

By making use of peer reviewed journals and articles, a researcher ensures that the information that is obtained in these journals and articles are approved by other academics and provides the reassurance that the information was gathered correctly and the findings are accurate and trustworthy (Wiid & Diggines, 2009).

3.5 Sampling Strategy

The researcher used purposive sampling throughout the fieldwork phase of this thesis. Self-selection sampling is a non-probability sampling technique that is based mainly on the judgement of the researcher (Baran & Jones, 2016). This approach is used by researchers who want people and organisations to participate in the research process and is done voluntarily. The researcher is required to follow the ethical guidelines that will provide clarity about the study and about the questions posed to participants during the face-to-face interviews (Wainer, 2013).

The advantage of using purposive sampling is that it reduces the amount of time spent on finding the correct participants for the interviews. The researcher selected five wine farms, selecting every alternate wine farm within a 20 kilometre radius from the DAFF offices in Stellenbosch, Western Cape. Adopting this method of sampling allowed for a large geographical area to be studied and for collecting data that is representative of a large community.

3.6 Data collection

The participants identified to participate in this research study consisted of six DAFF management officials, five wine farm owners (two popular wine farms and three unpopular wine farms) and ten wine farm labourers (two labourers per wine farm). The reason for identifying the management officials was influenced by their key roles and responsibilities with reference to the implementation process of the Batho Pele policy. The DAFF officials were drawn from across the occupational categories and comprised officials from top and middle level management and the lower managerial level. The different levels of management were interviewed to establish if the management of DAFF are actually taking the Batho Pele principles seriously, or if they were merely ‘ticking the boxes’ in order to

comply with policy regulations. The nature of the questions differed between those at managerial level and those at non-managerial level.

The DAFF managers were asked more strategic questions, while their clients' questions focused more on implementation. The questions posed to the DAFF employees were of a technical nature, because those employees were expected to know about the Batho Pele principles and how they are incorporated into the service delivery structure of that department. For example, the researcher tried to establish if there were any strategies or plans to raise awareness of the eleven Batho Pele principles within the Department of Agriculture Forestry and Fisheries. The researcher also enquired if there was any consultation in terms of service delivery taking place between DAFF and the selected clients of the Western Cape Winelands District. The focus of the questions posed to DAFF officials was to interrogate them about the effectiveness of the Batho Pele principles within this department, to identify the challenges that this department faces in implementing the eleven Batho Pele principles and to provide service delivery to its customers.

In the case of the farm owners and the labourers, their experiences as recipients of services are important in the context of how well the DAFF is performing. Through probing the insights, experiences and knowledge of the DAFF officials, wine farm owners and labourers, the researcher obtained a more balanced perspective on the implementation of the Batho Pele principles by the DAFF. The nature of the questions posed to wine farmers and labourers were less technical than those posed to the policy implementers.

The questions to the wine farm owners and the wine farm labourers focused on probing experiences at the grassroots level. For example, the researcher tried to establish if the Batho Pele principles had improved service delivery in their community. The researcher also enquired if the Western Cape Department of Agriculture, Forestry and Fisheries (DAFF) had consulted with them at any time regarding the formulation of new policies. The wine farm owners and the farm labourers were asked the same questions. The reason for this is two-fold. Firstly, it allowed the researcher to understand whether wine farm labourers and owners shared similar experiences and in effect have a good or bad experience when interacting with the DAFF. Secondly, it helped the researcher understand whether the enactment and implementation of the Batho Pele policy had actually narrowed the gap between those who have more and those who have less with reference to how services are provided. In other words, are all citizens treated equally, regardless of socio-economic status?

The researcher was guided by a set of predetermined questions for each of the face-to-face interviews (Galletta, 2013). A semi-structured interview schedule was used to guide the interviews with the participants. Semi-structured interviews can be defined as being less formal and structured with the main focus on questions that are more open-ended, giving the opportunity for the participants to speak freely (Galletta, 2013). One of the advantages of making use of semi-structured interviews, is that they allow for the researcher to carefully formulate questions and ask those questions strategically during the interview so that the participants are not misled nor confused during the interview (Galletta, 2013). The semi-structured interview allowed this researcher to probe further for answers to gain an in-depth understanding of how the participants experienced the service delivered by DAFF within their communities. The researcher avoided asking leading questions or imposing any meanings on the participants. Secondly, the researcher endeavoured to conduct the interviews in a relaxed conversational manner with each participant to gain the maximum value of each face-to-face interview.

The researcher introduced the focus of the study and enquired from participants whether they were familiar with the Batho Pele principles. Where participants were not aware of these principles, the researcher provided an explanation on the nature and intent of the principles before probing the participant's experiences. The focus of the questions to the DAFF officials were more technical in nature, probing issues of compliance, regulation, challenges and gains. The questions posed to the vineyard farm owners and farm labourers focused on their knowledge of Batho Pele and their experiences of service delivery by the DAFF.

Before any of the face-to-face interviews took place, the necessary consent forms and information forms were given to the participants to read, to inform them about the study and to gain their permission to be part of this study. The participants were also informed that if they chose to be part of this study, anonymity would be maintained, and the information treated confidentially. The participants were informed that the interview would be recorded, with their permission, and that the recordings would be for the purpose of accuracy of transcriptions of the interviews. Participants were reassured that only the researcher would have access to these voice recordings, which would be stored on a password protected computer.

3.7 Data analysis

According to Patton (2014) the qualitative analysis helps to transform the data into findings. By doing so, the analysis of the data should be able to produce the necessary findings. Data analysis therefore assists with the ordering and structuring of data in a way that provides answers to the research questions and facilitates the process of finding solutions and/or proposing recommendations. Qualitative data analysis is defined as merging the analysis and interpretation as well as merging of the collected data (Ritchie et al, 2013). Patton further argues that qualitative analysts should be able to observe their processes, analyse and report on the analytical process (Patton, 2014). Throughout this study, the researcher reflected on the research process. This was done, firstly, by adhering to the ethical considerations and research conventions informing research of this nature. Secondly, it was done by reflecting on the data collected, analysing and interpreting the data in the context of the main aims and objectives of the study. The researcher summarised each interview after it was completed, thus eliminating the possibility of data and information piling up and overwhelming the researcher. The data was also coded, organised and evaluated so that it would be simpler for the process of analysis and interpretation. Thirdly, the researcher relied on the expertise of others to help order the researcher's notes and to obtain a second opinion on the researcher's analysis, to ensure that it remained in line with the research topic and its objectives.

3.8 Validity and reliability

Validity can be defined as the research instrument that measures its relevance, precision and accuracy (Luton, 2015). Validity assists the researcher by informing the researcher whether an instrument that was used to measure or collect data during the research process was accurate and precise during the data collection period. The credibility criteria highlight the results of qualitative research and help to determine how credible or believable the results are (Baumgarten, 2012). The reliability is focused mainly on the consistency and repeatability of the respondents and the researcher's ability to collect and record the information and data as accurately as possible (Luton, 2015).

The principles of anonymity and confidentiality were upheld at all times when referring to and/or using the data. The names of participants were not revealed. Instead, reference was made to "officials," "farm owners" and "farm labourers" when referring to the data.

The interview transcriptions and voice recordings were uploaded and saved onto the researcher's personal computer. The computer is password protected and only the researcher has access to it.

Once the transcriptions were uploaded, the hard copies were destroyed. The hard copies of the interviews will be destroyed after five years and the voice recordings will be permanently erased from the voice recorder after five years.

3.9 Ethical considerations

The research for this thesis was conducted according to the ethical standards prescribed by the University of the Western Cape. The main objectives of the research paper were clearly explained to the relevant respondents in the study and they were informed that their participation was entirely voluntarily and that they had the right to withdraw at any stage of the process.

The confidentiality and anonymity were maintained in using the data. This was achieved by not referring to the participants' names or surnames but, rather as farm owners and farm labourers or the DAFF officials. After the interviews were voice recorded and transcribed the data was then stored on a password protected computer that only the researcher had access to.

The participants were also made aware before the interviews were conducted that a voice recording would be done during the interview so that the researcher could access the voice recording later when formulating recommendations at the end of this research paper.

Participants were reassured that the data, as well as the voice recordings, would be disposed of, after five years, i.e. circa 2022. There were no foreseen risks to participating in the study. However, in the event that participants encountered any discomfort as a result of participating in the study, the researcher undertook to ensure that the necessary counselling would be obtained.

3.10 Significance of the research

The study is important for various reasons, but more especially since it aims to highlight the complexities associated with public policy implementation.

In spite of clear and coherent policy frameworks, public institutions, departments and agencies continue to struggle to interpret, apply and implement policies and laws as intended. More specifically, the study is important for the following reasons. The study is significant because it will add to the existing body of knowledge on public policy implementation and the challenges that confront government departments when implementing policies. Secondly, it illustrates the challenges that ordinary citizens may face in trying to achieve their rights and entitlements of citizenship. This study is also significant to other researchers attempting to research the implementation of the Batho Pele principles amongst its selected clients in other state departments. This study hopefully also provides better insights for the DAFF managers to understand the feelings of the people at grassroots level about the services that the DAFF is delivering to them. This study could also assist DAFF managers to explore internal intervention strategies to mitigate the implementation of the selected Batho Pele principles within this department.



3.11 Analysing data collection strategy

The sample consisted of 21 participants in total; six participants were management officials from the DAFF, five were wine farm owners and ten were farm labourers (two labourers per farm). The fact that the majority of participants who participated in the face-to-face interviews were male, was not by design, but the agricultural industry is predominantly male; the same goes for the employees working in the DAFF. The respondents were categorised in terms of the DAFF employees and the DAFF clients. The ages of the respondents ranged from 26 to 65 years of age; thus, the elderly, middle-aged and youth were represented. The sample also included six DAFF members at different managerial levels so that more in-depth information could be collected by the researcher. Some of the challenges that were experienced by the researcher included the selection of data and time for the face-to-face interviews to take place at the DAFF due to the DAFF officials attending meetings and assisting clients on a day-to-day basis; thus, finding a date that was best suited was challenging. Secondly, gaining access to some of the wine farms was challenging since the road conditions to and from the farms were extremely poor due to the remote locations of those farms.

