minimum living standards, and also plays a valuable role in the quest to reach a more equitable distribution of income in society. The democratic government of South Africa priority is attacking poverty and deprivation. "The goals of social security are to enable the poor, the vulnerable and the excluded of South Africa, to secure a better life" (Procedural Manual, 2003:2). Other goals of social security are "poverty alleviation, social compensation, and income distribution" (Wright, 2001).

According to Ardington and Lundi,(1995) as cited in Mtembu (2008:46), "while the coverage of social insurance is fairly limited grants due to high unemployment and large informal sector, non-contributory social grants, especially the old age grant, cover millions of people and are widely acknowledged to have contributed to poverty alleviation". Grants are paid to alleviate and fight poverty, share resources, and contribute to the reintegration of individuals into the labour market (Olivier, 2004). Social security, particularly social assistance is one of the strategies that South

African government is using to tackle more issues of poverty in society. In South Africa social welfare includes the right to basic needs such as shelter, health care, food, income security and all those aspects that promote the physical, social and emotional well-being of all people. Social welfare as a system was created to support the poor and vulnerable through direct income support (grants) and welfare services (Mtembu, 2008).

The South African Constitution (1996) makes provision for social assistance to people without any means. Section 27 (1c) protect the right for everyone to access social security and appropriate social assistance if they are unable support themselves and their dependents (Patel, 2005 :124). The Bill of Rights in the same constitution emphasizes in issue of maintaining quality of life for all citizens. Apart from the constitution, a vast range of statutory resources provide framework for social security regulation in South Africa. The Social Assistance Act No 95 of 1995 currently regulates Social Security provision.

However, despite all the rights given to South Africans, Borat (1995,6), cited in Mtembu (2008:48), is skeptical and argues that social security transformation in South Africa will be decided by reference to a neoliberal economic paradigm, and its interaction with the constitution. This stance places responsibility to provide squarely on the shoulders of the individuals and family without simultaneous state support. The question that remains is that regardless of this rights to social security, is the system that the government put in place accessible by all citizen in order to achieve the goals of the constitution. Many studies have been conducted on the role or impact of social security system in South Africa but not to the point of asking the normal citizen whether or not their rights to social security are, and what are the challenges as a result.

2.3.1 Nature of Social Security in South Africa

Essentially, the South African social security administration was purposely established in order to provide cash payments to eligible beneficiaries of the respective social grants. Social security administration forms part of the broader domain of social security, which plays an important role in the alleviation of poverty. There are at least two forms of social security, namely, (i) social insurance and (ii) social assistance. Social assistance is a state-funded system, also referred to as 'social grants' in South Africa, which is non-contributory and financed entirely from government revenue. This scheme is means-tested and the onus is upon individuals to prove that they are destitute. The social assistance provided to individuals is in a cash or in-kind to enable them to meet their basic needs. These forms of social security are key to people's survival, and are referred to as 'safety nets'. Safety nets programmes are those that protect a person or household against two adverse outcomes. (Triegaardt, 2013: 2).

Social assistance programmes represent the most direct and efficient mechanism to combat the scourge of poverty in South Africa. At present, all the grants, except the Foster Child Grant are means tested, whereby the income of the beneficiaries must be below specific income ceilings in order to qualify. These means tests are adjusted each year to take account of inflation. The grants currently cover more than 14.4 million people out of a total population of 49 million. During 2010, government will spend R 90 billion on social assistance, which is 3.3 per cent of South Africa's Gross Domestic Product (Jehoma, 2010:4).

Social insurance is the contributory pillar of the social security system aimed at protecting employees and their dependents, through insurance, against contingencies, that interrupt income. Social insurance provides protection through pensions or provident funds, medical benefits, maternity benefits, sickness, disability,

unemployment, employment injury benefits, and survivor's benefits, for employees who are in formal employment (Jehoma, 2010:4)

In discussing these design issues in this study, the main focus is on the social assistance programmes in order to ensure that the discussions are located within a complete picture of the social security system. As indicated above, social grants are an important instrument for social assistance within the overall social protection framework. Unlike conditional cash transfers, social grants are typically not tied to specific conditionality in order to receive transfers. Social grants do not only provide households with income transfers, they can also support second-order effects that further accelerate the reduction of poverty. In particular, households that receive social grants are more likely to send young children to school, provide better nutrition for children, and look for work more intensively, extensively and successfully than workers in comparable households that do not receive social grants (Reddy & Sokomani, 2008). It will be discussed below that social grant programmes can be effectively targeted and can be more of the most pro-poor forms of government expenditure.

2.3.2. South African Social Security Agency (SASSA)

In 1999, the South African Department of Social Development (DSD) convened an inter-departmental task team to review the South African social security system. The severe weakness in the management and administration of social grants, coupled with numerous litigations and negative publicity in the press, among other things, necessitated this review. Thus, the rationale behind the inclusion of SASSA in the DSD anti-corruption review is the notion that it would lead to the drastic minimisation of fraud related to social grant administration and payments (Reddy & Sokomani, 2008). The task team identified a number of critical gaps, resulting in the recommendation that South Africa should investigate a move towards a comprehensive and integrated social security structure (Taylor, 2002).

In 2004, two years after the recommendation by the Taylor Commission, President Thabo Mbeki assented to the South African Social Security Act. This is the founding legislation that provides for the establishment of SASSA as an agent for the administration and payment of social assistance. The object of SASSA is thus to act, in the long term, as a role agency that will ensure the efficient and effective management, administration, and payment of social assistance; serve as an agent for the prospective administration and payment of social security; and render services relating to such payments (Taylor, 2002).

In order for the government to distribute the grants to the right person at the right place, SASSA was formed. SASSA came into being on 1st April 2006 in order to help the Ministry of Social Development with the distribution of social grants. Different grants are paid to different individuals and these grants include old age, child support, child foster care, war veterans, and disability and care dependency grants. SASSA administers the social grants distribution process at different levels.

There are five major social security grants in South Africa such. Eligibility for each grant is dependent on an income-based means test. These grants are financed through general tax revenues, collected on a national basis. As indicated above, the grants are implemented and administered by a separate national government agency, SASSA. Table 1.1 shows different types of grants and eligibility conditions to qualify for the grants adapted from Mpedi and Kuppan (2008) cited on Mutshaeni (2009:20)

Table 1.1. Social assistance and legal aid

Beneficiaries	Types of Grants	Eligibility Conditions
Aged Person	Old Age Grant	<p>Residents of South Africa at the time of application</p> <p>Proof that applicant is unable to support himself/herself.</p> <p>Proof that applicant is not receiving a social grant</p> <p>Any other prescribed condition (s)</p>
Person with Disabilities	Disability Grants	<p>Residents in South Africa's at the time of application</p> <p>South African citizen</p> <p>Proof that applicant is unable to support himself/herself</p> <p>Proof that applicant is not receiving a social grant</p> <p>Any other condition as prescribed by regulation</p>
War Veterans	War Veterans	<p>60 years of age or older</p> <p>Unable to sufficiently provide for himself/herself due to physical or mental disability</p>

		<p>Once served in South Africa Defence Force during certain wars</p> <p>Any other prescribed condition</p>
Children	Child Support Grant	<p>Primary care-giver who cares for the child or children (up to a maximum of 6 non-biological and unlimited number of own children)</p> <p>Child or children from 0 years and up to 14 years of age</p> <p>The care-giver must not be in receiving of income in respect of the child or children</p> <p>Residents in South Africa at the time of application (both primary care-giver and the child)</p> <p>South African citizen (both primary giver and child)</p>

A Statistical Summary of Social Grants over the Period October 2013-December 2014

The fact sheet (Table 1.2) provides a statistical summary of social grants in nine regions (Provinces) of South Africa which are: Eastern Cape (EC), Free State (FS), Gauteng (GP), KwaZulu-Natal (KZN), Limpopo (LP), Mpumalanga (MP), North West (NW), Northern Cape (NC), and Western Cape (WC) as at December 2014. Social grants refer to Old Age grant (OAG), War Veteran's Grant (WVG), Disability Grant (DG), Grant in Aid (GIA), Child Support Grant (CSG), Foster Child Grant (FCG) and Care Dependency Grant (CDG). As indicated, this research will focus mainly on the Limpopo Region.

Table 1.2: Total number of social grants by grant type and region as at 31 December 2014

Region	OAG	WVG	DG	GIA	CDG	FCG	CSG	Total
EC	524,974	53	182,711	15,541	19,139	101,799	1,840,125	2,684,342
FS	180,603	6	76,882	1,944	6,357	33,722	649,695	949,208
GP	472,814	89	110,187	2,748	16,017	50,541	1,630,928	2,283,324
KZN	626,525	44	291,552	36,385	36,385	112,946	2,751,910	3,855,957
LP	472,456	23	93,580	18,757	13,116	50,195	1,682,238	2,285,365
MP	223,657	16	79,205	4,766	9,434	32,054	1,023,546	1,372,678
NW	230,839	12	86,168	6,833	8,941	33,912	788,369	1,155,074
NC	78,432	10	50,482	6,354	4,775	12,837	286,650	439,540
WC	288,140	100	157,100	11,549	11,847	27,940	921,032	1,417,708
Total	3,053,440	353	1,127,867	105,087	126,010	455,946	11,574,493	16,443,196

Source: SOCPEN system (2014) dated 25 January 2015

Table 1.2. Shows the number of grants per province with KwaZulu-Natal leading with the highest number of grants benefits (3,855,957), followed by Eastern Cape with (2,684,342), **Limpopo (2,285,365)** and Gauteng (2,283,324). Northern Cape with the lowest number of grants benefits at 439,540. As indicated above, CSG accounts for the largest number of grants benefits at 11,574,493, followed by AOG at 3,053,440. And WVG at 353 represented the lowest number of grants benefits.

2.3.4. SASSA Administration Levels

SASSA operates on a national, regional, district and municipality level. It has a national office, and nine regional and municipality offices, that administer the social grant distribution process. The national level is responsible for policy creation. At national level, strategic plans, which extend for more than five years, are planned and these are given to the regional office, which devises operational plans. Operational plans differ from one region to the other and dictate how a region is to be run over a three to five year period (Ranga, 2007:86).

The regional office then passes the operational plan to the district and municipal offices that devise a work plan on a yearly basis based upon the operational plans. The work plans explain the steps to be undertaken by the municipal and district offices on how they will implement the social grant distribution process. There are different sections that seek to understand how SASSA is distributed on national, regional and municipal.

2.3.4.1 National level

The strategic plans are adopted from SASSA Act which state “paying the right social grant to the right person at the right time” (Infosa, 2005). Skweyiya (2004), who was the Minister of Social Development, outlined the role of SASSA Act is having to “create a unitary but flexible service delivery mechanism to ensure that government pays the right grant amount to the right person. At national level, the social pension (SOCPEN) database is centrally administered. This database contains all the names of beneficiaries in the country.

2.3.4.2. Regional level

The operational plans are of importance to the various districts and are administered by municipal offices. The regional offices obtain information regarding recipients from the national offices and pass it on to the distribution companies and to banks. SASSA pays beneficiaries either electronic payments or cash payments. Electronic payments emanate from the banks and shops whereas cash payments come from the distribution companies. Upon enrolment in the system, it is up to the beneficiary to organise payment either by cash or electronic system. However, since the majority of the beneficiaries' reside in rural areas where there is no electricity grid and also a high illiteracy rate, most of them choose to be paid through distribution companies in cash (Ranga, 2007)

The regional office is responsible for giving information about newly enrolled recipients to the SASSA national office so that they become enrolled in the SOCPEN system. The regional office obtains information from district municipality offices. The transaction taking place in a particular region is also monitored at regional level. The distribution companies update the transactions of the grants payments to SASSA and these are monitored by SASSA to ensure that the payment process is effective. As part of monitoring social grants, SASSA assigns employees to different pay points to ensure that the distribution company complies with service level agreement (Ranga, 2007).

2.3.4.3. Municipal level

The municipal level of SASSA is responsible for the enrolment process of beneficiaries. The individual goes to his or her municipal office where he or she applies for a social grant. Two attesting officers capture the information. The first attesting officer checks if the beneficiary already receives any income, and a doctor's report (in case of disability grant). The second attesting officer is responsible for

verifying an individual against his or her identity documents and birth certificates (Child Grants). Once the officers have consented that the individual deserves a grant, the information is sent to the district office which is responsible for data capturing.

2.4. The challenges of access to social security services

One of the major achievements in the post-1994 period has been securing constitutional safeguards for the right to social security and social assistance for the people in need. Another accomplishment was the amalgamation of 14 different administrative systems inherited from the apartheid era and expanding benefits to children (Triegaardt & Patel, 2005:140). Despite the above achievement, Mpedi (cited in Oliver, 2004) state that the administration and delivery of services by both social services and assistance and social insurance schemes in South Africa has experienced many problems. All these challenges facing the social security system have led to the department of social development initiative of establishing SASSA. It is important to understand that challenges mentioned below are not SASSA challenges, even though there may be similarities as study sought to find the challenges facing SASSA. They are challenges, that affect access to social grants by recipients and also administrative challenges that affect the agency as a system.

2.4.1. Unilateral withdrawal of grants

The unilateral withdrawal of grants by the Department of Social Development has led to many cases being brought to court. Respondents claim that it is a violation of basic principles and rights to have grants withdrawn without consultation and clarification. The department's officials require training, capacity building and information on matters relating to among other things, the basic rights entrenched in the constitution (Mpedi & Kuppan, 2004:67).

2.4.2. Poor services

Mpedi and Kuppan, (2004:67) also expressed concern that poor people were vulnerable to adverse events and they were often treated badly together with being denied a voice and thereby power to make decisions that affect them. Services by administrative personnel have often been described as appalling. This state of affairs can be blamed on among other things, poor customer service skills and no commitment to serve (Kasiram, 2007). Social security officials are often rude and abusive to old age grant recipients, and pension applications take much time to be processed. It can therefore be concluded that poor service, which is exacerbated by lack of competent staff and resources, is one of the factors that keeps a sizeable number of prospective social assistance beneficiaries from drawing benefits (Mpedi, 2004:67). This occurs despite the adoption of the Batho Pele principle. Another identified problem is lack of staff or not coping due to high take-up rates of especially the disability and child support grants (Kasiram, 2007).

2.4.3. Poor infrastructure

Accessibility of services is the second largest problem identified, especially in rural areas in province such as Limpopo, Free State and the Northern Cape. Poor infrastructure creates major obstacles in the delivery of services. It can be costly for the poor to travel to departmental offices to apply for grants at pay points to collect grants. Provinces with vast rural areas struggle to reach grant recipients and lack of vehicles is a problem in some provinces (Van der Westhuizen & Van Zyl, 2002).

2.4.4. Corruption

Corruption and fraud are two main concerns in the provincial social services departments (Kasiram, 2007). These concerns highlight the existence of managerial and administrative flaws in the social security system (Mpedi, 2004:67). The department of Social Development has implemented a number of initiatives to improve the integrity of the social grants administrative system, as well as its management, accountability and effectiveness.

