Examining The Political/Administrative Interface in the Department of Social Development in the Eastern Cape for the period 2004 – 2009

By

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(ii)

Signature

[Signature]

The undersigned, Noxolo Phoebe Abraham, hereby declare that this dissertation is my original work and that it has not been submitted and will not be presented to any other university for a similar or any other degree award.
Because of you, I had strength to carry on, I love you Nkoda.

Last but surely not least, my one and only grandson: Obukwawo.

To all my respondents, the journey was made easier by your contributions.

academic empowerment

My Second Home, the ANC, thank you for creating the space for my

Thank you Brang for arranging my project.

Bra Willia: Cebo & Hazel: Zaza! My father's children, you are just great.

When I messed up:

My darling 86 year old mother. My late father, for believing in me even

the older and Dee the dearest! Say...

My children. Until the pillar of my strength, She's the motivator. Lompho.

Thank you for your understanding and encouragement. Thandana

My loving, supportive husband, Bonile. God created you just for me.!

My supervisor, Dr. T.R. Mile, Doc. You are simply the best. Thank you for

success of this project:

My deepest gratitude goes to the following people who contributed to the

ACKNOWLEDGEMENTS:
MAT 25: 23

재정이시오.COME and share your Master's joy.
That morning, when the Lord God will say, We'll done good and faithful.

PLANS TO PROSPER YOU NOT TO HARM YOU..." JER 29:11
"I KNOW THE PLANS THAT I HAVE FOR YOU, DECLARES THE LORD.

DEICATIONS

MORNING

may be but I always stand on your promises........ J O Y COMES IN THE
bring you back the glory that belongs only to you. No matter how hard the road

The Lord Jesus, who is the author of all my thoughts and accomplishments. I
In conclusion, neither of the two heads must in the interface, compromise quality.

Inevitably, the employer. The values of the party in power during their tenure of office, because that party is based also on their vocational. It is equally important for administrators to respect human beings with value systems and can therefore make informed decisions day by day. It is also equally important to respect the fact that administrators are also heads.

It cannot be denied that in the public administration, politics are the order of the day. Heads come into the picture. Those mandated into government policies, the expertise of the administrative receive mandates from their political parties, but when it comes to translating policy, programme, and budget-related issues, it is granted that political heads.

One of the functions of the administrative needs is to advise the political need on administrative needs.

The dawn of democracy ushered in new laws with new responsibilities to the conventionality of administrators were expected to simplify implemental policy without play. Clearly, or lack thereof, in the different roles is usually a cause for conflict in the area of policy making and implementation, each of the heads has a role to complete rather than complement one another, hence the study.

However, is not always the case. The political and administrative needs lend to two portfolios therefore have an obligation of complementing one another. These administrative involve both the political and administrative component. These impossible to separate them, practically. It is a well-known fact that public

Abstract
United Democratic Movement
State of the Nation Address
Reconstruction and Development Programme
Public Service Act
Professor
Public Finance Management Act
Office of the Premier
Non-Government Organization
Member of the Provincial Legislature
Municipal Finance Management Act
Member of the Executive Council
Head of Department
Establishment Cape
Doctor
Division of Revenue Act
Director General
Accounting Officer
Chief Financial Officer
Chief Executive Officer
African National Congress
Auditor General

UDM
SONA
RDP
PSA
PROF
PFMA
OTP
NGO
MPL
WFM
MEC
HOD
EC
DR
DORA
DE
AO
CFO
CEO
ANC
AG
Abbreviations
departmental heads. Likewise, the Municipalities with Mayors as political heads
in bigger provincial departments and as Directors-General in national
referred to as Heads of Departments or Superintendents-General
people, deployed as Executive Authorities. The Accounting Officials are
HOD's. Political heads of departments are elected representatives of the
programmes. There is a distinction between the roles of Ministers and
Cape, there has been some degree of stability at least within the years
in the departments and Municipalities in the Province of the Eastern

objectives.

officers should work together towards the realization of governments
all. To this end, both the Executive Authorities and the Accounting
aimed at the transformation of society and bringing about a better life for
in the case of South Africa, government has one unified programme

Service recruitment processes:

biased to the ruling party's values is duly appointed. Following Public
the ruling party wants to achieve, likewise a capable administrator,
deploy to each department public representatives that understand what
policies of the party in power. It is therefore mandatory on the party to
the list is long. The mandate of such delivery items is derived from the
people, ranging from waste removal, water, electricity, education, health,
All departments in Government seek to bring a variety of services to the

1.1

INTRODUCTION

RESEARCH PROPOSAL

Chapter 1
Identified will be behavioural and some legislative.

As solutions, a few possible proposals will be put forward
looked at a variety of existing situations, how they have come about and

includes: what the challenges are with the arrangement and having

This research will look at what the administrative and political interface

should be.

The same in all spheres of government: National, Provincial and Local
Departments both administratively and politically. These roles are almost
has been a need to define and redefine the roles of the Heads of

The instability found in municipalities predominantly originated from lack of

one another.

Participatory models cause them to compete rather than complement

These roles complement one another and tension begins when the
outcomes, in essence, the implementation of government programs.
on the other hand have a responsibility for outcomes in achieving the policy
need. These laws are necessary to ensure Ministers are responsible for

The democratic laws of South Africa made a clear distinction between the

challenges.

and municipal managers as administrative needs experience the same
be avoided simply by each deployee sticking to their designated function.

However, these responsibilities overlap and cause conflict sometimes. This
function, roles and responsibilities differ in the delivery of these services.
Similar mandate to deliver services to the people in the whole county.

As warranted by the nature of their jobs, there is so much that both the

1. Statement of the Problem
have to intervene administratively, and at such interventions, the contradictions
respond to constituency requirements at times like these. Accounting Officers
imes gone too far to bend the rules and oversee their mandate. In order to
Office to answer for. The Political Heads in various departments have at various
causes contradictions as the same budget is the responsibility of the Accounting
adequately provided for in the departmental budget. This is an area that usually

The PMA allows Ministers to make decisions on matters that may not be

because they did not agree on a variety of issues with their Political Heads.
deliver on the performance contracts signed at the beginning of the term but the services of their Accounting Officers terminated, not because they did not
As shall be cited in the literature. Review later on, some departments have had
different accounting roles.

Legislation through the Public Service Act 1994 is not ambiguous about the
The roles of the different participants have to be clearly defined and agreed upon. freezing. As such, a way that there is no overlap and if there is a clash of ideas. If the research is conducted within the department of Social Development, any other departments will benefit as they will identify with the research results. Although the research will be conducted within the department of Social Development, the benefit will not end at the department level. The benefits will be extended to other departments as well. The challenges and the solutions will benefit all. The problems will not just end at the department level. According to knowledge, the study will benefit all.

1.5 SIGNIFICANCE OF THE STUDY

Heeds with minimal changes in the administration. Department is the base for poverty eradication but has seen changes in political administration is the base for poverty eradication, which is no exception to the challenges at hand. This administrative counterparts. The case under research here is the Department of Social Development. There is generally a challenge of political needs compelling with their needs. This study has the following objectives:

1.4 HYPOTHESES

Some of the hypotheses are:

- Provision of solutions through the experiences shared by stakeholders in the department
- Unlock the service delivery blockages that are as a result of the interface between the political office bearer and the administrative need in the Department of Social Development

The Study has the following objectives:

1.3 RESEARCH OBJECTIVES
political heads have the interest of the ordinary people at heart the respondents or respondents more directly. In the final analysis, both administrative and research was able to balance that with follow up questions that would make the response that was biased in favour of politicians against the administration. The re-searcher encountered when interviewing with politicians it is that there was a much greater departmental account to the legislature. The only challenge that the research

1.8 STRENGTHS AND LIMITATIONS OF THE STUDY

1.8.1 Respondents will be treated with respect and dignity

1.7 ETHICAL CONSIDERATION

1.7.1 The study will focus on the Eastern Cape Department of Social Development

1.6 DELIMITATION OF THE STUDY

In implementation plans, patterns will improve as roles become clearly defined not only in paper, but also will be improved. Service to the people will be unbroken. The expenditure are the general working relations in current and future government departments accounting officer sees of her role and what the provisions of the legislation Development: what the political and administrative dictionary is, how the

Under this research it has been stated, specifically, is the department of Social
Chapter 1: Research Proposal: This chapter introduces the research study and its objectives.