The research plan was designed to answer the main research question and objectives. The research plan made use of an interview schedule to help get the necessary answers from the participants that took part in this study. The reason why a qualitative approach was adopted by the researcher was due to the additional information and better understanding that one gets from asking open-ended questions. This allowed the researcher to really understand why the respondents gave certain answers during the face-to-face interviews that were held. The face-to-face interviews were conducted in a safe space at the DAFF offices and on the wine farms so that the respondents could answer the questions to the best of their capability without fearing intimidation or victimisation. This resulted in the researcher collecting qualitative data that assisted in answering the research questions and sub-questions. The pre-determined research plan and the unfolding research plan were identical and took place without any problems. The participants were all enthusiastic about partaking and were easy to communicate with. That allowed the researcher to probe the participants and to gain valuable information from them.



3.12 Chapter summary

This chapter explained how appropriate the qualitative research method was in answering the research questions. This chapter discussed the research design, research approach, case study, sampling strategy, data collection, data analysis, validity, ethical consideration and lastly, the significance of the study. To conclude, this chapter focused primarily on the research methodology which was used throughout the research process.

CHAPTER FOUR

BACKGROUND OF THE DAFF AND THE DAFF PROFILE

4.1 Introduction

This chapter provides a contextual background of the Department of Agriculture, Forestry and Fisheries (DAFF). Within this chapter the main focus is on the role and responsibilities of the DAFF to its clientele and secondly, the level of interaction between the DAFF and the wine farm owners and its labourers. This chapter looks at the contextual framework of the Batho Pele principles and how it relates to the research objectives. The contextual background discusses the level of interaction between this department and the wine farm owners and the wine farm labourers. The roles and responsibilities of the DAFF will be identified providing a clear understanding as to what services this department provides to its clients.



4.2 Background and profile of the Department of Agriculture, Forestry and Fisheries (DAFF)

The Department of Agriculture, Forestry and Fisheries (DAFF) is located just one kilometre outside Stellenbosch on the Adam Tas Road. The DAFF consists of three main areas, namely agriculture, forestry and fisheries. The agricultural industry within South Africa is regarded as being one of the most important industries since South Africa has a huge export market ranging from citrus fruits, to the exporting of South African wines (DAFF, 2017b). This department is located 13.4km from the local Stellenbosch municipality and is currently located in a very small building. This department is tasked with serving the wine farm owners, its labourers and any other agricultural community. The DAFF provides services to more than 62 470 farmers and more than 200 000 labourers across South Africa (DAFF, 2017a). Within the Western Cape the DAFF provides services to more than 200 wine farms and more than 20 000 farm labourers within the Western Cape (DAFF, 2017a). The DAFF is held accountable for providing services that are equal and fair, to all its clients. Some of the wine farms are situated in remote areas and travelling to those farms can only be done by using an off-road vehicle (DAFF, 2017a).

The majority of the DAFF clients can be classified as living in rural areas with some having to travel more than 20 kilometres to reach the nearest small town just have access to governmental services such as hospitals.

4.3 Roles, functions and responsibilities of the DAFF

The vision statement of the DAFF can be summarised as being focused on transforming the agriculture, forestry and fisheries sector ensuring that economic prosperity takes place and that the public sector transforms so that it is equally represented by all races and genders (DAFF, 2017b). The mission statement of this department is very clear and easy to understand. It thus serves as the action plan to achieving the vision statement of this department. The mission statement is mainly focused on advancing food security within South Africa and to facilitate the transformation process within the South African public sector through implementing policies such as the Batho Pele principles and other related legislation (DAFF, 2017a).

With regard to wine farming in particular, the DAFF is primarily responsible for the approval of the quality standards of wine products and issuing of certificates of all the South African wines that are sold locally and internationally. The DAFF has to analyse and approve all wine products according to set standards and criteria to ensure that wine being sold is of a certain quality and that the necessary label information is on each bottle (DAFF, 2017d). Secondly, this department is tasked with providing the necessary certificates for the wine farm owners so that they can sell their products locally and internationally (DAFF, 2017d). The certification process requires the farm owner to upload his/her identification number, proof of residence, the cultivar that is on the farm and the quantity of wine that needs to be certified. The DAFF will compare the scientific analyses that are submitted by the farmer with the two samples and identify if those samples meet the necessary criteria. This department will also look into the labelling to see if the bottles include warnings of no underage drinking, and if the alcohol percentage is indicated on the labels. If the samples meet the criteria, only then will the DAFF provide a certificate allowing the farmer to legally sell the wine on the local or international market (DAFF, 2017d).

The interaction between the farm labourers and the DAFF takes place through the workshops that this department provides, teaching farm labourer's skills and techniques with regards to farming. The DAFF also assists these labourers to apply for land so that they can farm and physically apply the skills and techniques that they have learned by attending the workshops held by the DAFF (DAFF, 2017a).

The vision and mission statement of the DAFF highlights the importance of providing previously disadvantaged communities the opportunity to become farmers and to own land thus assisting with the transformation within the agricultural sector (DAFF, 2017c). The DAFF is in line with the National Development Plan's (NDP) vision and mission statement and is working towards common goals such as creating job opportunities to fight unemployment within South Africa and to create food security for South Africa (RSA, 2013).

However, this department is held accountable for the whole country's wine farm certificates and is not able to outsource the work. Hence, the workload on the DAFF officials is enormous and it is not uncommon that a backlog of work can be found within this department. Thirdly and key to the DAFF meeting its service delivery objectives and standards, regular consultation with their clients is a pertinent part of their roles, functions and responsibilities. The DAFF has to understand the needs of people at grassroots level and how, through the efficient and effective use of its resources, it can address the needs of its clients more directly (DAFF, 2017a). To this end, the senior manager is held accountable for the overall implementation of the Batho Pele principles within the DAFF and is tasked with the handling of complaints and other queries regarding the quality of services being delivered to its clientele (DAFF, 2017a).

Furthermore, this department is also responsible for sharing the necessary information with its clients such as the latest amended policies, newly implemented policies and leadership programmes within the local communities that will take place. By sharing the necessary information, the DAFF is adhering to Principle five of the Batho Pele principles, where the department is obligated to share accurate information about the public service that this department provides. It also requires that the clients of this department are informed about the latest policies and programmes that will affect them in their day-to-day lives (RSA, 2008).

The DAFF is also tasked with the responsibility of being open and transparent as a department, about the activities of this department. This will help with the transformation

process of the South African public sector being more open for its clientele to ask questions and to be able to hold public officials accountable for their actions.

The DAFF is currently sharing its annual reports, strategic plans and financial budget with the public, ensuring that the reports and plans that are published by the department are implemented to the letter and that its clients can report any irregularity with the implementation process (DAFF, 2015a).

Another role and responsibility of this department is the meeting of service standards. Principle two of the eleven Batho Pele principles speaks about the quality of service delivery that its clients can expect and the tools that can be used to evaluate the implementation of the services (RSA, 1997b). Service standards within the public sector play an important role because it sets a benchmark for the quality of service that must be delivered by the DAFF and other state departments. It remains the responsibility of the DAFF to maintain its basic communication infrastructure with its clients. For example, if the email systems of the DAFF are problematic then a complaint should be logged so that they can be fixed. This is crucial to the DAFF since the bulk of its communication to its clients is done via e-mails. Also, if the switchboard of this department is broken then the DAFF must address this problem by logging a complaint so that it can be fixed. The switchboard is necessary for this department since all calls get connected to the switchboard and the receptionist will put the customer through to the correct DAFF officials so that their query can be addressed. If these standards are not met, citizens can report it to the DAFF and the relevant civil servant will be held accountable for not meeting those standards. For example, if the DAFF fails to issue a certificate within the 48 hour time frame, then its clients can log a complaint because the standard of the turn-over time for certificates was not met. The DAFF has provided its clientele with the measures that can be used to determine if the quality of the services that are rendered by the DAFF are meeting the minimum requirements. These tools can be found on the DAFF website (RSA, 2017b).

Lastly, the role and responsibility of the DAFF is to ensure that redress occurs within this department. If service delivery does not meet the set standards that are set by the second principle, it is required that the implementation programme with regards to service delivery needs to be revised so that the service standards are met (RSA, 1997b). This can be done by allocating more human resources and financial resources to help achieve the set standards of service delivery. The redressing of the problem areas and ineffective programmes will help to

improve the effectiveness of these service delivery programmes of the DAFF and will lead to its customers feeling valued.

4.4 Interaction between the DAFF, the wine farm owners and its labourers

The DAFF interacts with the wine farm owners on a regular basis in the form of emails or when the wine farm owners need to submit wine samples. The interaction between the wine farm owners and this department takes place on a regular basis. The interaction between the farm labourers and the DAFF is mainly through consultation meetings held a few times a year (every two months). The majority of the wine farm owners have access to the internet and computers. They also have a smartphones, allowing the farm owners to check their emails regularly and to access the department's website to see the latest news. The wine farm labourers, on the other hand, do not have access to a computer or a smartphone, nor do they have enough money to spend on buying data to access the departmental website.

The interaction between the farm labourers and the DAFF takes place through the workshops that this department runs. DAFF teaches the farm labourer's skills and techniques about farming and assists them applying for land so that they can farm and apply the skills and techniques that they have learnt (DAFF, 2017a). The interaction between the department and the farm labourers therefore takes place once a month.

The vision and mission statement of the DAFF highlights the importance of providing previously disadvantaged communities with the opportunity of becoming farmers and owning land. The transformation within the agriculture sector can therefore take place (DAFF, 2017c). The National Development Plan (NDP) is in line with the vision and mission of the DAFF. Therefore, both the NDP and the DAFF are working towards common goals such as creating job opportunities to fight unemployment within South Africa and to create food security for South Africa (RSA, 2013).

Another challenge that the wine farm labourers experience is the transportation to and from the consultation meetings that are held by the DAFF. These meetings are located in town and are not on the day-to-day travelling route of taxis or trains. The workers have to spend this additional money to attend these meetings.

