



Presidential Frontline Service Delivery Unit

FSD Mini-Case Study¹

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Case Study Title: Unlocking service delivery improvement through monitoring: The case of SASSA Gauteng Province Improvement Programme.

Purpose: The purpose of this document is to share service delivery improvements about good leadership & management practices at the SASSA Gauteng. This case study will concentrate on five main strategic 'levers', which include:

- (i) leadership & empowerment;
- (ii) improvement and innovation;
- (iii) staff and stakeholder involvement;
- (iv) policy impact/norms and standards; and
- (v) operational systems.

Target Audience: Citizens, SASSA, Office of the Premier (OoP) and DPME.

Glossary:	FSDM	Frontline Service Delivery Monitoring
	DPME	Department of Performance Monitoring & Evaluation
	OoP	Office of the Premier
	SASSA	South African Social Security Agency
	GP	Gauteng Province
	OHS	Occupational Health & Safety

1 Basic Information

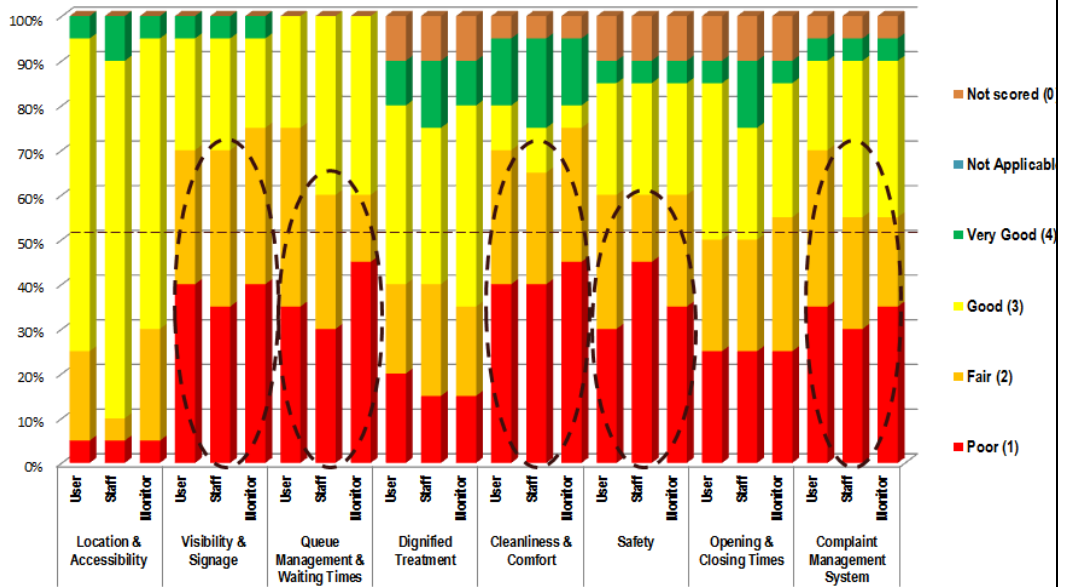
Name of the Project	Unlocking service delivery improvement through monitoring: The case of SASSA Gauteng Province Improvement Programme.
Province	Gauteng

¹ This template has been prepared to serve as a guide for the development of thumbnail case studies or story sketches from projects of the FSDM Programme. The purpose of these "mini-case studies" is to document, in a standardized and accessible format, cases that highlight key innovations and practices in development programmes/ projects which offer relevant lessons for FSD practice. These mini-case studies are meant to provide readers with an easy-to-grasp-and-understand snapshot of a project, or components of a project, focusing on key learning points that contribute to future practice. Where possible, the mini-case studies should provide references to more detailed reports on the projects covered and to relevant resources for interested readers.

