



# planning, monitoring and evaluation

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Department:  
Planning, Monitoring and Evaluation  
REPUBLIC OF SOUTH AFRICA

## **FRONTLINE SERVICE DELIVERY MONITORING: ANNUAL FINDINGS REPORT 2014/15:**

## **Table of Abbreviations**

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

## **1 EXECUTIVE SUMMARY**

This is the fourth annual report on the monitoring findings. 123 facilities were monitored for the first time during 2014/15 and 123 facilities was re-assessed for improvements. The Frontline Service Delivery Monitoring (FSDM) programme contributes to the National Development Plan enabling milestone of realising a developmental, capable and ethical state that treats citizens with dignity. It also 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.

In this 4th Annual Report, we report that, of the 123 facilities where improvements monitoring was conducted during 2014/15, 65% have shown improvements and 33% have regressed. An overall finding is that departments are increasingly managing facility-level performance as a priority issue. The report highlighted lessons learnt and makes recommendations regarding how to strengthen the quality of service delivery and the experiences of service users at facility-level

Since 2011 the quality of service delivery in 678 facilities have been assessed: 52 Drivers License Testing Centres (DLTC), 128 Schools, 158 Health Facilities, 61 Home Affairs offices (HA), 57 Courts, 60 Municipal Customer Care Centres (MCCCs), 85 Police Stations and 77 South African Social Security Agency (SASSA) facilities.

## **2 FINDINGS FOR FACILITIES MONITORED IN ALL 9 PROVINCES**

### **2.1 Findings for facilities monitored, for the first time, in all 9 Provinces during 2014/15**

2.1.1 Facilities monitored are: 10 DLTC's, 28 Schools, 31 Health facilities, 12 HA Offices, 10 Courts, 13 MCCCs, 10 Police Stations and 9 SASSA.

2.1.2 A high-level summary highlights that DLTC's, Schools, MCCCs, offices, SAPS and SASSA tend to score below 2.5 (below good), whilst Health, Home Affairs and Justice (Courts) tend to score above 2.5.

2.1.3 The average scores for dignified treatment, Location and Accessibility and Opening and Closing are on average good whilst scores for Complaints Management, Visibility and Signage, Safety, Queue Management & waiting times and Cleanliness are on average poor.

2.1.4 This is the fourth year where we find weak scores for Complaints Management, Visibility and Signage, Queue Management & Waiting times and Safety and this points the need for possible system-solutions required.

## **2.2 Findings from 123 facilities re-assessed for improvements**

2.2.1 Of the 123 facilities re-assessed for improvement 65% have improved, whilst 33% facilities have regressed and 2% have not changed.

2.2.2 DLTC ratings improved from 1.83 to 2.44 on average, Schools ratings improved from 1.29 to 2.48, Health facility ratings improved from 1.69 to 2.76, Home Affairs from 2.38 to 2.73, Courts from 1.66 to 2.67, MCCC from 1.73 to 2.72, Police Stations improved from 1.67 to 2.46 and SASSA facilities improved from 1.61 to 2.47.

2.2.3 Of note is that none of the sectors are yet at the desired rating of 3, although Health facilities, MCCCs and Courts are close to achieving the benchmark.

2.2.4 On average, ratings for facilities monitored in all provinces improved, with the exception of Eastern Cape (improved from 2.11 in 2012 to 2.63 in 2013) and then a slight regression to 2.53 in 2014). Note that no province received the desired score of 3 (good) on average.

2.2.5 From our interactions with sector departments, we can report that all eight sector departments have strengthened their management and monitoring of improvements, but the impact of this on facilities can be strengthened.

2.2.6 The detailed results for each facility provide the responsible department with information about the improvement trends for each assessment area. This information is intended for use by departments, to continue their management and monitoring of improvements

## **3 KEY LESSONS AND RECOMMENDATIONS**

### **3.1 Frontline Performance is increasingly becoming a Strategic Issue**

Whilst Management Performance Assessment Tool (MPAT) focusses on departments, the FSDM initiative aimed to focus government on the strategic importance of having healthy institutions at the frontline facilities.

In this fourth year of the implementation of the FSDM, we can report a noticeable improvement in the focus of senior management and leadership on the frontline and we are starting to see departmental Strategic Plans, Annual Performance Plans and Budget speeches reflecting this shift. This reflects a growing maturity in national and provincial line departments – they understand that, a dysfunctional frontline facility is a strategic matter.

Going forward, departments and provinces are encouraged to ensure that their commitment to frontline performance is reflected in their plans, their budgets and their public communications.

### **3.2 Inadequate Investment in Managing Improvement Initiatives at Facility-level**

An experienced Lean Management practitioner said “Government has projects to improve staff attitudes, but they should rather invest in fixing processes - good processes will result in good staff attitudes and happy clients”.

Continuous operations improvement culture is a requirement for sustaining operations excellence in government departments and at facility-level - The Maintenance Turnaround Lean Project (MTLP) of Justice as well as the large SARS and Home Affairs (HA) change projects succeeded because of an investment in continuous change and having effective support in the department that can be deployed to support the frontline.

Complex change initiatives needed at facility-level fail because often head offices and facility staff do not have the required skills to introduce and implement change initiatives and are not allowed time to do so - we are likely to bring about short-term improvements and not systemic changes.

Initiatives such as Project Khaedu is aimed at deployment of problem solving capacity, but anecdotal evidence showed that most of the officials deployed on the ground to assist do not have the necessary operations management and problem solving skills to facilitate and implement change.

Line Departments responsible for frontline facilities must invest in developing operations management competencies at junior, middle and senior management levels and resourcing change projects.

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 joint Department of Planning, Monitoring and Evaluation (DPME) and Offices of the Premier (OoP) initiative that commenced 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 service 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.

### **3.3 More in-depth Assessments of Complaints Handling**

Every year in the FSDM annual findings reports, we have highlighted that Complaint management in most facilities continues to be a challenge.

Given this continuing weakness, the DPME, under the Presidential Hotline programme, has developed a Complaints Handling Assessment Framework. This framework identifies eight standards that all organisations should adhere to when developing and maintaining a complaints and enquiry handling system - (1) Leadership and Accountability (2) Processes and Procedures (3) Resources (4) Acknowledgement, Interrogation and Investigation (5) Resolution (6) Accessibility (7) Continuous improvement and (8) Collaboration. Through a set of question the framework will test the extent to which these standards have been applied in a government department.

The assessment framework will be made available to all departments and provinces to enable them to assess the state of their Complaint handling against the 8 KPAs.

### **3.4 More in-depth Assessments of Complaints Handling**

In previous reports we have highlighted that we found, in many cases, the absence of measurable service standards at facility-level for quality of service.

The benefits of measurable service standards are: First, they oblige government departments to set quality standards. These signal the minimum level of service expected from service areas to citizens. Once entrenched, they also serve as the basis for recourse by citizens if these standards are not met. Second, quality standards also serve to direct effort and resources towards achieving minimum service standards. These are designed to drive measurable improvements in key service delivery processes. Over time, monitoring these standards can help to raise the quality of public services.

It appeared that some guidance was needed in assisting departments in setting norms and standards that are (i) targeted (ii) appropriate (iii) relevant and (iv) measurable.– so that measures for compliance/3 for each of the eight “quality assessment areas “can be clarified. The DPME will finalise the “Quality of Service Delivery Assessment Framework” and will make it available for use by all departments to update their standards-setting.

## 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 joint Department of Planning, Monitoring and Evaluation (DPME) and Offices of the Premier (OoP) initiative that commenced 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 service against eight performance areas.

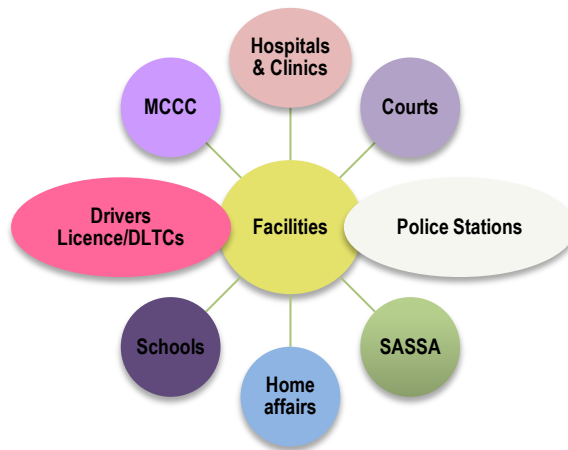
The FSDM programme response to a number of weaknesses in M&E in government, in particular “problems are not treated as an opportunity for learning and improvement” and “M&E is regarded as the job of the M&E unit and not all managers”. Hence the FSDM initiative is aimed at strengthening the M&E practices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

There are eight types of facilities monitored under the FSDM programme, specifically selected because they represent the field offices of government service delivery:





The FSDM programme assesses Quality of Service Delivery at facility-level, by examining **eight Key Performance Areas (KPA) and their associated performance areas and standards**, the premise is that these KPAs and their associated standards are a good proxy for the quality of public services at facility-level and they are congruent with the Batho Pele Principles adopted by the government for delivering quality service to the citizens.



Methodology: There are two types of monitoring conducted (i) baseline monitoring to assess the state of quality of service delivery and (ii) improvement monitoring to assess improvements year on year.

**Baseline monitoring** = an unannounced assessment (initial assessment) plus a Feedback meeting (presenting findings to facility management)

**Improvement monitoring** = an Improvements progress meeting (tracking progress against the improvement plans) followed later by an unannounced re-scoring (Re-assessment).

### 1.3 Content of this report

This is the 4<sup>th</sup> Annual Report and, provides details of the key findings from the monitoring activities undertaken during 2014/15.

Part A: Findings from the 123 facilities for which improvements monitoring was conducted during 2014/15.

Part B: Findings from the 123 frontline facilities for which first-time quality of service delivery assessments were done during 2014/15.

Part C: Full list of facilities for which improvements monitoring will be done during 2015/2016

Part D: Key lessons and recommendations.

# PART A

## 2 IMPROVEMENTS MONITORING RESULTS

### 2.1 Approach and methodology

Why the need for improvements monitoring? Research on M&E practices in government have highlighted that monitoring findings are often not acted on – hence in the design of the FSDM programme we anticipated that there would be high probability that findings from the FSDM may not be acted on and that blockages identified may not be addressed in a quick and decisive manner.

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

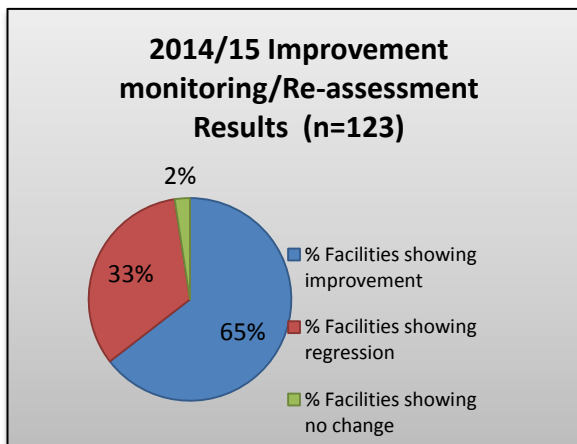
How? Within the FSDM programme, the Improvements Monitoring approach consists of three activities:

- 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 (led by DPME and OoP) to obtain progress with agreed improvements. The intention with this meeting is to facilitate acting on 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.