The wine certification process requires the wine farm owners to upload certain documentation on to the Wine Online system, such as the proof of address, the farm owner's

identification document and the cultivar that the farm owner currently has on the farm, just to name a few. The farmer then submits two wine samples to the DAFF, accompanied by a scientific laboratory report containing the alcohol percentage of each bottle and the other ingredient used to manufacture these wines.

The DAFF then analyses these reports and checks if the labelling of the bottles meets the criteria for labelling for example, if the bottle indicates the alcohol percentage and if it warns the customer of driving under the influence of alcohol. If these samples meet the criteria of the DAFF, only then will the wine certificates be issued so that the wine can be sold locally or internationally. However, well-known wine farmers receive special treatment from this department in the form of granting late submissions to the DAFF without any penalties. On the other hand, the smaller unknown wine farmers do not get this special treatment from the DAFF due to them not being as profitable and bringing in enough business as the well-known wine farmers.

The DAFF as a department consults its clients every two months so that the clients can voice their opinions and provide the necessary inputs so that the DAFF can improve its service delivery strategy and the policies that it helps to formulate (DAFF, 2017a). Regular consultations allow for this department to stay in touch with citizens at grassroots level and thus not losing touch about what is happening at street level. The advantage of having regular consultations with clients is that service delivery will be more effective and responsive due to the inputs that are given by the stakeholders that this department interacts with namely, wine farmers and farm labourers. The DAFF ensures that the policies are implemented according to the needs and demands of its clientele, thus benefitting the greater community and not just a small elite that makes the policies. Consultation takes place in the form of community meetings that are held by the DAFF in local community halls. These usually take place over a weekend, thus allowing as many clients as possible to attend the public meetings. It also ensures that the maximum number of inputs from the clients can be documented by the DAFF to ensure that the opinions of its clients are taken into account (DAFF, 2017a).

The wine farm owners and the farm labourers have different responsibilities. They are all required to attend consultation meetings with the DAFF, so that this department can take note of the problem areas and identify how they can improve their services to their clients. However, if the stakeholders do not attend these community meetings, the DAFF will not know what the main issues of concern are. The DAFF is responsible to selecting a venue that

is best suited to travel to and from, for its clients. If the venue is not on the commuting routes such as for buses and taxis, the majority of the farm labourers would then not be able to join these consultation sessions. Currently the venues for these meetings are not easily accessible, due to the DAFF not providing transportation. Resultantly, the farm labourers find it difficult to attend these meetings.

The DAFF must also select a time that is best suited for the farm owners and the farm labourers, otherwise they will not attend these meetings.

Consultation is the very first principle of Batho Pele and it serves as the foundation for the rest of the principles (RSA, 1997b). The DAFF makes use of consultation to illustrate to its clients that the decisions that are made within the South African public sector are made from the bottom up where the inputs of the people are first collected and after that the policy or programme will then be formulated with these inputs incorporated into it. Consultations therefore allow for the clients of the DAFF to be valued and to improve the relationship between the state and its clientele by having regular consultation meetings.

However, conflict arises when well-established wine farmers receive special treatment from the DAFF because these wine farms export large quantities of wine from South Africa to several European countries (Da Silva & Rankin, 2014). The small and medium wine farms do not get special treatment because they are not famous wine farms. Special treatment includes issuing of approval certificates at short notice or even after office hours by the DAFF. After the consultation meeting has taken place, the DAFF reports back to its clients indicating what the clients can expect from the meeting and to keep its clients up-to-date as the process develops.

The DAFF is required by law to provide information to its clientele on a regular basis (DAFF, 2017a). The DAFF shares information via its website, through hard copies in the local community library and has also adopted an open door policy where its clients can come and ask questions if they need clarity regarding the services that this department renders. Clients can therefore interact with this department on a day-to-day basis since the amount of information made available by DAFF is enormous and can be overwhelming. The information that is shared on the departmental website ranges from newly-implemented policies to job vacancies that people can apply for at the DAFF (DAFF, 2017b).

The website allows for its clients to access information at anytime and anywhere, thus improving the accessibility to the information that this department provides to its clientele.

The DAFF provides soft and hard copies of the information, to ensure that all its clients have access to such information and that the information is not withheld from any of its clientele. However, not all stakeholders have access to the internet or they may not have money to buy data. The majority of wine farmers are able to access their emails and the DAFF website, whereas the farm labourers may neither have access to a computer nor have data on their cell phones to access the DAFF website.

However, the DAFF is responsible for sharing information that is accurate. The information that is provided to its customers is communicated in the language of its customers (RSA, 1997b). The majority of the farm labourers and vineyard owners speak predominantly Afrikaans. Consultation and information should therefore be communicated in Afrikaans since the clients that they serve speak mostly Afrikaans.

The interaction between the DAFF and its clients steers towards the issue of achieving the most value for money and transformation within this department (RSA, 1997b). This organisational restructuring included the establishment of new posts and the integration of all races, genders and people with disabilities, within the DAFF. This is mainly due to the agricultural industry being dominated by males, and females are not being integrated fast enough within the agricultural community or industry (DAFF, 2017a). This department aims to recruit the most suitable candidates to achieve its strategic and operational objectives by giving candidates that were previously disadvantaged the opportunity to be considered for the posts within the DAFF. Throughout the interaction between the department and its clients, the DAFF must use its resources to achieve the most value for money. The money being spent by this department should provide the maximum outputs for the total amount of money that was spent. The term 'value for money' also forms part of the Batho Pele principles and ensures that the DAFF uses its resources in an effective and efficient manner so that the desired outcome can be achieved (RSA, 1997b). The desired outcome is one where the demands of the clients are met and where the quality of the outcomes meets the service standards that were installed by the second Batho Pele principle.

During the interaction between the DAFF and its clients, the customer impact is one of the factors that the DAFF seeks to improve, as it is an area that does not stop developing. The term 'customer impact' refers to the benefits the customer receives from the services that are rendered to them by the DAFF (DAFF, 2015a). Thus, for the DAFF to achieve customer impact that is positive, it is required that the first nine principles must be in place and

implemented curtly so that a good customer impact can be achieved during the service delivery process of the DAFF (RSA, 2008). The traditional method within the public sector regarding service delivery was mainly focused on the inputs, processes and the outputs. However, the eleven Batho Pele principles helped transform the DAFF to focus on the input, processes, outputs and the outcomes (RSA, 1997b).

4.5 Chapter summary

This chapter first discussed the background and the profile of the Department of Agriculture, Forestry and Fisheries (DAFF) followed by the role, functions and responsibilities of the DAFF. The background provided a clear understanding of the services that this department delivers to its clientele and also identified the total number of customers which it serves nationally and within the Western Cape. This chapter identified the role and responsibilities of the DAFF regarding service delivery to its clients and also highlighted the responsibilities of the DAFF. By identifying these components, it allows for a better understanding about the services that this department provides to its customers. The chapter also identified who could be held accountable if service delivery does not meet the service standards. The third area that was discussed was the level of interaction between the DAFF, the wine farm owners and its labourers, highlighting some of the special treatment that well-known wine farm owners enjoy from the DAFF. This chapter also discussed the interaction between the DAFF and the farm labourers and identified some of the problem areas regarding the interaction between the department and the farm labourers.

CHAPTER FIVE

RESEARCH FINDINGS

5.1 Introduction

This chapter presents the findings of the interviews conducted with the relevant participants. The chapter is organised into three sections. The first section provides a brief summary of the demographic information of the main participants included in the study. The second section presents the findings emerging from the interviews conducted with the participants. Finally, the chapter concludes with a brief summary of the main highlights.

5.2 Demography of the respondents

The respondents from the DAFF were coloured and white males in their late 40s. Two-thirds of the DAFF officials who were interviewed had been employed at the DAFF for more than 15 years. The age range of the wine farm owners and labourers as respondents was broad, ranging from 26 to 65 years of age. The wine farm owners were white – four males and one female. The majority of the farm labourers were coloured - 10 males and no females. The wine farm owners and farm labourers also indicated that they had been on those farms for more than 17 years. As with the case of gender there was no discernible difference in the response patterns of the respondents according to age or length of service.

5.3 Face-to-face interviews with the six DAFF officials

The questions that were posed to the DAFF officials, wine farm owners and the farms labourers were open-ended questions. The researcher's probing of the participants for more information allowed for a better understanding of the answers and to have insight as to why the respondents gave those specific answers to certain questions. The questions that were posed to the six DAFF officials were more strategic and technical in nature. For example, the researcher enquired if there were any kind of strategies or plans used to raise awareness about the five selected Batho Pele principles within the Department of Agriculture, Forestry and Fisheries.

The principles that were focused on during the interviews, were consultation, service standards, information, openness and transparency and, redress. All respondents had completed the necessary consent forms and had given the interviewer permission to do a voice recording of each of the interviews with the conditions that only the researcher would have access to the voice recordings. The results of the face-to-face interviews with the six DAFF officials at the different managerial levels are as follows.

5.4.1 Access to information

Four of the six officials that were interviewed indicated that this department made use of strategies and additional programmes to raise awareness of the eleven Batho Pele principles within the Department of Agriculture, Forestry and Fisheries. The Batho Pele principles can be found on the DAFF website for all recipients of services of the DAFF clients and the DAFF officials to access. These programmes help create awareness and can also be found on this department's website. A primary example of such a programme is the Transformation Programme to create awareness about how this department seeks to improve service delivery to its clients and makes use of big posters that are pinned on the departmental notice boards, thus creating awareness through methods that target the DAFF officials more directly (DAFF, 2017b). The DAFF officials can form part of these programmes by signing up during office hours. These programmes are free to join and take place once a month, with the aim of informing the DAFF officials on the priority issues that this department is addressing first. If the DAFF officials do not agree on the prioritisation of these matters, they can communicate with the chairperson of the meeting and the matter will be put up for discussion by the management officials of the DAFF. The benefit of having these awareness programmes is that it allows for the leadership within this department to be highlighted by identifying how the managers at middle and senior level work together to improve the problem areas so that service delivery could be made more effective and efficient (DAFF, 2017a). By having the information available about the awareness programmes, it allows for the DAFF officials to be informed about the programmes that are currently being implemented within the DAFF. It also assists the DAFF officials to achieve a common goal by adhering to the Batho Pele principles and to make sure that the needs of the clients are placed first.

