

UNIVERSITY OF KWAZULU-NATAL

**IMPROVING CUSTOMER SERVICES AT THE DEPARTMENT OF HOME
AFFAIRS**

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DECLARATION

Ideclare that

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During a very difficult time in my life, there are a number of people who supported me. It would be impossible to mention all of them. Firstly, I thank God for giving me the strength to go on (Isaiah 40:29-31). This dissertation is a testimony of the love of God that I received through the times of trials and tribulation.

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Lastly this work is a dedication to my family in recognition of the support they gave me. I am humbled by their sacrifices. To all of those who I have not mentioned, God Bless You Always, THANK YOU.

ABSTRACT

The purpose of this study was to design and implement a customer service model that will assist the Department of Home Affairs (DHA) to improve their levels of service delivery by providing world class customer services. A sample population of 51 managers or senior managers who are students at the University of Kwazulu Natal, Graduate School of Business were interviewed. The respondents were from different companies in both the private and public sectors. The results indicated that there is a strong correlation between client satisfaction and the quality of service provided by DHA.

Data was gathered by means of interviews. This made it possible to address specific areas of interest for the study. The interview questions consisted of three areas of focus, namely demographical information, customer service-related issues and DHA service-related issues. The research questions were original as there were no pre-existing interview questions that met the research criteria. The questions were based on a theoretical foundation. Interviews were conducted on a sample group of 51 respondents and consisted of open-ended questions in order that the respondents were able to fully express themselves when answering the questions. The non-probability sampling technique was used. SPSS was used to analyse the data.

The study revealed that DHA has a serious problem with staff inefficiency and many members of staff lacked customer service skills that could help the Department to improve their service quality. The study also revealed that most of the clients had visited the DHA offices to apply for Identity Documents. It is was not clear if those were new documents or first applications, but the study can assume that since these people were adults, the possibility existed that most of them were applying for lost ID documents. The study highlighted the need to improve the levels of service by training staff members, but there is also a need to increase human capacity on counters especially in the sections dealing with ID collection, ID applications and Passports.

The main recommendations were as follows:

In Durban there are only two DHA offices to serve a population of about 8million. This lack of offices creates a problem for the DHA in terms of the sheer numbers of people needing their services. The respondents suggested that the DHA should establish another Exclusive Department of Home Affairs (EDHA) office that would target people who could afford to pay more for the services that they needed.

Many people would make use of the EDHA because, for an added fee, they would be spared the inconvenience of the long queues and spending valuable time waiting to be served. There has been a call for a better solution that will improve service delivery in the DHA. In 2007 the DHA requested the turn around team to assist in creating a turn around strategy. That exercise wasted almost R 1 billion of taxpayers' money in just 18 months. The DHA has been mentioned in a number of negative newspaper reports which claimed that DHA staff members were inefficient and that there was a lack of leadership amongst managers a high level of incompetence.

The training of all levels of staff is recommended. The implementation of systems, especially IT systems, is critical to ensure that the quality of service is improved. It is also important to create a good working environment for employees and to motivate those employees who are demotivated. A study that was conducted by independent consultants concluded that more than 75% of DHA employees are demotivated. Another issue that had a huge impact on service delivery, is high number of corrupt employees in the Department (DHA).The Department should have a proper structure and strategies that will assist in fighting corruption. They must establish an anti-corruption directorate that works together with SAP, NIB and NPA to effectively fight and combat corruption in its ranks.

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List of Acronyms

- | | | |
|-----|-------|---|
| 1. | DHA | Department of Home Affairs |
| 2. | DPSA | Developmental Plan South Africa |
| 3. | GSB | Graduate School of Business |
| 4. | ID | Identity Documents |
| 5. | IDASA | Institute for a Democratic Alternative for South Africans |
| 6. | IEC | Independent Electoral Commission |
| 7. | IGR | Ineffective Intergovernmental Relations |
| 8. | MBA | Masters of Business Administration |
| 9. | NCPSD | National Conference on Public Service Delivery |
| 10. | NIB | National Immigration Board |
| 11. | NPA | National Prosecution Authority |
| 12. | SABC | South African Broadcaster Corporation |
| 13. | SAPS | South African Police Services |
| 13. | USA | United State of America |

CHAPTER 1

STATEMENT OF PROBLEMS AND RESEARCH DESIGN

1.1 INTRODUCTION

In 2004 a review was conducted by the South African government which showed that, although the South African public service had been successful in meeting its immediate service delivery objectives, the interventions, strategies and approaches being used at the time were not effective in rapidly improving and redressing service delivery to the extent and at the pace that was necessary in South Africa (Towards a Ten Year Review, 2003).

According to Naidoo (2004), there are a number of interrelated variables, which are hampering the effectiveness of the public service delivery. The most important of these variables were identified as human resources and financial constraints, lack of technical skills, the lack of co-ordination, ineffective intergovernmental relations (IGR) among the three spheres of government, ineffective policy implementation and lack of effective monitoring and evaluating systems.

1.2 MOTIVATION FOR RESEARCH

Public servants are social beings whose needs should be recognized and fulfilled. This recognition of needs will instil a sense of belonging to the public service family. They belong because they are recognized and rewarded for living Batho Pele. Citizens who feel satisfied, will certainly develop a spirit of patriotism towards the country and will also feel a sense of belonging (Mbeki, 2003 State of the Nation Address).

The recent underperformance of the public service and a poor service delivery record as well as poor customer service, calls for more intervention from the government to improve the lives of people of South Africa (Cloete and Wissink, 2000). According to Rugumamu (1998), the central factors in effective governance are the allocation of responsibility for service delivery performance and holding leadership accountable for their achievements or lack thereof.

“Public servants are meant to serve society in a positive way. The basic principle of government is to provide optimum service delivery in order to create a good quality of life for every citizen. Attempts should thus be made to improve the public service’s performance and to minimize the negative consequences of action. This implies that the public service’s activities should be directed to satisfy the public’s needs and to resolve the public’s legitimate concerns” (Naidoo, 2004:4).

1.3 FOCUS OF THE STUDY

This study will focus on attempting to design a new model for customer service satisfaction at the Department of Home Affairs. Overall service delivery and the current levels of customer service will be examined with the aim of making recommendations on how to improve service delivery at the Department of Home Affairs.

1.4 PROBLEM STATEMENT

In an interview with SABC2 in 2003, President Thabo Mbeki stated that there was a need for government departments to accelerate their service delivery. Fraser-Moleketi Minister of Public Administration (2005:3) stated that inefficiency was having an impact on public service delivery. She also said that service delivery must be accelerated to communities, service delivery mechanisms must comply with Batho Pele principles.

According to Ngema (2003), government wants to improve people’s experience of government and governance by accelerating and integrating the delivery of public service. Over the past ten years, government has made considerable strides in pursuing its priority to restore human dignity to many people through access to more vital services (Ngema, 2003). Patel (2005) stated that one of the biggest problems in the public service today is that there are no clear standards of the quality of service that is required, and there are no consequences for the failure to achieve that minimum standard. According to Dr Tshabala-Msimang Minister of Health (2003) (Budget speech), there are weaknesses in the current monitoring and evaluation system in the South African public service. The monitoring and evaluation of programmes in the South African public service departments ought to be improved because that will enable the public service to determine whether service delivery objectives are being achieved or not.

In order to address the issues of service delivery and customer satisfaction, the following research questions have been formulated.

- How DHA can improve service delivery;
- Does DHA abide by the principle of Batho Pele;
- Why is there poor service delivery in DHA, and what are the causes of poor service;
- What measures must be put into place in order to achieve customer satisfaction objectives in DHA?

1.5 OBJECTIVES OF THE STUDY

The above problem statement highlights the failure by the government departments to provide good customer service and a better service delivery. The full extent of the situation will be analyzed by conducting a survey to facilitate the formulation of a new model of customer service satisfaction at the Department of Home Affairs (DHA).

1.5.1 THE OBJECTIVE OF THIS RESEARCH:

The main objectives of this research are to:

- Determine current levels of customer satisfaction with the service provided by DHA;
- Determine the services used by DHA customers;
- Differentiate the similarities and variances in service experienced by different age, gender and race groups;
- Determine the average time customers spend on travelling to and waiting for services at the DHA offices;
- Determine how service could be improved at DHA

1.6 LIMITATIONS OF THE STUDY

This study has been conducted for academic purposes. Due to the adherence to a deadline, the time within which the study was completed, was limited.

1.6.1 OTHER LIMITATIONS CONSIDERED:

- The sample size of 51 respondents may not be large enough to reach a generalized conclusion;

- The questionnaires were administered through Question Pro.com on the guidance of the supervisor, MBA students were chosen as they have the potential to afford a “paid for” service;
- The Department of Home Affairs did not cooperate with the University and with the researcher regarding the administering of the questionnaire;
- Permission to conduct the survey at the DHA office was not granted by the DHA;
- The demographic composition of the population sample may not necessarily represent the South African population proportionally.

1.7 LITERATURE SURVEY

The literature chapter will review the available literature on measuring service delivery and customer satisfaction in the public sector. The increased importance of service delivery in government departments has seen the emergence of comprehensive programmes to research customer satisfaction. This chapter will review service delivery in South Africa government departments. A clear definition of service delivery will be discussed in terms of what it means to all South Africans, including a clear definition of the principle of Batho Pele (People First), its characteristics and the background to the Batho Pele principle. This chapter will also give a brief review of the Department of Home Affairs (DHA) as the study is based on the service delivery in this department.

Chapter Three, the research methodology chapter, which follows, will address the research questions. It includes the research design, construction of the questionnaire and as well as the process used to collect data.

Chapter Four is the analysis section of the dissertation and reports the collected data in a manner, which is suitable for interpretation.

Chapter Five follows on from the results presented in Chapter Four. These results are then interpreted according to the research objectives as stated in Chapter One. It is in this chapter where the results are given meaning and the patterns identified in the results are discussed.

The question on customer satisfaction with the services received from the DHA will be answered here.

Chapter Six provides an opportunity to give recommendations on how to deal with the findings in the previous chapter. These recommendations will be based on the findings in all the preceding chapters.

1.8 CONCLUSION

This chapter serves as the groundwork for this study. It has given an extensive overview of the purpose of the study and what it hopes to accomplish.

The study is also expected to acknowledge the levels of services that the South African public expects from government departments, especially people who are disadvantaged or poor people.

Chapter Two is an attempt to understand the concept of service delivery in government departments. This chapter briefly defines service delivery, Batho Pele and the DHA with its characteristics and how these have affected the lives of South Africans over the years.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The new South Africa came into existence in 1994. The incoming government faced a massive task of fiscal, political and economical transformation, all of which would require an effective public service capability (Russel and Bvuma, 2001). According to Russel and Bvuma the public service itself had, during the Apartheid era, been subject to the same limitations as other key South Africa institutions. These included substantial isolation from contemporary influences elsewhere, the impact of excluding the majority of the population of the country from the opportunity to exercise power and influence public service, and the inability to overcome certain social and economic problems such as HIV/AIDS, unemployment, poverty and crime.

This frustration has, in turn, resulted in a wide range of initiatives and programmes, all aimed at addressing the question of “service delivery”. All are based on the premise that government should be able to do its job better and in so doing, make a greater impact on the quality of life for South Africans. Therefore, one could equate the term “service delivery” with “organizational performance” on the assumption that the better the performance of government, the more likely it is that actual service delivery will match. Literally hundreds of interventions and initiatives to improve service delivery have been undertaken in South Africa since 1994 (Department of Public Administration progress report of 2002).

2.2 WHAT IS SERVICE DELIVERY?

According to Mti (2003:11), service delivery is conceptualized as the relationship between policymakers, service providers, and poor people. It encompasses services and their supporting systems that are typically regarded as a state responsibility. These include social services (primary education and basic health services), infrastructure (water and sanitation, road and bridges) and services that promote personal security (justice, police). Pro-poor service delivery refers to interventions that maximize the access and participation of the poor

by strengthening the relationships between policymakers, service providers and service users (Narayan et al., 2000). According to Mti (2003) service delivery in general means to deliver one's intended objectives to a customer. It is frequently asked whether service delivery has any place in government, and the answer is indeed it does have a place and has a very specific meaning in the context of a democratic government (Mti, 2003).

According to Narayan et al. (2000) in the public sector, service delivery means being in a position to deliver on the expectations of all citizens, but most especially to deliver good service to the most vulnerable in society. To do this, the Batho Pele (People First) principle requires that all government departments ensure that the eight service delivery principles be implemented. These principles highlight the need to:

- Regularly consult with customers;
- Set service levels ;
- Increase access to service;
- Ensure higher levels of courtesy;
- Provide more and better information about service;
- Increase openness and transparency about service;
- Remedy failure and
- Give the best possible value for money.

What then does service delivery mean for government departments? Ngema (2004) argued that it is the Batho Pele service principle that defines the core business for each department because it defines the key clients as well as the services provided. These must inform the objective of each department, which are then translated into programmes of the department, based on the budgeting and resources of the department (Ngema, 2004).

2.3 SERVICE DELIVERY IN THE PUBLIC SECTOR

According to Ngema (2004), the public sector (which at present is legally defined to include national and provincial administrations) is an institutional system comprising large and complex organizations across virtually every sector of society and the economy.

Ngema (2004) argued that in the vast majority of what could be termed “typical” cases or situations, the system of rules and procedures works with some effectiveness, if perhaps not always efficiently. It also tends to work with some effectiveness in circumstances that are familiar, and which have been encountered before, more or less. The issue of inefficiencies should not be understated, whether these are a result of regulations, procedures, structure, infrastructure or capacity. Inefficiencies in key back-office processes such as procurement; recruitment and selection or facilities management and so on, are responsible for a sizeable proportion of poor service delivery performance in the public sector (Jones, 2004).

According to Jones (2004), it does not help that, in many instances public sector organizations attempt to manage massive volumes of transactions through manual processes or outdated technologies without business intelligence capabilities. This aspect of service delivery, unfortunately requires vast financial resources to upgrade.

2.3.1 DELIVERING SERVICES WITH EXCELLENCE

According to Ngema (2004), the state, in its role as the machinery of service delivery, must do its job with excellence. It must deliver quality services, in a manner that affirms and is convenient to the citizens so that each state organization that is entrusted to deliver defined package of products and services will do its job with excellence (Ngema, 2004). This is the starting point of any turn-around strategy in the service delivery performance of the state. Klugman (1999) stated that each silo must perform effectively, only then does integration add value to the service delivery process. Naidoo (2004) stated that integrating moribund organizations can make service delivery performance worse. The regulatory departments must ensure that this happens, must close any gaps that may exist, and must simplify and coordinate associated processes where necessary. It also requires that known blockages in the service delivery chain be unlocked, e.g. procurement, facilities management, fleet management, recruit and selection (Ngema, 2004).

2.3.2 GOVERNMENT SERVICE DELIVERY IN THE SOUTH AFRICAN PUBLIC SECTOR

According to the Institute for a Democratic Alternative for South Africa (IDASA) report of 2006, the provincial sphere of government is responsible for several functions that affect the country as a whole and that require uniformity. National government's responsibilities include, among other things, Safety and Security (the policing function), Foreign Affairs, Defence and Home Affairs. The national sphere also develops policies that guide service delivery in the other two spheres. For example, broad education policies such as the school curriculum and school admission age are developed at national level for implementation at provincial level. National government monitors and supports the implementation of these policies. It also has the duty to deal with issues arising between provinces (IDASA, 2006).

In this regard "public sector" or "public service" is perceived by citizens as more than just national departments and provincial administration as defined in the Public Service Act, 1994. Generally people do not see any distinction between local government, central government and provincial government. Any failing in one area of government is seen as a falling of the public service as a whole.

Although much has been done in terms of service delivery levels in the public sector, there is still much to do, specifically in relation to everyday aspects. These include having inappropriate office hours, untidy waiting areas, and long queues at lunch times caused by staff being on lunch breaks. The Constitution of South Africa, 1996 sets out the basic values and principles which should govern public administration and states that these must not remain words on paper but must be a reality (Mbeki, 2003 State of the Nation Address)

According to the National Conference on Public Service Delivery held at the University of Fort Hare in 1997, Batho Pele cannot be delivered overnight as there are many systems and attitudes that have to change. The process is now underway. Unless the public service transforms its delivery, it cannot claim to have achieved the democratic goals that the country fought so hard for. Whilst the public service has an advantage over the private sector where customers can choose to use another supplier, this must not be abused. The 'customer' concept

is still valid for the public service because it engenders a 'people must come first' attitude which not only benefits the recipients of services but also results in better managed, more productive and a more cost effective government service. The Green Paper on Transforming Public Service Delivery explains how the public service should approach the task of transforming the delivery of public services. In the Green Paper a fresh approach is advocated, which puts pressure on systems, procedures, attitudes and behaviour within the public sector and reorients them in the citizen's favour (Green Paper Conference Report, 1997).

The Green Paper contains a flexible framework for service delivery within public services. It puts citizens/customers first and enables them to hold public servants accountable for the services they receive. It also aims to free up the energy and commitment of public servants to introduce more customer-focused ways of working. The framework consists of seven simple national principles, derived from the policy goals set out in the White Paper on the Transformation of the Public Service. These are: consultation, services standard, courtesy, information, openness and transparency, responsiveness, and value for money. The principles are broad enough to cover every public service institution, yet specific enough to ensure that tangible benefits will result from their application (Green Paper Conference Report, 1997).

The improvement of service delivery cannot be achieved in isolation from other fundamental management changes within the public service. New management tools will be needed, including:

- increased responsibility of individual managers for delivering specific results,
- being matched against increased authority for taking management decisions,
- the delegation of managerial responsibility and authority to the lowest possible level, and
- transparency about the results achieved and the resources consumed (NCPSD: Conference Report, 1997).

2.4 IMPORTANCE OF SERVICE DELIVERY IN THE PUBLIC SECTOR

Service delivery in the public sector is central to poverty reduction and improving the lives of the poor. Poor people say that water; education, healthcare and personal security are among their highest priorities. Therefore, expanding inclusive service delivery is critical to achieving the Millennium Goals (Narayan et al., 2000). Strategies to improve service delivery typically emphasize the central role of the state in financing, providing and regulating services.

According to Narayan et al. (2000), the state bears the legal responsibility to ensure that the fundamental human rights to security, education and healthcare are realized. The state is also well placed to respond to the challenge of scale and market failure in ensuring access for services to all groups. For these reasons, many development analysts have emphasized the central role that governments play in regulating, overseeing and monitoring the delivery of services (Narayan et al., 2000).

The World Bank Report (2003) stated that weakness or fragility can occur in many ways such as:

- When the state lacks effective territorial jurisdiction;
- When it is preoccupied by conflict;
- When its administrative capacity has effectively collapsed; and
- When the challenge of service delivery takes on a different shape.

Sophisticated strategies to improve the relationship between the state regulators and private providers have little relevance where the government is repressive or lacks commitment to poverty reduction goals.

2.4.1 SERVICE DELIVERY INTERVENTIONS

According to Black (2003), service delivery interventions can provide an entry point and a trigger for longer-term pro-poor social, political and economic changes in difficult environments. A pro-poor social, political and economic environment is one in which poor people are empowered to demand their rights to services, livelihood opportunities and social protection and one in which the state is responsive to the voices of the poor. Clearly, many of these conditions do not exist in difficult environments. Changing the situation is likely to

require sustained engagement over time and it is hypothesized that service delivery provides one possible entry point (Black, 2003).

2.4.2 PROVISION OF BASIC SERVICES

According to Thompson (2004), the provision of basic service has the potential to break the intergenerational cycle of poverty and increase economic opportunity for the people. Agencies may have to work for change in the medium to long-term. Fiedrich and Jellema (2003) stated that education, for example, could be a powerful intergenerational change agent, by giving those who are exposed to it, a greater understanding of issues, as well as the confidence to participate in political discussions and in policy formulation and implementation. Hobley (2004) argued that such participation could change the nature of politics. Women's literacy has the potential to be a particularly powerful tool for social and political change if approached in the right way, because healthier and better-educated individuals are more likely to be able to build their livelihood opportunities, contribute to long-term economic growth, and protect themselves from economic shocks (Fiedrich and Jellema, 2003).

2.4.3 SERVICE DELIVERY CAN MITIGATE SOCIAL EXCLUSION

According to Hobley (2004), service delivery can mitigate social exclusion (enforced officially or unofficially), particularly in marginalized areas such as slums and poorly communicated territories by the introduction of mechanisms that reach down to community level and give the poor a voice and the opportunity to participate politically. The Char's Livelihood programmes in Bangladesh have developed a useful conceptual model of how service delivery interventions can incorporate opportunities for the poor to exercise their voices, create political space, and in the long-term, fundamentally alter their relationship with elite groups.

2.4.4 SERVICE DELIVERY AS AN ENTRY POINT FOR GOVERNANCE

It is interesting to note that Thompson (2004) argued that service delivery interventions can offer an entry-point for broader governance reforms. Where upstream governance weaknesses or lack of capacity are a contributory factor, the governance reforms that are necessary to promote longer-term social and political change have a better chance of success if they are

linked to reforms in service delivery, which have tangible results and benefit the public in a noticeable way. Chalmers (2004) argued that service delivery reforms could offer a more promising entry-point for broader governance reforms if they are visible to the public as this can then lead to pressure for wider more systemic reforms. A recent report on service delivery in Nigeria, for example, suggested that targeted improvements in policing would send a powerful message to inspire others and potentially create the political space to conduct more comprehensive reform (Chalmers, 2004).

