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INFORMATION FLOWS IN THE SOCIAL DEVELOPMENT GRANT PROCESS: A USER EXPERIENCE PERSPECTIVE

by

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ABSTRACT

This study focuses on information flows in the social grant process from a user experience perspective. The study was conducted with the South African Social Security Agency (SASSA), which is responsible for the administration and distribution of social grants to underprivileged citizens. Social grants help poor citizens to attain equitable income on a monthly basis. Grants play an increasingly important role in reducing poverty and inequality in South Africa, but are also subject to challenges like dependency, mismanagement and corruption.

Information flow within SASSA is essential for the coordination of the grant process. The success of administering any social grant process depends largely on efficient communication practices and stable information technology. Communication among grant users requires the transfer of relevant information from its point of inception to the next point(s) of use. Government departments are transposing their paper-based systems into digital systems, which pose new implications for grant administration, however. Accordingly, the use of electronic services in government should mean faster information flow and, thus, more effective service delivery. The literature reveals, however, that non-technical aspects like user experience (UX) are essential in designing meaningful e-government systems.

With a focus on user experience, this study uncovers the problems that SASSA and grant users face in the grant process and works toward possible solutions to resolve these problems. This research lays an important foundation in terms of gaining a better understanding of information flows, e-government, and user experiences in the grant process. This research is exploratory in nature and adopts a qualitative interpretivist approach. To gain a deeper understanding of the perspectives and experiences of grant users, the researcher employed the ‘Institutionalise User Experience in Government’ (IUXG) methodology. The study targeted individuals that had knowledge of the social grants. A purposive sampling technique was used to select the research participants. Furthermore, the researcher adopted a thematic analysis method to code and analyse data.

The findings of this study revealed the centrality of user experience in the grant process, notably in terms of the many challenges associated with information flow. The findings also revealed that factors such as social grant awareness, availability and use of information technology, digital divide, and grant accessibility bring enormous impact on grant processes and service delivery. The study contributes a landscape model for depicting the information flows in processing grants, and develops a broader understanding of how technology can help users to better disburse, access, and utilise grants. The study also informs e-

government practitioners about the design and implementation of user-centred design with emphasis on information flows.

Key Words: Information flows, social grants, e-government, and user experience.

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DEDICATION

I dedicate this thesis to my family and everyone else who demonstrated the true love of God.

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ACRONYMS AND ABBREVIATIONS

3G:	Third generation
AOD:	Acknowledgement of Debts
ADSL:	Asymmetric Digital Subscriber Line
ATMs:	Automated Teller Machines
BO:	Back Office
BPMN:	Business Process Modelling Notations
CDG:	Care Dependency Grant
CEO:	Chief Executive Officer
CPS:	Cash Payment Service
CSG:	Child Support Grant
CVM:	Contract and Vendor Management
DFD:	Data Flow Diagrams
DG:	Disability Grant
DH:	Department of Health
DHA:	Department of Home Affairs
DPSA:	Department of Public Service and Administration
DSD:	Department of Social Development
E-Government:	Electronic Government
E-Mails:	Electronic Mails
E-Natis:	National Traffic Information System
E-Participation:	Electronic Participation
ERD:	Entity Relationship Diagrams
E-Voting:	Electronic Voting
FCG:	Foster Care Grant
G2B:	Government-to-business
G2C:	Government-to-citizen
G2E:	Government-to-employee
G2G:	Government-to-government

GAP:	Grant Administration Programme
GIA:	Grant-in-aid
GMT:	Government Motor Transport
ICASA:	Independent Communications Authority of South Africa
ICT:	Information and Communication Technology
ID:	Identity Document
IEC:	Independent Electoral Commission
IGAP:	Improved Grants Administration Programme
IM:	Information Management
IP:	Internet Protocol
IT:	Information Technology
IUXG:	Institutionalise User Experience in Government
LOOM:	Local Office Operations Manager
MMS:	Multimedia Messaging Services
MPCCs:	Multi-Purpose Community Centres
MTN:	Mobile Telephone Network
OPG:	Older Persons Grant
PERSAL:	Personal Administration System
PO:	Post Office
POS:	Point of Sale
QA:	Quality Assurer
RMC:	Record Management Centre
RO:	Regional Office
SABC:	South African Broadcasting Corporation
SARS:	South African Revenue Services
SASSA:	South African Social Security Agency
SDLC:	System Design Life Cycle
SITA:	State Information Technology Agency
SMS:	Short Message Service

SOCPEN:	Social Pension Database
SUSE:	System und Software Entwicklung
UPS:	Uninterested Power Supply
USA:	United States of America
UX:	User Experience
VPNs:	Virtual Private Networks
WiMAX:	Worldwide Interoperability for Microwave Access
WVG:	War Veteran’s Grant

DEFINITION OF TERMS

Applicant: a person who applies for a social grant personally or on behalf of another person.

Beneficiary: a person who receives any type of social grant.

Client: a person who applies for or receives a social grant.

Information Flow: the transfer of information between two or more grant users or entities, or between grant processes, and technologies, from a point of higher information content to the point of lower information content.

Means Test: an evaluation of someone's assets, income and savings to determine whether a social grant is needed.

User: a person, who receives, uses, manages and/or renders a social grant.

Social Development Grant: benefit given by the government in the form of money to poor citizens that are eligible.

User Experience: the overall experience of a person encountered while using a service or system, or users' perceptions / prior experiences, frustrations, moods, and skills that result to an anticipated use of service or system.

Information and Communication Technology: sometimes substituted with 'digital technology', ICT is the electronic means for communicating information, which takes place via media and systems such as smart devices, mobile technology, the Internet, and social networks.

CHAPTER ONE: INTRODUCTION OF THE STUDY

1.1 INTRODUCTION

The South African government has introduced social grants in its effort to alleviate poverty. Before 2004, provincial governments were responsible for the administration and implementation of social grants. However, the government faced many challenges associated with provincial administration, including inconsistency on salary levels in different provinces, problems in accessing payments, and delays in social grants processing. Therefore, the South Africa government formed the South African Social Security Agency (SASSA) in 2006 in order to administer, manage and distribute the social grants to the right person at the right time. Social grants comprise of old age grant, disability grant, foster care grants, child support grants, care dependency grants and war veterans' grants (SASSA, 2013). SASSA has the national office, nine regional offices, district offices, and local offices.

Social grants provide income support to the most vulnerable citizens in South Africa. However, certain eligibility criteria have to be met before grants could be awarded to the applicants. The South African government invests more than R118 billion a year in social grants and this money provides support to approximately 15.8 million underprivileged South Africans (South African Government News Agency, 2014). The Government is therefore faced with the challenges of distributing these social grants to eligible recipients (Vorster, 2006). These challenges can be directory connected to the exclusion of users in the development and implementation of the systems. The quality of user experience (UX) is thus becoming an even more critical in big organisations, because it enables organisations to easily get information of usability problems, and capture constructive experiences (Ramsay, 2012).

Many researchers state that UX has multiple names such as an experience of the user, user centred, and overall user experience. However, there is no name that is intrinsically better than the other, whatever name used to describe UX is equally important. The concept of UX has been widely adopted in many different fields such as engineering, IT, the travel industry, and commercials. UX is a broad and fast growing multidisciplinary field, and it would be complex for the researcher to study it as a single entity. In addition to evaluate UX successfully requires a much greater understanding of such user's perceptions and responses. For example, how user's perceptions and responses should be incorporated into a system.

In recent years, government departments worldwide are increasingly making use of technology (Thakur, 2013). Information and communication technology (ICT) has the ability to restructure workplaces through the manner in which it is incorporated to the daily lives of the employees. ICT allows the organisations to automate their operations and reduce communicational restrictions of space and time. Digital solutions have steadily replaced paper-based records to provide more consistent, integrated, distributed, and timely sharing of information (Xiong, 2006). However, the handling of grant information in South Africa is still a combination of paper-based records, handwritten notes; information displays on white boards, digital records, and printed documentation. Information here manifests in different media, and it is therefore challenging to maintain consistency among multiple information resources. This in turn complicates the information flow of the social grant process, resulting in an unstructured, incoherent and sporadic movement of information.

Information flow within the social grant process is pervasive and essential for the coordination and collaboration among grant officials for achieving their daily work. Government officials spend a great amount of time dealing with large quantities and complex movement of information in the course of administering grants. In order to provide the best possible service to clients, officials working in different stages of the grant application must work collaboratively to ensure all the necessary information is communicated so that the grant applications can be processed effectively. Grant applicants and beneficiaries are also subjected to complex information flows. This research addresses specific and fundamental communication during the application and disbursing processes of social grants, which have not received adequate academic attention and technological support.

Specifically, this study explores the information and technological issues around social grant processes in Khayelitsha, an informal township in the Western Cape of South Africa, and identifies possible solutions to these issues. The study also examines existing work practices during the grant process, with special attention to information flows and the types of information and communication technology (ICT) tools employed. In addition, the researcher examines the impact of technology deployments on information flow as a means to understand how technology can better support or improve current practices. The remainder of this chapter discusses the research background and contribution, describes the problem and goals of the research, explains the methodological approach used, and provides an overview of the ethics followed in this study.

1.2 BACKGROUND

Social grants have played an important role in supporting citizens in townships to attain equitable income, and in ensuring a minimum living standard for poor people with the aim of alleviating poverty and promoting household development. In addition, social grants in South Africa, notably in townships have significantly contributed to achieving the goals of human development, which includes improved health conditions and better education (Durieux, 2012). In South Africa, Neves et al. (2009) found that social grants do not just improve households in the townships, but also generate economic benefits such as supporting the development of local markets, and facilitate investments and savings.

According to Vorster (2006), the provision of social grant benefits constitutes the largest part of the South African government's poverty alleviation programme. In 2005, there were an estimated number of 10 million people receiving social grants. However, the number of beneficiaries has since increased immensely. In 2013, SASSA reported that approximately 15.8 million people are directly benefiting from social grants (SASSA, 2013). It is also estimated that social grant beneficiaries' represent more than 22% of South African population, which excludes other members of the family who may be benefiting directly or indirectly by virtue of residing with grant beneficiaries. On the other hand according to Makiwane (2007), social grants create dependency and lead to pregnancy. In other words, grants create weak and financially needy people. People in the townships go to greater lengths in order to receive these grants. The author points out that grants created an incentive that contributed to the high pregnancy rate, notably to young woman, which are deliberately having children in order to access the grants.

Although social assistance programmes in South Africa have improved, social grants remain ineffectively administered. Certain regional departments that are accountable for social grant administration incurred substantial loss of finances due to many court cases. SASSA has caught a total number of 21.8 thousand cases since its establishment. Because of fraud and corruption, SASSA lost a total amount of R238, 046, 903 during the financial years from 2005 to 2011 (Dlamini, 2014). According to Mpedi (2008), fraud has been a predominant challenge facing the rolling out and disbursing of social grants. This is worsened by the fact that the department of finance that is accountable for detecting fraud has a vacancy rate of 49.2%. In some instances, beneficiaries who do not have the right to receive social grants are receiving them because of fraud and corruption (ibid.). There are reports of cases whereby some officials receive social grants on behalf of deceased beneficiaries. As

a result, grant officials were arrested after being found with a total number of 127 unregistered grant cards (Dlamini, 2014).

The grants application process has often been sub-optimum, and the Department of Social Development (DSD) and South African Social Security Agency (SASSA) have often failed to provide adequate services. In some instances, applicants have had to apply more than once due to inaccurate eligibility checks, and grant applications can take inordinately long to be processed. The DSD tends, in most instances, to have heavy case loads and there are long delays in the Foster-Care Grant process where applicants can wait for more than a year for an appointment with a social worker from DSD (Sephton & Nieuwmeyer, 2010).

The level of services rendered by SASSA has suffered as a result. Grant processing is still inefficient, and grant officials still lack important skills such as of customer care, interpersonal skills, and soft skills. The Department of Social Development does not have a pool of highly skilled employees that could allow the department to deliver on its mandate. Officials have also been historically accused of mistreating clients by being rude and disrespectful, reluctant to carry out their work, disclosing confidential information, lacking skills of using ICT tools, and lacking customer-service skills (Mpedi, 2008).

In this context, information and communication technology continues to play an important role, and has become an essential tool in the operational processes of SASSA (See Ajuwon & Rhine, 2008). ICT is regarded as an umbrella term that encompasses any type of information and communication devices or application, including radio, cellular phones, computers and networks, hardware and software, as well as the variety of services and applications affiliated with such devices. However, ICT has often not been effectively integrated within regional government departments, and SASSA continues to face a series of information technology problems (San-Jose et al., 2009). This includes equipment failure, problems in information flows, data loss and software complexities. For example, anti-virus software was out-dated.

1.3 STATEMENT OF THE RESEARCH PROBLEM

The problem addressed in this thesis is that social grant system is not running effectively and there is some user experience we are not aware of: this is likely because there are little or no studies that have been dedicated on investigating the dynamics of social grant information flow practices and general lack of grant users

input in the design, development and implementation of technologies to enhance the flow of information and services in the grant process.

The social grant process (in informal areas) is constrained by a lack of transparency, as well as a lack of structured information flow: social grant clients still report of being confused and uncertain of many requirements of the grant application process. The process of putting together all the necessary documents for social grant applications and establishing the qualifications needed for approval are points of difficulty. Each of the social grants has specific requirements such as disabilities or qualifying age. However, many applicants are still confused as to why SASSA officials reject their applications (Mpedi, 2008).

Consequently, grant clients voiced concerns about officials who reject their application after only partially reviewing their documents and application forms (Dlamini, 2014). Applicants do not seem to understand why officials had turned them down; they reported when they go to SASSA to make an application for the first time (first visit) it appears that grant officials' rejects their grant applications as soon as they find a first fault in their documents, without the officials checking all the required documents. On the following visits, with the first fault corrected, they might find another fault in the documents that they did not check, resulting in another rejection of the application (Costello & Gilbert, 2005).

As part of government stakeholders' information flow, DSD and SASSA officers correspond by a formal written letter via postal address or physically deliver it where the postal address is not available. Unfortunately, this process makes information access cumbersome, involves much paperwork, and is time consuming. Moreover, SASSA officials have to transfer applicants' information from their handwritten forms into their systems, which are time-consuming and prone to errors (Gorton & Low, 2009).

This is notably the case in the DSD and SASSA representative offices in informal and township settings. When applying for social grants, the problem of accessibility to the nearest offices is still a major concern as it is very challenging for most applicants to travel to the representative/issuing offices, which can be great distances away. It is also evident that without information access, awareness, user experience, and sustainable social grant processes, which government stakeholders cannot exploit, local citizens will remain under served.

Many authors are of the opinion that UX emerges when directly or indirectly interacting with the service or system. They also have a common understanding that UX is very dynamic and can change over time. Furthermore, many research papers and interpretations of UX indicate that the field has gained attention in scientific research. Even though UX has gained attention, designing for UX presents many challenges, since it appears that there is a lack of a clear and common understanding of UX. UX field is unique, ambiguous, and very personal (Glanznig, 2012). However, Redish (2011) argues that the theoretical knowledge of UX is not a problem. The major challenge is on making this knowledge suitable and sustainable for needs of the people in the real world.

This study demonstrates the importance of evaluating user experience in the grant process at SASSA, because grant processes require grant users to be part of interaction. Therefore, the user experiences should lead the design and implementation of the grants process. The literature indicates that designing for user experience requires an approach that is multidisciplinary and considers aspects of usability, which affect how users think, experience, and feel. It went further by suggesting that the organisation could formulate a content based model of its business or operations as a means to approach the questions of UX in a practical perspective. However, it appears that SASSA is not designing its services based on the perspectives and experiences of grant users (Kujala et al., 2013).

Given this context, the primary aim of this study is to explore the information and technology issues around social grant processes in Khayelitsha. By putting user experiences in the centre of the grants design process, SASSA can reduce the inefficiency of the grant process. As an initial step of the design and implementation process, a thorough understanding of the existing information flow practices is required as a means to identify specific areas where information technologies can play a role in improving the flow of information and ultimate grant process. It is unclear how/what this role should be, however. SASSA should put information flow structured in place as a means to achieve an efficient and quick grant process. Moreover, the process of the grants should be optimised for efficiency and effectiveness but also should be straightforward enough that it can be easily understood by all the grant users.

SASSA stands to benefit substantially from the adoption of including user experiences in the centre of the grants design process, because these user experiences yield the original problems faced by users during the grant process.

Accordingly, by being the first government agency to adopt this solution, SASSA stands to gain a considerable recognition as an agency that values the input of its users. Optimisation of the current grant system or adoption of new efficient and effective practices is essential to grant users. In this study, steps for effective implementation of UX and technology deployment are suggested.

1.4 RESEARCH QUESTIONS

Following the stated problem, two main research questions were derived as follows:

1) How does information flow during the social grant process, from the perspective of users (officials and clients)?

2) How can information technology play a role in making the social grant process more effective?

Sub-questions:

- What are the information challenges faced by the different users of the social grant process?
- What information is essential to complete each activity of the social grant process?
- How do computer-based and paper-based artefacts influence users' role in the information flow?
- How do clients access and use information?

1.5 RESEARCH PURPOSE AND OBJECTIVES

The purpose of this study is to explore the information and technology issues around social grant processes in Khayelitsha, from within a user experience perspective, and to identify possible solutions to these issues. Research objectives were formulated as follows:

Describe the information flow from different user perspectives. To achieve the stated objective, the researcher interviewed grant users and collected data from related literature (in addition to SASSA brochures and reports). The researcher focused on the basic dynamics of the processes of information flows, the content of communicated information, and describing the existing information flow sources (including ICTs and human), in order to identify the most important information and their impact on the social grants process. The term "user perspectives" refer to how the grant users (both officials and clients) perceive the grant process and how this perception constitutes their reality. Du Toit et al. (1998) describe user perspectives and experiences as needs, emotions, behaviour and values of the person on a

conscious and unconscious level. The implications of user experiences and perspectives cannot be determined accurately from outside without engaging the person concerned. The experiences and perspectives of grants users were determined by engaging them in a dialogical process.

Acquire a deepened understanding of the flow of information in the social grant process. To achieve this objective, the researcher conducted observations in SASSA local offices, focusing on information content communicated during the different grant processes. The researcher described the existing information technology tools used to transmit information, focusing on the dynamics of the information flow, communicative aspects (including verbal and written communications), and the information (re)sources involved (including electronic- and paper-based artefacts).

Understand the impact of technology deployment on the process of social grant information flow. To investigate the deployment of information technology, the researcher interviewed several officials and clients, and observed all the activities undertaken to complete the grant process. The researcher explored how ICTs supported or impeded current grant practices, focusing on information flow and technical issues.

1.6 CONTRIBUTION OF THE RESEARCH

This study will contribute an improved understanding of the social grant process. The major contributions from this research are as follows:

- This study identifies the practices, basic dynamics, and information media that facilitate information flow during the social grants process. Most previous research focused on the role of social grants in alleviating poverty, promoting households, and supporting local economic development (Kalula, 2009). The results from previous research have not looked at how information flows in the grant process.
- Landscape model depicting the flows of information for processing social grants
- Description of clear user experiences
- This study identifies the deployment of information technology concerning the processes of social grants, and points out the directions for information technology solutions to facilitate the flow of information.
- This study can aid DSD and SASSA policy makers to eliminate unnecessary expenditures in the processes of social grant application.

This study makes a significant contribution to a broader understanding of how technology can help users to better disburse access and provision of the grants. The study shows the use of services AS-IS and informs e-government about the design and implementation of UX. This study contributes to the understanding of user experience and its effect on the information flows of the grant process. This is demonstrated through a series of observations and interviewing grant users. The study also contributes new knowledge to the body of UX field, by showing the cultural diversity because the researcher conducted the study in underprivileged areas, which makes the study unique. Proper application of UX concepts and processes can help the government departments and agencies achieve effective service delivery and assessable online services. Information held by DSD and SASSA is essential and valuable for citizens; consequently, it provides citizens with knowledge and insight about the operations of the department. In addition, the expected contribution of this study is to enhance our understanding of the nature of information flows, how it is used, and how it can be improved in the social grant process (rolling out and disbursing).

1.7 RESEARCH SETTING

Khayelitsha, meaning “new home” when translated from isiXhosa and is the biggest township in the Western Cape Province of South Africa. It is situated on the periphery of the City of Cape Town approximately 35km from town, directly adjacent to Mitchell’s Plain (Cole, 2007). Khayelitsha is the selected research area due to a vast number of user experiences of individuals who are in the daily process of obtaining social grants as a source of income. Khayelitsha has one of the smallest DSD and SASSA representations (ibid). These offices serve a large number of grant applicants on a daily basis, and deal with substantial information flows.

1.8 CONCEPTUAL AND THEORETICAL FRAMEWORK

To study the social grant process, this framework focuses on three intersecting aspects namely: e-government, information science, and user experience. The above mentioned factors are not stand-alone components that are independently contributing to the process of the social grant but are interconnected. To illustrate, the kind of technology used influences the way administration of the grants and the way in which grant users communicate. Most organisations are aiming at eradicating paper-based systems with a purpose of building technology-based information distribution, and deliver the services according to customer needs (Jain, 2012). Social grant activities may also exhibit some characteristic patterns at a collective level,

which potentially allow others to orient and coordinate their activities for accomplishing tasks.

Firstly, for every organisation to be successful has to start by identifying the existing and various sources of information inflow. Then it has to find a better way to create a common information channel, which can collectively capture this information and direct it to the appropriate channel for filtering. Here, all the irrelevant and redundant data is removed and the relevant data passes onto the various stages of the business flow within the organisation on its way to the final destination. Therefore, the identified information is now going to be a knowledge base.

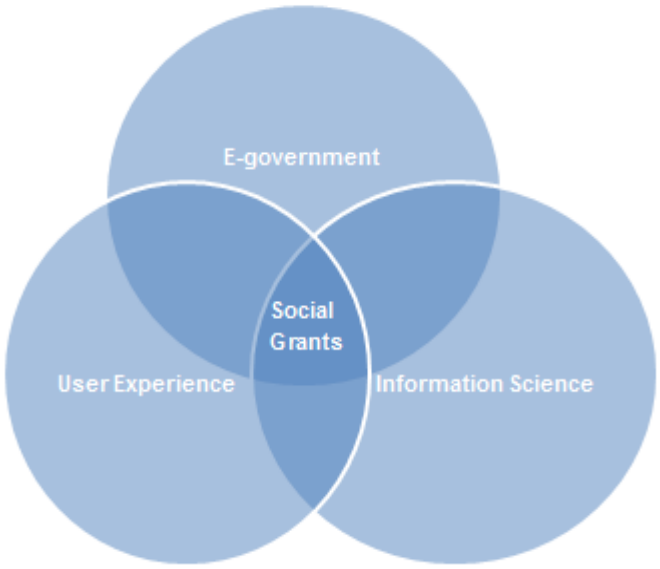

Figure 1: Conceptual and theoretical framework during grant process consisting of interrelated elements

The remaining part of this section describes in detail each factor of the conceptual and theoretical framework. Even though, it is possible for the researcher to explain this conceptual and theoretical framework beginning from any of the framework factors, the researcher started from the e-government, because information and communication technology is the primary objective during the social grant. The discussion of the conceptual and theoretical framework then moves to information science, and user experience describing the interconnections and relationships between these aspects. The contribution of this conceptual and theoretical framework is to provide a comprehensive view of the grant process key factors.

1.8.1 E-Government

E-Government is the application of ICT to the processes of government operations in order to render effective and efficient services to the public (Almarabeh & AbuAli, 2010). This generally involves the use of ICT tools by government agencies to share information among other government departments, with citizens, and businesses. E-government helps in improving the quality of services, provides quick and efficient service delivery, increases the revenue, and re-structuring of administrative operations in government departments (Oakley, 2012).

The emergence of ICT has provided means for quick and better communication, efficient storage, quick retrieval and processing of data, and sharing of information among its users. With rapid growth of computerised processes and Internet connectivity, this process has presently reached a stage where it motivates many users to modify or change their ways of doing things in order to leverage the advantages that ICT provides. Therefore, e-government has led to business process re-engineering within SASSA. With the majority of citizens using the ICT tools such as Internet, and providing confidential information the government needs to enhance its security in order to maintain high level of privacy. Many government departments across the world have noticed the importance of UX, although, much progress has been made in institutionalising UX with e-government (Jetter & Gerken, 2006).

ICT ensures faster and better processing of information leading to better experiences of users. It enhances the access to information, efficient service delivery and transparency in dealings and interactions between users and the government. Within the increasing awareness of ICT among citizens, information science plays a huge role by ensuring that the users share information effectively using ICT tools. Information science provides transparency, accountability of activities, and quick responses within e-government. It makes use of ICT very imperative towards achieving user experience. It has also led to the realisation that users could use such technologies to achieve better service delivery and thorough understanding of the grant process.

ICT transform the relationship among the government, businesses, citizens, and agencies. While recognising the potential of ICT in transforming the operations of the government departments, it also ensures deeper involvement of the citizens. It provides improved quality of services and better access of information for citizens. E-government makes available reliable and timely information. It provides an immediate impact in terms of reducing long queues, saving time and money. The application of

e-government and information science to governance may lead to reduction of redundant processes, simplification of complicated processes, and simplification in structures within the government agencies.

1.8.1.1 Technology

Every organisation has to use technologies to store information, create databases that are operations-oriented, record business transactions, facilitate and simplify centralised data collection, and marketing campaign tools. It is important to manage information using technology. Without technology, there would be distortion and unstructured flow of information throughout the organisation without effective sharing. To enhance information sharing the organisation must use the right tools that will integrate the existing practices with the newly developed practices (Jain, 2012). According to Jain (2012), in trying to incorporate the information with the existing operations and business processes, the organisation ought to take into consideration the following factors:

- The organisation must identify the existing issues and potential issues in their information management
- The organisation must define the information flow method
- Educate information users so that they can become more knowledgeable on information technologies
- Formulate the applications of the legacy enterprise for the integration with the information management system
- The organisation has to redesign/ modernise its functional activities to ensure that they meet the needs of the clients
- The organisation must make performance measures to redesigned its business practices and assign the activities to specific individuals within the team for monitoring at various stages of the system build-up

SASSA extensively use ICT tools to coordinate collaborative work during the grant processes. Grant users use ICT to coordinate the delivery of the grants. Examples include desktop computers, SOCPEN, printers, biometric system, and large whiteboards. ICTs material influences the type of information that it may carry, whereas grant officials use some ICT types for specific activities. Therefore, it is necessary to have multiple ICT tools that will carry all the necessary information during the grant process. Although, the flow of information may be overlapping in multiple ICT tools, data redundancy tools are crucial in avoiding and minimising the danger of inaccurate communication, which can in turn help anticipate information

breakdown. Furthermore, the use of multiple technologies can help grant users to acquire a better understanding of the grant tasks performed during the grants, the status quo, and the prediction of future plans. Without ICT, grant officials cannot fulfil the majority of their tasks during the grant process.

In modern years, government departments are replacing paper-based systems with digital systems for remote information access by citizens. This shift from paper-based to electronic records significantly changes the concept and view of information availability and accessibility such that flexibility does not always constitute part of the information seeking and retrieval process. Nevertheless, most organisations keep some manual documentation so that they can mediate certain cooperative work and activities through physical artefacts that have no link to a computer based system (Xiao et al., 2007).

1.8.1.2 Communication Media

According to Spaho (2013), there are various ways to facilitate the flow of communication. This facilitation is achieved through use of communication channels such as telephones, e-mails, face-to-face, written communication, and notice boards. Of these communication channels SASSA uses paper artefacts, notice boards, and broachers to mediate communication among grant users through textual and free form annotations. Written communication is the most used communication channel by SASSA. However, it regularly makes it difficult for grant users to interact in this form of communication medium, due to the lack of postal addresses for grant clients thereby hinders the communication process. In the modern years, mediated communication has become the most important form of communication, because after the user posts the information into the system it becomes available for multiple parties to view.

The Internet has transformed the way people communicate in the society. It has opened a new effective medium of communication for people and government departments. It has provided opportunities to communicate and obtain information on real time (Hickel, 2010). Organisations archive effective and quick information flow through the coordination of multiple communication Medias, which allow the flow of information through specific ICTs and artefacts in a timely and effective manner. Thus, most organisations utilise many channels of communication to assist and facilitate group interactions and collaborations (Yates & Orlikowski, 2002). The increasing digitisation of information improves the communication flow. The advent of the Internet has increased the effective flow of communication. It enables long

distance communication, whereby many people communicate instantly, form relationships and maintain them online.

According to Yates and Orlikowski (2002), face-to-face communication is the best way of interacting and it offers the best quality of communication. However, if not recorded the life span of verbal communication is ephemeral. Technologies such as e-mails and SMS, telephones, and group pages offer improved means of communication by connecting users in a timely manner across different places. In fact, deploying multiple ICT tools provide flexibility of using different mode of communication for accomplishing work related tasks. Thus, SASSA should choose a suitable channel of communication for specific kinds of information. For example, officials should choose a face-to-face communication when they discuss confidential information with clients.

1.8.2 Information Science

Information Science is the study of information, and the way in which people within organisations use it. Information Science plays an essential role in everything we do in the modern society, and it is important to the operations and business process of an organisation. Generally, information science is the nucleus of any organisation and it sits at the intersection of technology, information, people, and organisations. Information sciences' ultimate focus is on information and ICT tools used by people to share and manage information within the organisation. The factors of information science include information elicitation, information processing, information storage, information retrieval, and communication of information.

Information science also includes the frameworks within the organisation in which information is used, and the types of information systems that support the usage of information. Flow of information in SASSA is an essential pre-condition for the effectiveness of the grants process. ICT greatly facilitate the flow of information and knowledge offering to unaware communities in order to attain their own entitlements.

According to Hickel (2010), in any organisation information is one of the most essential and valuable assets. If organisation handles information efficiently, the strategies rolled out by the management have likelihood to succeed. Information is very important in collaborative work and it is the essence of communication in SASSA. Information is pivotal in accomplishments of the grant processes and delivering client care. Communicating pertinent information across grant processes is essential to the operation continuity. Therefore, information communicated during

social grant process directly influences the quality of the services provided by SASSA. For social grant purposes, information includes awareness, instructions, experiences, facts, and meanings received and interpreted.

During social grant process, grant users often communicate information that is work-related. In this case, the work-related information is typically focusing on the grant process. The efficient and effective information flow during the grants process facilitates the continuity of client care, which will in turn lead to reduce the grant problems and communication errors during grants process. Timely and accurate information is essential in completing a grant application effectively and efficiently.

Without information flow strategy that guides grant users as to what information they must communicate, the contents of information would exhibit an extreme level of inconsistency in both quality and quantity. The most important information for discussions during the grants process is grant awareness, eligibility criteria, screening, and documents verification. Therefore, the type of information needed for grants process should also reflect the nature of services at SASSA. It is important to have a work plan detailing all the information flows around grant processes. This set of information enables the grant officials to ensure that they communicate all the necessary information, because it is difficult to know certain information is missing or incorrect information has crept in during the approval of the grants.

The identification of missing and incorrect information contributes to grant delays and causes poor service delivery. In contrast, with proper guidelines in place officials would easily prevent such information. SASSA should locate its information in places where grant clients need it the most. For example, SASSA can place information in community halls where grant clients always meet. Information centres structure impacts how effective information flow takes place and whether it adequately supports service delivery.

1.8.3 User Experience

UX has become the main topic for many disciplines, notably for information architects, interaction designers, and usability engineers. Various disciplines use UX mainly to describe the requirements for creating a successful event that provides users with an effective, efficient, easy, and pleasurable experience of a service or system (Redish, 2011). It is the overarching perception of all the facets of interaction with a company, its services, and its products. These requirements must meet the needs and expectations of the user on the issues of usability and utility. Furthermore, to merge

various products or service aspects into one seamless, experiential flow of UX needs to be taken into consideration (Ramsay, 2012). Users can judge the value of UX as both tangible values that include factors like efficiency and effectiveness, or more intangibly or perceived value, which includes factors like credibility, emotion, pleasure, aesthetics, social reward, behaviour, and entertainment value (Glanznig, 2012).

