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Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA



FRONTLINE SERVICE DELIVERY MONITORING (FSDM) ANNUAL REPORT 01 APRIL 2016 – 31 MARCH 2017



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FSDM ANNUAL REPORT: OVERVIEW
2016-2017

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EXECUTIVE SUMMARY

The Frontline Service Delivery Monitoring programme is a facility monitoring programme, that does its monitoring collaboratively with the Offices of the Premiers in all nine provinces. It commenced its monitoring in 2011, its focus being on the frontline service standards that are aimed at improving service delivery. Since the inception of the FSDM programme in 2011, 899 facilities have been monitored. For 2016/17, one hundred and three (103) facilities were selected for improvement monitoring and one hundred and eleven (111) facilities were monitored for baseline assessments, these facilities include the facilities that were monitored by the Departmental Executive. During 2016/2017 youth development facilities were also monitored, and this included National Youth Development Agency (NYDA).

The intention of the Programme is not to cover all facilities, but to demonstrate the value of on-site monitoring to selected facilities; demonstrate the value of collecting, monitoring information from different sources and the value of on-site verification of the reported results to inform planning and catalysing improvements. The picture below depict what FSDM is about

FSDM: What are the monitoring steps?

The Frontline Service Delivery Monitoring (FSDM) initiative is aimed at strengthening the monitoring practices of field-level managers and their supporting decision makers in head offices. The programme

is implemented jointly with all nine Offices of the Premier. The initiative:

- Demonstrates to Offices of the Premier and sector departments the value of on-site verification of reported results.
- Demonstrates the value of collecting monitoring information from different sources including users, staff and monitors.
- Demonstrates how to use evidence collected at facility level for catalysing improvements.

Conducting improvements monitoring encourages a culture of valuing regular on-site monitoring and verification as a source of evidence for decision making and using the evidence for quick decision making as well as systemic changes.

Facilities that are monitored
We monitor nine types of frontline service delivery sites:

- Courts
- Drivers licence testing centres
- Home Affairs offices
- Hospitals and clinics
- Municipal customer care centres
- Police stations
- SASSA offices
- Schools
- NYDA

Key performance areas

For each facility we monitor eight quality of service delivery performance areas:

- Cleanliness and comfort
- Complaints management.
- Dignified treatment
- Location and access
- Queue management and waiting times
- Safety
- Service availability
- Visibility and signage

1. Assess

Baseline Monitoring:

This is an unannounced visit to a facility where a team assesses the quality of service delivery at facility-level, using a set of questionnaires to interview citizens, staff and observation of monitors. The results are recorded in the form of score cards with improvement plans.



2. Communicate

Feedback Meeting:

A meeting is held where feedback is provided on the findings on the of the baseline assessment. A summary findings report is presented and an improvement plan is confirmed.



4. Assess improvements

Every year improvements are assessed.

This includes a re-scoring visit to the facility. This is also unannounced monitoring visit to score and assess improvements. The output of this is a facility report comparing scores from the first visit with scores from subsequent visits. This provides a useful benchmark for the facility to measure improvements over time.



3. Facilitate improvements

The next step is an improvements monitoring meeting with key stakeholders to check on progress with implementing the action plan and discuss challenges and how to manage challenges.



The programme uses unannounced monitoring visits to assess the quality of service delivery in frontline service facilities, using structured questionnaires to guide interviews with citizens and staff, as well as observations by monitors. Furthermore, announced monitoring visits are conducted to facilitate improvements where gaps have been identified during the unannounced monitoring visits with relevant stakeholders. During 2016/2017 there was an increase in the monitoring visits that are led by the Executive, which includes the Minister, the Deputy Minister, and support has been provided to the Siyahlola and Izimbizo Programmes that support public participation led by The President and Deputy President respectively. This annual report covers FSDM programme activities that were carried out between 01 April 2016 and 31 March 2017.

The findings from the monitoring visits are summarised as per the table below inclusive of proposed recommendations;

No	Key thematic issues identified	Proposed recommendations
1	Management challenges in a shared building for Magistrate Courts, Department of Social Development, South African Social Security Agency (SASSA), Home Affairs facilities, results in poor management of cleaners, compromised safety and security measures, poor maintenance and unclarified roles and responsibilities for overall management and maintenance.	Inter-sectoral systemic intervention initiative be encouraged between relevant stakeholders to establish root causes and solution plan for the issues as identified.
2	The health sector is highly monitored, yet patients continue to experience challenges at facilities, which is indicative that more robust intervention programmes for corrective measures are required rather than monitoring programmes.	Robust systemic intervention programmes be encouraged as sufficient monitoring programmes such as FSDM have elevated the service delivery weakness and gaps.
3	Operations management at Drive's License Testing Centres (DTLC) continues to be a challenge, manifested by poor management of queues, safety and security measures, functional eye testing	Approval by NDOT Executive structures on the improvement interventions as proposed and in agreement with

No	Key thematic issues identified	Proposed recommendations
	machines, office space and general cleanliness. Slow responsiveness on improvement intervention by National Department of Transport (NDOT) has seen provinces such as Gauteng and Western Cape taking a lead in driving improvements regardless of NDOT.	coordinated forum lead by NDOT and facilitated DPME; The intervention plan is inclusive of all the innovations that can be implemented to improve services at DLTCs
4	Shortage of vehicles, maintenance of vehicle, resignation of managers without hand-over and general working conditions of the Police Stations.	Operations efficiencies. Leadership and firm management are needed to address this issue. General prioritisation of monitoring findings by sector departments.
5	Poor conditions of schools, mostly in villages and rural areas, and the non-availability of formal kitchen for the National School Nutrition Programme (NSNP).	Reprioritisation of the Accelerated School Infrastructure Development Initiative (ASIDI) programme to prioritise rural schools.
6	There is a slow rate in implementing agreed improvements, which creates the perception that monitoring is an ineffective tool for improving performance;	Robust systemic intervention programmes are encouraged as sufficient monitoring programmes such as FSDM have elevated the service delivery weakness and gaps.
7	The current establishment of the NYDA does not support the implementation of the National Youth Policy: only 16 branch offices situated in mostly urban areas cannot provide services to those who need it the most, i.e., poor, young users in rural areas and most local levels of government.	Catalysing the amendment of the NYDA legislation and its establishment from section 75 to section 76 in order to strengthen issues of institutional, management and administrative arrangements that are legislated in the act. NYDA coordination, implementation and monitoring of youth development programmes at provincial and local level must be strengthened.

No	Key thematic issues identified	Proposed recommendations
8	Human Resource (HR) capacity shortages in Education, Health and SAPS continue to compromise service delivery, resulting in long waiting times in clinics and hospitals, police stations not being open 24 hours, and children not having access to teachers.	Reconsideration of HR policies, especially concurrent departments, to streamline and fast track the appointment of staff. It should be noted that the outputs (supply) of qualified professionals in some of these areas will not support the demand at these sectors

Over and above the summarised findings, this report provides FSDM findings that are related to some of the Medium-Term Strategic Framework (MTSF) indicators, Forum of South Africa Director General (FOSAD) indicators and the National Youth Policy (NYP). There are still changes experienced by people living with disabilities in terms of access to ablution facilities as well as navigating inside the facilities with ease. Challenges regarding lease management, maintenance of building infrastructure, and appropriate structures for service delivery continue to hamper service delivery. The challenges of human resources at low level impact service delivery negatively, consideration is required to ensure that cost containments do not affect service delivery, more so when it comes to staffing of facilities.

Conclusion

It is critical that monitoring is institutionalised in service delivery departments for their service delivery facilities and that support is provided to facility managers in communicating sensitive messages to their clients when there are critical developments such as the service delivery contract challenges as experienced by National Department of Transport and SASSA.

The role of Office of the Premier and Municipality in monitoring the facilities that drives service delivery to the citizens in their spheres can never be overemphasised, and this should include facilities that are not their core functions in order to catalyse service delivery improvements.

It is important that monitoring findings are utilised to inform decision making, planning and budgeting and that remedial actions are acted upon otherwise, monitoring initiatives will be rendered useless. Sectors monitored through the FSDM have now developed service standards and it is important that these service standards are measurable and monitored on a daily.

1. INTRODUCTION

This annual report covers FSDM programme activities that were carried out between 01 April 2016 and 31 March 2017. The programme activities covered in this report include the baseline monitoring, improvement monitoring and mini case studies done with Justice and health Sectors.

Since the inception of the FSDM programme in 2011, 899 facilities have been monitored. For 2016/17, 103 facilities were selected for improvement monitoring and 111 facilities were monitored for baseline assessments these facilities include the facilities that were monitored by the Departmental Executive. During 2016/2017 youth development facilities were also monitored, and this included National Youth Development Agency (NYDA).

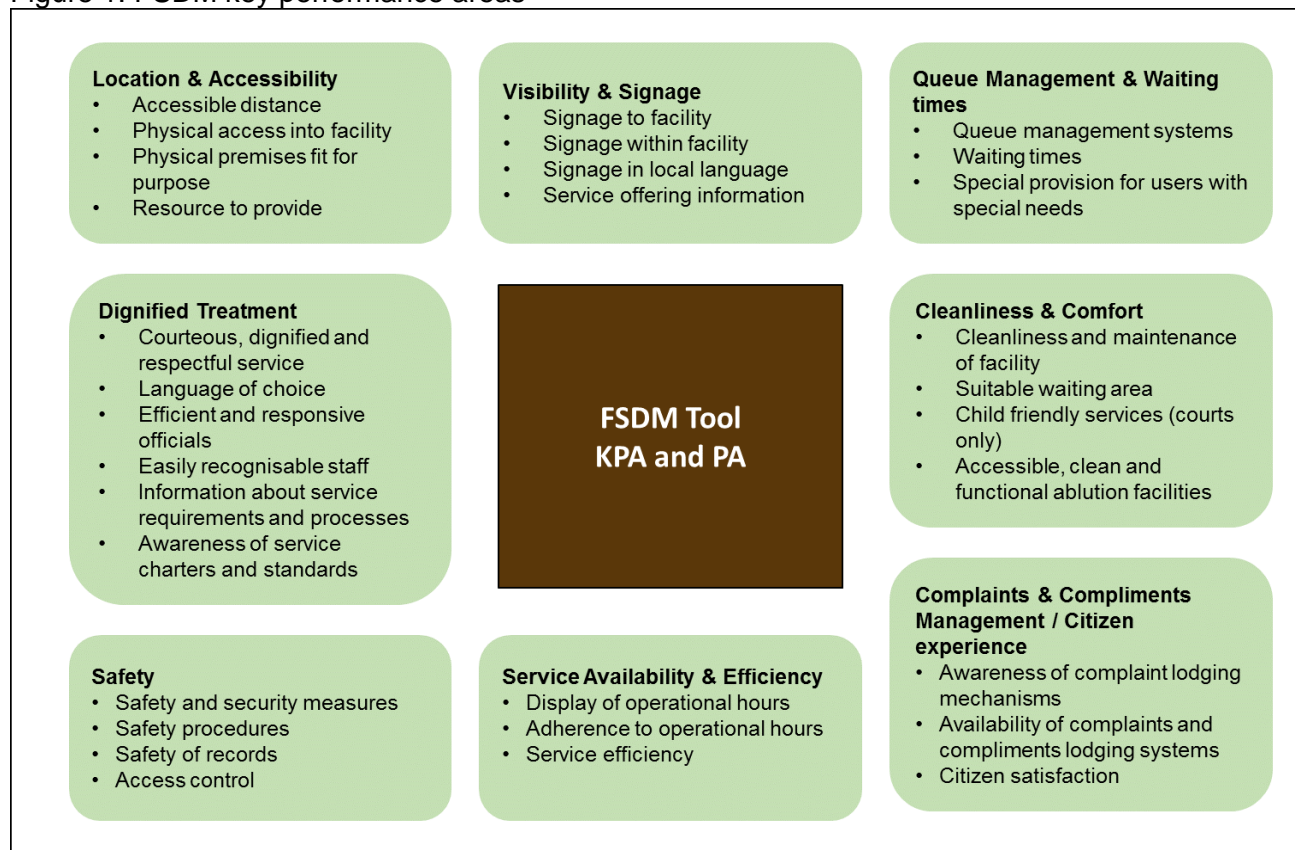
2. BACKGROUND

The FSDM Programme is a joint Department of Planning, Monitoring and Evaluation (DPME) and the Offices of the Premier (OTP) initiative that commenced activities in June 2011. The programme uses unannounced monitoring visits to assess the quality of service delivery in frontline service facilities, using structured questionnaires to guide interviews with citizens and staff, as well as observations by monitors. Furthermore, announced monitoring visits are conducted to facilitate improvements where gaps have been identified during the unannounced monitoring visits with relevant stakeholders. The year 2016/2017 has seen an increase in the monitoring visits that are led by the Executive, which includes the Minister and the Deputy Minister, and support has been provided to the Siyahlola and Izimbizo Programmes that support public participation led by The President and Deputy President.

3. SCOPE OF MONITORING

This is done by assessing their state of compliance to generalise acceptable standards of frontline services as per the below Key performance areas of frontline, as well as against the department's specific service standards in terms of issuing protection and maintenance orders as aligned to the frontline service delivery.

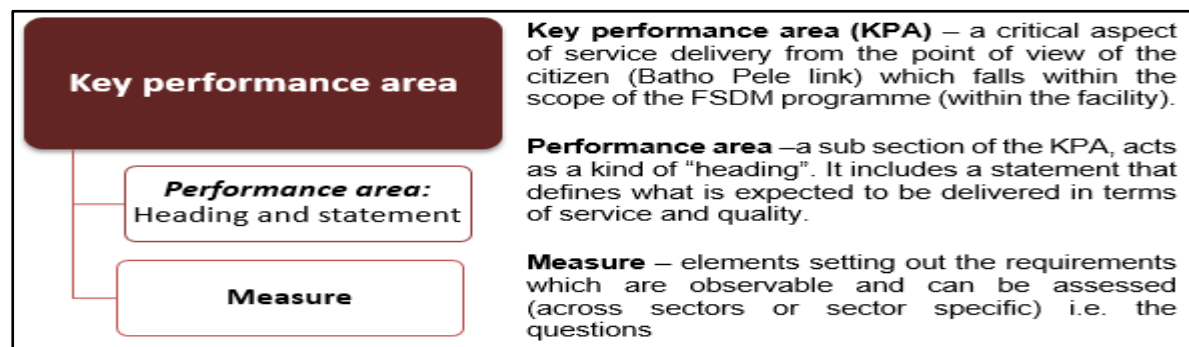
Figure 1. FSDM key performance areas



4. FSDM ASSESSMENT METHODOLOGY

The FSDM follows a progressive model to assess and determine the extent to which a facility adheres to minimum frontline service standards, it highlights and encourages service standards compliance as well as recognising facility performance that is beyond compliance. The progressive model also creates a common understanding of what actions are needed to progressively improve the performance of the facility, thereby contributing to more effective decision making for planning and implementation in order to improve service delivery. The below figure depicts the structure of the FSDM assessment tool.

Figure 2. Structure of the FSDM assessment tool



5. FSDM FINDINGS

5.1. Improvement Monitoring Findings

Through improvement monitoring initiatives, the programme plays a facilitation role in addressing service delivery gaps as identified during the baseline assessments. In 2016/17, an updated approach to improvement monitoring was introduced to strengthen consultations and facilitation of the implementations of the facility improvement plan, with greater focus on action items within the improvement plans. As part of the approach, reported progress is verified within six months after the facilitated improvement meeting with the facility management.

During 2016/2017, the FSDM programme re-monitored 103 facilities for improvements. Progress per facility is attached as Annexure 1 to this report, below are summaries of the successes and challenges recorded as part of improvement monitoring.

5.1.1. Successes:

Facilities that have been handed over to OTP and sector departments for continuous monitoring:

The following 29 facilities have shown progress in terms of frontline services and the recommended areas of improvements since they were selected for improvement monitoring. These facilities have been handed over to their relevant sector for continuous monitoring without DPME. It is expected that OTP will assist with the ad-hoc monitoring of these facilities in ensuring that outstanding areas of improvement are addressed and that the current improvements are sustained.

Facility Name	Province	Facility Name	Province
J.M.B Marokane Primary School	FS	Tonga Magistrate Court	MP
Lenakeng Secondary School	FS	Siyancuma MCCC	NC
Relekile Secondary School	FS	Springbok Magistrate Court	NC
Alberton Home Affairs	GP	Boijane High School	NW
Benoni Testing Centre	GP	Brits Home Affairs	NW
Namedi Secondary School	GP	Dryharts Clinic	NW
Soshanguve SASSA	GP	Jouberton SASSA	NW
Westonaria (Randfontein) Home Affairs	GP	Machakela Motau Middle School	NW
uMzimkhulu DTLC	KZN	Madibeng MCCC	NW

uMzimkhulu Magistrate Court	KZN	Makau Clinic	NW
uMzimkhulu SASSA	KZN	Mashwelwa Primary School	NW
Embhuleni Hospital	MP	Langabuya Primary School	WC
Mathibela High School	MP	Uxolo High School	WC
Mathipe High School	MP	Vaartjie Moravian Primary School	WC
Mkhondo DLTC	MP		

Relocation to new facilities:

The following 7 facilities have relocated or are in the process of relocating to the new facilities, where it is anticipated that service delivery will be improved. This is a positive outcome in that appropriate accommodation for the provision of service delivery has been sought.

Sector and facility name	Province	Brief narrative
DLTC: Atlantis	WC	Relocated to additional premises across the road in 2016.
DLTC: uMzimkhulu	KZN	To be relocated to new premises pending installation of telephone lines, although the process is somewhat slow.
DLTC: Mkhondo	MP	Relocated to new facilities in 2016 except for the drivers testing wing, this has assisted in addressing areas that required improvements as per the baseline monitoring findings.
SASSA: Ntabankulu	EC	Relocated in 2016, previous premises were not conducive to the provision of service delivery, and the building was dilapidated.
SASSA: Rustenburg	NW	Relocated in 2016, previous premises not suitable to accommodate all users and staff workstations.
SASSA: Tembisa	GP	Additional building acquired, some of the services will be relocated once the network infrastructure is installed.
Meje Clinic	EC	To be relocated once the current construction project is completed.

