Frontline Service Delivery Monitoring (FSDM)
Sector Fact Sheets for 2017/2018

FSDM FACT SHEET-DLTC

ABOUT THE DLTC, VTS & RA FUNTIONS

Driving License Testing Centre (DLTC)

Functions that are rendered at the DLTC are:

- Appointment for Learners and Drivers Licenses tests
- Go for an eye test
- Issuing temporary driving license
- Issuing learners' license
- Issuing duplicate learners' license
- Renewal of Driver's License
- Renewal of Professional Drivers Permits

In summary, the DLTC is responsible for ensuring the **driver fitness** in order to allow a driver to sit behind the steering wheel.

Vehicle Testing Station (VTS): This service has the duty to examine the vehicle's roadworthy physically. Examining lights, indicators, brake lights, integrity of suspension, brake mechanisms, shocks, steering assembly, assessing oil leaks (spillage), tyres, functionality of doors, seat-belts, screen wipers, checking for additional compliance of passenger buses, heavy vehicles and so on. In summary, the VTS is responsible for **vehicle fitness**.

Registering Authority (RA): The primary service of registering (new and used vehicle) and licensing of motor vehicles and related transactions i.e.:

- Deregistration of a vehicle (if its scarped, stolen or demolished)
- Introduction of a vehicle
- Exporting of a vehicle
- Temporary 21 day permit and special 3 day permit
- Business Register Number (BRN) (issued to businesses)
- Traffic Register Number (TRN) (issued to foreigners; organisations, NGO's and trusts).

In short it is all the administrative tasks related to a vehicle and executed on e-NaTIS by an authorized license officers to ensure the relevant **e-NaTIS status profiling of a vehicle**.

These services / functions are performed on behalf of the Road Traffic Management Corporation (RTMC) by the National Department of Transport (NDOT). The NDOT does this through service level agreements with Provinces. The main focus of FSDM is on the DLTCs and to date **69** centres have been monitored across all provinces since 2011.

RENEWING YOUR DRIVER'S LICENCE

The driving licence card must be renewed four weeks before its expiry date. If you renew it after the expiry date, you will have to apply for a **temporary driving licence** at an additional cost while waiting for your driving licence to be issued. To renew your licence, You will not be required to take a driving test when you renew your driving licence. You will undergo eye testing and your fingerprints will be taken. Alternatively, you can have your eyes tested by an optometrist and submit the form at the driving licence testing centre (DLTC). If your sight has worsened from the date on which your licence was issued, new conditions will be attached to your licence.

NORMS AND STANDARDS

Draft minimum service standards have been developed to set a standard for (DLTCs), (VTSs) and (RAs) which are also referred to as Client Contact Centres, for service delivery to standardize operational practices across all the Centres and to be implemented and rendered in compliance with the applicable *Batho Pele Principles and standards*. Furthermore; such services must be guided by and comply with the provisions of National Road Traffic Act, 1996 (Act No. 93 of 1996) and regulations; and any other relevant legislation. The respective service charters will be informed by the finalization of these standards as they are also in draft forms.

Due to the technical nature of this field, it is important for monitors to have full knowledge and understanding of the National Road Traffic Act, 1996 (Act No. 93 of 1996); regulations and any other relevant legislation for informed findings and recommendations. These includes understanding of the minimum requirements for the grading of the Centers, functions and the grading of the examiners as prescribed by legislations and the NDOT.

GRADING OF THE DRIVING LICENCE TESTING CENTRES

1. Grade A driving licence testing centre is authorised to examine and test a person for a learner's licence of any code or driving licence of any code;

2. Grade B driving licence testing centre is authorised to examine and test a person for a learner's licence of any code or driving licence of the codes B, EB, C1, C, EC1 and EC;

3. Grade C driving licence testing centre, is authorised to examine and test a person for a learner's licence of any code or driving licence of the codes A1, A and B;

4. Grade D driving licence testing centre is authorised to examine and test a person for a learner's licence of any code or driving licence of the code B;

5. Grade E driving licence testing centre, is authorised to examine and test a person for a learner's licence of any code; or

6. Grade F driving licence testing centre, is authorised to substitute a driving licence of any code contained in an identity document, issued before 1 March 1998, in terms of section 19 of the National Road Traffic Act and to issue a new or duplicate driving licence card contemplated in regulation 108(5)(b) or 109 or professional driving permit.

SERVICE LEVEL AGREEMENTS

Client Contact Centres shall enter into a service level agreement with the relevant province that is in line with the Minimum Service Level Agreement to be published by the Minister of NDOT in the Gazette.
In the case where provinces are also providing the services of a Client Contact Centre the Head of Department of the Province shall enter into a memorandum of agreement with the provincial client contact centre/ including Municipalities.