The Ministry of Social Development and SASSA acknowledge the challenges mentioned above and some that are not indicated in this research. In the SASSA Annual Report 2012/2013, the Minister of Social Development indicated that through adopting a zero tolerance to fraud and corruption, 52 officials were suspended from duty and 25 officials have been dismissed. The monetary value related to cases amounted to R59.4 million. The Ministry also indicated that SASSA was undergoing a fundamental change as it has started to roll out the new biometric-based payment solution for social grant. As part of the transition to uproot corruptions and fraud, SASSA has embarked on a national campaign to re-register all grant beneficiaries and recipients. A total number of 18, 9 million people were successfully re-registered into a new system as at 31 March 2013 (SASSA Annual Report, (2012/2013: 8).

While acknowledging the positive developments within SASSA, there are nevertheless some important challenges that need special attention going forward. During this time of change, many challenges are experienced which at the end affect the service delivery. Regardless of the introduction of the new system to access social grants, the question still remains if the management and administration of social grant within SASSA, and the access to these services have improved.

2.5. CONCLUSION

It is evident through this literature study review that there are gaps in the demand versus supply of service by SASSA, although the provision of a social security system has grown, there is still a large gap that has to be addressed. This literature review indicates that, there are few studies that have dealt with the issue of the assessing the impact of the management and administration of the social security system on the accessibility of social services by those who require them in South Africa. Most of the studies have focused on the recipients and the eligibility of the grants but focused on the management and administration of SASSA since its establishment. Challenges have been alluded to, without measures to address them being offered. In other studies, researchers chose to focus on a particular grant, which they viewed to be more popular in communities, but which isolates other available grants.

In reviewing the literature on the assessment of how the management and administration of the social security system impact on the accessibility of social services in South Africa, it becomes apparent that accessibility to grants is a concern. Even though SASSA acknowledges the challenges within its system, the solution should be found in order to build and strengthen keys stakeholders and role players in order to deliver services effectively and efficiently. The rights contained in the constitution as the supreme law of the country, particularly the right to social assistance to those who are eligible recipients, are important for this study in order to come up with solutions to some of the challenges that have already been indicated in this literature review.

In the next chapter, the researcher reports on the research design and the findings against this literature backdrop, to lend direction for the conclusion and recommendations that follow in the conclusion of this report.

CHAPTER 3: RESEARCH METHODOLOGY

3.1. INTRODUCTION

In the course of generating truthful knowledge, social scientists are committed to utilising methods and procedures that are based on facts that would enhance the probability of attaining validity. Webb and Auriacombe (2006: 21) assert that it is important for social scientists to choose suitable techniques and methods that would enable them to carry out their research task well. Whereas a research method refers to the means required to execute a particular stage of the research process, such as data collection methods, research techniques refer to the variety of tools that can be used when data is collected, such as questionnaires, interviews and observation.

What is important in a research design is to select those methods and techniques that are appropriate to the research goal. Thus, different studies use different methods and a particular method that is appropriate for the task at hand, should be used. The researcher not only selects the methods and techniques, but also the methodological paradigm: quantitative or qualitative, or even a combination of both (Webb and Auriacombe, 2006: 21). Social research has two essential research paradigms, namely, (i) quantitative research designs and (ii) qualitative research designs. Quantitative research largely seeks explanations; while qualitative research aims at in-depth description. Quantitative research qualifies what it imagines to be a standing reality to developing generalizations. Qualitative research is an examination of what is presumed to be a dynamic reality. It does not claim that what is established in the process is universal and therefore, replicable. More often than not, social researchers prefer to work within one these principles even though there is growing evidence of multi-method strategies referred to as triangulation.

In a nutshell, this chapter firstly examines the concept of research as a way of studying observable facts. Secondly, the chapter studies the two types of scientific research, namely, (i) quantitative research and (ii) qualitative research. The three types of quantitative research, namely, (i) descriptive, (ii) correlational, (iii) cause-comparative research, which were types that were most relevant to the study are discussed. These studies also look at the area of study, population and sampling that population of study. Lastly, the ethical considerations when collecting the data are explained. In the next chapter the analysis of the data and interpretation will be discussed in detail.

3.2. Research Design

According to Silverman (2001:4), 'methodology' refers to "the choices made about cases to study, methods of gathering data, and forms of data analysis in planning and executing research study. Research methodology focuses on the process of research and tools that can be used in the research process." The presented research study used qualitative research methodology. This methodology is also described as "a system of explicit rules and procedures in which research is based and against which claims for knowledge are evaluated" (Creswell 1994:78). The proposed study used both a quantitative and qualitative research design.

3.2.1. Types of Scientific Research

There are two main processes to scientific investigation, namely, (i) qualitative and (ii) quantitative research. Punch (2005) argues that the quantitative and qualitative approaches to research have imperative dissimilarities. In spite of these differences, the two approaches share several similarities. In truth, both types of empirical inquiry are in a number of ways driven by the same logic. The major differences between the two approaches lie in the character of their information, and in ways of gathering and analysing information. Even so, these variations ought not to make vague the parallels in a sense that enables integrating the methods feasibly (Maki, 2009:20).

3.2.1.1. Combining quantitative and qualitative approaches

Social research exists about whether qualitative and quantitative approaches should, or even can be combined. Some writers argue that the approaches are so different in their philosophical and methodological origins that they cannot be effectively blended. Others, while recognizing the very different ontological and epistemological bases of the two paradigms, suggest that there can be value in bringing the two types of data together. However, even within the latter context it is often emphasised that the purpose of bringing different approaches together is to yield different types of intelligence about the study subject rather than simply to fuse the outputs from qualitative and quantitative enquiry. Ritchie and Lewis (2003: 38) observe that with multiple techniques the researcher has to deal with the tensions involving diverse theoretical perspectives while simultaneously considering the connection between the data sets produced by the different methods.

Ritchie et al. (2003) are of the view that there can be benefit in harnessing quantitative and statistical enquiry, provided that the two methods, and the data they generate, can be clearly delineated. Certainly, within social policy research, the potential for combining the two approaches is considerable. Many of the questions that need to be addressed require measurement of some kind but also greater understanding of the nature or origins of an issue. Each of the two research approaches provides a distinctive kind of evidence and used together can't offer a powerful resource to inform and illuminate policy or practice. There is methodological justification for bringing quantitative and qualitative methods together. At a general level, the reason for combining these methods are to capitalise on the strong points of each method as well as to make up for the Achilles' heel of both modes. At the same time, the precise ground for combining the approaches needs to be considered in particular situations bearing in mind the practical circumstances and context of the scientific investigation.

Punch (2006), insisted that there was more to the issue of combining the two approaches than first meets the eye. First, there is the question of what 'combine' here might mean. The possibilities include adding one approach on to the other,

interweaving the two approaches, integrating the two approaches and linking the two approaches. These different meanings lead to different models for combining the two approaches. Second, there is the distinction between combining data and combining findings. There is a continuum of complexity here. At the simpler end, combining findings denotes that the quantitative and qualitative data and methods are not combined, only the results from the sorts of inquiry. Next, combining data means that the two types of data are brought together during the analysis, and contribute to the findings. At the more complex end, studies that combine methods, data and findings can be described as full multi-dimensional studies (Maki, 2009:43).

Multi-dimensional studies are said to be studies that focus on what are viewed to be the four main styles of social research, namely, (i) fieldwork, (ii) survey, (iii) experiments, and (iv) non-reactive studies. These studies ensure the synthesis at all stages of the research, from formulating research questions through to drawing conclusions. In addition to the multi-method, the term 'mixed methods' is also used to describe different types of combinations of the quantitative and qualitative approaches (Punch, 2005: 241). Researchers further simplify the possibilities down to three representations of mixed designs. The first is the two-phase design in which the quantitative and qualitative phases are fairly separated. The second is the dominant/less-dominant design, where the researcher carries out a research with one dominant theory, with a single tiny element extracted from the alternate theory. The third is the mixed-methodology design, where characteristics of the two approaches are merged on every step of the research process. This is the full multi-dimensional design referred to above (Ritchie et al, 2003:211)

The explanations for fusing the two approaches make it very clear that there are many modes for making this combination possible, and that there is no one right way. How they are combined should be determined by the reason for doing so, set against the circumstances, context and practical aspects of the research. However, as indicated this research will take both a qualitative and quantitative approach.

3.2.1.2. Quantitative research

The quantitative research approach is founded on a philosophical system called 'political positivism'. The positivism inspires the natural-scientific method in human behavioural research and maintains that scientific examination must be restricted to things we can attentively watch and assess without bias, which means objects that survive autonomously of the beliefs and attitudes of persons. The natural-scientific approach strives to formulate laws that apply to populations that is, are universally valid and that explain the causes of objectively observable and measurable behaviour. As explained earlier, the term objective implies that people other than the researcher should agree on what is being observed, such as that the observation should register on a measuring instrument (Welman, Kruger, & Michell, 2005:6). Punch (2005: 239) asserts that the quantitative approach conceptualises reality in terms of variables, and relationships between them. It rests on measurement, and thus prestructures data, and usually research questions, conceptual frameworks and design. Samples are typically larger than in qualitative studies, and generalisation through sampling is usually important. It does not see context as central, but typically data analysis. Its methods in general are more one-dimensional and less variable than qualitative methods. It is thus more easily replicable.

The quantitative approach has some important strengths and advantages. Quantitative data enable standardised, objective comparisons to be made, the measurements of quantitative research permit overall descriptions of situations or phenomena in a systematic and comparable way. This means one can sketch the contours or dimensions of these situations or phenomena. That is often what researchers want to do, either independent of deeper-level qualitative inquiry, or in conjunction with it. Procedures for the analysis of qualitative data, being well developed and codified, bring objectivity to the research, in the sense that they increase the chances that the results of the analysis do not depend on the researcher doing the analysis. The quantitative approach means that certain types of important questions can be systematically answered, opening the way to the development of useful knowledge (Punch, 2005: 238).

3.2.1.3. Qualitative research

The qualitative approach to research deals more with cases. It is sensitive to context and process, to lived experience and to local groundedness, and the researcher tries to get closer to what is being studied. It aims for in-depth and holistic understanding, in order to do justice to the complexity of social life. Samples are usually small; its sampling is guided by theoretical rather than probabilistic considerations (Punch, 2005: 238). Pre-structuring of design and data is less common, and its methods are less formalised than those in the quantitative approach. They are also more multidimensional, more diverse and less replicable. It thus has greater flexibility (Maki, 2009: 18).

The qualitative research method has important strengths and advantages. Qualitative methods are flexible, more so than quantitative methods. Therefore they can be used in a wider range of situations and for a wider range of purposes. They can also be more easily modified as a study progresses. Because of their great flexibility, they are apposite for the examination of real-life situations that occur by their nature. Qualitative methods are a superlative way of getting the insider's perspective, the meaning individuals affix to things and events.

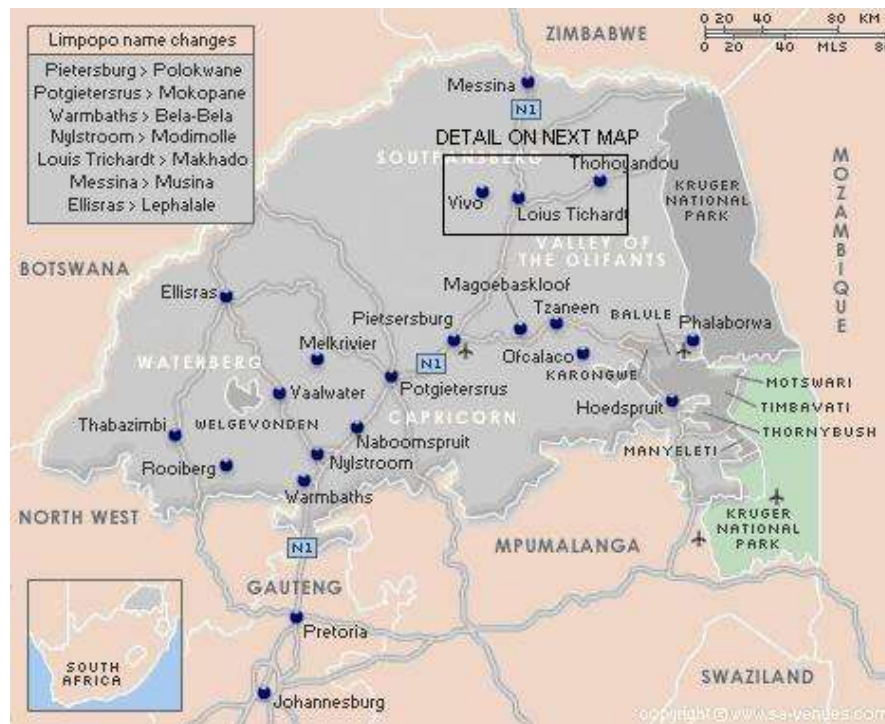
This denotes that they can be applied to study real-life experiences of people, including people's meanings and purposes (Punch, 2005). Holism and richness are some of the imperative characteristics of qualitative information, and this trait ensures that qualitative research is capable of dealing with the complexity of socially observable facts. This kind of data provides substantial descriptions in qualitative research, and indeed, qualitative research is well suited to investigating process.

3.3. Study Area

The research was conducted in the Limpopo Province in South Africa. The province is one of the provinces that are questionable when it comes to the issue of public administration, management of government projects and the level of service delivery in the province. Owing to time and budgetary constraints, the research covers

managers and staff of SASSA in Limpopo Province; public officials in the Limpopo Provincial Legislature who work mostly in the area of social welfare or social development; and beneficiaries of social grants in one of the five district municipalities in the province, namely Vhembe district municipality. The figure 3.1 and 3.2 shows the area of the study geographical map.

Figure 3.1. The map of Limpopo Province



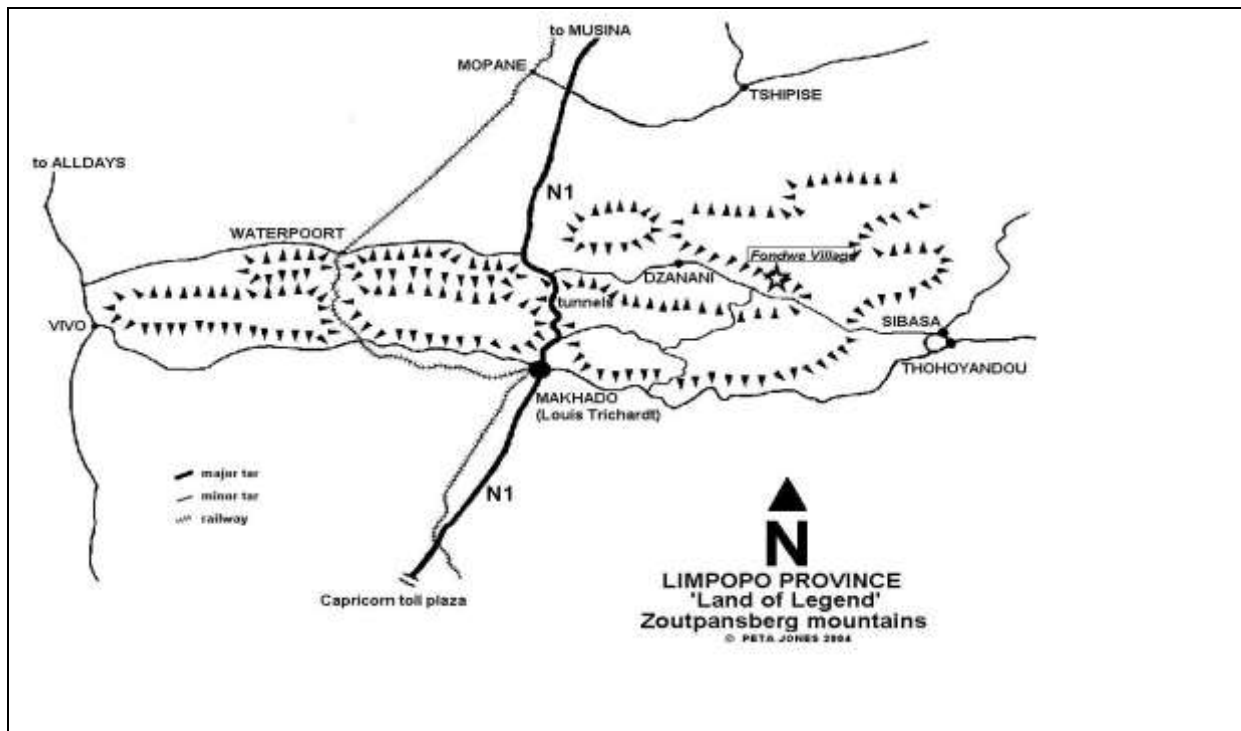


Figure 3.2. The map of area of Vhembe District Municipality

3.4. Population

A population in social science means all units of analysis and all the people from whom the sample is selected. According Balnaves and Caputi (2001; 91), “populations are operationally defined by the researcher. They must be accessible and quantifiable and related to the purpose of the study.” De Vos, Strydom, Fouche and Delport (2002:18), defined ‘population’ as “a set of elements that the researcher focuses on and to which the obtained results should be generalised”.