5.1.2. Challenges:

5.1.2.1. Road signage due to National road by-laws; most facilities that still have road or external signage as an outstanding action item is largely due to the municipal by-laws and SANRAL decision on management of signage on the National roads.

5.1.2.2. Several facilities have been part of the FSDM improvement monitoring cycle for more than four years, this is indicative of the weaknesses in actioning monitoring findings as well as the challenges in addressing more systemic challenges at the facility level. Below is a table of the facilities that have been part of the improvement monitoring for four years or more

Facility Name and Sector	Province	Baseline Date	Last Progress Date	Progress
Musina DLTC	LP	2012/04/07	2016/10/21	<p>Progress: Areas of improvement that are within the facility for improvement have been addressed which includes internal signage, infrastructure for complaints management.</p> <p>Challenges/outstanding: The current space is shared between the clinic and the DLTC with a limited waiting area that only accommodates patients. The envisaged relocation plans to a new building are meant to address challenges experienced.</p>
Praktiseer DLTC	LP	2011/10/19	2016/10/24	<p>Challenge: General improvement of this facility will be realised upon relocation of services to an alternative place pending the current processes of building acquisition which is in progress.</p>
Delft South Primary School	WC	2012/04/23	2017/02/06	<p>Progress: There has been some improvement in the overall infrastructure of the school, but the renovation project (as part of ASIDI) is not yet complete. Sporting facilities have been provided.</p> <p>Challenges: The learner toilets remain dirty and unmaintained.</p>

Facility Name and Sector	Province	Baseline Date	Last Progress Date	Progress
Grosvenor Primary School	WC	2013/04/22	2016/11/08	<p>Progress: The learner toilets have been upgraded, and are now kept clean. Also, new learner furniture was donated to assist the school in addressing the need.</p> <p>Challenges: The fence still has to be replaced. This will also include the installation of an additional pedestrian gate.</p>
Mamehlabe Secondary School	LP	2011/08/28	2016/10/25	<p>Progress: Very little improvement can be reported at this school. The science lab has seen some improvement.</p> <p>Challenges: The cleanliness of the toilets and the classrooms should be improved.</p>
Meje Clinic	EC	2012/08/14	2016/09/07	<p>Progress: An ongoing renovation project (construction of several new buildings) is nearing completion. A new fence has also been erected, improving security.</p> <p>Challenges: The waiting area for citizens is not appropriately sheltered. Also, the delays in resurfacing the road leading to the clinic hinders ease-of-access.</p>
Mpahlele Clinic	LP	2014/08/24	2016/10/26	<p>Progress: More seating has been installed in the waiting area for users. The opening and closing times have also been displayed.</p> <p>Challenges: Maintenance of the facility has to be improved (damaged ceilings, and uncleanliness of the toilets). Also, road signage still needs to be installed.</p>
Etwatwa Police Station *	GP	2011/03/08	2016/06/29	<p>Progress: New chairs have been installed in the CSC.</p> <p>Challenges: Space constraints hamper service delivery. The maintenance</p>

Facility Name and Sector	Province	Baseline Date	Last Date	Progress	Progress
					and cleanliness of the facility is not up to standard. The facility has been earmarked for relocation, but no timelines have been provided for this.
Ratanda Police Station	GP	2012/04/23	2016/06/30		<p>Progress: Queue management has improved, but space constraints prevent effective management.</p> <p>Challenges: Road signage inadequate, and internal signage only temporary. Facility maintenance and cleanliness requires improvements, facility not readily accessible to people with disabilities. Land for construction of new station has been identified, but no progress reported. The station continues to operate from leased building since 2008.</p>
Tembisa SASSA	GP	2012/06/21	2016/09/08		<p>Progress: Renovations have been completed in the new office. It is anticipated that relocation to a much bigger venue will adequately accommodate the large number of clients the facility serves including the waiting areas.</p> <p>Challenges/outstanding: Finalisation of the network infrastructure that has affected the initial projected time for occupation.</p>

Legend: Poor; Fair; Good;

5.1.2.3. Facilities that have burned down or closed due to service delivery challenges.

Sector and facility name	Province	Brief narrative
Magistrate Court: Mqanduli	EC	Burnt down in 2016. New building being constructed. Services being provided out of Mqanduli Police Station, and Mthatha Magistrate Court
DLTC: Three Rivers	GP	Closed down because GP and owner of the building could not reach an agreement on the leasing of the premises. Services are now received from Meyerton and Vereeniging.
DLTC: Ottosdal	NW	Closed down in 2014 due to poor service delivery.

5.1.3. Photographic Evidence for Improvement Monitoring

Good findings



Figure 3: General state of building, Toekomsrus MCCC, 2014	Figure 4: General state of building, Toekomsrus MCCC, 2016
	
General improvement in terms of infrastructure maintenance at Toekomsrus MCCC: office space in 2014 (Figure 3, Left) and office space in 2016 (Figure 4, Right) after renovations	

Figure 5: Outside area used for storage at Isolomzi Clinic, 2014



Figure 6: Outside area converted into the consultation room at Isolomzi Clinic, 2016



General improvement in terms of utilisation of space to accommodate users at Isolomzi: Storage space (Figure 5, Left) converted into the consultation room (Figure 6, Right)

Poor findings

Figure 7: Heap of discarded chairs at Relekile Secondary School, 2015



Figure 8: Heap of discarded chairs at Relekile Secondary School, 2016



The heap of broken furniture at Relekile Secondary School has not been removed.

Figure 9: Public toilets, Mothotlung Police Station, 2015



Figure 10: Public toilets, Mothotlung Police Station, 2016



No change in the maintenance of public toilets at Mothotlung Police Station between 2015 (Figure 9, Left) and 2016 (Figure 10, Right)

5.1.4. Key Findings

Although specific findings are applicable to sectors, there are common threads that can be identified through the public service that hamper service delivery. These factors have been noted during the improvement monitoring processes, and include:

- Empowerment of facility management is key in facilitating service delivery improvements, where managers are not able to implement on-the-spot decisions due to protracted policy processes and it negatively influences service delivery;
- Staff shortages influence service delivery in several ways; the absence of a sufficient staff complement negatively affect service delivery turnaround times and it places an unfair burden on the available resources. Cost containment for facility vacancies should be reconsidered, as they have serious negative impact on overall service delivery.
- Accountability for the implementation of service delivery improvements is a key driver in ensuring that adequate attention and effort is invested in serving clients.
- Complaints management remains a weak performing area across all sectors monitored. Citizens are unable to submit complaints due to the absence of guidelines and the infrastructure to do so, and where these are available, there is little ownership in resolving complaints, which result in the lack of trust within the system. Although several sectors, such as Health, Home Affairs and SASSA, have developed comprehensive policies, guidelines, and infrastructure, there still remains a gap in the implementation of appropriate complaints management mechanisms;
- Several facilities remained in the improvement monitoring process for some years, due to the non-implementation of agreed-upon recommendation and activities. This requires

intervention at a more strategic level, where the importance of on-the-ground monitoring and service delivery needs must be entrenched. Examples of this include Etwatwa and Ratanda Police Stations (GP), Arconhoek DLTC (MP) and Praktiseer DLTC (LP).

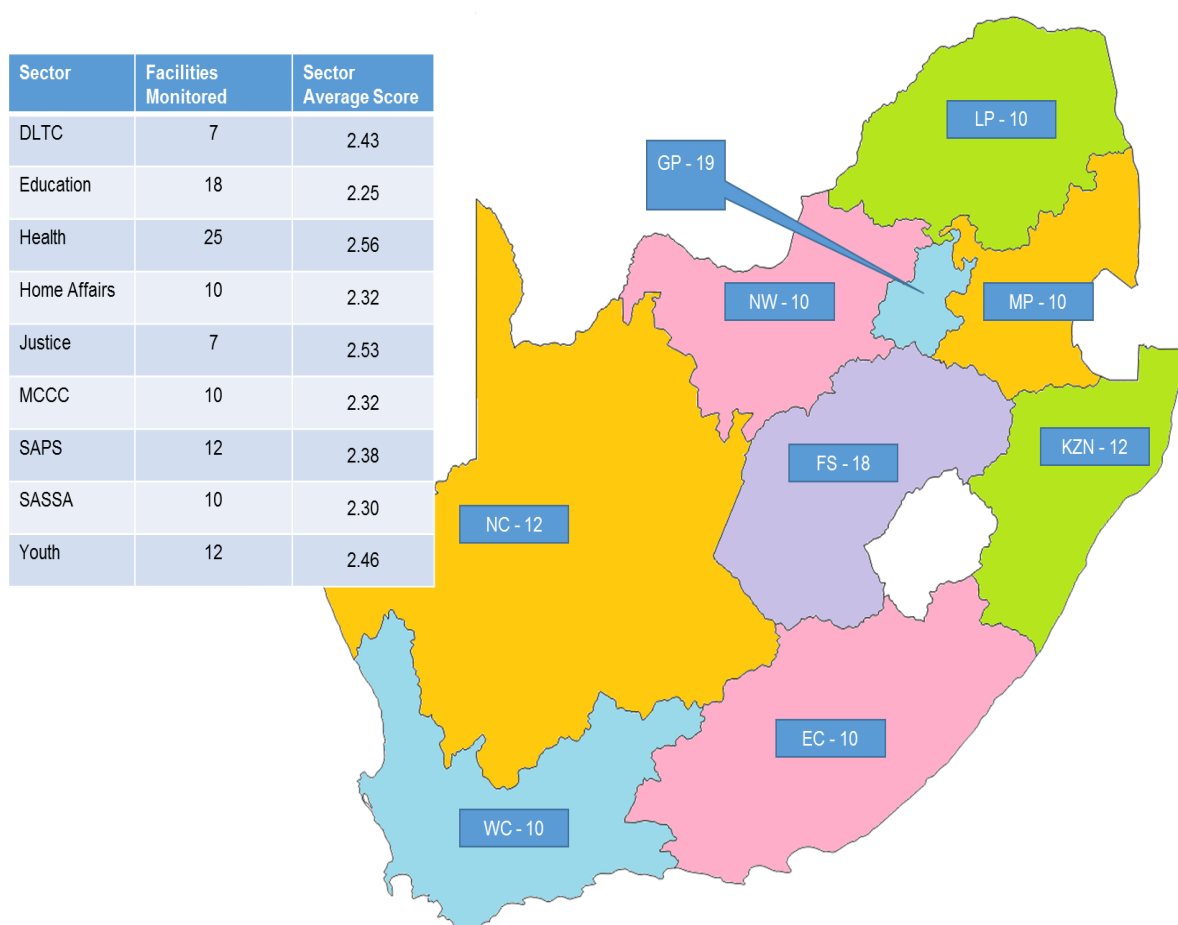
- Lease management has been identified in several facilities as a major factor contributing to insufficient and inadequate infrastructure maintenance. Facilities such as Vaatjie Moravian (WC), Mount Frere Home Affairs (EC) and Three Rivers DLTC (GP) are examples of where inefficient lease management negatively impacts on service delivery.

5.2. Baseline Monitoring Findings

Every year, the FSDM Programme monitors government facilities in nine sectors (type of facilities) to assess the quality of service against service delivery standards. In 2016/2017, the programme monitored 111 facilities for baselines-unannounced monitoring.

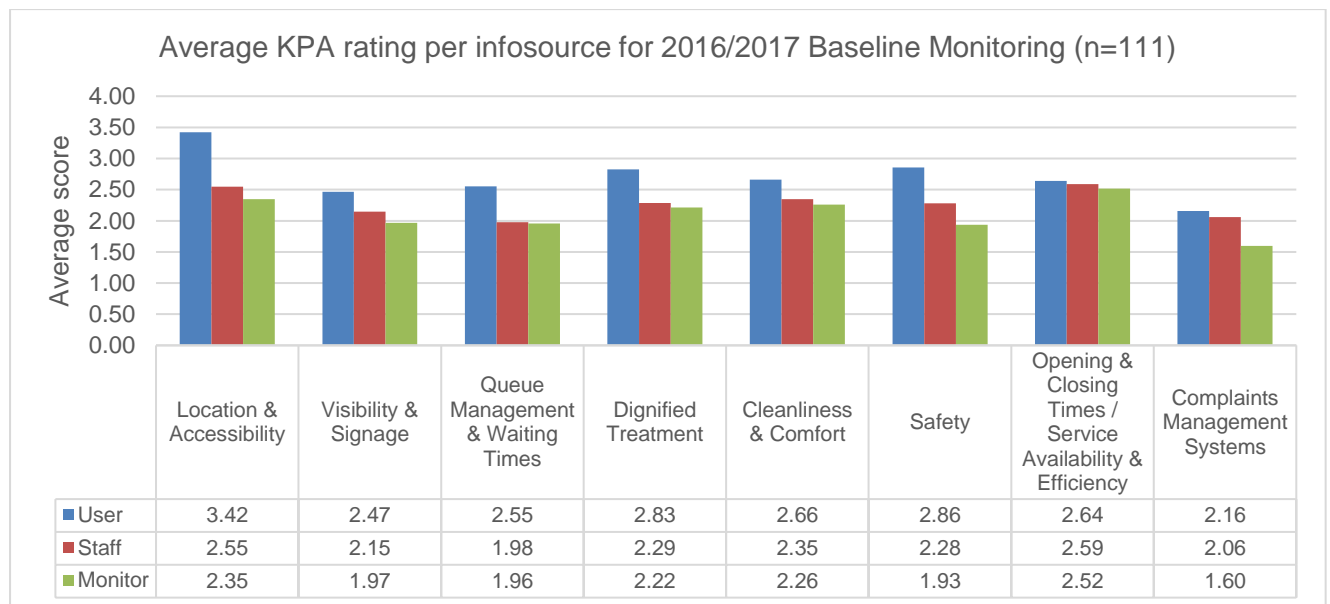
5.2.1. General Findings

Figure 11: Summary of Baseline activities



The above illustration depicts the national averages based on the 2016/2017 baseline monitoring findings. All sectors are still performing below the compliance level of 3, issues of facility maintenance and cleanliness, weak complaints management systems, poor signage, as well as long waiting times, are found across most sectors, across all provinces. Scorecard per facility are attached as Annexure 2 to this report.

Figure 12: Average Key Performance Areas (KPA) rating per info source



5.2.2 Photographic Evidence for Baseline Monitoring

Good findings

Figure 14: Road signage, Giyani Police Station (LP) 2016



Figure 15: Display of visiting hours in waiting area, Giyani Police Station (LP), 2016



Good provision of information to users Giyani Police Station (LP): road signage to the station (Figure 14, Left) and display of visiting hours in waiting area (Figure 15, Right)

Figure 16: Area for learners to lunch and breaks, Ntsu Secondary School (FS) 2016



Figure 17: Computer Lab, Ntsu Secondary School (FS)



Good provision of facilities for learners at Ntsu Secondary School (FS), 2016: Area of eating (Figure 16, Left) and Computer labs (Figure 17, Right).

Poor findings

Figure 18: Leaking sewer pipe, Madwaleni Hospital (EC), 2016



Figure 19: Unmaintained outside areas, Madwaleni Hospital, 2016



Poor facility maintenance Madwaleni Hospital (EC): leaking sewer pipe (Figure 18, Left) unmaintained grounds (Figure 19, Right)

Figure 20: Maintenance of public toilets, Malmesbury Magistrate Court (WC), 2016



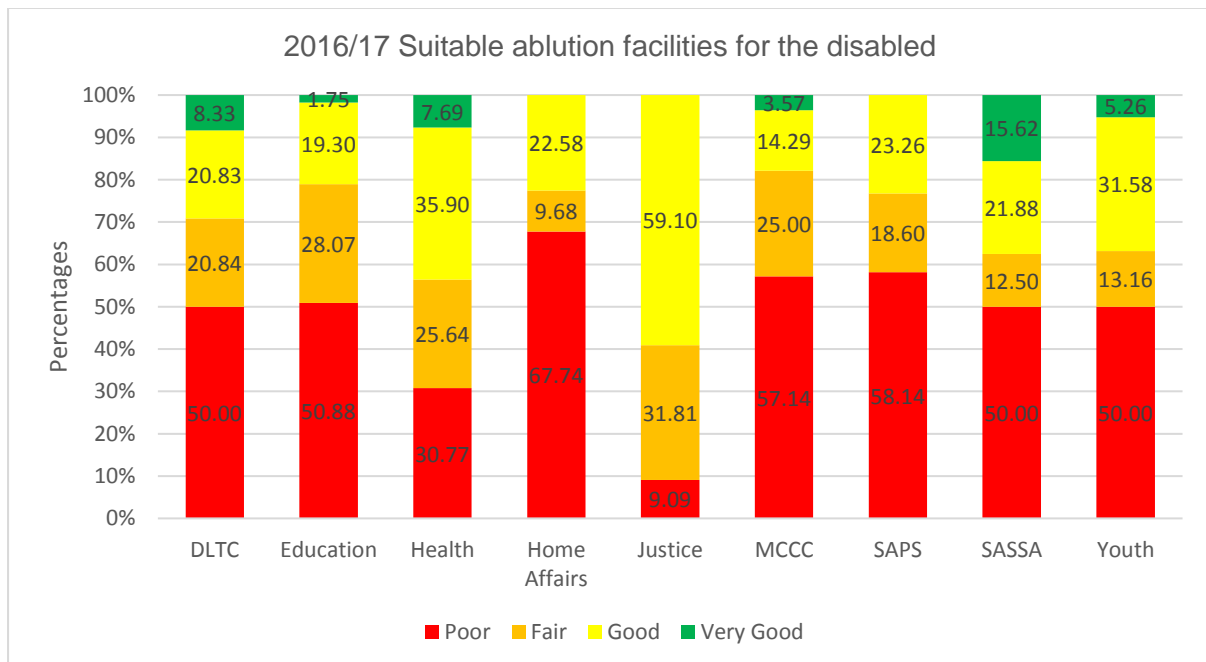
Figure 21: Damaged ceiling, Malmesbury Magistrate Court (WC), 2016



Inadequate maintenance of facility infrastructure at Malmesbury Magistrate Court (WC): Unkept public toilets (Figure 20, Left) and damaged ceiling boards (Figure 21, Right)