UX is concerned with what users encounter while interacting with the services of e-government (Glanznig, 2012). According to Obrist et al. (2009) there are three contributors that form UX namely: human factors, usability, and human-computer interaction. Government agencies are starting to focus on the benefits and values that UX could bring to the e-government. Incorporating UX into the government services during the design and development cycle, and usability evaluation could enhance the government information systems. UX is a key enabler between users and e-government. It makes information sharing much quicker and easier within a government agency, between government agencies, and between government agencies and their users.

Clearly, there is more to UX than the pragmatic usefulness aspects. These hedonics factors contribute much to the overall experience of the user. A user's assessment of the pragmatic experience focused on the product or service, its utility and usability in relation to complete tasks while hedonics focuses on the personal motivators and views of the self. This is, in this way, somewhat more socially motivated than the strictly pragmatic. Novelty and change, personal growth, self-expression and feeling part of a social group are just some aspects in which people may find pleasure. One has to bear in mind that social context cannot be omitted from UX because there are expectations and influence that people have on each other, and people's willingness to socialise (Redish, 2011).

UX is not constant or based upon first impressions; UX changes from time to time as soon as users become more familiar with it. Therefore, it is important for a designer to spend more time and probe these perceptions and feelings in order to get valuable feedback (Glanznig, 2012). Therefore, the research of UX is very useful throughout the planning and development stages of any new interactive technology. UX can reveal the expectations that the organisation aims for in order to meet the needs of the users (Law et al., 2009).

UX enables organisations to obtain valuable information. This trajectory information is particularly important to grant officials work activities. They must find out whether the applicants are eligible in order to be able to perform the appropriate grant process. Grant users need to understand how technology works in order to complete the grant process. Officials make schedules to minimise temporal ambiguity by arranging grant process in a chronological order. Time assigned to the process varies in settings. Nevertheless, the screening process is time consuming, resulting in delays and inabilities to meet the needs of the clients. Therefore, SASSA should evaluate the assigned and the actual time taken for screening in order to achieve an effective grant process balance between the quality of information flow and service delivery.

The proper sequence of information access is significant for achieving the information flow best outcome. Officials must take into consideration the sequence of information access and time during the grant process in order to deliver the services in a timely and efficient manner. Identification of how grant users perceive, understand, and feel about the overall grant process is an important aspect of user experience. The way in which grant users share their experiences on how they perceive the technology and SASSA services are important. It is important to note and understand that UX is not a standalone factor in this study, it points out the perspectives, frustrations, feelings, and views of grant users during the grant process. According to Law et al. (2009), there are two aspects of user experiences. The first aspect of UX reflects upon feelings during usage of the service, for example the first impression of experiencing the service. The second aspect emerges after specific usages of the services over several periods of use.

1.9 METHODOLOGY

To accomplish the stated aim and objectives, the researcher adopted a qualitative interpretivist approach that was exploratory in nature to address the topic under study and to establish the demographic profile of the participants in the specified context (Korpela et al., 2008). This study set out to depict a landscape around social grant information flow, with Khayelitsha serving as empirical case. This study used IUGX methodology to present vital and necessary features of a landscape of social grants processes in a geographic form that consists of a canvas and four layers (Mursu et al., 2007). The canvas depicted the fundamental geographic layout around government stakeholders that are accountable for social grant processes (Korpela et al., 2008). IUXG methodology was also utilised to gain the perspectives and experience of the grant users. Personas and scenarios were employed to depict the

different users' experiences landscape analysis to present different flows of information.

According to Fossey et al. (2002), qualitative research describes a person's life experience, interactions, behaviour, stories and social context without using quantification or procedures of statistics. This generally links to the topic under question. Furthermore, Neuman (2006) defines a qualitative research study as an inquiry process of understanding a social or human problem based on building a complete holistic picture that is formed with words, reporting detailed views of informants and conducted in a natural setting. Furthermore, qualitative research captures the freedom of respondents, and natural development of action and representation. This gives respondents flexibility of demonstrating their actions and giving their views in a more open-ended manner.

1.10 RESEARCH DESIGN

The research design of this study draws from case study approaches (Yin, 2014) and stresses the importance of contextual detail and deep description, the function of multiple sources of data, and exploratory explanation-building. The research design was chosen in order to develop an initial rough understanding of the experiences and perceptions of the social grant users. This section is thoroughly explained in Chapter 3.

1.11 DELINEATION

Khayelitsha is the biggest township in the Western Cape Province, which is however, delineated as part of the Substructure of Tygerberg and falls under management structures (authority) of the Cape Town Metropolitan Council. The Metropolitan of Cape Town is a vast area that is sub divided into six sub-regional substructures (Dyantyi & Frater, 1998). The scope of this study is limited to Khayelitsha SASSA offices.

The research will focus mainly on exploring the information and technology issues around social grant processes in Khayelitsha, with the purpose to suggest improvements using ICT in order to facilitate the grants process. The researcher uses IUGX methodology to depict the landscape of the grants process, and gain the perspectives and experience of the grant users. The area chosen in this study is typically having the vast number of user experiences of people who are in the daily process of obtaining social grants as a source of income.

1.12 ETHICAL CONSIDERATIONS

Common concerns relating to ethical issues are confidentiality and socio-cultural sensitivity. Therefore, in order to adhere to ethical guidelines the researcher must take appropriate and constructive steps to uphold the research participants' cultures, anonymity, and confidentiality (Creswell, 2009). The principles of ethical consideration concern people's values and quality of life of all who affirms the accountability and obligation to protect fundamental human rights and to respect the diversity of all cultures within a particular society (ACM, 1992). Throughout this study, the researcher ensured that he observed the ethical guidelines of the Research Committee of the Cape Peninsula University of Technology. Long-Sutehall and Addington-Hall (2010) suggest that there are issues that researchers should consider during data analysis. The authors emphasise the point that researchers need to be aware of these issues during the process of conducting the research. The researcher considered the following ethical issues in particular:

- Informed consent: the researcher sought informed consent from all the participants that contributed to the study. The researcher provided prior information about the objectives and nature of the research to all participants. The researcher informed participants about the purpose, data collection methods, and the contribution of the study.
- Risk and harm: there were no risks or harm anticipated during the participation of this research study. The interviews took place in a proper and protected environment (SASSA local office) that was convenient and preferable for social grant users. The researcher assured participants that no dangerous situations would result from participation in the research.
- Confidentiality and anonymity: the researcher will protect the identities of his participants and will keep the data gathered during this study confidential. All the participants will remain anonymous in future publications or results emanating from this work.
- Voluntary participation: the researcher assured participants that the study was of a particular fulfilment of education. Therefore, participation was strictly voluntary; refusal to participate during the data collection of this study involved no penalty and the researcher made the participants aware that they might opt out at any stage of the research without prejudice.

When in doubt about any ethical matter during this research, the researcher sought the constructive advice of his supervisors.

CHAPTER TWO: LITERATURE REVIEW

2.1 OVERVIEW: OF SOCIAL GRANTS IN SOUTH AFRICA

In South Africa, three government agencies are accountable for the issuing of social grants to eligible citizens. The first agency is DSD, which is responsible for the South African social welfare system and is accountable for the development of policy with respect to social assistance. The second agency is the National Treasury (Ministry of Finance), which has the authority to dispense funds, and which funds social assistance. The third agency is SASSA, which is the implementation agency responsible for administering disbursement of social grants and is overseen by DSD. SASSA contracts payment service providers to deliver social grants payments. The funding is coordinated through DSD; hence, the National Treasury does not possess a direct link to SASSA for financial inclusion. However, the perceived costs, budget, and values of the inclusion of finances among these three particular government agencies differ (South African Country Report, 2011).

SASSA was established independently in April 2005. National government established SASSA with the aim of streamlining government operations by centralising social grant payments. Its mandate is to ensure that social grants administration is effective, managing social grants, and paying out social grants to the right people at the right time (South African Country Report, 2011). In order to apply for social grants an applicant must engage the nearest offices of SASSA, which are usually located inside the DSD building and the applicant has to see an official of SASSA. Social grants applicants must be a South African citizen or permanent resident and must have a valid ID (adult) or birth certificate (child) (SASSA, 2013).

However, applicants who do not have a bar-coded 13 digits ID or birth certificate for children may still apply for social grants and get it within a period of 3 months, but within that period of 3 months, they must at least produce a proof confirming that they have applied for an ID. A client who has a part-time job can also apply for a social grant, but SASSA has a sliding scale whereby they calculate the amount of grant they have to pay to a particular applicant. In this case, an applicant might not receive the full amount of the grant. Applicants must meet the eligibility criteria as stipulated in the table below:

Table 1: Grant eligibility criteria

Grant Status	Applicants Targeted	Applicants Eligibility
Old Persons Grant	Adults over 60 years	Means test
Disability Grant	Disabled between the ages of 18 and 59 years	Means test
Foster Care Grant	Legal foster parents of child under the age of 19 years	Means test
War veterans Grant	World war 2 or Korean war over 60 years	Means test
Child Support Grant	Child under 18 years and attending school	Means test
Grant-in-aid	Older people, disabled grantees, and veterans	Not able to take care of themselves
Care Dependency Grant	Severely disable child under 18 years	Means test

Social grants eligibility criteria are not universal; hence, every social grant applicant has to meet certain eligibility criteria (SASSA, 2013). However, Van Der Westhuizen and Van Zyl (2002) argue that some of these social grant eligibility decisive factors can act as or lead to inequitable barriers to access social grants. When applying for disability grant a medical assessment/test is compulsory conducted to verify disability of the applicants. The assessment of disability can be problematic due to the shortage of medical doctors to screen disabled applicants (Van Der Westhuizen & Van Zyl, 2002). There are many processes that SASSA follows before all types of grants can be administered including:

1. Screening: an applicant is interviewed to examine income, assets, and savings to determine whether a grant is needed.
2. Manual application at service point: a social grant applicant fills in all the necessary application forms in the presence of first attester (SASSA officer). If an applicant cannot write an official completes the application form on their behalf
3. Capturing of application: the first attester captures the application onto the system
4. Verification of application: Second attester (SASSA officer) verifies the manual application form filled in by the applicant or first attester, checks all the required documents, verifies the information captured on the system by the first attester and issues an applicant with a receipt, which is the proof of application.
5. Approval or rejection of application: SASSA decides whether the social grant application must be approved or rejected and the eligibility criteria form the bases for this decision.

6. Quality Assurance: the process of ensuring that the application is of high quality by implementing it on a system so that quality requirements of social grant application will be accomplished
7. Transportation of files to warehouse

When the application is completed, SASSA officials give the social grant applicant a receipt, and this is the only proof of a social grant application and has to be safeguarded. If the application has not been approved, SASSA issues a letter explaining why the application was unsuccessful. The applicant has the right to write an appeal letter to the offices of SASSA requesting them to reconsider their decision. The reconsideration of a decision takes a long time (approximately 90 days) to inform the applicant about their application status. If the appeal to SASSA is still unfavourable, an applicant has the right to further appeal to the DSD (SASSA, 2013).

In some instances, SASSA officials visit some grant applicants who are disabled or very sick. However, due to lack of infrastructure and government vehicles, this approach takes much time to happen in urban and semi-urban areas and it is doubtful that this would be held in rural areas (Sephton & Nieuwmeyer, 2010). The total number of the citizens receiving grants has increased rapidly in the past decade. An estimated number of 15.8 million South Africans receive an income support in the form of social grants (SASSA, 2013). The rapid growth has happened in Child Support Grants and Disability Grant, although the numbers have also increased immensely in other social grants. Neves et al. (2009) argue that although, there is a high uptake of Child Support Grants, approximately 80% of the children continue to experience the poverty.

2.2 SOCIAL GRANT ACCESSIBILITY

Social grant accessibility is a major problem, notably in Khayelitsha. Problems with rude behaviour or uncooperative SASSA officials and required documents (Identity Documents) are noted as major obstacles that prevent South Africans from receiving social grants (Maistry & Vasi, 2010). Lack of infrastructure (widespread locations) creates obstacles in the delivery of services (application process and pay-out). For poor people, it can be costly to travel to SASSA and DSD offices to make application or go to the banks and pay-points to collect their social grants. Grant officials struggle in provinces with rural areas to reach grant beneficiaries due to bad roads and lack of vehicles (Van Der Westhuizen & Van Zyl, 2002).

According to Van Der Westhuizen and Van Zyl (2002), the estimation shows that only 43% of citizens qualifying for social grants receive them. Although SASSA addressed many obstacles, the major problem remains to make the grants available to eligible citizens. It seems that the lack of effectively delivering social grants has been the main obstacle rather than the lack of funds. The efficiency and effectiveness of the social grants has been underpinned by unsanctioned eligibility practices and administrative inefficiencies (Neves et al., 2009).

The foremost problem facing the governmental role-players (SASSA and DSD) in terms of rolling out and disbursing of grants is the lack of ICT, and staff capacity in the provincial departments. Due to the high influx of clients in departmental offices, SASSA officials are unable to cope with the workload. On the other hand the officials are perceived to lack service skills that result in unfavourable reputation for the agency. They are accused of showing no serious commitment to serve the public, and are often accused of being rude (Mpedi, 2008). Another problem is a language barrier, whereby employees cannot fluently communicate in official languages (Kim & Mattila, 2011).

2.3 E-GOVERNMENT

According to Pardo (2000), in order to understand the notion of e-government, one must first understand the meaning of government in general. Almarabeh and AbuAli (2010) describe government as a dynamic mixture of objectives, structures, operations, and functions that are undertaken to fulfil the needs of the public. Government is the means by which society pursues its essential goals through: administering justice, maintaining collective security, improving infrastructure, enhancing social capital through alleviating poverty, promoting the household economy, and improvements in education, security and health (Pardo, 2000).

Sprecher (2000) narrowly defines e-government as the production and delivery of government services to the public using IT applications; the author broadly defines e-government as any approach in which IT is utilised to enhance and streamline transactions of government agencies and other sectors. Anttiroiko and Malkia (2006) state that e-government is also coupled with non-Internet technologies to improve service delivery, such as mobile phones, short message services (SMS), electronic mails (e-mails), multimedia messaging services (MMS), fax, voice notes, television and radio-based. E-government helps the public to directly interact and receive electronic services from the government at all times.

In general terms, electronic services offer a communication means between the government and the public through computers and the World Wide Web for delivering government services and information (Evans & Yen, 2006). Sectors of the government utilise ICT innovations to improve and support their operations (Palvia & Sharma, 2007). However, Nnadi and Gurstein (2007) argue that by only focusing on ICT will not make government officials more service-oriented toward the public.

2.4 THE ADVANTAGES OF E-GOVERNMENT

E-government makes government agencies more explicit and transparent, convenient, efficient, and allows an easy flow of information across all government departments and enables the services to be rendered to citizens in an expedient manner. It enables the citizens not to physically go to different government offices when he/she can access the government websites at home or other locations (such as an internet cafe) to do the same work a shorter space of time (Xiong, 2006).

E-Government forms part of a constitutional mandate of municipal service delivery, which is guided by the principle of public service for all and the nine principles of Batho Pele. The essence of Batho Pele is mainly to transform the way public departments work i.e. from the way which was typical controlled by apartheid regime system into an inclusive model where citizens can be empowered to hold public sectors accountable for the services received from government (Visser & Twinomurinzi, 2009). South African citizens are beginning to have high expectations of their government sectors to render services that will equal the services offered by their private sector counterparts. Developing a successful e-government increases the efficiency of administrative processes and services by enabling the citizens to access valuable information online, with no hassle of waiting in long queues (Xiong, 2006).

Recognising that this transformation is neither cheap nor easy; e-government is not a short cut to good governance and economic development, rather it is an empowering tool for accomplishing these goals. The government has identified the need for change in how officials think and conduct themselves, how they view their jobs, how they disseminate and share information between government agencies and departments (G2G), with businesses (G2B) and with citizens (G2C), as well as with their own employees (G2E). It actually requires the re-engineering of business processes in government (Farelo & Morris, 2006).

2.5 E-GOVERNMENT IN SOUTH AFRICA

E-government is rapidly expanding in South Africa as the government departments appear to be all automating their functions, and the services of the government departments at an increasingly exponential rate are electronically interconnecting citizens. The rapid growth of Internet users, which is estimated with over 5.3 million Internet users, can play a profound role in facilitating the interconnection between government and citizens (Rao, 2011). The vision of the South African e-government sets out government key main concern and objectives in terms of three government models. Co-ordination of government agencies and departments is currently taking place and the ministerial support has been tremendous, even though they have to plug some massive loopholes. The government of South Africa has recognised the importance of ICT in improving the standards of service delivery; enhance the quality and efficiency of the government sectors (Mutula & Mostert, 2010).

The South African government has set up numerous structures and policies concerning information access and equality for all, regulatory frameworks and ICT infrastructure projects to aid and improve service delivery towards the public (Mutula & Mostert, 2010). These policies include the freedom of information policy, universal access policy, ICT policy, universal services, and access policy; Batho Pele and Vision 2014 policies, are all targeting to establish a regulated society and IT driven government. The government launched the Gateway Portal of Batho Pele in 2004 to provide information pertaining services of the government and other information services such as policies and legislation (Farelo & Morris, 2006).

In line with world trends, the government has introduced multi-purpose community centres (MPCCs) in an effort to help narrow the digital divide in disadvantaged communities (Snyman, 2007). MPCCs provide users with ICT access such as web-based computers, scanners, fax and photocopy machines. The ultimate purpose of MPCCs is to empower underprivileged communities with information access and effective government services (Farelo & Morris, 2006). The main objectives of these e-government initiatives with respect to public service repositories are to simplify the access of information, public services and improve the production of public services by a better integration of public authorities across administrative and geographical boundaries (Jahns, 2011).

According to Thornton (2004), South Africa has three government spheres that are liable for various things, namely national sphere, provincial sphere and local sphere. Telecommunications regulation falls under the national sphere. In the last few

decades, South Africa has experienced phenomenal growth in telecommunications development and initiatives, from 56-kbps modems that in recent years are accessible for quick and high communication speed over standard telephone lines to Virtual Private Networks (VPNs) developments based Internet Protocol (IP) security.

Luiz and Stephan (2012), argue that telecommunication development in South Africa has logged behind in all segments of mobile, Internet and broadband penetration. The factors that affect the use of telecommunication include high pricing, unfavourable regulatory environment and lack of infrastructure. Numerous international connections are still heavily reliant on bandwidth connection acquisition by government telecommunication firms. Therefore, African countries have to maximise and increase their international bandwidth for broadband and use the Internet effectively.

The government of South Africa advocates the importance of communication. Telecommunications act empowers the Independent Communications Authority of South Africa (ICASA), and the communication minister approves the regulations made by the regulator. Telecommunications act issues the guidelines of the policy to ICASA (Thornton, 2004). ICASA is the South Africans regulator for communications, postal services, and broadcasting. ICASA mandate is under the act of electronic communications for licencing and regulations of broadcasting services and electronic communications as well as in the Postal Services Act for the postal sectors regulations. The legislation empowers ICASA to plan and manage the radio frequency spectrum, monitors licence compliance with terms and conditions and development regulations (Shackleton, 2007).

South Africa is reportedly rating twenty among the largest information product and service consumer across the world and remains the leading ICT development in Africa. South Africa has the most effectual and developed telecommunication network across the African continent. The Telkom's broadband footprint of Asymmetric Digital Subscriber Line (ADSL) and Worldwide Interoperability for Microwave Access (WiMAX) in South Africa covers roughly 90 per cent. South Africa has about 99 per cent of digital network, mobile industry and includes wireless network as well as satellite communications. With a cellular phone penetration of approximately 123.4 per cent, South Africa is the highest country in Africa that provides an extensive Internet usage and broadband (Luiz & Stephan, 2012).

According to Rao (2011), South Africa has an estimation of 98% cell phone penetration. The country is now enjoying tremendous growth in the industry of mobile phones and capability of using cell phones. Today, South Africa is the fourth ranked communications mobile network worldwide, the country has five cellular providers, namely Mobile Telephone Network (MTN), Vodacom, Cell C, Virgin Mobile and 8ta. Mobile phones in South Africa are easily accessible, approximately 40% of South Africans own phones. South Africa has an estimation of 37% of urban dwellers and a further 27% in rural areas that access the Internet through their mobile phones (Rao, 2011). However, South Africa has not yet exploited the cellular phone infrastructure to provide e-government services. The South African government should be exploiting mobile phones to promote access of information and e-government services more especially in underprivileged areas.

In recognition of these ICT benefits, numerous government departments of South Africa have leaned forward to embark on numerous programmes of e-government. Examples of these include the SASSA system called social security pension (SOCPEN) and electronic social grant application process from remote sites, Department of Home Affairs (DHA) digitised identity documents, Batho Pele portal, South African Revenue Services (SARS) e-filing, The National Traffic Information System (E-Natis) system, and several government departmental websites.

The processes of government departments are mainly generating electronic records as evidence of the initiatives undertaken by the government to transform their functions. It is evident that a South Africa must implement and effectively use ICT in order to gain from its benefits. Therefore, SASSA has deployed various mechanisms in order to enhance the quality of its services that they render to the clients. The mechanism currently used includes the provision of monitoring reports and the implementation of a service delivery charter. SASSA has also taken note of the importance of ICT in delivering efficient services. For instance in 2007 at Limpopo SASSA had piloted the Linux desktop virtualisation software running on System und Software Entwicklung (SUSE) Linux Enterprise Desktop (Heubner, 2008). Visser and Twinomurinzi (2009) are of the opinion that ICT can put people first should the government departments operations' be supportive of the use of ICT. The authors also mentioned that to ensure effectiveness of e-government initiatives the government departments must integrate all e-government initiatives.

With the support of the Internet, SASSA website allows citizens to determine online if they are eligible to obtain the social grants. In fact, the web-based computers have

brought enormous improvements to government in a variety of ways: such as unlimited space to store data, quick information dissemination, and enhanced service delivery, thus supporting the principles of Batho Pele of putting people first, providing useful information, setting service standards, encouraging openness and transparency. Internet availability in departmental offices has brought change in the communication processes between government officials and citizens that they serve (Evans & Yen, 2006).

The changes that the Internet has brought in South African government systems include:

- The SARS e-filing system, which provides a way to conduct transactions tied to tax returns online between government and business.
- The E-Natis system, which is used for registration and licencing of motor vehicles, as well as applications for learners and drivers licences.
- The Independent Electoral Commission (IEC), which uses an e-procurement system that enables a transparent and open platform for tenders with the purpose of curbing and preventing corruption.
- The web site of the department of labour has been widely acclaimed in a way that the department has tailored it with stakeholders needs. People know it for being user friendly, easy to navigate and enabling the users to quickly get their required information.

On the other had South Africa has experienced many challenges of failure upon e-government systems. E-government failures in South Africa have been widely ascribed with adopting new technology innovations without the accompanying of human skills and capacity to control, manage, align and sustaining them; limited connectivity, high bandwidth costs, high level of digital illiteracy, lack of alignment between good governance and ICT, and inadequate resources (Beynon-Davies, 2007). Almarabeh and AbuAli (2010) state that there is a lack of qualified government officials and training schemes, lack of educating citizens about the awareness of benefits of e-government, as well as lack of efforts in management, which make things difficult to go with such a new trend like e-government.

The key challenges that are currently facing the South African government consist of internal efficiency, creating access and development of human resource (Farelo & Morris, 2006). Even though the government has made significant steps moving forward within e-government, however it does not appear to be leveraging the enormous opportunities and benefits offered by government systems. The question of

access to e-government services is still a major concern, and it has been widely defined as one of the barriers that contribute to the concept of digital divide. There is a huge gap between the people who have access to electronic information and those who do not have means to access electronic information, due to factors such as living conditions, lack of education (those who can't read and right), disabilities and age (Thakur, 2013).

The literature has indicated that a proportion of initiatives to implement e-government have failed to accomplish the promised service delivery. However, there are some deeper investigations globally that attempts to understand the causes behind such failures. Despite numerous e-government projects that did not succeed, stakeholders indicated that there is a likelihood of e-government to achieve the promised service delivery, but this could be achieved with proper planning and thorough understanding of the causes and therefore workout ways to overcome the outlined obstacles (Thakur, 2013). The strategic challenge is tantamount to render the government services to the citizens along with dimensions such as quality, convenience and cost. Furthermore, the administration of electronic records will continue to represent a challenge to the implementation of e-government until further improvements are undertaken (Matavire et al., 2010).

2.6 E-PARTICIPATION

The term electronic participation (e-participation) is described as the total sum of both the initiatives of the government to encourage citizens' participation and the willingness of the citizens to comply (Medimorec et al., 2011). The general objective of e-participation initiatives is to enhance information access and public services to the citizens as well as to promote participation in public decision-making. The promotion of citizen participation is the basis of socially inclusive governance (Macintosh & Whyte, 2008).

According to (Medimorec et al., 2011) e-participation is the use of IT innovations with the purpose of improving and extending the political participation of citizens. E-participation refers to the ICT supported participation in the processes that include the government. Government operations may involve service delivery, administration, policy making, and decision-making. The use of digital technology in the processes of societal and public activities, which includes service delivery, decision-marking, and political opinion shaping participation, is able to reinforce the principles of the constitution and the public engagement by citizens. E-participation increases the new

forms of collaboration and allows the individuals to work together in shared environments to achieve a common goal (Leith, 2012).

Participation is goal-oriented and it strongly recommends whoever involved in the processes of decision-making process to take decisions with a definite objective in mind. The use of ICT for democratic participation attracts a wide range of target users, which include local citizens, big organisations and even citizens living abroad (Medimorec et al., 2011). E-participation is very flexible and supports decision-making by increasing electronic information and input of the public in the process of decision-making. It offers in terms of time and location, variety of alternatives made available to citizens' disposal, and enhancing participation process. E-participation has presented the citizens an opportunity to thoroughly comprehend their government policy objectives by publicising the policy issues. Consequently, e-participation is intimately affiliated with e-government (Komito, 2005).

Participation methods may perhaps include some transparency tools such as e-voting and reputation systems. Chun and Cho (2012) are of the opinion that in each phase of the policy lifecycle of the process decision-making, it would be valuable if the citizens were providing recommendations to enhance service delivery. Nevertheless, due to ICT challenges that the country faces, it is not easy for most citizens to interact electronically with their government. Making citizens aware of ICT advantages and persuading them to be users of the system are major challenges (Kroukamp, 2005).

2.7 INFORMATION FLOWS AND INFORMATION SHARING WITHIN E-GOVERNMENT

South African information policy actually empowers and allows the sharing of information across government agencies and the citizens. E-government represents information flows that help improve the knowledge of the citizens, efficiency, opportunities, relationships, and even encourages the standardization of products and ideas because citizens view a common set of information (Ntetha & Mostert, 2011).

The Promotion of Access to Information Act 2 of 2000, stipulates that: "To give effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights; and to provide for matters connected therewith." This Act enables the right of access to information for citizens. Therefore, the Constitution stipulates that any South African citizen and a permanent resident are entitled to request useful information from government agencies. It also gives people rights to

access information, and enables information sharing within government departments and with the public (Mutula & Mostert, 2010).

The most evident change that e-government brought within government agencies and private sectors' is speed. Once any change of social grant process is amended, it must actually then be laid out immediately, posted on SASSA website or broadcasted by the radio stations, and that process cannot take more than a day. It is evident that much of that information can be obtained online "with only one search word" thereby saving much time. IT has subsequently reduced the cost of sharing information among government departments by integrating departmental system. For example finding a deceased client at SASSA is far easier and less time-consuming, because the Department of Home Affairs (DHA) electronically alerts SASSA when a client is deceased.

The role of operational information in government departments is of paramount importance for continuous growth and stability in our communities. Information has become optimum and essential in the way we behave, in the way we think, operate and act in our communities. Information can be gathered, analysed, shared and distributed. The benefits of information flow are fruitful interactions among government departments, public connectedness, collective problem solving, public accountability, contributing to the coordination of community activities, and improve knowledge (Riley, 2003). Information plays a profound role in e-government whether it is during the planning phase of e-government project or during the implementation of e-government.

The literature has shown that e-government success depends on effective information management. Information is a core drive in sustaining on-going administrative activities; it supports the delivery of programs and services and helps government officials to perform their tasks effectively. It also helps in addressing the queries and inquiries posed by the public. The information is the most valuable source for e-government and decision making process. Information makes all the components of e-government systems work collaboratively, and provides bases for a good government functions. Information sharing is often related to optimising efficiency or satisfying the information needs of the public (Talja, 2002).

Information sharing is a key element for tight integration across all government departments and it has been widely facilitated by the advances of IT innovations. ICT can enable the effective sharing of information and real time flow of information

between various employees and clients. Such repositories of government information are highly anticipated serving as enablers of information access at any given time and place countrywide (Malhotra, 2000). IT innovations have made things easy to gather, establishes, organise, alter, store, disseminate and use information. SMS and e-mail provides another approach for which information users can access information on mobile devices. Personal computers can collect, manage, store and process data more effectively and quickly (Riley, 2003).

The government has to set the trend of moving towards managing its information, which will allow them to enhance efficiency and effectiveness and as a resource to benefit the businesses and citizens. Ownership of information is one of the decisive tasks within government sectors, thus it requires proper management, protection must be assigned and confidentiality to be maintained. This could be achieved through adoption of corporate standards by government bodies. The adoption focuses on information quality, information collection, information processing, and information sharing. Through this adoption, government departments may take forms such as system integration, collecting relevant and quality information, sharing information about pertinent documents, and finding relevant information sources (Talja, 2002).

Almarabeh and AbuAli (2010) state that it is widely known that there is a big divide across government departments, with each government department carrying out its functions without regard to other departments. Systems across government departments and within the same department lack integration and do not adequately share information; in most instances a person is required to fill out forms in every department due to lack of system integration and proper information sharing among the departments. This is the main challenge faced by the government.

Proper system integrations and adequate information sharing may enable citizens to provide collective information (such identity number) once across all government departments. It has been advocated that the national government must implement a central government system that will link all the government departments systems. This can eradicate and transform paper-based artefacts into digital artefact; thus, one will not need to fill out generic information (Almarabeh & AbuAli, 2010). Integrating service delivery programs and effective information flows between the levels of government and across government departments requires automated information sharing and integration. Electronic information flows within government agencies are often called horizontal government. This process provides effective and efficient

integrated set of services to communities of interest and to citizens' at large (Pardo, 2000).

According to Riley (2003), every government department should certainly be providing forms of information that could be publicised and made available in sectors of the public such as clinics. He further advocates that the government should have a central system that will allow them to store and view all the records of its citizens on the same database. On this case, the departments would be required to have fully flagged employees who possess analysis and problem solving skills that will allow them to ascertain how certain needs of citizens could be met.

2.8 INFORMATION MANAGEMENT

According to Choo (2002), Information Management (IM) is the acquisition and management of specific information from reliable or various sources as well as the dissemination of that particular information to the required users. IM is the core of the organisation's information resources and capabilities, which enable an organisation to adapt to a fast changing IT world, create client value and establish a good reputation for its self. The advent of IT innovations has brought a paradigm shift in governments' IM and production. IM manages the functions of departments including the systems that acquire, establish, process, manage, share, disseminate and use information. IM comprises those who have a stake on particular information or those whom have a right to access the information.

Managing information is not just only about establishing, collecting, storing, and processing information it also consists of proper decision-making by various stakeholders involved in enhancing information flows within the government and the public. Every decision made in government sectors is widely driven by information. Thus, they may be either good or bad depending on the quality of information. Organisations are becoming heavily reliant on the knowledge of their key stakeholders (such as employees, clients and suppliers) due to rapid change in technologies and the information driven society. Therefore, sharing of information is very essential in e-government projects and it requires factual up-to-date information flows across all the key stakeholders (Hatala & Lutta, 2009).

