

Challenges facing the Limpopo Department of Public Works with regards to service delivery: A case study of the core functions of the Department

by

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# DECLARATION

I declare that the mini-dissertation hereby submitted to the University of Limpopo, for the degree of Master of Public Administration has not previously been submitted to any other institution neither by me or someone else. It is my work in design and in execution, and that all material contained herein has been duly acknowledged.

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**Kaseke L.L (Mrs)**

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**Date**

## **DEDICATION**

This work is dedicated to my late grandmother, Vho-Masindi.

## ACKNOWLEDGEMENTS

I wish to express my gratitude to the following people:

- My gratitude goes to the greatest of them all **GOD** who kept me safe, gave me strength, wisdom and made everything possible during my studies;
- To my supervisor, **Professor M.P. Khwashaba**, for his guidance, advice and supervision;
- To my friend **Yvonne Billa Mashele**, for her moral and academic support;
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- With great respect I would like to give a special word of thanks to my colleagues from the Government Infrastructure Office in the Department of Public Works, who assisted me during data collection process.

## **ABSTRACT**

The study deals with the service delivery challenges facing the Limpopo Department of Public Works with regard to the discharging of its mandates "Provision of government infrastructure, management and maintenance of government immovable assets".

Literature review was conducted as a secondary source of information and primary information was collected from a sample of 61 respondents. The study used both qualitative (focus group discussions) and quantitative (questionnaires) in data collection and analysis.

The findings revealed that the root causes of the challenges and the challenges themselves that the Department of Public Works: Limpopo is facing are internal and are as follows;

Unavailability of work tools, low morale, budget constraints, long supply chain management processes and a lack of skilled personnel. Recommendations for these challenges are developing human resource capacity coupled with a good human resource plan, availability of a proper budget, business process reengineering, the introduction of a monitoring and evaluation system, a customer relationship management system and lastly a change of the organisational culture.

**Acronyms**

SDIP: Service Delivery Improvement Programme/Plan

IPMP: Infrastructure Programme Management Plan

IDIP: Infrastructure Delivery Improvement Programme

IPIP: Infrastructure Programme Implementation Plan

SABS: South African Bureau of Standards

QMS: Quality Management System

ISO: International Organization for Standardization

ICT: Information Communication Technology

PM: Programme Management

PSRP: Public Service Reform Project

JMS: Junior Management Services

MMS: Middle Management Services

SMS: Senior Management Services

C-AMP: Custodian Asset Management Plan

U-AMP: User Asset Management Plan

IAR: Immovable Asset Register

LAD: Land Affairs Department

PUDF: Provincial User Department Forum

RCC: Regional Co-ordinating Center (maintenance call centre)

EPWP: Expanded Public Works Programme

BNG: Breaking New Ground

CIDB: Construction Industry Development Board

JIPSA: Joint Initiative Priority Skills Acquisition

AsGisa: Accelerated and Shared Growth Initiative of South Africa

SAICE: South African Institute of Civil Engineers

Engineering Council of South Africa

South African Council of Project Managers

CRM: Customer Relationship Management

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## **CHAPTER 1: INTRODUCTION AND BACKGROUND**

### **1.1. INTRODUCTION**

Public services are not a privilege in a civilized and democratic society; they are a legitimate expectation. That is why meeting the basic needs of all citizens is one of the five key programmes of the government's Reconstruction and Development Programme (RDP). It is also one of the reasons why government's Growth Employment and Redistribution calls among other things, for the reduction in unnecessary government consumption and the release of resources for productive investment and the redirection of these resources to areas of greatest need. This means that government institutions must be reoriented to optimize access to their services, within the context of fiscal constraints and the fulfillment of competing needs (*White Paper on the Transformation of Public Service Delivery, 1998: 2*).

Du Toit and Van der Walt (1999:22) state that ample proof exists that service delivery to citizens originated thousands of years before the birth of Christ. Because people were prepared to live in close proximity with others and to be subjected to a form of governing body, this gave rise to service delivery.

Service delivery includes protection by an accepted governing body. In exchange for being governed and protected, citizens accept the governing body to maintain an orderly community. This agreement confirms the governing body's responsibility to govern on behalf of the citizens of such communities and to protect their interest. This responsibility further implies that the governing body is responsible for service delivery in the community (Hattingh, 1986:1).

According to Du Toit and Van der Waldt (1999:24), the responsibility for service delivery denotes the delivery of some kind of collective or common services. Originally, services delivered were collective and basic, e.g. defending the community and members of the

community against aggression and turmoil. As communities grew and became more sophisticated, so the need for more and better services increased. It became increasingly difficult for some of their needs to be met. This problem stemmed from the increased restrictions placed on growing communities with more needs to satisfy and from trying to maintain an orderly community.

Government has to protect its citizens, regulate the interaction among them, develop its society and care for the poor and the weak. Public services and facilities cut across these four categories. The discriminatory apartheid development legacy resulted in extremely skewed public services and facilities. Infrastructural facilities, services officials, standards and results in more affluent 'white' communities were in many cases on par with similar situations in more developed countries, while the state of these facilities and services in traditional poor black communities were non-existent or very rudimentary. There are major challenges for the post-apartheid government in South Africa after 1994 to upgrade the quantity and quality of facilities and services in poor black communities while simultaneously maintaining the quality of these facilities in more affluent white communities at previous levels. High expectations for improvement, scarce resources and bad management are major challenges that complicate the achievement of these goals (Cloete, 2008; 16).

The South African public service is faced with challenges from different fronts to deliver services. Much has been achieved, especially in the area of policy implementation and performance improvement. The major challenge is that, despite intense endeavors directed at improving service delivery, lack of, or mediocre delivery continues to plague the public services (Luthuli, 2009: 1).

Chapter 10 of the Constitution of the Republic of South Africa, 1996, stipulates that public administration should adhere to a number of principles such as;

- ✓ A high standard of professional ethics should be promoted and maintained

- ✓ Services should be provided impartially, fairly, equitably, and without bias
- ✓ Resources should be utilized efficiently, economically and effectively
- ✓ People's needs should be responded to
- ✓ The public should be encouraged to participate in policy making
- ✓ Public services should be accountable, transparent and development oriented.

The Constitution through the Bill of Rights, also gives citizens certain rights to take action against the state if they believe their constitutional rights have been infringed and to have access to information held by the state which they need in order to be able to ascertain their rights.

In line with the Constitutional principles the White Paper on Transformation of Public Service Delivery, 1998, calls on national and provincial departments to make service delivery a priority. The White Paper also provides a framework to enable national and provincial departments to develop departmental service delivery strategies. These strategies will have to promote continuous improvements in quality, quantity and equity of service provision (*White Paper on the transformation of Public Service Delivery, 1998: 3*).

Despite all these efforts to improve service delivery in South Africa, there are still service delivery challenges that continue to face the country. Therefore, this study will seek to identify these service delivery problems in the Department of Public Works and suggest solutions to address them.

Two decades after the advent of a new and democratic South Africa, the exuberance that marked the dawn of a new South Africa has been replaced by growing signs of despair regarding the inability of government to provide the services that the majority of the people waited for. Whilst government has performed far much better than the pre 1994 government. Poverty, poor health services, acute shortage of housing, falling education standards, etc still dog the post 1994 government. Shortage of skills has been blamed for the slow pace of service delivery, poor quality of services being rendered, etc. But whilst

the shortage of skills does occupy a central position in the delivery of public service, skills shortage alone cannot however explain public service delivery inertia, other factors such as corruption, nepotism, interface in the day to day management and administration of departments by political principals, such as ministers and MEC`S the Weberian organizational structures of the departments, etc must also be considered. These issues must also be urgently addressed if the public service is to improve its public service record (Nengwekhulu, 2009: 356).

## **1.2 STATEMENT OF THE PROBLEM**

The Department of Public Works: Limpopo is charged with the following responsibilities: Service Delivery for the Department of Public Works in Limpopo means the extent and the ability of the Department to achieve the following core mandates at the required standards and quality:

- ✓ **Management of provincial immovable assets.**
- ✓ **Maintenance of the provincial buildings.**
- ✓ **Management of provincial administration building infrastructure.**
- ✓ **Co-ordination of EWP.**

Over the years the Department has found it very difficult to meet the expectations of client departments and sometimes even those of the public and the construction clientele. During customer satisfaction surveys and open days conducted by the Department in 2006, 2007 and 2008, various service delivery problems were highlighted by the departmental clientele for consideration by the Department. Although the Department has tried to deal with the identified problems, there is still a significant gap between what the Department is offering and what the clientele is expecting from the Department. Some service delivery initiatives introduced have not been implemented as required. In the light of the foregoing arguments, it is of paramount importance to conduct a study that will determine exactly where the service delivery challenges the Department is facing stem from.



### **1.3 AIM OF THE RESEARCH**

This study, therefore, seeks to establish the extent of the challenges the Department of Public Works is facing with regards to service delivery in relation to the provision of project management services for building infrastructure to client departments and the management of provincial immovable assets and suggest solutions to those problems.

### **1.4 OBJECTIVES OF THE RESEARCH**

- ✓ To identify the challenges with regard to service delivery in the Department.
- ✓ To identify causal factors underlying service delivery.
- ✓ To determine the effects of poor service delivery.
- ✓ To propose possible solutions to the challenges.

### **1.5 HYPOTHESIS**

A hypothesis is a specified testable expectation about empirical reality that follows from a more general proposition (Babbie, 2007: 44).

The hypothesis of this study is as follows:

- ✓ *If internal processes are attended to, service delivery is affected.*

### **1.6. RESEARCH QUESTIONS**

The answers to these questions will reveal the validity of the hypothesis;

- ✓ What are the challenges hindering the expected level of service delivery from the Department?
- ✓ What are the causal factors to these challenges?
- ✓ How is service delivery affected by these problems?
- ✓ What consultative mechanisms are in place for the Department?
- ✓ Does the Department have a Customer Relationship Management System?

## 1.7. DEFINITION OF CONCEPTS

**The Expanded Public Works Programme (EPWP):-** The Expanded Public Works Programme is one of government's programmes aimed at providing poverty and income relief by creating temporary work for the unemployed to carry out socially useful activities (Department of Public Works, 2009: 6) .

**Department:** In terms of Section 1 of the Public Service Act, 1994(no.98 of 1994), Department means a national department, a provincial administration or a provincial department.

**Service Delivery:** Public service delivery is a crucial responsibility of government and government institutions (Du Toit and Van der Waldt).

**Public Sector:** The public sector is a part of government that deals with the delivery of goods and services by and for the government, whether on national, provincial or local level ( [www.google.com](http://www.google.com)) Accessed 20 April 2010.

**Private Sector:** The private sector is that part of the economy which is run for both private profit and is not controlled by the state( [www.google.com](http://www.google.com)) Accessed 20 April 2010 .

**Public Service:** In terms of section 8 of the Public Service Act, 1994 (no.98 of 1994), the public service consists of persons who hold posts on a fixed establishment, classified in the A division and the B division, in the Agency or the Service, in state educational institutions.

## 1.8 BRIEF REVIEW OF LITERATURE

The literature review is one of the most important stages in the research process since it assists the researcher to identify relevant information to the research topic and gives the researcher an idea on the scope of the research to be conducted.

For the purpose of the literature review in this study, an overview of the Department of Public Works and Service Delivery is given. The study indicates how the Department is expected to deliver services. The works of a few authors on service delivery challenges are also visited.

### **1.8.1. Developing human resource capacity**

Public servants in the 21<sup>st</sup> century are increasingly confronted with a range of demands as public policy and governance become more complex and contested. They, therefore, have to possess appropriate skills that will enable the state to achieve its developmental goals. Attracting the necessary skills to the public service becomes a key determinant of success. Departments must also create a working environment that makes the best use of available human resources, to enable them to transform the country as a whole. This requires a more sophisticated approach to human resource management than personnel administration and also requires meeting the development and training needs of the public servants in a strategic manner. Capable states must be able to retain their public servants. Remuneration of professionals and other technical staff as well as other human resource practices such as recruitment, succession and career pathing, employment equity, reward and recognition, and employment relations are factors that impact significantly on the retention of employees (Levin, 2009: 31).

### **1.8.2. Building capacity for service delivery**

Balt (2009: 30) indicates that the majority of African people do not have access to government services. Developing capacity for the provision of public goods such as education, health centers and social insurance is key. This exercise requires a fresh approach to service delivery: an approach that will put pressure on systems and processes, attitudes and behaviour within the public service and reorient them towards placing the citizens at the centre of service delivery.

### **1.8.3. Succession Planning and Retention**

According to Makoro (2007: 5), it is a big challenge for small municipalities and government departments in rural areas to recruit skilled employees. Once they are recruited or developed through training they leave for bigger municipalities and government departments in urban areas or join the private sector. More often people without the necessary skills are appointed in strategic positions. Lack of skills hampers effective service delivery and it also leads to mismanagement of resources in most instances. Undue political interference which undermines good governance lead to high vacancies in municipalities and government departments. It is, therefore, against this background that organisations should have a good succession planning and retention policy to curb the situation of job-hopping and circulating the same people in the system.

### **1.8.4. Poor Professional Ethics**

The issue of high professional ethics flows from the Constitution of the Republic of South Africa. It is the first principle on the list of nine (9) that governs public management. Despite this principle, there still exists poor professional ethics in the public service and this has led to poor delivery of service, fraud and corruption. Some of the characteristics associated with the public sector professional ethics are being substantially proficient in the specific field or activity. This is usually overcome by the unethical way in which recruitment and selection are done in the public sector. Many people have interests in the filling of certain strategic positions, including political leaders. This results in a situation in which the public service is blotted with people who are not skilled, thus having the wrong person on the right job. This situation is undesirable and has dismally failed the people of this country (Shabalala, 2006: 55).

## **1.9 SIGNIFICANCE OF THE STUDY**

This study on challenges facing the Limpopo Department of Public Works with regards to service delivery is an important aspect that will contribute in the improvement of service delivery by the Department. The study will make recommendations based on the findings that will assist the Department in dealing with the existing service delivery problems and thereby improving service delivery.

### **1.10. LIMITATIONS AND DELIMITATIONS**

The following are the delimitations and limitations of the study.

#### **1.10.1. Limitations**

In this type of a study there are problems envisaged which are not limited to the following;  
**Sensitivity of the topic-** People might feel as if they are being tested or targeted for victimization.

**Cooperation by respondents-** It is expected that some of the respondents may be less cooperative due various of reasons such as apathy and the prevailing situation in the Department at that time.

**Incomplete questionnaires-** It is expected that some respondents may not return the questionnaires after completion or complete the questionnaire for the sake of completing.

#### **1.10.2. Delimitations**

The focus of the study is the Department of Public Works. The study focuses on challenges facing the Department of Public Works with regards to service delivery. The study will limit itself to the core functions of the Department which are Project Management, Maintenance, Real Estate, and lastly EPWP.

## **1.11. RESEARCH METHODOLOGY**

### **1.11.1. Study Area**

A study area is an area where the study will be conducted. For this research study, the study area is the Department of Public Works: Limpopo Provincial Government.

### **1.11.2. Population**

The population is the total target groups of people to be studied from whom generalisations are to be made (Martin, 2006: 132). For the purpose of this study, the population will be the employees of the Department of Public Works (from the core functions) and some officials from client departments. The Department of Public Works has a staff complement of 3870 employees; however, the study has been localized to the core functions of the Department with a staff compliment of 1100 employees.

### **1.11.3. Unit of Analysis**

The Unit of analysis is the object of investigation which is determined by who or what the researcher wishes to draw conclusions about (Martin, 2006: 565).

For the purpose of this study the unit of analysis will be as follows;

Employees of the Department of Public Works

Employees from client departments (Department of Health and Education).

Clients (consultants, contractors and others).

Office of the Premier: Service Delivery Unit.

## **1.12. ETHICAL CONSIDERATION**

Wassenaar (2006: 61) indicates that the essential purpose of research ethics is to protect the welfare of research participants. Research ethics, however, involves more than a focus on the welfare of the research participants and extends into areas such as scientific misconduct and plagiarism.

The researcher will always make sure that the respondents' information is used only for the purpose of the study and the researcher will reassure the respondents before the data collection process can start, and encourage them to be honest and tell the truth. If information is to be published the respondents' names and anything that may make the public to identify the respondents will not be published. In this type of research, there will be confidential information and this information will be treated with the confidentiality it deserves. Situations that may or can harm the respondents will be avoided at all costs.

## **1.13. OUTLINE OF THE RESEARCH**

The outline of the research report will be as follows:

### **CHAPTER 1: BACKGROUND AND ORIENTATION OF THE STUDY**

This chapter will contain the introduction and the background of the research report.