The targeted population in this study was the 165 managers and staff at SASSA in Limpopo Province, the beneficiaries of social assistance grants, and public officials in the Limpopo Provincial Legislature who work mostly in the area of social welfare or social development (Scopen 2013). These managers, public officials, and beneficiaries constitute the population of the study because they are all involved in one way or another in the system and therefore, in order to understand issues of access to social security, they have some knowledge that could shed light to the research issues. The total number of grant beneficiaries are 2 110 857 in Limpopo Province (Chelechele, 2010). This population allowed the researcher to obtain more

information from different grant- type beneficiaries even though this study was limited to one type of grants, namely Child Support Grant (Chelechele, 2010).

In this study the emphasis was on Child Support Grant managers and administration and not all forms of the social grants, even though they may be facing the same challenges, owing to limited resources and time, this form of social assistance was selected. There may not be scientific justification as for choosing the child support grant from among others except that it is the most topical, and serve well the interest and objectives of the researcher well. Even though the literature on other forms of grants will be highlighted in passing, the Child support grant will be the main focus of this research.

3.5. Selection Method and Sampling Size

Sampling is a subset or small fraction of the total population. According to Krathwoltz (1993:123), sampling is a procedure used for the selection of small number of units from a population to enable researchers to make reliable inferences about the nature of the population. De Vos et al.,(2002;197) mentioned that in order to learn something about people, for instance, several people who are known or unknown are selected and studied. After the study, the researcher often comes to conclusions, about people in general. Cresswell (2005:359) mentioned that “from the target population, researchers choose a sample. At the most specific level, the researcher selects the sample from the target population. The individuals are actually studied.”

As sampling is defined above, its aim in social research is to produce representative selection of population elements (Mouton, 1996:132). In this study purposive sampling was utilised. However, in order to ensure inclusion of the different types of grants, the researcher purposively selected participants from each grant type. The sample was consistent with different types of grants such as the Old Age grant (OAG), War Veteran’s Grant (WVG), Disability Grant (DG), Foster Child Grant (FCG)

and Care Dependency Grant (CDG). As indicated that child support grant as the biggest grant type was given more focus than other grants types.

As indicated above, purposive sampling was used, where 100 people from six grant types (Old Age grant (OAG), War Veteran's Grant (WVG), Disability Grant (DG), Child Support Grant (CSG), Foster Child Grant (FCG) and Care Dependency Grant (CDG) were purposively selected. These sample is consist of 25 managers, 10 administrators, 10 clerks, 20 child support grant recipients, 5 grant recipients from each (Old Age grant (OAG), War Veteran's Grant (WVG), Disability Grant (DG), Foster Child Grant (FCG) and the Care Dependency Grant (CDG).

3.6. Data Collection

Data were collected using different methods. Firstly, because the research design has a quantitative part, a survey was conducted based on a questionnaire. The quantitative data in this study were collected according to the structured self-completed questionnaires. The structured self-completed questionnaires are interchangeably referred to as a self-administered questionnaire. When collecting data according to this method, the respondents were expected to select their own responses from the pre-existing list which the researcher had compiled for them. The respondents did so on their own without being assisted by anyone.

Guy, Edgley, Arafat and Allen (1987:243) say that "by definition, a self-administered questionnaire is one given to respondents with the assumption that each respondent can read the questions, has the knowledge and interest to answer them, and has a pencil, a place, and time to complete the instrument. Respondents may complete such a questionnaire in a group or individually". These questionnaires can be completed by people who are able to read and write. The respondents must also have the capability to make informed choices before choosing the right responses. The respondents were asked if they were able to read and write and if not an interview was the second options for the chosen sample.

Babbie and Mouton (2001:258) agree and mention that self-administered questionnaires are appropriate when the population under study is adequately literate because respondents are asked to complete the questionnaires themselves. De Vos et al. (2002:172) write that “alternatively, the questionnaire can contain statements in which respondents are requested to react. The basic objective of such a questionnaire is to obtain facts and opinions about a phenomenon from people who are informed on the particular issue”. The self-administered questionnaires in this study were completed by the managers, clerks and administrators who worked for SASSA Limpopo, and also different grant types mentioned as a sample.

Qualitative data collection methods were used also to collect qualitative data in this instance, semi-structured interviews in the form of face- to- face interviews, with open-ended questions, which afforded the respondents latitude to give as much information as possible. Interviews were regarded as informal talks between people about opinions, ideas, feelings or general matters. Qualitative research interviews are described as efforts to grasp the world from the perspectives of people, to unfold the meanings that people affix to their experiences, and to understand their lived word prior to scientific explanations. The interview is one of the principal data gathering tools in qualitative research. It is an exceptional approach of accessing people’s insights, meanings, definitions of situations, and constructions of reality. It is also one of the most potent ways of understanding others. So, in order to understand other persons’ constructions of reality, the researcher has done well to ask them in such a way that they can tell their story in their terms, rather than those imposed rigidly and a priori by the researcher, and in a depth that addresses the rich context that is the substance of their meanings (Salkind, 2006: 186).

Qualitative research involves forming questions and asking them. In particular, interviewing is fundamentally the process of posing these questions and obtaining responses. However, there is much more to it when one considers that “there are different types of interviews that can be used in many different ways for different reasons in qualitative research” (Maki, 2009:28).

3.7. Data analysis

In qualitative data analysis, the information is collected and, the researcher first makes sense of the data. The data is interpreted holistically. Mouton (1996:96) defined 'data analyses' as "a process of systematically searching and arranging the interview scripts, field notes and all other material that the researcher has collected". Analysis is done through coding and summarising the interview transcripts. To ensure validity in each stage of the present research, participant checks were done; that is, the researcher took transcripts and analyses, and tested them back to the respondents to check whether what had been constructed from the data was a true reflection of what they had said. Data collected from interviews with the various managers, from SASSA and beneficiaries of grants, were analysed to identify important themes. A detailed analysis of issues raised under each theme is discussed. This analysis was used to assess the extent to which the data provided answers to the research questions raised in the study.

Quantitative data analysis means arranging data tables, figures, percentage and other quantitative methods so as to make them easier to understand. Durrheim (1999:47) explains that data are analysed in two forms. Quantitative data is analysis by means of statistical analysis. For Babbie (2004:396), quantitative analysis is the numerical representation and manipulation of observations for the purpose of describing and explaining the phenomena that those observations reflect. It has already been mentioned that the hardness of the quantitative data makes them easy to measure through the counting process or scaling. Quantitative analysis entails "ordering and summarising the data by means of tabulation and graphic representation and the calculation of the observed data emerges clearly" (Steyn., 1994:5).

This is supported by Balnaves and Caputi (2001:118) who identified that quantitative data are analysed through tables and graphs which are used to identify and to extract single bits of information, used for trends, clusters or groups and used to make group comparisons. The empirical data were analysed using the Statistical Package for Social Sciences (SPSS) by means of which descriptive statistics were

generated. Basic descriptive statistics were used to present the profile of the participants in terms of indicators such as age, type of grant received, and duration of grant to date.

3.8. Limitation of the Study

The study is aimed at catering for Limpopo Province as set out above, however, owing to time and financial constraints, the interviews did not allow informal discussion to take place, thus limiting the free flow of information and ideas that might be helpful to this research project. The time allocated for the mini-dissertation is not adequate for the researcher to conduct a comprehensive analysis of the management of social security in Limpopo Province. Consequently, a case study is used and findings cannot therefore be generalised.

3.9. ETHICAL CONSIDERATIONS

Ethical issues arise “out of intentions with other individuals especially when there is potential for conflict of interests” (Babbie & Mouton, 2001:112). In qualitative research, information is collected through interviews, but not at the expense of the organisation or individuals being interviewed. The proposed study was conducted in accordance with the code of ethics of South Africa. Ethical clearance was obtained before the data were collected. Informed consent was obtained from each of the respective sectors to assess all participants. The sampled population was informed of the benefits, if any, to be derived from their participation in the study. This research study findings will be treated with confidentiality and no harm will come to the participants. Participants were allowed to take part in this study voluntarily. There was a consent form that was signed by all participants. The very personal and conversational nature of interview situations underscores many of the basic ethical issues of any research method (Maki, 2009:32; Welman et al, 2005:211):

The researcher must take into consideration four ethical issues when conducting an interview (Welman et al, 2005:201):

i. **Informed consent:** A fundamental ethical principle of social research is that participation ought to be voluntary. Getting informed consent entails that sufficient data on the aim of the research, the methods that will be applied in the course of the research, and the likely advantages, drawbacks and hazards to which participants could be exposed must be provided to prospective participants or their legal representatives. The researcher obtained the required consent from the respondents after they were comprehensively and honestly enlightened regarding the intention of the interview and the research.

ii. **The respondents must be guaranteed of their right to privacy:** In other words, it should be explained to them that their identities will be kept a secret. To ensure confidentiality, the researcher refrained from reporting personal information that would reveal the identity of the respondent. This has ensured that it would not be possible for anyone besides the researcher to match the views expressed in the interview with the respondent who provided the inputs.

iii. **Protection from harm:** The basic ethical tenet of social research is that it must not cause damage or injury to research subjects. De Vos et al (2005) contend that participants must be comprehensively told in advance about the possible effect of the study. This data gives the participants the opportunity to pull out of the survey if they are uncomfortable with the overall *modus operandi* to be followed. Therefore, an undertaking was taken against causing any emotional, social, financial, psychological, physical or legal harm.

iv. **Involvement of the researcher:** Investigators are morally compelled to make certain that they are capable and sufficiently trained to conduct the planned research. Even well-intentioned and well-planned investigation could be unsuccessful or generate flawed outcomes if the principal investigator does not possess the necessary knowledge and skills (De Vos, 2005: 63). Moreover, researchers must be cautious about improperly influencing participants or treating them as objects or numbers rather than individual human beings. They should not make use of unscrupulous approaches to interviewing. Furthermore, Babble (2007)

argues that the investigator has a responsibility to the scientific fraternity to report accurately on the examination of information and on the outcomes of the research.

When the study was complete, the researcher advised the clients by sharing the results of the investigation with the respondents as a way of recognising their inputs as participants and to exhibit appreciation to the respondents for taking part in the exercise.

3.10. CONCLUSION

This chapter highlighted both the quantitative and qualitative research methods that were discussed and provided a distinctive kind of evidence and offered a powerful resource to enable the researcher to collect useful information for the writing of a sound study. Even though, as indicated, the study is more qualitative, which means qualitative methods were the main focus.

The chapter examined the concept of research methodology, and research designs by providing concise definitions of the concept. It studied the two forms of scientific research, namely the, quantitative and qualitative approaches. For the purpose of this study, the three types of quantitative research were not mentioned and discussed in great detail; mainly because this is a qualitative study and therefore considerable time was spent on discussing in detail the types of qualitative research. The chapter further discussed, in detail, the two types of qualitative research that were most appropriate and thus used in this study. The two types that were discussed are. (i) case study and (ii) interviews. The chapter undertook an examination of the longstanding debate in social research about whether quantitative and qualitative approaches should, or even can, be combined. The chapter further indicated the area of study where the research was conducted, the population of the study and the sampling methods suitable for the kind of population where the study was been undertaken. The data analysis methods that were the most suitable for qualitative study were indicated. Lastly, the ethical considerations that need to be taken into considerations when conducting qualitative research were discussed.

CHAPTER 4: PRESENTATION AND INTERPRETATION OF FINDINGS

4.1. INTRODUCTION

The establishment of a broad-based, national social security system can be regarded as one of the major achievements of the South African government since the attainment of democracy in 1994. This study is concerned with the evidence that shows that access to such services remains elusive to a significant part of the population who are eligible. The objective of this study was to assess how the management and administration of the social security system impact on the accessibility of social services by those who require them. This study was also conducted to address the research question such as how is the social security system in the province managed; what is the relationship between the management of the system and access to the services, what is the impact of the management of the system, processes and procedures on access to social services; and how can access be enhanced?.

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

Four different questionnaires were developed by the researcher to use during the research. The first questionnaire focuses on the actual application process by beneficiaries. The second questionnaire focuses on the data captures of the

applications. The third questionnaire focuses on the front-line staff officials. Lastly, the questionnaire focused on the management which is comprises all managers in different section within SASSA (see all questionnaires as attached). The questionnaires were distributed electronically or personally delivered by the researcher at various offices. A total of 30 front-line staff members comprising of administrators and clerks, 50 child support grant recipients or beneficiaries, and 10 beneficiaries of other grants (Old Age grant (OAG), War Veteran's Grant (WVG), Disability Grant (DG), Foster Child Grant (FCG) and Care Dependency Grant (CDG), and lastly 25 managers from various local offices in the two districts which is Vhembe and Capricorn district Municipalities completed the questionnaires. The researcher collected the completed questionnaires from the various offices. District A (Vhembe with local offices in Thulamela (A1), and Makhado (A2), District B (Capricorn with local offices Polokwane (B1) and Agnang (B2)).

4.2. Management of Social Security in LIMPOPO PROVINCE

SASSA has a national office and nine regional (offices), and several district and municipal offices that administer and manage the social grant distribution process. The national level is responsible for policy creation. At national level, strategic plans that extend for more than five years are planned and these are given to the regional office or provinces that devise operational plans. Operational plans differ from one region to the next and dictate how a region is to be run over a three to five year period.

The regional office then passes the operational plan to the district and municipal offices which devise a work plan on a yearly basis based upon the operational plans. The work plan explains the steps to be undertaken by the municipal and district offices on how they will implement the social grant distribution process. The following section seeks to understand how SASSA is distributed on a national, regional and municipal level.

