



planning, monitoring & evaluation

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

**FRONTLINE SERVICE DELIVERY MONITORING: ANNUAL FINDINGS REPORT
2015/16:**

Table of Abbreviations

CHC	Community Health Centres
DLTC	Driver's License Testing Centres
DPME	Department of Planning, Monitoring and Evaluation
FSD	Frontline Service Delivery
FSDM	Frontline Service Delivery Monitoring
HA	Home Affairs
KPA	Key Performance Areas
M&E	Monitoring and Evaluation
MCCC	Municipal Customer Care Centres
MPAT	Management Performance Assessment Tool
MTLP	Maintenance Turnaround Lean Project
OTP	Office of the Premier
SAPS	South African Police Service
SARS	South African Revenue Service
SASSA	South African Social Security Agency

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1 INTRODUCTION

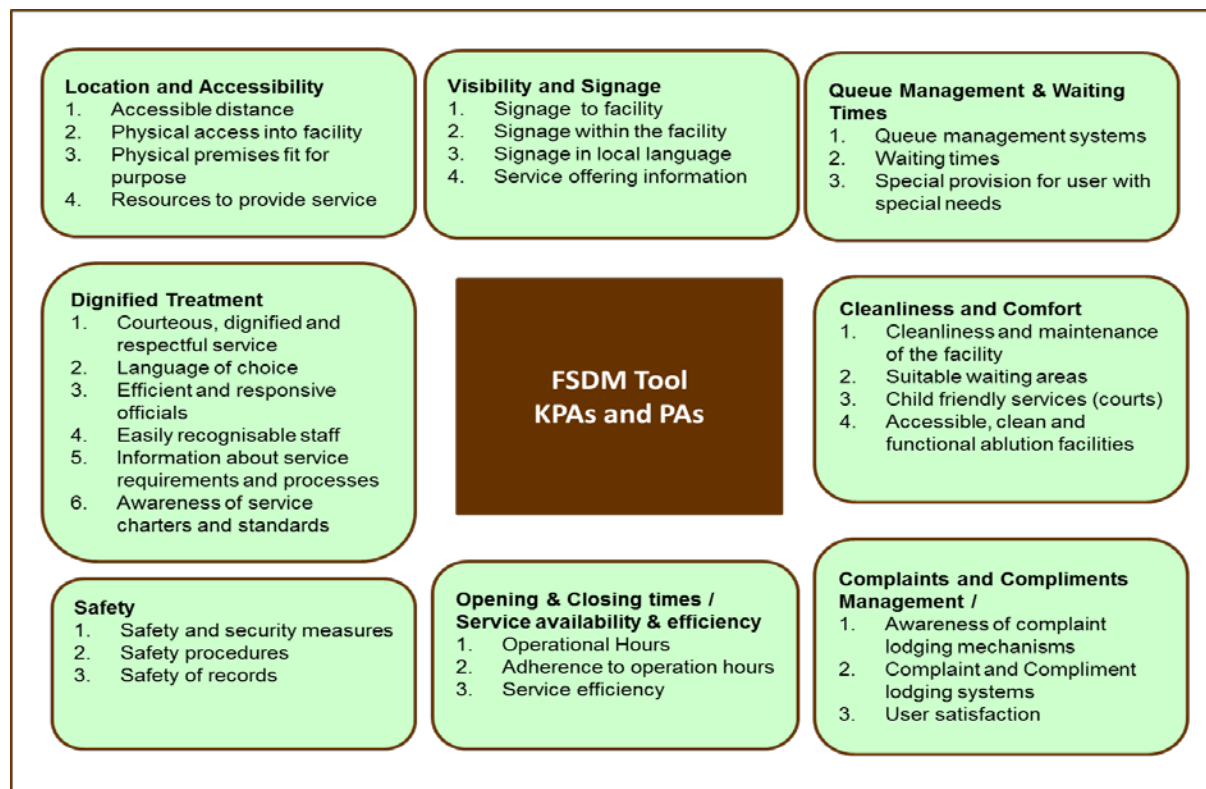
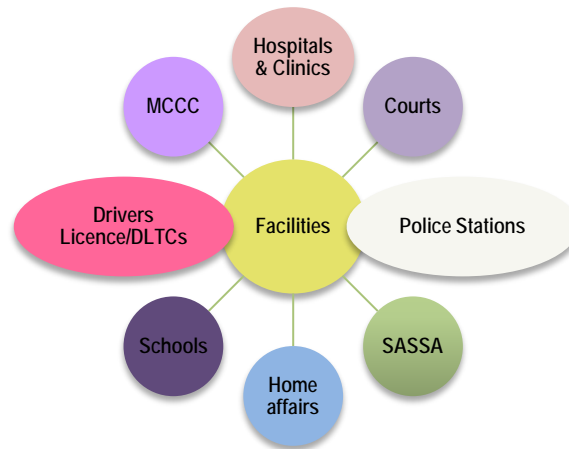
1.1 Background

The Frontline Service Delivery Monitoring Programme (FSDM) gives effect to the priorities set out in Outcome 12 of building “an efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship”. This asks of government departments to make concerted efforts to improve the quality of and access to public services. The FSDM programme is a collaboration between the Department of Planning, Monitoring and Evaluation (DPME) and Offices of the Premier (OTP) and it initiated its activities in June 2011. The programme uses unannounced monitoring visits to **assess the quality of service delivery in frontline services facilities**, using structured questionnaires to guide interviews with citizens and staff, as well as observations by monitors. The questionnaires assess the quality of services against eight performance areas.

The FSDM programme response to a number of weaknesses in M&E in government, in particular “problems are not treated as an opportunity for learning and improvement” and “M&E is regarded as the job of the M&E unit and not all managers”. Hence the FSDM initiative is aimed at strengthening the M&E practices of field-level managers and their supporting decision makers in head offices, encouraging them to (i) value regular on-site monitoring as a source of evidence for decision making (ii) use the evidence for quick and decisive decision making as well as for systemic changes.

The objectives of these monitoring visits are to demonstrate to sector departments the value of on-site monitoring as a tool to verify the impact of service delivery improvement programmes; to demonstrate the value of obtaining the views of citizens during monitoring; to highlight successes and failures at service facility-level and to support departments to use the findings for performance improvements.

1.2 Types of Facilities and Key Performance Areas Monitored



PART A

2 IMPROVEMENTS MONITORING RESULTS

2.1 Approach and Methodology

The FSDM programme conducts targeted improvements monitoring – the selected sample of facilities is monitored every year to track improvements, with a methodology that attempts to combine problem-solving facilitation and then monitoring of results.

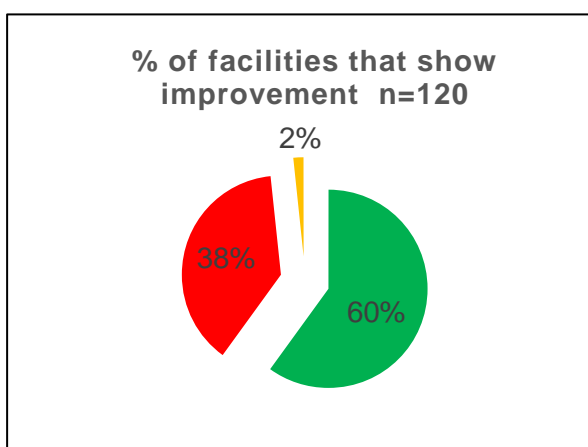
Within the FSDM programme, the Improvements Monitoring approach consists of three activities:

- Firstly, the DPME informs the national department (head office) senior management that a facility has been selected for improvements monitoring because of poor scores. The intention is for senior management to create an enabling and supportive environment in which facility-level managers can address the identified challenges.
- Secondly: a meeting is held at facility-level (facilitated by DPME and OoP) to obtain progress with agreed improvements. The intention with this meeting is to facilitate actioning of findings and to facilitate problem solving between the different role players.
- Thirdly: The unannounced monitoring of improvements are conducted, applying the same scoring questionnaire tool used for the first assessment. A new score card is produced for the facility which reflects a longitudinal view of the scores, for each KPA, over time.
- The trends are based on the score comparison of the current year of monitoring against the previous.

A new score card is produced for the facility which reflects a longitudinal view of the scores, for each KPA, over time.

2.2 Improvements Monitoring: Overall Outcome

NATIONAL COVERAGE PER SECTOR PER PROVINCE FROM 2011/12 TO 2015/16									
Sectors> Province	DLTC	Education	Health	Home Affairs	Justice	MCCC	SAPS	SASSA	Total per province
EC*	5	6	15	8	6	7	9	9	65
FS	8	23	14	8	8	11	6	6	84
GP	11	54	57	12	8	16	28	22	208
KZN*	4	6	12	5	6	5	5	4	47
LP	11	13	19	9	9	8	9	8	86
MP	11	12	18	10	9	3	12	12	87
NC	4	11	19	6	7	8	8	9	72
NW*	5	12	15	4	5	4	10	10	65
WC*	4	11	16	8	7	5	10	10	71
Total per sector	63	148	185	70	65	67	97	90	785



A total of 785 facilities have been assessed since 2011, of which 120 were selected for improvement monitoring in 2015/16.

Of the 120 facilities reassessed for improvement monitoring, **60%** of showed improvement, 38% of the facilities have regressed and 2% facilities status remains the same.

In year 5 of frontline monitoring, **60%** (72) facilities that have been selected for improvement monitoring have improved, 38% (46) of the facilities have regressed and 2% (2) facilities status remains the same. This is an outcome measure of improvement within facilities, little control can be enforced by the DPME however the facilitation of improvement has resulted in 72 facilities improving or keeping their improvement status.

It is important that monitoring actually leads to improvements in service delivery. The FSDM improvement monitoring is such an approach that seeks to facilitate improvements in identified facilities. In certain facilities there are bigger root-causes to the slow turn around in the improvement of the facilities; this includes budgetary issues, turnover of facility management, weaknesses in operations efficiencies by facility management and the support from region/districts/province and national departments or challenges at facilities.

Since the inception of the programme, one of the biggest hindrances is the actioning of the monitoring findings by responsible individuals. In many cases the reasons for not acting on the findings are not clear. An assumption can be made that one such reason is the punitive culture that was pre-dominant within the country and the public service. It can be noted in facilities that if punitive measures are not enforced, very little is done by the responsible officials. The FSDM is not advocating for punitive measure to be utilised, but a cultural change of self-management and ownership by responsible individuals, including some level of consequence management.

2.3 Improvements Monitoring Results

2.3.1 DLTCs (15 Facilities)

Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Improvement Trend	Improvements Summaries
EC	Umtata DLTC	2012/13 Scores	1.33	1.00	1.00	3.00	1.00	1.33	1.00	1.33	1.38	↓	Continuous monitoring still required as most activities in the improvement plan are still outstanding which includes general maintenance, safety and long waiting times due to shortage of equipment like eye testing machines which were also reported to National Department of Transport (NDOT) but still not deployed to the facility.
		2013/14 Scores	2.00	1.00	2.00	3.00	1.00	2.00	1.33	1.67	1.75		
		2014/15 Scores	2.56	2.89	2.00	3.11	2.67	2.00	2.78	1.67	2.50		
		2015/16 Scores	2.44	2.56	2.56	3.00	2.22	1.78	3.00	2.22	2.47		
EC	Buffalo City DLTC	2012/13 Scores	2.67	3.00	2.33	3.00	2.33	2.67	3.00	1.67	2.58	↑	Gradual improvement has been noted and the remaining challenges which includes access at the main entrance and management of the complains system can be managed through adhoc monitoring by both the Office of the Premier to avoid regression.
		2013/14 Scores	3.00	3.00	3.67	3.00	3.33	3.67	3.00	2.67	3.17		
		2014/15 Scores	2.28	2.11	2.33	2.89	2.33	2.67	2.78	1.67	2.38		
		2015/16 Scores	2.33	2.33	2.33	2.78	2.89	2.78	2.89	2.22	2.57		
FS	Sasolburg DLTC	2014/15 Scores	1.70	1.33	2.10	2.90	1.57	2.10	2.23	1.70	1.95	↑	Few improvements have been noted. Maintenance needs to be improved, and the overall cleanliness needs to be attended to urgently. The complaints management system needs to be improved.
		2015/16 Scores	1.95	1.50	2.15	3.08	1.38	1.95	2.78	1.52	2.04		
GP	Benoni DLTC	2013/14 Scores	1.00	2.33	2.33	3.67	1.67	1.67	3.67	1.67	2.25	↓	Generally, this facility has several good practices. The parking at the facility remains a challenge as there is no space to expand the existing facilities. Queue management is still a challenge due to limited waiting areas and congestion in the corridors.
		2014/15 Scores	2.98	2.74	2.89	3.11	2.86	2.58	2.91	2.39	2.81		
		2015/16 Scores	2.56	2.28	2.06	2.78	2.94	2.56	3.11	1.89	2.52		
KZN	Umzimkhulu DLTC	2012/13 Scores	2.67	1.33	2.00	2.67	2.00	3.00	1.67	2.33	2.21	↑	The recommendations have been implemented in the current facility and the new facility is 95% complete awaiting relocation. All the FSDM indicators have been incorporated into the new facility.
		2014/15 Scores	3.00	2.78	2.89	3.56	2.89	2.78	2.67	2.56	2.89		
		2015/16 Scores	3.08	3.08	3.25	3.50	3.33	3.33	3.50	3.33	3.30		

Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Improvement Trend	Improvements Summaries
LP	Musina DLTC	2012/13 Scores	1.33	1.00	1.00	2.00	1.33	1.33	1.33	1.00	1.29	↑	Provision for temporary internal signage as been made and some of the short term interventions. It was also indicated that the current building does not meet the specification of Registration Authority /DLTC due to the planned relocation of the facility hence some of the action items are still outstanding.
		2013/14 Scores	3.00	1.33	2.67	4.00	3.00	3.00	3.33	2.00	2.79		
		2014/15 Scores	2.64	1.93	2.44	3.40	2.73	2.67	2.69	1.56	2.51		
		2015/16 Scores	2.40	2.53	2.13	3.20	2.33	2.53	2.73	2.40	2.53		
LP	Modjadjeskloof DLTC	2013/14 Scores	2.39	1.69	1.70	3.12	1.93	2.35	2.23	1.11	2.07	↑	All recommendations with actions items have been implemented and there are plans to separate the two facilities (MCCC & DLTC) with construction already in progress.
		2014/15 Scores	2.89	2.78	2.44	3.78	2.89	3.22	3.22	2.22	2.93		
		2015/16 Scores	3.56	3.03	3.11	3.92	2.92	3.08	3.92	2.22	3.22		
LP	Praktiseer Testing Centre	2011/12 Scores	4.00	2.00	2.00	1.00	1.00	1.00	1.00	1.00	1.63	↑	The level of improvement is gradual. The public toilets were repaired and a borehole has been provided to supply water to the toilets but general cleanliness within the facility remains a challenge. Intervention is required from the province and national level on management issues.
		2012/13 Scores	3.00	1.00	1.67	3.00	2.67	3.00	2.67	2.00	2.38		
		2013/14 Scores	3.33	3.00	3.00	3.33	2.33	2.33	2.67	1.33	2.67		
		2014/15 Scores	2.67	2.11	2.78	2.78	1.67	1.78	3.00	1.11	2.24		
		2015/16 Scores	2.25	2.28	2.56	2.83	2.36	2.44	2.83	1.33	2.36		
LP	Ephraim Mogale DLTC	2014/15 Scores	2.44	1.78	2.22	3.33	2.78	2.22	3.44	1.78	2.50	↔	The status has not improved since the baseline with poor cooperation from the facility manager. Further engagements with Municipal Manager is required as there was a commitment to implement the agreed action items.
		2015/16 Scores	2.50	2.58	2.17	3.25	2.31	2.69	2.67	1.83	2.50		
MP	Acornhoek Testing Centre	2011/12 Scores	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	↓	The complaints management system is not operational. The facility makes no provision for persons with disabilities. The facility also does not display emergency procedures. The challenges in terms of signage also remain. Process to acquire additional land are still underway.
		2012/13 Scores	2.67	2.33	2.67	3.33	2.00	2.33	3.33	2.33	2.63		
		2013/14 Scores	1.67	2.00	2.00	3.33	2.00	1.33	2.67	1.67	2.08		
		2014/15 Scores	2.17	1.78	2.28	3.33	2.83	1.83	2.72	1.72	2.33		
		2015/16 Scores	1.67	1.33	1.78	2.78	1.78	1.78	1.67	1.33	1.76		

Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Improvement Trend	Improvements Summaries
MP	Graskop Testing Centre	2011/12 Scores	3.00	4.00	1.00	4.00	2.00	1.00	3.00	1.00	2.38	↓	The security at this testing station needs to be improved by installing a fence as well as installing safety glass where necessary. Although the facility is clean and maintained, provisions for persons with disabilities are not in place.
		2012/13 Scores	2.00	2.00	2.33	3.00	2.67	2.00	3.00	2.00	2.38		
		2013/14 Scores	2.00	2.33	3.00	4.00	2.33	2.00	3.00	1.67	2.54		
		2014/15 Scores	3.33	2.89	3.17	3.61	2.89	2.78	2.94	2.39	3.00		
		2015/16 Scores	2.31	2.11	2.61	2.89	2.50	2.56	3.33	1.72	2.50		
MP	Sabie Testing Centre	2011/12 Scores	3.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.25	↓	Access to persons with disabilities needs to be addressed. Also, the air conditioners have not yet been installed due to budgetary constraints. In general, a well performing facility that has shown sustained improvements.
		2012/13 Scores	2.33	2.00	2.67	3.00	2.00	2.33	3.00	1.33	2.33		
		2013/14 Scores	2.67	2.00	2.67	3.00	3.00	1.67	3.00	1.00	2.38		
		2014/15 Scores	3.11	2.89	2.78	3.56	3.67	2.56	3.22	1.22	2.88		
		2015/16 Scores	2.75	2.75	2.94	3.28	2.89	2.81	3.11	2.03	2.82		
MP	Mkhondo DLTC	2014/15 Scores	2.67	1.56	2.78	3.56	2.00	2.56	3.11	1.00	2.41	↑	This facility is to be relocated. However, the current premises are not cleaned or maintained, and the waiting area does not have enough space for users.
		2015/16 Scores	2.83	2.33	2.53	3.14	2.31	2.69	2.61	1.53	2.50		
MP	Bethal DLTC	2013/14 Scores	1.67	1.00	1.67	2.67	1.67	2.00	2.33	1.00	1.75	↑	Signage is still an issue at this DLTC, as is space inside the facility. Also, the complaints procedures need to be displayed.
		2014/15 Scores	1.89	1.11	2.11	3.22	2.67	1.78	2.67	2.11	2.19		
		2015/16 Scores	2.61	1.89	1.78	2.72	2.56	2.19	2.69	1.83	2.28		
WC	Atlantis DLTC	2012/13 Scores	1.67	1.67	2.00	3.33	3.00	2.00	2.33	2.00	2.25	↓	Some space constraints hamper service delivery, especially cleanliness and filing. New premises being constructed. Safety to be improved.
		2013/14 Scores	1.67	2.33	2.33	3.33	2.67	2.67	3.00	2.00	2.50		
		2014/15 Scores	2.44	2.89	2.67	3.56	3.11	2.89	3.11	2.78	2.93		
		2015/16 Scores	2.22	2.56	2.11	3.00	2.33	2.22	2.78	2.22	2.43		

2.3.2 Schools (28 Facilities)

Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Improvement Trend	Improvements Summaries
EC	Jikindaba Secondary School	2014/15 Scores	2.33	1.43	1.67	2.77	1.33	1.80	2.80	1.77	1.99	↑	Although some improvements have been noted, the school does not have sufficient furniture for the learners. The toilets are dirty and not maintained. Access to persons with disabilities remains limited.
		2015/16 Scores	2.28	3.00	2.83	2.72	1.78	2.39	3.00	1.94	2.49		
EC	Tholang High School	2014/15 Scores	2.20	1.30	1.43	2.33	1.00	2.57	2.43	1.00	1.78	↑	Significant improvements have been noted. However, the water pump is still broken, negatively impacting cleanliness. Also, the school does not have sufficient furniture to accommodate all the learners.
		2015/16 Scores	2.33	2.33	1.89	3.00	1.33	2.33	2.89	1.00	2.14		
EC	Siwali JS School	2014/15 Scores	2.47	2.57	1.30	3.10	1.70	2.03	2.67	1.47	2.16	↑	Internal and external signage needs to still be improved. The cleanliness and maintenance hasn't improved, nor has the complaints management system. Most recommendations have not been implemented yet.
		2015/16 Scores	2.22	2.56	2.33	2.89	2.06	2.72	3.00	1.67	2.43		
FS	JMB Marokane Primary School	2012/13 Scores	2.33	1.33	N/A	3.00	1.67	1.67	2.33	1.67	2.00	↑	Most recommendations still outstanding. Infrastructure challenges prevent proper service delivery and accessibility. Cleanliness and maintenance is severely lacking, as is proper safety arrangements. Signage and contact details also not displayed properly within the facility.
		2013/14 Scores	2.33	2.00	N/A	3.00	2.00	1.67	2.00	1.33	2.05		
		2014/15 Scores	1.89	1.50	2.50	3.00	2.00	1.00	2.61	1.44	1.99		
		2015/16 Scores	1.92	2.08	2.17	2.83	2.42	2.42	2.92	1.08	2.23		
FS	Tswelapele Ka Thuto Intermediate School	2014/15 Scores	2.10	1.00	2.00	2.63	1.43	1.73	1.90	1.67	1.81	↑	Although the overall cleanliness has improved, it is still not up to standard. The learner toilets need to be properly equipped, and more need to be installed. The complaints management system needs to be implemented, and contact details and emergency procedures need to be displayed.
		2015/16 Scores	1.72	1.75	2.44	2.47	2.03	2.17	2.33	1.39	2.04		
FS	Lenakeng Secondary School	2012/13 Scores	2.33	1.67	N/A	2.33	1.33	1.33	2.00	1.00	1.71	↓	None of the recommendations in the improvement plan have been implemented. Signage (internal and external) has to be improved, and the overall cleanliness of the school requires urgent intervention. The ablution facilities, especially the learner toilets, are not clean nor resourced appropriately: the toilets are also not enough for the number of learners.
		2013/14 Scores	3.67	3.00	N/A	3.33	3.67	3.33	3.67	2.67	3.33		
		2014/15 Scores	3.00	2.50	2.78	3.11	2.78	3.11	2.89	3.06	2.90		
		2015/16 Scores	1.87	1.75	1.88	3.08	1.75	1.80	2.95	2.58	2.21		
FS	Polokong Combined School	2012/13 Scores	1.00	1.00	N/A	2.67	1.00	1.00	1.67	1.00	1.33	↓	This school requires urgent intervention. The infrastructure is dilapidated, the ablutions facilities are leaking and filthy, and the school is being vandalised due to the absence of a fence. Signage, internally and externally, also needs to be improved. The accessibility into the school also needs to be improved.
		2013/14 Scores	1.00	1.33	N/A	4.00	1.33	1.00	3.00	2.00	1.95		
		2014/15 Scores	1.89	1.50	2.50	3.00	1.72	1.00	2.61	1.44	1.96		
		2015/16 Scores	1.30	1.60	1.32	3.15	1.37	1.00	1.50	1.07	1.54		

Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Improvement Trend	Improvements Summaries
FS	Relekile Secondary School	2013/14 Scores	2.67	1.33	2.67	3.00	1.67	1.33	2.00	1.33	2.00	↓	The facility is dirty and falling apart. There are no road signs to the school, and the internal signage needs to be attended to. The number of learner toilets needs to be increased, and the existing ones are to be maintained and cleaned properly. Security needs to be improved as there is no security guard or proper evacuation procedures.
		2014/15 Scores	2.67	1.89	2.44	3.22	2.22	2.00	3.00	1.33	2.35		
		2015/16 Scores	2.00	1.50	1.78	3.08	1.00	1.82	2.87	1.43	1.94		
GP	Sapphire Secondary School	2012/13 Scores	3.00	1.67	N/A	3.00	1.67	2.67	2.00	1.00	2.14	↑	A well performing school that has maintained improvements that have been noted since the baseline assessments. Road signage still needs to be installed, and the intermittent supply of water needs to be monitored and managed to ensure availability.
		2013/14 Scores	3.00	2.67	N/A	3.00	2.33	3.00	3.00	1.67	2.67		
		2014/15 Scores	3.00	3.00	2.67	3.11	2.89	2.33	2.78	2.33	2.76		
		2015/16 Scores	2.56	2.44	3.00	3.00	2.83	2.67	3.11	2.72	2.79		
GP	Ratanda Secondary School	2013/14 Scores	1.67	1.33	1.56	3.00	2.00	1.67	2.00	1.00	1.78	↑	Internal signage is lacking, and staff do not wear name tags. Though the learner ablutions have been upgraded and the cleanliness has improved, the overall maintenance and cleanliness of the facility is still not what it should be.
		2014/15 Scores	2.67	2.00	1.67	2.67	1.67	2.00	3.00	1.00	2.09		
		2015/16 Scores	2.78	2.67	2.22	3.11	2.44	2.33	3.11	2.33	2.63		
GP	PT Xulu Secondary School	2013/14 Scores	2.33	1.67	N/A	1.67	1.67	1.67	1.67	1.00	1.67	↑	The overall cleanliness and maintenance to be improved. Also, the complaints management systems needs to be attended to.
		2014/15 Scores	2.33	1.33	1.33	3.00	1.67	2.00	2.33	1.00	1.88		
		2015/16 Scores	2.22	1.56	1.22	2.67	2.89	2.89	3.00	1.56	2.25		
GP	Namedi Secondary School	2013/14 Scores	1.67	1.67	N/A	2.67	2.33	3.00	2.00	1.67	2.14	↓	Although this school has shown consistent improvements, several challenges still remain. The cleanliness of the facility, especially learner ablutions, needs to be attended to. The complains management system also needs to improved.
		2014/15 Scores	3.00	2.00	2.33	3.00	2.67	3.00	3.33	2.00	2.67		
		2015/16 Scores	2.56	2.28	2.06	2.78	2.94	2.56	3.11	1.89	2.52		
LP	Mamehlabe High School	2012/13 Scores	3.00	2.67	N/A	4.00	2.33	2.00	3.00	1.33	2.62	↑	Although some improvements have been noted, there are still several challenges, which include the absence of appropriate safety measures and an inadequate complaints management system. Cleanliness has improved slightly. Also, the toilets are not sufficiently resourced.
		2013/14 Scores	2.67	2.00	N/A	3.33	2.33	1.67	2.00	1.67	2.24		
		2014/15 Scores	2.67	2.08	2.00	3.17	2.00	1.92	3.08	1.00	2.24		
		2015/16 Scores	3.00	3.00	2.00	3.00	2.67	3.00	2.67	2.00	2.67		
LP	Solomon Mahlangu High School	2013/14 Scores	3.00	2.00	3.33	4.00	1.33	1.00	1.33	2.00	2.25	↓	This school has not shown any significant improvements. The cleanliness and maintenance is not up to standard, neither is the security. The school also has a challenge in terms of external and internal signage.
		2014/15 Scores	2.58	1.92	1.83	3.33	1.75	1.67	3.08	1.67	2.23		
		2015/16 Scores	2.67	2.22	2.11	3.00	2.00	1.78	2.67	1.22	2.21		

Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Improvement Trend	Improvements Summaries
MP	Mathipe High School	2013/14 Scores	3.67	1.00	N/A	4.00	2.00	2.67	1.67	1.00	2.29		Both internal and external signage at this school needs to be improved. Also, the maintenance and cleanliness of the school needs to be addressed.
		2014/15 Scores	2.75	3.00	2.00	3.50	2.00	3.00	3.00	2.00	2.66		
		2015/16 Scores	2.33	2.22	2.06	3.03	2.33	2.19	2.58	1.50	2.28		
MP	Mathibela High School	2013/14 Scores	2.00	2.00	N/A	2.00	1.00	1.00	2.00	1.33	1.62		This school is undergoing renovations, which impact on several aspect of service delivery, especially cleanliness and accessibility.
		2014/15 Scores	3.00	1.75	2.00	3.00	3.00	3.00	3.00	1.00	2.47		
		2015/16 Scores	3.00	2.33	2.44	2.89	2.56	3.00	3.11	1.67	2.63		
MP	Tsepeha Secondary School	2014/15 Scores	2.22	1.44	1.89	3.33	1.33	2.11	3.00	1.44	2.10		The cleanliness of the toilets and the overall maintenance of this school needs to be improved. Also, contact details and complaints procedures need to be displayed.
		2015/16 Scores	2.33	2.00	1.56	2.89	1.78	2.44	3.00	1.11	2.14		
NC	Langerberg High School	2013/14 Scores	2.67	2.00	N/A	3.33	2.00	1.33	3.00	1.33	2.24		This school has severe challenges in terms of maintenance: classroom furniture is in disrepair, the learner toilets are filthy and the perimeter fence is damaged. There is no access control into the school. The complaints management system is inadequate and under-resourced.
		2014/15 Scores	1.83	2.25	1.83	2.33	1.50	1.58	2.25	1.08	1.83		
		2015/16 Scores	2.11	2.00	2.22	2.78	1.44	1.56	2.44	1.67	2.03		
NW	Mmatope Primary School	2014/15 Scores	1.97	1.23	1.37	2.83	1.97	1.80	2.33	1.67	1.90		This school is currently undergoing renovations. Signage, display of contact details and evacuation plans, as well as complaints management procedures were also found to be lacking.
		2015/16 Scores	1.58	1.66	1.87	2.59	1.64	1.77	2.33	1.12	1.82		
NW	Boijane High School	2014/15 Scores	1.50	1.13	1.23	2.70	1.00	2.00	1.97	1.67	1.65		None of the recommendations have been implemented. Cleanliness, maintenance, signage and security need to be urgently addressed.
		2015/16 Scores	2.00	1.25	1.33	2.67	1.25	1.42	2.17	1.08	1.65		
NW	Marikana Combined School	2014/15 Scores	1.80	1.20	1.57	2.00	1.00	1.43	1.87	1.67	1.57		Maintenance of the facility, as well as the cleanliness of the toilets are the most pressing challenges at this school. Some of the classroom furniture is also damaged.
		2015/16 Scores	2.29	2.01	2.07	2.29	1.19	2.23	2.36	1.83	2.03		
NW	Mashwela Primary School	2013/14 Scores	3.00	2.33	N/A	4.00	1.67	3.00	3.33	2.33	2.81		Access control and security at this school remain challenges to be addressed. The overall cleanliness and maintenance can also be improved.
		2014/15 Scores	2.67	1.89	2.33	2.89	1.78	2.00	2.11	1.89	2.19		
		2015/16 Scores	2.27	2.47	1.80	3.00	2.13	2.13	2.87	2.13	2.35		

Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Improvement Trend	Improvements Summaries
NW	Machakele Motau Middle School	2013/14 Scores	2.00	1.00	2.67	2.67	1.00	1.67	2.00	1.00	1.75	↑	There are not enough toilets for the number of learners enrolled at this school. Also, maintenance in the facility needs to be improved by fixing plug fittings, broken windows and loose light fixtures.
		2014/15 Scores	2.67	1.89	2.33	2.89	1.78	2.00	2.11	1.89	2.19		
		2015/16 Scores	2.50	2.39	2.33	3.11	2.61	2.33	2.94	2.11	2.54		
NW	Ikaneng High School	2013/14 Scores	2.00	1.33	2.33	3.00	1.00	2.00	2.00	1.33	1.88	↑	Some improvements have been noted, but the facility needs to improve in terms of cleanliness. Also, it does not display evacuation procedures, contact details or complaints management procedures. The security measures at the school also have to be strengthened.
		2014/15 Scores	1.78	1.56	1.44	2.56	1.67	1.67	2.00	1.33	1.75		
		2015/16 Scores	2.50	2.39	1.72	3.28	2.28	2.17	2.67	2.17	2.40		
WC	Delft South Primary School	2012/13 Scores	3.00	1.00	N/A	3.00	1.00	1.67	2.00	1.00	1.81	↑	Several challenges at this school have to be addressed. Learner toilets are not cleaned properly, complaints management system not accessible, and safety to be improved. New premises being constructed.
		2013/14 Scores	2.67	2.33	N/A	3.00	2.67	2.67	2.67	2.00	2.57		
		2014/15 Scores	3.00	1.67	2.33	3.11	2.67	1.78	2.56	1.78	2.36		
		2015/16 Scores	2.56	2.67	2.22	3.00	2.44	2.22	2.89	1.56	2.44		
WC	Grosvenor Primary School	2012/13 Scores	3.00	1.67	N/A	3.00	1.00	1.00	3.00	1.00	1.95	↓	Very few recommendations have been completed. Signage not sufficient, accessibility to the disabled below par, and learner toilets are not cleaned properly. School is only partially fenced, and without a security guard. No complaints management system in place
		2013/14 Scores	2.00	2.00	N/A	3.33	2.00	2.00	2.67	1.33	2.19		
		2014/15 Scores	2.44	2.00	2.33	2.89	2.44	1.56	2.67	1.78	2.26		
		2015/16 Scores	2.11	2.00	2.11	3.00	2.22	1.44	2.78	2.00	2.21		
WC	Vaattjie Moravian Primary School	2012/13 Scores	2.61	1.00	N/A	3.67	2.67	3.00	3.00	2.33	2.61	↓	Buildings owned by a church - disagreements regarding maintenance and improvements of infrastructure. Has a challenge with water supply. Safety procedures not sufficient, nor is the complaints management system in place. Learner toilets not clean.
		2013/14 Scores	2.00	2.33	N/A	3.00	3.00	2.67	2.33	2.00	2.48		
		2014/15 Scores	2.44	2.11	2.00	3.00	3.11	2.56	2.89	1.78	2.49		
		2015/16 Scores	2.67	2.56	2.22	3.00	2.67	2.33	2.89	1.00	2.42		
WC	Uxolo High School	2013/14 Scores	2.00	1.33	N/A	3.00	1.33	1.00	2.00	1.00	1.67	↑	General improvements, but several persistent challenges noted. Cleanliness and maintenance of facility not sufficient, and complaints management system still not implemented.
		2014/15 Scores	2.39	1.78	2.17	2.67	1.61	1.28	2.17	1.00	1.88		
		2015/16 Scores	2.67	2.56	2.22	3.22	2.44	1.78	3.00	1.33	2.40		