According to Choo (2002), an organisation learns itself through its information flows, processing and sharing. Thus, management of information fundamental goal is to ensure that the organisation learns and adapts to its rapidly changing environment by harnessing information resources and information capabilities. It is evident that proper

management of information improves and supports the growth of an intelligent organisation. Certainly, information management cycle is the learning loop of an intelligent organisation. IM is a continuous cycle of six interrelated activities, which are elaborated below:

2.8.1 Information needs

Information needs are subsequently extracted through analysis, clarification, interpretation and synthesis from numerous relevant sources. Information needs arise from the issues and ambiguities that are identified on experiences or circumstances of a particular organisation. Government departments should identify information that is necessary, sufficient, and abundant to actually represent true needs of the users. Identification of information needs should clearly elaborate and present the departments existing objectives and provide directions for future goal. Departments have to seek information that will make sense of the situation, and acquire the necessary information that will help in problem solving as well as the decision making process.

2.8.2 Information acquisition

Government departments have to involve many knowledgeable individuals in information gathering because this is a complex and critical process of the IM. This process refers to the task of gathering all sorts of appropriate and relevant information about what are the current situation issues, how does information flows, the business process, and how things are currently done. This activity is guided by information and it must adequately address all the information needs. The techniques of information gathering include: spending sometime observing how things are done and observing organisations settings, distributing questionnaires to relevant people record responses and carefully analyse them, reading the literature, and meeting with relevant people interview them and probe for answers. Exiting sources have to be carefully evaluated and different sources have to be adequately assessed in order to check its credibility.

2.8.3 Information storage

Information storage can be referred to a computer based system where data is stored in databases or to a room where paper-based artefacts are kept. Helpful information storage is facilitated by the application of ICT. The volumes of collected and produced data need to be given a structure in a manner that will simplify the information stored. The storage and retrieval of information (both textual and numerical information) in

the organisations become a critical component of IM, because the department has to be able to effectively store and recover specific information from the stored data. The ultimate purpose is to create a departmental memory that will safeguard information and that is the active repository of departmental information.

2.8.4 Development of information products

Information product has to add value by enhancing the fit between the information and needs of authorised users, and improving information quality in order to assist users to ensure that better decisions are made. The information acquired and the information stored in the departments' memories is packaged into information products and services at different levels. Easy to use decreases and eradicates the difficulty of using the product and services thereby including the capability to enable users to browse information, getting answers and gaining a thorough understanding of the system.

2.8.5 Information dissemination

Information dissemination promotes extensive and more frequent learning, improves the knowledge of the public, and allows new insights to be formulated. Its purpose is to promote information sharing among all the stakeholders. Information distribution provides another way of accessing information content on electronic devices. The ICT has improved the process of information distribution and the continuing arrival of new IT innovation makes information dissemination more sophisticated. End-users should be granted the best available information in order to conduct their activities effectively. Information should be expected to be available soon enough to the public after it has been updated through communication channels that are accessible to authorised users.

2.8.6 Information Use

Individuals use information for a variety of reasons: to create and improve knowledge, to satisfy curiosities, or to provide meaning and context for a purposive action. Information uses are interactive social process of inquiry that may result on constructing new knowledge, decision making or creating meanings. Information use for decision making, meanings and understanding how things are done requires methods that afford a high degree of flexibility and information processes that present and facilitate evaluation of presentations among users.

2.9 USER EXPERIENCE

User experience evaluation has become the main point of focus and an increasingly significant feature of usability, user-centred design, and human computer interaction research. However, as a relatively new area of research it has lacked a clear and unified theory, methodology and thorough understanding (Law et al., 2009). It is not unanticipated that the entire research community is experiencing some challenges in finding the common ground, given the broad and multidisciplinary nature of user experience research, which integrates many disciplines such as sociologists, designers, psychologists, computing scientists and researchers from the mixed background of human computer interaction (Redish, 2011).

Many researchers have identified the problem of unclear definition of UX (Ramsay, 2012). Although UX lacks a coherent and rational definition, Redish (2011) describes UX as a consequence of characteristics of the system, user's internal state, and the context of use. The elements that affect the formation of UX include the motivation, needs, mood, product's complexity, purpose, and social settings. UX are perceptions and responses of a person or group of people that result from the anticipated use or use of a service or system. User experience is a unique experience, where people use a system with or without a purpose. Using the system generally means that a user is not just using the system, but a user can also control or manipulate the system.

According to Nielsen and Norman (2011), user experience encompasses all aspects of the end-user's interaction with the company, and its products and services. Therefore, the organisation has to strive to do more than just satisfying the exact customer needs or complete certain checklist features. The authors suggest that in order to create a good service, an organisation has to devote itself to multidisciplinary efforts. These multidisciplinary efforts include collaboration in development, marketing, graphic and interaction design, and user interaction. User experience consists of three main themes: the user, interaction, and the service or product. It can be argued that a thorough approach to user experience should incorporate all these three themes. The approach presented in this thesis combines these themes through subjective individual experiences in services rendered by SASSA (Redish, 2011).

The literature reveals that in the research community there have been special interest and many activities undertaking these indifferences by developing a common understanding and clear definitions of user experience, and discussing appropriate methods and theories for user experience (Obrist et al., 2009). Even though

researchers have identified essential aspects of user experience, there is still a lack of clear direction in the community (Law et al., 2009). Obrist et al. (2009) believe that the lack of common understanding and fragmented community has been caused by the diversity of approaches and definitions of UX.

Law et al. (2009) have noted that the user experience cannot be designed directly, since every experience is unique, dynamic and varies from person to person, cultural background and social context. Although every experience varies, user experience still affects them directly and indirectly. The user experience should necessarily involve the user, but some focus on interaction or services as the main facet in the research of user experience.

According to Obrist et al. (2011), there are some important aspects of the user experience that are more widely agreed upon. Firstly, user experience is dynamic because it involves personal perspectives, moods, experiences and social contexts that are ever changing. These aspects undoubtedly have a significant effect on user's current experiences. In any given experience, the perceptions of individual users always differ, both internal factors, such as frustrations and external factors, such as social context, play a big role in influencing user perceptions. The dynamic changes in user experience over time vary from very short term changes, such as a change in a physical context, to long term changes brought about and developed by repeated experiences within a changing social group or context.

Secondly, user experience is inherently an individual and personal experience, although at times heavily influenced by spectators and social groups (Law et al., 2009). Because an individual user is the one creating the perceptions and responses that the user experience is so interested in, this is where the experience exists. To better understand how these perceptions are developed, we can look at the presentation of self and experience as a performance.

2.10 CONNECTION BETWEEN USER EXPERIENCE AND E-GOVERNMENT

Based on review of the literature, numerous connecting points with user experience and e-government might be found. Despite the dissimilarities in terms of aims and objectives of interaction design (for example, a good usability, effective service delivery, or positive experience) and organisation principles, both approaches put user as focus point of the design. According to Nielsen and Norman (2011) user experience incorporates all aspects of the end-user's interaction with the organisation, and its services. The authors indicate that organisations need to gather

information and make numerous assumptions of how users perceive its services. For instance, if an organisation conduct interviews, make observations or through usability testing they might discover that users understand service's concept and are able to complete main tasks well, but in real life they would not use the service because in their opinion, it is not satisfactory, efficient and effective (Jetter & Gerken, 2006).

Government services potentially offer great benefits to the majority of citizens in South Africa (Asiimwe & Lim, 2010). Therefore, the government should design their systems from the public point of view in order to satisfy the user requirements. However, the users are not going to realise such benefits if the government is not putting users as a focus point of the service design. The interaction and participation of government departments and agencies in user experience varies widely, and it reflects a complete lack of attention to UX and different levels of usability in the systems of government departments across the world (Glanznig, 2012).

According to Glanznig (2012), usability is one of the pivotal factors in designing government websites. Usability concerns the ability of the user to use the system in order to successfully carry out their activities. Usability is probably the most important factor that shapes UX. UX takes a broader view; it looks at the holistic interaction of the users with the system, and their emotional state and perceptions that results for the interaction with the system (Law et al., 2009).

Creating a user experience on government services involves more than one single aspect such as functionality, usability, branding, and content. These four factors cannot independently contribute to a positive UX, however, combined they can contribute and form a successful government system (Moczarny, 2011). One of the reasons that cause failure in e-government is that systems tend to focus less on the users while focusing more on the technical aspects (Xiong, 2006). However, Obrist et al. (2009) argue that unless the designers addresses the usability at a detailed level in e-government website design, e-government still remains the challenging aspect of how best to interact with users.

Mifsud (2011), states that if government systems do not adequately meet the needs of the users, then the number of complaints from unsatisfied citizens will increase. Therefore, government departments should adopt user-centric approaches. This approach can help in minimising user complaints while maximising usability and effectiveness of the systems. Government departments are only focusing on creating

useful websites, however, they also need to take into consideration the user-friendliness of the system. If government systems are user friendly and useful to the users, the level of usage for the users to interact with the systems will increase.

Korsten and Bothma (2005) suggested that there is a need for government websites to improve considerably with regard to easy to use, navigation, content, information architecture, search, and the entire design of the website such as fonts and background colour. When the South African government developed their initial departmental websites, they did not have any direct policies or guidelines relating to Web design (ibid).

According to Moczarny (2011) lack of usability is one of the major problems that minimise and prevent the citizens to use the governmental websites. When users access the government departmental websites and often find that the departments and agencies have not done enough to anticipate and highlight their needs, by making the website easy to use and ensuring that information is easy to access. Therefore, users will consider the website as difficult to navigate or incoherent (Jetter & Gerken, 2006).

This study attempts to find optimal points of providing user experience and information flow in the grant process, and technology can be seen as another supportive set of values. Designing for UX and designing for e-government both require experimental iteration. E-government can be beneficial as a guiding tool when designing for user experience. E-government principles need to focus more on clients' value, and that could help to maintain the balance between user experience and e-government.

2.11 GEO-POLITICAL LANDSCAPE

The aim of the landscape model is to visually illustrate the canvas around the SASSA local office in Khayelitsha case. The term "landscape" does not mean just special or designated landscapes and does not only apply to the countryside. The landscape model defines all the canvasses around the South African case and indicates their relationships with each other (Korpela et al., 2008). In 1994 when South African democracy constitution came in effect the government formed the province of the Western Cape; before 1994 when the provinces were broken up into the current 9 provinces, South Africa had four provinces, which were Cape Province, Natal Province, Transvaal Province, and Orange Free State Province. Western Cape

Province was part of the Cape Province, which incorporated Transkei and Ciskei (Buso, 2002).

Western Cape Province is one of the nine provinces in South Africa, situated in the south-western part of the country. The total area of the province is about 129,449 square kilometres and it is the fourth largest province in South Africa. It is one of the most populated provinces in South Africa. In Census 2001, the province of the Western Cape had an estimated total of 3.99 million people and was a home of approximately 1.17 million (Statistics South Africa. 2003). The population increased to approximately 5,822,734 and about two thirds of the population is living in the metropolitan area of Cape Town (Statistics South Africa, 2011). The City of Cape Town is the only municipality in the Western Cape that is classified as a metropolitan municipality (Statistics South Africa, 2003).

The Province is bordered by the Northern and Eastern Cape. It is roughly L-shaped, extending north and east from the Cape of Good Hope, the south-western corner of South Africa. It stretches about 500 kilometres eastwards along the Indian Ocean coast and about 400 kilometres northwards along the Atlantic coast. The province is divided into six administrative district units namely Cape Winelands District Municipality, Central Karoo District Municipality, City of Cape Town Metropolitan Municipality, Eden District Municipality, Overberg District Municipality, and West Coast District Municipality. Khayelitsha Local Municipality is part of City of Cape Town Metropolitan Municipality in the Western Cape Province (Statistics South Africa, 2011).

Western Cape Province has various subdivisions of authority for local government purposes, which include one metropolitan municipality (the City of Cape Town) and six district municipalities. The government of the Western Cape further divided district municipalities into twenty-four local municipalities (Dyantyi & Frater, 1998). In Census 2011, the province of the Western Cape was the second richest province after Gauteng province, when measured by the total income the provinces generate (Statistics South Africa, 2011). Despite being ranked second, Western Cape is still facing challenges such as high unemployment rates, poverty, and inequalities.

Figure 2 shows the geo-political canvas of South Africa, with City of Cape Town Metropolitan Municipality and a picture of Khayelitsha Local municipality at the centre.

Figure 2: The geo-political canvas around Khayelitsha Township in South Africa

Flow of Finances

Financial transfers are from national government to Western Cape Province and from the province to City of Cape Town Metropolitan Municipality. The City of Cape Town Metropolitan Municipality receives the largest allocation of the equitable share approximately 45.12 per cent. Provincial financial transfers flow from SASSA regional department of City of Cape Town Metropolitan Municipality, which pays beneficiaries directly to bank accounts or transfer funds to payments contractors.

Flow of Authority

SASSA has four different levels of management, namely the head office (national office), regional office, district office, and local office. In Khayelitsha local office, SASSA officials take care of grant operations. Local officials report to local manager, who is in charge of the local office. The local manager then reports to district manager who provides strategic leadership and overall management of grant administration and payments in a particular region. District manager reports to regional manager, the regional manager reports to Chief Executive Officer (CEO), who then reports to the minister of social development. The flow of authority is both

top down and bottom up approach. However, these different levels of management do not assist in enhancing efficient service delivery, and are not cost effective. The reason is that the correspondence in head office creates administrative delays and bottlenecks.

Service Flow

SASSA has a national office that governs nine regional offices; each regional office governs several district and local offices that administer the grant distribution process. The national office is responsible for the creation of strategic plans and policies in every three to five years and administers SOCPEN system. The national office passes all the plans and policies to the regional offices. Each regional office devises its operational plans. Therefore, the operational plans differ from region to region. The regional office then passes the operational plans to its districts and local offices. The regional office obtains clients information from the national office and dispenses it to banks and payment contractors that pay-out the beneficiaries. The district and local offices plan and compile a work plan yearly based on regional operation plans. The work plan has detailed information on how the district and local offices will implement the grant process.

Flow of information

Flow of information at SASSA takes two forms. It flows from the national management to regional management, from provincial management to local management, from the local management to grant clients. Information can also flow upwards to the national management from the from grant clients.

2.11.1 Metropolitan Municipality

The South African Constitution, section 155.1 A, in the Municipal Structures Act, states that metropolitan government is to be used for conurbations, centre or centres of economic activity, areas for which integrated development planning is desirable, and areas with strong interdependent social and economic linkages. The metropolitan municipality falls under Category A. The metropolitan municipality is similar to the consolidated city-county in the United States of America (USA), although a notice to provincial government creates a South African metropolitan municipality, not by agreement between district and local municipalities. This category has the authority to execute all the operations and functions of local government for a city (Hawes & Hachamed, 2009).

2.11.2 District Municipality

District municipality falls under Category C and has the authority to execute certain functional operations of the local government of the district. The district municipality oversees numerous local municipalities, with which it shares some of the functions of local government. District municipalities are required to have a code of the municipality from which it falls under and that consists of the letters "DC" followed by numbers from 1 to 48. Under section 155.1.A of the Constitution of Municipal and Structures, states that areas that are not eligible to have a metropolitan municipality must have a district municipality (Hawes & Hachamed, 2009).

2.11.3 Local Municipality

Local municipality falls under category B. This category serves as local and as the third tier behind metropolitan municipality and district municipality in the local government. Local municipalities may include many towns, rural areas, and semi-urban areas in small cities. Buso (2002) argues that a local municipality is the place where local citizens shape their living environment and participate more in the process of decision-making.

2.12 CASE SETTING

The government of the Western Cape established Khayelitsha as a township in the 1980s under the then Prime Minister PW Botha. Khayelitsha is one of the biggest townships to emerge in the Cape Flats region (Dyantyi & Frater, 1998). The shape of Khayelitsha is roughly triangular, bounded by Swarttklip Road and Mitchell's plain. The main sections / areas of Khayelitsha are portrayed in figure 3. For many years, people in this area have been suffering from poverty (O'Regan et al., 2014). The township has attracted many tourists in recent years due to its diversity, and gives the visitors some insight on how the people who live there are approaching their daily lives (Dyantyi & Frater, 1998). The focus area of the researcher was a SASSA local office in Khayelitsha because the researcher is familiar with the area and had seen many people struggling to acquire a social grant. The target population of this study included the social grant users (applicants and recipients) of Khayelitsha.

In 2001 census, an estimated population of Khayelitsha was at 329 013. However, in 2011 the size of the population in Khayelitsha was estimated at 500 000, which implies an average growth rate of roughly 3% a year between 2001 and 2011 (Census, 2011). On these figures, one can estimate the growth of Khayelitsha population in 2021 to be between 670987 and 700000. With this rapid growth in

Khayelitsha, the majority of people live in informal settlements, while the minority live in formal settlements (O'Regan et al., 2014). Anso (2006) estimates the population of Khayelitsha is over a million given the inflow of people from other provinces and immigrants from various African countries. The author estimates that about 48 000 people arrive in Cape Town yearly, and more than a half of them locate themselves in Khayelitsha.

Below is the map of Khayelitsha which highlights the main sections / areas and how they are demarcated. The purpose of the map is to give the reader a thorough understanding and an opportunity to get to know the Khayelitsha better.

Figure 3: Map of Khayelitsha - Showing different sites, areas and routes (http://www.mapland.co.za/khayelitsha)

The government built formal settlements to encourage people to live in the area, while Khayelitsha residents built informal settlements with the purpose of having their place to stay (Anso, 2006). Zonke (2006) argues that the government did not create Khayelitsha; however, the former government national party's discriminatory policies

created it. The number of formal settlements (houses) in Khayelitsha is estimated at 55 000, whereas informal settlements at 110 000. Khayelitsha has a challenge of housing crises, high rates of crime and poverty. It also has the highest rate of diarrhoea-related infant deaths in Cape Town. The main question is how to deal with informal settlements and high influx of people (Anso, 2006).

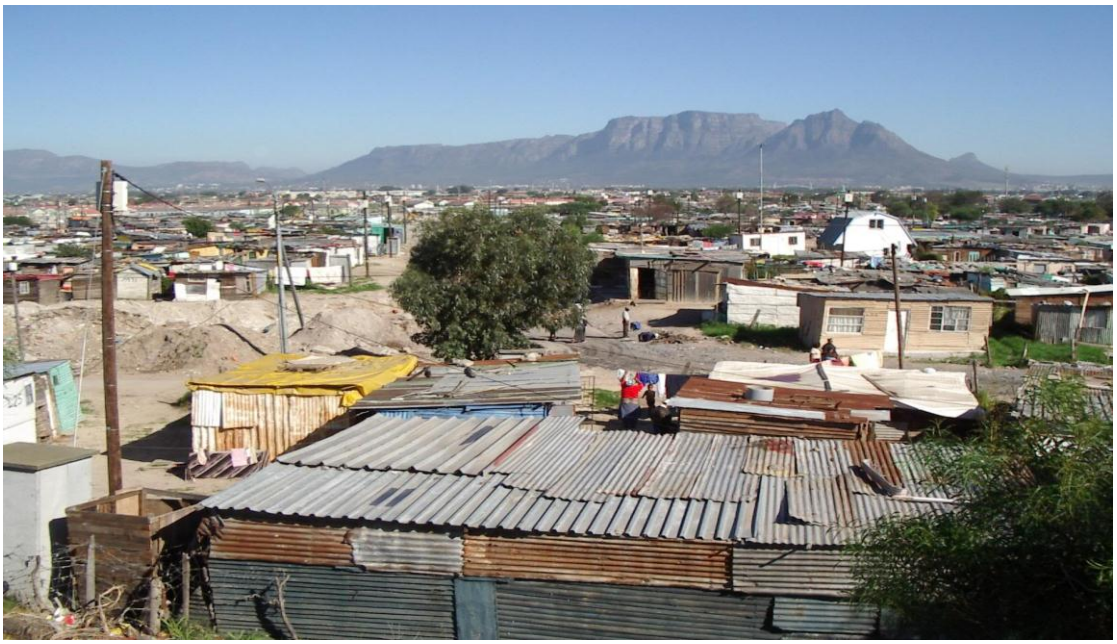

Figure 4: Informal settlements in Khayelitsha

Figure 5: Formal settlements in Khayelitsha

According to Tissington (2011), a large number of Khayelitsha residents still struggle to access basic services. It has been estimated that only 19% of the people in Khayelitsha have access to piped water in their dwelling compared to the average of the Western Cape Province, where 68% of people have access to piped water (Thomas et al., 2011). Many people rely on outdoor taps within their yards or within 200 metres away from their houses. Water samples taken in some sections of Khayelitsha demonstrated high levels of Escherichia coli bacteria and raw sewerage, which causes diarrhoea. The standpipes that provide water to Khayelitsha residents are generally located right next to the toilets. Residents that are staying in informal settlements are prone to polluted flooding, densely populated, and have inadequate infrastructure (Harrison, 2013).

According to Harrison (2013), there are few properly working toilets in Khayelitsha. In many cases going to the toilets might literally mean putting your life at risk. Many residents in Khayelitsha do not have access to flushing toilets at their homes. There are rows of public flushing toilets (of about 5 to 10) in some communities; these toilets serve hundreds of residents. The city of Cape Town does its best to provide the flushing toilets where possible. However, issues such as land ownership, population density often make this initiative impractical. Their residents also use portable toilets and chemical toilet systems. However, many residents throw out the faeces from the portable toilets on to the ground, and that causes some devastating smell.

Figure 6: Public toilets in Khayelitsha

2.13 OFFICIAL GRANT PROCESS

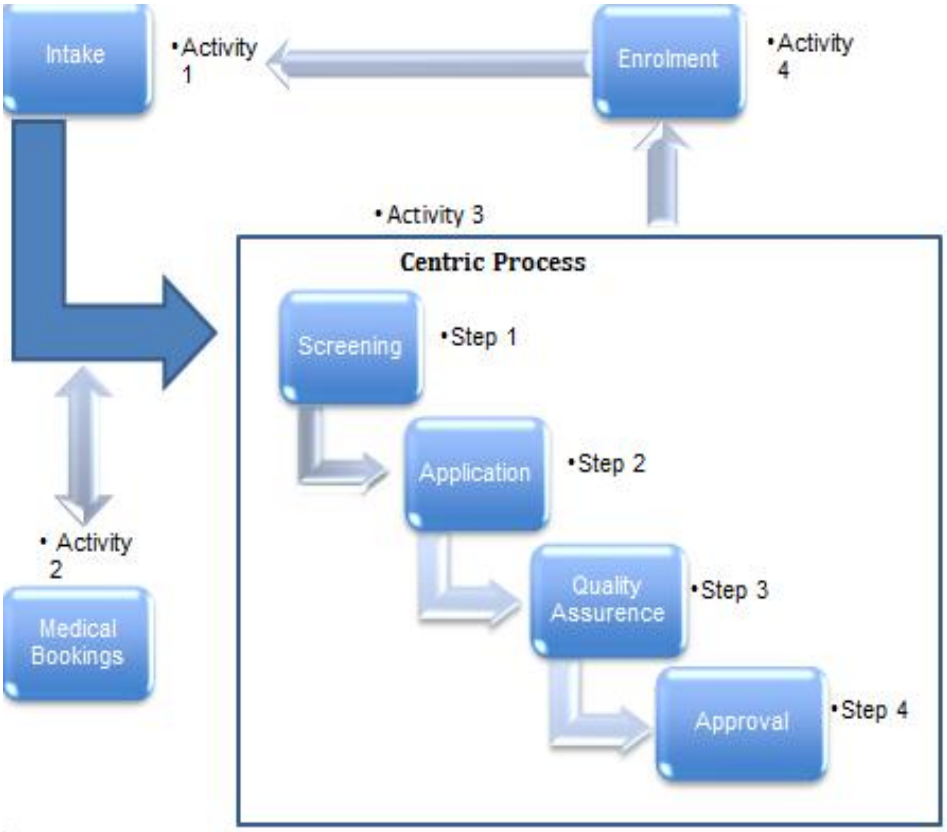

Figure 7: The SASSA local operating model and grant process

This is the representation of the local operating model in a graphical form. The diagram defines all the social grant processes and indicates their relationships. The grant process is discussed in detail in the following sections.

2.13.1 Intake

Intake: also known as, “customer services” consists of customer engagement and disengagement. It is a process of registering all the incoming clients. The SASSA official known as the first register is responsible for it. Khayelitsha local office has an intake database. The agency designed the database in order to keep track of all the records. After a client has been registered on the intake database, the first register then directs that particular client to the second register. This system is also used to evaluate the performance of the officials. Therefore, officials are required to submit intake registers, production sheets, and monthly statistics to the regional office for review purposes.

Customer engagement: the purpose of customer engagement is to keep track of the social grant applicants and beneficiaries that are embarking in SASSA offices, and to answer clients' enquiries. In Khayelitsha offices the intake process is done by capturing applicants' information on the system termed "SASSA Khayelitsha local intake database". The captured information include: Customer ID, Customer Name, Customer Surname, Grant Status (review or rejected), Reason for visit (Reconsideration, application, card registration, grant cancellation, or maintenance), and customer register (name of the employee who is registering as a customer).

Customer disengagement: customer disengagement takes place at the end of the process; SASSA official takes a customer fingerprints and explains to the customer how and when they are going to receive his/her grant. The officials ask the clients questions about the kind of service they have received during the process of social grants for evaluation purposes thereafter.

2.13.2 Queue walker

The second register marshals the process of a queue walker. The second register take clients to a waiting area arrange and register them according to various reasons for the visit. Clients normally go to SASSA for making either an application or maintenance. The second register manually takes down clients' personal information including their ID number, name, grant type, name of inquiry (social grant cancellation, application, pre-screening, or screening), contact details (last six digits of a client ID number), and date attended. Maintenance includes inquiry of social grants, cancellation, life certificate (to confirm that you are still alive), and unclaimed benefit (claiming of a social grant when a beneficiary is deceased before being paid). After the second register has manually taken down the information of a client, the client goes to the Committee Room for screening.

2.13.3 Medical assessment (for disability grant applicants)

The clients who are applying for disability grant go to a separate room where they meet an official of SASSA who only deals with disabled clients. The client has to produce an original ID before the process can take place. The official fills out an appointment letter with the progression to give an applicant the date to see the doctor. The appointment letter is very imperative in such a way that a client cannot see a doctor without it. The official fills out and signs the letter, and places a carbon paper on top of it in order to get a duplicate. The official gives the original letter to the client, which has the assessment date and returning date to a respective client. It is

mandatory for an applicant to apply for a social grant within the period of three months because the medical form expires after three months.

The applicant then leaves SASSA premises to hospital for check up by the doctor. The client has to come back to SASSA office after two weeks. On this instance, the doctor decides whether a client is fit to receive a social grant. What the doctor in the medical of the client writes (for example 100 per cent disabled or perhaps 60 per cent of disability) determines whether a client gets a permanent or temporal disability grant. A disability grant given temporarily usually takes a period of six months, which means it will require a review and a new medical certificate after six months. The individuals who are living with HIV have to have a CD 4 count this is below 200. They qualify for a temporal disability grant and they typically given a disability grant for a six months period.

2.13.4 Screening

Screening is the process whereby the officials interview an applicant to examine income, assets, and savings to determine whether an applicant qualifies for a grant. SASSA official asks a client all the required questions. Below is the list of the questions that officials often ask to applicants:

- What are your sources of income?
- Do you live in an informal dwelling yes or no?
- If applying for a child, are you applying for one child?
- Have you applied for a child before?
- How old is your child?
- Do you own a property?
- Do you have a bank, if yes which bank do you bank with?
- Is your bank still active?

The official then issues two documents namely: affidavit and checklist

Affidavit: the purpose of the affidavit is to confirm that everything that the client said is true. It is mandatory that police officers stamp and sign it.

Checklist: the purpose of the checklist is to ensure that the clients submit all the required documents. The official of SASSA highlights all the documents that a client has to submit, so that a client can remember all the required documents when he/she returns to the officers.

The client is required to go to a nearest police station to certify the documents (get his/her affidavit stamped and signed) and come back to SASSA offices with his/her affidavit stamped and signed.

2.13.5 Attester

Manual application: a grant applicant fills out all the necessary application forms in the presence of first attester (SASSA officer), and the attester, then captures a social grant application on the system, and signs the documents.

2.13.6 Quality Assurance

The quality assurer (QA) verifies the application by checking all the documents and verifies the information on the system to ensure that all the information is correct and that the client submitted all the required documents. The QA uses the 5050 function on SOCPEN, which enables the QA to check/view previous records of the applicants. The 5050 function is read-only; therefore, the QA cannot modify the client records. After checking all the documents, the QA then prints the document and attaches it to the manual application. The QA also checks the quality of an official who was dealing with the clients.

2.13.7 Verifications / Approvals

The official who approves social grants has an obligation to do quality assurance as well. In essence, every SASSA official that is working with the documents has to do quality assurance. Because, if an error creeps in and found on a later stage every official who worked with those particular documents will be liable for that specific error. On this process, the official approves or rejects the grants application. SASSA business process stipulates that an applicant applies today and the grant is approved or rejected instantly – one day turnaround strategy. The system generates the latter immediately when the official clicks approve or reject button and the officials give the receipt to an applicant to sign it. The clients have to safeguard the receipt because it is the only proof of application.

In the case of disability, the client depends entirely from the doctor, if the doctor declares the applicant fit; therefore the applicant will not get the grant. SASSA officials do not say that the doctor has rejected the application. They say the doctor has assessed the application then according to the assessment, the applicant does

not meet the minimum requirements. The officials look at the classification that the doctor has given the client; these classifications include 1, 8, 12, or 7. For example if it is seven, that means the client has not qualified.

Large amounts

In the offices, there should be a register for large amounts. Any grant amounting between 3600 and 10 000 of the first payment can be approved by local office operations manager (LOOM), between 3600 and 5000 the team leader can approve, between 5000 and 7500 assistant manager can approve. Cases over 10 000 have to be approved by the general manager at the regional department. There should be submission approved by the LOOM before the system verifies it. The officials should keep all the files safely in the offices until they verify them against a list from Contract and Vendor Management (CVM) in order to pick up any deviations. The officials should send reports for large amounts sent on weekly bases to CVM. Only one dedicated official should deal with amounts in Khayelitsha local office.

Verification of large amounts

Before officials approve any submission, but there must be a valid reason that states why there is a large amount and they need to verify it in order to check that the amount is correct. The officials' uses large amount register, physical file and a list from CVM to verify large amounts. An official has to verify a list from CVM against a physical file. The LOOM should have an approved submission in the file, and retain the copy of that submission into the register. After the officials have verified everything, they have to rout the file to the holding area or registry. The first payment has a pro rata calculation.

2.13.8 Enrolment

After the applicant has gone through all the above mention processes, he/she goes through the enrolment process. Existing beneficiaries who do not have a MasterCard are also required to register in a biometric system of SASSA national social grants payment, which CPS presently operates. It is mandatory that the grant beneficiary brings an ID and a grant approval letter verifying that the client has qualified to receive a grant. The process of registering the recipients is to enable them to attain a SASSA branded smart payment MasterCard. Before the client can get the MasterCard, the officials had to take the fingerprints of the client in order to ensure

the uniqueness of the MasterCard. The officials' places captured fingerprints onto the CPS database and onto beneficiaries' MasterCard for verification purposes.

2.14 SERVICE POINT

SASSA has taken a new approach by allocating full-time dedicated personnel service point team that consists of officials who visit each community to assist the people who cannot reach their offices. The idea is to make it easy for their clients by bringing the services closer. The team consists of a driver, a customer care official, screening officer, quality assurer. The agency issues trip authorities on a daily basis or monthly basis according to the areas that the officials are going to attend. SASSA only issues new trip authority when the driver is available and requests Government Motor Transport (GMT) tracker reports to check the travelling. The agency does pre-trip and post-trip inspections of the vehicle. Office manager or admin officer verbally approves should there be a need for officials to work with unplanned overtimes. Therefore, office manager or admin officer regulates everything the following day.