The operational plans are of importance to the various districts and area (municipal) offices. The regional office obtains information regarding recipients from the national office and then passes it to the distribution companies and to commercial banks. SASSA pays beneficiaries either by electronic payments or cash payments. Electronic payments emanate from the banks, whereas cash payments come from distribution companies. Upon enrolment onto the SASSA system, it is up to the beneficiary to organise payment either by cash or electronic payments. However, since the majority of beneficiaries reside in rural areas where there is no electricity grid and also a high illiteracy rate, most of them choose to be paid through the distribution companies in cash.

4.2.1 The Regional Level Based on the Findings in Limpopo Province

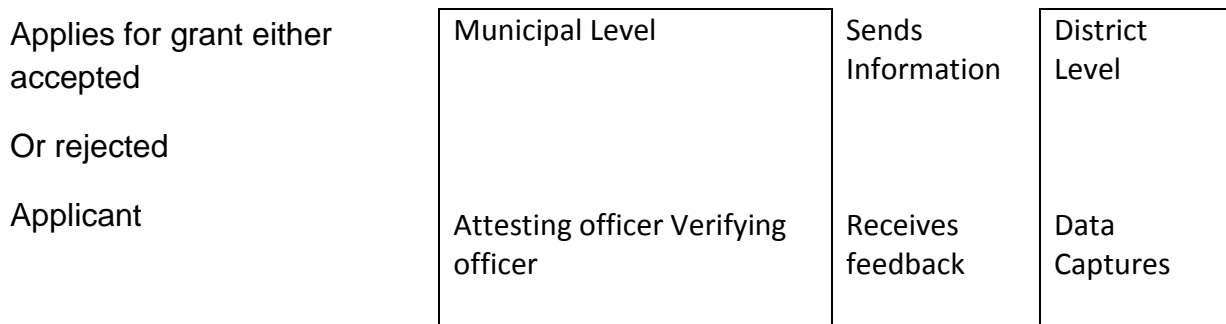
The Limpopo Regional Office consists of different structures that reports to the Regional Manager situated in the Polokwane SASSA offices. In addition, in the region there are different sections and district offices that report direct to the Regional Manager. The different sections such as Human Resources, and Training and Development, etc are managed by managers who are also accountable for reporting to the Regional Manager. The criteria for appointments to different position differ from one section to the next, even though the standard requirement in terms of qualification is Matric or Grade 12.

The Limpopo regional office is responsible for giving information about newly enrolled recipients to the SASSA national office so that they can be enrolled onto the SOCPEN system. The regional office obtains information from the district (i.e. Vhembe, Capricorn, Mopani and Waterberg) and their local municipal offices. The transactions taking place in a particular region are also monitored at regional level. The distribution companies update the transactions of grants payments to SASSA and these are monitored by SASSA so as to ensure that the payment process is effective. As part of monitoring social grant distribution, SASSA assigns employees

to different pay points to ensure that the distribution company complies with the service level agreement, qualifying beneficiaries are paid social grants in a dignified manner, there is proper sanitation; recipients are seated and only stand when they are about to be paid a grant; and that there is shelter (Jada, personal communication, 2007).

Whereas, the municipal level of SASSA is responsible for the enrolment process of beneficiaries. Figure 4.1 illustrates the process that occurs when an individual wants to obtain a social grant. The individual goes to the municipal offices where he or she applies for a social grant. The information is captured by two attesting officers. The first attesting officer checks if the beneficiary already receives any income, a doctor's report (in case of Disability Grant) and a social worker's report showing that the beneficiary deserves a social grant. The second attesting officer is responsible for verifying an individual against his or her ID and birth certificate (Child grants). Once the officers agree that the individual deserves a grant, the information is sent to the district office that is responsible for data capturing.

Process of Application



4.3. PRESENTATION OF THE FINDINGS

The researcher developed four different questionnaires to use during the research. These questionnaires were to determine the impact of management on access to services. This questionnaires covers different processes (efficiency or non-

efficiency) and different staffs qualifications, personnel and infrastructures such as venue, and operation of SASSA in paying the grants.

4.3.1.1. Management of social grants

In order to examine how social security is managed in different area offices, and the accessibility of the system in terms of determining the level of service delivery; the questionnaire was administered to the front line staffs. The front-line staff members are responsible for recording the grant application. This is usually where the process of a grant application starts. The local Area Offices are presented in alpha-numerical order as a way to preserve the identity of the respondents and for ethical reasons.

Table 4.1 Front-line staff: Working experience in the recording of grants application in SASSA

	Number of respondents	Less Than a year	One year to less than three years	Three years Less than Three years	More than Five years	
Local Office A1	6	0	2 (50%)	0	2 (50%)	5%
Local office A2	4	0	2 (23%)	6 (75%)	0	10%
Local Office B1	6	3 (33%)	0	2 (23%)	4 (44%)	11%
Local office B2	4	2 (10%)	2 (10%)	3 (15%)	13 (65%)	24%
Total	20	8	13	16	45	
Percentage		9%	16%	20%	55%	100%

Table 4.1 reflects District A (Vhembe with local offices in Thulamela, and Makhado), and District B (Capricorn with local offices Polokwane and Agnang). This finding suggests that some offices in these Districts have not appointed new front-line staff in the past year. District A and B front-line staff have an equal distribution with 50% having one to less than three years working experience and 50% have five years and more working experience. One would therefore indicate that the average

turnaround time for the completion of grant applications is longer than districts where staff is employed with long working experiences at SASSA. These findings suggest that the front-line staff at SASSA have solid work experience. A general overview of the contents of the above table indicates that a majority of the staff members in the various Districts have considerable working experience (more than five years) in SASSA from which the employees with less experience will benefit from. It gives the different districts a sound basis on which to render services. This finding indicates that the management of systems has improved in the different district, and there is good service delivery.

Table 4.2: Front-line staff: Adequate work spaces

	Number of respondents	Adequate Work space	Inadequate Work space	
Local Office A1	6	1 (25%)	3 (75%)	5%
Local office A2	4	0	8 (100%)	10%
Local Office B1	6	4 (44%)	5 (56%)	11%
Local office B2	4	13 (65%)	7 (35%)	24%
Total	20	26	46	
Percentage		14%	76%	100%

In order to determine the relationship between the management of the system and access to service, it was significant to determine the working spaces which in turn affect or improve service delivery. The significant differences regarding work space are reflected in table 4.2. It reflects that the front-line staffs in the following districts, namely District A (75%) and, District B (100%) do not have adequate working space to perform their daily duties. Based on these findings, the inadequate working space has led to the creation of backlogs, misplaced or lost documents among colleagues in the work place. The findings indicate that infrastructure at these districts is not intact which in turn can affect service delivery. However, the kind of adequate space required to do the job could be described clearly in other research studies since the SASSA office does not have.

The findings of the research suggest that SASSA should provide adequate working space which will secure better file management, improved service delivery in terms

of grant administration and a harmonised working environment. Although the findings that there are indeed their some offices with adequate working space, it is clear that the vast majority have inadequate space rather than adequate working spaces and this is an issue of concern to service delivery and also to the management of the system. This finding unfortunately does not capture the fundamental nature of SASSA's service delivery model, which it states that proper and enabling physical infrastructure, and all facilities and buildings which beneficiaries interact face-to-face.

4.3.2 Administration of social grants

In order to determine the relationship between the management of the system and access to service, it was significant to determine the working spaces which, in turn, affect or improve service delivery. The official responsible for electronic capturing of the data on the application form onto the SOCPEN system is called a data capturer. The questionnaire was administered to determine whether the work experience of data capturers has an impact or influence on the service delivery. As the main objective of the study was to determine the impact of the management of the system, processes and procedures on access to social service, this questionnaire give an indication of how work experience of data capturers can or cannot enhance access to social services.

Table 4.3: Data-capture: Working experience in SASSA

	Number of respondents	Less than a year	One year to less than three years	Three years to less than Five years	More than five years	
Local Office A1	5	0	1 (14%)	0%	6 (76%)	12%
Local office A2	6	0	1 (17%)	1 (17%)	5 (66%)	10%
Local Office B1	5	0	1 (20%)	1 (20%)	6 (76%)	8%
Local office B2	4	0 (0%)	1 (7%)	2 (14%)	10 (82%)	23%
Total	20	0	4	4	12	
Percentage		0%	10%	10%	80%	100%

The findings in Table 4.3 indicate that the two districts do not have staff with less than a year's experience as data captures. The majority of the data-captures in District A (Local Offices A1, and A2) (88%), and District B (Local Office B1 and B2) (96%), have five years or more experience as data captures. The general overview of the findings in this particular table indicates that the majority of data captures in the most districts have five or more years' working experience in SASSA. These findings therefore indicate that the majority of staff has solid work experience as data captures which, in turn, enhances service delivery. These findings correlate with earlier findings in respect of front-line staff (Table 4.1), which indicated that the majority of front-line staff in the most of the districts have year or more than five years working experience. These finding clearly indicate that the management of social service in this particular section of data capturers in most districts is of a high standard due to the evidence of more work experience.

4.3.3 Beneficiaries satisfaction with the level of service delivery

The provision of the social security system to the most vulnerable section of the population proved to be an excellent tool in alleviating poverty in South Africa. While acknowledging the critical importance of the social security system, the government have been facing challenges in the access to these grants by many beneficiaries. The government then tried to improve the situation by establishing SASSA, and giving it the mandate to ensure the provision of comprehensive social security services against vulnerability and poverty within the legislative framework. This research objective was to find out whether there is accessibility of the grants, and also the level of service delivery to the beneficiaries. As indicated in other studies, that there are still a large number of South Africans who continue to live in poverty and without any form of social support from the state. This raises the issue of the accessibility of the social security system.

A questionnaire was administered about the beneficiaries of social grants in different districts with the aim to determine the level of service delivery, and, in turn also to reflect how SASSA is managing social grants in the different districts. This research questionnaire about the beneficiaries was regarded as the core instrument of achieving the research objectives of this study as the social security system was established to meet the needs of the beneficiaries. The level of the satisfaction based on the turnaround time of service provided to the beneficiaries was used as a tool in this questionnaire to determine the level of service delivery, and also the accessibility of the social grants.

Table 4.4: Beneficiaries: Waiting period spent by beneficiaries to get payments

	Number of respondents	Less than 30 minutes	30 minutes less than an hour	
Local Office A1	20	18 (92%)	2 (8%)	76%
Local Office A2	10	6 (79%)	4 (21%)	14%
Local Office B1	20	17(88%)	3 (12%)	66%
Local Office B2	10	9 (98%)	1 (2%)	29%
Total	60	50	10	
Percentage		85%	15%	100%

The findings in Table 4.4 show the results of the questionnaire which was administered in beneficiaries regardless of gender or race in different districts of the area of study. The most important object of this part of the questionnaire was to determine the level of service delivery through the time spent by beneficiaries waiting for the payments. The table clearly indicate that in different districts that the most beneficiaries do get their payment on time and to their satisfactions. As evidence indicates in the table, for example Local Office A1 (92%). Local offices A2 (79%), B1 (88%) and B2 (98%) indicated that they spent less than 30 minutes at pay points.

These findings correlate with earlier findings (Table 4.2 and 4.3; in particular in relation to number of years' experience which staff members of SASSA has as correlated with the stratification in time spent by beneficiaries in receiving payments). This is highly commendable.

Many studies have indicated in the literature review that the provision of social security system has grown. However, their few studies which have indicated the large gap between the demand and supply of service which has to be addressed. As indicated in the introduction of this chapter that one of the objectives of this study is to assess how the management and administration of social security system impact the accessibility of social services by those who require them in South Africa. Many studies have also acknowledged that social security system is a good but however, without determining the satisfaction of beneficiaries whom the system was established. The researcher found it imperative to administer a questionnaire which deals with the satisfaction of service rendered to grants beneficiaries. This level of satisfaction was determine based on the turnaround time of grants applications, assistance in the pay points, clarity and feedback in enquires, and also the improvement of life since beneficiaries receive the grants (these point in amount received).

Table 4.5: Beneficiaries: satisfaction with the services SASSA renders

	Number of respondents	Never	Sometimes	Most of the time	Always	
Local Office A1	10	1 (4%)	1 (4%)	6(77%)	2 (7%)	12%
Local Office A2	15	0	0	2 (16%)	13 (84%)	33%
Local Office B1	25	0	0	15 (59%)	10(41%)	26%
Local Office B2	10	0	0	2 (14%)	8 (86%)	29%
Total	60	1	1	25	33	
Percentage		1%	1%	35%	63%	100%

The findings in Table 4.5 show that the majority of beneficiaries in District A Local Office A1 (77%); and District B with Local Office B1 (59%) indicated that they were satisfied with the services SASSA rendered when it came to the turnaround time or receiving payments, and also the assistance provided during payments of the grants at different pay points. The majority of beneficiaries in District A and B in particular Local Office A2 (84%) and B2 (86%) indicated that they were very satisfied with the services SASSA rendered in terms of involvement of SASSA management in responding to their queries. The general overview of the findings in this particular table reflects that the majority of the beneficiaries in two out of four districts indicated that they were very satisfied with the level of service SASSA was providing in general. However, a low percentage of beneficiaries are unsatisfied with the turnaround time of grant applications and also feedback on their queries in District A, Local Office A1 (4%). As a result, this dissatisfaction can be linked to the earlier findings in Table 4.4 which indicated that 10 per cent of beneficiaries indicated that the waiting period at pay points are 30 minutes to less than an hour.

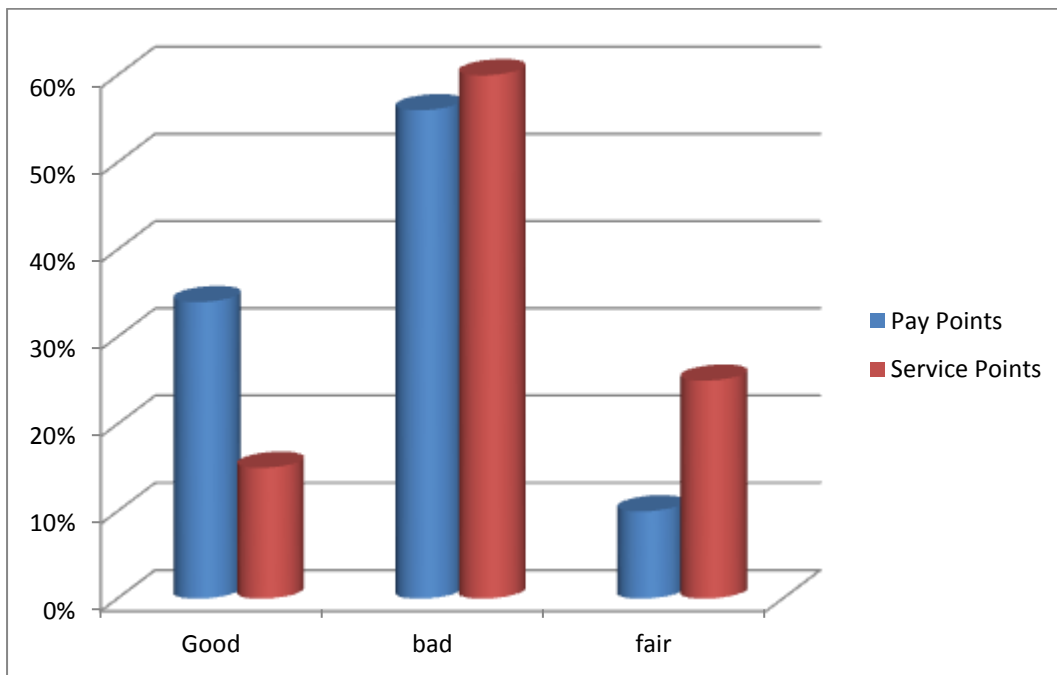
The research could not cover all the pay points and service points of two districts, but managed to randomly select at least two large service/pay points from each district. A simple questionnaire was administered which only requires the rating of the services received in terms of general services provided by SASSA staff. Officials were asked what was required regarding their training. Of the comments received was that more training, especially in public relations, was required. One monitor at the Tshifudi pay point in Vhembe remarked that “service providers must be given more training; their number in one station should increase to improve the service. At the Seshego zone 3 pay point, also in Capricorn, there were complaints about the tardiness of the pay point officials who were” slow in performing their task”. The small percentage of service and pay points that have signs with customer care norms visibly displayed is particularly noteworthy. Many of the officials are also not always clearly identifiable.