5.4.2 Service standards

Secondly, all six of the respondents from the DAFF agreed that the selected five Batho Pele principles namely, consultation, service standards, information, openness and transparency

and, redress were taken into account during the daily functions, duties and responsibilities of this department.

According to the one of the senior respondents that was interviewed, the selected Batho Pele principles had a positive impact on the culture of this department and the way its employees interact with its clients: “Batho Pele opened my ‘eyes’ as to how a client must be treated” (Respondent four, 2017).

The service standards are communicated to the clients during the consultation meetings and on the departmental website. These service standards are also shared with the DAFF officials, thus informing the officials about the quality of service that is expected to be delivered to its clients. Examples of service standards include replying to client emails within a 48-hour window by DAFF officials; secondly, enhancement of communication channels with farmer owners and farmer labourers through consultation and having an open door policy (DAFF, 2017a). These service standards serve as the benchmark of the level and quality of services the clientele will receive. If these services are not delivered according to these standards, the clients can submit a complaint and the DAFF officials will be held accountable for not adhering to the set standards of service delivery. This policy contributed to the open door policy that exists at the DAFF, creating an environment that caters to the needs of its clientele. All the DAFF respondents indicated that since the implementation of these selected principles, progress had been made within this department, to make service delivery more effective. This was done by consulting with all stakeholders first before a policy is finalised by this department, thus ensuring that the demands of the clients were incorporated into the policy and that the clients would benefit from the policy when implemented. All the DAFF respondents emphasized in their answers that the client is placed first at all cost and that the client will experience a department that is professional and provides service delivery that is equal and non-biased.

5.4.3 Consultation

Thirdly, five of the six DAFF management officials indicated that this department consults with its clients. Consultation takes place in the form of community meetings held in the local community hall every two months and workshops take place once a month. The consultation between the DAFF and the wine farm owners happen on a regular basis due to the farm owners submitting wine samples to DAFF on a regular basis. The interaction between the DAFF and the farm labourers does not take place on a daily basis as these workshops happen

only once a month, where the farm labourers are taught new skills and methods, which they then can apply within their work areas or to start their own farms.

The regular meetings with the clients of the DAFF ensure that information is understood correctly and that the clients have access to this information, either online or via access to a hard copy. After the consultations, the DAFF will report back to its clients on the matters that were raised during the consultations and identify the action plans to address their concerns.

This is also posted on the DAFF website and is available as a hard copy at the DAFF office for clients to engage with. This indicates that the DAFF values the consultation process and sees it as an effective way of communicating with its clientele.

5.4.4 Redress

The challenges that the six DAFF respondents indicated, include the reduced annual budget and the increased annual responsibilities of the DAFF. The DAFF is therefore asked to do more work with less money every year. Thus, each DAFF official's workload increases every year, receiving new responsibilities and yet must meet the goals that accompany these responsibilities. The second challenge which DAFF is faced with, is effective training for its employees to navigate and interact with the software programs and online programs. Although this streamlines the work of the DAFF, however, newly appointed DAFF staff members cannot receive the complete training that is needed for Wine Online due to financial constraints. For example, the annual budget for this department has decreased by 7.3% per annum hence, less money is available for training workshops so that the DAFF employees can remain up to date, as a result it negatively affects the quality of services being delivered by this department (DAFF, 2017b). The DAFF does not have a computer laboratory to train employees on-site and must pay money so that a venue could be booked for training to commence. Thus, if the training issue is addressed effectively, it would lead to services being delivered by the DAFF that is not as effective and efficient as it could be. Thirdly, the DAFF is experiencing ageing and outdated infrastructure that requires a drastic upgrade. For example, the switchboard of the DAFF is broken; clients cannot phone this department if they have a query or general question that they would like to ask. Clients of the DAFF complained about the communication problems and that they need to be fixed urgently. When this was raised with the DAFF respondents, all the participants responded by saying that there is no money to fix it or to buy a new one. Lastly, the DAFF is experiencing problems with the email system due to old technology and computers.

The inability to communicate via email has a drastic impact on the turnaround time for wine certificates to be issued. It also leads to conflict with the clients of the DAFF due to not fixing the email system of this department. Redress is therefore urgently needed as the emailing and the telecommunication problems are impacting the service delivery standards that are set. If these issues are not fixed soon, it will lead to clients that are unhappy and service delivery that is below standard.

When the six DAFF respondents were asked who was responsible and accountable for the overall implementation of the selected Batho Pele principles within the DAFF, three of the six respondents answered that each official is responsible for making sure that he or she implements these principles on a day-to-day basis.

The DAFF managers oversee the implementation of the selected Batho Pele principles and have to ensure that they are implemented correctly. This oversight takes place through performance appraisals and through the lines of reporting to the relevant line managers. The managers then report to the head of this department, who then report to the Minister about the effective nature of this policy implementation. A clear organogram with regards to employees' lines of reporting, allows for clear communications to be established. Should any of the DAFF officials be unsure about the implementation of a specific principle, they would know which managers to contact first. The other three DAFF respondents responded that the managers are held accountable for the overall implementation of this policy.

During the face-to-face interviews with the six DAFF respondents, four respondents indicated that there is no disciplinary action taken against public officials if the Batho Pele principles are not implemented correctly. There is no policy or legislation that forces managers within DAFF to penalise public servants if the Batho Pele principles are not implemented correctly. According to one of the DAFF participants, the culture of any state department will determine if the Batho Pele principles will succeed and if the managers believe in these principles and actually lead by example, only then can the Batho Pele principles succeed. However, the generic assessment factors include five of the eleven Batho Pele principles, namely, consultation, service standards, information and transparency. Thus, not even half of the principles are present during the evaluation of a DAFF employee's performance.

Furthermore, five of the six DAFF respondents answered 'yes' to the question that asked if the selected clients of the Department of Agriculture, Forestry and Fisheries were informed about new policies or newly amended policies that may affect them.

If clients are informed about the newly amended policies and what these policies entail, it will allow for effective communication between the DAFF and its clients, thus improving communications between the state and its clients. The clients were informed via the notice board at the DAFF. Secondly, the necessary information was shared on the DAFF website and lastly, the clients who have an email address were also emailed a copy to inform them about the latest policies and programmes that are taking place. The practice of informing clients about new policies being amended will ensure that the clients of the DAFF are informed at all times and will increase public participation from the clients of the DAFF and will make the clients feel valued.

Two of the six DAFF respondents were aware of the induction training that newly appointed employees have to attend; the rest of the DAFF participants were totally unaware of the induction training. The induction training spans over one week where the newly appointed employees must attend and pass three courses with the focus on public administration before the employee can work full-time at the DAFF. The newly appointed employees will receive a few hours' training on the necessary software programmes as part of the induction training. They will also be informed who their line managers would be, to whom they must report on a day-to-day basis. However, the participants indicated that one week of training is too short and that it requires more time to operate the necessary software programmes that DAFF uses on a day-to-day basis.

5.4.5 Openness and transparency

All the DAFF respondents answered 'yes' to the question on whether they thought that the five selected Batho Pele principles were effective within the Department of Agriculture, Forestry and Fisheries. All the respondents therefore felt that these principles were being implemented correctly within the DAFF and that they have contributed to the transparency of this department. The DAFF officials indicated that information on the day-to-day activities of this department could be found in the reception area of this department in the form of a poster that is pinned on the notice boards or on the website of this department. The DAFF publishes its annual reports to its clients on its website and also in the form of hard copies that are freely available at this department (DAFF, 2015a; 2015b). The DAFF thus allows its clients to see how the money was spent, on what programmes the money was spent and to see the outcome of the programmes that were used.

The DAFF officials asserted that, by keeping its clientele in the know of what this department is doing and how money is being spent, it helps to strengthen the trust relationship between the DAFF and its clients leading to an increase in the transparency of this department. The complaints procedure is also shared with the DAFF clients, in the form of a notification on the community notice board and also on the DAFF website.

Participants' face-to-face interviews

Face-to-face interviews were conducted with six officials from the Department of Agriculture, Forestry and Fisheries (DAFF) located just outside Stellenbosch. The six participants that formed part of the study during the fieldwork process consisted of two senior management officials, two middle management officials and two lower level management officials. The interviews conducted were intended to elicit information and opinions of the staff with regards to the challenges faced within the DAFF during the implementation of the selected five Batho Pele principles within this department and its clientele. The five principles that will be looked at are consultation, service standards, information, openness and transparency and lastly, redress. These principles were identified due to their importance to improving service delivery within the public sector. Six staff members were interviewed at different managerial levels so that the opinions and insight of employees at the different levels could be recorded and be taken into account. By interviewing staff members at different levels, it allows for data to be collected from staff that implement these principles at grassroots level and for data to be collected by staff that oversee the implementation process. The interview schedule used during the interviews of the six DAFF officials consisted of sixteen questions that were mostly open-ended. That allowed for the detailed sharing of experiences and insights on the part of the officials. The interview schedule used with the five wine farm owners and the ten farm labourers (two per farm) consisted of questions to probe the every-day experiences of the wine farm owners and labourers as opposed to the schedule used for the officials that probed implementation.

The face-to-face interviews with the vineyard owners and the labourers were the same set of questions and consisted of twelve open-ended questions. Conducting interviews with all relevant stakeholders, namely, wine farm owners, labourers and officials, allowed the researcher to obtain a more balanced perspective on how the DAFF was performing with respect to the implementation of specific Batho Pele principles.