SASSA is mostly utilising Municipality Halls to undertake service point activities. SASSA is focusing on improving access to social grants thereby increasing the uptake and reducing poverty. The agency achieves this under a specific programme that SASSA implemented in local offices, known as improved grant administration programme (IGAP). IGAP helps officials in decision-making of approving and disapproving grant applications. When applicants make an application in SASSA offices, the approval or disapproval takes a day and a turnaround time of ten days when an application is made in the service point.

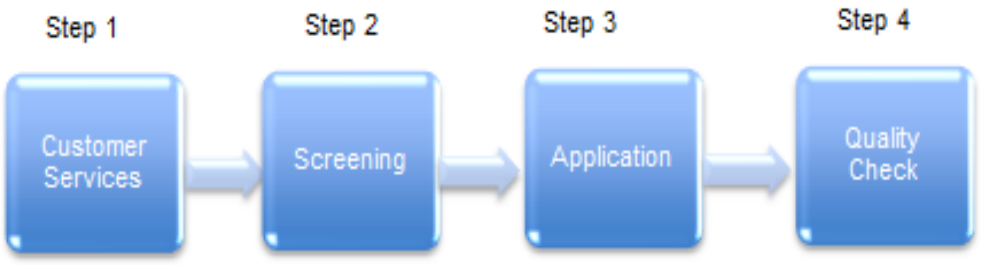

Figure 8: The grant process at Service Points

Their officials manually take grant applications at the service points. A customer service is the process of registering all the incoming clients and attends all client enquiries. The clients make an application by filling out all the necessary forms in

presence of the first attester, and quality checked by the second attester. The officials give clients a carbon copy of an application form as proof of application. At the service point, there is no access to ICT to capture the applicants' information on SASSA system. Therefore, the officials take the applications from service points directly to the local office of SASSA in a section called back office.

2.15 BACK OFFICE

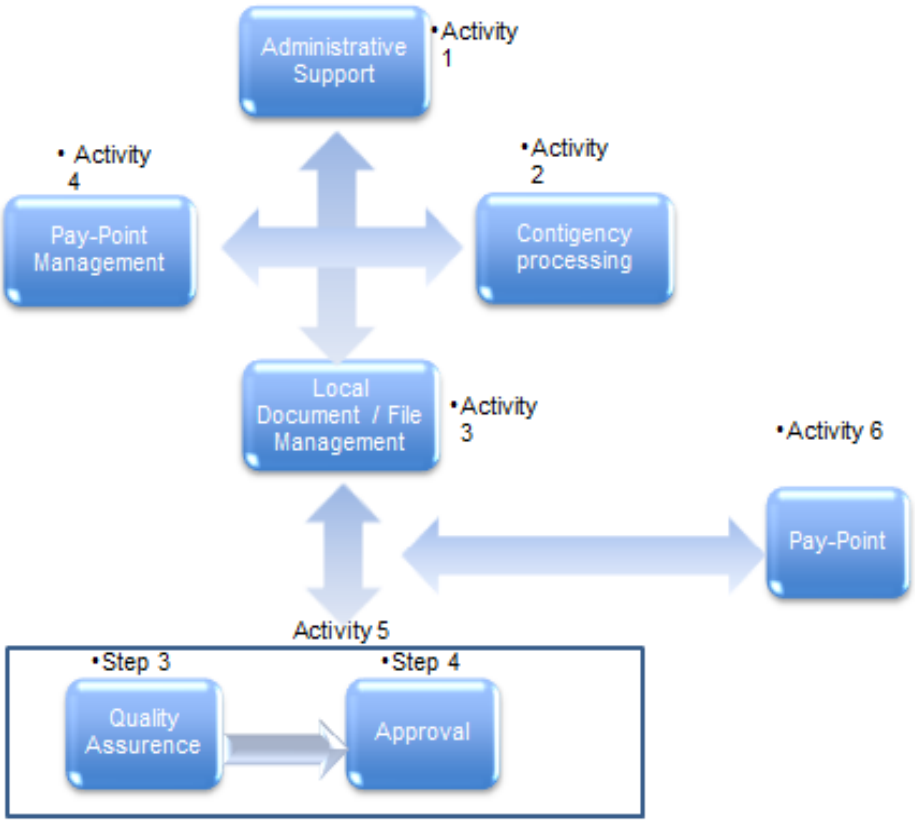

Figure 9: The SASSA local operating model and grant process at the back office

2.15.1 Contingency processing

The back office (BO) concentrates on incoming applications from service points. The back office officials perform two activities concerning the applications from service point, namely: capturing and verifying. The applications come on a daily basis. The officials should capture and verify applications within 48 hours. The capturer captures the application on the system and signs the documents. The verifier verifies the application by checking all the documents and double-checking the information in the system to ensure that all the applicant information is correct. Then an official prints on the computer a receipt indicating the verification of the application. Their approved or rejected grant status reflects on receipt. The clients has to wait for two weeks before

they receive a letter declaring when and how the they are going to be paid and how much they will be paid.

2.15.2 Administrative support

Administrative support deals with the following activities: organising, controlling, staffing, financing, accounting management, transportation, traffic violations, supply chain-procurement, assets, appointments and retirements, outreach developments, skills development, labour relations, utilisation reports, and determining work procedures to ensure that the objectives of the Agency are achieved.

2.15.3 Pay-point management

KHAYELITSHA PAY SCHEDULE - YEAR 2013

		Day1	Day2	Day3	Day4	Day5	Day6	Day7	Day8	Day9	Day10	Day11	Day12	Day13	Day14
	JANUARY	3	4	7	8	9	10	11	14	15	16	17	18	21	22
	FEBRUARY	1	4	5	6	7	8	11	12	13	14	15	18	19	20
	MARCH	1	4	5	6	7	8	11	12	13	14	15	18	19	20
	APRIL	2	3	4	5	8	9	10	11	12	15	16	17	18	19
	MAY	2	3	6	7	8	9	10	13	14	15	16	17	20	21
	JUNE	3	4	5	6	7	10	11	12	13	14	18	19	20	21
	JULY	1	2	3	4	5	8	9	10	11	12	15	16	17	18
	AUGUST	1	2	5	6	7	8	12	13	14	15	16	19	20	21
	SEPTEMBER	2	3	4	5	6	9	10	11	12	13	16	17	18	19
	OCTOBER	1	2	3	4	7	8	9	10	11	14	15	16	17	18
	NOVEMBER	1	4	5	6	7	8	11	12	13	14	15	18	19	20
	DECEMBER	2	3	4	5	6	9	10	11	12	13	17	18	19	20

SERVICE POINT	PAYSITE	OA	OTHER	OA	OTHER	OA	OTHER	OA	OTHER	OA	OTHER	OA	OTHER	OA	OTHER	OA	OTHER	OA	OTHER	OA	OTHER	OA	OTHER	OA	OTHER	OA	OTHER
RESOURCE CENTRE	Resource Centre	0-2		3-5		6-9																					FSP
LINGELETHU	Site B Hall	0-1		2-3		4-5		6-7		8-9																	
SITE C	Solomon Tshuku Hall							0-1		2-3		4-5		6-7		8-9											FSP
MAKHAZA	Desmond Mpilo Tutu Hall							0-1		2-3		4-5		6-7		8-9											FSP
HARARE	Masimbambani Hall													0-1		2-3		4-5		6-7		8-9					

Page 1

Figure 10: Shows social grant schedule dates for pay-out

SASSA pays out money every month in different service points and different dates and times. The dates and times are different in various service points. That means a beneficiary receives money at a specific pay-point and on a specific day. Beneficiaries who have missed their scheduled payment days may draw their money on a later date. In Khayelitsha, beneficiaries receive payments from day one up to day eleven. The first section in the picture depicts months, days and dates.

The second section depicts service points (name of the sections in Khayelitsha), pay-site (name of the community halls in sections of Khayelitsha), and numbers (the last digit of beneficiaries ID number). For example, in day one only two service points that pays-out grants, namely: Resource Centre and Lingelethu. In Resource Centre, only beneficiaries that their last digits of the ID number end with 0-2 get paid on day one and on the 3 of January. In Lingelethu, only beneficiaries that their last digit of the ID number ends with 0-1 receive payments on day one, on the 3rd of January. The same procedure is applicable in other dates, days, and service points respectively.

Despite the introduction of this system, there is still inflexibility in the system that SASSA uses for paying out beneficiaries in the service points. The system does not allow the social grant beneficiaries to easily access payments in different pay-points. However, there is a fixed date specifically made for clients that have missed their dates. When clients missed their dates on their respective pay-points, they have to go to Cape Town pay-point, which is at the City Hall. Beneficiaries that receive payments on other service providers such banks or Shoprite get their payments anytime from 3rd of the month.

2.15.4 LO document/ File management (Registry)

The officials check all the route forms against physical applications. Should the officials need a file for inquiry then there should be an indication that the official has removed the file from the batch and who removed it. The officials check the files on SOCPEN to verify the finalised applications. The officials list the files and put them aside for collection. During the collection, the official signs a copy after he has checked all the files. The officials manage, batch, archive all the clients' files here, and transport them to record management centre (RMC). The officials keep registration for all the files sent to RMC at the office and the access to the holding area is limited to management.

Movement of files

The officials batch and rout all application files according to grant types routed to back office. The team leader should receive the batches and check them according to the route forms. The team leader must then sign the batches as acknowledgement of receipt, record them and hand them over to BO supervisor who should do the same process of checking and signing off as proof of receipt. BO supervisor should distribute the files for processing and applications kept in batches for capturing, approval, quality assurance, registry, and RMC.

Franking

Officials place letters in envelopes and attach them with registered stickers, then do listing in batches of 10 in the office, and put in franked letters batches of 50 then send to the post office (PO). SASSA keep the list of franked letters at the office.

Returned letters

SASSA records and keeps the list of returned letters in the office. The officials then send physical letters to RMC to store them in the files.

2.15.5 Payment methods

SASSA has contracts with numerous independent payment service providers who are essentially distributing payments to grant recipients. Under the current arrangements, SASSA makes grant payments through cash CPS, banks and institutions such as the Post Office (PO). SASSA informs grant beneficiaries that should they be unable to collect their social grants due to various reasons such as illness, age, or disabilities they may nominate a procurator to collect the payments on their behalf. If the beneficiaries did not claim their payments, they receive a back pay. In other words, SASSA doubles the amount of the beneficiary, but a beneficiary cannot exceed the period of three months without claiming the social grants. If the beneficiary did not claim the grant for three months consecutively, then it lapses.

SASSA drives to encourage all the grants recipients to switch from direct deposit to SASSA-branded smart payment MasterCard. SASSA is now embarking on the new journey of eradicating all the other grant payments methods in order to use the MasterCard payment thereby minimising long queues experienced by beneficiaries at pay-points and taking into account their illness. The MasterCard enables the recipients to access their payments wherever in the country. The withdrawal service in the pay-point and in participating venders (such as Pick n Pay or Shoprite) is free of charge while it requires normal changes in the Automated Teller Machines (ATMs) (SASSA, 2013).

During the payment, a beneficiary has to go directly to the cashiers and the cashiers' requests them to produce their MasterCard. The cashier swipes the card on the electronic fund transfer device, which prompts for a pin code or require a beneficiary to place a finger on a biometric scanner in order to make the transaction. A beneficiary may determine the amount he/she wishes to withdraw if the requested

amount does not exceed his/her balances. Beneficiaries can also check their balance in point of sales (POS) and ATMs. When the beneficiaries decide to receive payments via cash pay-point, they go through a process whereby the officials request them to put the finger onto the fingerprint scanner. In order to verify the clients' fingerprints with the ones on the clients SASSA payment MasterCard and after the officials complete the process, the officials make the payment immediately to the client (SASSA, 2013).

Overpayments

The officials calculate overpayments immediately after discovery. The officials send a letter to a client and keep the copy in the file. The officials send the file to the administration officer for finalisation and the administrative officer then send it to debt unit in Regional Office (RO). They send another letter to a client by debt unit acknowledgement of debts (AOD) and payments arrangements. In the event of deceased cases (bank cases), the banks make a cheque payment on behalf of the deceased client. SASSA deposits all payments to the bank within the period of 48 hours and report to RO within 3 working days.

Social relief of distress

In connection with referrals from the department of social development: Clients should complete applications in the presence of officials. Officials should then give a client a voucher to buy some items in Pick n Pay. The officials use function 1905 to capture Social Relief of Distress (SRD) and verify it on function 1915 on SOCPEN system before issuing a voucher. The officials keep the files at the offices until the collection invoices from Pick and Pay. The officials' ensures that they collect invoices during Wednesday on weekly bases. The officials send the files to the administrative officer for preparation of payment batch and forward them to RO for payment to Pick n Pay within seven days. Finally, the officials list and rout the files to RMC and submit the monthly report to RO.

2.16 FLOW OF FUNDS

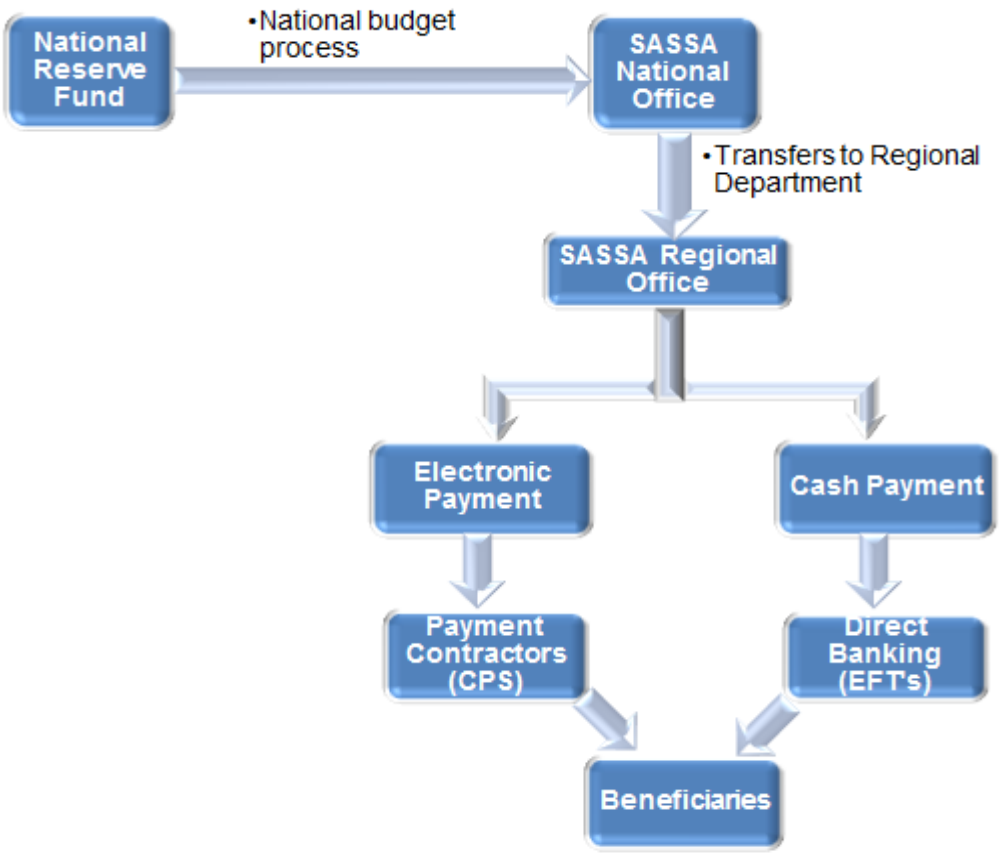

Figure 11: The flow of funds from Nation Revenue to grant beneficiaries

The model illustrates the way in which funds flow from the National government to the social beneficiaries, showing all the levels of government in South Africa: national level, regional level, and beneficiaries. The main aim of this picture was to identify the types of inflows and outflows of funding in SASSA.

2.16.1 National revenue fund

The funding strictly comes from the government through the money extracted from tax authority. The national revenue fund (NRF) transfers money to SASSA national office, which allocates the budget to each of the nine provinces (Regional office). Each regional office deals with its allocated budget. The model depicts the flow of funding by arrows, which show the direction from where the flows start. The flows of funding shown are only there ones that are essential and relatively significant.

2.16.2 SASSA national office

The national office is responsible for strategic planning, creation of policies and allocating funds to regional department. At national level, the officials administer the SOCPEN database. SOCPEN contains all the names of the clients that are receiving grants. The national offices then transfer all the details of the beneficiaries to the database of the regional level.

2.16.3 SASSA regional office

The regional office receives beneficiaries' information from national office and then sends it to payment service providers. SASSA pays its clients through cash payments (banks) or electronic payments (service points and CPS MasterCard). In terms of the electronic payment, each payment service provider receives information that only has the information of the clients belonging to that particular community. The regional office also monitors the transactions that take place at the pay point stations. There are special officials assigned by SASSA to ensure that the payments are convenient and effective. The payment service providers then update all the grants transactions to the regional office.

2.17 CHAPTER SUMMARY

This chapter provided an overview of the social grants for the bases of background understanding of grant benefits and challenges, an overview of e-government status in South Africa, and outlined the benefits of information flows in e-government. South Africa has implemented several e-governance programmes; some have succeeded and some failed. The literature review has made it clear that the ICT and proper information flows are crucial in shaping effective organisation. Major challenges include inadequate infrastructure, internal efficiency, creating access and implementation. The literature also revealed that UX consists of three factors, namely: users, services and the product. It also suggests that if government systems do not adequately meet the needs of its users, the number of complaints from unsatisfied citizens will increase. Therefore, for governments to make an effort to that ensures the happiness of their users, it needs to put the users at the centre of the design.

The chapter also gave a brief background of Khayelitsha and a landscape depicting the flows of information for processing social grants. Understanding the history, population density, geographical location, social and economic conditions of Khayelitsha is central to an understanding the role that social grants play in Khayelitsha. Khayelitsha was founded during the days of apartheid regime, however

during the democratic era most developments in the area have taken place. Even though major improvements have taken place in Khayelitsha, there is still much more to be done. Khayelitsha has remained the gateway for poor people in Cape Town, ever since it was established in the early 80s. Khayelitsha residents live under severe conditions where poverty and high crime rate are deeply rooted. Most residents still do not afford minimum living standards such as access to water and proper toilets, and many still live in informal settlements. However, it very important to note that Khayelitsha has middle level residents who are not directly affected by poverty

An intensive study of the existing literature, relevant books, articles and journals, reports, academic papers, newspaper, statistical indexes, computer searches, Government publications, abstracts and discussions with experts in the subject field, were undertaken to present the facts and substantiate the arguments.

CHAPTER THREE: METHODOLOGY

3.1 INTRODUCTION

This chapter provided a description about how the researcher applied qualitative methods to acquire a thorough understanding of grant process as perceived and experienced by grant users. The researcher used IUXG methodology throughout this study with a specific focus on phase D6 “Conduct user research”. This methodology addresses the key concerns of user experience and plays a part in how users develop theses perceptions and experiences. Although this approach primarily centres on users and their personal perspectives and experiences, it also incorporates information flows, interactions and services, which SASSA renderers to the public.

The researcher provided the entire research design executed to answer the research question thoroughly. The chapter highlights the methods used to collect, interpret, and analyse data. It also highlights how the researcher used sampling methods and who were the research population.

3.2 RESEARCH DESIGN

The research design of this study draws from case study approaches (Yin, 2014) and stresses the importance of contextual detail and deep description, the function of multiple sources of data, and exploratory explanation-building. A case study approach is very essential when the opportunity to study and understand a social complex phenomenon is of primary importance. The advantage of exploratory case study research is that it uses open-ended and context-responsive modes of inquiry. It provides flexibility to the researcher in order to examine an in-depth phenomenon. According to Yin (2014) case study research is an empirical enquiry that investigates an existing situation within the context of real-life events, particularly when the boundaries between the phenomenon and context are not clearly evident.

A case study allows the researcher to use many methods of data collection and data analysis. Therefore, it enabled the researcher to explore grant processes in order to gain a better understanding and provide insight on the issues of the process. Furthermore, a case study allows thick descriptions, and such thick descriptions allow the researcher to gain access to the subtitles of the phenomenon under study that would have been lost in quantitative methods. However, a case study approach has been condemned and criticised for its lack of statistical generalisation and absence representativeness. In addition the complexity and thick descriptions of collected data

indicates that data is often open to diverse interpretations and possible biasness of the researcher (Baxter & Jack, 2008).

A qualitative approach of this kind allows for exploration and interpretative analysis of the respondents' experiences and perspectives. The literature review served as a connection between the previous researches and the current research by providing findings from related studies (Neuman, 2006). Given the qualitative interpretivist approach adopted in this study and the nature of objectives and research questions, it is considered that using a case study from an interpretive point of view can benefit from collecting data.

3.2.1 Research Approach

The study focused on gaining an understanding of the experiences and perceptions of grant users, which involved a journey of obtaining social grants and thorough understanding of the grant processes. The following points describe the manner in which the researcher applied a qualitative case study approach in the research study (Rubin & Knox, 1996):

- The research took place in natural settings where human behaviour, emotions and actions occurred.
- The researcher was the main actant in the data collection process and conducted the interviews and observations.
- The research focus was on participants' perceptions, views, and experiences of the users. The researcher paid attention and listened intently to respondents' views, stories, and interpretations of the current situation.
- The researcher has added an interpretive dimension to their views.

3.3 RESEARCH METHODOLOGY

3.3.1 Research Process

When evaluating the user experience in the grant process, the researcher attempted to identify and understand the experience that grants have already created. By adopting qualitative methods, the researcher gained access to experience through observations and interviews. To acquire a thorough understanding of present information flow practices, the researcher made real-time observations of all process involved, and interviewed grant officials and recipients concurrently. The researcher conducted eight sessions of observation during the grant process. The researcher has recorded data during these sessions on paper (field notes). In addition to the observational notes, the researcher collected copies of assets and income

thresholds, affidavits and checklists, which the officials used as part of the grant process.

User Experience has many methodologies and many phases within a particular methodology. For instance in the literature there are over 50 methods that outline how to design for UX, such methods include institutionalising UX, lean UX methods, development phase, information provider and the length of period that the researcher/s has studied user experience. It is clear that this study cannot use and test all the UX methods. It is even arguable whether other researchers should do so in any practical case. Rohner et al. (2012) states that there is no point to use all possible methods; one should select methods and phases within the methods based on the research purpose and research questions that the researcher aimed to address. Therefore, this research will focus on phase A of IUGX, which is start-up.

The researcher interviewed the officials, whenever possible for the explanations and descriptions of checklists, affidavits, and SOCPEN system and how they used these tools during the grant process. The general first language of the respondents was isiXhosa. The researcher was however comfortable with both Xhosa and English which were the main languages used during the grant process. Therefore, the researcher used both languages to conduct the interviews. Observations implied an active engagement with grant users at SASSA offices. The researcher had direct experience with grant users' reactions, emotions and frustrations by attending every step of the grant process. The role of the researcher during grant processes was to observe individuals, events, activities and processes. The researcher recorded observations in a set of field notes. The field notes comprised direct quotes of research participants, descriptions of the settings, grant users, activities, and observer comments.

The researcher paid a particular attention on UX attributes, grant processes, and how decisions were made during each process. This technique gave opportunities for the researcher to observe the current grant processes involved. The researcher conducted observations as follows:

- During the intake: the researcher observed the officials registering clients in the intake database.
- In the waiting area: the researcher observed grant officials managing the queue and directing clients to the committee room. Moreover, the researcher

observed grant officials performing verbal reporting to make grant awareness to the clients.

- In the committee room: the researcher observed officials screening clients, manually taking down applications of the client, performing electronic capturing of information, quality assuring information, and approving/ disapproving grants.
- Official handover: the researcher observed the process of taking a client from one official to another.
- Inside the medical room: the researcher observed officials filling out medical forms, making a doctor's appointment on behalf of the clients and updating the master list of the incoming medicals.
- Inside the back-office: the researcher observed officials capturing and observing incoming applications from service points.

3.3.2 User Research Methodology

The researcher incorporated IUXG methodology with a specific focus on phase D6 "Conduct user research"; user research methodology focuses on the knowledge about the intended users regarding their services in order to design those services in UX perspectives. User research methodology consists of four phases namely: Define Goals, Determine User Profiles, Plan the User Research, and Run the Session (Pretorius, 2014). The researcher went to SASSA to speak with real users in order to determine the validity of the user experiences.

3.3.2.1 Define goals

The primary aim of the user research methodology was to interact with the grant users. The researcher used interviews and observations to demonstrate the importance of conducting user research in SASSA. People will learn about the whole process of the social grant, perspectives and experiences of grant users, information flows within the grant process, and the type of ICT tools that are currently in use at SASSA. SASSA could take out the results of user experiences in order to create better offerings that users want. SASSA can also use the perspectives of users to reduce risks in the grant process. Lessons learnt about the grant process will be presented at SASSA offices.

3.3.2.2 Respondent selection and user profile

This study used a purposive sampling technique. The researcher was able to contact research participants at the SASSA local office in Khayelitsha. Neuman (2006)

defines purposive sampling as a technique that involves the conscious selection of certain subjects for inclusion in the study. The researcher used purposive sampling to select grant users. The researcher has chosen this sampling technique because he wanted to select participants who would provide valuable information according to their perspectives and experiences of the grants. According to (Lisa, 2008), there is no specific size of sampling in qualitative research. The sample size depends on research purpose, sampling strategy used, and the quality of the research participants. A guiding principle of sample size is “data saturation”, which is a point where information shared with the researcher becomes repetitive and contains no new ideas (Devers & Frankel, 2000).

According to (Neuman, 2006), sampling criteria is the characteristics possessed by research participants in order to form part of the target population. The researcher preselected the participants according to the criteria relevant to the research question, and research purpose (Fossey et al., 2002). The population of this study was individuals that met the criteria of grants. The researcher had collected data from twenty-six participants at SASSA in Khayelitsha, and the selection of research participants was based on the following criteria:

- They had to be most likely have experience about the topic
- They must have insights into the research topic
- They had to know something about the topic
- They had to be available, got enough time, and keen to contribute in the study

In the study, the researcher asked for permission from the local manager of SASSA to address grant recipients. SASSA officials informed all users in the waiting room, committee room, medical room, and the back office that the researcher was there to interview them. The target audience for the research included everyday users of social grants, which were officials, beneficiaries and applicants. Other people who had knowledge of the subject were also interviewed.

3.3.2.3 Plan the user research

The researcher was the facilitator during the user research. The researcher conducted interviews and observations. Twenty-six grant users participated in the study. The length of the interviews ranged from 30 minutes to an hour. The researcher used field notes to capture the views of the participants. In terms of data collection preparation, the researcher conducted the following steps:

Data collection preparation

The researcher first prepared by writing an introduction and confirmation of the research letter and took it to SASSA regional office in order to get authorisation to conduct research at SASSA local office in Khayelitsha. The researcher made an appointment with the officials of SASSA in Khayelitsha. The researcher then drafted versions of informed consent form in English and Xhosa. Printed copies and brought them for participants to read and sign before the interviews took place.

Research instrument preparation

The researcher drafted the list of questions. The researcher then rehearsed the questions until he got comfortable and checked their relevance with the study. The researcher conducted face-to-face semi-structured interviews using the questions and probing for more answers, and observed the non-verbal signals and gestures of the respondents. The researcher was jotting down the answers as the clients responded.

Research participants' preparation

The researcher was granted permission by SASSA local manager in Khayelitsha to contact the participants while they were waiting to make their grants application and SASSA branded MasterCard's. The researcher then explained the entire process on the informed consent form, and communicated the purpose and the possible outputs of the study.

The research participants were very open and enthusiastic to share and talk about their experiences of grants and life experiences. The researcher had a partial understanding of the situation they were encountering, although many clients had expectations and thought that the researcher will help them receive social grants.

3.3.2.4 Run the session

The researcher interviewed the participants individually and some participants were answering questions haphazardly even though the researcher did not direct the questions to them. The researcher used semi-structured interviews in a form of dialogue in order to probe for further answers where there was vague. The researcher was directing the questions to the participants' perspective, and experiences about the questions theme. The researcher had designed user research questions in a specific way to ensure that they concentrate on the goal and objectives

of the study (Rubin & Knox, 1996). These questions were focusing on providing a detailed clarity as a baseline.

The purpose was to meet experienced users who fundamentally know the procedures in SASSA, in order to grasp their responses and perceptions regarding the current grants process. The researcher interviewed the grant users more about their experiences. In order to understand the information flows from the initial to the execution stage of the processes followed through the journey of receiving social grants. The interviews had taken place in offices of SASSA, which provided an opportunity for the researcher to observe the type of services provided by SASSA to applicants and beneficiaries. Moreover, it allowed the researcher to gain a detailed and thorough understanding by closely interacting with participants. Interviews allow the researcher to enter into the perspectives of research participants (Patton, 2008).

The researcher used direct observations whereby he collected the data by simply observing the situation and behaviour without interacting directly with research participants. The researcher was part of the environment that he had studied. The researcher had clearly made the research participants aware of his role by being visible, noticed and mingled with the group he studied. The researcher had observed how applicants apply, their frustrations and actions, and how they interpreted and made sense of the social grant process. The researcher obtained first-hand knowledge and jotted down notes at that point in time.

3.3.3 Design tools

Personas

A persona is a technique that identifies few users' motives of a larger group and they based on real users' experiences, perceptions and knowledge. Personas represent the opinions of the research participants or end-users rather than researchers' opinion (Mager, 2006). The purpose of using personas is to direct the conversation of a design group on the needs, goals and behaviours of a particular user type. These personas can be enriched with photos, caricatures, personality traits and background story or even key quotes collected in interviews (Cooper, 2003).

Persona describes feelings, motivations and desires that the clients hope for in future services. This tool seeks to create service goals. A persona focuses on personal feelings that will affect the user experience. These are typically first person statements of real clients, which the organisations use to inspire and inform project

development and improved services. These statements have an influence in enhancing personas, which direct and assist in the evaluation of the services (Jones, 2010). Designers can use personas as fictitious people that they can refer to in various use cases to predict user's perceptions or behaviour toward the use of a service element (Mager, 2006).

Scenarios

The researcher developed the user journey map with other tools such as personas to represent a diagram in order to show a complete process of the grant journey. It is especially important to highlight the emotional, material and procedural components from a client's perspective (Heinila et al., 2005).

Storyboards

Gruen (2000) describes the storyboard as a "user experience test bed" to assess prototypes against. The storyboard is an attractive medium that is used to convey a large amount of information in the form of images that are pleasing, engaging and easy to follow (Jones, 2010). Storyboard is a narrative technique popular in filmmaking and it has a particular usefulness to the design of the service. Storyboarding is an effective means of communicating the interactions people have with a service over a certain period. Storyboards illustrate a system or process from the client's perspective by means of a series of images that highlight certain touch points and events of use and the sequence that these follow in a scenario. It helps to put the designer in the setting of those they are designing for (Gruen, 2000).

User journey map

Isaacson (2012) defines a user journey map as a visual picture of the user's experiences within a particular organisation. User journey map describes the experiences from the user's emotions and perspectives, and user's expectations and the activities they would undertake. Creating a user journey map involves observation of UX and representation of that particular experience through its touch-points. The starting point of building a user journey map is the identification of the touch-points, which are core activities of the service that creates the relationship between the organisation and its users. The touch-points can be physical, virtual or human. The user journey map is obtained by connecting the different touch-points in a sequential manner (Isaacson, 2012).

3.3.4 Data analysis methods

The researcher has adopted a thematic analysis method to identify and analyse data. Thematic analysis seeks to discover the research topic in different textual data levels. It provides practical and valuable procedures for organising and effectively conducting analysis, which are different from other methods that seek to describe patterns in the qualitative data (Attride-Stirling, 2001). Thematic analysis can be a realist method that reports the participants experience, realities, and meanings. It can also be a constructive method that examines habits and ways in which participants experiences, realities, and meanings are the effects of various discourses that take place within a particular community (Braun & Clarke, 2006).