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## 2.2 Improvements Monitoring: Overall Outcome

Sectors > Province v	DLTC	Education	Health	Home Affairs	Justice	MCCC	SAPS	SASSA	Totals
EC	2	0	4	1	2	0	2	1	12
FS	0	4	1	1	2	2	1	1	12
GP	1	5	4	2	2	1	6	6	27
KZN	1	0	0	1	2	0	0	2	6
LP	4	2	3	1	1	2	0	2	15
MP	6	2	3	1	3	0	1	7	23
NC	0	1	1	0	2	1	0	0	5
NW	0	3	2	0	0	1	1	5	12
WC	1	4	3	0	1	0	1	1	11
<b>Totals</b>	<b>15</b>	<b>21</b>	<b>21</b>	<b>7</b>	<b>15</b>	<b>7</b>	<b>12</b>	<b>25</b>	<b>123</b>



A total of 678 facilities have been assessed since 2011, of which 123 were selected for improvement monitoring.

Of the 123 facilities reassessed for improvement monitoring, **65%** of them has shown improvement, **33%** of the facilities have regressed and **2%** facilities status remains the same.

In year three (3) of the FSDM programme the overall improvements results was 70% and in this year 4 the overall outcome of improvements monitoring of 123 facilities is 65%, a reduction.

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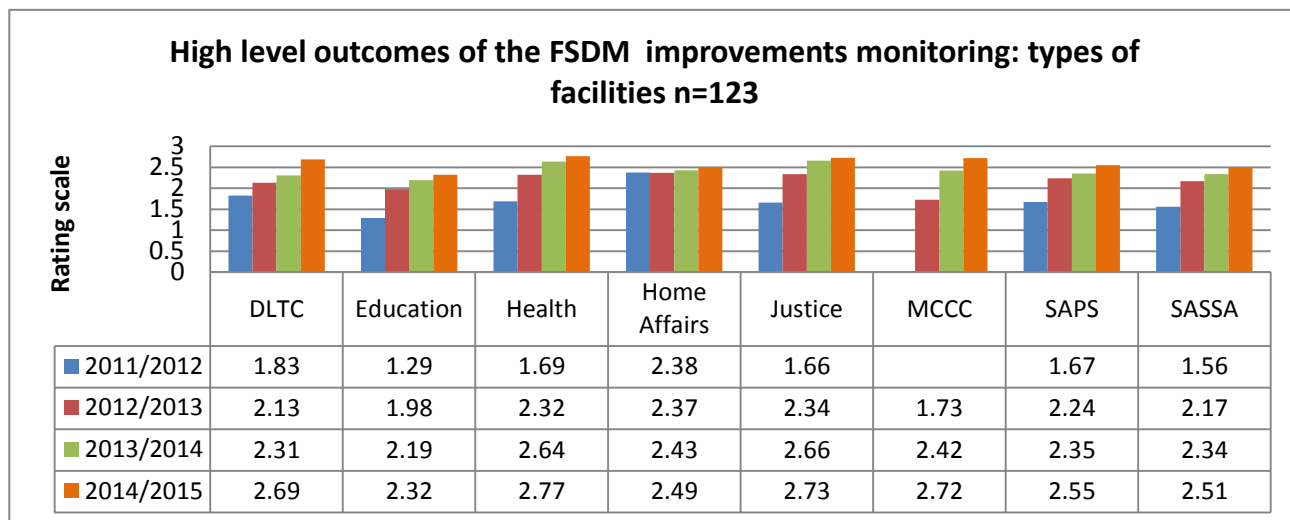
These results are important if we wish to ensure that monitoring actually leads to improved service delivery outcomes. Department gain an understanding that monitoring and supporting improvements should be a regular activity and not a once-off monitoring if we want to strengthen the links between problem identification and problem solving.

There appears to be no shortage of monitoring but the accountability for acting on those findings is often weak. DPME and OTP will continue to work with sector departments to facilitate improvement within the facilities as per the agreed improvement plans.

Head offices are encouraged to be a source of support to facility-management – less policing and more joint problem solving.

### 2.3 Improvements Monitoring: High level findings for each sector

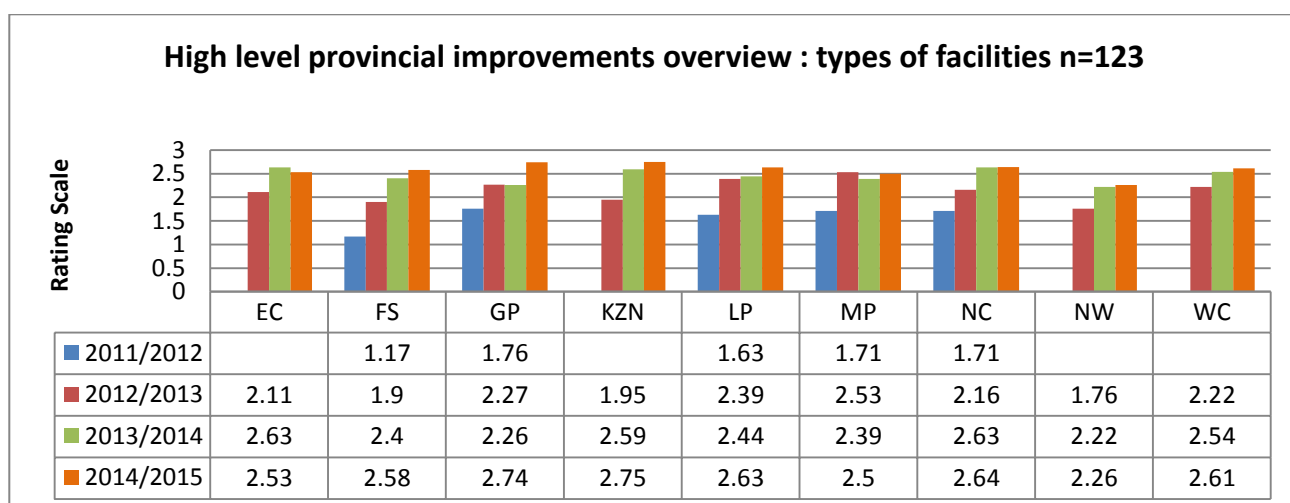
Using a scoring scale of 1 (poor), 2 (fair), 3 (good), 4 (very good), the average scores have improved.



DLTC scores improved from 1.83 to 2.69 on average, Schools scores improved from 1.29 to 2.32, Health facility scores improved from 1.69 to 2.77, Courts from 1.66 to 2.73, MCCC from 1.73 to 2.72, Police Stations improved from 1.67 to 2.55 and SASSA facilities improved from 1.56 to 2.51. Of note is that none of the sectors are yet at the desired score of 3 (good), although Health facilities, MCCCs, DLTC and Courts are close to achieving the benchmark.

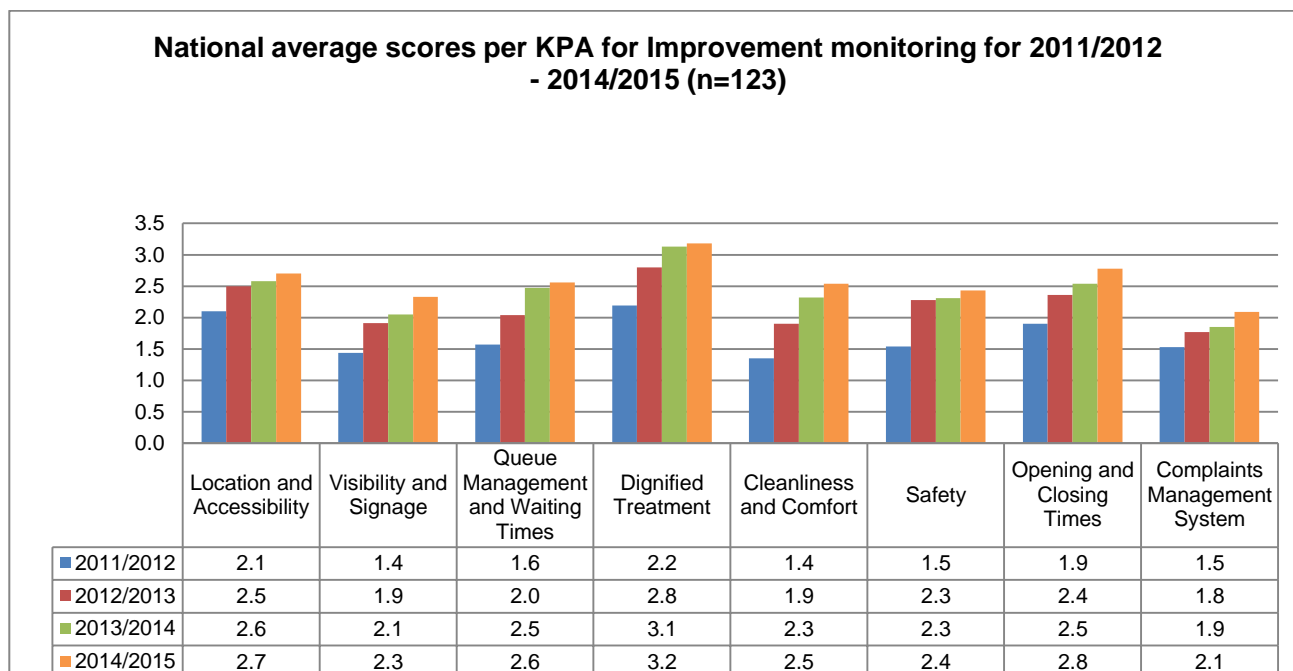
### 2.4 Improvements Monitoring: High level findings for each province

On average, scores for facilities monitored in all provinces improved, with the exception of Eastern Cape province (improved from 2.11 in 2012/13 to 2.63 in 2013/14 and then a slight regressions to 2.53 in 2014/15) Note that no provinces received the desired score of 3 (good) on average.



Note: EC, WC, KZN and NW provinces started FSDM in 2012.

## 2.5 Improvements Monitoring: High level findings for each Key Performance Area



Complaints management, have improved in terms of scores however this KPA is consistently being scored the lowest at 2.1 for 2014/15. The average scores are ranging from: 1.5 in 2011; 1.8 in 2012; 1.9 in 2013 and 2.1 in 2014.

## 2.6 Improvements Monitoring: Score card for each facility:

Individual Score cards for each facility follows below.