2.3.3 Health Facilities (15 Facilities)

Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System Ave	Improvement Trend	Improvements Summaries	
EC	Virginia Shumane Clinic	2012/13 Scores	2.00	2.33	1.00	2.00	2.00	1.00	2.00	1.33	1.71	↑	This facility has recorded sustained improvements since the baseline assessment. All recommendations have been implemented. The only area to improve is the wearing of name tags by all staff members.
		2013/14 Scores	3.33	3.00	3.00	3.00	3.00	2.00	2.67	3.00	2.88		
		2014/15 Scores	2.89	2.44	2.44	3.33	2.44	2.22	2.56	2.00	2.54		
		2015/16 Scores	3.00	2.44	2.56	3.00	2.67	2.89	2.67	2.78	2.75		
EC	Isolomzi Clinic	2012/13 Scores	3.00	1.67	1.67	3.00	1.67	1.67	2.00	3.00	2.21	↔	An additional room is being constructed to accommodate for extra waiting room: the clinic is small and does not have sufficient capacity at the moment. Access control to the facility is also not up to standard. Opening and closing times are still not displayed, nor has the road signage been installed.
		2013/14 Scores	2.67	2.00	2.67	2.67	2.67	3.33	2.33	2.33	2.58		
		2014/15 Scores	3.00	1.40	1.56	3.56	2.22	1.67	2.78	2.89	2.39		
		2015/16 Scores	3.00	1.56	2.22	2.78	2.33	2.00	2.33	2.89	2.39		
EC	Meje Clinic	2012/13 Scores	3.00	2.67	2.00	3.00	2.33	1.33	1.67	1.67	2.21	↓	This clinic is relocating to a new building. The external maintenance needs to be improved, and the internal signage was found to be lacking. The suggestion box is also not resourced adequately.
		2014/15 Scores	2.33	2.22	2.56	3.67	2.11	2.78	2.89	2.78	2.67		
		2015/16 Scores	2.00	1.89	2.67	2.89	1.89	2.56	2.89	1.89	2.33		
FS	Jacobsdal Clinic	2013/14 Scores	2.00	1.00	2.33	3.00	1.67	2.00	2.00	2.67	2.08	↓	Substantial improvements since baseline in 2013/14. Some challenges in terms of cleanliness persist, driven by an inadequate supply of water. Also, some recommendations in terms of signage to still be implemented.
		2014/15 Scores	2.89	2.39	2.78	3.00	2.83	2.50	2.89	2.67	2.74		
		2015/16 Scores	2.43	2.25	2.68	3.15	2.45	2.45	2.77	3.00	2.65		
GP	Sebokeng Hospital	2012/13 Scores	3.00	2.00	1.00	3.00	2.00	2.00	2.67	2.33	2.25	↓	This hospital has shown sustained improvements since the baseline. Queue management can be improved, in that the CPS system can be better implemented and better resourced.
		2014/15 Scores	3.00	3.11	3.44	3.56	3.22	3.00	3.67	3.22	3.28		
		2015/16 Scores	2.81	3.11	2.69	3.64	3.42	3.19	3.06	2.94	3.11		
GP	Mohlakeng Clinic	2012/13 Scores	2.67	2.00	2.67	3.00	1.33	1.67	2.00	1.33	2.08	↓	Also part of the Ideal Clinic Project, the only remaining issue to be addressed is the absence of road signage. Cleanliness, complaints management and accessibility has been improved.
		2013/14 Scores	3.00	2.00	2.33	3.00	2.00	2.00	2.00	2.33	2.33		
		2014/15 Scores	3.50	2.83	3.50	3.67	3.67	3.17	3.33	3.17	3.35		
		2015/16 Scores	3.06	2.78	3.17	3.33	2.78	3.06	3.17	3.17	3.06		

Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Improvement Trend	Improvements Summaries
GP	Ya Rona Clinic	2013/14 Scores	3.33	1.33	2.33	3.00	1.33	2.33	2.67	2.00	2.29	↓	This facility, part of the Ideal Clinic initiative, performs consistently well. The only area to be improved is road signage, which forms part of the Ideal Clinic project.
		2014/15 Scores	3.33	3.11	3.33	4.00	3.44	3.33	3.44	3.00	3.38		
		2015/16 Scores	3.31	2.78	3.02	3.78	2.96	3.09	3.30	2.78	3.13		
LP	Mphahlele Clinic	2011/12 Scores	1.00	1.00	1.00	1.00	1.00	1.00	3.00	4.00	1.63	↑	No significant improvements since the baseline. Proper signage still absent both externally and internally. The clinic does not have enough seating in the waiting area, and the complaints management system is not resourced adequately. The security at the clinic is compromised due to issues within the service provider.
		2012/13 Scores	3.00	2.33	2.00	3.67	2.00	3.00	2.67	3.67	2.79		
		2013/14 Scores	2.67	1.00	2.67	3.33	2.33	2.00	1.67	1.67	2.17		
		2014/15 Scores	2.78	1.00	2.22	2.89	1.89	1.22	1.44	1.67	1.89		
		2015/16 Scores	3.00	1.44	3.00	3.39	2.56	2.22	2.11	2.28	2.50		
MP	Kanyamazane Clinic	2011/12 Scores	2.00	1.00	1.00	2.00	1.00	1.00	2.00	1.00	1.38	↑	This facility has recorded consistent improvements since the baselines. The main challenge is the absence of road signage.
		2012/13 Scores	2.00	1.67	1.00	2.33	1.67	2.33	3.00	1.67	1.96		
		2014/15 Scores	2.33	2.00	1.83	2.56	2.33	2.50	2.22	1.89	2.21		
		2015/16 Scores	2.89	3.22	2.78	3.22	2.89	2.89	2.89	2.67	2.93		
MP	Embuhleni Hospital	2011/12 Scores	1.00	1.00	1.00	1.00	1.00	1.00	1.00	3.00	1.25	↑	This hospital has shown consistent improvements since the baseline assessment. However, several challenges still remain. The facility is not maintained properly, and the cleanliness needs to be improved. Also, the public toilets need to be repaired and supplied with toiletries.
		2012/13 Scores	2.67	3.00	2.33	3.00	1.33	2.33	3.00	2.00	2.46		
		2013/14 Scores	3.00	3.67	2.33	3.33	2.33	3.00	3.00	2.67	2.92		
		2014/15 Scores	3.11	2.67	2.78	3.11	2.22	2.78	2.89	2.44	2.75		
		2015/16 Scores	3.09	2.91	2.73	3.13	2.22	2.83	2.91	2.52	2.79		
NC	Tshwaragano District Hospital	2012/13 Scores	3.00	3.00	1.00	2.00	1.67	2.33	N/A	2.00	1.88	↓	This hospital has improved considerably since the baseline assessment. A few minor challenges remain in terms of staff not wearing name tags at all times, and the complaints management procedures not being displayed. Also, the replacement of the suggestion box needs to be attended to.
		2013/14 Scores	3.00	3.33	3.33	3.33	3.67	3.00	3.00	2.33	3.13		
		2014/15 Scores	2.67	2.67	2.75	3.42	2.92	2.92	2.75	2.00	2.76		
		2015/16 Scores	2.67	3.00	2.11	3.00	2.67	2.67	3.00	1.44	2.57		

Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Improvement Trend	Improvements Summaries
NW	Mmakau Clinic	2013/14 Scores	2.33	1.00	1.33	2.67	1.33	2.00	1.33	2.00	1.75	↔	Several challenges at this clinic remain unchanged. The internal and external signage is insufficient, as is the number and cleanliness of the public toilets. Service interruptions due to staff breaks were also recorded, and there are no health and safety procedures displayed. The complaints management system also needs to be addressed.
		2014/15 Scores	2.83	1.33	1.92	3.00	1.75	1.83	2.33	1.94	2.12		
		2015/16 Scores	2.66	1.69	2.21	2.96	1.81	1.96	1.75	1.88	2.12		
NW	Dryharts Clinic	2014/15 Scores	1.90	1.33	1.67	2.80	1.50	1.67	2.17	1.67	1.84	↑	Queue management at this clinic needs to be improved, as the system is insufficient. Signage is also not up to standard. The complaints management system needs to be improved, and the health and safety guidelines need to be displayed.
		2015/16 Scores	2.17	2.00	1.50	2.92	2.17	2.08	2.17	1.33	2.04		
WC	Gugulethu CHC	2012/13 Scores	3.00	1.67	1.67	1.67	1.67	2.67	2.33	1.67	2.04	↓	Continued, sustained improvements in facility from baseline. Facility to be relocated, addressing space and infrastructure constraints, as well as waiting times. Signage improved significantly. Security remains a challenge. Complaints management systems in place, but under-resourced.
		2013/14 Scores	3.00	2.67	1.67	3.00	3.00	2.67	2.67	2.00	2.59		
		2014/15 Scores	3.00	2.67	2.33	3.00	2.83	2.67	3.00	2.33	2.73		
		2015/16 Scores	2.67	2.67	2.33	2.89	2.56	1.89	2.56	2.44	2.50		
WC	Westfleur Hospital	2012/13 Scores	1.33	2.00	1.00	2.67	1.67	2.00	3.00	2.33	2.00	↓	Generally well-performing hospital with several good practices. Some renovations underway, which affect waiting times and spaces. Complaints management system to be resourced appropriately.
		2013/14 Scores	3.00	2.67	2.33	3.00	2.33	3.00	2.67	2.33	2.67		
		2014/15 Scores	3.11	3.11	3.00	3.22	2.56	2.78	3.00	2.56	2.92		
		2015/16 Scores	2.56	2.67	2.44	3.11	2.67	2.67	3.11	2.44	2.71		

2.3.4 Home Affairs Offices (9 Facilities)

Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Improvement Trend	Improvements Summaries
EC	Umtata Home Affairs	2012/13 Scores	2.67	3.00	2.33	3.00	2.67	3.00	3.00	2.33	2.75	↑	The roof is leaking, and the power supply is intermittent. Only staff have access to toilets, but these are also leaking. Safety guidelines are not displayed, and fire fighting equipment not available. Several challenges persist in this office, however, renovations are underway
		2013/14 Scores	3.00	2.67	2.67	3.00	3.00	3.00	3.00	3.00	2.92		
		2014/15 Scores	2.33	2.67	2.44	3.11	2.11	2.67	2.78	2.33	2.56		
		2015/16 Scores	2.67	2.89	2.89	3.00	2.89	2.78	3.00	2.56	2.83		
EC	Mount Frere Home Affairs	2014/15 Scores	2.57	2.20	2.53	3.10	2.00	2.10	2.90	2.67	2.51	↓	The building still fails to conform to the minimum occupational health and safety requirements with one exit door and no windows which limits proper ventilation. Process of acquiring a suitable place is very slow as it is driven by Department of Public Works.
		2015/16 Scores	2.56	2.44	2.89	2.78	2.44	2.11	2.78	1.78	2.47		
FS	Bethlehem Home Affairs	2012/13 Scores	2.00	2.33	2.00	3.00	1.67	1.67	3.00	1.33	2.13	↑	Several improvements in the facility has been noted, particularly in terms of internal signage. However, the complaints procedures are not displayed, and an elevator has not been installed to assist movement between floors. Road signage has not been installed either.
		2013/14 Scores	2.33	2.67	2.67	3.00	2.67	1.67	3.00	2.33	2.54		
		2014/15 Scores	2.67	2.56	2.22	3.11	2.22	2.11	2.67	1.89	2.43		
		2015/16 Scores	2.92	2.83	2.92	3.08	2.75	2.67	3.00	2.25	2.80		
FS	Kroonstad Home Affairs	2014/15 Scores	2.23	2.00	2.03	2.90	1.90	2.23	2.37	1.67	2.17	↑	Some improvements have been noted in terms of accessibility for the disabled, complaints management system as well as access control. The overall cleanliness of the facility has to be improved, as does the internal and road signage of the facility.
		2015/16 Scores	2.75	2.53	3.00	3.31	2.56	2.67	3.03	2.81	2.83		
GP	Randfontein Home Affairs	2013/14 Scores	3.33	2.00	3.33	3.67	1.33	1.67	1.33	1.00	2.21	↑	The main challenges here are the maintenance of the building as well as the absence of road signage towards this office. The building is leased, which negatively impacts day-to-day maintenance. Improved contract management will address this challenge.
		2014/15 Scores	2.78	2.44	2.44	3.67	2.44	2.11	1.89	2.00	2.47		
		2015/16 Scores	3.00	3.00	3.17	3.33	3.00	3.00	2.67	3.00	3.02		

Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Improvement Trend	Improvements Summaries
GP	Alberton Home Affairs	2013/14 Scores	1.00	1.00	2.67	3.00	1.00	1.67	3.00	1.67	1.88	↑	This facility is understaffed, which results in long waiting times for users. Also, the public toilets are cash operated, which negatively influence user satisfaction with the service quality.
		2014/15 Scores	3.22	2.56	2.78	3.67	3.06	2.28	2.94	2.39	2.86		
		2015/16 Scores	3.00	3.00	2.44	3.11	3.22	2.89	3.00	3.00	2.96		
LP	Modjadjieskloof Home Affairs	2013/14 Scores	1.33	1.33	1.33	3.33	2.33	2.33	2.33	1.67	2.00	↑	Provincial and national intervention required to address management and infrastructural issues affecting this facility.
		2014/15 Scores	2.28	2.11	2.39	3.50	2.17	2.00	2.67	1.89	2.38		
		2015/16 Scores	3.24	2.51	3.22	3.53	2.18	3.07	2.89	2.53	2.90		
MP	Kabokweni Home Affairs	2011/12 Scores	2.00	2.00	1.00	4.00	1.00	4.00	4.00	1.00	2.38	↑	Most recommendations have been implemented in this facility. However, even though the public ablutions are clean, they are not supplied with the appropriate toiletries. These are some of the ongoing challenges for sectors operating in shared facilities which includes general management of cleaners and general maintenance.
		2012/13 Scores	3.00	3.00	3.33	3.67	2.67	3.67	3.33	2.67	3.17		
		2013/14 Scores	2.33	2.67	2.67	3.33	1.67	3.00	3.00	2.67	2.67		
		2014/15 Scores	2.11	1.28	1.89	2.83	1.56	2.33	1.83	2.00	1.98		
		2015/16 Scores	2.11	2.33	2.67	3.00	2.11	2.22	2.56	1.89	2.36		
NW	Brits Home Affairs	2014/15 Scores	2.06	1.83	1.94	2.81	1.31	1.86	2.22	1.44	1.93	↑	This facility is showing gradual improvement in the KPAs even though there is shortage of staff members and this impact on the operations at the facility.
		2015/16 Scores	2.32	2.38	2.46	3.07	2.77	2.51	2.51	2.32	2.54		

2.3.5 Magistrate Courts (12 Facilities)

Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Improvement Trend	Improvements Summaries
EC	Fort Beaufort Magistrate Court	2013/14 Scores	2.67	2.33	2.67	3.00	2.33	2.33	2.00	2.67	2.50	↑	A well-performing court with a few minor challenges in terms of road signage, maintenance and resourcing of the complaints management system.
		2014/15 Scores	2.89	2.33	2.56	3.00	2.89	2.67	2.22	2.40	2.63		
		2015/16 Scores	2.89	2.22	2.89	3.00	2.78	2.78	2.89	2.22	2.71		
EC	Umtata Magistrate Court	2012/13 Scores	2.00	1.33	2.00	3.00	2.33	3.00	2.33	1.33	2.17	↑	Several challenges persist in this court: external signage still needs to be attended to, and the long queues are due to the manual payment system still being used at this court. The complaints management system is also not resourced adequately.
		2014/15 Scores	2.28	2.11	2.33	2.89	2.33	2.67	2.78	1.67	2.38		
		2015/16 Scores	2.78	2.22	2.33	3.00	2.44	2.67	2.56	1.56	2.45		
FS	Bloemfontein Magistrate Court	2012/13 Scores	3.00	2.00	1.33	2.00	1.33	2.33	2.00	1.67	1.96	↑	Several good practices in terms of cleanliness and internal signage have been maintained in the facility. Queue management can be improved, and road signage still needs to be erected for this court. Also, the complaints management procedures need to be displayed properly.
		2013/14 Scores	3.00	3.00	2.67	2.67	3.00	1.33	2.33	1.67	2.46		
		2014/15 Scores	3.00	2.78	1.89	3.22	2.78	2.11	3.22	2.67	2.71		
		2015/16 Scores	2.77	2.85	2.48	3.17	2.78	2.72	3.00	2.17	2.74		
FS	Winburg Magistrate Court	2013/14 Scores	3.33	1.67	2.33	3.00	2.00	2.00	1.67	1.67	2.21	↓	Challenges in terms of road signage, infrastructure maintenance, and space in the waiting areas were noted in this court. The facility is clean, and opening and closing times are adhered to, and the complaints management system has been found to be adequate.
		2014/15 Scores	2.89	2.83	3.00	3.00	2.89	2.89	3.00	3.00	2.94		
		2015/16 Scores	2.92	2.64	2.61	3.17	2.81	2.81	2.89	2.61	2.81		
GP	Heidelberg Magistrate Court	2012/13 Scores	3.00	1.67	1.00	3.00	3.00	3.00	1.00	1.00	2.08	↓	A facility that has several good management practices, this court has implemented all the recommendations in its improvement plan.
		2013/14 Scores	3.00	2.00	2.33	3.00	2.33	3.00	1.67	2.67	2.50		
		2014/15 Scores	3.00	2.78	3.44	3.56	3.56	3.33	2.78	2.78	3.15		
		2015/16 Scores	3.11	2.89	3.11	3.33	3.17	2.89	2.89	3.11	3.06		
KZN	Pietermaritzburg Magistrate Court	2012/13 Scores	2.33	2.33	1.33	3.33	1.33	4.00	1.67	1.33	2.21	↓	Most recommendations have been implemented at this court. However, access to the elderly and persons with disabilities remain a challenge, and road signage still needs to be installed.
		2013/14 Scores	2.67	2.67	2.67	3.00	3.33	3.00	3.00	2.33	2.83		
		2014/15 Scores	2.89	3.11	3.11	3.44	3.33	3.11	3.00	3.00	3.13		
		2015/16 Scores	2.50	2.39	2.50	3.17	3.33	2.56	2.56	1.78	2.60		

Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Improvement Trend	Improvements Summaries
KZN	Umzimkhulu Magistrate Court	2012/13 Scores	2.00	1.67	1.33	3.00	1.00	2.33	1.67	1.00	1.75	↑	Road and internal signage still to be improved for this court. The plumbing at this court needs to be replaced as well. Also, the contact details of the manager are not displayed.
		2013/14 Scores	3.00	2.50	2.00	3.50	1.50	2.50	2.00	1.00	2.25		
		2014/15 Scores	2.89	2.22	2.44	3.11	2.89	2.78	2.56	1.89	2.60		
		2015/16 Scores	2.75	2.58	1.92	3.17	2.75	3.00	3.00	1.83	2.63		
LP	Thohoyandou Magistrate Court	2012/13 Scores	3.00	2.67	3.00	3.67	1.33	2.00	2.00	2.00	2.50	↓	The main challenges here are the maintenance of the facility: the building is old and requires repair. Access control needs to be improved, and the help desk needs to be repositioned to improve queue management and enquiries.
		2013/14 Scores	3.00	2.67	3.33	3.33	2.33	3.00	3.33	3.00	3.00		
		2015/16 Scores	2.99	3.10	2.97	3.17	2.56	3.08	2.83	2.78	2.93		
MP	Kabhekweni Magistrate Court	2011/12 Scores	3.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00	1.38	↑	A well-performing court in which all recommendations have been implemented. However, the security guards need to search users entering and exiting the facility, and the complaints register needs to be supplied with appropriate stationery.
		2012/13 Scores	3.00	3.00	2.00	3.00	2.67	3.00	2.67	2.00	2.67		
		2013/14 Scores	3.00	2.67	3.00	3.33	2.33	3.00	3.00	2.67	2.88		
		2014/15 Scores	2.44	2.56	2.56	3.11	1.89	2.44	2.33	1.78	2.39		
		2015/16 Scores	2.67	3.22	2.89	2.78	2.56	2.89	2.78	2.22	2.75		
MP	Tonga Magistrate Court	2011/12 Scores	3.00	1.00	1.00	1.00	4.00	4.00	2.00	1.00	2.13	↑	This court's main challenge is in terms of accessibility as it is on several floors, with only stairs available. Also, the complaints management procedures are not displayed for users.
		2012/13 Scores	2.33	1.67	2.33	3.33	3.00	3.00	2.67	2.67	2.63		
		2013/14 Scores	3.00	2.33	2.33	3.33	2.67	3.67	3.00	2.00	2.79		
		2014/15 Scores	2.78	2.00	2.78	3.44	2.33	2.22	3.33	1.00	2.49		
		2015/16 Scores	2.78	2.56	2.56	2.89	2.89	3.00	2.67	2.22	2.69		
NC	Springbok Magistrate Court	2013/14 Scores	2.67	2.00	2.33	3.33	2.33	2.33	2.67	1.33	2.37	↑	Although improvements have been noted, this court still does not have enough seating in the waiting area. Also, road signage has not been installed.
		2015/16 Scores	2.89	3.00	3.00	3.11	2.67	3.11	3.11	2.22	2.89		
NC	De Aar Magistrate Court	2012/13 Scores	3.00	2.33	1.67	3.33	2.00	2.67	2.33	2.00	2.42	↑	The cleanliness and maintenance of this court needs to be improved. Also, the safety guidelines and evacuation procedures have not been displayed. However, the court has improved on internal signage by making it available in the two dominant languages of the community as well as in English.
		2013/14 Scores	1.67	2.00	3.00	4.00	3.00	3.00	2.00	1.67	2.54		
		2014/15 Scores	2.92	2.33	2.33	3.50	2.50	2.92	3.08	2.17	2.72		
		2015/16 Scores	2.67	3.22	3.22	3.33	2.78	3.11	3.22	2.22	2.97		

2.3.6 MCCC's (7 Facilities)

Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Improvement Trend	Improvements Summaries
FS	Ngwate MCCC	2014/15 Scores	1.67	1.33	2.11	2.89	1.56	2.11	2.22	1.67	1.95	↓	This facility has considerable challenges in terms of safety, especially road signage as well as internal signage not assisting users adequately. Facility not cleaned or maintained properly, contact details and standards not displayed, and complaints management system is not resourced or explained.
		2015/16 Scores	2.27	1.43	2.07	2.72	1.42	1.30	2.65	1.27	1.89		
GP	Toekomsrus MCCC	2013/14 Scores	2.67	1.00	1.67	3.00	1.67	2.33	3.00	1.00	2.04	↓	The facility is not well maintained nor cleaned properly. There is no road signage to the MCCC, and the facility doesn't display the contact details of management anywhere. Also, there is no adequate complaints management system in place.
		2014/15 Scores	3.03	2.80	3.00	3.60	3.07	2.90	2.90	2.53	2.98		
		2015/16 Scores	2.67	1.39	1.61	2.89	2.39	2.11	2.44	2.06	2.19		
LP	Modjadjieskloof MCCC	2013/14 Scores	2.39	1.69	1.70	3.12	1.93	2.35	2.23	1.11	2.07	↑	All recommendations with actions items have been implemented and there are plans to separate the two facilities (MCCC & DLTC) with construction already in progress.
		2014/15 Scores	2.89	2.78	2.40	3.78	2.89	3.22	3.22	2.22	2.93		
		2015/16 Scores	3.56	3.03	3.11	3.92	2.92	3.08	3.92	2.22	3.22		
NC	Augrabies MCCC	2012/13 Scores	2.33	2.33	1.00	1.33	1.00	1.00	2.00	1.00	1.50	↑	The facility has improved in most of the identified areas through improvisation. The Memorandum of Agreement, which explains the responsibilities of OTP and the Kai !Garib Municipality has been completed to be signed by both OTP and the Municipal Manager. Concerns were raised by the municipality on the lack of commitment from the OTP in supporting this facility.
		2013/14 Scores	2.33	2.00	2.33	3.67	2.67	2.00	2.67	2.33	2.50		
		2014/15 Scores	3.06	2.28	3.11	4.00	3.06	1.72	3.11	2.28	2.83		
		2015/16 Scores	3.06	2.56	2.89	3.44	3.33	1.94	3.33	2.22	2.85		
NW	Naledi MCCC	2013/14 Scores	2.00	1.33	1.67	3.00	2.00	2.33	2.00	1.33	1.96	↓	This facility is challenged with office space however some of the activities have been implemented which includes additional chairs in the waiting area, provision of cleaning material and resourcing the bathrooms with necessary amenities together with the management of cleaners.
		2014/15 Scores	2.45	2.05	2.37	2.85	2.93	2.28	2.43	1.65	2.38		
		2015/16 Scores	2.38	1.59	1.81	2.81	2.05	2.10	1.81	1.64	2.02		
NW	Madibeng MCCC	2014/15 Scores	2.37	1.33	1.93	2.87	1.77	2.10	2.20	1.43	2.00	↑	This facility requires continuous maintenance as it is operating on a new building however some taps are leaking, hanging wires, broken windows & doors. Some of the toilets are also not functional. Nametags for staff members are still outstanding.
		2015/16 Scores	2.54	1.82	2.23	3.11	2.29	2.28	2.74	1.41	2.30		
NW	Kagisano Molapo MCCC	2014/15 Scores	2.17	1.53	1.33	2.77	2.17	2.10	2.00	1.53	1.95	↓	The facility is not showing any progress in scores however it was indicated that the implementation of the improvement plan is work in progress and identified areas have been prioritised for improvement with a satellite opened in Tosca to increase access to services.
		2015/16 Scores	2.25	1.33	2.00	2.67	1.67	2.08	2.08	1.42	1.94		

2.3.7 Police Stations (11 Facilities)

Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Improvement Trend	Improvements Summaries
EC	Fort Beaufort Police Station	2013/14 Scores	2.67	1.39	1.83	2.61	2.17	1.33	2.72	1.33	2.01	↑	This facility has improved significantly, with only a minor challenges persisting. The external areas require maintenance, and some infrastructure issues that need to be addressed. This maintenance is dependant on the Department of Public Works
		2014/15 Scores	2.40	1.40	2.11	3.00	2.33	2.00	3.11	1.67	2.26		
		2015/16 Scores	2.67	2.89	3.00	3.00	2.67	2.56	2.78	2.22	2.72		
EC	Bizana Police Station	2014/15 Scores	1.57	2.43	1.77	2.33	1.53	1.67	2.43	1.23	1.87	↑	Security needs to be improved in terms of access control and servicing of fire extinguishers at this station. Also, the complaints management system needs to be improved in terms of resourcing.
		2015/16 Scores	2.67	2.56	2.22	2.89	2.00	1.67	2.78	2.00	2.35		
EC	New Brighton Police Station	2012/13 Scores	1.67	2.00	2.33	2.67	1.00	2.33	N/A	1.67	1.95	↑	The internal signage is only in English, and not also in isiXhosa, the dominant language. Also, the suggestion box is not provided with the necessary stationery. Also, safety has been raised as a concern.
		2014/15 Scores	2.22	2.67	1.89	2.56	1.56	1.89	2.78	2.00	2.19		
		2015/16 Scores	2.22	2.53	2.28	2.70	1.80	2.05	2.72	1.85	2.27		
GP	Laudium Police Station	2011/12 Scores	3.00	1.00	2.00	3.00	1.33	1.00	3.00	2.00	2.04	↓	A well performing facility that can benefit from improved facility maintenance and attention. Sustained improvements since the baselines assessments.
		2012/13 Scores	2.33	3.00	3.33	3.33	2.33	3.33	4.00	2.33	3.00		
		2013/14 Scores	3.33	2.00	3.00	3.33	2.33	2.33	2.67	1.67	2.58		
		2014/15 Scores	3.11	2.67	3.11	3.56	2.78	2.44	2.44	2.44	2.82		
		2015/16 Scores	3.00	2.89	2.72	3.22	2.56	2.50	2.78	2.61	2.78		
GP	Alexandra Police Station	2013/14 Scores	2.67	2.33	3.00	2.67	2.67	2.00	1.33	1.33	2.25	↑	Although most of the improvements inherent in the renovation project have been realised, the facility needs to improve its overall cleanliness. Also, the fencing around the station needs to be attended to.
		2014/15 Scores	2.78	2.78	2.78	3.22	2.00	2.67	2.44	2.00	2.58		
		2015/16 Scores	3.00	2.67	3.33	3.22	2.11	2.67	2.78	2.44	2.78		

Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Improvement Trend	Improvements Summaries
GP	Ratanda Police Station	2011/12 Scores	1.00	1.00	1.00	3.00	1.67	1.00	3.00	2.00	1.71	↓	The conditions of the public toilets need to be improved. In general, the facility maintenance can be attended to more regularly, and the internal signage can be improved as well.
		2012/13 Scores	2.67	1.00	2.67	2.67	1.67	2.67	4.00	2.00	2.42		
		2013/14 Scores	3.00	2.00	3.00	3.33	2.67	2.33	3.00	2.00	2.67		
		2014/15 Scores	2.83	2.67	2.83	3.33	1.67	3.00	2.33	1.83	2.56		
		2015/16 Scores	2.67	1.78	2.44	2.89	1.22	1.56	2.56	1.89	2.13		
GP	Etwatwa Police Station	2011/12 Scores	1.00	1.67	3.00	3.00	1.00	1.00	3.00	1.00	1.83	↓	The facility faces several challenges, mainly due to the infrastructure not being adequate. Road signage needs to be installed, and the complaints management system is to be improved. Cleanliness, safety and queue management also needs to be attended to.
		2012/13 Scores	3.00	1.33	2.67	3.00	1.00	1.67	4.00	1.33	2.25		
		2013/14 Scores	2.33	1.33	2.67	2.67	2.33	1.67	3.00	1.33	2.17		
		2014/15 Scores	2.83	1.33	2.00	2.50	2.00	2.17	3.00	2.00	2.23		
		2015/16 Scores	2.89	1.39	2.11	2.89	1.78	2.00	1.67	1.33	2.01		
GP	Hammanskraal Police Station	2012/13 Scores	2.33	1.33	1.67	3.33	2.33	1.67	1.33	1.67	1.96	↑	In general, a well-performing facility in which most recommendations have been implemented. The display of management's contact details, as well as the operational hours of certain services needs to be addressed, however.
		2013/14 Scores	3.00	2.67	2.67	3.67	3.00	2.33	2.67	2.00	2.75		
		2014/15 Scores	2.33	2.89	2.78	3.44	2.56	2.67	1.89	2.22	2.60		
		2015/16 Scores	2.72	2.50	2.61	3.28	3.06	3.00	2.78	2.50	2.81		
GP	Cullinan Police Station	2012/13 Scores	1.33	1.00	3.00	3.33	1.00	1.00	2.00	1.00	1.71	↓	The accessibility of this station remains a challenge, especially in terms of distance to the surrounding community. There are also serious challenges in terms of compliance to health standards, as well as in human resource and financial allocations.
		2013/14 Scores	2.00	1.67	1.67	2.67	1.33	2.00	2.00	1.33	1.83		
		2014/15 Scores	2.83	2.67	3.00	3.17	2.33	2.67	2.00	2.00	2.58		
		2015/16 Scores	2.83	2.33	2.67	3.00	2.39	2.22	2.22	2.61	2.53		
NC	Modder River Police Station	2014/15 Scores	1.52	1.89	2.09	2.82	2.12	2.13	2.95	1.48	2.13	↑	This station is not cleaned or maintained properly. Signage has been procured for installation. Also, the station has a challenge in terms of being understaffed.
		2015/16 Scores	1.89	2.33	2.33	2.78	1.78	1.78	3.00	1.44	2.17		
NW	Taung Police Station	2013/14 Scores	2.33	1.67	2.00	3.00	2.00	1.67	2.67	1.67	2.13	↑	Internal signage, cleanliness and maintenance remain unaddressed at this station. The management of complaints also needs to be improved.
		2014/15 Scores	2.00	1.47	1.87	2.73	1.33	1.53	2.47	1.40	1.85		
		2015/16 Scores	2.00	2.22	2.11	2.83	1.67	1.78	2.56	2.17	2.17		

2.3.8 SASSA Offices (23 Facilities)

Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Improvement Trend	Improvements Summaries
EC	Umtata SASSA	2012/13 Scores	2.67	1.33	2.00	2.00	2.67	2.00	1.67	2.00	2.04	↑	Most of the activities of the improvement plan have been implemented except for external signage, queue management and complaints and compliments management system which still requires attention and this can be monitored on adhoc by the Office of the Premier to avoid regression.
		2013/14 Scores	3.33	2.33	2.33	3.33	2.67	2.67	3.00	2.00	2.71		
		2014/15 Scores	2.80	1.90	2.20	2.70	2.60	2.40	2.50	1.90	2.40		
		2015/16 Scores	2.67	2.44	2.33	2.78	2.56	2.78	2.89	1.89	2.54		
EC	Ntabankulu SASSA	2014/15 Scores	2.11	1.33	2.22	2.67	1.67	2.00	2.22	1.22	1.93	↑	Most of the action items are still outstanding as the office is due to relocate. The landlord has provided 2 temporary toilets and took the responsibility for their cleanliness.
		2015/16 Scores	2.11	2.33	2.67	3.00	2.11	2.22	2.56	1.89	2.36		
FS	Thusanong Centre SASSA	2011/12 Scores	1.00	1.67	1.67	1.00	1.00	1.00	1.00	1.00	1.17	↓	Generally well performing facility. Most recommendations have been implemented. However, sewage lines have burst, causing spillage into the ablution facilities. Also, computer cabling at service points not properly stored, posing a risk of tripping to users and staff members.
		2012/13 Scores	3.00	2.33	2.33	2.67	2.33	2.33	2.33	2.33	2.46		
		2013/14 Scores	2.67	2.33	2.67	2.67	2.33	2.00	2.67	2.00	2.42		
		2014/15 Scores	3.00	2.78	3.11	3.44	2.78	2.89	3.33	2.56	2.99		
		2015/16 Scores	3.00	2.53	2.75	3.44	2.42	2.39	3.06	2.36	2.74		
GP	Orange Farm SASSA	2013/14 Scores	2.00	1.00	1.33	2.67	1.33	1.00	2.00	2.00	1.67	↑	The facility has serious challenges around cleanliness and comfort, accessibility and complaints management. Road signage also needs to be improved. It is recommended that the facility be relocated to more suitable premises.
		2014/15 Scores	1.78	1.89	2.00	2.67	1.22	1.56	2.22	1.44	1.85		
		2015/16 Scores	1.83	1.83	1.89	3.17	1.89	1.61	2.78	1.78	2.10		
GP	Sebokeng SASSA	2013/14 Scores	2.33	2.00	2.00	2.00	2.00	2.00	3.00	1.67	2.13	↑	Only one official currently operates the CPS machine, which negatively affects service delivery. Apart from that, this facility has show good improvements since the baseline, and has managed to sustain good practices.
		2014/15 Scores	3.00	2.78	2.78	3.56	3.44	2.56	2.89	2.44	2.93		
		2015/16 Scores	3.00	3.00	3.00	3.78	3.00	2.89	3.00	2.67	3.04		
GP	Soshanguve SASSA	2011/12 Scores	3.00	1.00	1.00	1.00	3.00	3.00	1.00	2.00	1.88	↑	This SASSA office has shown consistent improvements. However, queue management needs to be addressed by reducing waiting times and user flow through the facility.
		2012/13 Scores	3.00	3.00	3.00	3.33	3.00	2.67	3.33	2.67	3.00		
		2013/14 Scores	2.00	2.00	2.00	2.67	1.67	1.33	2.33	1.33	1.92		
		2014/15 Scores	2.42	1.92	2.11	2.72	1.81	2.22	2.81	1.58	2.20		
		2015/16 Scores	2.72	2.61	2.33	3.22	3.00	2.61	2.50	2.22	2.65		

Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Improvement Trend	Improvements Summaries
GP	Tembisa SASSA	2012/13 Scores	2.67	1.33	1.67	3.33	1.67	2.33	3.00	1.33	2.17	↑	There is still no road signage to the facility. Additional space has been identified in another part of Tembisa to accommodate the large number of users accessing this SASSA office. CPS is also operating from the next building which has reduced congestion in the grant administration side.
		2013/14 Scores	3.00	1.67	2.33	3.00	2.33	2.33	3.00	1.67	2.42		
		2014/15 Scores	2.33	1.56	2.00	2.22	2.22	1.89	2.33	1.78	2.04		
		2015/16 Scores	3.00	2.61	2.89	3.06	2.61	2.89	2.83	2.56	2.81		
KZN	Umzimkhulu SASSA	2012/13 Scores	1.00	1.00	1.33	1.67	1.33	1.33	1.67	1.33	1.33	↑	Sustained improvements have been noted even though external signage from the main road is still outstanding. Another general challenge facing the facility is the shortage of water supply and this is experienced by the whole area of Umzimkhulu.
		2013/14 Scores	3.00	2.33	3.00	4.00	1.67	3.00	3.33	2.33	2.83		
		2014/15 Scores	2.78	2.11	2.67	3.22	2.11	1.89	3.00	1.56	2.42		
		2015/16 Scores	2.58	2.42	2.25	3.17	2.08	2.75	2.58	2.17	2.50		
KZN	Nongoma SASSA	2013/14 Scores	2.33	2.44	1.78	3.00	1.89	2.11	2.67	1.89	2.26	↑	All action items in the improvement plan were attended to and recommendations implemented. The challenge remains the influx, due to other economic activities.
		2014/15 Scores	2.56	2.44	2.89	3.44	2.78	2.22	3.00	2.56	2.74		
		2015/16 Scores	3.00	3.10	2.60	2.90	3.00	3.20	3.00	2.60	2.93		
LP	Makhado SASSA	2012/13 Scores	1.33	1.00	2.00	2.67	1.00	2.00	1.67	2.00	1.71	↑	All action items in the improvement plan have been implemented. Challenge is paid toilets for the public as the facility is located in the mall.
		2013/14 Scores	3.00	2.00	2.67	3.67	3.33	2.67	3.33	1.67	2.79		
		2014/15 Scores	2.56	2.00	2.67	3.33	2.78	2.56	2.56	2.33	2.60		
		2015/16 Scores	2.72	2.75	2.36	3.00	2.89	2.72	3.08	2.11	2.70		
LP	Kgapane SASSA	2013/14 Scores	3.00	1.00	2.33	4.00	2.33	2.00	2.33	2.00	2.38	↑	All action items implemented and the challenge remains in the management of shared responsibilities for cleaning and maintenance at the facility is shared with Department of Social Development.
		2014/15 Scores	2.78	2.78	3.40	3.40	3.11	2.78	3.11	2.56	3.00		
		2015/16 Scores	3.13	2.91	2.76	3.51	3.02	3.04	3.69	2.58	3.08		
MP	Tonga SASSA	2011/12 Scores	3.00	1.00	1.00	1.00	4.00	4.00	2.00	1.00	2.13	↓	This SASSA office faces space constraints, which impact negatively on service delivery. The facility is not well maintained, but it is clean. Also, the complaints management system isn't effective as it is not being managed properly.
		2012/13 Scores	2.30	1.70	2.30	3.30	3.00	3.00	2.70	2.70	1.63		
		2013/14 Scores	2.33	2.00	2.00	3.33	2.00	2.67	3.00	2.33	2.46		
		2014/15 Scores	3.11	2.33	3.11	3.33	2.67	2.44	3.33	1.78	2.76		
		2015/16 Scores	2.33	2.00	2.22	2.89	2.11	2.44	2.78	1.78	2.32		

Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Improvement Trend	Improvements Summaries
MP	Evander SASSA	2013/14 Scores	2.00	2.00	1.67	1.67	3.00	2.00	2.67	1.33	2.04	↓	Several challenges persist in this office. The security is not up to standard as there is no access control. External as well as internal signage recommendations have not been implemented.
		2014/15 Scores	2.00	1.78	2.11	2.56	2.11	2.22	2.78	1.67	2.15		
		2015/16 Scores	2.33	1.83	1.83	2.17	2.17	1.33	2.25	1.75	1.96		
MP	Siyabuswa SASSA	2013/14 Scores	2.33	2.00	1.33	3.00	2.00	2.33	3.00	2.00	2.25	↓	This office has shown consistent improvements since the baseline assessment. The manager's contact details are not displayed, though, nor are the complaints management procedures.
		2014/15 Scores	2.67	2.75	2.75	3.33	2.75	2.67	3.00	2.33	2.78		
		2015/16 Scores	2.72	2.33	2.75	3.00	2.83	2.53	3.00	1.72	2.61		
MP	Greylingstad SASSA	2012/13 Scores	3.00	1.00	1.67	2.67	2.67	1.00	2.33	2.00	2.04	↑	There is no proper security at this site, and the public toilets are not cleaned. Also, although the procedures are displayed, there is no proper complaints management system in place
		2013/14 Scores	1.96	1.00	1.92	2.34	1.25	1.46	1.13	1.00	1.51		
		2014/15 Scores	2.00	1.00	2.00	2.00	2.00	1.00	1.00	1.00	1.50		
		2015/16 Scores	3.00	1.28	2.67	3.06	1.89	1.89	2.44	1.33	2.19		
MP	Matsamo Tribal Office SASSA	2011/12 Scores	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	↓	The external signage, as well as road signage at this SASSA office are inadequate. Waiting times are also long, and the toilets for users are not clean nor sufficiently resourced. Most recommendations have been implemented, but the quality of service needs to be improved.
		2012/13 Scores	3.33	2.33	2.33	2.67	2.33	2.33	2.67	1.33	2.42		
		2013/14 Scores	2.67	2.00	2.00	3.00	2.33	2.33	2.33	1.00	2.21		
		2014/15 Scores	2.78	2.11	2.67	3.22	2.11	1.89	3.00	1.56	2.42		
		2015/16 Scores	2.67	2.00	2.22	2.33	2.33	2.44	2.33	1.67	2.25		
MP	Kabokweni SASSA	2011/12 Scores	4.00	1.00	1.00	4.00	3.00	3.00	2.00	1.00	2.38	↑	The complaints procedures at this office are inadequate. Although the office is clean, it is not maintained, and the toilets are not resourced adequately. There is no proper directional signage on the roads or inside the office.
		2012/13 Scores	2.33	2.33	2.67	3.00	2.00	2.67	3.33	2.33	2.58		
		2013/14 Scores	2.67	2.67	2.67	3.00	2.00	3.00	3.00	2.33	2.67		
		2014/15 Scores	2.44	2.56	2.56	3.11	1.89	2.44	2.33	1.78	2.39		
		2015/16 Scores	2.44	2.53	2.53	3.09	1.91	2.56	2.48	1.95	2.44		
MP	Phola Ntsikazi SASSA	2011/12 Scores	1.00	1.00	1.00	4.00	1.00	1.00	1.00	1.00	1.38	↑	Although some improvements have been noted, most of the recommendations have not been implemented. Information, contact details and evacuation plans are not displayed. The public toilets need to be cleaned properly and regularly.
		2012/13 Scores	2.33	2.33	2.00	3.00	2.33	2.67	2.67	2.33	2.46		
		2013/14 Scores	3.00	1.33	1.67	3.00	1.33	2.33	2.00	2.00	2.08		
		2014/15 Scores	2.33	1.78	2.11	2.89	2.22	2.22	1.89	1.67	2.14		
		2015/16 Scores	2.22	2.11	2.56	3.00	2.22	2.00	2.22	1.44	2.22		

Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Improvement Trend	Improvements Summaries
NW	Rustenburg SASSA	2012/13 Scores	2.33	2.00	1.00	2.67	1.67	3.33	3.00	1.00	2.13	↓	Progress on the relocation of the services to a suitable facility that will accommodate the needs of the local office are at an advance stage. Most of the recommended improvement areas have been taken into consideration in the new facility and relocation is anticipated before the end of March 2016.
		2013/14 Scores	3.67	2.33	3.67	3.67	2.67	3.00	3.67	3.33	3.25		
		2014/15 Scores	2.08	2.33	2.83	3.17	1.92	2.08	3.25	2.33	2.50		
		2015/16 Scores	1.78	1.89	2.11	2.61	2.00	2.11	2.39	2.17	2.13		
NW	Setlagole SASSA	2013/14 Scores	2.33	1.00	3.00	3.00	2.00	2.33	1.67	1.00	2.04	↓	The facility is challenged with regard to office space, currently operating from park homes. Plans are underway to construct a structure that will be suitable for the SASSA needs.
		2014/15 Scores	2.50	2.33	2.72	3.17	2.97	2.64	2.22	1.75	2.54		
		2015/16 Scores	2.00	1.78	1.61	2.72	1.61	1.72	1.89	1.56	1.86		
NW	Brits SASSA	2014/15 Scores	2.50	1.75	2.06	2.83	1.64	2.11	2.67	1.56	2.14	↑	The facility is showing progress in implementing the recommended action items with sustained improvements in visibility and signage; queue management and waiting times; safety and complaints management system.
		2015/16 Scores	2.50	2.06	2.50	3.17	2.39	2.44	2.61	1.78	2.43		
NW	Moretele SASSA	2013/14 Scores	2.00	1.00	2.00	3.00	2.00	2.00	2.00	1.00	1.88	↓	The office has relocated to Mathibestad which is situated near the community and most of the agreed action plans have been implemented. The municipality increased the electricity transformer from 50kva to 100kva to accommodate SASSA's electricity usage. Most of the areas recommended for improvement have been addressed.
		2014/15 Scores	2.11	2.33	2.44	2.78	2.44	2.22	2.22	1.89	2.31		
		2015/16 Scores	2.72	2.28	2.19	2.94	2.19	2.08	2.31	1.53	2.28		
NW	Jouberton SASSA	2012/13 Scores	2.33	1.00	2.67	2.67	2.00	2.00	1.67	1.00	1.92	↑	The facility is still operating from a community hall. The renovation work is in progress and anticipated to be completed by 31 March 2016. Improvements on the recommended areas will also be considered in the new facility to complement the SASSA grant administration process.
		2013/14 Scores	3.33	1.33	3.00	3.33	2.00	2.00	2.33	1.67	2.38		
		2014/15 Scores	2.11	1.22	1.67	3.11	1.11	1.00	1.61	1.39	1.65		
		2015/16 Scores	2.00	1.08	2.00	3.00	1.58	1.33	1.83	1.08	1.74		

2.4 Photographic Evidence relating to Improvements Monitoring

Good findings

Figure : Classrooms at Mathibela High School, 2013



Figure : New classrooms at Mathibela High School, 2015



Improvement in the state of classrooms at Mathibela High School: classroom block in 2013 (Figure 4, left) and new classroom, block in 2015 (Figure 5, right)

Figure : Complaints box and procedures at Wesfleur Hospital, 2014



Figure : Complaints box and procedures at Wesfleur Hospital, 2015



Improvement in complaints management system: Labelling of box and display of procederea at Wesfleur Hospital in 2014 (Figure 4, left) and 2015 (Figure 5, right)

Figure 4: Clean, resourced ablutions at Winburg Magistrate Court, 2013



Figure 5: Clean, resourced ablutions at Winburg Magistrate Court, 2015



Maintenanc of good practices: clean resourced ablution facilities at Winburg Magistrate Court in 2013 (Figure , left) and 2015 (Figure , right)

Poor findings

Figure : Broken furniture at Etwatwa Police Station, 2014



Figure : Broken furniture at Etwatwa Police Station, 2015



Non-implementation of recommendations: broken chairs in the waiting area at Etwatwa SAPS in 2014 (Figure , left) and 2015 (Figure , right)

Figure : Toilet for persons with disabilities at Umtata Magistrate Court, 2014

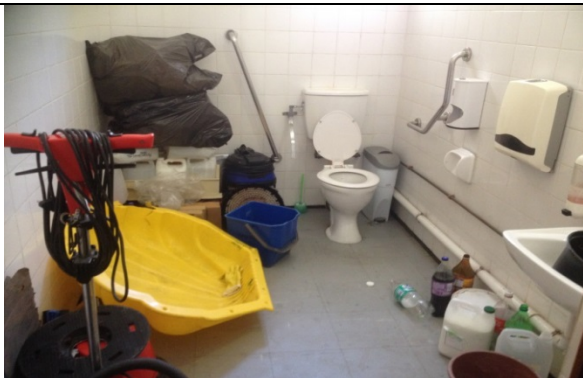


Figure : Toilet for persons with disabilities at Umtata Magistrate Court, 2015



Toilets for persons with disabilities used as storage space at the Umtata Magistrate Court: 2014 (Figure , left) and 2015 (Figure , right)

Figure : Broken, dirty learner toilet at Polokong Combined School, 2014



Figure : Broken, dirty learner toilet at Polokong Combined School, 2015



Non maintenance of learner toilets: Broken toilet in 2014 (Figure 2, left) and 2015 (Figure 3, right)

2.5 Improvements Monitoring: List of Facilities to be Monitored for Improvements in 2016/2017

Education Facilities (33)		Health Facilities (11)		DLTC Facilities (13)	
Province	Facility Name	Province	Facility Name	Province	Facility Name
EC	Jikindaba Secondary School	EC	Isolomzi Clinic	EC	Umtata DLTC
EC	Tholang High School	EC	Meje Clinic	FS	Sasolburg DLTC
EC	Siwali Junior Secondary School	LP	Mphahlele Clinic	GP	Benoni DLTC
EC	Edward Zibi Secondary School	LP	F.H. Odendaal Hospital	GP	Mabopane DLTC
EC	Storm River Primary School	MP	Phagameng Clinic	KZN	Umzimkhulu DLTC
EC	Mbambeni Senior Primary School	MP	Embuleni Hospital	LP	Musina DLTC
FS	Lenakeng Secondary School	MP	Tintswalo Hospital	LP	Praktiseer DLTC
FS	J.M.B. Marokane Primary School	NW	Vukuzakhe Clinic	LP	Ephraim Mogale DLTC
FS	Relekile Secondary School	NW	Makau Clinic	MP	Bethal DLTC
FS	Tswelopele Ka Thuto Intermediate School	NW	Dryharts Clinic	MP	Acomhoek DLTC
GP	Namedi Secondary School	NC	Kuruman Hospital	MP	Graskop Testing Centre
GP	Phineas Xulu Secondary School			MP	Mkhondo DLTC
GP	Protea South Primary School			MP	Thembisile Hani DLTC
LP	Mamehlabe High School	MCCC Facilities (8)			
LP	Solomon Mahlangu Secondary School	Province	Facility Name		
LP	Mpandeli Secondary School	FS	Ngwate MCCC	SAPS Facilities (9)	
MP	Mathibela High School	FS	Naledi MCCC	Province	Facility Name
MP	Mathipe High School	GP	Toekomsrus MCCC	EC	New Brighton Police Station
MP	Tshepeha Secondary School	NW	Naledi MCCC	EC	Bizana Police Station
MP	Kufakweze High School	NW	Madibeng MCCC	GP	Ratanda Police Station
NC	Langeberg High School	NW	Kagisano Molapo MCCC	GP	Etwatwa Police Station
NC	Pitso Jantjie High School	NW	Ditsobotla MCCC	GP	Cullinan Police Station
NW	Maswelwa Primary School	NC	Siyancuma MCCC	LP	Tshaulu Police Station
NW	Machakela Motau Middle School	Home Affairs Facilities (8)		NW	Taug Police Station
NW	Ikaneng High School	Province	Facility Name	NW	Mothotung Police Station
NW	Marikana Combined School	EC	Umtata Home Affairs	NC	Modder River Police Station
NW	Bojjane High School	EC	Mount Frere Home Affairs		
NW	Mmatope Primary School	FS	Kroonstad Home Affairs	SASSA Facilities (12)	
WC	Delft South Primary School	GP	Alberton Home Affairs	Province	Facility Name
WC	Vaartjie Moravian Primary School	GP	Randfontein Home Affairs	EC	Ntabankulu SASSA
WC	Uxolo High School	KZN	Empangeni Home Affairs	GP	Tembisa SASSA
WC	Langabuya Primary School	LP	Modjadjieskloof Home Affairs	GP	Soshanguve SASSA
WC	Grosvenor Primary School	NW	Brits Home Affairs	GP	Orange Farm SASSA
		Justice Facilities (4)		KZN	Umzimkhulu SASSA
		Province	Facility Name	KZN	Richards Bay SASSA
		EC	Mqanduli Magistrate Court	MP	Evander SASSA
		KZN	Umzimkhule Magistrate Court	MP	Matsamo Triabl Office SASSA
		MP	Tonga Magistrate Court	MP	Phola Ntsikazi SASSA
		NC	Springbok Magistrate Court	MP	Vukuzakhe SASSA
				NW	Setlagole SASSA
				NW	Jouberton SASSA

2.6 Improvements Monitoring: Way Forward

Improvement monitoring will continue for the 100 facilities selected. In 2016/17 the improvement monitoring rescoring approach will be replaced by the improvement verification approach which is central to physical verifying of the progress recorded against the improvement plan action items during the improvement meeting. What is critical is to find an approach that will be beneficial in driving sustained improvements in facilities for the quality of service delivery that the citizens deserve.

