

**The Impact of Mobile Offices as a Mode of Service Delivery by the
Department of Home Affairs in Ngaka Modiri Molema District
Municipality (North West Province).**

By

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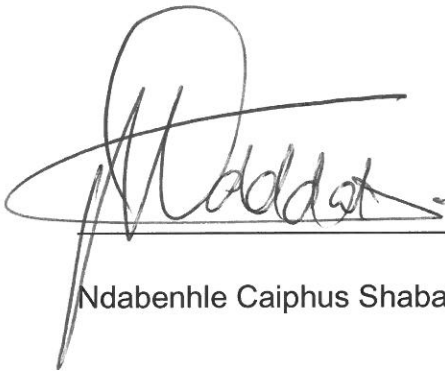
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DECLARATION

I, Ndabenhle Caiphus Shabalala, declare that this dissertation is submitted in fulfilment of the requirements for Master's Degree in Public Administration at the University of North-West University, Mafikeng Campus. I further declare that the same is my personal effort which has not been submitted to any other university for purposes of a higher degree.



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Date: 2017/ 02/ 23 .

ABSTRACT

Mobile offices are an innovative approach to service delivery in the public sector and they play a critical role in taking services to the people. The Department of Home Affairs in Ngaka Modiri Molema District Municipality is one of the government departments which demonstrated the need to consider and prioritise people more than anything. This has been proven in the departmental plans in different financial years. The people-centred approach theory requires government to modernise and integrate services in a co-ordinated manner through interaction with relevant stakeholders, community leaders, private and public organisations.

The aim of the study was to determine the impact of using mobile offices as an innovative approach to service delivery by the Department of Home Affairs in Ngaka Modiri Molema District. A number of government documents and sources were assessed to ascertain the effectiveness and the progress made using this innovative service delivery mode. The study further addressed innovation, accessibility and customer satisfaction as critical constructs that any government department should consider when dealing with the community. Simple random and convenience sampling techniques were used to determine the sample size. A total of 120 community members participated in this study in different areas of the district. A quantitative approach was used in this study as only responses from questionnaires were collated and analysed.

The outcome of the study proved that the community of Ngaka Modiri Molema District still trusts services delivered by the Department of Home Affairs through mobile offices. The same findings also confirmed the society's dissatisfaction with some operations of the department and the study further proposed areas of contingent development and improvement. It is further recommended that, new innovations should reach all deserving and qualifying clients in both rural and urban localities.

CHAPTER ONE: INTRODUCTION TO THE STUDY

1.1 INTRODUCTION

During the apartheid era, most South Africans, especially black people, were not given an opportunity to enjoy the full benefits from the government of the day; only few minority individuals had that opportunity. They could not question the power of the state and, most importantly, they were recipients, rather than participants in statecraft (Booyesen, 2001:365; Jeremy, 2007).

At the start of the new dispensation in 1994, the most and highly utilized departments were the Departments of Home affairs (DHA) and the Department of Social Development, which were at the center for the development of people and communities who were living below poverty datum line (Bynard, 2007:42).

An increase in demands of identification and enabling documents services from the communities put pressure to the government of the day, which led to the Department of Home affairs developing realistic strategies and formulating policies which ensured that people's needs were met, more especially those in deep rural areas.

Therefore, this study evaluates the impact of mobile offices as an innovative form of service delivery used by the Department of Home Affairs, more especially in Ngaka Modiri Molema District Municipality. Recent service delivery protests indicate that government departments do not reach all needy South African citizens as expected, which leads to ineffective service delivery and customer dissatisfaction. According to Katz (2017), mobile offices are towable offices built on an axle iron frame for easy relocation. They are built with a truck, motorhome, trailer or purpose shipping containers. In South Africa, several departments such as Police, Labour, Land Affairs and SASSA use these mobile constructions to deliver their services efficiently. In this

study, mobile offices are trucks used by the department of Home Affairs to deliver services to most rural areas.

1.2 BACKGROUND TO THE STUDY

People in the North West province, specifically Ngaka Modiri Molema district, are generally employed in the farms (5.2%), manufacturing (6.1%), construction (7.6%), community and social infrastructure (5.1%), finance and business services (6.6%) and other sectors are below any significant percentage (Integrated Development Plan 2014/2015: 28).

Most of the households in Ngaka Modiri Molema District Municipality are headed by single mothers, the infrastructure and service delivery are very poor and people from other neighbouring countries (Botswana, Zimbabwe, Congo, Lesotho and Nigeria) are relocating to Ngaka Modiri Molema District Municipality for a number of reasons. The North West is a fairly expansive province with a population of about 3 509 953 people, of which Ngaka Modiri Molema District Municipality has the largest share of approximately 842 699 people and a total of 227 002 households (Census, 2011).

Unskilled labour is high, more especially in Ngaka Modiri Molema District Municipality. Areas like Khunwana, Tshidilaimolomo, Madibogo, Itshoseng and Atamelang are the most under-developed areas in the North West Province. Some of these areas have been hit by mass strike on a regular basis as people are not happy with the services they receive from the provincial government, including civic and immigration - from the Department of Home Affairs (Mafikeng Mail 2014).

The income variance between whites and blacks continues to escalate (South African Social Security Agency - SASSA, 2008). This is disturbing because most of the work is done by blacks; they even work in very hazardous areas with no security in case anything happens to them. About 66% of black workers were earning less than R800

per month as compared to 20% of white workers in 1992. On the other hand, 36% of white workers were earning more than R 3500 per month as compared to 5% of black workers in 1992 (South African Social Security Act, 2008). The 2008 information is confirmed by the current statistics in the five municipalities under Ngaka Modiri Molema District with a decrease of about 34.55% in household income below R1601 per month (Census, 2011)

1.3 PROBLEM STATEMENT

After a number of efforts to improve service delivery by the national government, there are still gaps in some communities on how such services could be accessed. Fraud and corruption in some instances cause poor service delivery to the community, ranging from employees to the society at large (Department of Home Affairs Annual Report, 2014).

Therefore it is important for the North West provincial government to improve service delivery in the province, especially in Ngaka Modiri Molema District, and also ensure that such services are delivered where they are required, more especially those affected by the past imbalances or the historically disadvantaged.

For service delivery performance and poverty alleviation in the province, it is critically important that both the province and the district take firm action on how existing plans and strategies could be enforced or modified to deal with mistakes committed by the government of the day, more especially in Ngaka Modiri Molema District.

This study therefore seeks to investigate the impact of mobile offices from the Department of Home Affairs in Ngaka Modiri Molema district.

1.4 RESEARCH QUESTIONS

The critical questions in this study are:

1.4.1 The main question

- To what extent do mobile offices, especially in Ngaka Modiri Molema District, successfully reach all communities in need of the Department of Home Affairs services?

From this main question, the following derivative questions are posed:

1.4.2 Supporting questions

- What the customer expectations are with regards services delivered by mobile offices in Ngaka Modiri Molema District?
- Has the Department of Home Affairs improved by delivering services through mobile offices to rural areas in Ngaka Modiri Molema District?
- What are the perceptions of people on the services rendered by the Department of Home Affairs through mobile offices in Ngaka Modiri Molema District?

These research questions help in making a clear assessment on whether Ngaka Modiri Molema District was able to implement civic policies, also to assess whether such services are accessible to all needy and poor, qualifying, and deserving communities.

Apart from that the research questions assist in monitoring and evaluating the effect of poor policy implementation in Ngaka Modiri Molema District.

1.5 RESEARCH OBJECTIVES

The objectives of the study are:

1.5.1 The main objective seeks to

- Ascertain whether mobile offices have reached all the identified rural communities in need of Home Affairs services in Ngaka Modiri Molema District.

From this main objective, the following supporting objectives are pursued:

1.5.2 Supporting objectives

- To ascertain whether mobile offices could deal with service delivery customer expectations in Ngaka Modiri Molema District.
- To find out whether Department of Home Affairs has improved by using mobile offices as a mode of service delivery in Ngaka Modiri Molema District.
- To get the perceptions of people on the services rendered by the Department of Home Affairs through mobile offices in Ngaka Modiri Molema District.

1.6 CONCEPTUAL FRAMEWORK

The “Green Paper on Transforming Public Service Delivery” of 1996 became a White Paper in 1997. This Innovation Framework seeks to encourage everyone at all levels in the Public Sector to be innovative. South Africa has to take innovations as a critical starting point in moving the country forward. Ms. Fraser-Moleketi in her tenure as the Minister of Public Services emphasized the impact of apartheid in South Africa; she further clarified the hiatus between developing and developed countries in the world. The distribution of resources and power was at the center stage in ensuring that there is access to basic services by all South Africans. Apartheid denied communities proper and appropriate education; more especially blacks (Moleketi, 2002). Public policy problems are addressed through the development of new ideas in the policy formulation

and new standard operating procedures in any government department. These new policy developments and standard operating procedures serve as guiding principles on how government administration is conducted on a day to day basis; they also remind government officials of the critical need to be people-centered when serving clients (Cohen and Eimicke 2008:1).

Innovation has a number of phases which are encouraged in the Public Sector. It might be introduced in parts (or increments), or it may be radical, where the whole is introduced at once. In the Public Sector, it is not easy to consider the radical approach, as a number of processes have to be followed. It is therefore critical for any government department to profile and roll-out new innovative ways in improving service delivery and this could only be done in small, medium and large scale. Any success and challenges are taken into account to plan for a full scale roll-out (CPSI, 2007:11).

The background of the public service framework aims to accomplish the following;

- Ensure that Public Service entities and their services are well known to the public.
- Ensure that the Public Sector is accessible in terms of handling times, telephone answering delays, confirmation of business needs, and replies to queries and problems.
- Ensure that the Public Sector treats citizens politely and attends to their needs.
- Ensure that services are as regular as publicized.
- Ensure that the Public Sector completes transactions correctly and corrects errors quickly and effectively.
- Ensure that the Public Sector meets service standards.
- Ensure that the services provided to citizens do not require unreasonable distances to be travelled.
- Ensure that all Public Sector offices are able to assist citizens.

Improve the quality of service delivery in education, health, water and sanitation, transport, energy, social security, roads, redistribution of land and employment programmes (Moleketi, 2002).

1.7 SCOPE

This research comprises normative and empirical studies on the impact of poor policy implementation and customer dissatisfaction by the Department of Home Affairs in Ngaka Modiri Molema District and how they impacted upon the improvement of the service delivery, security measures and the reduction of poverty.

Special attention was devoted more on the use of mobile offices as a mode of service delivery by the Department of Home Affairs and how such service delivery was tested by the end users (community around Ngaka Modiri Molema District).

The same study used questionnaires to ascertain the knowledge, viewpoints, attitudes and behaviors of the recipients of services delivered by the Department of Home Affairs in the district.

1.8 IMPORTANCE OF THE STUDY

The North West provincial government is one of the provinces that have a serious challenge in terms of effective delivery of government services due to the fact that it is vast and rural in nature (DHA Annual Report, 2014). This has a negative impact on service delivery in the North West province, more especially in areas like Tshidilamolomo, Khunwana, Sanieshof, and farm dwellers in all local municipalities under Ngaka Modiri Molema District Municipality. Apart from that, the same report highlighted loopholes around management and leadership in services delivered by mobile offices in the district. Lastly, the same report highlighted issues which affected the effectiveness of mobile offices and their programmes as an innovative approach to public service delivery.

1.9 RESEARCH DESIGN AND METHODOLOGY

1.9.1 Research design

A research design is an integrated statement of and justification for the more technical decisions involved in planning a research project and process (De Vos, Strydom, Fouche, and Delport, 2011: 142). It is also a set of decisions regarding what topic is studied among what population with what research methods and for what purpose (Babbie 2007:112).

1.9.2 Research Methodology

A quantitative study defined as inquiry into a social or human problem, based on testing a theory composed of variables, measured by numbers and analyzed through statistical procedures in order to determine whether the predictive generalizations of the theory hold true (De Vos, Strydom, Fouche, and Delport, 2011: 64).

In this study, the researcher preferred quantitative over qualitative approach to deal with and analyze the problem at hand as a number of questionnaires distributed during the process to ascertain whether services rendered by Mobile offices in the Department of Home Affairs (in Ngaka Modiri Molema District Municipality) are accessible to all customers, especially those who cannot visit offices due to affordability and other impeding challenges.

1.10 LIMITATIONS

Deadlines for submission of this study contributed to the research being conducted in a short space of time even though the quality of data gathered was not compromised. The questionnaires were distributed to only 120 people in different municipalities under Ngaka Modiri Molema District because of insufficient time and resources to cater for more numbers, which gives future researchers an opportunity to expand the study

further. Although questionnaires were written in English, each question was interpreted in Tswana, Afrikaans and Zulu to the Department of Home Affairs officials tasked to distribute prior distribution to the targeted participants.

1.11 ORGANIZATION OF THE STUDY

The following outline shows the organization of the study:

Chapter 1. The chapter comprises the introduction, background to the study, problem statement, research objectives, and research questions, importance of the research study, design and methodology, scope, organization of study culminating in the chapter conclusion.

Chapter 2. This chapter deals with the literature on public services, customer care and service improvement by the Department of Home Affairs through mobile offices.

Chapter 3. The third chapter deals with research design and methodology. The same chapter looks at the population, the sample and data collection methods.

Chapter 4. This chapter provides detailed information on data collected to address the research question, offers a presentation and analysis of the results.

Chapter 5. This is the last chapter that focuses on conclusions and recommendations.

1.12 CONCLUSION

This chapter has covered the introduction, the background, research questions, the objectives, the scope, the importance, the research design and methodology, limitations and the organization of the study. The study adopted a qualitative approach to address the research problem. It identified 120 research participants and distributed structured questionnaires in different Local municipalities under Ngaka Modiri Molema district to elicit data that responded to the key research questions. The foregoing chapter focused on the orientation of the study. The chapter laid the foundation for Chapter two on literature review.