Chapter 2: Literature Review: Literature including legislation is reviewed and constitutional, the problem statement, research objectives, hypotheses, significance of the study, delimitation of the study and ethical considerations.

Chapter 3: Research Methodology: The methodology used in collecting data looked into.

Chapter 4: Data Presentation, Analysis and Interpretation: This chapter presents analyses and interprets the data obtained from the respondents.

Chapter 5: Findings, Conclusions and Recommendations: The last chapter of this research work comprehends the findings, conclusions and recommendations.

Chapter 2 will deal with the literature review.

The candidate may assist departments in dealing with the interface.

The study is organized as follows:

1.9 Organization of the Study

Services.
Chapter 2 will take the process forward by looking at the review of relevant literature. A convincing argument has been put forward to justify the need for the study. The problem has been clearly stated. The objectives have also been outlined and Provincial and local spheres mentioned as the political and administrative roles are the same in the National administrative heads, the local spheres of government have also been briefly introduced. We have looked briefly at the different roles of the political and administrative.

In chapter 1, we have had an overview of the political and administrative

1.10 Conclusion
in the first place, and their relevance in the administrative-political interface.
Therefore it is necessary to consider first why governments need public servants
servant-master." The relationship is much more multi-faceted and complex
administration/management and their political counterparts is not one of a
according to Cameron (2003: 55) "the relationship between
different political parties (the political and administrative) for almost two terms while they belonged to
and culture in South Africa for some time, where the two heads shared together
immediately. A different scenario prevailed in the national Department of Arts,
politics, historically, relations when political affiliations are different (break down
different political parties. Issues of culture, religion and others are secondary to
Contradictions will surely arise if the political and administrative heads belonging to
officials are to live to the standards of their counterparts in the private sector. Officers
speak volumes of the expectation of the society. The public service accounting
public officers as CEOs, a term controversially used in the private sector. This
It is interesting to note that Tonnhili (2005:1) refers to accounting officers in
or other considerations.
the point where political values and administrative realities have to be reconciled.
The interaction is, however, complicated by the fact that the CEO most probably
have his/her own value system determined by political, social, cultural, religious
The relationship is probably one of the most complex situations within
the municipal manager had this to say, "The relationship between a politician and
Tonnhili (2005:1), writing on the relationship between the executive mayor and

2.1 INTRODUCTION
CHAPTER 2: LITERATURE REVIEW
that were the creation of the apartheid regime meant to keep all black people
in a culture of gross incapacity consisting of two Bantustans. The democratic government was an administration that was not only negated by
historical considerations that do not assist the interface. What was inherited by
Western Cape are
What complicates matters even more in a province like the Eastern Cape are
duties each is responsible for.

distinguish between political and administrative issues and promote the primary
complex. It is important for responsible role players to continue in the endeavor to
implementation is that the interface is becoming more complex and not less
their administrative and managerial responsibilities. (Tomlinson: 2005: 184) The
executive authority regarding the functional area in which they have to perform
could be politically neutral. They need to reconcile their views with those of the
developing country like South Africa. It is unlikely that managerial officials

reality.

political decisions into programmes and must thus ensure the policies become a
it can rely on the support of appointed officials. The latter have to translate
if it can only keep the promises made in election campaigns and in policy statements.
officers and rely on their expertise. It is important to mention that government
proposed policy. The possible administrative implications have to be considered.
It should also be considered that even in determining the relative importance of a
management and policy making. Sadly, this is not always the case.

Accounting Officer to be appointed is or should be an expert in areas of
and administrative interface is clearly visible. It is therefore presumed that the
employee employees. (Tomlinson 2005: 176). This is one point where the political
be contested in. For example in an act. It requires the assistance of approved. Likely
not even cabinet of the premier and executive council could formulate a policy to
Parliament cannot effectively perform the functions required to formulate policies.

The political/administrative interface debate has been on various agendas for more than a century now and although history, development, culture and time

... The status group and part of the power structure (Del Alcanzé, 1987: 105-107).

... as well as their co-operation with political office bearers, make them a particular official's... their intimate work situations... the availability of resources... and their immediate superordinates, can be regarded as a distinct group of Civil officials, especially those in the top echelons such as directors-general...

... experience from their inherited DG's.

... Politics coming in at the time were also no better, at least they could get some... one. The final product was underperforming public servants in most cases. This was indeed at work. Recognising the federal administration and making it functionally appropriate in positions that they were not adequately qualified for. It fraudulently appointed in positions that they were not adequately qualified for. In this transitional period, it was not easy getting rid of all the directors-general, some of whom could well fill the position of registrar clerks as their different loyalties. Therefore, it was not easy getting rid of all the directors-

... administration to the other.

... administrations were so serious that one needed a passport to move from one
called the Republic of South Africa. The boundaries between the three

equities. Meanwhile, the white and coloured minorities were kept in what was another by the river Kei and made to believe that they were each other's
black leaders were placed in Transkei and Ciskei respectively. Divided from one

... themselves by creating a haven for a few at the expense of the majority. These

... separated from the rest of the province. Not only that, but separated from...
heads and administrators are complementary. The time has arrived to make the
leaders (as quoted above) have clarity in understanding that the roles of political
all those who do not perform will be asked to leave the public service. Indeed, the
policy documents into action plans. He took a no nonsense approach that said
ministers to deliver on the election promises and public managers to translate
THE NATION ADDRESS (SONA), he called upon all his recently deployed
President Jacob Zuma, addressing the nation in June 2009 in his STATE OF
The call was re-iterated once again by the President of the country, Honourable

The uses is change and this does not come easy.

obligation to analyze and formulate action plans to achieve this. The critical word
General and Heads of Department and as their core business a serious
unanimous political direction. All public managers, led by their Directors-
leader. If cannot be underestimated or ignored. It has a clear meaning and an
leader. This leader must be put in place. This is indeed a great statement by the former word
cannot meet all these needs, oversight and strategies to achieve this change
government people have high expectations which are legitimate. While the government
people want change. Change is what they will get. Our
in the preamble to the Reconstruction and Development Programme (RDP) which, the
party expressed as public policy.
and these policy decisions are nothing else but the political ideology of the ruling
public manager is implementing policy decisions of the government of the day.
and these policy decisions are not always easy but the political ideology of the ruling


2.2 THE POLITICAL CONTEXT.
Regarding the division of responsibilities between the political leaders and the government programmes.

