



**MULTI-STAKEHOLDER PERSPECTIVES ON SERVICE DELIVERY: The Case
study of KZN**

Department of Agriculture and Rural Development

By

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**Dissertation submitted in fulfilment of the requirements for Master in
Management Sciences Specialising in Public Management**

Faculty of Management Sciences

DURBAN UNIVERSITY OF TECHNOLOGY

Draft Dissertation for approval

APRIL 2022

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ABSTRACT

Public service is considered as complex and turbulent terrain that requires diligent attention in respect of ensuring that the public needs are dealt with in a manner that is always satisfying their interests. In the public domain there is a perception that at times Government is failing to keep up the pace of fulfilling the basic needs of its constituency as result of corruption. As a result the above-stated statement that this study saw a need to validate or dismiss this perception. It sought to achieve this by exploring the perceived challenges in the eyes of the public in order to determine whether there are challenges or impediments for government to deliver on its service delivery charter commitments.

Therefore the study ventured into a territory of a service delivery rendered by the KZN Department of Agriculture and Rural Development (KZNDARD) in order to generate a new knowledge and to contribute to the gaps that may have not been explored by previous studies in the same territory. The study in its research design employed mixed approaches which combines both qualitative and quantitative analysis. Creswell (2003) contends that other than these preceding approaches it is less known about other approaches in collecting and analysing both forms of data in a single study.

Accordingly, a qualitative research design method was more than relevant in determining of who is accountable in managing the service delivery in KDNDARD as a Provincial Government that is tasked with the service delivery mandate at the provincial level. Qualitative exploration in this study served a great deal in unpacking the various stakeholders' perception in relation to issues of accountability in KZNDARD. The researcher's task in this instance was qualitative research design that was exploratory and descriptive in order to investigate the meaning that primarily

concerned the stakeholders that are within the whole study. The stakeholders that were interviewed were Departmental officials which spread across managers, junior officials, farmers, farmers associations and unions. The researcher investigated the interpretation of this multi-stakeholders perceptions regarding the accountability of the Department in rendering their needed service.

In addition to the qualitative analysis the researcher employed quantitative analysis as apart of the research design. However in this instance quantitative analysis came in to play by perusing and analysing the available data. Data analysis was done according to Tesch's method that was foregrounded in Creswell (1994:155) which talks about steps whereby the transcripts of the interview with officials and farmers about their service delivery were analysed. SPSS version 22 software electronic system was used to interpret and analyse all the data.

The conclusion of the study reveals the gap and the need of communities that are self-sufficient who do not depend on governments various services. Communities must be in a position to take their own decisions to implement whatever Programme of Action (POA) they are wanting to embark on. Their capacity on self-reliance will enable them to have a monitoring and evaluation track system that will detect the non-delivery syndrome of government and its officials. Even if the government officials are not committing themselves to the service delivery charter, it would be easier for them to monitor them.

ACKNOWLEDGEMENTS

My sincere appreciation goes to the Lord for rendering me courage, wisdom and persistence, to complete this research. My colleagues in KZNDARD are also not forgotten for their dedication, support and assistance. This gratitude also goes to all respondents who participated in this study.

My dearest appreciation to my wife Mbali, my son Musawakhe and my daughter Amahle for their understanding, patience and support they offered in the time of involvement in the study

Lastly, I would like to thank my supervisor Professor Krishna Govender who supported me all the way. Although he was very hard and demanded quality output, his perseverance to work with me displayed his personal traits of hard work, dedication, and support. Your continuous support and tenacity has contributed to my personal growth.

To those who are not mentioned above who contributed in one way or the other to this study, I thank you for your support.

DECLARATION

I, Enock Musawenkosi Sithole, hereby declare that the work presented in this Dissertation is my own work and all sources used have been duly acknowledged and referenced.

Enock Musawenkosi Sithole

13/04/2022
Date

LIST OF ACRONYMS

ANC	African National Congress
APAP	Agricultural Policy Action Plan
APRM	African Peer Review Mechanism
APSDPR	Africa's Public Service Delivery and Performance Review
ARD&TI	Agricultural Research Development and Training Institution
CFO	Chief Financial Officer
CSIR	Council for Scientific and Industrial Research
DAEA	Department of Agriculture and Environmental Affairs
DARD	Department of Agriculture and Rural Development
DDG	Deputy Director General
DPSA	Department of Public Service and Administration
DUT	Durban University of Technology
GDP	Gross Domestic Product
HOD	Head of Department
HRM	Human Resource Management
IFSS	Integrated Food Security Strategy
IGDP	Integrated Growth and Development Policy.
IPAP	Industrial Policy Action Plan
IRD	Integrated Rural Development
IREC	Institutional Research Ethics Committee
KMO	Kaiser-Meyer-Olkin
KZN-DAEA	KwaZulu-Natal Department of Agriculture and Environmental Affairs
KZN-DARD	KwaZulu-Natal Department of Agriculture and Rural Development
MBO	Management by Objectives.

MEC	Member of Executive Committee
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NDP	National Development Plan
NEPAD	New Partnership for Africa's Development
PGDS	Provincial Growth and Development Strategy
POA	Programme of Action
PSC	Public Service Commission
RDP	Reconstruction and Development Programme
SACP	South African Communist Party
SONA	State of Nation Address
SPSS	Statistical Package for the Social Sciences
STATSSA	Statistics South Africa
TIPS	Trade and Industrial Policy Strategies

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CHAPTER 1

INTRODUCTION TO THE STUDY

1.1 BACKGROUND

Section 40 (1) of the Constitution of the Republic of South Africa (Act 108:1996) stipulates that the government consists of provincial, local, and national, domains which are distinctive, yet interrelated and interdependent. In Section 103 (1) of the Constitution, the provinces are registered as Free State, KwaZulu-Natal, Eastern Cape, Northern Cape, Mpumalanga, Gauteng, Northern Province (now known as Limpopo), North West, and Western Cape. Section 195 (1) states that democratic principles and beliefs enshrined in the Constitution should be the cornerstone of the management of all public administrations (The Constitution of the Republic of South Africa, 1996:107).

The above Section also stipulates:

- The promotion and maintenance of professional ethics that are of a high standard.
- The promotion of efficient, economic, and effective use of resources.
- Public administration that is development-oriented.
- Provision of fair, impartial, and equitable service without any bias.
- The public must be encouraged to participate in policy-making and people's need must be met.
- Public administration must be accountable.
- Fostering transparency through providing timely, accessible and accurate information to the public.
- Cultivating good human-resource management and career-development practices to maximise human potential.

- Public administration must be broadly representative of the South African (SA) people, with employment and personnel management practices based on ability, objectivity, fairness, and the needs to redress the imbalances of the past to achieve broad representation (The Constitution of the Republic of South Africa of 1996:107). In addition, Section 3 (2) of the Constitution stipulates that all inhabitants must adhere to the law of the country. Service delivery is a priority for the government to ensure that the constitutional rights of the citizens are upheld. Since good service delivery is the main purpose of the all the departments, the Leaders in the public service have the responsibility to guarantee good service delivery which enhances human life.

According to Dorasamy (2010), ethical culture underpinning purpose-driven leadership is viewed as an effective approach that will promote the broader interests of society in respect of public service delivery. In his speech in parliament in 2005, the former South African president, Mr Thabo Mbeki, stated that poor service delivery will harmfully affect the stability of South Africa in the near future. Thus, any government should try to have a better understanding of any protests due to poor service delivery (Akinboade, Mokwena and Kinfack 2013).

Determining the type(s) of services that must be rendered to society to improve its general welfare is not always an easy task, especially if one takes into consideration that different groups in society have different needs and expectations, such as the provision of water, sanitization and electricity. Therefore, it is obvious that a government which promises free health care, education and housing to the poor and destitute, will embark on action to render the required services (Du Toit *et al.*, 1998).

The Freedom Charter adopted at the Congress of the People at Kliptown, Johannesburg”, on 26 June 1955, “forms part of the constitutional obligations with the following important declarations:

- The people shall govern;
- All national groups shall have equal rights;
- The people shall share in the country’s wealth;
- The land shall be shared among those who work it;
- All shall be equal before the law;
- All shall enjoy equal human rights;
- There shall be work and security;
- The doors of learning and culture shall be opened;
- There shall be houses, security and comfort; and
- There shall be peace and friendship” (Freedom Charter, 1950:1).

The Constitution has been developed by considering the above mentioned declarations (Saidi, 2013:2). In South Africa, the apartheid regime implemented laws and practices which perpetuated economic injustices which caused high unemployment rates, poor infrastructure and service provision (Hlongwane, 2011). The democratic government in 1994 was required to remedy the inequalities by promoting equality and providing good living conditions to the entire population especially to those who were disadvantaged by the previous governments. In an effort to eradicate poverty, the democratic government of South Africa initiated a series of development projects which brought infrastructure related services to the underprivileged and attempted to diminish the colossal backlog (Hlongwane, 2011).

The aim was to increase community participation, improve service delivery, and promote the improvement of the lives of poor people through local governance (Hlongwane, 2011). According to Ngidi and Dorasamy (2009), prior to 1994, the South African public service had been preoccupied with the implementation of exclusive practices and preferential treatment, and uneven standards of service across different population groups in accordance with the doctrine of separate development throughout history. Given this emphasis, it has always been administrative in nature, which amounted to acceptance of the status quo with due disregard to human rights considerations and the impact of those policies on the recipients (Ngidi & Dorasamy, 2009).

The South African Constitution (Act 108:1996) states that public state administration should abide by a number of rules and principles which include that people's needs must be addressed; it must be accountable, transparent and development-oriented. It means that the government departments and other institutions must ensure that they put people first. This will give reason to question the effectiveness of ensuring that citizens receive the services they were promised, and that they are empowered to participate in the decisions on public service delivery meaningfully (Public Service Commission, 2012). Therefore, public service managers must guarantee that the programmes are in line with the expectations of the community, it will be a long-term commitment and it must involve the effective use of resources (Van der Waldt & Du Toit, 1999).

Therefore, the primary function of the government is to satisfy the peoples' service delivery needs by providing services which promote the general welfare of the

community. The transformation of needs into services takes place through the performance of certain government functions and through certain structures (Schwella, 1995).

The SA government has managed to provide basic services to the people, as is evidenced by the following: 82% of households received electricity, 95% of households received water, 75% of households received housing, and it is committed to do more (SONA, 2015). It is important that the SA government takes a centre position to guarantee effective and efficient delivery of public service to the people. Challenges identified by the government in service delivery include: the need to address the complexities of cooperative governance across government spheres and geographical boundaries; the need to reduce the infrastructure backlog for the provision of services; the delivery of enhanced service delivery reach, and access to constituent communities (Council for Scientific and Industrial Research, 2011). From an individual perspective a satisfied customer or citizen (beneficiary) of the service will be more willing to pay for services provided (Zulu, 2006).

The Premier of KwaZulu-Natal in his 2016 State of Province address indicated:

“We have a clear plan of action expressed in our Provincial Growth and Development Plan setting clear targets of what it is that we have to achieve to ensure that we realise this Vision. We confirm our commitment to the Key National Priorities and 9 Point Plan, namely, Revitalisation of agriculture and agro-processing value chain (APAP) remains a critical component of our economy to unlock growth and expand employment opportunity. It is for this reason that we are currently implementing a KZN Agrarian Transformation Strategy, which will contribute to rural economic development,

increased production, job creation, and market access for farmers mainly in rural areas through their integration into global value chain” (KZN State of Province Address, 2016:3).

The former Premier of KZN, Mr. E.S. Mchunu further indicated, “there is a programme for the development of commercial farmers, including new entrants, small scale, and land reform farmers, we have 3483 beneficiaries. The agricultural sector including forestry and livestock farming saw an increase in employment, which rose to 134 000 from 11 000 at the end of September 2015” (KZN State of Province Address, 2016:3). The Department of Agriculture and Rural Development’s (DARD¹) vision is captured as follows: A united, sustainable and vibrant agricultural sector with thriving rural communities in balance with nature, and the mission is to promote through partnership, sound agricultural practices that promote economic growth, food security, and advancement of rural communities in KwaZulu-Natal.” The core values of the department are as follows:

Batho Pele Principles and service orientation - Departmental officials will conduct themselves in a manner befitting a government that is caring, dedicated, and pro-poor, influenced by the spirit of Ubuntu.

- **Self-sufficiency and independence** – the Department commits itself to the promotion of self-sufficiency in all its interventions and focuses on the empowerment of the people to be more independent and entrepreneurial.
- **Cooperative governance and working together** – the Department will continuously engage in joint planning and coordination with stakeholders and

government entities in order to ensure holistic, integrated, and coherent government programmes.

- **Professionalism** – the Department's employees must perform their duties in a professional, ethical (open and honest) and value adding manner.
- **High Staff Morale** – the Department is committed to facilitate in a constructive and supportive work environment.
- **Development and recognition** – the Department's employees are recognised as its most valued asset and therefore it inspires to ensure the on-going development,
- recognition of an effective and professional team (KZN-DARD Service Improvement Plan, 2015:9).

KZN-DARD further developed Batho Pele Principles, which in terms of the White Paper on Transforming Public Service Delivery (Government Gazette No. 18340), 1997 are as follows:

- **Consultation:** Citizens should be consulted about the level and quality of the public services they receive, and wherever possible, should be given a choice about the services that are offered.
- **Service Standards:** Citizens should be told what level and quality of public service they will receive so that they are aware of what to expect.
- **Access:** All citizens should have equal access to their services which they are entitled to.
- **Courtesy:** Citizens should be treated with courtesy and consideration.
- **Information:** Citizens should be given full, accurate information, about the public service they are entitled to receive.
- **Openness and Transparency:** Citizens should be told how national and provincial departments are run, how much they cost, and who is in charge.

- **Redress:** If the promised standard of service is not delivered, citizens should receive an apology, a full explanation, a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response.
- **Value for Money:** Public services should be provided economically and efficiently in order to give citizens the best possible value for money.
- **Encouraging Innovation and Rewarding Excellence.** The department should ensure that an environment conducive to the delivery of services is created to enhance the capacity of their personnel to deliver good services.
- **Service Delivery Impact:** The department should measure and report regularly, using the sum total of all Batho Pele initiatives, the impact of the Batho Pele based on service delivery on the lives of the citizens of KwaZulu-Natal.
- **Leadership and Strategic Direction:** All the leaders in the service delivery chain should provide direction, create alignment, engage staff, create effective partnership, and demonstrate ethical and sound values.

It is clear that the Department (DARD) has committed to quality public service delivery which will also encapsulate the Service Delivery Commitment Charter. The democratic element of service delivery requires, *inter alia*, the practice of public participation and consultation in the rendering of public services.

In terms of the Constitution of the Republic of South Africa, (Act 108:1996), the transformation agenda has been characterised by representativeness and participation with respect to the form and substance of the public service. The first order of business upon attainment of democracy in 1994, was consolidation of the disparate administrative systems into a unified public service premised on a different value set (inclusive, as opposed to exclusive), which resulted in 176 departments

reorganised into one system with the same standards and values (Ngidi & Dorasamy, 2009). The guidelines from community values include among other things, value systems and religious doctrines; reasonableness and fairness; balanced decision-making; probity, thoroughness, and honesty; effectiveness and efficiency (Van der Waldt & Du Toit, 1999).

Public managers are experiencing these specific tasks: a clear and realistic vision for the department; creativity in managing change and solving problems; consultation with and participation of role players; making the department people-oriented and not bureaucratic; management development and training; the ability to determine priorities; to be the initiators of change; to achieve the stated objectives of the department; service delivery and social equality; sound labour relations and professional ethos and recognition of values, norms and standards of all communities within the South African society (Van der Waldt & Du Toit, 1999).

It is against the above mentioned background that this study seeks to examine the challenges in providing effective, efficient, and quality services to the community, using the DARD as a case study. Ijeoma and Sambuthu (2013) highlight that, to effectively and efficiently meet the citizens ever changing needs, governments around the world are increasingly searching for the best mechanisms to improve the extent to which public office holders can be effectively held accountable and responsible for their actions. The policy implementation process encompasses various activities which aim at converting the goals and objectives of various policies into public goods and services (Mfene, 2013). This study attempts to expand on public accountability which

could test the socio-political environment in order to come up with relevant and objective recommendations to improve service delivery by DARD.

