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Impact assessment of Performance Information Management
Systems in service delivery effectiveness:
Case of the Department of Sport, Recreation, Arts and
Culture, Alfred Nzo District – South Africa

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DECLARATION

I, Celebration Ntungwa, hereby declare that this Theses submitted to Selinus University for the Degree of Doctor of Public Administration has never been submitted by me or anyone else for a degree at this or any other institution, and that this is my own work done without anyone's else assistance and all materials contained herein have been acknowledges.

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ABSTRACT

This study focused on the impact assessment of Performance Information Management Systems in service delivery effectiveness: Case of the Department of Sport, Recreation, Arts and Culture, Alfred Nzo District – South Africa. Since the department introduced Performance Information Management Systems, it was so imperative that a scholarly and scientific study be undertaken to give a deep-dive perspective on its efficacy.

The study entails intensive writings by world-wide scholars on performance, performance, performance management systems, and performance information management systems, as well as service delivery.

Findings of the study pointed out that there is no correlation between performance information management systems and effectiveness of service delivery. A scientific tool was then developed to bring the two together.

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Chapter One

1.1 Background and introduction

The government is conventional to fulfil the basic needs of citizens, directly or indirectly. To achieve this objective, government institutions, departments, parastatals and public owned enterprises are vital. "It would be wise of us, to take stock of what we have and then chart a way forward on how to utilize what we have to entrench democracy and meet basic needs of the poorest of the poor" (Mbeki, 1998:146). People of all democratic countries entrust their welfare to their government. They do so by voting in the political party they believe will best represent and serve their needs. It is then all left to that government to deliver on its mandate as per promised manifesto and policies. Theron (2000: 45) writes that this had the effect of the social contract with the people of South Africa.

Central in the delivery of services by the government is the human component. Labour force takes the tall in the hierarchical structural formation of the service delivery model of these institutions. This places significant importance on the labour wellbeing. In quest to maintain fair labour practices in these government institutions, legislation has to bind all affected stakeholders, having the Constitution of the country as a source document for the development and application of all labour laws as employees are central in the effectiveness of the organizational reach to its clients. They are the human element within the whole value chain of the organization, hence forming the most delicate aspect of the structural formation. Subsequently so, trade unions had to be introduced to the workplace to take care of the employee's needs. Chapter 2, Bill

of Rights, from the Constitution of the Republic of South Africa clearly address trade union position within the labour-market system of the country.

"The Service Delivery Model (SDM) of the Department of Sports, Recreation, Arts and Culture requires the department to deliver certain services through, inter alia, 7 district offices" (Implementation plan for the devolution of functions to district offices). This means that the officials at district offices had to have special extra skills and expertise to handle the tasks that were formerly done in the head office.

"For these offices to operate efficiently and effectively there needs to be a clear understanding of functions to be performed at district level and concomitant devolution of functions and authority to perform such functions" (Implementation plan for the devolution of functions to district offices). This implies that management should be in possession of necessary skills and expertise to render all services, including amongst others, the devolved functions competently.

Kroukamp, 2001: 22-37 argues that the emphasis by government is to consult with the wider community, including public sector, non-governmental and community-based organisations, academic institutions and citizens themselves, in order to improve service delivery. Different government departments and other state institutions consult communities when they sought community need in order for them to develop their strategic and operational plans. They do so whenever they want to comply with project management of their institutions, hence Barrows and Neely (2012:240) states that the importance of striking a balance between effective and knowledgeable managers and leadership is crucial.

1.2 Statement of the problem

Public service is the delivery machinery of government meant to serve its people. Government rests its social contract's credibility to the effectiveness of public service through various Government Departments and State-Owned Enterprises. Directly or indirectly, the State has a "Goodwill" obligation to the wellbeing of its citizens. Oversight bodies like Auditor General, Parliamentary Portfolio Committees, *Chapter 9 Institutions,* etc, base their assessments on departmental effectiveness against its Performance Management Systems (PMS). The PMS is primarily an internal control tool that seeks to establish compliance with Internal Regulatory Frameworks, which might not necessarily find expression on the actual effectiveness to the intended beneficiaries of government services. Service delivery protests across the country, and in Alfred Nzo District in particular, are fast becoming a lifestyle. Why is performance management assessment results/findings in government departments are improving while citizens continually express dissatisfaction about government services through service delivery protests?

1.3 Research questions

The problem statement leads the study to the following main question being formulated:

❖ How can generic elements of Performance Management Systems impact on the effectiveness of service delivery in the Department of Sports, Recreation, Arts and Culture, Alfred Nzo District?

From the main question above, the following sub-questions are derived:

- What is the rationale behind the development of Performance Management Systems?

- What are its main objectives?

- Whose interests does it serve and protect?

- Who implements the system and who overseers that implementation?

- Is there any scientific and authentic tool used to measure the effectiveness of service delivery?

- Is there any coherence between the Performance Management System and effectiveness of service delivery in the department of Sport, Recreation, Arts and Culture?

1.4 Objectives of the study

In the current circumstances prevailing in the circles of socio-political environment, service delivery protests are dominating the landscape, regardless of improving oversight reports on the performance of government departments. This study therefore seeks to achieve the following:

- To probe the impact of Performance Management Systems on the effectiveness of service delivery for the accomplishment of the constitutional mandate of the state.

- To explore on loyalty demands laid by citizens as against the constitutional obligation of the State.

- To recommend interface of Performance Management Systems with effectiveness of service delivery.

➢ To recommend a scientific tool that can assess service delivery effectiveness as well as Performance Management Systems objectively and inclusively.

1.5 Significance of the Study

The study intends to achieve the following:

• Guides the institutions on the best practices on the development of Performance Management Systems.

• Empower authorities on how to best monitor the implementation of these systems without negatively affecting any of the role-players.

• Advice managers of how to manage performance of the department and ensure effectiveness of service delivery.

1.6 Research Methodology

The study will follow the quantitative and qualitative research approaches.

a) **Quantitative research** requires that the data collected be expressed in numbers. It can be quantified. Various factors will influence it. The methods used to conduct quantitative research are exploratory, descriptive, and experiential, (Struwig, 2004:41). This approach would befit this study as there will be lots of numerical data to be collected and analysed. This is due to the fact that this study in motivated by the sky-reaching number of industrial strikes in the country. The disadvantage from this approach may arise from the sampling and targeted participants that may be biased

towards a certain opinion. However, every effort will be explored to circumvent this eventuality.

b)   **Qualitative research** reflects approaches to knowledge production. This type of research commonly uses qualitative data. Qualitative data refers to any information that the researcher gathers that is not expressed in numbers, (Tesch, 1990:55). In-depth qualitative insight will be employed in this approach because there will be a need to examine qualitatively motives behind the strikes and the consequences faced thereafter.

1.6.1 Questionnaires will be used to extract the quantitative data. Quantitative data (in numerical form) will provide good platform for the quantitative presentation and analysis, giving figurate informed information.   In-depth qualitative study of the motives for the industrial strikes, conduct and consequences, will be done. This will enable qualitative insight into the topic.

1.6.2   Identify target population

Managers, employees and recipients of services by the Department of Sports, Recreation, Arts and Culture, Alfred Nzo District, will form the population group for this study. Newman (2006:224) writes that a target population is required and that a target group is a specific pool of cases that are to be studied. Sampling for the participants in the study will be done on both managers, employees and recipients of department's services. Leadership of trade unions will also take part. Sampling will keep the study focused and manageable. A sample always implies the simultaneous existence of a

larger population of which the sample is a smaller section or a set of individuals selected from a target population, (De Vos, et.al. 2005: 193).

To be more particular, Stratified Sampling Technique will be used. Menden-hall and Scheaffer (1971: 53) argues that a stratified sample is obtained by separating the population elements into non overlapping groups, called strata, and then selecting a simple random from within each stratum. Nachmias (1976: 263) advances that stratified sampling is used primarily to ensure that different groups of a population are adequately represented in the sample, so that the level of accuracy in estimating parameters is increased. Ackfoff (1953: 124) acknowledges the following advantages and disadvantages of stratified sampling technique:

A.   Advantages:

- Assures representatives with respect to property which forms basis of classifying units; therefore yields less variability than others.
- Decreases chance of failing to include members of population because of classification process,
- Characteristics of each stratum can be estimated and hence comparisons can be made.

B.   Disadvantages:

- Requires accurate information on proportion of population in each stratum, otherwise increases error.
- If stratified lists are not available, it may be costly to prepare them; possibility of faculty classification and hence increase in variability.

1.7   Hypothesis

Webster (1968) defines hypothesis as a tentative assumption made in order to draw out and test its logical oriental consequences. The hypothesis has been defined by Kerlinger (1970) as a conjectural statement of the relations between two or more variables, it has been termed 'an educated guess' though it is unlike an educated guess in that it is often the result of considerable study, reflective thinking and observation. Also, Answers.com Dictionary, 2008, define hypothesis of the research study as a tentative statement that proposes a possible explanation to some phenomenon or event, it is also referred to as a testable statement which may include a prediction.

"A hypothesis is a statement that is assumed to be true for the purpose of testing its validity" (McBurney, 1994: 47). For this research study, the hypotheses are as follows:

➢ Performance Management Systems are not "congruent" to the effectiveness of service delivery.

➢ Scientific tool to assess both can be developed.

1.8   Ethical Considerations

Handling this subject will be done in a very sensitive way, considering that it involves loyalty imperatives on the respondent's employers, employees and general public. According to the Helsinki Declaration of 1972, it is imperative to obtain clearance from an ethics committee when human (or animal) subjects are involved in any kind of research of an empirical nature, (Maree, 2003:26). This clearance will contain the basic conditions as Cooper (2003: 69) writes that the goal of ethics in research is to ensure that no one is harmed or suffers adverse consequences from the research

activities. The participants will be assured of anonymity. They will be treated with respect and be assisted at all times to fill the questionnaires.

The permission to conduct the research in the organization will be sought from the employer and appointments with the participants will be arranged. The participants will be guaranteed that the information from the study may not be used as any form of evidence against anybody, but for academic purposes only.

Hence Marlow (1998: 151) writes that it is important that the researcher obtain the informed consent of the potential participants, that the participants be told what the purpose and the objectives of the research project are, to enable them to give a voluntary consent or otherwise reject participation before commencement of the exercise.

1.9   Scope and Limitations of the study

The study will focus on the Performance Management Systems within the Department of Sport, Recreation, Arts and Culture – Alfred Nzo District, and impact assessment on service delivery. The following aspects are observed:

i.   **Time:** for the academic purposes, this study will not be conducted beyond two years.

ii.   **Geographic boarders:** Alfred Nzo as a District Municipality within Eastern Cape of the Republic of South Africa will be covered.

iii.   **Age groups:** adults (employers, employees, trade union movements and recipients of departments services) will participate.

iv.   Finance: ability to reach out to every possible participant to this study will be made easier by focused sampling and clear regionalisation.

1.9.1 Delimitation of the study

The delimitations are those characteristics that limit the scope and define the boundaries of your study; the delimitations are in your control (Simon 2011). The study will be focusing on the Impact assessment of performance information management systems in service delivery effectiveness in the Department of Sports, Recreation, Arts and Culture, Alfred Nzo District. Only Alfred Nzo District, on which district offices operate, will be covered. The study will take cognizance of both District Municipality (Alfred Nzo District) as well as all four Local Municipalities in the District (Winnie Madikizela Local Municipality, Matatiele Local Municipality, Umzimvubu Local Municipality and Ntabankulu Local Municipality).

1.9.2   Limitations of the study

Maree (2007:42) explains limitations of the study as the possible challenges that could affect the research such as time limitations, access to participants and how the researcher intends dealing with these concerns. Limitations are potential weaknesses in your study and are out of your control, (Simon, 2011). Some of these limitations are highlighted hereunder:

a) Access

The participants may not be easily accessible in fear of disclosing the information that affects their operational mandate. Management and Sports/Cultural Officers may view this study as an audit in their performance. This will be addressed by reassuring them that this study is only meant for academic purposes and not an investigative agenda.

b) Availability and credibility of secondary data

Reports, like the annual reports, may not be readily available. They may not be credible enough as they are drawn by the people who are careful of their job assessment. These reports may be biased towards the performances of the officials. There is a tendency of claiming customer satisfaction by the department, while the customers are actually blaming the department for ineffective services generally by the department. This can be overcome by getting first-hand information on the performance of the department, and not relying on reports only.

1.10 Clarification of Concepts and Terms

a) Administration: the executive functions performed by public officials. All work can be classified into specific functions and processes, (Cloete, 1986: 2, 1981: 2). The administrative functions can be classified into the following functions:

- ✓ Policy making
- ✓ Organizing
- ✓ Financing
- ✓ Staffing

- ✓ Procedure determination, and

- ✓ Controlling (Cloete, 1986: 2)

b)   **Public administration:** system of structures and processes operating within a particular society as the environment, with the objective of facilitating the formulation of appropriate governmental policy and the effective and efficient execution of the formulated policy, (Bayat and Meyer, 1994: 4). Public administration as an institutional activity is the point of reference to this study.

c)   **Republic of South Africa:** one sovereign, democratic state founded on the following values:

i.   Human dignity, the achievement of equality and the advancement of human rights and freedoms.

ii.   Non-racial and non-sexism.

iii.   Supremacy of the constitution and the rule of law.

iv.   Universal adult suffrage, a national common voters roll, regular elections and a multi-party system of democratic government, to ensure accountability, responsiveness and openness, (Constitution of the Republic of South Africa Act, No. 108 of 1996).

e)   **Employees:** employees will want much as possible in the form of wages, benefits and leisure (Bendix, 1992: 102)

g)   **Human resource management:** Hall and Goodale (1986: 6) define human resource management as the process through which an optimal fit is achieved among the employees, job, organization and environment so that employees reach their descried level of satisfaction and performance and the organization meets its goals.

h)   Management: it is a process which refers to those roles where holders or actors are expected by others in the organization to be a formal role and authority to make decision which can be regarded as binding to the organization (Salamon, 1992: 213). Management in all business and organizational activities is the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively (Ijeoma, 2013: 284).

i) Performance management is a tool to ensure that the managers are managing effectively (Armstrong and Baron, 2004)

1.11   Chronologic arrangement of Research Chapters

Auriacombe, 2001:30 writes that the contents of each of the chapters in the dissertation are summarised in short paragraphs as a brief presentation of what the reader can expect to find in the dissertation. Therefore, the **Chapter outlook** shall be as follows:

Chapter 1: This chapter serves as the introduction to the study and a point of departure for the research. It is a road map and a summary of the research process. The statement of the problem, research objectives, research questions, significance of the study and the research methodology for the study are outlined.

Chapter 2: This chapter will provide a theoretical perspective of the service delivery by the government departments, and the scholarly views on the subject. Performance management systems and service delivery impact assessment are studies in detail.

Chapter 3: This chapter will detail the research methods that will be employed to collect the raw data to the study. The interview process will be designed, and the

questionnaires be formulated. The methods used will be seeking to investigate the solutions to the problems stated in the research problem.

Chapter 4: The raw data collected will be sifted, coded and arranged according to categories of relevance. The statistical data will be presented in graphs and the descriptive data will be presents in text. The data will then be analysed.

Chapter 5: All acts, policies and legislative frameworks pertaining to performance management systems will be visited.

Chapter 6: All legislative prescripts governing service delivery impact assessment will be studied, analysed and interpreted.

Chapter 7: Then analysed data will be summarized and the conclusions will be drawn. From the conclusions drawn, the recommendations to the topic will be made. The recommendations for further research will also be made.

1.12 Summary

Chapter 1 attended to the background and introduction into the study. Statement of the problem, research questions with main question and sub questions were stated. Objectives and significance of the study were discussed to keep focus of the study. Research methodology, hypothesis, ethical considerations were all deeply considered.

The next chapter, **Chapter 2** deals with intensive literature review.

Chapter Two

2.1 Literature review: A review of performance, performance management, performance management systems, performance information management systems and service delivery.