The President further went on to explain that for practical implementation of government programmes, heads of departments and Directors-General are working together for the realization of government’s stated objectives. Both Ministers and Directors-General are working together for the transformation of society and bringing about a better life for all. To this end, the President reminded everyone that government has one unified programme aimed at the welfare of the people. The President reminded everyone that government has one unified programme aimed at the welfare of the people. The President reminded everyone that government has one unified programme aimed at the welfare of the people. The President reminded everyone that government has one unified programme aimed at the welfare of the people.
is no longer possible to solve today’s problems with yesterday’s solutions. Over

when the new formulation comes into existence and circumstances change. It

letter, Van Oost (1998:14), writing in the Northern Times, had this to say

is loyal enough to those policies and will be willing to implement them if the

issue in new policies, strategies and plans. Thus, consistently implies on whom the

Though still ANC, the new administration, after the general elections is bound to

of 2004 in Polokwane had on the ANC-led government

interesting to note how huge an effect the African National Congress conference

call that no jobs should be lost because an administration is being started. It is

appointing the same number of his own loyalists. This is despite the President’s

Newspapers reported that the minister had dispatched up to 20 officials by

out of favour with the new minister and not only the DG, the National

and Traditional Affairs National, the Departmental Director-General has fallen

reduced its head once again in the South African Department of Local Government

The negative tension caused by the political and administrative interface has

regarding how the different heads work in different departments.

democracy. By implication, there should be no difference

described by legislation. By implication, there should be no difference

respective roles of political and administrative heads of departments are clearly

in concluding his response, however, the President does indicate that the

above will be dealt with as well as other pieces of legislation referred to

in the next sub-topic, the specifics of the two pieces of legislation referred to

administrative of their departments.

while Director Generals are tasked with the efficient management and

authority for human resources and establishment of departments on Ministries’

administrative needs, the Public Service Act centers initial accountability and

policy matters with political needs and responsibility for implementation with

The Public Finance Management Act (PFMA) directly vests responsibility for
Despite public administration's claim to be a science, "writing in the blackwell"

a product of their condition based on feelings. behavior is a product of their own conscious choice based on values rather than

They do not blame circumstances or conditions for their behavior. Their

knowledge and skills, Highly productive people are recognizing their responsibility.

politicla and administrative needs need to build their capacity and improve their

Throughout the public representatives will be evaluated by the electorate, both

whole. Managerial aspects, though important, must be considered secondary. The

concession to maintain confidence in the government and political system as a

should be given to the fundamental values like fairness, equity, justice, and social

the public service is government, not management. This means that attention

administrators where necessary, keeping in mind that the fundamental purpose of

Public Managers can continuously and proactively assess themselves and make

believe that things must be done differently.

change in the lives of the people of the county. In order to do that, the President

celebrating twenty years in the government seal and there has to be visible

Zuma also alludes to the fact that soon, the African National Congress will be

Completing his first hundred days in the Presidential office Honourable President

new solutions and new ideas."

as they used to be or they can use their creative abilities to find new answers,

next year. This gives them a choice; they can bench mark things are not as easy

and over again people are finding out that what worked two years ago won't work
Public Service Act of 1994 (Act 103 of 1994) and
Public Finance Management Act (Act 1 of 1999) and
The Division of Revenue Act of 1994 as amended
The Constitution Act of the RSA, 1996

These are the following:

Pieces of legislation relevant to this research work will now be explained and

2.3 Legislative Framework on the Political-Administrative Interface

People's lives, at a point of changing policies sometimes,

needs; can be very rigid. Political needs look for solutions that will improve
instruments for evaluation. Scientific theory, which is upheld by administrative
suggests rather than conclusive and can thus be used as an objective
the world and aims to envision new possibilities. It is critical rather than objective,
theory looks out for error in the theory or method. Political theory looks for an error in
and social context. When something seems wrong in its field of vision, scientific
testable. Political theory relies on political practices within historical, economic
searches for rigorous formulations which are logically consistent and empirically
Sheldon Wolin (1969: 1070), once argued that whereas scientific theory

philosophy asks "what can be done." Philosophies for him, scientific theory asks "what is the case." While political
philosophy builds by means of controlled empirical research. They require political
say's, they require a different sort of theory from the kind scientific attempt to
normative dimensions: they deal with what government should do. As such, the
the study of administration. The important, interesting questions in the field have
Waldos (1969: 45), argument strips away the happenings of pure objectively from
dictate terms to the accounting officers but the new Treasury regulations allow budget. This is an area where in the past the executive authorities would simply holding them accountable not only for the programmes funded but also for the This Act is better aligned to the PFM, it gives managers greater flexibility while allocated nationally for each financial year and report requirements for such allocations. The objective of this Act is to provide for the equitable division of revenue raised.

2.3.2 THE DIVISION OF REVENUE ACT (DOFA) OF 2001.

Revenue Act will be discussed hereunder.

interpret the general principles outlined in the constitution. The Division of revenue as well as the need to lead the public service. Specific laws are drafted and passed to needs to lead the public service. Specific laws are drafted and passed to principles outlined in section 195 point 10 of the administrative and political principles outlined in section 195 point 10 of the principles governing public administration. All the principles in governing public administration.

Principles of public administration (public administration) of the constitution lays down the general values and Chapter 10 agreement made possible a lawful transition from apartheid to democracy. (2009:10).

emewhere South Africa’s constitutional development up to this point. This constitution and should abandon the Westminster constitutionalism that made constitutional and should have a supreme and justifiable purpose agreed that the new South Africa should have a supreme and justifiable political regulation that resulted in the new constitution, the major political 2009, Justice Sisulu Editors had this to say, "From the very outset of the process one of the best in the entire continent. Referring to this law as at 16 February This is the supreme law of the country. By far, the South African constitution is
MEC's retain the powers to appoint from the 13th level (directors) and above. The above powers, for example, to appoint are fundamental in the functioning of departments. This means that the HOD can decide who should and who should not be part of the administration hence in the majority of departments the HOD can decide who should and who should not be part of the administration. The Service Act does not make any provision for delegation.

Regarding the matter of retaining an officer beyond retirement age, the Public Service Act gives permission for remuneration work outside employment, to give permission for remuneration work outside employment:

- two years, without approval of parliament;
- to retain an officer beyond normal retirement age but not for more than to discharge;
- to transfer and,
- to promote;
- to appoint.

1994 AS AMENDED: The powers of the member of the Executive Council in relation to the Head of Department are clearly outlined under section 7 – 9 of the Public Service Act.

2.3.3 PUBLIC SERVICE ACT, 1994 AS AMENDED

The next relevant piece of legislation is the Public Service Act.

Is a requirement of the Inter-govern mental Fiscal Relations Act, 2005, and therefore, heads of government in all spheres should understand that DOPA and therefore, heads of government in all spheres should understand that DOPA have greater responsibility to account on funds allocated rather than simply opting to do as they please. This means that, according to DOPA, the accounting officers of government in all spheres should understand that DOPA have greater responsibility to account on funds allocated rather than simply opting to do as they please.
With the Appropriation Act, the better.

The agenda of the ruling party in this country is to change the lives of the people for the better. The public service in each public service, those who understand the power of change, meaning that in each public service, the transformation fully. It is our belief that good governance should be a result of co-operation and seamless interaction.

Jointly and separately.

The Public Service Act as indicated above leaves nothing to chance or assumption. The Act moves beyond relations and refers to specific duties that well as business interests.

Under bullet point 6, that is, giving permission for remuneration for employment outside the process where members declare ownership of houses and other properties as well as the register of business in a director.

Concerned. At this level, delegation is hardly ever encouraged.
Administrative heads have a responsibility to plan, strategize and implement the
formation, adoption and enforcement of relevant policies. They cannot effectively perform that function. The
Secretary plays the role clearly demarcated in the act to account.

PMFA and the Speaker illegally serve as the Executive Authority while the
decision of the Speaker’s Forum. This bill clearly captures all the principles of the
Financial Management of the Eastern Cape Legislative Bill. All other legislatures are
expected to have passed the Bill by the end of September 2009 (as per the
Central Management of the Eastern Cape Legislative Bill). All other legislatures have
already drafted the “Financial
lie with the above, the Eastern Cape Provincial legislature, as is the

Subsequent to the discovery of this omission, Parliament has since passed the
accounting officer. The PMFA does not even mention, Secretary to Parliament as the
parliament. Not once does it refer to the secretary to Parliament as the
Constitutional Imperatives. It however, does not even state for the legislatures or
Parliament discovered that through the PMFA is legally sound and in line with

two of the law expects them to complement each other in their tasks.