However, it is possible that communities are highly politicised or less educated; for example, conducting investigations in rural areas is not similar to urban areas. In rural areas, the community still believes in old-style ways of doing things, but in the urban areas the community is sometimes highly politicised, educated and more demanding. The ever changing political and social spectrum seems to equate the behaviour, since rural communities are believed to be submissive and quiet, which has denied them proper quality service delivery.

The former President, Mr Jacob Zuma stated during SONA 2010 that “the public service has to respond to the call to make this term one of faster action and improved state performance. We require excellence and hard work. The fundamental function of good governance in the public sector is to ensure that state entities achieve their intended outcomes while acting in the public interest at all times with value for money. Good governance is about achieving intended outcomes, acting in the public interest at all times and value for money. The King IV Report on Corporate Governance elaborated that the organization should have ethical culture, corporate citizenship, sustainable development, stakeholder inclusivity and responsiveness, integrated thinking and reporting, and is an integral part of society” (Zuma, 2010, cited by Maimela, 2017). Since the above views are regarded as integral to determining the challenges to service delivery, this study conducted in the DARD will serve to shed more light into service delivery by the Department.

1.2 THE PROBLEM STATEMENT

The fundamental purpose of government departments is to provide services to satisfy public needs. Public service leaders have to decide how best to achieve their organisation's purpose, namely, meeting human needs and enhancing human life. An ethical culture underpinning purpose-driven leadership is viewed as an effective approach that will promote the broader interests of society in respect of public service delivery (Dorasamy, 2010).

Former South African President Thabo Mbeki indicated in parliament in 2005, that poor service delivery could in the long run negatively affect the stability of South Africa. Thus, understanding participation in service delivery protests is essential (Akinboade *et al.*, 2013). The question which needs attention is, who determines what types of services must be rendered to society in order to improve its general welfare? This is not always an easy question to answer, especially if one takes into consideration that different groups in society have different needs and expectations. An affluent community may, for example, expect government to provide more money for research in the field of organ transplantation. Alternatively, poor and unemployed people have a far greater need for free basic health care. It is evident that a government which promises free health care, education and housing to the poor and destitute, will embark on action in these fields to render the required services (Du Toit, *et al.*, 1998).

Based on the above, this study investigates the challenges to public service delivery by the KZN-DARD which has recently gained much publicity and media attention arising from inter-alia, the delivery of agricultural inputs and tractors for ploughing the

filed. This study will enhance the understanding of and need to address issues before they present a challenge to effective and efficient service delivery.

In the empirical context of KZN - DARD, there have been complaints which vary from service delivery to alleged maladministration and corruption that have hampered service delivery. The customers or clients were greatly affected since the Department is not fulfilling its obligations such as sustainable resource management, farmer support and development, veterinary services, technical research and development services, agricultural economics, structured agricultural training, rural coordination and social facilitation.

According to the former KZN Department of Agriculture and Environmental Affairs (KZN-DAEA) Member of Executive Committee (MEC), Dr B.M. Radebe, "there is no time to make promises but service delivery should be a priority" (Budget Policy Speech, 2013/14). The KZN-DAEA is currently undergoing a number of forensic audits since there is no approved organizational structure and various posts are occupied by incapable personnel. The aforementioned could be deduced as the underlying factor which needs to be investigated, as well as explanations for why there are challenges such as the high turnover of Members of Executive Committees (MEC's) and the Head of Departments.

At the time of this study, the communities mainly involved in agricultural activities are facing adverse weather conditions which contributes to their farming challenges. Farmers experience challenging times, since seeds are delivered late, and this forces them to plant out of season, which impacts expected yields. In his speech, Dr B.M.

Radebe, the former MEC for KZNDEA stated as follows: “Honourable members you might have picked this on the national news networks across the country, but I had to do something about the wasteful expenditure that I found in the Department. The forensic investigation was as a result of the tractors, equipment, fertilizers and seeds that were just abandoned at some of our offices around the Province. The other serious concern was the levelling of sites without proper consultation with the relevant stakeholders. Some of these sites affected our communities negatively as some were used for religious purposes” (KZN Budget Speech, 2014).

With regard to the achievement of planned targets in 2012, of the 157 planned, only 96 were achieved, which implies that 39% of “total planned targets were not achieved during the year under review. In 2013, 43 of the 129 planned projects for the year, which represents 33% of planned projects. This is a result of the Department not considering relevant systems and evidential requirements during the annual strategic planning process,” (Auditor General-South Africa: 2013). The targets were not realistic and the achieved targets are not tangible or verifiable.

The New Partnership for Africa’s Development (NEPAD) considers an enhancement of agricultural performance as “critical in improving rural people’s purchasing power, which will also lead to higher demand for African industrial goods. There are some references in the programme to small-scale farming and women farmers but the thrust is on large-scale private investment in agriculture” (APSDPR, 2012).

1.3 SIGNIFICANCE OF THE STUDY

Since the former President of the Republic of South Africa, Mr Jacob Zuma has committed to ensuring service excellence, efficient and effective quality service delivery, it is therefore important that the study highlights the areas of concern and offer insights into possible solutions.

1.4 AIMS OF THE STUDY

The overall aim of this study was to determine the quality of services rendered and the conditions under which services are provided by the KZN Department of Agriculture and Rural Development.

The main objectives of the study are:

- (a) To determine the level of service delivery by KZN Department of Agriculture and Rural Development;
- (b) To understand the impact of Batho Pele support towards service delivery;
- (c) To determine the commitment of KZDARD officials towards service delivery; and
- (d) To determine the challenges and constraints to effective public service delivery to the agricultural community.
- (e) To highlight the important roles played by the stakeholders and the communication of KZNDARD services responsibility.

1.5 RESEARCH QUESTIONS

A research question is an answerable inquiry into a specific concern or issue. This study attempts to answer the following key questions:

- (a) What is the level of service delivery by the KZN-DARD?
- (b) To what extent does Batho Pele support the service delivery?

- (c) What commitments towards service delivery, the Departmental officials wish to achieve?
- (d) How to respond to challenges and constraints in service delivery?
- (e) Given that stakeholders plays an important roles, who will be responsible to communicate services rendered by the KZND-DARD?

1.6 HYPOTHESIS/ ARGUMENT

According to a report in the Mercury (06/05/05), although the provincial government has now channelled massive resources to municipalities to enhance the delivery of services, not much has been achieved to date. The standard of living has barely changed. This is and indicator that something is wrong somewhere.

In this research seeks to make a substantial contribution to ensure that the challenges are minimized by identifying the root causes of problems and suggest the possible practical solutions to assist the KZN-DARD.

1.7 LIMITATIONS OF THE STUDY

As a case study, the researcher focused only on the KwaZulu-Natal Department of Agriculture and Rural Development, the officials and the stakeholders as respondents. Political interference, poor participation, lack of individual or group support, budget, time and costs are regarded as limitations but did have a negative impact on the findings or conclusion of this study. Eliminating such inferences would improve robustness and off-set any negative considerations (Ijeoma & Sambumbu, 2013).

1.8 STRUCTURE OF THE DISSERTATION

This study contains six (6) chapters

Chapter 1: Introduction and aims of the study. This provided the general introduction to the study, declared the problem statement, the research hypothesis, the theoretical framework, the research objectives, and the research methodology.

Chapter 2: Literature review delivery challenges on service

This chapter was a presentation of literature review which also brings in the International literature in order to surface contrast and similarities with the findings to the research.

Chapter 3: Research Methodology to be followed.

In this chapter, a researcher enters a real situation in order to understand it by practically applying and illustrating the use of Research Methodology in relation to the provision of service delivery by KZNDARD as provincial government Department in KwaZulu-Natal.

Chapter 4: Analysis of Results.

A detailed analysis of data and the findings on the work covered during the implementation of service delivery that was implemented by KZNDARD.

Chapter 5: Discussions of Results.

In this chapter researcher identifies core elements of the approach that he feels added value to the perception of those who are capable of unleashing change initiatives.

Chapter 6: Conclusions and Recommendations.

It is contended that such an examination may enhance the provision of service delivery in order to improve the provision of service delivery by government and public service officials.

1.9 CONCLUSION

This introductory chapter provided a background to the study. The issue of service delivery was discussed within the context of South Africa in general and the KZN Department of Agriculture and Rural Development in particular. More specifically, the research aim, objectives and research questions were outlined.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

Governments around the globe are facing service delivery issues and resource challenges. Citizens view government agencies as confusing as citizens are not sure who in the department (agency) can attend to their queries. Furthermore, responses to their queries provided by the public service does not often meet the citizens' expectations (DPSA, 2009).

The development model for South Africa seeks to reverse the authoritarian and non-transparent workings of the apartheid state machinery by adopting mechanisms that introduce" and strengthen "procedural democracy" (World Bank, 2011:14). "For instance, citizen participation and consultations with business and labour often referred to as stakeholder participation, are formally required in drafting legislation and in all subsequent policy formulation and review" (World Bank, 2011:14).

"After the democratic election in 1994, the African National Congress had implemented a number of project in the effort of fulfilling its promises. The Reconstruction and Development Programme (RDP) as one of the projects, aimed at integrating development, growth, and redistribution into a unified programme" (Khosa, 2000:35). Hanekom and Thornhill (1993:131) highlighted that the Reconstruction and Development Framework, as adopted by the democratic government of South Africa, as well as an analysis of the prevailing conditions, indicate that the country's previous apartheid dispensation destroyed the political, economic, social, and psychological fabric of South African society by creating:

- a politically charged society ;

- a majority population that has experienced an unfair and exploitative work environment ; and
 - the lack of the skills and knowledge required to compete in the global arena” .
- “At the core of the 1994 ANC election campaign was a promise to implement a radical programme to improve the quality of life for all, especially for the broad masses of disenfranchised South Africans” (Khosa, 2000:247).

It was then clear that the democratic government had to confront the challenges of the past to ensure that the nation enjoys the fruits of freedom in their lifetime. This chapter will discuss service delivery in South Africa, the current service delivery challenges in KZN-DARD, as well the relationship between the KZN-DARD, farmers, farmers’ associations and farmers’ unions.

2.2 SERVICE DELIVERY IN SOUTH AFRICA

After decades of governing, the ANC still finds itself short in delivering better health services, better housing systems, and better education and in reducing poverty (Nengwekhulu, 2009). According to Pieterse and De Vries (2013), the main task now is to guarantee that this strong state and its procedural democracy achieve a more vital transformation towards a state that is receptive and accountable to all its citizens, including those who have yet to benefit from its public services.

The central objective of the Reconstruction and Development Program (RDP) (1994) is: “to improve the quality of life of marginalised and poor people in the communities in South Africa. Empowering the poor in the communities will allow them to have control over their lives and will increase their capacity to mobilise enough development

resources, including from the democratic government where necessary. The RDP reflects a commitment to grassroots, bottom-up development which is owned and driven by communities and their representative organisations” (RDP, 1994:3).

The separate economic conditions still prevail in South Africa, with resources and wealth concentrated in the first economy, and disadvantaged and poverty concentrated in the second. Certain legacies of apartheid make this inequality deeply structural, particularly the:

- “Centralised monopoly structure of South Africa’s core economy, including legacy.
- Labour market laws and the highly skewed distribution of assets such as land and capital.
- Spatial legacy of Bantustans and apartheid cities, and
- Legacies of deep inequality in the development of human capital,” (Pieterse *et al.*, 2013).

The second economy identifies these structural issues as the main causes of poverty, alienation, and mixed economic and fiscal performance, which has not reduced the huge structural unemployment problem (Trade & Industrial Policy Strategies (TIPS), 2009). The African Peer Review Mechanism (APRM) cautions that the top-down, centralist, approach taken by the South African government to deliver services and build local capacity raises serious apprehensions. A bottom-up approach was suggested to vest legal authority and local governance responsibilities in local communities. It is therefore the responsibility of local governments to effectively implement democracy at the grassroots and engender development from bottom-up” (APRM, 2007:45).

The shortcoming of the first phase of the National Democratic Revolution (in South Africa) has been that our major redistributive socio-economic efforts have been conceptualised as top-down state delivery programmes. The population has been turned into “beneficiaries”, “recipients”, “clients”, and “customers” of redistributive state “delivery”, and not active participants, “motive forces”, or “productive protagonists of transformation. Individual privilege rather than collective responsibility has often become a prevalent attitude,” (SACP,2015:10).

According to SACP (2015), these dynamics have created three related problems:

- As the government’s massive redistributive effort gets overwhelmed by the scale of problems, or falls behind rising and often legitimate expectations, or fails to deliver equally at the same time to everyone so popular, anger turns on government. The top-down redistributive delivery model based on insufficient fiscal resources sets up government as a sitting duck target for anger and frustration, while monopoly capital disinvests and largely escapes blame. In fact, monopoly capital funds the diversionary ideological assault on government’s incompetence and corruption (while often colluding, exactly with this corruption).
- The tendency to transform our popular mass base into individual or household beneficiaries, recipients, clients of government delivery also tends to undermine the potential cohesion of poor communities.
- The effective de-mobilization of popular forces by the top-down, state delivery model of redistribution has also deprived us of an important means of transforming the state itself (SACP, 2015).

The contention over the need for provinces was considerable. The KwaZulu-Natal and the Eastern Cape Province advocated for strong, elected provincial structures instead of the idea of weak provinces advocated by the African National Congress (ANC). The ANC finally adopted the idea of federalists promoted by the two provinces namely Eastern Cape and KwaZulu-Natal. Once established, the provinces had to have functions, hence Schedules 4-5 of the Constitution. During these negotiations, the localists argued for metropolitan area independence from provinces, but this approach was successfully opposed by both the federalists (who worried that the ANC would dominate in Durban and Cape Town, thereby eviscerating the KwaZulu-Natal and Cape Provinces) and more hierarchically oriented elements of the ANC. As it prepared to govern, the ANC was designing the Reconstruction and Development Programme aimed particularly at redressing service delivery and housing imbalances in favour of the disadvantaged majority (World Bank, 2011). The “Reconstruction and Development Programme were consciously supply-driven, and given the vast disparities imposed by the apartheid regime; this choice was widely viewed as justified. The supply-driven approach meant that functions that could be delivered effectively by local governments and communities, particularly housing, were reserved for national and provincial implementation,” (World Bank, 2011:13).

Chapter 2 Section 4 (1) of the 2008 Public Administration Management Bill, “stipulated that the Head of a national or provincial institution must establish and maintain the prescribed service charter setting out measures to:

- Improve the efficiency and quality of, and accountability for, services to best meet the needs of the recipients of such services; and

- Foster a culture of service delivery, professionalism, and ethical conduct among employees” (RSA Public Administration Management Bill, 2008:9).

The Provincial Growth and Development Strategy (PGDS, 2011) confirmed that many instances of unintended and the lack of integrated service delivery and too many instances of unintended misalignment continue to bedevil delivery in the programmes of government. Addressing these issues is possible and it is one of the biggest challenge of government as a whole.

The central objective of the Reconstruction and Development Program (RDP) is to improve the quality of life of marginalised and poor people in the communities in South Africa. Empowering the poor in the communities will allow them to have control over their lives and will increase their capacity to mobilize enough development resources, including from the democratic government where necessary. The RDP reflects a commitment to grassroots, bottom-up development which is owned and driven by communities and their representatives’ organisations (RDP, 1994).

2.3 LEGISLATION APPLICABLE TO PUBLIC SERVICE DELIVERY

Since 1994, several policies to address South Africa’s poverty and inequality have been followed, which were encapsulated in the RDP and a variety of legislative initiatives. However, the inability of the government to address social problems and especially to eradicate poverty have been much criticized.

2.3.1 Constitutional applicability on Service Delivery

“Constitutionalism requires that all actions by public employees should be in accordance with their country’s constitution. In a democratic society the constitution

attempts to protect human rights, entrench democratic governance and ensure proper practice in public institutions” (Schwella *et al.*, 1996:15).