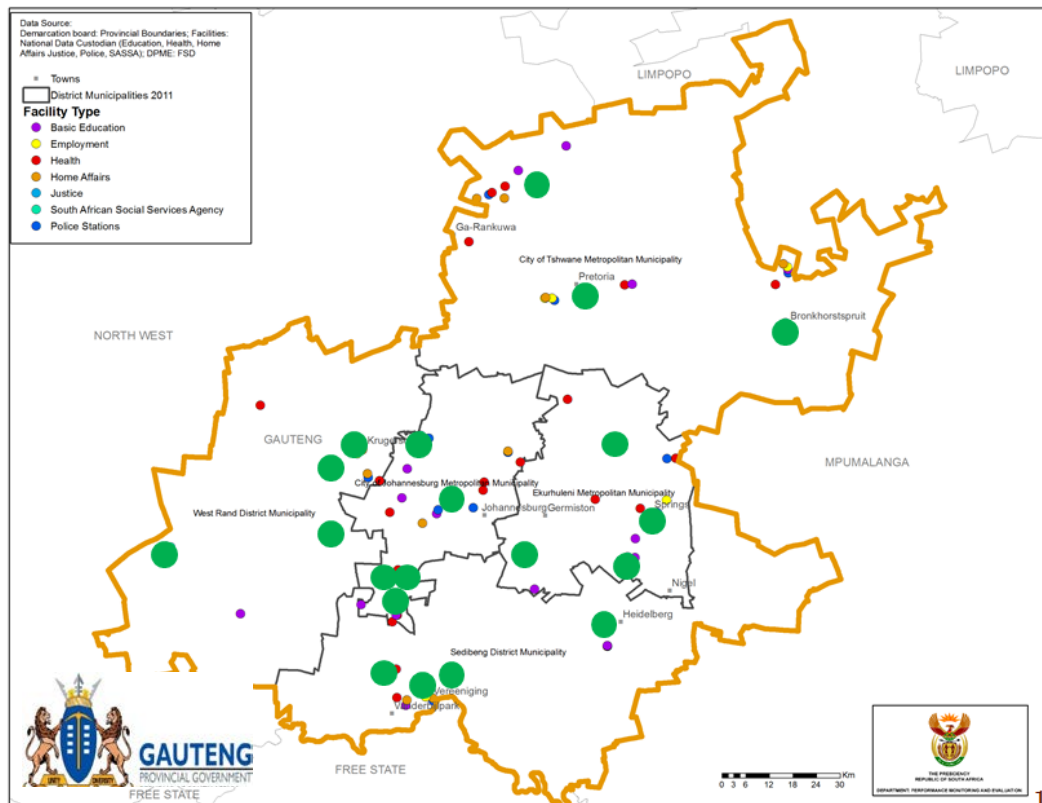
2 The Case Study Story

<p>Programme Summary:</p>	<p>The aim of frontline service delivery monitoring is to both affirm good performance and assist departments, municipalities and entities to improve service delivery points which are performing poorly. This is done by:</p> <ul style="list-style-type: none"> (i) Assessments of the state of FSD at the points of service delivery, through visits by officials from DPME and Offices of the Premiers, (ii) Verification of the progress with FSD at the points of service delivery, through visits by the Executive, (iii) Monitoring by citizens of the performance with frontline service delivery. Verify if government is meeting the expectations of the citizens, (iv) Assist DPME and Offices of the Premier to collect and analyse data on service delivery at local level and to identify where improvement initiatives should be targeted, (v) Enable DPME and Offices of the Premier and/or other relevant transversal or line function departments to facilitate or put in place interventions to address identified weaknesses, (vi) Identify good front line service delivery practice and develop learning networks, (vii) Outputs will be reports on quality of frontline service delivery (provided to management of relevant departments and municipalities and Cabinet and Executive Councils), (viii) Results should feed into initiatives to improve frontline service delivery monitoring process will also catalyse improvements in management of service delivery. 																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
<p>Background / Context</p>	<p>The Department of Performance Monitoring and Evaluation (DPME), in partnership with Offices of the Premier (OoP), commenced with the Presidential Frontline Service Delivery Monitoring (FSDM) Programme in June 2011 to conduct site-monitoring assessments of the quality of service delivery at targeted service delivery sites. With this monitoring initiative, the aims are to catalyse service delivery improvement at facility level and to provide the monitoring evidence as a basis for action by the responsible departments. And also intended to provide the responsible departments and Cabinet with an external view from the DPME and the OoP of the impact of the on-going service delivery improvement programme at facility level.</p>																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
<p>The Methodology</p>	<p>Officials from the Department of Performance Monitoring and Evaluation (DPME) in the Presidency and the Offices of the Premier have been carrying out unannounced visits to service delivery facilities providing services directly to the public. The following are the sectors in which service delivery facilities were visited in the province: Transport - Drivers Licence and Testing Centres (DLTCs), Health, Home Affairs, Justice, Municipal Customer Care Centres (MCCCs), South African Police Service (SAPS) and South African Social Security Agency (SASSA). From 2011 – 2013 about 20 unannounced FSD monitoring visits has been conducted in SASSA local offices in Gauteng Province. Findings report was produced and because of the findings report and SASSA’s improvements initiative, it was then agreed that a case study be written on the SASSA’s improvements initiative.</p> <p>Overview of FSD Monitoring Visits (SASSA Gauteng: 2011 – 2013)</p> <table border="1"> <thead> <tr> <th colspan="18">SCORES FOR NORMS & STANDARDS (BASELINE VISITS) - SECTION A SCORES</th> </tr> <tr> <th colspan="4">Scores on Norms & Standards</th> <th colspan="3">Location & Accessibility</th> <th colspan="3">Visibility & Signage</th> <th colspan="3">Queue Management & Waiting Times</th> <th colspan="3">Dignified Treatment</th> <th colspan="3">Cleanliness & Comfort</th> <th colspan="3">Safety</th> <th colspan="3">Opening & Closing Times</th> <th colspan="3">Complaints Management System</th> </tr> <tr> <th>Province</th> <th>Sector</th> <th>Facility Name</th> <th>Date of Baseline Visit</th> <th>User</th> <th>Staff</th> <th>Monitor</th> <th>User</th> <th>Staff</th> <th>Monitor</th> <th>User</th> 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FSD Monitoring Trends (SASSA Gauteng: 2011 – 2013)