Management procedures. This requires a strong working relation between the
personnel are governed by efficient, effective and economical human resource
efficient and transparent system, the minister has to ensure that departmental
in the final analysis, while accounting officers are required to maintain effective,
unauthorized expenditure.

framework to clarify accountability when a political directive could result in
monthly reports submitted to them by their accounting officers. It also sets out a
their workload amount in the Appropriation Act and requires them to consider the
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framework to clarify accountability when a political directive could result in
monthly reports submitted to them by their accounting officers. It also sets out a
their workload amount in the Appropriation Act and requires them to consider the
The PMFA further compels ministers to fulfill their statutory responsibilities within
in line with the above, the Eastern Cape Provincial legislature, as is the
and deliver services to all the people of South Africa.

He concludes his paper by saying „South Africa needs all of us. Let us stand up to enter into the public service and professional development of those associated with and those seeking to professional excellence and encourage the professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, professional, 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the political arena within which the political office bearer operates. He writes, “the
Cameron (2003: 63)(9) believes that senior management officials are involved in
is to be exercised in any given area, or the appointment of values (1995: 98).
resolution process is applied. This is to determine whether and how government
of decision-making. From the recipients to what, where and how a conflict
party politics. 1.6. ‘The politics of political parties’ but politics referring to the process
significant phenomena in the public sector. In this regard, it does not imply only
For An Meyer believe that it is important to refer to politics as one of the most
176)
institution and senior managers of a department has to be reconsidered (2005:
could be that the interface between the political office bearer in charge of a public
made between the public and private sectors should be revised. The implication
This recent development also indicates that the clear distinction that used to be
present in only the public sector, but also in the corporate sector.
appointed officials and to clarify the interface. It is argued that the interface is not
This is necessary to identify the respective roles of the politicians and the
eradicable legacies of the past. The administrative functions are thereby elevated to.
the influence of politics in governing a country with a diverse society having to
attention is devoted to
Thomhill’s paper describes the effects of the political structures in a democratic
Public sector operation.
caused a department is probably one of the most complex issues related to the
published in 1887. The relationship between a minister and the administrative
has been studied and described since Woodrow Wilson’s famous article was
abstract (2005: 176) "The role of political office bearers and appointed officials
Thomhill, addressing the Political/Administrative Interface, had this to say in his
them more of implementers than thinkers with execution powers. Administrative need did not have the powers to decide a scenario which makes Evidently the above argument moves from a premise of the past, where the unambiguous discretion.

ought not to be a more passive instrument in fact, he should have large powers will of his own in the choice of means to accomplish his work. He is not and administrative can be controlled and used to face because a great deal of administration goes about instrument to most of the world... it is possible to give administration goes outside the sphere of politics... but in practice the lines of separation is impossible.

and administration are like two sides of a coin (Van Zyl, 1972: 62), and absolute terms are brought in relation to each other, the separation fades away. Politics political function and operates within the sphere of politics. As soon as the two decisions in the course of the execution of his/her duties he or she performs a involvement in politics. When an official proposes legislation or makes policy involvement of public managers in the formulation of public policy implies

The participation of public managers in the formulation of public policy implies government communication. Information, and which requires the incumbent to direct, at a political level, incumbent to be trusted with sensitive and/or confidential political arrangements with party political objectives and programs, which requires the involvement of government at a strategic level ensuring criteria for posts that require political suitability can be defined as any post which
top officials, or about the delineation of their respective roles. A combination of
governments about the details of the relationship between the minister and their
officials (1991:65), puts it clearly that, "no uniform exist among different
executive uses its great accumulation of powers."
 mixed together...which does so much to determine the ways in which the
of this blend, the ingredients which go into it and the ways in which they are
of political and (professional) administrative elements, and it is the nature
self (1977: 163) writes, "the top management of the Public Service comprises a

Kozee refers to as "inhabitants."
significant and qualitative participation of the recipients of the service, whom
participation because good governance can never be claimed without the
officials have (as part of their core business) a role of ensuring public
political must inform those policies.
although the policy makers might be professional experts, the people on the
of inhabitats is it is what constitutes good governance. This means that
inhabitats, he writes, "the effectiveness of the government and the participation
Kozee (1993: 15) introduces another role-player in the scenario, the taxpayers
Kozee each other:
consequently once again instead of compromising the two heads will complement
legislation without compromising or undermining the political counter part.
administrative role clearly leading in democratic and nuclear boundary, based on
head and the administrative head can be eased by both heads, with the
head or the administrative head takes over..." (1987: 213).
is impossible...the administrator has the power to decide where administration
Wilson further argues that a hard boundary between politics and administration

...
managers who must show a peculiar mixture of independence and compliance. It
self (1977: 65) concludes the argument by describing top officials’ (as public
- On the minister’s instruction,
- In close co-operation with him/her,
- Independently from their ministers
officials can function:
Close (1991: 65) further goes on to say that with these responsibilities, top
Supplies and other support services
- Accommodation
- Communication
- Technology
- Information
- Finance
- and co-ordination,
- Resource Management. This includes management of staff (direction
- Policy process
- Coordinating the planning, implementation & evaluation of all facts of the
- Policy and services management which comprises directing and co-
- Policy outcomes
employ a full range of behind the scenes political skills to assure specific
ministers or government concerned. Some top officials develop and
- They are responsible for the technical as well as political advice to the
- Close further isolates the different roles of administrators as distinct from those
of the political needs. For him the main functions of top officials are as follows:
determines the nature of the interaction among them” (1991: 28).
systemic characteristics and personal preferences and styles normally
the ends for which a government strives, not should they remain from advocating departments. A significant issue is that public officials should not be indifferent to expertise. Have to rely on the advice and views of the public officials in their Office and accountability towards the legislative department.

Executive and the public about his or her actions as well as those of her Political responsibilities and accountability towards the legislative office and the execution of various statutory functions and duties required by his or her overall political control and management of the department and the department officials and the public on policy issues.

The provision of political direction, leadership, and motivation to the following:

Cloete (1991: 65), agrees that the roles of ministers in the department are the

- Control
- Motivation
- Leadership
- Political direction

normally responsible for:

department, especially the director-general. Ministers on the one hand, are political head of the State department the minister and the top officials in this/her 根据 the administration of public affairs is the relationship between the according to Thorburn and Henekom (1996:25), “an important phenomenon this duty with openness and integrity.

the post of confidential policy advisor to his minister, and he should discharge is his duty “to speak out and then shut-up.” Under government rules he occupies
motivational factor for public managers in the sense that the wishes and the encouragement and support of the policy. This type of dependence is a
of officials depend on the attention and cooperation of the political office bearer for the political office bearers also has significance. It has been argued that public
The political sensitivity of appointed public managers and their relationships with

et al., 1996:77).

A research group in Belgium came to the conclusion that society and the

harm/interest in the attainment of those goals (Information Bulletin: 172).

goals of a particular policy his/her own aims and goals and should exert
manager should articulate him/herself to ensure that he/she makes the aims and
minister declared that in order to perform his/her task effectively, the public
should not be indifferent to party politics. Small wonder that in one occasion a
could be instituted in a particular situation. In brief, the appointed public manager
unconcerned with the policies of the government-of-the-day, the viewpoints of
sensitive matters. If does imply, however, that public managers should be on political implications of specific actions and that they should seek his/her advice
office-bearer, but rather that they should advise the political office-bearer on the
and thereby substitute their own political judgment for that of the political
officials, especially public managers. This does not imply that they should
successful governments, therefore, depend upon the political sensitivity of public

objective in advising on alternatives (McKeough, 1996:4).
myth of bureaucratic neutrality (Stall, 1977: 166).

If some discretion has to be exercised in some or other way, this explodes the
promote, one can expect less than full co-operation from such a person, especially
if an official does not fully agree with a policy with which he or she is supposed to
serve, in order to execute those policies fully.