### **CHAPTER 2: LITERATURE REVIEW**

This chapter will be the expanded literature review from the proposal. It will focus mostly on work done by other researchers on the same topic. It will contain, amongst other things;

- ✓ Sources of Authority for the Department of Public Works.
- ✓ Public Works SDIP.

- ✓ Literature review from other authors on service delivery challenges.

### **CHAPTER 3: RESEARCH METHODOLOGY DESIGN AND STUDY AREA**

This chapter will focus on the research design where the researcher will step by step explain precisely how the research was done. The researcher will explain the constitution of the population where the sample was be drawn, the sampling procedure, data collection, and analysis methods and reasons for choosing those methods. This Chapter will also describe the study area, namely the Department of Public Works.

### **CHAPTER 4: DATA PRESENTATION, FINDINGS AND INTERPRETATION**

This chapter will provide the data presentation in the form of tables and give interpretations of the different data and research findings thereof.

### **CHAPTER 5: CONCLUSION AND RECOMMENDATIONS**

The conclusion and recommendations based on the findings will be provided in this Chapter. This is a chapter in which the hypothesis will be confirmed or rejected.



## **CHAPTER 2: LITERATURE REVIEW**

### **2. 1. INTRODUCTION**

Literature review is one of the most important stages in the research process because it assists the researcher to identify relevant information to the research topic and it gives the researcher an idea on the scope of the research.

For the purpose of literature review in this study, an overview of the Department of Public Works and service delivery will be given. The study will also indicate how the Department is expected to deliver services. The works of few authors on service delivery challenges will also be visited.

### **2.2. SOURCES OF AUTHORITY FOR THE MANDATES OF THE DEPARTMENT OF PUBLIC WORKS**

In terms of the Constitution of the Republic of South Africa, 1996, the premier in terms of Section 125 (2) (e) established the Department of Public Works to provide and manage provincial land and buildings through the building of new infrastructure and the maintenance of the existing ones as well as to contribute to the provincial goal of job creation and poverty alleviation through the Expanded Public Works Programme.

In order give effect to the above, The Honorable Premier invoked the provisions of section 125 (2) © of the Republic of South Africa Constitution by enacting the Northern Province Land Administration Act (no.6 of 1999) through the legislative processes of the Provincial Legislature. This act gives the member of Executive Council responsible for Public Works in the Province legislative powers to acquire, reacquire or dispose of any immovable property or provincial land on such terms and conditions as he or she may deem fit.

The Department of Public Works has also been assigned the responsibility of coordinating the implementation of the Expanded Public Works Programme in the province, which is a flagship policy framework aimed at providing pervert and income relief through temporary work of the unemployed to carry out socially useful activities( Department of Public Works, 2009: 3).

The Constitution mandates the National Government to pass legislation for all spheres of government if the purpose is to establish uniformity and to set minimum norms and standards with regard to service delivery. In 2003, cabinet mandated the Minister of Public Works to develop a policy framework to govern Immovable Asset Management throughout Government and to implement that policy by means of legislation. In 2005, cabinet approved the Government- Wide Immovable Asset Management Policy and the introduction of legislation. It is against this constitutional background that the Government Immovable Asset Management Act (no. 19 of 2007) was promulgated. In terms of the Act, the Department of Public Works is charged with the responsibility of managing immovable properties utilized for government service delivery in the provincial government.

When the new South African Government was elected to power in 1994 it had a special mandate to provide appropriate services to all the people of the country. This was, still is and will continue to be a massive responsibility of government and one that requires total commitment by people at all levels of government, if it is going to be fulfilled. A promise made is a promise that has to be kept ([www.gov.za](http://www.gov.za)).

The new government made a promise to the people of South Africa that they would serve the people without discrimination, respecting the dignity of all and ensuring that the needs of the majority of the population, who had been disadvantaged in the past, are met efficiently and effectively ([www.dpsa.gov.za](http://www.dpsa.gov.za)).

This promise is unequivocally spelt out in the Constitution of the Republic of South Africa, 1996, which stipulates that, the public service "must be governed by the democratic values and principles enshrined in the Constitution, including the following principles:

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

These principles are intended to guide the transformation of the public service, from being a rules-bound, bureaucratic entity, concerned with the administration of rules and regulations, to a dynamic, results-driven organisation, committed to delivering appropriate services to the people ([www.dpsa.gov.za](http://www.dpsa.gov.za)).

Government is also determined to ensure that the machinery of state is geared towards serving the people in keeping with the vision of Batho Pele (service delivery slogan). Skills and service audits are central to the quality of services provided to the people. Audits should assist with defining service needs, the availability of skills and the possibilities for

redeployment to support the process of the restructuring of the public service for better service delivery. The audit also assists in rightsizing the public service, improving skills levels, improve service quality, and release more resources for the actual provision of services to the people (Mbeki, 2004: 43).

### **2.2.1 PUBLIC WORKS SERVICE DELIVERY IMPROVEMENT PLAN (SDIP)**

All service delivery starts with a vision and a commitment to a mission to make it happen.

The vision and mission are the well spring of public service delivery. They are the source from which the spirit of *Batho Pele* flows, infusing every process of government with the compelling need to "put the people first". They are based on a fundamental redefinition of the role of the State and its relationship to society. Government is aware that the process of transformation can only succeed if it is carried out in partnership with the organisations of civil society ([www.dpsa.gov.za](http://www.dpsa.gov.za)).

The Public Service Regulations (2001) states the following with regard to service delivery improvement programmes:

Part III.C.1 - an executing authority shall establish and sustain a service delivery improvement programme (SDIP) for his or her department; and

Part III.C.2 - the executing authority shall publish an annual statement of public service commitment which will set out the department's service standards that citizen and customers/clients can expect and which will serve to explain how the department will meet each of the standards ([www.dpsa.gov.za](http://www.dpsa.gov.za)).

- ✓ *The White paper on the Transformation of Service Delivery (Batho Pele), 1997*, also emphasizes that administrative heads of departments are responsible for service delivery improvement programmes and that this responsibility should be

clearly assigned to a person or group of people, accountable directly to the administrative head of department ( [www.dpsa.gov.za](http://www.dpsa.gov.za)).

According to these policy documents the SDIP is required to -

- ✓ specify the main services to be provided to the different types of actual and potential customers, based on an assessment of their needs;
- ✓ contain the consultation arrangements with actual and potential customers to determine their needs;
- ✓ specify the mechanisms or strategies to be utilized progressively to remove the barriers so that access to services is increased; with due regard to the customers' means of access to the services and the existing barriers to increased access;
- ✓ contain arrangements as to how information about services is to be provided; and
- ✓ stipulate a system or mechanisms for handling complaints ( [www.dpsa.gov.za](http://www.dpsa.gov.za)).

The Department of Public Works, like other departments is required to publish its service standards in an annual Statement of Public Service Commitment or Service Charter. These service standards must specify the level (quantity) and quality of services, and they may cover processes, outputs and outcomes. They must be set at a demanding but realistic level to be reached by adopting more efficient and customer-focused working practices.

Service standards are required to be operational for one year and be subject to an annual performance review. These should be progressively raised and ideally may not be reduced, except to accommodate changed priorities based on changing customer needs. Service standards are furthermore to be benchmarked against international standards, taking into account South Africa's current level of development.

According to the White Paper on the Transformation of Public Service Delivery (1997: 7), the services that the Department of Public Works like other government departments, should conform to the following service delivery measurable criteria:

- ✓ **Quantity:** Are the services and products supplied in sufficient volume and diversity to sustain basic needs?
- ✓ **Quality:** Are the services and products of such quality that they will last for an appropriate period of time so that they do not have to be re-supplied at additional cost?
- ✓ **Time/Timeliness:** Are the services and products rendered on time so that customers can derive the maximum benefit from them?
- ✓ **Value for money:** Is the cost of the product or service balanced against the value derived by the recipient? Irrespective of whether or not customers pay directly for products and services, it is important that the cost of the product or service is balanced against the value derived by the recipient.
- ✓ **Access:** Are the services and products being delivered at the ideal locality to relevant customers to enable them to make the best use of them, without incurring undue cost to gain access to the point of delivery?
- ✓ **Equity:** Are the services and products provided without discrimination?

In compliance with the above the Department developed an SDIP. This plan entails the current state of service delivery and the required state of service delivery.

The origin of service delivery by government institution can be traced to the needs of people and the fact that, as a society demands more services to satisfy its needs, needs also increase. In order to deliver the services that a society requires to maintain and improve its welfare, government institution required organizational structures and suitably qualified people. These structures must be organized in such a way that the staff is supported to deliver the services their responsible for.

The government structure of South Africa consists of three spheres of government. The first sphere is the national government for the country as a whole. The second sphere consists of the nine provincial governments, each responsible for the delivery of certain services to their communities. The third sphere is local government which is responsible for delivering services to their local communities (Du Toit, 1999: 67).

### **2.2.1. THE SERVICE DELIVERY IMPROVEMENT PLAN (SDIP)**

The Departmental SDIP focuses on the following key services: Real Estate, Maintenance, EPWP, Project Management (Programme Management). The SDIP progress is monitored quarterly and reports submitted to the provincial OTP. The annual targets are reported on annually and reports submitted through provincial OTP to DPSA. The budget for the implementation of the SDIP is incorporated in the Annual Performance Plan.

#### **2.2.1.1. VISION**

A leader in the provision and management of provincial government land and buildings.

#### **2.2.1.2. MISSION**

Optimal utilization of resources in the provision and management of provincial land and buildings and the coordination of the implementation of the Expanded Public Works Programme.

#### **2.2.1.3. CORE VALUES**

Professionalism;

Humility;

Adherence to Batho Pele Principles.

#### **2.2.1.4. CORE FUNCTIONS**

Provide land and office accommodation to government departments.

Maintain government buildings.

Manage capital works projects.

Co-ordinate the implementation of the provincial EPWP.



**REAL ESTATE**

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD (2009-2012)	
<ul style="list-style-type: none"> <li>✚ Lease Management</li> <li>✚ Rental management</li> <li>✚ Land Management</li> </ul>	All provincial government departments, Public Servants Tenants, Municipalities National department and Parastatals.	<b>Quantity</b>	Vesting – 200/annum Disposal-40/annum Rental - 50% collected.	<b>Quantity</b>	Vesting – 600 Disposal- 60 Rental – maximize rental collection.
		<b>Quality</b>	Spreadsheet in Excel.	<b>Quality</b>	Effective asset register (database).C-AMP & U-AMP. Software (i.e. works CMR).
		<b>Consultation</b>	Monthly meetings through Provincial User Department Forum.	<b>Consultation</b>	Meeting with tenants representatives.
		<b>Access</b>	Service Points: Head Office, 5-District Offices and 23-Cost Centers.	<b>Access</b>	Online help-line. Provide information at Thusong Centres.
		<b>Courtesy</b>	Average courteous behavior.	<b>Courtesy</b>	100% adherence to core values & 3-BP belief set. Introduce points system to tenants, e.g. reducing rental rates for good tenants.
		<b>Openness. &amp; transparency.</b>	Compliance to PAIA. Approx. 60% compliance with humility core value.	<b>Openness &amp; transparency</b>	Awareness campaigns on PAIA. 100% compliance with humility core value.

		<b>information</b>	Less information about services given to customers.	<b>information</b>	Open dialogue between the department and tenants. Introduce leasing & rental publication. The publication should incorporate articles on accommodation availability and rental collection and should include condition assessment of properties. Or alternatively create a webpage for this.
		<b>Redress</b>	At present there is no redress mechanism in place between Client department & Implementing department.	<b>redress</b>	Written apologies.
		<b>Value for money</b>	Depreciating accommodation.	<b>Value for money</b>	Appreciating accommodation.
		<b>Time:</b> <b>Cost:</b> <b>H. Resources</b>	April 2009 Approved structure: SMS: 1 MMS: 8 JMS: 8	<b>Time:</b> <b>Cost:</b> <b>H. Resources</b>	March 2012 (proposed structure) Staff Compensation SMS: 7 MMS: 20 JMS: 22

## MAINTENANCE

KEY SERVICE		SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD (2009-2012)	
Maintenance	of	All Government	<b>Quantity:</b>	Public Works Portfolio	<b>Quantity:</b>	Public Works Portfolio plus client

government buildings	Departments. Tenants. Municipalities				department portfolio (provincial asset register). According to GIAMA (C-AMP).
		<b>Quality:</b>	NBR SABS	<b>Quality:</b>	As stated in SLAs. Conditions assessment & facility dataset. (NBR).
		<b>Consultation</b>	Adhoc basis	<b>Consultation</b>	Planned meetings. Forum meetings.
		<b>Access</b>	95% compliance physical accessibility.	<b>Access</b>	All building to be accessible by people with disabilities.
		<b>Courtesy</b>	No courtesy mechanism between maintenance and customers. An RCC phone client after the job has been done.	<b>Courtesy</b>	100% adherence to core values & 3-BP belief set.
		<b>Openess. &amp; transparency</b>	Mistrust Customer Relationship.	<b>Openness&amp; transparency</b>	Develop CRM Policy.
		<b>information</b>	Information not satisfactorily.	<b>information</b>	Provide information on C-AMP.
		<b>Redress</b>	As per individual employee.	<b>redress</b>	Full utilization of redress mechanism. Official apology.
		<b>Value for money</b>	As per departmental standards.	<b>Value for money</b>	Adherence to maintenance & inspection time frames. NBR and departmental standards.

		<b>Time:</b> <b>Cost:</b> <b>H. Resources</b>	April 2009 R0 SMS: 2 MMS: 16 Inspectors: 78 Costcenter Managers/SAS:11(24)	<b>Time: March 2012</b> <b>Cost: R0</b> <b>H. Resources</b>	Staff Compensation SMS: 2 MMS: 19 Inspectors:78 Cost Center Managers/ SAS: 23
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**EPWP (DEPARTMENTAL)**

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD( 2009-2012)	
Alleviation of poverty and unemployment.	Communities	<b>Quantity:</b>	No. of projects =7 (refurbishment -Landscaping -Environmental) as on APP No. employed=291 No. of contractors developed = 40 No. of NYS= 500	<b>Quantity:</b>	Projects =18 Employed =2500 No. of contractors to be developed = 120 NYS = 1 500.
		<b>Quality:</b>	Average /mediocre	<b>Quality:</b>	SLA,NBR.
		<b>Consultation</b>	Consultation with Communities applied for project.	<b>Consultation</b>	Imbizos at all municipalities detailing EPWP plans.
		<b>Access</b>	Centralized at Head Office	<b>Access</b>	Providing information at Thusong Centers. Know your service rights campaigns.
		<b>Courtesy</b>	<i>Good</i>	<b>Courtesy</b>	<i>100% adherence to core values &amp; 3-BP belief set.</i>

		<b>Open. &amp; transparency.</b>	<i>Compliance to PAIA.</i>	<b>Open &amp; transparency</b>	<i>Performance plans &amp; reports and M&amp;E plans &amp; reports through departmental internet.</i>
		<b>information</b>	EPWP Information Dissemination Strategy	<b>information</b>	Departmental website, local radio stations, Communication strategy introduced to all stake holders .
		<b>Redress</b>	Departmental redress flowchart.	<b>redress</b>	Awareness campaigns. Prompt payment to service providers. Offer official written apologies for not achieving targets.
		<b>Value for money</b>	Yes	<b>Value for money</b>	Monitoring and evaluation of projects and reporting back to all stakeholders. (M&E System).
		<b>Time:</b> <b>Cost:</b> <b>H. Resources</b>	April 2009 Approved structure: SMS : 3 MMS: 4 JMS : 2 AO : 6 PA : 1 Bursary Holder: 1	<b>Time: March 2012</b> <b>Cost:</b> <b>H. Resources</b>	Staff compensation SMS: 3 MMS: JMS:

**PROGRAMME MANAGEMENT EXECUTIVE PROGRAMME**

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD (2009-2012)	
<p><b>Infrastructure Delivery</b></p> <p>:</p> <p><i>Departmental standard statement: (All capital works programmes as approved and funded by client departments will be planned, procured and implemented across the province within agreed time frames).</i></p>	<p>Department of Education, Department of Health &amp; Social Development, Communities, Consultants and Contractors.</p>	<b>Quantity:</b>	80% IPIP implementation for 2007/ 08 financial year.	<b>Quantity:</b>	100% of prioritized projects on IPMP implementation completed.
		<b>Quality:</b>	Partial compliance as per contract documents.	<b>Quality:</b>	Contract documents and NBR.
		<b>Consultation</b>	IDIP working group meetings. Monthly meetings.	<b>Consultation</b>	Invite key customers to strategic planning workshops & progress reporting.
		<b>Access</b>	Established service points. Programme Management is centralized at head office.	<b>Access</b>	Gradual decentralization of Programme Management. Reliable ICT at all service delivery points. Provide services at Thusong Centers .
		<b>Courtesy</b>	Above average behavior towards customers.	<b>Courtesy</b>	100% adherence to core values & 3-BP belief set. Establish courtesy mechanism between implementing & client departments.
		<b>Openness. &amp; transparency.</b>	Compliance to PAIA.	<b>Openness &amp; transparency</b>	PAIA Awareness campaigns.
		<b>information</b>	Information provided in print	<b>information</b>	Avail information on

			form hard copies on the following: IPIP, Reports.		departmental website in time. (plans & reports). Put bill boards at all sites under construction. Quarterly reporting system with DoE & DoH.
		<b>Redress</b>	At present there is no redress mechanism in place between Client Department & Implementing department	<b>redress</b>	Open dialog between the two departments. Offer official written apologies for not achieving planned targets.
		<b>Value for money</b>	On site quality test of material and workmanship not conducted.	<b>Value for money</b>	Projects executed within budget, time and quality. Conduct weekly quality checks at all projects.
		<b>Time:</b> <b>Cost:</b> <b>H. Resources</b>	April 2009  SMS : 8 MMS:37 JMS : 3	<b>Time:</b> <b>Cost:</b> <b>H. Resources</b>	March 2012 Staff compensation SMS : 15 MMS : 38 JMS :3

Source: Department of Public Works SDIP 2009-2012

## **2.3. THE FOLLOWING IS LITERATURE ON SOME OF THE CHALLENGES THAT AFFECT SERVICE DELIVERY AS CITED BY DIFFERENT AUTHORS.**

### **2.3.1. Lack of capacity**

According to Moleketi (2006:1), as easy as it is to label many problems capacity is not a simple concept. It is multi dimensional, as well as dynamic and should be considered in terms of its entirety if it is the intention to appreciate completely the ramifications of the short supply of capacity and want to identify the aspects requiring intervention in order to overcome implementation gaps. One would like to adopt a broad view of capacity, acknowledging both its internal and external dimensions. Internal dimensions include the following;

- (a) Enabling legal and policy frameworks;
- (b) Budget and other resource support;
- (c) Institutional capacity such as structures, systems and processes leadership and management, communications and organizational structure;
- (d) Human resources; and
- (e) Coordination and cooperation capacity.