Geographic Coverage



The Challenge

Why is the identified factor worth discussing

- **Unclear responsibility and accountability for facilities management**
 - ❖ Maintenance issues in leased building: It was found that there is a challenge with the maintenance in buildings where SASSA is not the landlord
 - ❖ Office managers not taking responsibility for cleanliness and upkeep of service delivery facilities
 - ❖ Poor lease contract management and landlord-tenant relationship
 - ❖ Results in infrastructure dilapidation and Occupational Health and Safety hazards

	<ul style="list-style-type: none"> ➤ Increasing monitoring activities with no on-site monitoring data <ul style="list-style-type: none"> ❖ Monitoring without improvements erode trust of citizens ❖ Some facilities improved since first visit, others deteriorated ❖ Therefore, quality reports needed & presented to management after visits ❖ Findings not used for planning & resource allocation ❖ Feedback to be provided to facilities monitored ❖ Provincial Executive & EXCOs to provide monitoring oversight ➤ Lack of stringent safety measures: It was found that despite having security at SASSA offices, security checks are not done properly by security guards. ➤ Management not taking action to address weaknesses <ul style="list-style-type: none"> ❖ Monitoring for compliance purposes rather than improving the quality of service delivery ➤ Responsiveness to the needs of citizens <ul style="list-style-type: none"> ❖ Citizens' experience of service rarely used as feedback for designing improvements ❖ No structured means of communication between users and service facilities ➤ Communication of office closures: It was found that citizens still pitch up, expecting to receive services, at SASSA offices that close on Fridays due to staff meetings, despite there being notices displayed on the doors. ➤ The acting of Grant approvers (level 7) as Managers (level 8): Although this is not an issue in line with the monitoring visit findings, staff at a number of SASSA offices indicated that there is no communication about the appointment of Managers at level 8.
The Context	Salient points about the environment and the circumstances affecting the issue at hand
The Strategy	<p>What was the process undertaken to address the challenges? What was done, where, by whom, for whom?</p> <p>It is commendable that in the past years of implementing the programme, positive partnerships between SASSA GP and the DPME & OoP have been facilitated with an intention of driving improvements in service delivery. These initiatives emerged from the monitoring of FSDM findings.</p> <p>There are on-going service delivery improvement meetings between the Gauteng SASSA regional office and the DPME & OoP on sites monitored as part of the baseline and improvements monitoring visits. These on-going engagements have resulted in positive relations between SASSA and DPME DPME & OoP in the provinces and collaborations in addressing some of the challenges picked up on site by the DPME & OoP monitoring activities. Key successes of these initial engagements include:</p> <ul style="list-style-type: none"> ➤ The training of SASSA Local Office Managers in the Gauteng Province on FSDM monitoring processes & the tools. ➤ Continuous feedback & progress reports on new sites monitored in the Gauteng Province. ➤ Continues improvements through monitoring - Relocation Strategy <ul style="list-style-type: none"> ❖ Randfontein SASSA ❖ Springs SASSA ➤ Joint development of case studies, identification of best practices and sharing of best practices across the Province. ➤ Roll-out of safety equipment to all SASSA local offices, and training of OHS Officers. ➤ Joint initiatives such as the roll out of Road signage across all SASSA offices in the Gauteng Province. ➤ Telephone-based (WhatsApp) system of alerting the regional office of serious service delivery challenges found during FSDM visits ➤ Complaints & complements system rollout.
The Outcome	<p>What results were achieved?</p> <p>Success of this initiative</p>