Identity themselves who are responsible for the government with the policies of the government which they
regime and policy changes. The conclusion therefore is that top officials have to
neutral among public officials is seen as mythical and detrimental to political
The personnel of political relationships between the minister concerned, this
The political circumstances which prevail and
The political circumstances which prevail and
which a decision maker has in micro policy making and implementation.
which minister concerned which may severely restrict the degree of discretion
The ideologies which are pursued by the government on the day of the
Indirectly and these are:

other political factors which may influence the role of the minister directly or
style that ministers possess in executing their work in the public office, there are
general. According to Greenwood and Wilson, (1989:87), apart from the various
depend upon the political sensibility of public managers, especially directors-
in view of the previous statements, political office bearers should be able to

Preferences of the political office bearers serve as guidelines for their work
Chapter Three: Deals with the Research Methodology.

...the importance of the management of government services. The two heads, the research does not leave out the tax payers themselves, who introduced to clarify roles and responsibilities of both political and administration. The financial management Act for parliament/legislature is being gaps are also being closed in other institutions like the legislatures and Management Act have been discussed. The research has also discovered that Division of Revenue Act, the Public Service Act as well as the Public Finance legislation have been isolated and discussed. The leading legislation mentioned is the Constitution. Areas in the Constitution are also discussed that are relevant to the relationship between the administration and the public.

The literature used in the study has an international perspective, in South Africa, interests to discover the amount of work done on the subject.

Roles and responsibilities of the administration have been discussed as well as those of political duties have been discussed as some of the challenges. the two can complement each other. Issues like political affiliation and overlap in authorities and accounting officers in public offices. Some writers indicate how there has been significant tension in the relationship between Executive and administrators. As long as governments the world over have existed.

This has been a review of literature relating to the administrative and political...
The world.

Inquiry allows one to understand the respondents in terms of their definition of the dominant method used was the qualitative method. The qualitative method of research question and thus achieve what the research had set out to achieve. The data, and it is important to select the best tool for the job. In order to answer the data.

3.2 RESEARCH DESIGN

Discussion on the research design.

Furthermore, is the method of data collection and analysis. It also provides justification of the methods used and possible limitations of the research. Hence, the detailed explanation that was used in the research in terms of sampling methods that was employed in the quest to answer the research question. It provides a

Eastern Cape. This chapter provides an exposition of the research methodology concentrates on the social needs cluster in the government of the Province of the Eastern Cape Department of Social Development. Specifically, it

The study is primarily undertaken to determine the administrative and political responsibilities. How data is collected, how sampling is done and the method of interacting with the respondents. This chapter will discuss the research methodology that has been used in the study that the researcher is pursuing. It will look at how the research is designed.
3.4 SAMPLING METHOD

Health.

A high turnover of needs of departments, like Education, Social Development and the researcher made an attempt to deal with those departments that have had a order to be able to propose solutions to the administrative and political interface. information required. Specifically here, one looks at the social needs cluster. In managers and service providers are to provide the researcher with the total number of departments whose political needs, administrative needs, a set of characteristics from which a sample is drawn. In this study it refers to the generally, the population is a total number of cases with given characteristics or

3.3 POPULATION DESIGN

especially where qualitative could be determined. complement the qualitative technique, the qualitative design was also used conversation and purpose specific topics raised by the respondent. To conversation in which the interviewer establishes a general direction for the Babble and Manno (1995: 189) define a qualitative interview as „essentially a
There will be logic in the questions asked; authentic, substantive content will be relevant and productive. This means coming to prior preparation of the guide, space the interview and makes interviewing more systematic comprehensive, suggest probe for follow-up on key topics. The guide helps the interviewee prepared and his includes a list of questions or issues that are to be raised and prepared and this includes a list of questions or issues that are to be raised and prepared and this includes a list of questions or issues that are to be raised and prepared. In some situations, telephone interviewing can be successful. An interview guide is used to obtain information and these are:

- Structured Interviews
- In-depth Interviews
- Used to obtain information

Hereunder is a discussion on the method of data collection that the researcher

3.5 METHODS OF DATA COLLECTION

The Department of Health
The Department of Education
I. Is the role played by gender difference significant? Is it significant to work relations?

Questions 1 to 3 in the questionnaire deal with straight-forward information. Responses authenticity and therefore reliability, say this information about the respondents as important as it gives the researcher employment of development, academic qualification and gender. The researcher aimed at every interviewees, including area of work, departmental position held and period of attachment for ease of reference. The first part contains general information on the interviewees, the second part collected the data. The used questionnaire is order to manage and later analyze the data collected. The used questionnaire is a standard questionnaire was used for all the respondents. This was done in order to compare the information gathered in order to arrive at a reasonable conclusion. There are various ways to collect data: Audio recording, video recording and ensured quality and substantiate responses.

In this study, the researcher selected the respondents and important. In this study, the researcher selected the respondents who had been extremely follow-up questions will be asked.

relevance: Information obtained will be relevant to the subject matter and if not,
6. What do you think is the main challenge to the political and administrative interfaces?

5. If you could be given the opportunity to change the present situation with regards to expectations of politicians and government officials, what would you do?
   a. Non-existent
   b. Poor
   c. Fair
   d. Good
   e. Excellent

4. Could you rate the interaction between politicians and officials with regards to crafting and implementing strategic plans as well as objectives as:
   a. Non-existent
   b. Poor
   c. Fair
   d. Good
   e. Excellent

3. Could you rate the interaction between politicians and officials with regards to crafting and implementing strategic plans as well as objectives as:
   a. Strongly disagree
   b. Disagree
   c. Neutral
   d. Agree
   e. Strongly disagree

2. To what extent do you agree with the following statement regarding the expectations of the area of performance?
   a. Non-existent
   b. Poor
   c. Fair
   d. Good
   e. Excellent

1. It is understandable that all public institutional function or a mandate is yours a political
   a. Non-existent
   b. Poor
   c. Fair
   d. Good
   e. Excellent
consideration the mandate from the local sphere when forming expectations (vision). To what extent does the political mandate from the national spheres take into

9. e. Not sure
d. To some extent
c. Not at all
b. Mostly
a. Extremely

Importance of HOD performance as agent in MCC performance? Circle your choice.

8. While efficiency is the political competence effectiveness is the administrative one. To

and how provinces in turn, relate to local government

specific reference on how national departments deal with provincial departments

political and administrative needs as well as intergovernmental relations within the

Questions 8 to 12 deal with relational questions within departments, between the

own opinions.

interactions with the subject under research. They are expected to sponsor their

These questions are based on the experience of the interviewees in the

choice

e. Not sure
d. To some extent
c. Not at all
b. Mostly
a. Extremely

7. Understandably, all leadership and management entails possession of certain qualities.
To what extent do you think the political mandate takes into consideration the previous policy implementation?

<table>
<thead>
<tr>
<th>Extremely above average</th>
<th>Above average</th>
<th>Average</th>
<th>Below average</th>
<th>Extremely below average</th>
</tr>
</thead>
</table>

To what extent do your everyday activities provide for accountability strategies on their impact in government departments?

<table>
<thead>
<tr>
<th>a. Formulation</th>
<th>b. Implementation</th>
<th>c. Both</th>
</tr>
</thead>
</table>

Questions 7 to 17 deal with policy issues and how the respondents perceive their impact in government departments. Respondents were expected to analyze the political and administrative interface.

The researcher was concerned that this area is the climate of the study where the officials at directorate level of the implementation process (lowest government officials to highest government officials at directorate level) are efficient and effective in place and evaluation strategies in place for every step in every accounting officials (members of the Executive Council) in the province.

12. There are efficient and effective monitoring and evaluation strategies in place for every step in every hierarchy of government officials (directors and heads of departments) to the highest hierarchy of government officials (members of the Executive Council) in the province.

10. What could be the challenges posed by the national as well as local spheres to provincial...
20. Given the opportunity to restructure the marriage of politicians and officials, what would you do?