PART B

3 BASELINE MONITORING FINDINGS

3.1 Number and Types of Facilities Monitored since 2011/2012 to 2015/2016

Since the inception of the FSDM programme in June 2011, 785 facilities have been monitored, these are facilities that have passed the internal quality assurance. 63 DLTCs, 148 Schools, 185 Health Facilities, 70 Home Affairs offices, 65 Courts, 67 MCCCs, 97 Police Stations, 90 SASSA facilities. Although this sample size of 785 represents a small percentage of the total number of facilities in the country, departments are encouraged to increase their on-site monitoring presence so as to deepen their understanding of frontline facilities service delivery conditions. In 2015/16, 107 facilities were assessed in all nine provinces.

NATIONAL COVERAGE PER SECTOR PER PROVINCE FROM 2011/12 TO 2015/16										PROVINCIAL COVERAGE PER SECTOR FOR 2015/16 FACILITIES								
Sectors > Province v	DLTC	Education	Health	Home Affairs	Justice	MCCC	SAPS	SASSA	Total per province	DLTC	Education	Health	Home Affairs	Justice	MCCC	SAPS	SASSA	Total per province
EC*	5	6	15	8	6	7	9	9	65	1	3	2	1	1	0	1	1	10
FS	8	23	14	8	8	11	6	6	84	2	2	2	1	1	1	1	1	11
GP	11	54	57	12	8	16	28	22	208	2	3	8	1	0	1	3	3	21
KZN*	4	6	12	5	6	5	5	4	47	1	2	2	1	1	1	1	1	10
LP	11	13	19	9	9	8	9	8	86	1	2	3	1	1	1	1	1	11
MP	11	12	18	10	9	3	12	12	87	2	3	3	1	1	1	2	1	14
NC	4	11	19	6	7	8	8	9	72	0	2	3	0	1	1	1	2	10
NW*	5	12	15	4	5	4	10	10	65	1	1	2	1	1	1	1	2	10
WC*	4	11	16	8	7	5	10	10	71	1	2	2	1	1	1	1	1	10
Total per sector	63	148	185	70	65	67	97	90	785	11	20	27	8	8	8	12	13	107

3.2 Baseline Monitoring Overview for 2015/2016 in Provinces (n=107 Facilities)

Province	Location & accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & closing times			Complaint Management System			Provincial Average
	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	
EC	2.57	2.30	2.27	2.07	1.83	1.80	2.43	2.40	2.35	2.83	2.90	3.05	2.43	2.40	2.42	2.30	2.47	2.40	2.67	2.83	2.43	2.07	1.87	1.70	2.37
FS	2.68	2.58	2.62	2.03	2.10	2.03	2.48	2.65	2.37	3.11	3.22	3.05	2.16	2.28	1.97	2.40	2.23	2.19	2.72	2.90	2.69	2.02	1.74	1.64	2.41
GP	2.70	2.43	2.57	2.17	2.30	1.95	2.64	2.87	2.73	2.90	3.36	3.03	2.78	2.83	2.65	2.62	2.60	2.36	2.88	3.20	2.87	2.19	2.08	1.98	2.61
KZN	2.67	2.68	2.67	2.23	2.38	2.13	2.23	2.58	2.27	3.37	3.34	3.07	2.83	2.89	2.67	2.93	2.80	2.53	3.07	3.00	3.03	2.00	1.77	1.57	2.61
LP	3.19	2.64	3.17	2.66	2.60	2.48	2.49	2.66	2.69	3.42	3.54	3.15	2.77	3.06	2.56	3.21	3.07	3.09	3.15	3.33	2.99	2.03	1.67	1.66	2.80
MP	2.66	2.73	2.61	2.21	2.22	2.06	2.28	2.36	2.19	2.95	3.17	2.72	2.34	2.33	2.18	2.40	2.21	2.11	2.58	2.86	2.48	1.93	1.84	1.70	2.38
NW	2.54	2.25	2.47	2.17	2.05	2.03	2.22	2.28	2.16	3.05	3.18	2.79	2.71	2.50	2.31	2.59	2.36	2.27	2.70	2.80	2.46	1.93	1.97	1.60	2.39
NC	2.88	2.92	2.90	2.22	2.53	2.13	2.52	2.70	2.33	3.34	3.67	3.17	2.76	2.97	2.67	2.46	2.37	2.30	2.98	3.37	2.83	2.00	2.09	1.97	2.67
WC	2.67	2.70	2.50	2.43	2.23	2.30	2.67	2.87	2.75	2.90	2.97	2.95	2.90	2.93	2.95	2.70	2.53	2.50	2.70	2.87	2.75	2.00	2.03	1.80	2.61
Infosource Ave	2.73	2.58	2.64	2.24	2.25	2.10	2.44	2.60	2.43	3.10	3.26	3.00	2.63	2.69	2.48	2.62	2.52	2.42	2.83	3.02	2.73	2.02	1.90	1.74	2.54
KPA Ave	2.65			2.20			2.49			3.12			2.60			2.52			2.86			1.88			

Fair to good average scores/rating are being recorded in all provinces, this is an improved finding since the inception of the programme. It should be noted that average rating are not a true reflection of individual facilities performance but a summarised descriptive of what it happening in each province. There is still consistency in the fair average rating for Complaint Management and Visibility and Signage Key Performance Areas, hence attention is required for the overall improvements to be realised.

3.3 Baseline Monitoring Overview for 2015/2016 for Sectors (n=107 Facilities)

Sector	Location & accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & closing times			Complaint Management System			Sector Average
	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	
DLTC	2.64	2.45	2.50	2.07	1.97	1.86	2.39	2.38	2.30	3.11	3.18	2.92	2.74	2.67	2.40	2.73	2.36	2.22	2.76	2.83	2.43	1.92	1.53	1.34	2.40
Education	2.71	2.61	2.61	1.95	2.01	1.76	2.37	2.25	2.30	3.11	3.15	3.04	2.43	2.51	2.28	2.39	2.48	2.30	2.89	3.21	2.78	1.82	1.54	1.22	2.40
Health	2.85	2.65	2.80	2.51	2.60	2.37	2.46	2.85	2.49	2.99	3.35	2.97	2.67	2.70	2.60	2.73	2.51	2.51	2.67	3.05	2.72	2.29	2.26	2.32	2.66
Home Affairs	2.45	2.27	2.25	2.19	2.11	2.18	2.59	2.86	2.96	2.96	3.10	3.16	2.54	2.58	2.46	2.38	2.36	2.34	2.91	2.99	2.95	2.05	1.99	1.99	2.53
Justice	2.98	2.79	2.85	2.75	2.51	2.70	2.70	2.92	2.67	3.25	3.50	3.17	2.83	2.80	2.49	3.06	3.00	2.90	2.83	3.16	2.89	2.01	2.25	1.86	2.79
MCCC	2.75	2.64	2.68	1.91	1.59	1.70	2.24	2.27	2.19	3.10	3.39	2.93	2.60	2.55	2.56	2.27	2.31	2.09	2.64	2.81	2.40	1.96	1.43	1.65	2.36
SAPS	2.79	2.72	2.73	2.44	2.47	2.07	2.44	2.44	2.32	3.08	3.14	2.88	2.43	2.70	2.43	2.56	2.37	2.34	3.08	2.86	2.86	1.94	2.27	1.82	2.55
SASSA	2.49	2.34	2.46	1.96	2.31	2.01	2.56	2.94	2.57	3.11	3.37	2.95	2.91	3.02	2.65	2.79	2.79	2.50	2.92	3.13	2.83	2.05	1.76	1.57	2.58
Infosource Ave	2.71	2.56	2.61	2.22	2.20	2.08	2.47	2.61	2.47	3.09	3.27	3.00	2.64	2.69	2.48	2.61	2.52	2.40	2.84	3.01	2.73	2.01	1.88	1.72	2.53
KPA Ave	2.63			2.17			2.52			3.12			2.61			2.51			2.86			1.87			

Fair to good average scores/rating are being recorded in all Sectors, this is an improved finding since the inception of the programme. It should be noted that average rating are not a true reflection of individual facilities performance but a summarised descriptive of what it happening in each Sector. There is still consistency in the fair average rating for Complaint Management and Visibility and Signage Key Performance Areas that requires attention for overall improvements to be realised.

3.4 Facility-level overview per sector/type of facilities assessed

3.4.1 DLTCs (11 Facilities)

Province	Facility Name	Location & accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & closing times			Complaint Management System			Facility Average
		Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	
EC	Barkley East DLTC	2.33	3.00	2.50	2.33	2.00	2.50	3.00	2.33	2.00	3.33	3.00	3.00	3.00	3.33	3.50	2.33	2.33	2.50	3.00	3.00	2.50	2.67	1.67	2.50	2.65
FS	Marquard DLTC	2.50	1.60	2.33	2.00	1.40	1.50	2.00	1.60	2.33	3.33	3.20	3.17	2.67	2.40	2.67	2.33	2.60	2.33	3.17	2.60	3.00	1.80	2.00	1.33	2.33
FS	Virginia DLTC	2.50	2.00	2.20	2.25	2.00	2.00	2.75	2.40	1.80	3.25	3.00	3.20	2.00	1.80	1.20	2.00	1.60	1.40	1.75	2.20	2.60	1.20	1.50	1.00	2.07
GP	Florida DLTC	3.25	2.30	2.67	2.00	1.75	2.33	1.75	1.75	2.00	2.00	2.50	1.67	3.50	2.75	3.00	3.00	1.80	2.00	3.00	2.75	3.00	2.00	1.25	1.67	2.32
GP	Fochville DLTC	3.00	3.00	2.50	2.00	2.33	1.00	2.50	3.00	2.00	3.00	4.00	3.00	3.00	3.00	2.00	3.50	3.33	2.00	3.00	3.00	1.50	1.50	2.33	1.00	2.52
KZN	Umhlatuze DLTC	3.00	3.00	3.00	2.33	2.25	2.67	2.00	1.75	2.67	3.33	3.25	3.33	3.00	2.75	3.00	3.00	3.25	2.67	3.00	3.50	3.33	2.00	1.00	1.00	2.67
LP	Thohoyandou DLTC	3.50	3.00	3.50	3.00	2.50	2.25	3.50	3.50	3.25	4.00	3.75	3.25	3.25	3.75	2.75	3.50	3.50	3.25	3.25	3.50	2.25	2.00	1.25	1.50	3.03
MP	Thembisile Hani DLTC	2.80	2.50	2.75	1.80	2.00	2.00	2.40	3.00	2.25	3.00	3.25	3.00	1.40	1.50	1.50	3.00	2.00	2.25	2.20	2.75	1.75	2.00	1.20	1.75	2.25
MP	Mhala DLTC	2.00	2.70	2.00	1.70	2.30	1.00	1.70	2.00	2.50	3.00	3.00	2.50	2.70	2.30	1.50	2.30	2.00	2.00	2.70	3.00	2.00	2.00	2.00	1.00	2.16
NW	Lehurutse DLTC	1.80	1.83	2.00	1.40	1.83	1.67	2.00	1.83	2.00	3.00	3.00	3.00	2.60	2.83	2.33	2.40	1.83	2.00	2.60	2.50	2.33	2.00	1.60	1.00	2.14
WC	Beaufort West DLTC	2.33	2.00	2.00	2.00	1.33	1.50	2.67	3.00	2.50	3.00	3.00	3.00	3.00	3.00	3.00	2.67	1.67	2.00	2.67	2.33	2.50	2.00	1.00	1.00	2.30
Average per Info Source		2.64	2.45	2.50	2.07	1.97	1.86	2.39	2.38	2.30	3.11	3.18	2.92	2.74	2.67	2.40	2.73	2.36	2.22	2.76	2.83	2.43	1.92	1.53	1.34	2.40
KPA Ave		2.53			1.97			2.36			3.07			2.61			2.43			2.67			1.60			

In general, the sector's average in terms of scores for the baseline assessments reflect 'fair' performance, with the lowest KPAs being Complaints Management (1.60), and Visibility and Signage (1.97). Location and Accessibility was scored lower as well, highlighting challenges in terms of access to persons with disabilities (2.0). Safety also is a concern, scoring an average of 2.43. Thohoyandou DTLC recorded the compliance rating of 3.

3.4.2 Education Facilities (20 Facilities)

Province	Facility Name	Location & accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & closing times			Complaint Management System			Facility Average
		Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	
EC	Edward Zibi Senior Secondary	3.00	2.00	2.00	1.00	1.33	1.00	2.00	2.33	1.50	3.33	3.00	3.00	2.00	2.33	2.50	2.33	3.00	2.50	3.00	3.33	3.00	1.00	1.00	1.00	2.19
EC	Mbambeni Senior Primary School	1.67	1.00	1.50	1.00	1.00	1.00	1.67	1.67	1.50	2.67	2.67	3.00	1.33	1.00	1.00	1.33	1.33	1.50	2.67	2.33	2.00	1.00	1.00	1.00	1.58
EC	Storm Rivier Primary School	2.67	1.67	1.67	2.67	2.00	1.67	3.00	1.00	2.33	1.33	2.00	3.00	2.00	2.33	2.67	1.00	2.00	1.33	1.67	2.67	1.33	2.00	2.67	1.00	1.99
FS	Boiphilelo Secondary School	3.00	2.75	2.75	1.75	2.00	1.50	2.25	1.75	2.25	3.25	3.25	3.25	1.25	1.75	1.25	2.00	1.50	1.50	3.25	3.50	2.75	1.75	1.00	1.00	2.18
FS	Ithabeleng Secondary School	2.75	3.00	3.00	2.00	2.50	2.20	2.25	3.00	2.60	3.50	3.50	2.80	2.75	2.75	2.20	2.00	2.25	2.20	2.50	3.00	2.60	1.25	1.50	1.20	2.47
GP	Bhekifundo Primary School	2.00	2.67	2.00	2.00	3.00	2.00	3.33	2.00	3.33	3.67	4.00	4.00	4.00	3.00	4.00	3.67	3.33	3.00	3.67	4.00	3.00	2.00	1.67	1.33	2.94
GP	Protea South Primary School	3.00	2.00	3.00	2.33	2.00	1.67	2.67	3.00	2.67	2.67	3.00	2.67	3.00	2.67	2.33	2.67	2.67	2.33	2.00	3.00	2.00	2.00	1.33	1.33	2.42
GP	Somelulwazi Primary School	2.00	2.50	3.00	2.00	1.00	1.50	3.67	3.00	4.00	3.67	3.00	3.50	3.33	3.00	2.00	2.33	3.50	2.50	3.67	3.50	4.00	2.00	1.33	1.00	2.71
KZN	Khandisa Primary School	3.00	2.67	2.67	2.00	2.33	2.00	2.00	2.67	2.00	3.00	3.33	3.00	2.67	3.00	2.33	2.67	3.00	2.67	3.33	3.33	3.33	2.00	2.00	1.33	2.60
KZN	Khombindlela Secondary School	3.00	4.00	3.00	2.67	3.00	2.33	2.00	3.00	2.33	3.67	4.00	3.00	2.33	3.00	2.33	3.67	3.00	3.00	3.33	4.00	3.33	2.00	2.00	1.00	2.88
LP	Mpandeli Secondary School	2.67	2.33	3.00	1.33	1.33	1.33	1.67	1.00	1.67	3.00	3.00	3.33	1.00	1.33	1.67	2.67	2.00	2.33	3.67	3.67	3.33	2.00	1.33	1.00	2.15
LP	Tshifudi Primary School	3.67	3.00	4.00	3.33	3.00	3.00	2.33	3.00	2.33	4.00	3.60	3.33	3.33	3.20	3.00	4.00	3.40	4.00	3.00	3.80	3.67	2.00	1.33	2.00	3.14
MP	Kufakwezwe High School	2.00	2.33	2.25	1.33	1.33	1.25	1.33	1.67	1.50	2.67	3.00	3.25	1.67	1.67	1.25	1.33	2.00	1.25	2.33	3.00	2.00	2.00	1.00	1.00	1.85
MP	Manyeleti Primary School	3.00	2.20	1.80	2.00	1.40	1.20	2.33	1.40	1.60	3.33	2.80	2.80	3.00	2.60	2.20	2.33	2.00	2.00	3.00	3.20	2.80	2.00	1.67	1.00	2.24
MP	Qhubulwazi Combined School	3.00	3.00	2.25	1.75	1.75	1.75	2.00	2.25	2.25	2.50	2.50	1.75	1.50	2.00	1.75	1.75	2.00	1.50	1.75	2.75	1.75	2.00	1.00	1.00	1.98
NW	Moitshoki Mofenyi Primary School	2.80	3.00	3.00	1.80	2.20	1.80	2.50	2.30	2.00	3.20	3.00	3.00	2.80	2.80	2.50	2.70	2.30	2.20	2.70	3.20	2.80	1.30	1.30	1.20	2.43
NC	Kuilville High School	3.00	3.67	3.00	2.00	2.67	2.33	2.67	1.67	2.33	4.00	3.33	3.33	3.00	3.00	3.00	2.00	2.33	2.33	4.00	3.33	3.33	2.00	3.00	1.67	2.79
NC	Pitso Jantjie High School	2.33	2.33	2.33	1.33	2.33	1.67	1.67	2.33	2.33	3.00	3.67	3.33	1.67	2.33	1.67	1.67	2.33	2.33	2.33	2.67	3.00	2.00	1.00	1.33	2.21
WC	Beaufort West Secondary School	3.00	3.00	3.00	2.67	1.67	2.00	3.33	3.33	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.00	1.67	1.50	2.76
WC	H.M Dikidla Primary School	2.67	3.00	3.00	2.00	2.33	2.00	2.67	2.67	2.50	2.67	3.33	2.50	3.00	3.33	3.00	2.67	2.67	2.50	3.00	3.00	2.50	2.00	2.00	1.50	2.60
	Infosource Ave	2.71	2.61	2.61	1.95	2.01	1.76	2.37	2.25	2.30	3.11	3.15	3.04	2.43	2.51	2.28	2.39	2.48	2.30	2.89	3.21	2.78	1.82	1.54	1.22	2.40
	KPA Ave	2.64			1.91			2.31			3.10			2.41			2.39			2.96			1.53			