The external dimensions of capacity relates to the interdependence of current government on external actors and stake holders. For example, it is generally recognized that consultative efforts and processes inclusive of stakeholders improve the chance of policy, programme and project decisions being seen through to their full consequences. To design and manage such participatory processes does not come naturally but require substantial competencies, including conflict management and constituency building. In addition, government officials must be able to mobilize externally controlled resources and ensure that these become available to government through effective public-private and public community partnerships. Although the main of capacity may



be fairly standard, reforms within modern government, demands by citizens, the economy, the global context as well as changes within the context government operates in, bring about perpetual changes that demand a regular review of particular capacity requirements(Moleketi, 2006: 2).

According to Watson (2005: 4), the lack of capacity in low income countries is one of the main constraints to achieving the Millennium Development Goals. Capacity continues to hit hard on the pace and quality of services that government is supposed to deliver to the people. In most cases failure to meet targets and deliver certain basic services is attributed to a lack of capacity in those relevant sectors.

According to Makoro (2007: 3), the lack of capacity in many instances leads to critical managerial positions not being filled for a long time. Government needs to provide hands-on support to ensure that such vacancies are filled as soon as possible. Improvement in service delivery should be anticipated once the positions are filled. Capacity is a very serious factor that determines the performance of an organisation. Without capacity being given the serious attention it deserves, the delivery of service to the needy will be a fallacy.

### **2.3.2. Lack of skills**

A skill is a learned capacity to carry out pre-determined results often with the minimum outlay of time, energy or both. Skills can often be divided into domain-general and domain- specific skills. For example, in the domain of work, some general skills would include time management, teamwork and leadership, self motivation and others, whereas domain-specific skills would be useful only for a certain job. Skill usually requires certain environmental stimuli and situations to asses the level of skill being shown and used (Robbins and DeCenzo, 2008: 225).

Moleketi (2006: 3) argues that, according to the Construction Industry Development Board (CIDB), South Africa currently does not have enough engineers and artisans needed to support the large private sector capital projects as well as governmental infrastructure projects. This situation is aggravated by the international demand for professionals, illustrated by the emigration of more than 1400 professionals. This number is increasing steadily. According to the CIDB, there are not enough engineers and artisans to meet the country's demand. Radical corrective action and capacity building on a large scale are required urgently. Hence government introduced the Joint Initiative on Priority Skills South Africa (JIPSA).

JIPSA was given the following mandate but not limited to:

- ✓ Give support to the implementation of AsgiSA.
- ✓ Prioritise key skills and develop appropriate human resources development strategies to address these in the short to medium term.
- ✓ Mobilise senior leadership in business, government, organised labour and institutions concerned with education and training as well as science and technology to address national priorities in a more co-ordinated and targeted way.
- ✓ Promote responsiveness in the education and training system and strengthen the employability of graduates.
- ✓ Identify blockages and obstacles within the system of education and training.

(<http://www.gov.za>) accessed 20 April 2008.

Concerning skills shortage, Moss (2006: 46), argues that on the issue of recruitment, various explanations are often advanced for the apparent failure of government to attract scarce skills into the public service. In the main, it would appear that the wide discrepancies between public and private sector salaries are

responsible for government's failure to recruit scarce skills. The private sector is believed to pay extremely high salaries for scarce skills, such as engineering, while it trails behind with lower salary scales in administration.

Complimenting this argument is the issue of employment conditions. It would seem that salary discrepancies are not limited to the public and private sectors. Indeed, there are salary discrepancies even within government itself. It has been reported that local authorities pay competitive salary packages, as opposed to other spheres of government. Similarly, salary differences also exist between government and the parastatals. As a result there is an outflow of skills from central and provincial levels of government. Thus, it becomes very difficult to transfer staff across different spheres of government. There is clearly a need to harmonize the conditions of employment between different spheres and organs of government.

The public service is specifically hard hit by loss of skilled labour, because it is mostly the wrong people who leave the service, those whose skills and competences are highly rated and in demand in the private sector. Many leave because they cannot associate themselves with the current poor ethics and levels of incompetence, while others are willing or unwilling casualties of affirmative action. The net result is that the public service is stuck with frustrated and unmotivated people on the one hand( those who have no other choice but to stay), and with new inexperienced ones on the other, an inevitable recipe for maladministration and one that holds the potential for corruption(Malan and Smit, 2001:65).

Lack of training or lacking knowledge and skills needed to do a job properly is nothing to be ashamed of. However, what is unethical is for an employee to refuse to accept co responsibility for learning to do his/her job properly. It is also believed that if an employee is unproductive, whether because of attitude,

indifference or laziness, he/she is carrying out a form of theft. This is stealing time and money from the employer (Malan and Smit, 2001:19).

The slavish focus on skills shortage will not necessarily lead to improved performance, indeed some of the worst performers in the public service are people with impressive skills. The problem is, however, not that the country suffers a shortage of skills, but also that it suffers from shortage of quality skills. The quality of matriculants and graduates from tertiary institution has declined to the extent that some private sector industries are not willing to employ graduates from some universities. But the decline in the quality of skills cuts across almost all tertiary institution. Improving public service delivery will also depend on the quality of skills of those employed to provide public service. Finally it is important to note that some services will not be provided within the foreseeable future because of resource constrains, for the public expectation always surpass national resource (Nengwekhulu, 2009: 341).

### **2.3.3. Succession Planning, Retention and Skewed Recruitment and Appointment Culture**

According to Rothwell and Jackson (2005:26), effective succession planning and career planning practices are essential to the survival of today's businesses. Succession planning has surged to the forefront of executive attention due to recent corporate scandals, the disastrous loss of key people due to terrorist attacks or sudden illness, and growing awareness of widespread aging among the leadership ranks in business, government agencies, and non profit organizations. The increased use of technology and the globalization of the economy have increased competitiveness in the market place, with growing demands for quality and added value to products and services to grow market share and force company leaders to be highly future orientated and flexible in the organizations. Implementing an effective succession planning programme

decreases the risk of losing key people, increases employee job satisfaction and improves the likelihood of matching the most qualified individuals to the most crucial work. Furthermore, succession planning offers a competitive advantage over other organizations that are not farsighted enough to possess an effective succession strategy. A comprehensive succession planning process enhances typical human resources tasks by clarifying what talent is available in the organization's talent pool.

Nengwekhulu (2009: 359) states that, it is accepted the quality of public services and the ability to deliver such services depend upon the quality of human resource as well as systems for attracting, and retaining public servants with quality skills. This is achieved through the recruitment of staff irrespective of their party political and personal affiliations. On the surface, recruitment of public servants is done purely on merit. Whilst this is the policy, the practice is sometimes fundamentally different from the policy. There are a number of instances in which people are not appointed because of their qualifications and potential skills, but rather on the basis of their party- political, racial, ethnic or personal relationships.

According to Makoro (2007: 5), it is a major challenge for small municipalities and government departments in rural areas to recruit skilled employees. Once they have been recruited or developed through training they leave for bigger municipalities and government departments in urban areas or join the private sector. People without the necessary skills are often appointed in strategic positions. Lack of skills hampers effective service delivery while it also leads to mismanagement of resources. Undue political interference which undermines good governance has led to a high vacancies rate in municipalities and government departments. It is, therefore, against this background that organisations should have a good succession planning and a proper retention

policy to curb the situation of job-hopping and circulating the same people in the system.

The results of the society for Human Resource Management Retention Practices Survey revealed that 61 percent of over 450 HR experts believed that the lack of career planning activities poses employee retention risks. One reason is that dynamic and shifting workplace requirements have fostered a change in employee value and the expectation of their employers. Individual workers want to participate in career planning activities that enable them to do their daily tasks better, remain planning activities that will enable them to do their daily task better, remain employment ready in a dynamic labour market, and position them for internal promotion. A succession planning programme, Combined with a career planning programme, can minimize the retention risk while developing talent poised to meet the organization's future competitive challenges (Rothwell and Jackson, 2005: 27).

Levin (2006: 3) argues that, staff retention is another problem facing the public service. Government often commits vast resources in terms of time, money and effort trying to develop its human resources, in order to improve service delivery. However, the high staff turnover in government hampers such efforts. Staff retention is a serious challenge to the capacity of government to deliver. The problem is further exacerbated by the lack of flexibility in the administration of government remuneration policies. Line managers have revealed that it is difficult to retain "star" performers because they do not have the power to exercise their discretion to increase salaries and thereby curb the outflow of skills from the public sector.

#### **2.3.4. Unfunded Mandates**

According to Ebabio and Mzini (2009: 249), financial management is a constitutional requirement for all three spheres of government and also for entities created and established by these spheres. Public financial management must adequately control the level of revenue and expenditure, and appropriately allocate public resources among sectors and programmes. An essential step is to put sound budgetary and financial procedures in place through comprehensive, accurate and transparent budgets establishing the basis for financial control and providing timely financial information. This will highlight and strengthen the links between budget and performance of government department agencies in meeting key operational and strategic objectives.

As the foundation of measuring organizational performance, an organization's strategic objectives must be associated with matrix of performance. Although there is an unlimited number of possible matrix, the measures of performance are very often quantitative, absolute goals associated with budgets or resources. Setting and allocating budgets and resources are critical parts of the objective setting process. Yet most organizations do not have an accurate understanding of the impact of each strategic objective on the forecasted financial performance of the organization and the resources that are required to achieve each objective. What they usually lack is the processes for creating a linkage between objective, resources and budgets (Stiffler, 2006: 64).

Budgets are done all the time. Every organization has a budget, although most budgets are usually phrased in terms of percentage change versus the prior year's revenue and expenditure which is a huge mistake. Depending on the size of the organization, a budget should factor in dozens or even hundreds of data points related to its individual strategic objective. More does not always mean

better and in fact, more can mean that the organization is wasting money on things not related to strategic objectives (Stiffler, 2006: 64).

Financial resources are a fundamental problem that challenges the delivery of services to the people. Municipalities currently face specific problems with regard to the funding of integrated programmes. Programmes such as the EPWP are often devolved to municipalities without providing the necessary funding. As a result of such unfunded mandates, it becomes difficult if not impossible to further the aims and objectives of these programmes. For instance, it has been suggested that when housing was devolved to some municipalities, there was no funding provided for this function, but the municipalities were expected to deliver. Therefore, municipalities have sought to finance the shortfall by borrowing from other sources, including the private banking sector. This has reportedly plunged some municipalities into a debt cycle (Moss, 2006: 43).

To illustrate this point, the city of Cape Town is required to implement at least one new project of the same magnitude as the N2 Gateway each year. Currently the cost of this project is estimated at approximately R2 billion per annum. In the light of the annual national housing budget of R4, 5 billion, and medium term trends, it is clear that the national department allocates insufficient funds for this project. Thus, the city of Cape Town will be required to source additional funding, most probably through loans (Moss, 2006: 43).

Nengwekhulu(2009:350) indicates that, failure to satisfy unplanned and unbudgeted expectations in service delivery demands is beyond the realm of public service performance. It is something that rests on the shoulders of the government political leadership. Politicians go and make promises in the communities and those promises are sometimes not aligned to the budget. And just because it is pronouncement by the politicians public servants have to redirect some of the funds to cater for these pronouncements. It is therefore



unfair to criticize public servants for their failure to satisfy services that are driven by expectations.

### **2.3.5. Poor Coordination and Planning**

Planning is one of the most important project management and time management techniques. Planning is preparing a sequence of action steps to achieve some specific goal. If you do it effectively, you can reduce much the necessary time and effort of achieving the goal. A plan is like a map. When following a plan, you can always see how much you have progressed towards your project goal and how far you are from your destination. Knowing where you are is essential for making good decisions on where to go or what to do next. One more reason why you need planning is again the 80/20 Rule. It is well established that for unstructured activities 80 percent of the effort give less than 20 percent of the valuable outcome. You either spend much time on deciding what to do next, or you are taking many unnecessary, unfocused, and inefficient steps. Planning is also crucial for meeting your needs during each action step with your time, money, or other resources. With careful planning you often can see if at some point you are likely to face a problem. It is much easier to adjust your plan to avoid or smoothen a coming crisis, rather than to deal with the crisis when it comes unexpected (Marger 1984:45).

Coordination is another problem challenging the delivery of services to the people. Coordination is "the act of working together harmoniously." First of all, what does the word "work" imply? The same dictionary defines "work" as physical or mental effort or activity directed toward the production or accomplishment of something". Thus there must be one or more actors, performing some activities which are directed towards some ends. By using the word "harmoniously," the definition implies that the activities are not independent. Instead, they must be performed in a way that helps create

"pleasing" and avoids "displeasing" outcomes, that is, that achieves the goals(Thompson and Martin, 2005: 340).

Moss (2006: 46) notes that, there are differences of opinion between national, provincial and local government officials regarding the feasibility of achieving some policy targets. Generally, national government officials are optimistic that the targets set in policies such as BNG and EPWP are achievable. Nevertheless, there is general acknowledgement that policies are often complicated and difficult to implement. Thus, national officials believe that interpreting policies is a challenge, particularly for provincial and local government officials. Provincial and local government officials indeed argue that they occasionally overlook policies in order to accelerate service delivery. Local government officials contend that conditions on the ground dictate that some policy prescripts are not achievable. For instance, with reference to the eradication of informal settlements by 2014, local government officials believe that there is an increasing trend by the communities to erect informal housing structures in their backyards. This occurs despite efforts by government through the BNG to build sustainable human settlements. This trend can be ascribed to the disjuncture between the needs of the communities and what government can realistically afford to provide. A number of intergovernmental structures have been established to facilitate integration between different levels and organs of government. Participation in such structures usually differs according to the ranks of government officials. For instance, there are high level structures that cater for political heads and senior management. Other similar structures have been set up to cater for operational levels. However, most of these structures are ineffective. As a result, integration occurs mainly at the highest levels while at the lower levels people work in silos.

Having realised the existence of this problem of coordination, government has since introduced what they call Integrated Development Planning, Intergovernmental Relations and Cooperative Government. All these initiatives are aimed at ensuring that there is good coordination in terms of service delivery programmes in all spheres of government. For instance, these initiatives allow different spheres of government to share their business plans in order to align their planning with what other spheres including parastatals (i.e. Eskom), are planning for a particular community (Moss, 2006: 45).