This study will be underpinned by Maslow's theory of the hierarchy of needs. Simons (2000) argues that Performance Management Systems cannot be effectively designed and implemented without considering human behaviour. The human element, and attitude thereof, determines the extent to which PMS shall or not be effective. Helm et al. (2007) emphasises that PMS is vital to an organisation's performance for various reasons such as:

- o It facilitates the organisation to achieve its vision and business objectives
- o It is a prerequisite to develop a performance-oriented culture within the organisation
- o It aligns the employees' performance goals with the organisation's strategic goals
- o It ensures that the individual has clarity regarding performance expectations
- o It improves the employee performance and identifies talented individuals for promotion, and it also reinforces linkage between pay and performance

On the other side, Belgin (2007: 96) states that performance management plays a great role and has got positive impact towards staff performance. These roles are identified below:

- ✓ It supports human resource planning requirements

- ✓ Improved staff moral through feedback sessions

- ✓ Assist organisations to meet their objectives

- ✓ Identifies individual's strengths and areas of development

- ✓ Improve customer satisfaction

- ✓ Improve staff communication and performance

- ✓ Employees with potential for advancements are identified

This therefore emphasis the existence and effective implementation of performance management in the organisation for the realisation of its primary and tertiary objectives. Without this, there is no reason for organisation's continuity as its relevance would diminish to levels warranting non-existence.

Global market industry and government institutions have since turned their focus more on performance management for their efficacy. Brudan (2010) defines performance management as a ubiquitous term in todays' business environment due to being embedded in the body of knowledge of various disciplines and being used at all levels of the organisation. Total engagement of the entire staff, from management to service staff, has been noted in all sectors of business and government departments.

Neely (1999) understands that the increasing competition is the reason why performance measurement is important in today's business. Every organisation draws its relevance from the customer's demands on their services. With global entrepreneurial initiatives on the growing curve, more competition is experienced by various organisation. This competition necessitates the improvement of the quality of service for the attainment of customer's confidence.

However, in the process of implementing performance management systems with a view of upscaling the quality of service, organisation's internal volatile circumstances

are there to challenge the process. Du Plessis (2007) states that the implementation of performance management systems encounters resistance at various points throughout the organisation. This is as a result to employees resisting close monitoring and accountability that will ensure that they execute their duties with diligence and maximum focus. The less accountable they are, the more comfortable they become. This cause great resistance to the performance management system implementation.

A study by Newstrom, (2011) notes that performance management systems need to be reviewed on regular basis to make them compatible with international trends of making business more responsive to the needs of the client. Globalisation in our lifetime has seen the world becoming more accessible without need for travelling. Digital means of communication and networking have open doors for global market more than ever before. This global platform necessitates every organisation to outmatch other competitors globally as the client can source the service anywhere in the world if the close-by one is not of desired standard and quality.

It is equally important for government to continually evaluate its quality of service to its people. As stated by Engela and Ajim (2010), the aim is to introduce a specific focus on performance and to have an early warning system in place that will allow South African government to recognise bottlenecks on delivery times. The fact that government effectiveness solely lies on the public perception, which will direct voter confidence in the next voting cycle, put more pressure on government to self-introspect if they want to remain in power.

This therefore leads to impact evaluation of government services to the ordinary person, the voter. Continued decline of voter-turnout indicates some level of dissatisfaction from citizens. According to Savedoff et al. (2006: 13), the value of

impact evaluation is best understood as part of a wide organized activity of learning, in which evidence is built over time and across different context, thereby forming the basis for policymaking and program design.

Rust, et al. 2002 explains that customer satisfaction is determined by comparing the perceived service received against the service they expected or wished for, prior to receiving the service. The election period is always overwhelmed by political parties spreading far-and-wide their promises through manifestos. These manifestos become the expectation levels of the voters after their party of choice is in power. Whether or not the promises are fulfilled, depends on public perception.

In marketing organisation's products, businesses use graphics and adverts to advertise their products, which becomes their service quality promise to their customers. Service organisations thus use cues and images in their physical designs and promotions to make the benefits of a service more perceptible by clients (Perreault, Cannon and McCarthy, 2009). These adverts become socio-economic contracts with their customers, which when not kept by the service provider, results into serious customer trust issues.

Quintana (2006) further elaborates that the only meaningful measure of customer service is the customer's perception of the quality of service offered – other measures are irrelevant to the client.

Roth and Jackson (1995) advocate that process capability and execution are major drivers of performance due to their impact on customer satisfaction and service quality. More emphasis is growing of handling performance management concurrently with customer satisfaction impact assessment for all organisations. As we understand, performance management systems are inwardly looking, while customer satisfaction

impact assessment is outwardly looking from an organisation. This will provide a holistic evaluation of the organisation in line with its relevance and meaningfulness.

2.2.1 Performance

Armstrong and Taylor (2014:331-332) and Davila *et al.* (2014:349) refer to performance as employee behaviour that accomplishes results. This therefore limits performance to the response of an employee to the expected output as per the expectations of the employer. It is an individualistic phenomenon that has a huge impact on the organisational success if the organisation is to succeed.

2.2.2 Performance Management

The management of performance usually has the following challenges in respect of individual performance management: 1) maintaining or controlling current processes, and 2) enhancing current processes, thus to be continuously accountable for improving employee's performance outcomes (Charron, *et al.* 2015:2). This therefore brings to the equation a secondary element to performance, ie, processing. By processing we mean an activity that calls for more than an individual as an employee and outcome, but control which basically comes from authorities. Walker (2010:6) agrees by saying performance management must be seen as a result of various inputs, such as institutional process and environmental influences, in assessing and monitoring effective progress towards acceptable levels of service delivery. This then introduces complexity of performance management and aligns it to the objectives of the organisation and the effectiveness of management as the functional obligations of supervision.

Robertson (2002:135-135) emphasises on the importance of the alignment of institutional objectives to ensure effective individual performance management. This alignment always focuses performance management to the ultimate realisation of organisational goals and objectives in an objective process, taking total engagement of all stakeholders and role-players in the organisation.

Management of performance leads to improved organisational efficacy and individual excellence, hence Thorpe (2018:92) writes that performance management leads to individual performance outcomes.

Schwartz (1999:3) insists that performance management comprises of the three components:

➢ The understanding and setting of specific objectives and expectations,

➢ Continuously providing feedback on progress, and

➢ Eventually appraising the expected performance outcomes.

This does not have to overemphasise the importance of performance management as it is very clear that without it, the organisation may not reach its full realisation which is embedded on its goals and objectives.

Robertson et al. (2002:136) points out that there are three factors for performance management that should be in place to ensure alignment with institutional objectives:

▪ Performance management as a system for managing organisational performance;

▪ Performance management as a system for managing employees performance; and

▪ Performance management as a system for integrating the management of institutional and employees performance.

As a phenomenon, performance management seeks to establish a balance between three sectors of the organisation, ie, organisation, employees, and objectives of the organisation. Hale (2000:xi) states that institutional performance can be powered up through the development and improvement of employees' performance management.

2.2.3 Genesis of Performance Management

Hutchinson (2013:26) states that during the development of phases of performance management in the United Kingdom (UK), these early monitoring trends were evident in the Industrial Revolution years, and more specifically within the textile mills. The focus during that era focused more on massive production with less input as there was high demand of products after the Second World Wars.

Thorpe (2009:5) emphasised that fact that the focus, namely, productivity, remained the central point. Later on, a view was, as Thorpe and Holloway (2008:97) and Bouckaert and Halligan (2006:20-22), that the traditional performance measurement system of operations measurement was outdated, based on the following:

- ✓ That the wrong activities were measured:
- ✓ There was a lack of strategic focus:
- ✓ There was a lack of encouraging/motivating and the optimisation of employees;
- ✓ Continuous improvement interventions were absent; and
- ✓ The lack of consulting customers on what they want.

Subsequently so, Mizrahi (2018:12) advanced the position of performance management by stating emphasis of the New Public Management (NPM) on the introduction of explicit standards and measures of performance that were later defined as performance management indicators. The shift was taken to break down

performance management into small achievable activities which could be traceable and measured. As a result performance measure indicators were then introduced.

Bovaird and Loffler (2010:152) attests that the New Performance Management specifically emphasised the importance of performance management as a mechanism in public sector institutions, and that it did not originally develop this approach towards measuring public sector's performance. As a result Hoover Commissions in the United Kingdom tried to shift the attention of budget from inputs to function outputs (activity, costs and implementation achievements).

At this stage it was clear that intended objective of institutions and organisations were intensifying as per the growing demands, and becoming more difficult to attain. Then Rao (2016:18) advanced the cause by indicating that performance input, standards and quality, as well as costs, should be important indicators for measurement towards achieving the expected performance outcomes.

On the other side, Bussin (2017:189) was warning about over-emphasis on the tick-box approach, without continuous support and engagement by managers. Emphasis moved towards recognising employees and integral part of the organisational sustainability, and to achieve this, engagement platforms were created to induce self-expressions by all. This therefore necessitated a more systematic approach into performance management. As this was pondered upon, Davila et al. (2014:344) suggested that performance management process are even more difficult in terms of implementation, therefore, the need to ensure performance outcomes are in alignment with the planned institutional goals.

A paradigm shift was then necessary as there were lots of factors tripping into the system to indicate the need for intensive overhaul of the approach. Crawley

(2013:170) then indicated that as part of individual performance appraisal, a more appropriate performance management approach to enhance individual performance could be the 360-degree appraisal system. A total inclusive approach into management was then necessary to unlock all bottlenecks that were halting efficiency of the performance management as a phenomenon.

Crawley (2013:172) further suggested that the theoretical and conceptual bases of performance management include the Expectancy Theory, which suggests that employees will be motivated and committed if goals are clear and compensation and incentives are offered. To clarify the complex nature of performance management, Smith *at al.* (2015:2) believes that individual performance also depends on design factors in the environment in which performance takes place, which include cognitive proficiency, learning abilities, health status and language.

A retrogressive outcome was however noted, despite deliberate attempts to shape performance management into a productive direction. Culbert (2019:17) and Beer (1976:59) noted that a distance was created between managers and employees, which allowed managers to stand back and avoid the negative impact of engagement, monitoring and feedback, thereby shifting accountability into individuals (their subordinates) only. At this stage, managers were not prepared to take full accountability of the institutional performance, and relegate the tasks to the employees so that they remain immune from blame-caring in the eventuality of organisational dysfunctionality. More aggressive strides were undertaken to turn that tide of unintended outcomes.

Proctor (2012:521) writes that the Six Sigma Approach has been hailed as the new Total Quality Management (TQM) at an advanced stage and seeks to detect

unintended or defects in the production outputs. He further argues that Six Sigma Approach is a methodology and framework for linking improvement to profitability, thus efficiency and effectiveness, irrespective of the functional area, and entails the following steps:

- Define – to identify all relevant problematic issues and to define the individual objectives towards implementation;

- Measure – quantify problems and determine the current performance levels;

- Analyse – identify the reasons for possible problems experienced;

- Improve – get rid of the cause of any problems; and

- Control – integrate solutions into the employee's everyday production activities.

This approach would yield measurement, monitoring and achievement of institutional objectives for the total realisation of organisational goals.

According to Minnaar (2010:36), the most recent approaches with regards to performance management focus on a comprehensive performance management model. Once institutions have determined the expected level of performance through a strategic planning process involving all the role-players, they then manage the institutions' system and structures to ensure the desired achievement thereof (Minnaar, 2010:25). On the other side of argument, Schwartz (1999:1-4) argues that every manager knows the effective productivity and outputs of employees affect the organisational performance, and that the main responsibility of supervisors is to ensure that employees' day-to-day activities are optimised to the level of their full potential.

This then necessitated that there should be more systematic approach into the performance management as a phenomenon. Systems approach is inevitable in order

to curb unwanted outcomes and bridge the gap between management and employees in terms of goals setting and understanding.

Hunt (2014:153) then indicates that a well-designed performance management system will improve performance tremendously, whereas a badly designed process could create dissatisfaction among employees and result in low productivity. He further advances that the basic concept of the performance improvement of employees is actually straight forward, in that employees will most probably do what is expected of them, if:

- Employees know exactly what activities must be executed by whom, when and how;
- Believe that they are able to do it; and
- Are motivated and supported in doing it.

This thereby drifted performance management into a more systems-driven approach that was a well-designed, crafted and calculated, and stands more chances of achieving results which the organisations seeks to achieve at an ultimate stage.

Van Zyl *et al.* (2012:12) suggests that since the performance of every employee contributes to the institutional expected implementation goals, the core focus of managers should be to manage the expected individual performance outcomes. He advocate for three elements to ensure effective performance management:

- Define individual performance tasks by indicating specific goals, activities and time frames towards implementation;
- Facilitate individual performance in providing supportive resources to enable the expected performance outcomes; and lastly;

- Motivate and encourage individuals by setting appropriate incentives related to recognition in a fair and timely manner

Ultimately Noe *et al.* (2014:9) pushes for systematic approach further by stating that a high-performance management system suggests that people and processes work together seamlessly to enable high individual performance outcomes.

2.2.4 Performance Management Systems

Belton and Howick (2002:2) write that the development of better integrated, balanced and operationally-driven performance management frameworks has been accomplished by an increase in the practice of performance measurement. A more system-approach induces a more productive workforce through a committed workmanship and objective management. Noe et al (2014:237) states that the criteria for effective individual performance management should be linked to the following specific directives to ensure the achievement of the planned outcomes:

- Fit for strategy: identify the specific relevant objectives for implementation by utilising and involving employees, for example, obtain the employees' input if the outcomes involve timely and high-quality service delivery. The performance management approach should define the kinds of behaviour and activities required to achieve the identified purpose. The performance appraisal approach should then measure the specific indicators relevant to the successful achievement thereof.

- Validity: this refers to the extent to which a measurement tool actually measures what it is intended to measure, thus, to utilise only the relevant measurement

criteria and eliminate unnecessary aspects of performance, specifically those that will not ensure alignment with original set strategies.

❖ Reliability: the consistent measurement of expected end results that the intended performance measure targets must deliver. Rather reliability refers to the result of measurement outcomes which were done by more than one evaluator. Test-retest reliability refers to the consistency of results over time.

❖ Acceptability: determine whether or not a measure is valid and reliable, and it needs to be acceptable to the people using it.

❖ Specific feedback: a performance measure should enable specific appropriate feedback to employees, related to what is expected from them and how they can achieve their expectations.

In quest to attain optimal results from application of performance management system, scholars had to further investigate merits and demerits of the process flow. Pulakos (2009:182) discovered that there are key principles in respect of a performance management system that will ensure a good fit for the institution:

- The performance management system should be designed in such a manner that it aligns the individual's performance objectives with the expected job contents' end results.

- The performance management system should enable the effective monitoring and assessment of progress in respect of the successful implementation of expected individual output.

- Involvement and establishment of accountability among all role-players at all levels which will create commitment and trust, and enable the effective facilitation of the performance management system.

Managers are still heavily responsible for performance management but sometimes fall short of necessary expertise to execute their obligations efficiently. Managers often lack skills in doing performance reviews, monitoring performance outcomes and identifying adequate employee training and development interviews (Crawley *et al.* 2013:172).

Table 2.1: Performance appraisal elements linked to the knowledge and skills required by line managers

	Performance appraisal element	Knowledge and skills required by line managers when conducting appraisals
1	Planning of individual goals and objectives	Awareness of institutional business plans and departmental goals and the ability to translate these into individual goals, in collaboration with the individuals
2	Discussion of the plan with the employee	Communication and negotiation skills in order to obtain agreement with or to renegotiate the details of the plan
3	Objective monitoring and measurement of achievement of objectives	Awareness and use of a range of performance measurement techniques and instruments. Ability to conduct a fair evaluation in relation to agreed standards and the performance of other similar staff.
4	Appraisal interview of review meeting	Ability to explain the results of the evaluation and the performance

		instruments used, ability to listen to views, counsel or reprimand, and motivate staff. (Coaching and mentoring skills are essential for all line managers with appraisal responsibilities).
5	Training needs discussion and plans for the future	Knowledge of training opportunities available that are relevant to the employee. Sensitivity in recommending appropriate training and development activities in line with realistic predictions of their value in terms of the employee's career opportunities within the organisation and budget restrictions.
6.	Recommendation of reward and promotion. Career planning discussions	Knowledge of reward and promotion possibilities. Realistic and honest discussion of opportunities, given wider organisational constraints. Career planning discussion.
7	Documentation completion for HR department	Ability to complete a written/electronic document accurately to provide a fair assessment and record for the HR department. Concise but persuasive writing style to enable senior management to make decisions on pay and promotion.

8	Negotiation of employee ranking and reward	Communication skills to sell the relative ability of staff, to promote their interests in ranking and reward discussion (where forced ranking is used across departmental boundaries). Ability to persuade others

Source: Crawley et al. 2013:173

The above table presents an overview of the expected abilities, knowledge and skills required by managers to manage performance reviews more effectively. The role of line managers is of crucial importance since they *inter alia* evaluate past performance, consider the employees' potential, and recommend awards. More importantly, is the alignment of performance expectations of the institution with that of employees (Crawley *et al*. 2013:173).

