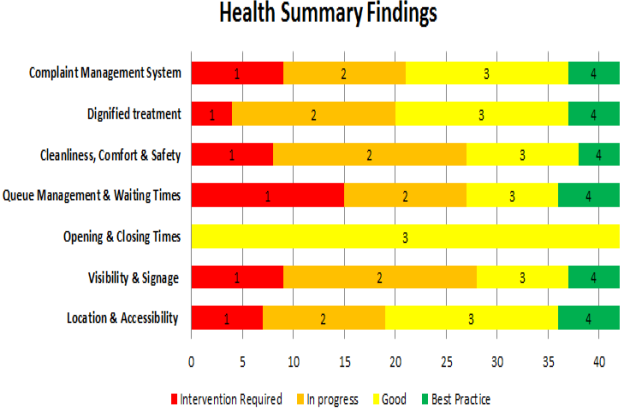
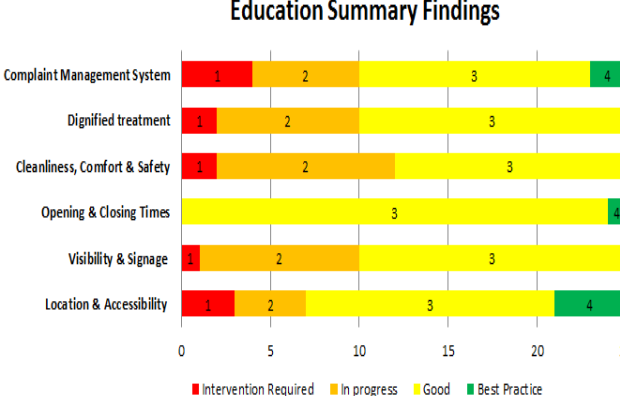
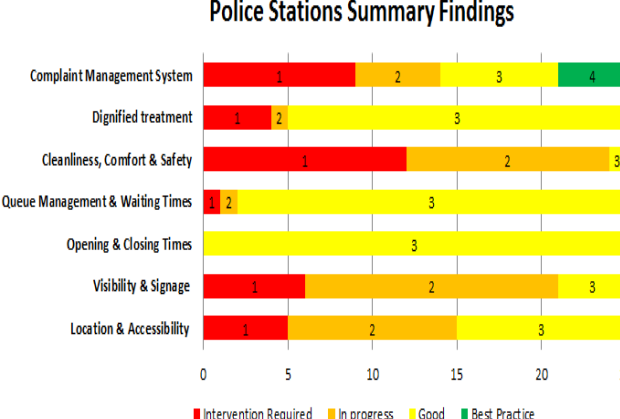
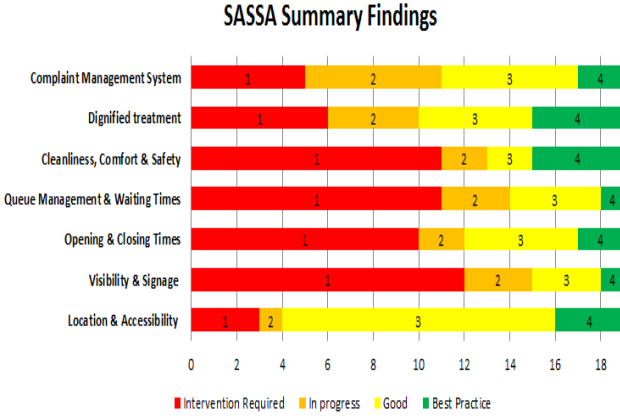