Emergency Plan

Generally, SASSA offices have been considered a relatively safe and healthy place to work. Increasingly, however, SASSA local office workers have expressed concerns about the office environment and their working conditions. These concerns are also reflected in complaints of discomfort, anxiety, irritation and general job dissatisfaction and can be measured in terms of sick leave, absenteeism and job turnover.

SASSA GP decided to rolled-out the training and appointment of OHS Officers and distributed safety equipment's (i.e. metal detectors) to all SASSA local offices in Gauteng. The appointed OHS officers will assist with the development an emergency plan to address emergencies that could be expect in the workplace.

Some of the key components of an emergency action plan are the following:

- Emergency escape procedures and escape routes for employees to follow in the event of an emergency. These procedures should include floor plans that indicate the appropriate evacuation routes.
- How to account for all employees following evacuation.
- The rescue and medical duties for those employees, if any, who are to perform them?
- The preferred means of reporting fires and other emergencies.
- Names or regular job titles of people responsible for the emergency action plan.
- Employers are required to have both an emergency action plan and a fire prevention plan when portable fire extinguishers are provided, even though they are not intended for employee use.

Hopefully, with the introduction of this imitative the rate of office accidents will decline when office workers are informed of potential hazards and safe work practices, and training on regular bases on general safety precautions in the office will reduces both the number and severity of accidents.

Continues improvements through monitoring - Relocation Strategy

- ❖ Randfontein SASSA
- ❖ Springs SASSA

Randfontein Local Office (SASSA)

Early in 2013 the Randfontein Local Office moved to new premises as put of the Randfontein Improvements Project.

Challenges and risks faced by the office due to insufficient space were as follows:

- a. Citizens had to wait outside due to inadequate space in the waiting room.
- b. Lack of privacy for citizens when doing screening.
- c. Generally poor signage.
- d. Cross infection of diseases due to lack of proper ventilation
- e. Building not fit for purpose / use.



Inadequate space in the waiting room.

Location & Accessibility

The new building meets the essential requirements for building accessibility.

- a) People with disabilities are able to safely enter the building and are able to safely use all the facilities within the office especially the toilets.
- b) The lift at the office is able to serve the needs of people with disability – the paths of travel are

free of obstacles.