## 2.6.1 Improvement monitoring Results DLTC (sample size 15)

Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Management	Treatment	Dignified Comfort	Cleanliness & Safety	Opening & closing times	Complaint Management	Ave	Improvement Trend	Facility progress across assessment periods
Gauteng	Benoni DLTC	2013/14	1.00	2.33	2.33	3.67	1.67	1.67	3.67	1.67	2.25	↑	Two recommendations have been implemented (installation of an elevator and provision of a complaints/compliments box). External signage is still outstanding, and queue management remains a challenge.
		2014/15	2.98	2.74	2.89	3.11	2.86	2.58	2.91	2.39	2.81		
Western Cape	Atlantis DLTC	2012/13	1.67	1.67	2.00	3.33	3.00	2.00	2.33	2.00	2.25	↑	As the facility will relocate to new premises, several of the improvement suggestions have not been implemented (such as the improvement of ablution facilities.) Queue management also requires improvement: times have been recorded as long by both citizens and staff.
		2013/14	1.67	2.33	2.33	3.33	2.67	2.67	3.00	2.00	2.50		
		2014/15	2.44	2.89	2.67	3.56	3.11	2.89	3.11	2.78	2.93		
Mpumalanga	Acornhoek Testing Centre	2011/12	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	↑	Several challenges persist due to the infrastructure constraints at the facility. Flushing public toilets need to be opened to the members of the public. Security doors need to be installed and kept locked at all time at the cashier stations. Security guards need to start searching the citizens going in and out of the facility.
		2012/13	2.67	2.33	2.67	3.33	2.00	2.33	3.33	2.33	2.63		
		2013/14	1.67	2.00	2.00	3.33	2.00	1.33	2.67	1.67	2.08		
		2014/15	2.17	1.78	2.28	3.33	2.83	1.83	2.72	1.72	2.33		
Mpumalanga	Graskop Testing Centre	2011/12	3.00	4.00	1.00	4.00	2.00	1.00	3.00	1.00	2.38	↑	The facility still lacks proper fencing, there is no access control and the cashier windows are not safe. Apart from some needed refurbishments to the facility, it is well maintained, clean and accessible.
		2012/13	2.00	2.00	2.33	3.00	2.67	2.00	3.00	2.00	2.38		
		2013/14	2.00	2.33	3.00	4.00	2.33	2.00	3.00	1.67	2.54		
		2014/15	3.33	2.89	3.17	3.61	2.89	2.78	2.94	2.39	3.00		
Mpumalanga	Mapulaneng Testing Centre	2011/12	2.00	1.00	4.00	1.00	1.00	1.00	1.00	4.00	1.88	↑	The facility has a challenge in terms of storage space (office supplies and cleaning materials are stored in one room). Road signage has not yet been installed, and the ablution facilities are not supplied with the necessary toiletries.
		2012/13	3.00	2.33	2.67	3.00	3.00	3.00	2.67	2.00	2.71		
		2013/14	3.00	2.33	3.00	3.33	3.00	2.33	2.67	2.67	2.79		
		2014/15	2.80	2.40	3.40	3.70	2.90	2.90	3.00	2.60	2.96		
Mpumalanga	Sabie Testing Centre	2011/12	3.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.25	↑	The facility has no complaint management system in place. Security is also a concern as only guard is available for the entire facility.
		2012/13	2.33	2.00	2.67	3.00	2.00	2.33	3.00	1.33	2.33		
		2013/14	2.67	2.00	2.67	3.00	3.00	1.67	3.00	1.00	2.38		
		2014/15	3.11	2.89	2.78	3.56	3.67	2.56	3.22	1.22	2.88		
Mpumalanga	Bethal DLTC	2013/14	1.67	1.00	1.67	2.67	1.67	2.00	2.33	1.00	1.75	↑	Several recommendations have not implemented. Queue management is dependent on the security guard, external signage is insufficient and no complaints management procedures are being displayed.
		2014/15	1.89	1.11	2.11	3.22	2.67	1.78	2.67	2.11	2.19		
Mpumalanga	Lydenburg DLTC	2011/12	4.00	4.00	2.00	4.00	2.00	3.00	3.00	1.00	2.88	↓	In general, there have been no significant improvements in this facility. Although some recommendations have been implemented, a lack of funding hampers sustained improvements. The toilets remain dirty and under resourced, and the complaints management system has not been implemented as agreed upon.
		2012/13	2.67	1.67	2.33	2.67	2.67	2.67	2.67	1.67	2.38		
		2013/14	3.00	2.67	3.33	3.33	3.00	2.00	3.33	1.00	2.71		
		2014/15	2.89	2.33	2.33	3.56	2.67	2.11	3.11	1.33	2.54		

## Improvement monitoring Results DLTC continued

Province	Facility Name	Year	Location & accessibility	Signage & Visibility	Queue Management & Management	Treatment	Dignified	Comfort	Cleanliness & Safety	Opening & closing times	Complaint Management	Ave	Improvement Trend	Facility progress across assessment periods
Kwa-Zulu Natal	Umzimkhulu DLTC	2012/13	1.33	2.00	2.67	2.00	3.00	1.67	2.33	2.21	2.15	↑	The facility has shown great improvement in most key performance areas since the baseline assessment. The facility is also due to relocate to a new building which is at the completion stage. The outstanding activities of the improvement plan will also be addressed in the new building.	
		2014/15	2.78	2.89	3.56	2.89	2.78	2.67	2.56	2.89	2.88			
Limpopo	Musina DLTC	2012/13	1.33	1.00	1.00	2.00	1.33	1.33	1.33	1.00	1.29	↓	The facility has improved since the baseline assessment; however, visibility and signage, queue management and waiting time, and complaints management system are not showing any improvements (several regressions have been noted since the previous scoring).	
		2013/14	3.00	1.33	2.67	4.00	3.00	3.00	3.33	2.00	2.79			
		2014/15	2.64	1.93	2.40	3.40	2.73	2.67	2.69	1.56	2.51			
Limpopo	Blouberg DLTC	2013/14	2.22	1.40	1.33	2.89	1.40	2.11	1.33	1.00	1.72	↑	Blouberg DLTC has shown great improvement since the baseline visit as it was in a very bad condition due to infrastructure challenges. The facility relocated to new premises in September 2014 and all action items in the improvement plan have been implemented with full compliance to frontline service delivery standards.	
		2014/15	3.22	3.56	3.56	3.78	3.56	3.78	3.89	3.40	3.60			
Limpopo	Modjadjeskloof DLTC	2013/14	2.39	1.69	1.70	3.12	1.93	2.35	2.23	1.11	2.07	↑	The facility has improved since the baseline assessment however, queue management and waiting time and complaints management system still requires attention including the provision for public toilets.	
		2014/15	2.89	2.78	2.40	3.78	2.89	3.22	3.22	2.22	2.93			
Limpopo	Praktiseer Testing Centre	2011/12	4.00	2.00	2.00	1.00	1.00	1.00	1.00	1.00	1.63	↓	The facility has regressed from the previous assessments in four KPAs i.e. visibility and signage; cleanliness and comfort; safety and complaints management system which requires attention. Shortage of water affects the overall operations as there are no alternative f toilets for both staff and the public. The public toilets' roof has been blown off.	
		2012/13	3.00	1.00	1.67	3.00	2.67	3.00	2.67	2.00	2.38			
		2013/14	3.33	3.00	3.00	3.33	2.33	2.33	2.67	1.33	2.67			
		2014/15	2.67	2.11	2.78	2.78	1.67	1.78	3.00	1.11	2.24			
Eastern Cape	Umtata DLTC	2012/13	1.33	1.00	1.00	3.00	1.00	1.33	1.00	1.33	1.38	↑	Gradual improvements are noted on the KPAs except for queue management and waiting times, safety and complaints management system which remain unchanged.	
		2013/14	2.00	1.00	2.00	3.00	1.00	2.00	1.33	1.67	1.75			
		2014/15	2.56	2.89	2.00	3.11	2.67	2.00	2.78	1.67	2.50			
Eastern Cape	Buffalo City DLTC	2012/13	2.67	3.00	2.33	3.00	2.33	2.67	3.00	1.67	2.58	↓	The average facility score has regressed as compared to the previous years of monitoring with reference to location and accessibility, visibility and signage, queue management and waiting times, cleanliness and comfort, and complaints management system. Continuous monitoring is required to track improvements across all the KPAs.	
		2013/14	3.00	3.00	3.67	3.00	3.33	3.67	3.00	2.67	3.17			
		2014/15	2.28	2.11	2.33	2.89	2.33	2.67	2.78	1.67	2.38			

Out of the 15 facilities assessed for improvements, the sector has recorded progress and improvements in 12 facilities. Praktiseer, Buffalo City and Acornhoek DLTCs have however regressed in scores in the 2014/15 assessments as compared to the previous years. The overall assessment of the KPAs also indicates consistent improvements over a four year period except for location and accessibility which has regressed between 2012/13 and 2013/14. Complaints/ compliments management system is still however below the desired good, with an average of 2.0(fair).



## 2.6.2 Improvement monitoring Results Education/Schools (sample size 21)

Province	Facility Name	Year	accessibility	Location & Signage	Visibility & Management	Queue Management	Treatment	Dignified Comfort	Cleanliness & Safety	Opening & closing times	Management	Complaint	Ave	Trend	Improvement	Facility progress across assessment periods
Free State	JMB Marokane Primary School	2012/13	2.33	1.33	N/A	3.00	1.67	1.67	2.33	1.67	2.00	2.00		↓	Slight improvement has been observed in most of the key performance areas, except in terms of safety and complaints managements, that have both regressed from 'fair' in the baseline assessment to 'poor' in the 2014/2015 period. The scores on Accessibility have also regressed. Also, the facility infrastructure is not being maintained (broken windows, cracked walls, dirty ablutions and unkept grounds were found during the 2014 visit).	
		2013/14	2.33	2.00	N/A	3.00	2.00	1.67	2.00	1.33	2.05					
		2014/15	1.89	1.50	2.50	3.00	2.00	1.00	2.61	1.44	1.99					
Free State	Lenakeng Secondary School	2012/13	2.33	1.67	N/A	2.33	1.33	1.33	2.00	1.00	1.71		↓	Most areas have improved since the baseline assessment, but regression has been noted between the current and previous financial years. Cleanliness, especially in the ablution facilities and outside areas, are still lacking. Learner desks are also in poor condition.		
		2013/14	3.67	3.00	N/A	3.33	3.67	3.33	3.67	2.67	3.33					
		2014/15	3.00	2.50	2.78	3.11	2.78	3.11	2.89	3.06	2.90					
Free State	Polokong Combined School	2012/13	1.00	1.00	N/A	2.67	1.00	1.00	1.67	1.00	1.33		↑	This school still faces several challenges, specifically the lack of proper security. This enables vandalism of the facility, which in turn leads to challenges with maintenance and cleanliness. Only three of the key performance areas have improved to 'good' since the baseline assessment.		
		2013/14	1.00	1.33	N/A	4.00	1.33	1.00	3.00	2.00	1.95					
		2014/15	1.89	1.50	2.50	3.00	1.72	1.00	2.61	1.44	1.96					
Free State	Relekile Secondary School	2013/14	2.67	1.33	2.67	3.00	1.67	1.33	2.00	1.33	2.00		↑	This facility faces several severe challenges: the levels of cleanliness are unacceptable, and the ceilings are in dire need of repair. No significant improvements have been recorded.		
		2014/15	2.67	1.89	2.44	3.22	2.22	2.00	3.00	1.33	2.35					
Gauteng	Sapphire Secondary School	2012/13	3.00	1.67	N/A	3.00	1.67	2.67	2.00	1.00	2.14		↑	In general, the school has a rating of 'good'(2.76). Infrastructure maintenance and cleanliness of the ablution facilities has improved, although the assembly point still needs to be renovated.		
		2013/14	3.00	2.67	N/A	3.00	2.33	3.00	3.00	1.67	2.67					
		2014/15	3.00	3.00	2.67	3.11	2.89	2.33	2.78	2.33	2.76					
Gauteng	Ratanda Primary School	2011/12	2.33	2.00	N/A	3.00	3.00	2.67	3.00	1.00	2.43		↑	Even though some improvements have been recorded, there is still a challenge in terms of complaints management, as no guidelines have been displayed to assist citizens. Internal signage also has to be improved, and the display of contact details can also be improved upon.		
		2012/13	3.33	3.00	3.67	4.00	3.67	3.67	4.00	3.00	3.54					
		2013/14	1.67	1.33	1.56	3.00	2.00	1.67	2.00	1.00	1.78					
		2014/15	2.67	2.00	1.67	2.67	1.67	2.00	3.00	1.00	2.08					
Gauteng	Ratanda Secondary School	2013/14	1.67	1.33	1.56	3.00	2.00	1.67	2.00	1.00	1.78		↑	No significant improvements have been noted in this school. Cleanliness, safety and complaints management, as well as signage all still need to be addressed.		
		2014/15	2.67	2.00	1.67	2.67	1.67	2.00	3.00	1.00	2.09					
Gauteng	PT Xulu Secondary School	2013/14	2.33	1.67	N/A	1.67	1.67	1.67	1.67	1.67	1.00	1.67	↑	Signage, both internally and externally, remains a challenge at the school, as does the management of complaints. Although the facility is maintained, cleanliness is lacking and storage space for files needs to be improved.		
		2014/15	2.33	1.33	1.33	3.00	1.67	2.00	2.33	1.00	1.88					
Gauteng	Namedi Secondary School	2013/14	1.67	1.67	N/A	2.67	2.33	3.00	2.00	1.67	2.14	↑	Although general improvements have been noted, specifically in terms of cleanliness, signage and facility maintenance, there are still areas that require attention. Contact details of management, and complaint guidelines need to be displayed, and the classroom blocks still need to have ramps installed to improve access.			
		2014/15	3.00	2.00	2.33	3.00	2.67	3.00	3.33	2.00	2.67					