CHAPTER TWO: REVIEW OF LITERATURE

2.1 INTRODUCTION

The previous chapter focused on the overview of the study and chapter two was confined to review of literature. Literature review entails an evaluative summary of the sources used in the study by a researcher with an intention to draw pertinent conclusions on the subject matter, which has an organizational pattern. The important aspects in this section deal with challenges facing government in delivering services to the public, more especially rural areas serviced by the Department of Home Affairs in Ngaka Modiri Molema District through mobile offices as innovative ways to meet community demands.

Innovation is usually aligned with accessibility. Accessibility is also one of the issues government should look at with regards public service delivery improvement. By so doing, government ensures availability of services to people who cannot come or visit offices which are permanently in towns or well developed areas. Innovation could be driven through Information and Communication Technologies (ICT) or through workforce motivation, organizational restructuring and general management behaviour in the Public Sector, amongst others (Center for Public Service Innovation, 2007:11).

Therefore this chapter reviewed literature on the innovation of public service delivery which covers issues such as service accessibility, technology, and customer expectation, experience and satisfaction. The aim of reviewing the identified issues is to check whether the Department of Home Affairs has increased its footprint in the communities of Ngaka Modiri Molema District through mobile solutions and also to test the satisfaction thereof. Apart from that, the study sought check whether government has reached more communities as expected through the use of mobile offices as part of service delivery innovations.

2.2 DEFINITION OF KEY TERMS

2.2.1 Innovation

Innovation refers to effective processes of delivering current or new products and ideas, and can increase opportunities for organizational success in the future. It can also refer to mobile solutions which maximize production or services within a short space of time and in a cost effective manner (Hartley, 2005:30). In this study, innovation is investigated on the impact of mobile offices used by the Department of Home Affairs in delivering services to the most rural communities. The department has installed or equipped mobile offices like normal offices, which is one of the government initiatives to take services to the community, therefore there is no doubt that new technology has been used to process some identification documents on the spot.

2.2.2 Mobile Office

Mobile offices are towable offices built on axle in a frame for easy relocation. They are built in a truck, motorhome, trailer, with an intention to reach all customers at once, more especially those who cannot reach the offices. In South Africa several departments such as Police, Health, Sassa, and Land Affairs use mobile offices or units to deliver their services to the community efficiently (Kotz 2017). Mobile offices represent the latest frontier where governments can facilitate and respond to the public's requests. The development of "smart phones" and other new mobile devices has been accompanied by a proliferation of new applications offering additional channels for connecting with governments (Thomas, 2012:55).

In this study, mobile offices are trucks and bakkies used by the Department of Home Affairs, fitted with necessary equipment to deliver services to most rural areas. Mobile offices travel around the district of Ngaka Modiri Molema and are responsible for the processing of the applications of all identification documents, except smartcard and permits. Such 'mobile' services have been around for a while as innovative ways to service delivery to areas where the department cannot reach communities due to the distance between the offices and the areas to be serviced.

2.3 MOBILE OFFICE OPERATIONS, STRATEGY AND GEOGRAPHICAL LOGISTICS

Mobile offices are flexible in the sense that they can be used in all terrains. They are designed to accommodate all kinds of clients at any given stage. Since they are mobile, they are equipped with modern technology using a satellite dish to connect to the main server. Once applications are captured on the system, more especially birth applications, they are printed on the spot. Every local municipality is allocated one mobile office to service the area which cannot be reached by the local office. Each mobile office has a dedicated staff including a team leader for decision making purposes (Department of Home Affairs Business Plan, 2014/2015).

These mobile offices visit all areas which are within a 50 kilometer radius from the main office and the plan is to take care of all deserving communities on a day to day basis. Mobile offices have the ability to handle emergencies instantly and effectively by providing clients with a good impression of the Department of Home Affairs' operations which can lead to repeat or referral by happy clients in Ngaka Modiri Molema district. The only challenge would be in the case of identity documents where applications are taken and processed by another office other than the mobile office (Department of Home Affairs Annual Report, 2014).

For the purposes of the study, evaluation has been done to check the impact of the mobile offices in Ngaka Modiri Molema district against the department strategy, their effective operations and geographical logistics in terms of the areas covered for service delivery.

2.4 PUBLIC SECTOR INNOVATION - NEW PUBLIC MANAGEMENT

New Public Management (NPM) refers to a series of novel approaches to public administration and management that emerged in a number of OECD countries in the 1980s, and South Africa is one of them. The NPM model arose as reaction to the limitations of the old public administration in adjusting to the demands of a competitive market economy. While cost containment was a key driver in the adoption of NPM

approaches, injecting principles of competition and private sector management lay at the heart of the NPM approach. In practice NPM reforms in developing countries were adopted very selectively, often alongside organizational structures embodying the old public administration. In contrast with the emphasis on bureaucratic hierarchy and administrative interest as the defining features of the old public administration and the managerial discretion and contractual mechanisms associated with NPM, the NPG approach places citizens rather than government at the center of its frame of reference (Robinson, 2015: 7-8).

A descriptive model of the behavioural-administrative sciences is developed that pits three internally consistent scientific worldviews that are incommensurable to each other. From this, the theoretical origins of NPM can be traced to a variety of theoretical perspectives. Although the special mix of characteristics of NPM is new, it does not represent a paradigm change (Gruening, 2001:1).

In this study, the researcher looked at the new public management as the baseline of service delivery innovations, more especially in the most rural areas. This has provided an indication on where the South African government is located in the whole context of new public management with regards to accessibility, affordability and improved public services. Therefore the Department of Home Affairs through the use of mobile offices has set a pace for other government departments and shown that it is possible to comply with the principles of new public management.

2.5 THE USE OF TECHNOLOGY AS PART OF PUBLIC SERVICE DELIVERY INNOVATIONS

Public institutions face a special challenge in providing good customer service. They provide accessible and navigable systems that members of the public can use when they want to ask for government help. Such systems are necessary to answer the many questions that arise from members of the public when they contemplate making

requests to the public supplier (Thomas, 2012:43: Song and Cornford, 2006:3: McNabb, 2009:104).

Technology as one of the innovative tools in the Department of Home Affairs was also perceived by Machando and Diggines (2013:85) as the means by which human beings modify nature to meet their needs and wants. However, technology includes all the infrastructure and intellectual thinking that are necessary to design, manufacture and deliver new products to customers. Furthermore, the use of smart cards and online technologies that Home Affairs uses to enhance customer satisfaction is testimony of the relevance of technology in both public and private entities (Machando and Diggines, 2013:93). Intranet email and instant messaging are some of the useful technologies of innovation that the Public Sector must continue to use for enhanced service delivery (CPSI, 2007:33).

2.5.1 E and M-Government as Part of Service Delivery Innovations

Electronic-Government can be defined as any government's use of information technology in order to exchange information and services with its clientele. Such a strategy reinforces relations between public entities and other organizations, individuals and social groupings (Kumar and Sinha, 2007:294). On the other hand, Mobile-Government can be defined as a facet of e-Government and confines itself to the utilization of ICTs in order to edify public sector organizations. ICTs focus more on mobile phones, laptops and PDAs (Personal Digital Assistants) connected to wireless Local Area Networks (LANs) (Trimi and Sheng 2005: 54).

Since the Department of Home Affairs is processing clients' applications through information technology using mobile offices which are connected to their main sever, it is clear indication that the same department is trying all means to communicate stages of client's applications through information technology.

2.5.2 Advantages of E and M-Government

Trimi and Sheng (2005: 54-55)'s arguments are captured in the table below:

Table 2.1: Advantages of M-Government

Improvement on delivery of service
Digital divide and internet connectivity escalated
Cost effectiveness in less developed nations
Low production and corruption
Enhance effectiveness and efficiency

From Table 2.1, improvement on delivery of service is seen in this study as a way of changing the lives of the citizens of South Africa through a number of innovations which M-Government is striving for plays a great role in moving South Africa forward. Digital divide and internet connectivity escalated refers in recent years to most of the people who prefer them than the traditional way of communicating and receiving services from government. The author further alluded to the digitization of services rendered by the public sectors as an easy platform in delivering services to the public. Cost effectiveness in less developed nations implies a country such as South Africa should be at the center stage when planning for service delivery. This also allows the government to take into account the budgetary constraints when implementing public service innovations. Regarding low production and corruption, the aim is to improve productivity and eradicate corruption because it is a worry to any organization. M-Government reduces corruption as all users are allocated with user id and passwords. Lastly, by enhancing the effectiveness and efficiency requires the improvement at the level of quality in terms of service delivery through the implementation of quality control and quality assurance measures.

2.6 THE IMPORTANCE OF PUBLIC SERVICE INNOVATIONS

The public sector is a significant economic actor accounting for between one-third and over one-half of Gross Domestic Product (GDP) in most Organization for Economic Co-operation and Development countries (OECD). The share of general government expenditures as a percentage of GDP reached over 45% in 2009 in the OECD as a whole and ranged from over 55% in Denmark, Finland, France and Sweden, around 40% in the United States and Japan, to less than 30% in Chile and Mexico (OECD, 2011).

2.6.1 Creation of the Center for Public Service Innovation

The Center for Public Service Innovation was created for four reasons illustrated below, with an intention to deal with issues that affect service delivery improvements namely: Partnerships in Service Delivery, Innovative use of ICTs for Effective Service Delivery, Innovative Service Delivery Institutions and Innovative Enhancements of Internal Systems of Government (CPSI, 2007:7-8). Many governments and public sector organizations around the world view public sector innovation as an essential ingredient to meet these demanding challenges, so the Department of Home Affairs is not immune from such, more especially in Ngaka Modiri Molema District municipality areas (Organization for Economic Co-operation and Development countries, 2011).

2.7 INNOVATIVE APPROACHES TO SERVICE DELIVERY

Innovations in the public sector render ensuing benefits (CPSI, 2007:8). In this study, the following approaches were considered critical in any innovation introduced by either private or public sector. The Department of Home Affairs is one of the government departments that has a major role to play in ensuring that services rendered to the community are at all times accessible through engagements with the users of such services for better improvement.

(a) Improving accessibility

Simplifying how users access different public services by providing a single point of access is critical. Effective approaches may integrate not just front-end services but also the administration's supporting back office. This may create new possibilities to treat citizens in a more holistic way, by providing an overview of how each citizen interacts with the public administration across a range of different services (CPSI, 2007:8).

(b) Engaging users in service design

User involvement in the design and delivery of public services can help services to meet user needs more accurately while new input from users can offer creative solutions. Approaches to achieve this include workshops, awareness campaigns, talk shows, suggestions boxes, use of complaints and complements registers, and customer care centers. Such must be the center or the heart of the Department Of Home Affairs in Ngaka Modiri Molema district (CPSI, 2007:8).

(c) Targeting user needs more accurately

Innovations enable public services to be more tailored to users' specific needs and behaviour. Services are provided more flexibly to meet citizens' needs, while public policies and messages are adapted to respond to user behaviors (CPSI, 2007:8-9).

2.8 CHALLENGES FACING PUBLIC SECTOR INNOVATION

Public sector entities are clearly innovating; across different services, sectors and levels of government. The following are the challenges facing all government departments across the globe, which Home Affairs is part:

(a) Measurement and analysis

Public sector innovative process should not only focus on monitoring efficiency and costs, it must also prove a set of indicators that can help government to meet its objectives although internationally innovation measurements only exist for the private

sector and there is no similar framework for the public sector. In South Africa there is a draft framework on the Public Sector Innovations (CPSI; Bason 2013:16).

(b) Structural Barriers

Challenges on the processes, organizational structures, and competences should be taken into account in developing, designing, monitoring and implementing the public sector innovation and its efficiency (Bason 2013:16).

(c) Cultural Barriers

Another challenge on the public service delivery is to develop a risk management approach to deal with cultural challenges in the public sector. Failure by the management to be proactive leads to crisis management (Bason 2013:16).

2.9 DRIVERS FOR INNOVATION IN THE PUBLIC SECTOR (CPSI)

Innovation as an effective way of public service delivery through mobile offices are enabled by organizational culture, team work and synergies and effective leadership (Alberti and Bertucci 2006:15 -17). This study has considered a number of issues as drivers for innovations in the public sector, which emanated from resources attached to the initiative, the financing of innovation, the buy-in by both politicians and executives of the department. This can also be extended to issues around policies, legislative frameworks and modern technology as they play a critical role for any innovation success.

2.10 INNOVATIVE ADVANTAGE FOR PUBLIC SERVICE DELIVERY

Innovation allows entrepreneurs to improve their knowledge on new products and technology. This implies that innovation also gained traction among policy makers and researchers alike in the different fields of public management. The acknowledgement of the importance of fostering efficiency and effectiveness through innovation in the public sector has gained momentum in recent years (Spulber 2014:79). The author further

explores the development of new sets of organizational forms, governance structures, funding mechanisms, policy approaches, partnerships and accountability structures that blur traditional distinctions between public and private to look for novel solutions to address some of the world's most difficult problems.

2.11 TYPES OF INNOVATION IN THE PUBLIC SECTOR

De Vries, Bekkers& Tummers (2014:6) concur with the following types of innovation as shown in the table below:

Table 2.2: Types of Innovation

Process Innovation
Product/ service
Governance Innovation
Conceptual Innovation

From Table 2.2, Process Innovation deals with the process that needs to be followed in so far as the delivery of public services is concerned. Product/service innovation represents a high quality of services that the public or community expect. The slow phasing out of a green barcoded identity documents and the introduction of a new smartcard identity with high quality features represent one of the innovative services by the Department of Home Affairs. Governance innovation looks at the different ways to better deliver services to the end users. Mobile solutions are one of the recent models used by most of the government departments in delivering services to different citizens. Lastly, conceptual innovation (vision) by the executives of any government department which in turn changes to actual services enjoyed by the end users takes the precedents for a brighter future of such department. For every organization to be effective there should be a conceptual frame which guides everyone about the vision, standards and targets. This is mostly done by the executives of the organization or by the external company/ agents.