Fereday and Muir-Cochrane (2006) describe thematic analysis as a search of emerging themes in the study that is significant in the description of the phenomenon. There authors' further state that thematic analysis is a form of patterns recognition within a raw data, in which the themes become the categories for analysis. Interpretation of the raw data and multiple reading of the collected data determined the data analysis. The researcher had thoroughly read and re-read interview transcripts in order to identify themes and sub-themes. The researcher developed the coding frame, identified and explained themes and sub-themes, and coded the interview transcripts. Braun and Clarke (2006) identified six phases of thematic analysis as follows:

Familiarising yourself with your data

The researcher had to read and re-read the data to become more familiar with it, noting and writing down initial ideas.

Generating initial codes

This phase involves coding the most interesting features of the gathered data in an effective systematic manner in all the data set, and ensuring that the researcher has properly organised the data to the relevant code. The researcher has generated themes and sub-themes for this research study from the observations and extracts of the interviews.

Searching for themes

This phase involves collating codes into themes and sub-themes, and gathering the data that is relevant to each potential theme and sub-theme, while challenging the emerging themes.

Reviewing themes

The researcher checked the themes and sub-themes in relation to the data set and coded extracts, and generates a thematic map of the analysis.

Defining and naming themes

The researcher will generate thorough and elegant definitions and names for each specific theme.

Producing the report

The researcher developed emerging themes by studying interview transcripts and explained the possible meanings of emerged themes. The researcher presented direct quotes from respondents as narrative from the transcripts of the interviews. The questions and answers, a rigorous and thematic reading of the interview transcripts enabled identification of the major themes. The researcher then tabulated the themes to highlight the definitions and descriptions. Differences and similarities between sub-groups were explored (Welman & Kruger, 2001).

The observed data was thoroughly analysed and broken down into several activities of the grant process which include: the communication media, the artefacts involved, the flow of information, the actual place where the activities were carried out, and the sequence in which the activities were conducted. The researcher was also interested in the way in which the officials used the social grant system (SOCPEN). Near the end of this research study, no new themes emerged, which meant the researcher clearly identified all the major themes. The researcher reflected the collected data, interpreted and gave it shape and meanings that are readable. At the end of the study, the researcher recorded the findings as a narrative report.

3.3.5 Ethical and logical concerns

The researcher in each interview that he conducted had a copy of the questions, the informed consent form, tape recorder, and a pen and paper for taking field notes.

Most of the respondents were uncomfortable with the idea of tape recorder as they thought the researcher was going to publish records and they indicated that it would jeopardize their chances of obtaining a social grant. However, the researcher had to discuss the issue of recording the interviews in order to gain trust from the participants. Eventually, the researcher and participants agreed on the use of interview recordings and field notes. None of them declined having a recorded interview, even though they were a bit insecure at the beginning.

The researcher came across slightly unforeseen challenges during the data collection process such as the duration of interviews, which in some instances was longer than anticipated. At times, the officials were calling participants while they were in the middle of the interview and that led to some of the questions left unanswered. In some instances, a few respondents were in a hurry, leading to some questions not being fully answered. In some interviews, the researcher had to give advices and encourage respondents as some went deep and became emotional when addressing their life experiences.

3.3.6 Trustworthiness

The researcher has used stakeholder check to obtain the trust value of data analysis. The researcher consulted his supervisor continuously and constantly; during this period, the researcher had a chance to discuss the findings and all the processes of the research study. This helped the researcher to be more effective and truthful about what transpired on site because each time the researcher consulted his supervisor, the supervisor asked questions for clarification. Certain questions were suggestive about some of the things that had happened during the observations and interviews, which might have been unnoticed.

Intercoder reliability

Generally, reliability is concerned with assessing to what degree a method that is used for analysing data introduces a random error (Mouter & Noordegraaf, 2012). Donald and Pirro (1990), state that thematic analysis is a strong analytic approach and is useful in descriptive or exploratory studies. To accomplish reliability in thematic analysis, the researcher started from describing themes, sub-themes and categories, which are most relevant to the goals of the research study. To make the coding process transparent and replicable the researcher provided research objectives and the raw data that came from interview transcripts from which the themes were developed. The researcher initially explained all the procedures required when coding qualitative data (Mouter & Noordegraaf, 2012).

To check the credibility of data the researcher used stakeholder checks. According to (Thomas, 2006), stakeholder checks improve the credibility of research findings by giving an opportunity to research participants and other relevant people that have an interest in a research study to assess the findings, interpretations, and conclusions. Stakeholder checks play an important role in establishing the credibility of the research finds. They allow the researcher to give the opportunity to the participants that the researcher studied to assess and comment on whether the constructions of the researcher relate to their personal experiences.

At the completion of the interviews, the researcher summarised the data to allow the respondents to the correction of errors or challenge the interpretations. During subsequent interviews, the researcher asked the respondents to verify the interpretations and data gathered in earlier interviews. The researcher also had an informal conversation with SASSA officials which were interested in the settings being studied. In total twenty-six interviews were coded. After coding the interviews, the researcher provided the copies of preliminary versions of the interview transcript to stakeholder groups and asked for oral commentary. The researcher tested the intercoder reliability of the interviews and scope of the intercoder reliability followed the research objectives (Fereday & Muir-Cochrane, 2006). In addition, stakeholder checks gave the researcher a more comprehensive insight in the intercoder reliability. In addition, the diagram below explains the results of the intercoder reliability test of thematic analysis:

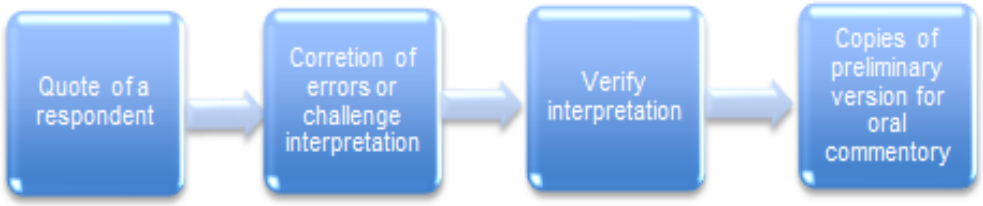

Figure 12: The intercoder reliability test that was adopted in this study

The intercoder reliability test ensured the reliability of the thematic analysis in this study (Mouter & Noordegraaf, 2012). Lombard et al. (2004) argued that in terms of the acceptance level there is no established standard that determines its reliability. Therefore, it is evident that the results of the thematic analysis of substantive problems are highly reliable, credible and not subjective.

3.4 CHAPTER SUMMARY

The information gathered during data collection enabled the researcher to draw conclusions in order to make recommendations. These recommendations will support SASSA to assume effective information flow and embark on awareness programmes that will empower the clients with knowledge of the social grants. The researcher conducted a purposive sampling of social grant users. The selected final number of twenty-six research participants in the study represented the sample to an extent where the researcher reached the data saturation. The researcher utilised a qualitative research approach and user research methodology to collect the data using two powerful tools: interviews and observations in Khayelitsha local office. The researcher used thematic analysis to analyse data, and used independent coding and consistency checks for data verification. Chapter 4 will explore and identify emerging themes, sub-themes, and categories. It will also explore user experience attributes and discuss the flow of information in greater details.

CHAPTER FOUR: RESEARCH FINDINGS

4.1 INTRODUCTION

This chapter presents the findings from this study. The researcher has identified the emerging themes and sub-themes, and established the relationships among the identified themes. The researcher transcribed and tabulated the data as generated through the respective methodology manually before coding and categorising responses from the research participants. Finally, the researcher compared and discussed data with reference to the existing literature.

4.2 INTERVIEW AND OBSERVATIONAL FINDINGS

During the data collection process, the researcher conducted observations and interviews to elicit participants' experiences and perceptions. The interviews were recorded and transcribed. The researcher analysed the interview transcripts using thematic analysis to identify emerging themes, sub-themes and categories. The observational data that comprises of body orientation, facial expression, gestures, the use of technology and the office layout was transcribed into a written format. The researcher cross-checked and amended the transcripts. After the analysis, the researcher developed a coding frame, when new themes emerged the researcher changed the coding frame and rereads the data according to the new structure. The researcher developed emerging themes by studying the transcripts and considering possible meanings of the transcribed data. Transcripts were read horizontally and that enabled the researcher to group segments of text by theme.

The researcher started coding by reading the text and consideration of multiple meanings that were inherent from the text. The researcher identified text segments and created labels for new emerging themes into which the text segments were assigned. The text segments were added to the themes where they were relevant. The researcher developed the initial definition of the themes and description of the meaning of the theme. The researcher added the reference of specific quotes from raw data to elaborate the meaning of the themes. The questions and answers of the respondents, a rigorous and systematic reading and coding of the interview transcripts gave rise to the identification of the major themes. The researcher coded segments of interview text, which enabled an analysis of the segments of interviews on a specific theme, relationships documentation between themes and sub-themes, and the identification of major themes.

Eleven themes emerged in the data analysis. The researcher refined the themes by going through to the selected themes in order to make them more specific to be discrete and global enough to be meaningful. The researcher reread the data to ensure that no new themes emerged, which suggested that the researcher has identified the major themes. The researcher eventually reduced them into seven major themes with minor themes merged with related major themes. The themes that emerged were categorised as follows:

- Theme 1: Recognition and visibility
- Theme 2: Motivation
- Theme 3: Qualification
- Theme 4: Benefits
- Theme 5: Satisfaction
- Theme 6: Difficulties
- Theme 7: Recommendations and suggestions

The researcher presented themes and sub-themes relating to the experiences and perspectives of social grant users in a form of a table as follows:

Table 2: The experiences and perceptions of grant users in Khayelitsha

Theme 1	**Recognition and visibility**
Definition	Knowledge/conscious about social grants
Description	Information visibility of social grants A person sees or hears information about social grants Talks about useful information of the social grants frequently and openly
Theme 2	**Motivation**
Definition	What prompted the applicant to apply
Description	The personal, professional, economic, social and other factors that persuade or motivate the person to apply
Theme 3	**Qualification**
Definition	The criteria or standard set by SASSA to evaluate applicants
Description	The economic requirements, age, mental and physical conditions of the applicant in order to receive a grant
Theme 4	**Benefits**
Definition	The value of a social grant for applicants
Description	The economic value or other forms of assistance that social grant clients receive from the government when they are old, young, poor and disabled.
Theme 5	**Satisfaction**
Definition	The fulfilment of the social grant clients expectations and needs
Description	A variety of social grant processes performed by SASSA officials to help social grant clients including waiting period, the efficiency of the process, productivity, politeness and professional treatment
Theme 6	**Difficulties**
Definition	Problems faced by social grant clients
Description	Lack of access to social grant, exclusion of young adults from the

	social grant system, lack of required documentation, rude staff, poor services, and lack of ICT
Theme 7	**Recommendations and suggestions**
Definition	Advices from the social grant users about what SASSA must do to improve its services
Description	The social grant users observe a problem that requires urgent attention and provides suggestions to enhance the services rendered to them.

4.2.1 Theme 1: Recognition and visibility

The discussion below will demonstrate the awareness level of applicants concerning grant processes. The answers of the respondents for the following question led to an identification of this theme.

- Were you aware of social grants?
- If yes, how did you get to know about the social grant?
- If no, what were the reasons?

When examining the responses of the participants, three sub-themes emerged. The researcher defined and described the sub-themes within the scope of this research study.

Sub-theme 1.1: Social grant awareness

The following answers by grants participants disclose from how social grant clients have acquired knowledge about the social grant:

> *"I have heard that social grant is accessible when it was addressed in the national speech by the president (Jacob Zuma)."*

> *"I have heard from my neighbour when she asked that am I receiving the social grant and I said no, she then asked again how old am I and I said I am 64 years and she said I should be getting a social grant by now because I am eligible."*

> *"I am over 60 years. I saw when I was reading the newspaper and I have heard on the radio that if you are over 60 you automatically qualify for old age."*

"I have heard from the community meetings, when the ward councillor was speaking about the impact of social grants in our lives."

The above scenarios demonstrate how and by which communication media the applicants got informed about social grants. From these and other descriptions, most of the respondents were informed of social grants via radio stations, community meetings, televisions, flyers, and relatives and friends.

Judging from these findings, most residents were seemingly knowledgeable and informed about the availability of grants, even though they were not completely aware of the procedures to follow when applying for a social grant. Of those who have heard about social grants, the majority had only heard that if you are poor, old, or disabled they automatically qualify for a social grant. It appeared that the clients do not have enough knowledge about the required documents for the finalisation of the grants application process. However, SASSA officials are doing a commendable job by highlighting on the checklist all the essential documents that the applicants have to submit.

Sub-theme 1.2: Communication media

Various communication media informed the applicants before they got conscious about the availability of social grants. The types of media that promote these grants include newspapers, national speech, radio, verbally communication by the officials at SASSA waiting areas and community meetings. The above scenarios indicate that the method of keeping the social grant clients informed is effective in attracting a wide spectrum of social grant clients. Communication media remind people about the social grants, and talking more frequently and more openly about the social grants help people to acquire more knowledge of the social grants. The more attention SASSA and the citizens put on social grant awareness, the more collective power the entire country will have and the more people will get thorough understanding of the social grant processes.

SASSA must continuously inform and educate its clients. If SASSA does not utilise the communication media or if SASSA do not make its voice heard while they speak no one else, will. SASSA has to exploit communication channels fully to increase the social grant awareness and help bridge the gap between the citizens and officials. When SASSA has a strong voice and put more efforts on awareness, the public will be clear about the procedures to follow when making an application. When the Agency put itself out there through various communication channels, it strengthens

the knowledge of the citizens and the citizens can ask more questions that are social grant specific and provide advices.

Sub-theme 1.3: Information accessibility

All of the social grant clients indicated that they had access to information. Many clients indicated that they receive information in SASSA offices, while few social grant clients were aware of accessing information in SASSA website. Of those who knew the website indicated that they access information through internet cafes, while others said they may be interested in accessing information through internet services at the internet cafés and their personal computers but they cannot because they are poor. When asked how well SASSA presented information in a way that you as a client can easily understand and use? Many clients indicated that SASSA presented information well in a way that they could easily understand. While few indicated that, it is not easy to understand the information. In order for them to get a proper understanding, they require more clarification from the officials or informed people.

The following responses by clients' indicate how do they access information, and how well can they make sense of the information presented to them:

> *"I access information here at SASSA; I don't have any problems because they are telling us everything here at the service point. SASSA present the information well. It is very easy; I do not have problems with it. It is very useful because I know when I'm getting my money and when there is a change."*

> *"The information is presented well I have not encountered any problems, because I get peoples posts "flyers" that are very detailed and free, I read newspapers and I listen to the radio stations and I am happy with the kind of information I am receiving. The information is very organised and precise in a way that I can clearly understand. It is very easy to understand because SASSA stated it clearly for people to read it and understand. It is very informative and clear."*

> *"I do not care about the information whether is presented poorly or well, as long as I am getting my money I'm happy."*

The above scenarios indicate that the officials are doing well in explaining and dispensing the information to the clients. The process of keeping clients informed had been viewed as being effective by both officials and clients. The officials' emphasised

the importance of continuous education of citizens in all communities. However, many of the social grants beneficiaries indicated that they seldom need information, and they do not care about information as long as they get their social grants, while few indicated that they need information often, hence it enables them to be conscious about every change that had taken or will take place in social grants.

Sub-theme 1.4: Internet awareness

The following responses illustrate the level of knowledge that the social grant clients had regarding the online services:

> *"No, I am not aware of the Internet and I have never heard about it."*
>
> *"I am aware of the Internet, but I am not using it because I don't have money to go to the internet cafes."*
>
> *"Yes, I am aware of the Internet. Sometimes I go to Internet cafes, but I prefer to come here at SASSA offices because I don't get all the information I want on the website."*
>
> *"Yes, I am aware of the Internet, but I am not utilising online services because I was not conscious that SASSA has a website."*

The above scenarios indicate that the respondents have limited knowledge about online services. The majority of the clients indicated that they are aware of the availability of the Internet even though they are not using its services, while few are not familiar with the Internet at all. Some of those who are aware had a poor understanding of how does the Internet operates, and how can it be exploited to minimise the long queues in SASSA offices thereby enhancing the delivery of the services. However, some indicated that they would love to utilise online services quite often but they cannot afford because the prices are very high at Internet cafes.

It is evident from the preceding discussions that SASSA must widely market the agency website to the citizens in order to create a broad awareness about online information in connection with the social grants. Based on what the grant clients have indicated, it seems that this valuable communication tool (Internet) is not at all operational and not at all exploited. In addition, it is also interesting that some of the grant clients are aware of the Internet regardless of the fact that some have never used it before.

4.2.2 Theme 2: Motivation

The following discussion demonstrates what motivated the clients to apply for social grants. The answers of the respondents for the following question led to an identification of this theme*: "Why did you apply for a social grant?"*

The key theme that emerged was that of 'motivation'. Respondents seem motivated by a number of different things. One participant was particularly motivated because of his lack of access to basic resources. She had to apply for a social grant out of desperation – she had no income:

> "*First of all I am unemployed; I am surviving by doing partial jobs "Piece Jobs". I am completely dependent on other people to live. Those who are working sometimes they hire me for my services to do things like babysitting or do their laundry or perhaps clean their houses, and then pay me R50, but the money I get is just not enough."*

Another respondent spoke about the need to access basic needs; she felt that her quality of life was too bad because of the responsibilities of socio economic she carries while living with her children without economic income. She indicated that she survives by being reliant to other people in her family:

> *"I am not able to do basic things of living for myself, let alone to help out in the house. I can't even afford to buy little things like sugar."*

One participant was motivated to apply because he has no work, and he is very poor. Sometimes he does not have money to buy food. He had applied because a neighbour told him to apply for a grant.

> *"I have no basic amount for living, sometimes I collect corrugated irons, bottles and cans to sell, so that I can get money, but things are very expensive here the prices are high you spend that money within a second."*

When asked about what motivated her to apply for a social grant she indicated that she is a domestic worker, lives in informal settlements. She is a cleaner and earns little money not enough to take care of her family. She does not live with other household members with stable income, and she is not able to feed her two younger sisters. She used to stay in rural areas, but came in Cape Town more than 10 years

ago, looking for a better life and has not imagined her life would be so much lower than what she thought.

> *"I was told that social grant was for the poor and we are going to get more money if we apply, apart from that I am the head of the house everyone is looking up on me while I have too little to offer. I have to make sure that I put food on the table, I do not know how we are surviving it's just by the grace of God."*

The applicants' background has an influence on their motivation to apply for a social grant. Applicants are motivated to apply because they are desperate, they are jobless, they are poor, and they want to improve their financial status. The researcher is of the opinion that if a client is not motivated to apply for a grant, it is easier to get discouraged somehow along the way. However, if the client is motivated about receiving a social grant they will do more than what is necessary to receive it. For instance, most applicants are waking up in the morning as early as 4am to join the long queues at SASSA offices.

Few applicants are of the opinion that people who are not motivated think that the process of acquiring a social grant is long and cumbersome, but those who are motivated looks at the journey of receiving a social grant differently. While the majority of the clients are of the opinion that the social grant process is cumbersome. They indicated that the journey is long and not enjoyable, it is hard to endure, but they have to persevere because they do not have an alternative. Applicants were all motivated because they had a vision of improving their situations. Applicants knew exactly what they were getting themselves into even though the majority stressed about the waiting period in the waiting areas. The applicants expected to have their final problems solved after they receive a social grant.

4.2.3 Theme 3: Qualification

The answers of the respondents for the following question led to an identification of this theme: *"How did you know that you are eligible to acquire a social grant?"*

The discussion below will explain and demonstrate the perceived eligibility versus legal eligibility. The eligibility criteria describe the age, physical or mental characteristics that the applicants must meet in order to receive a social grant. Eligibility criteria ensures that SASSA officials enrol applicants that meet the required characteristics and it helps to ensure that applicants are due to the intervention and

being tested as needy by the government. Eligibility criteria help the officials to achieve and gain the utmost reliable, meaningful, and accurate information of the poor and deserving applicants. The following responses by social grant clients disclose how the participants got consciousness and the knowledge about the eligibility criteria:

> *"Because I am over 60 years and I have heard on the radio that if you are over 60 you qualify for old age grant."*
>
> *"I was in the hospital because of illness then the doctor told me that I am eligible to receive a social grant and he wrote a referral letter so that I can come to apply for a social grant."*
>
> *"I just know that if you not working and you are above 60 years. Therefore you qualify for a social grant and I have seen many people who are 60 years and above receiving a social grant."*
>
> *"I was told at the hospital that I could apply for a social grant, because am disabled and I cannot work."*
>
> *"My neighbour told me that I qualify because she knows that I am above 60 years and I did not know that if you are 60 years you qualify for a social grant if you are a man, I always knew that a man must be 65 years and above."*

The above scenarios indicate that the respondents have a limited knowledge about the eligibility criteria. The majority did not know about all the criteria they have to meet in order to receive a social grant. Few respondents indicated that they were very familiar with the eligibility criteria. Some clients who have heard about eligibility criteria only heard that if you poor, old, or disabled you automatically qualify for a social grant. In addition, applicants go to SASSA offices to make an application of a social grant just because they meet few criterions without knowing that the can be something that could prevent them in order to receive a social grant.

The majority of beneficiaries indicated that the South African social grant system excludes the people of working age, which is not fair because the government is not creating job opportunities and those people are heavily reliant on them. The target of social grants mainly is age related, physical and mental conditions. However, many beneficiaries believe that poor individuals who are not working should be included in

the grants system since they are still under their responsibilities. It therefore seems that there is inequality amongst the people in South Africa.

4.2.4 Theme 4: Benefits

The answers of the respondents for the following question led to an identification of this theme: *"What value did you think you would gain from the social grant?"*

The discussion below will explain and demonstrate the actual benefits versus the perceived benefits.

The Beneficiaries have the benefits of their payments deposited into their MasterCard accounts that the SASSA has chosen as their preferred reliable payment method. It appears that SASSA's motivation for this initiative is to cutting costs in clients grant incomes and provides convenience in their service providers. This means that the beneficiaries are able to receive their payments in various service providers they may prefer. Another benefit is financial inclusion for beneficiaries other than just giving them food and blankets. SASSA have introduced some flexibility to mitigate fraud that provides opportunities to millions of grants beneficiaries to receive their grants on time.

Social grants empower poor household members by enabling them to participate in systems of social mutual benefit. The benefit of social grants cash payment enables beneficiaries to explore various options, which allow them to find survival strategies of making a better social living. Grants maximise the beneficiaries' development benefits by allowing them to leverage their resources. Grants empower beneficiaries to engage in social activities. The grants bring an essential material basis for maintenance of beneficiaries. Social grants therefore play a big role in contributing and strengthening existing systems of livelihood of poor people.

The following responses by social grant clients disclose how the perceptions / views about the benefits that clients thought they would acquire from social grants:

> *"The benefits I would get from a social grant would be to take my child to school and buy food"*

> *"Benefits I would get are to cover household expenses and cover some additional expenses such as funeral expenses for my family and education for my grandchildren."*

"The advantage is to get paid; I just need money so that I can be able to take care of myself."

"To get money that will enable me to do basic things for myself, purchase food for my grandkids and help out in the house."

"The main benefit is to buy basic things of living like food and clothes, pay rent, cover funeral expenses and give support to my kids."

The above scenarios indicate the expectations that the participants thought they would gain or had gained and benefited from the social grant. Most beneficiaries stated that social grants allow them to undertake maintenance work such as paying school fees and looking after their children. The majority of social grant clients indicated that their main benefit is to receive money, which they use in various ways. Some are very sophisticated and some are not. They indicated that it enables them to cover greater household expenses. They indicated that their largest expenditure item is food and some little expenditure such as transport and electricity. However, the findings confirm that the poor are well aware of their basic needs for survival. The majority of the participants were able to benefit with what they wanted and expected from the social grant, while some indicated that the money they get is not enough.

"You spend your money and finish it like you never had it. You have to pay debts at the same time you have kids who are asking for launch at school and you just cannot ignore all these things because they are needy, you just cannot live without borrowing money from other people repay them and borrow it again, but it's just a cycle you cannot evade especially when you have kids."

The above scenario indicates that grants are not enough to cover all the basic expenses of the beneficiaries. The beneficiaries clarified that they survive by using credit, borrowing money from loans, close friends, and buying things from shops on credit basis. They indicated that as soon as they receive the social grant they have to pay back debts and open other ones again.

4.2.5 Theme 5: Satisfaction

The answers of the respondents for the following questions led to an identification of this theme:

- How do you feel about the kind of services you receive at the offices of SASSA?
- Do you think that SASSA services (administering of social grants) are adequate?
- What kind of services would you like to receive?

The key theme that emerged was that of ‘satisfaction'. The discussion below will disclose the level and extent of satisfaction of the clients towards the services provided by SASSA.

> *“Even though some other applicants are crying about inadequate services at SASSA I personally feel that SASSA officials are doing a great job.”*
>
> *“I am very satisfied with the kind of services I get from the officials, they are very kind, and they have treated me very well.”*
>
> *“I am not happy about their services, there is too much paper work to be filled out and signed, and I wish they could minimise the paper work.”*
>
> *“No they are not satisfactory, the officials are not helpful; I wish the staff could be well trained so that they won’t keep sending us back for little things.”*
>
> *“No they are not adequate, the officials are very lazy and I cannot afford to be treated this way, but I have to tolerate and obey because I want money.”*

Most of the clients were satisfied with the kind of services rendered by SASSA. The applicants indicated that the officials are working very hard and they are very kind and helpful. Few clients expressed dissatisfaction in connection with the services provided by SASSA. The clients are of the opinion that the officials are lazy, not helpful, and the social grant is cumbersome. The clients wish that SASSA could train its staff well, and they feel that there is too much paper work. Although the majority of the applicants are satisfied with the services rendered by SASSA, there is still a high percentage of dissatisfaction amongst the clients. Regardless of the fact that there is a high rate of dissatisfaction, the clients have stated that they will comply because they want money.

SASSA can improve their service by communicating via SMS and email with clients who have access to email and SMS, and allocate much time on clients who cannot

physically visit their nearest offices because of disability, illness, or age. SASSA should extensively make use of awareness programmes to inform social grant clients about the importance of the Internet.

4.2.6 Theme 6: Difficulties

The discussion below will explain and demonstrate the difficulties that social grant clients experienced during the social grant processes. The answers of the respondents for the following questions led to an identification of this theme:

- What difficulties did you experience when accessing the social grants?
- What are the common challenges did you face concerning technology?
- How can SASSA address these challenges?

At the closer examination of responses, this theme developed to form two sub-themes:

- Social grant access
- ICT accessibility

Sub-theme 6.1: Social Grant Access

The following responses reveal the level of access and challenges that clients are facing in the social grant process:

> *"I have not encountered any difficulties because every time when I come here I ensure that all my documents are ready. The social grant processes are well; I don't see any problems even at the pay point halls the officials are very kind and helpful."*

> *"They often send us back for no valid reasons sometimes they convene while leaving us unattended. I think they should tell us everything prior we join the queue. They should assign queue management numbers to each client; so that they could know the amount of clients that, they are going to take. The staff must be patient and approachable."*

> *"Waking up in the morning to go to the offices of SASSA is very dangerous. When you leave your house, it is still dark. There is a high crime rate in the early hours of the morning and the officials' just send you back for unnecessary things. Another problem is that officials take lunch at the same*

time. I wish the staff of SASSA could take their lunch on different times, so that we cannot wait for an hour without being attended."

"I have been to SASSA offices many times but they keep on sending me back for insignificant things. I am suffering I do not have money to cope with these difficulties. The long queues are devastating, I think the social grant processes should be made easy and precise by minimising paper work."

The majority of applicants indicated that the most enduring problem is that SASSA officials constantly send them back for seemingly trivial things such as uncertified documents or affidavits. They complained about the tedious grant processing system. Many clients believe that the grant process should be shorter and quicker. Too much paper work and fraud were cited as long-term problems. Most problems include impudent officials, and lack of skills to effectively deliver services to the public. Pay-points present a massive challenge: payment delays, which caused by a shortage of payment machines while dealing with a high rate of beneficiaries. Clients indicated that it is devastating queuing at the pay-points and sometimes the service provider arrives late. This problem makes beneficiaries to wait for long periods before SASSA can process their payments.

Clients expressed dissatisfactions about the considerable amount of time that the officials spend when attending the individual cases, which cause unnecessary long queues in the waiting areas. Many clients complain that SASSA do not answer the telephones on time when they are calling to inquire. Another problem encountered by clients when applying for a social grant was a problem of expensive transport to SASSA offices and lack of identity documents. The majority of the clients indicated that waking up in the morning to join the long queues is a challenge. Astoundingly most of the applicants who would have arrived in the early hours of the morning the officials told them to come back the following week.

Most problems are blamed on the rude and inefficiency of the front office staff. The major problem concerning officials is the lack of skills and knowledge. The majority of officials do not clearly understand the regulation of confidentiality as a result they are talking loudly while attending the client. Other concern is that some of the officials disclose confidential information of the clients. In some instances when clients feel that the appointment date that they got from officials is very far they go back to the front office. So that, the official can sends them to medical room again with the course of getting the closer date. Since the information is captured on excel it is difficult to

detect that the client was attended before. If the applicant loses, his medical has to come back and do the same process repeatedly and that is the major problem.

The beneficiaries complained about theft of social grant pensions at pay-points. Some mentioned that sometimes the ATMs retains their cards when they are withdrawing using SASSA payment card even if they have entered a correct pin. When they come back to withdraw their money they would find that their money is gone. Many believed that the theft of social grant incomes during social grant payments was because of SASSA officials who are corrupt.

The biggest challenge identified was continually network interruptions and breakdown of the machines. Officials complained that sometimes the e-mail page loading was very slow that they had to keep refreshing the system regularly. Inadequate e-mail accounts prevent easy communication amongst them within the Agency, as a result when they want something from other staff members are required to go physically and that is time consuming. The wireless network was generally slow and sometimes not responding at all. They indicated that when the network is not reliable they could not work properly on SOCPEN. They stated that their offices suffer from space-related problems; factors such as storage space are very limited and the medicals are congested. They said laptops are required because some of their work in Service-Points which is mainly in remote areas where there is no ICT.

One official indicated a challenge of more appropriately seating comfort when they are working. She reported that some officials often suffer from back and shoulder pains. Sadly, this situation aggravates lack of productivity and shortage of staff that had already been experienced in SASSA. The officials indicated that the major challenge is that they are struggling to get hold of the clients because the clients do not have cell phones and of those who have cell phones change their phone numbers frequently. Officials indicated that the challenge after they have captured the medicals the clients sometimes do not come back to complete their applications. Another challenge is to find the expired medical forms because they are stored manually in the same place with new medicals.

Two officials are required to work on medical room and they have to capture medical information on the master list. The challenge is that two officials cannot work on the master list concurrently. That means when one official is working on the master list the other often had to wait for his turn to use a master list in order to capture the medicals. When two officials try to modify the master list simultaneously, conflict

occurs. Officials, first write medical information down on their paper note-sheet and enter it into the master list containing updated patient's medical information. Therefore, despite the flaws in the technology, they persist in the way of doing things; hence, it is their best possible solution.

Most problems that officials encountered are during the process of retrieving or entering information into the master list. It is evident from the observations that in daily bases operations at the office, when the officials need to access information at times they do not know where exactly it resides. They indicated that sometimes the information is not difficult to find, whereas sometimes the search becomes a lengthy and difficult process. The officials further indicated that when using pen and paper, they could quickly jot down the incoming medical and then transpose it into a master list. The challenge about this process is that it is hard to find information that is on papers. On the master list that is in a form of excel they first had to log in and navigate to the system, and then type information in the rigidly formatted fields. They found both these processes too time-consuming.

