

AN EVALUATION OF SERVICE DELIVERY AT GERMISTON POLICE STATION

by

CATHRINE KGOMOTSO MABOA

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SUPERVISOR: PROF HF SNYMAN

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Declaration of authenticity

Name: Cathrine Kgomotso Maboja

Student number: 40398129

Degree: Magister of Arts in Criminal Justice

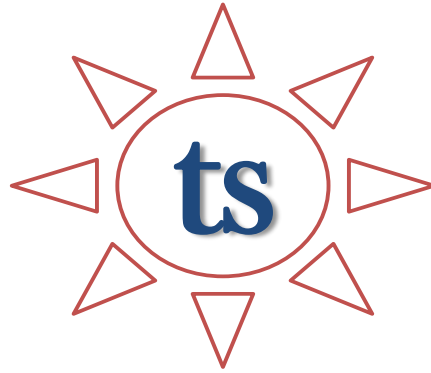
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I declare that this dissertation is my own work and that all the sources used or quoted are indicated and acknowledged by means of a complete reference. The study was done under the supervision and guidance of Professor Rika Snyman of the University of South Africa.

Signature.....

Date...February 2018.....

CERTIFICATE



Tania Stapelberg
Writing and Editing Services
Contact: 083 442 5841
Address: 8 Johanneshof; 512 14th Avenue; Rietfontein; Pretoria
E-mail: tania.stapelberg@gmail.com

Date: 22 January 2018

PROOF OF EDITING

This is to confirm that I have edited the dissertation, “An evaluation of service delivery at Germiston police station”, submitted by Cathrine Kgomotso Maboa, in terms of language usage, style, expression and consistency. I focused on grammar, tense, consistency, sentence construction and logical flow. I inserted comments and suggestions for the attention of the student where meaning needed to be clarified, or where points of confusion could arise for the reader.

I wish the candidate all success with her submission and trust it will be of value to the South African Police Service and the Department of Justice resulting in more successful prosecutions.

Yours faithfully

Tania Stapelberg

THIS DISSERTATION IS DEDICATED TO MY LATE FATHER
DANIEL “PAPA” MGIDI

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I would like to express my sincere appreciation, gratitude and thanks to:

- God, the creator of all for the grace upon my life.
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SUMMARY

The aim of the study is to establish how clients of the Germiston police station experience service delivery from personnel at their local police station and how police officials perceive their service delivery. This research wants to determine the extent of knowledge skills and attitude within the SAPS. The main objective was to evaluate services delivered by SAPS personnel. A qualitative research approach was chosen because it is flexible. The results of the study identified gaps. A significant shortage of personnel in the client service centre was noted. Furthermore, the results revealed that there is poor management and evaluation of the service delivery process. To have an effective and efficient service delivery process, it is recommended that the management of Germiston police station re-enforce legislation on service delivery and human resource capacity with the introduction of a customer service agent in the client service center and implement a monitoring and evaluation strategy.

IQOQO LOKUBALULEKILE

Inhloso yocwaningo ngukubheka ukuthi abahlinzekwa usizo esiteshini samaphoyisa saseGermiston baluthola kanjani usizo esiteshini samaphoyisa sendawo nokuthi amaphoyisa akubona kanjani ukuhlinzeka kwawo usizo. Lolu cwaningo luhlose ukuveza izinga lamakhono olwazi kanye nokuziphatha ophikweni lamaphoyisa iSAPS. Injongo enkulu kwakuwukuhlaziywa usizo oluhlinzekwa abasebenzi bakwaSAPS. Kwakhethwa indlela yocwaningo ebheka amaqiniso ngoba iyaququleka. Imiphumela yocwaningo yaveza izindawo okungenzeki kahle kuzona. Kwabonakala ukuntuleka okukhulu kwabasebenzi esikhungweni sosizo okuhlinzekwa kubantu. Phezu kwalokho, imiphumela yaveza ukuthi kunokungaphathwa ngendlela nokungahlaziywa kahle kohlelo lokuhlinzekwa kosizo. Ukuze kube khona uhlelo lokuhlinzekwa kosizo olusebenza ngempumelelo nangokonga, kunconywa ukuba abaphathi besiteshi samaphoyisa saseGermiston baphoqe iqoqomthetho maqondana nokuhlinzekwa kosizo, mayelana nabasebenzi abanele kanye nokulethwa komuntu ozobhekana nezindaba zokugculiseka kwamakhasimende esikhungweni sosizo oluhlinzekwa kubantu futhi kuqale kulandelwe isu lokuqapha nokuhlaziya.

KAKARETŠO

Maikemišetšo a thutelo ye ke go hlagiša ka moo badirelwa ba seteišene sa maphodisa sa Germiston ba itemogelago kabo ya ditirela go tšwa go bašomedi ba seteišeneng sa maphodisa sa tikologong ya bona le ka moo bahlankedi ba maphodiša ba bonago kabo ya ditirelo tša bona ka gona. Nyakišišo ye e nyaka go laetša bogolo bja go ba le tsebo le boitshwaro ka go SAPS. Maikemišetšo a magolo e be e le go lekola ditirelo tšeo di abilwego ke bašomedi ba SAPS. Mokgwatebelelo wa dinyakišišo ka go rerišana le banyakišišwa ore o be le kwešišo ya seo o se nyakišišago o kgethilwe ka gobane o ka fetolwa gabonolo. Dipelo tša thutelo tlhokego ya tshedimošo ye e lekanego. Tlhaelo ye e bonagalago ya bašomedi senthareng ya go direla badirelwa e lemogilwe. Godimo ga moo, dipela di utollotše gore go na le tshepedišo ye e fokolago ya taolo le tshekatsheko ya kabo ya ditirelo. Gore go be le tshepedišo ye e kgontšhago ya kabo ya ditirelo, go eletšwa gore bolaodi bja seteišene sa maphodisa sa Germiston bo tlaleletše maatla a melao ya kabo ya ditirelo le bokgoni bja dithuši tša batho ka godira gore go be le Modiri wa kabo ya ditirelo senthareng ya ditirelo tša badirelwa le go phethagatša maanotshepetšo a go lebeledišiša le tekolo.

KEY TERMS

Clients

Communication

Community

Complaints

Customer service

Monitoring and evaluation

Police station

Policing

Service delivery

Service Delivery Improvement Programme

ABBREVIATIONS

APCOF – African Policing Civilian Oversight Forum

APSD – Africa Public Service Day

Batho-pele – Sotho word for people first

BCS – British Crime Survey

CJS – Criminal Justice System

CSC – Client Service Centre

DPSA – Department of Public Service and Administration

EMPD – Ekurhuleni Metro Police Department

FSDM – Frontline Service Delivery and Monitoring Programme

Imbizo – Zulu word for a gathering

KPA – Key Performance Area

KYSRRC – Know Your Service Right and Responsibilities Campaign

MPS – Metropolitan Police Service

NDP – National Development Plan

PSMF – Public Service Management Framework

PSR – Public Service Review

PSW – Public Service Week

RSA – Republic of South Africa

SA – South Africa

SADC – Southern African Development Community

SAP – South African Police

SAPS – South African Police Service

SDC – Service Delivery Charter

SDIP – Service Delivery Improvement Programme

SDR – Service Delivery Review

UNISA – University of South Africa

USA – United States of America

WPTPS – White Paper in Transforming Public Services

WPTPSD – White Paper in Transforming Public Service Delivery

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CHAPTER 1

GENERAL ORIENTATION

1.1 INTRODUCTION

Service delivery forms part of the daily activity of most people, but the process does not always run according to what is expected. For a service to be rendered by a service provider, a need should exist among people, and the South African Police Service (SAPS) is no exception. The SAPS has changed and transformed from operating as a police force to a police service and, as an organisation, is committed to rendering equal and accessible services to the South African public (SA, 1993:14).

The SAPS is a public sector organisation and it is expected of them to fulfill their role of delivering quality services to the public as entrenched in the Constitution of the Republic of South Africa, 1996 (Act No 108 of 1996). High quality service delivery by the SAPS will ensure safety and security for all in SA. However, there might be internal or external factors that can hamper or improve service delivery. In this chapter the profile of the Germiston police station will be discussed as background to this study. The problem statement as well as the aim, objectives and the value of the study will also be considered. This chapter will conclude with the definition of the key concepts.

1.2 BACKGROUND OF THE STUDY

Post 1994, a single national police service was established from the 11 police agencies that were abolished with the dawn of the new democratic dispensation in South Africa which did away with the so-called independent homelands. The transformation of policing in SA resulted in the SAPS aligning itself with new legislation and a change in name from the South African Police to the South African Police Service (SAPS), an expression of the intention for police to be of service to citizens, not to be oppressors. It signaled the SAPS' commitment to ensure equal and accessible service delivery to all communities in South Africa (SA, 1993: chapter 14) citation in (Naidoo, 2004:3).

Policing in South Africa prior to 1994 was for the benefit of the government which was not democratic as the majority of citizens in the country were denied the right to vote and the police were enforcing Apartheid legislation. However, with the adoption of the interim Constitution of the Republic of South Africa, 1993 (Act 200 of 1993), policing started to adopt changes and the introduction and regulation of a partnership style of policing, known as community policing, was proposed. Among the changes adopted was a single national police service which was introduced under the new Constitution of the Republic of South Africa, 1996 (Act No 108 of 1996) during the period of transformation of various State organisations (SAPS, 1994b). The transformation to a South African police service from a South African Police force was an exercise that involved critical changes in terms of logistics and human resources. As a police trainee at the Pretoria West Police College, the researcher had personal experience of the changes that affected ranks, insignias, training programmes and how service delivery was implemented at police stations on completion of the theory. The aim was to render services that were community orientated and acceptable as stipulated by legislation.

Complaints about unsatisfactory service by the police feature regularly in the country's electronic and print media. In SA Breaking News it was written that police neglected their duties at the Lamontville police station. A list of grievances was presented to the police station's management but was not attended to, resulting in police officers embarking on a stay away from duty (SA Breaking News, January 2017). Service delivery comprises different activities and processes which, while integrated, are performed by different role players. Service delivery related problems in the SAPS are varied, and recipients have expectations according to their needs.

In his address to the media on 5 October 2017, the Minister of Police Mr Fikile Mbalula said action would be taken against a Constable stationed at Buccleuch satellite police station who was filmed neglecting her duties and attending to her personal needs, a long telephone call to sort out her Dstv account (Daily Sun, October 2017). The Minister also launched a social media campaign, the #MyPoliceStation campaign, aimed at addressing service delivery complaints. A day after the Minister's statement, a police officer sleeping on duty made headlines. A video was circulating on social media of a police officer

allegedly sleeping on duty while people were waiting to be served (The Citizen, October 2017). Such incidents continue despite programmes by government to build an organisation that is able to meet the service delivery needs of all South Africans.

A study on poor service delivery at the Client Service Centre (CSC) on the East Rand in Gauteng was conducted by Schwartz (2004) due to numerous complaints. His conclusion was that there was a lack of discipline due to the challenges resulting from the demilitarisation of the SAPS. Engelbrecht (2002), in his study on service delivery in the Western Cape, concluded that the location of the CSC resulted in a lack of trust in the police and led to poor service delivery. A study conducted by Naidoo (2004) at the CSC at Pretoria Central police station on how to improve service delivery for a strategic competitive advantage resulted in the following recommendations: the partnership between the provider and the recipient of services was vital, the SAPS must implement a model to guide them in delivering services according to customer expectations and perceptions. Furthermore, Naidoo recommended that the SAPS Service Delivery Improvement Programme (SDIP) be reviewed.

From the background outlined above, it is evident that service delivery by the SAPS deserves continuous attention. There is a need for a service that is acceptable, accessible, consistent and equal, which also creates an atmosphere of trust and positive interaction between the SAPS and the public.

1.3 PROBLEM STATEMENT

The focus of the study is to evaluate the delivery of services at the Germiston police station and whether they are effective and efficient for the community and clients. Germiston police station is one of the police's busiest and in 2013 it was recommended to the researcher for use in this study by the SAPS Gauteng strategic office. Germiston is a suburb in the Ekurhuleni municipality in Gauteng, South Africa, where the world's largest refinery was established in 1921. It is situated south of Johannesburg, the provincial capital and the country's financial centre. Germiston has the largest railway junction in South Africa. It lies in the heart of the Rand goldfields and was founded after the discovery of gold in 1886, map attached Annexure F (Lotha, 2012). The police station's jurisdiction includes residential, industrial and business areas within a radius of

143, 27 sq km which is divided into five sectors. The population served by Germiston police station as stated in the Theoretical Human Resource Rag (THRR) document for 2016/2017 is 275 200 (Germiston Theoretical Human Resource Rag: 2016b). The ratio of police to general population in December 2017 was 1:958 (Germiston December duty list: SAPS 2017b).

The Germiston precinct has one airport, two courts, three government departments, three hospitals, four clinics, six municipal offices, three post offices, eight primary schools, two sport complexes, one mine, three informal settlements, more than 80 licensed liquor outlets and more that are unlicensed, 31 secondhand dealers, 37 scrap metal dealers, 29 panel beaters, 32 ATMs and four brothels (Germiston station profile: SAPS 2016a). Germiston is populated by people of different cultures, the crime rate affects everybody and is a concern.

The sectors and the areas they serve: sector 1, a mining and central business district area; sector 2 Dukathole and Extension 5, a residential and industrial area; sector 3 Germiston south and Delville, a residential area that includes small farms; sector 5 Dinwiddie, Castlevue and Albemarle, a residential area that includes small farms and lastly sector 4 Hazelpark, Lambton, Hazeldene and Parkhill Gardens which are residential areas. Crimes committed over the past five years according to Germiston SAPS efficiency index system are indicated in the table below:

TABLE 1.1 REFLECTION OF PRIORITY CRIMES IN GERMISTON OVER FIVE YEARS

CRIME RATING	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017 - DECEMBER
Position 1	ASSAULT COMMON	ASSAULT COMMON	ASSAULT COMMON	ASSAULT COMMON	ASSAULT COMMON
Position 2	ASSAULT, GRIEVOUS BODILY HARM	ASSAULT, GRIEVOUS BODILY HARM	ASSAULT, GRIEVOUS BODILY HARM	ROBBERY AGRAVATING	ROBBERY AGRAVATING
Position 3	COMMON ROBBERY	ROBBERY AGRAVATING	ROBBERY AGRAVATING	ASSAULT, GRIEVOUS BODILY HARM	ASSAULT, GRIEVOUS BODILY HARM
Position 4	ROBBERY WITH WEAPON	COMMON ROBBERY	COMMON ROBBERY	COMMON ROBBERY	COMMON ROBBERY
Position 5	RAPE	ROBBERY WITH WEAPON, OTHER THAN FIREARM	ROBBERY WITH WEAPON, OTHER THAN FIREARM	ROBBERY WITH WEAPON, OTHER THAN FIREARM	ROBBERY WITH WEAPON, OTHER THAN FIREARM

Source: Adapted from Germiston SAPS efficiency index system

It is on record in the complaints against the police register at Germiston police station that over the past five years the public has been coming forward to formally report personnel at the station for poor service delivery. The problem affects the goals of service delivery as this means the police are falling short of customer expectations and the rules and regulations of the police service.

The most common complaints against SAPS members in the register are:

- Neglect of their duties by not rendering services as prescribed.
- Not providing feedback to clients after rendering a service where updates and progress on the matter is expected.
- Failing to use information and following up on additional information provided on matters relating to cases.
- Unlawfully arresting and detaining people without the correct procedures being followed as prescribed by law.
- Perform duties contrary to the prescriptions of the organisation, resulting in misconduct and abuse of their authority (SAPS Germiston Complaints: 2017a).

The table below indicates a comparison of complaints against personnel at the Germiston police station for the past five years, running from January till December each year. In terms of the complaints register's centralised mechanism, it is possible for citizens to lodge complains pertaining to poor service delivery. A draft National Instruction on Complaints against the SAPS was compiled to replace Standing Order (General) G, 225 and 101, the latter instructions provide procedures and rules for the investigation and management of complaints of poor service delivery against the SAPS by the public. These organisational changes have also led to amendments of the responsibilities for provincial inspectorate structures and functions, as management intervention from provinces have been established (SAPS, 2014a). The differences between the processes followed then and now has had positive impacts on service delivery. Personnel from the Provincial Inspectorate with experience and knowledge are easily accessible to police stations and units.

TABLE 1.2 COMPLAINTS AGAINST THE GERMISTON SAPS OVER FIVE YEARS

PERIOD	TOTAL
2013	47
2014	35
2015	28
2016	39
2017	42

Source: Adapted from Germiston SAPS complaints against the police register 2017

From Table 1.2 above, it is evident that annual service delivery complaints vary at the police station. It is notable that Germiston police station recorded a large number of complaints in 2017 (Germiston Complaints: 2017a) which has raised concerns regarding service delivery processes at the police station. With no significant decline in figures over five years, it is essential that the personnel manage and evaluate the process, and get recommendations on how to address the problem. A previous Minister of Police, Mr Nathi Nhleko, gave feedback on service delivery improvement in the SAPS in his 2016 budget vote, stating that the SAPS had embarked on a back to basics approach. He said the approach would focus on every member of the SAPS reverting to the established Regulatory Framework by doing the basics of policing properly and consistently (SAPS Media Centre: 2016). He further stated that one of the three fundamental pillars of policing is discipline, and the manner in which police officers conduct themselves is a distinctive characteristic of policing. This feedback supports the complaints like those registered at the Germiston police station and is of concern to the SAPS and the public.

The SAPS Standing Order (General) (SAPS (SO (G)) 101.4) on complaints against the SAPS mandates SAPS management to investigate and finalise complaints against personnel (SAPS (SO (G), 2012b). Not adhering to rules and regulations promotes poor service delivery as those who feel aggrieved suffer further at the hands of management. The SAPS is required to render services in terms of the statutory framework for service delivery in the Constitution of the Republic of South Africa, 1996 (Act No 108 of 1996). Therefore, the study will discuss service delivery at Germiston police station and recommend ways of optimising effective and efficient service delivery.