According to Section 40 of the 1996 Constitution, the government comprises national, provincial, and local spheres of government which are inter-dependent, distinctive, and interconnected. Section 195 (1) of the 1996 Constitution of the Republic of South Africa, makes an endowment for the establishment of a public administration ruled by democratic values and doctrines as follows:

- “A high standard of professional ethics must be promoted and maintained;
- Efficient, economic and effective use of resources must be promoted;
- Public administration must be development-oriented; services must be provided impartially, fairly, equitable and without bias ;
- People’s needs must be responded to, and the public must be encouraged to participate in policy-making;
- Public administration must be accountable;
- Transparency must be fostered by providing the public with timely, accessible and accurate information;
- Good human-resource management and career-development practices, to maximise human potential, must be cultivated; and
- 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” (Republic of South Constitution of RSA, 1996:107).

The democratic values and principles seek to guide the government institutions to ensure that there is transparency and fair distribution of resources, as well as maintain accountability.

2.3.2 White Paper on the Transformation of the SA Public Service

The post-Apartheid government inherited a country with deep economic and social inequalities. "In the spirit of national reconciliation, the post-apartheid government adopted and implemented RDP to turnaround and reunite the society towards a common purpose, that of a more coherent society and equitable society. In the course of implementing the reconstruction and development programmes, South African public service will play a major role as the executive arm of the government. In effectively fulfil this role, the service will need to be transformed into a competent, coherent, representative and democratic instrument the implementation of government policies and addressing the needs of South African population" (White Paper on the Transformation of the Public Service, 1995).

2.3.3 The Public Service Act 103 of 1994

The objective for the above act is to provide the organisation and administration of the public service of the republic, the regulation of the conditions, discipline, terms of office, retirement, and discharge of members of the public service, and matters linked therewith (Public Service Act, 1994).

2.3.4 The White Paper on Social Welfare

The above policy framework was developed to eradicate poverty and based on social development. The objective of the policy is to assist and build a self-reliant nation in

partnership with all stakeholders, via an integrated social welfare system that maximises its existing potential is sustainable, unbiased, people centred, accessible and developmental. The White Paper on Social Welfare (Act 20 of 1997) is founded on the following principles:

- Creation of self-reliant communities as opposed to dependent communities ;
- Building partnerships with various stakeholders instead of a paternalistic approach in addressing the needs of the people ;
- Integrated system instead of a fragmented approach to development;
- Accessibility and Equity;
- Sustainability as opposed to short-term approach;
- People-centeredness; and
- Developmental Poverty that contributed immensely to inequality.

Poverty contributed immensely to inequality to society which led to the downfall of the welfare system caused by the apartheid regime. The current legislation will ensure that there is sustainable, people-centred, equitable, accessible, and developmental welfare system in the country (The White Paper on Social Welfare,1997).

2.4 ECONOMICAL AND SOCIAL ISSUES IN PUBLIC SERVICE DELIVERY

The principal duty of the public service managers is to successfully address the demands and desires of the community. Addressing these demands with limited resources still remains the main challenge for public service managers.

2.4.1 Economic Issues

To improve the quality of life of the population through the provision of goods and services remains a concern for the government. According to Ernst and Young (1994)

and Games (1996:21), some salient features of economic trends in South Africa which may present unique challenges for the public manager are discussed below.

2.4.1.1 Increasing poverty

Social progress was significant after 1994. Poverty roughly halved between 1996 and 2008 but has stagnated since and it continues to mostly afflict the historically disadvantaged. In 2015, 18 percent of South Africans lived on less than \$1.90 a day. At the national poverty lines, 25,2 percent of South Africans did not meet minimum nutritional requirements (the food poverty line). Moreover, 55,5 percent of South Africans could meet their food but not afford other necessities (the upper poverty line). Poverty in South Africa is relatively high for a middle-income country and relatively low by Sub-Saharan African standards.

According to Statistics South Africa (StatsSA), using the upper poverty line, 64,2 percent of black South African were poor in 2015, compared with 41,3 percent of coloured, 5,9 percent of Indians, and 1,0 percent of white South Africans. Poverty was highest in the rural areas, especially the former homelands, at 81,3 percent, compared with 40,6 percent in urban areas. In 2015, 57,2 percent of women were poor, somewhat more than 53,7 percent (World Bank Group, 2018:22).

2.4.1.2 High Unemployment

The unemployment rate in 1994, was 29%, and recent estimations suggest that the rate is 46 percent now. In districts “such as Queenstown in the Eastern Cape Province, as much as 72 percent. The estimations provided by the Reserve Bank acknowledge that, annually, the country produces around 300 000 new job seekers and only 6 %

get employed. However, the number of job seekers who become entrepreneurs has increased by 100 percent among blacks, 97 percent among Asians, and 72 percent among whites (Financial Mail, Dec. 1992).

South Africa has created many jobs since democracy and employment growth accelerated in the 2000s, with the South African economy generating 4.1 million jobs in net terms between 2000 and 2016. Given economic growth, average job creation in South Africa has been slightly more modest than in peer countries, with employment-to-growth elasticity of 0.5. In the last quarter of 2017, South Africa's labour force participation was 58.8 percent, which is relatively low. It is even lower among women, although, overall, the ratio of women to men in the labour force is not unusually low by global standards. Labour market absorption is very low for people with disabilities.

By the last quarter of 2017, unemployment stood at 26.7 percent, and it is much more pronounced among young people, 51.1 percent of 15-24 year olds are looking for work; 68.4 percent of the unemployed have been unemployed long term. Among those who have jobs, 4.7 percent are underemployed, meaning they do not work as much as they would like. In addition, 11.5 percent of South Africans had given up looking for work, taking the broad unemployment rate of 36.3 percent. The large number of South Africans who were historically excluded overwhelms the capacity of the economy to provide jobs for everyone quickly enough (World Bank Group, 2018:37).

2.4.2 Reconstruction and Development

The 1994 White Paper on Reconstruction and Development (Notice No. 1954 of 1994) "identifies meeting the basic needs of all citizens through more effective service delivery as one of its five key programmes. The basic needs of people comprises

security, education, health care, job creation, land and agrarian reform, housing, water and sanitation, energy supplies, nutrition, transport, healthy environment and social welfare". Reconstruction and development as priorities of the South African government cannot fully be comprehended without the background of policies on the transformation of the public service (Crous, 2002).

The SA government's Reconstruction and Development Programme (RDP) is a long term project whereby around R37.5 billion will be invested mainly in the enrichment of people. Some of the main objectives of the project which are also currently being implemented, are as follows:

- Free compulsory education for 10 years;
- Job creation through public programmes;
- A national youth service programmes;
- Community development funding;
- Water supply;
- Electricity supply;
- Free health care for children under the age of five years;
- An extensive affirmative action programme in the public service.

Apart from the objectives of the RDP, there are five key programmes, which play major roles in addressing the system of the past. These are:

- Meeting the basic needs;
- Developing human resources;
- Building the economy;
- Democratising the state and society, and
- Implementing the RDP (RDP, 1991).

The fundamental issue on the basis of the RDP was to implement a cohesive, coherent, and viable socio-economic policy framework, geared towards addressing the needs of South Africans.

2.4.3 Increasing government spending

“In 1996 the Government of National Unity was spending approximately R3700 per person per annum. The national debt amounts to approximately R36 billion per annum and was increasing by approximately R3 billion monthly. This amount included the R14 million debt of the former self-governing states. State expenditure increased by 32.1 percent per year, whereas the economy is only growing at approximately 3.5 percent. The public service currently employs approximately 1, 5 million people, which represents R57 billion in salaries” (Van der Waldt & Du Toit, 1999:6).

2.4.4 Political Issues

Public administration operates directly under the authority of political authorities. The political component encompasses the prescriptions by means of which authorities in a state monitor the structures and processes. This includes, among other things, the general political climate, the degree and means of concentration of political power and the party system which exists. Political events and public are inter-related both in Southern Africa and the world. Today, with the rapid communication which is possible, the world has become “small”; the so called “global village”. International cooperation is necessary because a country cannot successfully attend to all its needs autonomously (Van der Waldt & Du Toit, 1999).

The political debate around public service delivery is intense in South Africa as public service delivery characterises some of the ambiguities of the transition from the apartheid to democracy (Mc Lennan & Munslow, 2009). "Management in a political institution such as provincial government, therefore, requires political awareness and sensitivity, and an understanding of political aim" (Stewart, 1988:12). Since service delivery is linked to development, the dangers of non-delivery are politically high, as it puts government legitimacy in jeopardy.

2.4.5 Social Issues

The "social environment comprises the nature, quantity, and distribution of human resources. The social environment plays a vital role in the government actions and administrative processes, because any government activities possibly have a direct impact on people" (Van der Waladt & Du Toit, 1999: 36). For instance, the social environment in South Africa was drastically influenced by the legislation about apartheid policy and residential segregation. The cultural and ethnic diversity in South Africa also obfuscates government actions because needs and wants may vary greatly from community to community. Certain communities in South Africa may regard certain legislation as fair and just, for instance, while other racial groups reject it totally (Van der Waladt & Du Toit, 1999).

The Mail and Guardian, (2015) reported that the increase of social responsibilities of both public and private sectors are based on the particular criteria:

- Job creation;
- Sound labour relations and favourable working conditions;
- Training opportunities for women and the disabled;

- Conservation of the environment;
- Affirmative action;
- Employee participation and transparency; and
- Economical use of resources.

2.4.6 Legal Issues

Factors such as the nature of legal system, constitutional system, and regulation deciding on the form and control of government institutions are considered as the legal issues. Since it is impossible to provide a full overview of the various laws and the policy-making process, the researcher merely points out that the Acts which have a particularly great influence on the work situation of the public manager are in terms of the Constitution of the Republic of South Africa, 1996, Reconstruction and Development Act 200 of 1993, the Public Service Act 103 of 1994 and the Labour Relations (Public Service Commission PSC, 2016).

2.5 INTERNATIONAL PERSPECTIVE ON SERVICE DELIVERY

The New Partnership for Africa's Development (NEPAD) considers enhanced agricultural performance as "critical in improving rural people's purchasing power, which will also lead to higher demand for African industrial goods. There are some references in the programme to small-scale farming and women farmers but the thrust is on large-scale private investment in agriculture" (APSDPR, 2012: 38).

Public service delivery in India is characterised by rapid economic growth; the major challenge facing policymakers at both state and central levels is to guarantee inclusive growth so that the gains from increased national income are shared by everybody in the society. In particular, it is imperative that a high quality of basic services such as

health and education are provided to all citizens; these are not only ends in themselves, but also has an important role in enhancing individual capabilities, to contribute to the growth of the economy (Muralidharan, 2007). Central and state governments have recognised this as a significant area, but have shown a lack of imagination (previous government) in addressing the problem of service quality by focusing mostly on increasing spending and not enough on the effectiveness of resources allocation (Muralidharan, 2007).

It is broadly recognised that the delivery of basic services, such as sanitation and clean water, health care, and education, constitutes basic human rights and is an essential element of economic development. Access to these basic services not only improves individual well-being but also serves as a contribution into aggregate economic activity and national output (Deolalikar & Jha, 2013).

In the 1990s in Brazil, the Public Management and Citizenship Program which is an award cycle, has been funded by the Gutulio Vargas Foundation for the purpose of detecting and propagating innovative initiatives by local governments to ameliorate the quality of service delivery (Sousa *et al.*, 2015).

In recent years, the debate about service delivery has received high priority on the agenda of policymakers, as demonstrations and mass protests over service delivery were getting momentum in countries such as India, Brazil and Turkey. The mass protests were instigated by complaints of poor public service. In Brazil, the mass protests were apparently about increases in public bus fares (Deolalikar & Jha, 2013). According to Gumede (2012:12), “the challenge for many African countries is how to reverse the negative impact on the state if the political culture of the dominant social

movement turns autocratic, undemocratic, or authoritarian". In this regard, "most independence and liberation movements that are still in power perceive their movements as the representation of the people. Therefore, they consider themselves as able to speak on behalf of the nation, with the leaders as the tribune of the people, the ANC seems to have fallen in this trap," (Gumede, 2012:11).

2.6 POLICY IMPLICATIONS IN DEVELOPING COUNTRIES

Todaro (1989:180-181) argues "that the issue of poverty, growth and inequality in developing countries should be addressed by a package of supportive and complementary policies that contains basic" features such as:

- A policy that provide the market or institutionally established prices that correct factor price biases so as to give the correct signals and incentives to resource suppliers and producers. Getting the price right to supply, should help to efficiently contribute to greater production, and more employment and less poverty. It is also important to promote the indigenous technology research and development of efficient labour intensive methods of production.
- A policy that modify the size distribution of income through progressive taxation, expanded provision of publicly provided consumption of goods and services, and transfer payment to people at lower levels."

Policy approaches towards population growth suggested by Torado (1989: 228-229) include:-

- "adopting policies generally aimed at improving development; and
- adopting policies to lower birth rates through control over fertility by educating, instituting family planning programmes, manipulating economic incentives and disincentives for having children, redirecting populations away from rapidly growing

urban areas, raising the status of women and even through forcible coercing of people into having smaller families”.

Torado (1989:284) suggests, *inter alia*, the following policy strategies to shape a comprehensive migration and employment strategy for developing countries:-

- “creating an appropriate rural-urban economic balance by integrated development of the rural sector and
- Long-term solutions to urbanisation and unemployment problems have to address the supply of people that have to be accommodated in the job market and urban areas.”

Torado (1989:318) also suggests policy options for the improvement of agricultural production and rural development. These include adopting the correct technological approaches, land reform, incentives and integrated development.

It can be concluded that developing countries should take the centre position in ensuring that in considering the priorities of services to be rendered must be people-centred and therefore promotes people participation in decision making.

2.7 POLICY STATEMENTS ON SERVICE DELIVERY

Dr B.M. Radebe, the former MEC for KZN Agriculture and Environmental Affairs, during his speech on policy statement for 2013/14 indicated that he has taken a decision to realign the provincial service delivery’s strategies. He stated that the Department is not going to do lip service to the community. The new approach will be to deliver tangible programmes and projects. *Iphelile manje indaba yokuthi senze izethembiso (we done away with promises)* “Intuthuko phambili, indoda emuva (*service delivery first, and a man behind operations*)” (Radebe, 2013).

Over the years, the provincial government in KZN has implemented successive interventions to optimise food and agricultural potential (Radebe, 2013). Yet, currently, the province is not producing sufficient food to satisfy consumption needs. Producing food sufficient for the province's needs is a long-term initiative that can be accomplished through a series of gradual strategic interventions that require substantial agricultural reform (Radebe, 2013).

Mr Cyril Xaba, former MEC for KZN Agriculture and Rural Development in a policy statement in 2015/16, elaborated that the new strategy to confront service delivery is "grounded on the premise that agriculture is science and agriculture is business. We must carry on researching on conservationist agricultural practices and take daring steps towards commercialization.

To simplify this, the Department has initiated the adoption of a commodity approach that will permit the optimal use of government resources" (Xaba, 2015).

The 2015-2022 strategic plan of the Department of Agriculture and Rural Development indicated that under the Farmer Support and Development sub-programme, which is very crucial for sustainable agricultural potential in KwaZulu-Natal, reflects the following indicators and targets in Table 2.1 and Table 2.2.

STRATEGIC OBJECTIVES		To provide support to all farmers through agricultural development programmes	
SUB-PROGRAMME	INTERVENTIONS	INDICATORS	TARGET 2015/16
FARMER SUPPORT AND DEVELOPMENT	Communal Estates Land Reform River Valley Agric-Village	No. of smallholder producers supported	22 253
		No. of hectares put under production	27 100
		No. of people benefitting from food security interventions	120 021

Table 2.1: PERFORMANCE INDICATORS AND ANNUAL TARGETS (2015-2022)

Source: KZN “Department of Agriculture and Rural Development Strategic Plan 2015-2022”

STRATEGIC OBJECTIVE	PERFORMANCE MEASURES	ANNUAL TARGET 2015/16
FARMER SUPPORT AND DEVELOPMENT	No. of smallholder producers receiving support	22 253
	No. of hectares put under production	27 100
	No. of households benefitting from agricultural food security initiatives	300 000

Table 2.2: PERFORMANCE INDICATORS AND ANNUAL TARGETS (2015-2016)

Source: KZN Department of Agriculture and Rural Development Annual Performance Plan 2015/16

Table 2.1) reflects the annual targets as planned according to annual strategy direction which was agreed on the set targets and (Table 2.2) reflects the deliverables on the set targets on annual basis. The purpose of including the performance indicators is to

ascertain whether the KZN Department of Agriculture and Rural Development's deliverables have yielded the necessary desired outcomes. Furthermore, the support services will also be taken into consideration since they are the drivers of service delivery.