Moss (2006: 47) furthermore argues that, there is general consensus that there are serious service delivery blockages at the municipalities. As services are devolved, new functions are created for municipalities. Yet municipalities report difficulties in accommodating responsibilities created in this way within their existing structures. Consequently, functions that have been delegated from other spheres of government are often perceived as “by the way”. Not surprisingly, there is usually insufficient or no staff dedicated to work on functions that have been devolved from higher spheres of government. It should be pointed out, however that municipalities are willing to take on additional functions. Moreover, this will help to accelerate service delivery. Nevertheless, it is important to ensure that budgetary allocations increase in tandem with additional responsibilities. In this way, municipalities will be empowered to effectively deliver services.

### **2.3.6. Conflicting Mandates**

The term mandate is also used in reference to an act by which one individual empowers another individual to conduct transactions for an individual in that person's name. In politics, a mandate is the authority granted by a constituency to act as its representative. A mandate is a directive imposed by

a higher level of government on a lower one ([www.yahoo.com/free-encyclopedia](http://www.yahoo.com/free-encyclopedia)). Accessed 04 /11/2010.

According to Dexter (2005: 34), the potential conflict between the political leadership of a fragile state wanting to centralize and expand state power and the imperatives of local needs, further highlights the importance of not conflicting local ownership with government ownership. Without presuming which "owner" is paramount, a multi-layered approach seeks to bring the various stakeholders together from parliament/provincial and local level of governance to the varying levels of service providers to civil society organisations, to neighbourhood groups and individuals so that the differing needs can be addressed even as it is acknowledged that they may not always necessarily be reconcilable.

Moss (2006: 46) indicates that there are competing mandates between various programmes. For example there are inconsistencies between the EPWP and the BNG. On the one hand the BNG seeks to have eradicated informal settlements by 2014. The EPWP, on the other hand, advocates the use of labour intensive methods in the construction of houses. The use of labour intensive methods in the construction of houses is certainly not conducive to achieving the deadlines for the eradication of informal settlements. Differently put, the achievement of sustainable housing by 2014 requires the use of machinery in order to fast track housing delivery. This evidently contradicts with the principles of the EPWP which seeks to promote the participation of communities in the construction sector.

The same applies to small business development. There is tension between the need to empower small businesses and the need to meet the deadlines set for the eradication of informal settlements. Small businesses are labour intensive by nature and therefore, have a potential to create jobs as required by the EPWP principles. However, engaging small businesses in the construction of houses suggests that job creation will be achieved at the expense of accelerated delivery

In this context, there is a need to be realistic about the scope and extent of these policies. For example, with regard to the EPWP, there is a general consensus that sectors such as health, education and social development have a potential to create sustainable employment. Hence, the focus should be on developing the capacity of these sectors to create massive employment opportunities, while dealing with the fact that other sectors, such as construction, are not labour intensive.

Moss (2006: 48) concludes by indicating that having realised that there are conflicting mandates in government, the DPSA has recommended the following:

- ✓ Additional dedicated capacity building programmes are needed where job requirements and skills development, including further and higher education and training are aligned with the needs of the developmental state. In addition, it is important for SAMDI to investigate and develop responsive training modules in line with identified skills shortages in the public sector.
- ✓ Improved recruitment and retention strategies for scarce skills should be investigated, extending the current framework to include a special dispensation for strategic and critical positions. This could, amongst other aims, discourage the high turnover in selected critical positions, while encouraging longer tenures in specific positions, and moving away from a “one size- fits all” approach to job grading.
- ✓ Better alignment of community needs and implementation plans is needed through improved participation and communication strategies.

### **2.3.7. Poor Implementation of Policies**

These include capacity issues already referred to, but also issues of coordination and integration, notably poor intergovernmental relations, the complexity that joint action brings to the implementation process and the absence of goal consensus between the different role players. In policy implementation making the necessary connections is of critical importance. The ability to see how every initiative is affected and in turn affects other initiatives is crucial. Other themes that frequently lead to poor implementation are the issues of bureaucratic loyalty and commitment to the causes by all those involved. These are known under the labels of administrative control, bureaucratic leakage, and the disposition of actors. The theory suggests the implementation of policy, especially when policy makers who feel little ownership of particular policies, have the ability to sabotage the best intentions of policy makers. The reduced control over the implementers of policy creates opportunities for the sabotage of those policies by the bureaucracy. In a system where the managerial mandate has been extended at the cost of political oversight and where decentralisation is the prevailing battle cry, the door is wide to invite this dynamic into the implementation equation. In the process, the implementers do not engage adequately with the requirements of what kind of control remains necessary and what innovative forms can these take in the face of the new organisational context. It is managers, who fought the hardest for their perceived interest of being as remote as possible from political decision makers whose agenda is best served by the prevailing arm's length arrangement. At the same time, those who are supposed to provide policy support to the executive have to come up with suggestions to overcome the very loose administrative control arrangement that currently prevails and threatens implementation. However, it could be argued that it is not in their interest to do so (Moloi, 2006: 6).

### **2.3.8. Poor Professional Ethics**

Code of ethics is a set of rules made by higher authority for a specific homogeneous group of public officials, with a view to eliciting from them a specific behavior under specific circumstances (Mafunisa, 2000: 69).

According to Malan and Smit (2001:175), Code of ethics is a set of principles based upon the organization's core values, business philosophy, leadership philosophy and process ethics which govern the behavior of personnel. Code of ethics helps to;

- ✓ Govern the behavior of employees,
- ✓ Define the moral and professional behavior of employees,
- ✓ Define the way which staff treat public and clients,
- ✓ Define standards of performance,
- ✓ Define limits of the private interests of staff.

The issue of high professional ethics flows from the South African Constitution. It is the first principle on the list of nine (9) that govern public management. Despite this principle, there still exists poor professional ethics in the public service and this has led to poor delivery of service, fraud and corruption. Some of the characteristics associated with the public sector professional ethics are being substantially proficient in the specific field or activity. This is usually overcome by the unethical way in which recruitment and selection is done in the public sector. Many people have interests in the filling of certain strategic positions, including political leaders. This results in a situation in which the public service is blotted with people who are not skilled, thus have the wrong person on the right job. This situation is undesirable and has dismally failed the people of this country (Shabalala, 2006: 55).

Another issue is acting in the public interest, it is clear from the Code of Conduct for public servants that each official is expected to act in the interest of the public whilst performing his/her duties at all times. Public servants are required to be law abiding, loyal and obedient to the state. These values are very difficult to find in public servants. Instead the rate of misconduct cases resulting from contravening some of the legislations that govern the public service continues to increase on a daily basis (Shabalala 2006: 55).

According to the Public Service Report (2008: 9), conflict of interest is another dimension of the problem. This is the biggest problem facing South Africa as a developmental state. South Africa has a large number of development projects which are worth billions and billions, however, these projects frequently end up in scandals that result from a lack of professional ethics from public servants or municipal officials. The Mbombela Municipality scandal is one such example. Public service delivery is being delayed because of the R1b tender scandal which involves some of the officials of the municipality who colluded with a tendered during the acquisition process of the 2010 stadium.

Shabalala (2006:56) argues that, although professional ethics demands a demarcation between the role of the professional administrator/manager and the political holder, close functional proximity and dynamic interaction between them prevent a tight watershed arrangement. It is appropriate and necessary for the manager and public administrator to be fully familiar with the political programme of government. It is widely observed that government officials throughout history have ignored the descriptions of the professional ethics of their jobs and pursued agendas other than those of their political masters. This does not however mean that they must serve the interest of their political masters if it is not in the public interest.



revealed that practitioners in both the non profit and government sectors can and do resort to unethical practices. Practitioners use irresponsible tactics to achieve particular goals, risking organizational reputation and bringing negative public scrutiny (Fitzpatrick, 2006: 77).

### **2.3.9. Poor Supervision and Performance Management**

According to Malan and Smit (2001:48), supervision is the overseeing, controlling and inspecting of the work of subordinates. They further argue that it is vital if an organization is to function effectively, efficiently, economically and with integrity. If supervision is done constructively, it does not only keep people on their toes, but also provides guidance and forms an important part of in-service training.

Performance Management is an approach to management which harnesses the endeavors of individual managers and workers towards an organisation's strategic goals. It defines goals and the outputs needed to achieve those goals (Patel, 1994:34).

According to Van der Waldt (2004:41), performance management provides the organization with the following benefits:

- ✓ It clarifies strategy and makes it accessible
- ✓ It transforms strategy into operations, vision into action
- ✓ It clarifies roles and responsibilities
- ✓ It clarifies expectations of the institutions and individuals
- ✓ It improves accountability and participation.

Marger and Pipe (1984: 355) indicate that, many critics of inefficiencies in the public service hardly mention the impact of poor supervision and performance management and monitoring on the non-delivery of public services as well as

delivery of poor services. The reality is that the centrality of supervision, monitoring and performance management cannot be overemphasized in guaranteeing the effective and successful implementation service delivery and executing programmes and projects. The failure by the public servants to deliver services as well as public services of excellent quality is that this does not only emanate from the lack of skills but also from poor supervision and in certain instances of the total absence of supervision by senior managers. Whilst there is some truth in the contention that close supervision has the potential of stifling performance creativity amongst subordinates, there is however, no question that the absence of supervision or poor supervision has the potential to undermine organizational stated goals and objectives. A number of government departments fail to achieve their goals and objectives largely due to the fact the degree or quality of supervision are extremely low or totally absent. Very few senior public service managers can argue convincingly that their supervisors are in total supervisory control over public service performance levels.

### **2.3.10. HIV/AIDS**

HIV is the human immunodeficiency virus, it is contagious and its effect is to weaken the body's immune system. This eventually makes HIV positive people unable to fight off illness, although they may live for years before illness strikes. When they become ill, they have AIDS (Acquired Immune Deficiency Syndrome, which is fatal. HIV/AIDS has serious consequence for the economy as a whole and for companies in particular. It does not only have vast economic consequence for business; it also raises a lot of ethical questions in the workplace (Rossouw, 2005: 103).

Loewenson (2001: 67) indicates that, HIV/AIDS is having a disastrous impact on the social and economic development of countries most affected by the epidemic. This epidemic will prove to be the biggest single obstacle to reaching

national poverty reduction targets and the development goals agreed on the United Nations Millennium Summit in affected regions in Africa. HIV/AIDS is posing the following challenges in the delivery of public services:

- ✓ The public sector is losing skilled personnel through death;
- ✓ Skilled personnel are forced to retire due to ill health;
- ✓ Increased absenteeism;
- ✓ Government medical schemes are overburdened, thus requiring more funds to be allocated to the scheme; and
- ✓ Low Morale amongst employees.

According to Meredith (2006: 366), the extent of the epidemic compounded all the difficulties that Africa is facing today. The groups at greatest risk were those aged between 15 and 50, normally the most productive people in the society. Typically, half of all people with HIV became infected before they turned 25 years and died of Aids by the time they reached 35 years. The loss of so many productive adults through illness and death had a profound effect on every level of society, leaving households and communities struggling to cope with a stream of orphans and amongst national reservoirs of skilled personnel, teachers, doctors, nurses, engineers, artisans, administrators, and industrial workers. As a result of mother to child transmission, infant mortality soared. Generations of children were deprived of a childhood, forced to abandon school to undertake work or care for the dying or simply to fend for themselves. With ever widening consequences, the epidemic overwhelmed health services, impoverished families, disrupted farm work, undermined businesses, reduced productivity and eroded the capacity of governments to provide public services.

Over half the people currently living with HIV in South Africa are women. It is also sad to note that the population demographics in South Africa reflect that there are more women than men. The same applies to workplaces. Most

companies have more women employed than men. With the high rate of infections among women, most companies' productivity will be adversely affected (Ramkissoon, 2006; 315).

### **2.3.11. Service Quality**

As the service component of world economies grows in size (it now comprises about 80 percent of American jobs) and importance, the challenge of measuring and managing service quality is becoming increasingly important. But this has proven to be no small challenge, since service quality is quite different from product quality (Spitzer, 2007: 222).

Transparency as apposed to obscurity is another aspect that differentiate between management in the public sector and management in the private sector, In this respect, Du Toit and Van der Waldt argue that, because of the nature of services provided by public institutions, it is far more difficult to measure success or quality of their services. We can set certain standards for quality or lay down indicators of quality and success. However, how to determine whether a lecture, or nursing care for that matter, is of high quality? Is it not perhaps something in the eye of the beholder i.e. something that you, any other person or perceive to be quality. It is easier to measure success and quality in the private sector than in the public sector (Kroukamp 2001:22).

Product quality has been the focus of most quality research and measurement. For a long time, there was little interest in developing a standard measurement for tool services. Most service organisations (such as hotels, restaurants and airlines) have tended to use their own customized customer service assessment, making it virtually impossible to benchmark with other organizations. The quality of services depends on the perceptions of those being served, rather than absolute quality. Thus the focus of SERVQUAL is on "perceived" rather than

objective quality. It essentially measures the gaps between the level of customer expectation and customer perceptions (Spitzer, 2007: 223).

According to (Spitzer, 2007: 223), the ten service quality dimension originally measured by SERVQUAL (reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding the customer and tangibles) were eventually reduced to five, with the acronym RATER:

- ✓ Reliability (the consistency of service quality, lack of service defects);
- ✓ Assurance (the provisions for maintaining service quality and addressing service quality problems);
- ✓ Tangibles (the physical environment);
- ✓ Empathy (sensitivity of the customer); and
- ✓ Responsiveness (speed and the effectiveness of the response to customer request);

Certainly, there will be other instrument developed for measuring service quality, and maybe even better ones. SERVQUAL is the standard and it has already made a major contribution to service quality improvement (Spitzer, 2007: 223).

In post –apartheid South Africa emphasis should not only be placed on creating a representative public sector, but also on public institutions which deliver quality services to improve the living conditions of all citizens. Renewed government programmes to assist in this transformation process have expenditure implications especially in the local government sphere. To ensure cost effectiveness and sufficient service delivery, it is important that emphasis should be put on the continuous reviewing of programmes to deliver services. Service delivery must therefore be continually modernised, improved and directed towards the interest of citizens and not towards the needs of the public service. In order to enhance the ability of local authorities to deliver such services, local authorities need more resources as they currently experience severe cash flow

difficulties brought about by inter alia the non payment of services and the non existence of credit control policies( Kroukamp, 2001: 22).

## **2.4. CONCLUSION**

In this chapter existing literature was reviewed to give an overview of the Department of Public Works, to indicate the sources of authority that gave effect to the mandate of the Department of Public Works. The SDIP of the Department was also visited to indicate the service level of the Department and what is the desired service level. The works of other authors on the same topic were also visited. The literature reviewed on the topic focused mainly on internal processes because they affect service delivery. Therefore, this study will also try to establish to what extent internal factors in the Department are affecting service delivery. Practitioners in the non profit and advocacy world might expect to find role models for responsible advocacy in the campaigns conducted by on the non profit organizations and by government agencies, most of which are working for public interest causes. However, a number of recent high profile cases have

## **CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY**

### **3.1 INTRODUCTION**

This chapter focuses on the research design that was employed in this study. It is in this chapter where the researcher had to decide whether to use qualitative or quantitative research design or even both. The Chapter also identifies the methodology, data collection and data analysis methods that best suited the study.

### **3.2 RESEARCH DESIGN**

A research design is a strategic framework for action that serves as a bridge between research questions and the execution or implementation of the study. Research designs are plans that guide the arrangement of conditions for collection of data in a manner that aims at combining relevance to the research purpose (Martin, 2006: 33).

The research design provides the glue that holds the research project together. A design is used to structure the research, to show how all of the major parts of the research project the samples or groups, measures, treatments or programmes, and methods of assignment work together to try to address the central research questions (Trochim, 2006: 2).

In this study, the researcher used both the qualitative and quantitative research designs during the data collection, analysis and interpretation of data. Questionnaires were designed and distributed to the relevant officials of the Department of Public Works, clients' departments and consultants.

The researcher chose this method because it is cheaper, not time consuming, easy to analyze and interpret the data collected.

The researcher also conducted focus group interviews/discussions with a number of contractors. This method was chosen because it will allow the researcher to get first hand information, to probe further on issues under the research and also because most contractors are not literate enough to complete questionnaires.