5.5 Interviews with the five wine farm owners and ten farm labourers

The questions posed to the wine farm owners and labourers probed whether they attended any community meetings hosted by the DAFF and what their general experiences were with the DAFF. During the interviews with the five wine farm owners and ten wine farm labourers (two per farm) they received the same set of questions during the face-to-face interviews. Two wine farm owners are well known in the wine industry and the other three wine farm are less popular wine farms. These fifteen participants had all completed the necessary consent forms and had given the interviewer their permission to do a voice recording of each of the interviews, on condition that only the researcher would have access to the voice recordings. The wine farm owners and labourers were each asked twelve questions and the answers were recorded by the interviewer, thus allowing the participants to do most of the talking. The researcher gained a more in-depth look at the participants' circumstances and their day-to-day living environment.

When the respondents were asked if they were familiar with the eleven Batho Pele principles, nine of the fifteen respondents answered 'no' to this question. During these interviews, the researcher noted that the majority of these participants had never heard about Batho Pele or the Batho Pele principles within their communities. The researcher therefore took the necessary time to explain what the phrase Batho Pele means, namely "to put the people first" within the public sector. The researcher also explained each of the eleven principles to each of the respondents who was not aware of the Batho Pele principles. By informing the participants about the principles, the researcher ensured that the field research would be more accurate and a true reflection of how the selected five principles (consultation, information, service standards and redress) have impacted their lives and how service delivery has improved since this policy was implemented.

The other six respondents who were aware of the Batho Pele principles indicated that they understood the selected five principles as putting the people first at all times, and that there are certain standards installed within the public sector that the DAFF must adhere to. Lastly, these principles are about improving service delivery to all South Africans. The minority of the participants had an idea of what the Batho Pele principles were and what they seek to achieve. The six respondents who answered 'yes' to this question, consisted of three wine farm owners and three farm labourers.

5.5.1 Service standards

Secondly, 10 of the 15 respondents agreed that the selected five Batho Pele principles have improved service delivery within their communities.

These 10 respondents consisted of five wine farm owners and five farm labourers. The respondents who were in agreement with these questions also indicated that the quality of service delivery by the DAFF has drastically increased after 1994. The respondents were of the opinion that Batho Pele focuses on service standards and the improvement of the service delivery. They asserted that this can only be achieved if the allocated money is used on the identified programmes and plans, then it will in return benefit the clients of the DAFF. Service standards indicate the quality of service delivery that the clients of the DAFF can expect and that the quality of service delivery is done fairly to all the clients of the DAFF. The respondents also indicated that they were aware of the complaints procedure that needs to be followed when a complaint needed to be logged if service delivery by the DAFF was not meeting the service delivery standards. The remaining five respondents that said service delivery has not improved within their communities. They mentioned that the geographical location of the farms that they live and work on is remote and accessibility to these farms are difficult. These five respondents consisted of one wine farm owner and four farm labourers. Hence, the necessary infrastructure that is needed to provide basic service delivery is in need of maintenance to ensure that the services that this department are delivering are actually meeting the necessary performance standards. From the respondents who answered 'no' to this question it is evident that the farm labourers are still of the opinion that service delivery has not improved within their community. However, according to the wine farm owner, the service delivery within their local community and services that are rendered by the DAFF have improved over the years.

5.5.2 Consultation

When the participants were asked if the Western Cape Department of Agriculture, Forestry and Fisheries (DAFF) consulted with them at any time regarding the formulation of new policies, thirteen of the fifteen of the respondents said 'no'. These respondents consisted of four wine farm owners and nine farm labourers. The majority of the respondents made it clear that during their time on the wine farms, not once had representatives of the DAFF come to introduce themselves nor were they informed about a consultation meeting that took place.

The majority of the respondents grew up on those farms and had been on those farms for more than 30 years.

Thus, the outcome of this question violates the first principle of the eleven Batho Pele principles that addresses consultation with its customers and incorporating the needs and demands of the people into policies before finalising these policies that will impact the participants lives.

The DAFF's practice of not consulting their clients indicates that this department is not as responsive to the clients as indicated by the interviews with the six DAFF officials. They claimed that there was no opportunity for them to voice their concerns or to inform the DAFF about where service delivery was lacking within their local community. The other two respondents who answered 'yes' to this question said that consultation did take place during a community meeting that was held once a year in the local community hall. However, they made use of private transportation to get to the community meeting, due to the venue of the meeting being far away from the wine farms and there was no public transportation to and from this venue. The DAFF's practice of not having regular consultation meetings between the DAFF and its clients, indicates that the clientele of the DAFF are not always prioritised, as required by the Batho Pele principles. Also, the wine farm owners do not want to drive with their own vehicles to and from the consultation meetings due to the state and the DAFF not informing them where the meetings would be held.

Furthermore, thirteen of the fifteen respondents answered 'no' to the question that asked them if they had attended any community meetings that were held by Department of Agriculture, Forestry and Fisheries. These respondents consisted of four wine farm owners and nine farm labourers. This kind of response suggests that some of the stakeholders were not really involved in decision-making related to issues pertaining to the wine industry. Community meetings forms the back bone of the Batho Pele principles and is much needed so that community members can provide their inputs.

5.5.3 Redress

The fifteen participants were then asked if they were satisfied with the quality of the services rendered to them by the Western Cape Department of Agriculture, Forestry and Fisheries. Eleven of the fifteen respondents indicated that they were satisfied with the quality of services being rendered by the DAFF. The eleven respondents consisted of three wine farm

owners and eight farm labourers. This indicates that the majority of the wine farm owners and the farm labourers were satisfied with the quality of services that were being delivered to them by this department.

However, the minority of the fifteen respondents indicated that the quality of service delivery could be improved. The minority of these respondents consisted of two wine farm owners and seven farm labourers. The respondents who felt that the service delivery of the DAFF could be improved, highlighted that sometimes the DAFF did not answer their phone calls or emails regarding a general inquiry, thus frustrating the clients. They maintained that if their queries are not answered swiftly, it may result in financial penalties for the vineyard owner for not exporting his/her wine on time. Another point of irritation that the clients of the DAFF brought to the attention of the researcher, was the issue of the DAFF employees working until 16h00. That means that there are no DAFF staff members on standby should there be an emergency, regarding lost documentation or a certificate not being issued to the vineyard owner on time. This has bearing on Batho Pele Principle two speaks about adhering to service standards when services are being delivered to the clientele of the DAFF and providing equal access to these services by treating all clients fairly and equally (RSA, 2008). However, the accessibility to these service being delivered may have a large impact on the result to this question as the minority of the respondents that answered this question were on a remote wine farm and that may be the reason for the negative experience with the DAFF and the services that it provides to its clients. Also, the well-established wine farm owners receive special treatment from this department in the form of allowing them to submit their wine samples late because the well-established wine farms export their wine internationally. On the other hand, the smaller less-known wine farms are not granted this special treatment because these smaller farms are seen as being less important in terms of contributing to the economy, given that they service the local market.

5.5.4 Openness and transparency

The respondents were asked to list a few of the benefits that they experienced within their communities and within the DAFF since the implementation of these principles. The respondents indicated that they as clients were made aware of the quality of service being rendered by the DAFF to its clients. This indicates that the clients are made aware of the quality of service delivery that can be expected by all the DAFF clients irrespective of their race or social class. By sharing this information with their clients, the DAFF increases the transparency of the department with regards to its day-to-day activities, as well as the quality

that can be expected. For example, when clients phone this department the receptionist is friendly, professional and helpful in answering and assisting them when they have a general enquiry.

The respondents also indicated that the departmental budget and annual reports were available to scrutinise in the local newspaper or on the departmental website. By sharing their financial budget with their clients, the DAFF allows for their clients to know how the money is being spent and on what the money is being spent. This increases the openness and transparency of this department and allows for the trust relationships between this department and its clientele to be strengthened.

5.5.5 Information

Thirteen of the fifteen respondents answered 'no' to the question that asked them if they had attended any community meetings that were held by Department of Agriculture, Forestry and Fisheries. These respondents consisted of two wine farm owners and ten farm labourers. When probing the respondents further it was revealed that the information had not been shared with the majority of the clientele of DAFF. The majority of the respondents indicated that the information had not been shared on the community notice board or on the departmental website. Thus, the information being shared from the DAFF to its clients, is not being communicated effectively. Information that should be shared by the DAFF with its clients must be accurate and trustworthy as indicated by Principle five of the Batho Pele principles. The three respondents that answered 'yes' to this question were wine farm owners. The DAFF clients who have access to the DAFF official's office numbers could find out about the consultation time and venue. Not all the DAFF clients have the luxury of phoning this department to find out such matters. The researcher probed the respondents more and identified that the farms have access to the internet and a computer. They were therefore able to read about the latest news and the departmental goals and objectives on the website of the DAFF. However, the farm labourers do not have computers or money to buy data to access the internet. The wine farm owners also indicated that the DAFF had begun to send emails to improve communication between the department and its clientele to assist its clients if they have any questions.

5.6 Chapter summary

This chapter focused on four key areas. This chapter first discussed the participants' face-to-face interviews and how these interviews took place, thus providing a clear outline of how the questions would be asked and the types of questions that would be asked to the six DAFF officials and its clients.

Secondly, the demography of the respondents was identified and the necessary consent forms and participants' forms were shared with the respondents before the interviews took place. Thirdly, the face-to-face interviews with the six DAFF officials were discussed and the questions relating to the selected five Batho Pele principles were unpacked in detail throughout this chapter. Furthermore, the interviews with the five wine farm owners and the ten farm labourers were discussed and the responses to the relevant questions were discussed.

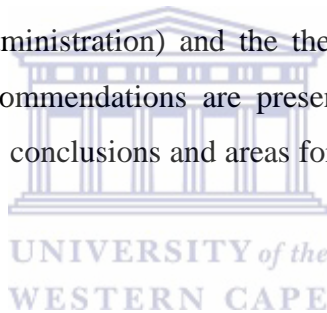
The findings that were presented in this chapter indicated that, according to the DAFF officials, consultation with its clients does take place, but the clients of this department indicated that very little consultation actually takes place. The information that is shared by the DAFF is shared mainly on the departmental website and not all its clients have access to a computer or to the internet. Furthermore, the service standards that are in place within the services that this department rendered, improved the quality of service delivery to all its clients. The programmes and areas for improvement within the DAFF can be redressed and made more effective and efficient. The DAFF has increased its openness and transparency by sharing the financial budget and other related documents with its clients, thus strengthening the relationship between this department and its clients.