2.12 TOP-DOWN AND BOTTOM-UP INNOVATIONS

Innovation coming from the top requires a different management approach than the bottom-up innovation. A bottom-up model of innovation is hardly compatible with a company in which top management sees the organization as a vehicle to implement its vision, and a company with a strong top-down orientation is unlikely to get break through ideas rising from the bottom (Devila and Epstein, 2014:12-13).

2.13 MONITORING AND EVALUATION OF INNOVATIONS

Systems must be in place to monitor and evaluate innovation practices in, and impact on, the Public Sector. The CPSI is making awards for innovation in the Public Sector annually. These provide indicators of innovation in the sector. However, entries are voluntary. Public institutions must be prepared to measure and evaluate innovations. Individuals in the Public Sector must also monitor and evaluate themselves on their innovation practices (CPSI, 2007:34). Regarding monitoring and evaluation, the main aim is to ensure that relevant authorities are always updated on challenges impeding optimal utilization of mobile offices through well-developed control and monitoring tools. This can be done as and when the mobile office is delivering services to the community or after such services has been delivered.

2.14 BENEFITS OF SERVICE QUALITY

The generic benefits that can be obtained by providing quality service to customers in the long term can be realized as follows: increased revenue enhanced organizational reputation, improved employee productivity, improved customer satisfaction and customer loyalty (Machando and Diggines 2013:85). For the Department of Home Affairs to deliver quality to the deserving citizens through mobile offices, certain factors have to be taken into account to deal with such. The aim of quality services to the end users by any company or department is to gain more customers or clients satisfaction which in turn leads to good reputation.

2.15 OPERATIONAL CHALLENGES OF PUBLIC SERVICE DELIVERY

The key operational challenges entail lack of customer identity and optimal privatization of service delivery which emanates from unskilled public officials; physical resources and budget are among the main causes of poor services delivery. In most of the government departments the challenge of semi-skilled employees still exists, which leads to the pressure in terms of service delivery and privatization then becomes the alternative way to deliver such services to the public. It is sometimes too expensive to privatize as more work is done by the private company on behalf of government. For the government to execute its mandates, sufficient resources are required which range from physical, financial, information to human resources (Fontain 1999: 12). If one of the resources is lacking in the process, therefore government is left with no option than to procure a particular resource. Government receives money through tax and borrowings. Needs of the public exceed budget allocations for a particular financial year, which are shared by different departments within government and the Department of Home Affairs is not immune from that.

2.16 INNOVATIVE METHODS FOR MEASURING CUSTOMER SATISFACTION

The common methods used to measure customer satisfaction and service quality are as follows:

(a) Customer satisfaction surveys, Panels and Mystery

An organization can give the customers a general questionnaire to measure their satisfaction or dissatisfaction with various elements of the service they have received. Information and insights are gathered from a group of customers on a regular basis. Organizations send their customers a survey immediately after they have completed a transaction with the organization to obtain feedback on their experiences. A 'fake' customer who is gathering information for the organization visits outlets to gather intelligence on how the service interaction process is handled. To the service staff in

the outlet, the mystery customer looks and acts like a normal customer (Machando and Diggines 2013:154).

(b) Complaints analysis and employee research

An organization can review the complaints it receives either directly from customers or that are posted on social media sites, to identify key shortcomings in the service delivery process and the levels of satisfaction or dissatisfaction. Employees are interviewed for their opinion on the processes they have to follow and their perceptions of how the customers view the service provided. Front-line employees are important sources of information on customer satisfaction because they have a direct link to customers (Machando and Diggines 2013:154).

(c) Critical incident studies, customer follow-up and future expectations research

These studies ask customers to describe service incidents or situations that they have found particularly satisfying and dissatisfying. These incidents relate to the organization itself and other organizations. Through this analysis the organization can gauge customers' overall perceptions of the activities and actions that they regard as satisfying their needs. Organizations identify customers that have ceased purchasing from them and interview them on the reasons why they stopped have buying. This can be done office by office in the Department of Home Affairs. Customers evaluate satisfaction using their expectations as a basis point. Expectations change over time, are adjusted after each service and thus influence the expected levels of satisfaction in the future. By attempting to understand future expectations, the department gets into a better position to meet the levels of expected satisfaction (Machando and Diggines 2013:55).

2.17 INNOVATIVE PRINCIPLES OF REENGINEERING PUBLIC SECTOR

Cohen and Eimicke (2008:7-8) consider seven principles of re-engineering the public sector, inter alia;

- Bring downstream information upstream.
- Focal point for customers and suppliers.
- Organization around outcomes.

- Engagement for sequential processes.
- Capturing of information at the source.
- First reengineer, and then automate and
- Ensure continuous flow of the main process.

2.18 CUSTOMER SERVICE VERSUS CUSTOMER EXPERIENCE

Machando and Diggines (2013:165) states that offering includes the promotional effort of the organization reflected in the image that it has in the marketplace, its products and services, its systems and processes as well as the services provided to customers by its staff. It includes the full range of touch points that customers experience when they encounter the service organization. In this study, the focus was on the customer experience with regards to the services rendered by the department of Home Affairs through mobile offices. This was only done in the four local municipalities in Ngaka Modiri Molema district in the North West province.

2.19 SERVICE RATHER THAN STEERING PUBLIC SERVICE DELIVERY

The current public sector focus should look at leaner and increasingly private and government practices and values (Denhardt and Denhardt 2000:549). Innovations could increase public value in public sector organizations more especially the Department of Home Affairs in delivering services through mobile offices, firstly by generating better methods for performing their core, basic function. This could be viewed as an innovation that produced a general productivity increase. Secondly, would be to introduce portfolios that accomplish corporate goals. Thirdly, performance management should facilitate an environment of customization and adaptation.

2.20 CUSTOMER EXPERIENCE VERSUS EXPERIENCE IN MARKETING

Experience in marketing is very different from customer experience. While experience marketing is about an organization providing a customer with an experience that is

under the control of that organization, this is not the same as the experience that a customer has when interacting with the organization over which the organization has no direct control (Machando and Diggins 2013:166). The Department of Home Affairs in Ngaka Modiri Molema District should at all-time strives to give its clients first-hand experience through mobile offices so that they become ambassadors of the same of such services to other potential clients than trying to market for itself which is too costly.

2.21 PEOPLE-CENTERED THEORY AS INNOVATIVE WAY TO IMPROVE PUBLIC SERVICE DELIVERY

Credence to the Batho Pele principles which anchored upon service rendering based on appropriate standards, courtesy, openness and transparency to all citizens who look for any government services is a cornerstone for improved service delivery (Pretorius and Schurink 2006:19). The Department of Home Affairs in Ngaka Modiri Molema has a responsibility to ensure that the white paper on service delivery prevails when delivering services through mobile offices. This does not benefit the department only, but the government as a whole.

2.22 CONCLUSION

Innovation is what all organizations are striving for in order to satisfy customers' needs and expectations. Therefore, government is not isolated in that regard. Services provided by any government department must be accessible to all needy beneficiaries. It is clear from the literature that mobile offices are part of the new public administration for any government department to reach more communities in short space of time. It further gives best practices from those organizations which have an experience with regard to the use of mobile offices. From the current chapter, the whole study is guided by the principles and the theory of New Public Management and innovations in the public sector.

The next chapter focuses on the research design and methodology to test whether mobile offices could be considered as an innovative way to improve service delivery.

CHAPTER THREE: RESEACH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

The previous chapter captured the literature review of the study. This chapter focuses on the research methodology. It describes the instruments used for data collection and their rationale. The chapter also describes the sampling techniques, research methods and data analysis. An analysis of data collection techniques was conducted. A delineation of the study area was highlighted, population size determined and sampling design discussed.

3.2 RESEARCH METHODOLOGY

Methodologies provide both the strategies and grounding for the conduct of a research study, which include scientific method, ethnography and action research (Leary, 2014:10). This study falls under the quantitative methodology. A description of the quantitative method is given below.

Quantitative research is the systematic scientific investigation of quantitative properties and phenomena and their relationships. The objective of quantitative research is to develop and employ mathematical models, theories and hypotheses pertaining to natural phenomena. The process of measurement is central to quantitative research because it provides the fundamental connection between empirical observation and mathematical expression of quantitative relationships (Struwing and Stead, 2001:7-9). The quantitative methodology applies where data is numerical while qualitative methodology is undertaken where the data collected is textual and verbal (Leedy & Ormrod, 2005).

Qualitative research, on the other hand, concerns itself partly with approaches such as ecological psychology, ethnography, symbolic interactionism, and post modernism and employs research methods such as participant observation, archival source analysis, interviews, focus groups, and content analysis. Therefore qualitative research can be

viewed as interdisciplinary, multi-paradigmatic and multi-method (Struwing and Stead, 2001:11-12).

A comparison of the two methodologies is given in Table 3.1

Table 3.1: Quantitative and qualitative methods differences:

➤ Planning	
Unique to the quantitative	Unique to the qualitative
Undertake an in-depth literature review	Select a paradigm and consider the place of a literature review
Select a research design	Select a research design or strategy
Select method(s) of data collection and analysis	Select method (s) of information collection and analysis
Select a sampling plan	Frame and develop the sample
➤ Implementation	
Conduct a pilot study	Consider the applicability of the element of a pilot study
Conduct the main research	Consider entry and access in implementing the design, collect materials, record, and undertake literature study (where applicable)
➤ Data analysis, interpretation and presentation	
Process and analyze data and interpret results	Process and analyze data and verify results. Select additional criteria for judging adequacy
Write the report	Plan narratives and write the report

(de Vos, 2013:71-76).

Looking at Table 3.1, in this study, the researcher preferred quantitative over qualitative approach to deal and analyze the problem at hand as a questionnaire was distributed

during the process to ascertain whether services rendered by mobile offices in the Department of Home Affairs (in Ngaka Modiri Molema District Municipality) are accessible to all customers, especially those who cannot visit offices due to affordability and other means. This technique has been used by several studies.

3.3 RESEARCH DESIGN

The research design provides the blueprint for reaching the objectives of a study. It answers questions originating from the research problem, hence establishing the cause-and-effect relationship between variables. The research design was both exploratory and descriptive.

3.4 STUDY AREA

This study was conducted in all municipalities under Ngaka Modiri Molema District, where services of Home Affairs are delivered using mobile offices. A simple random sampling method was used to address the question raised by the study. The area of interest was on the community members as the end users of Home Affairs services.

3.5 POPULATION

A population can be defined as the entire set of elements, such as individuals, cities, states, countries, prisons, schools in which the researcher is interested (Bachman and Schutt, 2014: 465). In other words, a population is all the people or objects of interest in one's study. A population size for all people seeking services in Ngaka Modiri Molema is approximately of 1 200 on a month to month basis.

3.6 SAMPLING DESIGN

Sampling methods used were simple random and convenience and these ensured that collection of various opinions from the community of Ngaka Modiri Molema District with

regard to the services delivered by the Department of Home Affairs through mobile offices took place. It is not always feasible in research to study all elements to answer a particular set of research questions. For this reason a researcher resorts to taking what they consider as representative for the study in order to generalize the major phenomenon emerging (Kumar, 2005:64). The main purpose for sampling is to achieve representativeness (Jennings, 2002:61).

There are two basic sampling designs namely, probability and non-probability sampling (McGlove and Benson, 2008:51). The two can be distinguished as shown in Table 4 below. In probability sampling, at times called random sampling, each element has an equal chance of being chosen in the sample. Gilbert (1993:71) refers to an equal chance as a known, non-zero chance of selection. Thus each element has an equal independent chance of being selected for the sample (De Vos, Meston and Herbert, 2005:196). The selection of elements from the population is based on some form of random procedure. The most commonly used probability sampling techniques are simple random sampling, stratified random sampling and cluster sampling.

Non-probability sampling is a sampling approach where the population may or may not be accurately represented. That is, the probability of inclusion is not the same for each element, for example, a person may not be at work on the day of selection. It is therefore impossible to determine the likelihood of including each element of the population in the sample. Some elements may have no chance of being included in the sample. Non-probability sampling is less desirable than probability sampling especially if the objective of the research is to generalize. Non-probability sampling techniques include convenience (accidental), judgmental (purposive) and snowball sampling.

This technique has been used in several studies which is the Condom-Use Behaviors of Eighteen- to Twenty-Four-Year-Old Urban African American Males (Kennedy, 2007), and the Abortion and mental health studies (Coleman, 2011). The study used simple random and convenience sampling techniques. Simple random sampling enables all respondents' equal chances of being selected for study. Convenience sampling in this

study allowed the researcher to identify and select participants based on availability and who had time at their disposal.

Table 3.2: Differences between probability and non-probability sampling

COMPARISON FACTORS	PROBABILITY SAMPLING	NON-PROBABILITY SAMPLING
List of elements.	Necessary	Not necessary.
Information on units	Each unit identified.	Need detail on habits, traits and activities.
Skill level	Required.	Not required
Time	Time critical	Timeless
Cost/ unit sampled.	Moderate	low
Estimates of population parameters	No bias	Bias prevails
Accuracy	Highly accurate	Unknown
Sample error	Statistical measures	No time measure available
Sample representativeness	Good. Assured	Suspect. Undetermined

3.6.1 Convenience

Respondents were selected on the basis of availability. The respondents had more time at their disposal, their personalities were different from those of the rest of the population and their opinions differed radically from the universe population. Despite its weaknesses, the tool is useful as their ideas and insights are more important than scientific objectivity.