1.4 THE AIM AND OBJECTIVES

Leedy (1993:41) states that the main goal of research is to discover the truth, its purpose is to learn what has never been known before. The aim of the study is to establish how the clients of Germiston police station experience service delivery at their police station and how the police perceive their own levels of service delivery. An objective of research is to gain new knowledge through formulating specific questions and finding answers to them in order to have a better understanding of ourselves and the environment around us (Bless, Higson-Smith & Sithole, 2013:1). According to Goddard and Melville (2013:1), research objectives refers to answering questions that have not been answered or to create what does not currently exist. The objectives of this study are to:

- Determine the current level of compliance with legislation on service delivery at the Germiston police station.
- Determine the current nature and extent of service delivery at the Germiston police station.
- Obtain the opinions of different role players on the attitude of Germiston SAPS personnel towards service delivery.
- Determine best practices to improve service delivery from other police agencies and government departments.
- Determine the extent to which monitoring measures are already in place are utilised, and how effective they are with regard to service delivery at the Germiston police station.
- Make recommendations on how to improve service delivery at the Germiston police station

The above mentioned aims of the research study gives direction to what the focus should be, and the importance of evaluating service delivery at the Germiston police station. Achieving the above objectives may lead to the facilitation and implementation of recommendations for effective and efficient service delivery at the Germiston police station.

1.5 THE VALUE OF THE STUDY

The new information on service delivery will contribute towards an understanding of how service delivery can be enhanced by personnel at Germiston police station to be effective and efficient. It might inspire other researchers to do similar studies on certain aspects that interest them. It might help provide answers and give clarity to others who lack the capacity to personally research the topic, but who will be able to further their studies by referring to the study which has already been conducted. The public may benefit positively if the SAPS is more knowledgeable and informed by the study. Fewer assumptions and more answers to concerns might lead to improved service delivery by the SAPS.

The findings of this study can contribute towards changes in attitude of the public and police personnel. In return the public will gain trust in the SAPS and personnel will offer their services to create better living conditions around them. The image of the SAPS will also improve as the findings will contribute towards the identification of factors that hamper service delivery and recommendations will be made to overcome the challenges identified. Confidence and trust in the SAPS might be regained as the SAPS continues to learn and develop through research studies. The SAPS will continue to improve their level of service delivery should contributions to change be effected according to the findings and recommendations made.

1.6 OVERVIEW OF KEY CONCEPTS

The following key concepts: service delivery, Service Delivery Improvement Programme (SDIP) and customer service will be used frequently by the researcher and it is important to understand them within the context used by the researcher.

1.6.1 Service Delivery

Service delivery in the White Paper in Transforming Public Service Delivery (WTPSD) refers to the manner in which public services are rendered, specifically when it comes to improving its effectiveness and efficiency (SA, 1997). However, Zimmermann and Blythe (2013:207) state that there is no agreed upon definition of service delivery. The researcher's opinion differs from the second statement as services can be tangible or intangible and a service provider can offer services free of charge or for a fee.

Service delivery is supported by the SDIP that requires divisional, provincial and station commissioners to develop and implement Batho Pele action plans in support of the implementation of the Batho Pele principles which are revisited each financial year (SAPS, Strategic Overview 2012-2013, 2012a).

1.6.2 Service Delivery Improvement Programme (SDIP)

The SDIP provides police station management with practical tools to improve service delivery whilst seeking to inculcate a culture of participative management and increase community involvement (Sonderling, 2003:2). In terms of the National Instruction 1/2000 of the SAPS (SAPS, 2014b), the SDIP is designed to improve the quality of service rendered to the community by the SAPS and to improve the foundation of the service. According to the Department of Public Service and Administration (DPSA) SDIP guide 2013, the goal of the SDIP is to provide mechanisms for continuous incremental improvement in service delivery, for this reason SDIPs must be credible, effective and above all, realistic. The SAPS and all other role players need to contribute positively towards service delivery (SAPS National Instruction, 2000).

1.6.3 Customer Service

In terms of the Batho Pele principles (SA, 1997) customer services are services that are rendered by the public sector and should favor customers by putting people first. The focus should be on the process involved, knowledge, attitude and behaviour of personnel in the public sector. Customer service, both good and bad, impacts on sales and a quick customer service experience will have long lasting effects (Dimensional research, 2013). Customer service is a process that ensures customer satisfaction with a product or service rendered through a phone call, self-service system, interaction or any other means. Furthermore, it can be a series of activities designed to enhance the level of the customer's satisfaction and that a product or service has met the customer's expectation (Turban, n.d.).

There is a link between customer service, service delivery and the Service Delivery Improvement Programme. All these concepts have to do with service providers and recipients in a service delivery process.

It is important that the above concepts are clearly defined and used in accordance with the context of this study. It is indisputable that customers are not always satisfied with the service they receive, and service can also exceed the customer's expectations. All the above-mentioned key concepts are defined under the process involved in service delivery, an approach within the SAPS. The researcher's aim is for readers to be able to attach the same meaning and avoid misunderstanding and misinterpretation of concepts. This can only be achieved through clarifying definitions.

1.7 CHALLENGES ENCOUNTERED IN THE STUDY

It was a challenge to get co-operation and information after resigning from the SAPS in March 2015, as the researcher was determined to complete the study in 2016. It took the researcher longer and the research plan had to be extended by another year. When the interview schedule was drafted and confirmed, it was not easy to secure participants as per schedule and resulted in postponements, but did not have a significant impact on the study.

The amendments to the South African Police Service Standing Order (General) 225 on inspections at police stations made it a challenge to get additional and follow-up information and link it to the data already available due to changes in the reporting format. The data collection process therefore took longer than anticipated due to changes in the structure of inspections at provincial level (SAPS, 2012b).

1.8 SUMMARY

This chapter highlighted the general background of service delivery as well as the three key concepts of service delivery in the SAPS. The research problem on what service delivery entails is discussed with the aim and objectives of the study. After the demilitarisation of the SAPS in 1994, service delivery by the SAPS in general has been under a lot of scrutiny as many people thought it would be easier for criminals under a police service rather than a police force. The SAPS has aligned itself with legislation according to the WPTPS in order to meet the objectives of the public sector and country. The public and SAPS personnel are continuously updated with developments based on service delivery.

CHAPTER 2

THE CONCEPTUALISATION OF SERVICE DELIVERY IN SOUTH AFRICA

2.1 INTRODUCTION

The SAPS is expected to render different types of services with approaches that are proactive and reactive. Service delivery is the responsibility of all SAPS personnel. However, managing service delivery is prescriptive. According to the office of the Minister of Police (2011:12), many of the public protests are due to poor service delivery by the public sector and municipalities. The SAPS function within the perimeters of the South African public legislation is to maintain law and order and will be held accountable for any instances of poor service delivery that is made known. To conceptualise service delivery in South Africa, the goals and objectives of the government should be considered in terms of social welfare, creation of social scrutiny, the provision of social welfare services and the maintenance of law and order, while government's economic welfare goal entails creating an environment in which citizens are able to care for their own social well-being (Crous, 2013:51).

In this chapter, the researcher will discuss the historical background of service delivery in the SAPS and how it was amended and aligned to the new legislation of a democratic SA. The identification and definitions of regulatory framework and legislative framework that serve as a guide to be followed during the implementation of service delivery will be outlined. It is important to discuss and understand service delivery through implementing an effective service delivery model.

2.2 BACKGROUND OF SERVICE DELIVERY

Prior to 1995 South Africa had four independent states, referred to TBVC or Homelands, demarcated as Transkei, Bophuthatswana, Venda and Ciskei and six self-governing territories: Gazankulu, KaNgwane, KwaNdebele, KwaZulu, Lebowa and Qwaqwa. Each with their own police agency to carry out local policing and crime prevention duties, however, they also assisted in enforcing apartheid laws (Brewer, 1994). The SAP was an additional agency so in total there were 11 (SAPS, 1994).

The SAP's primary aim was to maintain law and order and it enforced oppressive laws that served the political needs of the government of the apartheid-era (Brewer, 1994). In 1994 all 11 police agencies were amalgamated into a single national police service with its main functions stipulated in the Constitution of the Republic of South Africa, 1996 in Section 195 (1) (a-i) stating that it comply with basic values and principles that manage public administration principles applicable to every sphere of government, organs of the state and public enterprises. The historical prioritisation of service delivery in the police goes back to 1995. General George Fivas was appointed as the first National Commissioner of the SAPS by the first president of a democratic SA, President Nelson Mandela, and he had the responsibility of aligning service delivery in SAPS to new legislation (SAPS (c), 1994). According to the WPTPS, service delivery refers to the manner in which public services are provided and they must be an improvement in the effectiveness and efficiency in the way services are rendered. However, Zimmerman and Blyth (2013: 207) state that there is no agreed upon definition of service delivery. The South African Management Development Institute (2003:5) states that service delivery in the public service comprises systematic arrangements for satisfactorily fulfilling the various demands for services by undertaking purposeful activities with optimum use of resources to deliver effective, efficient, and economic service resulting in measurable and acceptable benefits to customers.

Geraldine Fraser-Moleketi, the then Minister of the Department of Public Service and Administration (SA, 2014b: 2), stated that the early years of the democratic public service were characterised by challenges of developing progressive and practical policies and frameworks in order to realise meaningful improvement in the delivery of services to the people of SA, especially previously disadvantaged communities. However, one of the key challenges on the long road to service delivery improvement was the ability of the public service to implement policies in the most effective and efficient manner. The concept service delivery in SA will be discussed in this chapter and the researcher provides the context of service delivery by the SAPS, the background of service delivery, who is responsible and how services should be rendered. The focus will also be on who is responsible for managing service delivery, how it is regulated and the researcher will also discuss service delivery models.

In terms of the Batho Pele principles, the delivery of services by the public sector and should favour customers by putting people first. The focus should be on the process involved and the knowledge, attitude and behaviour of personnel in the public sector. The WPTPS requires public sector departments to implement the eight service delivery principles of Batho Pele as a strategy to improve service delivery. The SA government strongly promotes initiatives with an approach that is customer service orientated towards service delivery informed by the principles of consultation, service standards, access, information, openness, transparency, redress and value for money (SA, 1997:15-22), citation in (Naidoo, 2004:24). Public Service Commission Chair, Advocate Richard Sizani raised concern about the state of service delivery at the Africa Public Service Day celebrations in 2017 and suggested that South Africa needs a public service that is ethical, value driven and eschews corruption (City Press, 2016).

2.3 SERVICE DELIVERY IN POLICING

Service delivery in the SAPS is regulated and a SDIP is a requirement. In response to expectations for improving services, new approaches to policing were developed for better police performance. Community policing and sector policing are programmes that were adopted and implemented within the SAPS in order to improve service. The Constitution of South Africa (108 of 1996) states that community policing is a style of policing that must be adopted by the SAPS to meet safety and security requirements for all inhabitants in the country.

Burger (2011:29) is of the opinion that there can be no full participation without cooperation of all community members, between the police and the public. Working partnerships between the police and communities can be a valuable tool for service delivery in South Africa, citation in (Mabunda, 2014:27). The SAPS adopted community policing with the promulgation of the Police Service Act 68 of 1995 and the South African Constitution Act 108 of 1996, thus leading to the SAPS's different approach to the delivery of services post 1994. According to Maroga (2004:1), sector policing is an approach whereby a service area is divided into smaller manageable areas known as sectors. Sector policing was introduced to selected areas to increase visibility and accessibility as a start towards improving service delivery countrywide. By 2003/2004 it was introduced

to a further 85 police stations including priority and presidential police stations. By the end of the 2006/2007 financial year only 76% of the sectors of approximately 1 200 police stations had implemented sector policing as a crime prevention strategy and community policing intervention to improve service delivery (Minnaar, 2010:201).

2.4 AN OVERVIEW OF SERVICE DELIVERY IN POLICING IN OTHER COUNTRIES

Comparing service delivery in policing in different countries with how services are rendered in South Africa will give guidance on whether what has been implemented is having positive results or if there is a need for change. International experience shows that policing is more effective in reducing crime and more service orientated when there are strong links of accountability between those who police and those who are policed (Modiselle, 2000:2) citation by (Mokoena, 2007:95).

The researcher did not include African countries due to instability caused by civil wars in countries such as Nigeria, Mali, Algeria, Libya, Central African Republic and South Sudan, which has resulted in a lack of effective policing services or minimal services rendered by police. There are socio-economic challenges that most countries in the Southern African Development Community (SADC) experience results in some of the states not having the capacity to carry out adequate policing services (Wesso, 1999:5) in citation by (Bopape, 2014:70). The SADC member states are: Angola, Botswana, the Democratic Republic of Congo, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia, and Zimbabwe. SADC's main objective is to promote economic and social development through co-operation and economic integration (Mapuva J & Muyengwa-Mapuva L, 2014:24).

South Africa is one of the countries that offers training to countries in the SADC region in developing their policing strategies. Training and development might contribute towards effective and efficient services. According to Nyanya (2017:85-86) "*Community policing was better implemented in South Africa*", the Community Police Forum and its establishment is entrenched in the Constitution of South Africa Act 108 of 1996 and he is supported by the SAPS Act 65 of 1995.

- **Policing in the United States of America**

The United States of America (USA) has established different approaches to policing in order to ensure public safety. Neighbourhood policing has been a common style of policing in major USA cities since the 1980s. Approaches such as hot-spot policing and order maintenance policing strategies have been implemented in the past. House visits in Houston, Texas and Newark, New Jersey show that there is an enormous hunger for face-to-face policing, however some residents feel it is an invasion of privacy (Mawby, 2013: 9). Community oriented policing services were established in 1994 by the United States Department of Justice for community partnerships, organisational transformation of the police and problem solving activities (Gill, Weisburd, Telep, Vitter & Bennet, 2014:399-428).

The analysis of 25 different studies containing 65 independent assessments before and after the introduction of the community-oriented policing strategies found that: overall community-policing strategies were found to have a positive effect on citizens' satisfaction and trust in the police. It also found that the degree of implementation and impact of community-oriented policing is uneven across the USA (Gill *et al.*, 2014). Policing in the USA is complex and the North American country has been continuously implementing different approaches for effective policing. It's a country that has faith in change and is flexible for the benefit of public safety. In January 2015, the US Conference of Mayors issued a report with new recommendations for improving community-police relations following controversies that involved the use of deadly force by the police (Gill *et al.*, 2014).

- **Policing in Japan**

Culture has played a significant role in contributing to the policing approach in Japan. Japanese cultural norms relate to nonviolence and face saving amongst others, and they have an influence on how the police interact with the public during service delivery. These norms have affected policing by defining the peaceful ways in which the police can enhance the level of social stability in their society and the type of policies they have implemented to fight crime (Tran, 2017).

The Japanese style of policing is community orientated, it consists mainly of officers posted in areas known as police boxes or residential boxes. The main characteristics of community police officers are to become part of the police and to let residents know about their presence as they carry out neighbourhood watch duties and are the first to respond any emergencies. They believe that the police should render services that are aimed at the safety and security of residents (“Japanese Community Police” n.d.).

The Japanese style of policing has been efficient. Their style put more focus on community relations and their services are community orientated. It is evident that Japanese police give priority to the interest of the community in order to ensure that they maintain a good working relationship with the people that they serve.

- **Policing in the United Kingdom**

The British Crime Survey (BCS) 2005/2006 found that approximately 39% of adults across England and Wales had experienced personal contact with the police. BCS and other data sources revealed that people with personal contact had lower levels of trust in the police compared to those with no recent contact. The London Metropolitan Police Service (LMPS) that was created in 1829 after Sir Robert Peel persuaded the British parliament to establish it has evidence that well-handled contacts have little positive impact in having trust in the police. Findings from the London Metropolitan Police Service’s public attitude survey suggested that during face-to-face interactions it would be more difficult to improve opinions than to damage them (Bradford, Jackson & Stanko, 2009).

The following issues were identified as having an effect on how Londoners feel about policing: concerns over crime and disorder; perceptions on community police relations and police behaviour; and level of confidence in the police and rating of police activities. In the United Kingdom the police service is improving face-to-face contacts, communication of information, fairness and respect. All of these appear to be of central importance. The LMPS is using the survey data to improve police handling of interactions with the public (Bradford, *et al.*, 2009).

- **Best Practices**

There are continuous changes in socio-economic and political factors and it may not always be possible to adopt each other's approach in service delivery. However, SA can learn that community orientated countries are consistent towards service delivery. The countries culture plays a significant role in enhancing service delivery and that change is eminent. From the above it is significant to note that cultural norms have been considered by Japan and the USA in order to implement a policing method that is acceptable to society. The influence of their cultural norms have been noted and how they ultimately impact the individuals' actions and attitudes. Internationally, countries implement different approaches to service delivery in policing.

The impact of policing carried out in other countries has affected policing in South Africa. Sir Robert Peel, the founder of LMPS, created nine principles of order which have been in continuous use for almost 200 years. South Africa is one of the countries that uses some of the principles in community policing to improve service delivery, they include: crime prevention, reliance on public support, encouraging community and police cooperation, impartiality from police, reasonable use of force, police are not judges and that crime is a measure of police efficiency. The abovementioned principles could be applied effectively for effective and efficient service delivery (Villiers, 2006).

2.5 THE PUBLIC VIEW ON SERVICES DELIVERED BY THE SAPS

The SA government has entrusted the SAPS with functions that relate to preventing, combating, and investigating crime as part of the police's service delivery objectives (SA, 1996b). The fear of crime affects the way people live, travel and work. Crime and criminal activities have a negative effect on socio-economic factors in SA. The Victim of Crime Survey (VOCS) is an annual nation-wide survey conducted by Statistics South Africa to capture the perceptions and attitudes of South Africans about crime and the performance of the main role players in the criminal justice system.