Performance management and appraisal systems have come to play an indispensable role in helping organisations to reach their goals of productivity (Stevers & Joyce, 2000:79). In fact human resource management practices have a direct impact on the behavioural patterns of individual employees according to how they perceive and receive them. The impact of Human Resource Practices on employees' commitment and performance depends on employees' perception and evaluation of these practices (Guest, 1999). It is so vital that management always take stalk of every human resource practice and evaluate it against its intended outcome and output/result. Prompt actioning taken on every practice as per the results will minimise shock time within organisation's employees.

As Otley (1999:363) writes that at an organisational level of analysis, I assume that an organisation that is performing well is one that is successfully attaining its objectives:

in other words, one that is effectively implementing an appropriate strategy. It is evident at this point that attainment of the organisational objectives is the sole purpose of performance management systems.

One can only deduce efficacy of performance management systems of the organisation as measured against the goals and objectives achieved. As Rudman (2003:47) states it that performance management system is increasingly seen as a means of integrating human resource management activities with the business objectives of the organisation, where management and human resource activities are working together to influence individual and collective behaviour to support the organisation's strategy.

Schneier (1987:166) further explains that performance management system is classified into a development, planning, managing, reviewing and rewarding phase. This therefore means that there should be a portfolio of evidence to support the above mentioned aspects. Each and every step (from development, planning, managing, reviewing and rewarding phase) has to be measured, validated and graded based on the portfolio of evidence provided by the employee at a primary level, and by the organisation at a strategic and tertiary level. Subsequently, Performance Information Management System comes into being.

For this aspect to be effectively managed, Behn (2014:216) insists that institutions need to employ managers who competently exhibit a result-management mind-set, and an analytic-learning-mode, with adequate leadership experience. Indeed, this is a very delicate process that needs extensive care in handling.

2.2.5 Performance Information Management Systems

Mayne (2007:87) notes that often only modest attention is paid to quality assurance practices in the area of performance measurement. This has been observed through lack of validity from portfolio of evidence that seeks to support performance by institutions and organisations. Hatry (2008:352) further argues that investment in the many dimensions of quality can ratchet up the use of performance information. He mentions validity, accuracy, timeliness, analysis and presentation as some important quality dimensions.

Upon strict scrutiny, these factors either do not pass the test, or are just left untested in many cases. Bigger part of reasoning behind this is that these documents are mostly developed by the very same employees who are to be reviewed. Obviously, qualitative reports, regardless of validity, will be produced.

As Van Dooren (2010) clearly states that better implementation of performance measurement and management requires that those who are affected by the system have to accept and internalise the system, his argument advances the fact that employees to be reviewed through performance information management system can easily manipulated the system to their advantage even it means the quality of their service is compromised and left lingering far below desirable standards.

Credibility of the process lies squarely on the faithfulness of the developers of the very same portfolio of evidence, which is the employees. This is a very testing factor of the system. As a result, Perrin (1998) advances that research on gaming has revealed that on several occasions information is selected because it fits into a predetermined agenda and not because it is intrinsically good.

Subjectivity of the process takes centre stage and risks the entire process.

Kravchuk & Schack (1996) explain what complexity means; indeterminate objective functions, multiple administrative layers, collective action problems, system overloads and information overloads, and an increasing scope and scale of operations. There are many sources of ambiguity: history (what has happened?), intentions (what must be done?), technology (what can be done?) and participation (who is present?). Noordegraaf & Abma (2003) add that current performance management, which they label as management by measurement, only fits the rare unambiguous contexts.

Defined as such, not many unambiguous situations will be found. Since ambiguity is everywhere, the prospects for performance management in this view are rather limited. On the contrary, performance measurement is part of a permanent dialogue in order to make sense of complexity (Moynihan 2008).

Hence, indicators can and should be adjusted in response to contextual changes and new insights. The ambiguity of the process pose a huge risk and threat to its credibility, hence Gregory and Lonti (2008) cites that as a result, accountability erodes accordingly.

Nevertheless, oversight bodies do not get disturbed by these threats to the authenticity of the reports because the more good the reports are, the better they are "politically" correct. Politics at a public service delivery interface is a huge challenge. Bourdeaux (2008) for instance suggests that performance information mainly enters the legislative discourse through policy networks maintained by key committee staff, rather than through executive budget reports and requests. Political mandate distorts the entire process. There are efforts however to strengthen the role of performance information in the political system as well (Moynihan 2009; Bourdeaux 2008).

Such initiatives will only be successful however when they acknowledge the different values and positions that political players assume. Performance information that promises to end political debates, to get political argumentation out of the political system, is irrelevant at best, but potentially harmful. Disagreement is essential for the functioning of democracy and therefore performance information should primarily refocus political debate rather than curb it.

2.2.6 Service delivery

Government services are generally referred to as service delivery. When a service is rendered by government, it is traditionally referred to as public service, and when rendered by a private sector, it is referred to as private service. Public service delivery has come under severe scrutiny in our country as majority of citizens solely depend of government services. Its efficiency is directly felt and has an everlasting impact on most of the citizens.

To improve service delivery, all aspects involved in the process of delivering the services should be made more efficient (Fox & Meyer, 1996:118). On the other hand, Zeithaml (1996:5) defines service delivery as an intangible product that provides benefits to customers (satisfy needs and wants) and often involves human or mechanical effort, and can be deeds, processes and performances.

Goods, however differ from services. Rothschild (1984:58) and Titman (1995:12) state that services are:

- Intangible
- People-dependant
- Inseparable from consumption

- Normally under-standardised or heterogeneous

- Perishable

- Subject to fluctuation demands

They further illustrate the differences as follows:

Table 2.2: Differences between goods and services

Goods	Services	Resulting implications
Tangible	Intangible	Services cannot be inventoried. Services cannot be patented. Services cannot be repeatedly displayed or communicated. Pricing is difficult.
Standardised	Heterogeneous	Service delivery and customer satisfaction depends on employee actions. Service delivery depends on many uncontrollable factors. There is no sure knowledge that the service delivered matches what was planned and promoted.
Production separate from consumption	Simultaneous production and consumption	Customers participate in and affect the transaction. Customers affect each other. Employees affect the outcome. Decentralisation may be essential.

		Mass production is difficult.
Non-perishable	Perishable	It is difficulty to synchronise supply and demand with services. Services cannot be returned or resold.

Source: Zeithaml & Bitner (1996:19)

It is upon government to provide its citizens with adequate goods and services. As to whether this provision is adequate or not, remains in the findings of this study.

2.2.7 Legislative framework guiding service delivery

For government to effectively render efficient and effective services, there must be guiding policies which are legally binding that help focus all efforts towards the common goals and objectives. The government is responsible for setting up these legal policies which will in turn be used to evaluate the very same government who initiated them. Below is the summery of the legal framework that guides government:

A. **Constitution of the Republic od South Africa (Act 108 of 1996)**

This is the apex of the legislative acts governing the Republic. As a Supreme Law of the land, any other law or policy may not contravene any of the provisions of this Constitution. The Constitution predominantly guides all what is entailed within the Republic, from service delivery, powers bestowed in office bearers, human rights, etc. Chapter 3 and 10 of the Constitution addresses

improved government service delivery where it is stipulated that the public administration should adhere to, but not limited to the following:

- o High standard of professional ethics be promoted and maintained.
- o Services should be provided impartially, fairly, equitably and without bias.
- o Resources should be utilised efficiently, economically, and effectively.
- o People's needs should be responded to.
- o Public should be encouraged to participate in policy-making.
- o Public administration should be accountable, transparent and development-oriented.

The rights of the citizens to live their lives to the fullest potential is also provided for through the Bill of Rights (Chapter 2 of the Constitution of the Republic of South Africa).

B. The White Paper on Reconstruction and Development Plan (RDP), 1994

This was enacted in 1994, which was a new dawn in democracy, to redress the imbalances of the past. The plan aimed to prioritise the poor, vulnerable, destitute and previously disadvantaged communities by aggressively channelling services to them.

C. The White Paper on the Transforming Public Service Delivery (Batho Pele) 1997

This was a gigantic step of RSA government to positively transform public service and its efficiency. The Batho Pele concept is literally translated as "People First". This therefore imply that government services must put people and their needs first. These principles are highlighted here-under:

❖ **Consultation:** government should not assume to know what customers want. The only way they can find out for certain is by asking them. This can be done through surveys, questionnaires, meetings, suggestion boxes, imbizo and by talking to their customers. It is important to report back to customers so they know what to expect, and to the staff so they know what is expected from them. Myers & Lacey (1996:336) writes that the public sector should provide a choice wherever practical.

❖ **Service standards:** Citizens should be told about the level and quality of the services they receive. If possible they should be given an opportunity to choose the service they want. The standards set are the tools that can be used to measure performance, and therefore need to be realistic depending on available resource. Government should also be able to measure these standards so that everyone can see if they are being met.

Spangenberg (1994:73) argues that the service standards as performance measures and also argues that performance measures are needed to determine how well service providers should perform and to enable them to establish whether they have succeeded. Chapter 8 of Local Government: Municipal Systems (Act 32 of 2000) clearly states that the consumption of services has to be measured and public institutions have to make reasonable steps to ensure that the use of services by individuals should be measured through accurate and verifiable systems.

❖ **Access:** There is much more involved when referring to access. It means making it easy for customers to benefit from the services

government provides. Easy access can be made possibly by having wheelchair ramps, disabled parking bays, taking our service out to the community. Staff attitude may determine how approachable your component/section/department is.

❖ **Courtesy:** Officials must be polite and friendly to customers. Customers should be treated with respect and consideration. Staff must always be willing to assist. Telephone etiquette is vital. All our correspondence must be respectful.

❖ **Information:** Citizens should be given full accurate information about the public services they are entitled to receive. Information is about reaching all customers to make sure they are well informed about the services government departments and agencies are to provide.

❖ **Openness and transparency:** Government should be open about day to day activities, how much departments receive, how that money is spent. This information should be available to the public. Annual reports, strategic plans, service commitment charters, etc. must be made available to the public. Staff should tell customers where to complain and how to do it.

❖ **Redress:** Redress is making it easy for people to tell government if they are unhappy with their service. Government should train staff to deal with complaints in a friendly, helpful manner. An apology, full explanation and effective, speedy remedy should be offered when the promised standards of service have not been delivered. When complaints are made, staff must give customers a sympathetic ear and have positive responses to complaints.

❖ **Value for money:** government need to make the best use of available resources. Avoid wastage of time, money, and other resources. It also means eliminating waste, fraud and corruptions and finding new ways of improving at little or no cost.

❖ **Encouraging innovation and rewarding excellence:** Innovation: using new ways of doing things. Encouraging partnerships with different sectors in order to improve service delivery. Rewarding excellence is also about rewarding staff who "go extra mile "in making it all happen.

❖ **Customer impact:** If government puts all the Batho Pele principles into practice, they then increase the chances of improvement in service delivery. This in turn will have a positive impact on their customers. It is about how the nine principles link together to show they have improved their overall service delivery. Here they look at the benefits they have given to their customers both internally and externally.

❖ **Leadership and strategic direction:** leaders must create an atmosphere which allows for creativity. Management must ensure that goals are set and that planning is done appropriately, accurately and timeously.

D. Service delivery indicators

Section 27(4) of the Public Finance Management Act (Act 1 of 1999) (PFMA) state that departments are required to report on measurable service delivery objectives and develop indicators of service delivery for each output that is defined. Service delivery indicators are important measures:

- What goods and services budgeted monies "buy".

- What progress government makes in terms of its policy priorities and objectives.

- Whether government is getting value for its money.

According Version 2 of National Treasury Manual (2001:19), output or quantitative measures describe outputs in terms of how much, or how many, but increased output does not always signal value for money. The Manual further suggest that indicators should be:

> **Simple, clearly expressed and specific:** The indicators should be able to communicate a message that is readily understood by policy-makers, decision-makers and the public.

> **Reliable:** indicators should have highly predictor and proxy power. The indicator selected should be strongly related to the output that is intended to measure.

2.2.8 Department of Sport, Recreation, Arts and Culture – a glance look

Department of Sport, Recreation, Arts and Culture (DSRAC)– Eastern Cape, was constituted out of the legislative provisions taken by the Executive Council in May 1976 after review done on the government system. As provincial government, we have an obligation to promote rural development, poverty alleviation and service delivery (Mbulelo Sogoni, Professional Hunters' Association of South Africa, 2008).

Then DSRAC became a service delivery machinery specialising of sports, recreation, arts, culture, library services, museums and heritage services and language services. Melani (2008:22) insists that extending services of the Department of Sport, Arts and

Culture nearer to the people was task for the department. During the Opening of Parliament, Mbeki (1999, 25 June) stated that the ministries of sports and recreation as well as arts, culture, science and technology will play a special role with regard to the critical work to ensure that all cultures and language occupy their rightful place within the rich tapestry that constitutes diverse being as people.

For the success of the department to be realised, more partnership had to be developed with other agencies as it continued not to feature in the elite stages of budget prioritisation. This department was classified under Vote 14 in the budget structure, meaning that they would get fairly a slightest share in the budget allocations from the national fiscus. Theron (2003:8) suggested that the effectiveness and efficiency of the public service delivery by public institutions will largely be dependent on the relations amongst different institutions involved in related activities.

Manifestation of this department came at a very critical stage of socio-economic development as Christian Martin (Provincial launch of the infrastructure programme, 2008) states that the construction economy in Soth Africa, and in particular in the Eastern Cape, is confronting a huge challenge of infrastructure demand. This then necessitated the paradigm shift on the prioritisation of infrastructure development as against intangible service delivered through departments such as DSRAC.

Department that need less of infrastructure, and more of personal expressions like DRSAC became more of primary focus. "Unemployment rates for young people are substantially higher than the average" (SONA:2010). DSRAC became inevitably the department to aggressively channel developmental initiatives of the state.

Swanepoel (1997:31) argues that sustainable development is also not a blueprint goal, but rather a direction, which will require continuous learning, change and capacity-

building, involving all interested groups. This direction had then to be taken. The Eastern Cape government was the trying to make meaningful impact on the lives of the poor communities and its artists and athletes, and as such, Liebenberg and

Stewart (1997:126: write that it is important to note that popular participation and empowerment constitute a central component of sustainable development, in that sustainable development should be based on the beneficial attainment of access to and the mobilization of resources by the poor in order to address their basic needs.

2.2.9 (a) Strategic overview of the Department of Sport, Recreation, Arts and Culture (Annual Report for 2019/20 Financial Year – Vote 14)

I. **Vision:** A united, active and winning Province through Sport, Recreation, Arts and Culture.

II. **Mission:** Developing and promoting Sport, Recreation, Arts and Culture for spiritual, intellectual, physical and material upliftment of the people of the Eastern Cape.

III. **Values:**

- **Unity of purpose:** working together, using different strategies and approaches, to achieve common goals.

- **Respect for self and others:** treating customers the way you would want to be treated.

- **Commitment to service delivery:** responsibility for meeting the highest performance standards.

- **Loyalty to the organisation and the people we serve:** a well-substantiated relationship exists between employee engagement

(commitment, belief in the organisational values, pride in working for the organisation and motivated to go an extra mile) and Departmental strategic objectives/results.

- **Work ethics:** maintenance of the highest ethical standards and integrity.

- **Honesty:** adherence to high moral principles, highest performance standards and excellence.

- **Communication:** sharing precise an unambiguous communicative commonalities internally and externally in all forms.

- **Equity:** impartial, fair and just provision of services to all Eastern Cape citizens.

2.2.9 (b) Legislative and other mandates (Annual Report for 2019/20 Financial Year – Vote 14)

The primary legislative mandate of the Department is derived from the Constitution of the Republic of South Africa, 1996 (Section 6; Chapter 2 of the Bill of Rights: Section 15(1), 16(1), 30, 195 and Schedule 4 and 5).

Table 2.3: The Constitution of the Republic of Soth Africa, Act No. 103 of 1996

Schedule 4: Functional Areas of Concurrent National and Provincial Legislative Competence	Cultural matters: the Department works with the National Department of Arts and Culture and associated organs od State regarding concurrent arts, culture and heritage matters

Schedule 5: Functional Areas of Exclusive Provincial Legislative Competence	▪ Archives other than national archives ▪ Libraries other than national libraries ▪ Museums other than national museums ▪ Provincial cultural matters (including heritage resources and geographical names) ▪ Provincial recreation and amenities ▪ Provincial sport
Section 195 of the Constitution	The Department is required to adhere to the basic values and principles governing public administration as enshrined in Section 195.