3.6.2 Simple Random Sampling

Simple random sampling technique is a unique sampling approach because all elements in the population have a known equal chance of being included in the sample. Hence respondents were randomly selected for study. Grey (2009:151) states that sampling relies on having access to a complete list of the population which is always practicable. All sampling is based upon trying to find a group that is a representative of the population as a whole (Greener, 2011:62). Random sampling techniques range from simple to complex (Johnson, 2014:148). Not everyone participated in the study, only 120 people for sampling purposes, which is almost 10% of the clientele serviced by the department in the district. In this study, the researcher preferred simple convenience sampling as all participants were given questionnaires by the Department of Home Affairs officials in the morning and collected later in the afternoon same day.

3.7 RESEARCH INSTRUMENTS

Several research instruments can be used to collect data. These include questionnaires, interviews and observations. In this study, only the questionnaire was used as a research instrument.

3.7.1 Questionnaire

Questionnaires are instruments used to collect data in a research study and they also represent the best and worst of social research. Questionnaires can be posted,

administered by hand, telephonically and also in an electronic form (Greener, 2011:39). Advantages and disadvantages of the questionnaire as a data collection instrument are given below:

3.7.1.1 Advantages of using a Questionnaire

The use of questionnaires is justified by the following factors as attested to by Creswell (Creswell, 2012:43):

- Responses are gathered systematically and objectively.
- Easiness and speed with which information is gathered.
- Can easily be administered in a wider geographical area as one covered during this study (Creswell, 2012:43).

Since questionnaires were self-administered in this study or delivered by hand to all the participants, they earned a 100% return rate.

3.7.1.2 Disadvantages of using a Questionnaire.

The effective use of a questionnaire could be marred by the following;

- Application only limited to people who are literate.
- Response rate could be low as respondents could fail to return questionnaires.
- Opportunity to clarify issues instantaneously is devoid of.
- Spontaneous responses are not followed up.
- It is feasible for respondents to consult others on certain issues hence views may not be representative of target individual conjecture.

In this study, all illiterate participants were assisted by well inducted Home Affairs officials in their own languages and any issues for clarity were attended to by the same officials. There was no low response as all questionnaires were distributed in the morning and collected in the afternoon of the same day.

The questionnaire used in this study had two sections. These are general personal particulars and section soliciting information specific to the topic. The questions were generally of the Yes/No format as well as the agree/disagree/strongly disagree format. In this study, questionnaires were administered by hand to each respondent and collected later which has an advantage over postal questionnaires as there is a direct contact with potential respondents who might in turn induce greater proportion of people to complete the research instrument (Grey, 2009:230). The contents of the questionnaires used were developed by the researcher after reviewing literature and other empirical sources of data. Thus the knowledge gained from this literature served as a guiding framework for evaluating effectiveness. The questionnaires were validated by three lecturers at the institution where researcher is enrolled. The questionnaires were validated for face and content. Reliability coefficients were calculated and Cronbach's alpha was found to be 0, 72 which is quite acceptable in social science research (Grey, 2009:231).

3.8 DATA COLLECTION

The researcher administered the questionnaires to sampled respondents and retrieved them soon after they had been filled in. Illiterate people were assisted by officials from the Department of Home Affairs in different municipalities under Ngaka Modiri Molema District who were inducted about the whole process prior the distribution of questionnaires. All 120 questionnaires were taken in the morning by the same officials of the department as per the trip sheet for distribution. Data obtained from this study was analyzed, interpreted, processed and verified through comparison to the output of Department of Home Affairs in Ngaka Modiri Molema in terms of service delivery accessibility.

3.9 QUANTITATIVE DATA ANALYSIS

David and Sutton (2004:257) state that the process of quantitative data analysis involves the key stages of:

- Data entry
- Univariate analysis, the examination of individual variables;
- Bivariate analysis, the describing and exploring of relationships between two variables;
- Multivariate analysis, the expansion of the analysis to three or more variables; and
- Statistical testing to enable judgments as to the generalizability of sample findings to the population.

Leary (2014:287-288) supports the above quantitative analysis in all his arguments. Although quantitative data analysis is a diverse and complex process, it has become relatively easy, with clear step-by-step processes and the aid of computerized data analysis software (de Vos, 2013:248). Data collected on the impact of mobile office with regard to service delivery by the Department of Home Affairs in Ngaka Modiri Molema District was analyzed to test the effectiveness thereof.

3.10 ETHICAL CLEARANCE

Ethical clearance was sought and granted by the Faculty of Commerce and Administration's Research Ethics Committee. Some of the principles which were safeguarded entailed; beneficence, respect for human dignity and anonymity.

3.11 CONCLUSION

Research design and methodology is critical in all the research studies in the sense that it gives direction on what route to take as a researcher in order to reach study objective. The study is about the effect or the impact of mobile offices with regards to service

delivery by the Department of Home Affairs in Ngaka Modiri Molema District as part of public sector innovations has chosen quantitative methods to address the challenge at hand.

Questionnaires were distributed to 120 participants; since questionnaires were self-administered in this study or delivered by hand they earned a 100% return rate. Simple random and convenience sampling techniques were used for the study. The next chapter focuses on the presentation, interpretation and analysis of data collected for the purpose of the study.

CHAPTER FOUR: PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

4.1 INTRODUCTION

The previous chapter focused on research design and methodology. This chapter deals with the analysis of data collected through a questionnaire distributed to 120 clients who received services from the Department of Home Affairs through mobile offices in different municipalities under Ngaka Modiri Molema District. The questionnaire was divided into general biographic particulars and specific issues to address the research questions delineated in Chapter 1.

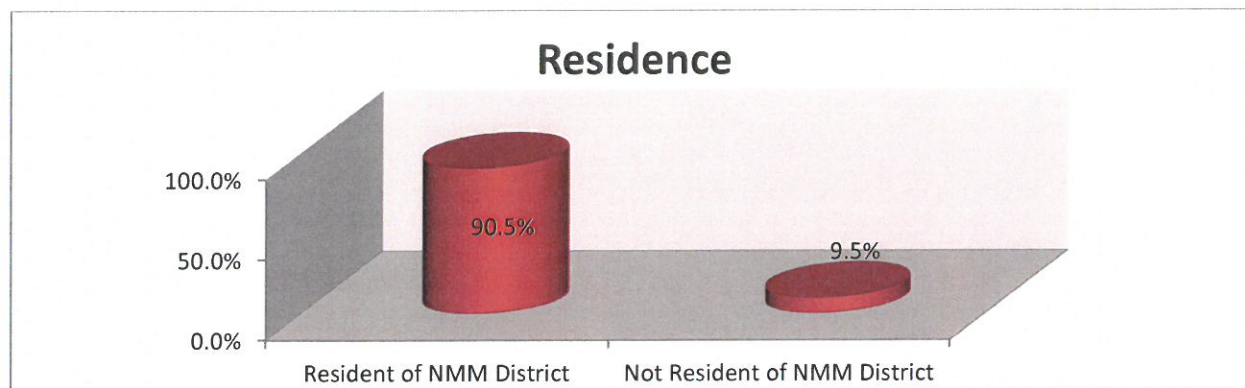
4.2 RESPONSE ANALYSIS

The study received feedback from 120 participants, which was equal to the number of questionnaires distributed. These questionnaires were completed in full as required by all identified participants, representing 100% response rate. Response analysis was divided into two parts: personal biographic information and issues addressing perceptions of service delivery.

4.3 PERSONAL INFORMATION ANALYSIS: PART 1

The following analysis represents personal analysis of individual participants in the study:

4.3.1 Residence



Graph 4.3.1 above presents the number of residents and non-residents of Ngaka Modiri Molema District. A significant 90.5% reside in the district, whereas, 9.5% represent anyone who was in the district either by visiting or simply being in the district on a temporary basis. Within the 9.5% non-residents, there was a percentage representing foreign nationals who were in the district for a number of reasons. Therefore, this shows the number of people who were looking for enabling documents from Home Affairs through mobile offices.

4.3.2 Race

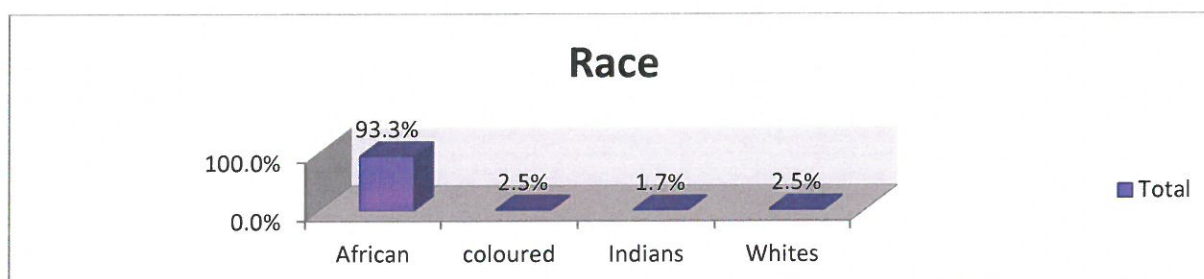


Table 4.3.2 presents a representation by race as a way of checking the diversity in the number of people residing or visiting Ngaka Modiri Molema District. Such people might have or not have identification document/s from Home Affairs processed and issued through mobile offices. Africans made 95%, Coloured and Whites made 2.5% and Indians made the remaining 1.7%. It is clear from the above graph that Africans were far

more than any other race in Ngaka Modiri Molema District. This also gives an indication that when the Department of Home Affairs plans for service delivery through mobile solutions, more focus should be on the Africans as reflected in the percentages above.

4.3.3 Education

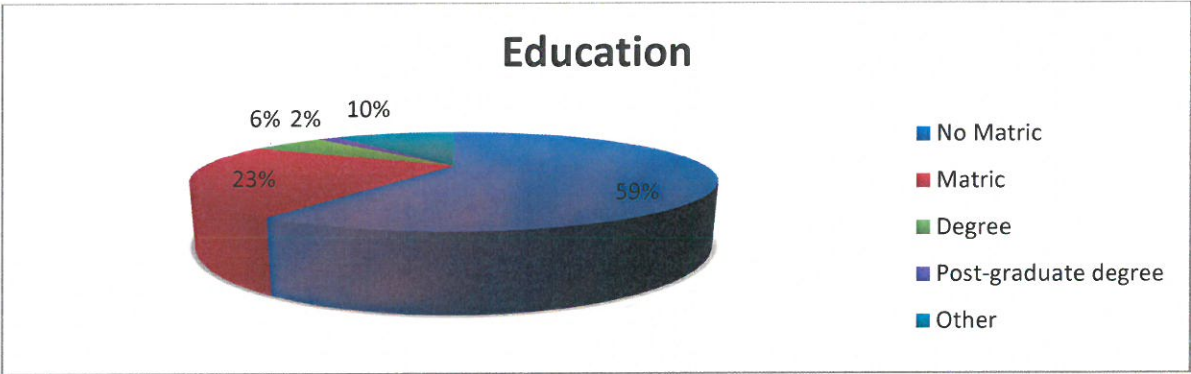


Figure4.3.3. above illustrates the level of education of people living in Ngaka Modiri Molema District. The statistics show that 59% is made up of people without matriculation certificates, 23% at least hold a matriculation qualification, 6% have at least a degree, 2% of the sample have a post-graduate degree and 10% of the sample have certificates which are not recognized in terms of NQF Levels. It was clear from the above that those without matriculation certificates are more than those in the sample having post matriculation qualifications in Ngaka Modiri Molema, which is a challenge to government and not only the Department of Home Affairs. This might lead to them not knowing which government services they qualify for, including the services delivered by the Department of Home Affairs through mobile offices.

4.3.4 Gender

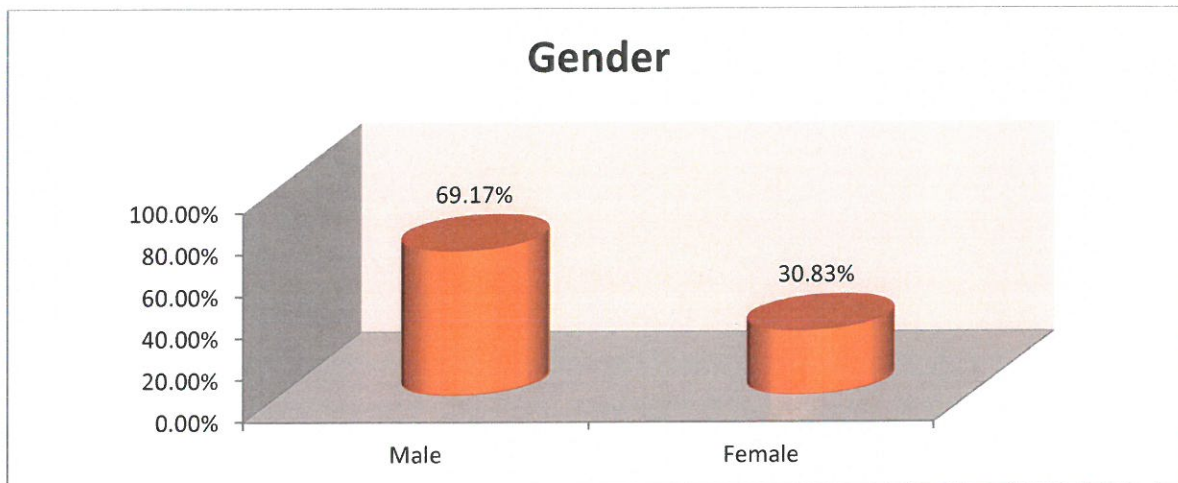


Figure 4.3.4 represents gender, of which 67.17% were males and 30.83% were females who were in the queue waiting to be serviced by mobile offices in Ngaka Modiri Molema. Some had home affairs identification document/s and some did not.