The 2016/2017 VOCS showed that crime in SA decreased between 2013/14 and 2016/17. However, there has been an increase in the following categories of crime:

hijacking of motor vehicles 93%, sexual offences 117%, robbery outside home 4%, murder 9%, theft of livestock 8% and damage to dwellings 15%. Although households took measures to protect their property, the fear of crime persists and prevents them from engaging in daily activities such as going to open spaces, allowing children to play outside and walking in town. The 2016/17 study also highlighted that household confidence in the police and courts has been gradually eroding over the years.

It found that 59% of households have a negative attitude about the police and felt that police could not recover stolen goods. As for the courts, 45.8% have been disappointed and said the courts were too lenient towards criminals. More than half of households were not satisfied with police in their area. According to the VOCS, levels of satisfaction with police between 2012/13 and 2016/17 have been declining with households concerned about police services. Crime experienced by households during 2013/14 and 2016/17 showed a decline, but this was accompanied by deteriorating confidence in police services (SA, 2017d). Service delivery is a priority for the SAPS and the successful implementation of its improvement programmes may provide a safe and secure South Africa.

Afrobarometer conducted a survey among African citizens on the level of trust in several state institutions including the police. Afrobarometer is a Pan-African, non-partisan research network that conducts public surveys on democracy, governance and related issues across more than 30 countries in Africa. The results from Round 6 of surveys 2014/15 have been published and reveal that public trust is essential within government departments and citizens share a widespread confidence that public officials do govern on their behalf in the institutions they represent. However, it is perceived that when government officers violate the public's trust then citizens do not comply with such institutions' demands (Afrobarometer, 2016). The following findings emerged the Afrobarometer survey:

- In 2014/15 popular trust in institutions showed that across 36 countries the most trusted institutions were religious leaders at 72% and the least trusted institution was the opposition party at 36%. The police as an institution was at 51%.

- The 2005-2015 popular trust in the executive institutions of the state survey, including the President, army, police and tax authority was conducted over four surveys in 16 countries between 2005 and 2015. The police which are in daily contact with citizens in frontline service delivery experienced the largest decline in public trust. However, more Africans currently express confidence in the police than those who consider the police untrustworthy. The survey revealed that in South Africa it is 50%. The trends on trust have been declining from 2005 to 2015 and trust in the police has dropped from 58% to 51%.
- In the 2011-2013/2014-2015 corruption and trust survey on the police, there is an indication of a strong relationship between the two. People who had a positive view of police integrity during 2011-2013 and had not experienced corruption in the past tended to trust the police in 2014/15 with ratings between 40% and 50%.
- The 2014/15 trust and development survey, which indicated issues that are important to citizens and should be prioritised by the government, crime was rated eighth, unemployment was number one and corruption was rated 10.

The above survey clearly indicates the link between trust and performance as strong and significant in spheres of government. If performance can be enhanced in policing through service delivery, crime might decrease. There is a relationship between the VOCS and Afrobarometer survey on the public views in relation to services that are delivered by the SAPS.

2.6 SERVICE DELIVERY MODEL

Service delivery through an effective service delivery model will deal effectively with customer satisfaction, however, other methods should be followed which are in place such as the SDIP. If the SAPS personnel can be sensitive and adhere to rules and regulations, they might experience a difference in community relations. The Department of Social Development's integrated service delivery model for 2015/16 states that the purpose for developing a service delivery model is to:

- Provide a national framework that clearly determines the nature, scope, extent and level of work that constitutes service delivery for development.

- Provide a basis for determining appropriate norms and standards for service delivery, which will in turn provide a basis for funding and greater efficiency and effectiveness in service delivery.

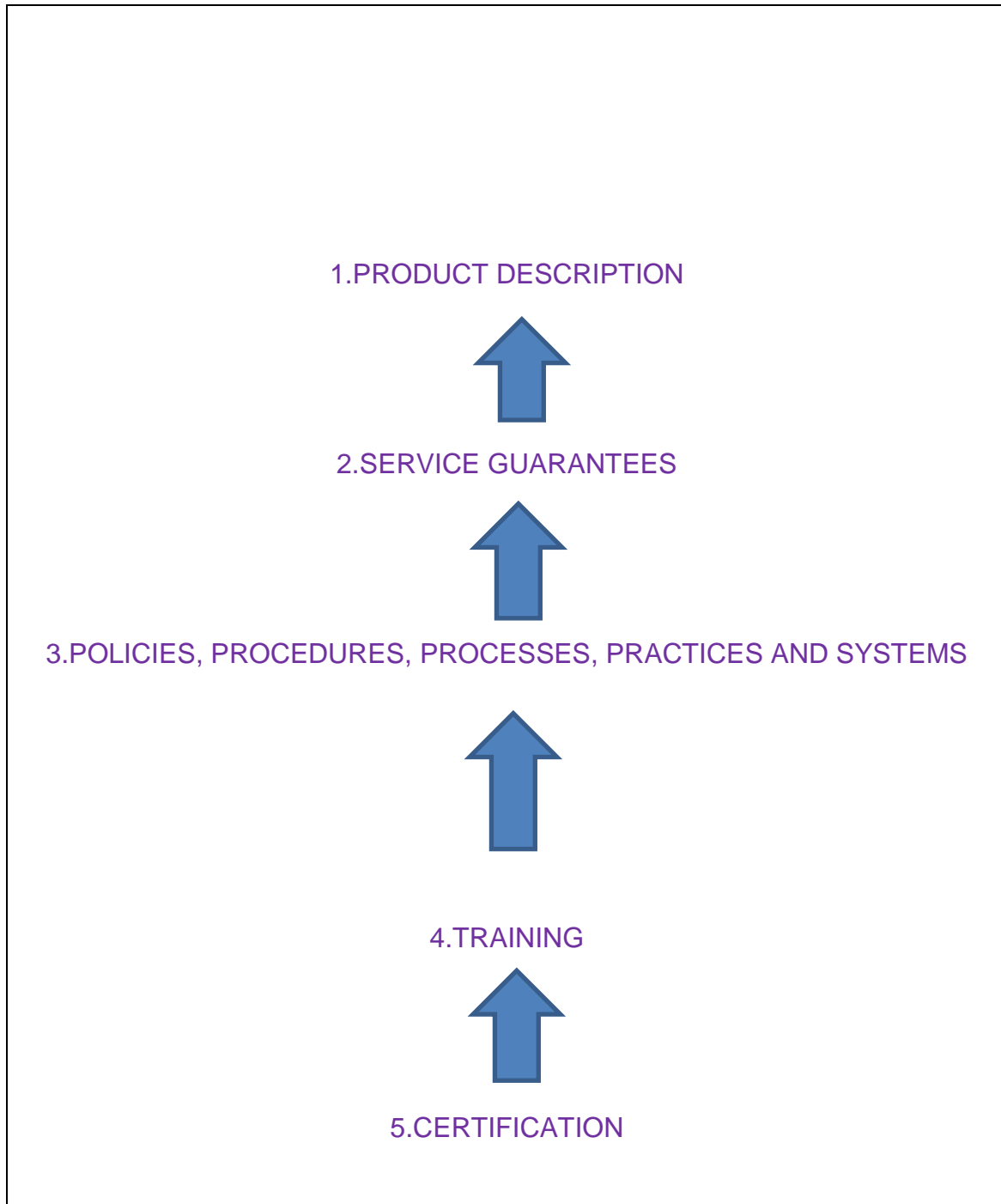
An annual service delivery model audit will assist and support management in determining the most suitable operating model for meeting mandated and overall service delivery expectations (Burger, 2011:17). According to the DPSA organisational design (2008), a service delivery model's main function is to give a description on how a department will deliver its services and products that have been identified during the strategic planning process. A service delivery model for the public sector can be translated into the model below.

A service delivery model is significant throughout the entire organisation, it illustrates that consistent quality service is key to the kind of services offered and how they are rendered. Customers return when they have confidence in products and services. Departments and organisations exist because of the services they render as per needs, wants and expectations identified (MacIntire: 2008).

2.7 CONSISTENT SERVICE DELIVERY MODEL

A service delivery model is significant throughout an organisation. It illustrates that consistent quality service is key to the services offered and how they are rendered. The SAPS's inclusion of a service delivery model that is consistent with regard to service delivery and includes continuous monitoring will ensure effective guidance for the organisation towards its objectives. Customers return when they have confidence in products and services. Departments and organisations exist because they render services as per needs, wants and expectations identified (MacIntire: 2008).

FIGURE 2.7 CONSISTENT SERVICE DELIVERY MODEL



Source: Adapted from MacIntire (2008)

The following is a brief discussion of the consistent service delivery model by MacIntire (2008).

2.7.1 Product description

A product description describes the type of products and services a customer can access and gives an indication of why an organisation exists. The clear articulation of product description helps in the delivery of services according to the needs of customers and not to standards and specifications established by the companies (MacIntire: 2008). According to Burger, between 1997 and 2000 the SAPS was able to identify police priorities and objectives based on partnerships with the community in the policing of criminal offences, crime prevention and crime reduction (Burger, 2011:105-107).

2.7.2 Service guarantees

Service guarantees refer to internal measurements that are consistent and meet the customers' expectations. Each employee must deliver quality service every time to fulfil the product description. Service guarantees are measures the organisation must be consistent in delivering, using measurable standards stated and known by employees in the organisation, department and companies. Van der Waldt (2004: 90), states that recipients of services in the public sector should be informed about the level and quality of service that they are to receive in order for departments to be held accountable for the promises they make. The Batho Pele principle favours information, stating that citizens should be given full and accurate information about the public service they are entitled to receive (SA, 1997).

2.7.3 Policies

Policies, procedures, processes and systems that are constantly maintained, defined and implemented in an organisation will guarantee consistency in services and products each time by all employees. If employees fail to follow their guidelines it results in challenges that cannot guarantee a service. Employees must be committed to the policies, procedures, processes and systems of the organisation (MacIntire, 2008). According to the White Paper on Safety and Security (SA, 2015e), legislation that aligns the SAPS with the rest of the public service is important, policy proposals are presented

to ensure quality service delivery to the community and effective methods for policing in SA through a separate police-focused policy (SA, 2015e:28-29). However, as the SA Parliament consists of the National Assembly and the National Council of Provinces, both participate in the legislative process. In terms of Section 42 (3) of the Constitution, if Parliament were to be a forum for the people and represent the people it may do more to enhance service delivery by addressing grievances from the people.

2.7.4 Training

Training is essential, it must be targeted specifically towards the interests of the organisation's priorities, standards, policies, procedures and systems that are necessary to guarantee service delivery. Training should link to employees' job description, products and services that are rendered, service standards and should also teach employees to be consistent. By investing in training and development of employees, organisations will reap a return of consistent performance (MacIntire, 2008). The purpose of the SDIP is to provide managers and personnel in the SAPS with guidelines to improve service delivery whilst developing, informing and encouraging communities to be involved in policing. A former Minister of Police, Mr Nathi Mthethwa, speaking at the launch of the SAPS University in Paarl in the Western Cape in 2014 stated that a decision was taken to open the University in order to enhance efforts of professionalising the police to provide professional services to the community and to equip police members with the knowledge to deal with complex international crimes. He further stated that training has been extended to police officers through re-skilling and conducting refresher courses around SA (Minister Nathi Mthethwa launch of police University..., SAPS Media Centre: 2014).

2.7.5 Certification

Certification of products and services in an organisation means that customers will experience the same quality services each time irrespective of the service being rendered by a different employee.

However, management in the organisation can only ensure the above is true if the performance of employees is measured, monitored, evaluated and managed to ensure consistency and services are rendered as per standards, training and development. Employees who does not meet the standard of certification should be developed through coaching, monitoring and training.

Fiszbein, Ringold and Rofers (2010:19) state that the accountability framework of the 2004 World Development Report (WDR) is useful in the identification of entry points for influencing the quality, efficiency and responsiveness of service delivery. The main channels for strengthening accountability are the institutions and relationships between policy makers and politicians, service providers and citizens. First the relationship between politicians and providers depends on the quality of the institutions, rules, regulations and incentive arrangements made through channels like governmental relations, policies and budget plans. Second, the interaction of citizens and policy makers takes place through channels expressing voice, including votes, taxes and representation in parliament and other political bodies. Thirdly, client power refers to the direct influence that citizens can have on service providers. Citizens can exert influence through participation in service delivery.

2.8 THE SAPS FRONTLINE SERVICE DELIVERY PROJECT

The Frontline Service Delivery Monitoring (FSDM) Programme was launched in 2011 to monitor public facilities through unannounced visits and improvement monitoring meetings. The programme's aim was to catalyse service delivery improvements, highlight the importance of monitoring public sector departments and instilling a culture of self-monitoring in different departments in order for service delivery to be realised (SA, 2011a).

During her address at the SAPS Frontline Service Delivery (FSD) Project Launch on 11 December 2014, the previous Deputy Minister of Police Ms Makhotso Maggie Sotyu highlighted the fact that improving service delivery at frontline departments such as the SAPS must be through committed public servants who will deliver quality service to citizens.

She further referred to then Deputy President Mr Cyril Ramaphosa's input during the national launch of Public Service Month on the 2 September 2014 when he stated that, *"Public servants need to become change agents, enablers and facilitators."*

"They need to collaborate with citizens to resolve complex service delivery challenges" (SAPS Media Centre, 2014).

The SAPS strategic plan for 2014-2019 indicates that a Frontline Service Delivery Programme will address each police station's service point challenges, prioritising the client service centres through a structured programme and project management approach. The FSD Project launch of the SAPS took place at the Wolmaransstad Police Station in the North West Province which was one of the police stations identified for the pilot implementation of the project. Speaking at the launch, Ms Soty, stressed that programmes that have been initiated by the government should ensure an improvement in protecting citizens' lives and government should always contribute towards a better life for all (SAPS, 2015c: 6).

The FSDM Programme enables the Department of Planning, Monitoring and Evaluation to monitor and evaluate service delivery on the ground in order to verify service delivery inputs and outcomes. Unannounced site monitoring visits are conducted at selected service sites where interviews are done. The findings are presented to the relevant sector departments and Cabinet at least once a year. The department works with relevant stakeholders in the department to ensure corrective actions are taken where results are poor (SA, 2015a:11). Government's 2009 Policy Paper on Performance Monitoring and Evaluation focuses on an outcome based approach. The Department of Planning, Monitoring and Evaluation in the Presidency has mandates such as facilitating the development and implementation priorities of government, monitoring and evaluating the implementations of such plans and monitoring the quality of frontline service delivery (SA, 2015a:8).

The SAPS is one of the organisations that has collaborated with government departments to improve the quality of service delivery at frontline facilities through the FSDM Programme. The SAPS's FSD project is aligned to the Department of Planning Monitoring and Evaluation in the Presidency, the SAPS' aims are:

- Improving service delivery through the standardisation of infrastructural aspects.
- Skills development and capacity building of SAPS officials.
- Enhancement of stakeholder relationships.

The FSD project in the SAPS started in 2014-2015 with a pilot police station in each of the nine provinces, the second phase covers an additional 500 police stations based on provincial and national priorities and the final stage should be completed during the 2018-2019 year. The SAPS, as an organisation, must be fully dedicated to service delivery as prescribed in the Constitution. Every person working for the SAPS plays an important role. Creating total client satisfaction must become a driving force for all the employees of the SAPS. The organisation, as a whole, should be committed to quality client service, aiming to provide all clients with the best possible service. There is always room for improvement. The relationship between the SAPS and the public is a very delicate one and just one individual can tarnish the image of the entire organisation. Commitment to quality client service must become an ongoing challenge to every individual (SA, 2015a:11).

Ngobese (2011:33-34) points out that frontline service personnel are important for both internal and external customers in the organisation, customers expect frontline personnel to know about services offered by their organisation and they must be professional. Frontline service personnel have a direct influence on customer satisfaction, they interpret information and standards of the organisation to external customers (Silvestro, 2005:220). Service orientation is one of the mechanisms of service delivery, it refers to the various needs of the clients that must be taken into account in order for a professional client-oriented service that is effective, efficient and accountable to be rendered (SAPS, 1997:3). The SAPS as a service provider must be able to display positive attitudes and behaviours which demonstrate interest and willingness to respond to the community which is their customers - in order to meet their needs, requirements and expectations.

2.9 SUMMARY

In this chapter the focus was on literature on service delivery in the South African public sector, the relevant regulations were discussed and how they are aligned to the SAPS's legislation. A service delivery model is an effective and efficient guide for the development, implementation, monitoring and evaluation of service delivery and the characteristics of community policing as a service delivery mechanism in the SAPS were discussed. The next chapter focuses on the legal framework of service delivery in the SAPS.

CHAPTER 3

THE LEGAL CONTEXT OF SERVICE DELIVERY IN THE SOUTH AFRICAN POLICE SERVICE

3.1 INTRODUCTION

The SAPS is one of the highly recognised government departments due to the kind of services that they deliver, playing an important role of ensuring that the country is safe and secure for all inhabitants SA. The SAPS has its own policies, procedures, processes and systems, and for them to be implemented correctly within the organisation, personnel must have clear understanding, knowledge and guidance. Concerns and contributions to service delivery are in the interest of the communities they serve. Quality service delivery is important for any service provider.

There is legislation in place for service delivery in the SAPS. The role that it plays and its importance in the SAPS's service delivery process will be discussed in context in this chapter. The primary aim of this chapter is to evaluate service delivery and compliance with legislation and the manner in which services are delivered. The regulatory framework and the legal framework are used in guiding the SAPS towards service delivery. Improving service delivery is one of the SA government's priorities, as set out in the WPTPS (South Africa, 2014a).