INTERNAL MONITORING TOOLS AND CONTROLS USED BY NDOT INSPECTORATE FOR DLTCS

Below is the copy of the environmental assessment checklist for Front Offices used by the NDOT inspectors to monitor compliance in the DLTCs also referred to a service delivery checklist.

	Environmental Assessment - Front Office				
	unacceptable, 2 poor, 3 satisfactory, 4 good, 5 excellent				
(Enter a score in each box or "N" if not applicable)	Entrance & Enquiries	Receiving (Public side)	Cashiers (Public side)	Total	Average score
Space adequacy					
Efficiency of layout -					
Availability of forms					
Public counters - space & condition					
Staff workstations - space & condition					
Lighting					
Seating					
Ventilation					
Access control to public areas					
Access control to staff areas					
Signage					
Security					
Queue Management					
Average time for public to be assisted					
Cleanliness public area					
Cleanliness personnel work area					
Ablutions public men					
Ablutions public women					
Adequacy of public parking					
Facilities for disabled public					
Facilities for disabled Staff					
			Overall Score		
Comments					

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FSDM FACT SHEET-EDUCATION
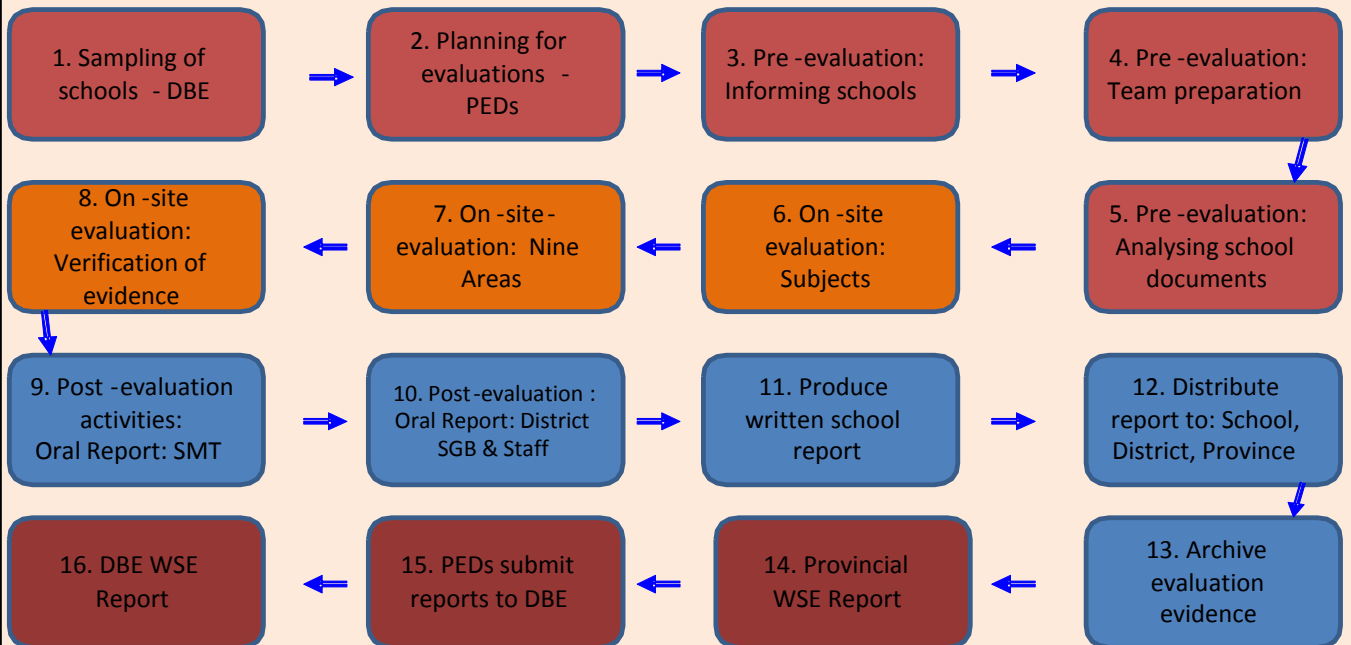
QUICK STATS: FSDM and Education

0.6% of all public schools (161 out of 24136)

FSDM Monitoring of the Education Sector

18.63% of all FSDM monitoring sites (161 out of 864)

The Department of Education is a concurrent function, meaning that Provincial Departments have the ability formulate provincial specific policies affecting schools. These have to be in line with the national legislation on education. This function does not extend to tertiary education.