2.4.5 SERVICE DELIVERY AS A TANGIBLE PEACE DIVIDEND

Stewart (1999), Klugman (1999) and Ostby (2003) argued that service delivery is an important intervention in the public sector, which may act as a tangible peace dividend in countries emerging from conflict. A number of service delivery interventions have been designed and implemented to reach down to the grassroots level, helping to stabilize the situation in the immediate aftermath of conflict in certain countries.

2.4.6 HORIZONTAL INEQUALITIES

The available literature on the role of 'horizontal inequalities' highlights the importance of considerations of equality in the provision of services. Horizontal inequalities can be defined as inequality between groups in society (often-based on ethnicity or other group characteristics) rather than between individuals (for example between the rich and the poor that is known as vertical inequality (Black, 2003).

Klugman (1999) argued that group exclusion along social, economic, and /or political lines is a source of differentiation and is one of the potential triggers of conflict. Access to service is one factor contributing to such differentiation and exclusion from services, in particular education, has been highlighted as a factor of conflict in countries as diverse as Burundi, Sri Lanka, Nepal and Kovos (Black, 2003). Efforts to reduce inequalities in access to service may therefore help to reduce poverty and conflicts (Ostby, 2003).

2.5 MEASURING PUBLIC SECTOR SERVICE DELIVERY

According to Thompson (2004), in difficult environments, scaling up the delivery of services and reaching the poor is problematic because the relationships between the policymakers and the service provider break down. Thompson (2004) further stated that pressures exerted by constantly changing economic and social factors have increased the demands on government's capacity to deliver value-added services to its clients.

Tshikwatamba (2003) argued that accenture could help the federal and provincial governments in South Africa enhance their performance in delivering public sector value by providing innovative and more efficient public services. The Accenture Public Sector Value Model represents one of the main concerns of South Africans towards their government and enables the authorities to measure performance from the citizen's point of view (Tshikwatamba, 2003).

According to the Public Service Commission Report of 2001, the Model is unique in its approach to programme performance measurement. Until now, no equivalent measure has existed in the public sector. When the aim is to improve service delivery, it is not enough to simply use performance measurement approaches that only focus on measuring inputs (e.g., the number of police officers employed) and outputs (e.g. the number of people arrested for committing a crime) against many targets from varied levels of government. A better indicator would be outcomes (e.g., the results of policing policies on crime level), which would give a clearer indication of success levels. Performance targets fail to take a holistic view of an agency's performance and instead encourage a silo approach that often puts objectives at odds with each other.

Chandu (2003) argued that the fundamental misalignment between current targets and what constitutes real value creation for the general public means that federal and provincial governments struggle to identify their true value drivers. This makes it difficult to develop focused processes aimed at delivering a more effective and efficient service. The Accenture Public Sector Value Model aims to address this fundamental challenge. It adapts the principle

of Shareholder Value Analysis and is based on identifying a set of citizen-focused outcomes against which cost-effective delivery is measured (Chandu, 2003).

According to Russell and Bvuma (2001), The Accenture Public Sector Value Model is not intended to replace other performance measures such as Public Service Agreements, Service Delivery Agreements, or the Balanced Scorecard approach. Rather, it complements these other approaches. For example, while the Accenture Public Sector Value model answers the question, “Is this organization achieving its fundamental objectives?” other performance measures are still required to determine whether the organization is being well run. It does not set the standards of public service delivery, nor dictate the outcomes. Rather, it fills the long-standing gap of a standardized framework for assessing value creation in the public sector for the key stakeholders.

2.6 CHALLENGES ASSOCIATED WITH PUBLIC SECTOR SERVICE DELIVERY

In a ten year review which was conducted by the Minister of Safety and Security Mr Charles Nqakula 2003, it is very clear that this review shows a positive light in service delivery. This review indicates that leadership and governance challenges have the impact on the ability of the government to offer the public a good service delivery that would have a positive impact on the ordinary citizens of South Africa and as a result this is becoming one of major challenges in the public sector as most people believe leadership and governance issues must be addressed sooner than late

According to Naidoo (2004), there are also a number of interrelated variables, which hamper the effectiveness of the public sector to deliver services. The most important of these variables were identified as:

- Human resources and financial constraints;
- The lack of technical skills;
- The lack of co-ordination;
- Ineffective inter-governmental relations (IGR) among the three spheres of government;

- Ineffective policy implementation; and
- Lack of effective monitoring and evaluation of systems.

The real challenge in the South African public service lies in its inability to mobilize and focus its efforts to achieve its goals (Naidoo, 2004). In 2003, the Minister of Health stated that slow policy implementation is critically effected by leadership decision-making and leadership commitment.

According to Muthien, Khoza and Magubane (2000) the lack of effective leadership poses a serious challenge in the South African public service, and this impacts negatively on service delivery. President Thabo Mbeki (2003 State of the Nation Address Part 2) argued that an essential element for improving the situation is to improve the quality of leadership in the South African public service. Fraser-Moleketi (2005a) argued that the South African public service needs faster responses to meet the needs and demands of the South African society, to facilitate better utilization of available resources, to improve policy implementation, to monitor and encourage a positive working culture, and to maximize efforts by departments. Fraser-Moleketi (2005b) emphasized the need for effective leadership and governance for improving service delivery.

2.6.1 LACK OF LEADERSHIP COMPETENCIES AND STRENGTHENING HUMAN RESOURCES

The slow pace of policy implementation by some departments in the South African public service can be attributed to the deficiency in leadership competencies amongst public servants (Naidoo, 2004). In this respect Mbeki (2003) in his state of the Nation Address stated that the South African public service needs strong leadership competencies in all spheres and at all levels. The challenge for the South African public service, therefore, is to develop appropriate profiles of leadership competencies and design the necessary interventions to ensure appropriate leadership development.

Soobrayan (2004) argued that the South African public service organizations ought to seek, train and develop public servants to become effective leaders. In examining the specific traits

required of a leader, Setsabi (2001) argued that it is important for South African public service to deepen its understanding of the cultural, spiritual, social and personal dimension of leadership. Mokgoro (2000) stated that the South African public service should strengthen its efforts towards professionalizing the capabilities of public servants.

2.6.2 LACK OF CO-ORDINATION

Fraser-Moleketi (2005b) stated that policy implementation lacked co-ordination among different departments, in that there was a lack of clarity of the roles and functions of each sphere of government in South Africa, although these are clearly spelt out in the Constitution (1996).

Schacter (2000) also argued that there is intransigence in the relations between the different spheres of government. To facilitate and improve service delivery, there should be a coordinated effort from all spheres of government in South Africa. The South African public service ought to focus on clearly defining the roles of all spheres of government. It is also necessary to avoid duplicating issues between spheres of government (Freidman, 2003). Each structure should be vested with the appropriate powers in order to effectively meet the challenges of service delivery (Naidoo, 2004).

2.6.3 POOR COMMUNICATION STRATEGY

Friedman (2003), Kuye (2003) and Soobrayan (2004) indicated that ineffective communication is a critical challenge, which is impacting on effective service delivery. Naidoo (2004) argued that the public service's vision and strategies should be continually communicated to public servants to reinforce in them the need to improve service delivery in South Africa. Freidman (2003) suggested that communication should be improved between different sphere of government and with external stakeholders. Soobrayan (2004) argued that appropriate internal and external communication is integral to promoting effective public service delivery.

2.6.4 ENHANCING ETHICS AND VALUES

Lungu and Esau (1999) suggested that sound public service ethics are essential in the South African public service. The South African public service therefore needs to re-evaluate its ethics regime. Fanaroff (2002) argued that, in moving towards a professional ethos, it is necessary to eliminate elements of corruption and fraud, which unfortunately are widely present in the South African public service. Van Wyk et al., (2002) indicated that unethical behaviour makes it difficult to promote an effective public service because free-flowing information, trust and voluntary business transactions are impaired by it.

2.6.5 POOR POLICY IMPLEMENTATION

There is growing concern about the ability of leaders to implement policy in the South African public service (Dr Tshabala-Msimang Budget Speech, 2003). This was re-iterated by President Thabo Mbeki (2003), who stated that the critical challenge facing the South African public service was its capacity to implement policy. According to Naidoo (2004) the ability to understand policy and translate it into an effective strategy for implementation, requires a certain level of intelligence, competence and commitment on the part of public servants. Theron (2000) was of the opinion that the implementation of policy also required enabling, coherent and integrated systems, processes and procedures within the public service, between different spheres of government and among various stakeholders involved in the delivery of public service. There is an urgent need to strengthen and integrate the systems, processes and strategies in the South Africa public service departments (Chandu, 2003). The lack of effective processes and management systems is a recipe for disaster (Gildenhuys and Knipe, 2000). More importantly, the local spheres of government could provide valuable input, about the needs and demands of the citizens.

2.6.6 THE CHALLENGE IN MONITORING AND EVALUATION MECHANISMS

Cloete and Wissink (2000) remarked that the challenge of policy implementation can only be successful if effective monitoring and evaluation mechanisms are provided for institutions. Effective mechanisms are essential to review and evaluate policy to ensure achievements of service delivery outcomes. In a Budget Speech delivered by Dr Tshabala-Msimang in 2003, she stated that there were weaknesses in the current monitoring and evaluation system in the South African public service.

2.6.7 THE NEED FOR RESPONSIBILITY AND ACCOUNTABILITY

According to Rugumamu (1998:250), the central factors in effective governance are the allocation of responsibility for service delivery performance and the need to hold leadership accountable for their achievements or lack thereof. There is also a need for increased responsibility and accountability of individual managers for delivering specific results in the South Africa public service (Kuye, 2004).

2.6.8 SERVICE DELIVERY AS A RELATIONSHIP OF ACCOUNTABILITY

Nicolai and Triplehorn, 2003 argued that service delivery is a relationship of accountability between users, providers and policymakers. The World Development Report of 2003 proposed a possible framework for conceptualizing poor service delivery that examined the accountability relationship between the policymakers, the provider and the citizens (Figure 2.1). This relationship highlights the central role of the state in guaranteeing the provision of good levels of service and the role of politics in this process.

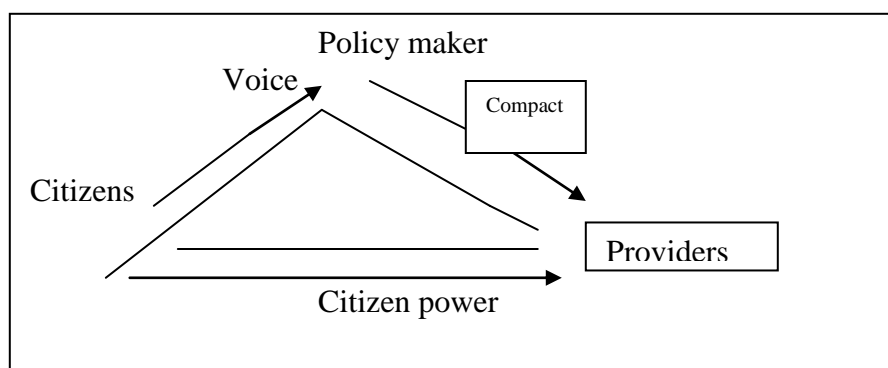


Figure 2.1 Framework of a service delivery relationship

(World Development Report 2004)

Source: Nicolai and Triplehorn (2003)

The above diagram illustrates the importance of a good policy environment, where the international community seeks to partner predominantly with policymakers at the state level to strengthen the state's ability to monitor and build the capacity of providers, and to work with poor citizens to give them more rights to health, education, and other services from the state through voice initiatives. It also seeks to build the responsiveness of providers to citizens by

funding mechanisms for citizens to directly hold providers to account (Nicolai and Triplehorn, 2003).

2.6.9 SHORTAGE OF HUMAN RESOURCE CAPABILITIES

Obura (2003) and Rutayisire, Kanabano and Rubagiza (2004) stated that other important challenges associated with public sector service delivery include a shortage of human resource capabilities, the role of civil society organizations in advocating for the rights of the poor to basic services, and the role of trade unions and other professional organizations in working with their members to improve the quality of service provision. While recognizing these weaknesses, the WDR (World Development Report) framework is one of the useful tools for examining service delivery interventions as it draws attention to the need to consider the three groups, which are necessary to improve service delivery.

2.6.10 BUILDING CAPACITY FOR PROVIDERS

In a good policy environment, the international community seeks to partner predominately with policymakers at the state level to strengthen the state's ability to monitor and build the capacity of providers (through the compact), to work with poor citizens to give them more voice to demand their right to health, education and other services from the state through voice initiatives, and to build the responsiveness of providers to account (Klugman, 1999).

2.7 CAN SERVICE DELIVERY BE IMPROVED?

According to Sommers (2004:31), a uniquely South African leadership and governance framework will shape the public administration positively within the context of South African public service. Naidoo (2004) argued that the purpose of developing a hybrid leadership and governance framework is not to replace the current framework adopted by the South African public service, but to improve on and strengthen it to meet the needs and demands of the South African public service.

“Public servants are meant to serve society in a positive way. The basic principle of government is to provide optimum service delivery in order to create a good quality of life for every citizen. Attempts should thus be made to improve the public service's performance and to minimize the negative consequences of actions. This implies that

the public service activities should be directed to satisfy the public's needs and to resolve the public's legitimate concerns" (Naidoo, 2004).

2.7.1 TRANSFORMATIVE AFRICAN LEADERSHIP AND GOVERNANCE FRAMEWORK

It is necessary to improve the leadership and governance framework in South Africa and to accelerate service delivery at the pace that is needed to address service delivery backlogs, especially in previously disadvantaged communities. The complexity of service delivery in the South African public service cannot simply rely on a particular approach or strategy to meet its objectives, but rather must adopt several parallel approaches and strategies, which should be adaptable to each situation in South Africa (Kuye, 2004).

In this regard, appropriate attributes of Western and traditional African leadership and governance approaches ought to be integrated within the public administration framework to promote an ethos of service delivery in the South Africa public service. Naidoo (2004:13) suggested that a unique South African leadership and governance framework had not yet been explored for possible adoption in the South African public service. In this regard, Setsabi (2001:2) argued that traditional African leadership and governance were values not yet integrated within the current framework of the South African public service.

According to Kuye (2004:9), a shift is necessary to ensure that improved service delivery is a dynamic social activity in which socio-economic, culture and political imperatives are integrated within the leadership and governance framework in the South African public service. It is important for the South African public service to take cognisance of socio-economic, cultural and political perspective of both their employees and the recipients of these services. Setsabi (2001:11) pointed out that a leadership and governance framework that is not focused on a society's political, social and cultural imperatives, is doomed to fail. Van Niekerk et al., (2001:115), argued that the public service cannot be value-free.

The consideration of these imperatives is important, to create a conducive environment for the improvement of public service delivery.

2.7.2 STRENGTHENING NETWORKS AND PARTNERSHIPS

According to Fraser-Moleketi (2005a) no single actor has all the knowledge and information required to solve the complexities of service delivery in South Africa. In this regard, Hackman (1986:104) indicated that leaders ought to maintain and increase successful partnerships inside their organizations and increasingly beyond them to promote service delivery. The South African public service already uses networks to a limited degree to deliver services to South African society, including to service recipients from previously disadvantaged communities. However, more needs to be done to improve service delivery in South Africa (Chandu, 2004).

According to Naidoo (2004: 309), the South African public service should, therefore encourage interactions and varied strategies for the improvement of service delivery. In this way, governance in the South African public service can become a more encompassing phenomenon because it will embrace not only the public service but also informal and non-governmental mechanisms. This should result in co-operation between multiplicities of actors towards service goals.

There are several types of partnerships that can be entered into for the purpose of improving service delivery by the South African public service (Van Niekerk, van der Waldt and Jonker, 2002: 252). Naidoo (2004:311) argued that policy outcomes should not only be the product of actions by the national government in South Africa. National government should actively interact with provincial and local government, the voluntary sector, the private sector and the citizens of the country, and in turn these sectors should interact with one another. The involvement and inclusion of all spheres of the South African public service should be improved and strengthened, to facilitate ownership of processes, which will heighten the chance of success (Naidoo, 2004).

According to Miller (2005) stakeholder participation and involvement in improving public service delivery in South Africa, is crucial. The South African public service should be designed to facilitate active involvement and participation at all levels. The foundations of democracy are based on the ability of political leadership to deliberate and consult with the electorate on issues that affect them. Ozaralli (2003) argued that the public service should

develop action strategies in collaboration with those who either have a direct stake in the policy outcomes or who play pivotal roles in the policy implementation process. All stakeholders in the South African public service should have a say in the way in which departments develop and implement policies. According to Cloete and Wissink (2000), in order to increase the confidence in the policy itself, it is also important for the South African public service to create a sense of ownership for that policy for those who are to lead the delivery process. Within the departmental context, however, the junior public-marking process is characterized by a top down approach (Naidoo, 2004).

In the process of providing a service, all public servants and communities in South Africa should be simultaneously empowered to develop their own solutions to their specific local challenges (Fraser-Moleketi, 2005b). All stakeholders, including the general public and communities should participate in defining the content and quality of public services. The need exists to continuously review the manner in which government executes its activities in the interest of the community it serves. Deliberation and consultation can assist in ensuring that the true needs, wants and desires of people are identified and correctly prioritized (Fraser-Moleketi, 2005a).

According to Koopman (1993) this suggests the importance of a mindset that values diversity, and the need for departmental frameworks that facilitate the full involvement and participation of the diversity of stakeholders. It is important that innovations are contextually relevant, and that they address real service delivery issues and challenges (Fraser-Moleketi, 2005a). These issue and challenges ought to include finding more cost-effective ways of delivering service to all citizens, at acceptable levels of quality. The public service should ensure that accessing service is both easy and convenient, especially in previously disadvantaged communities (Batho Pele- 'People First' White Paper on Transforming Public Service Delivery, 1997). The users of any form of public service should not merely be passive recipients of goods and services, but rather ought to be the key active engineers, authors and implementers of service delivery improvement (Niekerk, van der Waldt and Jonker, 2002). Naidoo (2004) suggested that excellent service delivery by government ought to foster a spirit and sense of responsibility, ownership and accountability for service recipients and users.

2.7.3 CONCLUSION

Service delivery performance in the South Africa public sector is either constrained or enhanced by how well its leadership and governance framework is geared to its policy objectives. The clearer and more appropriate the leadership and governance framework is, the more likely it is that the South African public service departments will achieve their expected service delivery outcomes. An integrated framework consisting of the relevant attributes of leadership and governance could be developed for possible adoption by the South African public service. The transformative African leadership and governance framework proposed in this literature review serves as a vehicle to improve service delivery by the South African public service. However, numerous weaknesses and challenges exist that must be addressed to improve service delivery in the South African public service. This framework should take cognizance of the unique political, social, economic and cultural diversity in the South African context. The ultimate objective is to transform the South African public service into an innovative, flexible and responsive organization that has solutions and continually seeks to enhance service delivery.

CHAPTER 2 (Part II)

DEPARTMENT OF HOME AFFAIRS

2.8 BACKGROUND

The Ministry of Home Affairs was established according to the prescripts of Chapter Three of the Constitution of the Republic of South Africa. The Ministry was given national competency on all matters that relate to the identification of persons as citizens of or non-citizens who reside in or visit the Republic. The Ministry has executive authority over the Department of Home Affairs (DHA), the Independent Electoral Commission (IEC), the Government Printing Works (GPW), the Film and Publication Board (FPB), the Immigration Advisory Board and Refugee Affairs Appeal Board (Annual Report 2005/06).

During 2005/06, the Ministry committed itself to dedicating its time and resources to ensuring that the Department of Home Affairs improved its service to the millions of South Africans and foreigners that interacted with the Department. Change in the Department of Home Affairs is irreversible. The turn-around strategy that was devised in September 2003 planned to transform the Department of Home Affairs into an effective 21st Century provider of service to South African citizens and clients.

The turn-around strategy was ambitious and aimed to create decisive interventions in all areas of work and at all levels of the organization. It focused on service delivery that is effective, efficient and convenient to clients. This mindset is embedded in the functioning of the Department and fully incorporated in all aspects of strategy and operations. The turn-around strategy resulted in a wide range of projects designed to address specific weaknesses, but was hampered by a lack of integrated planning, delivery and coordination. The need was also identified to strengthen management systems and capacitate managers to ensure effective planning, resource allocation, monitoring and evaluation and accountability (DHA Annual Report 2005/06).

According to the Strategic Plan (2007/08), The Department of Home Affairs is, in essence, a service delivery department. The delivery of outputs relating to the core business of the Department is critical for the fundamental transformation of the Department. The impact of core business therefore, has a direct influence on the quality of service delivery to customers. The National Immigration Branch was established in 2005 to improve the quality of services rendered in the sphere of immigration. The overall transformation of Civic Services in the ensuing years had been identified as the next critical intervention required by the Department (Department of Home Affairs Strategic Plan 2007/08/09/10)

The Department has, over recent years, been severely hampered in its quest to deliver world class service to its entire customer base due to its lack of capacity. The 2005/6 financial year has proven to be no exception. A concerted effort will therefore be made in the 2006/07/08 financial year to address this critical issue. The focus will be on capacitating especially regional and district offices in terms of number of competencies (Department of Home Affairs Strategic Plan 2007/08/09/10.)