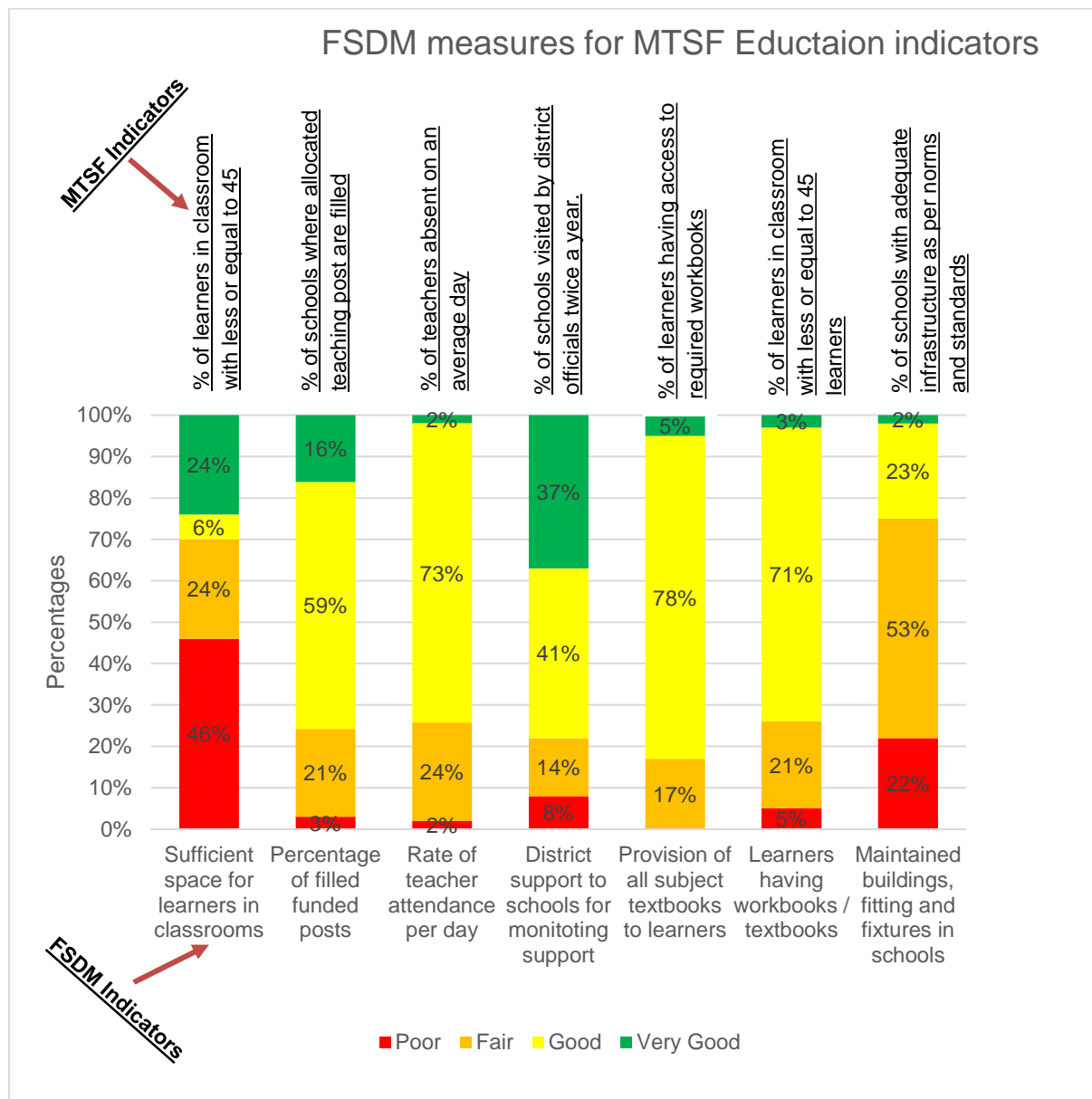
5.2.3 FSDM Indicators in Verifying Some of the MTSF Indicators

Figure 22:



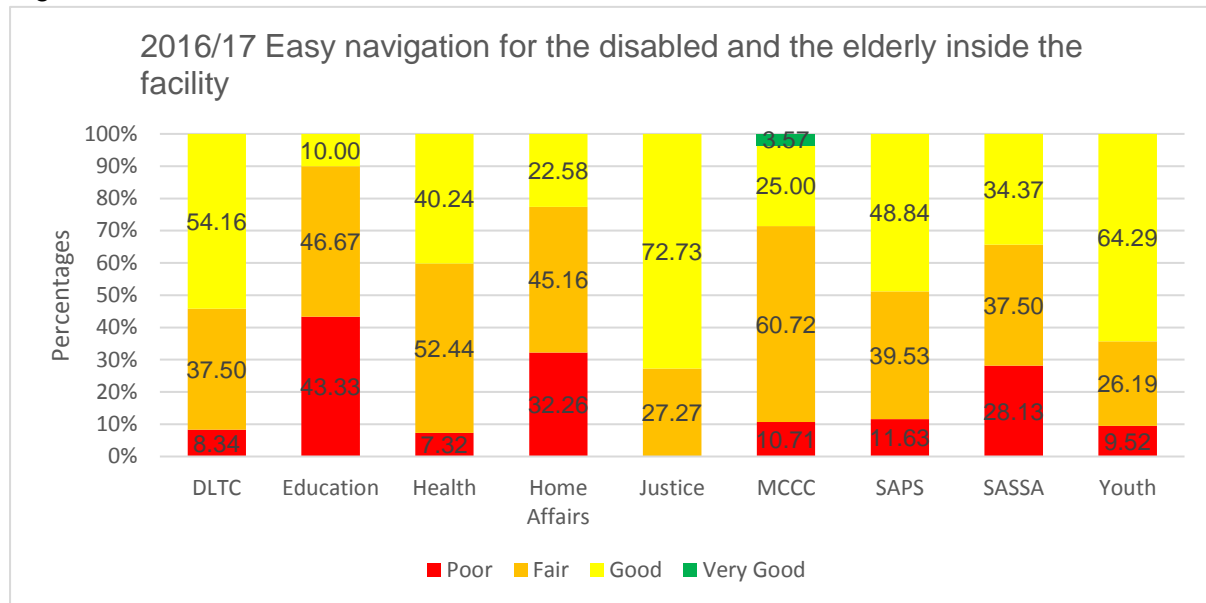
In the facilities monitored in all nine sectors, there is a challenge when it comes to ablation facilities for people living with disabilities, with all facilities rating 50% and above for non-compliance and partial compliance with the exclusion of magistrate courts. This is a serious concern given the challenges that these individuals are confronted with on a daily basis.

Figure 23:

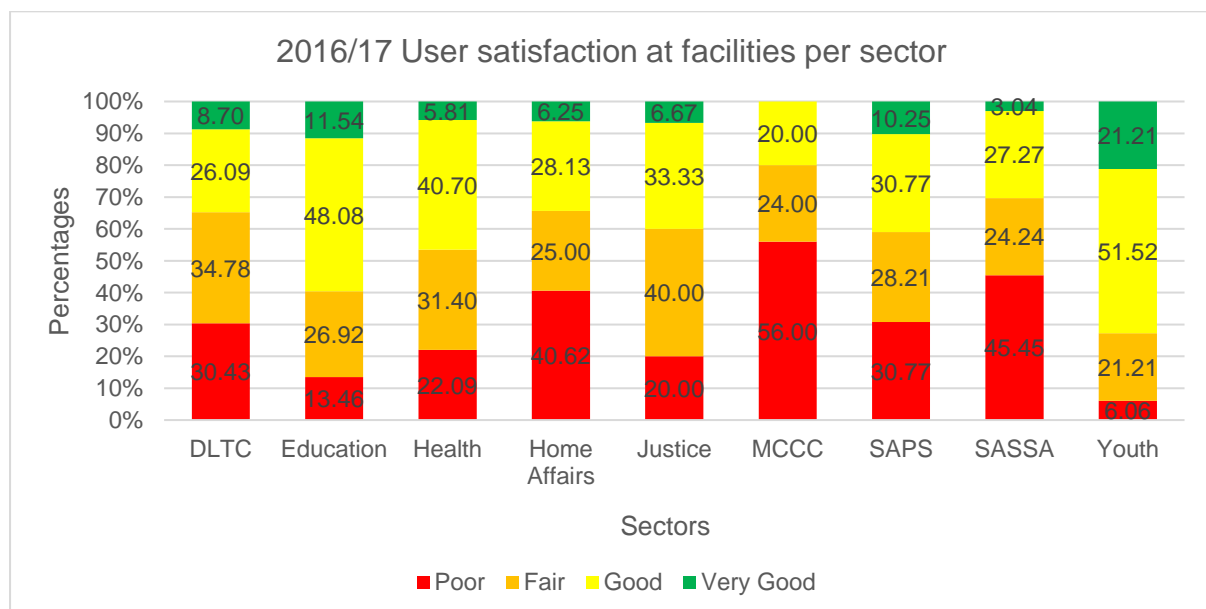


In 18 schools that were monitored, there are serious challenges relating to overcrowding with 46% of the schools monitored having at least more than 40 learners in a classroom. These challenges include the maintenance of building infrastructures as well as the fittings and furniture in schools. Further the findings indicate good findings for learners' support materials, attendance by teachers, filling of funded post and support given to schools by district officials. Given the indication that the district officials do monitor the schools, it is important that the challenges faced by the schools are attended to by the district officials. It is important that their monitoring visits can be associated with improvements in schools and that this is not another activity to achieve their performance targets.

Figure 24:



The findings indicate that a lot still needs to be done to assist people living with disabilities, as they are still confronted by access challenges once they reach the facilities. With the exclusion of magistrate courts all facilities monitored struggle to meet compliance standards with ratings of more than 50% for non-compliance and partial compliance when it comes to ensuring easy access within the facilities by people living with disabilities.



DPSA has guided departments on the importance of conducting customer satisfaction surveys, FSDM has asked the users of facilities how will they rate the facilities they have visited, the above graphs indicate that the users are not satisfied with overall service delivery in MCCC, DLTC and SASSA.

5.2.4 FSDM Indicators in Verifying Some of the FOSAD indicators

The below table provides insights in terms of some of the FOSAD indicators, the analysis is based in relative frequencies of responses in terms of compliance or non-compliance with FSDM standards in relation to service delivery standards. The information utilised in the analysis is based on the FSDM 2016/2017 Baseline Monitoring findings. (The full dataset is available).

FOSAD Deliverable 3	Improvement of the school environment (security and cleanliness) and eradication of under-expenditure of school infrastructure budgets
FSDM Findings	<p>(i) Of the 60 monitors and 63 staff that were part of the respondents in the 18 schools monitored, 65% and 56%, respectively indicated that school premises are safe for learners, this indicates that most of the schools monitored are fenced.</p> <p>(ii) In terms of the school buildings, 60% of monitors and 48% of staff indicated that the buildings are unsafe, this speaks to the building structures of the schools, for example Mbekweni high and Silindile junior in EC as well as Hlomani high in MP. Fixtures, fittings and furniture's add to some of these challenges.</p> <p>(iii) 58% of monitors indicated challenges with the overall cleanliness of the schools monitored during 2016/2017, with 53% of monitors indicating the challenges with the cleanliness of the toilets at school. Provision of toiletries is also a challenge.</p>
FOSAD Deliverable 4	Reduction in waiting times at clinics and hospitals, improvement in cleanliness and safety, elimination of shortages of medicines and other supplies, and eradication of under-expenditure of health infrastructure budgets.
FSDM Findings	(i) Overall, facilities monitored in the health sector have shown improvements in the overall outside levels of cleanliness, 53% of 82 monitors support this finding alongside 77% of 86 users. The inside of the facilities were rated 81% and 84% respectively by monitors and users.

	(ii) 69 % of 86 users indicated that they received all their medication on the day of their visit. In terms of waiting time, 60% of staff indicated that they don't full comply with waiting time, especially during consultations, yet at the more procedural sections they do meet the stipulated waiting time for example in the pharmacy.
FOSAD Deliverable 5	Improvements in police responsiveness, including reducing average turnaround times to calls for assistance by members of the public
FSDM Findings	(i) During the 2016/2017 year, 61% of the 44 staff interviewed indicated that the police are not able to adhere to the turnaround times to respond to Alpha (19min), Bravo (24min) or Charlie (21min) calls. This was found to correlate with insufficient vehicles 66% of 44 staff indicated a lack of vehicles at the police stations, example Coligny in NW and Kopanong in FS
FOSAD Deliverable 6	Reduction in queues at vehicle licensing centres, and in average turnaround times for processing applications for drivers licences
FSDM Findings	(i) Queue management remains a weak performing area at licencing centres across the country with 50% of 24 monitors indicating that DLTCs had ineffective queue management systems. (ii) 92% of the same monitors found that DLTCs did not display waiting times to be measured against, and this can be attributed to the service standards still in draft.
FOSAD Deliverable 9	Reduction in turnaround time for permits, building on the recent successful turnaround for ID books
FSDM Findings	(i) The FSDM programme found that 55% of 33 staff indicated that the offices in which they work were not able to adhere to the prescribed national timeframes for the issuing of ID documents.

5.2.5 FSDM Youth Development Facilities Findings Linked to NYP Objectives

NYDA is one of the institutions tasked with ensuring effective and responsive youth development. There are 15 NYDA facilities countrywide, and in 2016/2017, the FSDM programme monitored 14. The following NYDA were monitored and *the narrative brief report cards are annexed in this report.*

- East London (EC)
- Port Elizabeth (EC)
- Bloemfontein (FS)
- Tembisa (GP)
- Johannesburg (GP)
- Durban (KZN)
- Nelspruit (MP)
- Tshwane (GP)
- Westrand (GP)
- Secunda (MP)
- Cape Town (WC)
- Kimberley (NC)
- Polokwane (LP)
- Rustenburg (NW)

The NYP speaks to the below pillars, and from FSDM perspective the findings will focus on three of the five pillars, namely (i) Economic participation and transformation (ii) Education, skills and second chances (iii) Nation building and social cohesion.

- ✓ Economic participation and transformation
- ✓ Education, skills and second chances
- ✓ Health care and combating substance abuse
- ✓ Nation building and social cohesion
- ✓ Effective and responsive youth development institutions

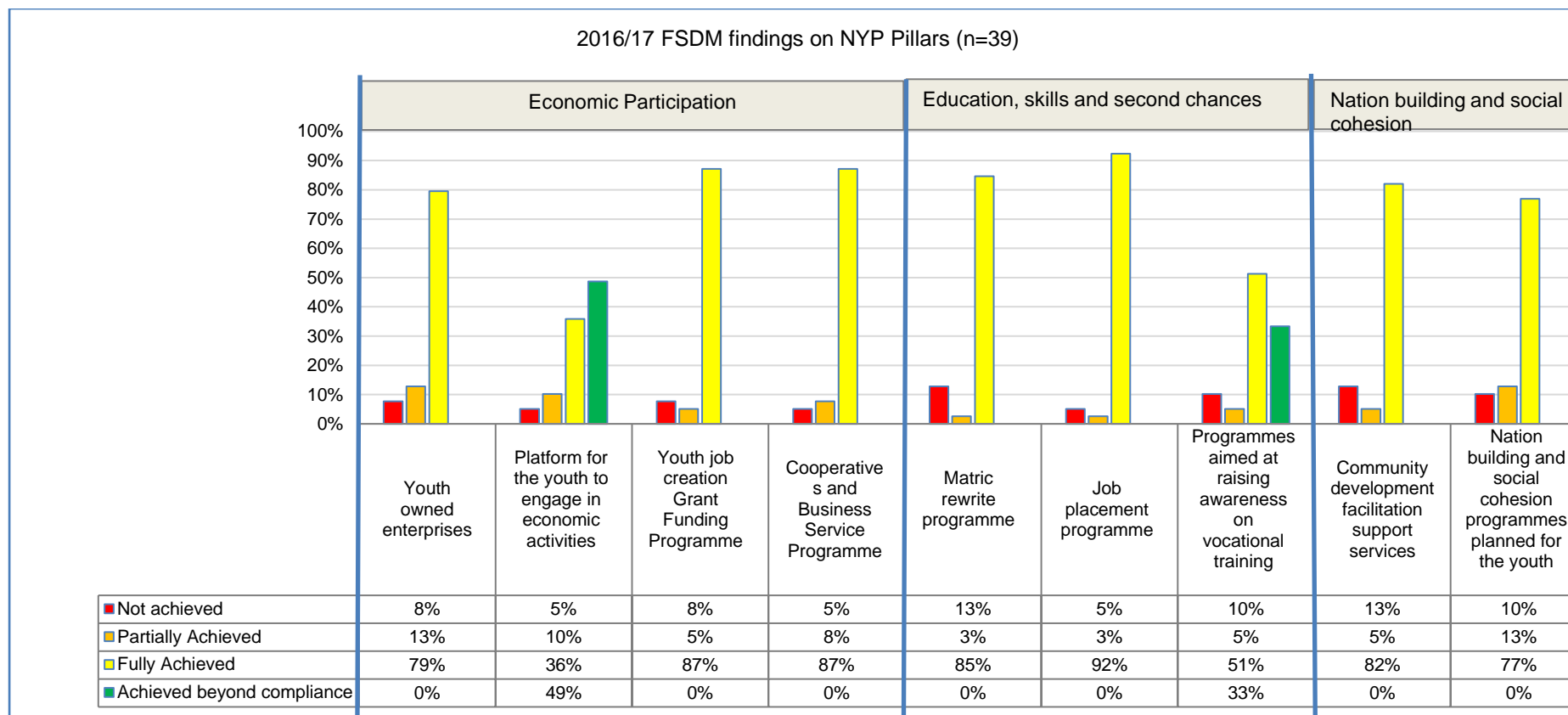


Figure 25. FSDM analysis and findings on NYP pillars

Overall findings as per staff interviewed indicated that NYDA facilities are doing well in relation to the three displayed pillars as in the NYP, with ratings ranging from 36% to 92% in terms of compliance level. The views of users were not recorded to triangulate the staff findings.

5.2.5.1 Baseline Findings for NYDA facilities.

The graphs below show challenges to complaints management at NYDA facilities, with 69% of frontline staff having some level of training or no training. One of the challenges is on display of service charters and NYDA service standards with monitors' rating these measures at 90% non-compliance and staff rating it at above 64% non-compliance. These ratings are similar to those of the displaying of complaint management procedures.