A carefully designed ramp with rails (in order for the ramp to be safe & useful)

Visibility & Signage

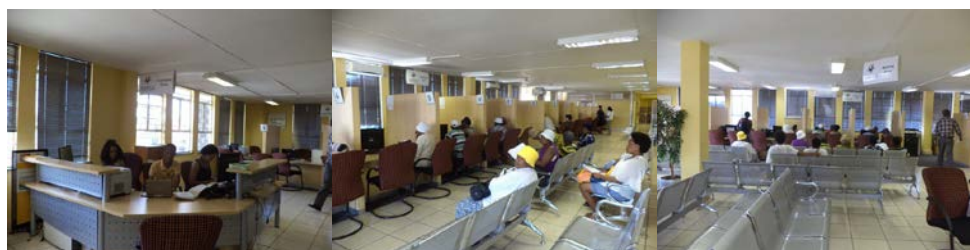
Exterior and interior office signage helps citizens and other visitors find their way around once they've entered this office. Interior signs include everything from a building directory to lift or elevator signs, waiting area/s, door placards, toilet signs, pause area and more.

Exterior and interior office Signage



Queue Management

The quality of the working environment is crucial. A good working environment improves performance, output, and efficiency. Workers enjoy working on a comfortable and work friendly environment. It inspires them to do more and makes them think more clearly and better.



The systematic arrangement and layout of the Office, by properly placing of chairs, consulting cubicles and equipment's within the office make best possible utilisation of available floor space. This is good office layout as it ensures efficient performance of office work by securing effective utilisation of space and equipment's. The following are the can be said about this office layout.

- The office layout ensures efficient performance on the 4 step model (Screening, Attesting, Quality Control and Verification).
- It provides full utilization of the available floor space.
- Each staff is allotted adequate floor space so as to allow free movement of work and ensure better and effective supervision.
- Consulting cubicles provides and maintain privacy for citizens as staff is dealing with confidential matters and documents.

- The new layout ensures good working condition for discharging office operation smoothly, by providing a steady and uninterrupted flow of work.
- Proper lighting has been provided which takes the glare from the computer away and it prevents workers from stressing their eyes out a lot.
- This office is properly ventilated and air conditioned and is a very comfortable workplace.

Cleanliness & comfort

Before

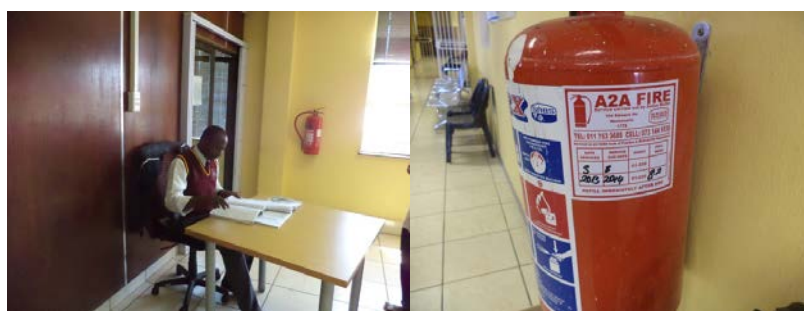


After



Ablution facilities are clean and fully resourced (with hand soap, air fresher and hand towel)

Safety



Springs Local Office (SASSA)

Findings: The office building was too small, overcrowded and not functional.



The office was too small, overcrowded and not functional. Citizens had to first start at the ground floor in submitting their application and screening, and then go to the 5th floor for other processes in their application which made the office dysfunctional.

Challenges and risks faced by the office due to insufficient space were as follows:

- a. Citizens had to wait outside due to inadequate space in the waiting room.
- b. Due to the size of the office and congestion, Occupational Health and Safety (OHS) is compromised (The office is not hygienic and has a high cross infection of diseases due to lack of proper ventilation).
- c. The waiting area cannot accommodate the high intake resulting in overcrowding and a noisy and unsafe working environment.

d. Building not fit for purpose / use.



Inadequate space in the waiting room.

Improvements

Early in 2014 the Springs Local Office is planning to move to new premises as part of the Springs Improvements Project.

The plans show a systematic arrangement and layout of the Office, proper placing of chairs, consulting cubicles and equipment's within the office make best possible utilisation of available floor space. This is good office lay-out will ensure efficient performance of office work by securing effective utilisation of space and equipment's. The new office will have the following:

Ground Floor Plans:





- Waiting Area sitting ±50 with 14 consulting cubicles.
- Foyer with ablution facilities and storage facility.
- Doctor's Room and Service Booth.
- 20 Sitter Board room, Registry Office and Pause Room for staff.
- Team Leaders Office and Nappy changing room.