Complaints management in schools scored rather low (1.53), with several schools having scored poorly. Visibility and Signage is also major concern (1.97). Cleanliness as well as safety also requires intervention, as the learner's well-being is put at risk. Overall, the sector received 'average' scores of 2.40

3.4.3 Health Facilities (27 Facilities)

Province	Facility Name	Location & accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & closing times			Complaint Management System			Facility Average
		Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	
EC	All Saints Hospital	3.00	3.00	3.00	3.00	2.67	3.00	2.00	2.67	2.00	3.00	2.67	3.00	3.00	3.00	2.50	2.67	3.00	2.67	3.33	2.50	3.00	2.00	2.00	2.74	
EC	S.S Gida Hospital	3.33	3.00	2.67	3.33	2.67	2.67	2.67	3.00	3.00	3.33	3.33	3.00	3.33	2.67	3.00	3.00	2.67	2.33	3.00	2.67	3.00	2.33	3.33	3.00	2.93
FS	John Daniel NewBerry District Hospital	3.00	2.75	3.00	2.25	2.00	1.80	2.25	3.25	2.20	3.00	3.25	3.20	1.75	1.50	1.20	3.25	2.00	2.80	2.50	2.50	2.20	2.75	2.25	2.40	2.46
FS	Nala District Hospital	3.00	3.00	3.00	3.00	3.33	2.40	3.25	3.00	3.20	3.50	3.67	3.40	3.25	3.33	3.20	3.25	2.67	3.00	3.50	3.67	3.40	3.67	3.00	3.20	3.20
GP	Atteridgeville Clinic	3.00	2.00	3.00	2.33	2.00	1.67	2.67	3.00	2.67	2.67	3.00	2.67	3.00	2.67	2.33	2.67	2.67	2.33	2.00	3.00	2.00	2.00	1.33	1.33	2.42
GP	Barcelona Clinic	2.33	2.67	3.00	1.33	3.00	2.00	2.00	3.33	2.00	2.67	3.33	3.00	1.67	2.33	2.00	2.00	2.33	2.00	2.00	3.00	2.33	2.00	1.33	2.33	2.33
GP	Boipatong Clinic	3.25	2.75	3.25	2.75	2.75	2.25	3.00	3.25	3.00	3.00	3.50	3.00	4.00	3.25	3.25	3.25	2.50	3.25	2.75	3.25	3.50	2.75	2.75	2.75	3.04
GP	Geluksdal Clinic	3.00	2.70	2.70	2.30	2.70	2.00	3.00	3.00	3.00	2.70	3.70	2.70	1.50	3.30	3.00	2.30	2.30	2.70	3.00	3.30	2.70	3.00	3.00	3.00	2.78
GP	Joy Clinic	3.30	2.50	2.80	2.30	2.50	2.50	3.00	2.30	3.00	3.00	2.80	3.30	3.00	2.80	3.30	2.50	2.30	2.50	2.80	2.80	3.30	2.30	2.80	3.30	2.79
GP	Merafong Clinic	2.67	1.67	2.00	1.67	2.00	1.67	2.00	2.67	2.00	2.33	3.33	3.00	1.67	2.00	1.67	2.00	1.00	1.00	3.33	3.67	3.00	2.00	3.33	2.00	2.24
GP	Nokuphila Clinic	3.50	2.75	3.33	2.75	3.00	3.00	3.50	3.25	3.00	3.50	3.50	3.67	3.00	3.25	3.33	2.50	3.00	3.00	3.25	3.25	3.33	3.00	3.25	3.33	3.18
GP	Simunye Clinic	3.00	2.50	3.00	2.70	2.00	2.50	2.70	3.50	3.00	3.00	3.50	3.50	3.00	4.00	3.00	2.70	3.00	3.00	3.00	3.50	3.00	2.70	3.50	3.00	3.01
KZN	Khandisa clinic	3.00	2.67	2.67	2.33	3.00	2.00	1.67	3.00	2.00	3.67	3.33	3.33	2.67	2.33	2.33	3.00	2.33	2.67	2.67	2.67	2.33	2.00	1.33	1.00	2.50
KZN	Lower uMfolozi War Regional Hospital	2.67	3.17	3.00	2.00	2.83	2.33	3.00	3.17	3.33	3.67	3.33	2.67	3.67	2.50	3.33	3.67	3.00	3.00	3.67	2.33	3.67	2.00	3.00	3.33	3.01
Info Source Ave		2.85	2.65	2.80	2.51	2.60	2.37	2.46	2.85	2.49	2.99	3.35	2.97	2.67	2.70	2.60	2.73	2.51	2.51	2.67	3.05	2.72	2.29	2.26	2.32	2.66
KPA Ave		2.77			2.50			2.60			3.10			2.66			2.58			2.81			2.29			

Health Facilities (27 Facilities) (continued)

Province	Facility Name	Location & accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & closing times			Complaint Management System			Facility Average
		Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	
LP	Donald Fraser Hospital	3.50	2.50	3.50	3.50	3.00	3.00	3.00	3.00	3.00	3.50	3.75	3.00	3.50	3.00	3.50	3.75	3.75	3.50	3.00	3.75	2.50	2.00	1.50	2.00	3.08
LP	F.H Odendaal Hospital	2.67	3.00	3.00	2.00	2.67	2.00	2.00	3.00	2.50	2.33	3.00	3.00	3.00	3.00	2.50	3.33	2.67	2.50	3.00	3.00	2.50	2.33	2.33	2.00	2.64
LP	Mutale CHC	3.33	2.75	3.00	3.00	2.50	3.00	2.33	2.50	3.00	3.00	3.50	2.00	2.33	2.75	2.00	3.00	2.25	3.00	3.00	3.00	3.00	2.00	1.00	1.00	2.59
MP	Dwarsloop CHC	2.67	2.67	3.00	3.00	3.00	2.67	2.67	3.00	2.33	2.33	3.67	2.33	2.33	3.00	3.00	2.67	2.33	2.33	2.33	2.67	2.67	2.00	2.67	2.67	2.67
MP	Tintswalo Hospital	2.67	2.33	2.67	2.33	2.00	2.67	2.33	2.67	1.67	3.00	3.67	2.67	2.67	2.00	1.67	2.33	2.67	3.00	2.33	3.33	2.33	2.00	1.33	3.00	2.47
MP	Vukuzakhe Clinic	2.50	2.75	2.50	2.50	2.50	2.50	2.00	2.50	2.25	3.25	3.00	3.00	1.50	2.00	1.50	2.00	1.75	1.25	1.75	2.75	2.25	2.00	1.25	1.50	2.20
NW	Marikana Clinic	2.83	2.33	2.50	2.83	2.83	2.50	2.33	2.67	2.67	2.83	3.50	2.33	3.00	2.83	2.67	3.17	2.83	2.17	2.50	2.83	2.00	2.00	2.50	2.17	2.62
NW	Zeerust Hospital	2.17	2.00	1.83	2.67	2.67	2.50	2.00	1.83	1.67	2.67	3.33	2.83	2.00	2.17	2.00	2.33	3.00	3.00	2.50	2.83	2.67	2.00	1.67	1.33	2.32
NC	Beaconsfield Clinic	3.33	3.33	3.00	3.00	3.33	2.67	2.67	3.33	3.00	4.00	4.00	3.67	4.00	2.67	3.00	3.00	2.33	2.00	3.33	3.33	2.67	2.00	2.33	2.67	3.03
NC	Kuruman Hospital	2.33	3.00	3.00	2.67	2.67	2.67	1.67	2.00	1.67	2.33	3.67	3.00	2.00	2.33	2.33	2.00	2.33	2.67	2.00	3.00	2.67	2.00	1.67	2.67	2.43
NC	Port Nolloth Clinic	2.33	3.00	2.67	1.67	2.00	1.67	2.00	2.67	1.67	2.67	3.33	3.00	1.67	2.33	2.67	1.67	2.00	1.67	1.67	3.00	2.33	2.00	1.67	1.67	2.21
WC	Beaufort West Constitution Street Clinic	2.67	2.67	2.00	2.33	2.00	2.50	2.00	2.67	2.50	2.67	3.00	3.00	2.67	3.00	3.00	2.67	2.00	2.00	2.00	3.00	3.00	2.00	2.00	1.50	2.45
WC	Beaufort West Hospital	2.00	2.00	2.50	2.33	2.67	2.00	2.67	2.67	2.00	3.00	2.67	3.00	3.00	3.00	3.00	3.00	3.00	2.00	2.67	3.00	2.50	2.00	3.00	2.50	2.59
Ave per Info Source		2.85	2.65	2.80	2.51	2.60	2.37	2.46	2.85	2.49	2.99	3.35	2.97	2.67	2.70	2.60	2.73	2.51	2.51	2.67	3.05	2.72	2.29	2.26	2.32	2.66
KPA Ave		2.77			2.50			2.60			3.10			2.66			2.58			2.81			2.29			

Overall, this is a well-performing sector. Only complaints management received average scores of 'fair' (2.29). However, the cleanliness in several facilities needs to be improved, as does some aspects of signage (especially internal signage to accommodate various language groups)

3.4.4 Home Affairs Offices (8 Facilities)

Province	Facility Name	Location & accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & closing times			Complaint Management System			Facility Average
		Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	
EC	Sterkspruit Home Affairs	1.67	1.67	1.50	1.67	1.67	1.50	3.00	2.67	3.00	3.00	3.00	3.00	2.33	2.33	2.00	2.67	2.33	2.50	3.00	3.00	2.50	2.00	1.00	1.50	2.27
FS	Welkom Home Affairs	2.40	2.60	2.40	2.40	2.20	2.40	2.20	2.80	2.60	2.40	2.80	2.80	1.80	2.40	2.00	2.20	2.80	2.80	2.60	2.80	2.80	2.40	1.60	2.00	2.43
GP	Eldorado Home Affairs	3.00	2.50	2.00	1.67	2.50	1.50	2.67	3.00	3.00	3.00	3.50	3.00	2.67	3.00	3.00	2.67	3.00	3.00	3.00	3.00	3.00	2.00	1.67	2.00	2.64
KZN	Empangeni Home Affairs	2.33	1.75	2.67	2.67	2.00	3.00	3.00	3.00	3.00	3.00	2.75	3.00	2.33	2.25	2.33	2.33	2.00	1.33	2.67	2.75	3.00	2.00	1.67	1.67	2.44
LP	Mutale Home Affairs	2.75	1.75	1.75	1.75	1.50	1.50	1.75	2.75	2.75	3.00	3.75	3.75	2.50	2.75	2.75	2.75	3.00	3.00	3.00	3.50	3.50	2.00	2.00	2.50	2.58
MP	Volksrust Home Affairs	2.75	3.25	3.00	2.50	3.00	3.00	3.25	3.00	3.50	3.50	3.00	3.50	2.50	3.25	2.50	2.25	1.75	1.75	3.50	3.50	3.50	2.00	3.00	2.25	2.88
NW	Swartruggens Home Affairs	2.00	2.00	2.20	2.20	2.00	2.00	2.20	2.67	2.80	2.80	3.00	3.20	3.20	2.33	2.60	1.80	1.67	1.80	3.20	2.67	2.80	2.00	3.00	2.00	2.42
WC	Beaufort West Home Affairs	2.67	2.67	2.50	2.67	2.00	2.50	2.67	3.00	3.00	3.00	3.00	3.00	3.00	2.33	2.50	2.33	2.33	2.50	2.33	2.67	2.50	2.00	2.00	2.00	2.55
Ave per Info Source		2.45	2.27	2.25	2.19	2.11	2.18	2.59	2.86	2.96	2.96	3.10	3.16	2.54	2.58	2.46	2.38	2.36	2.34	2.91	2.99	2.95	2.05	1.99	1.99	2.53
KPA Ave		2.32			2.16			2.80			3.07			2.53			2.36			2.95			2.01			

Complaints management, as well as Visibility and Signage, received lower scores in this sector when compared to others (2.01 and 2.16 respectively). Safety was highlighted as a concern in some facilities, as was cleanliness (especially in terms of maintenance of the offices). In general, the sector received scores of 'good' in half of the Key Performance Areas assessed.

3.4.5 Magistrate Courts (8 Facilities)

Province	Facility Name	Location & accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & closing times			Complaint Management System			Facility Average
		Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	
EC	Mqanduli Magistrate Court	2.67	2.67	2.67	1.67	1.33	1.67	1.67	2.67	2.67	2.33	3.33	3.00	1.33	1.00	1.00	2.33	2.33	2.33	2.33	2.67	2.33	2.33	1.00	1.33	2.11
FS	Botshabelo Magistrate Court	3.00	3.25	3.00	2.33	2.25	3.25	2.67	3.00	2.75	3.00	3.50	3.00	2.67	2.75	2.50	2.67	3.00	2.50	2.33	3.25	2.75	1.75	2.00	1.25	2.68
KZN	Esikhaleni Magistrates Court	3.00	3.33	2.67	3.00	3.00	2.00	2.67	3.00	2.00	3.67	3.67	3.33	3.33	3.67	3.00	3.33	3.33	3.00	3.00	3.00	2.67	2.00	2.33	1.33	2.89
LP	Mutale Magistrate Court	3.33	1.75	3.00	3.33	3.50	3.50	3.33	3.50	3.25	3.67	4.00	3.50	3.33	3.50	2.75	3.33	4.00	3.50	3.33	3.25	3.25	2.00	3.33	2.50	3.24
MP	Volksrust Magistrate Court	3.00	3.00	3.00	2.50	2.30	2.50	2.30	2.00	2.00	3.50	3.00	3.00	3.00	2.30	2.80	3.00	2.50	3.00	2.80	3.30	2.80	2.00	2.30	2.50	2.68
NW	Lehurutse Magistrate Court	3.17	2.67	3.00	3.17	2.00	3.17	2.67	2.83	2.67	3.50	3.50	3.17	3.00	2.83	2.50	3.50	2.50	2.83	2.83	3.17	3.00	2.00	2.67	2.00	2.85
NC	Douglas Magistrates Court	2.67	2.67	3.00	3.33	3.33	3.00	3.33	3.67	3.00	3.67	4.00	3.33	3.00	3.33	2.33	3.33	3.33	3.00	3.33	4.00	3.33	2.00	2.33	2.00	3.10
WC	Beaufort West Court	3.00	3.00	2.50	2.67	2.33	2.50	3.00	2.67	3.00	2.67	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.67	2.67	3.00	2.00	2.00	2.00	2.74
Ave per Info Source		2.98	2.79	2.85	2.75	2.51	2.70	2.70	2.92	2.67	3.25	3.50	3.17	2.83	2.80	2.49	3.06	3.00	2.90	2.83	3.16	2.89	2.01	2.25	1.86	2.79
KPA Ave		2.88			2.65			2.76			3.31			2.71			2.99			2.96			2.04			

In general, this is a well-performing sector, with only Complaints Management receiving average score of 'fair'. Mqanduli Magistrate Court has several issues to be addressed, especially in terms of maintenance and the cleanliness of the court. This sector is close to achieving the desired score of three (3), indicating compliant service delivery.