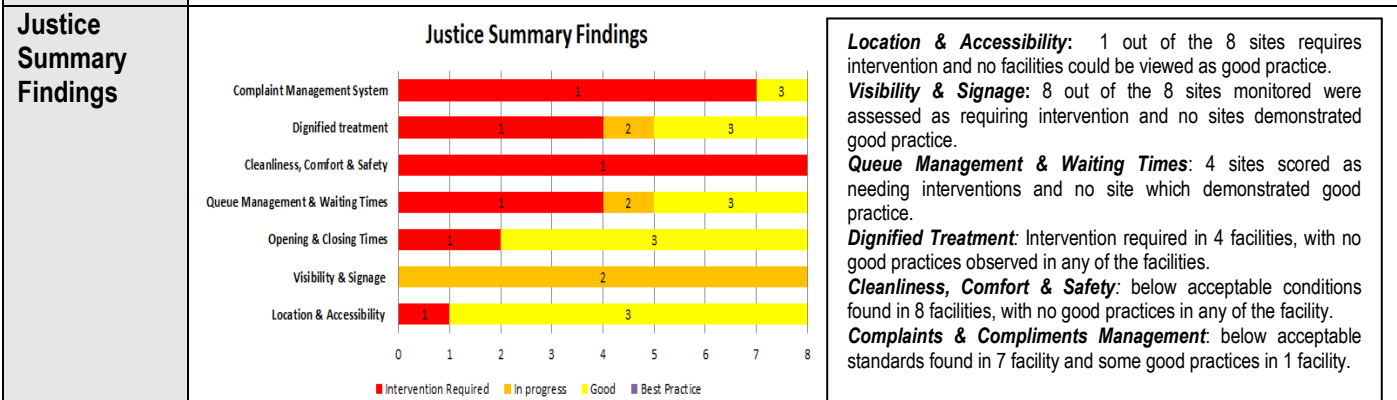
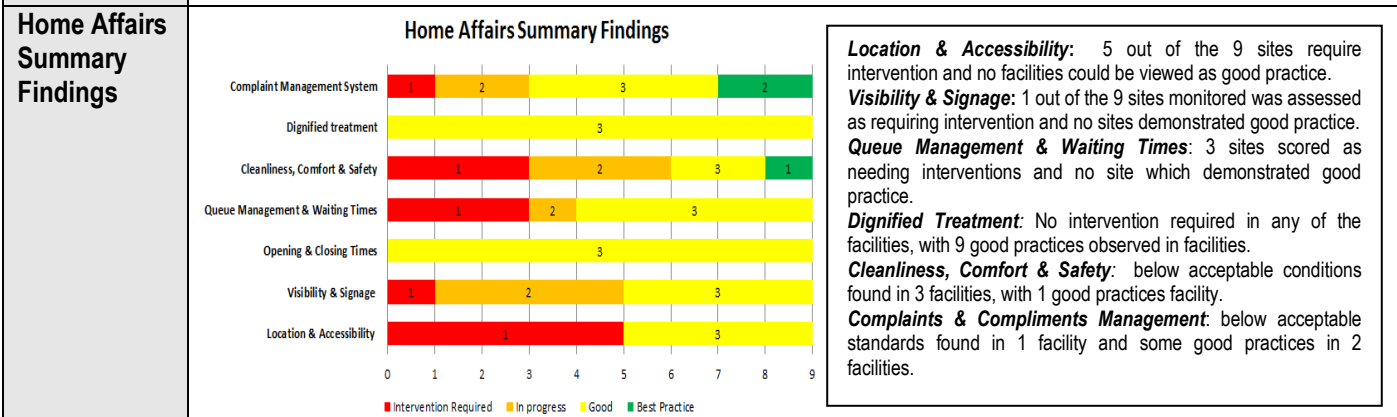
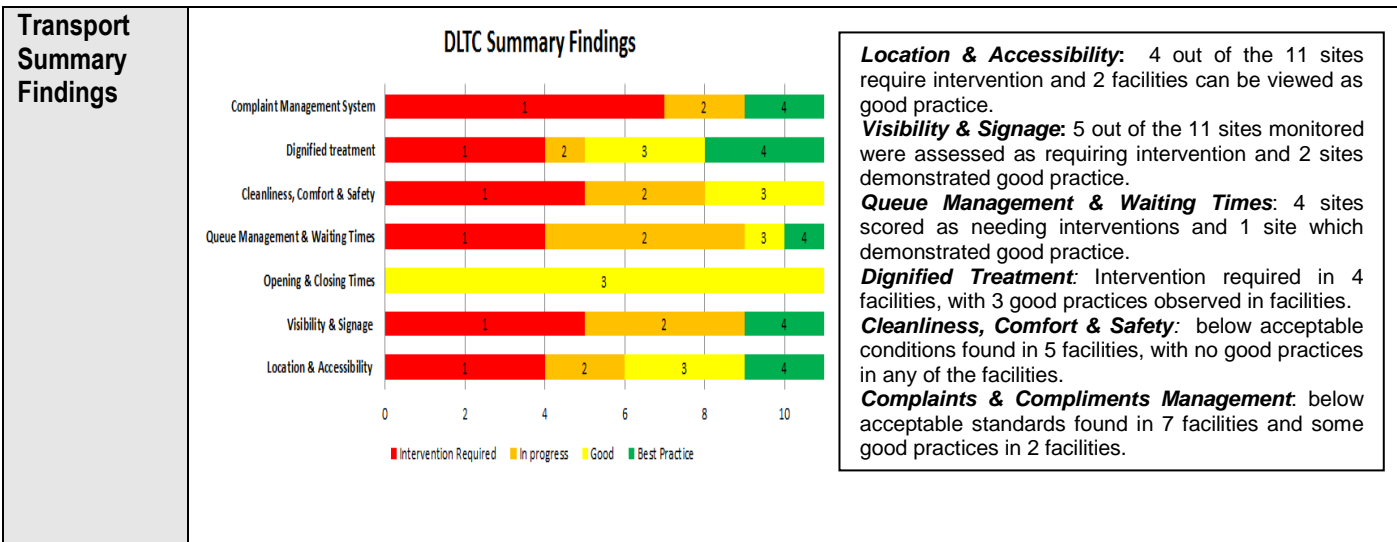