4.3.5 Age

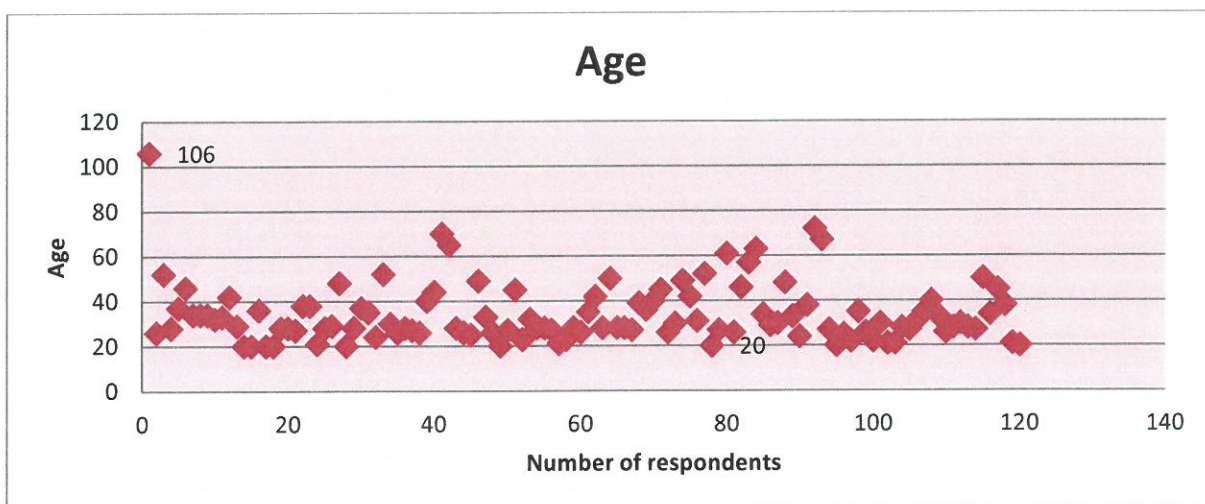


Figure 4.3.5 shows that from 120 participants, the oldest person was aged 106 years and the youngest was 20 years. This was an indication that Home Affairs services are required when a human being is born, during one's life span and at the moment of

death. The response shows that the Department of Home Affairs in Ngaka Modiri Molema District is taking services to the people at all levels of the district through mobile offices.

4.3.6 Citizenship

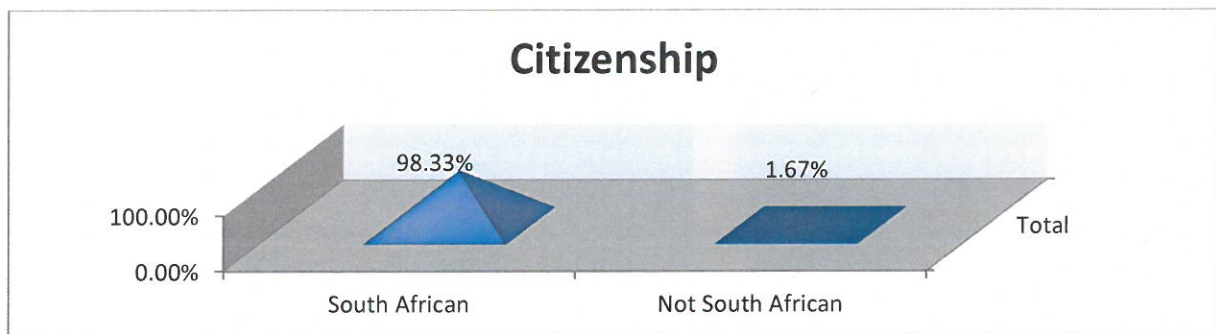


Figure 4.3.6 gives an indication of South African and non-South African people who were waiting to be serviced by the Department of Home Affairs from the mobile offices in Ngaka Modiri Molema District during the time of study. The figure above illustrates that 98.33% were South African, whereas 1.67% were non-South African. From the above, it shows that more South African still need the Department of Home Affairs to process and issue identification documents/enabling documents in Ngaka Modiri Molema District.

4.3.7 Rural and Urban Dwellers

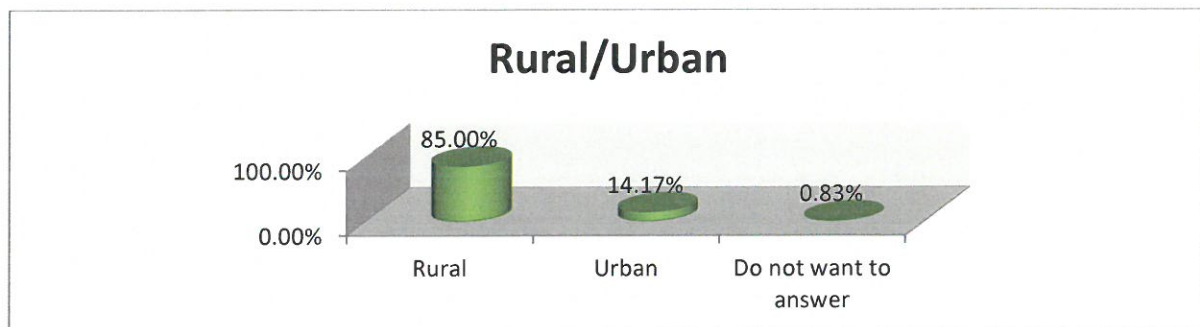


Figure 4.3.7 above revealed that 85% of people in Ngaka Modiri Molema District lived in rural outposts, whereas 14, 17% reside in urban areas. There is a small 0.83%

representing those who were not interested in answering this question. The figure in 4.3.7 further illustrates that there were more people seeking Home Affairs services in rural than urban areas. Accessibility of services through mobile offices from Home Affairs has had a great impact on communities which cannot travel long distances for such services as shown in the figure above.

4.3.8 Years in Ngaka Modiri Molema District

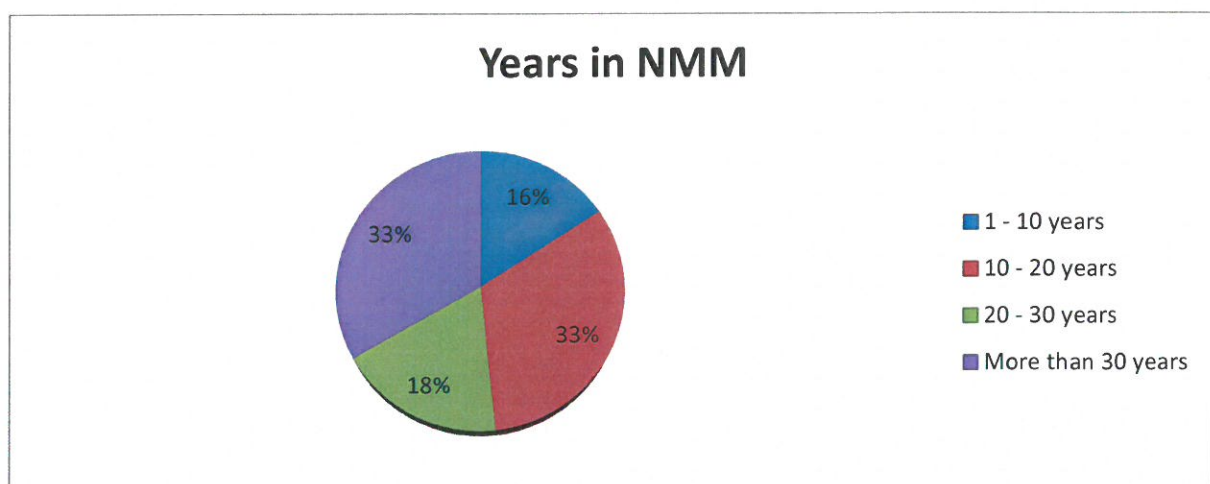
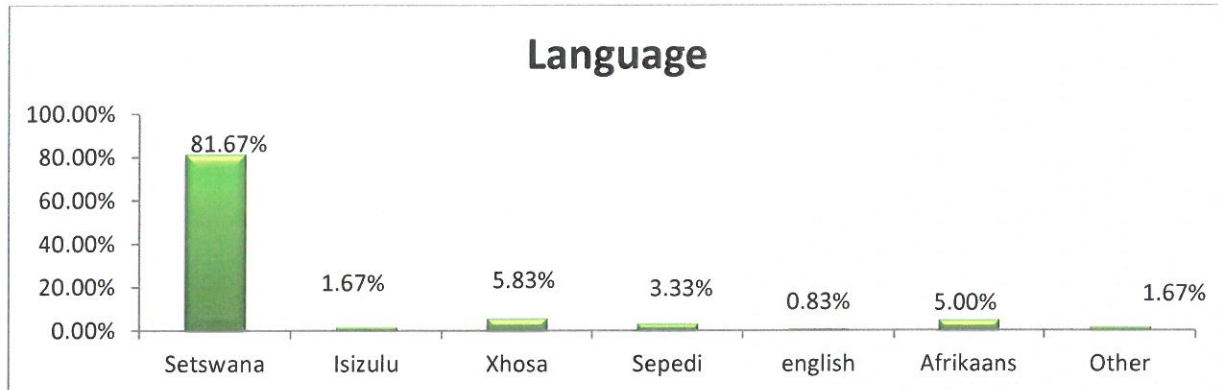


Figure 4.3.8 shows the years that people have been residing in Ngaka Modiri Molema District in percentage form. About 16% represents people between 1-10 years, 18% represents 20-30 years, and 33% represents 10-20 years which is similar to those who have been in the district for more than 30 years. Ngaka Modiri Molema District is clearly dominated by rural areas as illustrated in the above figure. Almost 66% of people still feel comfortable to be in the district, whereas, 34% stay for a particular period and leave. Therefore mobile offices deployed by Home affairs to rural areas have facilitated service delivery, an innovation that has also significantly enhanced accessibility of services.

4.3.9 Languages Spoken



From the above Figure 4.3.9, it shows that Setswana is the major and therefore dominant language in the area with 81.67%, isiXhosa=5.83%, Afrikaans=5.00%, Sepedi=3.33%, IsiZulu and other=1.67%, and English = 0.83%. It is also clear from the above that when Home Affairs deliver services to these communities it must consider the culture of the linguistically dominant group in Ngaka Modiri Molema District. Trying to deliver services using the major language by the Home Affairs mobile offices would show a sign of innovation and customer-centric service delivery.

4.3.10 Possession of Home Affairs Identification Documents

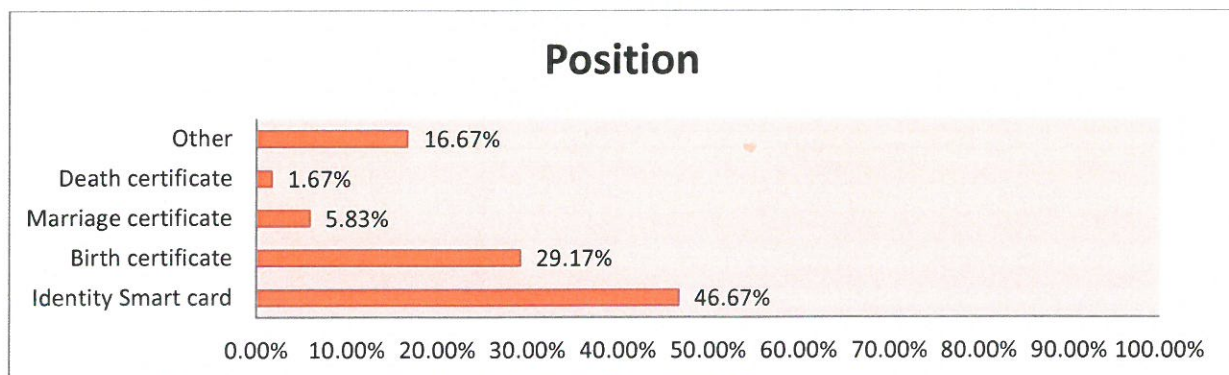


Figure 4.3.10 shows the percentages of documents processed and given to qualifying ordinary citizens through mobile offices in Ngaka Modiri Molema District. Some of these identification documents were received from different Home Affairs Local offices. This

includes document like ID Smartcards which cannot be processed in the mobile offices yet, rather Local offices. About 46.67% of participants were in possession of ID Smartcards, 29.17% had birth certificates processed and issued, 5.83% required marriage certificates, 1.67% sought to process and obtain death certificates and 16.67% were at the mobile offices for other identification documents which include permits, citizenship and passports.