## Improvement monitoring Results Education/School continued

Province	Facility Name	Year	Location & accessibility	Signage & Visibility & Management	Queue Management	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management	Ave	Improvement Trend	Facility progress across assessment periods
Western Cape	Delft South Primary School	2012/13	3.00	1.00	N/A	3.00	1.00	1.67	2.00	1.00	1.81	↓	Several of the areas have regressed between the 2013/2014 and 2014/2015 years. Even though plans are in place for the school to relocate, the cleanliness of the facility is of concern, especially in the ablution facilities.
		2013/14	2.67	2.33	N/A	3.00	2.67	2.67	2.67	2.00	2.57		
		2014/15	3.00	1.67	2.33	3.11	2.67	1.78	2.56	1.78	2.36		
Western Cape	Grosvenor Primary School	2012/13	3.00	1.67	N/A	3.00	1.00	1.00	3.00	1.00	1.95	↑	None of the agreed upon improvements have been realized. Cleanliness and safety below acceptable levels, and signage and complaints management needs to be addressed urgently.
		2013/14	2.00	2.00	N/A	3.33	2.00	2.00	2.67	1.33	2.19		
		2014/15	2.44	2.00	2.33	2.89	2.44	1.56	2.67	1.78	2.26		
Western Cape	Vaartjie Moravian Primary School	2012/13	2.61	1.00	N/A	3.67	2.67	3.00	3.00	2.33	2.61	↑	Even though some improvements have been noted, there are still several areas that require attention, especially complaints management, signage (internally and externally), and safety.
		2013/14	2.00	2.33	N/A	3.00	3.00	2.67	2.33	2.00	2.48		
		2014/15	2.44	2.11	2.00	3.00	3.11	2.56	2.89	1.78	2.49		
Western Cape	Uxolo High School	2013/14	2.00	1.33	N/A	3.00	1.33	1.00	2.00	1.00	1.67	↑	Security is in dire need of attention, as there are no security guards and no access control measures in place. Several other areas need to be addressed as well, including signage (particularly internal) and the cleanliness and maintenance of the school.
		2014/15	2.39	1.78	2.17	2.67	1.61	1.28	2.17	1.00	1.88		
Mpumalanga	Mathipe High School	2013/14	3.67	1.00	N/A	4.00	2.00	2.67	1.67	1.00	2.29	↑	Most recommendations have not been implemented: the internal and external cleanliness of the facility needs to be improved, signage needs to be improved, and safety and complaints guidelines need to be displayed properly.
		2014/15	2.75	3.00	2.00	3.50	2.00	3.00	3.00	2.00	2.66		
Mpumalanga	Mathibela High School	2013/14	2.00	2.00	N/A	2.00	1.00	1.00	2.00	1.33	1.62	↑	Several of the infrastructure related issues have not been addressed, pending the construction of a new school. However, Complaints Management is still rated as 'poor', which is to be addressed as soon as possible.
		2014/15	3.00	1.75	2.00	3.00	3.00	3.00	3.00	1.00	2.47		

## Improvement monitoring Results Education/Schools continued

Province	Facility Name	Year	accessibility	Location & Signage	Visibility & Management	Queue Management	Treatment	Dignified	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management	Ave	Improvement Trend	Facility progress across assessment periods
North West	Mashwela Primary School	2012/13	1.33	1.33	N/A	2.33	1.00	1.67	1.67	1.67	2.00	1.62	↓	There is regression from the previous scores. The main challenge is related to infrastructure i.e. condition of the classrooms, learners toilets, desks and chairs, provision for a kitchen and admin block. The schools is also overcrowded and not prioritised for infrastructure development. The OTP to escalate the infrastructure problem to Ngaka Modiri Molema District Department of Education.	
		2013/14	3.00	2.33	N/A	4.00	1.67	3.00	3.33	2.33	2.81				
		2014/15	2.67	1.89	2.33	2.89	1.78	2.00	2.11	1.89	2.19				
North West	Machakele Motau Middle School	2013/14	2.00	1.00	2.67	2.67	1.00	1.67	2.00	1.00	1.75	↑	The implementation of the improvement plan is in progress. A shaded assembly area and new toilets have been built. Two schools have merged due to rationalisation and the adopted name is Machakela Mamodibo Secondary School.		
		2014/15	2.67	1.89	2.33	2.89	1.78	2.00	2.11	1.89	2.19				
North West	Ikaneng High School	2013/14	2.00	1.33	2.33	3.00	1.00	2.00	2.00	1.33	1.88	↓	The status quo has however improved with regard to the level of cleanliness, maintenance and the conditions of the class rooms, learners toilets as well as the available furniture. Lack of funds was indicated as a challenge to implement some of the activities relating to the admin block and library.		
		2014/15	1.78	1.56	1.44	2.56	1.67	1.67	2.00	1.33	1.75				
Limpopo	Mamehlabe High School	2011/12	1.00	1.00	N/A	1.00	1.00	1.00	3.00	1.00	1.29	↔	The facility has regressed from the improvements that was showing in 2012/13. The old toilets need maintenance as they are currently being used by the male learners. The back side of the toilets, which is used for draining of the pit, is open and a health hazard for air and water borne diseases. Complaints management system is not yet in place.		
		2012/13	3.00	2.67	N/A	4.00	2.33	2.00	3.00	1.33	2.62				
		2013/14	2.67	2.00	N/A	3.33	2.33	1.67	2.00	1.67	2.24				
		2014/15	2.67	2.08	2.00	3.17	2.00	1.92	3.08	1.00	2.24				
Limpopo	Solomon Mahlangu High School	2013/14	3.00	2.00	3.33	4.00	1.33	1.00	1.33	2.00	2.25	↓	The facility is not showing any improvements except for opening and closing times. Maintenance of the school is a challenge with broken windows on the new building, toilet facilities for learners are insufficient and being vandalised by the community. Safety and Complaints Management systems are not yet in place.		
		2014/15	2.58	1.92	1.83	3.33	1.75	1.67	3.08	1.67	2.23				
Northern Cape	Langerberg High School	2013/14	2.67	2.00	N/A	3.33	2.00	1.33	3.00	1.33	2.24	↓	The school is not showing any signs of improvements and most of the action items of the improvement plan are still outstanding. Cleanliness and maintenance of the learners toilets is a challenge.		
		2014/15	1.83	2.25	1.83	2.33	1.50	1.58	2.25	1.08	1.83				

Very little improvement has been noted across the facilities monitored in the Education Sector. Out of the 21 schools monitored, 13 have improved, 7 have regressed, and 1 remains unchanged. Overall, the facilities in the Education sector have several challenges in terms of Complaints Management and Cleanliness and Comfort. In most facilities Safety and Signage, are areas that needs to be addressed.

### 2.6.3 Improvement monitoring Results Health (sample size 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	Facility progress across assessment periods
Free State	Jacobsdal Clinic	2013/14	2.00	1.00	2.33	3.00	1.67	2.00	2.00	2.67	2.08	↑	All areas have shown improvement, except Dignified Treatment and Complaints Management, that have remained unchanged. Security is still a concern to some staff members.
		2014/15	2.89	2.39	2.78	3.00	2.83	2.50	2.89	2.67	2.74		
Gauteng	Ratanda Clinic	2012/13	3.00	3.00	2.67	3.00	1.67	1.00	2.00	2.00	2.29	↑	The facility has improved since the first visit as renovations are complete, there is enough space and seats in waiting areas, there is internal signage as well as ramps and wider doors for people living with disabilities have been installed. As observed, quality service is provided at the facility, queues are properly managed, and there is sufficient medicine.
		2013/14	3.00	2.00	3.00	3.33	2.67	2.33	3.00	2.00	2.67		
		2014/15	3.44	3.00	3.44	3.78	3.56	3.33	3.33	2.78	3.33		
Gauteng	Sebokeng Hospital	2012/13	3.00	2.00	1.00	3.00	2.00	2.00	2.67	2.33	2.25	↑	This hospital has shown significant improvements, as the renovations that were underway during 2013/14 have addressed several of the initial challenges, particularly signage, cleanliness and comfort and safety.
		2014/15	3.00	3.11	3.44	3.56	3.22	3.00	3.67	3.22	3.28		
Gauteng	Mohlakeng Clinic	2012/13	2.67	2.00	2.67	3.00	1.33	1.67	2.00	1.33	2.08	↑	Sustained improvement in the ratings of all KPAs have been noted since the baseline assessment, with half being rated as 'very good'. However, internal space remains limited, with the dental practice operating in a caravan on the property.
		2013/14	3.00	2.00	2.33	3.00	2.00	2.00	2.00	2.33	2.33		
		2014/15	3.50	2.83	3.50	3.67	3.67	3.17	3.33	3.17	3.35		
Gauteng	Ya Rona Clinic	2013/14	3.33	1.33	2.33	3.00	1.33	2.33	2.67	2.00	2.29	↑	Though improvements have been seen across all areas, the displaying of Safety Guidelines and Complaints Procedures are still outstanding.
		2014/15	3.33	3.11	3.33	4.00	3.44	3.33	3.44	3.00	3.38		
Western Cape	Strandfontein Clinic	2012/13	3.00	1.67	1.67	2.67	3.00	2.33	2.33	2.00	2.33	↓	The main challenge in this facility is in terms of security, as there are no security guards or fencing. All others areas are satisfactory.
		2013/14	3.00	3.00	2.67	3.33	3.67	2.00	3.00	3.00	2.96		
		2014/15	3.11	3.00	3.00	3.33	3.22	1.89	3.11	2.56	2.90		
Western Cape	Gugulethu CHC	2012/13	3.00	1.67	1.67	1.67	1.67	2.67	2.33	1.67	2.04	↑	No significant improvements have been recorded between the last two assessment periods. Maintenance of the ablution facilities is still a challenge, as are the management of queues and complaints.
		2013/14	3.00	2.67	1.67	3.00	3.00	2.67	2.67	2.00	2.58		
		2014/15	3.00	2.67	2.33	3.00	2.83	2.67	3.00	2.33	2.73		
Western Cape	Wesfleur Hospital	2012/13	1.33	2.00	1.00	2.67	1.67	2.00	3.00	2.33	2.00	↑	According to the scores recorded, the facility is indeed showing slight improvements but the need for continuous improvement monitoring is evident given the long queues that this facility is still experiencing, as well as the overall cleanliness and maintenance.
		2013/14	3.00	2.67	2.33	3.00	2.33	3.00	2.67	2.33	2.67		
		2014/15	3.11	3.11	3.00	3.22	2.56	2.78	3.00	2.56	2.92		