## Presidential Frontline Service Delivery Monitoring (FSDM) Programme

<p><b>What is the FSDM?</b></p>	<p>The FSDM programme is a joint DPME-Presidency and Offices of the Premier programme and commenced its activities in June 2011. The programme, through unannounced site monitoring visits, <b>monitors the quality of service delivery at selected service sites</b>. Interviews are conducted with citizens and staff and the findings are produced in the form of a score card for each facility monitored. The findings are presented to the relevant sector departments and Cabinet at least once a year. The DPME works with the relevant departments to ensure that corrective actions are taken where the results are found to be poor.</p> <p><b>Types of FSD sites being monitored:</b> Home Affairs offices, South African Social Security Agency (SASSA) offices, Police Stations, Health Facilities, Drivers' License Testing Centres (DLTC), Schools, Courts. From 2012 Municipal Customer Care Centres will be included.</p>																																																																					
<p><b>Facilities monitored June 2011 to March 2012</b></p>	<table border="1"> <thead> <tr> <th>Facility Type</th> <th>Free State</th> <th>Gauteng</th> <th>Limpopo</th> <th>Mpumalanga</th> <th>Northern Cape</th> <th>No of visits per sector</th> </tr> </thead> <tbody> <tr> <td>Licensing Centres</td> <td>1</td> <td>0</td> <td>3</td> <td>6</td> <td>1</td> <td>11</td> </tr> <tr> <td>Home Affairs</td> <td>1</td> <td>0</td> <td>2</td> <td>5</td> <td>1</td> <td>9</td> </tr> <tr> <td>Health</td> <td>3</td> <td>20</td> <td>10</td> <td>6</td> <td>3</td> <td>42</td> </tr> <tr> <td>Policing</td> <td>0</td> <td>14</td> <td>1</td> <td>6</td> <td>1</td> <td>22</td> </tr> <tr> <td>Social Grants</td> <td>1</td> <td>12</td> <td>0</td> <td>4</td> <td>2</td> <td>19</td> </tr> <tr> <td>Education</td> <td>3</td> <td>17</td> <td>4</td> <td>0</td> <td>0</td> <td>24</td> </tr> <tr> <td>Courts</td> <td>0</td> <td>0</td> <td>1</td> <td>6</td> <td>1</td> <td>8</td> </tr> <tr> <td><b>Total</b></td> <td><b>9</b></td> <td><b>63</b></td> <td><b>21</b></td> <td><b>33</b></td> <td><b>9</b></td> <td><b>135</b></td> </tr> </tbody> </table>	Facility Type	Free State	Gauteng	Limpopo	Mpumalanga	Northern Cape	No of visits per sector	Licensing Centres	1	0	3	6	1	11	Home Affairs	1	0	2	5	1	9	Health	3	20	10	6	3	42	Policing	0	14	1	6	1	22	Social Grants	1	12	0	4	2	19	Education	3	17	4	0	0	24	Courts	0	0	1	6	1	8	<b>Total</b>	<b>9</b>	<b>63</b>	<b>21</b>	<b>33</b>	<b>9</b>	<b>135</b>						
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<p><b>Findings</b></p>	<ol style="list-style-type: none"> <li>Generally acceptable levels for location and accessibility</li> <li>Generally acceptable levels for visibility and signage of service sites, but internal signage to indicate to users exactly where they should go for the service they require is often lacking</li> <li>Generally acceptable adherence to opening and closing times</li> <li>Below acceptable standards for queue management and waiting times: long waiting times are common and there is very little evidence of active queue management, with inappropriately trained security guards often deployed as queue managers</li> <li>Significantly below acceptable standards for cleanliness and comfort, with wide-spread severe neglect of facilities management and basic maintenance, including taps not running or dripping, light bulbs not working, broken windows, broken and unhygienic toilets, and no toilet paper or soap in bathrooms.</li> <li>Generally acceptable standards for dignified treatment of users.</li> <li>Below acceptable standards for complaints and compliments management, with systems usually under-utilised</li> <li>Significantly below acceptable standards for cleanliness and comfort, with wide-spread severe neglect of facilities management and basic maintenance</li> </ol>																																																																					
<p><b>The main findings: Summary</b></p>	<div style="text-align: center;"> <p><b>Summary Findings</b></p> <table border="1"> <caption>Summary Findings Data</caption> <thead> <tr> <th>Category</th> <th>Intervention Required</th> <th>In progress</th> <th>Good</th> <th>Best Practice</th> </tr> </thead> <tbody> <tr> <td>Complaint Management System</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td>Dignified treatment</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td>Cleanliness, Comfort &amp; Safety</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td>Queue Management &amp; Waiting Times</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td>Opening &amp; Closing Times</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td>Visibility &amp; Signage</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td>Location &amp; Accessibility</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </tbody> </table> </div> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><b>Location &amp; Accessibility:</b> 28 out of the 135 sites rated as poor (1), requiring intervention and 14 facilities rated as (4), being good practice.</p> <p><b>Visibility &amp; Signage:</b> 34 out of the 135 sites monitored were rated as poor (1- requiring intervention) and 8 sites demonstrated good practice.</p> <p><b>Queue Management &amp; Waiting Times:</b> 36 sites scored as needing interventions and 8 sites which demonstrated good practice.</p> <p><b>Cleanliness, Comfort &amp; Safety:</b> below acceptable conditions found in 49 facilities, with some good practices in 9 facilities.</p> <p><b>Dignified Treatment:</b> intervention required in 20 facilities, with good practice observed in 12 facilities.</p> <p><b>Complaints &amp; Compliments Management:</b> below acceptable standards found in 38 facilities and some good practices in 17 facilities.</p> </div>							Category	Intervention Required	In progress	Good	Best Practice	Complaint Management System	1	2	3	4	Dignified treatment	1	2	3	4	Cleanliness, Comfort & Safety	1	2	3	4	Queue Management & Waiting Times	1	2	3	4	Opening & Closing Times	1	2	3	4	Visibility & Signage	1	2	3	4	Location & Accessibility	1	2	3	4																							
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### Key common challenges