Source: Annual Report for 2019/20 Financial Year, Vote 14 – Department of Sport, Recreation, Arts and Culture

There are several other Acts (Provincial and National statutes) that have been promulgated to further support the constitutional mandate of the Department. They are as follows:

Table 2.4: Legislative framework

National and Provincial legislation	Key responsibilities on the Department
Division of Revenue Act	The Department receives conditional grant in terms of the Division of Revenue Act (DoRA) and is responsible for the management of these funds.

Cultural Institutions Act, 1998	The Department must liaise and co-operate with nationally declared cultural institutions regarding arts, culture and heritage matters
Cultural Promotions Act, 1983	The legislation was assigned to the Eastern Cape and the Department is responsible for complying with the provisions of the Act.
National Archives and Records Services of South Africa Act, 1996	The Department is responsible for the nomination of an Eastern Cape provincial representative on the Advisory Committee for the National Archives. The Department is responsible for meeting the national norms and standards set in the legislation
National Arts Council Act, 1997	The Department is responsible for the nomination of an Eastern Cape provincial representative on the National Arts Council, and the National Arts Council funding for the development of arts and culture in the Eastern Cape.
National Heritage Council Act, 1999	The Department is responsible for the nomination of an Eastern Cape provincial representative on the National Heritage Council (NHC), and for co-ordinating activities related to funding and projects that the NHC is conducting in the Eastern Cape.
National Heritage Resources Act, 1999	The Department ensures compliance by overseeing the nomination of the Eastern Cape provincial representative on the Council of the Soth African Heritage Resources Agency (SAHRA). The

	Department ensure compliance with the legislation in that the Member of the Executive Council responsible for heritage matters, must appoint a Council for the Eastern Cape Provincial Heritage Resources Authority (ECPHRA).
South African Geographical Names Council Act, 1998	The Department is responsible for complying with the Provisions in the legislation to nominate an Eastern Cape representative on the South African Geographical Names Council, to research geographical names in the Eastern Cape to ensure standardisation and where necessary, to facilitate consultation regarding proposed changes to these names
National Sport and Recreation Act, 1998	To provide for the promotion and development of sport and recreation and coordination of relationships between SASCOC (South African Confederation and Olympic Committee). Sport and Recreation South Africa (SRSA), sport federations, sport councils and other agencies.
National White Paper on Arts, Culture and Heritage, 1996	The policy paper provides a national framework for a joint policy for both the national and all nine provinces for policy on arts, culture and heritage.
National White Paper on Sport and Recreation	Overall responsibility for policy provision and delivery of sport and recreation resides with national department of sport and recreation

Guidelines for National and Provincial Departments for the preparation of an M&E framework	The guidelines provide for the department of a monitoring and evaluation framework in all government institutions
EC Use of Official Language Act, 2016	Meant to regulate and monitor the use of official languages in terms of Section 6(3) and (4) of the Constitution
Eastern Cape Provincial Library and Information Services Act No. 6 of 2003	This is a provincial Act that regulates the rendering of library services
National Archives and Records Services Act No. 43 of 1996 as amended	Public records identified in a disposal authority as having enduring value shall be transferred to an archives repository when they have been in existence for 20 years
Provincial Archives Records Services Act No. 7 of 2003, Eastern Cape	The Provincial Archives preserve and maintain public and non-public records with enduring value for use by public and Provincial Administration
Promotion of Access to Information Act, No 2 of 2000 (PAIA)	The purpose of this Act is to promote transparency, accountability and effective governance by empowering and educating the public.
Promotion of Administrative Justice Act, No. 3 of 2000 (PAJA)	This Act imposes a duty on the state to ensure that the administrative action is lawful, reasonable and procedurally fair.

Promotion of Personal Information Act No. 4 of 2023 (POPIA)	Promotes the protection of personal information by public and private bodies.
Minimum Information Security Standards of 1996 (MISS)	The responsibility of grading and degrading of document classifications rests with the institution where the documents have their origin.
Electronic Communications and Transactions Act No. 25 of 2002 (ECTA)	The evidential weight od electronic records (including e-mails) would depend amongst others on the reliability of the way the messages were managed by the originator.
Copyright Act No 9 of 2002 as amended	Copyright prevents illegal duplication, destruction of original work and legally protects originator of literally work, music and artwork against copying.

Source: Annual Report for 2019/20 Financial Year, Vote 14 – Department of Sport, Recreation, Arts and Culture

Following is an extract of the Annual Report taken on Page 57

Table 2.5: Sub-programme 2.2 Arts and Culture

Performance indicator	Actual achievements			Planned target	Actual achievement	Deviation from planned target to actual achievement 2019/20	Comment on deviations
	2016/17	2017/18	2018/19	2019/20	2019/20		

CA4: Number of community structures supported	6	2	8	3	3	-	No deviation
CA6: Number of practitioners benefitting from capacity building opportunities	909	1423	867	688	782	94	ECACA build-up workshops influenced the increase in numbers. Funding was injected by DSAC for ECACA programmes.
CA6: No. of artists participating in arts and culture festivals to showcase talent	4090	5001	4021	6141	7644	603	The kind of incentive (training and recording of CDs for youth) that was promised and provided by a national artists

							attracted more artists
CA7: No. arts and culture institutions receiving funding in the form of subsidy	5	5	5	5	5	-	No deviation

Source: Annual Report for 2019/20 Financial Year, Vote 14 – Department of Sport, Recreation, Arts and Culture

The Department of Sport, Recreation, Arts and Culture developed a guiding document called Technical Indicator Description to assist in Portfolio of Evidence collection that feeds the Annual Reports and all accumulative reports.

2.2.10 Technical Indicator Description

"The purpose of publishing the Technical Indicator Description (TID) is to increase its visibility, accessibility and transparency to the public, of the planned performance targets by the department for the current year, prescribed in the DPME's Guidelines for Implementation of the Revised Framework for Strategic Plans and Annual Performance Plans", Technical Indicator Description 2023/24 Financial Year. The following table illustrates an example of a TID:

Table 2.6 Sub-programme 2.2: Arts and Culture

Indicator title	CA5: Number of practitioners benefitting from capacity building opportunities (Sector Indicator
Definition	Empower creatives in the arts, culture, and heritage space to perform better and become self-sustaining enterprises by enhancing their skills and talents through formal and informal capacity building programmes
Source of data	National White Paper on arts, culture, and heritage, 1996 EC Economic Recovery Plan Provincial Prioritisation Framework and Mandate Paper (2022/23 focus areas)
Method of calculation	Simple calculation – taking into consideration that one practitioner can be trained in different training programmes/courses
Means of verification	Training plans/concept documents for trainings Attendance registers/list of beneficiaries Signed training reports
Assumptions	Willingness to attend the capacitation programmes. Availability of accredited training programmes.
Disaggregation of beneficiaries (where applicable)	Women Youth People with disabilities
Special transformation (where applicable)	Artists from all districts in urban, semi-urban and rural areas

Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Improved and high level of entrepreneurial skills, benefit economically, market valued products
Indicator responsibility	Senior Manager: Arts and Culture

Source: Technical Indicator Description – 2023/24

2.2.11 Policy imperatives according Members of Executive (MEC)

Tom (Policy and Budget Speech: 2010/11) concluded her speech by saying:

Over the years, we have been spreading our meagre budget so thinly across a number of sector projects like sports facilities, museums, libraries, crafts and art centres without a coherent approach to planning, management and maintenance. This has resulted in slow pace of infrastructure delivery and low impact. To arrest this trend we shall, during the incoming year, do the following:

- *Complete the audit of existing infrastructure to identify utilization, management and maintenance challenges.*

- *Conduct infrastructure needs assessment to determine backlogs in prioritized sectors.*

- *Develop provincial norms and standards for infrastructure provision in prioritized sectors.*

- *Develop infrastructure plans in prioritized sectors.*

- *Mobilise funding for infrastructure.*

Similarly, Nkomonye (Policy and Budget Speech: 2022/23 concluded her speech by saying:

We have made significant progress with the automation of our business processes, we are now focusing on the adoption of the implemented new business processes as the Department moves towards a modern workplace. As we move into the digital future we will be seeking to leverage modern collaboration technologies to empower employees, optimise operations and better engage with the citizens of the both.

Both, and all other MECs could not detect the need to relate Performance Information Management Systems and the Impact to Service Delivery. Performance Information Management Systems remained inwardly looking into all government departments without assessing the impact to Service Delivery. This, according to researcher's intensive literature reviews done on the subject under study, remains so because there is no scientific tool that seeks to take the two factors into cognisance.

2.2.12 Conclusion

All sources of information consulted by the researcher could not establish coherence between Performance Information Management Systems and Effeteness of Service Delivery. This further advances academic information gap that the researcher seeks to close.

The next chapter, Research methodology will detail research methods that will be employed to collect the raw data to the study. The interview process will be designed, and the questionnaires be formulated. The methods used will be seeking to investigate solutions to the problems stated in the research problem.

Chapter Three

3. Research methodology

3.1 Introduction

This research is classified as an evaluation research, and can be regarded as being under the empirical studies. As Mouton (2001, 148) writes that outcomes evaluation research aims to answer the question of whether an intervention (programme, therapy, policy or strategy) has been successful or effective. This study regards Performance Information Management Systems as an intervention that is being evaluated as to ascertain if it did have an impact on the improvement of the service delivery.

Brynard and Hanekom (2005:36) explains research methodology as a group or body of collection, requires reflection on the planning, structuring and execution of the study to comply with the demands of truth, objectivity and validity. This chapter shall deal with an overview on how data for this study was collected.

3.2 Research design

This study used both quantitative and qualitative methods. Heigham and Crocker (2009:70) insists that the methodology being used should bee appropriate to allow easy collection, interpretation and analysis of data.

3.2.1 Quantitative methods

Smith (2001, 124) writes that the quantitative methods are often associated with the positivist tradition, deductive and predictive in approach, which depends on

experimental designs and statistical correlations. The quantitative methods were used to gather numerical data that will be presented in the next chapter in numbers to show the impact of Performance Information Management Systems in the effectiveness of service delivery in the Department of Sport, Recreation, Arts and Culture of Alfred Nzo District, South Africa.

According to Mathews and Ross (2010:152) one of the first questions researcher need to address when thinking about how they are going to choose the data sources is how they will want to use the data when they have gathered it. Statistical data will be presented in numeric charts, tables and graphs. Cohen (1994:176) argues on what is the methodology of research (e.g. a quantitative survey, qualitative research, an ethnographic study, an experiment, a case study, a piece of research, etc.)?

3.2.2 Qualitative methods

Stewart (2002:132) argues that qualitative research method is appropriate to exploratory study as it yield the required results. Qualitative method has been used to get deep insight into the relationship between the departmental officials who offer services and stakeholders who are the recipients of the services by assessing the extent of satisfaction about the services they receive from the department. This correlation will be done taking into account the Performant Information Management Systems that drive the service delivery from inside the department. Smith (2001:124) explains that the qualitative methods are frequently inductive in approach, implying a naturalistic design and the emergence of important attributes through in-depth study of a few cases.

Respondents were assisted to understand the questions and guidelines. A conducive environment and atmosphere was created which enabled them to feel that they were not in the court room to be interrogated as they were asked questions. They were always given liberty to answer or not to answer the questions posed to them. The researcher played an active role in interacting with the respondents as he is the one who bears the strategic direction and intent of the study without imposing his own belief systems into the outcomes of the study.

To maintain flexibility and openness nature of qualitative methods, the researcher allowed the research interactive process to be free, and respondents to be on par with the complexity of questions for clear understanding, and his the researcher, to be on par with the level of understanding by respondents. The objectives of the study were always kept in mind by the researcher to keep focus of the study. Smith (2003:125) maintains that the role of the researcher in a qualitative research is of importance since he/she as a person is a research instrument. The research ensured that biasness from the respondents was always limited by always direct contact with the respondents. Latham (2007:3) believes that when bias is eliminated, the outcomes or results of the research may be applied from the selected sample to the whole population because the sample was drawn from the entire population.

Ridenour and Newman (2008:20) define qualitative data as a detailed description of situations, events, people, interaction, observed behaviours, direct quotations from people about their experiences, attitudes, beliefs, and thoughts and excerpts or entire passage from documents, correspondence, records, and case histories. He always observed emotions of the respondents as they engaged with the researcher.

McMillan (1993:10) describes objectivity both as a procedure and a characteristic; to be objective means one is unbiased and open-minded rather than subjective. The researcher was able, through careful observations, to distinguish objectivity from subjectivity from the respondents as the interaction was well underway. Armstrong (2010:295) warns researchers to closely monitor the degree of subjectivity that may occur when expressing opinions.

On the other side Clayman and Gill (2004:589) insists that human interaction lies at the very heart of social life. Heyink (1993:294) further explains that the in-depth non-directive interviews are frequently used in qualitative data collection and are well documented in qualitative research.

The influential importance of communicative processes and a collaborative approach in which the interviewer and respondents are engaged in a joint sense-making endeavour, (Morse, 1994:228). There was a mutual and conducive bon that culminated from the interactions between the research and his respondents. Hesse-Biber and Leavy (2011:278) describe the use of qualitative design as useful method to gathering data necessary for descriptive and analytic study.

3.3 Sampling

Cluster sampling was a preferred approach to the study. Maree (2003:39) indicates that cluster sampling requires that internal composition of each cluster has to be heterogeneous with respect to the characteristics that is being investigated, while the different clusters must be relatively homogeneous with respect to each other.

Rubin (1995: 179) states three guidelines for selecting respondents using purposive sampling as firstly, the selected sample should be conversant and experienced on the

issues being studies, secondly, they must be prepared to converse freely with the researcher and finally, respondents must present wide spectrum of issues of which information is required. Creswell (2009:8) agrees by saying that interpretative studies rely on participants who have extended experience of a specific phenomenon. Clusters were formulated according to target groups as discussed hereunder.

3.3.1 District Top-Management

This group was made up of District Director (Senior Manager), Deputy Director (Manager) as they are managing the district. They were then given a questionnaire, and a day was given for them to complete it (see Appendix 3).

3.3.2 District Middle-Management

Assistant Directors (Assistant Managers) form part of this sampled group. They are the ones that directly manage and supervise the Cultural Officers. They are the closest of the managers to the exact service delivery. Three Assistant Directors were given a questionnaire and a day to respond to it (see Appendix 4).

3.3.3. Cultural Officers

Cultural Officers are the ones that are responsible for the exact delivery of departmental services. They are the real exit points of the departmental services. They interact most frequently with the recipients of the departmental services. Four Cultural Officers were selected to form this sample and given a questionnaire and a day to respond (see Appendix 5).

3.3.4 Cultural and Creative Industries Federation of South Africa

Cultural and Creative Industries Federation of South Africa (CCIFSA) is an umbrella body that represents all artists as a legislatively recognised body. This federation exists to preserve and document the cultural and creative professionals legacy and their work, present, coordinate the industry , organise unorganised and unit the cultural creative industry sectors and sub-sectors of South African cultural and creative industry value chain.

Seven members were randomly selected to form this sample and given a questionnaire and a day to respond (see Appendix 6).

3.3.5 Labour Unions

National Education and Health Allied Workers Union (NEHAWU) and Public Servants Association (PSA) are the only recognised formations within the regional department. Chairperson and Secretory of each union constituted this sample and given a questionnaire and a day to respond (see Appendix 7).

3.3.6 Recipients of services before the implementation of Performance Information Management Systems

Ten artists were selected from those that benefited from the departmental services before the implementation of Performance Information Management Systems. These artists are clearly traceable from 2020 departmental data base, tracing back. They were given a questionnaire and a day to respond (see Appendix 8).

3.3.7 Recipients of services after the implementation of Performance Information Management Systems

From the departmental data base of artists that are beneficiaries of departmental services, ten artists were selected to form this sample and were given a questionnaire and a day to respond (see Appendix 9).

3.4 Data collection technique

Data in this study was collected through questionnaires and observation.

3.4.1 Questionnaires

Bachman and Schutt (2011:253) confirms that qualitative study allows the researcher to utilise structured, semi-structured and unstructured questions in order to obtain in-depth information on the interview's feeling, experiences and perceptions. The researcher formulated questionnaires that managed to sought all data required for this study. Naidoo (2004:43) agrees that qualitative scientific research usually "follow a traditional research of presenting a problem, asking a question, collecting data to answer the question, collecting data and answering the question". Questionnaires were served to:

a) The District Director for DSRAC

b) The Deputy Director

c) Three (3) Assistant Directors

d) Four (4) Cultural Officers

e) Seven (7) CCIFSA members

f) Four (4) Labour Union rep[presentative, two (2) from NEHAWU and two (2) from PSA

g) Ten (10) artists who are recipients of services before the implementation of Performance Information Management Systems

h) Ten (10) artists who are recipients of services after the implementation of Performance Information Management Systems

A total of forty (40) questionnaires were personally served by the researcher to the participants and given a day to respond. Questions were all read for the respondents to understand them clearly and all clarity-seeking questions from respondents were answered to give full and complete understanding of all questions. All questionnaires were then personally collected by the researcher and found that 100% did cooperate by answering all questions. This then enhanced the validity of this study.