First Floor Plans:



- Open plan office for back office staff (16 desks).
- 5 Offices and a mini boardroom.
- Service room, Registry Office and Pause Room for back office staff.
- Kitchen, Cleaners Room, Lobby with ablution facilities and storage facility.

	<p>Progress to date:</p>  <p style="text-align: center;"><i>Photos taken on 05 Dec 2013.</i></p> <ul style="list-style-type: none"> ➤ Lease and Service Level Agreements are done. ➤ Electrical and IT cabling is done. ➤ Painting and Tiling is underway and is about 65% complete. ➤ New furniture, carpets, signage and all accessories have been identified and approved. <p>The following are the can be said about the new office layout.</p> <ul style="list-style-type: none"> ➤ The office layout will ensure efficient performance on the 4 step model (Screening, Attesting, Quality Control and Verification). ➤ It will provide full utilization of the available floor space. ➤ Each staff will allot adequate floor space so as to allow free movement of work and ensure better and effective supervision. ➤ Consulting cubicles will provides and maintain privacy for citizens as staff is dealing with confidential matters and documents. ➤ The new layout will ensure good working condition for discharging office operation smoothly, by providing a steady and uninterrupted flow of work. ➤ Proper lighting has been provided which will take the glare from the computer away and it prevents workers from stressing their eyes out a lot. ➤ This office is properly ventilated and air conditioned and is a very comfortable workplace. <p>The new building meets the essential requirements for building accessibility.</p> <ul style="list-style-type: none"> ➤ People with disabilities are able to safely enter the building and are able to safely use all the facilities within the office especially the toilets. <p>Exterior and interior office signage will assist the citizens and other visitors find their way around once they've entered this office. Interior signs include everything from a building directory to waiting area/s, door placards, toilet signs, pause area and more.</p> <p>Exterior and interior office Signage</p>  <p>The quality of the working environment is crucial. A good working environment improves performance, output, and efficiency. Workers enjoy working on a comfortable and work friendly environment. It inspires them to do more and makes them think more clearly and better.</p>
<p>The Challenges</p>	<p>What challenges were encountered and how were they overcome?</p> <p>Facilities that needs serious interventions</p> <p>Soshanguve SASSA</p>

Increasingly, Soshanguve local office staff has expressed concerns about the office environment and their working conditions. These concerns are also reflected in complaints of discomfort, anxiety, irritation and general job dissatisfaction and can be measured in terms of sick leave, absenteeism and job turnover. Concern over air quality in office has generated various health-related symptoms, i.e. respiratory allergies and infections, humidifier fever, mental fatigue, headache and dizziness.

The ambience, office layout and surroundings have caused problems for office staff. Office workers raised concerns such as improper temperature, inadequate humidity, poor design of office environments and lack of adequate space are sources of discomfort. These are situations that should be considered in creating a safety, healthful and efficient office environment.

Soshanguve local office layout does not incorporate the principles of work flow, taking into consideration safety and health, efficiency, and convenience. Most of the findings on the Improvements Plan not been resolved.

- Some external signage has been installed, and internal signage is still a challenge.
- The office is too small (space is a challenge) and needs a general maintenance and upgrade.
- A suggestion box is provided, but there is no management the complements & complaints or procedures. There is a need to improve on the feedback mechanism on the complaints and compliments management system for the clients and relevant units.
- Citizens had to wait outside due to inadequate space in the waiting room.
- Due to the size of the office and congestion, Occupational Health and Safety (OHS) is compromised (The office is not hygienic and has a high cross infection of diseases due to lack of proper ventilation).
- High absenteeism due to ventilation challenge.
- The waiting area cannot accommodate the high intake resulting in overcrowding and a noisy and unsafe working environment.
- Poor lease management as all water taps are not working in both males & female toilets.
- Roof leakage.

Shortage of office space is still a serious challenged.



Office management indicated that there are plans to utilise the office space in front of the SASSA office, but these plans are very slow to implement. The citizens have to wait outside the office; there is not enough setting (citizens have to stand or sit on the floor).