21. When formulating policies, do you treat the environment as the main outcome rather than performance?

22. To what extent does the role of politicians take into consideration the real situation on the ground when formulating policies? (For example, do effective changes on recipients of

The least set of questions provide for any information that could have been left

1. Agree
2. Strongly agree
3. Not sure
4. Disagree
5. Strongly disagree
Discussion of the profile of the respondents provided recommended solutions to the topic researched. Hereunder is a list of these:

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Recommendations</th>
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Identify three major challenges and give some recommendations on solving or managing these. Legislation, after years of democracy still experiences the worst problems and implementation. Even so, South Africa, despite its developmental achievements, has yet to implement a successful policy formulation.

22. Both political and administrative managers play a significant role in policy formulation.

Comment:

<table>
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<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Positive interference between the two groups of human resources?

21. Does gender difference of politicians and officials somewhat pose a threat towards
The researchers felt it would be awkward to make him a respondent. The professor in the University of Fort Hare, responsible for the same programme as the accounting officer, was of the opinion that this position is that of a departmental head of department and he would have reservations. Secondly, as the accounting officer was of the opinion that, his position is that of a department of education, the researcher solicited some responses from extremely high ranking officials of heads of administration in this department. Longest serving accounting officer, before his tenure of office, there was an understanding of the interface as the department and the qualification academically, but the researcher is of the opinion that this would have a thorough understanding of the interface. Not only because of this, development of this department will be discussed later. The department of social development of this department has completed a full term in the department. The merit and demerits of this department will be discussed later. The next respondent was the head of the department of social development, Mr. Devere Webb who has completed a full term in the department. Apart from being the respondent himself, the Premier was also consulted for heads of administration. The Premier authorized the appointments and dispositions of all administrative heads. It is also the Premier who approves and dismisses MECs.

Apart from being the respondent himself, the Premier was also consulted for heads of administration. The Premier authorized the appointments and dispositions of all administrative heads. It is also the Premier who approves and dismisses MECs.

The researcher made choices that would assist to take the study forward. The researcher included both heads of administration and political selection. In departments included both heads of administration and political.

3.6 PROFILE OF RESPONDENTS
organizational which deals with Social Development, Education, Health, Agriculture, in conclusion, the profile of the respondents would not be completed without the deployed and redeployed.

different departments coming into being, and the political heads also being the performance of these heads, it is the Scomp which saw the accounting Officers in removal of some heads of departments based on their findings on the Committee, in the Eastern Cape Provincial Legislature for the period between 2004 and 2006. The Whippost Standing Committee sometimes recommended the Committee, as the Chairperson of the Public Accounts Standing Committee, was also concerned because he was the Chairperson of the Provincial Legislature, which is the Department of Local Government and Traditional Affairs. Over and above, the respondent here was Government and Traditional Affairs. Over and above, the respondent here was the point of view of the Provincial Legislature, which is the Department of Local Government and Traditional Affairs. Although this department does not fall within the social needs cluster, the researcher needed the Department of Local Government in the Municipal Structures Study, as well. From the MEC, Z. Mbekile is the General Manager responsible for Municipal Governance in its own department, but in others as well.

The MEC had an insight not only in his department, contributing in different ways. The MEC had an insight not only in his own department, but in others as well.

The MEC, Honorable Gwese, has also chaired the Social Needs Cabinet Committee (between 2004 and 2007) and has seen high turnover of HODs and MECs during this time. As servicer as Chairperson of the Standing Committee (between 2004 and 2007), the researcher was chosen by the researcher to make observations. The MEC Administration was chosen by the researcher to make observations. The MEC Administration was chosen by the researcher to make observations.

In conclusion, the profile of the respondents would not be completed without the deployed and redeployed.

Therefore, the Political Head who also is a scholar in Public Administrations was initially sent to Professor Nengwenkulu, but the obviously

the professor to be one of the respondents in the study.
3.8 CONCLUSION

The reviewed literature, officials in different government departments and the researcher related these to involvement making connections between responses from political heads and was based on conversation and questionnaire analysis. The analysis also behaviors, aspects of body of knowledge” (2003: 447). The data analysis process Neuman defines data analysis as a search for patterns in data recurrent

3.7 ANALYSIS OF DATA

The discussion looks at the data analysis: answer any question relating to the study being investigated. The following researcher is the opinion that the above responders were quizzed to understand the relations as they impact on service delivery. Their experience in dealing with departments, they also are in a position to and multifacets was also interviewed by the researcher. Giving a sense of

and interpretation. The following chapter will deal with data presentation, analysis, and interpretate. The Eastern Cape Government Departments. They were of great assistance to above the interview’s. The interviewees had great knowledge and experience of and analysis. I started from a standard questionnaire was used with all respondents over and research is of a qualitative nature and used qualitative methods to gather data and perceive people’s thoughts in ways that she has never done before. This experience on a variety of platforms. The researcher had an opportunity to open

This chapter on the research methodology was characterized with first
formulating relevant policies, but they cannot on their own, effectively perform legislation. Political office bearers on the other hand, have a responsibility of departments. They are also liable for compliance with finances and management accountability. Officers are accountable for all assets and liabilities of their

4.2 Conceptualization of the Political and Administrative Interface

Under each heading, the researcher presents the data as collected and analyses it. Challenges in the Interface:

- Clarity of the roles of the political and administrative head
- Accountability as a means for the Parliament
- Gender difference: Does it play a significant role in the work relations?
- Conceptualization of the political and administrative interface

Responses in the following headings:

- Cape during the period under review (2004 – 2009).
- Interface in the Social Development Department in the Province of the Eastern
- Presentation, analysis and interpretation of the administrative and political researcher to carry out the Jakkal at hand. Chapter four deals with data

The previous chapter discussed the different methods that were used by the

4.1 Introduction

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Chapter 4
is the economic power in any sector that commands respect and authority. Instructing the political head whose salary is below theirs, legislation aside, if money can be a power instrument, it was difficult for administrators to take the
remuneration packages. The researcher’s analysis of the above is that indeed tensions between the two heads were exacerbated by the gap in their
subsequent 2008 promulgation by the President (regarding members salaries),
sponse. Before the intervention of the Masaneke commission and the
issues of remuneration of the two heads of departments came up from the
and most tell they should be if they are to deliver the rule party policies.
respondents, however, indicated that most accounting officers are highly political
intended political direction, in order to complement their political heads. The
remain objective and play the role by the book, they have to appreciate the
that is informed by a political mandate. Although the accounting officers have to
strategic and operational plans of each department. This is an administrative role
about political decisions and these decisions have to find their way to the
heads and their political counterparts is crucial, because service delivery is
According to all the respondents the relationship between the administrative
MEC’s.

whether there is an efficient and effective monitoring strategy for HODs by
mandate, interestingly, the Premier responded in the negative on the question
speaking accounting officers and MEC’s accounting politically on the broad
in the social needs cluster indicated that in term of PFM, HOD’s are “strictly
complement one another rather than competing against each other. Some HOD’s
that function. As has been indicated previously, the two functions should ideally

each gender group are calculated for. Gender monitoring in departments also helps to ensure that all needs and interests of service users are met. District and regional NGOs, for example, might be able to address gender issues more directly than government institutions.

Responding on behalf of stakeholders who are recipients of government programs to issues in the field of delivering services to the people.

Sometimes compromised by their roles as wives, mothers and workers, women are often the ones who are expected to provide more compassion and empathy for the department's customers. In the other end of the spectrum, in a more positive way, some female managers might revert to instincts from women, especially young women. All women might respond to instincts from women, especially young women. At the workplace, at one end of the spectrum, in a negative manner, certain gender differences according to Denyer Webb, manifest themselves in different ways. In the workplace, at one end of the spectrum, in a negative manner, certain gender differences according to Denyer Webb, manifest themselves in different ways. Language diversity, religious issues, values and organizational culture, managing a large and complex organization, these are cultural differences, age, economic differences and other factors. Their needs to be conscious of in order to ensure that there are several other factors that one needs to be conscious of. However, quickly on how gender plays a role in the work relation.