Sub-theme 6.2: ICT Accessibility

The following responses by social grant users disclose the level of ICT accesses. When the researcher asked the respondents the following question: does your department have ICT accessibility?

> *"Yes, but ICT is very limited more especial in the process of issuing MasterCard there is only one machine that is used and that is why we stay longer."*

> *"Yes, they do but are insufficient for example there is only one biometric machine which freezes and get stuck quite often."*

> *"Yes, but it is not enough, there is a constant network problem, and sometimes printers do not work."*

The above scenarios show that IT support is not enough to support all the clients effectively. Clients indicated that there is a shortage of ICT tools in SASSA, even the commonly utilised ICT tools in Khayelitsha local office, such as computers, printing machines, copy and biometric machine are not adequately exploited. The social grant officials believed that the effective technology could help improve their work performance. Therefore, it seems that SASSA has to consider making judgements in

an utmost way to decide what is important and how to proceed with the work activities to provide the best possible services.

4.2.7 Theme 7: Recommendations and suggestions

The discussion below will explain and demonstrate the recommendations and suggestions of the grant users as a means to improve grants process. The answers of the respondents for the following question led to an identification of this theme. "*What recommendations would you like to make concerning the improvements of the social grant process?*"

When considering the responses, this theme has developed to form sub-themes and categories. The researcher has defined and described the sub-themes within the scope of this research study. Furthermore, from examining the theme the researcher decided to divide this theme into the following sub-themes:

- Improved and continuous communication
- Improved social grant services
- Proper training for officials in customer care

Sub-theme 7.1: Improved and continuous communication

From examining this sub-theme, the researcher divided the sub-theme into the following categories:

- Sending SMS notifications
- Regularly radio talk shows

Category 7.1.1: Sending SMS notifications

The following responses illustrate how the clients want to be informed and empowered with knowledge:

> *"I think they have to notify us on time about all the amendments through SMS notifications and they should go back to all pay system because we are not getting full amounts when we receive payments through banks."*

> *"I think the officials need to visit us in our communities or continue communicating with us via posts whenever there is change. But I personal think that they should bring the SMS notifications to make the communication quick and effective."*

"I wish they can make the social grant processes very fast, and I wish I could get notifications through the SMS when my social grant is ready."

The above scenarios indicate that the social grant clients are in desperate need of SMS notifications. SASSA has to put strong emphases in notifying the clients through SMS and help the citizens to understand the processes in details. SASSA need to assist social grant clients by making communication quicker. The majority of the clients prefer notification of social grant payment and amendments through the means of SMS instead of post. The respondents indicated that if the is no proper communication Media in place targeted deserving people will remain under privileged.

Category *7.1.2*: Regular radio talk-shows

"They must also make radio talk shows regularly so that people could be aware of the grants, this can help in improving the lives of the poor."

"I think SASSA should frequently visit our radio station "radio Zibonele" or at our community meetings to always update us on social grant changes and issues. They always inform people who visit their offices, but what about those who cannot get there due to lack of knowledge or financial constraints?"

It can be deduced that the social grant clients value the role and involvement of SASSA to continuously inform them through various communication Medias such as radio stations in order to reach a wide spread of citizens across the communities. Keeping citizens informed through marketing social grants seems as the most important support structure towards empowering the public and as way of alleviating poverty. A determined effort is to help the poor by uplifting their consciousness and fighting against ineffective communication. The citizens need clarification and to understand the implications before making any grants application. The clients require assistance in understanding the social grant procedures and to be empowered with knowledge and understanding of the social grants. The clients suggested that SASSA should recognise their needs by talking about social grants frequently.

Sub-theme 7.2: Improved social grant services

"I can suggest that people must get their money at the bank because there are many thugs that are targeting the pay-points."

"I wish they could make their machines in the pay-point effective and quicker and come in our community meetings to tell people about the importance of the social grants."

"I think SASSA has made a good initiative by introducing MasterCard payments. I would suggest that they make our MasterCard flexible like a credit card, so that we can be able to borrow and deposit money."

Some clients have recommended that they would prefer receiving their grants in the bank. Other clients are of the opinion that SASSA has made a good initiative by moving onto SASSA payments MasterCard. They stated that the MasterCard allow them to get discounts in public transports when they are producing their SASSA payments MasterCard. While, some were not in favour of this option rather they wanted SASSA to go back to all pay system.

Sub-theme 7.3: Proper training for officials in customer care

"The officials need to be properly trained I cannot afford to be treated this way over and above they must add more officials."

"The staff should be properly trained and be taught how to handle the clients; we are very old to be treated by children like this."

Most of the clients suggested that SASSA must put a strong training program to its officials on how to take care of clients. Clients have ascribes delays to shortage of officials whom they believe that Khayelitsha local office has to add more staff notable Coloureds and Whites. Some beneficiaries described the officials as mainly unprofessional and had negative attitudes. Some recommend that the must be an official who satisfies the documents in the offices of SASSA instead of going to the police station.

4.2.8 Summary: Thematic map

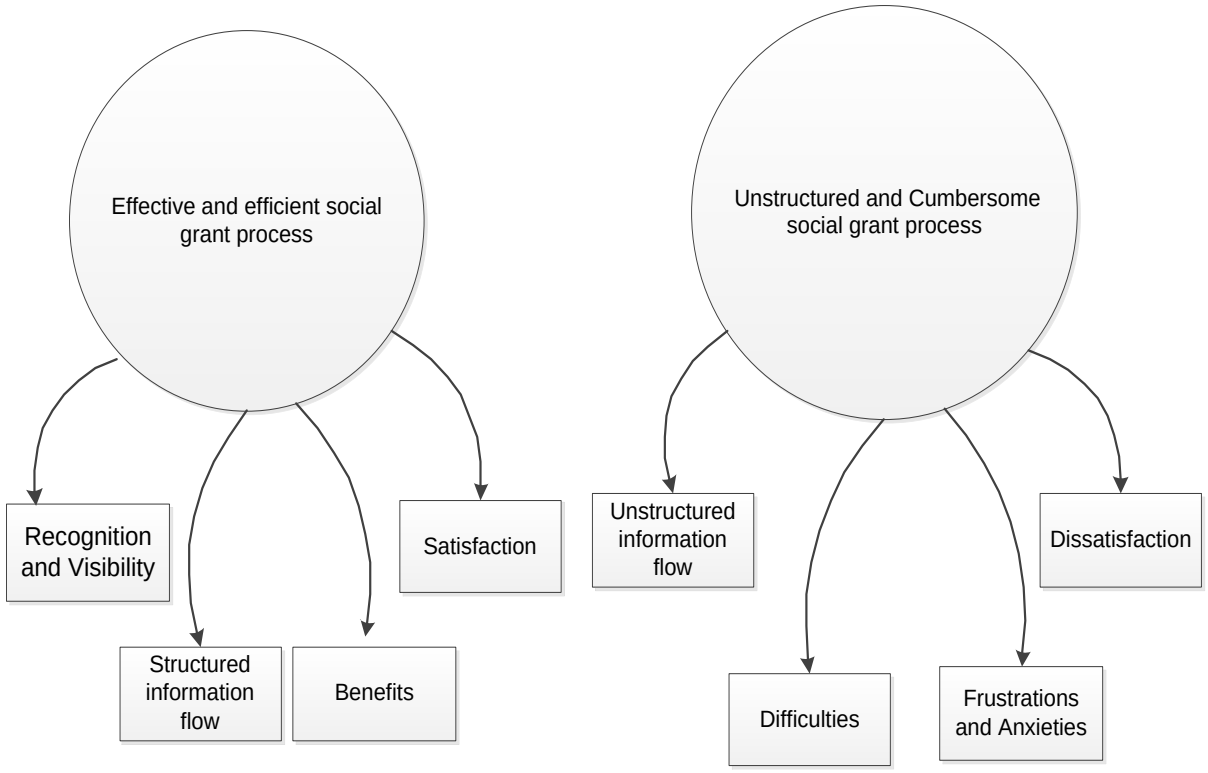

Figure 13: Thematic map showing the final two main themes

In summary, the researcher developed a thematic map that captures the specific themes that emerged from the findings, and showed how these themes are connected. The findings showed that residents and community members are aware and knowledgeable about the availability of social grants. Some forms of 'communication Medias' that promote the visibility of the grants which include radio stations, community meetings, televisions, flyers, and knowledgeable relatives and friends. Many grant clients indicated that they have access to information, which they receive in SASSA offices, and on the SASSA website. Although some clients were interested in accessing information through the website, they could not afford to pay for the Internet.

SASSA embraced ICT tools and networks to automate and enhance their operations, functions, and information flows. The main advantage of structured information flow is that it integrates internal operations in response to external requests. Structured information flow allows for the easy flow of communication and a more effective grant process.

One of the immediate benefits of the grants is cash payment that enables clients to alleviate some of their monthly expenses. A key theme that emerged is that officials are hard-working and are generally kind and helpful. Although results indicate clients' satisfaction with the kind of services rendered by SASSA, this does not avoid other themes of dissatisfaction and inconsistent processing.

While modern ICT tools have significantly improved most of the office operations and activities, SASSA officials still heavily rely on paper-based flow and tracking of information. When officials need to access information, at times they do not know where exactly it resides. Officials indicated that sometimes the information is not difficult to find, whereas sometimes the search becomes a lengthy and difficult process. This results in difficulties that grant users face on a daily basis. Grant clients at times complained about the tedious grant processing system. Therefore, it is evident that the grant process is also cumbersome and inhibited by unstructured information flow.

The major problems with the grant system include impudent officials, and lack of skills to effectively deliver services to the public. Clients expressed dissatisfaction about the considerable amount of time that the officials spend when attending to individual cases, which cause unnecessary long queues in the waiting areas. The biggest challenge identified was continual network interruptions and breakdown of the machines. This causes frustrations and anxieties for grant users. Regardless of the fact that the majority of the applicants are satisfied with the services rendered by SASSA, there is still a high percentage of dissatisfaction amongst the clients.

4.3 USER EXPERIENCE OF SOCIAL GRANTS

The methods used include personas, touch point mapping, user journey mapping and timeline, and scenarios. The aim of using these tools is to create a visual representation of the grant process from the grant users' perspectives and experiences. These methods communicate the wishes and needs of users to SASSA. Personas, storyboards, scenarios, and user journey mapping are an understandable choice when it comes to convey the message of the users to relevant stakeholders in order to visualise user needs and support design of systems and services. The researcher used personas as part of a communication device to visually illustrate the type of users that interact with SASSA services.

The researcher used the following tools to represent the area of focus in a visual storyline. The researcher used personas to give the story characters based on real

life people, while storyboarding puts these characters in their scenes. Touch point mapping identifies interaction points between human and non-human actors while user journey mapping and timeline show how these elements come together in an innovative representation. The researcher created personas and scenarios based on the findings of this study performed by interviewing and observing the grant clients during the grant process.

4.3.1 Personas

Personas focussed more closely at the grant users. The researcher created these personas, loosely based on some of the grant users in the Khayelitsha local office of SASSA. The researcher created three personas, which consist of officials as a persona, since the officials are also users' of the system, the applicant persona, and beneficiary persona.

A persona consists of a persona description (age, name, occupation, and health status) and a goal. The researcher brought the personas to life by giving actors a name, an occupation, health status, a personality, and a portrait.

David Nxumalo

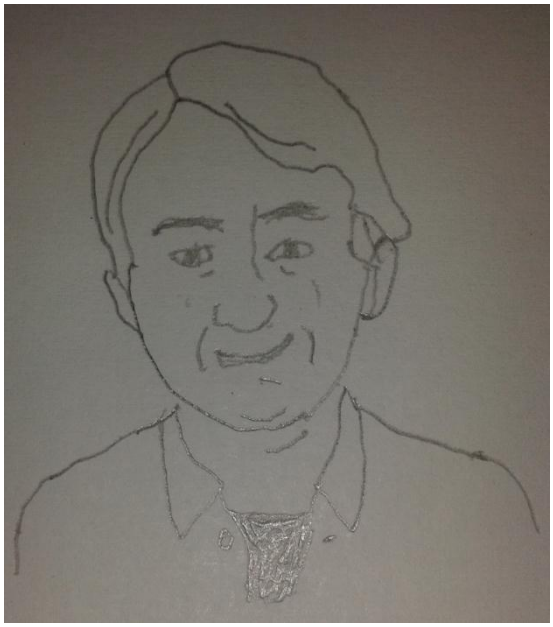

Figure 14: Persona of the grant applicant

David Nxumalo is 60 years old, just moved to Khayelitsha from Nyanga, and has a wife, a son and a daughter. He is a grant applicant and lives in an informal settlement. He does not know anyone else in Khayelitsha yet and has not been going

around in his new environment. Sometimes he feels he could do more to support his family, but he cannot due to his unstable health. He has a trouble in sleeping from time to time. Sometimes he wakes up in the early hours and often not gets to sleep again for 3 to 4 hours. He has a little swelling in his hands, coughs frequently during the night, and sometimes has to rest in the afternoon. His wife has to sell fruit in the streets for his family to survive. He has never used technology before and he is a little nervous about it. He does not have a cell phone and he uses paraffin stove at home.

His goals are to learn how to use technology and own a cell phone one day, does not want to rely to anyone, provide food for his family, stay in a formal settlement, and see his son and daughter getting a better life.

Novumile Guga

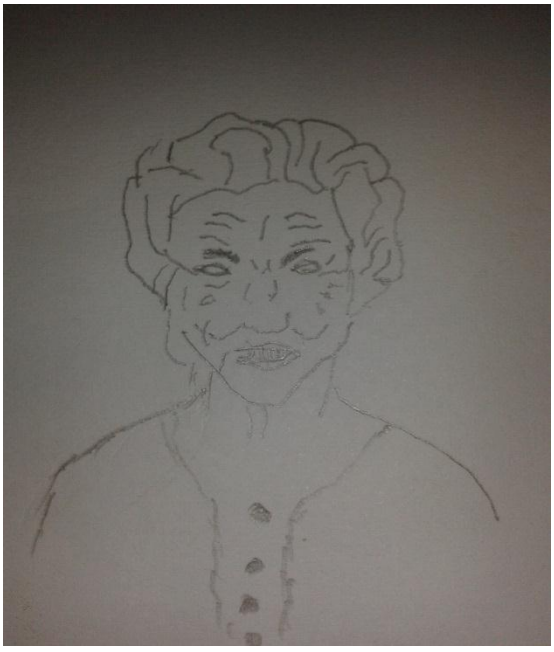

Figure 15: Persona of the grant beneficiary

Novumile Guga is 70 years old and lives in Khayelitsha at Site C section. She is a grant beneficiary and has four children and nine grandchildren. She has a great devotion for her big family and likes to spend quality time with her grandchildren. Novumile is staying in informal settlement, mostly running floods when there are heavy rains. Her health condition is still good; she is still feeling agile and does not suffer to any chronic illnesses. She likes shopping and gets something that will tick the box by getting the value, preferably the lowest prices possible. She is a

breadwinner and has no other sources of income. However, she has a great control over how she spends money.

Has a little knowledge about computers, she has a mobile phone and she gets the instructions of how to use it from her grandchildren. Sometimes frustrations overwhelm her when she is not getting her money on time and when she finds out that they deducted her money. She gets confused when she finds her money withdrawn, while she had not made any withdrawal and her bankcard has always been with her.

Her goals are to take care of her family by ensuring that they get good nutrition every day, ensuring that her grandchildren are going to school, and to see all her grandchildren being successful one day, she does not want to be lonely, and she wants to always get the best prices possible.

Anita Jacobs

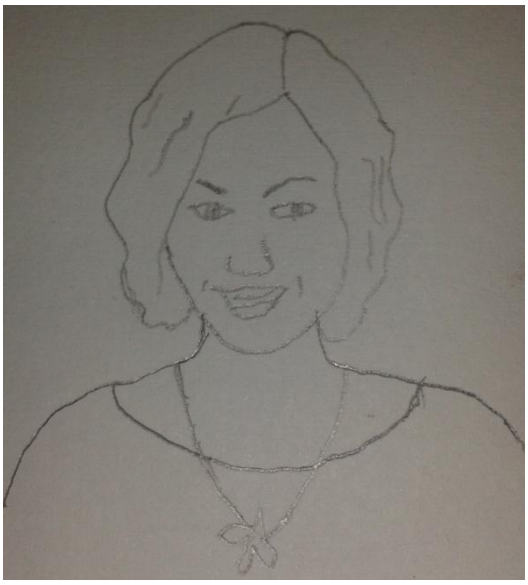

Figure 16: Social grant official persona

Anita Jacobs is a 33 years old woman and lives with her husband in Table View. She has a Master's degree in Public Management with a focus on human interaction. She devoted her life in acquiring knowledge that will be useful in helping people. She finds it interesting to work and help poor people. Anita is computer literate and wishes all the grant users could share the same passion as hers.

Anita worked as a grant first approver, she is now a local manager she approves the grant applications at SASSA local offices in Khayelitsha. Her role is to ensure that the officials in her local office are effectively executing all the grant processes. She has worked at SASSA for 9 years and she has been disappointed about how difficult it is for them to communicate user needs effectively. She feels that the systems of SASSA do not always fulfil the needs of the users the way she would have liked them to operate. She has experienced back pains caused by discomfort in the chairs that they use. Anita wishes to see an effective system at SASSA that will do the application, process it, and pay out the grants within a day.

Anita's goals are to continue serving the public, run a local office of SASSA that produce the cutting edge of service delivery, avoid frustrating technology experiences, to see positive initiatives that result in poverty reduction, and successfully communicate the needs of users to grant role-players.

By viewing the officials as a persona in the service system, the researcher realised that the needs of the officials must be satisfied as well. Although the end-user of the grant service is the client, the official is the user of the data collection system and the link between clients and SASSA.

4.3.2 Scenarios

In the context of personas, a scenario is usually a description of an activity in which the persona fulfils one of its goals by using a particular service of system (Bossen, 2002). With some illustrations of personas to assist in the creation of scenarios, the researcher envisioned a rich service use for each case. The researcher used scenarios to illustrate the present situation of the persona. The researcher based these scenarios on the needs of grant users, and they illustrate and describe the feeling of using the grant system from start to finish. The most important finding was that each persona might experience the service in quite a different way to another. For instance, beneficiaries might perceive the system as effective as opposed to applicants; hence, they are already receiving their grants.

Scenario 1

It is Tuesday morning and David Nxumla decides to go to SASSA for the first time (first visit) to make the grant application. He walks more than 5 kilometres because he does not have money to take a taxi. He gets to SASSA offices and meets the official who took him through the intake process in order to register through the system. The

official takes him to the waiting area. He waited there for more than 3 hours, staving and tired. After 3 hours the officials called his name to go for screening process, the officials then interviewed him in connection with his age, assets and occupation. The officials gave him an affidavit and checklist. The official highlights all the required documents, which David has to bring when coming back for the second visit. The officials instructed him to take the affidavit to the nearest police station; David took the affidavit and went to the police station. He gave the affidavit to the police officer; the police officer stamped and signed the affidavit and gave it back to him.

David comes back to SASSA office for the second visit; he goes through the same process of intake and waiting room. The officials called him, after waiting for 2 hours to go to committee room. He filled out the form in the presence of the first attester; the first attester captured his information on the system. The first attester handed over his information to the second attester; the second attester verifies the information by comparing the information of the application on paper to the one captured on the system. The second attester then handed over the information to the approver; the approver verifies the information, made approval, and prints the receipt and gave it to David. The approver told David to keep the receipt safe, because it is the only proof of application. The officials then took him to a biometric system, David waited again in order to get the MasterCard. The officials took his fingerprints and printed his MasterCard.

The officials told him to wait for about a month in order to receive his first payment. Unfortunately, David had to wait for four months in order to receive his first payment. He went to SASSA to lodge the complaint; the officials told him that he is going to get a back pay. He waited patiently, but he did not receive his full amount during his first payment.

Scenario 2

It is a Monday morning and Novumile Guga goes to SASSA to renew her card. He gets to SASSA offices and meets the official who took him through the intake process in order to register on the system. The official takes him to the waiting area. She waited for 2 hours and the officials called her and took her fingerprints on the biometric system. The officials printed her MasterCard. After she renewed her card, the following month during payday, she went to the pay-point and the officials said the money was not in the system and they could not pay her without authorisation. She went to SASSA offices many times, but they do not authorise her payment. Eventually, SASSA reinstated her grant but there were outstanding documents that

she had to fill in. She went back to SASSA offices to fill in the documents. The officials told her to wait for a month in order to receive her back pay.

The following month, she went to the pay point with the hope of receiving her package including back payment. However, she only got R800, which is less than the actual amount she should be getting a month. She queried the amount and the official told her that she must wait while she contacts the regional office. About 20 minutes later, the official revealed that her balance is R10. She got confused and frustrated because she did not make any withdrawal and she always safeguards her MasterCard.

4.3.3 Storyboards

The researcher drew the storyboards after the collection of data, which visually represented the grant process. The researcher used storyboards to illustrate the holistic process of the grant process by mapping all the processes sequentially. Storyboards also illustrated how different users experience the grant process. The visual representations could enable SASSA to identify where technology could possibly enhance and assist a certain activity, where and how those activities fits into the grant process and its context in the bigger picture. They could also help in the identification of touch points and interactions between human and non-human actors.

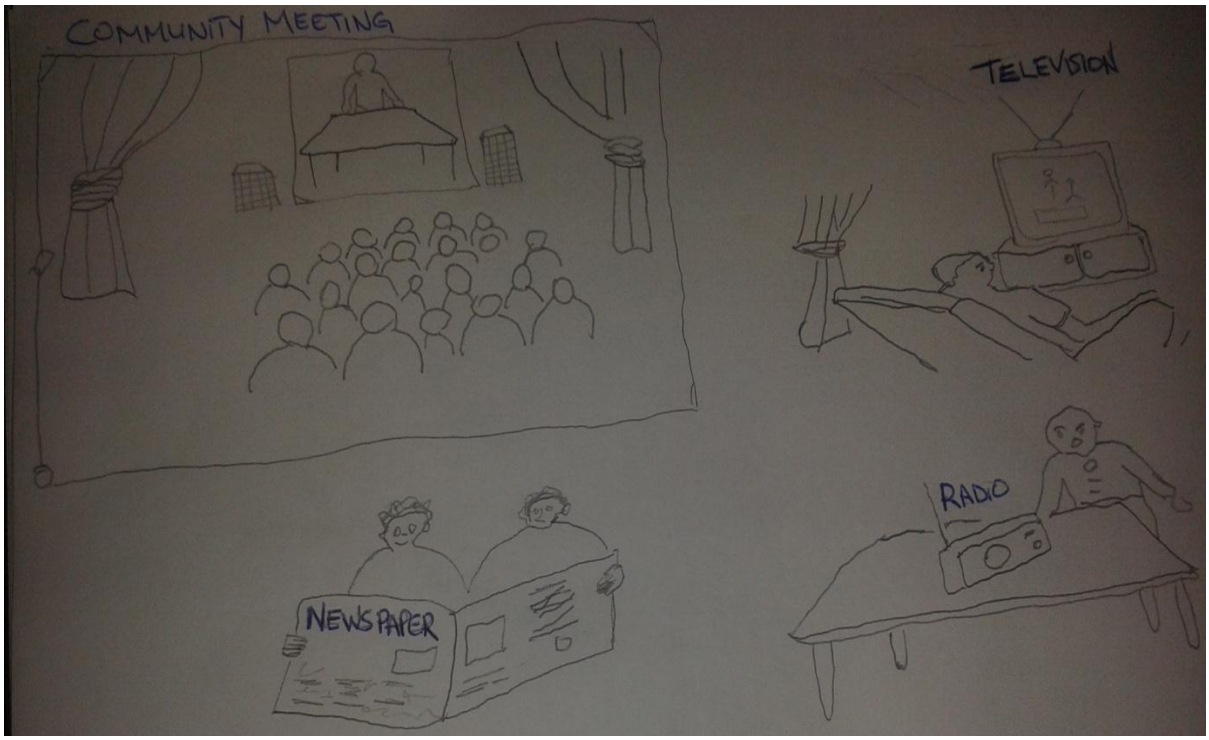

Figure 17: Storyboard of grant awareness

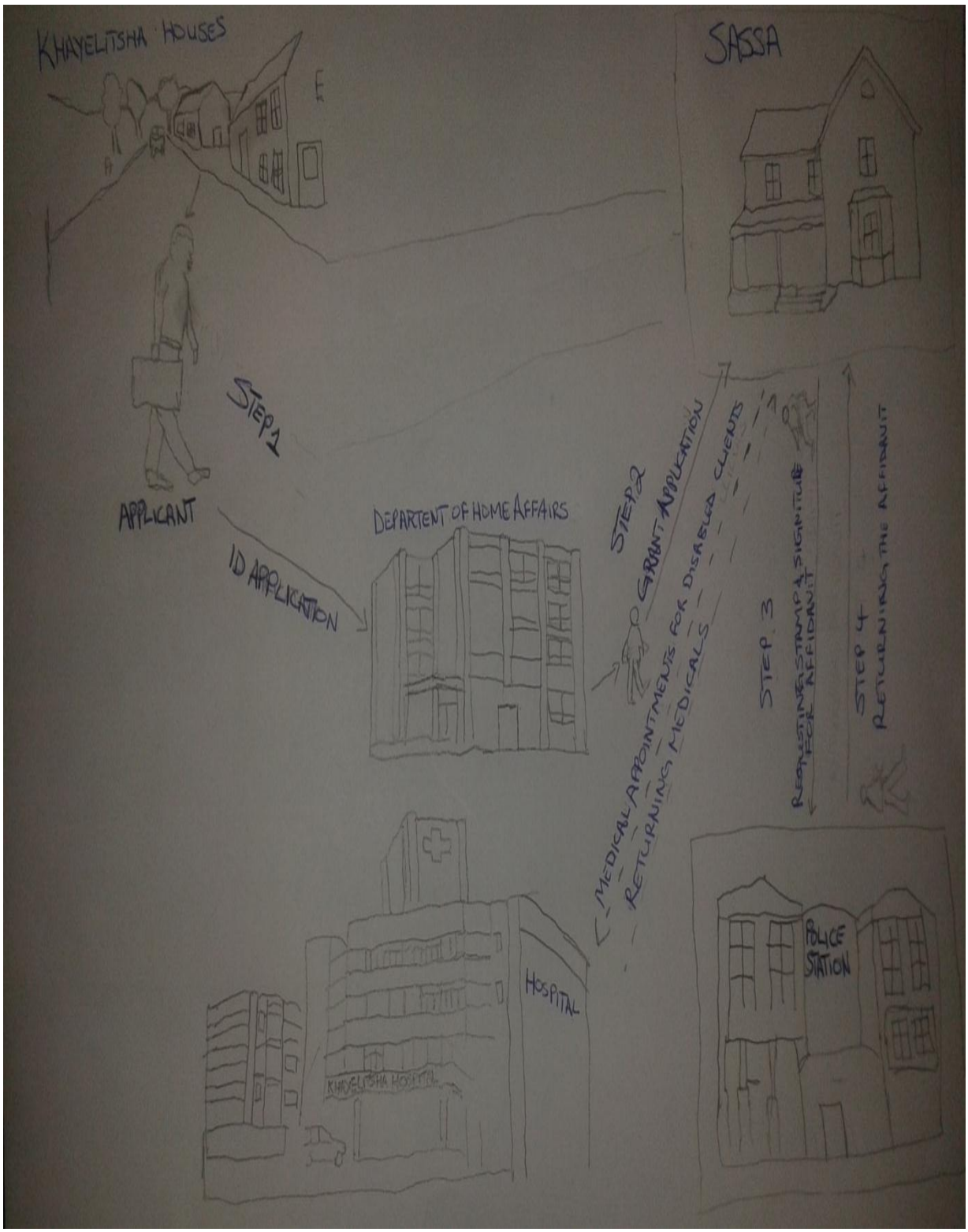

Figure 18: Storyboard of the grant process as perceived by users

Figure 19: Storyboard of the actual grant process

4.3.4 User journey mapping

A user journey map describes the journey of a user by identifying and connecting the different touch-points that characterize the users' interaction with the service or map the experience through an existing service. The researcher described the visualisation of the user journey map step by step in a form of a blueprint, which includes physical interactions and flux of information in order to describe the experience flow across the different touch-points. The researcher mapped the user experience journey using the cards, pencil, and white worksheet. The cards visually demonstrate the sequence of grant activities and touch-points that describe the service experience. The map represents different types of grant role-players (SASSA, DHA, Department of Health (DH), and Police Station).

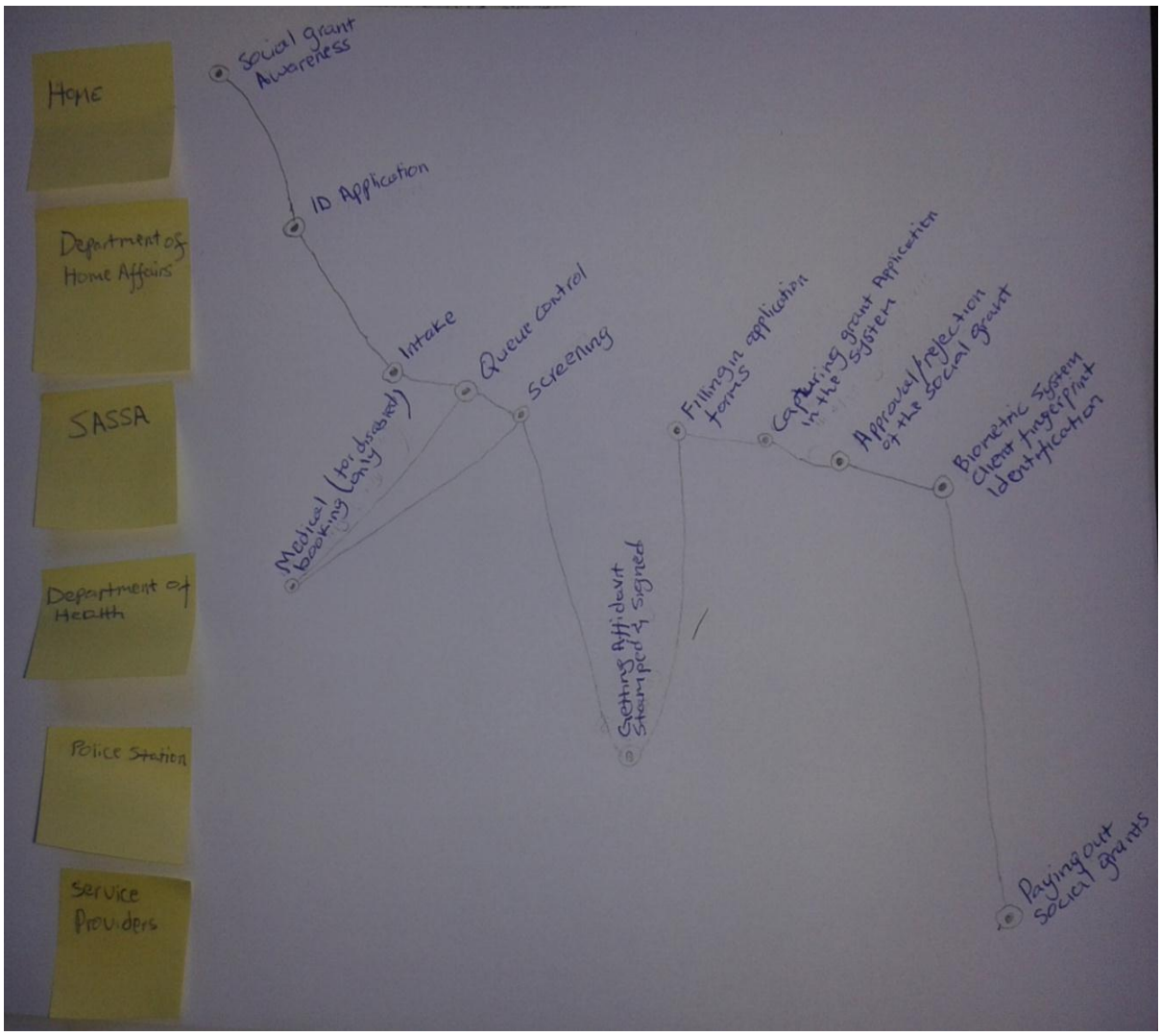

Figure 20: User journey map for grant users

The diagram seeks to illustrate the grant process activities, the places and people they interact with over time. Grant role-players can use this user journey map to identify ways of improving the grant process, highlight the gaps, both from the perspectives of users and the government.