2.8.1 SERVICES OFFERED BY DEPARTMENT OF HOME AFFAIRS

According to the Strategic Plan 2007/08- 2008/09, and in accordance with its mandate, the Department of Home Affairs is empowered to execute the core functions of Civic Services and Immigration. The DHA aims for excellence in serving its customers so that these core functions will be delivered in accordance with the Department's Statement of Standards. The set service standards of the Department will be reviewed following the business process re-engineering initiatives, which form part of the fundamental transformation of the Department.

2.8.2 THE DEPARTMENT OF HOME AFFAIRS CORE FUNCTIONS

The core functions of the Department of Home Affairs include the following:

- the National Population Register (NPR);
- Management of records of citizenship;
- Travel documents such as passports and identity documents;
- Admission;
- Inspectorate;

- Refugee affairs;
- Information co-ordination;
- Policy directives, and
- Counter -xenophobia.

According to the Strategic Plan 2007/08- 2008/09, the mandates of the Department are embedded in legislation, as well as other policy documents. In order to fulfil its mission, the Department executes or participates in the execution of this following mandate (services):

- Births and Deaths Registration Act, 1992 (Act No. 51 of 1992), as amended;
- Regulations made in terms of the Births and Deaths Registration Act;
- Transfer of powers and duties by the Director-General in terms of the Birth and Deaths Registration Act, 1992; Marriage Act, 1961 (Act No. 25 of 1961), as amended;
- Regulations made in terms of the Marriage Act, 1961; Civil Union Act, 2006 (Act no. 17 of 2006); and Regulations made in terms of the Civil Union Act, 2006.
- Identification Act, 1997 (Act No. 68 of 1997), as amended ; Regulations made in terms of the Identification Act, 1997. South African Citizenship Act, 1995 (Act No. 88 of 1995), as amended; Regulations made in terms of the South African Citizenship Act, 1995; and Delegations in terms of Section 22 of the South African Citizenship Act, 1995,
- South African Passport and Travel Documents Act, 1994 (Act no. 4 of 1994), as amended; and Regulations made in terms of the South African Passport and Travel documents Act, 1994,
- Refugees Act, 1998 (Act No. 130 of 1998);
- Immigration Act, 2002 (Act no. 13 of 2002), as amended; and Regulations made in terms of the Immigration Act, 2002,
- Promotion of Access to Information Act, 2000 (Act no. 2 of 2000), as amended; Regulations made in terms of the Promotion of Access to Information Act 2000,
- Public Holidays Act, 1994 (Act no. 36 of 1994), as amended Imprint Act, 1993 (Act No 43 of 1993), as amended,

- Films and Publication Act, 1996 (Act No,65 of 1996), as amended; and Regulations made in terms of the Film and publication Act, 1996 (Strategic Plan 2007/08-2008/09).

2.9 WHAT IS BATHO PELE?

According to the Batho Pele Handbook-(DPSA Batho Pele Handbook: 2002-2004), Batho Pele is a Sotho translation for “People First”. It is an initiative to encourage public servants to be service-orientated, to strive for excellence in service delivery and to commit to continuous service delivery improvement. It is a simple and transparent mechanism, which allows citizens to hold public servants accountable for the level of service they deliver (Department of Public Service and Administration, 2002).

Batho Pele is not an “add-on” activity. It is a way of delivering service by putting citizens at the centre of public service planning and operations. It is a major departure from a dispensation, which excluded the majority of South Africans from ‘a better life for all’ through service, products and programmes of a democratic dispensation. The vision and mission exist to instil a sense of common purpose and energize members of an organization towards action. The Batho Pele vision and mission emanated from the realization that government should transform service delivery mechanisms to meet the needs of citizens. In this context, the following vision and mission statements were developed to energize the transformation efforts of public servants

“To continually improve the lives of the People of South Africa by a transformed public service, this is representative, coherent, transparent, efficient, effective, accountable and responsive to the needs of all”

“The creation of a people-centred and a people-driven public service that is characterized by equity, quality, timeousness and a strong code of ethics” (Public Service Commission, 2001)

2.9.1 REVITALIZATION OF BATHO PELE

In order for Batho Pele to succeed, the organizational culture has to be changed to accommodate Batho Pele as a way of life. According to Ngema (2004: 204), Batho Pele

should be thought of as a set of mutually reinforced interventions to transform all levels of the organization, with a view to becoming a public service that puts people first. Ngema (2004: 205) suggests that South Africa cannot become that which it needs to become unless it does that which needs to be done.

According to Fraser-Moleketi (2005b), no businesses can operate without customers and there cannot be government, if there are no people. The Batho Pele strategy is aimed at transforming the culture and ethos of the public service to improve service delivery. The focus areas of the campaign included “taking service to the people”, “knowing your service rights” and setting of management systems to monitor performance. The eight Batho Pele principles of consultation, service standards, access, courtesy, information, openness and transparency, redress and value for money, are aimed at delivering a strong message of government’s commitment to citizen-centred approach to service delivery (Department of Public Service and Administration, 2003). It is clear that the absence of high level policy skills and middle management governance and management skills have been key factors that have resulted in the lack of implementation of “Batho Pele”. In addition the representation of women in middle management must be improved (Fraser-Moleketi, 2005b).

A service delivery conference held in Stellenbosch during 2003 reflected on the frustration caused by poor delivery to victims of crime by service providers. These problems were largely due to process problems within the criminal justice system and inefficient investigations. The problem with the criminal justice system’s service delivery is not about a lack of willingness to render service to the victim of crime, but more about rendering effective and efficient service to the victim per se. The criminal justice system’s methods and levels of delivery have yet to align themselves with the spirit of the “Batho Pele” principles (Van Wyk, 2002).

According to Mbeki (State of the Nation address Part 1 of 2003), in his second term of office, service delivery was to be the focus of his attention. One lesson learned by the first democratic government was that structures, while important, do not guarantee successful integration. Good integration requires well-functioning processes and the effectiveness of processes depends less on structure than on the commitment of decision-makers and managers to the

goals of co-ordination. Despite significant achievements in policy development, growing unemployment, income poverty and inequality and shortcomings in service delivery have fuelled criticism about the effectiveness of government policies to transform the conditions of the poor citizens of South Africa (Mbeki, 2004).

The success of the new reforms depends both on the substance of the policies and the ability of the government to implement them efficiently. A significant gap between the adopted policies and their successful implementation can potentially explain some of the problems experienced with the delivery of the government's main transformation objectives. A survey conducted by Johannesburg Business Day in 2003 revealed that a third of the respondents felt that Government was not delivering on its promises. In the run-up to the 2004 elections the ANC declared that "crack teams" whose main responsibility was to monitor the implementation of government policy and service delivery would be set up. Money was not the problem, the capacity to implement policy was.

Fraser-Moleketi (2005b) stated that key elements of bureaucracy were not helping to deliver more and better services to citizens. In too many areas, Batho Pele was not working. Specific problems areas identified included:

- Staff members' attitude when dealing with people
- Training specific staff on human relations, making everyone accountable for their behaviour.
- The Department was beset by attitudes like "*Buya ngenyanga elandelayo mama*" (come back next month mama) (Natal Witness, 2004 p.5).
- It was necessary to create an environment that was user- friendly, accessible and efficient. The one-stop shop for community services (multi purpose centre) as part of the integrated service delivery aimed at providing a wide range of government service.
- Success depends on staff co-operation; hard work and basic care management.

2.9.2 BATHO PELE SERVICE STRATEGY

Batho Pele strategy on service delivery was developed to meet the following strategic objectives (<http://www.dpsa.gov.za/batho-pele/beliefset.asp>, accessed 2008/07/16).

- To introduce a new approach to service delivery which puts people at the centre of planning and delivering services
- To improve the face of service delivery by fostering new attitudes such as increased commitment, personal sacrifice and dedication;
- To improve the image of the public service.

It has been noted that many public servants have not yet internalized Batho Pele as part of their day-to-day operations when providing service to members of the public. In order to deal with this, the Department of public service and Administration has developed a “Batho Pele Revitalization Strategy” the aim of which it is to inculcate the Batho Pele culture among public servants and to improve service delivery within the public service.

(<http://www.dpsa.gov.za/batho-pele/beliefset.asp>).

2.9.3 SUMMARY OF BATHO PELE

The Batho Pele principle and ethos enables the public service to serve its citizens efficiently and effectively. Public service reforms have improved accountability and service delivery on a national and provincial level. The single biggest impediment to service delivery appears to be an absence of policy and management skills (Public Service Commission, 2000:2).

The success of the new reform depends both on the substance of the policies and the ability of the government to implement them efficiently. On the one hand, the significant gap that exists between the adopted policies and their successful implementation can potentially explain some of the problems experienced with the delivery of government’s main transformation objectives. The drive to identify scarce/ critical skills and recruit and retain staff with the skills that are needed, is a major stumbling block to be overcome within the public service. However, it can be overcome with effective input from private/public partnership and SETA’s, and great progress would then be made in addressing service delivery backlogs within a changing service delivery system (Public Service Commission, 2000:3).

The public service should constantly change and be amenable to change, to manage and implement Batho Pele. Only when the legitimate objectives and goals have been identified,

will service delivery be affected in South Africa. The focus on service delivery needs to be more widely published and conveyed at grassroots level in simple and understandable terms. The challenge is to ensure that the under-educated and the poor know where to get access to the relevant services and when the system fails, where they can find a remedy to deal with ineffective or bad service (<http://www.dpsa.gov.za/batho-pele/beliefset.asp>).

Batho Pele, if implemented and managed properly, enables an effective public servant to provide a world-class service. The Batho Pele policy can only enable the public service within an environment that is constantly aware of its challenge and keeps abreast of technological changes and modernization. (<http://www.dpsa.gov.za/batho-pele/beliefset.asp>, accessed 2008/07/16).

2.10 DHA: THE IMPLEMENTATION OF SERVICE AND BATHO PELE

According to its Annual Report 2005/06, the Department of Home Affairs implemented a number of initiatives during 2005 to ensure adherence to the Batho Pele principles. The challenge for the future is to strengthen and sustain adherence to Batho Pele in the future. The initiatives referred to are:

- The rollout of the “Client is Always Right” campaign;
- The introduction of flexible working hours and internal and external signage for all DHA offices;
- The launch of 67 state of the art mobile units to improve access to services. Sixty-four units were deployed in 2005/06. The deployment of an additional 42 mobile units will commence in the 2006/07/08 financial year.
- The training of officials to take place in line with the ten-year rollout plan of the Department;
- A Pilot Client Service centre (CSC) is in place. The process of converting the pilot CSC into a 24-hour operation is planned and will be looked into in earnest in the 2006/07 financial year.
- The availability of the DHA services in 58 of the 66 Multi-Purpose Community Centre (MPCCs) in the country. This is critical in making the DHA service more accessible to citizens.

The implementation of these service delivery issues has unfortunately only led to very slight improvements in service delivery thus far. The need, which has been identified as the most pressing, was the front-desk service where improvements will mean lower return rates and a more positive perception of the Department by clients. To this end, the identification of suitable front-desk staff and an associated training programme is critical (Strategic Plan 2007/2-2008/9).

According to the Strategic Plan 2007/2-2008/9, one of the main DHA strategic objectives is to establish a culture of Batho Pele and appropriate service delivery standards and service delivery plan with effective structures and measures in place to manage, co-ordinate and monitor service delivery and combat corruption. An additional aim is to address blockages and shortcomings systematically.

According to the report on the Department of Home Affairs Batho Pele and Management (2008), the Department's practices were evaluated by comparing them with best practice standards. Comparing its service delivery improvement practice with the principles and requirements laid down in the White Paper assessed the Department's compliance with Batho Pele policy.

2.10.1. OUTPUT PERFORMANCE OF THE DEPARTMENT (MEASURING BATHO PELE IN DHA) (<http://www.dpsa.gov.za/batho-pele/beliefset.asp>, accesses 2008/07/16).

The performance of the Department's various service departments will be outlined in the sections below.

2.10.2 CIVIC SERVICES

The Department performed below standards when measured against its own published service standards.

2.10.3 MIGRATION

The Department experienced serious difficulties in delivering products within the time frames announced by the Minister. The Department, moreover, did not rigorously measure its performance against published service standards.

2.10.4 STRATEGIC CHALLENGES FACED BY THE DEPARTMENT

According to the Strategic Plan (2007/2-2008/9), the Department was faced with the intractable problem that the demand for its services was continually increasing while its budget remained unchanged in real terms. The setting up of service delivery points across the country is a very costly exercise, so the Department will have to carefully plan the setting up and distribution of these services delivery points, the work processes carried out at these points and its strategies for the tracing and removal of illegal aliens. Migration work processes are largely determined by migration policies. It is the policy that determines the number of checks to be done and the factors to consider before a permit can be issued. The Department lacks the capacity to apply the policy effectively. Capacity is used here to describe the ability of the administrative processes and the staff involved in the processes to take complex decisions (DHA Strategic Plan, 2007/2-2008/9).

2.10.5 UTILIZATION OF STAFF

According to Department of Home Affairs Ikhaya News Letter (2007:1-7), it is imperative that each staff member is utilized optimally and that the workload should be spread evenly amongst the available staff. The highest area of wastage in the Department occurs with the waste of staff time or the inefficient utilization of staff time. The Strategic Plan 2007/2-2008/9 stated that these inefficiencies are caused partly by fluctuations in volumes of different types of applications for official documents and partly by the Department's inability to move resources to offices or sections where volumes are the highest. According the report published in the Ikhaya (2008), work arrangements should be as flexible as possible and the capacity should be created to move staff to components where inflow of work is the highest or where backlogs are building up (or alternatively, to re-assign work to under-utilized components). The Department has already recognized that the multipurpose deployment of staff should be considered (Ikhaya 2007).

2.10.6 DHA IMPLEMENTATION OF THE BATHO PELE WHITE PAPER

According to the Report on Home Affairs Batho Pele and Management Audit Investigation (2000:2), the aim of the White Paper was to establish the nature and extent of irregularities and inefficiencies in management and the causes thereof and to come up with recommendations that would assist the Department of Home Affairs to perform its functions in a more efficient and effective way.

2.10.6.1 DHA IMPLEMENTATION OF THE BATHO PELE WHITE PAPER

- The Department does not consult with customers about service and service standards;
- Standards are set, but actual performance is not rigorously measured against these;
- The Department needs to increase access to its service;
- Specified courtesy performance standards need to be measured;
- Information needs to be provided about the service of the Department;
- The Department has failed to have a formal mechanism for dealing with complaints;
- Unable to report citizens registered with their ID books, except through its annual report;
- The Department does not comply with the productivity improvement programme and does not measure its productivity (DHA Strategic Plan 2007/2-2008/9)

The Department will need to embark on the re-engineering of all its business processes to enable it to deliver an acceptable level of service within a limited budget. The required efficiency improvements will not be achieved by incrementally improving existing processes without fundamentally rethinking the way the Department carries out its business. For example, any fundamental re-engineering of the business processes of the migration component will probably also requires adjustments to the migration policy. Without such adjustments, only small incremental improvements in processes and cost savings will be possible (DHA Strategic Plan 2007/2-2008/9).

2.10.7 CHALLENGES ENCOUNTERED IN SERVICE DELIVERY AT DHA

According to the DHA Annual Report (2005-2006), the following are the main challenges faced by the Department of Home Affairs:

- Inadequate capacity to deliver satisfactory services
- The failure to identify the right type of frontline staff and
- The turnaround times for filling of posts due to natural attrition and corruption-related dismissals are too long.

It is critical for the Department to replace outdated systems while taking interim measures to improve delivery in the short-term. According to the DHA Annual Report (2005-2006), to effectively combat corruption, the Department needs to build corruption-recognition measures into major strategies. From a managerial perspective, it is important to improve the management structure and processes, including processes such as monitoring and evaluation. Also, the lack of pro-active media interaction and inadequate and untimely responses to incorrect media reporting or coverage, are damaging to the Department's public image.

The Department acknowledges that there are unregistered citizens, especially in the rural areas of the Republic of South Africa. A large number of citizens have complained about incorrect personal particulars, which have been recorded on the official documents provided by the Department (Ikhaya, 2008 2-5).

In August 2004 the Department of Home Affairs, the South African Police Services and National Intelligent Unit launched the Fraudulent Marriages and Registration of Customary Marriages campaigns jointly. In the Strategic Plan (2007/2-2008/9) it is reported that the Department received 212 399 marriage enquiries of which a total of 4 455 were identified as allegedly fraudulent marriages. Further investigations into these suspected fraudulent marriages revealed that 2972 were indeed fraudulent marriages, which had been conducted without the consent of the complainant. These marriages were subsequently expunged from the national population register. The alleged fraudulent marriages of 442 citizens could not be expunged from the national population register as investigations revealed that the complainants had indeed signed the marriage register, thereby consenting to marriage (DHA Annual Report, 2005-2006: 2-4).

2.10.8 ILLEGAL FOREIGNERS AND REFUGEES

An estimated 167 137 illegal foreigners cross South Africa's borders every month, and due to logistical or legal hindrance to deportation, only a very small percentage of these illegal foreigners are deported,. Although bilateral talks on the issue have taken place between RSA, three SADC countries namely Zimbabwe, Mozambique and Lesotho, these are not bearing any fruit thus far (DHA Annual Report, 2005-2006: 3).

2.10.9 REFUGEE AFFAIRS

A both a lack of leadership and a lack of capacity at management level and a lack of integrated systems characterize the Refugees Affairs section. These challenges have played a significant role in the backlogs that have now resulted in many asylum applications being overly delayed (DHA Annual Report, 2007-2008:5).

2.10.10 XENOPHOBIA

The Department has failed to come up with a counter-xenophobia strategy that will also focus on awareness programmes. During the months of April and May 2007 the country was awash with Xenophobia and the department was hard-pressed to find solutions. Foreigners are still scattered all over the cities and the issue of the reintegration of foreigners is failing (DHA Annual Report, 2007-2008: 6).

2.10.11 OTHER CHALLENGES

According to the Ikhaya (2008), at the portfolio committee meeting that was held in parliament in March 2008, the members raised the following as other major challenges in the DHA:

- South Africa's borders are too porous and the management of refugees had become an impossible task;
- There is widespread corruption involving the ID documents of deceased persons;
- There is widespread recording of false marriages of South African citizens to foreigners who were complete strangers;
- The impact of the transformation plan on the 2010 Soccer World Cup events;

- There is a high number of learners at high schools without ID documents and the effectiveness of the mobile offices needs to be improved;
- The processing systems are inefficient and the turnaround time for document applications is slow;
- The long queues at offices continue to be a major problem at the DHA; and
- Frontline staff is not properly trained and are largely responsible for poor customer service delivery.

2.11 CONCLUSIONS

The Department of Home Affairs implemented a number of initiatives during the 2006/07 financial year to improve services. There is a definite need to pursue even more efficient ways of providing improved front desk services at Home Affairs offices. The years 2008-2015 will be spent on the roll out of a 'track and trace' system to the rest of the offices throughout the country for all applications. This should begin to alleviate the interminably long queues, clarify the status of ID applications and generally allow for better accountability to the client by the front desk staff. It remains critical that the Department of Home Affairs focus on making improvements that continue to put the client at the centre of service delivery

The assistance of the Support Intervention Team in this regard has been acknowledged and their recommendations are being taken into account as explained in the introduction to this document. The current Strategic Plan has been structured according to business units and linked to both performance agreements and the budgets that are allocated to senior managers. However, accountability will be further strengthened when the budget is restructured in line with the recommendations of the Support Intervention Team so that each element of the core business has its own programme: Civic Services NIB and Service delivery.

The objectives in the current Strategic Plan are now more clear and the timeframes more realistic, which enables more effective accountability through performance management and monitoring and evaluation.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The purpose of this chapter is to discuss the research methods employed in obtaining the results for the study. This includes a discussion of the objectives of the study, the research instruments, the sampling technique and the data collection as well as the statistical technique used to analyze the results. The research design was chosen because it acknowledges that research into the subject of customer service is relatively unresearched in the context of the South African consumers of public services. It is well known that customer satisfaction has a positive impact on a firm's profitability for a number of reasons such as loyalty, future purchases and behaviours. This, however, is not exhaustive, hence the continued need for studies such as this one. A number of research questions are posed in this study and it requires that an exploratory study be conducted in order to understand consumer behavioural trends followed by the perception of consumer to customer service.

3.2 OBJECTIVE OF THE STUDY

This is a causal study as the main reason for conducting the study is to determine the variables that are responsible for the poor service delivered and to understand if people who can afford to pay for a better services are willing to pay for such service if DHA would offer an exclusive better and faster service for those individuals who can afford to pay extra costs for normal service offered at DHA such as ID, Passport, Birth certificates etc.

By answering the questions below, this study aims to contribute towards an understanding of the organization's (the Department of Home Affairs) lack of customer service.

The objectives of this research are to:

- Determine customer satisfaction levels with the service provided by the DHA;
- Determine which services are commonly used by the DHA customers;

- Differentiate the similarities and variances in service offered to different age, gender and race groups;
- Determine the average time customers spend on travel and waiting for services; and
- Determine how service at the DHA could be improved;

The study is important for the public sector, especially those departments who are striving to be more customer-orientated and deliver better and faster services to all the citizens of this country. This study is meant to benefit the consumer and the organizations because a better understanding can lead to better communication, thereby bringing about a change in the customer satisfaction and customer service levels.