#### Weak operations management

With some exceptions, there is a general lack of standardisation of operational work processes in the front and back offices of service sites, with no daily collection of performance information on which improvements can be based and tracked. Weak operations management appears to be the root cause of many of the observed service delivery problems, including long queues and long waiting times, poor turnaround times, and a lack of responsiveness to complaints. Examples of 'operations management' include business process reengineering, reconfiguring work teams to make them more efficient, establishing productivity baselines, setting productivity targets, measuring actual productivity against the targets, and analysing and addressing the reasons for low productivity.

#### Lack of mechanisms to obtain feedback from users

DPSA is doing work to support departments with improving complaints and compliment systems. However, the monitoring visits highlighted that in practice there is very little structured means of communication between user communities and service offices, resulting in service sites rarely obtaining feedback from the user community regarding how citizens are experiencing the service.

#### Unclear responsibility and accountability for facilities management

The primary cause of the neglect of cleanliness and minor maintenance appears to be poor management or unclear responsibility and accountability for the maintenance and management of facilities, rather than a lack of funds. In any case, it is not expensive to fix these problems. Managers often do not take responsibility for the cleanliness and upkeep of their service delivery sites. Related to this is weak contract management of leases for frontline service delivery offices,

	<p>especially in the management of the landlord-tenant relationship related to maintenance. However, staff facilities are in most cases superior to those provided for the community users – cleaner, better maintained, warmer or cooler, with functioning toilets.</p> <p><b>Management not taking action to address weaknesses</b>  There is evidence that internal monitoring is often carried out for compliance purposes rather than improvement purposes. Management often does not take action to address the problems identified in internal monitoring reports.</p>
<p><b>Programme for 2012/13</b></p>	<p>The FSDM programme will continue in all 9 provinces, with more than 200 new unannounced monitoring visits planned. Where good practices are found during the site visits, these will be documented in the form of written case studies. The findings from the 2012/13 monitoring visits will be documented in reports to all sector departments and to Cabinet.</p>

30 May 2012