3.4.2 Observation

While questions were read to the respondents and respondents asking clarity-seeking questions in trying to understand some questions, the researcher observed respondents, paying serious attention to attitudes, facial expressions and emotional gestures. While those were silent messages, the researcher could understand message coming across.

He tried by all means to always positively guide the questioning to best fit the understanding of each of the respondents. Charmaz (2011:24) puts it that qualitative research permits the researcher to follow leads that emerge throughout data collection process.

3.5 Data collection procedure

The researcher obtained permission from the head of the institution to conduct the research (see Appendix 1). The District Director was assured that the study was only intended for academic purposes, i.e. fulfilment of the requirements for the Doctors Degree of Public Management with the Selinus University, and that this information may not be used in anyway other than this one, or against the department or its employees. This affirmation was also done with all respondents.

Appointments were personally done by the researcher to the respondents. Patton (2002:49) supports the researcher by saying naturalistic enquiry involves fieldwork that puts one in close contact with people and their problems. CCIFSA members were telephonically contacted to secure appointments.

Oath of secrecy to information was signed before the commissioner of oaths for confidentiality of information (see Appendix 2).

3.6 Conclusion

The observation, which was applied concurrently with interviews, examined the emotional reactions of the respondents which had a positive output ensuring validity of the findings. The interview questionnaires directed the respondents towards the production of the required data that talked to the research topic. However, open ended questions allowed the respondents to express their feelings that are not necessarily covered by the questions. The data obtained was useful to the researcher.

The next chapter, Chapter 4, deals with data presentation, analysis and interpretation.

Chapter 4

4. Data presentation, analysis and interpretation

4.1 Credibility

By credibility we mean how much degree of confidence can be attached to data. Leedy & Ormrod (2013:91) states that credibility occurs when the researcher findings accurately reflect the perception of the people/participants under research. Credibility of this data was ensured by coding the data immediately as per their sampled respondents. The researcher total eliminated his own opinions into data processing.

The researcher fully credited and recognised participant's responses as the true representation of their feelings and experiences. No filtering or adjustments were made thereof.

4.2 Reliability of data

Babbie & Mouton (2007:215) state that activities such as member checks and peer review audit trials, and openness and comparisons usually apply. They further argue that reliability of findings depends on the likely recurrence of the original data and the interpretation thereof, and important control process to ensure high level of reliability consists of the following:

- Target knowledgeable participants.
- Eliminate own perceptions and keep a distance.

- Conduct fieldwork in a consistent manner.

- Allow participants ample opportunity to be flexible and free in portraying their experiences.

- Ensure classifications were confirmed by multiple assessments, interpretations, and was well supported by evidence.

- Ensure that the narrative of the study specified all the information that was necessary to know and understand the findings of the study.

4.3 Data analysis

Mouton (1996:160) writes that data analysis entails two important phases, namely, (i) reducing the collected data into manageable categories, and (ii)identifying themes and patterns from the data. Subsequently so, all the collected data was coded, classified, and allocated according to the questions that it was answering, and commonalities were drawn thereafter.

4.4 Quantitative analysis

Data extrapolated from the respondents will be analysed below.

4.4.1 Overview of District Director on the effectiveness of Performance Information Management Systems

Figure 4.1 illustrates the outcomes from the research questionnaire administered to the District Director, as she is the Accounting Officer at a district level and holds executive powers thereof.

She was subjected to the questionnaire as shown in Appendix 3.
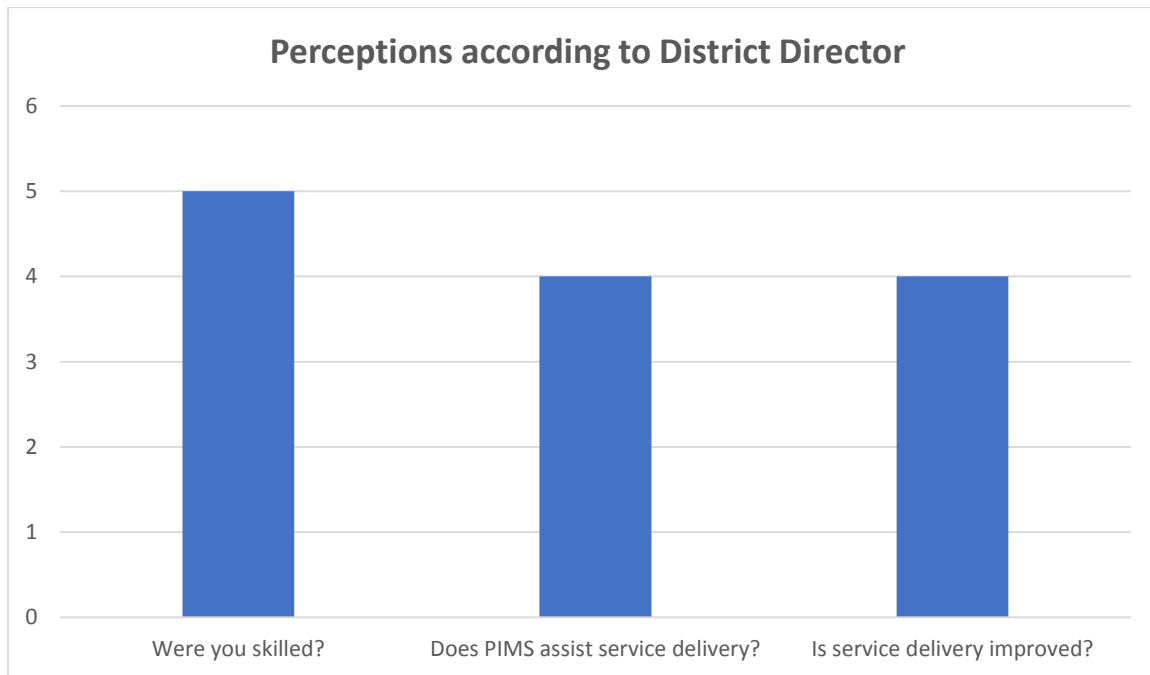
Figure 4.1: Perceptions according to District Director

The figure shows that District Director was well skilled for the implementation of Performance Information Management Systems and was ready for its implementation. This could be her advantage as she sits in the policy and decision making body of the department, and they are the ones to first benefit from such opportunities.

However, the figure illustrates that she is not fully convinced that Performance Information Management Systems yields desired results in terms of effective service delivery, and its improvement thereto. There are other factors that contribute to these reservations, and will be discussed later on.

4.4.2 Overview of Deputy Director on the effectiveness of Performance Information Management Systems

Figure 4.2 illustrates the outcomes from the research questionnaire administered to the Deputy Director. He is responsible for the efficiency of his directorate.

He was subjected to the questionnaire as shown in Appendix 3.
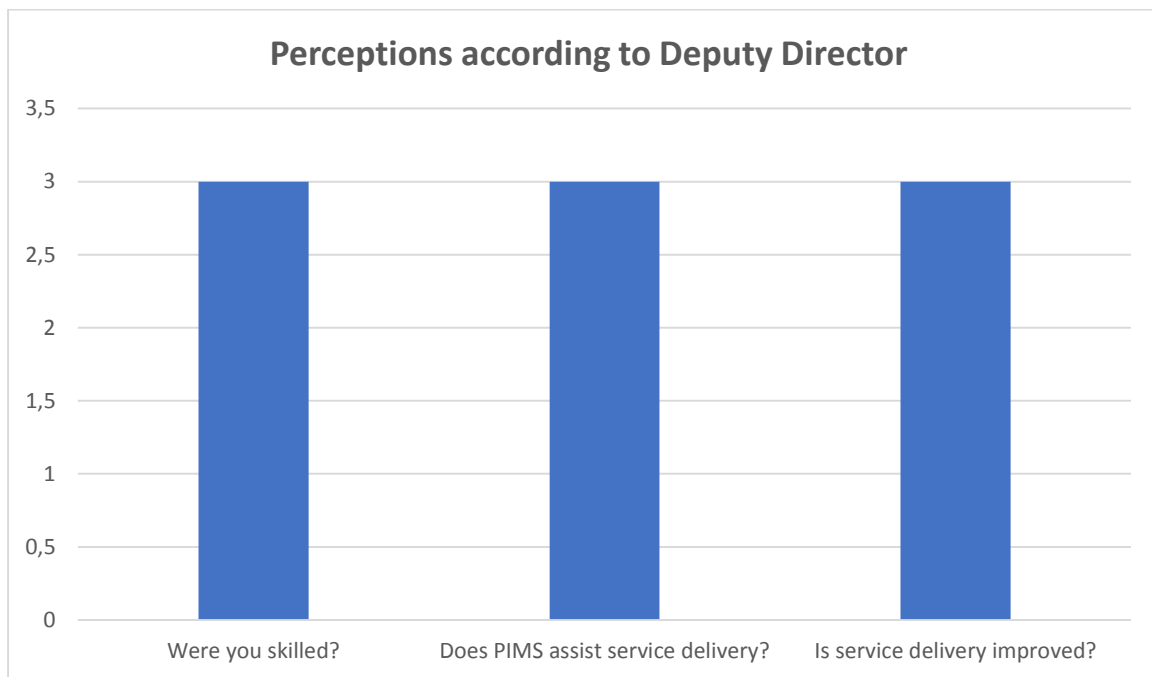
Figure 4.2: Perceptions according to Deputy Director

The figure shows that District Director was semi-skilled for the implementation of Performance Information Management Systems and was ready for its implementation. Issues like report capturing, control sheet and online reporting were trained to them sparingly.

However, the figure illustrates that she is not fully convinced that Performance Information Management Systems yields desired results in terms of effective service delivery, and its improvement thereto. There are other factors that contribute to these reservations, and will be discussed later on.

4.4.3 Overview of Assistant Directors on the effectiveness of Performance Information Management Systems

Figure 4.3 illustrates the outcomes from the research questionnaire administered to the Assistant Directors. They are responsible for the efficiency of their directorates. They are closest to the service delivery. They experience the face-coal of service delivery on the ground.

They were subjected to the questionnaire as shown in Appendix 4.
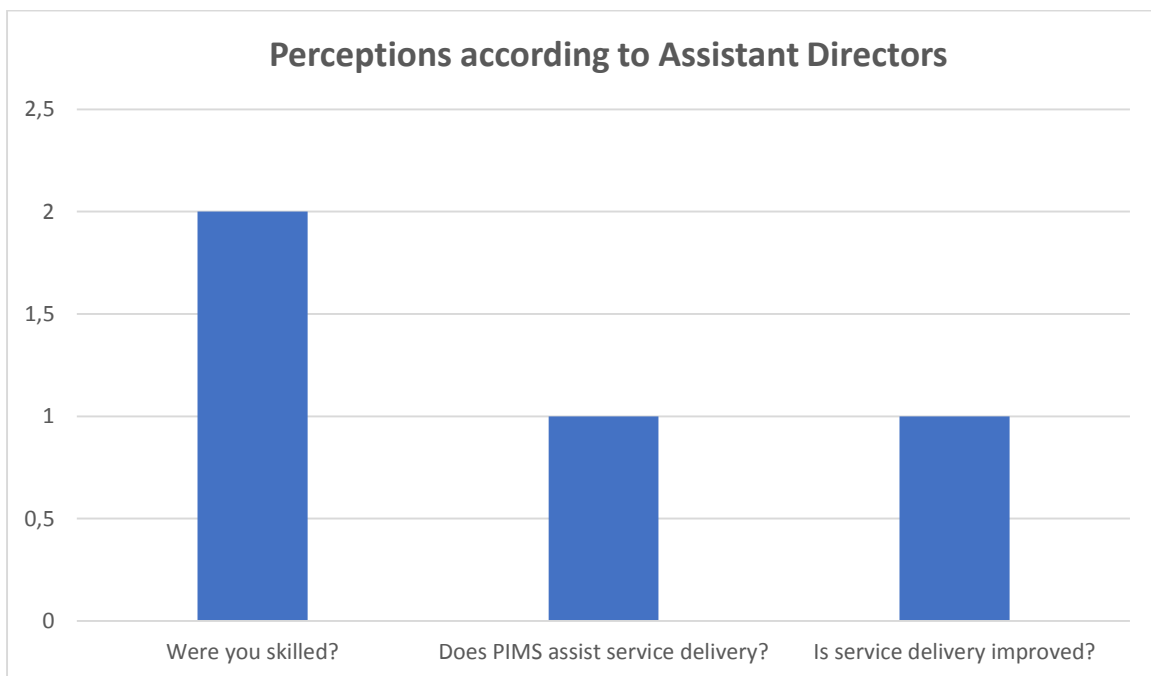
Figure 4.3: Perceptions according to Assistant Directors

The figure shows that Assistant Directors was semi-skilled for the implementation of Performance Information Management Systems and not completely ready for its implementation. Issues like report capturing, control sheet and online reporting were trained to them sparingly. The figure shows diminishing levels of confidence attached to Performance Information Management Systems on the service delivery effectiveness.

Moreover, the figure illustrates that they are convinced that Performance Information Management Systems does not yields desired results in terms of effective service delivery, and its improvement thereto. There are other factors that contribute to these reservations, and will be discussed later on.

4.4.4 Overview of Cultural Officers on the effectiveness of Performance Information Management Systems

Figure 4.4 illustrates the outcomes from the research questionnaire administered to the Cultural Officers. They are responsible for the efficiency of their directorates. They are on the exit point of service delivery. They experience the face-coal of service delivery on the ground.

They were subjected to the questionnaire as shown in Appendix 5.
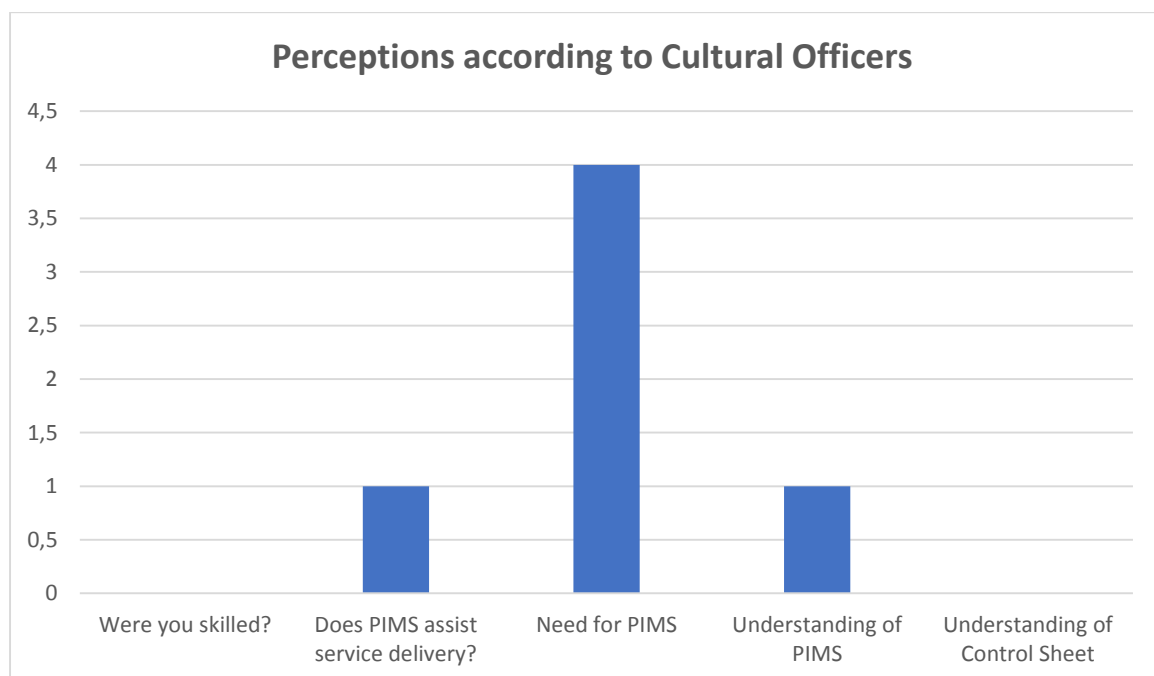
Figure 4.4: Perceptions according to Cultural Officers

The figure shows that Cultural Officers were never skilled for the implementation of Performance Information Management Systems and not completely ready for its implementation. Issues like report capturing, control sheet and online reporting were never trained to them. Figure clearly shows that Cultural Officers understand that there is a need of Performance Information Management Systems.