The Department of Basic Education assesses schools through the Whole School Evaluation Programme. This programme goes to each facility for an entire week during which all areas functioning, ranging from infrastructure to curriculum implementation to human resource issues are assessed. The process is summarised below:

1. Sampling of schools - DBE → 2. Planning for evaluations - PEDs → 3. Pre-evaluation: Informing schools → 4. Pre-evaluation: Team preparation

8. On-site evaluation: Verification of evidence ← 7. On-site-evaluation: Nine Areas ← 6. On-site evaluation: Subjects ← 5. Pre-evaluation: Analysing school documents

9. Post-evaluation activities: Oral Report: SMT → 10. Post-evaluation : Oral Report: District SGB & Staff → 11. Produce written school report → 12. Distribute report to: School, District, Province

16. DBE WSE Report ← 15. PEDs submit reports to DBE ← 14. Provincial WSE Report ← 13. Archive evaluation evidence

Issues to explore at facilities over and above the FSDM issues during monitoring at schools

- **Availability of learner support materials, such as text books and stationery.**
- **The vacancy rate and the availability of staff – do they have a lot of empty posts?**
- **Check the matric pass rate in case of high schools, and the grade 7 pass rate for primary schools**

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Sources: South African Constitution, Whole School Evaluation Policy, FSDM Database
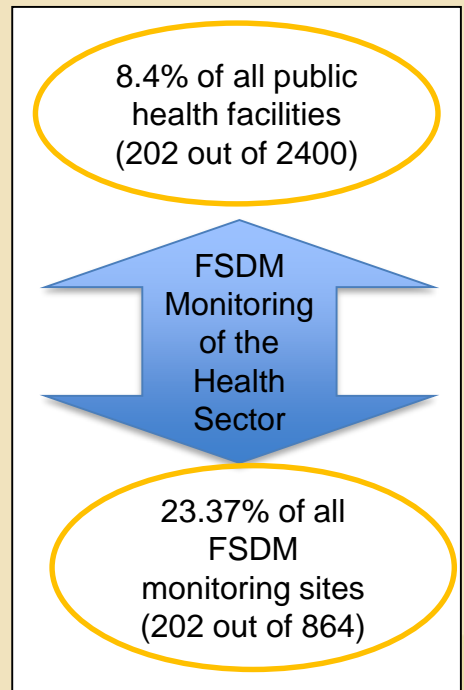
FSDM FACT SHEET-HEALTH

The Department of Health is a concurrent function, which means that Provincial Departments have legislative and executive powers that are concurrent with the national sphere. Although provinces have to comply with national regulations, they can develop specific policies at a provincial level.

The Ideal Clinic is an initiative aimed at standardising various elements of infrastructure and service delivery in the country. This programme is implemented by provincial coordinators in the Department of Health, and a forum of this project meets every week. A process is underway to align the activities with the FSDM programme wherein information generated by the FSDM is used to identify sites for immediate intervention by the Ideal Clinic Project.

The Department of Health has developed a new complaints management policy that mandates the development of Standard Operating Procedures at each level of responsibility. This means that every facility, district, province, and ultimately national, must have these components in place to manage complaints. The Department is also developing a web-based system to manage and track complaints. This is currently being piloted, for roll-out in 2017/2018

Facility level	District	Provincial DoH	National DoH
- SOP	- SOP	- SOP	- SOP
- Committee	- Committee	- Committee	- Committee

It is recommended that the availability of these SOPs and Committees be part of the standards for the FSDM Programme to monitor in the 2017/2018 Financial year.

8.4% of all public health facilities (202 out of 2400)

FSDM Monitoring of the Health Sector

23.37% of all FSDM monitoring sites (202 out of 864)

NDP 2030

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FSDM FACT SHEET-HOME AFFAIRS

The Department of Home Affairs (DHA) offers a multitude of services to the citizens of South Africa, as well as foreigners who wish to visit, work or stay in South Africa. DHA is custodian, protector and verifier of the identity and status of citizens and other persons resident in South Africa. This makes it possible for people to realize their rights and access benefits and opportunities in both the public and private domains. By expanding these services to marginalized communities, the department plays a key enabler role in deepening democracy and social justice. DHA controls, regulates and facilitates immigration and the movement of persons through ports of entry. It also provides civics and immigration services at foreign missions; and determines the status of asylum seekers and refugees in accordance with international obligations. The department thus makes a significant contribution to ensuring national security, enabling social and economic development. DHA is one of the sectors that are monitored through the Frontline Service Delivery Monitoring (FSDM) programme within the Department of Planning, Monitoring and Evaluation (DPME). To date 74 offices have been monitored through FSDM. These includes a combination of small, medium and large offices.