4.4 SPECIFIC ISSUES ON THE STUDY ANALYSIS: PART 2

4.4.1 Services Delivered by Mobile Offices against those Received at Local Offices

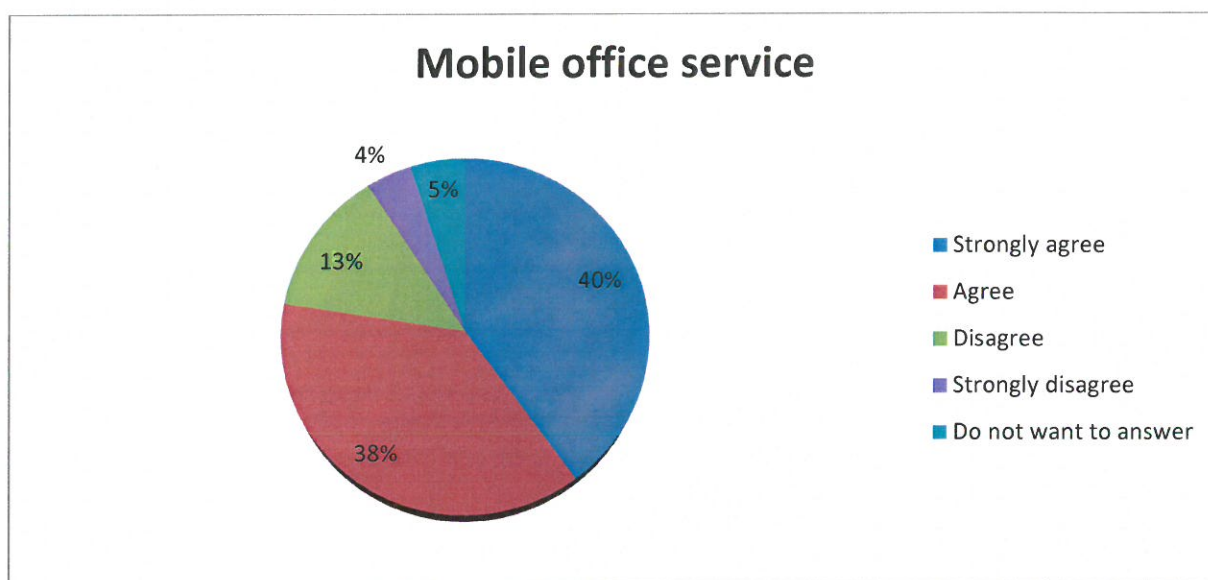


Figure 4.4.1 above shows the extent of mobile offices in reaching communities as a mode of service delivery by the Department of Home Affairs in Ngaka Modiri Molema District. Those who agreed that mobile services delivered essential services exceed the ones who disagreed. Strongly agree=40% and agree=38% which in total was 78%. The figure above further gives an indication of those who are not in agreement that mobile offices are reaching all communities in Ngaka Modiri Molema District which is equal to 17%. Those who disagree=13%, strongly disagree=4% and never answered the question=5%. Therefore, this shows that community acknowledged services rendered

by the Department of Home Affairs through mobile offices in the district. The researcher discovered that mobile offices have made a positive impact on public service delivery innovation, more especially in reaching those who cannot afford to visit Local Offices.

Pretorius and Schurink (2006:19) confirm the above finding on the basis that accessibility is an approach of increasing footprint by government in reaching all communities through mobile offices.

4.4.2 The Attitude of Officials Working in the Mobile Offices

4.4.2.1 Presentation of Home Affairs Officials during Service Delivery

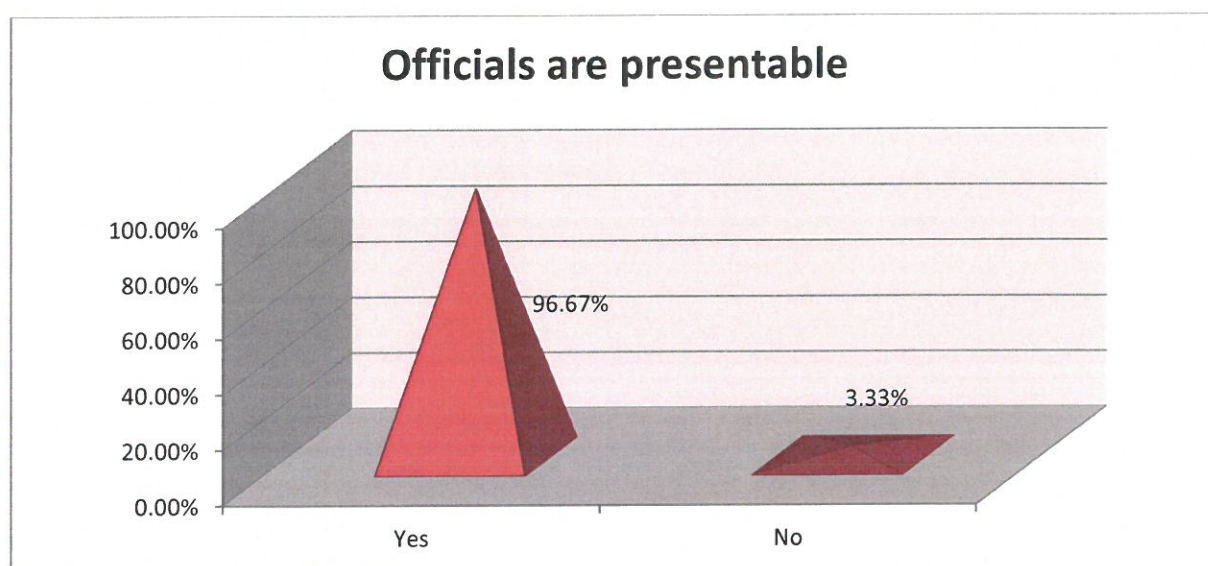


Figure 4.4.2.1 reveals that out 120 participants who participated in the research, 96.67 % of clients acknowledge that officials from the Department of Home Affairs were presentable when servicing them through mobile offices in Ngaka Modiri Molema District. The study further identified that 3.33% of officials working on the mobile offices were not presentable. Therefore this low 3.33% of unhappy customers could dent the image of the department badly if not handled well and on time.

4.4.2.2 Attitude of Home Affairs Officials during Service Delivery

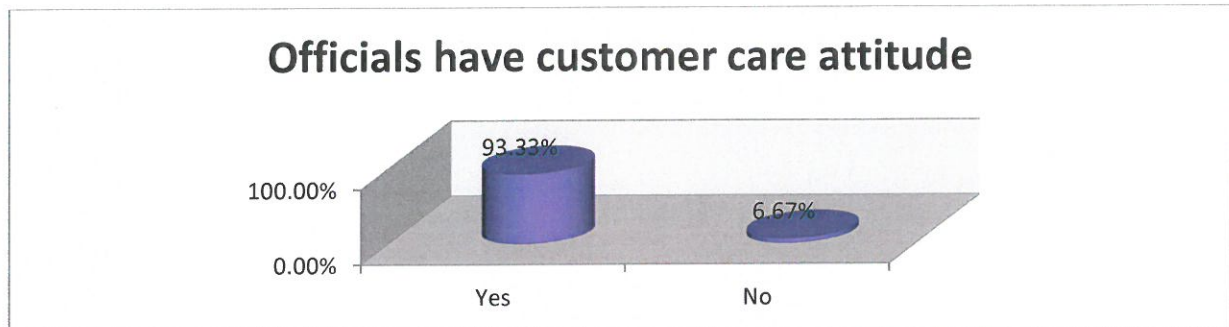


Figure 4.4.2.2 demonstrates that 93.33% of customers are treated with care by Home Affairs officials at the time of processing their applications with only 6.67% which was not happy at all. From the above illustration, it is clear that the department is trying its best to teach officials to treat customers with care. The figure above also shows that officials working in the mobile offices in Ngaka Modiri Molema District proved to be customer focused. Therefore responses received from the participants confirmed that Department of Home Affairs is a caring department in Ngaka Molema District, notwithstanding the fact that there is the low figure of 6.67% of customers who were not happy about Home Affairs staff treatment.

4.4.2.3 Serving Customers with a Smile

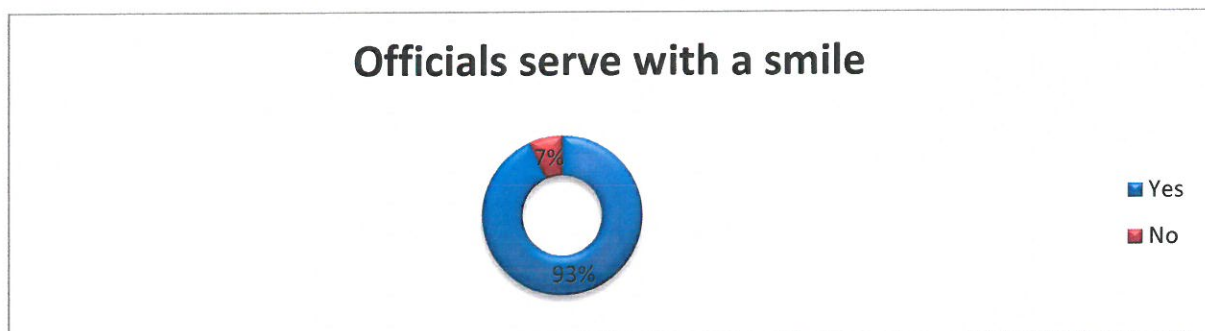


Figure 4.4.2.3 illustrates the level of the Department of Home Affairs officials' willingness and passion to serve customers with a smile. About 93% represent the level of customer satisfaction when serviced by the officials of the department through mobile

offices, whereas 7% were not happy at all. This revealed a level of enthusiasm by the department officials in ensuring that customers are always happy before, during and after service.

4.4.2.4 Serving Customers with Patience

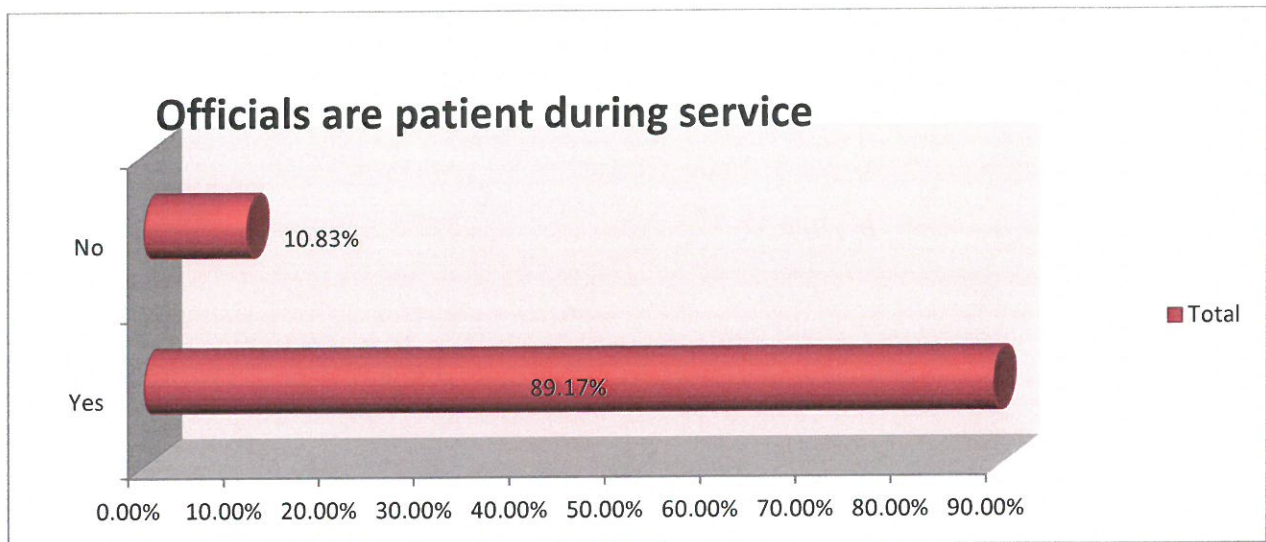


Figure 4.4.2.4 demonstrates the level of patience exuded by the Department of Home Affairs officials when servicing customers by giving them enough time to explain their reasons for visiting the mobile offices where 89.17% served customers with a high level of patience while a low 10.83% indicated officials showed levels of impatience. Therefore it was clear from the above figure that the Department of Home Affairs has placed competent and skilled officials in all mobile offices operating in Ngaka Modiri Molema district.

4.4.3 Mobile Office Services in Ngaka Modiri Molema District as Innovative Approach

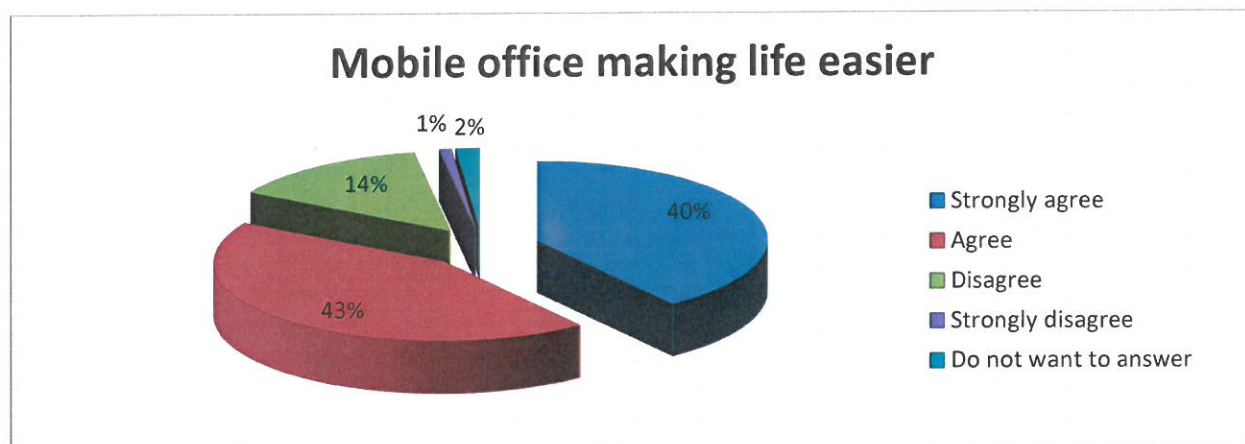
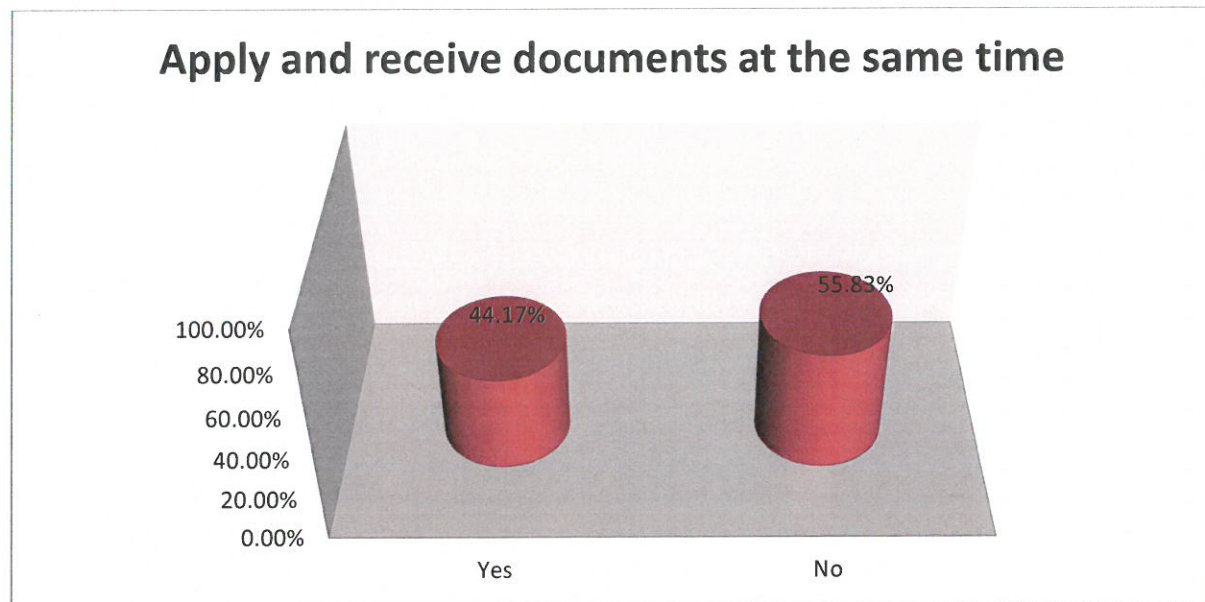