CHAPTER SIX

MAIN FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

6.1 Introduction

The main research question of this study was to examine the implementation process of the selected Batho Pele principles through the case of the Western Cape Department of Agriculture, Forestry and Fisheries (DAFF) and how these principles influence its the DAFF's interactions with relevant clients. The researcher also strived to achieve the research objectives, identifying the main aims, using qualitative research methodology to help answer the research question and sub-questions by collecting qualitative data during the fieldwork phase and identified some of the methodological challenges that were experienced. Secondly, the main findings within the context of the theoretical framework (public administration reforms and the New Public Administration) and the theoretical framework are discussed within this chapter. Thirdly, recommendations are presented based on the problem areas identified in Chapter Five. Lastly, conclusions and areas for future research are identified and discussed.



6.2 Guiding assumptions and research questions

The study was guided by the following assumptions:

- Service experiences were influenced by the status of the wine farm. For example, established wine farm owners receive more leniency from the department with regards to certain deadlines as compared to those of emerging wine farms. Therefore, emerging wine farm owners may not acquire the necessary certification to sell their produce in the event that they do not adhere to the DAFF's timeframes. On the other hand, concessions are made for wine farms owners of established farms.
- The service delivery experience of relevant stakeholders was partly influenced by their access to technology in the form of cell phones or personal computers. Since the primary form of communication that the DAFF uses is via email or their website, stakeholders who do not have access to smartphones or personal computers will not be abreast of developments in the DAFF or opportunities that they may benefit from.

- This stifles potential economic opportunities that may arise and benefit the wine farm labourers.

Research questions

Pursuant to the above, the investigation undertaken was guided by the following research questions:

- How are the Batho Pele principles perceived by all stakeholders?
- What are the clients' perceptions of the DAFF and the service that it delivers to its clients?
- What are the successes and failures of the Batho Pele principles within the DAFF?
- What measures could be introduced to improve the implementation and effectiveness of the Batho Pele principles within the DAFF?
- How effectively are Batho Pele principles being implemented in the DAFF?

6.3 Re-emphasizing the main and secondary objectives of the study

The main objective of this study was to examine the implementation of selected Batho Pele principles through the case of the Department of Agriculture, Forestry and Fisheries and how these principles influence it's the DAFF's interactions with relevant clients.

The study was guided by the following secondary objectives:-

- To examine relevant literature on public service reform to facilitate the development of a conceptual framework through which to explore and understand the problem of poor policy implementation.
- To present and examine the legislation and policies associated with improving public service delivery, with specific attention to the Batho Pele principles.
- To examine how effectively the selected Batho Pele principles are being implemented within the DAFF.
- To assess whether selected clients, irrespective of their social class and standing, are happy with the services provided by the DAFF.
- To identify and discuss the challenges that the DAFF is experiencing with regards to the implementation of these principles.

- To highlight the main findings of the study, provide realistic recommendations to improve the implementation of the Batho Pele principles by the DAFF, and conclude the study.

6.4 Analysing data collection strategy

The sample consisted of 21 participants in total; six participants were management officials from the DAFF, five were wine farm owners and ten were farm labourers (two labourers per farm). With the majority of males that took part in the face-to-face interviews and only two females, this was not by design, but the agricultural industry is predominantly male; the same goes for the employees working in the DAFF. The respondents were categorised in terms of the DAFF employees and the DAFF clients. The ages of the respondents ranged from 26 to 65 years of age; thus, the elderly, middle-aged and youth were represented. The sample also included six DAFF members at different managerial levels so that more in-depth information could be collected by the researcher. Some of the challenges that were experienced by the researcher included the selection of data and time for the face-to-face interviews to take place at the DAFF due to the DAFF officials attending meetings and assisting clients on a day-to-day basis; thus, finding a date that was best suited was challenging. Secondly, gaining access to some of the wine farms was challenging since the road conditions to and from the farms were extremely poor due to the remote locations of those farms.

The research plan was designed to answer the main research question and objectives. The research plan made use of an interview schedule to help get the necessary answers from the participants that took part in this study. The reason why a qualitative approach was adopted by the researcher was due to the additional information and better understanding that one gets from asking open-ended questions. This allowed the researcher to really understand why the respondents gave certain answers during the face-to-face interviews that were held. The face-to-face interviews were conducted in a safe space at the DAFF offices and on the wine farms so that the respondents could answer the questions to the best of their capability without fearing intimidation or victimisation. This resulted in the researcher collecting qualitative data that assisted in answering the research questions and sub-questions. The pre-determined research plan and the unfolding research plan were identical and took place without any problems. The participants were all enthusiastic about partaking and were easy to

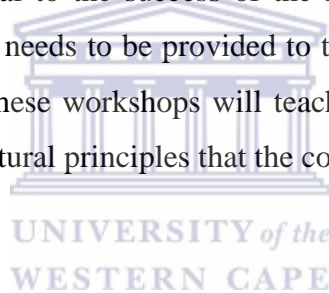
communicate with. That allowed the researcher to probe the participants and to gain valuable information from them.

6.5 Prioritise consultation with the clients of the DAFF and promote more community participation amongst the clients of the DAFF

Thirteen of the fifteen respondents that were clients of the DAFF indicated that no form of consultation took place regarding the improvement of service delivery by this department and how the service standards could be raised so that the quality of service delivery could be improved. The DAFF should therefore revise its consultation strategy so that more of its clients are consulted so that the service delivery process could be made more effective and efficient and to deliver services that are directly addressing the demands of its clients. The DAFF should also make alternative arrangements so that transportation could be made available for farm workers, wine farm owners and other clients so that the clients of the DAFF could be transported from the remote farms to and from the community meetings. All the respondents answered 'no' to the questions when asked if they had attended any community meetings that were held by Department of Agriculture, Forestry and Fisheries. If the DAFF organises transportation for their clients, it would improve the number of participants who would take part during the consultation process and it would allow for more inputs of clients to be taken into account before service delivery strategies are finalised by the DAFF.

Consultation is the very first principle of Batho Pele and forms the corner stone of the foundation of Batho Pele. If this is not adhered to, it will lead to a state department that does not put its clientele first, like the phrase Batho Pele suggests it should be (RSA, 1997b). Secondly, the DAFF could re-strategize about the small number of community meetings and workshops held by the DAFF each year. The interaction between the farm labourers and the DAFF takes place through the workshops that this department provides, teaching farm labourers skills and techniques with regards to farming. The DAFF also assists these labourers to apply for land so that they could farm and apply the skills and techniques that they have learned by attending the workshops held by the DAFF (DAFF, 2017a). The vision and mission statement of the DAFF highlights the importance of providing previously disadvantaged communities with the opportunity to become farmers and to own land, thus assisting with the transformation within the agricultural sector (DAFF, 2017c). The National Development Plan (NDP) is in line with the vision and mission of the DAFF. Therefore, both

the NDP and the DAFF are working towards common goals such as creating potential job opportunities to fight unemployment within South Africa and to create food security for South Africa (RSA, 2013). Having more community meetings at regular intervals will not only benefit the DAFF but, also its clients. Having more community meetings will ensure that the DAFF stays on top of the demands and needs of its clientele, thus allocating the necessary resources accordingly and increasing the use of these resources, such as financial and human resources. The community will benefit from more community meetings held by the DAFF in the form of highlighting the problem areas that the clients of the DAFF experience with the DAFF and the services that the DAFF is delivering. It is essential to make the department aware of the problem areas during the community meetings. This is a direct approach of making the DAFF aware that some areas of its service delivery are lacking and should be taken note of during the community meetings, thus eliminating the unnecessary back and forth communication of emails, resulting in the mere logging of a complaint. Consultation and community meetings are vital to the success of the Batho Pele principles. During the consultation important skills that needs to be provided to the community will be highlighted from the inputs of the people. These workshops will teach the farm labourers certain skills such as welding and basic agricultural principles that the community members can then use to sell their labour.



6.6 Adjusting the office hours of the DAFF

From the data and information that was collected from the clients of the DAFF, the majority of the respondents indicated that one key problem area that they as clients are experiencing with the service delivery of the DAFF is that of its working hours. Firstly, the staff of the DAFF should not all take their lunch breaks at the same time, leading to a scenario where clients call this department for assistance regarding the necessary paper work that must be uploaded onto Wine Online. However, there is no employee that can answer the phone call due to the fact that all the employees are on their lunch breaks at the same time.

The clients of the DAFF find this very frustrating as the agricultural community and industry do not have fixed office hours. This means that the wine farm owners and their labourers are working from sunrise to sunset depending on the season. The wine farm owners may call during the lunch break and will not be helped due to all the employees of the DAFF taking

their lunch breaks at the same time and exercising their right to taking their mandatory breaks.

Another area where the DAFF could improve, is the end of business closing time. Due to the agricultural environment not being fixed to office hours, it is a headache for its clientele to call this department at 15h55 and to think someone at this department will answer the phone call.

It is therefore recommended that there should be at least one employee that will be on standby every day from 16h00 to 17h30 to deal with late submissions of paper work by the vineyard owners or to assist with general queries that the clients of the DAFF require the necessary assistance with. Just having one DAFF official on standby will increase the quality of service delivery by the DAFF and it will also take the demands of the clients into account since the office hours are one of the main sources of unhappiness with the clientele of the DAFF. The nature of the industry is such that recipients of services do not have time during normal working hours to interact with the DAFF on technical and/or administrative matters related to managing a wine farm.

Consultation with the respective trade unions must therefore take place so that the trade unions are informed about the problem areas and determine how their trade union members will benefit from the over-time that they will receive if all the stakeholders agreed with this recommendation to extend the office hours of this department. Also, the bargaining councils must be consulted due to their influence on the realisation of this recommendation.

If the relevant stakeholders are not consulted and informed, this recommendation will not be realistic. However, if consultation with these stakeholders do take place and an alternative arrangement can be found that is suitable for all stakeholders, then this recommendation will be realised. One of the major concerns with regards to this recommendation is to change people's working conditions so that the interest is on improving service delivery to its clients and that the client's needs are placed first and foremost.