3.3 SAMPLING TECHNIQUE AND DESCRIPTION OF THE SAMPLE

According to Ngcobo (2006: 38), sampling is the process of selecting a sufficient number of elements from the population, so that a study of the sample and an understanding of its properties or characteristics would make it possible to generalize such properties or characteristics to the population elements. Ngcobo (2006:40) explains that the theory behind sampling is: “If you can select a sample that is as close as possible to being representative of the population, then any observation you can make regarding that sample should also be true for the population.”

The two basic types of sampling design that exist are: probability and non-probability sampling. Ngcobo (2006: 40) explains that: In nonprobability sampling, the researcher has no way of forecasting or guarantee that each element of the population will be represented in a sample (Leedy and Ormarod (2005:206).

With probability sampling Cooper and Schindler (2001), indicated that simple random sampling is often impractical due to the difficulty or impossibility of obtaining a full population list (sample frame), among other things. A more efficient sample in a statistical sense is one that gives precision (standard error of the mean or proportion) with a smaller sample size. Cooper and Schindler (2001) also described four alternative probability sampling approaches, namely systematic, stratified, cluster and double sampling.

It is important that the sample that is selected should be representative of the population. When this is the case, then the result can be generalized to the larger population through inferential statistics. Therefore, the ideal selection for this research should be conducted in such a way that every person in the population has an equal chance of being selected. In this method, participants of the entire population of elements are divided into sub-population or strata and the elements are then selected separately from each stratum. According to Cooper and Schindler (2001) there are three reasons why a researcher chooses a stratified random sample.

- To increase a sample's statistical efficiency;
- To provide adequate data for analyzing the various populations;
- To enable different research methods and procedures to be used in different strata; and

Stratifying customers on the basis of life stage, income levels, buying patterns and stratifying companies or organization according to size, industry, profits and so forth is a sampling design technique. Stratification is an efficient research sampling design as it provides more information with a given sample size. With the ideal stratification, each stratum is internally homogeneous and externally heterogeneous with other strata. The sample that is to be used in this study, are the clients of the Department of Home Affairs. This sample includes members of all race groups, a representative of the population as illustrated in example below.

		Percentage
Gender	Male	69%
	Female	31%
Race	African	69%
	Coloured	2%
	Indian	18%
	White	12%
Age	26-35 years	51%
	36-45 years	33%
	46 years and above	16%

Table 3.1 Composition of Sample according to Age, Gender and Race

3.4 RESEARCH INSTRUMENT

Personally administered questionnaires will be distributed via Questionpro.com and the GSB MBA students will receive an email that will have a link address to the questionnaires office in Durban. There will be a brief explanation to clients outlining the objectives of the study and also informing the respondents that they are under no obligation to fill in the questionnaire. Anonymity will be assured to respondents and those who are unhappy to divulge their personal details will be allowed not to do so, even though each questionnaire will have the section that requires personal information.

The purpose of conducting this type of survey is that it costs less in terms of both time and money. Clients will have the freedom to fill in the questionnaire while standing in queues, which allows them to relax, take their time and think properly before the answering the questions and there will be no pressure to complete the form in few minutes. Customer services influence the behaviour and satisfaction of the clients, therefore a good measure of customer satisfaction with service at Home Affairs would be the total number of clients who

say they are happy with the quality of service they received at Home Affairs. The questions were planned to enable the study to achieve the objectives outlined earlier.

The questions were divided into the following dimensions:

- **Demographic questions-** to profile the respondents according to age, gender and race;
- **DHA offices-** to determine which office they were visiting;
- **Income** – to determine their income and their willingness to pay extra for better, faster and different service compared with the current service;
- **Occupation-** to determine a better service for professionals who would be willing to pay more because they had to get back to work or would be travelling away from home;
- **Distance travelled** – to determine the distance that clients travelled so that more service points could be opened e.g. open an office in Umlazi so that people from Umlazi would not have to travel to Durban for an ID application;

The question types that were used varied from multiple-choice (both single and multiple responses) to Likert-type questions with one open-ended question.

3.4.1 ADMINISTRATION OF QUESTIONNAIRE

The department of Home Affairs refused me permission to conduct the research at DHA offices due to a personal dispute between the candidate and DHA which the supervisor and research co-ordinator were aware of. On the guidance of the supervisor MBA students were chosen as they have the potential to afford a “paid for” service. Personally administered questionnaires will be distributed to Questionpro.com. MBA students from UKZN will receive the questionnaire through the links on the GSB website.

3.4.1.1 Advantages of using such method to administer questionnaires

- This method is voluntary; the response rate when one has such a captive audience is typically high, and often 100%.

- The researcher can always answer questions during the filling of questionnaires to his or her classmates.

3.4.1.2 Disadvantages of using this method

- Mailing questionnaires to people one doesn't know is quite another matter. Potential respondents have little or nothing to gain by answering the returning the questionnaire and so many of them do not.
- As a result the typical return rate for mailed questionnaire is 50% or less and in recent years it has steadily declined (Leddy & Ormorod, 2005).

3.4.2 There are two types of research instruments: Qualitative and Quantitative research

The qualitative research approach serves one or more of the following purposes (Peshkin, 1993):

- Descriptive. They can reveal the nature of a certain situation, setting, processes, relationships, systems, or people.
- Interpretation. They enable a researcher to (a) gain new insight about a particular phenomenon, (b) develop new concept or theoretical perspectives about the phenomenon, and/or discover the problem that exist within the phenomenon
- Verification. They allow a researcher to test the validity of certain assumption, claims, theories, or generalizations within real-world contexts.
- Evaluation. They provide a means through which researcher can judge the effectiveness of particular policies, practices or innovations

3.4.3 Qualitative research

This study used a quantitative research. Quantitative research identifies the characteristics of an observed phenomenon or exploring possible correlations among two or more phenomena (Leddy & Ormorod, 2005). In every case, descriptive research examines a situation as it is. It does not involve changing or modifying the situation under investigation, nor it is intended to determine cause and affect relationships. Qualitative research method is effective when using face to face and Telephone interviews or Questionnaires.

3.4.3.1 This study used questionnaires (quantitative research instrument) as a method of collecting data, for the following reasons: Advantages

- This study was conducted in UKZN to the (Graduate School of Business) GSB students;
- Questionnaires are most easily to distribute by emails as they were sent via email to all GSB students current and former students to target the an acceptable number of responses and can be sent a thousand miles away;
- Participating MBA students can respond to questionnaires with assurance that their responses will be anonymous and so they may be more truthful than they would be in a personal interview, particularly when they are talking about controversial or sensitive issues; and
- Questionnaires may save researchers travel expenses and email is typically cheaper than a lengthy long-distance telephone call, hence this study was not sponsored.

3.4.3.2 Questionnaires may also have drawbacks (Disadvantages)

- Typically the majority of people who receive questionnaires do not return them;
- They may be a low return rate and people who do return them are not necessarily representative of the original selected sample;
- People who are willing participants in a questionnaire study, their response will reflect their reading and writing skills and, perhaps, their misinterpretation of one or more questions; and
- Thereby eliminating other questions that could be asked about the issue or phenomenon in question, the researcher is apt to gain only limited, and possible distorted, information (Dowson & McInerney, 2001).

3.5 STATISTICAL ANALYSIS OF THE DATA

The data will be analyzed by using the SPSS statistical software package. Responses will be converted from categorical data to nominal data, to enable the data collection to be partitioned into mutually exclusive and collectively exhaustive categories. This data will then be captured into the SPSS data editor window to enable an analysis to be performed.

3.6 STATISTICAL ANALYSIS OF THE QUESTIONNAIRE

An analysis of the questionnaire commenced with the demographics section, where the data will be analyzed using the frequency percentage. This will be done to determine the pattern of distribution of the respondents into the five strata listed in Section 3.4. This process transformed the data into information that could be used throughout the other variables, especially to cross-tabulate between other variables.

3.7 CONCLUSION

In this chapter the research method to be employed in obtaining the results of the study has been discussed. This included a discussion of the basic research design, the sampling technique and the data collection method as well as the statistical techniques used to analyze the results. The degree with which the research question will be crystallized required an exploratory study design to glean a comprehensive understanding of customer service and consumer satisfaction especially in government departments. This is a qualitative study that attempts to describe the likely characteristics of the population by making inferences from the sample characteristics.

CHAPTER FOUR

PRESENTATION OF RESULTS

4.1 INTRODUCTION

The purpose of this chapter is to report the results of this study. As mentioned in the previous chapter, the questionnaires were analyzed through the use of Questionpro.com and SPSS version 15.0 (SPSS Inc., Chicago, Illinois, USA). A p value <0.05 was considered as statistically significant. The analysis of the questionnaires commenced with the demographics section, where the data was analyzed using frequencies. This was done to determine the pattern of distribution of the respondents into the above-mentioned strata. The process transformed data into information that could be used in analyzing the other variables, especially after cross-tabulation between variables.

The analysis in this chapter deals with quantitative data which is relevant to customer service and service delivery to the public in the Department of Home Affairs. The objectives of the study have been built into questions that will be a subject for this analysis. Table 4.1 illustrates the demographic characteristics of the respondents.

4.2 DEMOGRAPHIC CHARACTERISTICS

		Percentage
Gender	Male	69%
	Female	31%
Race	African	69%
	Coloured	2%
	Indian	18%
	White	12%
Age	26-35 years	51%
	36-45 years	33%
	46 years and above	16%

Table 4.1 Composition of sample

Table 4.1 illustrates that 69% males and 31% females participated in the study. A total of 69% participants were African, while 18% were Indian, 12% were White and only 2% were Coloured. The age distribution reflects that 51% were between 26 and 35 years while 33% were between 36 and 45 years and 16% were 46 years or older.

4.2.1 GENDER AND AGE COMPOSITION OF THE SAMPLE

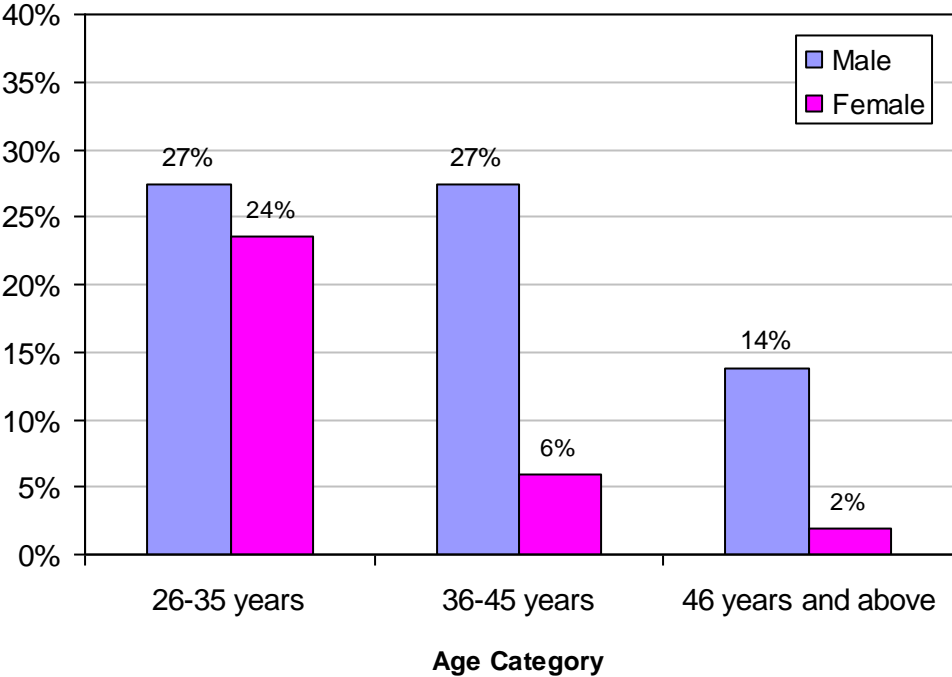


Figure 4.1 Gender and Age composition of sample

Figure 4.1 reflects that males were in the majority in each age category. In particular, in the age group 26-35, 27% of the sample was male compared to 24% female. In the 36-45 age group, 27% were male and 6% were female. A total of 14% of respondents who were 46 years and older were male as compared to 2% female.

4.2.2 RACE AND AGE COMPOSITION OF THE SAMPLE

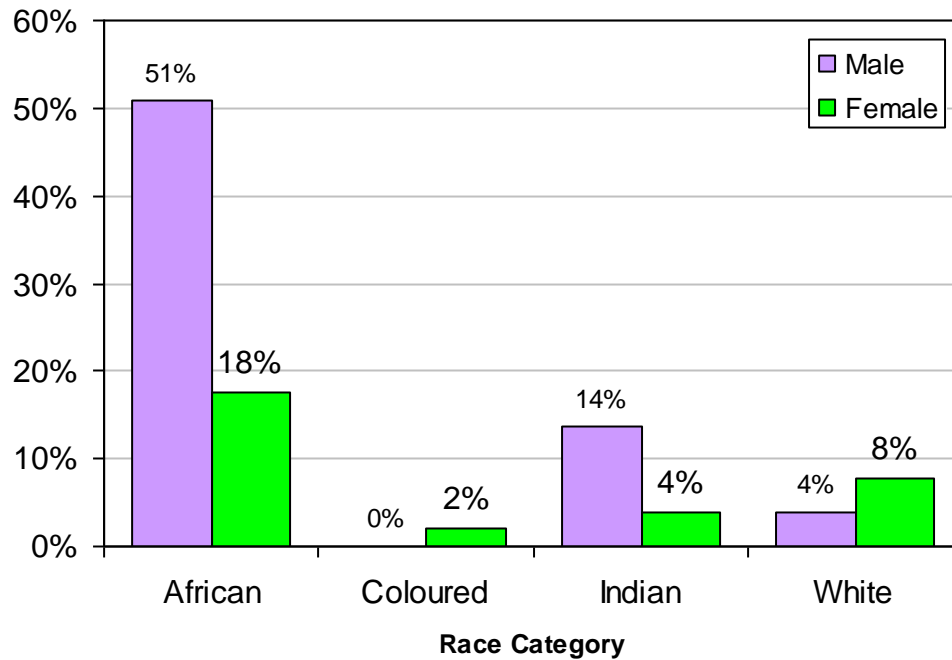


Figure 4.2 Race and Gender composition of sample

Figure 4.2 indicates the race and gender composition of the sample. The African sample comprised 51% males and 18% African females. The Indian respondents comprised 14% male and 4% female. The White respondents comprised 4% male and 8% female while there were only 2% Coloured female respondents and no males in this race group. This distribution pattern may have a significant effect on the result of the study. The result could be skewed in the direction of these two race groups, which have more representation especially if the responses are similar. Care needs to be taken not to generalize these outcomes to the entire population.

4.2.3 JOB COMPOSITION OF THE SAMPLE

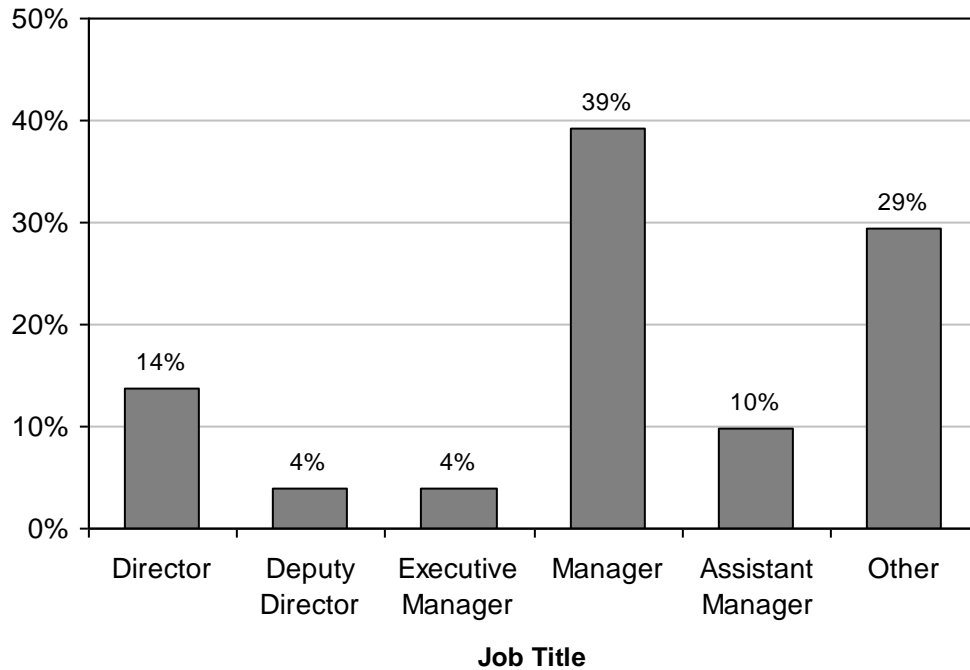


Figure 4.3 Composition of sample according to Job Titles

Figure 4.3 reflects that majority (39%) of respondents were managers as the sample was drawn from the Graduate School of Business at the University of Kwa-Zulu Natal. A total of 14% were at the level of Director while 4% were Deputy Directors and 4% were Executive Managers. A total of 10% were Assistant Managers and 29% of respondents did not give their job titles.

4.2.4 LANGUAGE COMPOSITION OF THE SAMPLE

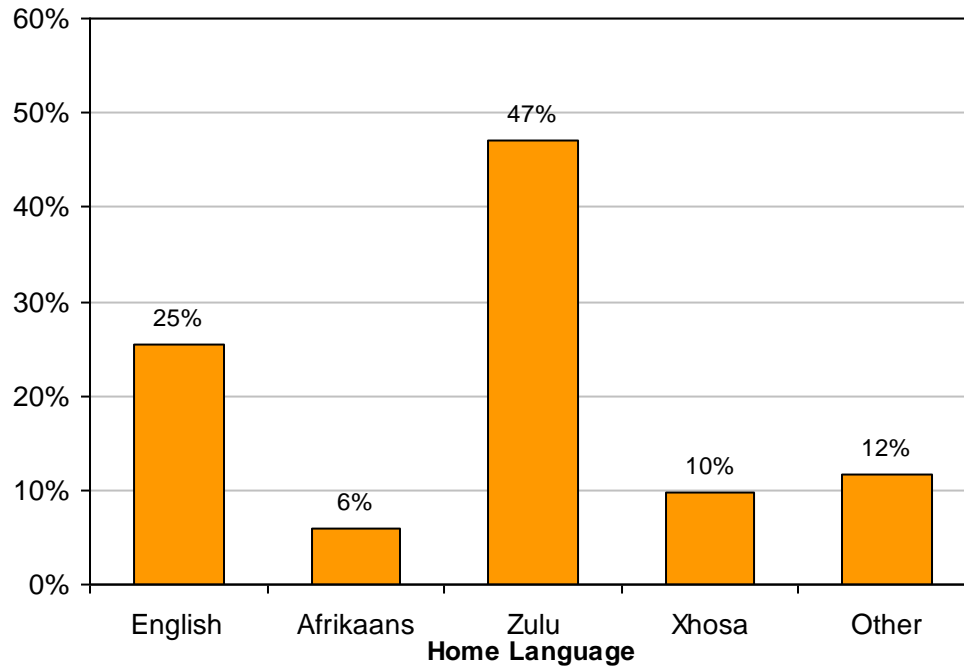


Figure 4.4 Composition of the sample according to Home Language

Figure 4.4 shows that 47% of the respondents were Zulu speaking people. A total of 25% of the respondents were English speaking while 6% were Afrikaans speaking and 10% were Xhosa. A total of 12% of respondents indicated that they speak other languages.

4.2.5 COMPOSITION OF THE SAMPLE ACCORDING TO DISTANCE TRAVELLED

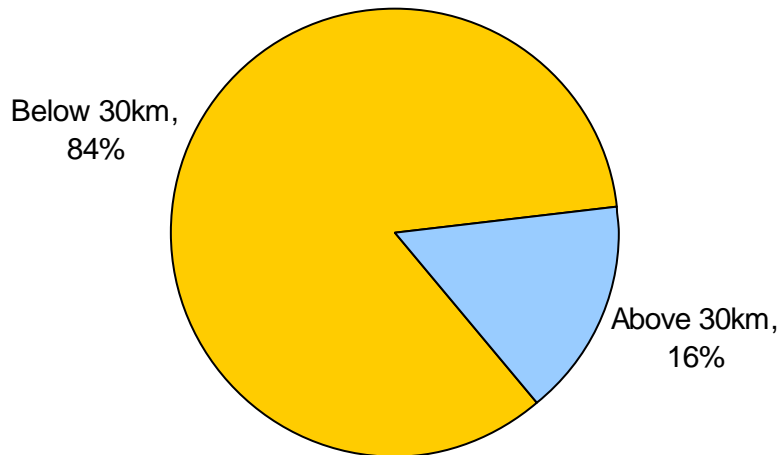


Figure 4.5 Distance travelled to DHA office

Figure 4.5 indicates that 84% of respondents travelled less than 30km to reach their closest Home Affairs office, which suggests that these offices are located close enough to the public that uses them. A total of 16% of respondents indicated that they travelled more than 30km to reach Home Affairs offices. It is not clear whether those who travelled more than 30km did so out of choice or if they were forced to, as this aspect of their answers were not tested.