DHA CORE FUNTIONS

Civic Services
◊ Maintaining the National Population Register (NPR)
◊ Managing the birth, marriage and death records
◊ Determining and granting citizenship
◊ Issuing travel documents and passports
◊ Issuing identity documents (ID)

Immigration Services
◊ Administering admissions into the country
◊ Determining the residency status of foreigners and issuing permits thereof
◊ Custodianship of refugee affairs
◊ Inspectorate
◊ Policy directives

TURNAROUND TIMES FOR SERVICES
For all the services offered within the civic services, customers will not spent more than two (2) hours in the queue before being attended to according to the DHA service charter.
Birth registrations
∗Processing of new birth application will be done within one (1) working day.
∗Unabridged certificate for births registered before 1st March 2013 will be issued within eight (8) weeks.
Identity Documents
∗Processing of an identity document application for first issue will be done within fifty four (54) working days.
∗Processing of an identity document application for re-issue will be done within forty seven (47) working days.

∗Processing of a Smart ID Card application will be done within thirteen (13) working days.
∗Processing of a temporary identity document will be done on the spot in the office of application if you are verified correctly.
Death registrations
∗Death registration will be done and death certificates (hand-written and abridged)
∗issued within one (1) working day.
∗Unabridged death certification will be processed and issued within eight (8) weeks.
∗Death registration outside South Africa will be registered and death certificates issued within two (2) working days.

DHA OUTCOMES
⇒**Secured South African citizenship and identity.**
⇒**Immigration managed effectively and securely in the national interest including economic, social and cultural development**
⇒**A services that is efficient, accessible and corruption free.**

OFFICE HOURS OPEN TO THE PUBLIC
Monday - Friday:8:00 to 16:00
Saturday:8:30 to 12:30
Every last **Wednesday** of the month: 09:00 to 16:00
CONTACT CENTRE
0800 60 11 90 hacc@dha.gov.za

FRONTLINE MONITORING IN DHA– FRONT OFFICE TOOLKIT

The Front Office Toolkit is a guide developed to assist office managers and supervisors at frontline offices to perform the minimum requirement defined in the guide, in an effort to improve service delivery, physical conditions at facilities and the experience of citizens. The guide covers seven (7) areas of focus with daily, weekly, monthly and quarterly checklists to be completed by the management team: Office Image - Environment; Citizen or Customer Experience; Efficient Office Management; Staff management; Financial management; Statistics, Compliance and Quality Assurance; Office Cleanliness . The toolkit is compact, portable, and easy to use which provides practical to dos for the office manager. The Frontline Office Manager Guide and the set of templates, checklists and guidelines complete the management toolkit. The management toolkit will assist with standardisation and uniformity across all front line offices and will lead to an improved customer experience. The reports emanating from the implementation of management toolkit will also assist the department to target shortfalls, equipment deficiency or collapse, lack of capacity, bad customer service, corruption, fraud and other aspect that taint the image of the department. Front Office Toolkit Checklists have been made digital and must be completed online. District Manager Operations are responsible to ensure that all checklists are completed diligently, timeously and honestly for all offices within their respective control. Monitoring outcomes are reported and discussed at all DHA governance structures.

HOME AFFAIRS CUSTOMER CONTACT CENTRE

As part of the modernisation and in-line with DPSA policy on complaints and compliments management framework, the DHA established a fully-fledged, unified messaging customer contact centre with business intelligence to integrate with/run on top of DHA core business systems. Established based on the four key elements of a well-functioning Contact Centre which includes people, processes, technology and quality management strategies. The contact centre is also part of bringing the DHA closer to the policy framework outlined in the NDP for all service-delivery points to provide clear information on where citizens can go and who they can talk to when they are dissatisfied. Equally important is that the Contact Centre advances the DHAs' risk management objectives as it makes the department to be responsive to the members of the public and to deal promptly with their queries. The envisaged impact is * A single view of the customer and enhanced customer satisfaction levels. * Improved access to DHA services,* Enhanced customer experience, * Multiple access channels for registering customer enquiries, queries, complaints and compliments, * Knowledge base allowing the centre to serve as an information centre for customers, thereby helping to reduce ceaseless queues at front offices.

PROVINCIAL OFFICES AND PROVINCIAL MANAGERS

DHA has nine provincial offices with some provinces having a combination of small, middle and regional offices offering various services as per their respective categories. In addition to the above, some provinces have ports of entry that regulates persons entering or departing from the country through passport and/ visa.