6.7 Upgrade and proper maintenance of office equipment of the DAFF

During the face-to-face interviews the researcher noticed that the majority of the respondents indicated that the emails and the phone calls to the DAFF do not get answered regularly, if at all. Further investigation done by the researcher identified that the DAFF switchboard was

broken and that the email system that the DAFF employees are forced to work with is full of software problems. The DAFF should prioritise the upgrading and maintenance of the technology that its employees need to make use of on a day-to-day basis. Hence, a new switchboard is needed for the receptionist that is tasked to answer all the phone calls that this department receives and can only do his/her job effectively if the switchboard has been replaced with a new one.

Replacing the faulty switchboard will allow for the clients of the DAFF to actually call this department and for the receptionist to assist the clients of the DAFF as to whom their phone calls should be forwarded to. This will result in increasing the effective communication between this department and its clientele and adhering to Principle five of the Batho Pele principles that indicate that there should be effective and efficient communication between the state and its clients (RSA, 1997b).

Another area where the DAFF needs to allocate more money, is the fixing of the faulty email addresses that the employees are given. The DAFF's fixing of all the IT problems regarding the entire email system will allow for the employees to work under less pressure as the email system is working as it should. It will allow for the employees of the DAFF to respond faster to the emails that they receive on a daily basis, thus responding to its clientele within a respectable time frame. The improvement of the DAFF communications systems will drastically increase the communications between its clientele and the state and will assist in the sharing of information between the state and its clients.

6.8 Regular software training for the staff of the DAFF and its clients

The benefit of regular software training for the DAFF employees and its clients is the fact that more people will know how to interact and operate the various software programmes to upload files and other documents. The provision of the necessary training will allow for the workload of the DAFF staff to be streamlined since, the documents could then be uploaded by the wine farm owners on to Wine Online system. The budget constraints thus negatively impact the quality of service delivery by the DAFF. For example, the annual budget for this department has decreased by 7.3% per annum hence, less money is available for training workshops so that the DAFF employees can remain up to date. The DAFF does not have a computer laboratory to train employees on-site and must pay money so that a venue could be booked for training to commence. By investing more money in the necessary training and

computer infrastructure will result in feasible and realistic state department delivering a quality service to its customer every time. The DAFF could then evaluate if the correct documents were uploaded and then print the necessary paper work that needs to be completed. The Wine Online software was developed and adopted by the DAFF in the attempt to go paperless and to shift to a more modern-day solution than just the traditional method of doing business.

By going electronic and digital allows for the clients of the DAFF to upload documents from anywhere within South Africa. The DAFF staff could then investigate if the correct documents had been uploaded by the clients before helping the client. Thus, regular training sessions that could take place once a month, with a duration of one working week. The dates and time can be open for consultation by the DAFF so that the time suits the DAFF officials and its clients. This will allow for the employees of the DAFF to attend these training sessions if they feel that they want to sharpen their software skills. The training sessions will be free for the clients of the DAFF as well as for its employees. The more people that receive training on these software programmes, it will help guide the clients of the DAFF step by step as to how these programmes work. By showing the clients how the software works and how to interact with it, it will eliminate general queries and questions that the DAFF must answer each day about clients not knowing what to do when it comes to this software used by the DAFF.

6.9 Incorporate more workshops into the DAFF to increase awareness and importance of the Batho Pele principles

With the findings that have been made throughout the presentation of the fieldwork data and information, it was brought to light that the employees of the majority of the DAFF officials that were interviewed, all indicated that there is no disciplinary action that can be taken if these principles are not implemented correctly. By introducing more workshops within this department with the focus on the importance of implementing the Batho Pele principles effectively, it will increase the awareness within this department. This requires adopting a customer-centric approach that focuses on the needs and demands of its customers. Placing the needs of the customers first will result in the DAFF being more responsive to the needs of its clients. These workshops will also assist with the services that are being delivered by making sure that the services are addressing the demands of its clients directly and ensure

that resources are used effectively during the implementation of these services that are being delivered. If there was any form of disciplinary action for the DAFF officials that did not implement these principles correctly, it should lead to a punitive approach that is not in line with a remedial style of management advocated in the approach to understanding human behaviour within the work place.

6.10 Develop an awareness campaign about the Batho Pele principles

Through the field research the majority of the clients of the DAFF indicated that they have never heard about the eleven Batho Pele principles before and they have no idea what Batho Pele even means. Thus, there is a big demand from the clients of the DAFF that more information and programmes need to be shared by the DAFF to inform their clients about these principles and how these principles form part of the quality of service delivery that the DAFF provides to its clientele. An awareness campaign will help to inform the clients as to what the phrase Batho Pele means and how these principles should be understood within the public sector and if these principles are not met, whom the clients could contact to report this.

A similar approach could be adopted by the DAFF as to the awareness campaign of HIV/AIDS. A large awareness campaign was launched by the state and the national Department of Health to make citizens aware about how HIV/AIDS can be avoided by using certain precautionary measures such as condoms for males and females and also making the public aware as to how HIV/AIDS transmission can take place through mother to child, having unprotected sex, just to name a few (Department of Health, 2017).

The DAFF can adopt a similar awareness campaign that is easy for its clients to understand and where the principles are presented in a fun and interesting manner so that it is easy for the clients of the DAFF to remember. This can be done by making colourful posters with catchy phrases and a sing-along song to help remember the eleven principles. A new and interesting acronym can be formulated that could be used as a tool for the clients of the DAFF to remember what the eleven principles mean and stand for.

The awareness campaign can start on the website of this department to inform the clients of the DAFF that there will be an awareness programme that will be held once a month at the end of each month at the local community centre to make the clients of the DAFF aware of

these principles and how these principles could benefit the clients of the DAFF. Secondly, the email addresses that the DAFF currently has within their data base can be used to email these clients of the DAFF to inform them when the information sessions will take place and what time it will take place, thus improving the chances of the clients seeing the advertising campaign. Thirdly, the DAFF can put a poster on the community notice board that will help to inform more of its clients about the awareness campaign about the eleven principles and unpacking these principles.

This three-pronged approach will help to ensure that more of the DAFF clients are aware about these principles and are informed as to whom is accountable if these principles are not met and they can report it so that it can be corrected.

6.11 Future research

This study was limited to the implementation of the selected five Batho Pele principles. A study that examines how effectively the eleven principles are implemented by the DAFF may yield a more holistic perspective on service delivery by this department. In addition, a study that includes a broader spectrum of wine farms, to encompass a more balanced sample of emerging and established wine farms may illustrate the different experiences that wine farm owners have when interacting with the DAFF. In turn, this kind of study may present greater insights into whether or not the White Paper on Transforming Service Delivery (DAFF, 1997b) is in fact narrowing the gap between citizens and/or relevant stakeholders.

6.12 Main findings of this study in the context of the theory

Chapter Ten of the South African Constitution (RSA, 1996) makes citizens aware of the set standards of service delivery that they can expect within the public sector and also makes citizens aware of their rights to complain if those standards are not met by following the correct complaints procedures (RSA, 1996). One of the similarities between NPM and Chapter Ten of the South African Constitution is that the necessary performance standards within the public sector are installed. Having the necessary service standards in place will allow the clients of NPM to know what quality of service delivery that they can expect and also inform the state officials about the expected service delivery quality, thus making sure that the service standard is met during the implementation stage of the service delivery

process. The Public Service Act of 1994 was formulated and implemented with the main aim of establishing norms and standards within the post-apartheid public sector of South Africa (RSA, 2017b). This Act is aligned to the Batho Pele principles in the form of transformation of the public sector so that the public sector is more open for all South Africans and not just for a small elite group and also to improve the effectiveness and efficiency of the Public Service. Thus, the Batho Pele principles are not working in isolation but rather, in line with the South African Constitution to ensure that fair and equal service delivery takes place (RSA, 1996).

Within the South African public sector administrative, discretion is allowed due to the public sector not being just “black and white” but, also consisting of grey areas that require the necessary discretion from state officials to be used to increase the effectiveness and efficiency of the public sector (RSA, 2008).

Consultation is the first principle of Batho Pele and in the context of the Batho Pele principles it strives to get more public participation by having community meetings and doing surveys in the community (RSA, 2008). Principle one can also be linked to NPM due to both valuing the client as being the most important stakeholder.

The inputs and views of the clients should therefore be taken into account when policies are being drafted, making policies that address the problems in the community more directly. Regular consultation with clients will help strengthen public participation within the public sector.

However, the findings that were discussed in Chapter Five indicated that consultation by the DAFF does not actually take place on a regular basis and that transportation to and from these consultation meetings are not located near these farms. This forces the clients of the DAFF to spend money on transportation to and from these consultation meetings. In the case of the wine farm owners they have the luxury of driving to these meetings in their cars, whereas the farm labourers must travel by bus, train or taxi just to attend the consultation meetings. Thus, the consultation meetings should be held at a venue that is central for all the DAFF clients and that transportation to and from these meetings should be provided by the DAFF.

The second principle focuses on instilling service standards within the public sector. By having these standards in place, citizens are provided with an indication of the quality of service delivery to expect. It therefore is intended to make it easier to hold the government accountable when these standards are not met. If these standards are not met, the clients of

the DAFF should then submit a complaint to this department that will respond to the complaint within 48 hours. However, the findings in Chapter Five highlighted that the well-established wine farm owners receive special treatment in the form of this department giving a grace period for submitting late wine samples. The less-known wine farm owners do not enjoy this special treatment due the fact that they do not bring in as much money as the well-known wine farms and therefore these smaller farms are seen as being less important.

Principle five refers to provision of information to the public. Information should be accessible to citizens to enable the evaluation of a service and assess whether the performance criteria were met or not. The information shared by the DAFF must be accurate, trustworthy and be related to the services that this department provides to its clients. Through Chapter Five it was identified that not all the clients of DAFF have access to their departmental website or have the luxury of sending the DAFF officials emails. The majority of wine farm owners indicated that they do have accesses to a computer, internet and a smartphone, thus allowing them to access the departmental website or to communicate with this department via emails.