Table 4.6.: Beneficiary responds: Pay points and Service points

Respondents: Officials	Pay Points		Service points	
Number of staff members	Minimum	Maximum	Minimum	Maximum
Number of people served	3	15	2	10
	2	1500	2	500

At the Vhumbedzi service point in the Vhembe District, 8 officials from SASSA served approximately 500 people, with the service point only being open from 19:00 in the evening. At Seshego Zone 3 pay point in Capricorn that 15 officials served 1 500 people.

Figure 4.1: Beneficiaries rating of service



Most of the beneficiaries rated the service at pay points and service points as bad. As indicated in Figure 4.1., only 30% rated the services as good. However, some believed that the services provided by SASSA were fair compared to previous years.

These beneficiaries were also asked how they thought that services could be improved. Most of the responses were regarding the improvements to venue and transport. Beneficiaries suggested that community halls should be built in each village to be utilised as pay points or service points and also increasing the number of staff members.

4.4. Management of SASSA in Limpopo Province

In achieving better and improved services, the South African Social Security Agency Act, 2004 was proclaimed by the president and established the agency as a legal entity. The operationalisation of SASSA was identified as a priority by the Minister of Social Development. This agency took responsibility for administering social assistance through the implementation of policies, procedures and programmes to ensure an effective and efficient social assistance grant administration system with effect from 1 April 2006.

Managers in public service such as SASSA need to command framed experience, values, contextual information and expertise in order to become active participants in the transformation of the public service. This research has examined the job knowledge, skills and qualification of SASSA managers with regard to the administration and management of grants. In order to determine the level of service delivery, how beneficiaries are paid, and the criteria that managers uses to render the services. This research will therefore investigate the level of experience as it relates to job knowledge, and level of qualification.

Table 4.7: Managers and supervisors: Work experience

	Number of respondents	Number of years (less than 5 years)	Number of years (more than 5 years)	
Local Office A1	20	2 (8%)	18 (92%)	96%
Local Office A2	10	4 (21%)	6 (79%)	76%
Local Office B1	20	3(12%)	17 (88%)	94%
Local Office B2	10	1(2%)	9 (98%)	99%
Total	60	50	10	

The findings in Table 4.7. show that the majority of managers in both districts which are District A Local Office A1 (96%); and Local Office A2 (76%); and District B Local Offices B1 (94%) and B2 (99%), indicate that they have more than five years' experience working as a manager or supervisor. Despite that they work in different districts, most of the respondents indicated. All managers have relevant qualifications such as a diploma or degree in administration according to the information provided. Another similarity related to the weakness in the training, mentoring and evaluation of officials, on which most agreed, and which is a challenger. In general, the findings of the two districts where almost the same as the researcher was also intending to compare the challenges and resolution of one district to another but it indicates the same results.

Table 4.8: Manager's qualification

	Number of respondents	Secondary Qualification (Grade 12 and below)	Tertiary Qualification (Diploma, Degree and Postgraduate)	
Local Office A1	20	3 (8%)	17 (92%)	96%
Local Office A2	10	2 (8%)	8 (92%)	96%
Local Office B1	20	4(12%)	16 (88%)	94%
Local Office B2	10	6(60%)	4 (40%)	99%
Total	60	15	45	
Percentage		15%	85%	100%

According to SASSA Human resource guideline any personnel who occupy a position of manager should have tertiary qualification. These guidelines also indicate the accountability, duties, and the reporting of all managers. These guidelines also indicate the criteria which the manager can appointed based on the qualification and other requirements (Jeroma, 2010).

The findings in Table 4.8. Show that the majority of managers in both districts which is District A with A1 (96%); and A2 (96%); and District B with B1 (94%), indicate that have tertiary qualification a diploma, degree and postgraduate degree. This indicates that managers in these local offices have more academic knowledge and have right qualification to occupy the position of managers or supervisors. However, Local Office B2, indicate majority having grade 12 or below. This indicates that majority of managers or supervisors have not met requirement to in those positions.

4.3.4.1. Managers' Adherence to the Batho Pele Principles

The managers of both districts were requested to assess themselves in terms of Batho Pele principles. These principles were defined to them, and they were request to be as honest as possible.

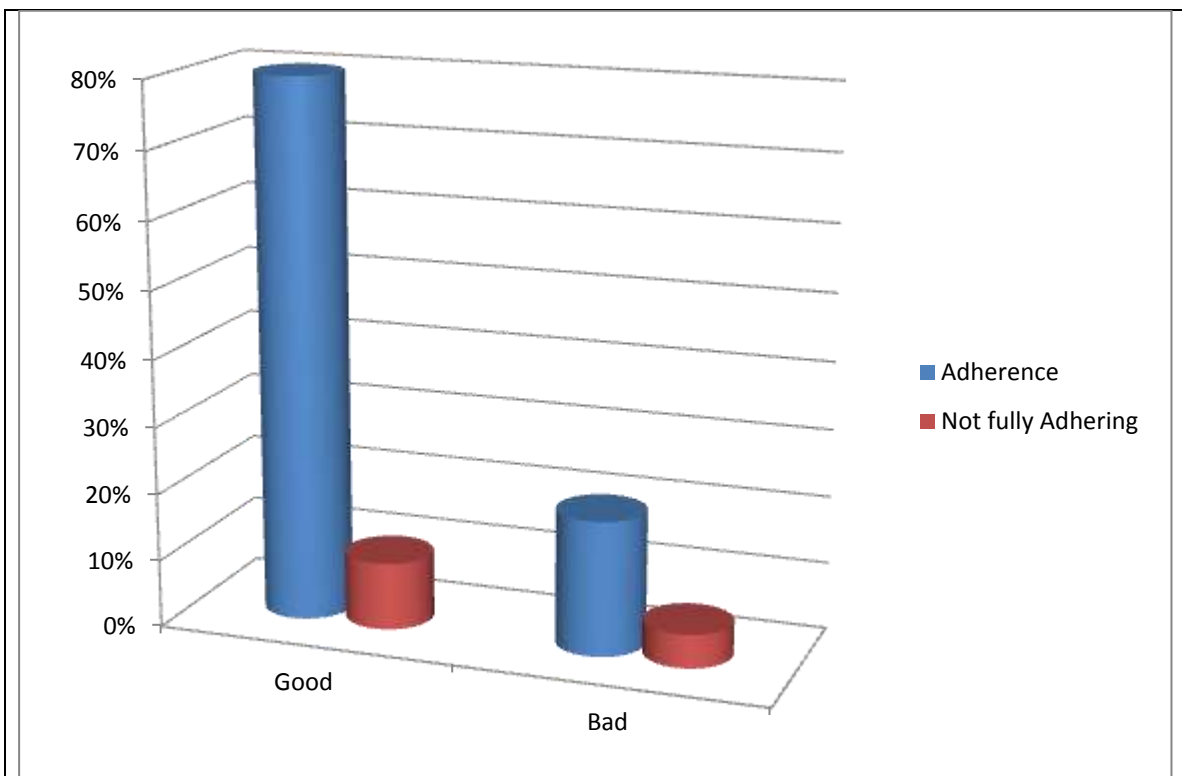


Figure 4.2: Managers Adherence to the Batho Pele Principles

The managers were asked to assess their adherence to the principles of Batho Pele. Their self-assessment shows that different managers feel that their strongest points were administration and setting service standards (i.e. the Batho Pele principle “that reinforces the need for benchmarks to constantly measure the extent to which citizens are satisfied with the service or products they receive standards”). Whereas, they felt that their weak point was ensuring courtesy and giving feedback on enquiries. Overall, the managers in different districts rated themselves as in adhering well to the Batho Pele principles. Their strong points were consultation and providing

information and their weak point was ensuring feedback was provided on time to all grievances.

Some of the research question for the study was how the social security system in the province managed is, and what is the relationship between the management of the system and access to the services. The above interpreted data indicated that the majority of managers have the right job knowledge or experiences, and qualification to be appointed in their position. All this leads to good service delivery, good administration and management of the grants in the Limpopo Province.

4.5 CONCLUSION

Managers, supervisors and officials of SASSA are responsible to providing good service delivery in administration and paying out of social grants to beneficiaries. It is also the role of SASSA managers to provide training to the officials so that the administration and service delivery of the grants goes well and in a satisfactory manner. The beneficiaries are the recipients of social grants. The large numbers of beneficiaries who have opted to collect the social grants at pay points are even more satisfied with service delivery, even though there are a small number of unsatisfied grants recipients. Beneficiaries are the reason for SASSA's existence. They are therefore the most important link in the value chain. Services at pay points should be of a very high standard in order to secure customer satisfaction.

Level of SASSA service delivery at pay points and the payment contractors are absolutely unacceptable. Broken payment machines, not enough money at local office pay points to pay all beneficiaries, pay points that are not all disabled-friendly or fenced-all around are also unacceptable. Drinking water, enough chairs, toilet facilities and shelter at pay-points should be a high priority on order to ensure that services to the destitute are delivered in a dignified and humane manner. It seems as if the majority of social grant recipients in this research project are happy with the service. They are the opinion that the social grants they receive have indeed

improved their quality of life. This is indeed highly commendable. There are pockets of excellence in terms of service delivery in certain districts that remain wanting. Continual service delivery improvement strategies, constant monitoring and evaluation of existing services and regular engagement with social grant recipients and other stakeholders should remain high strategic priorities for SASSA in its pursuit of excellence.

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter concludes the thesis. In this chapter attention is given to the initial motivation why the research was embarked upon and to the aims of the study. It summarises the findings of the study in an attempt to determine whether the aim of the research was achieved. Thereafter the findings are discussed per the different questionnaires and certain recommendations based on the findings are made.

The establishment of a broad-based, national social security system can be regarded as one of the major achievements of government since the attainment of democracy. This study is concerned with the evidence that shows that access to such services remains elusive to a significant part of the population who are eligible. This is despite the establishment of SASSA. The research seeks to find out why social security is still not reaching out to eligible members of the population.

Apart from these service delivery challenges of severe staff shortages at critical operational levels where grant applications are processed and infrastructural challenges such as insufficient office space (i.e., too many staff members in a specific office) and insufficient or no connectivity at certain service delivery points are all organisational challenges that SASSA is facing. As much as these undesirable service conditions, human resource and infrastructural challenges were prevalent since SASSA's established one could argue that some of these challenges are still very much prevalent today.

Since the establishment of SASSA the administration and management of the social grant system have not been assessed with the result that the service delivery is not at the level which it is supposed to be. It has as yet thus not been possible to

establish the necessity for possible adjustments to the system. For improved service delivery the researcher wanted to determine how the grant administration system operated.

Certainly policy changes have been made since the inception of SASSA in order to expand its services and to reach more people in its striving to push back the frontiers of poverty. The following are some of the important policy changes:

- Age equalisation where men and women could qualify for old age pension at the qualifying age of 60 years (previously men could only receive an old age grant at the age of 65 years).
- Extension of the child support grant up to 18 years of age (previously children could only access the child support grant up to the age of 7 years).
- Applications with alternative proof of ID (previously a valid ID was a prerequisite to access a grant).

The aim of the proposed study was to assess how the management and administration of the social security system impact on the accessibility of social services by those who require them. Considering that no evaluation has been done of the level of service delivery when it comes to the application-to-approval process of grant administration in SASSA it is regarded as desirable that such a venture is embarked upon. In view of this the following research question emerged: what are the strengths and the weaknesses in the application-to-approval process of grant administration in SASSA it is therefore regarded as desirable that such a venture be embarked upon. In view of this the following research question emerged: how is social security is managed in the Limpopo Province; and how is the impact of the management of the system on access to services in the grant administration and management of social grant?

5.2. Summary of findings

5.2.1 Accessibility of social grants

The administration system of the South African grant system can be somewhat cumbersome for both the applicant and the administrator because the forms used for most grants are detailed and often quite technical. In some studies the researcher's states that this could lead to applicants feeling frustrated, but administrators, in turn, can also feel intimidated in the process especially in cases where no proper training has been provided to administrators on the application process. With reference to the first target group; front-line staff who are responsible for recorded applications the empirical investigation reveals the following:

- Front-line staffs have considerable work experience (more than five years) in SASSA.
- Front-line staffs are experiencing dissatisfaction with their work space. Inadequate infrastructure can be viewed as an obstacle in effective grant administration.
- Training, supervision and support from supervisors occur irregularly. Steele (2006) states that administrators can feel intimidated in the grant administration process especially in cases where no proper training has been provided to administrators on the application process.
- Front-line staff always receives mentoring.
- Front-line staff receives between 15 and 35 applications per day and spend 30 minutes or less recording an application.
- Support from colleagues is irregular.
- Policy documents that regulate the implementation of new policy changes are available most of the time.

- Files get misplaced or lost after processing.
- Front-line staff experience technical difficulties with computers on a regular basis and it takes one to three days to resolve technical difficulties.

5.2.2 Administration of social grants

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

- Data-captures have solid work experience as data-captures in SASSA.
- Some data-captures have inadequate working space.
- Training on the implementation of new policy changes only occurs irregularly.
- Supervision, mentoring and support from supervisors occur on an irregular basis.
- Data captures receive between 15 and 30 applications per day and they capture all applications successfully, because they require less than 30 minutes capturing an application.
- Applications sometimes get misplaced or lost after capturing.
- No proper mechanism is in place to record the movement of files and staff carelessness and either lack of office space or filling space are the main reasons why applications get lost or misplaced.
- Data captures sometimes experience technical problems with computers and it takes one to less than ten days to resolve technical difficulties;

- Data captures sometimes receive incomplete applications from the attesting officials (those staff officials who are responsible for recording the application) and they usually take such applications back to the first attesting officer.
- Backlogs exist with regard to the capturing and approval of review cases.
- Staff shortages, a centralised review management approach, lack of office space and lack of connectivity points constitute the main reasons why review backlogs exist.

5.2.3 Summarised findings in respect of the beneficiaries

The beneficiaries are those people who are recipients of social grants. Beneficiaries have the option to decide through which means they want to receive their grants. They can either receive grants manually at pay points or they can opt to receive it electronically through the various banking institutions, including the post bank.