GP - Albert Matsaung: albert.matsaung@dha.gov.za
WC - Yusuf Simons: yusuf.simons@dha.gov.za
FS - Bonakele Mayekiso: bonakele.mayekiso@dha.gov.za
KwaZulu-Natal - Cyril Mncwabe: cyril.mncwabe@dha.gov.za
Limpopo - Florah Motsitsi: Nthoriseng.Motsitsi@dha.gov.za
MP - Mashudu Makatu: mashudu.makatu@dha.gov.za
NW - Irene Mantlhasi: irene.mantlhasi@dha.gov.za
NC - Abednego Mvula: abednego.mvula@dha.gov.za
EC - Gcinile Mabulu: gcinile.mabulu@dha.gov.za

Sources: SA Constitution; 2016/17 Home Affairs APP; Home Affairs Website.

FSDM FACT SHEET-JUSTICE

QUICK STATS: Monitoring of Magistrate Courts

15.2% of all magistrate and branch courts (73 out of 481

FSDM Monitoring of the Justice Sector
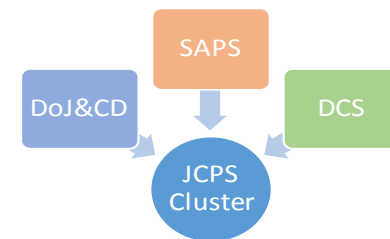
8.44% of all FSDM monitoring sites (73 out of 864)

Magistrate courts deal with most criminal cases, except the most serious crimes such as murder and treasons, and civil cases below R 200 000.There are 384 magistrate districts in the country, and each of these is served by a district magistrate court. There are also 18 sub-districts with detached courts, and 79 Branch Courts. 235 Periodical courts also serve these districts, but not on a full-time basis.

The DoJ&CD has implemented what is referred to minor delegations in all their facilities. That means the manager of the court is able to effect small repairs to infrastructure where necessary without having to go through the Department of Public Works to address these issues. The total budget per facility is up to R 100 000.00. Major renovations, however, are still subject to the approval processes by the DPW.

The DoJ&CD has developed a unique approach to the implementation of Project Khaedu. Senior managers in the department are assigned to specific facilities to oversee the necessary improvements in service delivery. The deployments take place over a five-day period, but the managers are mandated to report on the progress in the facilities every month as part of their performance agreements. The information used to guide the improvements is generated through the department's own classification methodology, and the FSDM data is used to inform and validate the processes.

SAPS

DoJ&CD

DCS

JCPS Cluster

Issues to explore at facilities over and above the FSDM issues during monitoring at magistrate courts:

- **Check if clients requiring services for Domestic Violence spend more than 2 hours in a queue before being assisted. The interim order should also be issued within a day of it being granted.**
- **Customers for maintenance orders should not spend more than 2 hours in the queue before being assisted.**
- **Check if the Service Charter for Victims of Crime are displayed – this is a crucial document that needs to be displayed for all who access the court to see**

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FSDM FACT SHEET-MCCC

ABOUT THE MUNICIPAL CUSTOMER CARE CENTRES (MCCC)

What is an MCCC- it is the organisational unit in the municipality that serves citizens across a range of different channels in addition to the centralised Call Centres. It usually falls under finance and / or corporate and administration services. MCCC is the interface between government and the public, a place where citizens and businesses can get their questions answered. Municipalities often design their contact centres so they can answer 80% of citizens' questions at the first point of contact – without having to involve other municipal departments or other municipal staff as per the below customer process flow:

Source: Creating Customer Contact Centres- Smart Cities 2009
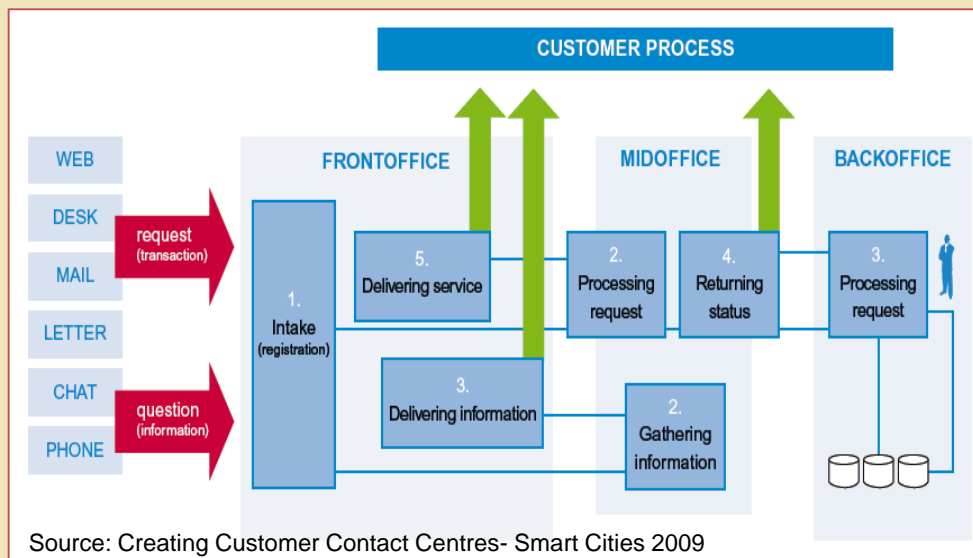
The above defines the interface that is supposed to exist between the municipality and its clients. The Municipal Systems Act (MSA) (No. 32 of 2000) also refers in several instances to the promotion of community participation and the need for municipalities to implement mechanisms and communication channels in order to deal with queries and complaints and allow communities to provide their inputs into the operations and performance of the municipality (see sections 5, 6, chapter 4 and section 51). Section 6 of the Act, for example, sets out the administrative duties of municipalities as having to: "be responsive to the needs of the local community" "establish clear relationships, and facilitate co-operation and communication between it and the local community;" "give members of the local community full and accurate information about the level and standard of municipal services they are entitled to receive;" etc…)