One respondent felt that the gender question should not arise in a professional environment. The same respondent indicated that there are anecdotal accounts among accounting officers, gender stereotypes can be an issue. Women have a history of being oppressed socially, physically and economically.

4.3 Gender Difference: Does it play a significant role in the work relation?
leave departments makes the researcher probe other areas that might bring for the government's system to execute political heads; the expletive to which HOD's relations these transcend gender harmony. Although it is normally much easier Social development were women, but the relations displayed harmony. Power where both the political head and the administrative head in the Department of in the turnover. As the attached table will indicate, there was once a situation and MEC are female or male. To a large extent, power issues have been central and Social Needs cluster has been high even in those departments where both HOD Social Needs cluster, therefore not having a lot of negative tension between them.

having said the above, the turnover of heads of departments, especially in the

women and should therefore not have a lot of negative tension between them.

expression of what prevails in the Province. To start with, both leaders are
maturity. If the researcher bases the research on their relationships, it will not find
Government in the Eastern Cape, there is obviously a significant level of
underemployment between the Premier and the Director-General of the Provincial
underemployment: the Premier, being the highest-ranking official, cannot be

The role played by gender in the political and administrative interface cannot be

departments in the Province

meaninging. This may not necessarily reflect a true picture in other

gender issue with a high level of maturity and gender equality and gender
Province. Both administrative and political leaders seem to feel the
between the political and administrative heads. The top leadership in the
not significant and therefore does not pose a threat to the positive interface

The Premier, Ms. Kilani (ML), felt that the role played by gender differences is

competence.

Opportunities are not equally distributed according to capabilities and

who will think that women are the weaker sex and should be in the kitchen?

moment, we are still battling with the attitude and ignorance that there are men

country, thereby indicating interventions needed. He further states "at the

time to calculate the ratio of people in reference to the total population of the


General, the Premier and stakeholders representativeness strongly disagreed.

in terms of what to do and when. Other respondents including the Director-
that the area of performance for HOD's is always clearly stipulated for reference
One of the respondents, the head of the Department of Social Development felt

4.6 Clarity of Roles

accountability tools and are in demand among stakeholders.

provincial and local outcomes, and a third on local government. These are important
on the outcomes of the audits of national departments a second report on
easy reference. Secondly, it has been extended into three different reports, one

assessments can be made as to the general report. First of all, it is more user-
consolidated report that provides a comparative analysis of government
a good example of a report is the evolution of the general report. This is a

4.5 General Reports

sometimes have difficulties with unlinked mandates.

such opinions. The respondents indicated that the administrative heads
between the political and administrative heads in most cases resolves around

The Auditor-General's office is one of the most respected and reviewed

4.4 Audit reports as a source of difficulties.

researcher considered as a factor in the political and administrative interface.
about the fallout between the two heads. This brings in the next sub-topic the
4.7 Challenges in the Interface

Hereunder, is a discussion on the challenges of the interface as seen by

Respondents:

4.7.1 Challenges in the Interface

When the political and administrative interface

For this sector, the emphasis is more on the quality of service delivery rather

whether these skills are what the particular department's needs at a point in time.

quality services to the people. The point of departure for them is skills audit:

Clearly, for the recipients of services, the main agenda should be delivery of

quality service delivery.

gaps and develop an integrated strategic plan that will be effective towards
depictions can be needs driven. Do away with useless job positions, identify

government profile. "The profile will indicate what is needed so that the job

starting point would be to conduct a skills audit that would be matched with the

The researcher discovered through the stakeholder representation that the

ought to be developed.

that a manual on critical areas and issues of the interface with administration

M&E's of their lack as government's political heads. The respondents also felt

induction program for political representatives needed to be changed to inform

department's. The researcher was told by the respondents that the content of the

consistent conflict in the interface is lack of clarity on the roles of the two needs of

Based on the above, the researcher thus concluded that one of the reasons for
...wed on the various wasteful expenditure including overspending and under spending on the various issues ranging from unauthorised expenditure and irregular and irregular expenditure. The same accounting officer for issues ranging from unauthorised expenditure and set targets to be met while the Public Accounts Portfolio Committee will penalise or fines of the Council or the accounting officer, on the other hand has to answer to the political oversight portfolio committee which exempted officers without mandate and something the accounting officer, the MEC gave Accounting

One Director from the Department of Health said, "The MEC gives Accounting

government had bankrupted the country. Respondents felt that there is no proper understanding of how the apartheid

previously unjust and undemocratic systems were also cited as challenges. Most policies were either lacking or were inadequate. Apartheid and all the challenges especially in public services and spheres need to deliver on some of the coordination and discussion around sector priority. However, it was discovered that there are large degree of challenges especially at provincial levels. The intergovernment and local government levels were mentioned as challenges, especially at provincial and local levels. However, capacity is not yet reached. Some respondents felt that integrated planning amongst these challenges in relation to political, financial and administrative functions. To do with the confusion around roles between local, provincial and national Director for the Municipalities in the local government Department. These have

There are other challenges pointed out by the respondents, especially the other:

understanding of the roles and responsibilities of each by the other. Different countries the interface has not been perfected. The chief director for...
This chapter will deal with conclusions, findings and recommendations. This has been the presentation analysis and interpretation of the data collected. Distinguishing the lines of accountability are blurred.

On the above argument, the Premier feels that "administrators are employed on the political arena". Sometimes (sometimes) "oversights into the political arena" suffers due to political changes. The D-G comes back on this point and says that, Eastern Cape Provincial departments are in an indication of how administration is quick to add, however, that these challenges are not insurmountable. Expectations, disagreements on matters of principle affected relationships. The D-G, Dr. Spongle Mthuba strongly agrees that poor communication is one of the fundamental causes of the breakdown and further adds that "misdiagnosis of the situation of the Eastern (kingdoms) by avoiding communication between each other and relations get badly affected in the process. The Director-General of the Province of the Eastern heads of departments but people deployed in different areas of government. They may not necessarily be not have the capability to deliver on the mandates. Most people are given positions but are discovered later that they do another. The director further asserts that being capable is one thing capability is quite
experts to implement the formulation of such policies.

formulate those policies but it is their administrative counterparts who have the
government policy. In terms of roles and responsibilities they have a duty to
that is where the political head has a mandate to transact a party mandate into
lot of overlap and subsequent misunderstandings, takes place. An example of
While there is clarity on the roles in terms of legislation, during implementation a

5.2 CONCLUSION AND FINDINGS


interface in the Social Development Department in the Eastern Cape Provincial
The researcher sought to answer the question of the political and administrative
The proceeding chapter already gave an exposition of the findings of the study.

political influence, clarity of roles and many others.

variety for areas that are critical, including, but not limited to communication,

The researcher and the respondents were able to pick up and conclude on a

public institution.

and a chief executive official is probably one of the most complex within any
interface. The likes of Thembu were that the relationship between a political
public interest and thus tend to agree with scholars who wrote about the
most important, influencing. It has had its controversial areas and it has had quite
The journey through the project has been very challenging, empowering and