Findings of the Auditor General and his recommendations were clearly explained to all staff members in 2018, hence they then understood the need thereof. It is so evident that they do not have any understanding of Control sheet, which is an integral part of Performance Information Management System within the department. This then poses a risk of the efficiency and sustainability of the system. If the core component of service delivery is not well-vested with the processes, then there is a huge skills and information gap identified within the department. If there was very important aspect to be attended by the department, it would surely be this one.

4.4.5 Overview of CCIFSA on the effectiveness of Performance Information Management Systems

Figure 4.5 illustrates the outcomes from the research questionnaire administered to the CCIFSA Members. They are representatives of the artistic groups and communities. They interact with recipients of departmental services on very regular bases as they are their constituencies. They exist because artists exist. Their sole purpose is to safeguard the interests of the artists.

They were subjected to the questionnaire as shown in Appendix 6.
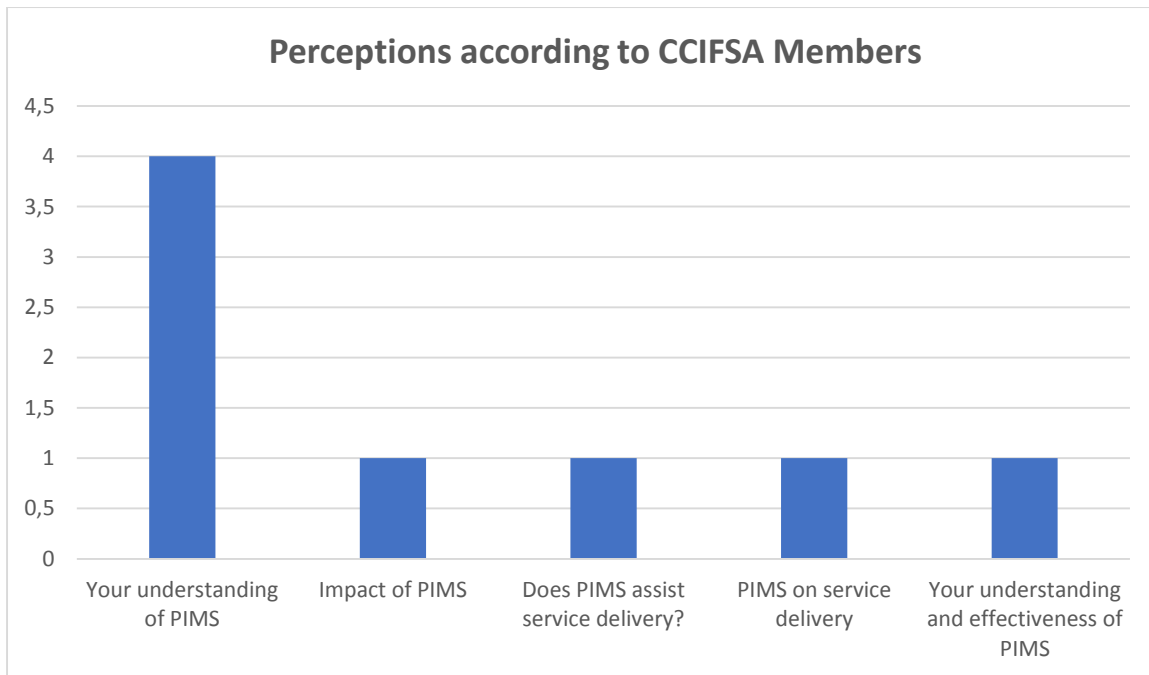
Figure 4.5: Perceptions according to CCIFSA Members

The figure shows that CCIFSA Members better understand the need for Performance Management Systems. In their interactive forums and platforms with the department, the clear message suggesting the need for the systems were tabled before them. It is clear that they fully understood it. However, the impact on the ground is not felt at all. It is perceived as just malicious compliance that has nothing to do with effectiveness of service delivery. They see it as a desktop activity that seeks compliance only in as far as auditing requirements are concerned.

4.4.6 Overview of Labour Unions on the effectiveness of Performance Information Management Systems

Figure 4.5 illustrates the outcomes from the research questionnaire administered to the Labour Unions. They are representatives of employees. They interact with employees on a regular bases as they are their mouthpiece. They always put the

wellbeing of employees before any other activity or need whatsoever. They sit in the bargaining councils for the employees and discuss policy issues with the departmental management.

They were subjected to the questionnaire as shown in Appendix 7.
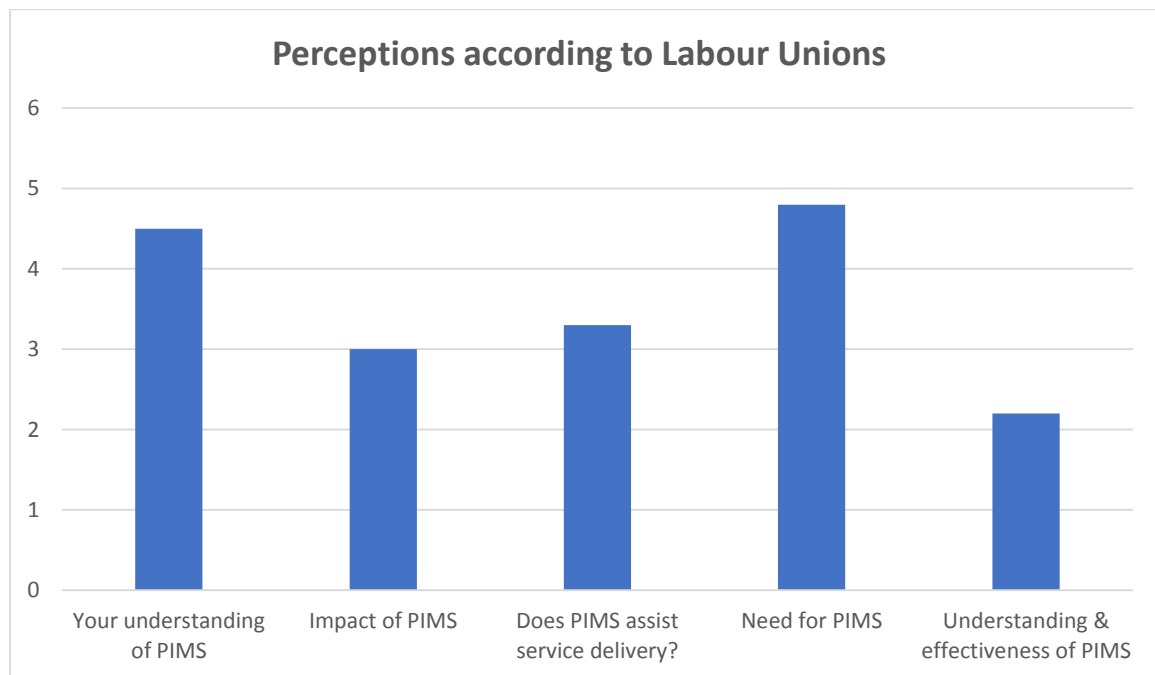
Figure 4.6: Perceptions according to Labour Unions

The figure shows that Labour Unions fully understand Performance Information Management Systems and its need. This is because when the need for it was noticed and discussed and a policy formulation level of the department, they were part of it. Reports from the oversight bodies like Auditor General and Portfolio Committees are presented in their presence. They were part of supporting the call for it as they fully understood it. They believe that the intervention is able to achieve reasonably fair results in as far as service delivery id concerned. They advocate for a strong need for the sustainability of the system.

More of their arguments will be discussed in the qualitative analysis.

4.4.7 Overview of Recipients of services before the implantation of Performance Information Management Systems

Figure 4.5 illustrates the outcomes from the research questionnaire administered to the recipients of services before the implementation of Performance information Management Systems. They are the actual beneficiaries of services by the department. They know exactly how effective are the services are services are directly meant for them. They speak from the realistic point of view without any fear of shading whatever along service delivery value chain.

They were subjected to the questionnaire as shown in Appendix 8.
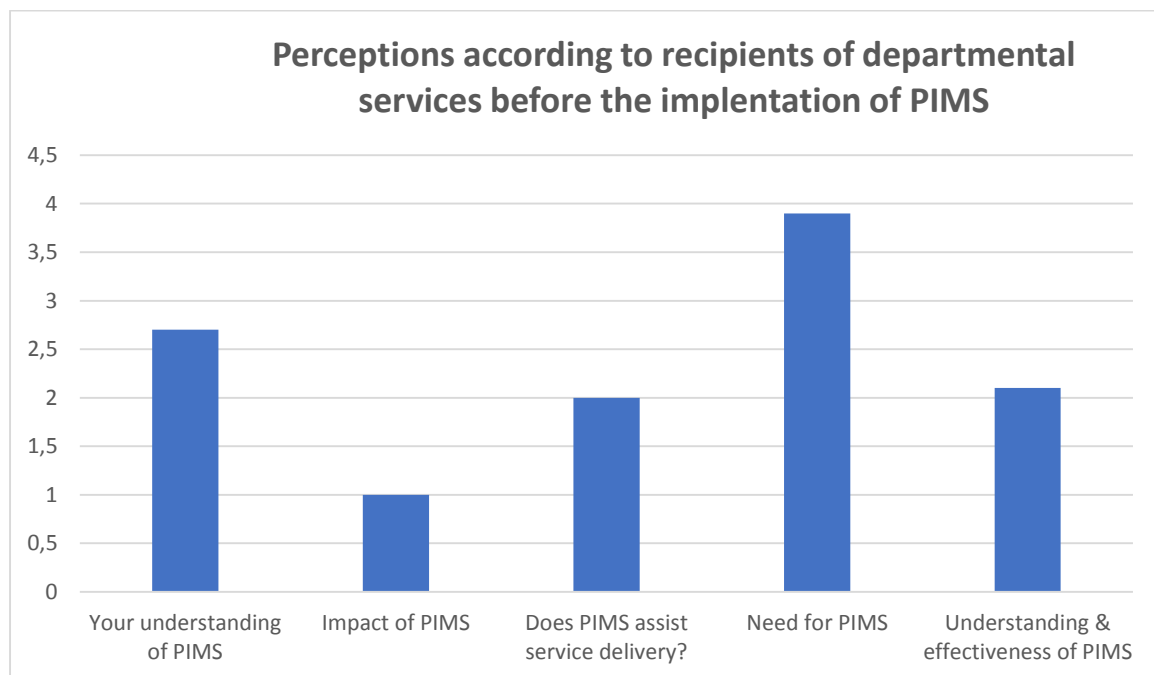
Figure 4.7: Perceptions according to recipients of services before the implementation of Performance information Management Systems

The figure shows that recipients of services before the implementation of Performance information Management Systems partially understand Performance Information

Management Systems and its need. This is because when the need for it was noticed and discussed and a policy formulation level of the department, they were part of it through their representative bodies. Reports from the oversight bodies like Auditor General and Portfolio Committees are presented in their presence. They were part of supporting the call for it as they fully understood it. They believe that the intervention is able to achieve reasonably fair results in as far as service delivery is concerned. They advocate for a strong need for the sustainability of the system. They were very hopeful that the intervention would yield positive results that would best benefit them. Their understanding was that the need for the new policy shift sought to place them as beneficiaries at an advantaged position and looked forward to the successful implementation of the turn-around strategy that was coming.

More of their arguments will be discussed in the qualitative analysis.

4.4.8 Overview of Recipients of services after the implantation of Performance Information Management Systems

Figure 4.5 illustrates the outcomes from the research questionnaire administered to the recipients of services after the implementation of Performance information Management Systems. They are the actual beneficiaries of services by the department. They know exactly how effective are the services are services are directly meant for them. They speak from the realistic point of view without any fear of shading whatever along service delivery value chain.

They were subjected to the questionnaire as shown in Appendix 9.
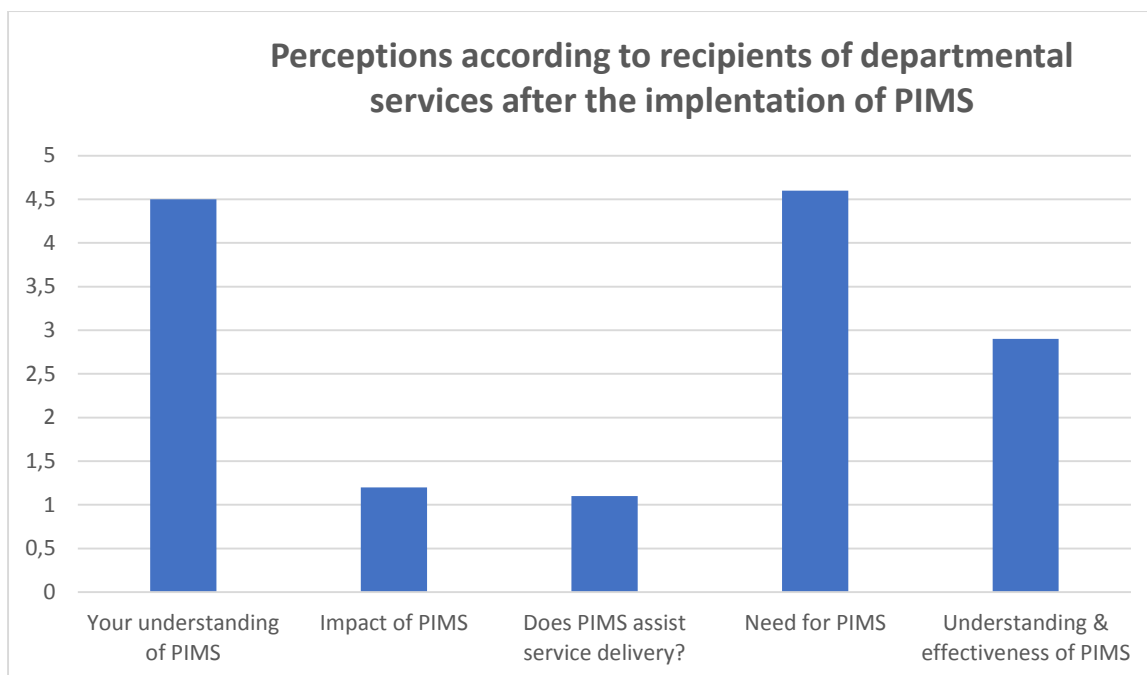
Perceptions according to recipients of departmental services after the implentation of PIMS

Figure 4.8: Perceptions according to recipients of services after the implementation of Performance information Management Systems

The figure shows that recipients of services after the implementation of Performance information Management Systems fully understand Performance Information Management Systems and its need. This is because when the need for it was noticed and discussed and a policy formulation level of the department, they were part of it through their representative bodies. Reports from the oversight bodies like Auditor General and Portfolio Committees are presented in their presence. They were part of supporting the call for it as they fully understood it. They believe that the intervention is able to achieve reasonably fair results in as far as service delivery is concerned. They advocate for a strong need for the sustainability of the system.

However, they complained about its efficacy as the results do not seem to favour them. Generally, they do not see the intervention as assisting well the service delivery.

More of their arguments will be discussed in the qualitative analysis.

4.5 Qualitative analysis

All respondents responded to their questionnaires and their responses were quantitatively analysed in 4.4 above. The questionnaires contains open-ended questions that will be analysed under qualitative analysis as findings are explained hereunder:

4.5.1 Understanding the need for new intervention

The department experienced adverse findings by the Auditor General in 2018 wherein audit findings pointed that the department does not have systems of managing performance information. These findings were presented to the Top-Management-Branch meeting of the department where District Directors, Labour Unions and Federations sit. All these sectors were made to understand the need for closing this audit gap by adopting paradigm shift on how to manage performance information.

Ironically, in the middle of service delivery value chain is Deputy and Assistant Directors, and Cultural Officers who could not get adequate preview to this information at its inception. This layer is very crucial in the department as they are the "foot-soldiers" of the department. Any information deficiency on this layer can have a detrimental effect to the efficacy of the department.

It is unfortunate that the information flow through departmental; ranks in as far as this regard is concerned was adversely proven. This is because if artists on the ground have preview information that Cultural Officers do not have, then commotion is inevitable.

This places the department's integrity in jeopardy in as far as "Batho Pele" principles are concerned in that:

➢ Consultation: recipients of departmental services must be consulted about the services to be rendered by the department. Cultural Officers are the ones to regularly undertake these consultations. Information deficiency on their part hinders them to undertake this legislative mandate.