2.8 SERVICE DELIVERY BY THE KZN DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT

Maintaining and increasing South Africa's ability to meet its national food demands, and seeking to eradicate inequalities and poverty among households that is made apparent by inadequate and unstable food production, weak purchasing power, weak institutional support network, and poor nutritional status are perceived as the two main challenges of food security in South Africa. Food security is considered as a Constitutional right in the country guaranteeing its people the right to have access to adequate food and water; in addition, "the state must by legislation and other measures within its available resources, avail to progressive realisation of the right to sufficient food. Despite national food security, malnutrition, food insecurity and unemployment are still affecting many South African households" (KZN -DARD Strategic Planning, 2015).

About 14.3 million are exposed to food insecurity (StatsSA, 2011). To resolve this matter, the South African government is currently implementing a project namely, the Integrated Food Security Strategy (IFSS) of 2002. The project will tackle food insecurity in the country. The following are the strategies:-

- gain access to agricultural productive resources;

- gain access to income and job opportunities to enhance their power to purchase food;
- empowered to eat nutritious and safe food;
- have access to state provided relief measures that may be short to medium-term and on a sustained basis, depending on the nature of given interventions, particularly where the group is unable to access sufficient food because of disability or extreme destitute conditions; and
- there is a continuous monitoring and evaluation of food security and nutrition status in the country (StatSA, 2011).

2.9 CONCEPTUALISATION OF SERVICE DELIVERY

A conceptualisation of service delivery has to begin with consideration of the role of government and government functions. What is meant by public services also needs to be established (Crous, 2002). Service quality has been receiving much prominence of late due to its obvious relationship to costs, financial performance, customer satisfaction and customer retention. Service quality oriented organisations focus on ascertaining customer perceptions of service quality and subsequently devising tools and strategies to deliver the same (APSDPR,2012:3).

Despite the importance of service quality, the concept is not well developed in the public sector. Thus, in this respect the public sector lags behind the private sector in embracing market-oriented philosophies and initiatives for monitoring and evaluating service delivery. In the public service delivery, the concept of service quality is contested. The reason is that conceptually it is often problematic to reach a common understanding or universal definition of quality service (APSDPR, 2012:3).

The encroachment of politics into the administrative sphere further complicates the quandary. According to Fox and Meyer (1995:98) politics refers to the process of decision making; who receives what, when, where and how; a conflict resolution process which determines the apportionment of resources; the process by which power is applied in order to determine whether and how government is to be exercised in any given area; and/or the apportionment of values.

2.9.1 The role of government

Service delivery is the need to shape services to meet the customer needs, especially those people that were previously disadvantaged (Skweyiya, 1997). However, Barker (1964:226 cited by Crous 2002) argued that the state renders services to its citizens because it owes them services. He believes that services are due to the citizens by virtue of the rights they hold, as the functions of the state and the rights of its citizen hold, as the functions of the state and the rights of the citizens cannot be separated. He further elaborated that service delivery by the state is not only necessary for the enjoyment of rights, but also secures those rights.

The role of the government in the economic system of the country differs markedly from the role of the private sector. The main aim of the government is to provide goods and services to the community so as to improve the community's general welfare, while the provision of goods and services by the private sector is aimed at the individual, is subjected to market forces and has a profit motive. In drawing up the national budget, provision should be made for the general interest of the community, as well as for setting priorities for the use of public funds. The public manager plays

an important role in budgeting and should therefore be fully informed of the economic realities in the country (Van der Waldt & Du Toit, 1999:115).

2.9.2 Technological Environment

The technological environment refers to the state of science and technology within a certain environment. Changes in technology, of which the best known is probably the introduction of computers, are created by technological progress and innovation. Technological progress results from research and development, through which new products, processes, methods and management approaches are created. The public manager should always be aware of technological advances so that the necessary system adjustments and adjustments in management processes can be made (Van der Waldt & Du Toit, 1999:117).

One of the greatest challenges facing the public manager is the application of technological aids. Technological aids are those management aids that can make the working procedures of public administration easier and can bring about cost savings. This includes electronic equipment such as computers and fax machines. A variable that should be taken into account in the implementation of new technology is resistance against change. It is the responsibility of the public manager to identify such resistance in time and to limit it as much as possible by, changing perceptions and attitudes towards new technology (Van der Waldt & Du Toit, 1999:117).

2.9.3 Legislative Environment

Van der Waldt and Du Toit (1999:117) argued that the legislative environmental includes factors such as the constitutional system, the nature of legislative system and

legislation determining the form and control of government institutions. As it is impossible to give a full overview of the various laws and the policy-making process, it will merely pointed out that the Acts which have a particularly great influence on the work institution of the public manager are the Constitution Act 200 of 1993, the Public Service Act 103 of 1994 and the Labour Relations Act 66 of 1995.

Crous (2002) confirmed that the legislative environment for service delivery by Stats SA is influenced by fundamental legislation, as well as by legislation and other official policy documents regarding the broader public service, reconstruction and development, the transformation of the public service, and macroeconomic strategies. Official policies regarding public finances, national statistics, service delivery in the public service, and the transformation of public service delivery also need to be considered.

Public administration is characterised by a great reliance on, and vulnerability to, the law. Legalism in general and laws in particular tend to circumscribe and influence the operation of a public institution much more than they do that of a private institution (Pfiffner & Presthus, 1967:427).

2.9.4 Social Environment

The social environment involves the nature, quantity, and distribution of human resources. It relates to the class structure and mobility, social roles, the nature of social organisation and the development of social institutions. Because of the wide-ranging nature of the concept “social”, the cultural environment is included under the social environment (Van der Waldt & Du Toit, 1999:112).

The norms and standards of public administration form a part of the cultural and historical background of any society. The conduct of public officials is usually determined by the values of the society that are embodied by the legislation drafted by political officials. The actions of public managers should thus be in line with the standards that apply in the society concerned. The social responsibilities or management requirements of public managers according to Buchholz, Evans and Wagley (1989:25), are as follows:

- It must be in line with the expectations of the community;
- It is a long-term right;
- It enables an institution to acquire a positive public image through ethical actions;
- It must involve a balance between responsibility and power;
- It must involve the effective use of resources and;
- It transforms threats into opportunities.

In carrying out these responsibilities, public managers face enormous challenges. These challenges should be addressed by managers which are population growth, urbanisation and housing, AIDS and health systems.

2.9.5 Cultural Environment

The cultural environment can be regarded as part of the social environment because the cultural component includes social aspects such as religion, traditions and language.

2.10 THE CHANGING MICRO- OR INTERNAL PUBLIC MANAGEMENT ENVIRONMENT.

The internal or micro-environment of the public institution is the institution itself, and this is the most important environment in which management carries out its activities.

The internal environment is thus the environment in which management plans, organises, leads, controls and creates a certain culture for the productive functioning of the institution (Van der Waldt & Du Toit, 1999:112). According to Smit and Cronjé (1992:33) cited by Van der Waldt and Du Toit (1999:112), the management process plays a synergistic (balancing or coordinating) role between the following elements:

- The institution's objectives;
- The resources needed to attain the objectives;
- The employees' personal objectives; and
- The influence of the environment outside the institution.

Different types of managers at different levels are involved in this process. This process encompasses the mission, goal and strategy; internal regulators such organizational policies which serves as a guidelines; the management of the institution which involves the type of management style; resources including budget, equipment and labour; information and feedback that involves compliments of the products or services received and ethical guidelines that seeks to comply with ethical norms and standards of the organization when delivering services.

According to Kroon (1995:166 cited by Van der Walde & Du Toit, 1999:292); the management by objectives consists of four elements. Accordingly, Smit and Cronjé (1982:80) identify seven steps. For the sake of completeness, combination of these two approaches will be divided into four phases.



Source: Managing for Excellence in the Public Sector

Phase 1. Planning

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ensures that the goals and objectives at all levels are compatible. The goals are part of the strategic plan and the objectives are part of the tactical and operational plans. All employees involved in MBO must be aware of the institution's purpose, mission, long-term objectives and strategy. This enables them to set individual objectives which coincide with these components.

The management by objectives process in an institution begins with a discussion between the manager and the employees on the nature and importance of the employees' main duties. Once the job description is complete, the employees must determine potential performance targets for a specific period in areas of their responsibility. Each objective should be quantitative so that it is specific, measurable and time-bound.

These performance targets or objectives are then discussed with management to formulate objectives that are acceptable to both parties. Cooperation and involvement are important in this phase. The public managers must then make resources available that employees need to achieve the objectives.

Phase 2. Implementation of plans

Once the plan have been drawn up, they are implemented by carrying out certain activities at certain times. Sufficient support and resources are key requirements for successful implementation.

Phase 3. Continuous evaluation of performance

Once plans have been drawn up, they implemented by carrying out certain activities at certain times. Sufficient support and resources are key requirements for successful implementation.

Phase 4. Continuous evaluation of performance

To ensure sustained productivity and effectiveness, managers should constantly evaluate performance on the basis of standards agreed upon. Informal self-evaluation of progress by individuals, including public managers, is a major characteristic of effective management by objectives. The evaluation process should be carried out formally every three, four, or six months, depending on the duration of the project concerned. Checkpoints can be established and monitored periodically. This performance measurement also creates an opportunity for objectives to be adapted, as they may be unrealistic in view of changing circumstances.

Phase 5. Corrective Action

Progress in the achievement of objectives should be determined by means of a management information system. This system also provides information on the employees' performance in achieving objectives. Performance appraisal measures the employees' performance with a view to promotion, discipline and training programmes. The main aim of a performance appraisal system is to enable public managers to develop the initiative, creativity and personal responsibility of employees. Each official will then be more motivated to achieve the goals of the institution.

2.12 REQUIREMENTS FOR SUCCESSFUL MANAGEMENT BY OBJECTIVES.

According to Kroon (1995:176) and Smit and Cronjé (1992:83) cited by Van der Waldt & Du Toit (1999:294), the following are the requirements:

- Management's commitment to and involvement in the process;
- Participation of all personnel;
- Remuneration linked with performance;

- Effective measuring of outputs;
- Adequate support and training for all role players; and
- Flexibility in the application.

The requirements are very important and fundamental to ensure that management by objectives is successful.

2.13 LIMITATIONS OF MANAGEMENT BY OBJECTIVES.

The MBO can be ineffective under the following circumstances as indicated below:

- Inadequate support and participation by top management;
- Inadequate explanation to employees of why management by objectives is used.
- Inadequate training of employees in the management by objectives technique;
- Poorly defined objectives; and
- Overburdening of systems with too much paperwork and record keeping.

The management must ensure that the limitations are minimized or eliminated and dealt with during evaluation and corrective measures must be taken.

2.14 CONCLUSION

It is generally understood that quality service delivery cannot be measured in numbers but by the impact on the community to ensure that the community is not denied their rights as per the Constitution, to access services rendered by the relevant KZN-DARD. The community must be allowed to participate in planning and decision making regarding the services to be rendered, and that will harmonise and further reinforce the relationship between the community and the government.

It can thus be deduced that the different environmental factors can contribute in delivering of quality services to the community. By considering the environmental factors can assist in identifying the root causes of the problems. The political intervention can also play a pivotal role to unlock other direct political factors such as upholding of constitution and complying with legislative frameworks as cornerstones in the organization. Political environment also changes and can affect the management of the organization. Management by objectives can be an instrument used whereby the top management formulates goals for the institution whilst the lower level also participate to understand the aims and objectives of the department.

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

The purpose of the chapter is to explain the research methodology used to conduct this study, namely, to explore public service delivery challenges in South Africa with a focus on the KZN- DARD. The research design and the methodology underpinning this study are explored below:-

- The term “methodology” will be defined.
- The research methods that will be followed will be explained.
- The survey method will be discussed.
- The survey population and the sampling methods will be explained.

Empirical research entails research conducted to gather empirical evidence to address the research problem. According to Kumar (2011:9), empirical implies that “any inferences made are based upon hard evidence gathered from information collected from real-life experiences or observations”. It is a way of acquiring knowledge through indirect and direct observation.

Shaidi (2013:135) cited Creswell (2005:125) who identified the processes and the composition of empirical research which include the identification of the research problem, extensive review of related works, specification of a purpose, collection and analysis of data, and interpretation and reporting on data evaluated.

This chapter will deal with the designs and methods that were used during the research. The tools and techniques that were used to collect the data, the study population that the sample size was taken from and the statistical tools that were used to analyse data collected from the field (Alornyeku, 2011:30).

3.2 THE RESEARCH CONTEXT- KZN-DARD

Agriculture contributes about 3% to the country's Gross Domestic Product (GDP). KwaZulu- Natal is the second largest province of the country and is blessed with good natural resources and a climate conducive to agriculture production. The province is faced with challenges such as high poverty rates, inequalities, and unemployment and food security (KZN-DARD Strategic Plan, 2015:7).

Agriculture is still a major source of economic growth although mainly because agriculture makes up such a large share of GDP. The World Bank estimates that agriculture accounts for some 32% of GDP growth on average in these countries, in which 417 million people live. Some 82% of the rural population of sub-Saharan Africa lives in these countries (2011:423).

The KZN-DARD is guided by legislative and other mandates as indicated in KZN-DARD Strategic Plan (2015).

3.2.1 Constitutional Mandate

The legislative mandate of the KZN-DARD is derived from various sections of the constitution. The Department executes a concurrent national and provincial legislative mandate in terms of schedule 4 of the constitution. Section 27 of the Bill of Rights of the South African Constitution, Act of 108 of 1996, gives obligation to the state to uphold health care, food, water and social security rights. Section 27 1(b) states "everyone has the right to social security, including, if they are unable to support themselves and their dependents, appropriate social assistance". Section 27 (2) states "the state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realization of each of these rights. The

department is primarily responsible for implementation of provincial and national strategies applicable to its core business.

3.2.2 Agricultural Legislations

The following provides a comprehensive list of Agricultural legislation that drives and influences the Agricultural development function:

- The KZN Animal Protection Act of 1987 - which is responsible for capacity building, education and awareness creation, monitoring and compliance enforcement.
- Conservation of Agricultural resources Act 43 of 1983 - which is responsible for awareness creation, education, compliance monitoring, control and assessment and approval of development rights.
- Market of Agricultural Products Act 47 of 1996 – which is responsible for monitoring, creation of access to markets, development of compliance regime, enforcement of compliance and provision of infrastructure.
- Control of Market in rural areas ordinance no. 38 of 1965 – which is responsible for compliance enforcement and monitoring.
- Subdivision of Agricultural Land Act 10 of 1970 – which is responsible provision of framework, implementation of regulations, awarding of rights and control.
- Plant Improvement Act 53 of 1976 – which is responsible for provision of regulatory guidelines and policy development.
- Agricultural Pests Act 36 of 1983 – which is responsible for definitions and policy development.
- Agriculture Law Extension Act of 1996 – which is responsible for provision of extension parameters, provision of regulatory frameworks. Provision of support programmes.