3.2 THE REGULATORY FRAMEWORK ON SERVICE DELIVERY IN THE SOUTH AFRICAN POLICE SERVICE

Service delivery in the SAPS should be managed, monitored and evaluated. The SAPS and its systems provide a framework for employees to deliver services to their internal and external customers for effective and efficient results (South Africa, 2014a). Legislation explains what service delivery is, how it should be managed, who is responsible for the implementation and uniformity and consistency around policing matters in South Africa among others.

3.2.1 THE CONSTITUTION OF SOUTH AFRICA, ACT 108 OF 1996

The Constitution of the Republic of South Africa (Act 108 of 1996) identifies legislation responsible at different levels of government regarding service delivery. The Constitution of the Republic of South Africa 1996 (Act 108 of 1996) in Section 196 provides basic values and principles that are essential to governing public administration and are applicable to the administration in every sphere of government, organs of the state and to all public enterprises. The Constitution provides a framework for service delivery by the SAPS. The national police service should adhere to the supreme law, any law that does not align to it is invalid as all laws should be in relation to the Constitution (SA, 1996b). In terms of Section 205(3) of the Constitution it is the responsibility of the SAPS to provide a service to the people of South Africa in order to maintain public order, protect and secure the inhabitants of South Africa and their properties, and to uphold and enforce the law.

The Constitution through Section 2, the Bill of Rights, concerns the rights and responsibilities of all in South Africa. Section 7 (1) states the importance of democratic policing in SA and puts emphasis on the protection of the rights of all citizens. The Bill of Rights is a cornerstone of democratic South Africa and it ensures the rights of people in our country (Burger, 2009:3), such as the right to take action against the state if they believe their Constitutional rights have been infringed, these rights are echoed in the eight Batho Pele principles (SA, 2014a). The Bill of Rights further states in subsection (9) on equality, that everyone has the right to equal protection and benefits of the law as everyone is equal before the law. The SAPS and its systems provide a framework for employees to deliver services to their internal and external customers for effective and efficient results (SA, 2014a). From the above it is clear that service delivery is a function regulated and should be implemented by the SAPS. In terms of the Section 196(4) of the Constitution 1996, the Public Service Commission (PSC) is responsible for investigating and evaluating staff and public administration practices in the public service (SA, 2006).

3.2.2 SOUTH AFRICAN POLICE SERVICE ACT (ACT 68 OF 1995)

Section 205 (3) of the Constitution of South Africa, 1996 (Act 108, 1996) provides a mandate to the SAPS under the guidance of the Minister of Police who determines national policing policies on the objectives and overall execution of services and all relevant key pieces of legislation (SAPS 2015a, 2015-2016: 27). The SAPS Act, 1995 (Act 68 of 1995), as amended by the SAPS Amended Act (Act 83 of 1998), describes the operation and functioning of the SAPS as the only national police service, it gives clear guidelines on all aspects of the effective and efficient managing of the SAPS human and physical resources. According to chapter 7 section 18 (1) (d), among others, the objective of the Act is to be responsible for improving service delivery of police services to communities at national, provincial, area and local levels. The Act also describes the role and conditions of appointment of a National Commissioner and nine provincial commissioners, one for each province.

Operational members in the SAPS are appointed and managed in terms of the South African Police Service Act, (Act 68 of 1995). Employees that render support duties for operational members are appointed under the Public Service Act 1994 (Act 103 of 1994). However, in recent years, employees performing support duties have been appointed in terms of the South African Police Act, equally all are referred to SAPS employees. The SAPS Act, 68 of 1995 provides for a framework in terms of the employees' reference to the SAPS vision, mission, value statement and code of conduct, they give guidance and direction on the manner that the SAPS must render services and how the personnel must conduct themselves during service delivery.

3.2.2.1 The SAPS Code of Conduct

The code of conduct was introduced in 1997 for the SAPS and its objective was to support change in the merger of 11 police forces from an authoritarian style of policing to democratic policing, African Policing Civilian Oversight Forum (APCOF) policy paper No 17 (Faull, 2017:1). Faull further states that police codes of conduct are broad, aspirational statements intended to translate the legal framework and legislation into clear principles that guides police conduct and streamline police oversight. The code of conduct for the

SAPS states that to achieve a safe and secure environment for all people in South Africa they will render a responsible and effective service of high quality which is accessible to every person and continuously strive towards improving their service with integrity (SAPS 2015a, 2016-2017). Codes of conduct play an important role in translating complicated instructions and the legal framework into easy understandable meaning for police officials, managers and the public, however, it is not clear how the SAPS measures its standards on the code other than through disciplinary data (Faull, 2017:2).

In 2012 the National Development Plan (NDP) recommended that the SAPS enforce the Code of Conduct, it suggested that a review of the code be done in order to link it with disciplinary and promotion regulations. The recommendation to revise the code of conduct was as a result of the current format not holding personnel accountable due to gaps that were identified. When unethical conduct reigns supreme it is the poorest of communities who are affected the most (SA, 2015b:3).

3.2.3 SOUTH AFRICAN WHITE PAPER ON SAFETY AND SECURITY (2016)

The vision of the SA White Paper on Safety and Security (SA, 2016a:6) is aligned to the NDP and the democratic values enshrined in the Constitution of the Republic of South Africa (Act 108 of 1996). The SA White Paper emanates from the 1998 White Paper on Safety and Security, the 2016 White Paper on Safety and Security provides a new policy on safety, crime and violence prevention to promote an integrated and holistic approach to safety and security.

The SA White Paper on Safety and Security focuses on crime and violence prevention, it recognises the importance of initiatives that aim to reduce inequality among others and to enhance the effectiveness of the state. This is the 2030 vision espoused in the NDP by Cabinet in 2012. A partnership between the SAPS and the community is emphasised in the SA White Paper to ensure an improvement in service delivery. Policy and strategy interventions in the SA White Paper on Safety and Security ensures the availability of initiatives to secure SA, prevent crime and provide quality services and its approach is on inter-sectoral co-operation and collaboration towards an effective, integrated planning and service delivery at local, provincial and national level to build safer communities.

3.2.4 NATIONAL DEVELOPMENT PLAN (2011)

The SA Constitution (108 of 1996), the SA SAPS (Act 68 of 1995), the SA White Paper on Safety and Security (2016) and the NDP (2011) prescribe professionalism when it comes to service delivery in the SAPS. The NDP states that professionalism and competency is important to policing in SA, it recommends that the police service professional Code of Conduct and Code of Professionalism should be linked to promote discipline in the service. The vision of the NDP is to have highly skilled and professional police service members with detectives that are equipped with skills and are competent to deal with organised crimes. It further proposes that recruitment should attract competent, skilled professionals (SA, 2011b:16-18).

The NDP proposes an integrated approach to resolving root causes of crime, through active citizenry and inter-related responsibilities and coordinated service delivery from state and non-state actors. The following are priorities as set out by the NDP:

- Demilitarised police and democratic policing;
- Policing to be in partnership with an integrated Criminal Justice System;
- Active involvement of the community in policing;
- To ensure safety by applying an integrated approach; and
- A professional SAPS (SA, 2011b:10).

It is significant to note that the above priorities are in support of a policing approach that is inclusive. A policing approach that consults with stake holders and communities that are affected by police actions. Demilitarised and democratic policing creates an easier flow of information that is positive for an effective service delivery process. Partnership with the CJS will result in improved co-ordination between the departments, it will be easy to identify challenges and give them attention and that may lead to less or no complaints and result in improved service delivery. Active involvement of the community will enhance partnerships and service delivery as the police are from the community to serve the community.

3.2.5 THE SOUTH AFRICAN POLICE SERVICE'S SERVICE DELIVERY IMPROVEMENT PROGRAMME

The purpose of the SDIP is to promote excellent service to all communities of SA. It further focuses on satisfying customer needs and the functioning of the service (SA DPSA, 1997). According to the SAPS Annual Performance Plan 2016/17, the 2016/17 financial year represents the second year of the SDIP three-year cycle. The SAPS' SDIP complied with the directive as set out in the DPSA on its development, implementation, monitoring and evaluation (SAPS 2016c, 2016-2017:56).

One of the main pillars of the public service management framework is integrated planning by developing a SDIP that focuses on strategies that must bring the Batho Pele principles to life and make successful, efficient and effective service delivery a reality. As referred to in Chapter 2 paragraph 2.3 departments should further:

- Identify actual and potential customers;
- Consultation with customers;
- Means of customer access, potential barriers to access and how to remove barriers to access services;
- Existing and future service standards for services provided;
- How information about the department is obtained; and
- How complaints are handled.

The Public Service Regulations also require that the SDIP comprises a three-year time frame, hence the SAPS development of the SDIP 2013 to 2016, which straddles the timeframe applicable to the SAPS Strategic Plan implying the review of the SDIP during this period (SAPS 2014a, 2014-2019). In terms of National Instruction 1/2000 of the SAPS, the SDIP was designed to improve the quality of services rendered to the community by the SAPS. The SAPS SDIP priorities for 2010 to 2014 are re-emphasised as priorities in the 2014 to 2019 Strategic Plan by management of the SAPS (SAPS 2014a, 2014-2019). In the SAPS 2015/16 Annual Report they are referred to Service Delivery Objectives, Objective 1 to Objective 4.

The NDP provides a specific outcome, outcome 12, to service delivery which is in addition to the service delivery objectives in the SAPS annual report for 2015/16. Outcome 12 states that an efficient, effective and development-orientated public service, which espouses the need for quality and access to service delivery by government, will be implemented (SAPS 2014a, 2014-2019: 3). In order to transform service delivery to be in line with the Batho Pele service delivery principles, the following priorities were identified by the SAPS (SAPS, SDIP 2010-2014):

Priority 1: The development and implementation of Service Delivery Improvement Plans (SDIP) and Service Delivery Charters (SDC) in support of the Batho Pele principles by all provinces and divisions. According to SAPS Annual Plan 2015/16, the department implemented a multi-year SDIP which extended from 2013 to 2016.

Priority 2: Improving the functioning of front and back offices in order to improve effectiveness and efficiency, this will include restructuring, implementation of sector policing, introduction of cluster commands, and the building and upgrading of police stations. By 2016, according to the Annual Report for 2015/16, seven frontline service points had been resourced and improved, nine existing stations were renovated.

Priority 3: Participation by the SAPS in all national Batho Pele initiatives such as Africa Public Service Day (APSD), Public Service Week (PSW) and Know Your Service Rights and Responsibilities Campaign (KYSRRC), (SAPS, SDIP Priorities: 2010-2014). R7.5 million was approved by the National Commissioner for the planned marketing campaigns for the 2015/16 financial year. Some of the campaigns funded included: mobilization of the community of Steenberg, Cape Town; rapid rail police launch, launch of frontline service delivery campaign and annual release of crime statistics.

From the above, the researcher noted the desired achievements that were referred to as priorities and achievements of the SAPS by 2016. The aim of the SDIP priorities were to have services aligned to the Batho Pele principles through effective and efficient service delivery mechanisms in partnership with relevant stakeholders. The emphasis on the SAPS's SDIP over the years is that services should be efficient, effective, accessible and

of good quality which requires professionalism by the police and compliance with the country's legislation.

After the introduction of the SDIP and since 2000 there have been developments in the SAPS records and in the 2015/16 SAPS Annual Report which refers to the content as the actual standard of service rendered compared to the Batho Pele principles within the SAPS.

3.2.5.1 Batho-Pele principles compared to actual standard of services delivery

In working towards delivering effective and efficient services to SA citizens, the SAPS is required to implement the eight Batho Pele principles of service delivery: enhancing consultation, setting service standards, improving access, improving courtesy, providing information, ensuring openness and transparency, ensuring redress, and providing value for money. However, a gap has been identified between the Batho Pele principles and the actual standard of services (SAPS 2015a, 2015/2016).

Consultation with communities on policing has been inconsistent, the principle of consistency encourages sharing of views and getting input. Frontline managers are not aware of the initiatives by SAPS to promote transformation from an increasing number of complaints received from members of the community that they serve. However, service standards give guidelines to all involved in service delivery. The SAPS corporate image is not standardised at all frontline service points at local, provincial and national offices. The SAPS should be accessible to all inhabitants in SA and the right to equality should be considered for all inhabitants to be able to access service points. As for improving courtesy, not all SAPS members are adhering to the Constitutional values as per Section 196 and some SAPS members are not aware of the Code of Conduct. The SAPS's Code of Conduct is aligned to the SAPS Act and to the Constitution of SA, personnel not having knowledge of the framework will have an effect on service delivery.

Beneficiaries are provided with a range of information about services, however this is not full, accurate information. The management of SAPS should be accountable in ensuring that relevant information is consistently communicated in the SAPS. Whilst ensuring that openness and transparency is implemented within the SAPS, some SAPS members are

not fully aware of the strategic direction of the SAPS in support of the NDP. Management is responsible for communicating the goals and objectives of the organisation to ensure implementation. Inconsistent application of SAPS redress mechanisms in front of office has resulted in further exposure to poor service delivery and lead to a lack of trust and confidence in the SAPS. It was discovered that some service points have unserviceable equipment and vehicles, station inventories and personal information that is inaccurate, which are against the principle of providing value for money, for service delivery to be effective and efficient, physical and human resources are key and should be in a working order (SAPS 2015a, 2015/2016).

3.2.5.2 Batho Pele principles compared to actual services delivery standards achieved

The previous Acting National Commissioner Lt General JK Phahlane briefed all commanders at different levels on the requirements of Section 195 of the Constitution 1996 and the Code of Conduct to improve services. All 1 140 police stations provide a victim friendly service and CSC services at seven frontline service points were standardised. All 14 senior managers and top managers were briefed on the SAPS strategic direction to ensure openness and transparency. Geographic access norms are under development for police stations to improve access and it will result in correct location of police stations for those in need of police services. A standard frontline corporate image is being implemented targeting seven police stations during 2015/16 and an SAPS finder application was developed for use on all smartphones (SAPS 2015a, 2015/2016).

To set service standards, police station managers from seven frontline service points have undergone a change management learning programme. The then Acting National Commissioner briefed personnel at all levels on the back to basics approach and 17% of police stations implemented sector policing in line with the minimum implementation criteria. It was proposed that the appointment of deputy cluster commanders commence in 2016/17, replacing the concept of a deputy station commander. Service delivery charters were compiled in consultation with the communities at 7 frontline service points as a measure to enhance consultation.

The SAPS established information tools to ensure that information is provided as and when required by beneficiaries. A citizen-based monitoring tool was implemented at 11 frontline service points. In the service delivery charter redress mechanisms were compiled in consultation with the communities at 7 frontline service points and outstanding disciplinary matters have been addressed at seven frontline service points. Day-to-day maintenance prescripts, unserviceable equipment and vehicles were disposed of, standardised requirements and accurate station personnel inventories were implemented at seven frontline service points. Recovery plans for detectives and visible policing were implemented at 63 priority stations to align with the principle of providing value for money within the SAPS (SAPS 2015a, 2015/2016).

The information above gives a clear indication that transformation of public services is a continuous process within the SAPS. According to the police structure, there were 1 138 police stations in 2015 and all had active service points. The above annual report refers mostly to the limited number of police stations identified for the FSD project.

3.2.6 THE SOUTH AFRICAN POLICE SERVICE STRATEGIC PLAN 2014-2019

Department objectives are captured in short and long term plans known as operational and strategic plans. In terms of the Police Act, (Act 68 of 1995) Chapter 5, Section 11 (2) the National Commissioner should submit the strategic plan for the SAPS before the start of each financial year. The strategic plan of a department unpacks and describes the objectives of the department over three to five years and how the services will be delivered over the two to five years that they have planned for (SA, 2008). The strategic plan 2014-2019 gives a framework for the SAPS over a specific period.

A previous Minister of Police Mr Nhleko in his opening statement for the 2014-2019 strategic plan said that the plan made it clear that the police is on a path to a different police service. He further stated that the plan is interwoven with NDP commitments and continues on the journey that was started in 1994, and all were invited to be role players.

In addition to his remarks, the previous National Commissioner of the SAPS General Riah Phiyega indicated that the 2014-2019 strategic plan was aligned to government's Medium Term Strategic Framework (MTSF) of 2014-2019 and informed by the NDP (SAPS, Media Centre:2014). The operational priorities according to the plan are, among others, that as a government institution the SAPS will continue to render the best service to every member of society through the FSD project. Phiyega further indicated that the objective was to ensure that members treat citizens with professional respect and pride as referred to in Chapter 2 para 2.6. It is evident the developing service delivery is a continuous exercise.

3.3 THE REGULATORY FRAMEWORK AND MANAGEMENT OF SERVICE DELIVERY

Service delivery in the SAPS is regulated by legislation, it gives guidance on how to render services. The Constitution of the Republic of South Africa (Act 108 of 1996) provides a legal framework as the highest law of the country. In addition, the following legislation also provides a regulatory framework on service delivery: the SAPS Act (Act 68 of 1995), Code of Conduct of the SAPS, SA White Paper on Safety and Security (2016), the WPTPS (SA, 1997), and the National Development Plan (2011) as per the detailed discussion in section 3.2. The regulatory framework and the legislative framework compels the SAPS to render effective and efficient services to the community as per the prescripts and with effective management. A regulatory framework serves as a guide and support to ensure adherence to the supporting goals and objectives of the organisation (SA, 1996a).

The WPTPS (SA, 1997) states that improving public service delivery is not a once-off exercise but an ongoing and dynamic process, as standards are met they must be progressively raised (SA, 1997: 29). Legislation was introduced putting emphasis on how the public service should deal with the realities of transformation in the delivery of public services with systems, procedures, attitudes and behaviour within the public service (SA, 2012a: 29).