➢ Access to information: stakeholders must have regular and free access to recent, appropriate and relevant information at all times. With Cultural Officers lacking information on such important departmental initiative, this principle will be denied.

➢ Redress: a clear, concise and applicable recovery plan must be provided by the department should any mandate is not delivered. Officers should be well informed to offer such redress information. Lack of information on their part delivers this concept to a total collapse.

Labour Unions always sit in the policy formulating councils but do not report to their constituencies for consumption and implementation. They always aim to "punch holes" on any departmental move in order to destabilise the organisation for their material gains. They capitalise on failures of the departmental communication channels to transpire relevant information to the lowest levels of the organisational organogram with the view to leverage on such shortcomings.

4.5.2 Skilling before implementation

It is so evident from the responses that only District Directors had been previewed to the essential training of the new intervention in the form of Performance Information

Management System. Skills development model of the department was not followed to the latter as this new intervention needed intensive training for its full realisation of the objectives. Without proper skilling, attainment of desired goals remain something for a hunt.

The department cannot, however, fail to reach its full capacity on its implementation as it is ranked at Vote 14 of the Provincial Fiscus Allocation. This therefore tells you of how non-urgent are its services. Failure, or lack off, can relegate the need of its existence into nothingness as the national fiscus continuously shrinks. Cost containment measures are always advanced, part of this is to halt non-essentials.

As the department renders intangible services, it is always easier to relinquish it to a luxury especially when issues of service delivery protests pose pressure on government. With current state in the country wherein service delivery protests characterise normal daily routine, government tends to put its resources on tangible services which majority of the people always complin of. Roads, houses, sanitation, etc, is considered top of priority of service delivery model. The department can not afford to advance this unfortunate call by failing to capacitate their employees for maximum impact.

Skilling and continuous capacitation of the departmental workforce enhances job retention as it provides optimistic attitudes for its employees on upward mobility. Skilled workforce sees growth potential within the organisation if they are continuously made ready through adequate trainings for the next challenge. Employer can not fall less in achieving this obligatory and mandatory act of nation building.

4.5.3 Is intervention breeding desirable outcomes?

This has been the most controversial and contested part of this study. Many views, predominantly differing, have been noted here. It is evident that this aspect of the study was overwhelmed by subjectivism. This could not be averted as it is in its natural nature that issues of beneficiation are so difficult to reach consensus satisfaction.

It is expected to have competing feelings when the stakes are too high. Levels of hope upon the new dispensation in the form of democratic government were lifted too high as the country was ushered out of hostile apartheid. This lead to unsurmountable amounts of expectations levelled against government getting a fair share of attention. Moreover, political parties during their campaigns raise hopes to the citizens as contained in their guiding manifestos.

All of these, and other unmentioned factors, put more pressure on the government of the day to deliver. In most cases, it is difficult to match delivery with expectations. With Department of Sport, Recreation, Arts and Culture introducing Performance Information Management Systems, citizens got to expect sky-scratching performances, but could not live to experience it. While they believed that the intervention was a good call, results are devastating. On contrary, the management of the department sees positive spinoffs and rewards from the intervention. Again, subjectivism takes its full course in the matter. Management can never see fault in the intervention as they are the ones driving and marshalling the very same process.

While management is seen to be having positive attributes towards achievements of the intervention, enough evidence has been witnessed from recipients of departmental services that advances the call that the intervention fallen short of their expectations and therefore failed dismally.

It is worth noting that contradicting views also arise from Labour Unions as well as CCIFSA. These formations could be sympathetic to the process as they have some level of ownership attached to them. Their attachment emanate from being engineers of the intervention as they believed in it and its outcomes. Their subjective assessment praises the impact.

4.5.4 Is there a collective ownership of the programme?

Enough evidence from the gathered data suggest that Top-Management, Labour Unions, and CCIFSA collectively own up the existence of the intervention. This is merely because they are part of decision making process of the department, and they get to internalise the process for ownership at that bargaining stage.

On contrary, implementers of the process, i.e. Assistant Directors and Cultural Officers show the opposite. This limits credibility and efficacy of the process if implementors have such a hard-feeling of the very same purpose that seeks to assist the situation. This level of service delivery value chain is responsible for rolling out services. They see this intervention as time wasting and misdirect them to be clerks and "desktop spoilt brets" that have aborted their call of duty. Having major part of their time dealing with "paper-work" deforms their interest. They are artform specialists and feel threatened by over emphasis of report writing and compilation of portfolio of evidence. They see this exercise as the one that could be done by other administrators, so that they are left concentrating on their line functionality of their call of duty.

4.6 Conclusion

The findings suggest many contradicting views with regards to capacitation before implementation of intervention, understanding of the process, the need of the very same process as well as results emanating from the intervention process.

It is well noting that proper consultation during inception of the process seem to be the deciding moment, and can last longer. While all involved seem to agree on the need of the process, but introduction into the process carries the fate of its success. It is evident that communication is more effective from top-management to external stakeholders than within.

The next chapter, Chapter 5, deals with acts, policies and legislative frameworks pertaining to performance management systems.

Chapter Five

5. Acts, policies and legislative frameworks pertaining to performance management systems

5.1 Introduction

Performance management is an integral part of government's efficiency in rendering its services. It can never be left unregulated and non-compliant.

5.2 Legislative and regulatory framework

5.2.1 Constitution of the Republic of South Africa of 1996

Section 2 of the 1996 Constitution states that it is the supreme law of the Republic; any law or conduct inconsistent with it is regarded as invalid, and the obligation imposed by it must at all times be fulfilled.

The requirements set for the public service in terms of section 195 of the 1996 Constitution, among others, is that good human resource management and career development practices to maximise human potential must be cultivated. It is also stated that efficient, economic and effective use of resources must be promoted. Section 195(1) serves as a reference point guiding the conduct of public officials including performance in all spheres of government.

The section highlights, among others, the principle of good human resource management and career development practices in order to cultivate and maximise human potential. The maximising of human potential in the

performance of responsibilities also has to do with the efficient, economic and effective use of resources as provided for by section 195(1)(b) of the 1996 Constitution.

Accountability which is also paramount in the management of performance has been stipulated as one of the principles of public administration by section 195(1)(f).

5.2.2 Labour Relations Act, 1995 (Act 66 of 1995)

Labour Relations Act, 1995 (Act 66 of 1995) makes a provision that deals with the incapacities of employees and poor performance. Makes it impossible to dismiss an employee solely because such an employee has not reached the set performance targets (Hartle 1995). The Act also makes provision for how to manage poor performance by employees without opting for dismissal as a first option.

Before any dismissal can be effected, lengthy and corrective measures which include the investigation to establish the reasons for poor performance in the process have to be applied. It is provided in section 14(4) of the Labour Relations Act, 1995 (Act 66 of 1995) that an employee has the right to be heard and to be assisted by a union representative or a fellow employee during an enquiry or disciplinary hearing of any kind that may include under performance.

In other words, dismissing an employee because of underperformance should be the last option after all improvement plans such as coaching, counselling and training have been exhausted.

5.2.3 Public Service Act, 1994 (Proclamation 103 of 1994)

Section 3(5)(c) of the Public Service Act, 1994 clearly indicates that performance appraisal should be provided for in the public service. This Proclamation further stipulates Volume 10 number 4 • December 2018 115 that the head of a particular public service institution shall be responsible for effective management and administration which obviously includes the managing of employees' performance.

The performance in the public service institutions as stipulated by the Proclamation 103 of 1994 shall be managed in a consultative, supportive, and non-discriminatory manner in order to enhance institutional effectiveness, efficiency and accountability.

5.2.4 Skills Development Act, 1998 (Act 97 of 1998)

Skills Development Act, 1998 (Act 97 of 1998) emphasis should be placed on employee development in order for there to be good and effective performance of employees in the institution. A skills audit is necessary to determine the gaps between the job requirement and competencies of a particular employee as a requirement of a performance management system.

It prescribes that all public services institutions are mandated to budget at least one percent of their payroll for training and development of officials. The training and development of public services employees is done with the aim of enhancing their skills, performance and productivity.

5.2.5 Public Finance Management Act, 1999 (Act 1 of 1999)

The Public Finance Management Act, 1999 (Act 1 of 1999) takes careful considerations of PMS policy framework provisions particularly on expenditure of the remuneration budget. The Public Finance Management Act regulates

financial management in the public entities, national and provincial departments and also ensures that assets, revenue, and expenditures are managed effectively and efficiently.

In terms of section 38(1)(b) of the Public Finance Management Act, 1999 (Act 1 of 1999), the accounting officer is responsible for the effective, efficient and economic use of public resources.

5.2.6 Public Service Regulations of 2001

Public Service Regulations of 2001 provides that the Executing Authority should determine in consultation with their department a system that links individual performance to institutional goals. It also states that the performance of all members of Senior Management Services should be managed through performance agreements. It is further stipulated in the regulations that a supervisor must monitor, supervise and assess the subordinate's performance on a regular basis using the prescribed format of performance assessment.

African Journal of Public Affairs The Public Service Regulations of 2001 further stipulate that Ministers in national departments or Members of Executive Councils in provincial departments shall determine the system of performance management and development for employees in the department other than employees who are members of the Senior Management Services.

The Executive Authority in every department must establish an appropriate performance assessment instrument for different occupational categories or levels in order to assist the management to decide on probation, rewards, promotion and skills development of employees.

Unsatisfactory performance must also be managed well in terms of the Public Service Regulations of 2001 by means of developing plans to improve employee's performance.

5.2.7 White Paper on Human Resource Management in the Public Service of 1997

The White Paper stipulates that if an employee is not satisfied with the final assessment, such an employee may be given a chance to appeal the decision. Ensuring fairness and objectivity can be done through intervention by the immediate supervisor or the manager. The White Paper on Human Resource Management in the Public Service of 1997 makes provision for certain principles regarding the PMS in the public service. Training and development as one of the principles of a PMS are provided for by this White Paper and assist an institution to identify the strengths and weaknesses of employees as well as other possible interventions that are necessary.

The interventions refer to various training and development options that might be deemed necessary. The White Paper also provides a guideline that facilitates the development of human management practices to support an effective and efficient public service geared towards economic and social transformation.

It is therefore crucial to note that transformation of the public services has to include the transformation of human resource practices in order to be effective. The performance management of human resources is paramount if an effective transformation of the public service is to be achieved.

5.2.8 White Paper on Public Service Training and Education of 1998

The main principle of the White Paper on Public Service Training and Education of 1998 is to establish a clear vision and policy framework which could serve as a guide to the introduction of new policies, procedures and legislations aimed at transforming public services training and education. Training and education in the public service should be transformed into a dynamic, needs-based and pro-active instrument and should be capable of playing an integral part in the process of building a new public service for a new and democratic society in South Africa.

Chapter Six

6. Legislative prescripts governing service delivery

6.1 Introduction

Service delivery is the core mandate of government.

Legislative and policy framework The mandate and functions of Parliament are based on the following core pieces of legislation:

- ➢ Constitution, which sets out the composition, powers and functions of Parliament

- ➢ The Powers, Privileges and Immunities of Parliament and Provincial Legislatures Act, 2004 (Act 4 of 2004), which defines and declares certain powers, privileges and immunities of Parliament, provincial legislatures, members of the NA, delegates to the NCOP and members of provincial legislatures

- ➢ Money Bills Amendment Procedure and Related Matters Act, 2009 (Act 9 of 2009), which provides for a procedure to amend Money Bills before Parliament, and for norms and standards for amending Money Bills before Provincial Legislatures

- ➢ Financial Management of Parliament and Provincial Legislatures Act, 2009 (Act 10 of 2009), as amended by Act 34 of 2014, which regulates the financial management of Parliament in a manner consistent with its status in terms of

the Constitution. Its objective is to ensure that all revenue, expenditure, assets and liabilities of Parliament are managed efficiently.

➢ Other legislation relevant to the work of Parliament are:

    i.   Permanent Delegates Vacancies Act, 1997 (Act 17 of 1997)

    ii.   Determination of Delegates (NCOP) Act, 1998 (Act 69 of 1998); the Mandating Procedures of Provinces Act, 2008 (Act 52 of 2008)

    iii.   Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998).

The joint rules of parliament, rules of the NA and rules of the NCOP augment these Acts, as the Constitution empowers Parliament to make rules and orders concerning its business. Additional frameworks of relevance to the work of Parliament include the United Nations (UN) Sustainable Development Goals, the African Agenda 2063, The Southern African Development Community (SADC) Regional Indicative Strategic Plan, the NDP 2030 and the Medium Term Strategic Framework (MTSF).

Chapter Seven

7. Conclusion and recommendations

7.1 Conclusion

This study dealt intensively with the impact assessment of Performance Information Management Systems in service delivery effectiveness: Case of the Department of Sport, Recreation, Arts and Culture, Alfred Nzo District – South Africa. The department exists in all three sphere of government, i.e. national, provincial, and local (regional).

The executive authority of the department rests with the provincial sphere hence the Member of Executive (MEC) who is the political head of the department operates from that level. Districts (regions) are regarded as service delivery points of the department. Head Office (provincial sphere) remains as a policy making authoritative body that supervises the districts. They coordinate all eight districts of the Eastern Cape Province, i.e. Alfred Nzo (where the study is conducted), Joe Gqabi, OR Tambo, Chris Hani, Amathole, Sara Baartman, Buffalo City Metro, and Nelson Mandela Metro.

In an attempt to best manage the districts, Head Office introduced Performance Information Management Systems in 2020 that was aimed at assisting efficiency in service delivery by the department. This was also advanced by the recommendations done by Auditor General in his 2018 Audit Report. This was an intervention plan to close the gap in performance information management of the department. This has received varying reactions from different sectors of the value chain of the department.

The study found out that Top-Management, i.e. District Director and Deputy Directors were capacitated well for the inception of the new reporting model. They well

understand the need for it and believe that the intervention is able to breed desirable outcomes.

However, the next layer of administration, i.e. Assistant Directors and Cultural Officers all have a contravening opinion to the ones stated above. This is because the lacked information on how the process was to unfold as consultation and information sharing was very inappropriate with them.

It is noted that the outside stakeholders, i.e. Cultural and Creatives Federation of South Africa (CCFSA) and Labour Unions (NEHAWU and PSA) hold opinions pretty much similar to those of Top-Management. This is as a result of the fact that they enjoy a privilege of sitting at policy formulating platforms of the department wherein this intervention was discussed before its inception. They have the best understanding on it.

However, recipients of departmental services, before and after implementation of intervention, are only concerned about efficiency of services coming to them. They are not happy and not satisfied. They do not see any positive outlook of intervention results or outcomes.

Chapter one was an introductory overview into this study. It contained summery of the journey to be undertaken by the researcher in conducting research. The researcher navigated the way through these aspects of the research: research topic, background and introduction, statement of the problem, research objectives, significance of the study, delimitations and limitations of the study and ethical considerations of the research project.

Chapter two dealt with in-depth literature review which got into detail on all scholarly writings on the subject of performance information management systems. A deep-dive

investigation was undertaken on performance, performance management, genesis of performance management, performance information management, service delivery, technical indicator description, and performance information management systems.

Chapter three detailed the research methodology. It contained a detailed description on how data was collected. It explained how quantitative and qualitative research methods were to be used. Sampling methods were explained. Data collection techniques were presented, with questionnaires formulated and distributed.

Chapter four explained how raw data was collected and sifted, coded and arranged according to categories of relevance. The statistical data was then presented in graphs and the descriptive data presented in text. The data was intensively analysed and meaning extrapolated out of it.

Chapter five was dealing with acts, policies and legislative frameworks pertaining to performance management systems. Intensive study was undertaken to investigate all applicable legislative and regulatory frameworks applicable to performance management.

Chapter six made a close look into legislative prescripts governing service delivery impact assessment with practical analyses and interpretation.

Chapter seven analysed data with summary and the conclusions drawn. From the conclusions drawn, the recommendations were made.

7.2 Hypothesis conclusion

Hypothesis 1, which stated that Performance Management Systems are not "congruent" to the effectiveness of service delivery, has been positively proven.

Hypothesis 2, which stated that Scientific tool to assess both can be developed, will be dealt with under Recommendations below.

7.3 Recommendations

Having considered all findings of the study, the following recommendations are submitted:

1. Capacity building

For initiative like introduction of Performance Information Management Systems, employees must be capacitated about all that is entailed in the process. The employer must ensure that workforce is prepare emotionally, psychologically and technically to best execute the new mandate. This will have a direct bearing on the degree of their acceptance and participation into the new era.