- KwaZulu General Law Amendment Act 3 of 1987 – which is responsible provision of extension parameters, provision of regulatory frameworks, provision of support programmes.
- KwaZulu General Law Amendment Act 21 of 1988 – which is responsible provision of extension parameters, provision of regulatory frameworks, provision of support programmes.
- National Veld and Forest Fire Act 101 of 1998 – which is responsible for contribution and guideline in the preparation of district and provincial disaster management framework.
- Veterinary & Para- Veterinary Professions Act 19 of 1982 – responsible for education, awareness creation, code of conduct and compliance enforcement.
- Livestock Improvement Act 25 of 1977 – responsible for capacity building, infrastructure development and programmes implementation.
- Meat Safety Act 40 of 2000 (replacing Abattoir and Cooperation Act) – responsible for development of regulatory framework, provision of safe, wholesome and safe food of animal origin, prevention of illegal slaughtering, approving abattoir planning and creation of awareness.
- South African Medicines and Medical Devices Regulatory Authority Act of 1998 – responsible for creation of regulatory framework for compliance and enforcement.
- International Animal Health Code of World Organisation for Animal Health (OIE- Office of International des Epizooties) – responsible for setting of norms and standards, compliance and enforcement framework.
- Animal Diseases Act 35 of 1984 – responsible for monitoring, prevention and control.

- International Code for Laboratory Diagnostic Procedure for Animal Diseases of World Organization for Animal Health – responsible for setting of norms and standards and compliance and enforcement.
- The Sanitary and Phytosanitary agreement of the World Trade Organization (WTO) – responsible for determination of acceptable water harvesting methods and monitoring of water quality.
- Water Service Act, 1997 (Act 108 of 1997) - responsible for the determination of acceptable water harvesting methods and mentoring of water quality.
- Marketing of Agricultural Products (Act 47 of 1996) - responsible for monitoring and creation of access to markets.
- Agricultural Pest (Act 36 of 1983) – responsible for definitions, policy development and compliance and monitoring.
- Agricultural Research Act (Act 86 of 1990) – responsible identification of areas for research, support research institutions and to establish archival database.
- Agricultural Products Standards (Act 119 of 1990 – responsible for establishing norms and standards. Policy development and compliance.
- Agricultural Produce Agents (Act 12 of 1992) – responsible for policy development and compliance enforcement.
- Agricultural Development Fund (Act 175 of 1993) – responsible for identification of funding requirements in support of stakeholders and programme alignment.
- Perishable Product Export Control (Act 9 of 1983) – responsible for policy development and compliance development.
- Fertilizers Farm Feeds, Agricultural Remedies and Stock Remedies (Act 36 of 1947) – responsible for policy development and compliance enforcement.

- Agricultural Credit (Act 28 of 1966) – responsible for policy development and compliance enforcement.
- Marketing (Act 59 of 1958) – responsible for monitoring, creation of access to markets, development of compliance regime, enforcement of compliance and provision of infrastructure.
- Plant Breeders Right (Act 15 of 1976) – responsible for creation of regulatory framework, monitoring and compliance.
- Land Redistribution Policy for Agricultural Development (Act 20 of 1978) – responsible for policy development.
- Agricultural Debt Management (Act 45 of 2001) – responsible for policy development.
- Soil User Planning Ordinance (Ordinance 15 of 1987) – responsible for policy development.
- Fertilizers, Farm Feeds, Agricultural Remedies and Stock Remedies (Act 36 of 1947).
- Hazardous Substance (Act of 1973) – responsible for policy development.
- Environment Conservation (Act 73 of 1989) – responsible for policy development.
- Genetically Modified Organisms (Act 15 of 1997) – responsible for policy development.

Traversal Legislations

- The Constitution of the RSA, (Act 108 of 1996) – responsible for implementation and adherence to prescripts for effective overall public service management.
- Public Finance Management, as amended (Act 29 of 1999) – responsible for implementation and adherence to prescript for effective overall public service management.
- Public Service (Act 109 of 1994) – responsible for implementation and adherence to prescript for effective overall public service management.

- Labour Relations (Act 66 of 1995) – responsible for implementation and adherence to prescript for effective overall public service management and sound labour relations.
- Skills Development (Act 97 of 1998) – responsible for responsible for implementation and adherence to prescript for effective overall public service management and effective skills development.
- Employment Equity (Act 55 of 1998) - responsible for responsible for implementation and adherence to prescript for effective overall public service management and employment equity.
- Promotion of Access to Information (Act 2 of 2000) – responsible responsible for responsible for implementation and adherence to prescript for effective overall public service management and information control.
- Promotion of Administrative Justice (Act 3 of 2000) – responsible for implementation and adherence to prescript for effective overall public service management.
- Basic Conditions of Employment (Act 75 of 1997) – responsible for implementation and adherence to prescript for effective overall public service management.

Other Key Policy Imperatives

- National Development Plan (Version 2030) (NDP).
- New Growth Path (NGP).
- Industrial Policy Action Plan (IPAP).
- Agricultural Policy Action Plan (APAP).
- National Food and Nutrition Security Strategy (Fetsa Tlala).
- Integrated Growth and Development Policy (IGDP).
- Operation Phakisa.

3.2.3 KZN-DARD Hierarchy

As reflected in Figure 3.1, the KZN-DARD consists of a Member of Executive Committee (MEC) who is a political leader, the Head of Department (HOD) who is an Accounting Officer assisted by Deputy Director Generals (DDG's), Chief Directors, Directors, Deputy Directors, Assistant Directors and other lower level staff members. The DDG's are called programme managers in the different fields, i.e Agricultural Development Services, Corporate Services and Rural Development. Chief Directors are a link between programme managers and functional managers deployed in the 11 Districts.

There are Chief Directorates which are Agricultural Services, Human Resource Management, Veterinary Services, Agricultural Research Development and Training Institute, Integrated Rural Development, Financial Management and Business Support.

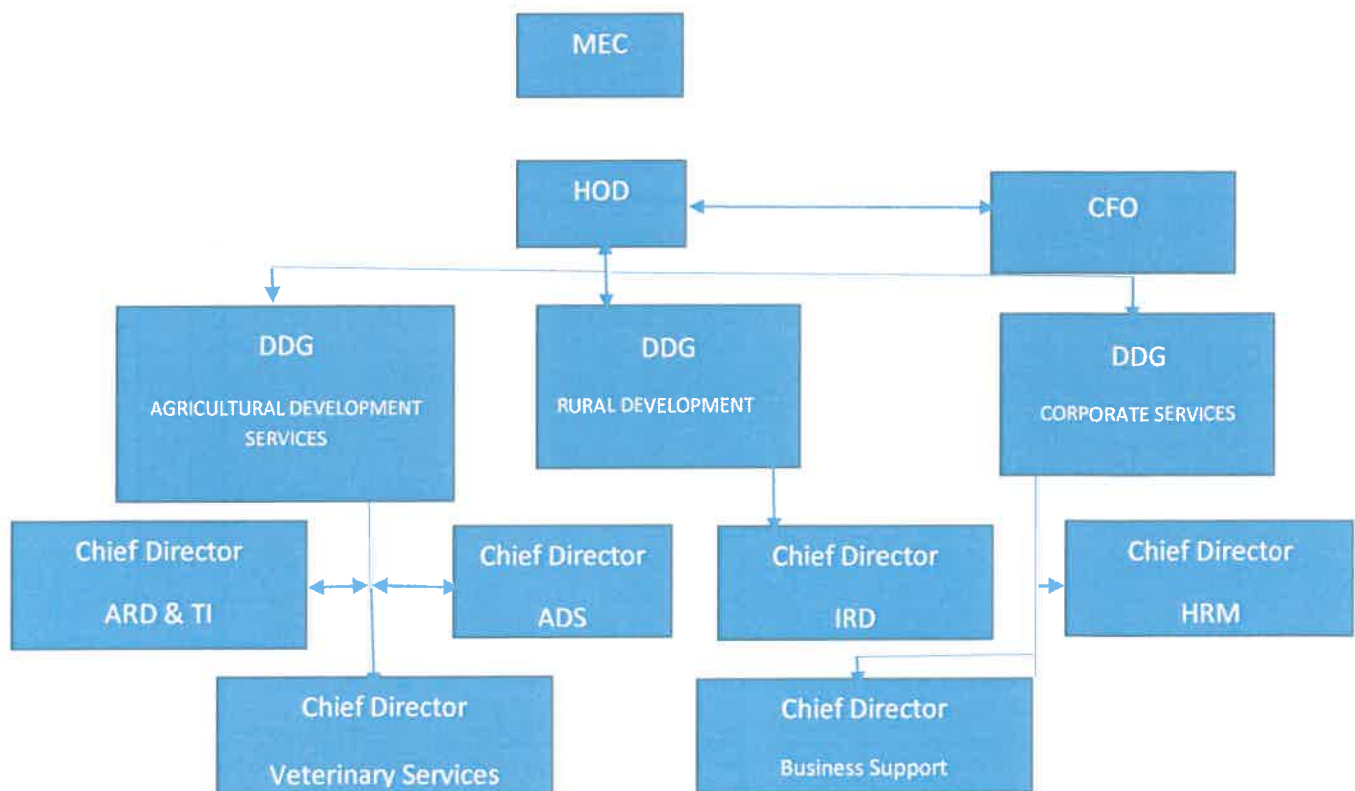


Figure 3.1: KZN- DARD Organizational Structure

Source: KZN DARD- Organisation and Post Establishment Structure July 2015

There are other Directorates falling under Chief Directors, i.e. Human Resource Management, Human Resource Development, Legal Services, Employee Relations, Information Technology, District Services, Agricultural Crop Research Services, Agricultural Resource Management, Engineering Services Integrated Rural Development Coordination and Rural Development, Monitoring, Evaluation and Reporting.

The top management is responsible for the following:

- Sustainable Resource Management;
- Farmer Support and Development;
- Veterinary Services;
- Agricultural Economics;
- Research and Technology Development; and
- Structured Agricultural Training.

KZN-DARD is rendering the following services to the community:

- Agriculture Advisory and Extension services;
- Agriculture Development Services;
- Engineering Services (Infrastructure and Land care support);
- Veterinary Services;
- Research and Technology Development Services; and
- Rural Development and Coordination.

3.3 RESEARCH APPROACH

The mixed research process was used, i.e. qualitative and quantitative techniques was used to collect the data for this study. Shaidi (2013:24) states that quantitative research is more focused and aims to test assumptions, whilst qualitative research is more exploratory in nature.

Quantitative research is perceived to be objective in nature and encompasses analysing and measuring the phenomena being investigated. It entails the collection and analysis of numerical data and the application of statistical tests Tonono (2008:40).

During the qualitative study, a set of already designed questions was administered to the respondents in the structured interview by the researcher. This was done using the similar wording and order of questions as outlined in the interview schedule. An interview schedule is a written list of questions, open-ended or closed, prepared for use by an interviewer in a person-to-person interaction and this may be face to face, by telephone or other electronic media Kumar (2011).

3.4 RESEARCH POPULATION AND SAMPLE

The sampling technique used was the non-probability sample method under which convenience sampling method was used in selecting respondents. The sample was carefully chosen to encompass all the elements involved in the topic (Alornyeku, 2011).

The KZN-DARD consists of various Chief Directorates and Directorates with a staff complements of 2 178. The total of 66 questionnaires were administered to staff in various Directorates and structured interviews were conducted with nine (9) stakeholders, comprising 5 Farmers, 2 Farmers Associations and 2 Farmers Unions.

To limit the number of respondents or participants to ensure quality of feedback, the total number of 66 questionnaires distributed were informed by the following:

- 2 Executive Managers (Head Office)
- 3 Senior Managers (Head Office)
- 5 Production staff members (Head Office)
- 56 Production staff members in the Local offices (KZNDARD consists of 51 Local Offices).

All the above officials are directly responsible for core-business of KZNDARD.

KZNDARD consists of 11 Districts, 3 farmers from Northern Districts and 2 farmers from Southern Districts were selected. Also selected was 1 farmer association from Northern Districts and 1 from Southern Districts. Furthermore, 1 farmer union from Northern Districts and 1 from Southern Districts were selected which makes a total of 9 structured interviews conducted. The offices or areas that were selected were only 90% rural areas where poverty is thriving.

3.5 DATA COLLECTION

Shaidi (2011:149) cited Salkind (2001:138) and Likert (1932), who state that respondents will make choices on a questionnaire on a Likert Scale ranging from *Strongly Disagree (1)* to *Strongly Agree (5)*. Developed by Rensis Likert, Likert Scales are useful tools for gaining insight into respondent's feelings, opinions and attitudes (Likert, 1932). It emphasises that questionnaires should be structured in a simple format to satisfy the following criteria:

- Each question should refer to one issue and require one answer.
- Social and cultural issues should be taken into account, such as family issues, community values and political beliefs.

- Respondents should be encouraged to complete the entire questionnaire by adding interesting questions that will encourage respondents to answer all the questions.
- The questionnaire should be designed to serve the research and not to collect information on a related but implicit topic (Likert, 1932).

3.6 DATA ANALYSIS AND INTERPRETATION

The data from the survey questionnaire was coded, and entered into the Statistical Programme for the Social Sciences, namely, SPSS Version 22 software database for analysis. This involved the use of screening data techniques, and appropriate tabular and graphical means, aimed at measuring relationships and comparing assigned groups (Strewing and Stead, 2001:172).

The Chi-square test was used to test for relations amongst categorical variables and the T-test for comparisons of the mean scores between different groups.

A Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and a Bartlett's test of sphericity was conducted. The requirements is that KMO measure of sampling adequacy should be greater than 0.5 (Nwafor, 2016:121). The Bartlett's test of sphericity also tests the hypothesis that the correlation matrix is an identity matrix, as all diagonal elements are 1 and all off-diagonal elements are 0, implying that all of the variables in the questionnaire are uncorrelated. If the Sig value obtained from the chi-square test is less than the alpha-level, the null is rejected which implies that the population matrix is not an identity matrix and the conclusion was that there are correlations in the data set, appropriate for factor analysis (Nwafor, 2016:121).

The qualitative data was analysed by coding and analysing themes which spoke to the research aims and objectives.

3.7 VALIDITY AND RELIABILITY

Validity was ensured in this study through the use of random samples where possible, appropriate sample sizes, avoiding bias and the research was conducted in a way that was not influenced by funding or desire to seek certain results.

Reliability was ensured by using both quantitative and qualitative research methods.

3.8 ETHICAL ISSUES

The DUT standard invitation to participate in the research project or informed consent was used (DUT, 2016).

In this study voluntary participation was ensured and informed consent letter was in a language the respondents could understand; permitting them to make an informed decision to participate in the study. Only then did the participants sign the letter of information and consent. In the case where the participant is illiterate, verbal consent was given in the presence of a literate witness who verified and signed the letter of information and consent on behalf of the participant indicating that an informed verbal consent was given.

3.9 CONCLUSION

The purpose of this chapter was to explain the research methodology and the processes followed in data collection and analysis. As explained, a mixed-methods approach was followed comprising a survey as well as face to face interviews.

CHAPTER 4

RESEARCH FINDINGS

4.1 INTRODUCTION

This chapter discusses the findings that were analysed based on factual data. The discussion and interpretation of the findings were informed by the research objectives and questions of the study. This chapter also presents the results and discusses the findings obtained from respondents through the use of questionnaires and personal interviews.

4.2 QUANTITATIVE DATA

The quantitative data analysis came in to play by perusing and analysing the available data collected. The findings have yielded positive outcomes and the response was positive.

4.2.1 SECTION A: Biological Data

This section summarises and presents the biological characteristics of the respondents. The respondent's biological information in terms of their age group, home language, gender, level of education, and experience in the current employment will be analysed.

Table 4.1 below reflects a cross tabulation of the gender of participants cross tabulated with their age.