4.3.5 Touch points

The researcher identified the touch points and interactions during the grant process. The touch point was every point of contact in the grant process. Interactions included communication, physical, technology and human interactions that the grant users experienced during the grant process at SASSA. The researcher used quadrants to map out the touch points interactions.

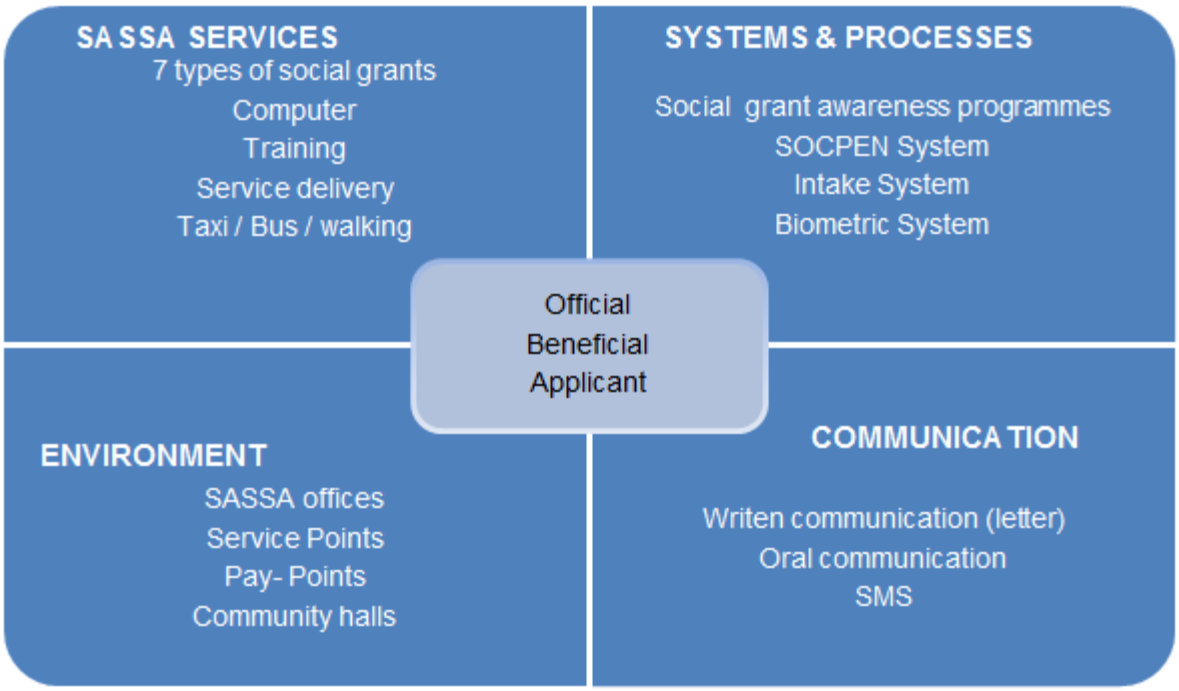

Figure 21: Social grant touch points

4.4 USER EXPERIENCE ATTRIBUTES

A user experience begins with the expectations and anticipation of using a service, system or a product, interacting with the service, and the reflection upon those experiences. The time span of user experience continues as long as the memory of the users last. Considering user experience during service development has become more important. However, the designers need to realise that the methods of design are only parts of creating the overall UX, ways for analysing, and evaluating UX in service development phases. Factors that affected UX during the grant process include: motivation, emotions or moods, social settings, expectations, and level of satisfaction.

It is evident that SASSA do not engage the users in the design phase, development phase, and implementation phase of their e-government services. It appears that the design, development and implementation of e-government systems are internally driven by management to specifically cut costs and meet the mandates of the agency. The study revealed that SASSA do not have a formal process of addressing and handling the perspectives and suggestions of the users regarding the improvements of their services.

4.4.1 Motivation

"The factors that prompted, influenced, or stimulated the applicant to apply." Motivation is temporal and it generally has two types, namely: intrinsic and extrinsic motivation. In this study, an example of intrinsic motivation could be a case of going to apply for a grant because of being poor. The needs and interests that come from individuals form the bases of intrinsic motivation. On the other hand, extrinsic motivation refers to outside pressure of users. The example of extrinsic motivation might be the situation whereby a person applies for a grant because his/her friends are receiving it without being financially needy. Grant officials are willing to use new systems to support their work and if the government could improve their resources to process and pay out social grants on the same day. That means grant officials have the intrinsic motivation for using improved systems. It would, however, been exciting to obtain the perceived motivation of the users' after adoption of the services or systems. Intrinsic motivation is the preferred form because it naturally comes within the individual, and is not affected by external forces or outside pressure. However, this form of motivation is very subjective. Furthermore, both intrinsic and extrinsic motivation affects other factors and deeply driven by individuals' current mood, which again is also affected by many factors. Therefore, both forms of motivation have an observed effect on other UX attributes.

4.4.2 Emotions or moods

"A subjective conscious reaction or experience characterised as a strong feeling usually in the users mind and tends to affect the way users act towards SASSA services". Emotions are based on conscious experience, which is accountable for non-rational thinking. Therefore, this makes emotions short-lived and subjective while causing strong physiological reaction, and tied to the current moment. Emotions often drive the users' motivations, and expectations towards a particular service. Emotions are a complex state of feeling and can cause a physical and psychological change in the body of users and influence their behaviour. Therefore, it is very challenging to design for emotions. Most grant users were overwhelmed by emotions because of the poor services and time they spend inside SASSA offices. Starvation is one of the factors that contributed to emotions, where grant clients with chronic illnesses could not be able to drink their medication. Even though, grant clients were frustrated they kept calm and waited patiently. User emotions should be considered very significantly in the design of the grant process services. SASSA needs to find out more about the causes behind each particular emotion. Therefore, emotions have a great effect on other UX attributes.

4.4.3 Environment / Social settings

"Surroundings and all the things that affect the grant users, which include: circumstances, services and conditions." Environment or social settings is generally referred to the context. In this case, of environment, context is associated to services, social, technical aspects and physical aspects, including social grant users', distances, weather, explanations, location, and time span. Environment is one of the most vital attributes of UX and it is concerned about the current moment. Khayelitsha is the biggest township in Cape Town and has more than half of the population in the city. When studying environment it is important to pay attention to people within it and variable demographics. The findings have shown that the systems of the social grant have a great potential for usage in home environment by grant users through the use of Internet, but a lack of resources and integration with other government in SASSA somewhat reduced the meaning of the system. UX studies require interacting with users and thorough observations in a variety of user environments. The researcher spent some time in an underdeveloped community, exploring the user experiences, information flows, and the ICT tools that are currently in use. Naturally, the researcher could make predictions and estimations about the most common places of use but should be adaptive to the changes of the environment.

4.4.4 Expectations

"Grant user's prior actions about the kind of services that SASSA offers to grant clients". Expectations refer to the prior action or anticipation of the user before they engage or interact with the services. Grant users' expectations were based on things such as money, proper services, previous experience, good customer care, and food during their waiting period so that they can be able to drink their medication. User's expectations, current service evaluations, and previous experiences have a huge influence on the user experiences and have an ability to form new expectations. Expectations are generally formed by information and cumulatively over the period. Irrespective of their source, many systems and services fail because the systems and services rendered to the users do not meet their expectations. SASSA needs to conduct surveys in order to find out what users expect in the services of the grant process, but this approach relies on correct and pertinent interview questions and thorough observations.

By utilising this approach, SASSA could implement effective services that meet the needs of the users and reduce complaints since the users have voiced the way they want their services. However, the challenge is that users might not exactly know what

they really need, or perhaps they cannot communicate and demonstrate it a sensible way. For example, grant clients indicated that they need effective services, that they want the officials to treat them well, and feel that the office could be more spacious, but could not give details on how to achieve the actual work. Conducting random interviews with users is a great and effective approach to start with in the implementation of effective services. Briefly, this approach means that systems and services should not demonstrate things that will surprise the user negatively, they should be aware of all the processes and details in connection with their services. Consider a situation in which a grant user is going to SASSA to apply for a grant, without having all the necessary documents to complete the application process. This behaviour is unanticipated, astonishing and definitely unwanted. The application of the surprised user will be turned down and most likely to be told to go back home and bring other documents.

4.4.5 Satisfaction

"Grant client level of fulfilment when comparing the perceived effectiveness of services rendered by SASSA with his/her expectations." Level of satisfaction is the state of joy and a source of delight from the users of the system or services. Satisfaction is a mental state of the users mind. The causes of satisfaction include effective services and good customer care. Despite that satisfaction varies and very subjective, like other emotions, satisfaction is directly linked with physiological, expressed and basic needs. Still the holistic nature of pleasure makes it extremely challenging for designers and architectures to design for satisfaction or evaluate it accurately, even though the designers' attempt to meet the level of expectations. Therefore, satisfaction is the core of the user experience.

Satisfaction of users reflects both the previous and current experience, and the level of satisfaction that users have with the system or services. UX is the new differentiator in the services of the users (Liang et al., 2009). Designing services, which users can easily understand and confidently use, leads to improved customer satisfaction and increased loyalty (ibid). Users are less tolerant of services that are difficult to use, however the grant clients persevere because they need money.

4.5 CHAPTER SUMMARY

This chapter presented the results of the observations and interviews conducted in this study. In achieving the stated research goal and objectives, the researcher examined the findings from his observations and discussions in the field, and

identified emerging themes from the respective interview transcripts. The findings indicate that the Khayelitsha local office is still constrained in its use and adoption of digital technology. Furthermore, SASSA makes services accessible to citizens through various means such as its own front offices, and service points at community halls that target individuals who are unable to visit SASSA offices. The findings reflect that social grants empower poor household members by enabling them to participate in systems of social mutual benefit. They indicate that clients had gained and benefited from the social grant. Even though, the grants are not enough to cover all the basic expenses of the beneficiaries.

The findings also reflect that the majority of social grant clients are not aware of additional information points, including the SASSA website and that SASSA have to market its services more effectively. The clients have limited knowledge about online services. However, clients value the role and involvement of SASSA to continuously inform them through various communication Medias such as radio stations. SASSA has to put a strong emphasis on notifying its clients through SMS. SASSA has to put in place a strong training programme for its officials to help improve their level of skills.

IT support is not enough to support all the clients effectively. The findings indicated the challenge of official's seating discomfort when they are working, challenges of network interruptions, and breakdown of the machines impede the effective flow of information.

The researcher discusses these findings in more depth in the next chapter.

CHAPTER FIVE: DISCUSSION

5.1 INTRODUCTION

The ultimate goal of this study was to explore the information and technology issues around social grant processes in Khayelitsha. This chapter discusses the findings from direct responses of the grant users from two sets of data collection tools, namely: interviews and observations. The previous chapter presented the baseline study of the information flow practices during the grant process, in which the researcher has presented, analysed, and interpreted data. The researcher obtained responses from grant users at SASSA local offices in Khayelitsha. The interpretation and discussion of responses revolve around the seven major themes and sub-themes outlined in Chapter 4.

The findings discussed in this chapter include the impact of external and internal factors of information flow of the grant process, and the impact of technology deployment. This chapter also discussed grant awareness, grant access, e-participation, and the level of satisfaction of grant users with the services rendered by SASSA. The following factors are going to form a predictive model discussed in chapter 6.

5.2 FACTORS THAT AFFECT THE INFORMATION FLOW OF THE GRANT PROCESS

The study revealed that SASSA is an information-rich government agency in which grant officials accomplish their daily activities through collaboration and cooperation. Grant users mainly communicate information via a variety of Medias' such as e-mails, verbal, and written communication. Tribelsky and Sacks (2010) emphasise that the most cooperative and effective approach to deal with information flows is to begin by modelling the processes and mapping the flows of information of the department using techniques such as entity relationship diagrams (ERD), use cases, flow chart, data flow diagrams (DFD), and user personas. These techniques are modelled by Business Process Modelling Notations (BPMN) such as Microsoft Visio and Bizagi. With such techniques and languages, all the social grant role-players can communicate grant processes in a graphical sequence of all activities more clearly, efficiently and completely.

Bossen (2002) states that in order to cope with the pressure of a complex and dynamic environment, the organisation has to adopt various mechanisms of interaction such as effective information flow, standard operational procedures, and proper plans. Yet, SASSA do not have a share point where grant users can interact

with each other anytime and anywhere. Frequent and effective communication among grant users is often required to achieve better service delivery in SASSA. The literature has shown that e-government success depends on effective information management. Therefore by adopting these mechanisms SASSA could be able to include all the relative information for making analysis thereby communicating with their clients in a more structured way.

Ntetha and Mostert (2011) note the advent of effective information flow through ICT tools allows the departments to communicate effectively to the public. However, people still find it very difficult to abandon the old practices, such storing information in boxes, and jotting information down in a piece of paper which could be lost. Findings of this study supported the idea, which revealed that the use of online services could enhance the level of information flows whereby users could share information amongst one another anytime and anywhere in a more structured approach. SASSA can create a social web, allowing grant users to register and create profiles. Examples include Facebook pages, blogs, and Wikis, which will allow grant clients to interact with the agency by asking questions or giving opinions. Therefore, participation of citizens can enable them to empower themselves and create new information that can improve SASSA operations.

One could argue that the failure to discard old practices and habits could result in an interrupted workflow such as wasting time, missing information and documents. In fact, some failures may also lead to serious grant process consequences, which may extend far beyond sending the clients back without properly verifying their documents. It appears that communication failure among grant officials and clients is one of the contributing factors to poor service delivery.

Bhatia (2006) states information flow has rules that governs how and when information should flow and to whom. The lack of a clearly defined structure and automated system that trigger the effective flow of information is a cause of processing breakdown. The research results revealed that officials deal with substantial information flow, which may be structured, unstructured, written, or verbal. In addition, the same information exists in multiple sources such as paper-based and computer systems. Therefore, managing information flows in grant process constitute a major challenge in SASSA.

The findings of this study showed that language appears to be a barrier between grant officials and clients. This echoes the findings by Harzinget et al. (2011) who

indicated that language barriers may reduce the grant clients' abilities to follow the instructions provided by officials. Furthermore, Kim and Mattila (2011) stated that language barriers cause misunderstanding. However, in the Khayelitsha local office, language barriers might not present such dire consequences because the majority of users are Xhosa speaking, but they contribute to a lack of productivity, hindering the process, errors made and encountered during the grant processes, in which all could have been prevented if communication were clearer.

In this study, clients who had poor English skills had significantly less understanding of the grant processes explained to them than those with good English skills. Language barriers do not adequately allow grant clients to express emotions, tell their personal stories, and share feelings during screening process. At some point, the researcher had to act as an interpreter for prospective clients. It was difficult for clients in the screening process as officials asked questions in English. Grant clients who were on the offices of SASSA at the time were illiterate and could not understand English. Therefore, the researcher had to decode the questions from English into Xhosa so that clients could understand and translate the responses back into English for officials. Nonetheless, there were few language barriers between official and clients.

The findings revealed that interruptions during the grant process may deteriorate the quality of communication and may lead to errors. Interruptions included noise that social grant users made during the grant process, and acute events that grant officials attended. Missing information is one of the main contributing aspects that affect information flows. The computers in the medical room are constrained by unstructured data fields often spread over multiple screens. The medical records were scattered over the table in manual files. Thus, the time of interaction with information in the medical room was considered high.

Officials indicated that online services and efficient systems could enable them to continue their tasks-at-hand and reduce unnecessary errors as a means to render the service to the public effectively. They also claimed that information was available to grant clients in a timely manner. The study revealed that information does not flow when SOCPEN is down and that shows information technology has a great value in the flow of information. Information technology provides a more consistent, and timely sharing of up-to-date information, and reduces the redundancy of effort for updating clients' information. Therefore, information technology tools have the capability to transform and improve the way information flows. For example, SOCPEN provides

opportunities for grant users to easily check the information of the clients by just putting an ID number.

It is evident that the Internet and email have become the predominant means of communication that permits a rapid flow of information in the information society (Evans & Yen, 2006). Yet, the biggest problem with SASSA is to maintain good practices of information flows and the proper system to store information. This led to communication breakdown and it led to some grant users' certain information being stored in non-digital information artefacts, such as boxes and paper-based documents. Grant officials had put emphases on the importance of awareness in which they indicated that having information widespread and easily accessible by the citizens improves service delivery and grant clients' care.

The literature revealed that information has become optimum and essential in the way we behave, in the way we think, operate, and act in our communities (Riley, 2003). Information dissemination promotes extensive and more frequent learning, improves the knowledge of the public, and allows the formulation of new insights. However, the findings showed that the information about grants is not always available and accessible during the time that grant users want to use it and that affect the flow of information. Whenever grant clients intend to access information and receive grants, information concerning their grants should always be available.

5.3 IMPACTS OF TECHNOLOGY DEPLOYMENT ON THE PROCESS OF INFORMATION FLOW

The literature revealed that the advances of ICT in South Africa have led to an increasing adoption of electronic government services, replacing paper-based records, and to provide remote access to government information (Almarabeh & AbuAli, 2010). SASSA has also taken note of the importance of ICT in delivering efficient services. Examples include SASSA website, SOCPEN system, and electronic social grant application process from remote sites (Heubner, 2008).

The findings revealed that SASSA could benefit from e-government services. Some of the benefits may include increased transparency, unlimited space to store data, ability of SASSA to reach underserved communities at a relatively cheaper cost and eventually leading to enhanced service delivery. However, Enakrire and Onyenania (2007) point out that most countries in Africa do not have digitised strategic information for sustainable and enhanced development. This is mainly because of African continent general deficiency of exposure in what effective and efficient and

easily accessible ICT can do to improve the information flows. There are many possible reasons for this, such as lack of skills, slow adoption towards ICT, lack of awareness, and economic factors. Trusler (2003) elaborated more on the challenge of feeble ICT infrastructure particularly in underdeveloped communities in South Africa. There reasons for this include, government poor planning towards ICT, lack of funds, and poor infrastructure to support ICT deployment that is most relevant to the government departments. However, SASSA has also taken note of the importance of ICT and that initiative will lead to better service delivery.

SASSA ICT deployment consists of photocopying machines, wireless computers, biometric system, printers, e-mails, and SOCPEN. SOCPEN is the main application of SASSA and grant officials utilise this to capture the intake of grants, data verification, and checking when beneficiaries are querying their unpaid or lapsed grants. SASSA host their GroupWise, which include Internet and e-mail facility. SASSA has the website and intranet for regional offices that enables the local offices and satellite offices to access internal information. Khayelitsha local office has an administration server for the administration conducted and displays on SOCPEN. The figure below illustrates the technology deployment in SASSA:

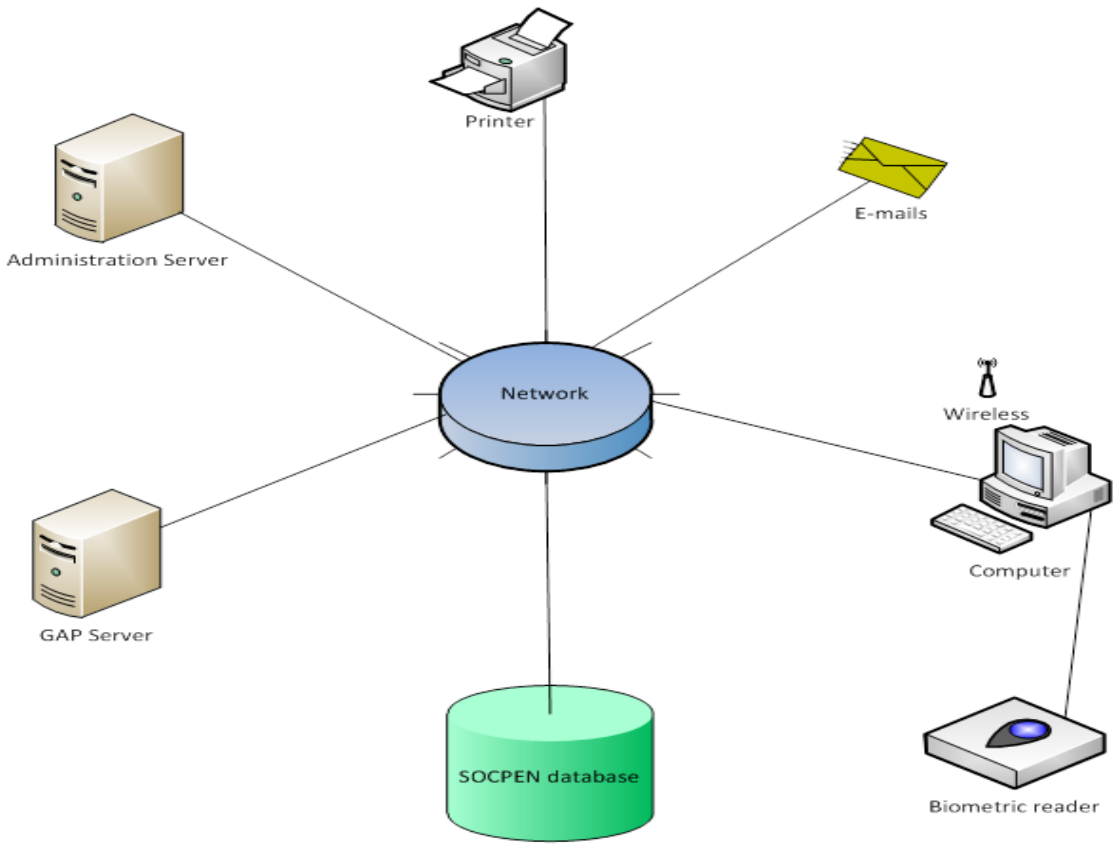

Figure 22: SASSA technology deployment in Khayelitsha local office

5.4 SOCIAL GRANT AWARENESS

The findings of this study showed various Media's that helped clients to become conscious about the types of grants. The respondents' sources of information on grants as outlined in Chapter 4 indicates that most respondents were aware of the grants via radio stations, community meetings, televisions, flyers, and relatives and friends who had knowledge. Kalula (2009) discussed similar issues indicating that most respondents were uninformed because they could not afford to purchase newspapers, radios, and televisions. However, the findings of this study suggest that it appears that most respondents afford to have radios, televisions, and newspapers that SASSA could exploit as multiple tools to inform the public. This demonstrates that most of the respondents had access to traditional Media (radios, television, and newspapers) that SASSA could exploit for informing the public. This level of awareness seems to have a noticeable influence on their personal motivations to apply for a social grant.

The findings showed that many clients were aware about grants, and they know about the types of grants that are available in their disposals, while few were not. Information access and knowledge of grants do not appear to be a massive problem and it is very satisfactory to note that people have information about grants. This shows that SASSA is committed to serving its clients, even though the information does not reach all the vulnerable citizens who should be benefiting from the social grant system. Considering the results, the major reasons that have made the people unaware of the grants in Khayelitsha might be some people do not have televisions and radios, many people are illiterate and cannot read newspapers, and some do not attend community meetings.

Social grant awareness should be widely made available to all vulnerable citizens. Lack of knowledge or deficiency of resources to access and benefit from grants should not prohibit vulnerable citizens to receive grants. People who are staying in informal settlements are the most affected, because they do not have proper postal addresses and they are prone to fire, which sometimes burns all their documents. Therefore, the majority do not have all the necessary documents to make grants application. The most common documents that people do not have are ID documents and birth certificates. The findings showed that the delays at the Department of Home Affairs (DHA) in issuing IDs also play a role in preventing eligible people to receive grants. It is worrying that DHA seems unable to fulfil its mandate of delivering documents in a timely manner, thereby depriving vulnerable citizens of the benefits they should obtain.

The level of grants knowledge is better in Khayelitsha, but the access level of knowledge of the required documentation is still a major concern. It appeared that the clients have knowledge of the grants, but they do have the full knowledge of the administrative requirements. The level of education can also influence the way information reaches the public (Thakur, 2013). According to Chiliya and Roberts-Lombard (2012), it can be anticipated that the higher the level of education of the citizens, the higher the probability of acquiring and assimilating more facts and knowledge about rights and access to the grants.

5.5 SOCIAL GRANT ACCESSIBILITY

The literature review revealed that social grant accessibility is a major problem; estimation shows that only 43% of citizens qualifying for social grants receive them. The literature showed that the respondents complained about the difficulties in accessing grants (Van Der Westhuizen & Van Zyl, 2002). This echoes the findings of this study, which revealed that people are still struggling to access social grants. The major reasons that cause difficulties for deserving people to receive the grants are: lack of required documentation, rude behaviour or uncooperative SASSA officials, and a longer waiting period seems to be the major reason that cause difficulties for deserving people to receive the social grants. In contrast, Maistry and Vasi (2010) argue that there are no difficulties to access grants given that the criteria's and documentation can easily be determined.

Maistry and Vasi (2010) state that access does not just only contain the proximity of physicality, it however encompasses the concepts of participation, and ownership of communities in creating services related to them. Literature revealed that SASSA lacks the relevant technological infrastructure that supports e-government services in the form of Internet and enough computers. The findings indicated that there is a need of increased availability of ICT tools in SASSA. On the issue of awareness and participation, the findings revealed that there are grant clients who know how to use the Internet or computers. However, Internet provision is limited to those that can afford. Only few individuals have access to Internet at home probably due to the high cost of subscription.

The findings disclosed that sometimes it takes two to four months for an applicant to receive a payment. They also revealed that the waiting time of decision reconsideration of the rejected grant and the renewal of old grants could take up to six months, with a possibility of added two months. Therefore, it is evident from the data that the period for social grant applicants have to wait for the approval of their

applications and payments is too long. Below is (figure: 20) that describes the grant process as perceived by users:

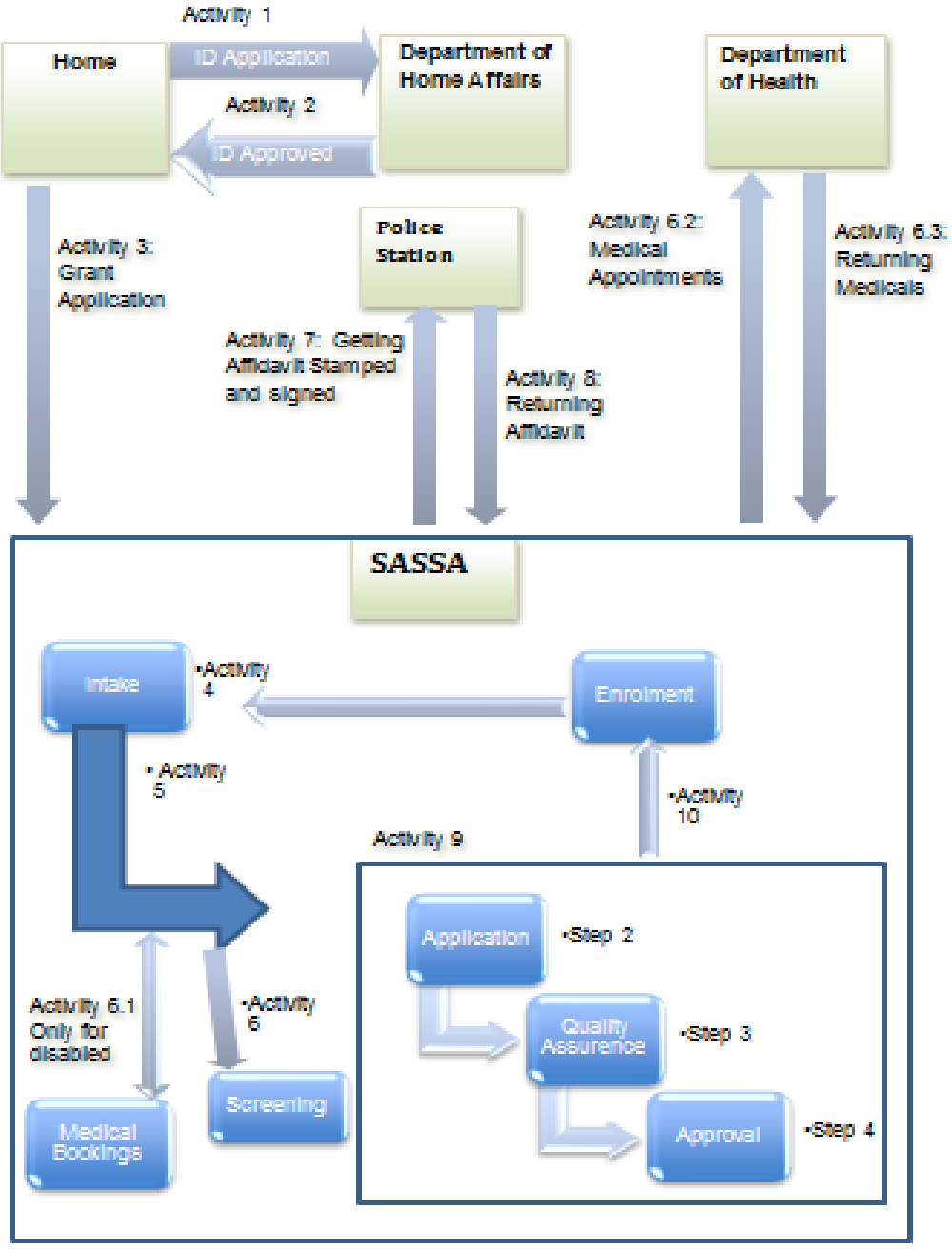

Figure 23: Grant process as perceived by users

5.6 USER EXPERIENCE IN E-GOVERNMENT

5.6.1 Involving users in the planning and design of e-government services

It appears from the findings that SASSA is not involving the users in the design and implementation of the system. However, the literature revealed that the government

should design their systems from the public point of view in order to satisfy the user requirements (Glanznig, 2012). Therefore, in order to successfully achieve the involvement of users in planning, design, and implementation of e-government systems and services is necessary. SASSA must engage users in all the phases of System Design Life Cycle (SDLC). SASSA should assess and gather the information of users' needs such as technology, and services. SASSA can also assess users' ability to engage e-government tools, and the users' level of literacy and awareness of technologies in order to determine the best available services and suitable content to meet user needs.

The literature revealed that the government uses a top down approach when designing the systems, because it is less costly than seeking user perspectives when designing the systems (Jaeger & Thompson, 2004). However, judging from the findings this approach leads in technically sophisticated and clearly designed systems that completely miss out the needs of the intended users. The government needs to gain knowledge of how to provide the needed services, and how to integrate the perspectives of the users and government perspectives. There is a range of tools, strategies and techniques that governments can use to develop positive and successful services that meet the needs of the users/citizens. For example, SASSA can focus on intended users, interviewing experts in different disciplines; involving users in the actual design of the services, and encouraging immediate (real-time) comments and suggestions about the existing services. The government could use other approaches to develop quality services, but the key is to engage users and include their feedback during the e-government service planning, design and implementation phases.

The findings indicated that the officials complained about the time that SOCPEN and e-mail page takes when loading, which requires them to keep refreshing the systems regularly. These challenges prevent easy communication among them within the Agency. Therefore, it is important that the government does the testing of usability, unit, functionality, integration, and accessibility. These considerations are important to the planning, development and implementation of user-centred design and e-government services. This could enable grant users to make the full use of e-government services.