With reference to the fourth target group, the beneficiaries at pay points, the empirical investigation revealed the following:

- There are not always enough chairs, toilet facilities or drinking water available at pay points;
- Payments contractors and SASSA staff sometimes arrive late at pay points;
- Payments are usually delayed between 15 minutes to less than an hour, but beneficiaries are not always informed about delays;

- There is not always enough money at pay points and it takes an hour to less than two hours to get more money.
- There are sometimes broken machines at pay points and its causes 15 to 45 minutes delay in payments.
- Grant recipients rarely receive wrong grant amount.
- Beneficiaries do feel safe at pay points most of the time.
- Beneficiaries mostly live within walking distance from the pay point;
- Beneficiaries hardly experience problems at pay points and if they do, their problems get resolved;
- Not all pay points provide shelter;
- Beneficiaries are satisfied with the services SASSA renders and the grant has improved their quality of life.

5.2.4 Management of SASSA in Limpopo Province

From the time a policy enters the policy agenda to its proper implementation one can decipher instances of either learning or unlearning, which lead to questions of the policy process itself and the capacity of the state to learn. These are important questions to be asking, especially in this research that is aimed at determining the capability of the state to learn in the process of policy making, implementation and review. In this section, the focus is on some of the issues that have been raised within this chapter, that require critical evaluation to enable both government and private individuals to assist in the effective functioning of the social security delivery channel

5.2.4.1 Lack of infrastructure

Poor infrastructure in the Limpopo Province has led to poor accessibility of a majority of people who qualify for the social Grant. The districts are also struggling to have facilities that can be used regularly to distribute the grants. However, the service delivery has improved overtime and many of beneficiaries indicated satisfactory in service which they receive.

5.2.4.2 Lack of capacity

Lack of capacity can be termed as the administrative capacity of the implementers to carry out the tasks that are desired. This is the ability of the department to deliver those public services aimed at raising the quality of life of citizens which the department has set out to deliver effectively as planned over time. Capacity can also refers to the availability of, and access to, concrete or tangible resources such as human resources, financial resources, financial resources, material, technological and logistical infrastructure requirements of leadership, motivation, commitment, willingness and other attributes needed to transform the country.

The main problem in rolling out and, distribution social grants in general in the particular is the lack of staff capacity in the Limpopo province. Owing to the high take-up rates of especially the Child Support Grant, staff at various pay points are unable to cope with the workloads and the additional problem is lack of proper training of staff who are employed to distribute and roll out the Child Support Grant effectively and efficiently.

5.2.4.3 Poor Monitoring and Evaluation

It is extremely important that when a plan is made it should at regular intervals be visited to assess if it brings the outcomes as required. Poor monitoring and evaluation of a policy and also the people who are supposed to implement that policy in the SASSA Limpopo office has led to failure of the provincial government to deliver services effectively and efficiently, and it has wasted lot much money on projects that failed without being evaluated and reviewed on time. Poor monitoring and evaluation of the Social Assistance Grant Policies has resulted in ineffective roll-out, distribution and disbursement of these grants in the SASSA Limpopo.

5.2.4.4. Lack of accountability

One of the cornerstones of public administration, which is indicative of the level of civilisation, is that each public functionary should be accountable for every action he or she takes. Accountability in public administration can be viewed from different perspectives, for example, how and why the executive institutions have to yield to the legislatures. Government institutions have been entrusted by citizens with the responsibility to look after public resources. If the public officials in SASSA are accountable, it will be possible that the province will be governed effectively and efficiently. However, currently in SASSA Limpopo accountability is lacking which has resulted in unresponsiveness of the managers and this has frustrated the people and has led to marches and riots in the province.

5.3. RECOMMENDATIONS

5.3.1. Management of Social Security in Limpopo Province

The findings show that applications take long to be processed and along the way some go missing. This research recommend that the Limpopo regional office must

not only be responsible for giving information about newly enrolled recipients to the SASSA national office but the regional office should be able to complete the whole process within its offices without passing it on to the national office. When the regional office obtains information from the district (i.e., Vhembe, Capricorn, Mopani and Waterberg) and their local municipal offices, this information should already be captured in different SASSA structure within the municipalities and only be sent to the regional office to be registered on the SOCPEN system. The SOCPEN system should be introduced to all regional offices. The distribution companies must update the transaction of grants payments to SASSA on time and these must be monitored by SASSA within the Regional offices so as to ensure that the payment process is effective.

The research also recommends that the monitoring and evaluation must be established in regional offices. This unit will assist the management and administration of social grants in particular how the services can be improved. This unit will on a regular basis visit different SASSA offices in the local municipalities in order to evaluate the performance of those particular offices. This will help in order to monitor the service delivery to the beneficiaries'. Even though different findings of themes were discussed under specific section, the recommendation will be added as part of the management of social grants. The efficiency and quality of the service provided by SASSA towards the beneficiaries sites evaluation in the Limpopo Province has been assessed according to the following standardised entities, namely time, venue, transport, personnel, and processing of grants. This recommendation will hinge on the findings based on the level of satisfaction/dissatisfaction of services provided to the beneficiaries.

Time

- Research recommend the release of an updated and relevant National Norms and Standards Policy that guides the implementation of the agency's and its service providers operations at all pay points and service points in all provinces.

- Research further recommend the implementation of clear norms and standards that guides the operations and payment grants through mobile units and fixed pay points to ensure that beneficiaries do not wait longer than an hour for their grant payment.
- Research recommends that beneficiaries do not wait longer than 30 minutes for their grant payment.
- Research recommends that the implementation of the recommendations in all the categories below will reduce the time beneficiaries will spend at pay points and at service points.

Venue

It is critical to do an overall assessment of whether SASSA or service providers honour the 5 to 10 km radius of bringing the service to the people. It is critical for clients and civil society organisations to know how far away are these points are, whether there are adequate mobile services available, and how frequent these services occur.

- The agency take appropriate measures to ensure that grants are paid to beneficiaries in a dignified manner and therefore must ensure basic facilities shelter, seating, toilets, water, fencing are available at all times at all pay points and at service points.
- It is recommended that the agency negotiate service level agreements with service providers that allow for review and standard application at all sites which will ensure that the beneficiary is maximally protected and provided for. We further recommend the contracts allow the Agency to monitor regularly and to act reasonably when a breach of contract occurs.
- The agency must produce an assessment report on the banking and post office infrastructure that exists around fixed pay points and in areas where the

current mobile pay points operate to measure where beneficiaries are situated in relation to this infrastructure.

- Research recommends that the agency negotiate with relevant banks, and post office branches for reduced rates and charges to pay beneficiaries, where appropriate, and their grants through these institutions. However all charges should be borne by the agency and not the beneficiary.
- Research recommends that the agency embarks on an effective communication strategy to educate beneficiaries of the benefits of more convenient ways to receive grants. Beneficiaries must be able to elect the payment method most convenient for beneficiaries

In order for beneficiaries to spend less money and time to reach the service points the research recommends that;

- SASSA implements a norm as part of its proposed Norms and Standards which ensures that service points are within 5 km range of beneficiaries.
- Where necessary, based on the above analysis, SASSA should start additional service sites and satellites sites in areas where needed.
- Research recommends that SASSA Regional Office inform beneficiaries about their nearest service point through a public campaign in the Limpopo Province to prevent beneficiaries' spending money and time unnecessarily.
- SASSA must educate and communicate effectively with beneficiaries about what documents are needed for services like reviews and further to inform beneficiaries about what is required of them in order to reduce the visits to the service site for the same reason.

Personnel

Researcher must acknowledge that at least 85 per cent of beneficiaries felt that SASSA officials were helpful and respectful. However, in our view, adequately trained staff will significantly decrease the waiting period spent by beneficiaries to access SASSA services. Further if beneficiaries and applicants have the correct information, it will ensure cost saving of an already financially vulnerable person therefore we recommend the following:

- SASSA Regional Office increases staff to ensure the average waiting time of the number of beneficiaries served is reduced to one hour at service points to administer the new changes in regulations as well as for the review process.
- The general reflection of staff ratios of SASSA Limpopo/or service provider staff, it may reflect seriously disproportionate under or overstaffing that has ultimately led to poorer service that undermines the beneficiaries' dignity and the well-being of staff members.
- SASSA designs and displays and distributes its customer care norms at all service points.
- SASSA makes beneficiaries aware of legislative and regulatory change in order for the officials to communicate the right information to clients.
- SASSA makes beneficiaries aware of legislative and regulatory changes through information.

Data Capturer

- Research recommends that the application process be in line with the norms and standards of SASSA and take no more than an hour to complete; and further that the verification takes place within same period of time.
- Research recommend that the same administrative support, personnel and technology infrastructures (including laptops equipped with SOCPEN and the

relevant network connections) are extended to the satellite service points and are seen as an extension of the local/district offices), and that immediate efforts are made to increase the number of staff (formal or informal/volunteer) to enable an efficient service.

- SASSA and service providers must provide clients with the option of a receipt as a matter of course for any service that was offered.
- Research recommends that each pay point of SASSA (or service provider) ensures that beneficiaries are educated through information materials. It would then also be necessary to ensure that the receipt amount started must be the same as the monies received in hand.
- Research recommends that SASSA inform applicants of the outcome of the application in writing and not verbally. Verbal communication is highly irregular and not in line with the promotion of administrative justice and the constitutional requirement to be informed which requires an administrative decision in writing.

Accessibility of social grants

Based on the findings that there are offices with inadequate working space the researcher recommends that SASSA make the necessary funds available to acquire more office buildings in order for staff to perform their duties effectively. Although Casey and McKinnon (2009) argue that it would be unnecessary to build new structures, because it is expensive and governments might not have these funds and therefore existing community service points for other basic services can be used.

* Based on the findings that training occurs haphazardly, especially on the implementation of new policy changes the researcher recommends that in service and formal training regarding related matters be made available to all SASSA staff in order for them to perform their work more effectively.

* Based on the finding that supervisors and team leaders provide irregular supervision and support to front-line staff and data captures the researcher recommends that supervision and support functions form part of the key performance areas of supervisors and team leaders and that it get incorporated in their work plan. In addition, that managers closely monitor whether supervision and support does take place. The researcher further recommends that local office managers, grant administration managers and district managers from time-to-time liaise directly with front-line staff and data-captures in order to detect problems as early as possible.

* The researcher recommends also that local office managers, grant administration managers and district managers perform quality assurance sport-checks on grant applications on a regular basis preferable in a planned fashion and not leave such an important function to supervisors and team leaders.

* Based on the finding that policy documents for the implementation of new policy changes are not always available the researcher recommends that programme managers put systems in place to ensure that when new policies and regulations change they immediately provide clear written documentation (electronically and in hard-copy format) to all staff in order for them to execute their duties correctly and swiftly.

* Based on the finding that files go missing the researcher recommends that the local office manager and the grant administration manager put systems in place such as a file-movement registers to record the movement of all files where officials sign the register and the file-movement gets recorded. The researcher furthermore recommend that staff members responsible for missing files be held accountable and that corrective steps such as counselling and disciplinary action be instituted in order to impose greater accountability and sound administration.

* Based on the finding that files go missing and that this compromises the turn-around time of the approving applications the researcher recommends the automation of the grant administration process the implemented in the entire SASSA as a matter of urgency.

* Based on the findings that staff experience technical difficulties with computers and sometimes wait days before they are repaired the researcher recommends that computer technicians be appointed at least at all district offices to expedite the fixing of technical problems.

* Based on the finding that there are not enough connectivity-network points in all offices the researcher recommends that connectivity-points per grant administration official be installed so that applications can be captured onto the SOCPEN-system where the application was recorded. This will ultimately eliminate the necessary movement of files and hopefully the problem of missing files.

* Based on the finding that the staff establishment at certain offices does not complement the grant administration business process the researcher recommends that more staff be appointed as a matter of urgency. However, attention should be directed towards the critical posts at operational level including supervisory and team leader posts in ensure finalisation of the application process at each service point and to ensure compliance with grant administration regulations.

Management of SASSA in Limpopo Province

* Based on the finding that beneficiaries are not always informed about possible delays, reasons for delays and giving an indication of how long it might take before payments will resume the researcher recommends that SASSA staff be available at all times during payments at pay points to ensure that beneficiaries are always kept informed about such matters.

* Based on the finding that payment contractors do not always take enough money to pay points the researcher recommends that enough money be made available by payment contractors in order to prevent a scenario where they must go back to collect more money.

* Based on the finding that payment machines sporadically malfunction at pay-points and cause unnecessary delays the researcher recommends that payment contractors must have technicians available as part of their payment teams to

expedite the fixing of broken machines at pay points. The researcher furthermore recommends that payments contractors replaced faulty payment machines with new ones.

* Based on the fact that various role-players are involved in the grant administration and payment process the researcher recommends monthly meetings between SASSA, the payment contractors and beneficiaries in order to address challenges as they occur and to prevent malpractices from remaining unresolved indefinitely.

* Based on the findings that various challenges exist with regard to the outsourced-payment arrangement with payment contractors the researcher recommends that an in-house electronic payment-model be developed and implemented as a matter of urgency.

5.4. AREAS OF FUTURE STUDY

South Africa's experience with social security has provided important lessons for countries concerned with eradicating poverty and reducing inequality. Research has identified social grants as effectively targeted, and as the most pro-poor item of government expenditure. Furthermore, social grants not only provide households with income, they also support second-order effects that further reduce poverty. In particular, households that receive social grants are more likely to send young children to school, provide better nutrition for children, and look for work more intensively, extensively and successfully than do workers in comparable households that do not receive social grants.

Nevertheless, there are still areas where policy-makers and analysts need to know more. Relatively little is known about the link between government social grants and the private social safety net (private remittances), and the amount by which government grants "crowd out" the private safety net. Relatively little is also known

about the areas, or their effects on labour migration. Finally, a clearer picture of how social grants effects on labour migration should be formed. Finally, a clearer picture of how social grants affect households, as well the differential impacts across regions and households, could be obtained through the use of panel data analysis, as has been done in other countries.

5.5 CONCLUSION

The aim of this study was to assess how the management and administration of the social security system impact on the accessibility of social services by those who require them Based on the major findings the researcher is of the opinion that the research project has indeed accomplished its aim because various issues regarding the grant administration process have been identified. The theoretical assumption that an assessment of the grant administration process in SASSA will highlight its performance has therefore been proven correct. Since no records can found that could establish that a similar scientific study has to date been done on the management of the grant administration process in SASSA, the researcher is further of the opinion that this work indeed contributes to knowledge-building in this particular area and the professional field as a whole.

The inability and deficiency of public organisations such as SASSA providing service delivery are serious challenges and threat to achieving the vision of government as it is responsible for meeting the demands of the citizens. A series of factors ranging from poor management process of policy implementation, lack of cohesion in developmental agenda within the SASSA, staff poaching and shortage of skilled personnel constitute the barriers, shortcomings and delays in the implementation of the social service policies in the SASSA Limpopo.

The research proposes and recommends a collective and integrated approach to implementing public policies in all district and also Provincial evaluation and monitoring of SASSA offices in the Limpopo Province. The research proposes and recommended a collective and integrated approach should ensure standardise service delivery in the province. Proper policy implementation and management processes that will be supported by accountability and proper organising and control are needed. Human capital development is also essential as it will help in developing skilled and well educated personnel who will be effective and efficient in the administration and management of social grants.