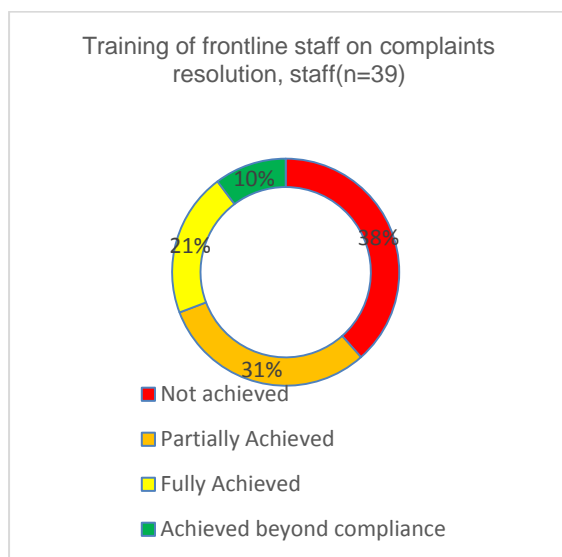


Figure 26: Training of frontline staff on complaints resolution

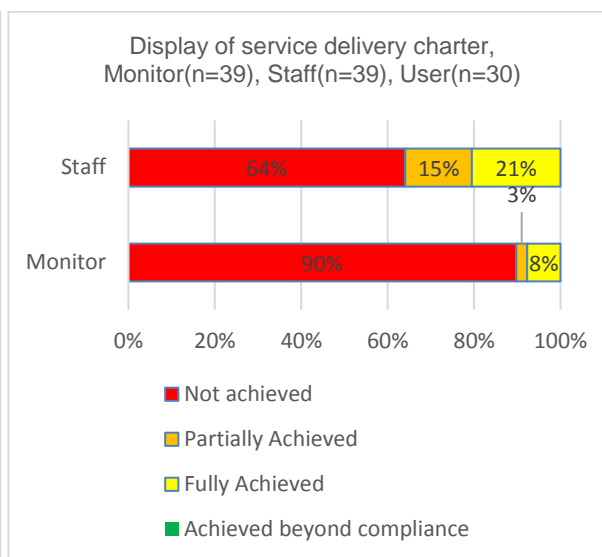


Figure 27: Display of service delivery charter

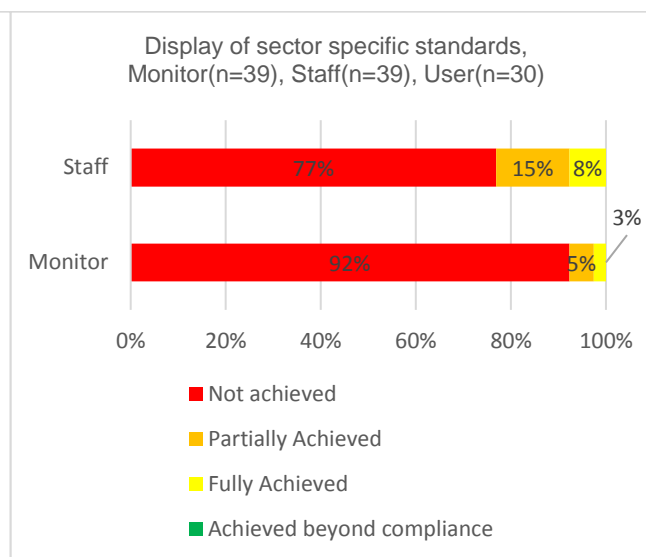


Figure 28: Display of sector standards

5.2.6 Key Baselines Monitoring Findings per Sector

Sector	DLTC
	<ol style="list-style-type: none"> 1. Clarification of roles and responsibilities within the DLTCs emerges to be a challenge when it comes to accountability with regards to issues of frontline management, especially where the centre is run by and within municipal premises. 2. Although there are draft minimum service delivery standards in place for DLTCs, most facility managers don't seem to be aware of them including adherence thereof. This is mainly noted in the management of queues and the absence of functional help desks to assist clients with the filling of forms. 3. General management operations should be encouraged to ensure that basic services such as cleaning, minor maintenance, provision of internal signage, queues and suggestion boxes are monitored and accounted for on a regular basis. 4. Systemic process issues leading to the current operational inefficiencies still prevail in most centres and the urgent intervention and elevation of such through the relevant stakeholders and forums will see great improvement in the whole system. 5. The above findings are also substantiated by the finding in the National Inspectorate inspections by the National Department of Transport where similar issues of non-compliance are also identified in facilities.
Education	
	<ol style="list-style-type: none"> 1. Maintenance of schools, especially in terms of infrastructure, remains a challenge. Dilapidated infrastructure was also raised by community members in Umsobomvu, in the Northern Cape, during a Citizen Based Monitoring (CBM) survey. Service delivery improvements in most schools identified for improvements happen very slowly. Even though most provincial departments have been found to have adequate service delivery improvement plans in place (as per the MPAT 1.5 scores), very little of this translates to actual, feasible changes on the ground. This indicates discrepancies between planning and implementation 2. The schools assessed reported to have received more than 75% of the required workbooks on time. According to the Plan of Action Report for October to December 2016, 100% of Volume 1 textbooks, and 52% of volume 2 textbooks have been delivered. This seems to be on track with the target of 100% set for 2016 as per the sub-outcome "Improved

the quality of teaching and learning through the provision of Infrastructure and learning materials” of Outcome 1. (Plan of Action Report)

3. Complaints management at schools remains very poor. Not only does the infrastructure for the submission of complaints not exist, but procedures are also not provided for users on how to submit complaints. This is in direct contrast to the Batho Pele principle of redress.

Health

1. Queue management was found to be a challenge across several health facilities. This is linked to insufficient staff complement, which delays the provision of services to citizens. Several facilities were reported to have insufficient staff (both clinical and non-clinical). The Presidential Hotline report of 1 April 2016 to 30 November 2016 indicated that 237 complaints were submitted in terms of health services, 19.4% (46) of which were around staff shortages. On the contrary, MPAT scores for 2015/2016 also indicated an improvement for the National Department of Health in terms of their scores for Human Planning on Human Resource Planning (a score of 1 compared to the national average of 2.70) as well as in terms of their Recruitment and Retention Strategies (a score of 2 compared to a national average of 2.93). 29.7% of complaints received for Health Services by the Presidential Hotline were on long waiting times.

2. Complaints Management in the health sector remains a challenge. Several facilities were found to have insufficient infrastructure and processes in terms of the submission of complaints (this was found by monitors as well as users). This is not in line with the National Policy on the Management of Complaints, Compliments and Suggestions in the Health Sector, which clearly specifies the requirements, processes and procedures for the aforementioned. This policy is applicable to all public health facilities across all provinces. This indicates some teething issues with the roll-out of the policy.

3. Approximately 70% of users indicated that they received all their medication on the day of their visit to health facilities. This is supported by the most recent Ideal Clinic Realisation Model Reports (with only 22% of clinics reported to not have 90% of tracer medicines available during the reporting period). Although some challenges exist, these findings point to improved procurement policies, as well as the management of contracts with supply depots, for the Department of Health, improving service delivery to citizens. Only 28 complaints were received by the Presidential Hotline regarding insufficient supply of medication.

Home Affairs

1. Cooperation with sectors in shared facilities at both local, provincial and national spheres of government should be enhanced for the facilitation of the service delivery improvements and integrated service delivery.
2. Facility managers to be informed of the content of lease agreements, roles and responsibilities between the landlord and DPW for accountability purposes with regards to maintenance and repairs.
3. Display of service delivery charter in prominent and waiting areas is a culture that still needs to be encouraged as a way of continuous commitment to the quality of service delivery, which also places a responsibility on the users to monitor government services based on their experiences.
4. The display of expected waiting times in offices was found to be at 97% non-compliance by monitors of the selected facilities supported by 82% responses from staff members.

Justice

1. The adherence of magistrate courts to the turnaround times regarding the issuing of protection orders, finalisation of maintenance orders as well as assisting users within the prescribed timeframes is at approximately 58%;
2. Users seem to be unaware of how to submit complaints in magistrate courts (93% provided negative responses in terms of their knowledge on how to complain). This is in line with 91% of monitors, who found that there are no complaints procedures displayed.
3. Approximately two thirds of users (60%) assigned an average rating of 'poor' or 'fair' when asked to provide an overall rating of the magistrate courts in which they were interviewed. Issues of cleanliness, maintenance, and long waiting times contributed to these ratings. As per the MPAT 2015-2016 findings, the DoJ&CD received a reduced score from that of 2014-2015, indicating gaps in the design and implementation of service delivery improvement mechanisms.
4. It should be noted that, on average, the performance of magistrate courts is better when compared with other sectors monitored through the FSDM.

MCCC

Key Findings

1. Clarification of roles and responsibilities within the municipal customer care centres emerges to be a challenge when it comes to accountability with regards to issues of frontline management.

2. The current framework on municipal complaints norms and standards by COGTA should form the base for the improvement and management of the complaints management system in municipalities to ensure a democratic and accountable government.
3. FSDM standards should be incorporated into the key performance areas/ pillars of the Back to Basics' approach (*a. Putting people first and engaging with communities, b. Delivering basic services, c. Good governance*) for greater optimisation of resources and the impact of the programmes.
4. Site selection of new facilities (MCCC's) to focus on the municipalities rated as dysfunctional.
5. Cooperation with sectors at both local, provincial and national spheres of government should be enhanced for the facilitation of the improvement plans and unblocking of specific systemic challenges as they prevail. This would lead to increased effectiveness and efficiencies of the programmes leading to improved intergovernmental and stakeholder relations.
6. Municipalities to be encouraged to display service standards as a commitment to quality of service to the public. Where these standards are non-existent, provincial COGTA to assist respective municipalities to develop them.

SAPS

Key Findings

1. Insufficient vehicle provision negatively impacts on the SAPS's ability to respond to incident calls. This has been found in several facilities (61% of staff interviewed during FSDM supported this), and was reported as well in several of the Citizen Based Monitoring (CBM) Progress reports of 2016. This is influenced by (i) delays in the maintenance of vehicles, and (ii) inappropriate resource allocation (both human and physical) as per the Resource Allocation Guide of the SAPS; (a challenge that has been noted since the inception of the programme)
2. Complaints Management in the SAPS remains a challenge. Insufficient procedures explaining how to complain was found by monitors of FSDM, and corroborated by citizens who were unaware of how to complain. Conversely, CBM findings indicate that 66.9% of community members indicated that they do know how to complain to a police station. This is indicative of non-standardised approaches to complaints management across the various facilities. 39% of users interviewed in FSDM, and 69.8% of community members interviewed in CBM, provided positive responses when asked if they think the SAPS will respond to their complaints.

3. Approximately two thirds of users (56%) assigned an average rating of 'poor' or 'fair' when asked to provide an overall rating of the police station in which they were interviewed. Issues of cleanliness, maintenance, display of management contact details, as well as insufficient complaints management mechanisms contribute to this lower rating.

SASSA

1. Financial exploitation of the SASSA beneficiaries by financial services continues to be a persisting challenge that requires strategic and legal intervention from government as it violates the social security of beneficiaries. DPME, DSD and SASSA take a lead in the matter.

2. Cooperation with sectors in shared facilities at both local, provincial and national spheres of government should be enhanced for the facilitation of the service delivery improvements and integrated service delivery.

3. Service charters indicates commitment to service delivery standards and allows the public to hold a sector accountable, a measure within KPA 4. The ratings indicate a non-compliance of 65% from staff and 84% from monitors.

Youth

These included 14 NYDA offices and other 11 youth development facilities from correctional centres, rehabilitation centres, youth cafés and youth development centres.

1. FSDM has covered 93% of all NYDA facilities, totalling 14 out of the 15 facilities;

2. In a country where the youth constitute the highest population, the number of facilities are not sufficient in ensuring that NYDA as an institution trusted with youth development is successful and most of these facilities are located in urban areas or the nearest town, which thus disadvantage youth in rural and areas far from towns.

3. On the following NYP Pillars: (i) Education and skills development (matric re-write and bursaries); and (ii) Health and Wellbeing (awareness campaigns) are only offered by the Head office.

4. The staff indicated that administration of the voucher programme and the grant administration programme by one official poses a risk in terms of corruption and fraud.

5. Severe shortage of staff impact on the service demands and support to beneficiaries in the branch offices and local youth offices which only serves as information hubs.

6. Some of the proposed improvements at NYDA are pending the revision of the NYDA Act.

7. Support for the Non-Profit Organisations (NPO) and Non-Governmental Organisations (NGO) by key stakeholders was registered as a challenge facing these organisations which impacts on accountability.

6. CORE FINDINGS AND RECOMMENDATIONS

Below are some of the key findings of the FSDM activities. Several systemic issues have been identified, with some proposed recommendations to address these:

No	Key thematic issues identified	Proposed recommendations
1	Management challenges in a shared building for Magistrate Courts, DSD, SASSA, Home Affairs facilities, results in poor management of cleaners, compromised safety and security measures, poor maintenance and unclarified roles and responsibilities for overall management and maintenance.	Inter-sectoral systemic intervention initiative be encouraged between relevant stakeholders to establish root causes and solution plan for the issues as identified.
2	The health sector is highly monitored, yet patients continue to experience challenges at facilities, which is indicative that more robust intervention programmes for corrective measures are required rather than monitoring programmes.	Robust systemic intervention programmes are encouraged as sufficient monitoring programmes such as FSDM have elevated the service delivery weakness and gaps.
3	Operations management at DLTC continues to be a challenge, manifested by poor management of queues, safety and security measures, functional eye testing machines, office space and general cleanliness. Slow responsiveness on improvement intervention by National Department of Transport has seen provinces such as Gauteng and Western Cape taking a lead in driving improvements regardless of NDOT.	Approval by NDOT Executive structures on the improvement interventions as proposed and in agreement with coordinated forum lead by NDOT and facilitated DPME; The intervention plan is inclusive of all the innovations that can be implemented to improve services at DLTCs

No	Key thematic issues identified	Proposed recommendations
4	Shortage of vehicles, maintenance of vehicle, resignation of managers without hand-over and general working conditions of the Police Stations.	Operations efficiencies. Leadership and firm management are needed to address this issue. General prioritisation of monitoring findings by sector departments.
5	Poor conditions of schools, mostly in villages and rural areas, and the non-availability of formal kitchen for the National School Nutrition Programme (NSNP).	Reprioritisation of the ASIDI programme to prioritise rural schools.
6	There is a slow rate in implementing agreed improvements, which creates the perception that monitoring is an ineffective tool for improving performance;	Robust systemic intervention programmes are encouraged as sufficient monitoring programmes such as FSDM have elevated the service delivery weakness and gaps.
7	The current establishment of the NYDA does not support the implementation of the National Youth Policy: only 16 branch offices situated in mostly urban areas cannot provide services to those who need it the most, i.e., poor, young users in rural areas and most local levels of government.	Catalysing the amendment of the NYDA legislation and its establishment from section 75 to section 76 in order to strengthen issues of institutional, management and administrative arrangements that are legislated in the act. NYDA coordination, implementation and monitoring of youth development programmes at provincial and local level must be strengthened.
8	Human Resource capacity shortages in Education, Health and SAPS continue to compromise service delivery, resulting in long waiting times in clinics and hospitals, police stations not being open 24 hours, and children not having access to teachers.	Reconsideration of HR policies, especially concurrent departments, to streamline and fast track the appointment of staff. It should be noted that the outputs (supply) of qualified professionals in

No	Key thematic issues identified	Proposed recommendations
		some of these areas will not support the demand at these sectors

7. CONCLUSION

The FSDM Programme, since its inception in 2011, has generated valuable information and insights on the true nature of service delivery on the ground. It serves as an invaluable tool in not only assessing the effects of policies and guidelines on service delivery on the ground, but also serves to triangulate some of the findings of sector departments in their efforts to enhance service delivery. As a programme, it is able to support several of the Outcomes as delineated in the MTSF, and provides a vehicle to track the achievement of the goals of government as stipulated in the National Development Plan.

Although the programme has only monitored a few facilities in comparison to the total number of facilities in the country, the same thematic issues are found time and again, pointing to sector specific and cross-cutting challenges within the service delivery models of government. It is therefore important that monitoring findings are utilised to inform decision making, planning and budgeting and that remedial actions are acted upon otherwise, monitoring initiatives will be rendered useless. Sectors monitored through the FSDM have now developed service standards and it is important that these service standards are measurable and monitored on a daily basis.