### **3.3. RESEARCH METHODOLOGY**

#### **3.1.1. Study Area**

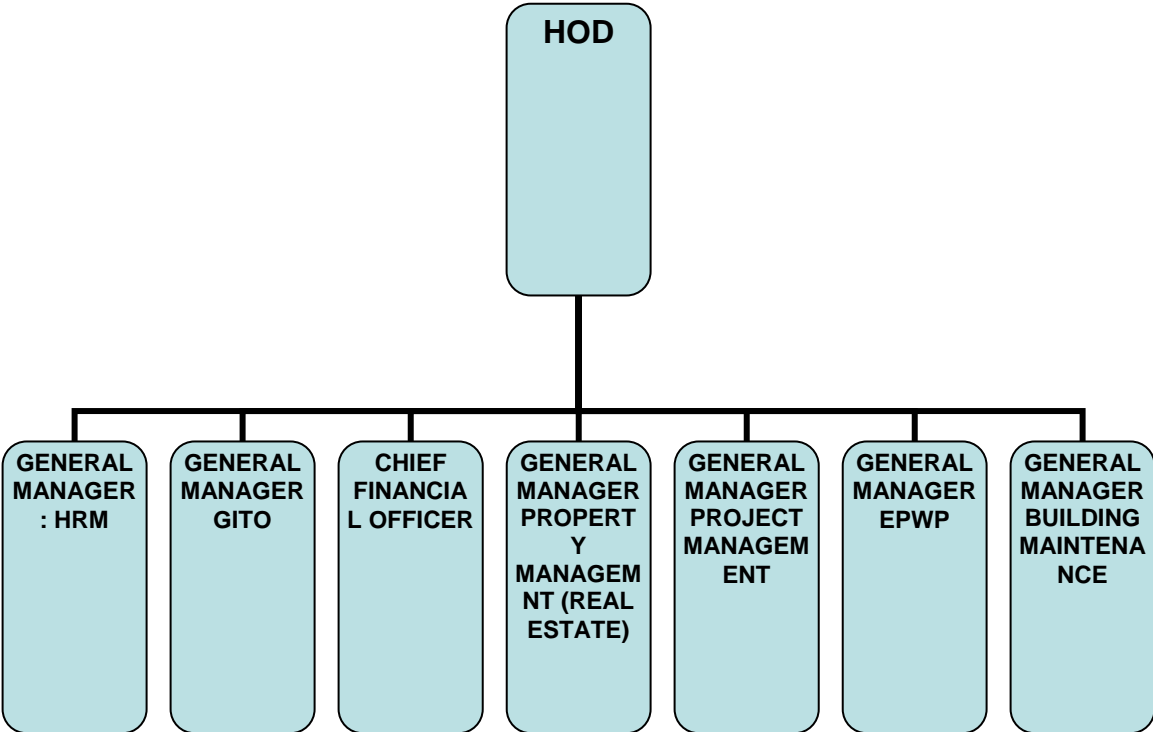
A study area is an area where the study will be conducted. For this study, the study area was the Department of Public Works: Limpopo Provincial Government. Public Works is a government Department in the Limpopo Provincial Government. The Department of Public Works is established in terms of the Constitution of the Republic of South Africa, 1996, which gives the premier powers in terms of Section 125 (2) (e) to establish a Department to provide and manage provincial land and buildings through the building of new infrastructure and maintenance of the existing ones as well as to contribute to the provincial goal of job creation and poverty alleviation through the Expanded Public Works Programme.

#### **3.1.2. Population**

The population is the total target groups of people to be studied from whose information generalisations are to be made (Martin, 2006:132). For the purpose of this research, the population was the employees of the Department of Public Works (from the core functions) and some officials from client departments and service providers. The Department has a staff complement of 1100 employees to fill its core functions.



The Top structure of the Department of Public Works



*Approved organizational structure of the Department of Public Works, Limpopo, 2005.*

**Table 1 : REPRESENTATION OF EMPLOYEES IN THE DEPARTMENT AS AT DECEMBER 2009**

Occupational categories	Level	Male								Female								Total	Total	TARGETS ACHIEVED TO DATE	
		African		Coloured		Indian		White		African		Coloured		Indian		White				%Male	%Female
		C	P	C	P	C	P	C	P	C	P	C	P	C	P	C	P				
Top Man.	13-15	18	-	0	2	1	2	0	3	9	9	0	2	0	3	0	3	28	24	68%	32%
Middle Man.	9-12	154	28	2	-	0	2	9	-	78	104	1	1	1	1	2	5	247	141	67%	33%
Junior Man.	6-8	409	-	3	1	0	2	11	-	222	140	8	-	3	-	12	0	668	143	63%	37%
Low level	1-5	1206	-	0	-	0	-	2	-	807	151	0	-	0	-	1	-	2016	151	60%	40%
<b>TOTAL</b>		1787	28	5	3	1	6	22	3	1116	404	9	3	4	4	15	8	2959	459	61%	39%

Department of Public Works Equity Plan. 2009/2010

**GRAPHIC ILLUSTRATION OF THE STATUS OF EMPLOYMENT EQUITY IN  
THE DEPARTMENT AS AT 31 /12/ 2009**

Levels13-15

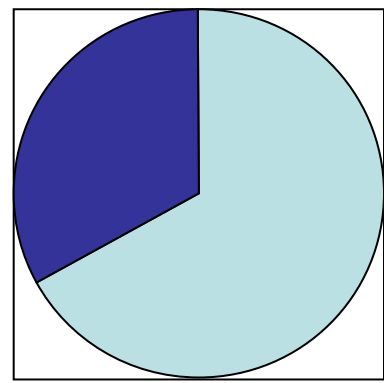
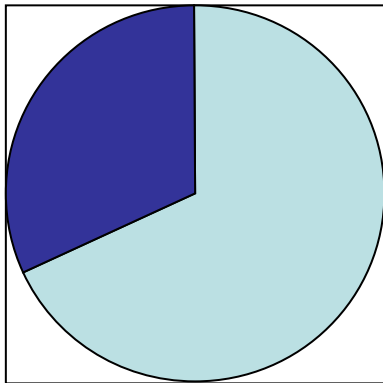
Levels 9-12

M=68%,

M=67%, F=33%

F=32%

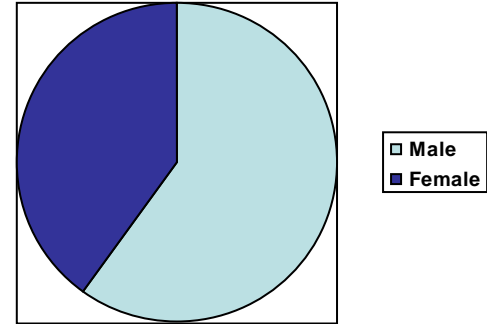
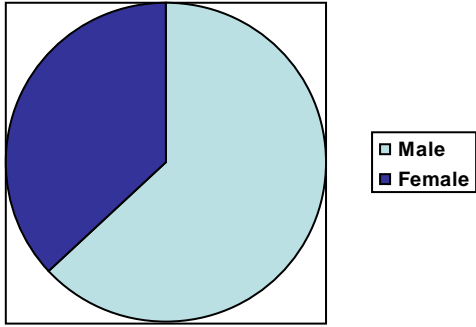
FIGURE 1



Levels 5-8 (M=63%, F=37%)

Levels 1-4 (M=60%, F=40%)

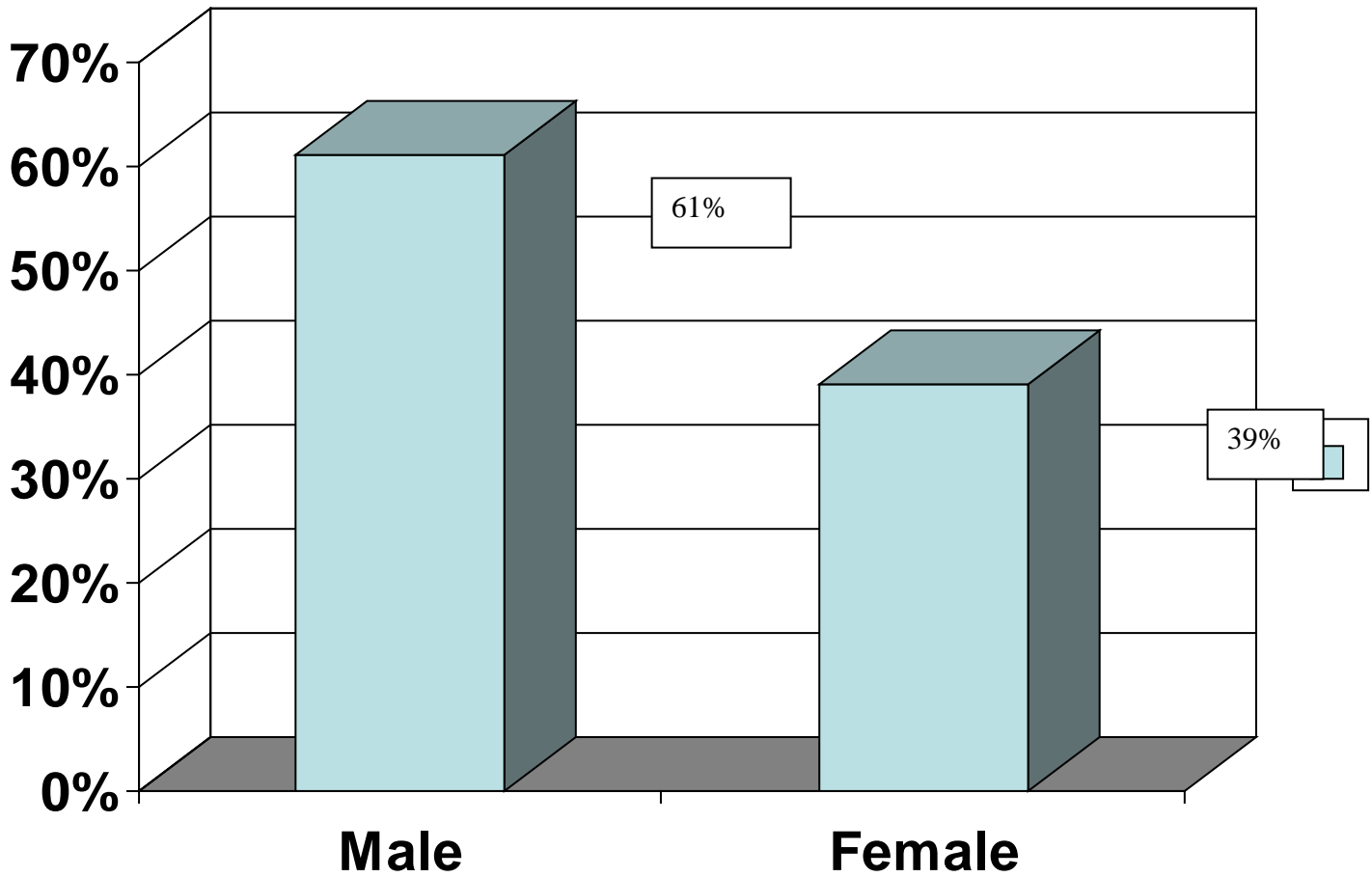
FIGURE 2



STATUS OF MALE V/S

**FEMALE IN THE ENTIRE DEPARTMENT (ALL LEVELS) AS AT  
31 DECEMBER 2009**

FIGURE 3



**Table 2 : REPRESENTATION OF EMPLOYEES IN THE CORE FUNCTIONS AND SUPPORT FUNCTIONS**

**As at 31 December 2009**

	CORE			NON- CORE				
SALARY LEVEL	Total Funded Posts	Filled posts (Vacant Posts)		Budget	Total Funded Posts	Filled Posts (Vacant posts)		Budget
		Filled	Vacant			Filled	Vacant	
16	00	00	00		01	01	00	
15	00	00	00		01	01	00	
14	02	02	03		02	02	03	
13	10	10	13		12	12	03	
12	29	29	17		37	37	08	
11	33	33	18		05	05	00	
10	30	30	41		83	83	26	
09	17	17	25		00	00	00	

08	84	84	56		213	213	59	
07	235	235	58		76	76	15	
06	83	83	28		34	34	06	
05	171	171	65		38	38	13	
04	100	100	12		48	48	12	
03	1162	1162	149		363	363	45	

*Department of Public Works: Human Resource Plan 2009/20*

### **3.1.3. Unit of Analysis**

Unit of analysis is the object of investigation which is determined by who or what the researcher wishes to draw conclusions about (Martin 2006: 565). For the purpose of this research the unit of analysis will be as follows;

Employees of the Department of Public Works

Employees from clients' departments (Department of Health and Education).

Clients (consultants, contractors and others)

Office of the Premier: Service Delivery Unit.

### **3.2. SAMPLING**

A sample is representative of a population where elements in the sample have been selected from a sampling frame listing everybody in the population (Durrheim, 2006:132).

According to Kruger and Welman (2003: 47,) usually the population that interest human behavioral scientists are so large that, from a practical point of view, it is simply impossible to conduct research on all of them.

The following is the sample for this study:

Employees of the Department of Public Works - 40 employees from the core functions of the Department.

Relevant officials from client departments (Department of Health and the Department of Education – 5 officials per client Department.

Clients (5-consultants, 5- contractors and 5- others)

Office of the Premier: Service Delivery Unit- 3 officials.



### **3.2.1. Sampling Method**

The researcher believed that it is not possible to collect data from the entire population of the study and, therefore, a sample was selected representing the population in the data collection. A purposive sampling procedure (under nonprobability sampling) was used to select a sample from the identified population.

Babbie, (2007: 184) indicates that purposive (judgmental) sampling is a type of nonprobability sampling in which the units to be observed are selected on the basis of the researcher's judgment about which ones will be the most useful or representative.

This method gave the researcher the opportunity to select specific individuals who work in the components affected by the research study. Sampling in this research study was as follows:

### **3.2.2 Sample Size**

In this study the sample size was drawn from the core functions of the Department of Public Works. The core functions comprise of 1100 employees and a sample of 68 employees was selected looking at the type of information that would be required during the data collection.

### 3.3. DATA COLLECTION METHODS

Data collection is an important aspect of any type of research study. Inaccurate data collection can impact on the results of a study and ultimately lead to invalid results. Data collection methods for impact evaluation vary along a continuum. At the one end of this continuum are quantitative methods and at the other end qualitative (<http://www.worldbank.org/poverty/impact/methods/datacoll.htm>).

The **Quantitative data collection methods** rely on random sampling and structured data collection instruments that fit diverse experiences into predetermined response categories. They produce results that are easy to summarize and compare (<http://www.worldbank.org/poverty/impact.html>).

Quantitative research is concerned with testing hypotheses derived from theory and/or being able to estimate the size of a phenomenon of interest. Depending on the research question, participants may be randomly assigned to different treatments. If this is not feasible, the researcher may collect data on participant and situational characteristics in order to statistically control for their influence on the dependent, or outcome, variable. If the intent is to generalize from the research participants to a larger population, the researcher will employ probability sampling to select the participants (Leedy & Ormrod: 2001:4).

This study used both qualitative and quantitative methods in data collection. The study use constructed questionnaires that were administered to officials in the Department (core functions employees), employees from the clients' Departments, and Consultants. The researcher will also conduct face to face interviews for contractors and for client departments. This method has been chosen because it will allow the researcher to get first -hand information and to probe further on issues.

**Paper-pencil-questionnaires** can be sent to a large number of people and saves the researcher time and money. People are more truthful while responding to the questionnaires regarding controversial issues in particular due to the fact that their responses are anonymous. But they also have drawbacks. Majority of the people who receive questionnaires don't return them and those who do might not be representative of the originally selected sample. (Leedy and Ormrod, 2001:5).

A meeting was arranged with relevant respondents in their different work places to explain the purpose of the study and the ethical considerations. The researcher distributed the questionnaires to the respondents and set a deadline for submission of completed questionnaires.

**Focus groups interviews/discussions** have a distinct advantage of enabling the researcher to establish rapport with potential participants and therefore gain their cooperation. These interviews/discussions yield highest response rates in survey research. They also allow the researcher to clarify ambiguous answers and when appropriate, seek follow-up information. Disadvantages include impractical when large samples are involved time consuming and expensive (Leedy and Ormrod, 2001: 5).

Focus group interview/discussion was conducted to different grades of contractors. This method was chosen because most of the contractors may not have the knowledge to complete questionnaires or are illiterate. The method allowed the researcher to probe more on issues and the respondents were free to express themselves in the language they understand and know better without fear.

### **3.4. DATA ANALYSIS METHODS**

According to Shamo and Resnik (2003: 5), data analysis is the process of systematically applying statistical and/or logical techniques to describe and illustrate, condense and recap, and evaluate data. Various analytic procedures “provide a way of drawing inductive inferences from data and distinguishing the signal (the phenomenon of interest) from the noise (statistical fluctuations) present in the data”.

While data analysis in qualitative research can include statistical procedures, analysis frequently becomes an ongoing iterative process where data are continuously collected and analyzed almost simultaneously. Indeed, researchers generally analyze for patterns in observations through the entire data collection phase. The form of the analysis is determined by the specific qualitative approach taken (field study, ethnography content analysis, oral history, biography, unobtrusive research) and the form of the data (field notes, documents, audiotape, and videotape) (Savenye and Robinson, 2004: 56).