4.2.6 COMPOSITION OF THE SAMPLE ACCORDING TO TIME TRAVELLED

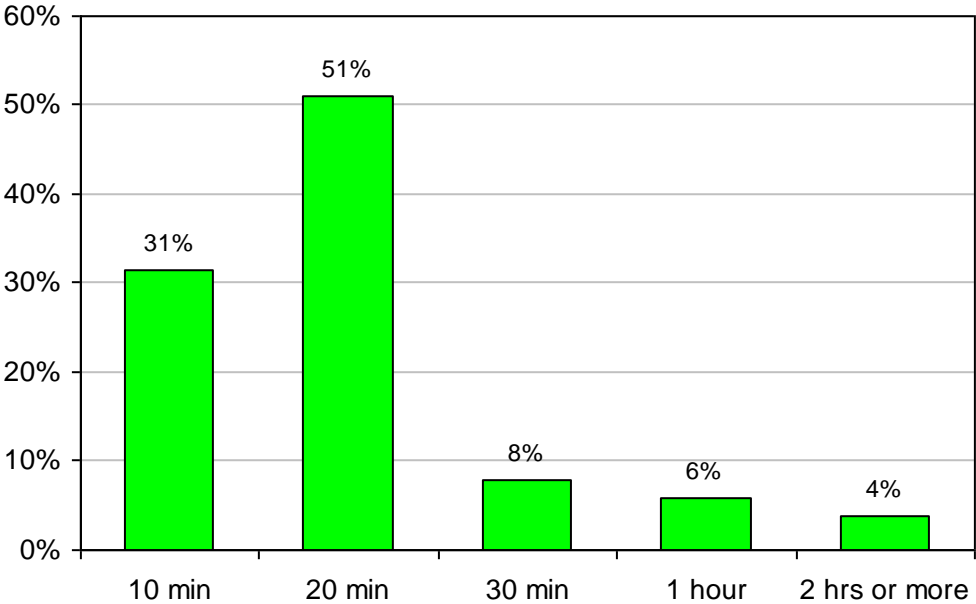


Figure 4.6 Amount of time taken to travel to DHA office

Figure 4.6 reflects that 31% of the respondents travelled just 10 minutes to get to the nearest DHA office while 51% had spent 20 minutes travelling to the DHA office. A total of 8% of the respondents had to travel 30 minutes to reach Home Affairs whilst 6% of the respondents travel for 1 hour and 4% of the respondents travelled 2 hours or more to reach Home Affairs offices.

There is no clear indication why would it take people more than 30 minutes to get to the DHA as this was not tested. However, one can assume that it may be related to the types of transport used and the distances travelled by respondents.

The clients who used their own personal transport (a car) would have an advantage and would then only have to travel 10-30 minutes. However, clients who used public transport, could take an hour or more to reach the Home Affairs offices. This indicates the importance of bringing

the service closer to the people, so that no citizen is disadvantaged by the location of the DHA offices

4.3. SERVICES AT THE DEPARTMENT OF HOME AFFAIRS (DHA)

4.3.1 SERVICES UTILIZED AT DHA

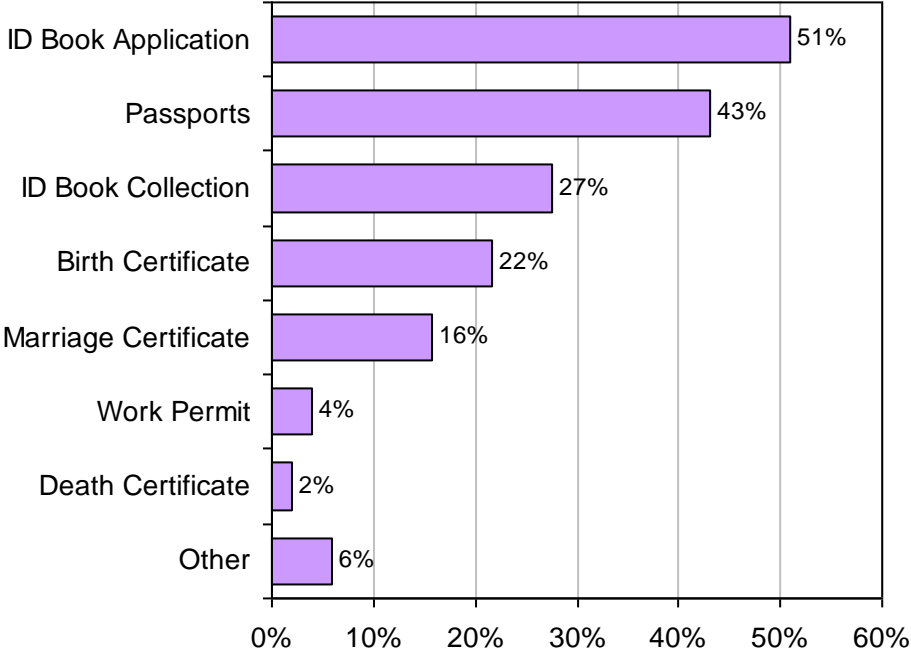


Figure 4.7 Services utilized at DHA

Figure 4.7 reflects that 51% of the respondents were at the DHA offices to apply for their Identity Documents (ID Book) while 43% of respondents were there to apply for a Passport.

A total of 27% of respondents went to Home Affairs to collect their ID books, while 22% went to apply for Birth certificates and 16% went for Marriage certificates. A small proportion (4%) of respondents went to apply for a work permit and 2% went to apply for a Death certificate. A total of 6% went to the DHA for other services such as verification and applying

for lost ID books and the general information of services (Reporting and replacing of ID books and general enquiries for other services).

This indicates that the DHA services such as ID book applications and collection and passport applications account for a larger percentage than any other services. This shows that the DHA customer service must focus mainly on the efficient delivery of these services.

Services	Male	Female
ID Book Application	69%	31%
Birth Certificate	55%	45%
Death Certificate	0%	100%
Marriage Certificate	63%	38%
Passports	73%	27%
Work Permit	100%	0%
ID Collection	57%	43%
Other	67%	33%

Table 4.2 Services utilized at DHA according to Gender

The data in Table 4.2 shows the different services used by males and females. Identity books are the most common service that both male and female utilize at the DHA. A total of 69% males and 31% females applied for ID books. It is interesting to note that a larger proportion of males visited the DHA offices to apply for an ID Book, a Marriage certificate or a Passport than their female counterparts. However, the proportion of males who applied for a Birth certificate differed marginally from the proportion of females who applied. Similarly, the proportion of males who visited the DHA to collect their ID differed marginally from the proportion of females.

The sample comprises more males and clearly more male's clients were interested in filling out the questionnaire on the Internet as shown in Table 4.1. This means this study cannot come to a definite conclusion that more males visit the DHA offices than females. It may be that it is more convenient for females to visit the DHA offices. However, the question to the researcher could be why there were more males applying for ID, Passports and Marriage certificate than females? This could be the subject of a future study that other researchers can conduct.

Services	African	Coloured	Indian	White
ID Book Application	77%	4%	4%	15%
Birth Certificate	73%	9%	9%	9%
Death Certificate	100%	0%	0%	0%
Marriage Certificate	88%	13%	0%	0%
Passports	59%	5%	18%	18%
Work Permit	0%	0%	100%	0%
ID Collection	79%	0%	7%	14%
Other	33%	0%	67%	0%

Table 4.3: Services utilized at DHA according to Race Group

The data in Table 4.3 indicates African clients comprised the majority of those who utilized the services at DHA. These proportions follow the proportions reflected in Table 4.1.

It is alarming to note that 100% of African respondents were applying for Death certificates and none of other race respondents required this service.

There were 59% Africans who applied for passports as compared to 18% Indians, 18% Whites and 5% Coloureds. This could indicate that more Africans are travelling or immigrating to other countries for better opportunities.

It is also interesting to note that none of the Indian and White respondents visited the DHA for a Marriage certificate.

	Age category		
	26-35 years	36-45 years	46 years and above
ID Book Application	62%	23%	15%
Birth Certificate	55%	18%	27%
Death Certificate	100%	0%	0%
Marriage Certificate	75%	25%	0%
Passports	45%	41%	14%
Work Permit	0%	100%	0%
ID Collection	64%	21%	14%
Other	33%	67%	0%

Table 4.4 : Service utilized at DHA according to Age category

Table 4.4 shows that 62% of people from 26-35-age category applied for ID books. Further, 64% of this age category visited DHA to collect ID books. A total of 23% of respondents from the 36-45-age category and 15% of respondents who were 46 years and above visited DHA to apply for ID books. These results show that more of the younger people need ID books.

It is not surprising that majority of those applying for birth certificates and marriage certificates are in the 26-35-age category. However, it is interesting to note that 100% of those applying for death certificates are within this category as well.

A total of 45% from the 26-35-age category were applying for passports, followed by 41% from the 35-45-age category. This reflects that more young people are leaving or intending to leave the country in search of greener pastures.

4.3.2 RATING OF OVERALL SERVICE

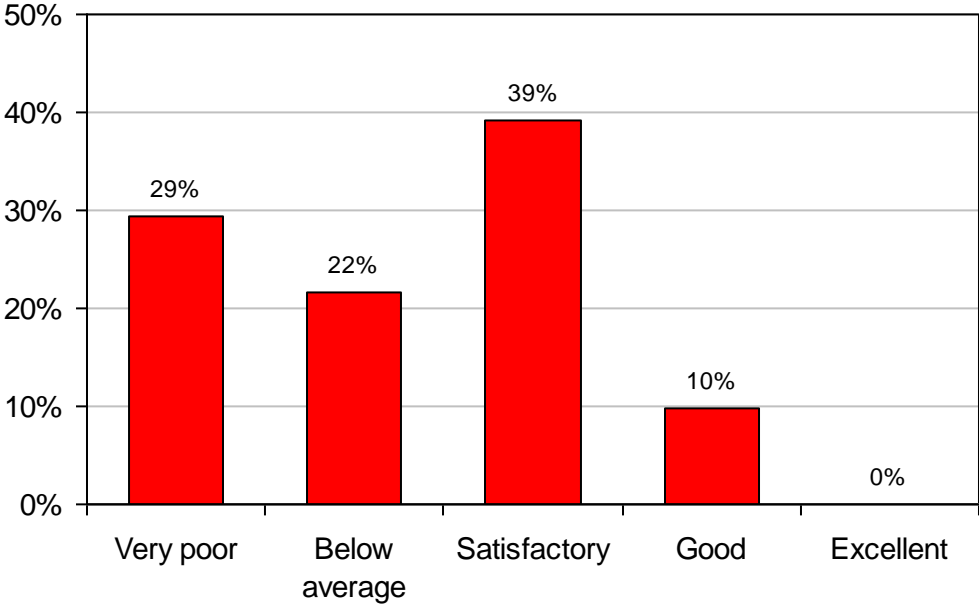


Figure 4.8 Rating of overall service

Figure 4.8 shows that none of the respondents rated the service as Excellent when they visited Home Affairs offices. Only 10% rated the service as Good while 39% of the respondents felt that that the service level at DHA was Satisfactory.

A total of 22% rated the service as Below Average and 29% indicated that the service was Very Poor. This reflects that DHA needs to improve their service delivery and a turn-around strategy would probably be a solution in future.

The rating of the overall service is not significantly different between males and females at the 95% level (Pearson Chi-Square=0.472, df=3,p=0.925). There is no difference between race groups at the 95% level (Pearson Chi-Square=14.448, df=9,p=0.107) ore between age categories at the 95% level (Pearson Chi-Square=4.017,df=6,p=0.674).

4.3.3 COMPOSITION OF THE SAMPLE ACCORDING TO LENGTH OF WAITING TIME IN QUEUE

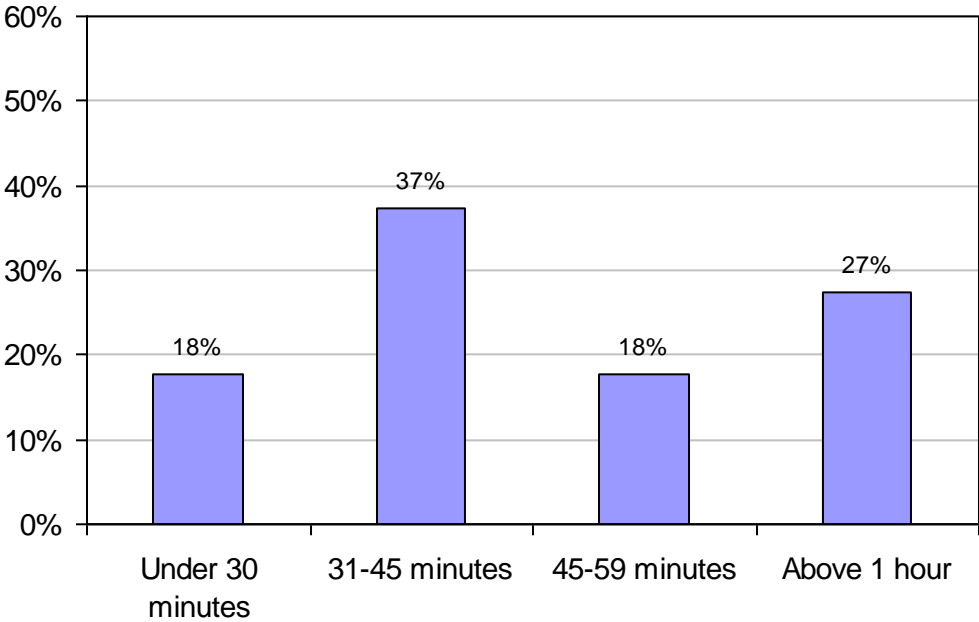


Figure 4.9 Length of waiting time in queue at the DHA office

Figure 4.9 indicates the length of time that respondents had to wait in queues at the DHA office. Clients still face the challenge of waiting in queues for a long time after some have travelled many kilometres and taken hours to reach the DHA offices.

Only 18% of respondents indicated that they had waited for just under 30 minutes in the queue, which suggests that their experience was rather acceptable. The majority of respondents (37%) indicated that they had spent between 31 and 45 minutes in the queue before they received services at DHA offices. This may suggest that this is a slight improvement in service delivery at DHA. A total of 18% of respondents waited between 45 and 59 minutes and 27% of respondents waited in the queues for more than one hour.

The importance of this result is that the majority of the people wait very long in queues before being rendered a service.

4.4 ATTITUDE TOWARDS PHYSICAL FACILITIES

The sections below will outline the answers given in terms of the physical facilities provided for customers at the Home Affairs office. Each aspect of the physical setting will be examined separately.

4.4.1 SEATING FACILITIES

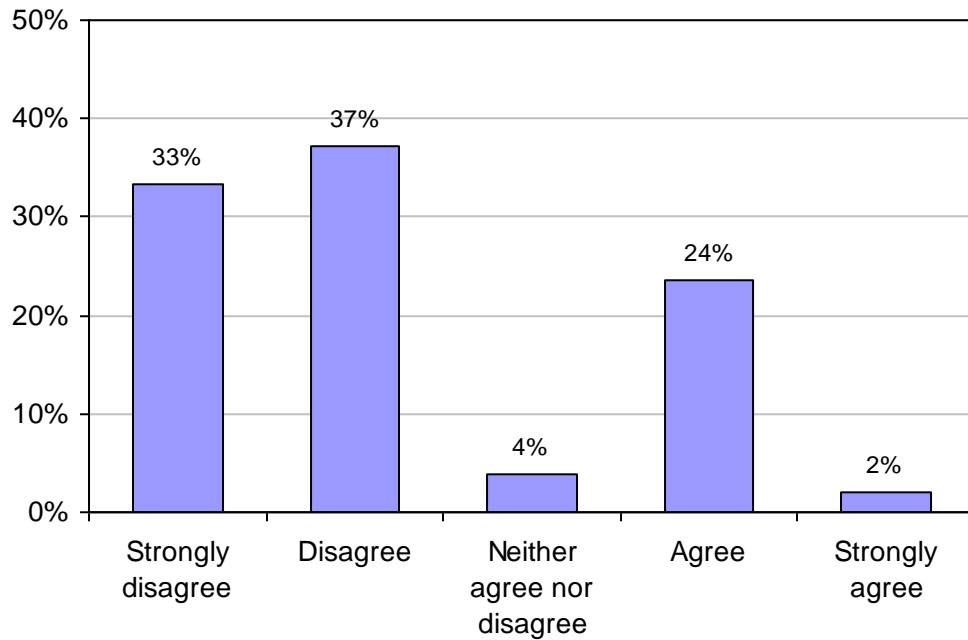


Figure 4.10 Satisfaction with adequate seating

Figure 4.10 indicates that 33% strongly disagreed and 37% of respondents disagreed that there is adequate seating at the DHA offices. Figure 4.9 indicated that most people waited more than 45 minutes in the queue. This suggests that more clients are frustrated by the fact that while waiting on the queue there is insufficient seating in Home Affairs offices.

Only 2% strongly agreed and 24% agreed that there is adequate seating at Home Affairs offices while 4% neither agreed nor disagreed with the statement. The challenge remains to provide more seats in all Home Affairs office so that while clients are waiting to be served, they can be seated. Further, pensioners cannot stand for long hours, therefore an improvement in this area must be considered.

4.4.2 TOILET FACILITIES

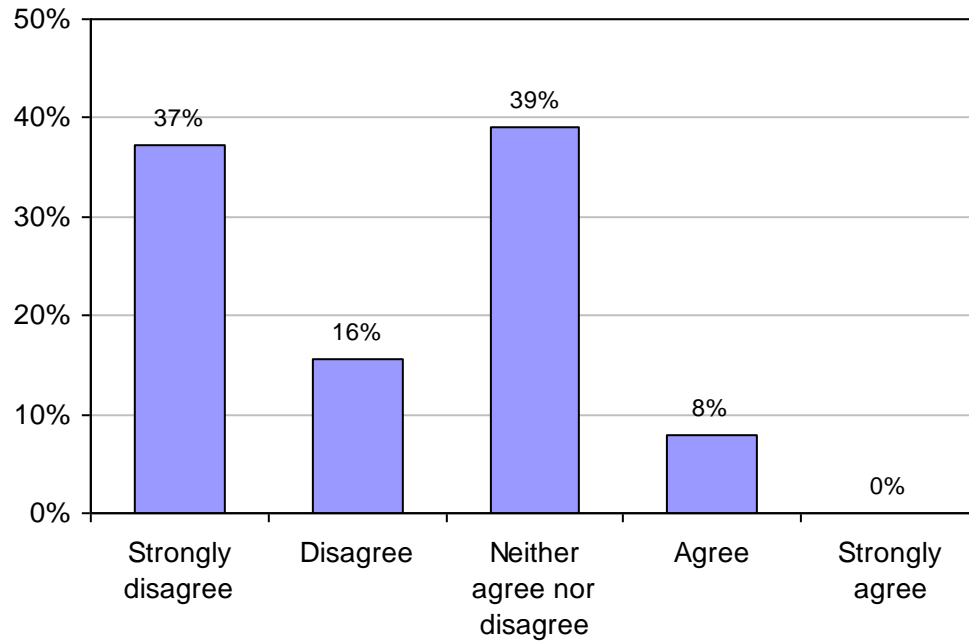


Figure 4.11 Satisfaction with toilets

From Figure 4.11 it is clear that 37% strongly disagree and 16% disagree on the availability of toilets and cleanliness thereof. Not surprising is that 39% of the respondents neither agree nor disagree on the availability and cleanliness of the toilets at Home Affairs. This may be due to the fact that some of the clients did not have the need to use the toilet facilities during the time that they were at Home Affairs and could not comment on the status of the toilets facilities in the particular office they visited. However 8% of the respondents felt that the toilets were clean and working on the day they visited these offices.

This indicates that a government institution, which is used mostly by members of the public, should be responsible for being clean. This includes having clean toilets, clean floors and clean offices.

4.4.3 SOAP AND WATER TO WASH INK

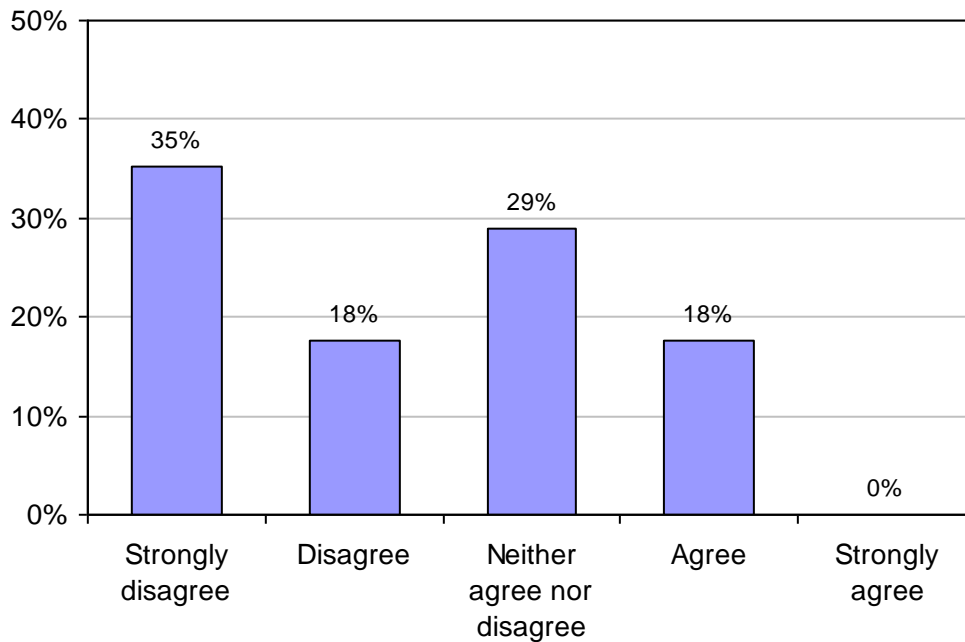


Figure 4.12 Satisfaction with the provision of soap, water and toilet rolls

It is very important that proper services are provided to clients when they visit service points. Figure 4.12 indicates that that 35% of the respondents strongly disagree that soap, water and toilet paper were provided at Home Affairs office to wash their hands after having their fingerprints taken while 18% disagree.