5.6.2 Assessing information needs in e-government

The findings indicated that when the officials need to access information at times they do not know where exactly it resides. Sometimes the information is not difficult to find,

whereas sometimes the search becomes a lengthy and difficult process. However, Choo (2002), states that an organisation learns about itself through its information flows, processing and sharing. Therefore, SASSA needs to comprehend its information flows, and how users seek information, acquire information, manage information, and use information on a particular topic. This could allow SASSA to find out and have a clear understanding about how users find and use information, and what are the sources they use to get information. It can also enable SASSA to understand the kind of information that users often use, the common information problems that the users encounter on daily bases, and the specific issues users intend to address with information. These could assist SASSA to thoroughly understand the information behaviours of the grant users, and to identify the ways in which ICT tools can fit in and how these tools can enhance the flow of information in the grant process.

It is evident from the findings that many grant users are not using SASSA website. This may be caused by users finding the website difficult to use because it is complex or does not meet their individual needs. Therefore, the government need to enhance its systems considerably with regard to navigation, easy to use, to ensure that the citizens can download useful information and forms, and ensure that citizens can apply online. By understanding the needs of the users, the kinds of technology that the users can access, and types of training that users may need; SASSA can develop useful systems that effectively meet the needs of the users.

5.6.3 E-Participation

In South Africa, few studies have discussed e-government from the perspectives of the citizens. The literature revealed that one of the general objectives of the e-participation initiatives is to enhance information access and public services to the citizens as well as to promote participation in public decision-making. The promotion of citizen participation is the basis of socially inclusive governance (Macintosh & Whyte, 2008). Therefore, there is a great potential for the government to facilitate the participation of citizens in the project development of e-government. For example, the government could organise meetings or create online forums, citizens' workshops to gather the perspectives of the citizens. The increase of citizens' involvement could assist the government in creating the systems and serves that people need thereby minimising their complaints and to increase the usage of public e-services.

The literature indicated that e-participation uses IT innovations to improve and extend the participation of citizens (Medimorec et al., 2011). However, the findings revealed

that SASSA has networks problems and computer viruses, which result to freezing the computers, delays in the grant process, and inaccessible of the website. Another important finding implies that SASSA should create online forums and web pages in order to promote the active participation of the citizens. However, weak network and offline website plays a crucial role in misshaping active and dynamic e-participation. This finding suggests that poor offline information sharing networks can serve as an incentive because active e-participation could provide openings for government agencies and departments to create strong online information centres to improve information sharing and as a complementary means for mobilising resources.

5.6.4 The level and extent of satisfaction with services rendered by SASSA

The findings revealed that the levels of satisfaction of the grant clients with the services rendered to them by SASSA varied. The results revealed that the majority of grant clients indicated satisfaction with the kind of services rendered to them, while few indicated dissatisfaction. For those who were not satisfied, there were several reasons for dissatisfaction, which included rude officials, favouritism, network interruptions, and the shortage of computers and printers (which resulted in social grant officials sharing only one printer to assist the clients). Therefore, these challenges resulted in inadequate service delivery, long waiting time, high influx, and lengthy queues in SASSA offices.

Agaba et al. (2002) found that the satisfaction of clients is merely about the waiting time and not on the kind of care provided to them. The author further stated that clients are least satisfied when the waiting time was longer than expected relatively satisfied when time was shorter or perceived equal than expected. This echo the findings of this study that the shorter the time spent by grant clients waiting, the more satisfied they were with services rendered by SASSA regardless of other factors that might influence the level of satisfaction. The findings revealed that clients were frustrated about longer waiting time. Ajayi (2002) argued that longer waiting time might not lead to dissatisfaction if the organisations engage the clients so that waiting does not feel too long. The author recommended educational talks and plays while the clients are waiting for the services are essential.

The interviews with the clients suggested that there is a shortage of staff and network problems in SASSA offices, which result to poor services. One of the common complaints had to do with the tedious process and slow pace at which SASSA renders its services to the clients. The results disclosed that it took time, sometimes up to three hours to service a client. The respondents ascribed this problem to the

shortage of officials and ICT tools in the agency. The findings showed that in some instances the officials do not treat the clients equally. For instance, officials help people who came late just because they know them. However, Constable et al. (2007) suggest that the departments have to services neutrally, rationally, and without favouritism. Agaba et al. (2002) state that queue management is about showing the clients that they waiting in an organised manner and will be attended soon with fairness.

Considering the results, grant clients experienced grant officials' attitude both positively and negatively. Grant clients perceived good attitude when the officials communicate effectively when rendering services, therefore improving the level of satisfaction. Contrary, clients perceived poor or bad attitude when officials do not show kindness and shouting at them, therefore causing dissatisfaction.

5.7 CHAPTER SUMMARY

The study revealed that as much as SASSA have deficient ICT tools, a number of ICT tools are generally available, accessible and/or used by grant officials to enhance the grant process. ICT tools used by grant officials in their day-to-day operations of helping poor citizens and executing their office duties include computers, SOCPEN, printers, biometric system, paper-based forms, and copy machines. The study also found that ICT plays a substantial role in supporting information flows effectively. The study revealed that communication barrier hinders the grant process. SASSA does not appear to make much use other communication Medias such as radio and television, which are Medias often used by the citizens in communities. This chapter discussed several problems, such as lack of ICT, grant awareness, and the problems encountered during grant accessibility. It also outlined the user experiences within the e-government. Finally, this chapter discussed the importance of UX in e-government systems.

CHAPTER SIX: CONCLUSIONS, KEY FINDINGS AND RECOMMENDATIONS

6.1 INTRODUCTION

Through a series of intensive interviews with social grant users and careful observational field studies. This research expanded the understanding of the grants and the work practices used during the processes of the social grants information flow. The researcher integrated the findings with relevant literature to depict the landscape model and clear understanding of the grant process.

This chapter summarises the key findings of this research study and proposes recommendations for the effective impact and use of ICT and UX in SASSA. This section also discussed the contributions that this research has made to the body of knowledge and in grant services, identified the main methods, and discussed their major implications to the study. Finally, this chapter outlined the directions for future research that could develop the ideas proposed in this study. The over-reading aim of this study was to explore the information and technology issues around social grant processes in Khayelitsha. The main objectives were set to breakdown the aim of the research study into more coherent, timely, measurable, and specific towards accomplishing the required findings. The researcher formulated the objectives of the study as follows:

- To describe the information flow from different user perspectives
- To acquire a thorough understanding of the flow of information in the social grant process
- To understand the impact of technology deployment on the process of social grant information flow

The researcher has successfully grasped each of these research objectives and clearly demonstrated them in previous chapters. In addition, the cumulative activities undertaken to achieve these objectives have led to the research recommendations.

6.2 SUMMARY OF THE FINDINGS

The researcher outlined the demographics of the research participants and described data according to seven major themes, sub-themes, and categories with a literature control. This section summarises the findings of this research study.

6.2.1 The nature of services provided by SASSA

SASSA is responsible for managing the application, approval, and payment of grants to the citizens of South Africa. The government established SASSA with a purpose of reallocating the main activities and tasks of social security from South African regional sphere to the national sphere and therefore, reports to the Ministry of Social Development. Previously, provincial governments had a mandate of managing the entire process of social grants. However, this created serious social delivery problems mainly the delay in the processes of social grant approvals, payments of grants, high rate of fraud and corruption in the social grant system because people in the past would apply for a social grant in all different provinces through banks and there was no system in place to curd this disorder. However, the implementation of social pension system curbed some discrepancies, irregularities, and corruption. It also integrates the information in all the provinces.

The research study has found that the availability and use of information technology bring enormous impact on grant processes and service delivery. SASSA uses ICT tools almost daily for processing grant applications. On a daily basis during the grant process, documents are printed out, scanned and photo copied as part of completing a grant application effectively. Telephones and posts (written communication) are the most common type of communication tools among the grant users. Computers and printers were particularly found to be the most effective and used ICT tools in SASSA.

The findings revealed that grant officials perceived computers, printers, photocopy machines, and the telephone to be the most effective ICT tools to carry out their day-to-day activities. ICT tools gave grant officials the quickest and pleasant approach to carry-out their work of servicing the grant clients. Grant officials indicated that the government is trying its utmost best to introduce new technologies that will help in enhancing the service delivery. Although they have accepted that, they are still falling behind in information technology. Grant officials felt that the eradication of paper-based system could prove valuable by increasing the speed, efficiency, and productivity of their work.

6.2.2 ICT types that are utilised by SASSA

The researcher's aim was to identify the types of ICT tools that SASSA is currently using. The findings showed there were considerable amounts of various ICT tools available in Khayelitsha local office. The ICT tools that the researcher encountered in Khayelitsha local offices of SASSA include computers, printers, telephones, copy machines, administration server, grants administration programme (GAP) Server,

GroupWise, and biometric machine. However, the agency is not effectively exploiting tools such as the Internet, e-mails, overhead projectors, data projectors, video cameras, and tape recorders in order to have imperial evidence and preserve footage of everything that happens inside the building. For instance, in most cases grant clients claim that they have submitted certain documents while grant officials deny. Therefore, SASSA has to keep footage as means of providing evidence when is required. In addition, SASSA has to utilise tools such as tape and video recorders and data projectors to transmit the message to grant clients visually.

The study found that SASSA used available ICT tools to enhance the services rendered to the public. For instance, officials used printers to print out the application forms, and computers to capture data of applicants, process the applications for social grants, storing the applications, and check the application status when the social grant clients inquire them. The findings revealed that there is a shortage of ICT tools at SASSA, even the available tools SASSA has not utilised them fully. However, the premise is that every ICT tool available at SASSA should be exploited to its advantage to improve service delivery.

6.2.3 Experiences of grant clients concerning grant awareness

During the study, it became evident that most grant clients were aware and had knowledge of the grants, although they did not clearly understand all the processes, and they made efforts to acquire information through different sources. Grant officials in SASSA offices, radios shows, flyers, waiting room, pension pay-points; local councillors in their community meetings and neighbours who are conscious about social grants, adequately informed the grant clients. Considering the results of the level of knowledge about the social grants had a positive impact to grant clients because before they made their applications they knew the eligibility criteria and ultimately got motivated to apply.

However, some grant clients did not know about eligibility criteria, they just knew that social grant is for poor people or if you are about a certain age, you qualify. The study found that there was little or no education about clear grant processes; as a result, officials for little things sent the majority of the social grant clients' home.

6.2.4 Motivation to apply for a social grant

During the interviews, grant clients indicated they applied for grants in order to change their circumstances. Social grant clients were highly motivated to apply for social grants by a number of different things. The findings revealed that many clients

cover a greater share of household expenses, take care of their kids, and take care of themselves. However, lack of frequent grant awareness programs from SASSA denies many eligible grant applicants, aggravates lack of motivation to apply for social grants, and denies social grant beneficiaries to remain informed about social grants. This links to the previous conclusions that the more informed the social grant clients are about social grant availability, the more motivated are to apply for grants.

6.2.5 Social grant eligibility criteria

SASSA uses a range of criteria specific to each grant. The clients need to meet a certain criteria in order for them to qualify for the social grants. There are however some guidelines of eligibility criteria for social grants (discussed in chapter two). During the study, it became apparent that most grant clients had a limited knowledge about the social grant eligibility criteria. The majority did not know in details about the eligibility criteria that they have to meet in order to receive a social grant.

6.2.6 Social grant benefits

The results revealed that the actual benefits of the grants to clients include the payments deposited into their MasterCard accounts, which SASSA has chosen as their preferred reliable payment method. This initiative provides flexibility for social grant clients to receive their payments at any given time and anywhere around the country. Another benefit is financial inclusion for beneficiaries other than just giving them food and blankets. SASSA have introduced some flexibility to mitigate fraud, because MasterCard accounts require users' authentication. Additional common type of grant benefit includes child-care benefits.

It is evident from the results that social grants met most of the clients' expectations about the grants. Participants expected to have benefits of the grants to be able to afford their basic living standard such as buying food and clothing, and supporting their kids. The clients expected to receive money, which they use in various ways. Some are very sophisticated and some are not. Grants therefore play a residual role in minimising inequality and poverty. However, the overall grants amount remains low despite the significant increases in the number of grants beneficiaries.

6.2.7 User-centred design and e-government

The provision of putting users as the centre of e-government is iterative and requires a continual commitment; the department's commitment and desire to measure the quality of the services; to look for ways that will improve the services in order to meet

the needs of the users; and implementing the actual users' perspectives and lessons learned from previous experiences.

On the other hand user centred design can be very expensive and may involve a cultural change in government agencies and departments from an efficiency and competency orientation to a user orientation. That means the government will have to spend more than they should, however the user centred design bridges the gaps between the government and users. User-oriented approach increases the user interaction with the services of the government; enhance the use and impact of e-government services to the public (Jaeger & Thompson, 2004).

6.2.8 Challenges faced by SASSA

Social grant access is a major challenge faced by the clients. SASSA officials frequently tell grant clients to come back the following day by for unanticipated things, which they claim could be resolved on site. Clients also complained about the social grant system, which they believed was cumbersome. Pay-points presented a massive challenge; there shortage of payment machines caused delays in pay-points. This makes the beneficiaries to wait for a long time before officials could process their payments. The study found a limited access to Internet as the main challenge that hinders efficient services, easy flow of information, effective grants process and effective movement of communication among grant users.

Some officials work on service points, meaning that they are not working directly from SASSA office and have to visit clients to the respective communities. Communities in Khayelitsha are geographically devoid of telecommunication infrastructure for computer networks, which lead to applications being taken manually. The challenge is that it makes life difficult for officials who work at SASSA back offices as they deal with the pile of applications with some have missing documents. The study identified that lack of ICT in service points hampered effective service delivery.

The physical space of the local offices in Khayelitsha has been a major concern. For example, new medicals are stored in the same place as old medicals due to limited space. The findings revealed the lack of Internet access and its affiliated services such as downloading documents online and e-mails as a key challenge. Indeed, officials are certain that the use of electronic services amongst themselves and grant clients can be of better quality with the use of effective ICT.

Clients indicated the critical shortage of professional staff that can adequately deal with them. The clients noticed that the officials make injustice and inequality, citing that some clients carry high precedence over others because they do not queue while others are struggling in long queues. They also expressed the desire of having more coloured and white officials, indicating that white and coloured officials are more helpful and unbiased. The results found that Khayelitsha local office has challenges of computer hardware's, viruses and broken printers, which IT engineers, could not fix on time. This contributes to grant delays and poor service delivery. The lack of mobile phones is an additional problem faced by SASSA, since they are necessary during office hours when officials are in the service-points where there are no telephones to connect with their office for assistance.

6.3 RECOMMENDATIONS

These recommendations originate from the findings of the study based on perceptions and experiences of grant users, and systematic reviews of available social grants research. Their adoption could perhaps improve the grants process in the context of service delivery. Therefore, the study recommends the following:

6.3.1 Information flow strategy

Higher management of SASSA needs to give an urgent attention to develop an effective information flow strategy. The adoption of formal strategies for enhancing the flow of information within the department leads to greater operational effectiveness. Effective use and dissemination of information lead to better service delivery (Hickel, 2010). Hickel (2010) states that nonexistence or lack of strategy in the flow of information increase risks because unstructured information flow is more difficult to manage. The author describes unstructured information as information that does not exist in the data model of the organisation, which a computer-based system can read and understand. Therefore, raises pertinent questions about the effectiveness of existing strategies of the information flows, and recommends SASSA to review continuously the way they organises information to acquire the utmost benefits.

The department with unstructured information flow may be slow to respond to the opportunities that an improving service delivery offers. It appears that SASSA is not adequately conforming to the widely accepted notion, which is more open in dissemination and proper use of information. The agency is not responding well to the needs of the public, and the sharing of information is not straightforward. Hence, grant clients are not clear with the grant eligibility criteria. However, the officials seem

especially aware of the need to adopt emerging trends in SASSA. Therefore, the recommendation is that SASSA should develop a formal information flow strategy, which will structure the end-to-end of information flows from the point of inception, the processing, and the final output of the grants process.

6.3.2 Introducing improved ICT tools for social grant processing

Most government departments such as SARS are moving away from paper-based artefacts by engaging themselves broadly in computerised systems to render better services to their targeted clients. However, SASSA seem to be falling behind in new technology. The Agency is not adequately utilising the services of ICT tools such as telephones, e-mails and the Internet to enhance the flow of information. Therefore, SASSA should introduce ICT tools such as video cameras and digital cameras in order to improve their services. Since, SASSA can use these tools to visualize and paint a comprehensive picture in a form of film advert. For example, SASSA can produce a TV programme on grant process that depicts a user journey and show to clients in the waiting room or in public places such as train stations or community halls.

The findings revealed that ICT tools such as telephones, laptops, desktop computers, printers, and photocopying machines were not sufficient in SASSA to ensure an improved service delivery. Therefore, the recommendation is that SASSA must do an inspection and review of grant officials' and clients' needs in terms of required ICT tools. Therefore, ICT tools that allow efficient and effective flow of information could be valuable for minimising long queues and delays during the grant processes. The recommendation is that SASSA should have ICT tools that transfer information from paper-based artefact to computer-based artefact in order to minimise unnecessary duplicates and errors.

The literature has shown that approximately 40% of South Africans own mobile phones. The findings also suggested that grant clients are willing to receive services via SMSs. The recommendation is SASSA should utilize the mobile phones as a tool for delivering critical information of the grants and requests for information from clients. The findings indicated that SASSA website only provides information and users are unable to download forms and apply on line. Therefore, the recommendation is that SASSA should look at possible ways of making an online grant process.

6.3.3 Putting users at the centre of e-government

SASSA should look for all possible approaches of integrating grant users in the design, development and implementation of their services of e-government. A comprehensive plan that SASSA should take in order to include grant users in the development of the systems include interviewing them, identifying their needs, integrating government and users' goals, evaluating and identifying the key problems of the current systems, and unfolding key activities and responsibilities for the design, development and implementation of the system. Developing e-government services without a proper plan that incorporates users in the planning and design of e-government services will likely lead to poor services that have limited capacity to meet users' information needs. Therefore, SASSA need to incorporate practices for continual evaluation and gradually include user perspectives to improve the e-government services. This type of evaluation process will monitor the existing systems at SASSA with the goal of modifying and improving them.

SASSA should launch e-government server's on various community-based organisations such as school, public libraries and public halls and other centres to provide public access to Internet and computers in order to help enhance the understanding of using e-government services. By working closely with the community, SASSA can increase chances of the grant clients to understand the e-government services and programmes. This may in fact meet the needs and goals of the users as well goals of SASSA.

6.3.4 Internet availability and network interruptions

SASSA should make Internet and e-mail services available to the entire grant users, so that grant users could share the communication and information dissemination effectively and efficiently. The findings have shown that SASSA is still facing the challenge of network interruptions, and unavailability of Internet services for rendering better services to the public. The agency also struggles for access to e-mail facility. If SASSA can make the Internet and e-mail services available to grant officials that could provide quick access of information and fast grant processes. SASSA must use the Internet and e-mail services to increase the speed of inter-departmental communication and to reduce time spent in long queues in the waiting areas.

The recommended is that SASSA should make services available online, in order to eliminate the influx in the offices. Through e-mail services, clients could communicate with officials without having to be physically present. The recommendation is that SASSA must make Internet access to all computers and laptops mandatory. SASSA

should give its officials smart phones providing Internet access for office use, if for whatever reasons communication network breaks down. SASSA must make the Internet available to clients at certain times in access points such as community halls to reduce high influx and the long queues in SASSA offices. In addition, the government has to provide computer terminals in communities in which clients could use to download forms and empower their knowledge.

Being able to connect to the Internet reliably would greatly facilitate the information flow between the grant users while maintaining the benefits of using ICT tools. Thus, grant users need to interpret constantly and understand such information, so that they can utilise the updated information to carry out their daily activities. The recommendation is that the technical support servicing should always be in place to ensure reliable network connectivity in SASSA offices. Thus, decreasing the observed problems with ICT in SASSA office requires satisfactory finances to improve the services of the required technical support. The recommendation is that the SASSA offices should be equipped with wired computers and projection over-head and screens so that officials do their daily work while casually communicating with clients. SASSA must also set-up uninterested power supply (UPS) in case the power goes down.

6.3.5 Training

The role of the officials is very important in improving the flows of information, awareness, and easy access of grants. There is a great need for their active involvement in the service delivery and continuous education. Grant clients expressed their dissatisfaction to the way that officials treated them. However, officials should treat clients with respect and equality. The study has found that most officials are contravening the confidentiality principles. They are disclosing personal problems of their clients while there are people inside the offices, which lead to disturbance among other co-workers who are trying to focus on their work. In addition, some of the officials are socialising during office hours, thus talking long hours when serving clients that also lead to long queues and high-influx inside the offices.

The recommendation is that SASSA should send officials for training, so that they could be empowered with knowledge of customer service skills, confidentiality, values of the clients, and development approach. During the processes of grants, there should be confidentiality of information because the clients talk about sensitive things

during screening process. In addition, SASSA should do surveys in order to address the issues experienced by the grant users.

6.3.6 Improved SASSA services

The majority of clients showed a greater level of satisfaction in connection with the service they receive from SASSA, but still many clients expressed dissatisfaction. That means there is still a greater need for SASSA to improve its service delivery. The recommendations are that SASSA authorities should investigate the satisfactions and dissatisfaction of clients' concerning their services. Therefore, they can be able to cover the aspects of services that matter most to grant clients. SASSA needs to improve its service delivery model in order to capture and address key issues of the grant processes. The grant role-players need to give a serious attention to the issues of grant awareness, accessibility, and payments. SASSA need to implement and sustain developmental programmes to address all the issues mentioned above.

SASSA needs to continuously monitor and evaluate the progress of existing programmes, and influence its officials to do follow-up and visit frequently to the communities. SASSA needs to improve its partnership strategy with other government departments, notable department of home affairs, department of health, and the department of labour. The partnership strategy needs to address the matter of deceased clients, as well as grant clients whose financial status has changed, or clients whose health status has changed. Service standards must be meaningful and uniform to all the grant clients. This means that grant officials need to stop their favouritism and biasness by not giving high precedence to the people they know. They must also ensure that they cover the aspects of the social grant processes that matter the most, and ensure that grant clients easily understand all the grant criteria.

DHA is at the root of the most problems, which SASSA experience during the grant process. SASSA inherits errors from DHA and transfer those errors to distribution companies. The errors include the duplicated ID numbers, a person that hold multiple IDs with different ID numbers, and foreigners that illegally receive South African IDs. An ID is the primary key that uniquely identifies the identity of the person. Therefore, this causes problems during grants process because it causes conflict of IDs in SOCPEN database. The recommendation is that DHA has to take correct measures and enhance their system thereby minimising errors that SASSA inherits. If DHA adequately addresses these issues, SASSA will be in a position to minimise issues in distribution companies and fraud.

The findings revealed that fraud is one of the challenges currently faced by SASSA. SASSA system (SOCPEN) currently uses an ID number as a primary key to capture new information and check existing information of the clients. The issues of duplicate ID numbers causes problems because some of the ID numbers are identical because of fraudulent and errors at DHA. The recommendation is that SASSA should integrate biometric reader in SOCPEN database to minimise fraud. The literature revealed that some of the officials are receiving grants on behalf of deceased grant beneficiaries. DHA should take correct measures when a grant beneficiary has passed away. The officials are illegally modifying data, which result in some clients receiving more or less money than they should be receiving during their first payments. The recommendation is that SASSA should safeguard information from unauthorised disclosure to ensure that officials cannot modify data with the intentions of making fraud.

The literature revealed that SASSA has a direct link with DHA and database of government employees. SASSA does not communicate with SARS, prison services and municipalities. Therefore, the employees in these departments are taking advantage of receiving grants. The recommendation is that SASSA must have a link with all these departments to safeguard and ensure that no employees who are not eligible to obtain grants can register for grants. The link will detect the person and show immediately that they have a source of income.

6.3.7 Training in deployment and use of ICT tools

Deficiency of skills to operate ICT tools is a serious challenge in Khayelitsha local offices of SASSA. SASSA should consider on investing in effective ICT tools. It is therefore, recommended that SASSA should send its officials for training in connection with effective utilisation and operation of ICT tools, precisely computer related training. On a daily basis, SASSA uses computer programmes such as SOCPEN, Microsoft Word, and Excel. When SASSA deploys new systems, the IT specialists have to train the officials on how to navigate the systems. When SASSA employs new officials, the existing officials should ensure that the new officials receive proper training and they understand SOCPEN and other systems used by SASSA. Computer literacy courses should be continually offered onsite or in private institutions in order to improve the level of computer literacy across the officials.

6.3.8 Grant Landscape from a user experience perspective

Figure 24 illustrates a landscape derived through this research that will support citizens in (learning about) the grant process, and will also inform policymakers about the actual nature of social grant systems in the local contexts.

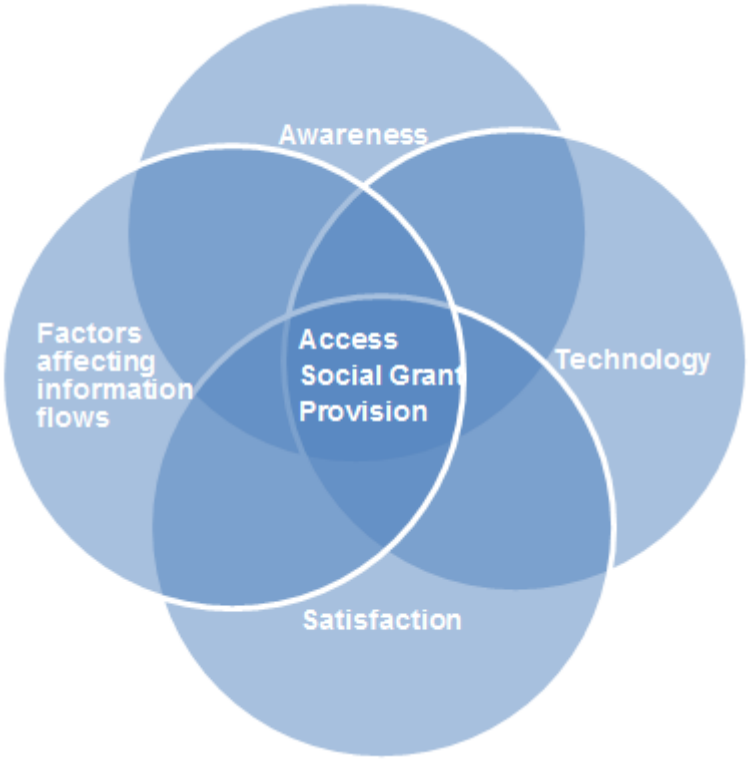

Figure 24: Social grant landscape, indicating the different aspects that characterise the grant process from a user experience perspective.

Accessing social grants consist of awareness, technology, factors affecting information flows, and satisfaction. Awareness is a crucial element and central to the provision of the social grant. Awareness is the key of empowering the citizens about the importance and procedures of the social grants. In order to make a grant application the clients need to be aware of the grant process. When grant users are fully conscious about the factors affecting grants process. Therefore, they will be able to understand the factors that are affecting the flow of information and which kind of technology tools to use to prevent such occurrences. SASSA should make efforts on continuously improving public awareness. In order to access grants, the grant clients need to be conscious of the grant process. In this level of consciousness, the clients can obtain information without necessarily understanding all the procedures of the grants process.

SASSA operations are heavily reliant on information and communication technologies. The ICT tools that SASSA uses include printers, computers, Internet, and SOCPEN database. These kinds of technologies have the potential to deliver better services, thereby satisfying the needs and expectations of the users. Technology focuses on making the provision of grants easily accessible, spread awareness to a broad spectrum of the grant clients, and minimising the factors that affect the flow of information. They can also play a huge role on empowering grant users in connection with knowledge and awareness. Therefore, SASSA should ensure that they have the best available technologies to support the grants process.

The satisfaction of grant users reflects the technologies, awareness, factors affecting the flow of information, and expectations that users have with the services rendered by SASSA. Factors affecting information flow influence users' satisfaction and give the user's ability to evaluate the level of service quality in order to meet their needs. Satisfaction address how the users perceived the services rendered to them and the quality of the grant processes defined for a specific part of application. Satisfaction also measures the level of accessibility, technology used, the friendliness of officials, and time spent during the grant process. Users' satisfaction is dynamic and may evolve over a certain period. For example, they may be about the improvements in the current service or changes in the existing services. Therefore, the level and extent of satisfaction of the clients towards the services provided by SASSA are very important. SASSA has to fulfil the desires, and needs of the clients by producing an effective service delivery.

SASSA should make users satisfaction survey, and give the users a platform to discuss essential topics. This will help the agency evaluate why pre-purchase expectations or post-purchase satisfaction may or may not be fulfilled or even measurable. This could also give SASSA the opportunity to learn about the needs and motivations of their clients, gather meaningful feedback and comments. On the other hand this could allow SASSA to dig deeper into respondents' feedback, opinions and comments in order to get a broader perspective. Therefore, decision-makers can base their decisions on objective information.

Factors affecting information flows reflect the relationship between awareness, technology and satisfaction. This relationship is important to meet the needs of the users. The factors that are affecting information flows during social grant processes include technology errors, low level of awareness, language barriers, and noise. These problems have a huge effect in social grant provision. If information does not

flow well between the grant users that means many citizens will be left behind. Users' satisfactions and expectations may help reduce the factors that affect the flow of information. Therefore, this evokes emotions of the clients and raises unnecessary expectations. SASSA needs to introduce more technologies that will help reduce and prevent the factors that affect information flows.

Furthermore, eradicating the factors that negatively affect the flow of information could help in improving the level of communication, reduce the time spent during the grant process, enhance information sharing, and enable the users to solve grant related problems quickly.

6.4 SUGGESTIONS FOR FURTHER RESEARCH

The study focused on Khayelitsha's local office of SASSA. It is necessary in future to look at other SASSA local offices, regional offices, and national offices to obtain the holistic picture of the information flows in SASSA. In addition, to determine how they use ICT to support their information flows in the grant process and how could UX play a role in improving their services. Little or no research has been conducted on the evaluation of information flows in the social grants process. Future research should therefore focus on an effective information flow strategy and other phases of UX in SASSA. Similar methods can also be applied to other government agencies.

6.5 CONCLUSIONS

This research has provided a careful investigation of the basic information flow practices in SASSA, which has led to a better understanding of the flow of information during the grants process. This research has also provided careful investigations on how SASSA uses ICT tools to support grant processes and how SASSA integrates them into existing information flow practices. This research has provided many recommendations that can contribute to the process of supporting effective information flow during the grants process. This study has shown that SASSA cannot work in isolation from other government departments, such as departments of health, and departments of home affairs. In order for SASSA to operate effectively, it needs to develop a proper partnership strategy and collaborate with other departments as mention above.

User centred design contrasts with the view of the government, which focuses on ways of reducing costs. However, it is pointless to develop the services that are difficult to use or that do not meet the needs of the users or not used at all. This may be costly, because it will also require substantial investments to correct the unused

services. If the government departments are making these investments, they are reducing the chances of incorporating users in their planning, design and development, and implementation of e-government serves, therefore limiting an effective interaction of users to e-government services and overall success of the e-government.

This research has addressed the issues in relation to grant process, clients' satisfaction, ICT and information flows. In this study, it became clear that in areas where officials lack the necessary skills, grant clients could never realise the effectiveness of delivering grants. It makes sense that SASSA should be concerned with delivering of better services. In addition, the study addressed that social grants therefore play a residual role in poverty alleviation.

DHA should put a system in place, which will detect duplicate ID numbers and people who have multiple IDs with different ID numbers. DHA and SASSA must have a system in place that will prevent people from obtaining grants on behalf of deceased beneficiaries. SASSA should communicate with payment contractors in order to identify beneficiaries that are obtaining multiple grants. There should be a link between the SASSA database, SARS database, health service database, PERSAL database, prison service database, and municipality database. This can prevent people from obtaining multiple social grants.

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