TABLE 4.1 Distribution of respondents by Gender and Age

Source: Statistical Analysis Programme for the Social Sciences (SPSS Version 22)

			Gender		Total
			Female	Male	
	18 - 35	Count	3	7	10

Age Group (In Years)		% within Age Group (In Years)	30.0%	70.0%	100.0%
		% within Gender	9.4%	20.6%	15.2%
		% of Total	4.5%	10.6%	15.2%
	36 - 45	Count	9	7	16
		% within Age Group (In Years)	56.3%	43.8%	100.0%
		% within Gender	28.1%	20.6%	24.2%
		% of Total	13.6%	10.6%	24.2%
	46 - 55	Count	14	14	28
		% within Age Group (In Years)	50.0%	50.0%	100.0%
		% within Gender	43.8%	41.2%	42.4%
		% of Total	21.2%	21.2%	42.4%
	56+	Count	6	6	12
		% within Age Group (In Years)	50.0%	50.0%	100.0%
		% within Gender	18.8%	17.6%	18.2%
		% of Total	9.1%	9.1%	18.2%
	Total	Count	32	34	66
		% within Age Group (In Years)	48.5%	51.5%	100.0%
		% within Gender	100.0%	100.0%	100.0%
		% of Total	48.5%	51.5%	100.0%

It is evident from Table 4.1 that the overall ratio of males to females is around 1:1 (51.5%; 48.5%). Within the age category of 36 to 45 years, 43.8% of the respondents were male. In the category of males respondents 20.6% were between the ages of 36 to 45 years. This category of males between the ages of 36 to 45 years represented 10.6% of the total sample. Interestingly, within the age category of 46-55 years, 50% of respondents were male and 50% of respondents were female, and in category of 56+ years, both female and male respondents were equally represented. In the category of 18-35 years, 70% were male and 30% were female respondents. In the overall representation in gender and age group reflects 48.5% were female and 51.5% were male respondents.

Figure 4.1 Reflects the home language of respondents

FIGURE 4.1: Home Language

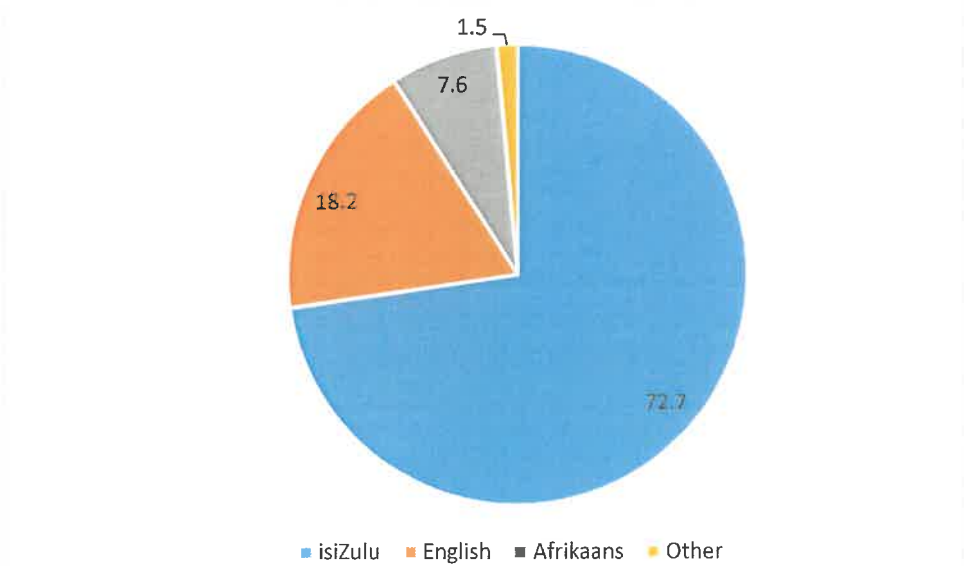


Figure 4.1 indicates that nearly three-quarters of the respondents (72.7%) spoke isiZulu and 18.2% spoke English.

Table 4.2 reflects the highest school level of the respondents.

TABLE 4.2: Highest School Level

	Frequency	Percent
Grade 0 - 7	5	7.6
Grade 8	2	3.0
Grade 9	1	1.5
Grade 10	2	3.0
Grade 11	1	1.5
Grade 12	55	83.3
Total	66	100.0

Table 4.2 indicates that the vast majority (83.3%) of respondents passed Grade 12.

Figure 4.2 indicates that of the 66 respondents, 53 (83.0%) had a post school qualification. Of these, the majority of respondents (43%) had a university degree qualification.

FIGURE 4.2: Tertiary education levels of the respondents

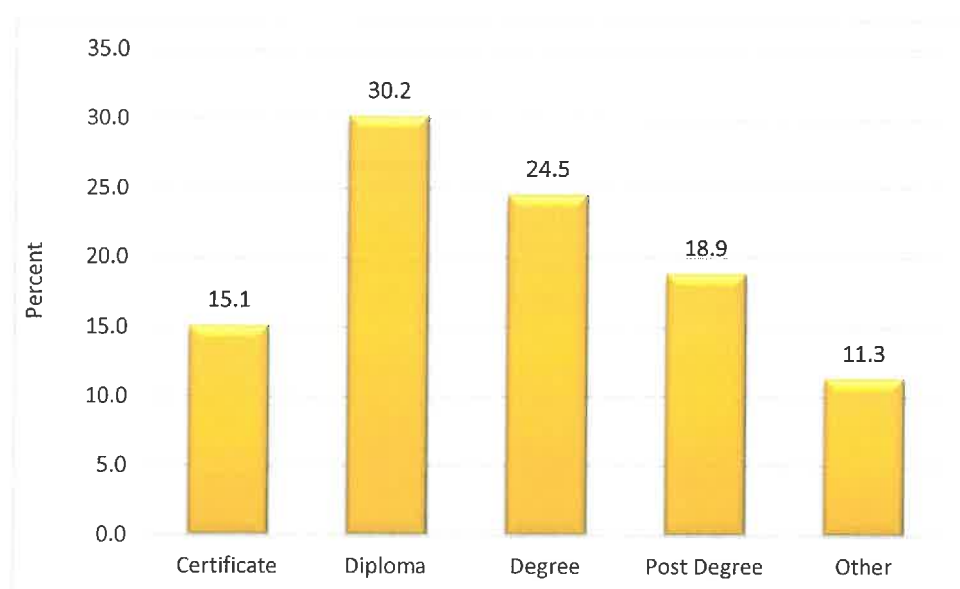


Figure 4.3 indicates that 94% of the respondents have been in employment for more than 5 years, which implies that responses were from experienced workers, for example 34.8% of respondents are 21-30 years in service.

FIGURE 4.3: The Length of Service

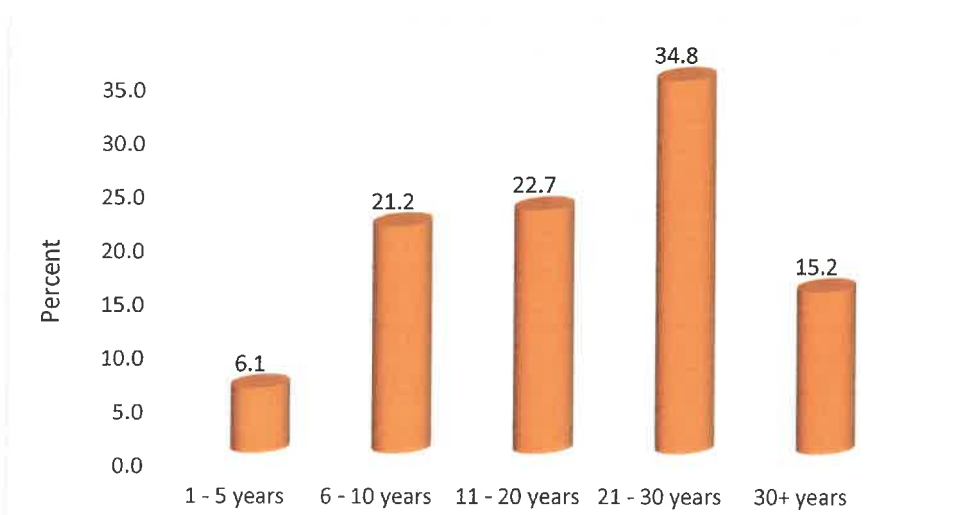


Figure 4.3 indicates that in some sections of the questions/statements there are variations of scoring patterns which influenced the outcome. All the questions/statements reflects significant differences as the p-values Chi Square method were less than the level of significance of 0.05 (Pearson 1900).

Notwithstanding that they were slightly different numerically, were not different statistically or significantly. It is also observed that for some questions/-statements there is a show of significantly higher levels of agreement whilst for other the levels of agreement are lower.

TABLE 4.3: Scoring Patterns on Questionnaire Statements

		“Strongly Disagree”		“Disagree”		“Neutral”		Agree		“Strongly Agree”		“Chi Square”
		Count	“Row N %”	Count	“Row N %”	Count	“Row N %”	Count	“Row N %”	Count	Row N %	“p-value”
Is the strategic plan of the Department in place?	B1	8	12.1%	7	10.6%	19	28.8%	22	33.3%	10	15.2%	0.007
Do you understand your role and responsibilities as per the requirements in the strategic plan of the Department?	B2	12	18.2%	9	13.6%	15	22.7%	22	33.3%	8	12.1%	0.048
Do you understand customer	B3	8	12.1%	11	16.7%	16	24.2%	23	34.8%	8	12.1%	0.015

satisfaction and customer orientation?												
Are there any measures available in the Department to assist staff in customer satisfaction and customer orientation?	B4	9	13.6%	15	22.7%	19	28.8%	19	28.8%	4	6.1%	0.011
Do you know your clients and your expectations in providing services?	B5	5	7.6%	3	4.5%	6	9.1%	45	68.2%	7	10.6%	0.000
Does the Department have a communication strategy?	B6	10	15.2%	7	10.6%	18	27.3%	23	34.8%	8	12.1%	0.005
Are you conversant with the term "BATHO PELE"?	B7	7	10.6%	6	9.1%	6	9.1%	31	47.0%	16	24.2%	0.000
Have you attended "BATHO PELE"?	B8	9	13.6%	12	18.2%	6	9.1%	28	42.4%	11	16.7%	0.000

training programme/s												
Do you have enough supporting tools which enables you to provide services to your clients?	B9	11	16.7%	22	33.3%	10	15.2%	16	24.2%	7	10.6%	0.033

The Table 4.4 indicates the Pearson Chi-Square Tests on Questionnaire Questions.

TABLE 4.4: Pearson Chi-Square Tests Results

		Age Group (In Years)	Home Language	Gender	Highest Grade Passed	Highest Tertiary Qualification	Service Experience
Is the strategic plan of the Department in place?	Chi-square	16.465	10.038	4.948	43.642	21.446	16.460
	df	12	12	4	20	16	16
	Sig.	0.171	0.613	0.293	.002*	0.162	0.421
Do you understand your role and	Chi-square	14.815	14.518	5.792	39.025	20.707	18.905
	df	12	12	4	20	16	16

responsibilities as per the requirements in the strategic plan of the Department ?	Sig.	0.252	0.269	0.215	.007*	0.19	0.274
Do you understand customer satisfaction and customer orientation?	Chi-square	12.350	13.998	7.124	42.262	18.317	24.577
	df	12	12	4	20	16	16
	Sig.	0.418	0.301	0.129	.003*	0.306	0.078
Are there any measures available in the Department to assist staff in customer	Chi-square	18.450	15.519	5.354	57.293	28.096	24.066
	df	12	12	4	20	16	16
	Sig.	0.103	0.214	0.253	.000*	.031*	0.088

satisfaction and customer orientation?							
Do you know your clients and your expectation s in providing services?	Chi- squares	20.346	14.118	10.025	62.479	16.839	14.585
	df	12	12	4	20	16	16
	Sig.	0.061	0.293	.040*	.000*	0.396	0.555
Does the Department have a communication strategy?	Chi- squares	14.329	20.439	6.010	37.030	20.934	15.267
	df	12	12	4	20	16	16
	Sig.	0.28	0.059	0.198	.012*	0.181	0.505
Are you conversant with the term "BATHO PELE"	Chi- squares	22.832	15.426	4.476	54.776	16.552	14.988
	df	12	12	4	20	12	16
	Sig.	.029*	0.219	0.345	.000*	0.167	0.526

Have you attended "BATHO PELE" training programme/s	Chi-square	16.606	14.359	9.496	47.276	22.576	17.035
	df	12	12	4	20	16	16
	Sig.	0.165	0.278	.050*	.001*	0.126	0.383
Do you have enough supporting tools which enables you to provide services to your clients?	Chi-square	14.679	14.658	9.106	35.469	15.689	20.407
	df	12	12	4	20	16	16
	Sig.	0.259	0.261	0.058	.018*	0.475	0.202

Table 4.4 indicates that the traditional approach to reporting, a result requires a statement of statistical significance. A *p-value* is generated from a test statistic. A significant result is indicated with " $p < 0.05$ " (Pearson 1900). These values are highlighted with a *. Also another chi-square test was performed "to determine whether there was a statistically significant relationship between the variables which is rows versus columns.

The null hypothesis states that there is no association between two variables, and the alternate hypothesis indicates that there is an association. The p-value between *"Highest Grade Passed"* and *"Is the strategic plan of the Department in place?"* is 0.002, which means that there is a significant relationship between the variables highlighted in yellow. That is, the grade of the respondents did play a significant role in terms of how respondents viewed the strategic plan being in place. Thus, all values without an * or p-values more than 0.05 do not have a significant relationship.

Table 4.5 reports the bivariate correlations that were performed on the ordinal or data. The results indicate the patterns that suggest the positive values which indicates a directly proportional relationship between the variables and a negative value indicate an inverse relationship. All significant relationships are indicated by a * or **. The correlation value between statements, i.e., "Are there any measures available in the Department to assist staff in customer satisfaction and customer orientation?" and "Does the Department have a communication strategy?" is 0.669. This is directly related proportionally. Respondents indicate that the greater the presence of a department strategy, the more customer satisfaction and customer orientation can be achieved and vice versa. The other correlation value between statements are "Have you attended BATHO PELE training programme/s?" and "Do you have enough supporting tools which enables you to provide services to your clients?" is 0.684**. It therefore indicates that the greater the BATHO PELE training programme, the more tools to provide services and vice versa.

TABLE 4.5: CORRELATIONS

	Is the strategic plan of the Department in place?	Do you understand your role and responsibilities as per the requirements in the strategic plan of the Department?	Do you understand customer satisfaction and customer orientation?	Are there any measurable standards available in the Department to assist staff in customer satisfaction?	Do you know your clients and your expectations in providing services?	Does the Department have a communication strategy?	Are you conversant with the term "BATHOPEL E"?	Have you attended "BATHOPEL E" training programme/s?	Do you have enough supporting tools which enable you to provide services to your
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				on and cust ome r orien tatio n?					clie nts?
Is the strategi c plan of the Depart ment in place?	Corr elati on Coef ficie nt Sig. (2- taile d) N	1.00 0							
Do you underst and your	Corr elati on Coef	.834* *	1.000						

role and responsibility as per the requirements in the strategic plan of the Department?	ficient t Sig. (2- tailed) N	0.000							
Do you understand and customer satisfaction and customer	Correlation Coefficient ficient t Sig. (2- tailed) N	.726* 0.000 66	.814** 0.000 66	1.000 66					

orientation?										
Are there any measures available in the Department to assist staff in customer satisfaction and customer orientation?	Correlation Coefficient	.494*	.404**	.632*	1.000					
	Sig. (2-tailed)	0.000	0.001	0.000						
	N	66	66	66	66					
Do you know your	Correlation	0.140	0.078	.308*	.458*	1.000				

clients and your expectations in providing services?	Coef ficient									
	Sig. (2-tailed)	0.261	0.534	0.012	0.000					
	N	66	66	66	66	66				
Does the Department have a communication strategy?	Correlation Coef ficient	.627*	.546**	.687*	.669*	.426*	1.000			
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000				
	N	66	66	66	66	66	66			
Are you conversant with the	Correlation Coef	.528*	.449**	.569*	.678*	.354*	.609**	1.000		

term	ficie									
"BATH	nt									
O	Sig.									
PELE"	(2-	0.00	0.000	0.00	0.00	0.00	0.000			
	taile	0		0	0	4				
	d)									
	N	66	66	66	66	66	66	66		
Have	Corr									
you	elati									
attende	on	.580 [*]	.552 ^{**}	.615 [*]	.653 [*]	.357 [*]	.689 ^{**}	.734 ^{**}	1.000	
d	Coef	*		*	*	*				
"BATH	ficie									
O	nt									
PELE"	Sig.									
training	(2-	0.00	0.000	0.00	0.00	0.00	0.000	0.00		
progra	taile	0		0	0	3		0		
mme/s	d)									
	N	66	66	66	66	66	66	66	66	
Do you	Corr									
have	elati									
enough	on	.429 [*]	.433 ^{**}	.597 [*]	.613 [*]	.374 [*]	.663 ^{**}	.698 ^{**}	.684 ^{**}	1.00
support	Coef	*		*	*	*				0
ing	ficie									
tools	nt									

which enable s you to provide service s to your clients?	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	66	66	66	66	66	66	66	66	66

4.3 QUALITATIVE DATA

With regard to stakeholders, i.e Agricultural Farmers, Associations and Unions, interviews were conducted using open-ended questions and less structured protocols (i.e. - researchers may change the data collection strategy by adding, refining, or dropping techniques or informants). The researcher relied more heavily on interactive interviews, respondents were interviewed several times to follow up on a particular issue. The questions were repeated whenever there are misunderstandings sometimes required further explanations without jeopardizing the objective of the study.