MUNICIPAL COMPLAINTS NORMS AND STANDARDS FRAMEWORK

The Department of Cooperative Governance has identified the fact that the existing mechanism that enable citizens to complement, complain or engage with municipalities are somehow not effective as expected, as provided for by the South African Constitution, 1996, (Act No. 108 of 1996 as amended), and that municipalities need to encourage the involvement of communities and community organisations in matters of local government to ensure a democratic and accountable government. In trying to address this anomaly, Municipal Complaints Norms and Standards Framework has been developed that will be used as a guide for municipalities to develop their own specific ones that are applicable to their environment. The provisions of the framework are based on and in line with the Back to Basic Pillar 1: *"Putting people and their concerns first"* with a view of promoting good governance and bridging the gap between the citizens and communities. The interpretation of anything relating to this framework rests with the municipal officials in consultation with respective Provincial Public Participation Coordinators.

SERVICES OFFERED IN MCCC

Services offered in Customer Care Centres include but not limited to the following:

- ❖ Payment and account-related services;
- ❖ Lodging and following up of all complaints;
- ❖ Provision of information related to all services in the municipality;
- ❖ Liaison with and referral to line departments where necessary;
- ❖ Booking of facilities and services;
- ❖ Provision of a multi-purpose community care front desk;
- ❖ Provision of municipal-wide customer care service
- ❖ Switchboard and call centre related services.

GUIDELINES FOR COMPLAINTS AND COMPLIMENTS MANAGEMENT WITHIN MUNICIPALITES

Customer service is an important part of the reinventing government efforts to reduce the distance between government institutions and the citizens thus improving on communication channels. Below are some of the efforts that municipalities can use in order to improve on handling complaints:

1. Municipalities have to make it easy for communities to complain, in this way it will be easy for the municipality to deal and resolve the complaint;
2. Municipalities should respond to complaints quickly and courteously with common sense, this will assist to improve community loyalty to the municipality;
3. Municipalities need to resolve complaints on the first contact, thus eliminating unnecessary delays and avoiding the complainant being sent from pillar to post, therefore improving the complainant confidence in the municipalities' ability to deal with the complaint effectively;
4. Technology utilization is critical in complaint handling systems, the use of computer database assist in the production of electronically compiled customer complaint information and could be easily produced and presented whenever the need arises;
5. A dedicated Complaints Management Unit should be established in each municipality that employs qualified complaints management personnel; and
6. Each municipality should develop its municipal specific Complaints Management Policy.

LINKING FRONTLINE SERVICE DELIVERY MONITORING WITH LOCAL GOVERNMENT BACK TO BASIC STRATEGY

The transformational agenda recognises that there are widely divergent levels of performance between different categories of municipalities – in terms of services, public engagement, good governance, financial management and technical capacity. The aim is to encourage all municipalities to become positively functional centres of good governance by setting proper standards for municipal performance- COGTA. FSDM seeks to catalyse improvements on the quality of service delivery by inculcating a culture of self- monitoring.

5 pillars of the Back to Basics Strategy
- ❖ Putting people and their concerns first;
- ❖ Supporting the delivery of municipal services to the right quality and standard;
- ❖ Promoting good governance, transparency and accountability;
- ❖ Ensuring sound financial management and accounting; and
- ❖ Building institutional resilience and administrative capability.