A total of 27% of the respondents neither agree nor disagree that they were satisfied with the soap and water. However, 18% of the respondents agree that this service was provided. None of respondents strongly agreed on finding soap and water to wash off ink after having their fingerprints taken. This could mean that one has to go home stained with ink or clients are to bring their own soap and water and toilet rolls when visiting the DHA. This implies that the DHA must investigate this issue and ensure that they provide soap and other materials. This will lead to an improvement in the service of taking fingerprints.

4.4.4 PARKING FACILITIES

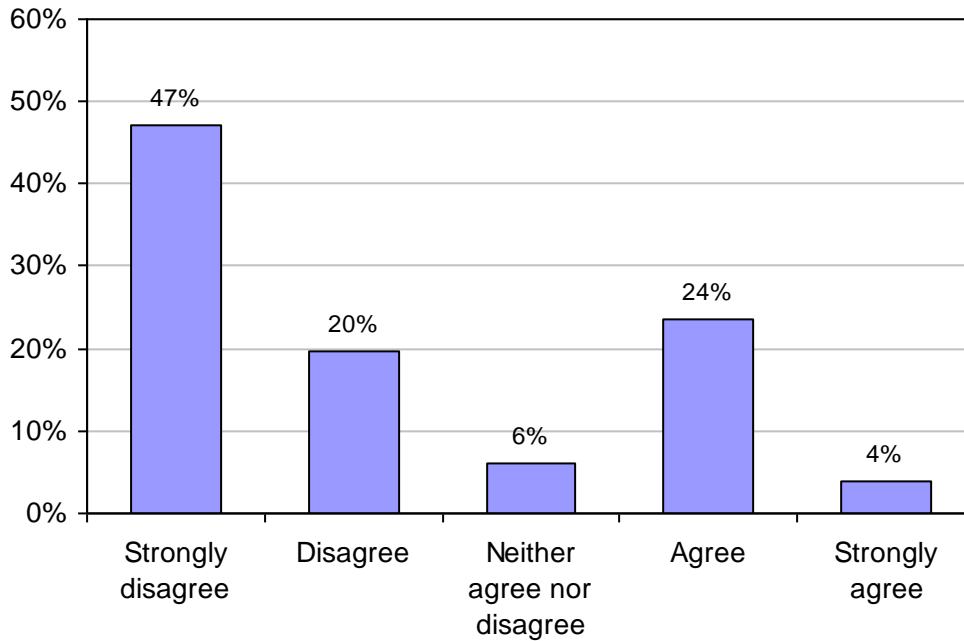


Figure 4.13 Satisfaction with parking facilities

Figure 4.13 indicates that 47% of the respondents effectively disagree with the fact that Home Affairs offices have enough parking facilities while 20% disagree. This is a critical issue because the DHA should not just provide adequate parking but also safe parking facilities so that clients' cars are not stolen or broken into while they are attending to their business at the offices.

However, 24% responded positively, indicating that they agree that there are enough parking facilities when they visit Home Affairs offices. A total of 4% strongly agree with this. This indicates that some offices do provide parking facilities for clients.

A total of 6% of the respondents neither agree nor disagree on this issue. These could be respondents who used the public transport when they visited Home Affairs or they were dropped by other people when they visited Home Affairs.

The challenge still remains that Home Affairs offices should be built in areas where there is enough space to provide adequate and safe parking for clients when they visit Home Affairs offices.

4.4.5 AIR-CONDITIONED OFFICES

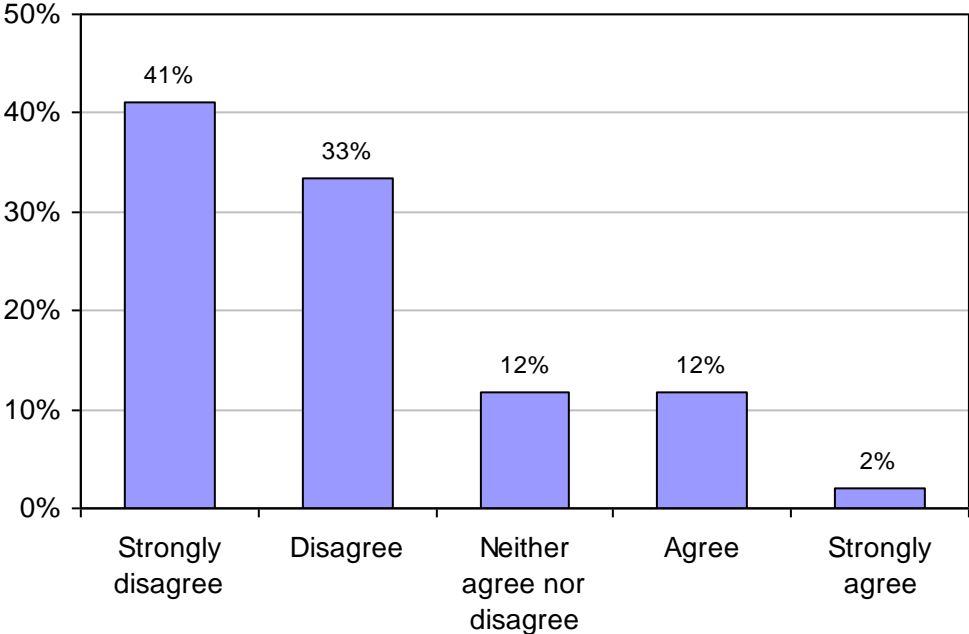


Figure 4.14 Satisfaction with air-conditioning

Figure 4.14 shows that 41% of the respondents strongly disagreed that there is enough air-conditioning while 33% disagree. However these conditions have no impact on 12% of respondents who neither agreed nor disagreed with this statement. It is not clear whether they were happy or not regarding air-conditioning facilities.

Only 12% of the respondents agreed and 2% strongly agreed that air-conditioning was adequate. It is essential that adequate air-conditioning be provided at Home Affairs offices so that there is a comfortable working environment all year round.

4.4.6 SIGNAGE

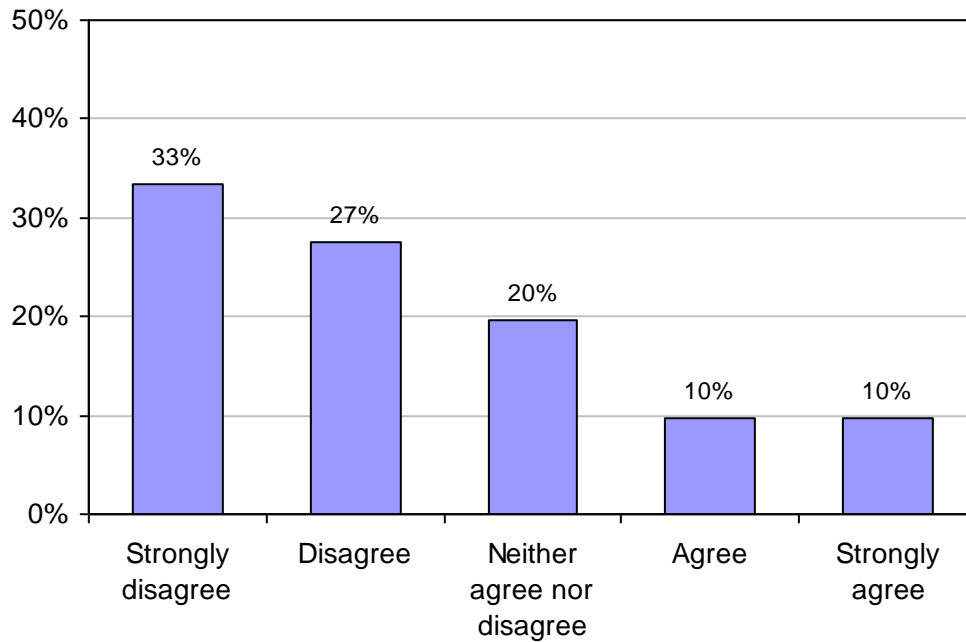


Figure 4.15 Satisfaction with signage

Figure 4.15 reflects that 33% of respondents strongly disagree and 27% disagree that Home Affairs had provided clear signage in all their offices. This indicates that clients did not have clear information on different services. As a result most people could spend hours standing in the wrong queue. This is time consuming and indicates a poor service.

However, 20% of the respondents neither agree nor disagree with the statement. This could indicate they did not pay any attention to the signage when they were at the Home Affairs office.

A total of 10% agreed while 10% strongly agreed that there is clear signage that provides good information at Home Affairs offices.

4.4.7 WHEELCHAIR ACCESS

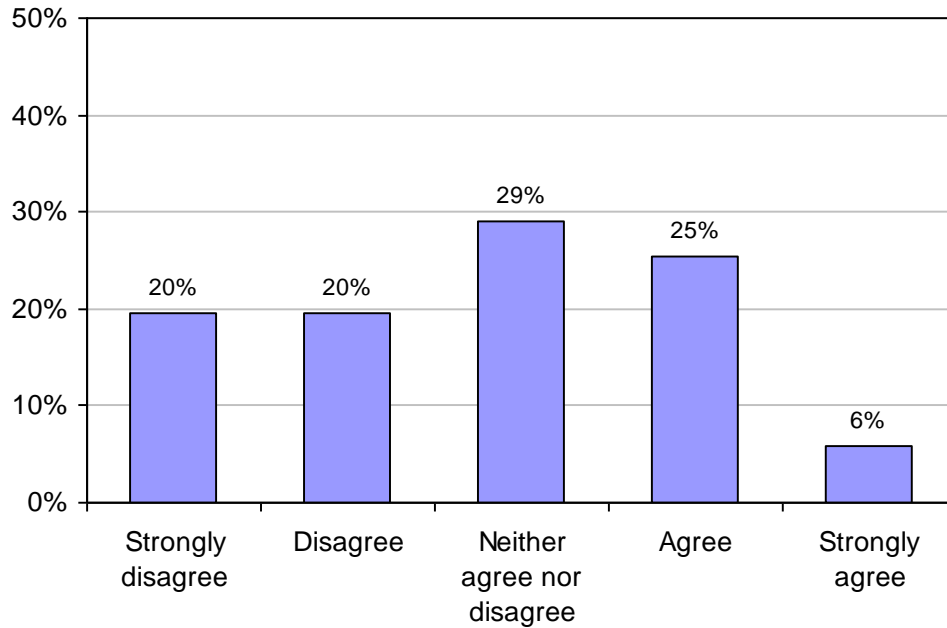


Figure 4.16 Provision of wheelchair access

As a government regulation every public service or government building must be wheelchair friendly. Figure 4.16 indicates that a total of 40% of the respondents strongly disagreed or disagreed to the statement that there is access for wheelchairs.

A total of 25% neither agreed nor disagreed that could suggest that they did not notice wheelchair access to DHA.

However, 25% agreed and 6% of the respondents strongly agreed that DHA had provided wheelchair access in some of their offices.

It is important that Home Affairs follow the procedure and regulations of the public service, which indicates that offices have to be user friendly for the differently-abled people.

4.4.8 INFORMATION DESK

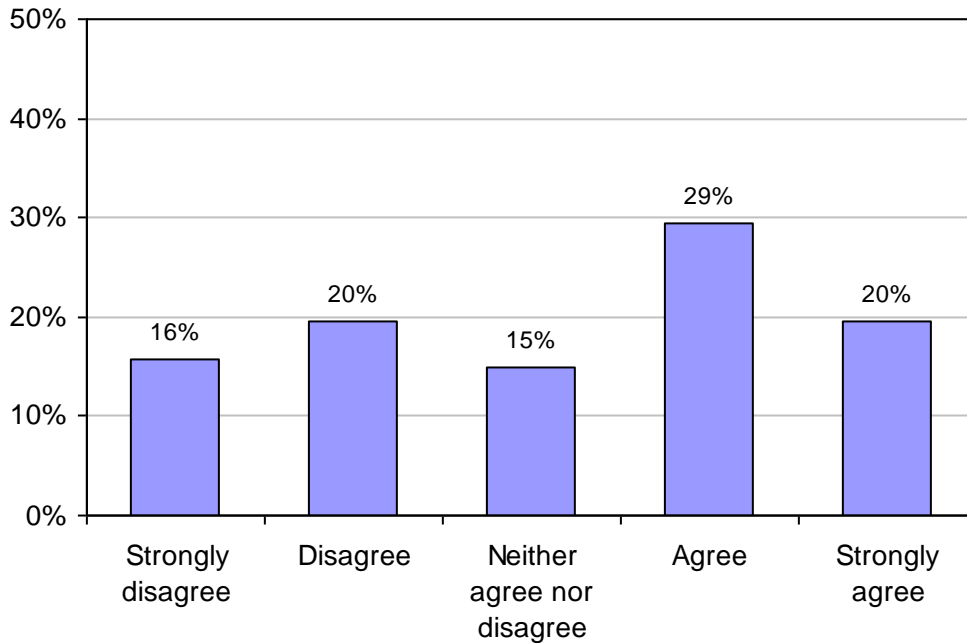


Figure 4.17 Provision of information desk

Figure 4.17 indicates that 29% of the respondents agreed and 20% strongly agreed to the statement that there is an information desk at Home Affairs. This reflects that respondents are aware of the existence and the services provided by the information desk.

However, 16% of respondents strongly disagree and 20% disagree on the availability of an information desk.

A total of 15% neither agreed nor disagreed and this could be due to the fact that these people did not ask any questions and just focussed on joining the queues. Fortunately for them, they were in the correct queue.

It is important that the department provide a help desk or information desk to assist clients who are there for the first time and for those who cannot read or write. This will avoid unnecessary long queue and time wasting.

4.5 RESPONDENTS' ATTITUDE TOWARDS STAFF

4.5.1 ADEQUATE PROVISION OF STAFF

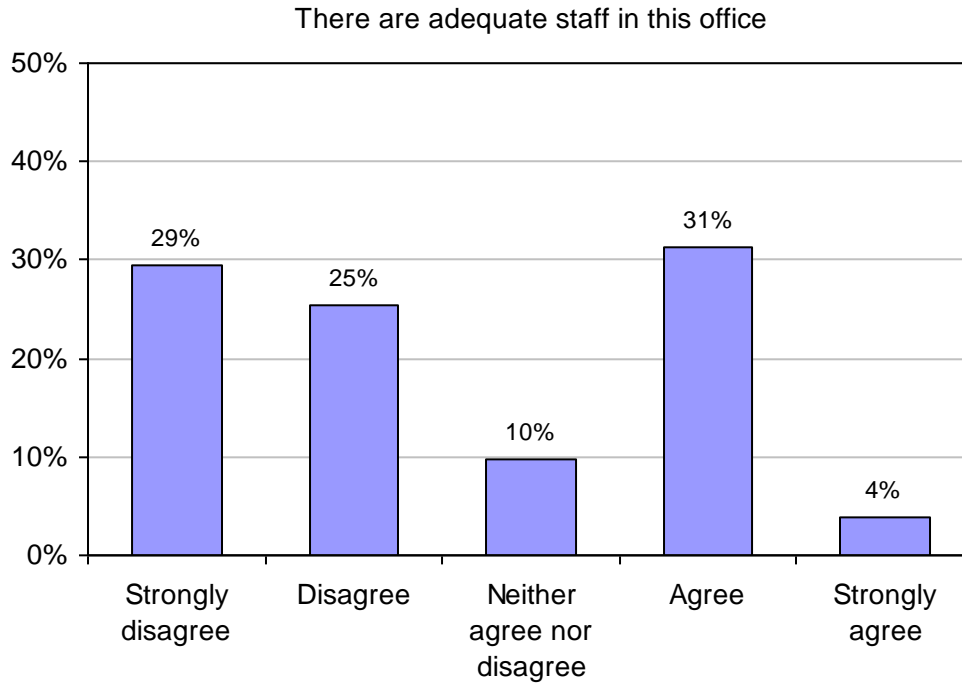


Figure 4.18 Adequate staff in DHA office

Figure 4.18 reflects that over half the respondents felt that there was inadequate staff at the DHA offices. In particular, 29% strongly disagree and 25% disagreed that there was adequate staff at the DHA office while 10% neither agreed nor disagreed. However, some respondents felt that there are enough staff members or officials that are serving the public in Home Affairs. In particular, 31% agreed and 4% strongly agreed that staff was adequate.

Included in the questionnaire was an open-ended question that allowed respondents to indicate their concerns. The majority of the respondents had a problem with availability of staff in Home Affairs. Respondents indicated that most of the time, staff members could not be found or were out for lunch. Another reason that contributes to the unavailability of staff is the huge increase in absenteeism. This seems to be a common problem in government or public service offices.

4.5.2 STAFF ATTITUDES

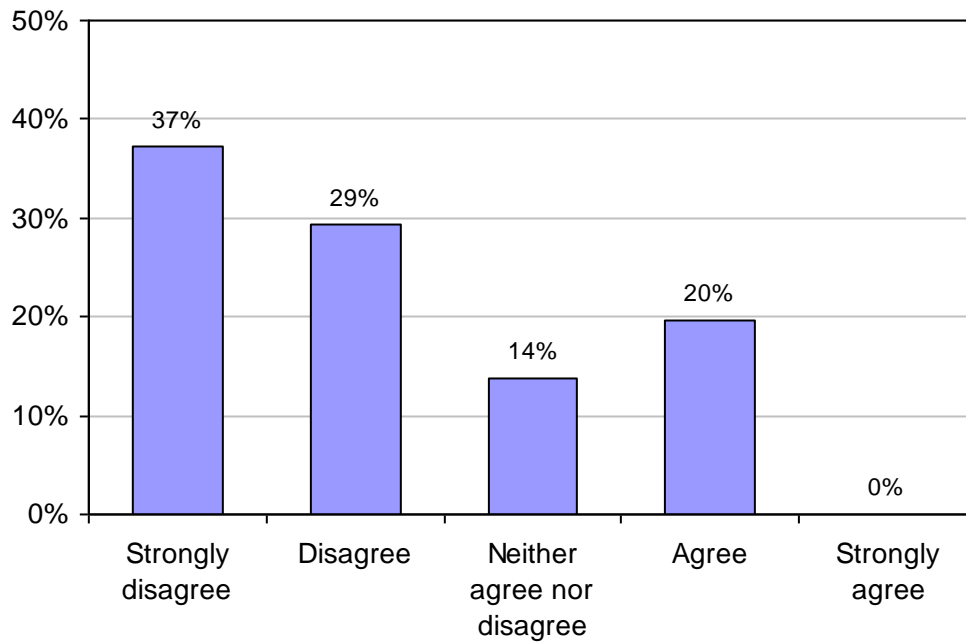


Figure 4.19 DHA staff is friendly, honest and dutiful

Figure 4.19 indicates that 37% of respondents strongly disagree and 29% disagree that Home Affairs have friendly staff members. The assumption can be made that these respondents were badly treated by Home Affairs official on the day they visited their respective office.

A total of 14% respondents were undecided regarding friendliness of the staff.

A total of 20% of respondents agreed that Home Affairs staff members and senior officials were friendly. The low percentage of respondents who are positive about Home Affairs staff members indicates that these staff members need to be motivated to perform their duties effectively and efficiently and ultimately provide a friendly service.

4.5.3 STAFF IS AVAILABLE AND HELPFUL

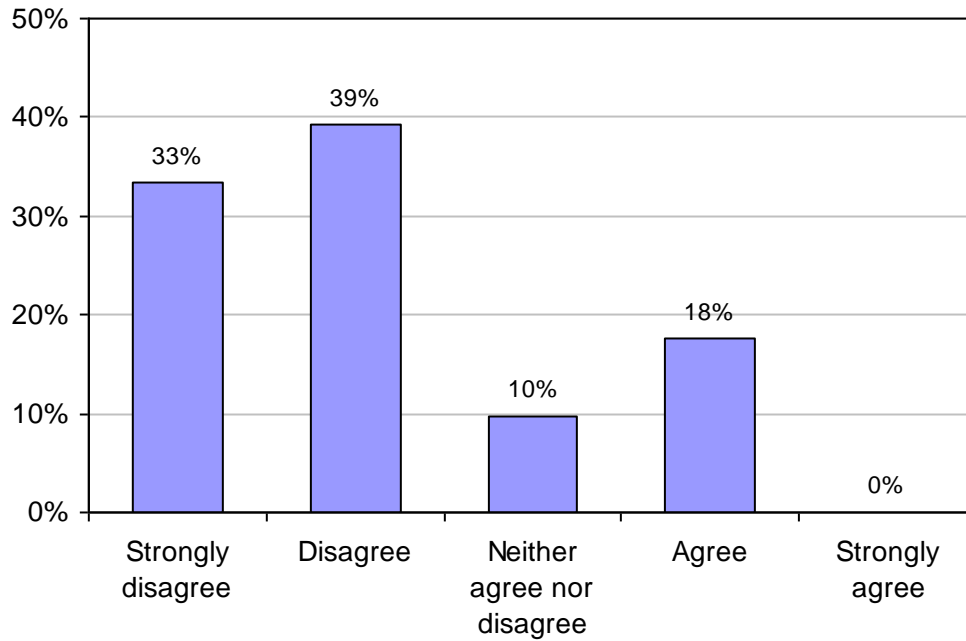


Figure 4.20 Availability and helpfulness of staff

Figure 4.20 reflects that 33% strongly agreed and 39% agreed to the statement that staffs in offices are always available and ready to help. However, 10% could not agree or disagree. A total of 18% agreed and none strongly agreed.