## Improvement monitoring Results Health continued

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	Facility progress across assessment periods
Mpumalanga	Kanyamazane Clinic	2011/12	2.00	1.00	1.00	2.00	1.00	1.00	2.00	1.00	1.38	↑	Access into the facility is a challenge for the elderly, the disabled, sickly and pregnant women as the ramp is quite steep. There is no signage leading to the facility, and the internal signage is inadequate. Queue management is ineffective, and services are disrupted during lunch time. A suggestion box is available but stationary is not provided
		2012/13	2.00	1.67	1.00	2.33	1.67	2.33	3.00	1.67	1.96		
		2014/15	2.33	2.00	1.83	2.56	2.33	2.50	2.22	1.89	2.21		
Mpumalanga	Prince Mkolishi CHC	2011/12	4.00	1.00	1.00	3.00	1.00	1.00	2.00	1.00	1.75	↓	No significant changes have been recorded from the previous assessment period. Even though the facility is clean, there are challenges in terms of maintenance. The regular supply of medicines is hampered by issues with the depot. There is also a lack of medical equipment which hampers the efficient treatment of patients.
		2012/13	3.00	3.33	3.00	3.33	2.67	3.33	3.00	2.67	3.04		
		2013/14	3.33	3.00	2.67	3.00	3.67	3.33	3.33	3.00	3.17		
		2014/15	2.56	2.67	2.11	3.22	2.67	3.11	2.67	2.44	2.68		
Mpumalanga	Embhuleni Hospital	2011/12	1.00	1.00	1.00	1.00	1.00	1.00	1.00	3.00	1.25	↓	This hospital faces several challenges, particularly a lack of doctors, which impacts on waiting times and queue management. Renovations are ongoing, the toilets need to be repaired, as does some of the ceilings. Security is good, with access being controlled (vehicles are searched upon entry and exit)
		2012/13	2.67	3.00	2.33	3.00	1.33	2.33	3.00	2.00	2.46		
		2013/14	3.00	3.67	2.33	3.33	2.33	3.00	3.00	2.67	2.92		
		2014/15	3.11	2.67	2.78	3.11	2.22	2.78	2.89	2.44	2.75		
North West	Brits Hospital	2012/13	2.33	2.33	1.00	1.67	1.67	3.00	2.33	1.33	1.96	↓	The facility relocated to new premises. Improvement areas are addressed as per the improvement plan with improved provision for disability access throughout the facility. The complaints management system is functional, but requires close monitoring.
		2013/14	2.67	2.67	3.00	3.33	4.00	4.00	3.00	2.00	3.08		
		2014/15	2.89	2.78	2.89	3.00	3.00	3.00	2.89	2.56	2.88		
North West	Mmakau Clinic	2013/14	2.33	1.00	1.33	2.67	1.33	2.00	1.33	2.00	1.75	↑	There are slight improvement in the scores; however, most of the action items in the improvement plan are still outstanding. OTP to make a follow up with the facility management and the sub-district office.
		2014/15	2.83	1.33	1.92	3.00	1.75	1.83	2.33	1.94	2.12		
Limpopo	Dilokong Hospital	2011/12	1.00	3.00	3.00	4.00	1.00	1.00	1.00	1.00	1.88	↑	The facility has improved in all areas that were indicated as challenges. All action items of the improvement plan were implemented which included signage, cleanliness and comfort, safety and complaints management system. Help desk is in place complemented by an electronic queuing system. An effective complaints management system is in place with records.
		2012/13	3.67	3.00	3.33	3.67	2.67	3.00	2.67	2.00	3.00		
		2013/14	2.67	3.00	3.00	2.67	2.67	3.67	2.67	3.00	2.92		
		2014/15	2.78	2.78	3.40	3.40	3.22	2.78	3.11	2.56	3.01		
Limpopo	Maphutha Malatji Hospital	2011/12	1.00	1.00	3.00	4.00	1.00	1.00	3.00	4.00	2.25	↓	The facility has regressed in most of the scores. The main challenge is with regard to infrastructure. Special intervention is required to fast-track the processes of the proposed renovation project to the OPD, which remains outstanding. This impacts on other areas of operation.
		2012/13	3.00	2.67	3.00	3.00	3.33	3.67	3.00	3.67	3.17		
		2014/15	2.89	2.56	2.78	3.11	2.78	3.00	3.00	2.11	2.78		

## Improvement monitoring Results Health continued

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	Facility progress across assessment periods
Limpopo	Mphahlele Clinic	2011/12	1.00	1.00	1.00	1.00	1.00	1.00	3.00	4.00	1.63	↓	The facility is showing regression since the 2012/13 assessments. Part of the clinic caught fire in 2013 and was burnt down due to electrical faults. To date the facility has not been renovated and had to convert part of the nurses home into consultation rooms and pharmacy. The overall condition of the facility compromises service delivery including waiting areas, cleanliness and comfort, as well as safety.
		2012/13	3.00	2.33	2.00	3.67	2.00	3.00	2.67	3.67	2.79		
		2013/14	2.67	1.00	2.67	3.33	2.33	2.00	1.67	1.67	2.17		
		2014/15	2.78	1.00	2.22	2.89	1.89	1.22	1.40	1.67	1.89		
Northern Cape	Tshwaragano District Hospital	2012/13	3.00	3.00	1.00	2.00	1.67	2.33	N/A	2.00	1.88	↓	The facility has regressed in terms of scores. The construction project is still underway and the completed phases, which includes the OPD, are not properly maintained which renders the renovation process a futile exercise. Other improvement areas are however sustained.
		2013/14	3.00	3.33	3.33	3.33	3.67	3.00	3.00	2.33	3.13		
		2014/15	2.67	2.67	2.75	3.42	2.92	2.92	2.75	2.00	2.76		
Eastern Cape	Virginia Shumane Clinic	2012/13	2.00	2.33	1.00	2.00	2.00	1.00	2.00	1.33	1.71	↓	The overall facility rating has regressed from the previous year and this can be noted in five of the eight KPAs. Continuous monitoring is required to avoid further regression which will negatively impact on the quality of service delivery.
		2013/14	3.33	3.00	3.00	3.00	3.00	2.00	2.67	3.00	2.88		
		2014/15	2.89	2.40	2.40	3.33	2.40	2.22	2.56	2.00	2.54		
Eastern Cape	Isolomzi Clinic	2012/13	3.00	1.67	1.67	3.00	1.67	1.67	2.00	3.00	2.21	↓	There has been minimal progress, coupled with regression in the overall facility score from the previous year on four KPAs. Maintenance remains a challenge given the bureaucratic process of procuring services for maintenance in clinics i.e. to the Department of Health, then to COEGA which then appoints a consultant to implement the service required.
		2013/14	2.67	2.00	2.67	2.67	2.67	3.33	2.33	2.33	2.58		
		2014/15	3.00	1.40	1.56	3.56	2.22	1.67	2.78	2.89	2.39		
Eastern Cape	Meje Clinic	2013/14	3.00	2.67	2.00	3.00	2.33	1.33	1.67	1.67	2.21	↑	Improvements are noted in five of the eight KPAs, however the clinic faces challenges with office space, consultation rooms and waiting areas in the current facility. The site hand over has been done to commence with phase one of the construction of the new clinic close by. EC Office of the Premier will be monitoring progress on the construction of the new clinic on ad-hoc basis.
		2014/15	2.33	2.22	2.56	3.67	2.11	2.78	2.89	2.78	2.67		
Eastern Cape	Komani Psychiatric Hospital	2013/14	3.00	2.40	3.00	2.78	2.39	2.40	2.89	2.72	2.71	↑	All the improvements areas were addressed. Overall security system has improved with electronic searching devices. Investigation was conducted on the allegations of officers selling dagga to the patients: those found guilty were dismissed and the matter was resolved.
		2014/15	2.78	2.78	2.78	3.22	3.11	3.11	3.00	2.78	2.94		

The facilities in the Health sector have received mixed scores: of the 21 monitored, 12 have shown improvement in the scores, and the other 9 have regressed. Complaints Management is a challenge at some facilities still, as is Cleanliness and maintenance of the facilities, particularly in more rural areas.

## 2.6.4 Improvement monitoring Results Home Affairs (sample size 7)

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	Facility progress across assessment periods
Free State	Bethlehem Home Affairs	2012/13	2.00	2.33	2.00	3.00	1.67	1.67	3.00	1.33	2.13	↓	This facility has shown improvements across all key performance areas between the baseline assessments and consequent rescoreing, but several regressions have been noted during the most recent rescoreing. Complaints management, safety, cleanliness and queue management needs to be improved.
		2013/14	2.33	2.67	2.67	3.00	2.67	1.67	3.00	2.33	2.54		
		2014/15	2.67	2.56	2.22	3.11	2.22	2.11	2.67	1.89	2.43		
Gauteng	Randfontein Home Affairs	2013/14	3.33	2.00	3.33	3.67	1.33	1.67	1.33	1.00	2.21	↑	Internal signage has improved and proper seats have been arranged for the waiting area. The security guards have also been equipped with metal detectors, and water coolers have been placed in the waiting area. However, safety guidelines have not been displayed.
		2014/15	2.78	2.44	2.44	3.67	2.44	2.11	1.89	2.00	2.47		
		2013/14	1.00	1.00	2.67	3.00	1.00	1.67	3.00	1.67	1.88		
2014/15	3.22	2.56	2.78	3.67	3.06	2.28	2.94	2.39	2.86				
Mpumalanga	Kabhokweni Home Affairs	2011/12	2.00	2.00	1.00	4.00	1.00	4.00	4.00	1.00	2.38	↓	Compared to the 2013/14 scores, several regressions have been recorded. Most of the challenges still remain. There is no signage on the roads to the facility. Details of the facility manager still not displayed. Cleanliness is still a big challenge. The waiting area for citizens lacks seating, and guidelines (Safety and Complaints Management) are not displayed.
		2012/13	3.00	3.00	3.33	3.67	2.67	3.67	3.33	2.67	3.17		
		2013/14	2.33	2.67	2.67	3.33	1.67	3.00	3.00	2.67	2.67		
		2014/15	2.11	1.28	1.89	2.83	1.56	2.33	1.83	2.00	1.98		
Kwa-Zulu Natal	Umzimkhulu Home Affairs	2012/13	2.67	2.00	2.00	3.00	1.00	2.67	2.67	2.00	2.25	↓	The office relocated in 2013 and has shown consistent performance throughout the improvements monitoring process. Some challenges included office space and the waiting areas. All the recommendations have been implemented in the new facility, but signage remains 'poor'.
		2013/14	3.00	2.67	2.67	3.33	3.00	2.67	2.67	2.33	2.79		
		2014/15	3.00	1.44	3.33	3.56	2.11	2.56	3.44	2.56	2.75		
Limpopo	Modjadjieskloof Home Affairs	2013/14	1.33	1.33	1.33	3.33	2.33	2.33	2.33	1.67	2.00	↑	Gradual improvements in this facility and the average facility score is still below the desired good (3). The main challenge relates to maintenance and of the building and the fact that it is a heritage site which involves a lengthy process of approval for renovations.
		2014/15	2.28	2.11	2.39	3.50	2.17	2.00	2.67	1.89	2.38		
Eastern Cape	Umtata Home Affairs	2012/13	2.67	3.00	2.33	3.00	2.67	3.00	3.00	2.33	2.75	↓	The overall facility rating has regressed from the previous years of monitoring with reference to location and accessibility, queue management and waiting times, cleanliness and comfort, and complaints management system. Office space constraints remains a challenge which impacts on overall operations.
		2013/14	3.00	2.67	2.67	3.00	3.00	3.00	3.00	3.00	2.92		
		2014/15	2.33	2.67	2.40	3.11	2.11	2.67	2.78	2.33	2.56		

Out of the seven facilities assessed for improvements monitoring, there have been changes in scores throughout the monitoring years and there are no major changes comparing 2013/14 and 2014/15. Four facilities have improved whereas two have regressed and one has maintained scores. Visibility and Signage, Cleanliness and Comfort and Safety and Complaints Management System are the four KPAs with a fair average of between 2.2 and 2.3 which is below the state of good.