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ANNEXURE 1 QUESTIONNAIRE: FRONT-LINE STAFF

THE ADMINISTRATION AND MANAGEMENT OF SOCIAL GRANTS IN THE LIMPOPO PROVINCE.

This questionnaire has been designed to explore the administration and management of social grants in SASSA in the Limpopo Province. It forms part of an investigation to SASSA grant administration. Its challenges in providing service delivery to the recipients. Your co-operation in this venture is necessary and appreciated. By completing the questionnaire you give consent to partake in the research.

This questionnaire must be completed by the person who is responsible for taking down grant applications.

Please complete the questionnaire as honestly as possible. The information given by you will not be linked to you. Below are a couple of guidelines to complete the questionnaire. Please follow them closely. Your participation in the research is voluntary and permission for conducting the survey has been obtained from the Nation Office.

1. Always give personal honest opinion.
2. Indicate by means of a cross (x) in the space where applicable.
3. Answer all the questions as completely as possible.

Region

Limpopo	1

District

Vhembe	1
Capricorn	2
Sekhukhune	3
Mopane	4

Gender Profile

Male	
Female	

Race

Black	
Awhite	

Coloured	
Indian	

Language Profile

Tsonga	
English	
Tshivenda	
Setswana	
Sepedi	

1. How long have you been working in this position?

0-less than a year	1 year to less than 3 years	3 years to less than 5 years	5 years of more
1	2	3	4

2. Do you have adequate work space?

Yes	1
No	2

3. How often do you get training on the implementation of administration of Grant in SASSA?

Never	Sometimes	Most of the time	Always
1	2	3	4

4. How often do you receive supervision from supervisors during the administration of the grant?

5. How often do you receive mentoring from superiors during the administration of grant?

Never	Sometimes	Most of the times	Always
1	2	3	4

6. How many applications forms do you receive in any given day?

0-10	11-19	20-29	30+
1	2	3	4

7. Do you successful complete all application forms received in any given day?

Never	Sometimes	Most of the times	Always
1	2	3	4

8. How long does it take to do the attesting on one application form?

Less than 30 minutes	30 minutes to less than an hour	An hour to less than two hours	Two hour or more
----------------------	---------------------------------	--------------------------------	------------------

1	2	3	4
---	---	---	---

9. Do you get the necessary support from your colleagues to do your work?

Never	Sometimes	Most of the times	Always
1	2	3	4

10. Do you receive any policy document/ guidelines that regulate the administration of grant in SASSA?

Never	Sometimes	Most of the times	Always
1	2	3	4

12. Do application get lost/ misplaced after the application process?

Never	Sometimes	Most of the times	Always
1	2	3	4

13. When applications get lost/ misplaced, what are the reasons why applications get lost / misplaced?

		Yes	No
1	No proper mechanism in place to record the movements of files		
2	Lack of office space		
3	Lack of filing space		
4	Staff carelessness		
5	Too much applications to work with		
6	Other (Please specify)		
7	Not applicable		

* Please specify other

14. How often do you experience technical difficulties with the computer equipment?

Never	Sometimes	Most of the times	Always
1	2	3	4

15. When you do experience technical difficulties with computer equipment, how long does it take to resolve it?

Less than a day	One to three days	Three to five	More than five days	Not applicable
1	2	3	4	5

APPENDIX B

QUESTIONNAIRE FOR BENEFICIARIES OF SOCIAL GRANTS IN THE VHEMBE/CAPRICORN DISTRICT MUNICIPALITY

SECTION A

Gender Profile

Male	
Female	

Race

Black	
Awhite	
Coloured	
Indian	

Language Profile

Tsonga	
English	
Tshivenda	
Setswana	
Sepedi	

1. Indicate the type of grant you receive.

War veteran's grant		Child support		Pension		Disability	
---------------------	--	---------------	--	---------	--	------------	--

2. Where are the offices where you receive your grant located?

Town		Township		Farm	
------	--	----------	--	------	--

3. How long have you been receiving a grant?

5 years		5-10		11-15		16 and above
---------	--	------	--	-------	--	--------------

4. What level of education have you achieved?

Pre-matric		Matric		Post-matric		Learner	
------------	--	--------	--	-------------	--	---------	--

5. How do you receive your grant?

The bank		Post office		Municipal offices	
----------	--	-------------	--	-------------------	--

6. How far do you travel to the pay point?

-3km		3-10km	11km 20km		20km and above	
------	--	--------	-----------	--	----------------	--

7. What problems do you face in collecting your grant?

Waiting his		Robbery	hunger		Sanitary	
-------------	--	---------	--------	--	----------	--

SECTION B

Social grants as poverty alleviation strategy in South Africa

1. Do grants serve to provide for your daily needs?

Yes	No
-----	----

2. How many family members depend on your life?

-3		4-6		7 and above	
----	--	-----	--	-------------	--

3. How many do you pay for house tarrifs and services?

R100 00		R110 00-R200 00		T210 00-R300	
---------	--	--------------------	--	--------------	--

4. How much do you spend on medical bills?

R100		R100-R200		R300 and above	
------	--	-----------	--	----------------	--

5. Does your grant come every months?

Yes	No
-----	----

6. If not, why don't you receive grant the other months?

Yes	No
-----	----

7. Did you ever receive orientation training with regard to grant expenditure?

Yes	No
-----	----

8. If not, do you think this training would help you grant wisely?

Yes	No
-----	----

9. How do you get information about social grant?

Yes	No
-----	----

10. Do you think most of the people in your community are informed about social grants?

Yes	No
-----	----

11. If yes, is it easy for them just to go to municipal offices and apply for these grants?

Yes	No
-----	----

12. If not, what makes it difficult for them to apply for grants if they qualify?

Yes	No
-----	----

13. What do you think would improve delivery of social grants>

Yes	No
-----	----

ANNEXURE 2 QUESTIONNAIRE: DATA -CAPTURE
--

This questionnaire must be completed by the person who is responsible for the capturing of grant on the SOCPEN system.

Please complete the questionnaire as honestly as possible. The information given by you will not be linked to you. Below are a couple of guidelines to complete the questionnaire. Please follow them closely. Your participation in the research is voluntary and permission for conducting the survey has been obtained from the National Office.

- 1. Always give personal honest opinion.**
- 2. Indicate by means of a cross (x) in the space where applicable.**
- 3. Answer all the questions as completely as possible.**

Region

Limpopo	1

District

Vhembe	1
Capricorn	2
Sekhukhune	3
Mopane	4

Age Group Profile

Between 20-30	
Between 30-35	
Between 30-40	
Between 40-50	
Above 50 years	

Gender Profile

Male	
Female	

Race

Black	
Awhite	

Coloured	
Indian	

Language Profile

Tsonga	
English	
Tshivenda	
Setswana	
Sepedi	

1. How long have you been working as a data capture officer?

0-less than a year	1 year to less than 3 years	3 years to less than 5 years	5 years of more
1	2	3	4

2. Do you have adequate work space?

Yes	1
No	2

3. How often do you get training on administration of grant?

Never	Sometimes	Most of the time	Always
1	2	3	4

4. How often do you receive supervision from supervisors during the administration of grant?

?

Never	Sometimes	Most of the times	Always
1	2	3	4

5. How often do you receive mentoring from superiors during the administration of grant?

?

Never	Sometimes	Most of the times	Always
1	2	3	4

6. How often do you receive support from supervisors during the administration of grant?

Never	Sometimes	Most of the times	Always
1	2	3	4

7. How many applications forms do you receive in any given day?

0-10	11-19	20-29	30+
1	2	3	4

8. Do you successful complete all application forms received in any given day?

Never	Sometimes	Most of the times	Always
1	2	3	4

9. How long does it take to do the attesting on one application form?

Less than 30 minutes	30 minutes to less than an hour	An hour to less than two hours	Two hour or more
1	2	3	4

10. Do you get the necessary support from your colleagues to do your work?

Never	Sometimes	Most of the times	Always
1	2	3	4

11. Do you receive any policy document/ guidelines that regulate the administration of the grant in SASSA?

Never	Sometimes	Most of the times	Always
1	2	3	4

12. Do application get lost/ misplaced before or after capturing?

Never	Sometimes	Most of the times	Always
1	2	3	4

13. When applications get lost/ misplaced, before or after capturing what are the reasons

		Yes	No
1	No proper mechanism in place to record the movements of files		
2	Lack of office space		
3	Lack of filling space		
4	Staff carelessness		
5	Too much applications to work with		
6	Other (Please specify)		
7	Not applicable		

* Please specify other

14. How often do you experience technical difficulties with the computer equipment?

Never	Sometimes	Most of the times	Always
1	2	3	4

15. When you do experience technical difficulties with computer equipment, how long does it take to resolve it?

Less than a day	One to three days	Three to five	More than five days	Not applicable
1	2	3	4	5

16. Do you receive incomplete application/

Never	Sometimes	Most of the times	Always
1	2	3	4

17. When you do receive incomplete applications, how do you handle it?

File application as incomplete	1
Take the application back to the first attesting officer	2
Contact the applicant to return to the office for completion of application	3
Wait until the client come back to do a follow-up on the application	4
Process the application	5
Other Please specify	6
Not applicable	7

* Specify other

18. Any suggestion how handle incomplete applications?

19. Do backlogs exist with regard to the capturing and approving of normal applications?

Never	Sometimes	Most of the times	Always
1	2	3	4

20. When backlogs exist with regard to the capturing of normal applications, what are the reasons why?

		Yes	No
1	Staff shortage		
2	Lack of office space		
3	Lack of connectivity points		
4	Staff carelessness		
5	Too many applications to work with		
6	System related problems		
7	Other (Please specify)		
8	Not applicable		

* Please specify other

21. Any suggestions how the handling of normal applications can be improved?

22. Do backlogs exist with regard to the capturing and approving of review cases?

Never	Sometimes	Most of the times	Always
1	2	3	4

ANNEXURE B : APPENDIX C

INTERVIEW GUIDE: Managers and Senior Administrators

Biographical information:

BIOLOGICAL DETAILS

1. Age

18-24 years	
25-35years	
36-46years	
47-57years	
58-61	
62+	

2. GENDER

MALE	
FEMALE	

3. MARITAL STATUS

SINGLE	MARRIED	DIVORCED	SEPARTED	LIVING TOGETHER	WODOWED	OTHER

4. HIGHEST LEVEL OF EDUCATION

NEVER MARRIED	
GRADE FOUR	
GRADE SEVEN	
GRADE TEN	
MATRICULATED	
TERTIARY (SPECIFY)	

5. RELIGION

SHEMBE
ZION

CHRISTIAN, SPECIFY
OTHER

6. OCCUPATION

TEMPORARY EMPLOYMENT	
FULL TIME EMPLOYMENT	
PUBLIC WORKS PROGRAMMES	
NOT EMPLOYED	
OTHER	

7. SOURCE OF INCOME

EMPLOYMENT	
SOCIAL SECURITY	
CHILDREN'S GRANT	
SELF EMPLOYED	
OTHER	

8. TYPE OF EMPLOYMENT. (SPECIFY WHAT YOU ACTUALLY DO?)

.....

.....

.....

9. HOW LONG HAVE YOU BE WORKING FOR SASSA?

DETAILS.....

.....

.....

.....

.....

10. HOW LONG SINCE YOU HAVE BEEN WORKING FOR SASSA, HAVE YOU RECEIVE COMPLAINS, PLEASE INDICATE THE NUMBER OF YEARS, MONTHS (TIME-PERIOD)?

DETAILS.....

.....

.....

.....

.....

11. WHAT CHALLENGES DO YOU HAVE AS FAR AS GRANT ADMINISTRATION AND MANAGEMENT IS CONCERN?

EXPLAIN.....
.....
.....

12. HAVE YOU TRIED TO RESOLVE THE CHALLENGES? IF YES PLEASE PROVIDE DETAILS, IF NO PLEASE STATE WHY.....

.....
.....
.....

13. WHAT GRANT DO YOU ADMINISTER OR MANAGE?

.....
.....

14. IS THE GRANT ACCESSIBLE ACCORDING TO THE POLICY AND GUIDELINES PROVIDED?EXPLAIN.....

.....
.....
.....
.....

15. WHAT IS THE RELATIONSHIP BETWEEN THE MANAGEMENT AND BENEFICIRIES OF THE GRANTS?GIVE DETAILS.....

.....
.....
.....

16. WHAT DIFFICULTIES/CHALLENGES DO YOU FACE WITH PROCEDURES ON DELIVERING OF GRANT?EXPLAIN.....

.....
.....
.....

17. WHAT ARE THE STARTEGIES INTRODUCE TO ENHANCE SERVICE DELIVERY TO THE GRANT RECEIPIENTS?GIVE DETAILS.....

.....

.....
.....
18. HOW LONG HAVE YOU BEEN FACING WITH CHALLENGES ON DELIVERY OF GRANT?EXPLAIN.....
.....
.....
.....

19. IS THERE ANY MANAGEMENT CONSULTATION PERIOD OR SCHEDULE INFO FORUM TO THE GRANT RECEIPIENTS?PLEASE PROVIDE DETAILS, IF NO STATE.....
.....
.....
.....

20. IS THERE A PERFORMANCE MANAGEMENT INSTRUMENTS IN SASSA ?PLEASE EXPLAIN.....
.....
.....
.....

21. HOW FREQUENT IS PERFORMANCE APPRAISAL TAKE PLACE IN SASSA? PLEASE PROVIDE DETAILS,
.....
.....
.....
.....

22. WHO IS RESPONSIBLE FOR ACCESSING YOUR PERFORMANCE? PLEASE PROVIDE DETAILS.....
.....
.....
.....

23. DO YOU THINK SASSA IS PROVIDING GOOD SERVICE DELIVERY TO THE CLIENTS ?EXPLAIN.....
.....
.....
.....

24. WHAT ARE THE DIRECT CHALLENGES THAT SASSA FACES IN PROVIDING SERVICE DELIVERY? IF YOUR ANSWER IN PAR (23) IS YES PLEASE PROVIDE DETAILS, IF NO STATE.....

25. HOW DO THESE CHALLENGES AFFECT VISION AND MISSION OF THE SASSA? PROVIDE DETAILS.....

26. WHAT IS YOUR ADVICE IN PROVIDING PROPER SERVICES TO THE CLIENTS? /EXPLAIN.....

27. WHO DO YOU REPORT TOO THE CHALLENGES YOU FACE?PROVIDE DETAILS.....

28. IS THERE FEEDBACK YOU RECEIVE FROM CLIENTS ABOUT THE SERVICE DELIVERY OR ANY SUGGESTION BOX IN YOUR OFFICES? PROVIDE DETAILS,

29. HOW LONG DOES IT TAKE SASSA TO RESOLVE THE CHALLENGES? (TIME PERIOD ESTIMATED) PROVIDE DETAILS,

30. DO YOU OFTEN HAVE MEETINGS WITH THE CLIENTS, TRADITIONAL LEADERS OR ANY RELEVANT STAKEHOLDERS IN THE COMMUNITY WHO CAN ASSIST IN SERVICE DELIVERY OF THE GRANTS? PROVIDE DETAILS,

.....
.....
.....
.....