An essential component of ensuring data integrity is the accurate and appropriate analysis of research findings. Improper statistical analyses distort scientific findings, mislead casual readers), and may negatively influence the public perception of research. Integrity issues are just as relevant to analysis of non-statistical data as well (Shepard, 2002: 45).

The study assumed qualitative and quantitative methods of data analysis. The study used the Statistical Package of the Social Sciences (SPSS) to analyze quantitative data from the questionnaires and Atlas to analyze qualitative data from the face to face interviews/discussion.

### **3.5 ETHICAL CONSIDERATION**

The researcher made sure that the respondents' information received was only for the purpose of the study and the researcher reassured the respondents before the data collection process could start, and encouraged them to be honest and tell the truth. The respondents were assured that if the information was to be published the respondents' names and anything that may make the public to identify the respondents would not be published. Confidential information was treated with the confidentiality it deserved and any situation that might or could harm the respondents was avoided at all costs.

### **3.6. CONCLUSION**

This Chapter focused on the research design that was employed in this study. In this Chapter it was decided that the study would employ both qualitative and quantitative research designs. In this Chapter, the methodology for the data collection and data analysis was identified. The study assumed the qualitative (face-to-face discussion) and quantitative methods of data collection (questionnaires). With regard to the data analysis the study used the Statistical Package of the Social Sciences (SPSS) to analyse the data and Atlas for qualitative data.

## **CHAPTER 4: DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

### **4.1. INTRODUCTION**

This chapter sought to present, analyse and also interpret data collected. In this Chapter, the information collected through questionnaires was subjected to the SSPS for presentation. Thereafter, the information (output) from the SSPS was analysed and interpreted accordingly.

The research required two sets of questionnaires to be distributed. The first set was for external clients wherein they were rating their level of satisfaction with the way the Department delivers services. The respondents comprised of clients' departments (Health, Education and the Premier's Office). Twenty-five questionnaires were administered and 21 were returned after completion.

The second set was distributed to employees in the core functions of the Department (Real Estate, Project Management, Maintenance, and EPWP). A total of 40 questionnaires were administered and 36 returned after completion.

Complementary to these sets of questionnaires a focus group interview/discussion was conducted with contractors.

## 4.2. BIOGRAPHIC INFORMATION (INTERNAL CLIENTS)

**Table 3 : Gender respondents**

Valid		Frequency	Percentage
	Male	23	63.9%
	Female	13	36.1%
	Total	36	100%

Sixty-four percent of the respondents who completed and returned the questionnaires were males and 36% were females. The employment equity report of the Department of Public Works shows that the Department is dominated by males hence the sample reflects more males and fewer females. The Department of Public Works specialises in those areas which have historically been perceived as male specific. It specializes in technical fields in in the construction industry.

**Table 4: Race of respondents**

		Frequency	Percentage
Valid	African	36	100%
	White	none	
	Total	36	100%

Though the Department of Public Works is a technical Department dealing with construction technical work, the Department has a small percentage of other races or none. It is predominately African as the above table indicates that it is 100% African, this implies that all 36 respondents were African. It would be expected for a Department like this to have a mixture of races especially in the technical components, e.g. Building Maintenance and Project Management. These technical fields have been classified as difficult fields and history has proven that people of colour were keen in studying and working in these fields.



**Table 5: Age of the respondents**

		Frequency	Percentage
Valid			
	20-29	2	5.5%
	30-39	8	22.2%
	40-49	19	52.7%
	50-59	7	19.4%
	Total	36	100%

In the table above, it is evident that the technical fields of the department are dominated by employees between the age group 40-49 which is 52%. The table depicts that more than half of the respondents are middle aged. This is not a very good picture considering that the active age groups of 20-29 and 30-39 have very small percentages 6% and 22% respectively. The Department needs to have a very good human resource strategy to ensure that the aging personnel do not leave gap that will be difficult to close.

**Table 6: Are you able to accomplish all your annual service delivery programmes( Objectives/ Targets/ Deliverables?)**

		Frequency	Percent
Valid	Yes	14	39%
	No	22	61%
	Total	36	100%

Sixty-one percent of the respondents indicated that they are not able to achieve their annual service delivery programmes. Service Delivery Programmes are actually the targets that are set annually for different programmes. Meanwhile 39% indicated that they are able to achieve their service delivery programmes. This is a very blur situation, it means the Department is not performing as expected, which is very worrying because it is supposed to provide expert advice to the Limpopo Provincial Government with regards to built infrastructure. The whole provincial government depends on it for service delivery. If Public Works is failing, then the Provincial government is failing as Public Works output paves the way for its clients to deliver service to the Province. A clear example is that of the Department of Education, the Department of Education cannot provide quality education under the trees.

**Table 7: Skills level of the human personnel**

		Frequency	Percent
Valid	V. good	2	5.5%
	Good	7	19.4%
	Better	10	27.7%
	Worse	5	13.8%
	Critical	11	30%
	Total	36	100%

The skills that any organisation poses are very critical in the attainment of its goals. A lack of skills undermines the quality of work or the output of the organization. The Department of Public Works seems to be doing very badly in terms of skills. Thirty percent of the respondents believe that the situation concerning skills in the Department is critical. From these statistics one could deduce that there is a correlation between the Department's ability to achieve its annual targets and a lack of skills. While 14% indicated that the situation was worse, 28% indicated that the situation was better. Nineteen percent believed that the situation was good and a small number of 6% indicated that the situation was good.

**Table 8 : Dedication of the human personnel**

		<b>Frequency</b>	<b>Percent</b>
Valid	V. good	2	5.5%
	Good	3	8.3%
	Better	8	22.2%
	Worse	11	30.5%
	Critical	12	33.3%
	Total	36	100%

Thirty three percent of the respondents indicated that the dedication and morale of the staff were very critical, while on the other hand 31% of the respondents indicated that the dedication and morale were worse. Twenty two point two percent indicated that the situation was better. Six percent indicated that the situation with regard to the morale was very good and that there was nothing to worry about. This is not a very desirable situation as it is very unprogressive to have an institution with no skills, unable to achieve the targets and adding to that is the morale of the staff which is very low. There could be a number of reasons why the staff morale was very low. This study will also try to establish those reasons.

**Table 9: Budget allocation offered to the programme to accomplish its yearly programmes**

		Frequency	Percent
Valid	V. good	7	19.4%
	Good	6	16.6%
	Better	11	30.5%
	Worse	7	19.4%
	Critical	5	13.8%
	Total	36	100%

Thirty-one percent of the respondents indicated that they did not have many problems with the allocation of the budgets meaning that they were given adequate budgets to implement their annual plans and to meet their targets. An insignificant percentage (19%. and 14%) indicated that budget allocation was not adequate to achieve the set targets and implement the annual plans. Seventeen percent indicated that the situation was not as bad as it might be said; there were instances where enough budgets were allocated for the programmes. This was evident in the SDIP of the Department where the Department was unable to meet or achieve the desired standard. The issue of inadequate budget allocations to implement annual plan has a bad influence on the satisfaction of clients' departments. The satisfaction survey conducted by the

Department revealed that clients' departments are far from being happy with the service that the Department is providing. Some, if not all clients' departments have taken their projects from Public Works to implement themselves. They have sought help from other structures with the capacity to implement their projects. Project implementation for the built industry is the competence of the Department of Public Works in the Limpopo Provincial Government. The current situation is quiet worrying as it threatens the existence of the Department of Public Works in the Province.

**Table 10 : Capacity of the programme to design programmes**

		Frequency	Percent
Valid	V. good	3	8.3%
	Good	7	19.4%
	Better	2	5.5 %
	Worse	13	36.1%
	Critical	11	30.5%
	Total	36	100%

Thirty-six percent of the respondents who participated in this research indicated that the Department's capacity in terms of programme design was worse. Thirty one percent of the same respondents who participated in the research indicated that the situation was critical while 6% of the respondents did not believe that the situation was bad. The latter believed that the situation was better. Nineteen percent indicated that the Department had a good capacity to design

programmes, while an insignificant 8% believed that the Department had a very good capacity to design programmes.

**Table 11: Capacity of the programme to implement programmes**

		Frequency	Percent
Valid	V. good	2	5.5%
	Good	7	19.4%
	Better	10	27.7%
	Worse	5	13.8%
	Critical	11	30.5%
	Total	36	100%

Thirty one percent of the respondents who participated in this research indicated that the situation regarding the capacity of the Department to implement programmes was critical. This is evident from looking at the rate at which employees with scarce technical skills are leaving the Department. Some are going for greener pastures and others to run their own consultancy firms. The Department currently does not have a retention policy. Retention is done on an adhoc basis, which has resulted in employees with scarce skills not being retained and those who are in good books of the bosses retained. Thirteen-one percent of the respondents indicated that the situation was worse. On the contrary 28% believed that the Department's capacity to implement programmes was better while 19% viewed the Department's capacity to implement programmes as good. Six percent indicated that the Department has a very good capacity to implement programmes.

**Table 12: Monitoring tools**

Valid		Frequency	Percent
	V.Good	4	11.1%
	Good	10	27.7 %
	Better	8	22.2%
	Worse	2	5.5%
	Critical	12	33.3%
	Total	36	100%

Thirty-three percent of the respondents who participated in this research indicated that the Department was doing critically in terms of monitoring tools, while 6% indicated that the situation in terms of monitoring was not in a worse state and 22% of the respondents indicated that the situation was not as bad. They indicated that the situation was better. Twenty eight percent of the respondents indicated that the monitoring tools of the Department were good, while 11% believed that the monitoring tools of the Department were very good. The Department of Public Works does not have a monitoring and evaluation unit, monitoring is done on an adhoc basis and only by those who wish to do it and who are often without the required skills.



**Table 13: Evaluation tools**

Valid		Frequency	Percent
	V. good	3	8.3 %
	Good	4	11.1%
	Better	7	19.4%
	Worse	9	25%
	Critical	10	27.7%
	Total	36	100%

Twenty-eight percent of the respondents who participated in this research indicated that the Department is in a critical state in terms of evaluation systems and tools while 25% of the respondents indicated that the situation in terms of evaluation systems and tools was worse. The Department of Public Works does not have a Monitoring and Evaluation Unit. Evaluation is done on adhoc basis and only by those who wish to do it and are often without the required skills. For a Department such as Public Works which provides services to clients in the form of projects, it is crucial that at the end of the project for the purposes of improvement and to check if the project met the expectations of the client.

### **4.3. OPEN ENDED DISCUSSION**

The questionnaire for internal clients of the Department of Public Works also comprised of open-ended questions wherein employees were given an opportunity to explain their views about the situation in the Department. Questions were posed and answers were as follows:

On the question of the challenges that they were facing with regard to service delivery and their causes, they answered as follows:

The respondents indicated that they were not able to deliver to the expected service delivery levels due to the following challenges and causes;

#### **4.3.1. Unavailability of transport**

Twenty-nine (80%) of the respondents out of 36 respondents indicated that the Department had not bought subsidised vehicles since 2005, meanwhile the Department was withdrawing subsidised vehicles without replacements. The respondents indicated that it was difficult for them to do their work because of this important work tool which was not available. Project Managers' work is out in the field and they are required to do monitoring and management of projects all over the Province.

#### **4.3.2. Unavailability of work tools**

Twenty-five respondents (70%) out of 36 respondents indicated that work tools like laptops and cellphones for fieldworkers were unavailable. Project Managers indicated that they needed to be accessible to clients and able to communicate with service providers at any given time. The unavailability of cellphones and laptops that would enable them to capture data anywhere at anytime was making their work impossible.

#### **4.3.3. Lack of skilled personnel**

Twenty respondents (55%) out of 36 respondents indicated that the Department was losing numerous skilled personnel both with scarce technical skills and administrative skills. They indicated that because of this situation they found themselves having to do work for two or three people. They also pointed out their dissatisfaction with regard to the filling of vacant posts in the Department. It is believed that the recruitment process is taking longer than expected unnecessarily.

#### **4.3.4. Lack of trust amongst employees**

Sixteen respondents (44%) out of 36 respondents indicated that the Department of Public Works was perceived as a corrupt department, maybe because of the nature of the work it specialises in. This perceptions result in a situation where employees spend time trying to diagnose and locate where exactly corruption is, instead of focusing on the improvement of services to the community.

#### **4.3.5. Low morale of employees**

Thirty-two respondents (88%) out 36 respondents indicated that the low morale was due to issues like, promotions, performance bonuses, which tend to be ignored as soft issues etc. The respondents who participated in the discussion indicated that their morale was low and that they do not have a reason to come work on a daily basis. They indicated that they did not see where the Department was going. They complained about the inhumane way in which they were being treated by the Department.

#### **4.3.6. Constant change of leadership**

Thirty respondents (83%) out of 36 respondents indicated that for the past four years the department's leadership changed at least four times. This made it very difficult for the department to have a clear direction as each leader came with a different way of working which the Department had to fit into.

#### **4.3.7. Unfinalised organizational structure**

Fifteen respondents (41%) out of 36 respondents who participated in the research indicated that the Department was operating on authorized and unauthorized organizational structures and they found it disturbing as it seemed to benefit top management rather than general workers. They indicated that they had been on the same positions for more than seven years or longer. They blamed this situation on the ever unfinalised organizational structure. The reasons advanced by management for not filling vacancies was the inability to determine which positions will still exist in the organizational structure after the restructuring process. They indicated that a lot of processes are being compromised by the unfinalised organizational structure.

#### **4.3.8. Uninformed movements of Senior Management personnel.**

Twenty respondents (55%) out of 36 respondents who participated in this study indicated that the Department had not been stable during the past five years. The political leadership of the Department had been constantly changing. This instability also affected members of the Senior Management Service as they were also being moved around in the Department to suit the plans of the new political leadership. They indicated that they lacked focus, as anytime a new Senior Manager/ General Manager was deployed sometimes with no experience

and skills required for the work. They regarded this as a disservice to the people of the province.

#### **4.3.9. Long Supply Chain Management (SCM) processes delay service delivery**

Twenty-eight respondents (77%) out of 36 respondents who participated in this study indicated that SCM is a policy of government and they appreciate its promulgation, however, they believed that its processes are rather too long and delay the delivery times as agreed with clients. They indicated that more often there are those cases which are emergencies like storm damaged schools which have to be built quickly to curb the situation of 'schools under the trees' which government is trying to eradicate. They indicated that the quick building of these schools becomes a fallacy with the SCM processes in place. The respondents indicated that Supply Chain processes are too long that they affect the speedy attention to certain emergencies.

#### **4.3.10. Poor performance by incompetent contractors**

Twenty-five respondents (69%) out of 36 respondents who were basically Project Managers indicated that they found themselves unable to meet their targets due to incompetent contractors who abandoned projects. They blamed this on the BBBEE policy.

#### **4.3.11. Late receipt of business plans from client departments-**

Twenty-three respondents (64%) out of 36 respondents indicated that the Department finds it very difficult to get business plans from client departments in time. They indicated that business plans always come late to the Department and this has affected the planning process for those particular projects. This

situation resulted in a situation where there was poor planning of work, failure to finish project within the required timelines and ultimately Public Works being accused of incompetency and lack of capacity to handle infrastructure projects.

#### **4.3.12. Late payment of contractors**

Twenty-six respondents (72%) out of 36 respondents indicated that client departments' late payment of contractors was affecting contractors' performance and hence projects got delayed or abandoned. At the end becomes Public Works gets blamed for incompetence.

#### **4.3.13. On the question of what role do they see themselves playing in improving service delivery?**

Thirty respondents (83%) out of 36 respondents who participated in this open-ended discussion indicated that they also see themselves as role-players in ensuring that the department delivers up to the expected levels and deal the with above weaknesses.

#### **4.3.14. On the question of improvement strategies that can assist to improve service delivery and eradicate the above-mentioned challenges, the respondents answered as follows:**

The following are the improvement strategies as suggested by the respondents;

- ✓ 18 respondents out of the 36 respondents (50%) suggested that the Department should implement service standards as required by the relevant professional bodies such as SAICE, ECSA and SACPM.
- ✓ 20 respondents out of the 36 respondents (55%) suggested dedication and commitment to serving the people of the province.

- ✓ 23 respondents out of the 36 respondents (64%) indicated that management should lead by example.
- ✓ Encouraging a culture of learning.
- ✓ 27 respondents out of the 36 respondents (70%) suggested a good Human Resource Plan.
- ✓ 21 respondents out of the 36 respondents (58%) indicated that the Department should introduce incentive schemes.
- ✓ 26 respondents out 36 respondents (72%) suggested a Forward Panning System.