## 2.6.5 Improvement monitoring Results Justice /Courts (sample size 15)

Province	Facility Name	Year	Location & accessibility	Signage	Visibility & Management	Queue Treatment	Dignified	Comfort	Cleanliness & Safety	Opening & closing times	Complaint Management	Ave	Improvement Trend	Facility progress across assessment periods
Free State	Bloemfontein Magistrate Court	2012/13	3.00	2.00	1.33	2.00	1.33	2.33	2.00	1.67	1.96	↑	General improvement in this court has been recorded across all the monitoring periods, most notably in Dignified Treatment and Cleanliness and Comfort. However, Queue Management is still a challenge as no queue marshal are employed, and there is a shortage of office equipment, hampering service delivery. Safety is also a concern to be addressed.	
		2013/14	3.00	3.00	2.67	2.67	3.00	1.33	2.33	1.67	2.46			
		2014/15	3.00	2.78	1.89	3.22	2.78	2.11	3.22	2.67	2.71			
Free State	Winburg Magistrate Court	2013/14	3.33	1.67	2.33	3.00	2.00	2.00	1.67	1.67	2.21	↑	The scores for this court indicate improvement across all Key Performance Areas, except in terms of Location and Accessibility, which reflected a slight regression. Facility maintenance is still a challenge.	
		2014/15	2.89	2.83	3.00	3.00	2.89	2.89	3.00	3.00	2.94			
Gauteng	Heidelberg Magistrate Court	2012/13	3.00	1.67	1.00	3.00	3.00	3.00	1.00	1.00	2.08	↑	The facility does not have major challenges, clients are treated with dignity, the facility is clean and there is proper security in place. Queues are manageable and there is signage inside and outside the facility though to a limited extent: the facility needs to improve the signage including the display of management photos. The ablution facilities also require some reparations.	
		2013/14	3.00	2.00	2.33	3.00	2.33	3.00	1.67	2.67	2.50			
		2014/15	3.00	2.78	3.44	3.56	3.56	3.33	2.78	2.78	3.15			
Gauteng	Johannesburg Magistrate Court	2013/14	2.33	2.67	2.33	3.00	2.67	3.00	2.67	2.00	2.58	↑	No significant changes have occurred, as the court has maintained the good practices as observed during the baseline assessment. Road signage still needs to be installed, and the complaints procedures still need to be displayed alongside the complaints and compliments boxes.	
		2014/15	3.00	2.67	2.67	3.00	2.67	3.33	2.67	2.00	2.75			
Western Cape	Khayelitsha Magistrate Court	2012/13	3.00	3.33	2.33	3.00	3.00	3.67	3.00	2.00	2.92	↓	No significant improvement has been recorded. The facility is clean and maintained. Road signage is still not adequate, and complaints guidelines are not being displayed. Safety is also a concern.	
		2013/14	3.00	3.33	2.33	3.00	3.00	3.67	3.00	2.00	2.92			
		2014/15	2.89	2.44	2.89	3.11	2.67	2.89	2.56	2.00	2.68			
Mpumalanga	Kabhokweni Magistrate Court	2011/12	3.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00	1.38	↓	Even though there has been an improvement in most areas since 2011, the cleanliness of the facility needs attention, particularly the ablution facilities. Also, the facility closes during lunch time, which severely disrupts services and contributes to extended waiting times.	
		2012/13	3.00	3.00	2.00	3.00	2.67	3.00	2.67	2.00	2.67			
		2013/14	3.00	2.67	3.00	3.33	2.33	3.00	3.00	2.67	2.88			
		2014/15	2.44	2.56	2.56	3.11	1.89	2.44	2.33	1.78	2.39			
Mpumalanga	Tonga Magistrate Court	2011/12	3.00	1.00	1.00	1.00	4.00	4.00	2.00	1.00	2.13	↓	Although queue management is effective (a number system has been implemented), the ablution facilities are not functioning (due to water connection issues), and external signage has not been installed	
		2012/13	2.33	1.67	2.33	3.33	3.00	3.00	2.67	2.67	2.63			
		2013/14	3.00	2.33	2.33	3.33	2.67	3.67	3.00	2.00	2.79			
		2014/15	2.78	2.00	2.78	3.44	2.33	2.22	3.33	1.00	2.49			
Mpumalanga	Acornhoek Magistrate Court	2011/12	3.00	1.00	2.67	2.67	1.67	1.67	2.00	1.00	1.96	↑	Several of the recommendations since the baseline assessments have been implemented. However, the waiting area is still not adequate as it has not been covered.	
		2012/13	3.33	1.67	1.67	2.67	3.00	3.00	2.33	2.00	2.46			
		2013/14	2.67	2.00	2.33	3.33	2.67	2.67	2.67	2.33	2.58			
		2014/15	3.33	2.33	2.89	3.00	3.22	3.11	3.11	2.33	2.92			



## Improvement monitoring Results Justice /Courts continued

Province	Facility Name	Year	Location & accessibility	Signage	Visibility & Management	Queue Management & Treatment	Dignified Comfort	Cleanliness & Safety	Opening & closing times	Complaint Management	Ave	Improvement Trend	Facility progress across assessment periods
Kwa-Zulu Natal	Pietermaritzburg Magistrate Court	2012/13	2.33	2.33	1.33	3.33	1.33	4.00	1.67	1.33	2.21	↑	The facility has shown great improvement in most key performance areas since the baseline assessment. Major challenges was cleanliness and shortage of office space which have been addressed, except for parking space and external road signage.
		2013/14	2.67	2.67	2.67	3.00	3.33	3.00	3.00	2.33	2.83		
		2014/15	2.89	3.11	3.11	3.44	3.33	3.11	3.00	3.00	3.13		
Kwa-Zulu Natal	Umzimkhulu Magistrate Court	2012/13	2.00	1.67	1.33	3.00	1.00	2.33	1.67	1.00	1.75	↑	Slight improvement can be noted. Provision has been made for a proper waiting area, and cleanliness and comfort, as well as safety, has. Budgetary constraints were indicated as challenges impeding maintenance and renovation for the entire building.
		2013/14	3.00	2.50	2.00	3.50	1.50	2.50	2.00	1.00	2.25		
		2014/15	2.89	2.22	2.44	3.11	2.89	2.78	2.56	1.89	2.60		
Limpopo	Thohoyandou Magistrate Court	2011/12	1.00	1.00	1.00	1.00	1.00	1.00	2.00	1.00	1.13	↓	The facility has regressed from the previous assessments in four KPAs, i.e. Location and Accessibility, Queue Management and Waiting Times, Cleanliness and Comfort, and in terms of the Complaints Management System. These areas requires more attention.
		2012/13	3.00	2.67	3.00	3.67	1.33	2.00	2.00	2.00	2.50		
		2013/14	3.00	2.67	3.33	3.33	2.33	3.00	3.33	3.00	3.00		
		2014/15	2.38	3.04	1.96	2.85	1.81	2.90	2.61	2.16	2.50		
Northern Cape	Kimberly Magistrate Court	2011/12	1.67	1.00	1.33	2.33	1.67	2.67	2.00	1.00	1.71	↑	All action items have been completed and improvements have been sustained. The standard is maintained with regard to frontline service delivery. All the improvements were attributed to good governance and management practices and commitment to improved service delivery by the Court Manager.
		2012/13	3.00	2.33	2.67	3.33	2.67	3.33	2.33	3.00	2.83		
		2013/14	2.00	2.00	2.67	3.67	3.67	3.33	2.33	2.33	2.75		
		2014/15	2.92	2.75	2.92	3.58	3.33	3.17	3.17	2.67	3.06		
Northern Cape	De Aar Magistrate Court	2012/13	3.00	2.33	1.67	3.33	2.00	2.67	2.33	2.00	2.42	↑	Gradual improvements have been noted, although implemented at a slow pace. Facility management to be encouraged to take responsibility of implementing the improvement plan and follow-ups with relevant stakeholders.
		2013/14	1.67	2.00	3.00	4.00	3.00	3.00	2.00	1.67	2.54		
		2014/15	2.92	2.33	2.33	3.50	2.50	2.92	3.08	2.17	2.72		
Eastern Cape	Fort Beaufort Magistrate Court	2013/14										↑	The facility is slightly improving, especially in terms of Cleanliness, Internal Signage and Safety. Complaints management has however regressed from good to a fair rating. Most challenges relates to infrastructure as the building is very old and affects the overall functioning of the facility.
		2014/15	2.67	2.33	2.67	3.00	2.33	2.33	2.00	2.67	2.50		
		2.89	2.33	2.56	3.00	2.89	2.67	2.22	2.40	2.63			
Eastern Cape	Umtata Magistrate Court	2012/13	2.00	1.33	2.00	3.00	2.33	3.00	2.33	1.33	2.17	↓	Minimal improvement since the baseline assessment as per the average facility rating. Continuous monitoring of improvements is required on the KPAs that are not showing any progress to avoid further regression.
		2013/14	2.67	3.33	3.33	3.00	3.33	3.67	3.00	2.67	3.10		
		2014/15	2.28	2.11	2.33	2.89	2.33	2.67	2.78	1.67	2.38		

Most of the facilities monitored in the Justice sector have improved as based on the average scores: 10 out of the 15 have improved, whereas the other 5 have indicated regression. The common challenge across these facilities is the management of Complaints, which remains 'fair'. Some facilities also have challenges in terms of Cleanliness, as well as Signage.

## 2.6.6 Improvement monitoring Results MCCC: sample size 7 facilities

Province	Facility Name	Year	Location & accessibility	Signage	Visibility & Management	Queue Treatment	Dignified	Comfort	Cleanliness & Safety	Opening & closing times	Management	Complaint	Ave	Improvement Trend	Facility progress across assessment periods
Free State	Tswelopele MCCC	2012/13	2.33	1.00	2.00	3.00	2.33	1.00	2.00	1.00	1.83	↓	No significant improvements have been sustained since the initial assessment of this facility. Internal signage is still outstanding in the facility, and safety measures are severely lacking as there are no guards nor proper fencing at the facility.		
		2013/14	3.00	3.00	2.67	4.00	3.67	1.67	3.00	1.67	2.83				
		2014/15	2.44	2.44	2.78	3.22	3.00	1.89	2.89	2.22	2.61				
Free State	Kopanong MCCC	2012/13	1.33	1.00	1.67	3.00	1.33	1.00	1.67	1.00	1.50	↑	Even though some improvements have been recorded in this MCCC, queue management is still a challenge, and security is of concern as there are no guards, and no mechanisms to ensure the safety of the cashiers.		
		2013/14	3.00	3.00	3.00	2.67	3.00	1.33	2.33	1.67	2.50				
		2014/15	3.00	3.00	2.78	3.00	3.00	1.89	3.00	2.22	2.74				
Gauteng	Toekomsrus MCCC	2013/14	2.67	1.00	1.67	3.00	1.67	2.33	3.00	1.00	2.04	↑	Improvements have been noted across all KPAs, although several challenges remain. The display of management contact information has not been implemented, and the cleanliness of the facility needs to be improved.		
		2014/15	3.03	2.80	3.00	3.60	3.07	2.90	2.90	2.53	2.98				
North West	Naledi MCCC	2013/14	2.00	1.33	1.67	3.00	2.00	2.33	2.00	1.33	1.96	↑	There has been a slight improvement in scores; however, most of the action items in the improvement plan are still outstanding. This includes nametags for staff, effective queue management system and management of the suggestion box within the facility.		
		2014/15	2.45	2.05	2.37	2.85	2.93	2.28	2.43	1.65	2.38				
Limpopo	Makhado MCCC	2012/13	3.00	2.00	1.00	2.67	1.33	3.33	2.00	1.33	2.08	↓	Makhado MCCC has improved since the baseline in 2012. Major challenges included accessibility and signage. Ramps were installed throughout the facility to improve access. Both internal and external signage has improved including nametags for staff members. All the waiting areas have been provided with adequate seats. A complaint management system is in place but still requires management.		
		2013/14	3.33	2.67	3.00	3.67	3.33	2.67	3.33	2.33	3.04				
		2014/15	2.56	2.00	2.67	3.33	2.78	2.56	2.56	2.33	2.60				
Limpopo	Modjadjieskloof MCCC	2013/14	2.39	1.69	1.70	3.12	1.93	2.35	2.23	1.11	2.07	↑	The facility has improved since the baseline assessment; however, Queue Management and Waiting Times, as well as Complaints Management System still requires attention. There is also a need to for public toilets to be opened for use.		
		2014/15	2.89	2.78	2.40	3.78	2.89	3.22	3.22	2.22	2.93				
Northern Cape	Augrabies MCCC	2012/13	2.33	2.33	1.00	1.33	1.00	1.00	2.00	1.00	1.50	↑	Improvements can be noted since the baseline assessment. However the memorandum of understanding between OTP and Municipality is still outstanding for the facility to run properly as it is also a Thusong Service Centre. Safety is still a major concern. The Telecentre is still neglected, not properly utilised and not serving the intended purpose.		
		2013/14	2.33	2.00	2.33	3.67	2.67	2.00	2.67	2.33	2.50				
		2014/15	3.06	2.28	3.11	4.00	3.06	1.72	3.11	2.28	2.83				

Out of the seven facilities assessed for improvements monitoring, the sector has recorded progress and improvements in six facilities though continuous monitoring is still required. Tswelopele MCCC has however regressed from the previous year's scores. The overall assessment of the KPAs also indicates consistent improvements over a two year period i.e. between 2013/14 and 2014/15 in with Safety and Complaints Management System scored fair which is still below the desired average of good.