The above mentioned was introduced using transformation, the WPTPS defines transformation as a dynamic, focused and selectively short term process that is designed to reshape the public service using the eight transformation priorities, one of which is to transform service delivery (SA, 1997). The regulatory framework is supported by an integrated system of management functions including strategic planning, human resource planning, service delivery improvement planning, financial planning, performance management and compensation management. This support system is known as the Public Service Management Framework (PSMF):

- **White Paper on Transforming the Public Service (Batho Pele) 1997**

The WPTPS was introduced through the DPSA, the document is an indication of the strong commitment of the government to service delivery informed by the following eight Batho Pele principles: consultation, service standards, access, courtesy, information, openness, transparency, redress and value for money (SA, 1997). A guiding principle for promoting service delivery is that of putting people first and to provide a framework for the transformation of public service delivery, government introduced the concept of Batho Pele “people first” in 1997. This notion was expanded in the white paper on transforming the public service, also known as the Batho Pele White Paper, which provides a policy framework to ensure that Batho Pele links into government policies.

- **The Public Service Regulations Notice No 21951 of 2001**

Section C, Part III of the Public Service Regulations (PSR) advances the implementation of Batho Pele by making provision for the development of Service Delivery Improvement Programmes (SDIPs) by all departments within the public service. The PSR in this regard argue that an executing authority shall establish and sustain a services delivery improvement programme for his/her department Part III.C. 1. Part III.C2 further states that an executing authority shall publish an annual statement of public service commitment which sets out the standards citizens can expect from a department with explanations on how they will be met. The executing authority is expected to provide quality services, get the best value for money and set measurable objectives for his/her department through clearly defined service standards.

This means optimal use of government's human and related resources. However, the DPSA is in the process of amending the Public Service Regulations of 2001 to improve the effectiveness of the Financial Disclosure Framework (SA, 2015c: 3).

- **Public Finance Management Act 1 Of 1999 as amended by Act 29 of 1999**

The PFMA is one of the most important pieces of legislation of SA's democratic government. It promotes good financial management to maximise service delivery through the effective and efficient use of limited resources. It also argues against the development of strategic plans in isolation and requires these plans to be integrally linked to a departmental service delivery improvement programme. In addition, it is stated that officials must take responsibility for their departments to ensure effective, efficient, economical and transparent use of financial and other resources within their area of responsibility (SA, 1999).

- **Service Charter and Service Standards for the Gauteng Department of Community Safety**

The MEC of Community Safety in Gauteng, Ms Sizakele Nkosi-Malobane, signed a service charter on 24 June 2016 as a social contract and commitment between the state and public servants with objectives that are aimed at improving service delivery programmes and professionalising and encouraging excellence in the public service. The aim was to facilitate a process that will define service standards in various public service sectors and help government departments rise to the challenge of treating citizens equitably, fairly and with dignity (SA, 2016a).

The SAPS, citizens of Gauteng, local municipalities, the media and community policing forums are some of the Gauteng Department of Community Safety's customers and stakeholders. The following rights of customers are set out in the service charter: the right to a professional service by the police, Gauteng Traffic Police, Ekurhuleni Metro Police Department and the SAPS and the right to lodge a complaint if dissatisfied with the service rendered by law enforcement agencies.

Proper regulation and management of service delivery enhances human rights and also clarifies the roles and responsibilities of SAPS personnel and its stakeholders.

The framework regulating service delivery in the SAPS is aimed at delivering services in an effective and efficient manner. Poorly regulated service delivery may lead to negative cost implications, loss of lives and poor relations.

3.4 THE WHITE PAPER ON THE TRANSFORMING OF PUBLIC SERVICE DELIVERY (1997)

In terms of the White Paper on Transforming Public Service Delivery (SA, 1997: 9) all departments must, regularly and systematically, consult the public not only about the services provided, but also about the provision of new basic services to those lacking them. Well trained, courteous and service oriented staff members will guarantee quality service delivery to the South African public as Milton and Astroff (1998:321) have indicated. Zimmerman and Blythe (2013:206) have indicated that globally service delivery is prioritised in each and every firm. The WPTPS refers to eight principles for transforming public service delivery, the Batho Pele principles (SA, 1997) which are:

- **Consultation** on the level of quality of services rendered or to be rendered. In terms of the Batho Pele handbook, it is through consultation with end-users that relevant services and appropriate standards can be determined.
- **Service Standards**, once the standards for services have been set, they can be measured to improve to the highest possible standards (Batho Pele handbook).
- **Access**, services must be available equally and users must be able to access them easily and comfortably.
- **Courtesy**, treating the public with consideration and care.
- **Information**, citizens must be informed about the services they are entitled to.
- **Openness and transparency**, service providers are compelled to acknowledge any shortcomings in their service provision. They must allow users to ask questions and respond honestly and frankly.
- **Redress**, apologise, remedy the situation for shoddy service, respond swiftly and be sympathetic.
- **Value for money**, services must be economical, effective and efficient and add value to the lives of end-users (Batho Pele handbook).

The SDR states that the South African government has transformed in many areas since 1994. Legislation such as the White Paper on Transforming Public Service Delivery was introduced, putting emphasis on how the public service should deal with the realities of transformation the delivery of public services for systems, procedures, attitudes and behavior within the public service (SA, 2012a: 29).

3.5 SUMMARY

SAPS employees are required to provide services in terms of its mandate and legislation to the inhabitants of South Africa. In this chapter the focus was on the history and legislation that gives guidance to the study. The SAPS has effective and efficient regulatory tools to implement service delivery for maintaining professionalism. Service delivery is a function that is regulated. The next chapter will focus on the research methodology.

CHAPTER 4

RESEARCH METHODOLOGY

4.1 INTRODUCTION

The purpose of this chapter is to discuss a research strategy method that was suitable for the study, a design that followed relevant procedures for data collection, analysing and communicating the process and findings. Information was gathered from participants through interviews and was classified according to different topics identified during discussions. All the collected data was transcribed and recorded as findings.

In the following section the researcher will give an overview of the research design, develop a research method that entails the development of an instrument for data collection, identify a sampling technique and a description of the population to address the research problem. The interpretation of the information gathered will be discussed along with strategies to ensure trustworthiness of the data and ethical considerations.

4.2 THE RESEARCH DESIGN

With an understanding of paradigms, the researcher used the pragmatic philosophical worldview for the study. Mouton (1996:203) defines a paradigm as an established research tradition in a particular discipline and paradigm is described as a whole system of thinking (Newman, 2011:94). According to Creswell (2009:6), the pragmatic worldview is the logic of how the world is generally viewed and how the researchers conduct their studies referring to it as worldview. Pragmatism is constructed based on the world people live in with desired outcomes and with the best method that will solve the problem. A qualitative data collection method was chosen, the researcher purposefully selected participants that are best at contributing to the research problem (Creswell, 2009:178). In order to solve the problem a qualitative research approach was adopted by the researcher due to the nature of the problem.

Research methodology refers to methods, techniques and procedures followed in the research design (Babbie & Mouton, 2001:647). Bless, Higson-Smith and Sithole (2013: 20) state that the researcher will choose a research design and sampling method after clarifying the research question, its variables and hypothesis. That was the point where the researcher has made a decision on the appropriate direction and guidance to give concerning the research question. According to Creswell (2009:145), research method is the most concrete and specific part of the research study. Qualitative research is aimed at exploring and discovering issues about the problem at hand, and where not much is known and there is uncertainty about dimensions and issues involved, soft and rich data is used (Domegan & Fleming, 2007:24).

In qualitative research, different knowledge claims, enquiry strategies, data collection methods and analysis are employed (Creswell, 2009). The approach in qualitative research is more flexible and circular, a problem is investigated from the participants' point of view. The focus of the study is to determine what participants think and feel about a particular phenomenon or issue, reality is interpreted from the participant's point of view.

A research design links to answering a research question over a period of time with a clear plan or design as a blue print. (Bless *et al.*, 2013:130). Bryman (2016:39) refers to it as the framework for creating evidence that is required to give answers to the research question. Bless, Higson-Smith and Kagee (2006:71) refer to research design as operations that are performed to test a specific hypothesis under a condition that is given. The research design serves as an action plan with guidance on how to approach a research problem, it gives particular direction to the findings and the information on what will be needed to get to the findings that arose from the research question.

The research study was evaluative. Data that was collected during interviews was evaluated by the researcher through comparing, contrasting, analysing and synthesizing all points of view on service delivery. This was done to fill a research gap. According to Bless *et al.*, (2013:119) evaluation research studies are done in order to assess designs, implementations and usefulness by testing their interventions.

4.2.1 Target population and sampling

People that are a focus of a research project and of whom the researcher wants to get an insight into are referred to as a population (Bless *et al.*, 2013:162). Goddard and Melville (2001:34) refer to population as any group that has been identified to be the subject of the research interest. Babbie and Mouton (2001:174) state that the aggregation of elements from where a sample is identified is referred to as a population. The research was limited to the Germiston police station as stipulated in paragraph 1.3. The population of the research is SAPS personnel and members of the public. Germiston police station is located in an urban area as per attached picture Annexure G. By December 2017, as per Germiston SAPS duty list, there were 287 employees working at the police station, 236 police officers and 51 civilians. The station commissioner is a brigadier in rank and under her immediate command are three colonels responsible for the following: visible policing, investigating officers and support services.

A sample for inclusion in the study was from the above mentioned population based on the evaluative research design including SAPS personnel experienced in working with the public. For the purpose of this study student constables will be excluded due to their lack of experience and them still undergoing the training programme. Bless *et al.*, (2013:162) states that sampling is when a portion of a group is identified and used in social and natural science research studies. Babbie and Mouton (2001:174) refer to a sample as a portion selected from a population, as it is not feasible to study the entire population. Sampling in qualitative research does not require representivity, for this study a small number of information rich participants were identified. Creswell (2009:148) states that sampling methods can be either probability or nonprobability, adding that nonprobability sampling is the preferred method in qualitative research.

The researcher used convenience sampling which is a form of nonprobability sampling to get information that will contribute to evaluating service delivery from the different categories of participants at Germiston police station. As the name indicates, in convenience sampling the researcher will interview available participants of the target population (Bless *et al.*, 2013:176).

The research sample consisted of 20 participants, nine SAPS personnel ranging from senior to junior officers all with experience, male and female. SAPS personnel were identified based on the scheduled dates of the interviews, but due to workloads, four changes were made and available SAPS personnel with knowledge and experience were interviewed instead. A total of 11 members of the public including youths, males and females, were interviewed based on their availability after receiving service from SAPS personnel at the Germiston client service center. Interviews with each participant took place on the premises of the Germiston police station where they were approached by the researcher after receiving and rendering services respectively.

In the introduction, the reason for the research was explained and participants were given the opportunity to withdraw during the interview. Approaching members of the public for the interview the researcher received the following comments: 22 stated that they are in a hurry, 12 rejected with no reason and four withdrew due to audio recording stating they did not want to be recorded. The participants of this research study were purposefully identified based on their availability, knowledge and experience with customer service at the Germiston police station. The number of participants was sufficient as the information given reached a point of saturation.

4.2.2 Data collection

This research study is empirical in nature and generates data from interviews. Closed ended questions where the participants indicated their choices followed by an immediate open question whereby participants answered in their own words. Pilot interviews were conducted by the researcher before the actual interviews to ensure that the interview questions were clear and understandable. One with a participant from the public and the second with a participant from the SAPS personnel, they were not included in the actual interviews. The supervisor provided quality control of the pilot interview. The data was transcribed, analysed and discussed with the supervisor and a decision was made that the data collection method and questions would support the research to attain its goal.

The researcher conducted personal interviews with the use of an interview schedule, this enabled the researcher to observe the body language of participants during the interview process. The researcher had two sets of interview schedules, one for members of the

public which differ from the second set for SAPS personnel participants. Before the interview was conducted participants completed an informed consent form with all the information on the nature of the research and their role as participants. The informed consent form is attached as per Annexure B.

The interviews were one on one, an audio recorder was used and later verbatim transcription was done by the researcher to ensure that no information was lost during transferring spoken words to text. At the start of the interview the researcher introduced herself, gave reasons for the interview and explained the process and its confidentiality. The last question for both groups of participants was optional, if participants had any additional inputs that was not discussed the questions. The interviews were standardised and consistent with all participants were asked the same questions according to their category. The data collection method used by the researcher has an advantage for people who cannot read (Goddard & Melville, 2001:49). The researcher asked participants to clarify unclear answers and could follow up on answers, and participants could ask for clarity on questions they could not understand. The questions asked to SAPS personnel participants are reflected in Annexure C and the questions to public participant in Annexure D.

4.2.3 Data Analysis

Mouton (1996:108) stated that data analysis is a process that breaks up data into manageable themes, patterns, how they trend and how they relate to each other. Bless *et al.*, (2013:342) referred to it as the process when the researcher reads the data collected more than once reaching a point where data is rich and has created a mental picture of the entire data set, the researcher will know broadly what is contained and missing within the data set. Bless *et al.*, (2006:163) states that through data analysis the researcher is able to simplify findings from a sample identified for the study and apply it to a larger population of interest.

In this research data analysis was transformed in support of Tesch (1990:142-145) as follows:

- **Get a sense of all the data:** The researcher read through all transcripts and wrote a summary of points in order to capture the background.
- **Pick on a document, read through it and ask what it means:** One document from the public participants and one from the SAPS participants were identified by the researcher and important information was extracted from each to analyse the meaning of its content.
- **Make a list of the topics that emerge, and cluster similar topics together:** After the researcher read the transcripts the same topics that arose from the interviews were grouped together separately.
- **Code the same information to see whether new categories and codes have emerged:** Similar topics were clustered together and each given a code by the researcher.
- **Find descriptive words and categorise these by grouping them together:** The researcher identified new descriptive words and developed new paragraphs.
- **Put the data material belonging to each category in one place and discard irrelevant data:** All data material was assembled, topics related to each other were put together in the same paragraph, and each paragraph contained a new idea.
- **If necessary, recode existing data:** The researcher followed the same steps for both interview schedules examining all the data collected to get to a clear and understandable research report.

In qualitative research, coding is a major stage of qualitative data analysis, breaking up the original transcripts into manageable themes and classifying fragments into various categories (Bless *et al.*, 2013:342). This method reduces data into themes and categories by separating printouts of the data and using colored highlights to show the different categories, identified patterns, themes, trends and relationships. The researcher analysed data according to thematic process. This method reduces data into themes and categories, a process for encoding qualitative information (Boyatzis, 1998). According to Guest, MacQueen and Namey (2011:10) it requires more involvement and interpretation from the researcher, going beyond explicit words.

The qualitative data was interpreted to ascertain whether common themes were evident from the collected data. The responses were then correlated with the literature available on the different themes identified.

4.3 METHODS TO ENSURE TRUSTWORTHINESS

There are five strategies that are specific and should be followed to ensure trustworthiness in qualitative research: credibility, transferability, dependability, confirmability and authenticity as proposed by Gray (2014:185-186). According to Bless *et al.*, (2013:236) trustworthiness in qualitative research is to evaluate how much trust can be given to the research process and findings. Creswell (2009) is of the opinion that the trustworthiness of qualitative research can be established by using the following four stages: credibility, transferability, dependability and conformability.

- **Credibility**

When a measuring instrument measures what it intends to measure, the process is said to be credible. Triangulation is the practice of using multiple approaches to analysing data in order to enhance credibility. Triangulation involves the use of different sources and methods used by researchers, and investigation strategies to corroborate evidence and findings (Creswell, 2013:251). In this research, the researcher used interviews, documents and literature as data collection techniques. The researcher applied credibility through time spent with participants and interviews of experienced participants. Interrogation of the data in the field notes, recordings and transcripts was done in order for the researcher to identify relations, links between the data and the understanding for interpretation came from recommendations through feedback sessions from supervisor and adjustments were made accordingly. The researcher was personally involved in recording data and interviews.

- **Dependability**

Dependability refers to the extent to which other researchers can trust that all necessary measures required for an effective research study had been followed. Gray (2014:185) is of the opinion that the use of clear audit trails throughout the data will ensure dependability. The research process was orderly, detailed in logic and consistent as each

step was explained and an explanation was given for each process followed and to be followed. An in-depth methodological description to allow study to be repeated was discussed with a detailed procedure of the research design, data collection, data analysis methods and sampling.

- **Confirmability**

Confirmability refers to objectivity in the research study. According to Bless *et al.*, (2013:237), confirmability requires that researchers who follow a similar research process will be able to obtain the same results. The researcher applied confirmability for future researchers to explore the study. An audit trail was used through the data-orientated process during data collection, data analysis and interpretation. The researcher kept notes as themes, categories and relations were being identified.

- **Authenticity**

Authenticity refers to a research study that is fair to participants and true viewpoints and ideas of participants are recorded. Data can be interpreted differently (Gray, 2014:186). The interview schedules were developed based on theory and experience. The researcher applied authenticity as interviews were conducted during like experiences of participants. Data collected through interview schedules was different for public and SAPS personnel participants, each was relevant to a specific group. The interviews were piloted to ensure they were fair, reasonable and understandable.

- **Transferability**

Transferability refers to being able to apply the results to other, similar situations. It is important to have the context from which data was collected (Bless *et al.*, 2013:237).

This study followed a qualitative research approach due to the nature of the problem. Data was collected at Germiston police station from SAPS personnel on duty and members of the public who came to get services in vivo quotes to acknowledge rich and thick information from participants. The members of the public were approached immediately after receiving services. The SAPS personnel were interviewed in their work environment. An audio recorder was used during interviews and notes were taken by the

researcher in order to follow up on questions for clarity. The searcher has knowledge and experience in the SAPS as she is a former employee of the SAPS.

In accordance with ensuring that credibility, dependability, confirmability, authenticity and transferability are considered during the study, the researcher considered the study to be highly trustworthy. The research method and process is important for the credibility and validity of the study. Ethical considerations ensured that the researcher avoided unfairness does what is good towards participants during the research study.