2. Communication channels within the department

It is evident that effective communication within the department has a direct impact on the levels of confidence employees have. The department needs to strengthen its communication especially that which is within as that with outside stakeholders is effective and efficient. Different modes of communication within the department, i.e. internal memos, emails, circulars, meetings, seminars and strategic planning sessions are essential to achieve this objective.

3. Open-door approach

This will enable employees to engage with management on critical issues before they get out of control. Allowing free mode of interactions enhances levels of confidence amongst and within employees. This will totally eradicate suspicions and uncertainties

as each member of the organisation will have equal opportunities to accessing information.

4. Scientific tool

Hypothesis 2, which stated that Scientific tool to assess both can be developed has lead to the development of the following model. This model seeks to close the gap which is backed by the findings of this research work that there is no correlation between, or impact of Performance Information Management Systems on the efficiency of service delivery. The researcher proposes the following model and calls it *Ntungwa's Service Delivery Assessment Model*:

$$\frac{c \times s}{100} \geq 4$$

Where:

c is overall % obtained from the control sheet.

s is average rating obtained from randomly sampled dependents at a scale of 1-5.

4 is the acceptable total performance of the department.

For illustration, refer to APPENDIX 10, where the final rating score, according to Performance Information Management Systems as captured in the Control Sheet, is 100%. This is where the department ends when assessing its performance. This rating is represented by **c** from *Ntungwa's Service Delivery Assessment Model*.

A random sampling of a reasonable number of recipients of departmental services must be surveyed to score the department's services at a scale of 1-5. This average

rating get to be represented by s from *Ntungwa's Service Delivery Assessment Model.*

If the final answer is equal or greater than 4, researcher proposes that, that be the acceptable performance of the department. This is attained by a mathematical calculation using the model/formular stated taking into account figures from both assessment by Control Sheet and by beneficiaries.

This model will create coherence between Performance Information Management Systems (which in inwardly looking) and beneficiary rating (which is externally looking) that will give a complete overview of the department's efficiency on service delivery.

The end

APPENDIX 1 – Request letter to DSRAC Alfred Nzo District Director

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Msukeni Location

PO Box 345

Mt Ayliff

Eastern Cape (South Africa)

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District Director – DSRAC Alfred Nzo

67 Church Street

Mt Ayliff

Eastern Cape (South Africa)

Madam

Subject: Request to conduct research study in your district

This serves to request for your authorisation for me to conduct research study in Alfred Nzo District – Department of Sport, Recreation, Arts and Culture, with special focus on Alfred Nzo as a District.

This study is only meant for academic purposes towards the fulfilment of the requirements of the degree of **Doctor of Public Administration** with **Selinus**

University. Herewith, I have attached oath of secrecy signed before the commissioner of oaths.

As previously discussed with you Madam, this study will include you as the District Director, Deputy Directors, Assistant Directors, Cultural Officers, CCIFSA Members and your stakeholders.

Please contact me if you more details on this request using the following contact details:

Email address   : Celebration.Ntungwa@ecsrac.gov.za

Cell No.   : 083 282 3025

Office No.   : 039 254 0960

Your kind cooperation in this regard will be highly appreciated.

Yours faithfully

Ntungwa C.

APPENDIX 2 – Oath of Secrecy

I, **Celebration Ntungwa**, ID No: **7605245592083**, a **Doctor of Public Administration** candidate at **Selinus University**, hereby swear that all data and information collected for purposes of this study shall at all times remain confidential. Respondents into the study shall be treated with respect and anonymity.

I declare that I shall always be loyal to this oath.

Signed   :………………………….

Date   :………………………….

Before:……………………….

        Commissioner of Oaths

APPENDIX 3 – SELF ADMINISTERED QUESTIONNAIRE

IMPACT OF PERFORMANCE INFORMATION MANAGEMENT SYSTEMS ON DISTRICT DIRECTOR AND DEPUTY DIRECTOR

Questionnaire guide for the management of the district under study

Overview

The Department of Sport, Recreation, Arts and Culture introduced Performance Management Systems since 2020. This was intended to manage all performance information in line with service delivery obligation by the department.

Respondents: District Director and Deputy Director

Guidelines

This questionnaire is intended to gather data to be used for research study purposes and research ethics shall be observed at all material times.

Process

This questionnaire will be personally delivered and collected by the researcher from all respondents. Clarities sought by respondents will be given by the researcher.

Communication

Research proceedings shall be conducted in English and responses captured in English for academic research purposes.

Disclaimer

This questionnaire has been prepared for academic research project only for the fulfilment of the requirements of Doctor's Degree of Public Administration at Selinus University by Celebration Ntungwa.

Your participation will be highly appreciated.

1. As the District Director/Deputy Director, were you skilled for the new Performance Information Management Systems to be introduced?

Yes		No	

2. Does Performance Information Management Systems assist service delivery?

Yes		No	

3. At the scale of 1-5, rate the need for Performance Information Management Systems as envisaged for the improvement of service delivery.

4. Describe your experiences in Performance Information Management Systems as you roll out your services to the communities you service.

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5. In your own views, are communities that you service experiencing improvements on their services after Performance Information Management Systems was introduced, and why?

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    I extend my sincere gratitude for your time and effort you dedicated to complete this questionnaire. You have given value to this study. The information you provided on this questionnaire shall be exclusively used for academic purposes only, this study in particular, and shall be treated with confidentiality and anonymity at all times.

APPENDIX 4 – SELF ADMINISTERED QUESTIONNAIRE

IMPACT OF PERFORMANCE INFORMATION MANAGEMENT SYSTEMS ON ASSISTANT DIRECTORS

Questionnaire guide for the management of the district under study

Overview

The Department of Sport, Recreation, Arts and Culture introduced Performance Management Systems since 2020. This was intended to manage all performance information in line with service delivery obligation by the department.

Respondents: Assistant Directors

Guidelines

This questionnaire is intended to gather data to be used for research study purposes and research ethics shall be observed at all material times.

Process

This questionnaire will be personally delivered and collected by the researcher from all respondents. Clarities sought by respondents will be given by the researcher.

Communication

Research proceedings shall be conducted in English and responses captured in English for academic research purposes.

Disclaimer

This questionnaire has been prepared for academic research project only for the fulfilment of the requirements of Doctor's Degree of Public Administration at Selinus University by Celebration Ntungwa.

Your participation will be highly appreciated.

1. As the Assistant Director, were you skilled for the new Performance Information Management Systems to be introduced?

Yes		No	

2. Does Performance Information Management Systems assist service delivery?

Yes		No	

3. At a scale of 1-5, rate the need for Performance Information Management Systems as envisaged for the improvement of service delivery.

4. At a scale of 1-5, rate the level of acquaintance of your supervisees, i.e. Cultural Officers in understanding and effectively implementing Performance Information Management Systems.

5. Describe your experiences in Performance Information Management Systems as you roll out your services to the communities you service.

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6. In your own views, are communities that you service experiencing improvements on their services after Performance Information Management Systems was introduced, and why?

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I extend my sincere gratitude for your time and effort you dedicated to complete this questionnaire. You have given value to this study. The information you provided on this questionnaire shall be exclusively used for academic purposes only, this study in particular, and shall be treated with confidentiality and anonymity at all times.

APPENDIX 5 – SELF ADMINISTERED QUESTIONNAIRE

IMPACT OF PERFORMANCE INFORMATION MANAGEMENT SYSTEMS ON CULTURAL OFFICERS

Questionnaire guide for the management of the district under study

Overview

The Department of Sport, Recreation, Arts and Culture introduced Performance Management Systems since 2020. This was intended to manage all performance information in line with service delivery obligation by the department.

Respondents: Cultural Officers

Guidelines

This questionnaire is intended to gather data to be used for research study purposes and research ethics shall be observed at all material times.

Process

This questionnaire will be personally delivered and collected by the researcher from all respondents. Clarities sought by respondents will be given by the researcher.

Communication

Research proceedings shall be conducted in English and responses captured in English for academic research purposes.

Disclaimer

This questionnaire has been prepared for academic research project only for the fulfilment of the requirements of Doctor's Degree of Public Administration at Selinus University by Celebration Ntungwa.

Your participation will be highly appreciated.

1. As the Cultural Officers, were you skilled for the new Performance Information Management Systems to be introduced?

Yes		No	

2. Does Performance Information Management Systems assist service delivery?

Yes		No	

3. At a scale of 1-5, rate the need for Performance Information Management Systems as envisaged for the improvement of service delivery.

4. At a scale of 1-5, rate the level of your understanding and effectively implementing Performance Information Management Systems.

5. At a scale of 1-5, rate the level of your understanding of Control sheet as a source document for Performance Information Management Systems.

6. Describe your experiences in Performance Information Management Systems as you roll out your services to the communities you service.

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7. In your own views, are communities that you service experiencing improvements on their services after Performance Information Management Systems was introduced, and why?

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I extend my sincere gratitude for your time and effort you dedicated to complete this questionnaire. You have given value to this study. The information you provided on this questionnaire shall be exclusively used for academic purposes only, this study in particular, and shall be treated with confidentiality and anonymity at all times.

APPENDIX 6 – SELF ADMINISTERED QUESTIONNAIRE

IMPACT OF PERFORMANCE INFORMATION MANAGEMENT SYSTEMS ON CCIFSA MEMBERS

Questionnaire guide for the management of the district under study

Overview

The Department of Sport, Recreation, Arts and Culture introduced Performance Management Systems since 2020. This was intended to manage all performance information in line with service delivery obligation by the department.

Respondents: CCIFSA Members

Guidelines

This questionnaire is intended to gather data to be used for research study purposes and research ethics shall be observed at all material times.

Process

This questionnaire will be personally delivered and collected by the researcher from all respondents. Clarities sought by respondents will be given by the researcher.

Communication

Research proceedings shall be conducted in English or Xhosa and responses captured in English for academic research purposes.

Disclaimer

This questionnaire has been prepared for academic research project only for the fulfilment of the requirements of Doctor's Degree of Public Administration at Selinus University by Celebration Ntungwa.

Your participation will be highly appreciated.

1. As a CCIFSA Member, do you have understanding Performance Information Management Systems?

Yes		No	

2. As a CCIFSA Member, can you feel the impact of Performance Information Management Systems?

Yes		No	

3. Does Performance Information Management Systems assist service delivery?

Yes		No	

4. At a scale of 1-5, rate the need for Performance Information Management Systems as envisaged for the improvement of service delivery.

5. At a scale of 1-5, rate the level of your understanding and effectively implementing Performance Information Management Systems.

6. Describe your experiences in Performance Information Management Systems as you support services to the communities you represent.

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7. In your own views, are communities that you represent experiencing improvements on their services after Performance Information Management Systems was introduced, and why?

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I extend my sincere gratitude for your time and effort you dedicated to complete this questionnaire. You have given value to this study. The information you provided on this questionnaire shall be exclusively used for academic purposes only, this study in particular, and shall be treated with confidentiality and anonymity at all times.

APPENDIX 7 – SELF ADMINISTERED QUESTIONNAIRE

IMPACT OF PERFORMANCE INFORMATION MANAGEMENT SYSTEMS ON LABOUR UNIONS (NEHAWU &PSA)

Questionnaire guide for the management of the district under study

Overview

The Department of Sport, Recreation, Arts and Culture introduced Performance Management Systems since 2020. This was intended to manage all performance information in line with service delivery obligation by the department.

Respondents: Labour Unions

Guidelines

This questionnaire is intended to gather data to be used for research study purposes and research ethics shall be observed at all material times.

Process

This questionnaire will be personally delivered and collected by the researcher from all respondents. Clarities sought by respondents will be given by the researcher.

Communication

Research proceedings shall be conducted in English or Xhosa and responses captured in English for academic research purposes.

Disclaimer

This questionnaire has been prepared for academic research project only for the fulfilment of the requirements of Doctor's Degree of Public Administration at Selinus University by Celebration Ntungwa.

Your participation will be highly appreciated.

1. As a Union, do you have understanding Performance Information Management Systems?

Yes		No	

2. As a Union, can you feel the impact of Performance Information Management Systems?

Yes		No	

3. Does Performance Information Management Systems assist service delivery?

Yes		No	

4. At a scale of 1-5, rate the need for Performance Information Management Systems as envisaged for the improvement of service delivery.

5. At a scale of 1-5, rate the level of your understanding and effectively implementing Performance Information Management Systems.

6. Describe your experiences in Performance Information Management Systems as you support services to the communities you represent.

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7. In your own views, are your members that you represent, understand Performance Information Management Systems was introduced, and why?

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I extend my sincere gratitude for your time and effort you dedicated to complete this questionnaire. You have given value to this study. The information you provided on this questionnaire shall be exclusively used for academic purposes only, this study in particular, and shall be treated with confidentiality and anonymity at all times.

APPENDIX 8 – SELF ADMINISTERED QUESTIONNAIRE

IMPACT OF PERFORMANCE INFORMATION MANAGEMENT SYSTEMS ON DEPARTMENTAL SERVICES BEFORE IMPLEMENTATION OF PERFORMANCE INFORMATION MANAGEMENT SYSTEMS

Questionnaire guide for the management of the district under study

Overview

The Department of Sport, Recreation, Arts and Culture introduced Performance Management Systems since 2020. This was intended to manage all performance information in line with service delivery obligation by the department.

Respondents: Artists before implementation of Performance Information Management Systems

Guidelines

This questionnaire is intended to gather data to be used for research study purposes and research ethics shall be observed at all material times.

Process

This questionnaire will be personally delivered and collected by the researcher from all respondents. Clarities sought by respondents will be given by the researcher.

Communication

Research proceedings shall be conducted in English or Xhosa and responses captured in English for academic research purposes.

Disclaimer

This questionnaire has been prepared for academic research project only for the fulfilment of the requirements of Doctor's Degree of Public Administration at Selinus University by Celebration Ntungwa.

Your participation will be highly appreciated.

1. As an Artist, do you have understanding Performance Information Management Systems?

Yes		No	

2. As an Artist, can you feel the impact of Performance Information Management Systems?

Yes		No	

3. Does Performance Information Management Systems assist service delivery?

Yes		No	

4. At a scale of 1-5, rate the need for Performance Information Management Systems as envisaged for the improvement of service delivery.

5. At a scale of 1-5, rate the level of your understanding and effectively implementing Performance Information Management Systems.

6. Describe your experiences in Performance Information Management Systems as you support services to the communities you represent.

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7. In your own views, are communities that you are, experiencing improvements on their services after Performance Information Management Systems was introduced, and why?

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I extend my sincere gratitude for your time and effort you dedicated to complete this questionnaire. You have given value to this study. The information you provided on this questionnaire shall be exclusively used for academic purposes only, this study in particular, and shall be treated with confidentiality and anonymity at all times.

APPENDIX 9 – SELF ADMINISTERED QUESTIONNAIRE

IMPACT OF PERFORMANCE INFORMATION MANAGEMENT SYSTEMS ON DEPARTMENTAL SERVICES AFTER IMPLEMENTATION OF PERFORMANCE INFORMATION MANAGEMENT SYSTEMS

Questionnaire guide for the management of the district under study

Overview

The Department of Sport, Recreation, Arts and Culture introduced Performance Management Systems since 2020. This was intended to manage all performance information in line with service delivery obligation by the department.

Respondents: Artists after implementation of Performance Information Management Systems

Guidelines

This questionnaire is intended to gather data to be used for research study purposes and research ethics shall be observed at all material times.

Process

This questionnaire will be personally delivered and collected by the researcher from all respondents. Clarities sought by respondents will be given by the researcher.

Communication

Research proceedings shall be conducted in English or Xhosa and responses captured in English for academic research purposes.

Disclaimer

This questionnaire has been prepared for academic research project only for the fulfilment of the requirements of Doctor's Degree of Public Administration at Selinus University by Celebration Ntungwa.

Your participation will be highly appreciated.

8. As an Artist, do you have understanding Performance Information Management Systems?

Yes		No	

9. As an Artist, can you feel the impact of Performance Information Management Systems?

Yes		No	

10. Does Performance Information Management Systems assist service delivery?

Yes		No	

1. At a scale of 1-5, rate the need for Performance Information Management Systems as envisaged for the improvement of service delivery.

2. At a scale of 1-5, rate the level of your understanding and effectively implementing Performance Information Management Systems.

3. Describe your experiences in Performance Information Management Systems as you support services to the communities you represent.

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4. In your own views, are communities that you are, experiencing improvements on their services after Performance Information Management Systems was introduced, and why?

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I extend my sincere gratitude for your time and effort you dedicated to complete this questionnaire. You have given value to this study. The information you provided on this questionnaire shall be exclusively used for academic purposes only, this study in particular, and shall be treated with confidentiality and anonymity at all times.

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