Annexure 1: Improvement Monitoring Facility Progress Report Card Per Sector

Facility name	Province	Date: Baseline Monitoring	Date: Latest progress	2016/17 Brief Progress Narratives
DLTC				
Mthatha DLTC	EC	2012/08/13	2016/09/22	<p>Progress: Most of the recommended areas for frontline improvement have been addressed which included signage, provision of security guards and management of cleaners. A new Eye testing machine was delivered by Driving Licence Card Account (DLCA) as part of the pilot project in November 2016. Frontline officer has been allocated in the help desk to assist with the filling of forms.</p> <p>Challenges/outstanding: People still get returned back/ cut off by closing time because of lack of capacity. As an innovation in time management, eye testing is started at 07h00 and payments done from 08h00.</p>
Acornhoek DLTC	MP	2011/08/31	2016/11/01	<p>Challenge: General improvement of this facility will be realised upon relocation of services to an alternative place pending the current processes of land and building acquisition by the municipality which is in progress.</p>
Benoni DLTC	GP	2013/07/01	2016/10/06	<p>Progress: The facility has managed to address some of the recommended areas for improvement which includes signage, functional queue management system and infrastructure for the complaints management system and there is no service disruption.</p> <p>Challenges/outstanding: Commitment on the relocation of the facility due to budget constraints, space constraints within the waiting areas, regular maintenance of the building.</p>

Facility name	Province	Date: Baseline Monitoring	Date: Latest progress	2016/17 Brief Progress Narratives
Bethal DLTC	MP	2013/05/20	2016/11/29	<p>Progress: Service efficiency and waiting time has since improved in most services upon the appointment of two additional staff, training on Batho Pele principles has been provided to staff, operating hours displayed and the complaints management system.</p> <p>Challenges/outstanding: Provision for external signage, nametags for staff, waiting time is a challenge in the eye testing section.</p>
Ephraim Mogale DLTC	LP	2014/08/20	2016/10/27	<p>Progress: The overall cleanliness inside and outside has improved; the gate has been fixed; operational hours displayed at main entry points.</p> <p>Challenges/outstanding: Cleanliness and maintenance of the public toilets and some still not functional; provision of adequate chairs in the waiting area; display of health and safety guidelines; external signage; accountability of the available complaints management system.</p>
Graskop DLTC	MP	2011/08/30	2016/12/01	<p>Progress: External and internal signage in place, nametags for staff members provided, operating hours displayed including infrastructure for complaints management.</p> <p>Challenges/outstanding: Maintenance and renovation of the building, safety and security measures in the counters, perimeter fencing around the facility and adequate office space.</p>
Lehurutse DLTC	NW	2015/04/21	2016/11/15	<p>Progress: Recommended areas of improvement are being attended to, which includes provision for internal signage, communication of operational hours, provision for complaints and compliments mechanisms.</p> <p>Challenges/outstanding: Day-to-day maintenance is a challenge due to centralised budget in the provincial office. Public toilets have been out of order since September 2016.</p>
Mkhondo DLTC	MP	2014/04/02	2016/11/28	<p>Progress: Construction of the new facility has been completed and services have relocated except for the drivers testing, addressing all areas of improvement recommended during the</p>

Facility name	Province	Date: Baseline Monitoring	Date: Latest progress	2016/17 Brief Progress Narratives
				baseline. Outstanding: Relocation of the divers testing services.
Musina DLTC	LP	2012/04/07	2016/10/21	Progress: Areas of improvement that are within the facility for improvement have been addressed which includes internal signage, infrastructure for complaints management. Challenges/outstanding: The current space is shared between the clinic and the DLTC with a limited waiting area that only accommodates patients. The envisaged relocation plans to a new building are meant to address challenges experienced.
Praktiseer DLTC	LP	2011/10/19	2016/10/24	Challenge: General improvement of this facility will be realised upon relocation of services to an alternative place pending the current processes of building acquisition which is in progress.
Sasolburg DLTC	FS	2014/05/26	2016/08/01	Progress: None Challenges: Most of the action items are still outstanding with a renovation project underway to address some of the infrastructure challenges. The status quo remains since baseline monitoring.
Sol Plaatjie DLTC *	NC	2011/11/09	2016/11/28	Progress: Notable improvements since the baseline with all services, computerised and adequate staff complement, adequate provision for disability access. Challenges/outstanding: External signage, nametags for staff members, concerns of users on the delays in the eye testing sections due to slow machines and staff attitudes, space constraints for filling forms, safety and security measures in and around the facility.
Thembisile Hani DLTC (MP)	MP	2015/06/09	2016/12/05	Progress: Provision has been made for a help desk at the entrance, water challenges have been resolved with a borehole and a jojo tank contributing to improved maintenance and cleanliness of the toilet facilities, operating hours displayed, suggestion box in place. Challenges/outstanding: Management and governance of the centre is still a challenge for

Facility name	Province	Date: Baseline Monitoring	Date: Latest progress	2016/17 Brief Progress Narratives
				accountability purposes between the province and the municipality. Unresolved cases of fraud and corruption.
UMzimkhulu DLTC (KZN)	KZN	29-10-2014	2016/09/21	Progress: None Challenge: Occupation to the new facility has not taken place yet pending the relocation of the computerised licence system and telecom line connections.
Education				
Jikindaba Secondary School	EC	2014/07/23	2016/09/20	Progress: Improvement in the supply of furniture for learners has been reported. The school also has an equipped computer room. The school has been prioritised for construction of new facilities, scheduled to commence in September 2016. Challenges: The school does not have enough space to accept learners from the feeder schools. Some of the classrooms have large cracks in the walls.
Boijane High School	NW	2014/08/13	2016/09/29	Progress: The District has identified the school for renovations in 2017/2018. Challenges: The school requires maintenance, as well as improved cleanliness, especially the learner toilets.
Delft South Primary School	WC	2012/04/23	2017/02/06	Progress: There has been some improvement in the overall infrastructure of the school, but the renovation project (as part of ASIDI) is not yet complete. Sporting facilities have been provided. Challenges: The learner toilets remain dirty and unmaintained.
Edward Zibi Senior Secondary School	EC	2015/03/14	2017/02/06	Progress: a ramp has been installed. Temporary signage has also been displayed for the contact details of management. A commitment was made during the Portfolio Committee visit to construct 4 additional classrooms. Challenges: The school requires improved maintenance of the grounds as well as the

Facility name	Province	Date: Baseline Monitoring	Date: Latest progress	2016/17 Brief Progress Narratives
				infrastructure overall. Also, the classrooms are also used to store books and old computer equipment.
Grosvenor Primary School	WC	2013/04/22	2016/11/08	Progress: The learner toilets have been upgraded, and are now kept clean. Also, new learner furniture was donated to assist the school in addressing the need. Challenges: The fence still has to be replaced. This will also include the installation of an additional pedestrian gate.
Ikaneng Secondary School	NW	2013/10/25	2016/11/08	Progress: Improvements in the overall cleanliness of the facility, particularly the learner toilets have been noted. Challenges: Several infrastructure issues, such as broken ceilings, have remained unaddressed since 2013.
J.M.B. Marokane Primary School	FS	2012/08/28	2016/08/29	Progress: Internal signage identifying the various blocks of the school has been installed. Challenges: The unstable water supply affects the cleanliness and toilet facilities of the school. Also, the installation of ramps and rails to improve access to persons living with disabilities has been prioritised for 2017/2018 as this is a full-service school, and some areas are not accessible.
Kufakweze High School	MP	2015/06/11	2016/11/03	Progress: Some improvement in the overall cleanliness of the school has been noted. The main signage at the entrance has also been erected. Challenges: The facility maintenance needs to be attended to. The fence is damaged in several places.
Langabuya Primary School	WC	2014/09/12	2017/02/06	Progress: The cleanliness and maintenance of the classrooms have improved. Initial discussions with Public Works have started to renovate the infrastructure of the school. Challenges: There are not sufficient toilets for the number of learners (1408) or the staff (53).

Facility name	Province	Date: Baseline Monitoring	Date: Latest progress	2016/17 Brief Progress Narratives
Langerberg High School	NC	2013/06/05	2016/08/25	<p>Progress: Some improvements in the cleanliness of the toilets have been reported. The broken learner furniture is being repaired, improving the supply.</p> <p>Challenges: Very little improvements have been noted. The renovation project scheduled to start in June 2016 has not commenced. The maintenance of the facility has to be attended to, as does the cleanliness of the grounds.</p>
Lenakeng Comprehensive School	FS	2012/07/17	2016/08/02	<p>Progress: Significant improvement in the overall cleanliness of the school has been noted. Also, the broken furniture and doors has been repaired.</p> <p>Challenges: The firefighting equipment has not been serviced since 2015. Also, the contact details of the management need to be displayed properly.</p>
Machakela Mamodibo Secondary School	NW	2013/10/25	2016/11/07	<p>Progress: Very little improvements. The construction of a new school is planned to address several issues – this is planned to start in 2018.</p> <p>Challenges: The school has insufficient learner furniture. The complaint box has not been resourced properly. Also, the classrooms are not clean.</p>
Mamehlabe Secondary School	LP	2011/08/28	2016/10/25	<p>Progress: Very little improvement can be reported at this school. The science lab has seen some improvement.</p> <p>Challenges: The cleanliness of the toilets and the classrooms should be improved.</p>
Marikana Combined School	NW	2014/08/13	2016/11/09	<p>Progress: Overall, the cleanliness of the school has improved. More learner furniture has been procured as well.</p> <p>Challenges: Several infrastructure issues remain, which will be addressed with the construction of new facilities, scheduled to start in 2017. Also, road signage has to be reinstalled, after the previous ones were removed during community protests.</p>

Facility name	Province	Date: Baseline Monitoring	Date: Latest progress	2016/17 Brief Progress Narratives
Mashelwa Primary School	NW	2012/09/07	2016/11/14	<p>Progress: Some improvements in the status of the toilets, and the overall cleanliness of the school.</p> <p>Challenges: The broken fence has not been repaired, and the accessibility to persons living with disabilities has not improved.</p>
Mathibela High School	MP	2013/05/23	2016/11/02	<p>Progress: The construction project at this school has been completed. Thus, all infrastructure issues have been resolved.</p> <p>Challenges: The signage at the main entrance still to be installed, as does the complaints management system and its procedures.</p>
Mathipe High School	MP	2013/05/23	2016/11/02	<p>Progress: No improvements have been noted in this facility.</p> <p>Challenges: several maintenance issues, such as broken ceilings, broken windows and broken leaner furniture require immediate attention.</p>
Mbambeni Primary School	EC	2015/05/12	2016/09/21	<p>Progress: Road signage has been erected on the main road to the school. A fence has been erected, improving safety.</p> <p>Challenges: The construction of a new road to the school has not been completed, even though it was budgeted for in 2015/2016. It is planned to recommence in the 2017/2018 year There are no learner toilets, and the infrastructure needs urgent intervention</p>
Mmatope Primary School	NW	2014/08/13	2016/11/09	<p>Progress: Some improvements were noted, but these are minimal.</p> <p>Challenges: The school is not being maintained or cleaned properly. The renovation project that was underway has come to a standstill due to the contractor having left before completing the work – this is to be addressed by the Area manager.</p>

Facility name	Province	Date: Baseline Monitoring	Date: Latest progress	2016/17 Brief Progress Narratives
Mpandeli Secondary School	LP	2015/07/23	2016/10/19	Progress: Road signage, as well as internal signage on the classrooms, has improved. Challenges: Even though the cleanliness of learner toilets has improved, most of them are still missing seats. Also, there is not enough furniture to accommodate all the learners
Namedi Secondary School	GP	2013/04/23	2016/11/23	Progress: The renovation of the learner toilets is nearing completion, and the contact details of management have been displayed. Challenges: There are broken windows that still need to be replaced, and the accessibility for persons living with disabilities needs to be improved.
P.T. Xulu Secondary School	GP	2013/06/12	2016/03/23	Progress: Some improvements in the overall maintenance of the school. The new staff room is being built, and new facility signage has been installed. Challenges: The school is overcrowded, and does not have sufficient furniture for all the learners. Some instances of bullying have been reported because of the competition for desk space.
Pitso Jantjie High School	NC	2015/05/19	2016/06/23	Progress: The firefighting equipment has been serviced, and the first-aid kit is properly resourced. Generally, the cleanliness of the school has improved. Challenge: The school has a challenge with its water supply, affecting the availability of toilets (learners and staff share the toilets in the admin block). There is also a shortage of staff to teach in Afrikaans (the dominant local language)
Protea South Primary School	GP	2015/04/22	2017/03/16	Progress: The challenge of insufficient learner furniture has been resolved. Challenges: The school is not being maintained or repaired where necessary: broken windows, broken ceilings, and toilets have not been repaired. The school also struggles with illegal connections to its electricity grid, severely hampering the school's supply, especially during winter.

Facility name	Province	Date: Baseline Monitoring	Date: Latest progress	2016/17 Brief Progress Narratives
Relekile Secondary School	FS	2013/04/17	2016/08/17	<p>Progress: There has been an improvement in the display of the school's operating hours, as well as the principal's contact details.</p> <p>Challenges: The external cleanliness of the school remains unaddressed - heaps of broken chairs and building refuse are still present as the school does not know what to do with these. The broken windows in the classrooms have also not been repaired.</p>
Siwali Junior Secondary School	EC	2014/07/22	2016/09/20	<p>Progress: Some improvements in the classrooms, especially the floors. Some paving has been laid between some of the classrooms.</p> <p>Challenges: The school requires urgent assistance in infrastructure upgrading, but little support is provided. New toilets were being built, but this has come to a standstill due to some complaints from the community, and the service provider left without completing the job. (The school only has 5 toilets for 935 learners). Also, the school does not have sufficient furniture.</p>
Solomon Mahlangu Secondary School	LP	2013/05/13	2016/11/08	<p>Progress: Only internal signage in terms of identifying the various blocks in the school has improved.</p> <p>Challenges: The overall cleanliness of the school needs to be improved, even though EPWP workers have been assigned to do this. Also, the school's fence is broken in places, and there are no fire extinguishers in place. Vandalism of the school property remains a challenge.</p>
Storm River Primary School	EC	2015/07/08	2016/08/24	<p>Progress: All teachers have been supplied with name tags, and the principal's details have been displayed.</p> <p>Challenges: New facilities are being constructed, but is being done in phases, expected to be finalised in April 2018. Current toilets are insufficient in number and cleanliness. All infrastructure issues will be addressed in the new facilities.</p>

Facility name	Province	Date: Baseline Monitoring	Date: Latest progress	2016/17 Brief Progress Narratives
Tholang High School	EC	2014/07/29	2016/09/06	Progress: The construction of new facilities has commenced, after several delays. The number of toilets for both learners and staff has been increased Challenges: The school has a shortage of admin staff.
Tshepeha Secondary School	MP	2014/08/19	2016/11/28	Progress: No changes at all in this school. Challenges: Major infrastructure issues prevent safe service delivery to learners. The school has requested to be relocated, but the municipality has not done anything in this regard.
Tswelopele Ka Thuto Intermediate School	FS	2014/08/13	2016/08/31	Progress: Improvements in terms of the stationary and place of box for complaints have been noted. Challenges: No improvements in the overall cleanliness of the school. It has a shortage of storage space. This multi-grade school also has a shortage of classrooms for all the enrolled learners. This has been escalated to the provincial department, but no action has been implemented.
Uxolo High School	WC	2013/04/22	2017/02/06	Progress: Overall, there has been very little change at this school. Challenges: The maintenance and cleanliness of the learner ablutions need to be improved.
Vaatjie Moravian Primary School	WC	2012/05/29	2017/02/06	Progress: No changes have been seen in this school. Lease management remains the most urgent unresolved issue: several meetings between the school, the owner (the church) and the district has not resulted in any improvements.
Health				
Isolomzi Clinic	EC	2012/08/21	2016/08/24	Progress: The facility is clean and maintained, Also, the display of hours of operation has improved. A store room has been converted into an additional consultation room. Challenges: The waiting area is too small, causing users to queue outside.

Facility name	Province	Date: Baseline Monitoring	Date: Latest progress	2016/17 Brief Progress Narratives
Dryharts Clinic	NW	2014/08/26	2016/09/27	<p>Progress: The renovation project has concluded, and most areas of improvement have been addressed. The facility is clean, queue management is effective, and the complaints management system is in place.</p> <p>Challenges: Road signage needs to be improved, and the evacuation plan needs to be displayed.</p>
Embuleni Hospital	MP	2011/08/30	2016/11/30	<p>Progress: An ongoing renovation project has addressed several concerns, with only a few areas still to be finished. The overall cleanliness of the facility has improved.</p> <p>Challenges: The facility does not have enough clinical staff, especially doctors. This impact service delivery negatively.</p>
FH Odendaal Hospital	LP	2015/05/22	2016/11/09	<p>Progress: Some improvements in the display of operational hours.</p> <p>Challenges: Most recommendations not implemented – lack of budget raised as a reason.</p>
Kuruman Hospital	NC	2015/06/25	2016/06/23	<p>Progress: Internal signage has improved (display of management contact details, as well as internal directional signage). Security has also improved with the erection of a new fence.</p> <p>Challenges: The facility grounds are not attended to at all, and the facility has challenges in terms of maintaining cleanliness due to staff shortages. Also, the complaint box is not resourced adequately.</p>
Meje Clinic	EC	2012/08/14	2016/09/07	<p>Progress: An ongoing renovation project (construction of several new buildings) is nearing completion. A new fence has also been erected, improving security.</p> <p>Challenges: The waiting area for citizens is not appropriately sheltered. Also, the delays in resurfacing the road leading to the clinic hinders ease-of-access.</p>

Facility name	Province	Date: Baseline Monitoring	Date: Latest progress	2016/17 Brief Progress Narratives
Mmakau Clinic	NW	2013/08/14	2016/11/08	Progress: Improvements in the display of operating hours and waiting times have been noted. Challenges: There are insufficient toilets for the users, and the facility does not have enough staff to serve all the users. External signage has to be improved, and the furniture in the waiting area has not yet been replaced.
Mpahlele Clinic	LP	2014/08/24	2016/10/26	Progress: More seating has been installed in the waiting area for users. The opening and closing times have also been displayed. Challenges: Maintenance of the facility has to be improved (damaged ceilings, and uncleanliness of the toilets). Also, road signage still needs to be installed.
Phagameng Clinic	LP	2013/05/15	2016/11/10	Progress: Internal signage has improved, although through temporary measures. The complaint management procedures are displayed, and the register is resourced adequately. This clinic is part of the ideal clinic. Construction of a new clinic is to start in the 2017/2018 financial year. Challenges: The waiting area cannot accommodate the number of patients, they queue outside. Privacy is also compromised due to the lack of sufficient space for consultations. There is not enough storage at the clinic. The availability of cleaners is still a challenge; this has been noted throughout the district.
Tintswalo Hospital	MP	2015/06/10	2016/11/01	Progress: Waiting times are displayed at the various departments (File retrieval, pharmacy and in the OPD). There has also been an increase in the number of security officials. Challenges: Overall cleanliness of the public toilets need to be improved. There are broken, exposed drainage pipes close to the public toilets as well.
Vukuzakhe Clinic	MP	2015/04/16	2016/12/08	Progress: Signage within and outside the facility has improved, as has the overall cleanliness of the facility. Challenges: The erection of the new fence has not yet been completed.