4.4 ETHICAL CONSIDERATIONS

Research ethics are about much more than not abusing the human rights of people who participate in research, ethics is also about the researcher's knowledge and skills contributing to societies and to the lives of people (Bless *et al.*, 2013:27). Research comes with responsibility, a researcher has to interact with other researchers, supervisor, participants in research, society as a whole and most importantly she has a responsibility to herself (Goddard & Melville, 2013:108). Goddard and Melville further state that in research there are two fundamental ethics questions: what are morally acceptable research topics and what are morally acceptable methods to research a particular topic.

The researcher engaged with human participants, therefore it was important that during the research people must not be exposed to any harm and disrespect. Due to the fact that data was collected from individuals, the researcher avoided violating their right to privacy and all data collected was kept confidential by the researcher. Moral principles and values that gives direction to the behavior of individuals in terms of what is right or wrong are based on ethics (Smit *et al*, 2011:466).

The researcher adhered to the Code of Conduct of the SAPS in section 70 and 71 of the SAPS Act 83 of 1998. Permission was sought from the Gauteng SAPS provincial office which in turn identified the police station that could benefit from the research, and permission was granted as per approval attached as Annexure A. The researcher adhered to the standards and principles of ethical research in terms of autonomy, justice, fidelity, honesty, respect for participant's rights and dignity and avoidance of plagiarism.

The ethical code regarding research was complied with (UNISA, 2007:15). An application for ethics clearance for the study was obtained from the College of Law Ethical Clearance Committee attached as Annexure E. Apart from procedural concerns, collecting data from participants was voluntary after a clear explanation of the process and that participants' identities would be protected and steps were in place to safeguard records to avoid the possibility of identifying participants. The researcher ensured that she obtained informed consent, attached as Annexure B, from participants and they were also given the opportunity to withdraw during the process.

- **Bracketing**

The researcher was employed in the SAPS from 1995 until 2015, 20 years of service which included operational and support duties. Ten years was in the human resource development section. The researcher has extensive experience in the human resource field. The researcher obtained a diploma in community policing from Technicon SA during 1998, a B-Tech degree in policing from UNISA in 2004. During her years of service with the SAPS the researcher attended internal training on customer service and service delivery.

4.5 SUMMARY

In this chapter an overview of the research methodologies, approach and the design method used in the study were discussed. The chapter also discussed the procedures, target population, data collection and analysis methods. Qualitative methods were used to analyse the research design. How the trustworthiness of the data and ethical considerations were achieved during the research were also considered. The next chapter focuses on the description and analysis of the data collected.

CHAPTER 5

THE DESCRIPTION AND ANALYSIS OF THE DATA

5.1 INTRODUCTION

The purpose of this chapter is to present research findings. Data was collected by means of an interview schedule for public participants as per Annexure D and SAPS personnel participants as per Annexure C. Data was interpreted through identification and analysis of their relationship with each other during service delivery. The data will be presented from the public participants coded from P1, P2, P3 up to P11 and the SAPS participants start with S1, S2, S3 up to S9 with a view to determining the value that evaluation of service delivery will bring to the Germiston police station.

This section presents research findings of participants' opinions through evaluating their responses with a view to determining the effectiveness of service delivery and what may be improved and implemented towards achieving effective and efficient service delivery at Germiston police station. The opinions of participants are presented in separate sections, namely themes emanating from the public participants and themes emanating from SAPS personnel due to the difference in their experience for the study. Each theme will be explained followed by participants' responses to the questions which are enriched by in-vivo quotes to acknowledge participants. An interpretation of each theme discussing the value of the analysis to the research problem will conclude the theme.

5.2 THEMES EMANATING FROM THE PUBLIC PARTICIPANTS

Public participants visited the police station for services that included the reporting of crime, requesting affidavits, certifying documents and making general enquiries. Data collected from public participants is grouped in themes that will be presented below. Themes relate to their understanding of service delivery, the process involved in managing service delivery and what strategies can be put in place to enhance service delivery. Participants further identified challenges that hinder the implementation of service delivery and a different approach to effective and efficient service delivery at Germiston police station.

5.2.1 The understanding of service delivery

The purpose of this section of the interview is important as it serves as a point of departure for the study. Participants' understanding of service delivery would give direction on the evaluation of services, determining how effectively and efficiently it could be implemented. If there is no clear understanding, participants would not be able to evaluate services rendered, have expectations and evaluate the level of knowledge and skills that should be acquired by the SAPS personnel on duty. The question on the expectations from the SAPS, orientation, knowledge and skills of the SAPS personnel gave clarity on the understanding the public has of service delivery.

There were 11 public participants, nine participants were in agreement that their expectations were met in terms of their needs on the day they were at the police station and they responded in the following way:

P1 said...

"...because I was standing outside then the man said I must come in if I've got less than five copies I had two copies so it got easy for me I did not have to stand with people who are here for six copies..."

P2 responded...

"...I wanted to certify and get an affidavit it was done properly..."

P4 responded...

"...it has met my expectations and it has exceeded my expectations..."

The remainder of the participants were not as satisfied:

P10 responding...

"...I don't think it met my expectations because I was not addressed in the right way, coming in I was diverted from place to place..."

Contrary to their responses that their expectations were met, some of the same participants had different views on SAPS personnel being client orientated. Five

participants were concerned about the conduct of SAPS personnel during service delivery and five were satisfied, they responded in the following way:

P11 revealed...

“...I don’t think their client orientated everyone is here to clock in and clock out because of the way I was transferred from one place to place...”

P3 added...

“...it’s more of the trying to get the job done as quickly as possible because there is a long line but at the same time they don’t give a personal feel they just do it to get it done...”

P5 responded...

“...they tried to minimise the queue as fast as possible...”

One participant was of the view that SAPS personnel have different attitudes towards their work. As for the evaluation of knowledge and skills of personnel on duty, participants are of the view they were doing different tasks and were knowledgeable. One participant was of the opinion that from her understanding of service delivery, her expectations were exceeded, a knowledgeable member who was client orientated helped her. Two participants emphasised that the time they spent with personnel was not sufficient to evaluate their skills:

P5 added...

“...the interaction was very brief...”

It is significant to note that participants understand what service delivery entails. This understanding made it possible to evaluate activities that link to service delivery, the two participants that said they were transferred from place to place clearly expected to get services immediately from skilled and knowledgeable personnel. Expectations were defined, they are in agreement with the conduct displayed by a member who is client service orientated and has the knowledge and skills to deliver services at the police station. It can be argued that participants’ views were different as their needs were

different on that specific day and time. This common understanding of service delivery gives direction on which the researcher could evaluate the level of services rendered.

5.2.2 Evaluation on management of service delivery

Service delivery in the SAPS is to be managed, monitored and evaluated. Public participants' response to a question about time management relating to service delivery suggested that it improves client's satisfaction if they are prioritised with some stating:

P1 revealed...

"...I was in line a police woman came and took some clients to the office on the side and certified their documents..."

P2 indicated...

"...it is considered hence they minimise the queue..."

From the participants' responses it is evident that each of them had a different experience.

P10 revealed...

"...I had to deal with three people (police officers) for me that signifies that I don't have time for you and your problem..."

It is evident that participants expressed different views on how they experience time management during their visit to the police station. As part of evaluating service delivery a question on trust and confidence in the SAPS personnel was asked and the view of participants was that:

P5 responded...

"... I have read and seen on the news about police officers being part of criminal activities and some abuse their authorities..."

P6 added...

"...I do trust them, but not 100%. Police give out information to criminals at times even if it's not all of them..."

P7 revealed...

“...she showed a smile, she was free and I can trust her...”

From the above it is significant that different measures are used by the public participants to evaluate the trust and confidence they have in police personnel. One participant indicated that he trusts police personnel without any reservations. Participants further indicated that knowledgeable SAPS personnel could be trusted with managing service delivery insisting that:

P8 responded...

“... I managed to get what I was there for...”

P9 added...

“...I can say they are on the know...”

As much as participants agree that SAPS personnel displayed knowledge from their experience on the day, four participants emphasised that they were not in a position to evaluate the level of knowledge due to the services rendered to them on the day saying:

P11 revealed...

“...I did not get any communication, he asked what I wanted to do, I said affidavit he made me write it and signed that...”

It is significant that public opinions linked time management, trust and confidence with knowledgeable SAPS personnel and can be argued that if personnel are properly managed they will influence service delivery.

5.2.3 Strategies to enhance service delivery

An understanding and knowledge of formal and informal strategies is involved in enhancing service delivery in the SAPS. Public participants were asked questions on the appearance of personnel and conditions at the facility as resources are tools of service delivery. Participants agreed that SAPS personnel looked neat in uniform, two participants indicated that the two people that were not in uniform confused them as they were behind the counter without name tags explaining that:

P1 added...

“... I was not sure if everybody who is there is supposed to be there or not...”

Some participants indicated that:

P2 revealed...

“...it’s not bad, they are presentable at least they look like they came to work...”

P3 added...

“...they were presentable because they are in uniform...”

Only two participants used ablution facilities and both agreed that they were neat. On evaluating the CSC, all participants indicated that it was neat, clean and well maintained. One participant suggested that:

P5 revealed...

“...the police station itself is fine, there’s proper seating after waiting for a while maybe if there could be more seats for longer line...”

It is expected from SAPS personnel on duty to look professional and be identifiable in or out of uniform. It is significant to note that two officers confused the public participants as they could have been anybody and be a barrier to service delivery. Management of human and physical resources is needed for effective and efficient service delivery.

5.2.4 Challenges in the implementation of service delivery

The participants indicated a challenge that, in their view, hampered service delivery in their presence and that was communication. Poor communication from the SAPS personnel resulted in a lack of trust and confidence as some participants stated that:

P9 revealed...

“...there was no communication...”

P10 added...

“...the other one (police officer) was not right he did not explain, but the last one (police officer) was good...”

P11 added...

“...my trust is not that high of the fact that I was just a number that he needed to get off the table there was no communication...”

Only four participants did not highlight communication as a challenge with one participant stating that:

P1 added...

“... sometimes I can depend on them (police officer) at times not, because you can come here and don't trust them (police officer), you can go to another police station...”

It was established that eight participants identified communication as a challenge during service delivery and that had an impact on their trust and confidence in the knowledge of the SAPS personnel. The inability of the SAPS to communicate effectively during service delivery is a barrier. There is a need for SAPS personnel to have good communication skills during service delivery.

5.2.5 Public participant's additional inputs on service delivery

All public participants were asked for inputs in relation to service delivery which were not presented under any heading. Eight participants believed that they covered their concerns from the previous questions and responses. They emphasised they had nothing more to add, three participants believed that more can be done with regard to service delivery. One participant suggested that signs that direct the public and for a member of the SAPS who gives direction and clarity to the public on the process to follow and on queues. The other two participants also suggested that there should be somebody outside to clarify the process. From the responses it was established that participants have knowledge of service delivery. Information and clarity is highlighted by three participants who have

common concerns. It is significant that uncertainty must be removed during service delivery.

The above themes emanating from public participants makes it evident that there is an understanding of service delivery amongst public participants and on what it entails. The information above indicates different concerns and how the SAPS personnel at Germiston police station are viewed by members of the public. Despite services being rendered to them, the public suggest different approaches towards service delivery by the SAPS.

5.3 THEMES EMANATING FROM THE SAPS PERSONNEL PARTICIPANTS

In addition to the previous section that dealt with themes from the public participants, in this section opinions of nine SAPS personnel participants are presented. Participants that have experience in the police and have been exposed to delivering services at the Germiston police station. In major themes data collected from participants will be analysed and further broken down into specific themes as discussed below. Their opinions on how they understand service delivery, views on management of service delivery, what strategies are used to enhance service delivery, challenges that are experienced during service delivery and additional SAPS personnel inputs on service delivery at Germiston police station. The discussion below only represents the views of SAPS personnel participants.

5.3.1 The understanding of service delivery

Service delivery is an important function in the public sector, determining the level of understanding is beneficial for the study. Questions were asked to determine the type of services they render, their competency level and their attitude towards their work and clients during service delivery. Participants had a similar general understanding of services they offer as police personnel, stating:

S1 revealed...

“...at Germiston CSC we open cases, write affidavits and refer where we cannot help...”

S2 added...

“...we open dockets, write affidavits and direct members that are looking for administrators...”

S3 added...

“...opening cases for the community...”

Five SAPS personnel participants were of the view that their personnel are competent due to the training and development that they are exposed to, but some of their members lack commitment. Two of the participants stated that their level of competency is satisfactory, one emphasizing that there will always be gaps and an opportunity to train personnel, the other two participants viewed the personnel as being competent and they are satisfied.

S6 revealed...

“...we have competent members I am satisfied if members don't understand they are taken to courses...”

S7 added...

“...most of our members are competent, we have those that are just lazy to work...”

S8 indicated...

“...our members know what is expected from them, they have too much pressure...”

S2 revealed...

“...it's just that not all SAPS personnel are committed but they are trained and qualified...”

Other inputs towards understanding service delivery are from the evaluation of the attitude of SAPS personnel during service delivery which links to how services should be delivered. SAPS personnel participants are of the opinion that the attitude displayed during service delivery is good and they are satisfied, except for one participant who indicated that:

S7 responded...

“...it differs from person to person...”

The eight participants are of the view that their attitude is positive stating:

S6 revealed...

“...it’s positive, they do their best...”

S8 added...

“...they have a positive attitude even if they are put under pressure...”

S9 added...

“...they are under pressure to offer service delivery as a public sector...”

It is significant to note how participants understand service delivery, activities that are involved in service delivery are clearly understood and their role explained. It is of more significance to understand what service delivery entails as an organisation.

5.3.2 Evaluation on management of service delivery

The previous section was directed at evaluating the level of understanding from participants. This section determines the participants’ views on how service delivery is managed. Questions were asked on how they evaluate placements of personnel, time management and role players in monitoring service delivery to provide insight on the evaluation of management of service delivery at Germiston police station.

Participants were in agreement that they are placed according to the needs and priorities of the station. Three participants expressed their concerns indicating that placement should be according to personnel’s qualifications, however the last two participants emphasised that more manpower is needed saying:

S2 revealed...

“...placement is not good, the CSC is busy but less members are posted there, members are not placed according to their qualifications...”

S3 indicated...

“...we have very less members in Germiston I think the way it is working now it's not conducive...”

S5 added...

“...as a station we have priorities and hotspot areas, members cannot be placed as they wish...”

In addition to evaluating management of service delivery, a question on time management gave an indication of how participants use it to their advantage to manage service delivery. All participants mentioned different approaches they implement from minimising queues such as prioritising cases and having one of the members manage the queue, taking people from the queue to offices to get service:

S1 revealed...

“...if I have to rate time management it is five out of five...”

S4 added...

“...There is a member guiding people in the queue the reason is because we are time considerate...”

S5 added...

“...time management is important if more members can be posted at the CSC people will wait less...”

As part of managing service delivery, it is necessary to monitor the process. Participants responded with two different views when asked who was responsible for monitoring service delivery. Five participants are of the view that the station commissioner and management are responsible contrary to the four participants that emphasised that monitoring is everybody's responsibility, saying:

S7 indicated...

“SAPS management, they must inspect and do follow ups...”

S8 added...

“...SAPS commanders, component heads and relief commanders, actually all supervisors...”

S9 added...

“...generally everybody all stakeholders must take responsibility for service delivery...”

SAPS personnel participants are concerned about long queues at their police station, the public waiting a long time to get services and the placing of personnel according to the needs of the police station. The majority of participants are of the opinion that monitoring service delivery is the responsibility of management. It is significant that the majority of participants indicated that management should be held responsible for service delivery. Management is also responsible for placing personnel and some participants emphasised that more members must be placed in the CSC while others favour having a member to manage the queue. This suggests that SAPS personnel participants have confidence in management.

5.3.3 Strategies to enhance service delivery

The community of Germiston expects SAPS personnel to render services to their satisfaction, it is important to consistently improve service. The participants gave advice on how to enhance service delivery in the following ways.

S3 revealed...

“...shortage of members in the CSC is a problem more people need to be placed at the CSC...”

S4 suggested...

“...members in offices to rotate and help in the CSC to improve services and move the queue...”

S5 added...

“...I think information to the community people must know that you can also certify at the bank, courts and other departments...”

Participants gave a variety of suggestions including the involvement of other state departments who are authorised to do some of the tasks like certifications. On how the SAPS can learn from other police agencies to enhance service delivery, the following responses were recorded:

S6 suggested...

“...if they can have imbizo, dialogue and ideas on how things are done we will learn...”

S7 revealed...

“Germiston is always trying but there’s room for improvement, we can learn from others...”

S8 added...

“...they must be nominated to attend workshops, meetings and conferences with other agencies and learn from each other...”

The above suggests that participants are prepared to learn from others in order to enhance service delivery. It is significant that enhancing service delivery will be beneficial to the community and SAPS personnel. The participants indicated that the sharing of information with the community on the services they can get from other departments could improve delivery. Six participants are of the view that more members will enhance service delivery in the CSC, they point out that long queues are as a result of a shortage of personnel which can be argued. One participant is of the view that:

S5 suggested...

“...the government institutions that sends people to Germiston SAPS must find other ways of verifying their documents, at the same time they must help them for us (police and other departments) to work together. Helping people to complete documents together we serve more than one thousand people alone in the charge office. If the forms were completed we will be about verifying documents and checking signatures they (public) will spend less time in the CSC...”

From the above inputs it is significant that police personnel have an interest in enhancing service delivery. The above section requested strategies to enhance service delivery. Participants above are of the opinion that capacitating personnel through training, additional members and involving other stakeholders might result in more effective and efficient service delivery.