4.3.1 Awareness of the services rendered by the Department of Agriculture and Rural Development and service expectations

The respondents clearly indicated that the Department did inform the stakeholders about services ending up in them speculating on the services that are to be rendered. Table 4.6 reflects the reasons for disagreement with the statement by respondents.

TABLE 4.6: Reasons for Disagreement on Service Rendered by the Department and Expectations

	Our expectations are to be provided with inputs, tractors and extension support.
	Our expectations are to be supplied with fencing, inputs, tractors and also to be empowered with animal husbandry.
	We are aware But there is no proper consultation, lacks communication, lacks implementation, monitoring and evaluation of projects. There is no sustainability of projects. Also lack coordination of farmer support. Service are not well organized according to commodities. Lack of business focus but instead only spearheading poverty aligned projects without growth to business. Extension officers not visible in the wards they are servicing. Agriculture is seasonal but lacks labour intensive contribution for employment opportunities.
	We think the dept should provide extension advisory services i.e. training, commercialization of projects and other technical assistance.

	We think the department should provide extension advise pre and post implementation of projects.

Table 4.6 reflects the respondents' expectations in terms of question 1 which the scores are a clear indication of what the Department should respond to. The respondents disagree with the Department on the following:

- Extension advisory services, i.e. training, commercialization of projects and other technical assistance;
- No proper clear consultation;
- Lacks communication strategy;
- Lacks implementation, monitoring and evaluation of projects;
- No sustainability of projects;
- Lacks coordination of farmer support;
- Service are not well organized according to commodities;
- Lack of business focus but instead only spearheading poverty aligned projects without growth to business;
- Extension officers are not visible in the wards;
- Agreed that agriculture is seasonal but lacks labour intensive contribution for employment opportunities.

The narrative indicates the challenges on the basis of service delivery.

4.3.2 Formal introduction of specialist officials by the Department

It was evident that specialist officials were formally introduced. Table 4.7 reflects the reasons why the respondents were of the view that officials were not formally introduced.

TABLE 4.7: Reasons for Disagreement on Operations of Specialist Officials and Current Consultation

	Aware but not visible
	But we are aware of Extension officers and Specialists
	Specialists only avail themselves where there is leadership like MEC visit.
	We are working with Animal Health Technicians and are constantly consulting with us through forums and other meetings
	Specialists avail themselves when needs arises since we are farming in small scale.

TABLE 4.7: Reasons for Disagreement on Operations of Specialist Officials and Current Consultation

Table 4.7 reflects the respondents' further their concerns as follows:

- No Extension Officer visibility;
- Specialists only availed themselves during events, e.g. MEC visit;
- Specialists avail themselves when need arises since they are farming in small scale.

This is a clear indication that respondents require interaction and interrelationship with specialists and extension officers.

4.3.3 Department's involvement in the decision making process regarding services to be rendered

The Table 4.8 shows the involvement of the Department.

TABLE 4.8: Reasons for Disagreement on Involvement in Decision-Making

	Not involved
	The decisions are imposed.
	The department is top-down approach that is why there is a chaos.
	Top down approach
	TOTAL

4.3.4 Relationship with officials and the Department?

Table 4.9 describes the relationship of respondents with Department officials.

TABLE 4.9: Reasons for Disagreement on Relationship with Officials and the Department

	Cordial relationship however there is communication challenges
	Good relationship.
	No good relationship because since we do not know each other.
	No relationship
	No relationship because we do not normally interact with each other.
	Yes, good relationship.
	TOTAL

On the basis of the responses in the Table 4.9, the Department should ensure good relationships with respondents.

4.3.5 Other information pertaining to service delivery

Table 4.10 reflects the responses by respondents to question as stated above.

TABLE 4.10: Other Information on Service Delivery

	<p>Have Extension Officers per ward so that more projects will be established by looking at rural areas.</p> <p>The department must understand that our projects are proving food source and employment opportunities.</p>
	<p>More Animal Technicians to inoculate our animals and visibility of Technicians is important to prevent animal diseases. More workshop on diseases prevention to community and schools.</p>
	<p>No provision of inputs and assistance with tractors. Water shortages and no support of boreholes. No signage to our garden. There is no market to sell produce and it is better to venture to agro-processing to avoid the wastage of produce. Recycling of commodities will assist like planting of herbs.</p>
	<p>The projects are properly consolidated, coordinated and implemented. There is no consistency in providing services which cause the farmers to be disgruntled about the services.</p>
	<p>The department has a mandatory obligations to provided services to subsistence and small scale farmers, but the department rather dictates the services and the conditions under which the services should be provided thus the farmers therefore have no role to play</p>

	than to comply. Extension Officers are not visible at all times and it take months to wait for an assistance.
	The department should consider to establish the resource office in the districts where the stakeholders can access information and other assistance related to agriculture.
	The department to give the community the information about agricultural services and other opportunities. The visibility of the department will be crucial for the children to understand the prime importance of the department. No supporting and monitoring of Extension officers in place which attributed to political preferences which impacts farmers.
	The departmental staff must be visible to all wards. Must all inform farmers about services rendered and make sure that the farmers understands their rights. No supporting and monitoring of Extension officers in place which attributed to political preferences which impacts farmers.
	There is no urgency in providing services sometimes farmers are forced to contact higher structure or politicians for things to move either than that problems remains.

Table 4.10 reflects that respondents had different views from the Department on what has to be done to improve service delivery. The views of the respondents must be considered as this will assist in closing gaps in service delivery challenges. The following issues were brought to the attention of the researcher:

- The Department has a mandatory obligations to provide services to subsistence and small scale farmers, but the Department dictates the services and the conditions under which the services should be provided to the farmers.

Extension Officers are not visible at all times and it take months to get any assistance;

- The Department should consider to establish Resource Offices in the districts where the stakeholders can access information and other assistance related to agriculture;

- The Department should give the community information about agricultural services and other opportunities;

- The visibility of the Department will be crucial for the children to understand the prime importance of the Department;

- No supporting and monitoring of Extension officers in place which is attributed to political preferences which impacts farmers;

- There is no urgency in providing services, sometimes farmers are forced to contact higher structures or politicians for things to be undertaken or problems remain.
- The Department should focus on the above as challenges in providing service delivery.

4.4 CONCLUSION

In this chapter, the findings were reported and briefly discussed. It must be indicated that the past and present experiences of the respondents were the part of the findings. In the next chapter results will be discussed.

CHAPTER 5

DISCUSSION OF RESEARCH FINDINGS

5.1 INTRODUCTION

This chapter discusses the key findings, and further explains service delivery in the DARD. According to Mouton (2001:239) as cited by Shaidi (2014:159), the ultimate goal of all science is the search for truth. This will give an indication of what the current challenges are as related to service delivery by the Department.

5.2 THE STRATEGIC PLAN OF THE DEPARTMENT

Louw and Venter (2007:15) posit that “strategy as a plan provides an overall direction and a course of action which is then effected via organizational layers, structure and control systems. This approach seeks to reach a match or link amongst the internal organizational capabilities and external possibilities, forming the basis of the resource-based and dynamic capabilities perspectives”. It was evident that most officials in 36-45 and 56+ age groups agreed that there is strategic planning. It was noted that 70% of respondents with Post Graduate qualification agreed, which is a clear indication that respondents who possessed Post Graduate and other qualifications might be in management positions and also form part of the strategic planning team.

Future strategies are centred on the adaptation of prior strategies, collective experience of individuals and the way of doing things embedded in the cultural web of the Department. It is a product of the minds and ideologies of individuals, groups and management in the Department. “Resolving different views and experiences requires negotiation and bargaining. In other words, the extent to which the strategic link is attained between the organization and its competitive environment is meditated by

how the individuals and management interpret the internal resources and capabilities with the environment. As a perspective, strategy looks inside the organization and upwards toward the strategic purpose, intent and direction of the Department” (Louw & Venter, 2007:16).

It is, therefore, clear that the strategic plan as a strategic tool for strategic direction has impacted or been made known to officials in the Department. However, it can be assumed that some officials are in management positions which will be ideal for them to share the information with their counterparts. Capacitating and nurturing lower level officials will assist to build future leaders.

5.3 ROLES AND RESPONSIBILITIES

It is very crucial that all officials should understand their roles and responsibilities in implementing strategy. The officials should feature in all strategies and this should be made known to them not only to be confronted with predetermined ‘Mission and Vision’ without substantive ideology or reasons behind the plan. Grant, (1991) cited by Louw and Venter (2007:16), points out that “the acceptance of resources and capabilities as the foundation of strategy rests on one important premise; resources and capabilities can determine the strategic direction of the organization”. To understand the distinctive resources and capabilities can help the organization to determine what it is capable of doing, rather than focusing on what its current business is.

It was noted that 50% of the respondents who had 30+ years of work experience and 70% of respondents with Post Graduate qualifications did understand their roles and responsibilities.

It was evident that there is a wide gap between the different categories or levels of officials with regard to understanding their roles and responsibilities.

Implementation of successful strategies depends on strategic management as the crucial player in the execution involving all stakeholders in the Department.

5.4 UNDERSTANDING CUSTOMER SATISFACTION AND ORIENTATION

This is very important in the service delivery, since understanding customer satisfaction and orientation contributes to the strategic direction of the Department. It was noted that 100% of respondents who have Grade 9, 80% of respondents with Grade 0-7 and 67% of respondents with Grade 10 strongly disagreed with the statement that they understand customer satisfaction and orientation and only 100% of those with Grade 12 agreed to understanding the customer satisfaction and orientation.

Irrespective of the level of education, operating at different levels, it must be clear that the role of service delivery will remain a key to link all categories. Also, 50% of respondents with tertiary qualifications and 66.7% of respondents who have other qualifications agreed with understanding customer satisfaction and orientation. Surprisingly, 75.0% of respondents with 1-5 years of experience agreed to understanding customer satisfaction and orientation. This indicates that the Department has to look at the different levels in the organization to ensure that everyone is on board and they understands what is expected of them.

5.5 MEASURES AVAILABLE TO ASSIST STAFF IN CUSTOMER SATISFACTION AND ORIENTATION

The Department should ensure that conducive environment exists in which staff members perform their duties, which includes the allocation of resources or tools to perform. Based on the findings, 100% of respondents with Grade 0-7, 100% of

respondents with Grade 9 and 50% of respondents with Grade 10 strongly disagreed that there are measures available to assist in customer satisfaction and orientation. However, 50% of respondents with Grade 8 strongly agreed that there are measures available to assist in customer satisfaction and orientation.

This reflects the level of understanding and what is expected of them, which must be rectified by the Department. Officials with degrees disagreed that there are measures available to assist in customer satisfaction and orientation which means there are no processes and procedures in place to assist them with customer satisfaction and orientation. If there are no measures in place, it means there is no synergy that interrelates with all levels within the system. The culture of operating in silos can be a contributory factor in this instance; therefore, the Department should address it. Kaul (1996:143-144) emphasised that “customers are so important that they have to be consulted continuously and proposes that the public service training programmes should include customer care training, including courtesy and complaints handling”.

5.6 KNOWING THE CLIENTS AND THEIR EXPECTATIONS WHEN PROVIDING SERVICES

It is important to know your clients and their expectation when rendering services. The analysis revealed that 80% of respondents in the 18-35 year age group, 75.0% in the 35-45 year age group, 67.9% in the 46-55 year age group and 50.0% of respondents aged 56+ agreed to know their clients and their service expectations. It was indicated that 79.4% of the male respondents agreed to know their client's expectations when providing the services. On the basis of highest grade passed, it was confirmed that

80.0% of the respondents with Grade 0-7 and 57% of respondents with Grade 9 strongly agreed to know their clients and their service expectations.

Clearly, staff members know their clients and will assist in ensuring the attainment of the goals or objectives of the Department. With regard to respondents with tertiary qualification, 87, 5% with certificates, 53.3% with diplomas, 84, 6% with degrees and 80.0% with post graduate degrees, agreed whereas 50.0% with other qualification strongly agreed to know their clients and their service expectations.

5.7 COMMUNICATION STRATEGY

Communication is one of the tools that can be used to either market strategies or as an internal control measure within the Department. On the basis of home language, 100% of respondents who speak other languages disagreed with the statement which stated that there is a communication strategy in the Department; 58.3% of respondents who speak English were neutral and 35.4% who speak isiZulu agreed to there being a communication strategy. It may be concluded that there is a challenge with the communication strategy in the Department. "There is need for correct any impartial reporting, as this reinforces the climate of openness and public accountability. Information should be provided in a way that is most suited to the requirements of the specific users of a service and at intervals most opportune and beneficial to these users" (Kaul, 1996:149).

5.8 UNDERSTANDING THE TERM "BATHO PELE"

The term 'Batho Pele' is the signature term in government services which comes with a lot of responsibilities and commitments. The term cannot be used in isolation but in conjunction with all relevant prescripts applicable to government service. It is crucial

that all staff members understand the term “BATHO PELE” which is obviously a part of the orientation programme. The results confirmed that 80% of the respondents with Grade 0-7, 50% with Grade 8, and 100% with Grade 9 strongly agreed that they understanding the term. Furthermore, of the respondents, 62.5% with certificates and 70% of respondents with post graduate qualifications also agreed. On the basis of experience, 60.0% of respondents with 11-20 years of service experience, 50% respondents with 30+ experience agreed to understand the term. It is clear that the Department has sensitized the staff members about the term and its importance. The orientation programme has made a significant impact to service entrants in the Department. The White Paper on the Transformation of the Public Service (1995), was to establish a policy framework to guide the introduction and implementation of new policies aimed at transforming the South African public service. The Department has taken positive action to ensure the commitment of staff members to service delivery. This positive approach may assist to develop the culture of accountability and responsibility to stakeholders.

5.9 ATTENDING “BATHO PELE” TRAINING PROGRAMME/S

The service delivery must also be aligned to the “Batho Pele Principles”. The operations in the Department, public service in particular, are guided by Batho Pele. It was indicated that 52.9% of male respondents as opposed to 31.3% of the female respondents agreed to have attended training programmes. The attention should be drawn that 80.0% of respondents with Grade 0-7 and 100% with Grade 9 strongly disagreed to have attended the programme. With regards to highest tertiary education, 62.5% of respondents with certificates, 61.5% with diplomas, and 70% with degrees agreed to have attended the training programme.

5.10 SUPPORTING TOOLS TO ENABLE OFFICIALS TO PROVIDE SERVICES

In order for officials to perform their task, they require supporting tools. It was ascertained that the vast majority (80%) of the respondents with Grade 0-7 strongly agreed to have supporting tools at their disposal to perform their work. Surprisingly, 50% of respondents with Certificates and 50% with Degrees disagreed, implying that they did not have the necessary supporting tools. According to service experience, it became clear that 50.0% of respondents with 1-5 years of experience and 53.3% of respondents with 11-20 years of experience, disagreed to have supporting tools. The Department clearly has officials who are not performing their duties due to not having the requisite supporting tools.

5.11 CONCLUSION

This chapter provided a summary of the key findings and a brief discussion thereof. Necessary attention must be given to strategic planning which is a focal point for strategic direction of the Department, communication strategy, decision making, development and training, building relationship with stakeholders.