Poor lease & office management has resulted in the following:

1. Public Toilets are really in a bad condition, with five (5) of the seven (7) toilets not functioning and all taps not working.

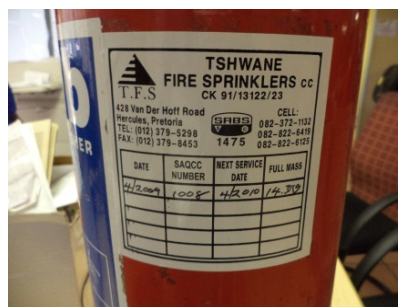


2. Roof leakage still a challenge.



There is a potential safety hazard in this office and, if not corrected, it could cause slips, trips and falls and could result in decreased productivity and possible serious injury.

3. Safety is really compromised in this office with the fire sprinklers having expired in April 2010 and the office not doing regular fire emergency drills. The back emergency door is not working.



Tembisa Local Office (SASSA)

Findings: The Office building is too small and overcrowded; it is like a normal four (4) roomed house (the floor area is that of a dwelling unit \pm 90m²) converted into an office. The floor area had the following: Waiting Area or Hall (for the 4 step process), Three (3) offices, two (2) ablution facilities for staff & clients.

Challenges and risks faced by the local office due to insufficient space are as follows:

- Citizens had to wait outside due to inadequate space in the waiting room.
- Due to the size of the office and congestion, Occupational Health and Safety (OHS) is compromised (The office is not hygienic and has a high cross infection of diseases due to lack of proper ventilation).
- The waiting area cannot accommodate the high intake resulting in overcrowding and a noisy and

- unsafe working environment.
- Non-compliance to the four step model due to office space and staff capacity.
- Lack of proper filing system due to lack of storage in the facility.
- Lack of privacy for citizens when doing consultation with SASSA officials.
- Building not fit for purpose / use.



- Unclear responsibility and accountability for facilities management
 - a. Maintenance issues in leased building: It was found that there is a challenge with the maintenance in buildings where SASSA is not the landlord.
 - b. Office managers not taking responsibility for cleanliness and upkeep of service delivery facilities.
 - c. Poor lease contract management and landlord-tenant relationship.
 - d. Results in infrastructure dilapidation and Occupational Health and Safety hazards.
- Lack of stringent safety measures: It was found that despite having security at SASSA offices, security checks are not done properly by security guards.
- Tembisa local office does not have fire sprinklers and emergence plan in place for in case of an emergency.
- Management not taking action to address weaknesses.
 - e. Monitoring for compliance purposes rather than improving the quality of service

	<p>delivery.</p> <ul style="list-style-type: none"> ➤ Responsiveness to the needs of citizens. <ul style="list-style-type: none"> f. Citizens' experience of service rarely used as feedback for designing improvements. g. No structured means of communication between users and service facilities. <p>Office management indicated that there are plans to utilise the office space in front of the SASSA office, but these plans are very slow to implement. The citizens have to wait outside the office; there is not enough setting (citizens have to stand or sit on the floor).</p>
Policy Implications	Are there any considerations from a policy point of view? How did policy requirements support or hamper the resolution to the issue?
The Requirements	Outline the circumstances – positive or negative – required for this problem or solution to replicate. E.g. context, funding, stakeholders, partnerships, strategy, other resources, etc. This should serve to define the enablers or warning signs.
The Lesson Learned	<p>List the key lessons that you feel could be learned from the case. Be as specific as possible.</p> <ol style="list-style-type: none"> 1. Wheels of change are slow, but surely they do turn. 2. Putting pressure in the system is vital by doing regular monitoring. 3. Constant engagement and communication with your stakeholders is critical. 4. Inter-Departmental collaboration is critical. 5. Proper Project Management (proper monitoring/tracking of activities).
Discussion Points	What conclusions can be drawn from the case study and where there any limitations. What are some of the questions or issues that readers may want to discuss or consider further.

3 References

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Further Reading:	<p>SASSA's Improvement Plan Facilities Summary Reports</p>

END