5.3.4 Evaluating physical resources

Physical resources refer to the equipment and facilities utilised and accessed. It is important that resources are in working condition for effective and efficient service delivery. When participants were asked to evaluate the condition of the communication material and the client service centre facilities, the following responses were recorded:

S2 revealed...

“... it’s good and efficient that’s the reason our CSC is always full, people get help from our members...”

S3 added...

“...the material is fairly effective, radio, telephones, cellphones are available but due to shortage of personnel the telephone can ring for a while...”

S4 added...

“...we have good facilities at Germiston SAPS, they must just be looked after, and it’s always busy...”

Two of the participants are of the opinion that a shortage of personnel resulted in their telephone ringing for too long, stating that:

S8 revealed...

“...being in communications out of five I will give five the number of rings the phone it won’t be three rings it will be more than five rings especially during busy periods...”

It is further recorded:

S3 reported...

“...due to the shortage of personnel the telephone can ring for a while...”

Communication is an important activity during service delivery, participants seemed to be satisfied with the conditions of the communication material and the service delivery facilities. This section evaluated the conditions of resources and participants are satisfied. It can be suggested that more effort can be directed at the maintenance of the above mentioned resources to ensure service delivery.

5.3.5 Challenges concerning service delivery

Participants were asked to mention challenges that they have identified and experienced during service delivery, the following responses were recorded:

S5 indicated...

“...the challenges are again less number of personnel and high number of people coming into the CSC...”

S6 added...

“...it always looks full, it can intimidate clients, if we can have more officers at the CSC...”

S7 added...

“...shortage or fewer members, the CSC is always busy...”

All participants indicated that the police station is always busy, five participants further stated that more SAPS personnel are needed to work at the CSC, however two participants suggest that space is insufficient to accommodate the number of people coming into the CSC saying:

S1 revealed...

“...Germiston is always busy all people when they need affidavits especially when there are advertised posts...”

It is significant that participants are not satisfied with the personnel strength allocated to the CSC, there is also a concern about space.

As more members of the community come in for services they occupy more space. Participants suggest that more personnel at the CSC will result in improved service delivery.

5.3.6 SAPS personnel's additional input on service delivery

All SAPS personnel participants were asked for inputs in relation to service delivery, inputs are not under any theme. Eight participants believe all their concerns are covered in previous sections and have nothing more to add. One participant suggested that:

S9 suggested...

“...the role that is played by police reservists in the SAPS for service delivery is important and makes a difference and should be recognised...”

It is significant that views from the public participants and views from the SAPS personnel participants are not always similar. In the next chapter data from both groups of participants will be documented together in order to compare and identify contrasting views and interpret the findings.

It is evident from the SAPS personnel participants' information that there are challenges experienced during service delivery at Germiston police station. Both the SAPS and the public have some common concerns on service delivery. Different concerns and approaches are highlighted by the individual SAPS participants as they have different experiences with their services and clients.

5.4 SUMMARY

In this chapter the different themes emanating from the public participants and SAPS personnel participants that were which contributed to the evaluation of service delivery were discussed. The findings were completed from interviews held with public participants that came into the police station for services and SAPS personnel that rendered services to the public. Findings from the participants suggest that Germiston police station is always busy there is a need for intervention for service delivery to improve. It was established that other government departments sent their clients to complete administration and verify at Germiston police station.

Different challenges were discussed and the majority of participants were of the opinion that having extra personnel would improve their performance, furthermore, participants emphasized that monitoring service delivery is a management function. The following chapter deals with the interpretation of the research supported by literature.

CHAPTER 6

INTERPRETATION OF THE FINDINGS

6.1 INTRODUCTION

This chapter focuses on the presentation of the researcher's interpretation of the findings. In the previous chapter it was mentioned that interviews were conducted with public participants and SAPS personnel participants to evaluate service delivery at Germiston police station. The purpose of interpreting the data is to get a clear understanding, meaning and explanation of the data.

The analysis of the data will be presented under different themes and subheadings developed in Chapter 5. A theme will be introduced followed by the participants' responses whereby similar and contrasting views from both groups will be presented and lastly, a relevant legal framework and literature review will be provided to give more emphasis in order to recommend actions based on the data and its analysis. Practical and possible meanings of these summaries, similarities and contrasting information will be explored.

6.2 AN INTERPRETATION OF THE THEMES

During the analysis of the research data, themes emanating from the public participants and themes emanating from SAPS personnel participants were identified. The different themes identified will be grouped in this chapter. As the researcher was evaluating service delivery at the Germiston police station, it was important to get an understanding of service delivery from all participants and establish from participants if they knew who was responsible for managing service delivery. Themes relating to resources and challenges during service delivery were discussed. The researcher found that participants' inputs suggest that there could be a different approach to service delivery at Germiston police station.

6.2.1 THE UNDERSTANDING OF SERVICE DELIVERY

The questions about the public participants' expectations, evaluation of the knowledge and skills of SAPS personnel and if their service was client orientated were asked with

the aim of getting their understanding of service delivery. In the case of the SAPS personnel the questions were on the type of services they deliver, how they deliver and their attitude during service delivery. The feedback gave opinions on how participants understand service delivery and its activities. This theme is important as it ensured that both groups of participants expressed their views on how they understood service delivery, without it the researcher would have been unreasonable, expecting the participants to know what process is involved and who the role players are in service delivery as the study progresses. Public participants emphasised that by being at the police station they expected to get a service, they suggested that SAPS personnel should be client service orientated and knowledgeable of their responsibilities. The SAPS and public participants' understanding of service delivery is in line with guidance from legislation such as (SA, 2014a), the Constitution of SA (Act 108, 1996), the SA Police Service Act, (Act 68 of 1995) and the Public Service Act (Act 103 of 1994), as indicated in section 2.2, 2.3, 2.4 and 3.2.

The majority of the SAPS personnel participants put emphasis on the training and development that they receive within the SAPS and outside in order to remain competent in their duties as service providers, but further indicated that some of their members lack commitment and that leads to unsatisfied customers. Both the public and SAPS personnel participants understand service delivery from their view and the responsibility of the other party involved. The SAPS participants further mentioned their duties included rendering services such as opening cases, writing affidavits, certifying copies and referring clients, and rendering services according to the needs of the clients and their mandate. From the literature consulted as indicated in section 2.2 the SAPS does meet the expectations of its customers to a large extent. The then Minister of the Department of Public Service and Administration, Ms Geraldine Fraser-Moleketi (SAPS, 2014b:2) stated that the early years of the democratic public service were characterised by challenges of developing progressive, practical policies and frameworks for a meaningful and improved delivery of services to the people of the country.

She further highlighted that key challenges are to implement policies in the most effective and efficient manner. Service delivery has different meanings and interpretations,

according to Du Toit, Knipe, Van Niekerk, Van der Walt and Doyle (2002:98), public service delivery in the context of government is the responsibility of government institutions to deliver a variety of services (benefits) to the public directly or indirectly, citation by (Naidoo, 2004:17-18). Flynn (1997:170) defines service delivery as a process that involves passive recipient, the user of the service who has service delivered to him. This would mean that the public is the recipient of services from the SAPS personnel, who are rendering services. Service delivery is further defined as provision of public services and benefits satisfactory to citizens (Fox & Meyer, 1995:118). If citizens are satisfied with services rendered by the SAPS personnel it is likely that the service rendered was effective.

There are activities within the process of service delivery and it could be a challenge for stakeholders if they are not adhered to. According to Milton and Astroff (1998:321), a well-trained, courteous and service orientated staff member will guarantee quality service delivery to the South African public. The South African government and the SAPS has taken responsibility in outlining legislation compliance on service delivery. The Constitution of SA (Act 108 of 1996) states that it is the responsibility of the SAPS to provide a service to the people. The SA police Service Act (Act 68 of 1995) states that among the other responsibilities of the SAPS they must adhere to the Code of Conduct and the Batho Pele principles during service delivery as discussed in section 3.2. This theme forms an important part of service delivery. The understanding of both groups of participants from their views will be followed by the evaluation of how the participants view the management of service delivery at the Germiston police station.

For the purpose of this study, the researcher's conclusion is that knowledge, skills and a positive attitude are important in service delivery. The application of skills that the SAPS personnel received during their training and development will result in better delivery of services. Knowledgeable and client orientated personnel will be able to implement policies in the most effective and efficient manner. Professional service delivery involves human and physical resources that are effective and efficient.

6.2.2 EVALUATION ON MANAGEMENT OF SERVICE DELIVERY

The function of managers is to bring human and physical resources together according to priorities in order to achieve the organisation's goals. Questions on time management, placement of personnel, trust and confidence in the SAPS and who is responsible for managing service delivery were asked in order to get the view of both the public and SAPS personnel after their evaluation on the management of service delivery.

It is important for service delivery to be managed in order for it to be effective and efficient. SDIP was enacted in line with the Public Service Review (PSR) as indicated in section 2.4 to improve service delivery, however there should be a review of the SDIP every three years to constantly make changes that are necessary to ensure effective and efficient delivery of services. In this theme the public participants provided their opinion on their level of trust and confidence in the SAPS, knowledge of the SAPS and their duties and the SAPS personnel gave in depth input on how placements were done including who was responsible for managing service delivery. Both groups of participants further highlighted time management as a factor in the management of service delivery.

From the public participants' view, it appears that they are satisfied with the knowledge the SAPS personnel displayed on the day of their visit to the police station, but a minority of participants stated that the time they spent at the police station was not enough to evaluate the general competency of personnel. They also stated that negative media reports have an impact on how they view the management of service delivery and it has an impact on their trust and confidence in the SAPS. The majority of the SAPS participants indicated that placement of personnel as part of managing service delivery is a prioritised activity and is implemented according to the needs of the station while the rest suggested that qualifications should be solely considered in future. SAPS personnel also highlighted the importance of management being responsible for managing service delivery, however less than half stated that everybody is responsible for managing service delivery. Both groups of participants agreed that time is well managed during service delivery, they emphasised the fact that the public is interviewed while waiting in the queue to determine cases according to priorities and quantities.

Both groups of participants were of the view that knowledgeable personnel will have an influence on managing service delivery.

The literature review examined in section 2.2 provides further insight in managing service delivery and the importance of delivering services that are effective and efficient. Service delivery in the SAPS has been aligned to the legislation of a democratic SA (SAPS, 1994b). The highest law in the country, the Constitution of the Republic of SA, 1996 (Act 108 of 1996) stipulates the functions of the police. According to the WPTPS, service delivery refers to the manner in which public services are provided and must be improved. The findings as indicated in section 2.3 confirms that if service delivery systems are not fulfilling the needs of the clients, the results are a decline in customer satisfaction and a lack of confidence in the SAPS by the clients they serve.

Public Service Regulations of 2001 state that all departments within the public service must develop a SDIP that contains an annual statement of public commitment to the standards set and how citizens can expect they will be met. The SAPS Act, (Act 68 of 1995) provides for a framework employees can reference with regard to the vision, mission, value statement and Code of Conduct. They give guidance and direction on how employees in the SAPS must conduct themselves during service delivery. It is clearly indicated in legislation that the SAPS's management of the services it renders are regulated. In terms of the 2014-2019 SAPS strategic plan, the focus is on employees, service points, the quality of service and engagement with local communities which show the commitment of the SAPS to improve service delivery. According to Smit *et al.*, (2011:6) Organisations do not meet their mission and goals on their own, managers must be active, provide guidance the and get things going. Without good management, an organisation is lifeless.

This theme is important, participants evaluated the management of service delivery to get information and clarity on the process, and if it is managed as required by legislation. For service delivery to be efficient and effective the management of the process at all levels of the SAPS should be consistent.

The Constitution provides a framework for service delivery in the SAPS, and the SAPS as an organisation must be dedicated to service delivery as prescribed by legislation. This theme will be followed by strategies that can be used to enhance service delivery.

6.2.3 STRATEGIES TO ENHANCE SERVICE DELIVERY

This study requested strategies to be identified in order to make a difference in the quality of service rendered at the Germiston police station. Questions were asked relating to SAPS personnel's appearance and the condition of the facilities with the aim of getting views on whether they have an effect on service delivery enhancement. The response from the majority of SAPS personnel participants on the effect of communication material and its condition indicates that they are satisfied. However, two participants responded that the shortage of personnel results in their telephone ringing longer, suggesting that additional members in the CSC could enhance service delivery. For the SAPS to be successful in improving service delivery there are Standing Orders and rules that should be used to guide them as an organisation such as SDIP, Standing Order 101, Batho Pele White Paper, SAPS Code of Conduct and the SAPS Act, (ACT 68 of 1995).

A serious concern was raised by the SAPS participants concerning their involvement with other police agencies. According to them, such platforms can be an advantage as they can learn from each other but due to favoritism, not all of them have an equal opportunity of attending workshops with other agencies.

Police participants also indicated that extra personnel will contribute to enhancing service delivery. In this study both public and SAPS participants are in agreement that service delivery can be enhanced. Another significant aspect is that the majority of participants were of the opinion that the SAPS personnel cannot enhance service delivery on their own. This implies that participants have trust in each other.

The SAPS's SDIP literature is in line with the findings. The emphasis in SDIP is that services should be efficient, effective and accessible and be of good quality, which relates to the professional appearance of SAPS personnel and the condition of their facilities (SAPS, 2013). A Standing Order 101 register, which is a complaints against the police register, is in line with enhancing service delivery.

The primary purpose is to register all complaints in the register, investigate and redress. However, as indicated, there is poor management as some complaints are not finalised timeously and result in poor service delivery. Sonderling (2003), as discussed in paragraph 1.6.2, noted that the SDIP provides police station managers with tools to improve service delivery while initiating a culture of participative management and community involvement. In support of Sonderling, Burger's (2011:17) emphasis is on a service delivery model that should be conducted annually to determine the most suitable operating model for meeting service delivery expectations in support of management.

International policing approaches are changing according to the needs of the citizens. Culture plays a significant role in deciding on the policing approach to be followed as has been identified in Japan and the USA. It is important to examine the underlying influence of cultural norms and how they impact on behaviour and attitudes. This theme discusses a continuous process that is involved in service delivery, there should always be methods available to improve service delivery. Involving role players who will be affected by changes to enhance service delivery will help the SAPS to implement the changes. The SAPS personnel cannot effectively implement programmes that are just introduced to them for implementation, the management of Germiston police station must discuss the suggested strategies and implement those that are practical and to the benefit of all stakeholders. The next theme will be about challenges concerning service delivery at the police station.

6.2.4 CHALLENGES CONCERNING SERVICE DELIVERY

A question was asked to both groups of participants about challenges experienced in service delivery, the aim was to get to the problems that participants experience in the process of service delivery. As a result, feedback from participants provided suggestions on how they would have preferred the process to unfold. Challenges can be attributed to various issues which can be detrimental to the community and the SAPS, it is thus important to identify them.

The majority of participants agreed that the shortage of personnel in the CSC is a major challenge. Some participants further linked this to the long queues that start outside the CSC.

There was a serious concern raised by public participants that some SAPS personnel in the CSC lacked information as they could not be of assistance, suggesting that ineffective communication may be as a result of a lack of proper training and they cannot have trust and confidence in such personnel.

In addition to the feedback relating to the questions asked, further input on other strategies that can enhance service delivery were mentioned by both groups of participants. Changing an organisation's strategy may result in a change in the beliefs, values and attitudes of personnel in the organisation (Smit *et al.*, 2011:254). In evaluating the appearance of SAPS personnel and conditions of the CSC, all SAPS personnel agreed that personnel in uniform looked professional and neat, they further indicated that the CSC was neat and clean. The public participants raised a concern about two members who were not in uniform and unidentifiable behind the counter. This is a barrier to service delivery as there were doubts about their identity. The feedback from SAPS personnel on their facilities was similar to the public participants, that their CSC is well maintained. The majority of SAPS participants suggested that other state departments should be involved in rendering services that are also mandated to them by law in order to alleviate pressure on the SAPS.

The FSDM programme, in support of the SDIP, implemented a structured programme to address each police station's service point supported by the Department of Planning, Monitoring and Evaluation to visibly monitor and evaluate services and ensure that corrective actions were taken where the results were found to be poor (SA 2015a, 2015-2016:11). Research has been conducted, and the South African Management Development Institute (2003:5) states that service delivery in the public service is made up of systems that are arranged for the satisfactory fulfillment of various demands for services by undertaking purposeful activities with optimum use of resources in order to develop effective, efficient and economic services resulting in measurable and acceptable benefits to customers. The literature on customer service corresponds with the findings as indicated in section 1.6.3.

Service delivery at the Germiston police station is a challenge. The SAPS personnel raised a concern that it is a challenge to give attention to all clients within the expected time frame. The public participants indicate that there is no clarity when they stand in queues. In terms of the Batho Pele principles (SA, 1997), customer services are services that are rendered by the public sector and should favour customers by putting people first, it further states that the focus should be on the process involved.

The VOCS and Afrobarometer surveys highlighted findings that are contributing to the challenges already identified in the study. Trust and performance are strong and significant factors of service delivery, and if government institutions can enhance them the results will be positive.

Long queues and ineffective communication appear to be challenges during service delivery at the Germiston police station despite the SAPS having initiated the FSDM to accelerate efforts to establish efficient, effective and accountable service delivery capacity. In agreement with the literature, professionalism in the SAPS has been promoted as a framework through which to build legitimacy in the SAPS. Participants suggest that extra SAPS personnel in the CSC may have a positive impact on service delivery. The regulations in place to implement and monitor service delivery, if managed correctly, will address the challenges, therefore it is the responsibility of the SAPS management to ensure that challenges are attended to in order to protect the interests of customers.

6.3 SUMMARY

The discussions in this chapter are on themes identified during interviews with two groups of participants who are actively involved in the process of service delivery. An analysis of the themes indicates that different activities and different role players are involved in service delivery and there is an indication that the process is not effective and efficient. Inputs were collected on how service delivery can be improved. The next chapter will present the summary, recommendations and conclusion.