5.1 INTRODUCTION

CONCLUSION, FINDINGS AND RECOMMENDATIONS

CHAPTER 5
been some improvement in the audit reports of most departments, thus the
committee of the legislature. In the period between 2004 and 2009 there has
The Executive Authority is required by law to appear before the oversight
that is called to account to the standing committee on Public Accounts.
above is even made worse by the PFMA expectation that when some
HOD did not work well enough.
work well. However, when the audit reports are bad, the assumption is that the
and audit reports are clean, the political head assumes that the HOD is doing his/her
reports. After the reports have been issued, the blame-game starts. When the
Another conclusion is that the relationship is affected by the auditor –
that who delivers the service.
interface. More emphasis is rather placed on the content of the service, rather
of gender in the interface, not much has been found to be contributing to the
although the South African system remains patriarchal when it comes to the role
Gender was another area that the researcher identified as a contributing factor.
differences therefore, where they exist, should not affect the interface.
Most respondents were of the view that when it comes to the interface, politics
according to law but the political head has the electorate to account to and
administrative head has his day of account in Parliament or the legislature. The
that expect them to be neutral and feel the consequences equally. The
case. They are in control of a political agenda but they deliver in an environment
administrative head assumes a position of neutrality, which is not necessarily the
Political affiliation is another area of official consultation in the interface.
time when there is still space to rectify them. These monthly reviews will simplify consistent reviews will lessen tensions as possible errors will be identified in good conformity to agreed upon standards.

agreed upon areas are adhered to. Both heads have a responsibility to ensure

When the Executive Authority signs the HOD’s contract, it is imperative that the

what they do.

to women and their life demands which make it difficult for women to excel in government departments generally. The conditions of power are generally hostile to leaders in the government. In the Eastern Cape Province specifically, and in the national context generally, there is an unequal distribution of both men and women in leadership positions in research also reflect that the gender balance has to be addressed in such a way that common understanding and smooth running of government programmes. The Authority should meet frequently, preferably on a weekly basis, to ensure done and as per the legislative requirement, the HOD and the Executive Authority should interpret into programmes. There should be no ambiguity in how things are

There should be clarity of roles not only in understanding them but also how they

Communication.

Programmes. The fundamental instrument that both heads should wisely use is the department process with minimal hindrances. These should be clear of the two heads pulling together. When the two heads are united, the programmes complement one another. The failure and success of the department depend on complement of HOD’s was frequent the previous term, when all departments were

5.3 FINDINGS AND RECOMMENDATIONS

negatively impacted by the audit reports.
from the interface in order to keep the program's objective. Where possible, personal ties have to be excluded. As the years pass and political landscapes change, the relationship becomes more dynamic. As research is being concluded, the researcher is impacted by the two heads will always have a responsibility to make the relationship vibrant. The only reason why each head, whether political or administrative, takes up such a position should be first about making a contribution towards changing people's lives for the better. Other motivations should be secondary.

Central in the interface should be the interest to deliver quality service to the provincial or local spheres of government. Committees, cabinet committees and similar structures based at either national, also maximize their participation in already existing structures like the cluster. Apart from strengthening their own departmental structure, the two heads must

or advice of the PSC from the beginning. In the example, there are several issues in the department must be informed by the input the advisory team in the departments. Their contribution should not only come at jurisdiction. The performance of Public Service officials resides should be part of the annual evaluation of HOD's. The Public Service Commission, under whose quarterly reviews which subsequently will further elucidate any complication in

Commission.

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South African (Republic) Division of Revenue Act of 2001 (as amended)
Yours faithfully,

I will appreciate a prompt response DC.

Administration on the matter at hand?

Would Director General (DG) allow me to engage the above official of the Eastern Cape
also be one of my respondents.

If it is not too much to ask Director General (DG), I'd really appreciate if you could

4.) Chief Director: Municipalities (LET) Dep.
3.) Head of Department: Rural Development
2.) Head of Department: Education
1.) Head of Department: Social Development

Identify the following:

To succeed in this exercise, I shall need to interact with various functionaries and I have

specific reference to the Eastern Cape Department of Social Development.

8000, The title of my research project is "The Political Administration Initiative" with
of Fort Hare. The program of the initiative, comprises a research project/dissertation (PAD)
I'm a registered Master of Public Administration (MPA) degree student at the University

Permission to interact with Government Officials

Dear Madam

5605

BHISEO

P.O. Box 282, X0051

08 July 2009
5605

BHISEO

P.O. Box 282, X0051

Research Planning Correspondence

Appendix 1:
Yours sincerely,

I hope this is in order and that permission will be granted as requested.

I lastly, I will ask SASSA (provisionally) to participate.

Province will also be asked to respond.

Department, Addington, an official responsible for all 45 municipalities in the
Province similar initiatives with HOD’s for Social Development and Education
honourable Premier, that I will write to the Director-General, seeking permission to
establish a Premier’s May I also indicate

for me.

M. Owen, for Education, I will also ask the Honourable MEC’s to fill in questionnaires
with Honourable MEC’s Honourable Minister (former Social Development) and Honourable

This serves to humbly request the Honourable Premier’s permission to conduct interviews
and administrative interface in the Department of Social Development.

Honourable Premier, I am currently studying towards a Master’s Degree through the University

Re: Permission to conduct interviews and use questionnaires for academic purposes.

Dear Honourable Premier,

01 June 2009

Honourable Premier

Research Planning Correspondence

Appendix 2
expectations of politicians and Government officials, what would you do?

27. If you could be given the opportunity to change the present situation with regards to
   a. Non-existent
   b. Poor
   c. Fair
   d. Good
   e. Excellent
   and implement the strategic plans as well as objectives as?

26. Could you rate the interaction between politicians and officials with regards to changing
   a. Strongly disagree
   b. Disagree
   c. Neutral
   d. Agree
   e. Strongly agree
   the area of performance?

25. To what extent do you agree with the following statement regarding the expectations of
   or on administration? Circle your choice between the two.

24. Is it understandable that all public institutions function on a mandate, is yours a political

Comment: 

23. Is the role played by gender difference significant/insignificant to work relations?

Date: ____________________________
Academic Qualification(s): 
Sex: 

d Business or Academic Position held/occupied and Period

Directorate: ____________________________
Department: ____________________________

Name: ____________________________
Age: ____________________________

Questionnaire To: ____________________________

Appendix 3
32. What extent do the challenges posed by the national as well as local spheres to provincial missions, strategic plans and objectives of the provincial sphere?

- Not sure
- Mostly
- Extensively

33. To what extent does the political mandate from the local sphere weigh into the provincial sphere's decision-making?

- Not sure
- Mostly
- Extensively

[HOD Performance as against MEC Performance] Circle your choice.

30. While efficiency is the political mandate, effectiveness is the administrative one. To what extent does the provincial sphere facilitate the implementation of the national sphere's mandate?

- Not sure
- Mostly
- Extensively

29. Understanding and implementation of legislation and management of the public's interface.

28. What do you think is the main challenge to the political and administrative interface?
39. Policies sometimes exert pressure on implementation processes resulting in compliance as the main outcome rather than performance:

| a. Disagree |
| b. Not sure |
| c. Agree |
| d. Strongly agree |

38. To what extent does the role of politicians take into consideration the real situation on the ground when formulating policies? For example, effective changes on recipients of government officials?

| d. Extremely above average |
| e. To some extent |
| f. Not really |

37. To what extent do you think the political mandate takes into consideration the previous policy implementation?

36. To what extent do your everyday activities provide for accountability strategies on officials at directorate level?

| d. Formulation |
| e. Implementation |
| f. Both |

35. Policy is the basis of the country's governance. At which stage are you involved?

| a. Not at all |
| b. Not really |
| c. Unsure |
| d. Somewhat |
| e. Definitely |

34. There are effective monitoring and evaluation strategies in place for every step in every accounting officials (members of the Executive Council) in the province.

| a. Not at all |
| b. Not really |
| c. Unsure |
| d. Somewhat |
| e. Definitely |
### Challenges

Identity three major challenges and give some recommendations.

4. Legalization, despite years of democracy and jurisdiction, still experiences the worst problems. Despite its International involvement on 1. Draft political and administrative managers play a significant role in policy formulation. 2. South Africa.

**Comment:**

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
</table>

4. Positive interface between the two groups of human resource?

4. Gender difference of politicians and officials, somewhat poses a threat towards

4. Given the opportunity to restructure the marriage of politicians and officials, what would you do?

4. Strongly disagree