4.5.4 SATISFACTION WITH INFORMATION RECEIVED

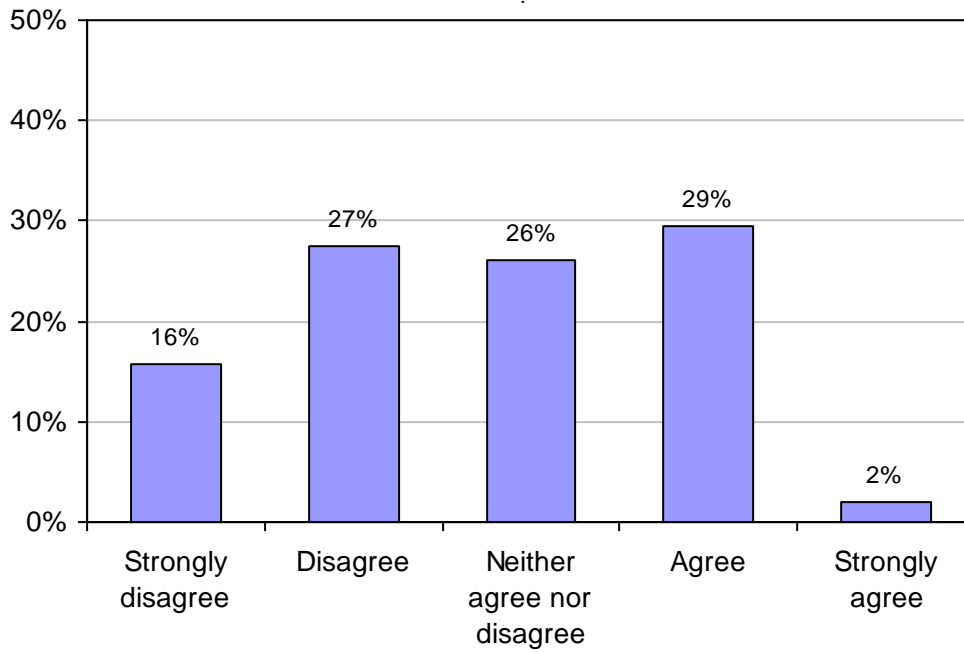


Figure 4.21 Satisfaction with the accuracy and helpfulness of information given at Home Affairs

Figure 4.21 reflects that 16% strongly agreed and 27% agreed to the statement that staffs in offices are always available and ready to help. However, 26% could not agree or disagree. A total of 29% agreed and 2% strongly agreed.

4.5.5 CUSTOMERS' INTERACTION WITH SENIOR STAFF

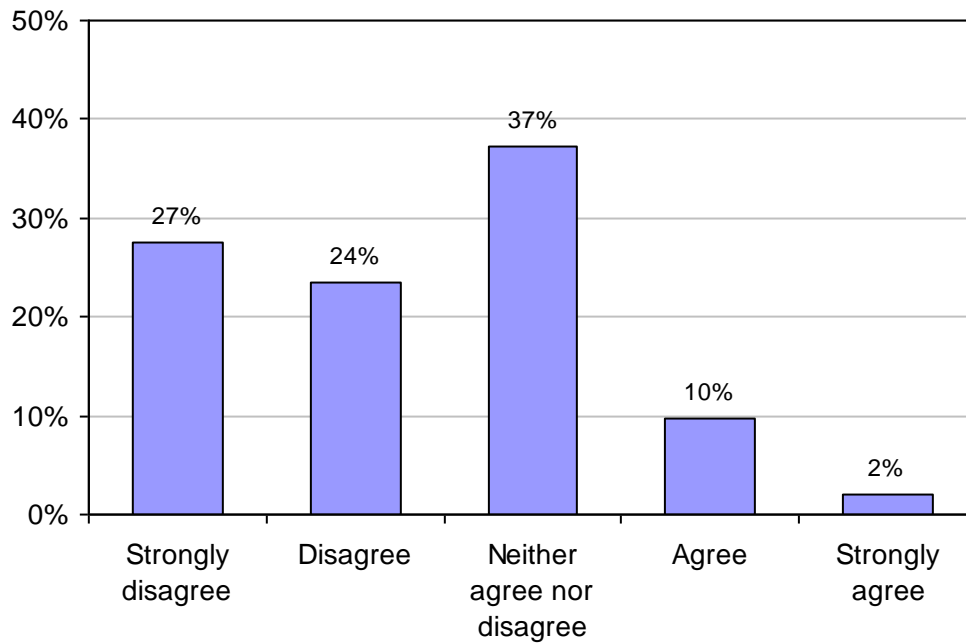


Figure 4.22 Senior staff are approachable

Figure 4.22 reflects that 27% strongly agreed and 24% agreed to the statement that senior staff of Home Affairs is approachable. However, 37% could not agree or disagree. A total of 10% agreed and 2% strongly agreed.

4.5.6 FRAUD AND CORRUPTION

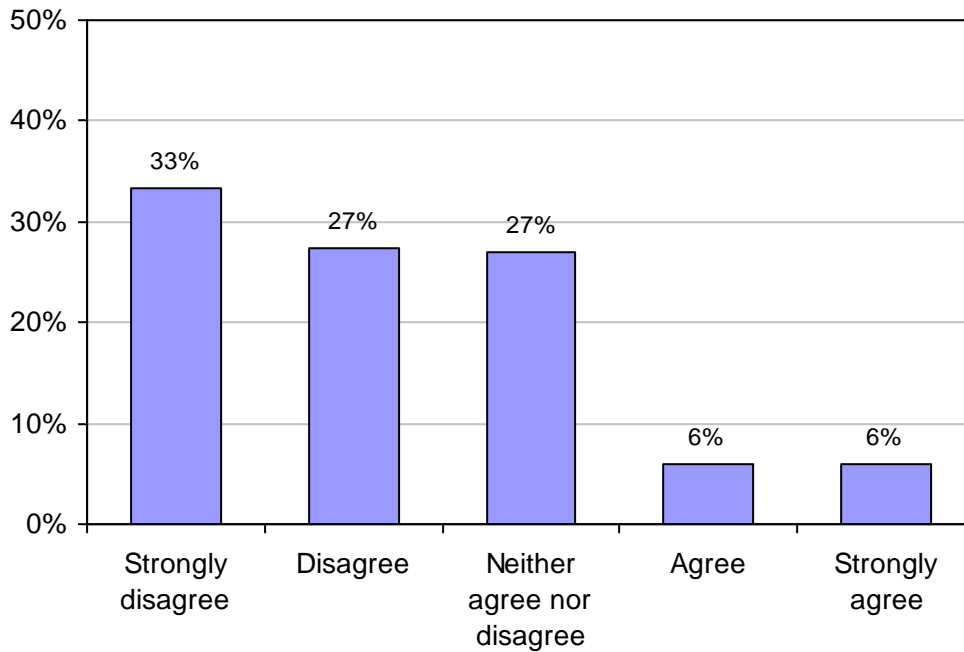


Figure 4.23 Incidence of corruption at DHA

The public service has been hampered by fraud and corruption in the recent years.

Interestingly, Figure 4.23 indicates that 33% strongly disagree and 27% disagree that DHA officials were asking the clients for money before they discharge their duties. These respondents indicate that DHA official did not ask for bribery before giving assistance to clients.

Figure 4.23 also shows that 27% of respondents neither agreed nor disagreed that at times Home Affairs officials do ask for money in exchange for assistance and illegal documents, fake identity documents, marriages etc. Only 6% of the respondents agreed and 6% strongly agreed that they were asked to pay bribery fees when they were at Home Affairs.

4.6 OVERALL ATTITUDE TOWARDS FACILITIES AND STAFF AT HOME AFFAIRS

	N	Mean	Standard Deviation
Attitude towards Physical facilities	51	2.3554	0.79269
Attitude towards Staff	51	2.3399	0.74383

Table 4.5: Mean analysis of overall attitude

Table 4.5 reflects a mean value of 2.35 for Attitude towards Physical facilities. In comparison to a maximum attainable score of 5, the mean value indicates that respondents had an overall negative attitude towards Physical facilities at the Department of Home Affairs. The standard deviation indicates a small spread of scores about the mean.

Table 4.5 reflects a mean value of 2.34 for Attitude towards Staff at DHA. In comparison to a maximum attainable score of 5, the mean value indicates that respondents had an overall negative attitude towards the DHA Personnel (respondents selected mainly disagree or strongly disagree to the individual items). The standard deviation indicates a small spread of scores about the mean.

These results reflect that respondents were generally dissatisfied with facilities and staff at DHA offices.

4.6.1 INFERENTIAL STATISTICS

	Independent Samples T Test						
	Gender	N	Mean	Std. Deviation	T	df	P
Attitude towards Physical facilities	Male	35	2.4393	0.71253	1.121	49	0.268
	Female	16	2.1719	0.94414			
Attitude towards Staff	Male	35	2.3619	0.73818	.310	49	0.758
	Female	16	2.2917	0.77817			

Table 4.6 Comparison of attitudes between Gender

Table 4.6 reflects that the overall Attitudes towards the DHA Physical facilities and Personnel is not significantly different between males and females at the 95% level ($p > 0.05$). This shows that males and females can be considered as equally dissatisfied with regards to the services and staff at DHA.

4.6.2 ANALYSIS OF VARIANCE: AGE

	Analysis of variance					
	Age Category	N	Mean	Std. Deviation	F	p
Attitude towards Physical facilities	26-35 years	26	2.2404	0.74408	0.753	0.477
	36-45 years	17	2.5441	0.90132		
	46 years and above	8	2.3281	0.71943		
Attitude towards Staff	26-35 years	26	2.3397	0.79928	0.024	0.976
	36-45 years	17	2.3627	0.61304		
	46 years and above	8	2.2917	0.89863		

Table 4.7 Comparison of attitudes between Age categories

Table 4.7 reflects that the overall Attitudes towards the Physical facilities and Personnel is not significantly different between age categories at the 95% level ($p > 0.05$). The mean values in each age category are only marginally different. This indicates that the feeling of dissatisfaction with regards to Physical facilities and staff is similar across age groups.

4.6.3 ANALYSIS OF VARIANCE: QUALIFICATION LEVEL

	Analysis of variance					
	Qualifications	N	Mean	Std. Deviation	F	p
Attitude towards Physical facilities	Grade 12 / Matric	4	2.2188	0.41300	2.701	0.056
	Diploma	12	2.7500	0.79950		
	Degree	30	2.3667	0.72511		
	Other	4	1.5625	0.88093		
Attitude towards Staff	Grade 12 / Matric	4	2.3750	0.79786	0.935	0.431
	Diploma	12	2.6528	0.75698		
	Degree	30	2.2889	0.67797		
	Other	4	2.0833	0.96705		

Table 4.8 Comparison of attitudes between Qualification levels

Table 4.8 reflects that the overall Attitudes towards the DHA overall Physical facilities and Personnel is not significantly different between qualification levels at the 95% level ($p > 0.05$). There is no evidence that the population means are significantly different by qualifications.

Therefore the “qualifications” group as defined by the measuring instrument does not seem to be a factor in the population attitudes to physical facilities and attitudes towards personnel. Respondents of all qualification levels are dissatisfied with the facilities and staff.

4.6.4 ANALYSIS OF VARIANCE: RACE

	Analysis of variance					
	Race	N	Mean	Std. Deviation	F	p
Attitude towards Physical facilities	African	35	2.2607	0.74408	0.995	0.377
	Indian	9	2.6528	0.98182		
	White	6	2.5208	0.83448		
Attitude towards Staff	African	35	2.3000	0.77943	0.529	0.593
	Indian	9	2.2963	0.73493		
	White	6	2.6389	0.64478		

Table 4.9 Comparison of attitudes between Race groups

Table 4.9 reflects that the overall Attitudes towards the DHA Physical faculties and Personnel is not significantly different between race groups at the 95% level ($p > 0.05$).

The “race” group as defined by the measuring instrument does not seem to be a factor in the population attitudes towards physical facilities and attitudes towards staff.

4.7 RELIABILITY

Cronbach's alpha was computed to test the reliability of the items relating to each dimension. The Cronbach's alpha score for the items relating to physical facilities is 0.783 and the value for items' relating to Staff is 0.712. The alpha values indicate a high degree of internal consistency and correlation amongst the items and confirm that the items together relate to a common construct.

Dimension	Number of items	Cronbach's alpha
Attitude towards Physical facilities	8	0.783
Attitude towards Staff	6	0.712

Table 4.10 Comparisons of attitude towards physical facilities and staff

4.8 HOW SERVICES COULD BE IMPROVED AT DHA: RESPONSES FROM CUSTOMERS

The following list indicates the suggestions provided by respondents in terms of improving services at the DHA.

- The various counters address specific items such as passport applications, ID applications, and Birth certificate collection. These were not clearly pointed out. Even the ushering staff could not help. Staff appeared demotivated and not very helpful;
- It is frustrating when one has stood for ages, only to get to the counter and discover that one has been in the wrong queue;
- There is no sense of urgency, responsibility or accountability amongst the staff;
- There should be chairs (benches) inside and outside for people to be seated while waiting for services especially for the disabled and elderly; and
- The length of time one waited to be attended to, was too long.

4.9 CONCLUSION

This chapter summarizes the findings of the study.

The data was presented through the use of tables and graphs. Inferential statistics including t Test, Analysis of variance and Chi-square were included to indicate differences between variables. The results indicate that respondents are generally dissatisfied with services provided by the DHA.

Chapter Five will discuss the results in detail and research objectives as stated in Chapter One will be answered.

CHAPTER FIVE

DISCUSSION OF RESULTS

5.1 INTRODUCTION

The research grew out of an interest of service delivery in the Department of Home Affairs, as a result there was a growing demand to develop or design a customer service model that will assist in the improvement of service delivery in the Department of Home Affairs. There is a growing demand for a better service in the public sector, and a number of DHA clients have launched many complaints regarding the poor level of service quality received at the Department of Home Affairs. This study aims to contribute to the improvement of service delivery by attempting to understand the public members (DHA clients), their concerns, and wants in order to effectively develop a customer service model for the DHA client's satisfaction. Chapter One has the size of the sample as one of the limitations as the sample of 51 respondents cannot be said to be representative of the population of country. This does not, however, prevent this study from drawing certain conclusion from the results as the person surveyed does not only form part of one area.

This chapter answers the research objectives of the study as put in chapter one. It first seeks to distinguish the service delivered according to demographics, so as to determine the segment to which Home Affairs service appeals to mostly. On discovering this, the objective then is to explore the service quality received by respondents. This exploration is done to determine whether service offered by Home Affairs has an impact on the service delivery to the public at large and on the Department it self.

5.2 DEMOGRAPHICS

The sample was composed of 69% of male respondents, which is an indication that the MBA class is dominated by males and were interested to respond on the research were males; however the researcher can also assume that the Graduate School of Business in UKZN has more males in general. This study cannot make claims of being proportionally accurate as this is not the aim. Nevertheless, the issue at hand is that South Africa has been a patriarchal society and therefore males have tended to dominate in terms of decision making as women

normally stayed at home to look after the children. There were number of woman who also participated in the study who were part of GSB, MBA class, which is normally perceived as a degree that is done by managers. This means that the empowerment of women has necessitated a mind shift as women also acquire senior position in the private sector as well as in the public sector. This has been a significant shift from traditional norms of males dominating at home and in the working environment. The other assumption is that the participation of women shows that women also participate in decision making to improve the quality of life and have a huge influence and a buying power.

South Africa has its uniqueness when it comes to racial diversity. There are four main racial groups that are externally and internally heterogeneous. What this means is that the groups are distinguishable by race groups, and that within these race groups there are groups distinguishable by tribe, cultural practices and religion. This study is limited to profiling the behaviour based on racial groups only and the results are indicated in (Figure 4.2) of the sample. This clearly indicated that on the day when the questionnaires were distributed most of the respondents who participated were Blacks followed by Indians and Whites with a very small percentage of Coloureds who also responded to the questions. The sample is not a proportional representation of the country; since this was a self-administered survey there was no control over the respondents to ensure all races represented responds to the survey.

Age group is another variable that had to be included, as different age groups have been socialized differently. This has had an impact on the service that they received at the Department of Home Affairs and their expectations to better services. As indicated in (figure 4.1) most of the respondents were young and middle aged males who participated in the survey and responded mostly to the questionnaires. This could be caused by the fact that more males are studying in UKZN towards MBA and they responded to the questions more than females in the GSB.

Chapter Two discusses drivers of service delivery and one of these leadership quality and management experience that the Department of Home Affairs has. The composition of the sample according to job title (Figure 4.3) is that

Only professionals who are executives or managers responded to the survey. This is because when the questionnaire were distributed for the targets professionals who are studying MBA, blue colours whom the researcher wanted to study their behaviour towards satisfaction with regards to customer services and satisfaction with DHA service delivery.

This market is very important as these people are potential high income earners, whose level of income is such that they would be able to pay for faster, better service at Home Affairs at an extra cost if they were afforded such service.

5.3 CUSTOMER SATISFACTION WITH SERVICE PROVIDED BY DHA TO THE CLIENTS

In an effort to determine the composition of the sample population according to the ratings of customer satisfaction with service provided by DHA to its clients, (Figure 4.8) indicates that generally most of the respondents found the services at DHA satisfactory. This shows that the services according to the respondents was not too good or too bad, however more than half of the participants in the survey suggested that the service was below average to very poor. This will conclude that generally most people who visited DHA feels that customer service is poor at the Department of Home Affairs and needs improvement.

Another variable to determine whether the respondents were satisfied with service provided at DHA was to find out if the customers were happy with the DHA officials and helpful towards their clients. As indicated in figure 4.19 most of the respondents indicated that DHA staff is unfriendly and not helpful at most times. There were few respondents who felt that when they visited Home Affairs offices, they found Home Affairs officials to be friendly and treated them with dignity and respect. The Department senior manager's needs to pay a careful attentions as to how customers are treated by their own officials and how can customer services be improved, for example training of front desk officials on how to handle customer complaints and serve customers better would be the first start to follow the principles of Batho Pele.

Figure 4.5 indicates that most of the DHA offices are closer to the public roads where it is easy for people who do not have private transport to take public transport to reach DHA offices. As most of the respondents are managers it was expected that the question of location of offices will have a positive response. There were other respondents who felt that the offices were not closer enough for clients to get in DHA offices easily at all times, this indicate that not all the DHA offices are properly located, other areas for example such as Umlazi township are far from Durban City (Umgeni office), therefore these areas must have their own regional office to avoid such problems which has a huge impact on people who are pensioners and disadvantaged because the distance they have to travel to get to DHA offices.

It is indicated in Figure 4.20, that respondents who need assistance from the DHA staff did find an official available to provide assistance during the time when they visited DHA offices. As indicated in these questionnaires DHA need to employ more staff members to improve service delivery. There were other respondents who felt that DHA had enough staff members to provide a good level of customer service to its clients. There were, however, other respondents who were undecided This could have been caused by the fact that when they were at Home Affairs they just decided to join the queue and ask for any assistance because DHA officials are generally perceived as being very unhelpful. It's a fact that when people visit a busy customer service environment like DHA, they may have a different experience: some may enjoy the attention given by the officials whilst others will receive no attention at all. There is normally a feeling of inconvenience and time wasting when clients feel that officials are not executing their duties as expected in the public sector. Unfortunately government departments are perceived to provide poor service delivery and a lack of customer service.

When respondents were asked if there was adequate seating, it is clear from the information in Figure 4.10 that there was not enough seating in DHA offices that they visited. A small percentage said that they were comfortable with the availability of seating that DHA provided in their office. A public service department is used by older and younger people as well as people who may not be physically well, needs to have adequate seating. This is especially important in a situation where the public has to wait in queues to be served.

5.4 SERVICES USED BY DHA CUSTOMERS

The attempt to explore the respondents' experiences with the services, used was aimed at determining which services were most commonly used by DHA customers. When questioned about which services they used, Figure 4.7 shows that most of the male respondents had visited Home Affairs to apply for Identity Documents or Passports or were there to collect ID books. Table 4.3 indicates that most of these males were Blacks who were either young or middle-aged. This is also reflected in Figure 4.4. Other services such as Births, Marriage, Deaths and Work permits are not in as high demand as ID applications. This indicates that DHA focus on customer service should be more on the ID application, ID collection and Passport departments as these are the areas that need improvement. This is a clear indication that more officials must be deployed at the ID applications counters, and it is necessary to have more people to serve clients applying for passports. ID collection counters must also have more officials or more than one counter for ID collection as part of the solution to improve service delivery in DHA. One thing worth noting is that the respondents who did not specify which service they had used at DHA, means that it is not clear what was the reason that they had to go to DHA and spend their time and money when they do not know what made them to go to DHA.