## 2.6.7 Improvement monitoring Results SAPS: sample size 12 facilities

Province	Facility Name	Year	Location & accessibility	Signage	Visibility & Management	Queue Treatment	Dignified Comfort	Cleanliness & Safety	Opening & closing times	Complaint Management	Ave	Improvement Trend	Facility progress across assessment periods
Free State	Fouriesburg Police Station	2012/13	2.67	1.67	3.00	1.67	2.00	2.67	2.67	1.00	2.17	↑	The most pertinent improvement in this facility has been in terms of complaints management, that has improved from 'poor' in the baseline assessment to 'good' in the last improvements monitoring visit. The facility is well maintained and clean, and all guidelines are displayed, indicating good management practices.
		2013/14	3.00	2.00	3.00	3.00	2.67	2.00	2.00	2.00	2.46		
		2014/15	2.89	2.44	2.56	2.78	2.44	2.22	2.56	2.78	2.58		
Gauteng	Laudium Police Station	2011/12	3.00	1.00	2.00	3.00	1.33	1.00	3.00	2.00	2.04	↑	Several improvements have been noted in the facility, with most performance areas being rated as 'good'. Despite the small challenges faced by the facility, service delivery is not affected. The facility is accessible, secure and clean.
		2012/13	2.33	3.00	3.33	3.33	2.33	3.33	4.00	2.33	3.00		
		2013/14	3.33	2.00	3.00	3.33	2.33	2.33	2.67	1.67	2.58		
		2014/15	3.11	2.67	3.11	3.56	2.78	2.44	2.44	2.44	2.82		
Gauteng	Alexandra Police Station	2013/14	2.67	2.33	3.00	2.67	2.67	2.00	1.33	1.33	2.25	↑	Although the facility has shown improvement, road signage is still an issue, and the display of complaints management and safety guidelines has not been adequately addressed.
		2014/15	2.78	2.78	2.78	3.22	2.00	2.67	2.44	2.00	2.58		
Gauteng	Ratanda Police Station	2011/12	1.00	1.00	1.00	3.00	1.67	1.00	3.00	2.00	1.71	↓	The facility will require further monitoring as cleanliness, by observation, has regressed and there is no proper way of managing the queue in the CSC. The station also cannot accommodate the size of the population it serves. Complaints management and opening and closing times have thus regressed in terms of overall scores.
		2012/13	2.67	1.00	2.67	2.67	1.67	2.67	4.00	2.00	2.42		
		2013/14	3.00	2.00	3.00	3.33	2.67	2.33	3.00	2.00	2.67		
		2014/15	2.83	2.67	2.83	3.33	1.67	3.00	2.33	1.83	2.56		
Gauteng	Etwatwa Police Station	2011/12	1.00	1.67	3.00	3.00	1.00	1.00	3.00	1.00	1.83	↑	The facility has shown no improvement from the last meeting held. The station commander indicated that there has been a rotation in management which affects continuity. There seems to be a general challenge of maintenance of the police station's infrastructure, and the facility is not sufficient to render its services properly. The CSC does not have sufficient space and it is very dirty.
		2012/13	3.00	1.33	2.67	3.00	1.00	1.67	4.00	1.33	2.25		
		2013/14	2.33	1.33	2.67	2.67	2.33	1.67	3.00	1.33	2.17		
		2014/15	2.83	1.33	2.00	2.50	2.00	2.17	3.00	2.00	2.23		
Gauteng	Hammanskraal Police Station	2012/13	2.33	1.33	1.67	3.33	2.33	1.67	1.33	1.67	1.96	↓	No improvements have been noted since the last improvement meeting. None of the discussed recommendations have been implemented, and regression has been observed in terms of cleanliness, safety and accessibility.
		2013/14	3.00	2.67	2.67	3.67	3.00	2.33	2.67	2.00	2.75		
		2014/15	2.33	2.89	2.78	3.44	2.56	2.67	1.89	2.22	2.60		
Gauteng	Cullinan Police Station	2012/13	1.33	1.00	3.00	3.33	1.00	1.00	2.00	1.00	1.71	↑	The facility does not display Operational Hours, nor Complaints Guidelines, and signage is lacking. The facility is located in a heritage building, hampering any alterations as permission is required from the Heritage Council. The facility has, however, improved in most areas since the baseline assessment.
		2013/14	2.00	1.67	1.67	2.67	1.33	2.00	2.00	1.33	1.83		
		2014/15	2.83	2.67	3.00	3.17	2.33	2.67	2.00	2.00	2.58		

## Improvement monitoring Results SAPS continued

Province	Facility Name	Year	Location & accessibility	Signage	Visibility & Management	Queue Treatment	Dignified	Comfort	Cleanliness & Safety	Opening & closing times	Complaint Management	Ave	Improvement Trend	Facility progress across assessment periods
Western Cape	Thembaletu Point Police Station	2012/13	1.67	1.67	2.00	3.33	3.00	2.00	2.33	2.00	2.25	↑	The overall score for this facility indicate good practices across most key performance areas. However, the display of complaints procedures has not been implemented yet.	
		2013/14	3.00	2.33	3.00	4.00	1.67	3.00	3.33	1.67	2.75			
		2014/15	3.00	2.67	3.00	3.00	3.11	2.89	3.00	2.56	2.90			
Mpumalanga	Mbuzini Police Station	2011/12	1.00	1.00	1.00	1.00	1.00	1.00	1.67	1.00	1.08	↑	Overall, this facility has improved considerably across all KPAs, with half scored as 'very good'. It is clean, well maintained and properly resourced. This facility can be considered for a case study on good practices.	
		2012/13	3.33	2.33	2.33	2.67	2.33	2.33	3.00	1.67	2.50			
		2013/14	2.67	2.00	2.00	3.00	2.33	2.33	2.33	1.00	2.21			
		2014/15	3.56	3.11	3.67	3.78	3.67	2.78	3.33	3.44	3.42			
North West	Taung Police Station	2013/14	2.33	1.67	2.00	3.00	2.00	1.67	2.67	1.67	2.13	↓	There is regression from the previous scores. Most of the action items in the improvement plan are still outstanding, with Complaints Management and Cleanliness requiring urgent intervention as both have been scored as 'poor'.	
		2014/15	2.00	1.47	1.87	2.73	1.33	1.53	2.47	1.40	1.85			
Eastern Cape	Fort Beaufort Police Station	2013/14	2.67	1.39	1.83	2.61	2.17	1.33	2.72	1.33	2.01	↑	Minimal progress has been noted since the baseline assessment, especially on the provision for external signage. The maintenance challenges are still not yet attended to since the last request that was made to National Department of Public Works. The state of the building compromises the quality of service delivery.	
		2014/15	2.40	1.40	2.11	3.00	2.33	2.00	3.11	1.67	2.26			
Eastern Cape	New Brighton Police Station	2012/13	1.67	2.00	2.33	2.67	1.00	2.33	N/A	1.67	1.95	↑	Slight improvements have been noted in terms of signage. Significant maintenance is required due to the age of the building and provision for public toilets needs to be made.	
		2014/15	2.22	2.67	1.89	2.56	1.56	1.89	2.78	2.00	2.19			

Most of the facilities monitored in the Police sector have improved as based on the average scores: 9 out of the 12 facilities monitored have improved (though minimally). The most common challenge in this sector is Complaints Management. Safety has been flagged as an issue at several police stations, Cleanliness and Comfort has also been cited as lacking at some stations.

## 2.6.8 Improvement monitoring Results SASSA: sample size 25 facilities

Province	Facility Name	Year	Location & accessibility	Signage & Visibility & Management &	Queue Treatment	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management	Ave	Improvement Trend	Facility progress across assessment periods
Free State	Thusanong Centre SASSA	2011/12	1.00	1.67	1.67	1.00	1.00	1.00	1.00	1.00	1.17	↑	The facility has shown significant improvements since the baseline scores. The most significant improvement has been in terms of Dignified Treatment, improving from 'poor' to 'very good', when the installation of cubicles was completed, affording citizens privacy when liaising with officials. A concern in the cubicles is the loose cabling.
		2012/13	3.00	2.33	2.33	2.67	2.33	2.33	2.33	2.33	2.46		
		2013/14	2.67	2.33	2.67	2.67	2.33	2.00	2.67	2.00	2.42		
		2014/15	3.00	2.78	3.11	3.44	2.78	2.89	3.33	2.56	2.99		
Gauteng	Thokoza SASSA	2011/12	3.00	1.00	1.00	1.00	1.00	1.00	1.00	3.00	1.50	↑	This SASSA office has shown consistent improvements across the various periods, with 5 KPAs improving from 'poor' during the baseline to 'good' during the 2014/2015 period. However, signage is still to be addressed.
		2012/13	2.67	2.00	1.67	2.00	1.67	3.00	2.33	2.00	2.17		
		2013/14	2.33	2.33	2.67	2.67	3.33	3.00	3.00	1.67	2.63		
		2014/15	3.33	2.00	3.00	3.00	3.33	3.00	3.33	3.33	3.04		
Gauteng	Orange Farm SASSA	2013/14	2.00	1.00	1.33	2.67	1.33	1.00	2.00	2.00	1.67	↑	The facility has serious challenges in terms of Cleanliness and Comfort, Accessibility and Complaints Management. No significant improvements have been recorded due to funding and infrastructure challenges.
		2014/15	1.78	1.89	2.00	2.67	1.22	1.56	2.22	1.44	1.85		
Gauteng	Sebokeng SASSA	2013/14	2.33	2.00	2.00	2.00	2.00	2.00	3.00	1.67	2.13	↑	The facility is still being renovated and as a result, several areas of improvement are not completed yet. Accessibility has improved due to the completed ramp with rails for persons with disabilities. Dignified treatment and Cleanliness has also improved from 'fair' to 'very good'.
		2014/15	3.00	2.78	2.78	3.56	3.44	2.56	2.89	2.44	2.93		
Gauteng	Springs SASSA	2011/12	3.00	2.00	1.00	2.00	1.00	2.00	1.00	1.00	1.63	↑	The facility relocated to a completely newly renovated building and scores for all of the key performance areas have improved considerably. The facility is clean, and proper queue management and complaints management systems are in place. A ramp to ensure access from street level will be installed.
		2012/13	2.00	1.00	2.33	3.00	2.00	1.67	3.00	2.67	2.21		
		2014/15	3.00	2.83	3.00	4.00	3.83	3.00	3.67	3.00	3.29		
Gauteng	Soshanguve SASSA	2011/12	3.00	1.00	1.00	1.00	3.00	3.00	1.00	2.00	1.88	↑	The facility has reflected mixed scores, with some areas improving whilst others have regressed. Internal signage needs to be improved, maintenance of the facility needs to be addressed, and the ablution facilities require attention. Management needs to engage with the landlord to address the challenges.
		2012/13	3.00	3.00	3.00	3.33	3.00	2.67	3.33	2.67	3.00		
		2013/14	2.00	2.00	2.00	2.67	1.67	1.33	2.33	1.33	1.92		
		2014/15	2.42	1.92	2.11	2.72	1.81	2.22	2.81	1.58	2.20		
Gauteng	Tembisa SASSA	2012/13	2.67	1.33	1.67	3.33	1.67	2.33	3.00	1.33	2.17	↓	The main challenge with this facility is its physical size, which is insufficient to accommodate the number of citizens using the services. No improvements have been noted since the previous rescoring - all scores indicate regression.
		2013/14	3.00	1.67	2.33	3.00	2.33	2.33	3.00	1.67	2.42		
		2014/15	2.33	1.56	2.00	2.22	2.22	1.89	2.33	1.78	2.04		
Western Cape	Khayelitsha SASSA	2012/13	3.00	1.00	2.00	3.00	1.00	3.00	1.67	2.00	2.08	↑	There has been an overall gradual improvement in the facility in terms of most areas. However, road signage is still insufficient, and Safety and Complaints Management are not at acceptable levels yet.
		2013/14	2.67	2.33	2.67	3.00	2.67	3.00	3.00	2.00	2.67		
		2014/15	2.78	2.56	3.11	3.00	2.78	2.33	2.78	2.33	2.71		