However, the majority of the farm labourers indicated that they do not even have a computer, smartphone or have access to the internet; thus the information on the departmental website is not really shared with all the clients of the DAFF.

The sixth principle seeks to create a public sector that is open and transparent (RSA, 2008:5-6). This principle encourages the dissemination of information to the general public about what the functions and accountability responsibilities of the various spheres of government are and how their work is coordinated with one another. The DAFF publishes an annual report and also the financial budget of this department, allowing the clients of this department to see how the money will be spent and on what programmes the money will be spent. This will increase the transparency of this department regarding the financial activities and also help to strengthen the trust relationship between the clients and the DAFF. The findings indicated that the transparency and openness if this department has been increased since 1994 and that the department has shared important information with its clients such as the annual reports and keeping the clients in the know.

Principle seven relates to the redress of services (RSA, 2008:6). Redress is done in the context of identifying where service delivery has performed below the standard that was set.

Thus, the service delivery standards need to be addressed towards the improvement of services. According to this principle, public officials are expected to provide citizens with information on time to enable the improvement of services and also provide criteria for evaluation after the problem has been addressed. With regards to the findings that were mentioned in Chapter Five, the maintenance and upgrading of infrastructure at the DAFF can be seen as a major area of concern due to the fact that the DAFF officials have problems sending and receiving emails. Communication to its clients are thus delayed and the switchboard at the reception does not allow for calls to be put through so that the correct DAFF officials could deal with the client's query.

The communications techniques and methods used by this department are problematic and infringe on the service standards. That is Principle two of the Batho Pele principles that was set by the DAFF because, the turnaround time of 28 hours for issuing the wine certificates cannot be achieved when these communications problems are present (RSA, 1997b).

The DAFF has made great progress since these principles were first implemented and the positive effects of the Batho Pele principles are visible within the local communities that the DAFF provides services to. However, there is still room for improving service delivery to make it more effective and efficient. Hence, the Batho Pele principles cannot be seen as being a quick fix for improving service delivery but, rather a long term strategy to ensure that the needs of the clients are placed first and above and beyond everything else.

Consultation with the DAFF clients is not taking place and this is not adhering to the first principle of the Batho Pele principles even if the majority of the DAFF officials indicated that consultation was taking place with its clients (RSA, 1997b).

6.13 Conclusion

This thesis examined the implementation of the selected Batho Pele Principles namely, consultation, service standards, information, openness and transparency and redress through the case of the Western Cape Department of Agriculture, Forestry and Fisheries (DAFF) and how these principles influence its interactions with relevant clients. Throughout this thesis the relevant literature on public service reform that facilitated the development of a conceptual framework through which to explore and understand the problem of poor policy implementation in general, and Batho Pele in particular was discussed. Thirdly, this thesis

assessed whether the selected clients are happy with the services provided by the DAFF and also identified and explored the challenges that the DAFF is experiencing with regards to the implementation of these principles. Furthermore, the main findings of the study were identified and discussed in detail with realistic recommendations formulated based on these findings to help improve the implementation of the selected Batho Pele principles, by the DAFF. The Batho Pele principles assisted with the transformation process of the South African public sector.

However, there is still room for improving service delivery to all South Africans and Batho Pele cannot be seen as being the only solution for improving service delivery within the country.



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Annexure A

Interview Schedule: Questions posed to the Management of Department of Agriculture, Forestry and Fisheries (DAFF):

1. Were there any kind of strategies or plans used to raise awareness of the eleven Batho Pele principles within the Department of Agriculture, Forestry and Fisheries? If 'yes', discuss. If no, explain.

Yes

No

2. Are the eleven Batho Pele principles taken into account in the exercise of your daily functions, duties and responsibilities? How would you describe or explain their impact in terms of service delivery and the attitudes and behaviour of individual staff members?

Yes

No

3. Is there consultation in terms of service delivery taking place between the Department and the selected clients of the Western Cape Winelands District?

Yes

No

4. If answered 'yes' to the previous question, what form of consultation is used by the Department of Agriculture, Forestry and Fisheries to interact with its selected clients?

5. Are there any oversight mechanisms in place to ensure that the eleven Batho Pele principles are implemented correctly within this Department? If the answer is ‘yes’, please elaborate.

 Yes No



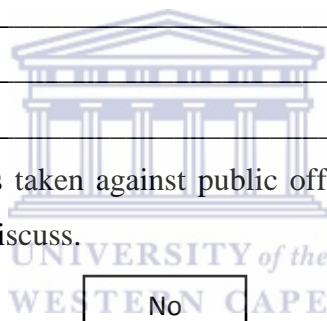
6. What are the challenges that DAFF experiences on a day-to-day basis when implementing the eleven Batho Pele principles?

7. Briefly explain the challenges that DAFF is currently facing in implementing the Batho Pele principles within this Department and selected clients.

8. Highlight at least two positive outcomes since the Batho Pele principles have been implemented within this Department and its selected clients.

9. Who is responsible and accountable for the overall implementation of the eleven Batho Pele principles within the Department of Agriculture, Forestry and Fisheries? What does this responsibility and accountability entail?

10. Are there disciplinary actions taken against public officials if Batho Pele principles are not implemented correctly? Discuss.

 Yes No

Public official's performance is now being appraised.

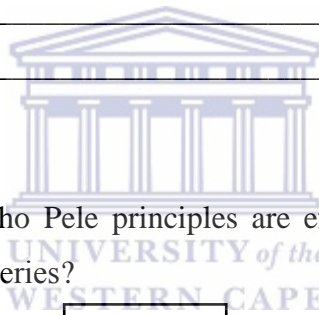
11. Is an assessment of the Batho Pele principles included in their performance appraisals?

12. Are the selected clients of the Department of Agriculture, Forestry and Fisheries informed about new policies or newly amended policies that may affect them?

 Yes No

13. If answered 'yes' to the previous question, how are the clients notified?

14. What kinds of training and development initiatives are applied to introduce new staff to the principles of Batho Pele or to renew the focus of existing officials to the importance of Batho Pele?



15. Do you think the eleven Batho Pele principles are effective within the Department of Agriculture, Forestry and Fisheries?

 Yes No

16. If the previous answer was no, what would you recommend to make the Batho Pele principles more effective? If 'yes', what is most effective about these principles?

Thank you for taking time to share your experiences and knowledge with me.

Annexure B

Interview Schedule: Questions posed to the selected clients of the Department of Agriculture, Forestry and Fisheries (DAFF), Winelands District:

1. Are you familiar with the eleven Batho Pele principles?

 Yes No

2. If answered 'yes' to the previous question, briefly explain your understanding of the Batho Pele principles. (If the answer is No, the researcher will briefly explain the Batho Pele principles).

3. Now that you have an idea of these principles, do you think that the Batho Pele principles have improved service delivery in your community?

 Yes No

4. If answered 'yes' to the previous question, briefly explain how service delivery has been improved within your community.

5. Has the Western Cape Department of Agriculture, Forestry and Fisheries (DAFF) consulted with you at any time regarding the formulation of new policies?


 Yes No

6. If the answer to the previous question is 'yes', please elaborate as to how the consultation took place.

7. Have you attended any community meetings that were held by Department of Agriculture, Forestry and Fisheries?

 Yes No

8. If answered 'yes' to the previous question, please elaborate as to what community meetings you attended.



9. Are you satisfied with the quality of the services rendered to you by the Western Cape Department of Agriculture, Forestry and Fisheries?

 Yes No

10. If the answer to the previous question was No, please elaborate on the quality of service delivery that you currently experience and why you are unhappy.

11. Highlight some of the positive outcomes in your community since the eleven Batho Pele principles have been implemented by the Western Cape Department of Agriculture, Forestry and Fisheries.

12. What could the Western Cape Department of Agriculture, Forestry and Fisheries do to improve their services to you?



Thank you for taking time to share your experiences with me.

Annexure C

Interview Schedule: Questions posed to the employees of the Department of Agriculture, Forestry and Fisheries (DAFF) – in Afrikaans

Onderhoud vrae: Vrae wat aan die personeel van die Departement van Landbou, Bosbou en Visserye gestel is:

1. Is u bewus van die elf Batho Pele beginsels?

 Ja Nee

2. Indien u Ja geantwoord het op die vorige vraag, beskryf kortliks wat u verstaan van die Batho Pele beginsels.



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3. Dink u dat die Batho Pele beginsels die dienslewering in u gemeenskap bevorder het?

 Ja Nee

4. Indien u Ja geantwoord het op die vorige vraag, verduidelik kortliks hoe dienslewering in u gemeenskap bevorder is.

5. Het die Wes-Kaapse Departement van Landbou, Bosbou en Visserye van tevore met u gekonsulteer in verband met die formulering van die nuwe beleid?

Ja

Nee

6. Indien u by die bogenoemde vraag Ja geantwoord het, verduidelik hoe die konsultasie plaasgevind het.

7. Het u enige gemeenskapvergaderings of konferensies, wat deur die Departement van Landbou, Bosbou en Visserye aangebied is, bygewoon?

Ja

Nee

8. As die antwoord op die vorige vraag Ja is, noem watter gemeenskapvergaderings of konferensies u bygewoon het.



9. Is u tevrede met die gehalte van dienste gelewer deur die Wes-Kaapse Departement van Landbou, Bosbou en Visserye?

Ja

Nee

10. Indien u Nee geantwoord het op die bogenoemde vraag, verduidelik die kwaliteit van dienslewering wat u ervaar het.

11. Lys van die positiewe uitkomst in u gemeenskap vanaf die elf Batho Pele beginsels geimplimenter is deur die Wes-Kaapse Departement van Landbou, Bosbou en Visserye.

12. Hoe sal u voorstel moet die Wes-Kaapse Departement van Landbou, Bosbou en Visserye te doen gaan om dienste te verbeter vir hulle geselekteerde klante?



The logo of the University of the Western Cape, featuring a classical building with columns and a pediment, with the text 'UNIVERSITY of the WESTERN CAPE' below it.

Dankie vir u tyd en kennis wat u met my gedeel het.