CHAPTER 6

CONCLUSION AND RECOMMENDATIONS

6.1 INTRODUCTION

This chapter provides the conclusion followed by recommendations on the basis of the objectives of the study as detailed in chapter one. This chapter further alludes to the limitation/s of the research and provides recommendations for future research.

It is necessary to reiterate the aim of the study, namely, to enhance the understanding of the current situation and the need to address issues that are regarded as challenges to effective and efficient service delivery by the KZN DARD.

(a) To determine the level of service delivery by KZN Department of Agriculture and Rural Development;

(b) To understand the impact of Batho Pele support towards service delivery;

(c) To determine the commitment of KZDARD's officials towards service delivery;

(d) To determine the challenges and constraints to effective public service delivery to the agricultural community; and

(e) To highlight the important roles played by the stakeholders and the communication of KZNDARD services responsibility.

6.2 CONCLUSIONS

The summary discussion of the findings in the previous chapter highlighted some of the main issues which can be regarded as impediments to service delivery. The research questions were aimed at assisting the researcher to achieve the objectives that were formulated. The key findings linked to the research objectives they are discussed respectively.

6.2.1 To determine the level of service delivery by KZN Department of Agriculture and Rural Development.

This objective was achieved through empirical study whereby the researcher investigated the involvement of the stakeholders in relation to the KZN-DARD commitment to ensure that the principles of Batho Pele adhered to. However, most respondents indicated that are fully aware of service rendered. The empirical study further indicated that the stakeholders do understand services rendered by the KZN-DARD.

From the findings, there is a clear indication that the stakeholders do understand service rendered and the expectations. It is an indication that KZN-DARD has improved provision of technical assistance, whereby Extension Officers frequently consult the stakeholders and communicate services through Information Days.

It also became evident that there are challenges in respect of service delivery stemming from inter-alia, red tape in the provision of services. Although understanding strategic planning as a tool which provides a strategic direction is crucial, it was clear that a lack of understanding resulted in more challenges being faced by the officials and management and also in respect of roles and responsibilities in the Department. Although, Departmental operational systems are in place, they lack the proper implementation.

6.2.2 To understand the impact of Batho Pele support towards service delivery.

The findings indicated that the officials do understand service delivery which is included in their roles and responsibilities. However, the KZN-DARD's officials who were interviewed admitted that they do not have enough tools to perform their functions effectively. It was ascertained during interviews with the farmers' that the visibility of Extension Officers had become a problem which will compromise the integrity of the Department enshrined in the Service Delivery Improvement Plan and the Commitment Charter. Knowing clients and their expectations should play a significant role to ensure that the service rendered has an impact on the community.

Lack of support from the Departmental officials was evident, since there are no measures available to assist Officials in attaining the objectives of the department. It was also clear that the officials from the department, at the coal face of the service delivery, have necessary support to carry out their functions effectively. However, there is willingness to change attitude in providing effective and efficient services to the clients.

6.2.3 To determine the commitment of KZNDARD officials towards service delivery.

This objective was also achieved since officials respondents agreed that they are conversant of the Batho Pele principles and were also trained.

The response of the management participants indicated that all the necessary due diligence was done to ensure that all offices had Batho Pele principles posters, roll-up banners and service commitment charters displayed in reception areas and also to ensure pamphlets relating to services rendered are also available.

6.2.4 To determine the challenges and constraints to effective public service delivery to the agricultural community.

The respondents were quite clear about the lack of supporting tools, unavailability of measures and the unconducive environment to perform their duties. Whilst the respondents are at the coal face of service delivery, the commitment by political leaders to stakeholders, has contributed to the challenges faced by the Departmental Officials. Although stakeholders agreed that consultations took place, but the officials reported that supporting tools were lacking. It was ascertained that management had developed intervention plans which include procuring more official vehicles, replacing old computers and laptops, allocation of cell phones and procuring of corporate uniforms for all technical staff members.

6.2.5 To highlight the important roles played by the stakeholders and the communication of KZNDARD services responsibility.

The stakeholders, i.e. farmers, farmers unions, farmers associations are maintained that they lacked credible information which will assist to understand services offered by the department. The services rendered was sometimes not enough because it did not make provision for marketing. Agricultural inputs may be distributed very late which contributes so wastage or less yield. However, if KZNDARD can involve them in decision making and contribute to strategic direction of the department will assist in allaying challenges.

Furthermore, communication of KZNDARD services is lacking and it requires more effort in terms of information days and other means possible to communicate, e.g. catalogues, flyers, meetings, community radio stations and social networks.

6.3 LIMITATIONS

The study did not focus on community members or households and subsistence farmers. The views of these groups should be solicited in order to be able to generalize the findings with respect to the service delivered by the DARD.

6.4 RECOMMENDATIONS

- More training and orientation of staff members on customer service and care which is related to Batho Pele programme is needed and should be accelerated.
- Deployment of Extension Officers per ward is necessary, especially in rural areas, due to the size of each ward, to that each Extension Officer is responsible for one ward.
- Community stakeholders should be involved in decision making to avoid breakdown of trust.
- Staff should be provided with the relevant tools, enabling them to perform the duties effectively and efficiently.
- Reporting, monitoring and evaluation of projects should be improved.
- Public participation regarding the services rendered by the Department should be improved.
- Credible forums which will serve as a communication platform should be established, if available, improved.
- Improvement of internal and external communication channels are needed.

- Information on the strategic plan should be communicated to staff members so that they understand the Department's strategic direction and their anticipated contributions.

6.5 POSSIBLE FUTURE RESEARCH

It is recommended that the study be expanded to include Departmental operational systems which will include the current control systems. The findings indicated clearly that there are system breakdowns which adversely impacted service delivery.

6.6 CONCLUSION

The chapter provided an apercu of the findings and some recommendations were suggested to resolve the challenges of service delivery in the KZN Department of Agriculture and Rural Development. Necessary action must be taken to address issues that can be impediments to providing quality service delivery to the community.

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Appendix 1: Internal Memorandum



agriculture & rural development

Department:
agriculture
& rural development
PROVINCE OF KWAZULU-NATAL

INTERNAL MEMORANDUM

Directorate: eThekweni District Services

TO/IYA KU: Dr. S.F. Mkhize HEAD OF DEPARTMENT	Telephone: 031-328 9300/ 071 684 7460
	Ucingo:
	Enquiries: Mr. M. Sithole
	Imibuzo:
	Reference: 60171626
	Inkomba
	Date: 10 August 2016
	UsukDu:

**RE: REQUEST TO CONDUCT RESEARCH ON PUBLIC SERVICE DELIVERY
PARALYSIS IN SOUTH AFRICA-The Case of KZN Department of Agriculture
and Rural Development**

1. PURPOSE

To request for an approval for an authority to conduct research interviews to officials and management in the department, farmers, civic organizations, social partners and independent sponsors.

2. BACKGROUND

The department granted me a bursary to pursue Masters in Public Management studies at Durban University of Technology which requires me to interact with relevant participants in the department. Officials and management are currently my target group to conduct interviews.

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3. DISCUSSIONS

The research topic is "Public Service Delivery Paralysis in South Africa: The case of KZN Department of Agriculture and Rural Development" which is relevant to the department. This research seeks to investigate the existing strategies, procedures, policies, communications techniques and the implementation thereof. As the research progress other issues like human capital, facilities, and tools to assist in performing the duties. The research will:

- Provide an assessment of the level of dissatisfaction of the community with regard to public services;
- Determine community participation in the department programmes;
- Provide an academic context of the public service delivery challenges, and;
- Coming up with objective recommendations that will assist in improving the current situation on provision of services to the community.

The main objectives of the research are:

- To understand first-hand the level of service delivery;
- To determine the seriousness of officials regarding service delivery;
- To highlight compliance with Batho Pele which is a requirement in ensuring quality service delivery;
- To determine the challenges and constraints to effective public services delivery.

The research will practically contribute to an existing knowledge body of public service delivery by contributing in harnessing and improving the current system of governance, sensitization of public service employees on compliance to policy frameworks and to minimize the current challenges and come up with the system which will be transparent, effective and easily adaptable. The national and international publication will be necessary since the research will be knowledge base contribution on South African, in general, and KZN Department of Agriculture and Rural Development perspective, in particular. Recommendation and output of the research will assist in improving the service delivery which will assist in improving services that are

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delivered to the community and also to develop the community on their rights as related to their demands to the government. The research will ultimately be used as reference and catalyst to ensure effective and efficient quality service delivery to the community.

4. LEGISLATIVE IMPLICATIONS

The South African Constitution of 1996 as amended, White Paper on Transforming Public Service Delivery, 1997, Department Batho Pele Framework, Public Service Act, Public Service Regulation, Labour Relations Act, Department Strategic Planning, Department Annual Performance Planning, MEC Policy Statements and other legislation related to the research.

5. ORGANIZATIONAL IMPLICATIONS

The department will therefore benefit from the outcome of the research.

6. COMMUNICATION IMPLICATIONS

An approval will be communicated to Durban University of Technology, Research Supervisor-Professor Krishna Govender, Director-eThekweni District Services- Ms Nonhlanhla Myeni and to the other relevant participants. The outcome of the research will be communicated to Head of Department.

7. FINANCIAL IMPLICATIONS

The bursary has been granted and financial implications will be based on bursary policy.

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8. RECOMMENDATIONS

It is, therefore, humble recommended that an approval be granted.

AUTHORED BY:

10/08/2016

DATE

<p>APPROVED/ NOT APPROVED</p> <p>Dr. S.F. Mkhize</p> <p>Head of Department</p>	<p>Comments:</p> <p>Date: 2016/08/11</p>
---	--

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Appendix 2: Consent Letters

PG 2a



CONSENT

Statement of Agreement to Participate in the Research Study:

- I hereby confirm that I have been informed by the researcher, E.M. SITHOLE, about the nature, conduct, benefits and risks of this study - Research Ethics Clearance Number: _____.
- I have also received, read and understood the above written information (Participant Letter of Information) regarding the study.
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerised system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and of my own free will declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may relate to my participation will be made

Kuben Nicker 25/10/2016 11H3
Full Name of Participant Date Time
RIGHT THUMBPRINT

I, E.M. Sithole, herewith confirm that the above participant has been fully informed about the nature, conduct and risks of the above study.

Eric M. Sithole 25/10/2016
Full Name of Researcher Date
Phenathi S. S. S. S. 25/10/2016
Full Name of Witness (If applicable) Date



CONSENT

Statement of Agreement to Participate in the Research Study:

- I hereby confirm that I have been informed by the researcher, E.M. SITHOLE, about the nature, conduct, benefits and risks of this study - Research Ethics Clearance Number: _____.
- I have also received, read and understood the above written information (Participant Letter of Information) regarding the study.
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerised system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and of my own free will declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may relate to my participation will be made available to me.

Thandiswa N. Ndimini
Full Name of Participant
(KZN Organized Agricultural
Forum-OAF)

25/10/16
Date

13H00
Time

[Signature]
Signature

I, E.M. Sithole herewith confirm that the above participant has been fully informed about the nature, conduct and risks of the above study.

Emmanuel Sithole
Full Name of Researcher

25/10/16
Date

PROSEMATHI S. SITHOLE
Full Name of Witness (If applicable)

25/10/2016
Date

Signature



CONSENT

Statement of Agreement to Participate in the Research Study:

- I hereby confirm that I have been informed by the researcher, E.M. SITHOLE, about the nature, conduct, benefits and risks of this study - Research Ethics Clearance Number: _____.
- I have also received, read and understood the above written information (Participant Letter of Information) regarding the study.
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerised system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and of my own free will declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may relate to my participation will be made available to me.

Robert Mchize
Full Name of Participant
RIGHT THUMBPRINT

24/10/2016
Date

10h1
Time

I, E.M. Sithole herewith confirm that the above participant has been fully informed about the nature, conduct and risks of the above study.

Emmanuel Sithole
Full Name of Researcher

24/10/2016
Date

Emmanuel Sithole
Full Name of Witness (If applicable)

24/10/2016
Date

Appendix 3: Gatekeeper Approval Letter



Mr. Jerry Mfusi
Acting Head of Department
Department of Agriculture and Rural Development
Private Bag X9059
PIETERMARITZBURG
3200

Dear Mr Mfusi

REQUEST FOR PERMISSION TO CONDUCT RESEARCH

I am writing to request your permission to conduct research at your Department for a study entitle *Public Service Delivery Challenges in SOUTH AFRICA: The Case of KZN Department of Agriculture and Rural Development*, which has been given ethical clearance under reference application number 335.

This research is being conducted by Mr. Enock Musawenkosi Sithole from Durban University of Technology as part of Master: Public Management dissertation. This study has been provisionally approved by Durban University of Technology Human Research Ethics Committee and, as part of that approval process, I am required to obtain gatekeeper permission from sites where I recruit or test participants

The aim of this study (1) *To understand first-hand the current level of service delivery.* (2) *To determine the seriousness/ attitude of officials to service delivery.* (3) *To highlight compliance with Batho Pele which is a requirement in ensuring*

quality service delivery. The overall study goal of the study is to improve our understanding in service delivery to the clients.

The study is for research purposes and also to contribute to the existing body of knowledge in public service delivery.

Yours Sincerely

Mr Enock Musawenkosi Sithole

I, Manduzi Mfisi as ACT HEAD of Department

of Agriculture & Rural Dev having been fully informed of the

nature of the research to be conducted in PUBLIC SERVICE DELIVERY

CHALLENGES IN SOUTH AFRICA: A Case of KZN Department of Agriculture and

Rural Development give my permission for the study to be conducted. I reserve

the right to withdraw this permission at any time.

DATE: 25/05/2017

Appendix 4: Questionnaire

SECTION A

BIOLOGICAL DATA

PLEASE MARK THE APPLICABLE BLOCK WITH "X"

A1 – AGE GROUP (IN YEARS)

18-35

36-45

46-55

56+

A2 – HOME LANGUAGE

ISIZULU

ENGLISH

AFRIKAANS

OTHER (Please Specify

A3 – GENDER

FEMALE

MALE

A4 – HIGHEST GRADE PASSED

GRADE 0-7

GRADE 8

GRADE 9

GRADE 10

GRADE 11

GRADE 12

A5 – HIGHEST TERTIARY QUALIFICATION

CERTIFICATE

DIPLOMA

DEGREE

POST DEGREE

OTHER (Please Specify)

A6- SERVICE EXPERIENCE

LESS THAN A YEAR

0-5 YEARS

6-10 YEARS

11-20 YEARS

21- 30 YEARS

30+ YEARS

SECTION B

PLEASE INDICATE TO WHAT EXTENT YOU AGREE WITH THE FOLLOWING STATEMENTS BY MARKING “X”

1. = Strongly Disagree (SD)
2. = Disagree (D)
3. = Neutral (N)
4. = Agree (A)
5. = Strongly Agree (SA)

No.

SD D N A SA

1. Is the strategic plan of the Department in place?

2. Do you understand your role and responsibilities as per the requirements in the strategic plan of the Department?
3. Do you understand customer satisfaction and customer orientation?
4. Are there any measures available in the Department to assist staff in customer satisfaction and customer orientation?
5. Do you know your clients and your expectations in providing services?
6. Does the Department have a communication strategy?
7. Are you conversant with the term “BATHO PELE”
8. Have you attended “BATHO PELE” training programme/s
9. Do you have enough supporting tools which enables you to provide services to your clients?

Appendix 5: Open-Ended Questions

1. Are you aware of the services rendered by the Department of Agriculture and Rural Development? If not, what are your service expectations?

2. Does the Department formally introduced any specialist officials operating within your area? If not, explain any current consultation?

3. Are you conversant with the Department's service standards?

4. Does the Department involve you in the decision making process regarding services to be rendered?

5. How is your relationship with officials and the Department?

6. Is there any relevant memorandum of understanding or agreement duly signed with the Department of Agriculture and Rural Development? If yes, does the Department comply? If not, what measures did you take to enforce the agreement?

7. Do you have any other information pertaining to service delivery that you would like to bring to the attention of the researcher?