Facility name	Province	Date: Baseline Monitoring	Date: Latest progress	2016/17 Brief Progress Narratives
Home Affairs				
Alberton Home Affairs	GP	2013/07/01	2016/08/10	<p>Progress: Most of the recommended areas for improvement have been addressed, although the issues of safety and complaints management still requires further attention.</p> <p>Challenge/ outstanding: Shortage of staff (unmanned service points) still impacts directly on the waiting times, an issue for escalation for post provision by the provincial office.</p>
Brits Home Affairs	NW	2014/07/17	2016/11/09	<p>Progress: Effective mobile services to cater remote villages with additional vehicles, a functional queue management system is in place and renovation has been completed and toilets have been repaired.</p> <p>Challenges/outstanding: Vacant funded position still not filled due to a departmental moratorium and external road signage not erected.</p>
Empangeni Home Affairs	KZN	2015/08/17	2016/11/15	<p>Progress: Some of the recommended areas for improvements have been addressed to comply with frontline service delivery.</p> <p>Challenges/outstanding: Cleanliness, safety and security measures; complaints management and maintenance still requires further improvement.</p>
Kroonstad Home Affairs	FS	2014/05/06	2016/08/30	<p>Progress: Most of the recommended areas for improvement have been attended to.</p> <p>Challenges/outstanding: Areas that require maintenance and budget limitations to address them, which includes provision of additional cleaner; reduction of the schedules for mobile services; and the provision for external road signage.</p>

Facility name	Province	Date: Baseline Monitoring	Date: Latest progress	2016/17 Brief Progress Narratives
Modjadjieskloof Home Affairs	LP	2014/08/13	2016/10/18	<p>Progress: The conditions of the toilets have improved, road signage is erected and complaints management system is in place.</p> <p>Outstanding/challenges: The physical conditions of the building and the environment has not improved since the baseline and the matter are dependent on Department of Public Works (DPW). The building is shared between Magistrate Court and Home Affairs, which makes the management complex.</p> <p>Outstanding/challenges: The physical conditions of the building and the environment has not improved since the baseline and the matter are dependent on Department of Public Works (DPW). The building is shared between Magistrate Court and Home Affairs, which makes the management complex.</p>
Mount Frere Home Affairs	EC	2014/06/18	2017/02/08	<p>Progress: The process of sourcing alternative office accommodation has been concluded and the tender has been awarded for the construction of the new building customised as per Home Affairs specifications. Duration of the construction is expected to take 18 months.</p> <p>Challenges/outstanding: The services will continue to be provided from the current office pending construction of the new building. It is important that standards are still adhered to.</p>
Mthatha Home Affairs	EC	2012/08/16	2016/09/22	<p>Progress: Most of the areas targeted for maintenance and renovations have been attended to.</p> <p>Challenges/outstanding: Renovations have been on hold since November 2016 pending the authorisation of an order from Public Works resulting from amendments of the project scope.</p>
Randfontein Home Affairs	GP	2014/06/14	2016/08/11	<p>Progress: Consistent improvements have been noted since the baseline assessment.</p> <p>Outstanding/challenges: Provision for external road signage and safety are still outstanding.</p>

Facility name	Province	Date: Baseline Monitoring	Date: Latest progress	2016/17 Brief Progress Narratives
Rustenburg Home Affairs *	NW	2012/08/23	2016/05/06	<p>Progress: Most of the recommended areas of improvement identified at baseline have been addressed and full service provision was confirmed by clients.</p> <p>Challenges/outstanding: Maintenance and renovations with the elevator constantly out of order to access upper floors for other services. The building is shared with other private tenants, shops and a Shebeen just next to the office. Safety was raised as a concern with several robberies and assaults that have occurred whilst clients are queueing outside the facility due to space constraints. Police services were engaged for assistance with no success.</p>
Justice: Magistrate Courts				
Mqanduli Magistrate Court	EC	2015/04/22	2017/02/07	This court was burnt down. Initially, officials were housed at Mqanduli Police Station, and a few at Matha Magistrate Court. Currently, services are being rendered out of two temporary structures located on the site where the new court will be constructed.
Springbok Magistrate Court	NC	2013/08/14	2017/01/20	<p>Progress: Significant improvements in the overall maintenance and cleanliness of the court have been noted. The broken user toilets have been repaired, and external signage has been installed.</p> <p>Challenges: The waiting area is not sheltered (in the open), and the accessibility to persons in wheelchairs remain insufficient.</p>
uMzimkhulu Magistrate Court	KZN	2012/06/19	2016/09/21	<p>Progress: overall cleanliness has improved in the court, improvements in the display of contact details, service information and complaints management.</p> <p>Challenges/outstanding: Some minor maintenance issues, such as painting and the repair of the air conditioner. The court needs to fast-track the employment of an interpreter; and the refurbishment of the public toilets.</p>

Facility name	Province	Date: Baseline Monitoring	Date: Latest progress	2016/17 Brief Progress Narratives
Tonga Magistrate Court	MP	2011/08/30	2016/11/03	<p>Progress: In general, this is a well performing facility with a few challenges.</p> <p>Challenges: This court is located in shared facility. Access to persons with disabilities should be improved. The public toilets are not maintained, or resourced adequately. The suggestion box is not resourced adequately.</p>
MCCC				
Ngwathe MCCC	FS	2013/07/20	2016/08/18	<p>Progress: Improvement in the e-Venus system previously identified system challenges and financial details/bills can be done on a monthly basis.</p> <p>Challenges/outstanding: Most of the action items are still outstanding which includes cleanliness; safety; complaints and compliments; and general maintenance in and around the building since the baseline monitoring.</p>
Ditsobotla MCCC	NW	2015/04/23	2016/11/16	<p>Progress: Access to services has been increased with the use of the satellite offices, which are fully functional. The Service Level Agreement (SLA) for security services has been finalised. Disruption of services during breaks has been addressed.</p> <p>Challenges/outstanding: Maintenance and general cleanliness of the public toilets. Complaints & compliments management system still neglected.</p>
Kagisano Molapo MCCC	NW	2014/05/14	2016/09/27	<p>Progress: None since the baseline.</p> <p>Challenges/outstanding: The facility is currently faced with infrastructure challenges due to budget constraints, which includes office space and the leaking roof. These persisting challenges should be escalated to the Provincial Executive for intervention.</p>

Facility name	Province	Date: Baseline Monitoring	Date: Latest progress	2016/17 Brief Progress Narratives
Madibeng MCCC	NW	2014/09/04	2016/11/10	Progress: Branding of the offices in progress, including internal signage and nametags for staff. Maintenance of the toilets and the staff offices also in progress. Biometric system installed at all strategic points to control access. Challenges/outstanding: Improvement in the management of the complaints and compliments system.
Naledi MCCC	FS	2015/07/28	2016/08/15	Progress: None since the baseline. Challenges outstanding: The overall cleanliness of the facility is a challenge aggravated by the general conditions of the building that is dilapidating.
Naledi MCCC	NW	22-04-2013	2016/09/28	Progress: All fire extinguishers serviced and security guards posted at critical areas. First aid representatives trained in basic emergency services and their details are prominently displayed. An effective queue management system in place for peak days. Challenges/outstanding: Identification of staff members by nametags; signage and management of the available complaints and compliments system.
Siyancuma MCCC	NC	2015/06/24	2016/10/13	Progress: Safety and security have been improved with the biometric system in place and surveillance cameras at strategic points. Opening and closing times are adhered to. Challenges/outstanding: The facility does not have complaints and compliments management system in place; improvement on internal and external signage; and disruption of services is still experienced during lunch.
Toekomsrus MCCC	GP	2013/06/24	2016/08/19	Progress: Most of the recommendations have been addressed which includes maintenance and renovations underway. Challenges/outstanding: Installation of signage in line with the branding according to the Rand-West City Municipality. Concerns have been raised on the pace of the renovation project.

Facility name	Province	Date: Baseline Monitoring	Date: Latest progress	2016/17 Brief Progress Narratives
Viljoenskroon MCCC	FS	2014/08/08	2016-0-16	Progress: None since the baseline. General management of complaints and compliments system and a functional reception/switchboard is a priority that cannot be further delayed. Challenges/outstanding: Proposed renovations in and around the building, which will see improvements in the general state of the toilets; cleanliness; adequate provision for safety measures.
SAPS				
Bizana Police Station	EC	2014/05/29	2016/09/08	Progress: Some improvements in complaints management (stationary), and cleanliness of ablutions were noted. Challenges: A satellite office has been indicated for construction to improve access to the public, but no clear progress is available.
Etwatwa Police Station *	GP	2011/03/08	2016/06/29	Progress: New chairs have been installed in the CSC. Challenges: Space constraints hamper service delivery. The maintenance and cleanliness of the facility is not up to standard. The facility has been earmarked for relocation, but no timelines have been provided for this.
Modder River Police Station	NC	2014/11/18	2016/10/10	Progress: Renovation of the CSC has been completed, internal signage has improved, and some improvements in the display of information. Challenges: Operational times are not displayed properly, and the fire extinguishers need to be serviced.
Mothotlung Police Station	NW	2015/06/17	2016/11/08	Progress: Very little improvement has been noted. Challenges: Security is still inadequate (the fence is broken, fire extinguishers not serviced), the toilets and overall infrastructure not maintained, and internal signage has not been installed.

Facility name	Province	Date: Baseline Monitoring	Date: Latest progress	2016/17 Brief Progress Narratives
New Brighton Police Station	EC	2012/08/21	2016/08/25	Progress: Improvements in facility maintenance and repair, queue management and treatment of citizens. Challenges: Security has been reported to be inadequate, and the management of complaints (stationary to be provided, display of procedures to be enhanced).
Ratanda Police Station	GP	2012/04/23	2016/06/30	Progress: Queue management has improved, but space constraints prevent effective management. Challenges: Road signage inadequate, and internal signage only temporary. Facility maintenance and cleanliness requires improvements, facility not readily accessible to people with disabilities. Land for construction of new station has been identified, but no progress reported. The station continues to operate from leased building since 2008.
Taung Police Station	NW	2013/04/25	2016/09/27	Progress: Some improvements have been noted, due to an ongoing renovation project (improved infrastructure and security) Challenges: The ablution facilities are in disrepair, the complaints procedures are not displayed, and the facility has insufficient vehicles due to extended maintenance timeframes.
Tshaulu Police Station	LP	2015/07/12	2016/10/20	Progress: The facility is generally well maintained, and some improvements in security and cleanliness of the bathrooms have been noted. Challenges: Some delays in vehicle repairs have been reported.
SASSA				
Orange Farm SASSA	GP	2013/04/23	2016/09/09	Progress: Office space has been addressed through the acquired park homes and this has contributed to improvements in the general office environment, waiting areas and provision for storage place for files. Challenges/outstanding: External road signage.

Facility name	Province	Date: Baseline Monitoring	Date: Latest progress	2016/17 Brief Progress Narratives
Dobsonville SASSA *	GP	2012/06/21	2016/12/23	<p>Progress: Most challenges relating to maintenance identified during the baseline were addressed.</p> <p>Challenges/outstanding: Limited office space and waiting areas, thus compromises efficiency due to the lay out. Backlog on the foster care grant applications due outstanding court orders.</p>
Evander SASSA	MP	2013/09/25	2016/11/04	<p>Progress: Two service points have been established in Bethal (2014) and Embalenhle (2015) which alleviated pressure in the current office, including queue management and waiting times as it was initially servicing the whole of Govan Mbeki Municipality. The office is able to provide quality services in a dignified manner to the beneficiaries.</p> <p>Challenges/outstanding: External road signage and complaints management system.</p>
Jouberton SASSA	NW	2012/09/07	2016/11/16	<p>Progress: Challenges of office space have been addressed with the completion and occupation of a new office compliant to the SASSA standardised office model. The relocation has led to among others improved access to services, quality of services, safety and adequate space to accommodate beneficiaries in waiting areas.</p> <p>Challenges/outstanding: None</p>
Kagiso SASSA *	GP	2016/11/09	2017/01/31	<p>Progress: Provision of full services with appreciation from beneficiaries on the continuous service availability and committed officials at all times despite limited resources and capacity.</p> <p>Challenges/outstanding: Maintenance of the building, general cleanliness, improvement in the safety and security measures. Crashed server and damaged Telkom lines, shortage of water and provision of infection control.</p>
Ntabankulu SASSA	EC	2014/04/24	2017/02/09	<p>Progress: All the recommended areas for improvement have been provided for in the new facility to comply with the requirements for quality service provision in a dignified manner to the beneficiaries. This includes public toilets, adequate waiting areas, improved flow of the queues</p>

Facility name	Province	Date: Baseline Monitoring	Date: Latest progress	2016/17 Brief Progress Narratives
				and a conducive working environment for the staff. Challenges/outstanding: None
Praktiseer SASSA *	LP	2014/11/25		Progress: The situation has not improved since the baseline including commitments made through CBM. Challenges/outstanding: Limited space in the waiting area, disruption of service when outreach activities are executed leaving the office not fully operational. Management of cleaners in shared service centres (SASSA & DSD).
Richards Bay SASSA	KZN	2015/08/17	2016/11/16	Progress: Improved queue management to be able to screen people with special needs for necessary attention. Challenges/outstanding: The office is located in the industrial area of Richards bay, out of reach from the public transport. Discussions are still in progress to acquire alternative office space that is within the public reach, including a provision for a service point within the local traditional leadership - a process that is dependant to DPW.
Rustenburg SASSA *	NW	2012/03/28	2016/05/06	Progress: The offices moved to new premises in January 2016 which are accessible to the public and located within the (Central Business District) CBD. Most of the challenges identified have been addressed with adequate office space, waiting area, improved access for people with special needs, cleanliness and safety. Challenges/outstanding: A backlog of applications for foster care grants with outstanding court orders affecting the socio-economic welfare of the beneficiaries.
Setlagole SASSA	NW	2013/05/27	2016/09/27	Progress: Improvements which include nametags, management of queues and provision for internal signage of nametags for staff, were noted. Outstanding/challenges: The facility is still operating from the park homes while waiting for

Facility name	Province	Date: Baseline Monitoring	Date: Latest progress	2016/17 Brief Progress Narratives
				Public Works to secure new premises. All items that required maintenance are still outstanding, impeded by the moratorium on infrastructure from the National office, which have an adverse impact on the overall delivery of services.
Soshanguve SASSA	GP	2011/08/17	2016/08/09	<p>Progress: The facility has acquired additional space in the waiting area in the same complex, but across the passage from where the previous office used to be. The old office space is used as a waiting area and back office.</p> <p>Challenges/outstanding: Most recommended areas of improvements have been addressed. There are future plans to open another office in Soshanguve South to address influx to this office.</p>
Tembisa SASSA *	GP	2012/06/21	2016/09/08	<p>Progress: Renovations have been completed in the new office. It is anticipated that relocation to a much bigger venue will adequately accommodate the large number of clients the facility serves including the waiting areas.</p> <p>Challenges/outstanding: Finalisation of the network infrastructure that has affected the initial projected time for occupation.</p>
Tlhokomelo SASSA *	NC	2011/11/09	2016/11/28	<p>Progress: Recommended areas of improvement that were identified at baseline have been addressed and full service provided as confirmed by beneficiaries. Cases of foster care grants are prioritised through a dedicated project manager in order to manage any backlogs that may arise.</p> <p>Challenges/outstanding: The non-functionality of telephones and security issues were two areas that required further improvements.</p>

Facility name	Province	Date: Baseline Monitoring	Date: Latest progress	2016/17 Brief Progress Narratives
uMzimkhulu SASSA	KZN	2014/06/14	2016/09/20	<p>Progress: Significant improvements since the baseline, which includes signage, safety, effective queue management system, issues of access and general provision of services. The existing four service points are presently being strengthened in terms of the capacity to provide full services.</p> <p>Challenges/outstanding: General level of cleanliness is compromised by the state of the public toilets which includes littering and general management of cleaners. Provision for external road signage is still outstanding.</p>
Vukuzakhe SASSA	MP	2015/03/14	2016/12/08	<p>Progress: Most recommended areas for improvement have been addressed which included provision for disability access, nametags, management of cleaners and complaints and compliments systems.</p> <p>Challenges/ outstanding: Issues of safety and security still requires further improvement.</p>
Phola SASSA	MP	2011/08/30	2016/11/03	<p>Progress: Improvements to operations management have been implemented which includes the extension of services through an additional satellite office in KaMajika.</p> <p>Challenges/outstanding: Implementation of some of the FSDM recommendations remains outstanding since base line in 2011, which includes provision for disability access, inadequate office space and waiting area. Complaints management system still not in place which attributes to poor management practices.</p>
Matsamo SASSA	MP	2011/08/30	2016/11/04	<p>Progress: Most of the recommended areas for improvement have been addressed in line with SASSA office standardisation model since the baseline in 2011 which included facility and operations management.</p>

Facility name	Province	Date: Baseline Monitoring	Date: Latest progress	2016/17 Brief Progress Narratives
				Challenges/ outstanding: The current building which is provided by the Traditional authority seems to be the only available and accessible facility to offer services. Space constraints for staff and waiting areas remains the challenge.