#### 4.4. BIOGRAPHICAL INFORMATION (EXTERNAL CLIENTS)

**TABLE 14: GENDER TABLE**

Valid		Frequency	Percentage
	Male	9	42.9%
	Female	12	57.1%
	Total	21	100.%

From the external respondents who participated in this research 57% were females and 43 % males. This representation is in accordance with the Limpopo gender statistics. Statistics has proven that there are more women than men in Limpopo. Hence the selected sample portrayed the same picture.

**TABLE 15: RACE TABLE**

Valid		Frequency	Percentage
	African	18	85.7%
	White	2	9.5%
	Coloured	1	4.8 %
	Total	21	100%

From the external respondents who participated in this project 86% were Africans. This means that there were more African than any other race in the list of respondents. This situation is not very different from the Provincial statistics where there are more Africans than any other race in the province. Whites were represented by a 10% of the respondents. Coloureds were represented by a 5%. This picture is also very similar to the provincial picture wherein whites and coloureds have an insignificant percentage.



**TABLE 16: AGE**

Valid		Frequency	Percentage
	20-29	2	9.5%
	30-39	8	38.1 %
	40-49	5	23.8%
	50-59	6	28.6%
	Total	21	100%

From the 21 respondents who participated in this research 38% was between the ages of 30-39. The figure 28.6% also shows that the clientele of the Department in their Departments are also in the red area in terms of age. They will be exiting the public service very soon. This is a very worrying area as they are also people with technical skills. They possess information that makes it possible for Public Works to plan and implement their projects successfully. The table also shows that 24% of the respondents they were between the ages of 40-49. The Human Resource Component will have to work hard to bring the above situation to balance by implementing the Human Resource Plan seriously.

**Table 17: The extent to which the Department performance is made known**

	Frequency	Percent
Valid :		
If your satisfaction levels with Department are very low	1	4.8
If your satisfaction levels with Department are low	7	33.3
If your satisfaction levels with Department are average	7	33.3
If your satisfaction levels with Department are high	4	19.0
If your satisfaction levels with Department are very high	1	4.8
If for some reason you cannot allocate a score	1	4.8
TOTAL	21	100

With regard to the question of whether the Department's performance is made known to its stakeholders and clients, 33% of the respondents indicated that they are not satisfied with the Department and scored the Department low. Another 33% indicated that their satisfaction levels were average while 19% indicated that their satisfaction levels with the Department are high. Four point eight percent of the respondents indicated that their satisfaction levels were very low and very high. These percentages indicate that the department is not doing very well in the area of communicating its performance to external clients.

**Table 18: The speed which the department resolves a problem**

	Frequency	Percent
Valid : If your satisfaction levels with Department are low	10	47.6
If your satisfaction levels with Department are average	9	42.9
If your satisfaction levels with Department are very high	2	9.5
Total	21	100.0

Forty-eight percent of the respondents scored the Department low on the speed at which the Department resolves problem while 43% scored the Department average and 10% scored the Department as very high. It can be deduced from these figures that the Department is not doing very well in this area, its performance in this area can be said to be below average. Much has to be done in this area as it is the one which influences customers' perceptions of the Department.

**Table 19: The extent to which the Department admits and addresses its mistakes**

Valid :	Frequency	Percent
If your satisfaction levels with Department are very low	10	47.6
If your satisfaction levels with Department are average	7	33.3
If your satisfaction levels with Department are high	4	19.0
TOTAL	21	100.0

On the question of the extent to which the Department was admitting and addressing its mistakes, 48% of the respondents scored the Department very low while 33% of the respondents scored the Department as average. Nineteen percent of the respondents scored the Department as very high. These figures suggest that on this aspect the satisfaction levels on the Department were average. There is still room for improvement as it can be very easy for the satisfaction levels to drop due to the speed with which the Department resolves problems. On this aspect the Department performance was rated below average.

**Table 20 : The ability of the Department’s personnel to handle queries, requests and complaints timeously.**

Valid :	Frequency	Percent
If your satisfaction levels with Department are low	10	47.6
If your satisfaction levels with Department are average	8	38.1
If your satisfaction levels with Department are high	2	9.5
If your satisfaction levels with Department are very high	1	4.8
Total	21	100

Forty-seven percent of the respondents seemed not to have confidence of the capability of internal staff to handle queries, complaints and requests. This can be attributed to the fact that the Department lacks competent staff to execute its functions, or there is a shortage of staff to handle the demands of the work. Thirty eight point one percent of the respondents scored the Department as average, while 10% scored the Department’s capability to handle queries, complaints and requests as high. Five percent believed that the Department had skilled personnel and enough resources to attend to their queries, complaints and requests.

**Table 21: The Department's complains handling system**

	Frequency	Percent
Valid :		
If your satisfaction levels with Department are very low	8	38.1
If your satisfaction levels with Department are average	10	47.6
If your satisfaction levels with Department are high	2	9.5
If your satisfaction levels with Department are very high	1	4.8
Total	21	100

With regard to the Department's complaint handling system, 48% of the respondents indicated that their satisfaction levels were average, while 38% indicated that their satisfaction levels were very low. A small percentage of 5% indicated that their satisfaction levels were very high and 10% indicated that their satisfaction levels were very high.

**Table 22: The way the Department spends its money**

	Frequency	Percent
Valid :		
If your satisfaction levels with Department are low	13	61.9
If your satisfaction levels with Department are average	6	28.6
If your satisfaction levels with Department are high	1	4.8
If your satisfaction levels with Department are very high	1	4.8
<b>Total</b>	21	100

A high percentage of 62% of the respondents seemed to be very dissatisfied with the way the Department was spending its money, while 29% of the respondents rated their satisfaction levels at average. A small percentage of 5% indicated that their satisfaction level was very high. Only 5% of the respondents indicated that they were impressed with the way the Department was spending its money.

**Table 23: The way the Department conserves its assets**

	<b>Frequency</b>	<b>Percent</b>
Valid :		
If your satisfaction levels with Department are very low	9	42.9
If your satisfaction levels with Department are average	7	33.3
If your satisfaction levels with Department are high	4	19.0
If your satisfaction levels with Department are very high	1	4.8
<b>Total</b>	21	100

Forty-three percent of the respondents seemed to be very unhappy with the way the Department was conserving its assets, while 33% indicated that their satisfaction levels on the aspect of assets was average. At the same time 19% indicated their satisfaction levels on this aspect as high.

#### **4.5. FACE TO FACE INTERVIEWS/ DISCUSSIONS WITH CONTRACTORS (EXTERNAL CLIENTS)**

The researcher arranged a symposium to meet the contractors. The purpose of the gathering was to identify critical issues affecting departmental service delivery with regard to the provision of schools, clinics, hospitals and other client's department projects.



The researcher opened the session by welcoming all present and explained the purpose of the interview. The 15 contractors were asked the following question and they responded as follows:

**4.5.1. WHAT ARE THE MAIN PROBLEMS OR CHALLENGES THAT YOU WANT THE DEPARTMENT TO ADDRESS?**

**ANSWERS**

<b>Contractors</b>	
Disqualification of bidders	The contractors raised a concern about bids instruction indicating that all bidders falling between -40% & +40% of the estimate had equal chance of becoming successful bidders. This percentile range is very wide and encourages contractors to underestimate the projects. This problem will result in either projects being abandoned or numerous variation order claims.
Validity of the rooster	Contractors were questioning how the rooster was managed. They felt that there is an element of subjectivity or biasness with regard to the appointment of consultants and contractors.
Adjudication process	They felt that the adjudication process is flawed and that certain individuals are being favoured.
Evaluation process	They indicated that time schedule for evaluation seating was not enough to do a good job.
Payments	The contractors indicated that it takes too long for them to be paid and thus resulted in them not being able to pay their workers on site. They indicated that

	<p>this result in a situation where workers go on strike. It also makes it difficult for them to finish work in time.</p> <p>The problem of payments has far reaching implications as it is said to also affect their track record and hence the CDIB Grading.</p>
Emerging contractors capacity building	<p>There was an indication that the province was not doing enough regarding transforming the built environment industry. The Department has no programme in place to capacitate emerging contractors and if there is one; it does not have any impact on the beneficiaries. The Department, the contractors and consultants are not doing enough to develop building industry skills in the province. From this debate it seems the issue of contractor development is the sole responsibility of national PWD.</p>
Project Management	<p>The contractors alleged that some project managers do not visit their projects sites neither do they attend and conduct site meetings. This is a serious allegation (problem) and needs to be investigated. There is a shortage of registered professionals in the Department. There is a shortage of technical skills to run projects effectively.</p>

## **4.6 FINDINGS**

The following are the findings from the internal customers' survey that was conducted.

### **4.6.1. INTERNAL CLIENTS**

#### **4.6.1.1. Low morale of employees**

Eighty eight percent of the respondents who participated in the discussions indicated that their morale was low and they did not have a reason to come work on a daily basis. They indicated that they do not see where the Department is going. They complained about the inhumane way in which they were being treated by the Department. Their complaints ranged from uncertainty about their future, the Department's inability to boost or motivate good performers to lack of confidence in the management of the Department. They indicated that they see themselves detached from the Department and their inputs in making the Department a better place for all not considered by management.

From this study it became evident that the core functions of the Department do not have the necessary work tools. The Project Managers indicated that they needed to be accessible to clients and able to communicate with service providers at any given time. The unavailability of cellphones and laptops that would enable them to capture data anywhere anytime is impossible.

The respondents also indicated that it is difficult for them to do their work because of the unavailability of transport. Transport for project managers is essential and paramount because without transport they can not go to their work sites and hence the poor service delivery. Project Managers' work is out in the field since they are required to do monitoring and management of construction

projects and other related departmental projects in EPWP and Real Estate, which are scattered all over the Province.

It should be noted that the work of project managers is in the field and that their performance is a true reflection of the performance of the Department. If these people do not have the necessary tools to work, then Public Works' performance is expected to be below par as already indicated by the external clients on the satisfaction levels questionnaire.

#### **4.6.1.2. Lack of skills**

The study revealed that the Department lacks skilled personnel both in support and also in the core functions of the Department. Fifty five percent of the respondents who participated in the study indicated that because of this situation they find themselves having to do the work of two or three people. They also pointed out their dissatisfaction with regard to filling of vacant posts in the Department. They believe that the filling of vacant posts is unnecessarily taking longer than expected.

Another area of contention was the retention of scarce skills. The respondents indicated that the Department had at one stage skilled personnel, however, because of the deteriorating state of affairs and low morale in the Department they left for greener pastures while some started their own businesses. The Department is said to have no retention policy, retention is done at the discretion of the Head of the Department. This is a very dangerous situation which led the Department to where it is now. The respondents alleged that only those who were in the good books got retained and in most cases they were not in possession of scarce or critical skills.

#### **4.6.1.3. Long supply chain processes**

The study revealed that the Supply Chain Management processes are rather too long and delay the delivery of services and times as agreed with the clients. Seventy seven percent of the respondents who participated in the research indicated that more often there are those cases which are emergencies such as storm damaged schools which have to be built quickly to curb the situation of “schools under the trees” which government is trying to eradicate. The quick building of these schools becomes a fallacy with the SCM processes in place. The respondents indicated that the Supply Chain processes are too long and affect the speedy attention of certain emergencies. Apart from emergency cases, the respondents indicated that the processes themselves are very tedious, they are not service delivery geared, and flexibility is always regarded as corruption. They indicated that there is a serious need for the Department to address this area as it is the nerve of service delivery for the Department of Public Works. There is a causal relationship between Supply Chain Management’s performance and the output of the Department and ultimately the satisfied customer/client.

#### **4.6.1.4. Budget Constraints**

From the challenges that have been raised by the employees of the Department budget constraints seem to be another underlying factor of the unavailability of work tools such as transport, cellphones, laptops, and the lack of incentive schemes for best performing employees. Eighty percent of the respondents indicated that their biggest service delivery challenge was the unavailability of transport as their work involves going out visiting projects for the purpose of monitoring. Seventy percent of the respondents indicated that the service delivery challenges they were facing could also be attributed to the unavailability of work tools such as cellphones and laptops.

#### **4.6.2. EXTERNAL CLIENTS**

The following are the findings from external clients who participated in this study.

##### **4.6.2.1. Satisfaction levels very low**

The study revealed that a satisfaction level of external clients with regard to the way the Department was rendering services was low. The rating for high and very high satisfaction levels was approximately 0.14%. The remaining percentages constituted average satisfaction to very low satisfaction levels. From this one can deduce that the Department is not meeting the customers /clients' expectations.

The low satisfaction level of external clients/customers can be attributed to the low morale, unavailability of work tools and other problems which have been highlighted by employees of the Department during the internal survey.

The external clients also indicated their dissatisfaction with the work that the project managers were doing in the field. They complained about the poor monitoring and evaluation of contractors and consultants while contractors also complained about supply chain management practices and processes they suspect corrupt and biased awarding of tenders to consultants and contractors. They indicated that there was no capacity building programme implemented to assist them to grow.

#### **4.7. CONCLUSION**

This chapter sought to present, analyse and finally interpret the data collected. In this Chapter the information collected through questionnaires was subjected to the SSSP for presentation. Thereafter the information (output) from the SSSP was analysed and interpreted accordingly.

The research required two sets of questionnaires to be distributed. The first set was for external clients wherein they were rating their level of satisfaction with the way the Department was delivering services. The respondents comprised of client Departments (Health, Education and Premier's Office). Twenty five questionnaires were administered and 21 were returned after completion. Complementary to this questionnaire a focus group discussion was arranged for contractors.

The second set was administered to the employees of the department in the core functions components. Their questionnaire was mainly focusing on the challenges that they are experiencing with regard to service delivery, causal factors of those challenges and also improvement strategies that they suggest. Findings from both types of questionnaires were discussed.

## **CHAPTER 5: CONCLUSION AND RECOMMENDATIONS**

### **5.1. INTRODUCTION**

The Department of Public Works is faced with the challenge of ensuring effective provision of provincial infrastructure, management of infrastructure and the maintenance thereof. This study sought to establish the challenges that the Department is facing and their causal factors. This is the final Chapter in which conclusions from the four previous chapters will be highlighted and findings will also be briefly discussed in order to synergize them into the recommendations of the study.

### **5.2. CONCLUSIONS**

Chapter 1 of this study dealt with aim of the research, objectives of the research, research hypothesis, research methodology and design, and issues of ethics in social science research. It is mainly the summary of this research project.

In Chapter 2 literature was reviewed to give an overview of the Department of Public Works, to indicate the sources of authority that gave effect to the mandate of the Department of Public Works. The SDIP of the Department was also visited to indicate the service level of the Department and what is desired as an adequate service level. The works of other authors on the same topic were also visited. The literature reviewed on the topic focused mainly on internal processes as the ones affecting service delivery. Therefore, this study also tried to establish to what extent internal factors in the Department are affecting service delivery.



Chapter 3 of the study focused on the research design that was employed in this study. It is in this chapter where it was decided that the study would employ both qualitative and quantitative research designs. In this Chapter, the methodology for the data collection and data analysis was identified. The study assumed qualitative (face-to face discussion) and quantitative methods of data collection (questionnaires). With regard to data analysis the study used the Statistical Package of the Social Sciences (SPSS) to analyse quantitative data and Atlas for qualitative data.

Chapter 4 sought to present, analyze and also interpret collected data. It is in this Chapter where the information collected through questionnaires was subjected to the SSPS for presentation. Thereafter the information (output) from the SSPS was analysed and interpreted accordingly.

The research required two sets of questionnaires to be distributed. The first set was for external clients in which they were rating their level of satisfaction with regard to the way the Department delivers services. The respondents comprised of client's Department (Health, Education and the Premier's Office). Twenty five questionnaires were administered and 21 were returned after completion.

The second set was administered to the employees of the department in the core functions. Their questionnaire was mainly focusing on the challenges that they were experiencing with regard to service delivery, causal factors of those challenges and also improvement strategies suggestible. Findings from both types of questionnaires were discussed.

Chapter 5, this chapter seeks to round off all the work done in the research and present findings and recommendations of the study.

### **5.3. FINDINGS**

The following are the findings from the internal survey that was conducted.

#### **5.3.1. INTERNAL CLIENTS**

The internal survey that was conducted revealed the following findings:

Low Morale of employees.

Unavailability of work tools such as laptops, cellular phones and cars.

Lack of technical skills due to high staff turnover versus inability to retain.

The long supply chain management processes are worsening the long lead time with regard to service delivery.

The budget constraints challenge attests to the numerous service delivery problems that the Department is facing, for instance targets are not met, the unavailability of cars, the unavailability of work tools and to some extent inability to recruit and retain skills within the specified period.

#### **5.3.2. EXTERNAL CLIENTS**

The external clients survey revealed the following findings;

- ✓ Satisfaction levels are very low with regard to the way the Department consults its clients, gives information, handles complaints, redresses mechanisms, and the way the Department preserves its assets.