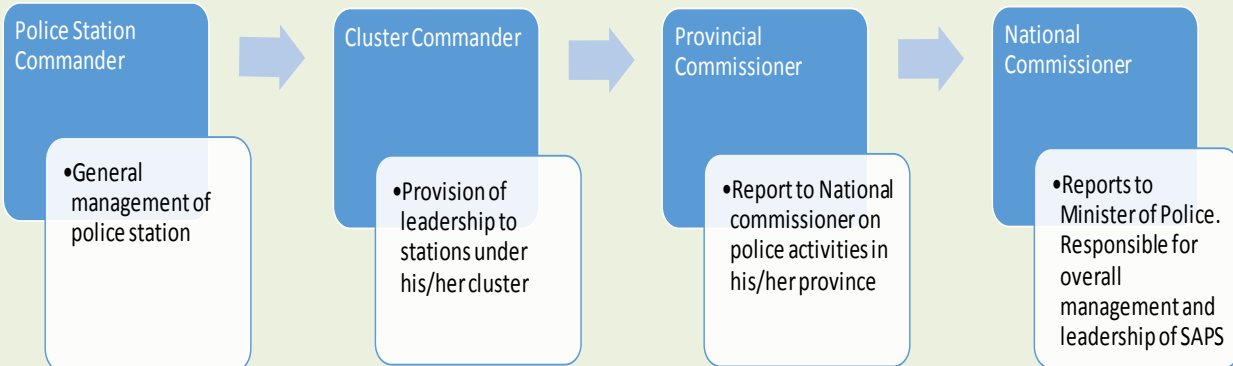**8 Elements/ indicators of Frontline Service Delivery Monitoring**
- ❖ Location and accessibility of services
- ❖ Visibility & signage to service points
- ❖ Queue management and waiting times for services
- ❖ Dignified treatment as per the Batho Pele principles
- ❖ Cleanliness and comfort in and around the facility
- ❖ Safety in and around the facility
- ❖ Service availability- adherence to operational hours
- ❖ Complaints/compliments management systems

The programmes are complimentary and both are linked to outcome 12; and supports the need of the NDP for a well-run and effectively coordinated state institutions with skilled public servants who are committed and responsive to the public good and capable of delivering consistently high quality services, while prioritizing the nations development which seeks to build a responsive, caring and accountable local government. Outcome 12 to play a more proactive role in supporting departments and municipalities to build their own capacity, fulfil regulatory requirements and improve service delivery.

FSDM FACT SHEET-SAPS

The South African Police Service is a non-concurrent function department. Reporting flows as illustrated below. It is therefore crucial to have the cluster commander present during feedback and improvement meetings.

Police Station Commander
- General management of police station

→

Cluster Commander
- Provision of leadership to stations under his/her cluster

→

Provincial Commissioner
- Report to National commissioner on police activities in his/her province

→

National Commissioner
- Reports to Minister of Police. Responsible for overall management and leadership of SAPS

The SAPS has developed their own FSDM project, wherein stations are being improved to comply to specific standards. Several aspects of service delivery are addressed, ranging from standardising the look and feel of stations, to the capacity building of officials and the enhancement of managerial efficiencies. The project was piloted in 9 stations, but is currently on hold.

Issues to explore at facilities over and above the FSDM issues during monitoring at police stations:

- **The availability and servicing of vehicles – this has a direct impact on the service delivery of the police station**
- **The details of the cluster commander – these officials have to be included in the feedback and development of improvement meetings**
- **Whether the Police Station monitored is a devolved facility or none-devolved. This has implications for the development of the improvement plans**
- **Enquire if the station has enough staff members to be open 24 hours per day as is required by law**
- **Assess the handling of complaints at the station – ask who is responsible and how the issues are managed.**

The SAPS has a Capital Works Project in place where-in devolved facilities are prioritised for infrastructure improvements. This project covers a wide range of issues. A devolved facility is a station that is completely under the ownership of the SAPS.

QUICK STATS: FSDM and SAPS

9.4% of all police stations (107 out 1136)

→ FSDM Monitoring of the Police Sector →

12.38% of all FSDM monitoring sites (107 out of 864)

Sources: SA Constitution; SAPS FSD Strategy documentation; SAPS Strategic Plan 2014-2019

FSDM FACT SHEET-SASSA

SASSA is one of the sectors that started with FSDM programme in 2011 and has been responsive to service delivery improvements in line with their mission *"To administer quality customer-centric social security services to eligible and potential beneficiaries"*. Sections 24 to 29 of the Bill of Rights in the SA Constitution recognise the socio-economic rights of citizens, including the right to social security. The government is obligated to progressively realise these rights, meaning that "the state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of the rights. "SASSAs work is integral to the NDPs aims of advancing social protection and this is attested by their MTSF emphasis on the importance of improving the efficiency in the delivery of services; identifying and reaching all those entitled to social protection; and reducing administrative bottle-necks that prevent people from accessing benefits. Mandate of the Agency is to ensure the provision of comprehensive social security services against vulnerability and poverty within the constitutional and legislative framework. Social assistance serves as a buffer against inequality and poverty and promotes social and financial inclusion. South Africa's population is estimated at 54.96 million (StatsSA, 2015). Approximately 30,5% of the population is in receipt of social grants (Socpen, Sept.2015). To date 97 local offices have been monitored through FSDM.