* Facilities that formed part of the Executive monitoring

Annexure 2: Baseline Monitoring Facility Heat Map Per Sector

Facility Name	Province	Location & Accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & Closing Times/ Service Availability & Efficiency			Complaints & compliments system			Facility average
		User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	
DLTC																										
Harrismith Testing Centre	FS	3.67	3.00	3.22	3.11	2.17	2.67	3.00	1.89	1.83	3.07	2.17	2.83	3.06	1.33	2.12	3.00	2.30	2.08	2.83	2.43	3.00	2.50	1.72	1.67	2.53
Trompsburg DLTC	FS	3.33	3.00	2.08	2.89	2.50	2.67	2.58	2.22	1.61	2.73	2.50	2.73	2.60	2.17	1.76	3.00	2.52	1.91	1.72	2.36	2.67	1.17	1.89	1.50	2.34
Careltonville DLTC	GP	3.00	2.96	3.00	2.56	2.92	2.54	2.25	2.33	2.00	3.27	2.25	2.43	2.72	2.50	2.56	3.00	2.65	2.42	2.89	2.90	3.00	2.50	2.89	2.50	2.67
Pinetown DLTC	KZN	3.67	1.95	1.72	2.39	2.08	2.28	2.25	1.94	1.83	2.67	2.23	2.79	2.78	2.50	2.44	2.67	1.95	1.75	2.56	2.17	3.00	2.38	1.14	1.50	2.28
Giyani DLTC	LP	3.83	2.72	2.71	2.92	2.30	2.49	2.42	2.47	2.08	3.08	2.30	2.45	3.14	2.80	2.51	3.00	2.47	2.25	2.56	2.76	2.67	1.67	2.67	1.75	2.58
Diapleseng DLTC	MP	1.50	2.29	2.25	1.25	1.75	1.65	1.50	1.00	1.29	2.10	2.21	2.03	2.50	1.83	2.09	3.00	1.94	1.31	1.50	2.50	2.00	1.13	1.72	1.38	1.82
Malmesbury DLTC	WC	4.00	2.89	2.50	2.72	2.19	1.65	2.33	1.75	1.38	2.73	2.31	2.38	2.89	2.50	2.46	2.67	2.69	1.50	3.00	2.45	2.25	2.47	2.88	2.50	2.46

Facility Name	Province	Location & Accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & Closing Times/ Service Availability & Efficiency			Complaints & compliments system			Facility average
		User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	
EDUCATION																										
Mbekweni High School	EC	3.33	2.22	1.63	2.28	1.33	1.69		2.00	1.50	2.83	1.00	2.33	1.94	1.75	1.19	2.00	1.30	1.25	2.83	1.71	3.00	2.17	1.00	1.00	1.88
Silindini Primary School	EC	3.00	2.38	1.25	1.67	1.50	1.25	2.50	1.67	1.22	2.49	1.00	2.44	2.17	1.00	1.39	2.67	1.39	1.00	3.00	1.88	3.00	2.58	1.17	1.00	1.86
Khotso Primary School	FS	3.67	2.42	2.42	2.72	1.44	1.50	3.00	2.00	2.33	2.83	2.00	2.50	3.00	1.94	2.03	3.33	2.17	1.17	2.50	2.67	3.00	2.67	1.17	1.00	2.31
Ntsu Secondary School	FS	3.67	2.82	3.00	2.83	1.67	1.50	3.00	4.00	3.50	2.71	1.83	2.42	3.22	2.42	2.63	3.00	2.48	1.50	3.00	2.00	3.00	2.83	1.28	1.00	2.55
Reiger Park Primary School	GP	3.00	2.67	2.65	2.50	1.81	2.03	1.67	2.50	2.75	2.21	2.09	2.35	2.94	2.56	2.23	2.67	2.65	1.94	2.67	2.38	2.25	2.17	1.79	1.25	2.32
AB Phokompe Secondary School	GP	3.00	2.29	2.04	1.67	3.25	1.88	3.00	1.67	2.50	3.00	2.50	2.75	3.33	2.75	2.24	4.00	3.11	2.00	4.00	3.09	4.00	2.38	2.42	1.25	2.67
Alpha Primary School	GP	3.00	2.80	2.53	2.72	3.67	2.84	3.33	3.89	2.89	2.64	3.40	2.67	3.61	3.43	2.67	3.00	3.61	2.78	3.00	3.22	2.73	3.00	3.50	1.00	3.00
Thamela Primary school	KZN		2.18	1.63		1.10	1.06		2.47	2.04		1.90	2.25		1.65	1.94		1.97	1.25		2.01	2.50		1.50	1.00	1.78
Giyani High School	LP	4.00	2.21	1.85	3.37	2.00	2.16	3.00	1.90	2.27	3.18	1.43	2.16	2.42	2.15	1.81	3.20	2.21	1.50	2.50	2.13	2.80	3.25	1.27	1.20	2.33

Facility Name	Province	Location & Accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & Closing Times/ Service Availability & Efficiency			Complaints & compliments system			Facility average
		User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	
EDUCATION																										
Hlomani High School	MP	4.00	2.47	1.75	2.11	1.50	1.39	2.67	2.33	1.78	2.88	2.04	2.13	1.94	1.50	1.46	3.00	2.09	1.25	1.67	2.50	2.33	1.58	1.00	1.17	2.02
Rhandzekile Primary School	MP	3.67	2.68	2.08	2.61	2.08	1.76	2.67	2.78	2.11	2.71	2.21	2.27	2.89	2.00	2.05	3.33	2.07	1.33	2.33	2.50	2.67	1.42	1.06	1.00	2.26
Learamele Special School	NC	3.00	2.59	2.17	2.28	2.08	1.92	3.33	3.00	2.50	2.71	1.72	2.61	2.89	2.67	2.43	2.67	2.24	1.75	3.00	2.46	2.93	3.25	1.11	1.00	2.43
Rietfontein Combined School	NC	4.00	2.29	2.17	1.83	1.17	1.29	3.00	1.67	2.50	3.00	1.00	2.33	2.56	2.42	1.74	3.00	2.35	1.25	3.00	2.25	2.80	2.17	1.28	1.00	2.17
Gaborone Secondary School	NW	4.00	2.30	1.75	1.50	1.38	1.28	2.75	2.00	2.00	2.19	1.00	2.20	1.58	1.63	1.49	2.00	1.81	1.10	2.75	2.31	2.44	1.75	1.29	1.00	1.90
Iteko Special School	NW	3.50	2.48	2.25	2.50	2.31	2.00	3.00	2.50	2.50	2.97	1.98	2.20	2.54	2.13	1.76	3.00	2.25	2.00	3.00	2.31	3.00	3.19	1.83	1.00	2.49
Mperebere Primary School	NW	3.25	2.54	2.06	1.79	1.38	1.13	2.38	2.25	1.50	2.31	1.56	2.15	2.13	1.56	1.65	1.50	1.86	1.75	2.88	2.27	1.93	2.31	1.21	1.00	1.97
Ilingelethu Secondary School	WC	4.00	2.69	2.14	3.00	1.67	1.42	3.00	2.56	2.61	2.92	2.17	2.30	3.17	2.92	2.44	2.67	2.50	2.25	2.83	2.50	3.00	2.67	1.56	1.00	2.50
Wesbank Secondary School	WC	4.00	2.33	2.11	2.78	2.25	1.67	3.33	2.67	2.44	3.08	2.50	2.50	3.06	2.83	2.44	3.00	2.63	2.67	3.00	2.26	3.00	3.08	1.50	1.00	2.59

Facility Name	Province	Location & Accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & Closing Times/ Service Availability & Efficiency			Complaints & compliments system			Facility average
		User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	
HEALTH																										
Gqebera CHC	EC	3.67	2.42	2.50	2.28	1.44	2.08	1.92	2.44	2.56	2.54	2.00	2.88	2.22	1.83	2.46	2.67	2.26	2.50	1.83	2.37	2.17	1.67	2.50	3.00	2.34
Grey Hospital	EC	3.33	2.61	2.83	2.56	2.17	2.56	2.67	1.89	2.17	2.58	2.56	2.56	2.72	2.33	2.31	2.67	2.26	2.25	2.41	2.40	2.50	2.08	2.78	1.50	2.45
Madw aleni Hospital	EC	3.00	2.00	2.00	1.94	2.13	1.94	1.92	2.08	2.00	2.92	2.25	2.17	2.22	1.78	2.17	3.00	2.13	2.07	2.96	3.00	2.45	1.92	1.75	1.94	2.24
Botshabelo District Hospital	FS	4.00	3.00	2.33	2.11	2.17	2.67	3.08	2.67	2.58	3.17	2.89	2.50	2.83	3.00	3.01	4.00	2.48	2.38	3.00	2.83	3.00	2.00	2.06	1.50	2.72
Senorita Nhlabathi District Hospital	FS	3.25	3.38	3.50	2.63	3.00	2.84	2.94	3.08	2.75	2.94	2.67	2.78	3.29	2.88	3.01	3.50	2.92	2.94	3.00	3.25	3.13	3.06	2.88	2.63	3.01
Parys District Hospital	FS	4.00	3.00	2.33	2.94	2.22	2.67	2.58	2.89	2.94	2.83	2.22	2.42	2.89	2.67	2.68	3.00	2.96	2.92	2.67	2.60	3.00	2.50	2.89	3.00	2.78
Leratong Hospital*	GP	3.67	1.92	2.67	2.78	2.00	2.46	2.33	2.00	2.45	2.92	2.25	2.57	2.83	2.44	2.68	3.00	2.50	2.25	2.67	2.50	2.50	2.08	1.78	1.33	2.44
Reiger Park Clinic	GP	4.00	3.00	2.78	3.05	2.39	2.58	1.86	3.00	2.57	2.46	2.92	2.40	3.00	2.67	2.65	3.00	2.70	2.42	2.52	3.08	3.17	2.39	2.83	3.00	2.77
Soshanguve Clinic	GP	4.00	2.59	2.56	3.00	2.61	2.46	2.08	2.78	2.39	2.83	3.06	2.79	3.00	2.67	2.46	3.33	3.30	2.75	2.26	2.95	2.83	2.00	3.56	2.83	2.80
Thembelihle Clinic	GP	3.00	2.63	2.29	2.63	2.72	2.41	2.38	2.44	2.50	3.19	2.89	2.80	2.58	2.33	2.23	2.75	2.87	2.56	2.33	2.78	2.75	2.19	2.89	2.50	2.61
Zola Community Health Centre	GP	4.00	3.17	2.84	1.34	1.95	1.88	2.88	2.53	2.58	2.88	2.46	2.60	2.50	2.83	2.02	2.00	2.33	2.50	2.11	2.43	2.00	2.38	3.00	2.75	2.50
Isithebe Clinic*	KZN	3.50	2.96	2.75	3.17	2.83	2.63	3.00	3.11	3.33	3.00	3.11	3.00	3.50	2.83	2.88	3.50	2.93	3.00	3.00	2.70	3.00	3.13	2.72	3.00	3.02
Prince Mshiyeni memorial hospital	KZN	3.00	2.30	1.89	2.61	2.20	2.63	2.33	2.33	2.89	2.71	2.27	2.67	2.78	2.20	2.49	3.33	2.16	2.50	2.78	2.33	2.50	1.88	2.23	1.67	2.44



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		User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	
HEALTH																										
Giyani Health Centre	LP	3.80	2.50	2.25	2.69	2.75	2.04	2.71	2.83	1.92	3.15	2.83	2.65	2.56	1.25	2.04	3.17	2.44	2.21	2.52	3.00	2.08	2.08	2.92	2.25	2.53
Matlala Hospital*	LP	2.67	2.08	2.00	2.28	2.08	2.00	1.67	2.22	2.33	2.71	1.89	2.50	2.50	1.50	2.18	2.33	2.30	2.00	2.17	2.73	2.25	2.47	2.72	2.25	2.24
Vaalwater Clinic*	LP	3.00	2.50	2.50	2.06	2.00	1.91	1.88	2.08	2.03	2.77	2.25	2.43	2.71	2.25	2.31	3.00	2.28	2.00	2.35	2.54	2.80	2.42	2.50	2.40	2.37
Bohlabela Primary Health Care	MP	2.67	2.54	2.17	1.39	1.83	1.38	1.25	2.22	2.06	2.00	2.17	2.04	2.22	1.50	2.00	2.00	1.96	1.83	1.81	2.50	2.00	1.75	2.67	2.00	2.00
Lillydale Clinic	MP	2.50	3.48	1.63	1.63	2.27	1.56	1.88	1.87	1.50	2.88	2.37	2.22	2.46	2.60	2.05	2.75	2.64	1.81	2.44	3.23	2.13	1.50	3.03	1.75	2.26
Laxey Clinic	NC	3.67	2.35	2.00	2.56	2.06	2.17	2.17	2.22	2.28	3.08	1.81	2.25	2.25	2.33	1.81	2.33	2.00	2.00	2.78	2.07	1.00	2.83	2.56	3.00	2.31
Norvalspont Clinic	NC	4.00	2.75	3.00	2.67	2.00	2.54	2.58	2.78	2.94	2.71	2.39	2.38	2.94	2.67	2.58	3.00	2.70	2.33	2.96	2.72	3.00	2.75	3.00	3.00	2.77
Rietfontein Community Health Centre	NC	4.00	2.75	2.67	2.89	2.44	2.58	2.67	3.00	2.94	2.83	2.56	3.00	3.08	3.00	2.64	3.33	3.00	2.58	2.81	2.65	2.67	2.83	2.78	2.83	2.86
Tlhabane Community Health Centre*	NW	4.00	2.13	3.00	2.72	1.92	2.75	2.83	2.00	2.39	3.42	2.33	2.58	3.06	2.75	2.53	3.00	2.56	2.75	2.78	3.00	2.83	2.83	2.25	2.67	2.71
Tlhabologang Clinic	NW	3.50	2.69	2.25	2.79	1.83	2.13	2.50	2.42	1.83	2.94	2.46	2.69	2.88	2.00	2.45	3.00	2.58	2.50	2.69	2.31	3.00	2.69	2.25	2.13	2.52
Kgakala Community Health Centre	NW	3.67	2.50	1.88	1.78	2.17	2.07	2.08	2.22	2.04	2.96	2.17	2.47	2.50	2.50	2.16	3.00	2.59	2.50	2.85	2.45	3.00	3.42	2.17	2.50	2.48
Malmesbury Community Day Centre	WC	2.67	3.11	3.11	2.39	3.22	2.92	2.08	2.67	2.11	3.08	3.00	2.58	3.06	2.83	2.71	2.33	3.26	2.42	2.26	2.91	3.00	1.25	3.00	2.33	2.68
Vredenburg Hospital	WC	3.00	2.86	2.89	2.58	2.67	2.83	2.33	2.44	1.44	3.25	3.00	3.17	3.00	3.17	3.08	3.00	2.22	2.50	2.78	2.87	2.17	2.50	2.89	3.50	2.76



Facility Name	Province	Location & Accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & Closing Times/ Service Availability & Efficiency			Complaints & compliments system			Facility average
		User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	
HOME AFFAIRS																										
Parys Home Affairs	FS	4.00	3.00	1.00	2.00	1.58	3.00	1.67	1.67	1.08	3.13	2.31	2.40	2.33	2.25	1.60	3.00	2.56	1.13	2.67	2.58	3.00	1.75	1.33	1.00	2.17
Marabastad Home Affairs	GP	2.25	2.54	1.08	2.42	2.33	1.79	2.13	1.83	2.17	2.36	2.38	1.70	2.54	2.38	2.29	2.75	2.38	2.44	2.58	2.50	2.75	1.50	1.11	1.00	2.13
Orlando West Home Affairs	GP	3.5	2.8	2.5	1.9	2.9	2.6	2.5	2.7	2.4	2.9	3.1	2.6	3.2	3.3	2.4	3.0	3.2	2.4	3.0	3.2	3.0	2.0	2.3	2.0	2.72
Ethekwini Home Affairs	KZN	4.00	2.17	2.17	3.06	1.75	1.88	2.50	2.08	1.83	3.47	2.34	2.17	1.67	1.75	2.00	3.00	1.92	1.25	3.06	2.55	2.50	1.58	1.46	1.50	2.23
Prospecton Home Affairs*	KZN	3.50	2.08	2.33	1.75	1.44	1.57	1.75	2.00	1.50	2.61	2.29	2.43	1.67	1.67	1.42	2.25	2.07	1.58	2.42	2.50	2.33	1.44	1.67	1.83	2.00
Sundumbili Home Affairs*	KZN	4.00	2.46	2.00	1.50	1.61	1.48	2.13	1.89	1.83	2.80	2.50	1.90	1.38	2.33	1.76	3.00	2.04	1.25	1.33	2.11	2.50	1.25	1.11	1.00	1.97
Giyani Home Affairs	LP	3.33	2.70	2.22	2.81	2.92	2.35	2.29	2.58	1.47	2.88	3.42	2.42	2.83	2.75	1.81	2.83	2.26	1.33	2.81	2.52	2.92	1.96	2.78	2.00	2.51
Standerton Home Affairs	MP	3.00	2.56	2.63	2.58	2.13	2.67	2.50	1.33	1.71	3.13	2.81	2.25	3.00	2.63	2.50	3.00	1.76	2.13	2.88	2.33	3.13	2.88	2.83	2.00	2.52
Colesburg Home Affairs	NC	4.00	2.13	2.17	2.00	2.39	2.08	1.92	1.33	1.72	2.79	3.00	2.47	2.28	1.50	2.15	2.00	2.43	1.42	1.94	3.32	3.00	2.08	3.17	2.67	2.33
Malmesbury Home Affairs	WC	2.67	3.17	1.83	2.72	3.17	2.46	2.33	2.33	1.83	2.90	3.25	2.53	3.00	2.50	1.91	3.00	3.09	1.42	2.00	2.94	3.00	2.17	3.17	1.00	2.52

Facility Name	Province	Location & Accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & Closing Times/ Service Availability & Efficiency			Complaints & compliments system			Facility average
		User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	
JUSTICE																										
Cathcart Magistrate Court	EC	2.33	2.50	2.50	2.83	2.50	2.58	2.42	2.00	1.89	2.71	2.33	2.67	2.61	2.83	2.71	2.67	2.46	2.42	2.67	2.43	3.00	2.42	2.00	1.50	2.46
Thaba 'Nchu Magistrate Court	FS	2.33	3.00	3.00	1.72	2.00	2.67	2.25	1.83	1.33	2.38	2.50	2.42	2.58	1.75	1.91	3.33	3.10	3.50	2.33	2.60	3.00	1.08	2.00	2.50	2.38
Virginia Magistrate Court	FS	4.00	2.95	3.17	2.92	2.69	2.66	2.13	1.50	1.38	2.69	2.58	2.72	3.15	2.25	2.54	3.50	2.82	2.63	2.71	2.85	2.88	2.08	2.38	2.00	2.63
Lenasia Magistrate Court	GP	4.00	2.67	2.67	1.83	2.00	1.63	1.50	1.50	2.25	2.94	2.69	2.81	3.33	2.50	1.82	3.50	2.89	2.38	2.50	2.55	2.00	2.25	2.67	1.00	2.41
Durban Magistrate Court	KZN	3.67	2.45	3.56	3.28	2.95	2.92	2.58	1.87	2.11	3.17	2.73	2.96	2.78	2.90	2.79	3.00	2.78	3.00	3.17	2.80	3.17	1.58	2.40	2.00	2.78
Galeshewe Magistrates Court*	NC	4.00	2.85	3.00	2.92	3.00	3.16	2.50	1.58	1.75	2.47	2.38	2.44	2.79	2.75	2.64	3.50	2.42	2.00	2.42	2.73	2.13	2.13	2.13	1.50	2.55
Malmesbury Magistrate Court	WC	3.67	2.54	2.50	2.83	2.67	1.96	2.33	2.00	1.17	3.00	2.89	2.92	2.83	2.17	1.82	3.33	2.35	1.75	2.50	2.75	2.17	2.33	2.39	1.33	2.43