Figure 4.4.3 above illustrates that the majority responded on the affirmative and less on those who disagree that mobile offices make life easier and cheaper when clients are serviced close to their areas, more especially the remote and rural in Ngaka Modiri Molema District. Strongly agree=40%, agree=43% which is equal to 83% customer satisfaction. On the other hand, this study revealed that those who disagree that mobile offices make life easier and cheaper=14%, strongly disagree=1% and refused to answer the question=2%. Therefore, the study confirmed that the initiative by the Department of Home Affairs to use mobile offices as a mode of service delivery bears fruits, although there are still 17% which needs attention for the department to reach the highest 100%. The same figure also addressed a research question around the extent which mobile offices reach all communities for service delivery in Ngaka Modiri Molema District.

Pretorius and Schurink (2006:19) confirmed that in attempting to provide a framework for people-centered public service delivery, government must introduce systems which put people first. Therefore the above finding has a close link to this theory as its intention centered on the customer as the prime player in service delivery.

4.4.4 Same Time Issuance of Identification Documents through Mobile Offices



The Figure 4.4.4 above depicts that 55.83% of respondents never received identification documents on the mobile offices at the same time, whereas 44.17% represent those who confirmed that they received them same time. From the above figure, the study revealed that more people were not given their identification documents same time ut rather at a later stage by mobile office officials in Ngaka Modiri Molema District. Therefore this reflects a bad image of the Department of Home Affairs, an issue that therefore calls for immediate action.

Pretorius and Schurink, (2006:19) confirmed the above finding by comparing standards of service at the district office against those in mobile offices. Therefore from this finding, it is clear that even though applications are taken at the mobile office, there is still a high number of customers who leave mobile offices without enabling documents issued to them same time.

4.4.5 Mobile Offices Accessibility to Physically Challenged Customers

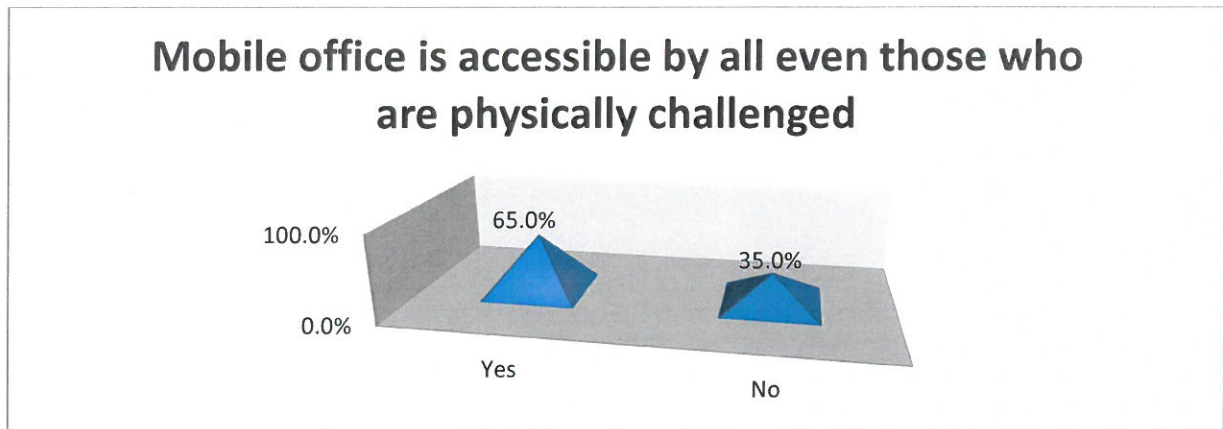
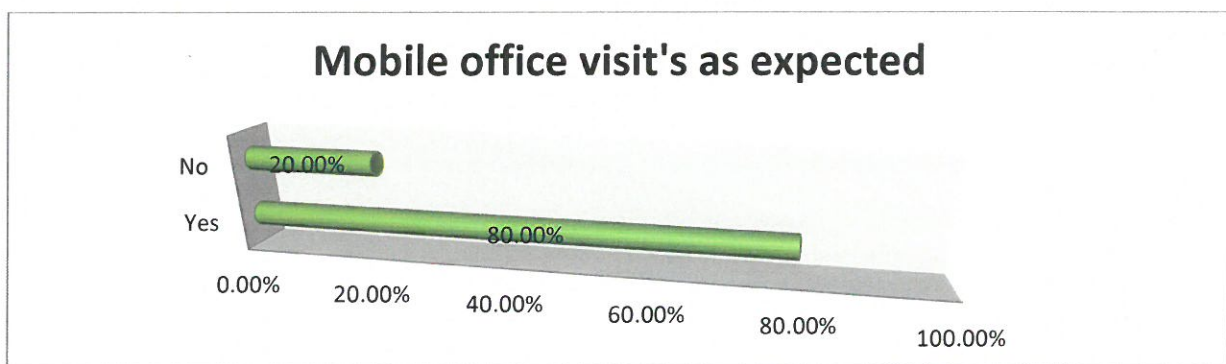


Figure 4.4.5 revealed that out of 120 respondents, 65% confirmed that mobile offices are accessible by all physically challenged people, whereas 35% represent those who responded negatively. Therefore, it is clear from the figure above that the Department of Home Affairs has to improve on the accessibility of mobile offices to cater for physically challenged customers.

4.4.6 Mobile Offices visiting all Identified Rural Areas as Expected by the Communities in Ngaka Modiri Molema District



The Figure 4.4.6 demonstrates the expectations of the customer in terms of regular visits by mobile offices in Ngaka Modiri Molema District. The above revealed that 80% of customers confirmed that mobile offices visited their areas as expected, whereas 20% represent those who were not visited by mobile offices as expected. Therefore, it is

clear from the study that there are customers who are not attended by the Department of Home Affairs as expected and there are high possibilities that the same 20% has not been issued with enabling documents by the department in Ngaka Modiri Molema District. The above figure answered a research question on customer expectations.

4.4.7 Improved Service Delivery through Mobile Offices

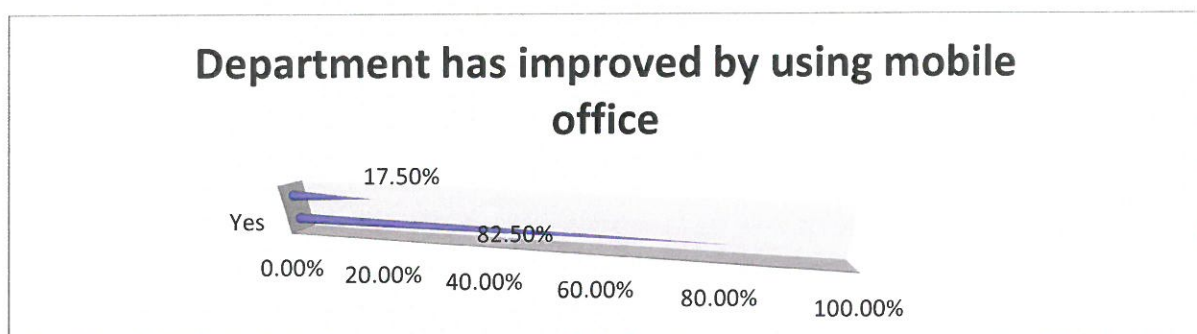
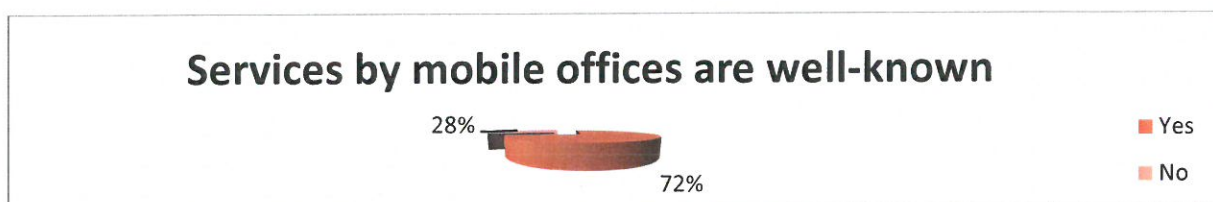


Figure 4.4.7 shows that the Department of Home Affairs has improved service delivery through the use of mobile offices, more especially in rural areas under Ngaka Modiri Molema District. This was confirmed by 82.50% of the respondents, whereas 17.50% still feel that the department has to do more to improve services delivered by mobile offices in their areas. The above figure also answered a research question on service delivery improvement through the use of mobile offices.

4.4.8 Well-known Services Delivered by the Mobile Offices



The Figure 4.4.8 revealed that a high percentage of respondents agree that services delivered by mobile offices in Ngaka Modiri Molema District are well-known. This was supported by 72% of participants who responded in the affirmative, whereas 28% still

feel that more marketing and awareness campaigns need to be done for everyone to know the full range of services delivered by the Department of Home Affairs.

Machando and Diggins (2013:166) confirmed that marketing is about an organization providing a customer with an experience that is under the control of that organization, and that this is not the same as the experience that a customer has when interacting with the organization over which the organization has no direct control. Therefore it is clear from the above finding that marketing of Home affairs services through mobile offices has improved in the sense that customers are aware of them, which was confirmed by 72%.

4.4.9 Rate of the Quality of Services Delivered by the Mobile Office

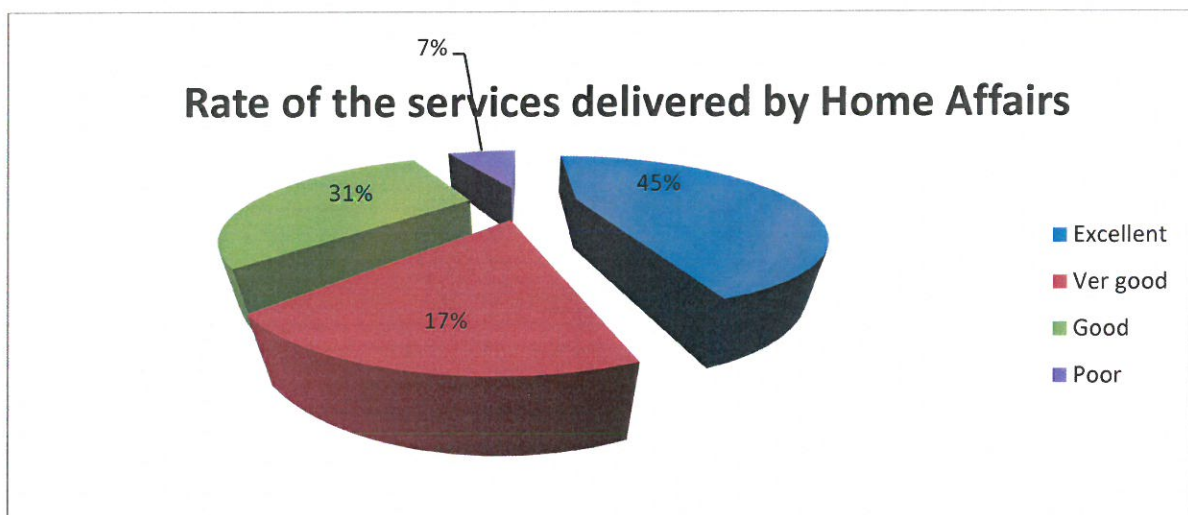


Figure 4.4.9 shows the rate at which customers recognize services delivered by mobile offices in Ngaka Modiri Molema District. Almost 45% of those confirmed that services of the mobile offices are excellent, whereas, the rest are spread on a scale ranging from very good=17%, good=31% and only 7% represents poor. Therefore from the above figure, the study revealed that the Department of Home Affairs has a 97% above good and only 7% poor, which is a good rating, projecting the image that the Department has successfully marketed its service amongst the rural populace. The same figure above also answered a research question on the rating of the quality of services offered by the department through mobile offices.