SASSA SERVICES AND CORE BUSINESS

The agency continues to reach out to the deeply impoverished communities through the service delivery initiatives which includes the Integrated Community Registration Outreach Programme (ICROP) and Mikondzo. ICROP is an outreach programme delivering integrated social services through fully equipped mobile one-stop service units, or vehicles equipped with modern technology, facilities, and personnel. Its objective is to promote development, poverty reduction, and social inclusion for isolated people. Project Mikondzo focus on service delivery improvement interventions on the Department's five priority areas of *early childhood development, *child youth development, *substance abuse, *gender based violence and the *strengthening of the non-profit organisation sector.

Other departments, including Home Affairs, Health, Justice, Education, Agriculture, and Cooperative Governance, as well as local municipalities, are involved in programme delivery .

NORMS AND STANDARDS

SASSA has large footprint across the country, with 9 regional offices, 44 district offices, 367 local offices, 917 service points and 9 900 pay points. Provision of facilities is guided by the Social Assistance Norms and Standards (2006), the National Department of Public Works Norms and Standards and the SASSA Service Delivery Improvement Model. The SASSA infrastructure plan provides for new facilities to meet these norms.

OFFICE LOCATION

Distances between offices are guided by the Social Assistance Norms and Standards and the Service Delivery Improvement Model as follows:

Regional office: One per province.

District office: One in each district municipality, mainly based and structured in line with district municipal boundaries.

Local office: At least one in each local municipality. mainly located and established in line with local municipal boundaries. Due to service requirements in some instances, more than one local office is established under one municipality.

Service point: At least one within a radius of 20km. This is in addition to the local offices which extends the SASSA service delivery footprint. As part of the facilitation of accessibility especially in rural areas. Depending on the resource availability, SASSA deploys mobile units (vehicles) to deliver services to beneficiaries who are unable to access the existing infrastructure.

Pay point: One in a radius of 5 km to allow communities to receive their grants closer to their place of residence. This is where beneficiaries receive their grants in cash.

PAY POINTS BASIC REQUIREMENTS

Basic requirements for a cash pay point are set in the Social Assistance Norms and Standards, namely:
• Shelter • Seating • Water • Ablution facilities and
• Security

OFFICE ACCOMMODATION

Despite the extensive service delivery network, there is still a gap in suitable office accommodation. There are no enough buildings available in towns, rural areas and within traditional authorities to satisfy this requirement. The challenge for the ten-year period to 2025, is to address the requirement for suitable office accommodation in the shortest possible time. It is this scenario that the Infrastructure Plan seeks to address. The introduction of the help desk and improved waiting areas with adequate seating, contributes to a clear process flow of the grant administration process and improved management of queues. With office space being the ongoing challenge faced by SASSA, the systematic arrangement and layout of their service points, waiting areas and consulting stations make best possible utilisation of available floor space.

WHAT IS A MEANS TEST

In South Africa, Social Assistance is subject to means testing which implies that SASSA evaluates the income and assets of the person applying for social assistance in order to determine whether the person's means are below a stipulated amount. This means test is a way of determining whether a person qualifies to receive a grant as grants are indeed meant for those who have insufficient means to support themselves. The means test varies from one grant type to another.

Note: Grants for older persons, war veterans and disabled are paid on a sliding scale that is, the more private income you have, the smaller the government pension you will qualify for.

TYPES OF GRANTS
❑ Social Relief of Distress Grants-in-aid
❑ Child Support Grant
❑ Foster Care Grant
❑ Care Dependency Grant
❑ War Veteran's Grant
❑ Disability Grant
❑ Grants for Older Persons

SASSA OPERATING HOURS

Monday to Friday

07:30am to 04:00pm

Toll free: 0800 60 10 11

Anti Fraud: 0800 701 701

CPS Toll free: 0800 60 01 60

GRANT ADMINISTRATION PROCESS

The grant application process standardised into screening, attesting, quality control and verification, leading to improved quality of applications being processed while at the same time reducing the turnaround time for applications. Previously an application could take anything up to 21 days to complete, while currently the majority of the applicants leave the office with the **outcome letter on the same day the application was lodged**. This process has been assisted by the designation of SASSA officials as Commissioners of Oaths. This means the certifying of all supporting documents is done on site, and the affirmation or oath is also done on site, preventing repeated visits and constant referrals of applicants to other Commissioners of Oaths.

CONTACTS FOR THE REGIONAL MANAGERS

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Sources: SA Constitution; 2016/17 SASSA APP; SASSA Website; ICROP strategy