- ✓ External clients also indicated their dissatisfaction with the work that the project managers are doing in the field.
- ✓ They complained about biasness in the appointment of consultants and contractors. There is perceived corruption and favouritism.
- ✓ They complained that the Department does not have a capacity building programme for emerging and well established contractors.

#### **5.4. MEASURING THE HYPOTHESIS STATEMENT**

The stated hypothesis has been confirmed as follows:

- ✓ *The department of Public Works is indeed facing serious challenges in the provision of services to its clients. The analysis conducted proved that, if internal processes are attended to, service delivery is affected.*

#### **5.5. RECOMMENDATIONS**

The following recommendations are based on the findings from the internal customers who are the employees of the Department and external customers who are client Departments, consultants and contractors.

##### **5.5.1. INTERNAL CUSTOMERS**

The following are the recommendations based on the findings from internal customers or employees of the Department of Public Works.

###### **5.5.1.1. Change of organizational culture**

The issue of organizational culture is generally dismissed as a "soft issue" (both in public and private sectors) and thus not worthy of any serious attention.

However, various studies have demonstrated the centrality of culture in order to have effective and efficiently functioning organizations. After all, it is people who have to implement processes, systems and thereby deliver services. Technology, process and systems-based solutions on their own are essential but not sufficient to make organizations function optimally. It is people who make or break service delivery - through their work ethic, ethos, attitudes, behaviours and beliefs. Hence it is important to address the issue of culture in a systematic fashion by introducing a programme aimed at changing the behaviours of employees.

A programme is needed that will ensure a culture change process to foster appropriate behaviours and attitudes among public servants to reinforce the ethos of Batho Pele. Such a programme should recognise the influence of organizational culture on service delivery and highlight people issues in the attainment of organizational goals.

It may also be important to introduce and roll out the Belief Set - We belong, We care, We serve, through a series of:

- Workshops and leadership engagements in all service delivery points of the Department, as part of a broader process of culture re-orientation in the Department. A service-centric culture is a prerequisite for effective service delivery and therefore successful implementation of Batho Pele.
- Begin a process of institutionalizing and embedding the Belief Set through a series of workshops whereby various practical exercises on making the Belief Set real should be conducted.
- Create excitement, passion and better understanding about the Belief Set and Batho Pele (service delivery) in general.
- Motivate those employees that go beyond the call of duty through recognition and publicity.

- Deepen the understanding of Batho Pele as a noble Government service delivery policy deserving support and implementation by all who work in the Public Service.
- Catapult the subject of culture to the centre stage of the Department and thereby raise the level of consciousness about the subject matter. Generally the role of culture (both in public and private) in organizations tends to be dismissed as a "soft issue" and, therefore not worthy of any serious attention.
- As a result of the roll out of the new Belief Set, it is hoped that the Belief Set will positively influence the behaviour, attitudes, work ethic, code of conduct and value systems (and thereby the macro organizational culture of the Department).

The culture of the department has to change to one of efficiency and commitment to the provision of service for the betterment of the community.

As Pascale and Athor (1982 as quoted by Clarke 1994:2) state that, the art of the Japanese management has seen to achieve an excellent fit between super ordinate goals, strategy, structure, system, style, skills and staff. All these have to be integrated into the corporate culture that reinforces beliefs and values of organizations.

#### **5.5.1.2. Building capacity for service delivery**

Balt (2009:30) indicates that the majority of African people do not have access to government services. There is thus a need for developing capacity for the provision of public goods such as education, health centers, and social insurance. This exercise requires a fresh approach to service delivery: an approach that will put pressure on systems and processes, attitudes and behaviour within the public service and reorients them towards placing citizens at the centre of service delivery.

### **5.5.1.3. Developing human resource capacity**

Public servants in the 21<sup>st</sup> century are increasingly confronted with a range of demands as public policy and governance becomes more complex and contested. They therefore have to possess appropriate skills that will enable the state to achieve its developmental goals. Attracting the necessary skills to the public service becomes a key determinant of success. Departments must also create a working environment that makes the best use of available human resources, to enable it to transform the country as a whole. This requires a more sophisticated approach to human resource management than personnel administration and also requires meeting development and training needs of public servants in a strategic manner. Capable states must be able to retain their public servants. Remuneration of professionals and other technical staff and other human resource practices such as recruitment, succession and career pathing, employment equity, reward and recognition, and employment relations are factors that impact significantly on the retention of employees (Lenvin, 2009:31).

The Department needs to implement an integrated Human Resource Plan which will comprise of a Recruitment Plan, a Retirement Plan, a Workplace Skills Plan, an Equity Plan, and a Workplace Health Programme (Employee Assistance Programme) and a Change Management Programme.

### **5.5.1.4. Budget availability**

Budgetary constraints frequently restrict the pace of service delivery. For the Department of public works the issue of budget is becoming increasingly frustrating both for internal and external customers. From the data collected it was evident that employees of the Department are demoralized by the unavailability of working tools such as cars, laptops and cellphones. The reason

for the unavailability of these important work tools is blamed on the insufficient budget of the Department. It should be noted that the project managers' work is in the field, not in the office and if these important tools are not available, the quality of the work outside in the projects and customer satisfaction will be compromised.

It is recommended that even though there may not be sufficient budgets to satisfy all needs, attention must be given to the core functions of the Department. With the small budget allocated it is advised that a portion be allocated to address the unavailability of work tools in the core functions of the Department.

#### **5.5.1.5. Embarking on a process of continuous improvement**

##### Process Re-engineering

Process re-engineering is a radical approach to improve. In Process Reengineering, business processes are completely redesigned to eliminate non-value added activities to reduce errors and reduce costs. Unlike Total Quality Management, Process Reengineering is often imposed from above and frequently involves external consultants. Process re-engineering involves drawing a detailed flow chart of the existing business processes. Non-value added activities are identified and eliminated where possible. Managers must take care that process reengineering does not have a negative impact on employees' morale. Usually Changes imposed from above result in employees who are no longer needed.

Process Re-engineering has the following advantages

- ✓ It reduces unnecessary steps;
- ✓ It reduces opportunities for errors;
- ✓ It reduces costs;
- ✓ It increases efficiency and accountability;

Process re-engineering will assist in ensuring that unnecessary steps in the supply chain processes are identified and eliminated in order to shorten the lead time.

## **5.5.2. EXTERNAL CUSTOMERS**

The following are the recommendations from the external customers survey conducted.

### **5.5.2.1. Customer Relationship Management System (CRM)**

The use of the term customer care which is sometimes used interchangeably with the term service user is a new invention in the public service and epitomizes a culture that used to be the preserve of the private sector. At the moment the Department of Public Works is trying to meet its customers' needs by implementing projects and other related services as speedily as possible. One of the programmes introduced is the Infrastructure Delivery Improvement Programme (IDIP). This is a very good programme which is aimed at speeding up the delivery of infrastructure projects. However, this programme alone will fall short without a Customer Relationship Management System.

Customer care refers to the approach of an organization towards winning and retaining customers, the most critical activity of any organization that wishes to remain relevant. Customer care is achieved through putting customers at the centre of all activities and is seen by many as an integral part of quality service. One tool that is available for effective customer care and dealing with aspects of customer care is Customer Relationship Management (Bulumko, 2009:61). CRM has the following advantages:

- ✓ It improves management of customer information;
- ✓ It improves interaction and lasting relationships with every customer;



- ✓ It encourages effective communication based on needs and a demand for services;
- ✓ Information empowerment at all customer touch points; and
- ✓ Improved customer satisfaction and ultimately, transformation of the customer into a partner, resulting in increased returns;

The following are the initiatives that the Department can introduce in this regard:

- ✓ Planned meetings with stakeholders to discuss progress and provide information.
- ✓ Establishing a complaints handling system e.g. a customer care line which will handle complaints and suggestions for the improvement of service.
- ✓ Inviting client departments and other stakeholders to strategic sessions of the Department.

#### **5.5.2.2. Introduction of monitoring and evaluation systems**

Although the term monitoring and evaluation tends to be used together as if they are one thing, monitoring and evaluation are two distinct sets of organizational activities, related but not identical.

Monitoring is the systematic collection and analysis of information as a project progresses. It is aimed at improving the efficiency and effectiveness of a project or organization. It is based on targets set and activities planned during the planning phase of work. It also helps to keep the work on track and let management know when things are going wrong. If done properly monitoring is an invaluable tool for management, and it provides a useful base for evaluation.

Evaluation is the comparison of actual project impacts against the agreed strategic plans. It looks at what you set out to do, at what you have accomplished, and how you accomplished it. It can be formative (taking place during the life of a project or organization, with the intention of improving the

strategy or way of functioning of the project or organization. It can also be summative (drawing learnings from a completed project or an organization that is no longer functioning).

Monitoring and evaluation are geared towards learning from what you are doing and how you are doing it, by focusing on efficiency, effectiveness and impact (Shapiro, 2009: 3).

From the data collected it seems that the Department of Public Works is implementing monitoring and evaluation on adhoc basis and only when there is time to do it. Monitoring and evaluation should not be a *by the way* function in an organization. It is a very important aspect of an organization which assists in the attainment of strategic goals. It is important that the Department of Public Works establishes a unit that will take care of monitoring and evaluation in the Department. The unit should also be well resourced to maximize good results.

This system will assist in ensuring quality of work by project managers in the field as the external clients have already complained about the quality of work by project managers.

#### **5.5.2.3. Introduction of capacity building Programme**

Capacity building programme will assist contractors with regards to the management of projects, financial management, technical skills, human resource management and the process of raising financial guarantees where required. What came out clearly was that most of the emerging contractors are not growing due to poor financial management skills, the lack of technical skills and poor project management skills.

It will be beneficial for the Department of Public Works to consider implementing the recommendations listed above, even if not all at once. Gradual implementation can also yield good results at the end.

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# APPENDIX: 1

## QUESTIONNAIRE: INTERNAL

### RESEARCH TOPIC: SERVICE DELIVERY CHALLENGES FACING THE DEPARTMENT OF PUBLIC WORKS: LIMPOPO.

You are invited to participate in this study by completing the questions below. The information you provide will be treated as confidential and for the purposes of this study only.

Mark the most appropriate response with an X on close ended questions and fill in your own response for the open ended questions.

Interview Date \_\_\_\_\_

#### SECTION A: PERSONAL INFORMATION

##### 1.1. Gender

Male	1
Female	2

##### 1.2. Race

African	1
White	2
Colored	3

##### 1.3. Age

20-29	1
30-39	2
40-49	3
50-59	4
60 & above	5

1.3. In which programme are you working?



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1.4. What is your position and how long you were in the position?

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1.5. What are your responsibilities in the Programme?

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## **SECTION B: SERVICE DELIVERY QUESTIONS**

1. What are the main function(s)/responsibilities of the programme in which you are employed?

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2. What are the main objectives or the service delivery responsibilities of your Programme?

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3. What is the service delivery programmes currently in place in your programme department?

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4. Are you able to accomplish all your annual service delivery programmes?

Yes	1
No	2

5. If no, why, please explain all the challenges/ problems hindering the expected service delivery?

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6. What do you think are the root causes for the identified challenges?

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7. What strategies do you recommend to address the above mentioned challenges?

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8. As an employee for this department what role can you play to improve service delivery in your programme?

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## SECTION C: RESOURCES AND CAPACITY

How would you rate the capacity of the resources required to accomplish the service delivery responsibilities of the programme on a scale of 1 to 5 using the indicators listed below? Tick one only

1. Very good   2. Good   3. Better   4. Worse   5. Critical

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1	Size of the human personnel	1	2	3	4	5
2	Skill level of the human personnel					
3	Dedication of the human personnel.					
4	Budget allocation offered to the programme to accomplish its yearly programmes.					
5	Capacity of the programme to design programmes					
6	Capacity of the programme to implement programmes					
7	Monitoring tools					
8	. Evaluation tools					

9. Any other information/ comments relevant to the project.

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Name of interviewer

## APPENDIX: 2

### Limpopo Province Questionnaire to be completed by Clients (Public Works clients)

RESEARCH TOPIC: SERVICE DELIVERY CHALLENGES FACING THE DEPARTMENT OF PUBLIC WORKS: LIMPOPO.

#### *Introduction*

Thank you for taking the time to complete this survey. It is being conducted in order to determine the extent to which the department is meeting the needs, wants and expectations of the community. Ultimately it is the department's intention to use the results of the survey to implement specific initiatives in order to improve service delivery where required. Furthermore, it is also important for the Department to understand where services are currently meeting needs, wants and expectations in order that service delivery standards are maintained.

#### **SECTION A: PERSONAL INFORMATION**

##### 1.1. Gender

Male	1
Female	2

##### 1.2. Race

African	1
White	2

## Appendix B

Colored	3
1.3. Age	
20-29	1
30-39	2
40-49	3
50-59	4
60 & above	5

### ***Instructions***

You are required to rate your level of satisfaction with your Department on each of the questions using the scale below:

<b>Satisfaction Level (SL)</b>
If your satisfaction levels with your Department are very low, score 0
If your satisfaction levels with your Department are low, score 1
If your satisfaction levels with your Department are average, score 2

## Appendix B

If your satisfaction levels with your Department are high, score 3
If your satisfaction levels with your Department are very high, score 4
If, for some reason, you cannot allocate a score, mark the box with a cross (X)

Please note that every box should be completed with a 0, 1, 2, 3, 4 or a cross (X).

<b>A. Consultation</b>	
<i>What is your level of satisfaction with:</i>	
A1 The frequency with which the department consults your customers on current services	
A2 The frequency with which the department consults your customers on new services	
A3 The amount of time the Department gives your customers to provide their views when consulted	
A4 The method or forum the Department uses for consulting its customers	
A5 The feedback the Department provides your customers on how their views are being processed / addressed	
A6 The action the Department takes as a result of its customer's views	
<b>B. Services standards</b>	
<i>What is your level of satisfaction with:</i>	
B1 The range of services the Department provides	
B2 The speed with which the Department provides services measured against internal standards	
B3 The quality of services provided by the Department against internal standards	

## Appendix B

B4	The Department informing customers when service delivery delays	
B5	The Department responding to emergency requests	
B6	The Department communicating service delivery progress	
B7	The Department accurately delivering in line with specifications	
B8	The Department's progress on previously identified improvement initiatives	
B9	The physical environment in which the Department provides its services	
B10	The tools, equipment and other physical resources used by the Department for providing services	
<b>C. Access</b>		
<i>What is your level of satisfaction with:</i>		
C1	The ease with which the Department's services can be accessed by all the people	
C2	The ease with which the Department's service points can be reached by all the people	
C3	The Department's attempts to provide the services which are not yet accessible	
C4	The availability of the Department's personnel	

<b>D. Courtesy</b>		
<i>What is your level of satisfaction with:</i>		
D1	The manner in which you are treated by the Department's personnel	
D2	The willingness of the Department's personnel to handle queries, requests and complaints	
D3	The ability of the Department's personnel to deliver on promises and commitments	
D4	The manner in which the Department's personnel communicate progress on queries, requests and complaints	
D5	The availability of key personnel in the Department, after hours in an emergency	
D6	The Department's personnel being easily identifiable	
<b>E. Information</b>		
<i>What is your level of satisfaction with:</i>		



## Appendix B

E1	The Department informing your customers of what services are being provided	
E2	The Department making your customers aware of where to obtain the services	
E3	The Department making your customers aware of how to obtain the services	
E4	The Department making your customers aware of what new services are being planned	
E5	The relevance and usefulness of information provided by the Department	
E6	The frequency of information provided by the Department	
E7	The speed with which information is released by the Department	
E8	The methods/forums the Department uses for providing information	
E9	The Department's ability to provide clear and unambiguous information	
<b>F. Openness and Transparency</b>		
<i>What is your level of satisfaction with:</i>		
F1	The access your customers have to the Department's information	
F2	The quality, including accuracy and honesty of information provided by the Department	
F3	The extent to which the Department's performance is made known	

<b>G. Redress / Complaints Mechanisms</b>		
<i>What is your level of satisfaction with:</i>		
G1	The speed with which the Department resolves problems	
G2	The extent to which the Department admits and addresses its mistakes	
G3	The ability of the Department's personnel to handle queries, requests and complaints timeously	
G4	The Department's complaints handling system	
<b>H. Value for money</b>		
<i>What is your level of satisfaction with:</i>		
H1	The way the Department spends its money	
H2	The way the Department conserves its assets	

## Appendix B

H3 The services delivered by the Department versus what your customers pay for these services (value for money)	
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### Comments

If there are any additional comments, please make them in the space provided below and indicate, if applicable, which questions they relate to.

Question	Comments