Facility Name	Province	Location & Accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & Closing Times/ Service Availability & Efficiency			Complaints & compliments system			Facility average
		User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	
MCCC																										
Letsemeng MCCC	FS	4.00	2.33	3.00	1.72	1.00	1.13	2.50	1.78	1.50	2.54	1.50	2.20	1.67	1.83	1.67	1.00	2.02	1.63	1.89	2.52	2.00	1.42	1.17	1.00	1.88
Setsoto Local MCCC	FS	4.00	3.08	2.67	2.72	2.33	2.00	2.50	1.56	2.25	2.92	2.08	2.20	2.83	2.67	2.18	3.00	2.89	2.50	2.50	2.74	2.00	1.67	1.67	1.50	2.44
Diepsloot MCCC	GP	3.00	3.00	3.25	1.83	1.00	1.06	1.50	1.67	1.25	1.94	2.06	2.20	3.50	2.75	2.61	4.00	1.56	1.75	2.67	2.60	2.00	1.13	1.75	1.00	2.13
Greater Giyani MCCC	LP	4.00	2.77	1.67	3.03	2.50	1.55	2.30	1.42	1.58	2.95	2.41	2.20	2.27	2.25	2.02	3.00	2.32	1.55	2.20	2.69	2.00	2.15	1.75	1.20	2.24
Dipaleseng MCCC	MP	1.50	2.22	2.25	1.25	1.58	1.68	1.50	1.11	1.50	2.30	1.92	2.05	2.00	1.83	2.02	3.00	1.69	1.31	1.50	2.13	2.00	1.13	1.22	1.38	1.75
Norvaspont MCCC	NC	4.00	2.29	1.50	2.83	1.00	1.00	3.00	1.44	1.44	2.75	1.33	1.93	2.50	1.67	1.97	1.00	1.54	1.00	1.50	2.20	1.00	2.00	1.00	1.00	1.79
Daw id Kruiper MCCC	NC	3.00	2.08	2.00	1.78	1.92	2.00	1.83	1.33	1.33	2.50	1.33	2.20	2.44	2.17	2.44	3.00	1.96	1.75	1.78	2.17	1.00	2.08	1.67	1.50	1.97
Joe Morolong MCCC	NC	3.67	2.42	1.50	2.00	1.33	1.75	2.08	1.44	1.22	1.88	1.92	2.00	2.44	2.67	2.44	2.33	2.50	2.33	1.69	2.25	1.50	1.67	1.22	1.33	1.98
Maquassi Hills MCCC	NW	3.25	2.50	1.63	3.25	1.69	1.56	2.75	1.08	1.00	3.16	1.50	1.90	3.04	1.88	2.14	3.00	1.99	1.31	2.63	2.19	1.00	2.00	1.08	1.00	2.02
Sw artland MCCC	WC	4.00	3.44	3.00	2.25	2.17	2.13	2.38	1.56	1.67	2.81	2.46	2.35	2.75	2.00	2.04	3.00	3.07	3.13	2.75	3.17	3.25	2.00	1.28	1.75	2.52

Facility Name	Province	Location & Accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & Closing Times/ Service Availability & Efficiency			Complaints & compliments system			Facility average
		User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	
SAPS																										
Cala Police Station	EC	2.67	2.42	2.00	2.22	1.33	1.42	3.00	2.00	2.08	2.75	2.38	2.53	2.78	2.00	2.11	2.67	1.72	1.17	3.00	2.40	3.00	1.83	1.44	1.17	2.17
Kopanong Police Station	FS	3.00	2.94	2.33	2.56	2.75	2.00	1.67	1.50	1.67	2.56	2.08	2.27	2.00	2.00	2.00	2.44	2.00	1.33	1.50	2.23	2.33	1.50	1.72	1.33	2.07
Parkweg Police Station	FS	3.67	3.00	3.00	3.50	2.67	2.33	2.67	2.33	2.33	2.96	2.50	2.83	2.83	2.17	2.28	3.00	2.33	2.00	2.67	2.83	3.00	2.08	2.83	2.33	2.67
Thabong Police Station	FS	4.00	3.19	2.58	3.38	2.88	2.81	3.25	2.38	2.75	3.25	2.88	2.70	2.71	2.50	2.38	3.00	2.75	2.00	3.00	2.85	3.00	2.81	1.83	1.50	2.76
Ventersburg Police Station	FS	4.00	2.92	3.00	2.22	2.00	2.00	3.17	2.33	1.75	3.11	2.67	2.50	3.00	2.33	2.25	4.00	1.61	1.50	3.00	2.00	3.00	2.17	1.94	2.00	2.52
Meyerton Police Station	GP	3.67	2.88	2.22	2.50	2.83	2.13	3.17	1.67	2.42	3.27	2.47	2.34	2.28	2.33	1.56	3.33	3.00	1.33	3.33	2.00	3.00	2.28	2.00	1.00	2.46
Cosmo City Police Station	GP	4.00	2.13	2.33	2.25	1.50	1.31	3.25	1.00	1.00	3.25	2.50	2.50	2.33	1.50	2.08	2.00	1.25	1.00	3.00	2.04	3.00	1.67	1.42	1.00	2.05
Kw aMashu Police Station	KZN	4.00	2.93	2.78	2.92	2.13	1.79	3.25	1.67	2.67	3.63	2.25	2.47	3.25	2.33	2.57	3.50	2.42	1.67	2.50	2.47	3.00	1.67	1.88	2.00	2.57
Giyani Police Station	LP	3.00	2.38	3.00	2.83	2.75	2.40	3.33	1.67	1.92	3.08	2.79	2.62	2.36	2.67	2.04	3.00	2.64	1.50	3.00	2.47	2.67	1.85	3.14	1.58	2.53
Vaalwater Police Station*	LP	3.00	2.79	2.00	2.78	2.17	1.88	2.50	3.00	2.00	3.00	2.67	2.54	2.61	2.50	2.30	3.00	2.30	1.33	3.00	3.00	3.00	2.53	1.50	1.67	2.46
Ximhungwe Police Station	MP	3.00	1.50	1.63	1.33	1.00	1.00	2.00	1.06	1.50	2.44	1.86	1.75	2.33	1.85	1.50	2.00	1.13	1.50	2.00	1.25	2.50	1.25	1.00	1.00	1.64
Coligny Police Station	NW	3.00	2.09	1.75	2.38	1.81	1.69	2.63	1.25	1.56	2.75	2.04	2.53	2.50	2.50	1.83	2.25	1.83	1.13	2.50	2.26	2.00	2.38	1.54	1.50	2.07
Malmesbury Police Station	WC	2.33	2.58	2.67	2.44	2.83	2.25	2.33	1.50	1.17	2.57	2.53	2.93	2.33	2.50	2.31	3.67	2.83	2.33	3.00	2.63	2.33	2.33	2.11	1.67	2.42



Facility Name	Province	Location & Accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & Closing Times/ Service Availability & Efficiency			Complaints & compliments system			Facility average
		User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	
SASSA																										
Kirkw ood SASSA	EC	2.33	2.42	2.67	2.44	2.17	2.38	2.25	2.22	2.22	2.57	1.94	2.50	3.00	2.50	2.81	3.00	2.52	1.67	2.00	2.37	2.50	2.42	2.61	2.50	2.42
Sasolburg SASSA	FS	2.67	3.00	2.17	1.89	2.00	3.00	2.33	2.33	2.17	2.04	1.78	2.20	2.67	1.83	2.07	2.67	1.96	1.38	2.67	2.90	2.25	1.33	2.06	2.50	2.24
Meyerton SASSA	GP	3.67	2.21	3.17	2.61	1.67	2.29	2.75	1.33	1.89	3.04	2.44	2.42	2.94	2.83	2.55	3.00	2.04	1.58	3.00	2.53	3.33	2.25	2.83	1.83	2.51
Mandeni SASSA*	KZN	3.00	2.42	1.50	1.94	1.75	1.56	1.75	2.22	1.58	2.58	2.33	2.38	1.94	2.33	1.65	3.00	2.41	1.38	2.78	2.78	2.25	1.67	1.61	1.00	2.08
Durban SASSA	KZN	2.33	2.14	1.00	3.17	1.25	1.17	2.92	2.22	1.89	3.33	1.78	2.54	3.06	2.00	2.12	2.67	2.13	2.00	2.67	2.67	2.83	2.92	2.83	1.00	2.28
Giyani SASSA	LP	3.00	2.81	2.00	2.61	2.46	1.96	2.46	1.89	1.86	3.00	3.03	2.63	3.00	2.75	2.41	3.17	2.38	1.79	2.22	3.13	2.83	2.21	2.97	1.67	2.51
Ximhungw e SASSA	MP	3.00	1.75	1.13	2.08	1.00	1.00	1.50	2.33	1.13	2.38	1.67	2.19	1.67	1.00	1.59	1.00	1.00	1.00	1.58	2.50	1.38	1.00	1.00	1.00	1.54
Colesburg SASSA	NC	2.67	2.63	2.33	2.28	1.63	1.92	2.42	2.00	1.67	2.67	2.00	2.58	2.78	2.00	2.16	2.67	1.83	1.67	3.00	2.88	3.00	2.08	1.58	1.00	2.23
Mogw ase SASSA	NW	2.75	2.81	2.75	2.13	1.69	2.00	1.56	1.33	1.08	2.53	1.75	2.25	2.92	2.75	2.58	2.25	2.06	1.75	2.31	2.57	3.00	1.81	1.79	1.50	2.19
Vredenburg SASSA	WC	4.00	3.03	1.89	2.50	2.17	2.88	2.08	2.56	1.94	2.69	2.44	2.67	2.92	3.00	3.19	3.00	2.59	2.25	1.92	3.11	2.67	1.92	2.17	2.00	2.57

Facility Name	Province	Location & Accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & Closing Times/ Service Availability & Efficiency			Complaints & compliments system			Facility average
		User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	
YOUTH																										
East London NYDA	EC	3.67	2.29	2.67	2.39	1.50	1.67	2.33	2.56	3.00	2.93	2.08	2.47	3.11	1.83	2.55	3.00	1.80	1.83	3.00	2.63	3.00	2.00	1.06	1.00	2.35
Port Elizabeth NYDA	EC	3.00	2.71	2.83	2.93	2.13	1.67	2.90	2.06	1.81	3.15	2.33	2.57	3.40	2.83	2.83	3.40	2.43	1.54	2.40	2.65	2.33	2.42	2.00	1.25	2.48
Bloemfontein NYDA	FS	3.00	2.71	2.83	2.93	2.13	1.67	2.90	2.06	1.81	3.15	2.33	2.57	3.40	2.83	2.83	3.40	2.43	1.54	2.40	2.65	2.33	2.42	2.00	1.25	2.48
Johannesburg NYDA	GP	4.00	3.07	1.67	2.72	2.67	1.56	2.50	1.89	1.83	3.04	2.17	2.70	3.22	3.00	2.88	3.00	3.07	3.25	1.50	3.05	2.00	2.33	3.61	1.25	2.58
Tembisa NYDA	GP	4.00	2.46	2.11	2.08	1.25	1.17	2.01	2.00	2.11	3.31	1.88	2.40	3.00	2.25	2.43	3.00	1.69	1.50	1.83	3.05	2.17	2.00	1.67	1.00	2.18
Westrand Youth Development Centre	GP		3.58	2.25		1.42	1.38		2.11	2.00		2.46	2.00		2.83	2.61		2.69	2.13		2.86	2.00		1.92	1.00	2.20
Durban NYDA*	KZN		2.33	2.75		2.75	1.75		1.78	1.54		2.50	2.65		3.00	2.50		2.44	2.38		2.47	3.00		3.03	1.50	2.40
Lenyenye Youth Centre	LP	3.60	2.38	1.73	2.67	1.58	1.58	2.65	1.67	1.48	2.88	1.72	2.24	2.90	1.67	1.89	2.60	1.61	1.00	2.10	2.25	1.90	2.28	1.06	1.00	2.02
Polokwane NYDA	LP	3.17	2.94	2.88	2.89	1.96	1.94	3.42	2.21	1.96	3.37	2.44	2.50	3.33	2.50	2.34	3.67	2.68	2.00	3.25	2.82	3.00	3.11	2.25	1.75	2.68
Nelspruit NYDA	MP		2.42	2.00		2.56	2.00		2.44	2.22		2.25	2.27		3.00	2.62		2.31	1.50		2.80	2.83		2.00	1.67	2.31
Rustenburg NYDA*	NW	3.60	2.05	2.70	2.50	2.25	1.70	1.45	2.00	1.90	2.98	2.63	2.52	3.20	2.20	2.58	3.00	2.36	1.75	2.97	2.88	3.00	2.70	1.53	1.50	2.45
Kimberley NYDA	NC	3.50	3.09	2.75	2.79	2.38	1.88	2.75	2.50	2.00	3.15	2.38	2.50	3.33	3.00	3.14	3.75	3.19	2.00	2.85	2.84	2.50	2.56	2.13	1.50	2.69

* Facilities that formed part of the Executive monitoring

Annexure 3: Executive Monitoring Oversight Visits

Facility	Province	Date of visit	Findings
Re-e-lwele Primary School	NW	2017/03/17	<ul style="list-style-type: none"> • Access to learners with disabilities is inadequate. • Limited space in the school forces the principal and admin clerk share an office. • Learners and teachers clean the school as there is no General Worker. • Some of the learner toilets are broken and leaking. • Safety is not up to standard (no access control or fire extinguishers).
Ngwanakwena Secondary School	LP	2016/08/31	<ul style="list-style-type: none"> • Infrastructure is poorly maintained. • Insufficient learner furniture (some learners sit on the floor). • Low matric pass-rate (50.8% in 2015). • Deputy Minister committed to remind both the Office of the Premier and the Member of the Executive Council (MEC) to prioritise the school for urgent renovation.

Annexure 4: Other Youth Development Facilities Brief Summaries.

Facility name	Date of visit	Brief on the findings
Lenyenye Youth Centre (LP)	02-11-2016	The Youth Centre falls under Greater Tzaneen Municipality- Lenyenye. It is funded by the Department of Health and supporting the local youth development through the following programmes and activities: job creation and grant funding, awareness of vocational training, community development, financial support to eligible youth owned enterprises. In addition to the above, the centre has nation building and social cohesion programmes that are in support of the National Youth Policy. Maintenance and renovation are an emerging challenge requiring attention in improving the general conditions of this centre. The services provided by this centre are in line with the NYP Pillars.
Matatshe Youth Correctional Centre (LP)	03-11-2016	This is a correctional facility within the village of Vondwe around Thohoyandou offering all prescribed programmes for rehabilitation to youth offenders whilst under correctional supervision. This includes, but not limited to health care services; new beginnings, anger management; spiritual care, substance abuse, formal education programmes and pre-release programme for offenders.
Durban Youth Correctional Centre (KZN)	17-08-2016	The facility is located outside Westville and certified as a Centre of Excellence and a Special Category to accommodate Children, Juveniles and Youth. It accommodates both sentenced and unsentenced offenders with permanent Social Development officials within the centre. The centre has a sponsored full time school within the premises and it is one of the best performing schools in terms of matric outputs.
Newlands Rehabilitation Centre (KZN)	17-08-2016	The facility is located in Durban town within the residential area offering various programmes of rehabilitation, supported by the Department of Social Development. It was also noted that the facility is not necessarily secluded from the community and this was raised as an impediment to effective implementation of the programmes to patients.

Facility name	Date of visit	Brief on the findings
Rustenburg Correctional Centre (NW)	06-01-2017	The facility is rendering correctional services which are aimed at ensuring that offenders are equipped with better skills and prospects, so they can contribute positively when they are reintegrated into the society. This is done through the provision of programs such as Skills Development (training on plumbing, textile, sewing, sports and recreation). Education and Training (formal education from grade 8-9, Adult Education Training – AET and FET from grade 10-12). Social Work programmes (anger management, new beginning programme, substance abuse, sexual offence, pre-release and gangsterism). The facility was also under renovation in for further improvement in the conditions of service provision.
Swartfontein Rehabilitation Centre (MP)	23-08-2016	This is a treatment centre under the Department of Social Development catering for youth and adults suffering from substance abuse, located in Mbombela Municipality - Hazyview. The facility has a staff complement of 40 members who provide institutional care, spiritual care and supervision after hours, with the support of Sessional Doctors and Social Workers who provides therapy to patients. A new facility has been constructed, which is user-friendly, meeting most of the frontline standard requirements for the rehabilitation centre including issues of safety, and awaiting occupation.
Ons Kinderhuis Youth Centre (FS)	06-05-2016	This is a child-care service centre that is driven by the NG Church taking children from 0 – 18 years and supported by the Department of Social Development situated in Bloemfontein with a total of 100 children currently under care. The facility has several challenges regarding the adequacy of support staff, funding for the maintenance and operations costs, equipment and the need for therapeutic services. The subsidy from DSD has not increased since 2012 to match the growing demands of the centre.
Kroonstad Bizzah Makhate Prison Groenpunt FS)	06-05-2016	This is a correctional centre located in Kroonstad offering among others youth rehabilitation programmes under education, health, skills development and economic activities. The challenge faced by this centre is the recidivism of offenders who cannot be integrated into the community and these offenders are mainly the youth.

Facility name	Date of visit	Brief on the findings
Khanyisa (Sizakuyenza) Youth Centre (WC)	09-02-2017	This is a community development centre serving youth, women and children in and around Philippi established in 2007. 75% of the facility's funding are from the European Union. The centre work to increase the prevention of HIV, reduce domestic violence, reduce substance abuse and other forms of abuse on children and women. The organisation also promotes and support women and youth groups in the poorest communities in the Cape Town Metropolitan area. Currently there are 300 patients on the substance abuse counselling programme. The centre hosts other organisations such as Inyanda Youth Network, Blue Sky Recycling, Mosaic, Ons Plek and Sizakuyenza which runs various programmes in youth development, including an aftercare centre which assists 22 learners from various surrounding primary schools with their homework. In addressing domestic violence, there are various stakeholders such as the Department of Social Development and SAPS who have collaborated with Khanyisa for awareness programmes.
Oudtshoorn and George Youth Café (WC)	24-05-2016	The Youth café is a one stop shop providing a range of services, opportunities and support to young people; safe, nurturing and creative environment that encourages youth innovation, creativity and entrepreneurship - a concept that relates to the National Youth Policy. The one stop shop is not only physical space, but also virtual space which extends services through outreach programmes. The concept is based on the Western Cape Youth Development Strategy aimed at strengthening families, improving education and training, increasing access to economic opportunities, giving youth a positive sense of belonging, and providing effective services and support to reconnect youth facing social exclusion with society.