3.4.6 MCCC's (8 Facilities)

Province	Facility Name	Location & accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & closing times			Complaint Management System			Facility Average
		Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	
FS	Naledi MCCC	2.00	2.00	1.75	1.00	1.00	1.00	2.67	2.33	1.25	3.00	3.00	2.75	1.00	1.00	1.00	1.33	1.00	1.00	2.33	2.33	1.50	1.67	1.33	1.00	1.68
GP	Alberton MCCC	2.33	2.33	3.00	2.33	1.33	2.00	2.33	2.67	3.00	2.67	3.67	3.00	3.33	3.00	3.67	2.00	2.00	2.33	3.00	2.67	3.00	2.00	1.33	2.33	2.56
KZN	uMhlathuze MCCC	3.00	3.25	3.00	2.00	1.25	2.00	3.00	1.50	2.33	3.33	3.50	3.33	3.33	3.25	3.33	2.67	3.50	2.67	3.33	3.25	3.00	2.00	2.00	2.67	2.77
LP	Thulamela MCCC	3.40	3.00	3.40	2.80	2.80	2.00	2.00	1.80	2.20	3.60	3.80	3.20	3.20	3.60	2.60	3.20	3.00	2.20	2.20	3.20	2.60	2.00	1.00	1.40	2.68
MP	Thembisile Hani MCCC	2.80	2.50	2.60	2.00	1.50	1.80	2.60	2.00	2.40	3.20	3.50	2.80	2.80	1.75	2.40	2.60	2.00	2.20	2.40	2.00	2.40	2.00	1.80	1.00	2.29
NW	Ditsobotla MCCC	2.50	1.67	2.33	1.83	1.17	1.33	1.33	1.50	1.33	3.00	3.33	2.67	2.50	2.17	1.83	2.33	2.33	1.83	2.50	2.67	2.00	2.00	1.00	1.50	2.03
NC	Siyancuma MCCC	3.67	3.67	3.33	1.33	1.67	1.00	2.00	3.33	2.00	3.00	3.67	2.67	2.00	3.00	2.67	1.67	2.00	2.00	2.33	3.33	1.67	2.00	1.00	1.33	2.35
WC	Beaufort West MCCC	2.33	2.67	2.00	2.00	2.00	2.50	2.00	3.00	3.00	3.00	2.67	3.00	2.67	2.67	3.00	2.33	2.67	2.50	3.00	3.00	3.00	2.00	2.00	2.00	2.54
Ave per Info Source		2.75	2.64	2.68	1.91	1.59	1.70	2.24	2.27	2.19	3.10	3.39	2.93	2.60	2.55	2.56	2.27	2.31	2.09	2.64	2.81	2.40	1.96	1.43	1.65	2.36
KPA Ave		2.69			1.74			2.23			3.14			2.57			2.22			2.61			1.68			

Several challenges are faced in this sector, as is reflected in the lower scores achieved in Complaints Management (1.68), Visibility and Signage (1.74), Safety (2.22) and Queue Management (2.23). Only dignified treatment received the desired average rating of higher than three (3.14)

3.4.7 Police Stations (12 Facilities)

Province	Facility Name	Location & accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & closing times			Complaint Management System			Facility Average
		Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	
EC	Whittlesea Police Station	3.00	3.00	2.50	2.67	2.33	2.00	2.67	2.67	2.50	3.00	3.00	3.50	3.00	3.00	3.00	3.00	2.67	3.00	3.00	2.50	2.00	2.67	2.00	2.74	
FS	Lindley Police Station	3.00	3.00	3.00	2.00	2.67	2.33	2.67	3.00	2.67	3.00	3.00	3.00	2.33	3.00	2.00	2.33	2.33	2.00	3.00	3.00	2.00	2.00	1.67	2.58	
GP	Pretoria West Police Station	2.33	2.00	2.00	1.67	1.67	1.50	1.67	2.00	2.00	2.67	3.00	3.00	2.33	2.33	3.00	2.00	2.00	2.00	3.00	3.33	3.00	2.00	2.33	2.00	2.28
GP	Protea Glen Police Station	3.00	2.67	2.33	2.67	2.33	2.00	3.00	3.00	3.00	3.00	3.00	3.00	1.67	2.33	2.00	3.00	2.33	2.00	2.67	3.00	3.00	2.00	1.33	2.00	2.51
GP	Tembisa Police Station	2.70	2.25	2.75	2.67	2.50	1.50	2.33	3.25	3.00	3.00	3.50	3.00	3.00	2.50	2.00	2.67	2.50	3.00	3.33	3.25	3.00	2.33	2.50	2.25	2.70
KZN	Empangeni Police Station	2.67	1.67	2.67	2.33	2.67	2.00	2.00	1.67	1.67	3.33	3.00	3.00	2.33	2.67	1.67	2.33	2.33	2.33	2.67	1.67	3.00	2.00	1.33	1.00	2.25
LP	Tshaulu Police Station	3.25	3.50	3.67	2.00	2.75	2.67	2.25	2.25	1.67	3.75	3.50	3.33	1.75	3.50	1.67	2.50	3.50	2.67	3.75	3.25	3.33	2.00	2.00	1.33	2.74
MP	Volkstrus Police Station	3.00	2.75	3.00	3.00	2.75	2.50	2.50	2.50	2.75	2.75	3.00	2.25	3.25	3.25	3.25	2.50	2.75	2.50	3.25	2.50	3.00	2.00	2.00	1.75	2.70
MP	Mhala Police Station	2.30	3.50	3.00	2.30	3.00	2.00	2.00	1.70	2.70	3.50	2.70	1.70	2.00	2.70	3.00	2.50	1.70	3.30	2.50	3.00	1.00	3.50	1.70	2.47	
NW	Mothotlung Police Station	2.50	2.00	1.83	1.83	1.33	1.17	2.00	1.67	1.50	3.00	2.83	1.83	1.83	1.50	1.50	1.83	1.50	1.67	2.50	2.50	2.00	2.00	2.00	1.17	1.90
NC	Port Nolloth Police Station	2.75	3.33	3.00	3.50	2.67	2.67	3.50	2.67	2.33	3.75	3.33	3.00	3.25	3.33	3.33	3.25	1.67	2.67	3.50	3.33	3.00	2.00	3.25	3.00	3.00
WC	Beaufort West Police Station	3.00	3.00	3.00	2.67	3.00	2.50	2.67	2.67	3.00	3.00	3.00	3.00	2.67	3.00	3.00	2.33	2.33	2.50	3.00	3.00	2.50	2.00	2.33	2.00	2.72
Ave per Info Source		2.79	2.72	2.73	2.44	2.47	2.07	2.44	2.44	2.32	3.08	3.14	2.88	2.43	2.70	2.43	2.56	2.37	2.34	3.08	2.86	2.86	1.94	2.27	1.82	2.55
KPA Ave		2.75			2.33			2.40			3.03			2.52			2.42			2.93			2.01			

With an average score of 2.55, the SAPS sector still has some challenges to address. Complaints management was scored the lowest, at 2.01, followed by Visibility and Signage (2.33). Safety was raised as a concern at several stations as well, especially in terms of staff members not feeling safe.

3.4.8 SASSA Offices (13 Facilities)

Province	Facility Name	Location & accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & closing times			Complaint Management System			Sector Average
		Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	
EC	Port Elizabeth SASSA	2.33	2.00	2.67	1.33	1.33	1.00	2.67	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.33	3.00	3.00	2.33	2.33	2.67	2.33	2.33	1.67	2.47
FS	Zastron SASSA	2.33	2.40	2.40	1.33	1.80	2.00	2.33	3.00	2.40	3.00	3.20	3.00	2.33	2.40	2.40	3.00	2.80	2.60	3.00	3.00	3.00	2.00	1.00	2.00	2.45
GP	Benoni SASSA	2.67	3.00	2.00	2.00	3.00	1.67	1.67	3.33	1.67	2.33	4.00	2.67	2.67	3.00	2.67	2.33	3.33	2.00	2.33	3.33	2.67	2.00	1.33	1.00	2.44
GP	Ga-Rankuwa SASSA	1.00	1.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	2.00	2.00	1.00	2.00	3.00	1.00	3.00	3.00	3.00	2.00	1.00	1.00	2.17
GP	Germiston SASSA	2.33	3.33	1.67	2.00	3.00	2.67	3.00	3.00	3.00	3.33	3.67	3.33	3.00	3.33	3.00	3.33	2.67	2.67	2.67	3.67	3.00	2.33	3.00	1.67	2.86
KZN	Richards Bay SASSA	1.00	1.25	1.33	1.00	1.50	1.00	1.00	3.00	1.33	3.00	3.25	2.67	2.67	3.50	3.00	2.67	2.25	2.00	3.00	3.50	2.67	2.00	1.00	1.33	2.12
LP	Mutale SASSA	3.00	2.50	3.00	3.25	3.00	3.00	3.25	3.00	4.00	3.75	3.25	3.00	3.25	3.25	3.00	3.25	2.75	4.00	3.50	2.75	3.00	2.00	1.25	1.00	2.96
MP	Vukuzakhe SASSA	2.75	2.75	2.75	2.25	2.25	2.00	2.50	3.00	2.00	2.50	3.50	2.50	2.75	3.00	2.50	2.50	2.75	2.75	2.50	2.75	2.50	2.00	1.00	1.75	2.48
NW	Koster SASSA	2.50	2.17	2.83	2.00	2.00	1.83	2.33	2.50	2.17	3.17	2.83	2.67	2.67	2.50	2.67	3.00	2.67	2.50	2.67	2.50	2.17	2.00	1.50	1.83	2.40
NW	Lichtenburg SASSA	3.17	2.83	3.17	2.00	2.50	2.33	2.83	3.00	2.83	3.33	3.50	3.17	3.50	3.00	2.50	2.83	3.00	2.67	3.00	3.17	2.83	2.00	2.50	1.83	2.81
NC	Corless Road SASSA	3.00	1.67	2.67	1.33	2.67	2.00	2.67	3.33	2.67	3.00	3.67	3.00	3.33	3.33	3.00	2.67	2.33	2.00	3.33	3.67	3.00	2.00	2.00	1.67	2.67
NC	Danielskuil SASSA	3.33	2.50	3.00	2.00	2.00	1.67	3.00	2.00	2.33	4.00	4.00	3.33	3.67	4.00	2.67	3.33	3.00	2.33	4.00	4.00	3.33	2.00	2.67	1.67	2.91
WC	Beaufort West SASSA	3.00	3.00	2.50	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.67	3.00	2.67	3.00	3.00	2.00	2.33	2.00	2.84
Ave per Info Source		2.49	2.34	2.46	1.96	2.31	2.01	2.56	2.94	2.57	3.11	3.37	2.95	2.91	3.02	2.65	2.79	2.79	2.50	2.92	3.13	2.83	2.05	1.76	1.57	2.58
KPA Ave		2.43			2.10			2.69			3.14			2.86			2.69			2.96			1.79			

This sector has different challenges as compared to other sectors due to the type of clientele it services. With an average score of 2.58 the sector is performing better. In terms of complaints management, the absence of management processes contributes to the lower scores. The accessibility to persons with disabilities has also been raised as an issue at some offices, as has the absence of sufficient signage.

3.5 Baseline Monitoring Findings in Pictures

Good Findings

Figure : Ablutions for persons with disabilities at Barkley East DLTC, 2015



Figure : Ablutions for persons with disabilities at Barkley East DLTC, 2015



Good practices found at Barkley East DLTC: Clean, maintained (Figure , right) and well identified (Figure , left) ablutions for persons with disabilities

Figure : Provision of drinking water at Mutale SASSA, 2015



Figure : Provision of drinking water at Danielskuil SASSA, 2015



Provision of drinking water in SASSA Offices: Mutale SASSA (Figure , left) and Danielskuil SASSA (Figure , right).

Figure : Internal directional signage at Benoni DLTC, 2015



Figure : Display of of operational hours at Benoni DLTC, 2015



Good provision of information to users: display of directional signage inside the facility (Figure, righth) abnd display of opening and closing times (Figure , left)

Poor Findings

Figure : Broken windows in classroom at Mpandeli Secondary School, 2015



Figure : Broken, filthy learner toilet at Mpandeli Secondary School, 2015



Lack of maintenance at Mpandeli Secondary School: Windows in learner classroom (Figure , left) and a dirty, broken learner toilet (Figure , right)

Figure : Pile of floor tiles in Mqanduli Magistrate Court, 2015



Figure : Unlabeled suggestion box on floor at Mqanduli Magistrate Court, 2015



Wooden floor tiles in a pile in the waiting area of Mqanduli Magistrate Court (Figure , left) and an unlabeled suggestion box on the floor at the same court (Figure , right)

Figure : Damaged ceiling in office at Toekomsrus MCCC, 2015



Figure : Damaged ceiling in office at Toekomsrus MCCC, 2015



Collapsing ceilings in various offices at the Toekomsrus MCCC in 2015: (Figure , left) and and (Figure , right)

PART C

4 LESSONS

- Some of the improvement monitoring meetings and rescoring indicated that facilities did not fully implement their activities not only because of budgetary constraints, but due to lack of commitment by facility management.
- DTLC facilities are still facing the challenges on the infrastructure where maintenance is not taken into consideration and this is prevalent in government owned buildings. This in turn affects the overall operations of a facility thereby impacting on the quality of service delivery.
- The presence of relevant decision makers during feedback meetings is important in shaping the improvement plans that are smart and aligned to sector improvement initiatives. Their presence is also beneficial when dealing with issues such as infrastructure, centralized procurement, and centralized personnel recruitment which the facilities could not improve on.
- Sector engagements during feedback and improvement monitoring meetings assist facilities to learn from each other, and this approach make it possible for other facility managers to learn ways of improving the level of service provision for their own facilities.
- Another positive shift is noted from the National Department of Transport in regulating the DLTCs, Vehicle Testing Stations (VTSs) and Registering Authorities (RAs) by setting minimum standard and requirements for service delivery which aims to standardise the operational practices at these centres through service delivery charters which are still in a draft form.
- Cleanliness, particularly in learner ablutions at schools, needs to be improved across most schools.
- Complaints management remains a sector-wide challenge, with all facilities scored either 'poor' or 'fair' in terms of this area; the biggest challenges with complaint management are central to the procedure followed to manage complaints and provision of complaints infrastructures in schools. It should be noted that the National

- Continuous monitoring by DPME and OTP is not sufficient to sustain improvements at some facilities, as is evident from the regressions recorded in 2015/16 improvement monitoring at several facilities;
- Misalignment of planning, budgeting and service delivery improvements continues to be a constraints in addressing infrastructure and maintenance of facilities (buildings) challenges, which consequently affect the upgrading of ablutions and security measures at most facilities.
- External road signage and identification of staff members by nametags requires attention to improve the status of visibility and signage.
- Lack of accountability and poor operations management from some facility managers is evident in the current state of facilities regarding general management of cleaners, adherence to operational hours and enforcement of minimum safety and security measures.
- The Justice Sector has good practices in terms of security, especially in terms of access control, as is evidenced by the presence of metal detectors and x-ray machines in most facilities monitored.
- Most magistrate court facilities monitored have shown consistent improvements in the scores, emphasising the importance and support required from facility management in the implementation of the improvement plans. This is supported by the number of facilities removed from the improvements monitoring list;
- The persistent improvements by the Justice department can be ascribed to managerial commitment. All of the facilities monitored have shown sustained improvements, which indicate dedication from the Department of Justice and Constitutional Development and Health;
- Some renovations and repairs are hindered by some facilities being housed in Heritage Buildings;
- The Ideal Clinic project addresses most of the indicators in terms of service delivery as assessed by the FSDM Programme. For instance, the Ya Rona

Clinic and Mohlakeng Clinic in Gauteng, most of the recommendations made in terms of cleanliness, accessibility and signage were addressed as part of the Ideal Clinic Programme.

- The implementation of the front office toolkit in Home Affairs has contributed to some improvements noted which includes standard display of amended operational hours, service costs and management contact details.
- The reflection of the FSDM baseline assessments indicates a positive shift on the perception of the users on the quality of frontline services in the Home Affairs sector as compared to initial stages of the programme from both the baseline and improvement scores.
- Dependency on the landlord for daily routine maintenance is a challenge that needs to be addressed going forward when new service level agreements are entered into to enforce obligations towards this responsibility. This is a matter that has to be driven by the Department of Public Works.
- Application processes are shortened immensely where officials are trained as Commissioners of Oath at SASSA. According to both citizens and officials this intervention has gone a long way in curbing repeat visits. However, in some facilities where officials were ready to carry out this duty, required resources (stamps and ink) were not available.
- Well-intentioned mechanisms for amplifying citizen voice such as suggestion boxes may implicitly serve as instruments of exclusion. For citizens who cannot read or write, these do not avail them. The language used in communicating with citizens was also brought into sharp relief. The lack of provision for sign language implies that deaf citizens would have to be accompanied by a family member to the service office.
- Although the legal status of pension committee is unresolved, they still operate at varied levels at some SASSA facilities. This precarious status is a source of much frustration and confusion around roles and functions. The structure in its current format is not positioned to monitor and hold SASSA to account; it does not have the earmarks of a governance and participatory mechanism.

5 RECOMMENDATIONS

- Provision for a testing ground in uMhlatuze DLTC- KZN would be an advantage for clients not to travel to Empangeni to take practical exams.
- Provision for a borehole to address the persistent water challenge in Thembisile Hani DLTC is recommended for a healthy and conducive working environment.
- Fast-tracking of the upgrading and renovation process for Virginia DLTC (FS) as it is already in progress but on a very slow pace and has an effect on service delivery.
- Facility support from the districts and provincial level is needed for implementation of the recommendations especially where the facility's competency is limited, such as building, infrastructure maintenance, centralized procurement and centralized personnel recruitment.
- Frontline service delivery monitoring to be elevated to a strategic level for accountability and to encourage managers/ decision makers to consistently act on the findings to improve the quality of services delivered at facility level. This requires close monitoring and working together between DPME, National Department of Transport, provinces and municipalities to drive improvement.
- Facility managers should monitor implementation of improvement plan as per time frame agreed and also take time to monitor the quality of service provided to the citizens through regular spot checks.
- Security measure should be improved in terms of access control as well as in the display of emergency and evacuation procedures particularly at SAPS
- The facilities handed over to the OTP and the Sector departments from the improvements monitoring list should be monitored and reported on to the DPME regularly;
- Facility support from the municipal and districts level is essential for implementation of the recommendations especially where the facility's competency is limited, such as building, infrastructure maintenance, centralized procurement and centralized personnel recruitment.

- Accountability by facility managers to act on the FSDM findings should be strengthened through self-monitoring by district/regional managers throughout the provinces.
- The status of Pension Committee to be clarified so as to bridge inconsistencies noted from how SASSA facilities regard and work with this formation. If these committees are maintained, considerations must be made towards having them configured in a more democratic fashion and enable them to play the accountability role.
- Service Providers in facilities should be consistently monitored and held accountable by sector departments as per the lease/contract agreements.
- Service Delivery Improvement Programmes put in place by National Sector Departments should be monitored as part of advancing the National Development Plan in improving the quality of public service and to strengthen accountability at facilities. An example being the frontline toolkit at Home Affairs.

6 WAY FORWARD

The implementation of the programme will continue for the 90 baselines facilities, 100 improvement monitoring facilities as well as the 20 unscheduled monitoring visits during the 2016/17 financial year. We will continue to track progress of all the other facilities that we have removed from the improvement monitoring given their improved status.