Respondents were also asked to comment on the levels of cleanliness of the environment at DHA. According to Thompson (2004), social responsibility includes corporate philanthropy and action to earn the trust and respect of stakeholders and also to improve the general well-being of customers, employees, local communities at large and the environment. Figure 4.11 shows that most people were unhappy with the poor condition of toilets in DHA. However, other respondents said that the toilets were clean and smaller percentage of the respondents was not sure about the condition of the toilets at DHA. The researcher can conclude that those respondents, who were undecided, did not go to these toilets and it is therefore not appropriate to draw a conclusion about these respondents.

An effort was made to determine if DHA provides an information help desk for their clients in order to provide better customer service in terms of saving time and being more efficient. The

help desk would enable clients to be better informed before joining the queues, saving them the time and bother of finding themselves in the wrong queue. The majority of the respondents said that there were information desks in offices they visited. There were, nonetheless another small percentage of respondents who said that there were no information desks in offices that they visited, while only 14% were undecided if there was an information desk in DHA offices or not (see Figure 4.17). This shows that DHA is not making enough of an effort to provide good customer service in their offices. The question would be how effective is the help desk in DHA? And does this desk provide adequate and clear information to clients?

Respondents were also asked if DHA provided a clear signage in their offices in order to give clear information on where to find which service. Figure 4.15 shows that there was no clear signage in DHA. However, there were other respondents who felt that there was signage which was clear enough for clients to get clear information during the time they visited DHA. Some respondents did not answer this question. This means that more signage is needed to provide better information. This is another area of improvement that managers must pay attention to in order to provide a better service for all DHA clients.

Respondents were asked whether DHA provided clients with soap to wash their hands after taking fingerprints. A reasonable number of respondents (as indicated in Figure 4.12) said that DHA did not provide soap to wash their hands after having their fingerprints taken. Only a very small percentage of respondents said DHA provided soap to wash their hands. Some respondents to this question were not sure if there was a soap to wash hands, in other words they were undecided regarding this question. These results shows the importance of good service required by clients in the public sector, therefore DHA must take responsibility for providing a better service to clients at all times. Its is very important for DHA to provide clients with water and soap to wash their hands after having their fingerprints taken because the ink used to take fingerprints can only be removed with soap. This may seem like a small aspect of customer service, but it is an important one.

5.5 THE AVERAGE TIME CUSTOMERS SPEND ON TRAVEL AND WAITING FOR SERVICES

When respondents were asked how much time they had spent on travelling to DHA office the majority, Figure 4.6 indicates that more than half of the respondents had travelled 20 minutes to get to DHA while just below half of the respondents said they had travelled only 10 minutes to get to DHA offices. Figure 4.6 also shows that respondents said that they had travelled for between 30 mins and 2 hours to get to DHA. It is clear when looking at these results that the allocation of DHA offices was evenly spread. DHA offices are properly located geographically, but perhaps more can be done to improve on the distance that clients should travel when they want to go to DHA.

According to Naidoo (2005), when people are forced to wait in long queues in a shopping mall, they become tired of the wait and naturally some of them put down their groceries and leave. This behaviour is the same in any business that serves people, therefore a question asking respondents to comment about their experience in waiting in queues at DHA was included in the questionnaire. The responses indicated (see Figure 4.9) that some clients waited for 31 to 45 minutes before receiving assistance while other respondents said that their experience in waiting in the queue in DHA was 1 hour. The rest of the respondents said that they were waiting in the queue for approximately 46 minutes to an hour. Only a few respondents said they spent less than 30 minutes in the queue.

Although there were people who said that they were in the queues for a short period of time, the researcher cannot ignore the fact that most of the respondents were very unhappy with the time they had spent waiting in the queues. If DHA can improve their queue management system, this will have a positive impact on their service and more people would be assisted in a shorter time on a daily basis.

When respondents were asked if DHA provided enough air-conditioning, the results as shown in Figure 4.14, indicate that many respondents said that DHA does not have enough air-conditioning in their offices. Other respondents said that they thought there was adequate air-conditioning in the DHA offices, while some said that they were not sure if there was air-

conditioning or not. This could be caused by the fact that when they visited DHA office, it may have been a cold or a rainy day, so the existence of an air-conditioned environment was not an important factor.

5.6 AVAILABILITY OF DHA STAFF TO ASSIST CLIENTS

Respondents were also asked to share their experiences with regards to staff availability. Responses received (see Figure 4.18) shows that most of the respondents felt that DHA was short-staffed and staff members were not available to assist clients. Other respondents had a different view regarding staff members' availability and helpfulness when clients needed assistance. A few respondents did not answer this question. The attempt to explore the respondents' experiences with the availability of senior staff of DHA (Figure 4.22) indicates the shortage of senior staff (Regional Managers) in DHA. These staff members were not always available to help the clients. A small percentage of respondents believed that senior officials at DHA at some point had assisted them and therefore these respondents were quite happy with senior officials' availability. Only 34% did not answer this question (see Figure 4.22).

In an attempt to explore the behaviour of DHA officials in terms of committing fraudulent activities, respondents were asked to comment on the question of DHA officials requesting extra money from clients in order to give them certain documentation and extra service. The replies from the sample indicated (see Figure 4.23) that certain respondents said they were not asked for bribery money by officials to get better treatment or service while other respondents indicated that the DHA officials had asked them for a bribe. This is an area where the DHA needs to put tighter measures in place to eradicate corruption amongst DHA officials.

Using another variable to determine whether officials in the DHA would give clients enough information, it is indicated in Figure 4.21 that respondents said that DHA officials always give enough and accurate information when asked by the clients. Other respondents said that the information given at DHA by the official, who dealt with them, was not accurate. This is another critical area that DHA needs to improve because some clients complained that they

always received poor information from DHA. A good level of customer service could be achieved through effective information and communication.

5.7 ACCESSIBLE PARKING FACILITIES

To determine the composition of the sample population according to access to a DHA parking facilities, the results indicate (see Figure 4.13) that some respondents said that insufficient parking is provided at DHA while other respondents said there was enough parking. A few were not sure of the availability of parking. Another attempt to determine whether access to DHA offices was adequate for wheelchair-bound customers, there was a general feeling of dissatisfaction amongst the respondents. Some respondents did say, however, that DHA did provide wheelchair access at their offices for the paralyzed or disadvantaged clients while most people felt that DHA did not comply with the public service regulations to provide access to their offices for the physically disadvantaged people. Only a few people did not answer this question.

5.8 HOW SERVICE COULD BE IMPROVED

According to respondents the following will improve DHA customer services:

- The time that customers spend in queues is far too long and needs to be shortened by introducing better trained staff and more efficient systems
- The overall signage in DHA offices needs to be improved so that customers know exactly which queue to join for the services they need
- The staff need to be trained extensively on Customer Service techniques
- Systems must be introduced to track document processing so that staff is able to keep their customer fully informed of the progress of their query or application.
- The physical environment such as the toilets, wheelchairs access, air-conditioning etc. needs to be improved and standardized in all offices to ensure the comfort of the customers.

5.9 CONCLUSION

The results of this study show that the DHA needs to improve their levels of customer service in the near future because many people are not happy with the treatment they receive from the Department. Careful thought should be given to customer services and customer satisfaction and the same customer service standards should apply to all customers and at all times in DHA offices. Further research on DHA customer service levels should be conducted across the country. A customer service model needs to be developed and implemented nationally to improve customer service levels in all offices. Chapter Six will summarize this study and give recommendations that could assist in tackling the challenges that have been discussed.

CHAPTER SIX

RECOMMENDATIONS AND CONCLUSION

6.1 INTRODUCTION

This chapter will make recommendations on the above findings as a means of addressing the challenges investigated by this study. The study of customer service in general, is not new and there are several research papers published on this topic. All of these studies are very broad and do not take into account factors such as the diversity of the South African population. The findings of this research have managed to make a contribution to the existing body of knowledge on the complexity of the demographic challenges within the South African population. The transformation in our society has meant that, due to the dynamic nature of the challenges that face the people of South Africa, research needs to be a continuous process. Any study of customer service levels and expectations needs to take into account and understand the different expectations of customer service in order to maximize its potential in the public sector. Once this is understood then marketers and service providers will be in a better position to target the relevant marketing strategy to the relevant segment in order to increase satisfaction and market share in a profit-making organization.

6.2 RECOMMENDATIONS FOR FUTURE RESEARCH

The study has posed many questions that need to be answered in future and what follows is a short list of possible areas for future research:

- The current study looked at a heterogeneous population with a sample that was externally heterogeneous and internally homogenous. The sample size of 51 was too small to reach any conclusions that could be applied to a population of approximately 47 million people. A bigger and more representative sample would be better able to address the challenges in the DHA customer service and service delivery in a more accurate manner and also focus in-depth on determining the causes of the lack of service delivery in all the government departments.

- A study that is conducted amongst people in the queues at a Home Affairs office could highlight trends within this department and enable a comparative analysis (especially on gender, age and racial ground).
- A study of people in the high-income bracket may generate more ideas of how to go about establishing an Exclusive Home Affairs office that operates like a bank. This exclusive service will charge more for the same service that ordinary people pay a minimal amount at DHA, but it will save time for an Identity document they will pay R 150.00 instead of R15.00 but the service will be faster, better and more efficient (or self service if possible).
- There are number of focus areas that this study was unable to examine. There are other studies that might have touched on the below-mentioned topics. However, future studies could consider the following topics that arises from this study:
 - Effectiveness of service delivery in public sector;
 - Customer perceptions of service delivery;
 - The impact of a turn-around strategy in the DHA;
 - Government strategies on service delivery;
 - The impact of training officials to provide better customer service;
 - How leadership affects customer service; and
 - The effectiveness of a customer-focused organization.

6.3 RECOMMENDATIONS TO IMPROVE CUSTOMER SATISFACTION

Customer satisfaction is not just a dream but it is a practice that every customer service business needs to constantly be aware of and striving for. In a competitive environment, the ultimate measure of satisfaction is whether or not the customer returns to buy a product a second, third or fourth time (Etzel, Walker and Stanton, 1997: 34). This statement highlights the importance of the need to provide proper customer service to avoid the situation of dissatisfied clients. One of the challenges is that, for instance, in the Durban Metropolitan area has a population of 3.2 Million people with several DHA offices. This creates a problem for

DHA in terms of the workload and customer expectations. Whilst this recommendation may occur to be elitism in nature it must be emphasised that current practice of agencies who provide a fast track service outside DHA offices is fraught with problems which include corruption, disrupting current services being offered and is an area of conflict between customers standing in queues and agents who cut the lines. It is therefore recommended that an elite service which more affluent people can afford will ensure proper service delivery and form a new stream of income for DHA.

6.3.1 Establishment of Exclusive Home Affairs offices

This would be relieved if the DHA were to establish another Exclusive Department of Home Affairs (EDHA) office that was geared to serve people who could afford to pay extra for the service that they required. This alternative was suggested by some of the respondents. Many people would support the establishment of EDHA, especially those busy executives who do not have time to spend in a queue at a Home Affairs office waiting to be served. There has been a call for a better solution that will improve service delivery in DHA. In 2007 DHA had a turn-around team to assist in a turn-around strategy. That exercise cost the DHA almost R 1 billion in just 18 months and it did not make any huge difference to improve service delivery.

6.3.2 Inefficiency and Leadership

The DHA has been quoted in a number of newspapers when analysts and journalists were criticizing the Department, claiming that DHA staff members were inefficient and that there was a lack of leadership amongst managers and high levels of incompetence.

6.3.3 Training of official to work better, faster and differently to improve service

The re-training of staff members from the lowest levels right up to senior members is recommended. The implementation of better systems, especially IT systems are critical to make sure that the quality of service is improved. It is also important to create a good working environment for employees at DHA and to motivate those employees who are currently demotivated. In a study that was conducted by independent consultants, they found that more than 75% of DHA employees were demotivated and not well trained to give a better service to clients.

6.3.4 Fighting corruption among officials

The Department should have a proper structure and systems in place as well as strategies that will assist in fighting corruption. They must establish an anticorruption directorate that works together with SAP, NIB and NPA to effectively fight and combat corruption.

6.4 CONCLUSION

This study has been able to answer the research question as stated in Chapter One. The research was the result of a personal interest in why DHA clients were not satisfied with service delivery. The answer to this question is that there is a lack of customer service within the Department of Home Affairs. It is also important to understand the behaviour of people within the customer satisfaction environment in the public sector. This would be very helpful in the light of the fact that in South Africa there is a diverse environment with a young democracy that is 15 years old and also as a country that is developing at a very fast rate.

This would also enable such efforts to be customized towards a specific audience thereby increasing its success rate. When people were asked about changes that they would like to see in improving service in Home Affairs, it was apparent that it was not just the attitude of the officials, but the entire customer service principle and trust that the clients did not have and not received when they were at DHA. Corruption has been cited as a disease that is crippling the systems in DHA and is weakening any attempts at service delivery in this department. Stronger measures needed to be taken to eliminate corruption, which has a huge impact on service delivery.

On a final note, DHA can improve its customer service levels by:

- Staff need to be extensively trained in customer service and their performance in this area needs to be constantly monitored ;
- The physical environment of each and every DHA office needs to be refurbished to high standards of cleanliness and efficiency;
- Strategic appointments need to be made to management positions where people with the right qualifications and personalities are tasked with implementing wide-ranging changes;
- Better systems need to be introduced, for example, when registering births (which could be done at the hospital or clinic at the time of the baby's birth) and controlling immigrants (by tightening up border controls and closing loopholes which allow for fraudulent IDs to be issued) ;

- Align the DHA systems with banks, SARS, SA Police Services, schools etc to verify information and root out and eliminate corruption and fraud;
- Partner with travel agents to provide off-site offices to deal with travel-specific documentation quickly and efficiently;
- Establish an Exclusive DHA which fast tracks the process in a better environment, but at a premium fee for those who are willing to pay for the service and
- Improve the call centre by employing more staff and increasing working hours.

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APPENDIX 1

SURVEY/ CLIENTS’ QUESTIONNAIRE

**UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS**

MBA Research Project

Researcher: Simphiwe Ndlovu (073 536 8999)

Supervisor : Professor Anesh Singh (031 260 7564)

Title of Survey

The purpose of this survey is to solicit information from you/ customer regarding Home Affairs customer services. The information and ratings you provide us will go a long way in helping us identifying problems. The questionnaire should only take 15-20 minutes to complete. In this questionnaire, you are asked to indicate what is true for you, so there are no “right” or “wrong” answers to any question. Work as rapidly as you can. If you wish to make a comment please write it directly on the booklet itself. Make sure not to skip any questions. Thank you for participating!

QUESTIONNAIRE

DEMOGRAPHIC INFORMATION

1. GENDER

MALE		FEMALE	
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2. RACE:

AFRICAN	
COLOURED	
INDIAN	
WHITE	
OTHER	

3. AGE:

16-25	
26-35	
36-45	
46 and above	

4. HOME LANGUAGE

SOUTH SOTHO	
ENGLISH	
AFRIKAANS	
XHOSA	
ZULU	
OTHER, PLEASE SPECIFY.....	

5. MARITAL STATUS

MARRIED		SINGLE		DIVORCED/ SEPARATED	
WIDOWED					

6. JOB TITLE

PLEASE SPECIFY.....

7. QUALIFICATIONS

BELOW GRADE 12	
GRADE 12/ MATRIC	
DIPLOMA	
DEGREE	
OTHER.....	

8. HOW FAR DID YOU TRAVEL TO GET TO THIS BRANCH?

LESS THAN 30 KM	MORE THAN 30 KM
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9. HOW LONG DID IT TAKE YOU TO GET TO THIS OFFICE?

10 MIN	20MIN	30MIN	1 HOUR	2HRS & MORE
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10. WHAT SERVICE OR SERVICES HAVE YOU USED TODAY?

ID Book Application	Birth Certificate	Death Certificate	Marriage Certificate	Passport	Work Permit	ID Collection	Other : Please Specify.....
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SECTION B: CUSTOMER SERVICE RELATED ISSUES

PART1: CUSTOMER SERVICE IN DEPARTMENT OF HOME AFFAIRS

QUESTIONS ITEMS: 'PERMOT'

(PECEIVED EXTENT OF CUSTOMER SERVICE/SATISFACTION AND SERVICE IMPROVEMENT IN THE DEPARTMENT OF HOME AFFAIRS)

THE FOLLOWING QUESTIONS ASK ABOUT YOUR OWN EXPERIENCE AND FEELINGS REGARDING THE QUALITY OF CUSTOMER SERVICE YOU HAVE RECEIVED IN HOME AFFAIRS OFFICES.
PLEASE RATE YOUR OWN CURRENT EXPERIENCE IN CUSTOMER SERVICE IN EACH OF THE FOLLOWING AREAS: DO SO BY CIRCLING THE NUMBER THAT BEST REPRESENT YOUR OPINION, FOR
EXAMPLE 3

5 = 'STRONGLY AGREE'; 4 = 'AGREE'; 3 = 'EITHER AGREE NOR DISAGREE'; 2 = 'DISAGREE';
1 = 'STRONGLY DISAGREE'

DHA = DEPT OF HOME AFFAIRS

PLEASE CIRCLE THE NUMBER THAT BEST DESCRIBES YOUR OPINION REGARDING THE FOLLOWING : TANGIBLES –PHYSICAL FACILITIES	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE
1. THIS HOME AFFAIRS OFFICE HAS ADEQUATE SEATING	5	4	3	2	1
2. HOME AFFAIRS TOILETS ARE CLEAN AND AVAILABLE	5	4	3	2	1
3. WATER AND SOAP TO WASH OFF INK AND TOILET ROLLS ARE PROVIDED	5	4	3	2	1
4. THERE IS ENOUGH PARKING FACILITIES	5	4	3	2	1
5. THERE ARE ENOUGH AIR-CONDITIONING IN THIS OFFICE	5	4	3	2	1
6. SIGNAGE ARE CLEAR AND PROVIDES GOOD INFORMATION	5	4	3	2	1
7. THERE IS ACCESS FOR WHEEL CHAIRS IN THIS OFFICE	5	4	3	2	1
8. THIS SERVICE POINT IS CLOSE TO BUS & TAXIS ROUTE	5	4	3	2	1
9. THERE IS AN INFORMATION DESK TO HELP CUSTOMERS	5	4	3	2	1

PLEASE CIRCLE THE NUMBER REGARDING THE PERSONNEL/ STAFF IN HOME AFFAIRS	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE
1.THERE ARE ADEQUATE STAFF IN THIS OFFICE	5	4	3	2	1
2.STAFF ARE FREINDLY, HONEST AND DUTIFUL	5	4	3	2	1
3.STAFF IN THIS OFFICE ARE ALLWAYS AVAILABLE AND READY TO HELP	5	4	3	2	1
4.THE INFORMATION GIVEN IN THIS OFFICE IS ACCURATE AND HELPFUL	5	4	3	2	1
5. SENIOR STAFF OF DHA ARE APPROACHABLE	5	4	3	2	1
6. OFFICIALS SOMETIMES REQUEST MONEY BEFORE THEY DISCHARGE THEIR DUTIES	5	4	3	2	1

PLEASE CIRCLE THE NUMBER THAT BEST DESCRIBE YOUR OPINION REGARDING SYSTEMS IN HOME AFFAIRS RECENTLY	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE
1. I AM HAPPY WITH THE COMMUNICATION WE RECEIVE THROUGH SMS, TELEPHONES, MAIL AND IZIMBIZOS	5	4	3	2	1
2. THE QUEUING SYSTEM IN DHA IS GOOD	5	4	3	2	1
3. COMPUTERS ARE ALWAYS OUT OF ORDER IN THIS OFFICE	5	4	3	2	1
4. CELL PHONE MESSAGES , INTERNET & POST ARE MEANS OF COMMUNICATION TOOLS BETWEEN DHA & ITS CUSTOMERS	5	4	3	2	1
5. MY PERSONAL INFORMATION IS SAFE AT DHA	5	4	3	2	1
6. I AM HAPPY WITH OPENING & CLOSING HOURS OF DHA	5	4	3	2	1
7. DHA SHOULD OFFER ADDITIONAL SERVICES E.G. TAKING ID PHOTOS, SCANNING & PHOTOCOPY	5	4	3	2	1
8. ADDITIONAL SERVICES IN HOME AFFAIRS SHOULD COME WITH EXTRA COSTS/CHARGES					
9. BROCHURES & POSTERS PROVIDED IN THIS OFFICE ARE INFORMATIVE	5	4	3	2	1

APPENDIX 2 CONSENT FORM

**UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS**

Dear Respondent,

MBA Research Project
Researcher: Simphiwe Ndlovu (073 536 8999)
Supervisor: Prof A Singh (031 260 7564)

I am **Simphiwe Emmanuel Ndlovu** an MBA student, at the Graduate School of Business at the University of Kwazulu Natal. You are invited to participate in a research project entitled **Designing a Customer Service Model to Improve Service Delivery at the Department of Home Affairs**

The aim of this study is to create a customer satisfaction model that will improve service delivery in DHA.

Through your participation I hope to understand your opinion. The results of the survey are intended to contribute to better service delivery.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequences. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business, UKZN.

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor at the numbers listed above.

The survey should take you about **10** minutes to complete. I hope you will take the time to complete this survey.

Sincerely

Investigator's signature _____ Date _____

CONSENT

I _____ the undersigned have read and understand the above information. I hereby consent to participate in the study outlined in this document. I understand that participation is voluntary and that I may withdraw at any stage of the process.

Participant's signature _____ Date _____