APPENDIX C

INTERVIEW GUIDE

Biographical information:

BIOLOGICAL DETAILS

1. Age

18-24 years	
25-35years	
36-46years	
47-57years	
58-61	
62+	

2. GENDER

MALE	
FEMALE	

3. MARITAL STATUS

SINGLE	MARRIED	DIVORCED	SEPARTED	LIVING TOGETHER	WODOWED	OTHER

4. HIGHEST LEVEL OF EDUCATION

NEVER MARRIED	
GRADE FOUR	
GRADE SEVEN	
GRADE TEN	
MATRICULATED	
TERTIARY (SPECIFY)	

5. RELIGION

SHEMBE
ZION

CHRISTIAN, SPECIFY
OTHER

6. OCCUPATION

TEMPORARY EMPLOYMENT	
FULL TIME EMPLOYMENT	
PUBLIC WORKS PROGRAMMES	
NOT EMPLOYED	
OTHER	

7. SOURCE OF INCOME

EMPLOYMENT	
SOCIAL SECURITY	
CHILDREN'S GRANT	
SELF EMPLOYED	
OTHER	

8. TYPE OF EMPLOYMENT. (SPECIFY WHAT YOU ACTUALLY DO?)

9. HOUSEHOLD COMPOSITION

NUMBERS IN HOUSEHOLD

1-2	3-5	6-7	10-11	12-13	14+	OTHER
-----	-----	-----	-------	-------	-----	-------

9. HOW LONG HAVE YOU BE WORKING FOR SASSA?

DETAILS.....

10. HOW LONG SINCE YOU HAVE BEEN WORKING TO SASSA HAVE YOU RECEIVE COMPLAINS, PLEASE INDATE NUMBER OF YEARS, MONTHS(TIME-PERIOD)?

DETAILS.....

.....
.....

11. WHAT CHALLENGES DO YOU HAVE AS FAR AS GRANT ADMINISTRATION AND MANAGEMENT IS CONCERN? EXPLAIN.....
.....
.....

12. HAVE YOU TRIED TO RESOLVE THE CHALLENGES? IF YES PLEASE PROVIDE DETAILS, IF NO PLEASE STATE WHY.....
.....
.....

13. WHAT GRANT DO YOU ADMINISTER OR MANAGE?

14.
GRANT?EXPLAIN.....
.....
.....

15. HOW DID YOU KNOW YOU QUALIFY FOR THE GRANT?GIVE DETAILS.....
.....
.....

16. WHAT DIFFICULTIES/CHALLENGES DO YOU FACE WITH APPLYING FOR GRANT?EXPLAIN.....
.....
.....

17. WHAT WAS THE PROCEDURE THAT YOU HAD TO FOLLOW IN ORDER TO QUALIFY FOR THE GRANT?GIVE DETAILS.....
.....

.....
.....
18. HOW LONG HAVE YOU WAITED FOR THE GRANT?EXPLAIN.....

.....
.....
.....
19. IS THERE ANYBODY THAT YOU COMPLAINED TO REGARDING THE PERIOD YOU HAD TO WAIT?PLEASE PROVIDE DETAILS, IF NO STATE.....

.....
.....
.....
20. DID YOU GET ANY ASSISTANCE FROM LOCAL SASSA OFFICE FOR APPLYING?PLEASE EXPLAIN.....

.....
.....
.....
21. IS THIS THE FIRST TIME YOU ARE APPLYING FOR THE GRANT? IF YES PLEASE PROVIDE DETAILS, IF NO STATE.....

.....
.....
.....
22. IF YOU HAVE HAD YOUR GRANT FOR MORE, THAN SIX MONTHS DID YOU REAPPLY? PLEASE PROVIDE DETAILS.....

.....
.....
.....
23. WHAT ARE YOUR FEARS OF HAVING YOUR GRANT CUT-OFF?EXPLAIN.....

.....
.....
.....
24. IS IT FEASIBLE FOR YOU TO GO TO THE RELEVANT DEPARTMENTS TO APPLY? IF YES PLEASE PROVIDE DETAILS, IF NO STATE.....

.....
.....
.....

25. ARE YOU THE BREAD WINNER IN THE FAMILY? IF YES PLEASE
PROVIDE DETAILS, IF NO
STATE.....
.....
.....
.....

26. IS THE GRANT MAIN SOURCE OF INCOME IN THE
FAMILY/EXPLAIN.....
.....
.....
.....

27. NUMBER OF DEPENDENTS IN THE HOUSEHOLD?PROVIDE
DETAILS.....
.....
.....
.....

28. IS THERE FEEDBACK YOU RECEIVE FROM SASSA LOCAL OFFICERE
PROVIDE DETAILS, IF NO
STATE.....
.....
.....
.....

**ANNEXURE B QUESTIONARE: FRONT-LINE STAFF(
ADMINISTRATORS AND CLERKS)**

**THE ADMINISTRATION AND MANAGEMENT OF SOCIAL GRANTS IN
THE LIMPOPO PROVINCE.**

This questionnaire has been designed to explore the administration and management of social grants in SASSA in the Limpopo Province. It forms part of an investigation to SASSA grant administration. Its challenges in providing service delivery to the recipients. Your co-operation in this venture is necessary and appreciated. By completing the questionnaire you give consent to partake in the research.

This questionnaire must be completed by the person who is responsible for taking down grant application, Administrators and Clerks.

Please complete the questionnaire as honestly as possible. The information given by you will not be linked to you. Below are a couple of guidelines to complete the questionnaire. Please follow them closely. Your participation in the research is voluntary and permission for conducting the survey has been obtained from the Nation Office.

1. Always give personal honest opinion.
2. Indicate by means of a cross (x) in the space where applicable.
3. Answer all the questions as completely as possible.

Region

Limpopo	1

District

Vhembe	1
Capricorn	2
Sekhukhune	3
Mopane	4

Gender Profile

Male	
Female	

Race

Black	
-------	--

Awhite	
Coloured	
Indian	

Language Profile

Tsonga	
English	
Tshivenda	
Setswana	
Sepedi	

1. How long have you been working in the position?

0-less than a year	1 year to less than 3 years	3 years to less than 5 years	5 years of more
1	2	3	4

2. Do you have adequate work space?

Yes	1
No	2

3. How often do you get training on the implementation of administration of Grant in SASSA?

Never	Sometimes	Most of the time	Always
1	2	3	4

4. How often do you receive supervision from supervisors during the administration of the grant?

Never	Sometimes	Most of the time	Always
1	2	3	4

5. How often do you receive mentoring from superiors during the administration of grant?

Never	Sometimes	Most of the times	Always
1	2	3	4

6. How many applications forms do you receive in any given day?

0-10	11-19	20-29	30+
1	2	3	4

7. Do you successful complete all application forms received in any given day?

Never	Sometimes	Most of the times	Always
1	2	3	4

8. How long does it take to do the attesting on one application form?

Less than 30 minutes	30 minutes to less than an hour	An hour to less than two hours	Two hour or more
1	2	3	4

9. Do you get the necessary support from your colleagues to do your work?

Never	Sometimes	Most of the times	Always
1	2	3	4

10. Do you receive any policy document/ guidelines that regulate the administration of grant in SASSA?

Never	Sometimes	Most of the times	Always
1	2	3	4

12. Do application get lost/ misplaced after the application process?

Never	Sometimes	Most of the times	Always
1	2	3	4

13. When applications get lost/ misplaced, what are the reasons why applications get lost / misplaced?

		Yes	No
1	No proper mechanism in place to record the movements of files		
2	Lack of office space		
3	Lack of filing space		
4	Staff carelessness		
5	Too much applications to work with		
6	Other (Please specify)		
7	Not applicable		

* Please specify other

14. How often do you experience technical difficulties with the computer equipment?

Never	Sometimes	Most of the times	Always
1	2	3	4

15. When you do experience technical difficulties with computer equipment, how long does it take to resolve it?

Less than a day	One to three days	Three to five	More than five days	Not applicable
-----------------	-------------------	---------------	---------------------	----------------

1	2	3	4	5
---	---	---	---	---

16. How often do you receive complains from clients which are beneficiaries or applicants about the application forms?

Never	Sometimes	Most of the times	Always
1	2	3	4

17. How often do you resolve the received complaints from clients which are beneficiaries or applicants about the application forms?

Never	Sometimes	Most of the times	Always
1	2	3	4

18. According to you, does SASSA resolve the challenges of clients in a satisfactory manner?

Never	Sometimes	Most of the times	Always
1	2	3	4

19. Does SASSA provide the clients with feedback about their complaints?

Never	Sometimes	Most of the times	Always
1	2	3	4

20. Does SASSA record all the complaints received from the clients?

Never	Sometimes	Most of the times	Always
1	2	3	4

21. According to you, does SASSA provide good service delivery to the clients?

Never	Sometimes	Most of the times	Always
1	2	3	4

22. Is SASSA achieving their objectives according to their vision and Mission?

Never	Sometimes	Most of the times	Always
1	2	3	4

APPENDIX B

QUESTIONNAIRE FOR BENEFICIARIES OF SOCIAL GRANTS IN THE VHEMBE DISTRICT MUNICIPALITY

SECTION A

Gender Profile

Male	
Female	

Race

Black	
Awhite	
Coloured	
Indian	

Language Profile

Tsonga	
English	
Tshivenda	
Setswana	
Sepedi	

1. Indicate the type of grant you receive.

War veteran's grant		Child support		Pension		Disability	
---------------------	--	---------------	--	---------	--	------------	--

2. Is the offices where you receive your grant ?

Town		Township		Farm	
------	--	----------	--	------	--

3. How long have you been receiving a grant?

5 years		5-10		11-15		16 and above
---------	--	------	--	-------	--	--------------

4. What level of education have you achieved?

Pre-matric		Matric		Post-matric		Learner	
------------	--	--------	--	-------------	--	---------	--

5. How do you receive your grant?

The bank		Post office		Municipal offices	
----------	--	-------------	--	-------------------	--

6. How far do you travel to the pay point?

-3km		3-10km	11km 20km		20km and above	
------	--	--------	-----------	--	----------------	--

7. What problems do you face in collecting your grant?

Waiting his		Robbery	hunger		Sanitary	
-------------	--	---------	--------	--	----------	--

SECTION B

Social grants as poverty alleviation strategy in South Africa

1. Do grants serve to provide for your daily needs?

Yes	No
-----	----

2. How many family members depend on your life?

-3		4-6		7 and above	
----	--	-----	--	-------------	--

3. How many do you pay for house tarrifs and services?

R100 00		R110 00-R200 00		T210 00-R300	
---------	--	-----------------	--	--------------	--

4. How much do you spend on medical bills?

R100		R100-R200		R300 and above	
------	--	-----------	--	----------------	--

5. Does your grant come every months?

Yes	No
-----	----

6. If not, why don't you receive grant the other months?

Yes	No
-----	----

7. Did you ever receive orientation training with regard to grant expenditure?

Yes	No
-----	----

8. If not, do you think this training would help you grant wisely?

Yes	No
-----	----

9. How do you get information about social grant?

Yes	No
-----	----

10. Do you think most of the people in your community are informed about social grants?

Yes	No
-----	----

11. If yes, is it easy for them just to go to municipal offices and apply for these grants?

Yes	No
-----	----

12. If not, what makes it difficult for them to apply for grants if they qualify?

Yes	No
-----	----

13. What do you think would improve delivery of social grants>

Yes	No
-----	----

ANNEXURE B QUESTIONARE: DATA -CAPTURE
--

This questionnaire must be completed by the person who is responsible for the capturing of grant on the SOCPEN system.

Please complete the questionnaire as honestly as possible. The information given by you will not be linked to you. Below are a couple of guidelines to complete the questionnaire. Please follow them closely. Your participation in the research is voluntary and permission for conducting the survey has been obtained from the National Office.

- 1. Always give personal honest opinion.**
- 2. Indicate by means of a cross (x) in the space where applicable.**
- 3. Answer all the questions as completely as possible.**

Region

Limpopo	1

District

Vhembe	1
Capricorn	2
Sekhukhune	3
Mopane	4

Age Group Profile

Between 20-30	
Between 30-35	
Between 30-40	
Between 40-50	
Above 50 years	

Gender Profile

Male	
Female	

Race

Black	
Awhite	
Coloured	
Indian	

Language Profile

Tsonga	
English	
Tshivenda	
Setswana	
Sepedi	

1. How long have you been working as a data capture officer?

0-less than a year	1 year to less than 3 years	3 years to less than 5 years	5 years of more
1	2	3	4

2. Do you have adequate work space?

Yes	1
No	2

3. How often do you get training on administration of grant?

Never	Sometimes	Most of the time	Always
1	2	3	4

4. How often do you receive supervision from supervisors during the administration of grant?

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Never	Sometimes	Most of the times	Always
1	2	3	4

5. How often do you receive mentoring from superiors during the administration of grant?

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Never	Sometimes	Most of the times	Always
1	2	3	4

6. How often do you receive support from supervisors during the administration of grant?

Never	Sometimes	Most of the times	Always
1	2	3	4

7. How many applications forms do you receive in any given day?

0-10	11-19	20-29	30+
1	2	3	4

8. Do you successful complete all application forms received in any given day?

Never	Sometimes	Most of the times	Always
1	2	3	4

9. How long does it take to do the attesting on one application form?

Less than 30 minutes	30 minutes to less than an hour	An hour to less than two hours	Two hour or more
1	2	3	4

10. Do you get the necessary support from your colleagues to do your work?

Never	Sometimes	Most of the times	Always
1	2	3	4

11. Do you receive any policy document/ guidelines that regulate the administration of the grant in SASSA?

Never	Sometimes	Most of the times	Always
1	2	3	4

12. Do application get lost/ misplaced before or after capturing?

Never	Sometimes	Most of the times	Always
1	2	3	4

13. When applications get lost/ misplaced, before or after capturing what are the reasons

		Yes	No
1	No proper mechanism in place to record the movements of files		
2	Lack of office space		
3	Lack of filing space		
4	Staff carelessness		
5	Too much applications to work with		
6	Other (Please specify)		
7	Not applicable		

* Please specify other

14. How often do you experience technical difficulties with the computer equipment?

Never	Sometimes	Most of the times	Always
1	2	3	4

15. When you do experience technical difficulties with computer equipment, how long does it take to resolve it?

Less than a day	One to three days	Three to five	More than five days	Not applicable
1	2	3	4	5

16. Do you receive incomplete application?

Never	Sometimes	Most of the times	Always
1	2	3	4

17. When you do receive incomplete applications, how do you handle it?

File application as incomplete	1
Take the application back to the first attesting officer	2
Contact the applicant to return to the office for completion of application	3
Wait until the client come back to do a follow-up on the application	4
Process the application	5
Other Please specify	6
Not applicable	7

* Specify other

18. Any suggestion how to handle incomplete applications?

19. Do backlogs exist with regard to the capturing and approving of normal applications?

Never	Sometimes	Most of the times	Always
1	2	3	4

20. When backlogs exist with regard to the capturing of normal applications, what are the reasons why?

		Yes	No
1	Staff shortage		
2	Lack of office space		
3	Lack of connectivity points		

4	Staff carelessness		
5	Too many applications to work with		
6	System related problems		
7	Other (Please specify)		
8	Not applicable		

* Please specify other

21. Any suggestions how the handling of normal applications can be improved?

22. Do backlogs exist with regard to the capturing and approving of review cases?

Never	Sometimes	Most of the times	Always
1	2	3	4