CHAPTER 7

SUMMARY, RECOMMENDATIONS AND CONCLUSION

7.1 INTRODUCTION

This chapter provides an outline of the dissertation from Chapter 1 to Chapter 6, the content of the dissertation is interpreted and summarised for the entire study. The aim of the study was to evaluate service delivery, with the available resources and policies at the Germiston police station and give recommendations based on the findings, themes and categories identified during service delivery. Finally, the researcher will conclude the study on how the identified gaps can be addressed, and the need for further research will be provided at the end of this chapter.

7.2 A SUMMARY OF THE RESEARCH STUDY

Chapter 1 of this dissertation is structured in a manner that will give logical guidance to the entire study. It starts with an introduction to the rationale of the study undertaken namely: an evaluation of service delivery at Germiston police station. The background of the study follows, whereby information and practical examples of service delivery activities are provided, followed by the problem statement. The main aim of the research and its objectives were also discussed. The aim of this study was to establish how the clients of Germiston police station experience service delivery from personnel at their police station. The objectives of this study were to determine:

- The level of compliance with legislation on service delivery;
- The nature and extent of service delivery at Germiston police station;
- The attitude of personnel towards service delivery;
- The exposure to international best practices in improving service delivery; and
- The extent to which monitoring measures that are already in place are utilised, and how effective they are for the SAPS.

The value of this research study, its results and benefits were also discussed. Key theoretical concepts central to this study were defined to provide a common

understanding of their meaning in this study. The focus of Chapter 2 was on the conceptualisation of service delivery, from the days of the transformation process in the SAPS legislation and outlining the background of service delivery. A holistic literature review of existing publications on the specific problem that was researched and to present the knowledge base upon which the study is built, emergent themes was also discussed. Furthermore, the frontline service delivery project was presented in support of the literature. In conclusion, examples of different service delivery models were presented to point out the similarities and differences in order to gain guidance for the SAPS.

A legislative overview and directives applicable to service delivery in the SAPS is provided in Chapter 3, with discussions on the following mandatory legislative regulating service delivery, the Constitution of SA, 1996 (Act 108 of 1996), the SAPS Act, 1995 (Act 68 of 1995), as amended by the SAPS amended Act, (Act 83 of 1998), The SAPS SDIP in the SAPS Annual Plan for 2015/16, Strategic Plan for 2014-2019 and the WPTPS (1997).

Chapter 4 presented the methodological approach of the research study. The chapter started by explaining how the study was narrowed in scope geographically. The steps followed on how to address the research problem consisting of an explorative study was discussed. The research design and approach, target population, sampling of the study, methods of data collection and analysis were explained. Methods to ensure trustworthiness as well as ethical consideration concluded the chapter.

The researcher presented analysis of the data that was collected in Chapter 5. Data collected was described and illustrated by means of interviews with public participants and SAPS personnel participants. Questions asked were relevant to service delivery. The aim of analysing the data was to identify trends, patterns, themes and sub-categories. An explanation of each theme was presented, followed by comments of participants in a direct verbatim reflection and a critical reflection of the theme.

The results of the analysis done in this chapter were interpreted and measured against the legislative framework presented in Chapter 6. This chapter concluded with the results of questionnaires indicating participants' views on service delivery at Germiston police station.

Chapter 6 presented the results of the interpretation in Chapter 5. Interviews were integrated with literature reviews to form the interpretation of findings. Lastly the impact of each of the themes were explained to round off the holistic findings of the interpretations.

7.3 RECOMMENDATIONS

During the process of this study some findings identified challenges that hampered service delivery. This section focuses on findings identified for service delivery to be effective and efficient at the Germiston police station based on the recommendations below that could address the shortfalls indicated by the findings as mentioned above. The following recommendations are made:

7.3.1 The re-enforcement of legislation compliance on service delivery:

Legislation on service delivery is important as it gives direction and guidelines, deviation should result in punitive measures. If legislation is not enforced, service providers will be compelled to handle the consequences that follows non-compliance. The research findings revealed regulation violations by SAPS personnel. The dress code of unidentifiable personnel in the CSC, and the poor management of the complaints against the police register have contributed to poor service delivery. The research recommends that personnel should be educated on service delivery legislation and be sensitised on the level of compliance. The researcher further recommends that management of Germiston police station must reinforce proper command and control of resources as instructed by rules and regulations and also ensure proper enforcement of legislation.

7.3.2 The nature and extent of the service delivery process at Germiston SAPS:

Members of the community experience uncertainty when they enter the CSC, a well-informed individual can assist by giving clarity to clients. The appointment of a service delivery agent in the CSC will limit clients' uncertainty. The researcher further recommends that an individual be identified daily to give attention to members of the public as they approach the CSC and that such a person should be easily identifiable to the members of the public and easily distinguishable from the other officials that work in the CSC. Research findings revealed a lack of information and ineffective communication

by SAPS personnel to members of the public as they asked for direction when they approached the CSC which left them confused. Appointing and utilising a customer service agent will remove the uncertainties experienced. The customer service agent will give direction according to the needs of a client.

The shortage of personnel in the CSC of the Germiston police station is a challenge for service delivery. Effective communication and feedback to all members of the public is not possible when clients don't get the attention they deserve. Although the research findings clearly indicate that the SAPS personnel have been trained, they find it challenging to work with the numbers of people coming in and quality is compromised by the large number of clients. It can be argued that proper placement and time management can have an impact on service delivery. It is recommended that extra police personnel be placed in the CSC as the shortage of manpower results in personnel rendering ineffective services as they are also managing delivery times to clients. The researcher recommends appointment of extra personnel for an effective service delivery process. Sufficient manpower will enable SAPS personnel to improve client service orientation and ensure their effectiveness.

7.3.3 Opinions of different role players:

Role players' meetings are held primarily to share information and ensure role clarifications. Meetings are recommended as each department and service provider will be able to clearly specify their roles to each other and to the community. Service delivery involves two parties. There is a party that renders services and the party expecting services. The SAPS personnel must know the services that they render and other offices that are mandated with the same responsibilities as the SAPS such as the post office, Ekurhuleni Metro Police Department, Department of Justice and banks that can also serve as commissioner of oaths. Communities should be made aware that they can go to the above mentioned institutions to certify documents as it would help decrease the volumes that go to the police station. To avoid confusion, all offices mandated with the same responsibility should constantly meet and discuss their involvement, roles and responsibilities in order to assist the community of Germiston and clear uncertainties.

Awareness and education campaigns can be done through the Germiston local print media, and newsletters containing contact details distributed at shopping centers, government departments, informal settlements and taxi ranks. Awareness and education of SAPS personnel should go beyond involving communities, they can learn from other police agencies nationally and internationally. It is recommended that personnel at the CSC should be prioritised to attend workshops and conferences as they are the first line of communication. Change is constant, and they will learn and implement skills according to the internal and external environment.

7.3.4 Determination of best practices for service delivery:

Building networks between the SAPS and other police agencies nationally and internationally will enable the SAPS to gain more knowledge and get access to best practice that could lead to improved service delivery. It is recommended that training and sporting events be jointly organised as people will get closer.

7.3.5 Implementation of monitoring and evaluation:

Monitoring of processes and procedures on a continuous basis will help the organisation to identify any unprofessional conduct and it will limit the compromising of service delivery. Monitoring and evaluating service delivery will achieve its aim and objectives in accordance with SAPS regulations. Continuous monitoring and evaluation of services will lead to no deviations from what is expected. The SAPS has implemented the Frontline Service Delivery Programme to regulate and manage service points at each police station. Research findings revealed lack of commitment by SAPS and lack of trust and confidence in the SAPS, it is recommended that the management of the Germiston police station align their inspections and monitoring and evaluation with the national frontline service delivery monitoring programme for effective and efficient service delivery.

7.4 CONCLUSION

This chapter summarised Chapter 1 to Chapter 6 and discussed recommendations based on the study findings from a review of literature and interviews regarding the study. This research was conducted in order to establish how the clients of the Germiston police station experience service delivery.

It emerged during the interviews that the public stand in long queues and service delivery is compromised due to time management and extra personnel at the CSC could make a difference. The majority of participants had an understanding of service delivery, what it entails and who is involved.

The participants indicated a lack of trust and confidence in the SAPS personnel as they lacked information, and when they arrived at the CSC there was no clear directions. In turn the SAPS personnel emphasised that a lack of commitment from some of their colleagues is a challenge as personnel are trained in their respective fields. Participants suggested that they can involve other stake holders who are mandated to render some of the same services they offer and they can learn from each other. There is a need for an improved monitoring and evaluation strategy from the management of the Germiston police station. It is the view of the researcher that Germiston SAPS management should commit themselves to the recommendations for a positive impact. Continuous research on the evaluation of service delivery and other areas in the police would be an advantage to the SAPS.

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Annexure A

G.P.-S. 002-0222

SAP 21

SUID-AFRIKAANSE POLISIEDIENS



SOUTH AFRICAN POLICE SERVICE

Privaat Sak/Private Bag X57, BRAAMFONTEIN, 2017

Verwysing
Reference : 3/34/2(201300007)

Navrae
Enquiries : Lt. Col. Peters / SAC ML Ladzani

Telefoon
Telephone : 011 274 7528

Faksnommer
Fax number :

E-pos
Email : PetersNS@saps.gov.za / Ladzanim@saps.org.za

THE PROVINCIAL COMMISSIONER
PARKTOWN
GAUTENG PROVINCE
PARKTOWN
2017

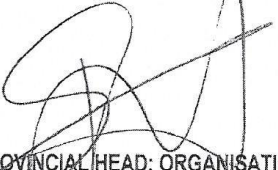
19 February 2015

A. The Cluster Commander
Germiston
SA Police Service
GAUTENG

B. The Station Commander
Germiston
SA Police Service
GAUTENG

RE-APPLICATION FOR RESEARCH: AN EVALUATION OF SERVICE DELIVERY AT GERMISTON POLICE STATION: COLONEL CK MABOA

1. Information note dated 2013-07-10 refers.
2. Colonel Mbooa's service from the South African Police Service will be terminated as from the 1st of March 2015.
3. The researcher has previously applied to conduct research within the South African Police Service, and permission was granted as per information note indicated above.
4. The researcher will continue to adhere to the rules and regulations of the South African Police Service and in accordance to the Research N/1 1/2006.
5. The scope of the study is still the same.


PROVINCIAL HEAD: ORGANISATIONAL DEVELOPMENT AND STRATEGIC: GAUTENG
S J PHETO
Date: 2015/02/19

BRIGADIER

Annexure B

INFORMED CONSENT

I am Cathrine Kgomotso Maboja, a registered Masters' student at the University of South Africa. I am conducting a research for my Master's Degree in Policing. The title of my research project is: -

AN EVALUATION OF SERVICE DELIVERY AT GERMISTON POLICE STATION

I am currently residing about 15 kilometers from Germiston SAPS and have worked for the police from 1995 till 2015 (20 years). I always had an interest in being part of service delivery in the public sector.

My research project's aim is to establish how the clients of Germiston police station experience service delivery from personnel of Germiston police station, and further information and exploration on the study can lead to recommendations that will improve service delivery in the Germiston area.

Each participant will be interviewed for approximately 15 minutes. All personal information will remain confidential and coding will be used, at no time will their personal identity be revealed. Representatives from the SAPS, business, CPF and other partners will also be interviewed. The decision to participate is voluntary, there will be no compensation. Participation may be terminated by the researcher at any point of the interview due to none adherence to conditions or risks being identified.

I certify that I have read the above information and I have been given the opportunity to request clarity where necessary. I am over 18 years old and I volunteer to participate in the study being conducted at Germiston police station.

Signature_____

Date_____

Place_____

Contact Particulars:

Student: Kate Maboja

Supervisor: Prof. Rika Snyman Tel: 012 433 9464

Email: rsnyman@unisa.ac.za

Annexure C

INTERVIEW SCHEDULE FOR THE SOUTH AFRICAN POLICE SERVICE

AN EVALUATION OF SERVICE DELIVERY AT GERMISTON POLICE STATION

Thank you very much for agreeing to this interview. The purpose of the interview is to obtain information on your personal experience and knowledge of service delivery at Germiston police station. Permission has been obtained to conduct a research in order to evaluate service delivery in the South African Police Service (Germiston police station).

Your privacy will be respected and all ethical rules regarding research will be respected. During the interview I will be writing your responses and making use of an audio recorder. Your opinion and participation is important in this research that's aimed at evaluating service delivery, please relax and be honest. If you do not understand any questions, please ask for clarity.

INSTRUCTIONS

This interview schedule is for members of the SAPS only, please answer all questions.

1. How would you explain service delivery in the SAPS?
2. What kind of services are provided by the officials at the client service centre at your station to the public?
3. In your opinion, what is professionalism in the SAPS?
4. How would you evaluate the communication material of Germiston SAPS?
5. Are you satisfied about the condition of the service delivery facilities of the police station? If yes, why? If not, why?

6. Are you satisfied about the competency level of personnel? If yes, why? If not, why?
7. What do you think about the personnel's placement in their tasks and responsibility?
8. How often do you hear or read about personnel of Germiston SAPS being commended for good or bad services? Please give reasons for your answer.
9. What are the challenges concerning service delivery in the client service centre in Germiston SAPS?
10. How interested is the personnel in solving problems for clients?
11. How is time management considered in the client service centre?
12. In your opinion what can be done to enhance service delivery in the CSC?
13. How can the employees of Germiston SAPS learn more on service delivery from other police agencies nationally and internationally?
14. In your opinion, how would you evaluate the level of trust and confidence in the personnel by the community?
15. How confident are you on the personnel's understanding of the needs of their clients and why?
16. What is the attitude of personnel on service delivery?
17. What is the general attitude of members of the public when they come into the client service centre towards the police officials working there?
18. Who is responsible for monitoring service delivery? Do you think that anything can be done to improve on it?
19. How is the relationship between the personnel and other stake holders being enhanced?
20. Is there anything else relating to service delivery that we have not talked about that you would like to add?

Thank you for your time and contribution

Annexure D

INTERVIEW SCHEDULE FOR THE PUBLIC

AN EVALUATION OF SERVICE DELIVERY AT GERMISTON POLICE STATION

Thank you very much for agreeing to this interview. The purpose of the interview is to obtain information on your personal experience and knowledge of service delivery at Germiston police station. Permission has been obtained to conduct a research in order to evaluate service delivery in the South African Police Service (Germiston police station).

Your privacy will be respected and all ethical rules regarding research will be respected. During the interview I will be writing your responses and making use of an audio recorder. Your opinion and participation is important in this research that's aimed at evaluating service delivery, please relax and be honest. If you do not understand any questions, please ask for clarity.

INSTRUCTIONS

This interview schedule is for members of the public only, please answer all questions.

1. Does the service that you received just now from the SAPS meet your expectations? If yes, why? If not, why?
2. How would you explain the physical appearance of SAPS personnel on duty?
3. How would you evaluate the communication both verbal and nonverbal from the SAPS that you received just now?
4. Did you make use of the ablution facilities whilst waiting to be attended to? If so, how clean did you find it?
5. What do you think about the physical appearance of the police station in general and the client service centre in particular?
6. Do you think the personnel are client service orientated? If yes, why? If not, why?
7. According to your experience just now, how knowledgeable are members of the SAPS on services they render?
8. Is time management considered during service delivery? If yes, how? If no, how?

9. Are there measures for you to report your experience on service delivery? If yes, why? If not, why?
10. How courteous was the personnel during service delivery?
11. How do you evaluate the level of trust and confidence in the police that you have?
12. How would you evaluate the personnel's attitude towards their work?
13. In your opinion, do you think customers get the attention that they deserve from the police? If yes, in which way? If no, what are your motivation for choosing 'no'?
14. Is there anything else relating to service delivery that we have not talked about that you would like to add?

Thank you for your time and contribution

Annexure E



COLLEGE OF LAW RESEARCH ETHICS REVIEW COMMITTEE

Date: 2015-06-25

Reference: ST 88

Applicant: C K Maboia

Dear C K Maboia

DECISION: ETHICS APPROVAL

Name	C K Maboia
Proposal	An evaluation of service delivery at Germiston Police Station
Qualification	MTech

Thank you for the application for research ethics clearance by the College of Law Research Ethics Review Committee for the above mentioned research. **Final approval is granted.**

The application was reviewed in compliance with the Unisa Policy on Research Ethics.

The proposed research may now commence with the proviso that:

1. *The researcher will ensure that the research project adheres to the values and principles expressed in the Unisa Policy on Research Ethics which can be found at the following website:*

http://www.unisa.ac.za/cmsys/staff/contents/departments/res_policies/docs/Policy_Research%20Ethics_rev%20app%20Council_22.06.2012.pdf

2. *Any adverse circumstances arising in the undertaking of the research project that is relevant to the ethicality of the study, as well as changes in the methodology, should be communicated in writing to the College of Law Ethical Review Committee.*



University of South Africa
Preller Street, Muckleneuk Ridge, City of Tshwane
PO Box 392, Unisa, 0003, South Africa
www.unisa.ac.za/law

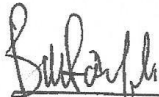
An amended application could be requested if there are substantial changes from the existing proposal, especially if those changes affect any of the study-related risks for the research participants

3. *The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study.*

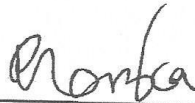
Note:

The reference number (top right corner of this communique) should be clearly indicated on all forms of communication (e.g. Webmail, E-mail messages, letters) with the intended research participants, as well as with the URERC.

Kind regards



DR B HAEFELE
CHAIR PERSON: RESEARCH ETHICS
REVIEW COMMITTEE
COLLEGE OF LAW



PROF R SONGCA
EXECUTIVE DEAN:
COLLEGE OF LAW