4.4.10 Recommendations by Customers to other Possible Customers

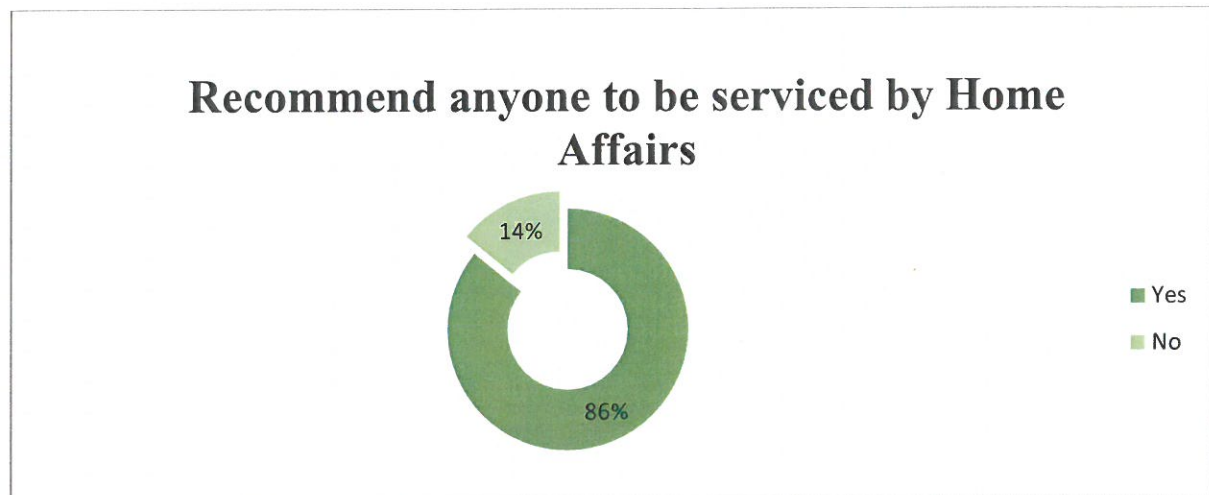


Figure 4.4.10 demonstrates the level of referrals, where customers recommend services delivered by the Department of Home Affairs through mobile offices to other customers in Ngaka Modiri Molema District on the basis of the treatment and experience. Only 14% of the 120 respondents were negative about services delivered by mobile offices, whereas 86% was happy and confirmed that such experience can be recommended to others as well. Although that was a good reflection on the department, but there still a need for 14% to reduce this negative perception to 0% in order to attain 100%.

The above finding was supported by Machando and Diggines (2013:165) when stating that customer service and experience deals with the offerings which includes the promotional effort of the organization reflected in the image that it has in the marketplace, its products and services, its systems and processes as well as the services provided to customers by its staff. It includes the full range of touch points that customers experience when they encounter the department.

4.5 CONCLUSION

The chapter covered all four research questions mentioned in Chapter one, which was the extent of mobile offices in reaching all communities, the customer expectations, service delivery improvement through mobile offices and the rate of service quality

offered by the Department of Home Affairs through mobile offices in Ngaka Modiri Molema District. Apart from that, this chapter dealt with presentation, analysis and interpreting of data collected from 120 participants who responded to the questionnaire administered in order to establish perceptions of the clients serviced by the Department of Home Affairs under Ngaka Modiri Molema District.

The next chapter presents the conclusions and the recommendations for future research on the same or similar studies.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The previous chapter focused on data presentation, interpretation and analysis. Chapter five gives the conclusions and implications of the study, specifically those in managerial positions. Throughout the study, the researcher dealt with the questions and objectives, literature review, research methodology, analysis, interpretation and data reporting which led to this chapter.

5.2 FINDINGS OF THE STUDY

5.2.1 Research Objective One: To ascertain whether Mobile Offices have reached all the identified rural communities in need of Home Affairs Services.

The study revealed that those who agreed exceeded the ones who disagreed. Strongly agree=40% and agree=38% which in total was 78% in 4.4.1 in Chapter 4 above.

The study in Figure 4.4.3 confirmed that the majority responded on the affirmative and there were less of those who disagreed that mobile offices make life easier and cheaper when serviced close to their areas. Strongly agree=40%, agree=43% which is equal to 83% customer satisfaction.

The researcher discovered that mobile offices have made a positive impact on public service delivery innovation, more especially reaching those who cannot afford to visit Local Offices that are located in Mmabatho. Therefore, this shows that community members acknowledged services rendered by the Department of Home Affairs through mobile offices in the district.

5.2.2 Research Objective Two: To ascertain whether Mobile Offices can deal with Service Delivery Customer Expectations.

The results in Figure 4.4.6 revealed that, 80% of customers confirmed that mobile offices visited their areas as expected or per schedule. It was clear from the study that

customers were attended to by the Department of Home Affairs through mobile offices as expected and enabling documents issued to them in Ngaka Modiri Molema District.

Therefore service delivery through mobile offices has made a great impact on the lives of the residents of the district. Mobile offices are not only making life easier, but also reaching the expectations of customers on the ground.

5.2.3 Research Objective Three: To find out whether Department of Home Affairs has improved by using Mobile Offices.

The study confirmed in Figure 4.4.7 that the Department of Home Affairs has improved service delivery through the use of mobile offices, more especially in rural areas under Ngaka Modiri Molema District. This was revealed by 82.50% of the respondents who participated during the study and rated highly the services rendered by the mobile offices.

Figure 4.4.10 revealed that 86% of customers recommended services delivered by the Department of Home Affairs through mobile offices to other customers in Ngaka Modiri Molema District on the basis of the treatment and experience, which was proof of service delivery improvement.

5.2.4 Research Objective Four: To get the Perceptions of People on Services rendered by the Department of Home Affairs through Mobile Offices in Ngaka Modiri Molema District.

Almost 45% of customers confirmed that services of the mobile offices are excellent, whereas, very good=17%, good=31%. Therefore, the study revealed that the Department of Home Affairs has about 97% above which was demonstrated in Figure 4.4.9 in Chapter 4 above.

The 95% represent the quality of service given to customers by mobile offices during outreaches, which is a good sign on service delivery improvement.

5.3 RECOMMENDATIONS FOR FUTURE RESEARCH

Community outreach programme is an ongoing way of delivering government services to needy communities, more especially in rural areas. The Department of Home Affairs is not immune from such, where most of its services are required by people in different areas. Accessibility with an intention of increasing the footprint of the Department of Home Affairs, not only in Ngaka Modiri Molema, but rather in South Africa as a whole should be the order of the day. For future researchers, it would be critical to look at the impact of mobile solutions in totality as an innovative approach for service delivery improvement.

Once customer satisfaction has been achieved in whatever means, one assume that customer expectation is also achieved. Therefore, the Department of Home Affairs has a responsibility to ensure that customer expectation is always taken as a priority when planning.

It is therefore recommended that pilot surveys be conducted on customer expectations more regularly, especially those serviced by mobile offices. Apart from that, the Department must also check the effectiveness of policy implementation with regards customer expectations through the assessment of its strategic documents.

According to the Innovative Framework for the Public Sector of South Africa, new innovations to reach all deserving and qualifying customers on both rural and urban must form part of all government departments plans for implementation.

The Department of Home Affairs has a task to ensure that new innovations are in place to improve services rendered by mobile offices. Future research might look at the extent to which mobile offices have improved services rendered by the Department of Home Affairs.

Quality also gives customers satisfaction, which ranges from the time and money spent, material used to produce a particular product. As the quality diminishes, trust is also lost on the side of customers. Therefore, the Department of Home Affairs has a responsibility to ensure that all product and services produced comply with the total quality requirements.

The researcher recommends that the effectiveness of the quality of service delivered by the Department of Home Affairs through mobile offices be tested at all times and stages in order to meet customer expectations.

Lastly, findings from objective one to four respectively reveal that about 17-22%, 20%, 14-16, 5% and 3-5% of participants in the study were not happy about the quality of services, access, systems and the practices of the Department of Home Affairs when visiting them in different community areas, which is an area that needs urgent attention and improvements.

5.4 CONCLUSION

The research aim was confined to the impact of mobile offices as mode of service delivery innovation by the Department of Home Affairs in Ngaka Modiri Molema District. The study tried to draw the line between literature review, research objectives and questions. In attempting to provide a framework for people-centered public service delivery, commitment by the department to continuously improve service delivery was critical. The study found that transforming service delivery through consultation, improving service standards, access, courtesy, information, openness and transparency

should be the order of the day by Home Affairs department, particularly improving the quality of life of those neglected during apartheid dispensation.

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No.	PART 1: GENERAL PERSONAL PARTICULARS <i>Please tell us a little about yourself</i> Please mark only ONE option per question below.		PART 2: The Impact of Mobile office with regard to service delivery in Ngaka Modiri Molema District by the Department of Home Affairs.
1.	I am: ☐ African ☐ Coloured ☒ Indian ☐ White ☐ a member of another ethnic group: ☐ I do not want to answer this question	11.	Is mobile office giving all the services you expected from Home Affairs? ☒ I strongly agree ☐ I agree ☐ I disagree ☐ I strongly disagree ☐ I do not want to answer this question
2.	I am a: ☐ Resident of NMM District ☐ Not resident of NMM District	12.	How can you rate the attitude of the officials working in the mobile office? i. Are they presentable? ☒ Yes ☐ No ii. Are they having customer care attitude-caring? ☐ Yes ☒ No iii. Are they serving you with a smile? ☒ Yes ☐ No iv. Are they patient when serving you? ☐ Yes ☐ No
3.	I have: ☐ No Matric ☒ Matric ☐ a degree ☐ a post-graduate degree ☐ Other (Please Specify) ☐ I do not want to answer this question	13.	Is the mobile office making life easier and cheaper-since all services are brought closer? ☐ I strongly agree ☒ I agree ☐ I disagree ☐ I strongly disagree ☐ I do not want to answer this question
4.	I am a: ☒ Female ☐ Male ☐ I do not want to answer this question	14.	Can you apply and receive your document same time from the mobile office ☐ Yes ☒ No
5.	I am <u>40</u> years old. ☐ I do not want to answer this question	15.	Is mobile office accessible by all even those who are physical challenged? ☒ Yes ☐ No

6.	I am a: ☒ South African ☐ Not South African	16.	Is the mobile office visiting your area as expected? ☐ Yes ☒ No
7.	I grew up in: ☒ a rural area ☐ an urban area ☐ I do not want to answer this question	17.	Has the Department improved by using mobile office to deliver services? ☒ Yes ☐ No
8.	How many years have you been in Ngaka Modiri Molema ☐ 1-10 years ☐ 10-20 years ☐ 20-30 years ☒ More than 30 years	18.	Are all services delivered by the mobile office well known to you? ☐ Yes ☒ No
9.	What is your home language? ☐ Setswana ☐ Iszulu ☐ Xhosa ☐ Sepedi ☒ English ☐ Afrikaans ☐ Other _____	19.	How would you rate Home Affairs Services delivered by the mobile office? ☐ Excellent ☒ Very Good ☐ Good ☐ Poor
10.	Are you in position of the following Home Affairs documents? ☒ Identity-Smart card ☐ Birth Certificate ☐ Marriage certificate ☐ Death certificate ☐ Other _____	20.	Can you recommend anyone you know to be serviced by mobile office? ☒ Yes ☐ No

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15 February 2016

TO WHOM IT MAY CONCERN

CERTIFICATE OF EDITING

I, Muchativugwa Liberty Hove, confirm and certify that I have read and edited the entire dissertation **The Impact of Mobile Offices as a Mode of Service Delivery by the Department of Home Affairs in Ngaka Modiri Molema District Municipality, North-West Province by Ndabenhle Caiphus Shabalala**, Student Number **23230258** for the degree of **Master of Public Administration (MPA)**

in the Faculty of Commerce at North-West University - Mafikeng Campus Ndabenhle Shabalala was supervised by **Professor Costa Hofisi** of North-West University.

I hold a PhD in English Language and Literature in English and am qualified to edit academic work of such nature for cohesion and coherence.

The views and research procedures detailed and expressed in the thesis remain those of the authors.

Yours sincerely

Dr M.L.Hove



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Based on approval by the **Human Resource Research Ethics Committee, Mafikeng Campus**, the North-West University Institutional Research Ethics Regulatory Committee (NWU-IRERC) hereby approves your project as indicated below. This implies that the NWU-IRERC grants its permission that, provided the special conditions specified below are met and pending any other authorisation that may be necessary, the project may be initiated, using the ethics number below.

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Project Leader: Prof C Hofisi
Student: NC Shabalala

**Ethics
number:**

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Institution			Project Number						Year		Status			

Status: S = Submission; R = Re-Submission; P = Provisional Authorisation; A = Authorisation

Approval date: 2015-11-11

Expiry date: 2018-11-11

Category N/A

Special conditions of the approval (if any): None

General conditions:

While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, please note the following:

- The project leader (principle investigator) must report in the prescribed format to the NWU-IRERC:
 - annually (or as otherwise requested) on the progress of the project,
 - without any delay in case of any adverse event (or any matter that interrupts sound ethical principles) during the course of the project.
- The approval applies strictly to the protocol as stipulated in the application form. Would any changes to the protocol be deemed necessary during the course of the project, the project leader must apply for approval of these changes at the NWU-IRERC. Would there be deviation from the project protocol without the necessary approval of such changes, the ethics approval is immediately and automatically forfeited.
- The date of approval indicates the first date that the project may be started. Would the project have to continue after the expiry date, a new application must be made to the NWU-IRERC and new approval received before or on the expiry date.
- In the interest of ethical responsibility the NWU-IRERC retains the right to:
 - request access to any information or data at any time during the course or after completion of the project;
 - withdraw or postpone approval if:
 - any unethical principles or practices of the project are revealed or suspected,
 - it becomes apparent that any relevant information was withheld from the NWU-IRERC or that information has been false or misrepresented,
 - the required annual report and reporting of adverse events was not done timely and accurately,
 - new institutional rules, national legislation or international conventions deem it necessary.

The IRERC would like to remain at your service as scientist and researcher, and wishes you well with your project. Please do not hesitate to contact the IRERC for any further enquiries or requests for assistance.

Yours sincerely

**Linda du
Plessis**

Digitally signed by Linda du Plessis
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Prof Linda du Plessis

Chair NWU Institutional Research Ethics Regulatory Committee (IRERC)