## Improvement monitoring Results SASSA continued

Province	Facility Name	Year	Location & accessibility	Signage	Visibility & Management & Queue	Treatment	Dignified	Cleanliness & Comfort	Safety	Opening & closing times	Management	Complaint	Ave	Improvement Trend	Facility progress across assessment periods
Mpumalanga	Matsamo Tribal Office SASSA	2011/12	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	↑	Most areas have shown improvement since the baseline assessment in 2011. However, the facility is still not cleaned properly, and maintenance needs to be improved. Signage is also not insufficient.
		2012/13	3.33	2.33	2.33	2.67	2.33	2.33	2.67	1.33	2.42				
		2013/14	2.67	2.00	2.00	3.00	2.33	2.33	2.33	1.00	2.21				
		2014/15	2.78	2.11	2.67	3.22	2.11	1.89	3.00	1.56	2.42				
Mpumalanga	Kabhekweni SASSA	2011/12	4.00	1.00	1.00	4.00	3.00	3.00	2.00	1.00	2.38			↓	Several regressions have been noted in this facility. The facility faces challenges in terms of cleanliness, particularly the toilets and the offices in general.
		2012/13	2.33	2.33	2.67	3.00	2.00	2.67	3.33	2.33	2.58				
		2013/14	2.67	2.67	2.67	3.00	2.00	3.00	3.00	2.33	2.67				
		2014/15	2.44	2.56	2.56	3.11	1.89	2.44	2.33	1.78	2.39				
Mpumalanga	Phola Ntsikazi SASSA	2011/12	1.00	1.00	1.00	4.00	1.00	1.00	1.00	1.00	1.38			↑	No significant improvements have been recorded in this facility. The display of all guidelines is still outstanding, signage is insufficient both internally and externally, queue management is severely inadequate, and security is of concern as well.
		2012/13	2.33	2.33	2.00	3.00	2.33	2.67	2.67	2.33	2.46				
		2013/14	3.00	1.33	1.67	3.00	1.33	2.33	2.00	2.00	2.08				
		2014/15	2.33	1.78	2.11	2.89	2.22	2.22	1.89	1.67	2.14				
Mpumalanga	Tonga SASSA	2011/12	3.00	1.00	1.00	1.00	4.00	4.00	2.00	1.00	2.13			↑	The facility has not recorded sustained improvements across the monitoring periods, with several regressions noted. A major challenge at the facility is the lack of stable water supply to toilets, forcing citizens and staff to use to toilets of the shopping centre. Management contact details also have still not been displayed.
		2012/13	2.30	1.70	2.30	3.30	3.00	3.00	2.70	2.70	1.63				
		2013/14	2.33	2.00	2.00	3.33	2.00	2.67	3.00	2.33	2.46				
		2014/15	3.11	2.33	3.11	3.33	2.67	2.44	3.33	1.78	2.76				
Mpumalanga	Evander SASSA	2013/14	2.00	2.00	1.67	1.67	3.00	2.00	2.67	1.33	2.04			↑	Internal and external signage has to be improved, and maintenance needs to be addressed as there is a lot of rubbish around the facility. Guidelines (safety and complaints management) are not being displayed.
		2014/15	2.00	1.78	2.11	2.56	2.11	2.22	2.78	1.67	2.15				
		2013/14	2.33	2.00	1.33	3.00	2.00	2.33	3.00	2.00	2.25				
Mpumalanga	Siyabuswa SASSA	2014/15	2.67	2.75	2.75	3.33	2.75	2.67	3.00	2.33	2.78			↑	The structure needs improvements to ensure safety of the citizens and accessibility to wheelchair bound. Though the facility is clean, it is not maintained properly. Guidelines are not displayed.
		2012/13	1.67	2.33	2.33	2.33	2.33	2.33	2.33	2.33	2.25				
Mpumalanga	Greylingstad SASSA	2013/14	2.00	1.00	2.00	2.50	1.50	1.50	1.00	1.00	1.56			↔	No improvements have been noted between the 2013/14 and 2014/15 scores. None of the recommended improvements have been implemented. This service points operates out of a community hall on specific dates, thereby negating the possibility of physical upgrades at the facility.
		2014/15	1.50	1.00	1.50	2.50	2.00	2.00	1.00	1.00	1.56				
		2012/13	2.33	2.00	1.00	2.67	1.67	3.33	3.00	1.00	2.13				
North West	Rustenburg SASSA	2013/14	3.67	2.33	3.67	3.67	2.67	3.00	3.67	3.33	3.25			↓	The scores have regressed as compared to the previous year. The facility is scheduled for relocation in 2015 where most of the action items in the improvement plan will be implemented. Most of the improvement plan activities are anticipated to be implemented in the new building.
		2014/15	2.08	2.33	2.83	3.17	1.92	2.08	3.25	2.33	2.50				
		2013/14	2.33	1.00	3.00	3.00	2.00	2.33	1.67	1.00	2.04				
North West	Setlagole SASSA	2014/15	2.50	2.33	2.72	3.17	2.97	2.64	2.22	1.75	2.54			↑	Improvements have been realised in most performance areas with an exception of Visibility and Signage, Opening and Closing time and Complaints Management System. Office acquisition processes are underway for more user friendly office space.
		2012/13	2.33	1.00	2.67	2.67	2.00	2.00	1.67	1.00	1.92				
North West	Jouberton SASSA	2013/14	3.33	1.33	3.00	3.33	2.00	2.00	2.33	1.67	2.38			↓	The facility has regressed from the previous scores. New offices have been acquired but there is no knowledge as to when relocation will take place. Most of the improvement plan activities are anticipated to be implemented in the new building as they are currently located in a community hall.
		2014/15	2.11	1.22	1.67	3.11	1.11	1.00	1.61	1.39	1.65				
		2012/13	2.33	1.00	2.67	2.67	2.00	2.00	1.67	1.00	1.92				

## Improvement monitoring Results SASSA continued

Province	Facility Name	Year	Location & accessibility	Signage & Visibility	Queue Management & Management	Dignified Treatment	Comfort	Cleanliness & Safety	Opening & closing times	Complaint Management	Ave	Improvement Trend	Facility progress across assessment periods
North West	Moretele SASSA	2013/14	2.00	1.00	2.00	3.00	2.00	2.00	2.00	1.00	1.88	↑	The facility has relocated to new premises and all the improvement areas have been addressed according to the improvement plan, however the facility will be re-monitored again in 2015/16 to compare trends in the three different years.
		2014/15	2.11	2.33	2.44	2.78	2.44	2.22	2.22	1.89	2.31		
North West	Wolmaranstad SASSA	2012/13	1.67	2.00	2.67	1.67	2.67	1.33	1.67	1.33	1.88	↑	The facility has relocated to new premises. Improvement areas have been addressed as per the improvement plan with adequate provision for disability access. Cleanliness and comfort has improved with adequate waiting areas and clear flow of the grant administration process that enables the management of the queues. Complaints management system is in place.
		2013/14	2.33	2.00	3.33	3.33	2.00	2.33	2.67	2.00	2.50		
		2014/15	2.83	2.92	2.92	3.33	2.75	2.83	2.75	2.08	2.80		
Kwa-Zulu Natal	Umzimkhulu SASSA	2012/13	1.00	1.00	1.33	1.67	1.33	1.33	1.67	1.33	1.33	↓	The facility has regressed from the previous scores, with reference to Cleanliness and Comfort; Safety and security; and Complaints Management. The facility is also under new management.
		2013/14	3.00	2.33	3.00	4.00	1.67	3.00	3.33	2.33	2.83		
		2014/15	2.78	2.11	2.67	3.22	2.11	1.89	3.00	1.56	2.42		
Kwa-Zulu Natal	Nongoma SASSA	2013/14	2.33	2.44	1.78	3.00	1.89	2.11	2.67	1.89	2.26	↑	Slight improvement have been noted; however, activities to improve internal and external signage, maintenance of the toilets, and safety and security are still outstanding.
		2014/15	2.56	2.44	2.89	3.44	2.78	2.22	3.00	2.56	2.74		
Limpopo	Makhado SASSA	2012/13	1.33	1.00	2.00	2.67	1.00	2.00	1.67	2.00	1.71	↓	The facility has improved since the baseline assessment, but Visibility and Signage, and the Complaints Management System remains unchanged over the monitoring years and requires attention.
		2013/14	3.00	2.00	2.67	3.67	3.33	2.67	3.33	2.33	2.88		
		2014/15	2.56	2.00	2.67	3.33	2.78	2.56	2.56	2.33	2.60		
Limpopo	Kgapanne SASSA	2013/14	3.00	1.00	2.33	4.00	2.33	2.00	2.33	2.00	2.38	↑	Improvements are noted in all KPAs. Most of the action items of the improvement plan have been implemented. External road signage is still outstanding. Cleanliness and Comfort has improved; however, the consistent shortage of water is a challenge.
		2014/15	2.78	2.78	3.40	3.40	3.11	2.78	3.11	2.56	3.00		
Eastern Cape	Umtata SASSA	2012/13	2.67	1.33	2.00	2.00	2.67	2.00	1.67	2.00	2.04	↓	The facility has shown significant progress against the improvement plan since the baseline assessment. However, several regressions have been noted during the last rescore.
		2013/14	3.33	2.33	2.33	3.33	2.67	2.67	3.00	2.00	2.71		
		2014/15	2.80	1.90	2.20	2.70	2.60	2.40	2.50	1.90	2.40		

In all the 25 SASSA facilities assessed a general trend of improvement can be observed between 2011/12 and 2014/15 scores. Facilities that have been assessed for more than three years have regressed in between the years specifically 2013/14. The overall assessments for 2014/15 indicate 13 facilities to have improved, 7 regressed and 5 have no change. Concerted efforts and progress by SASSA National office progress is noted to fast track office acquisition according to SASSA office standardisation model in various provinces for effective grant administration process.

## 2.7 A selection of picture evidence of improvement

### 2.7.1 Good findings

#### Improvement of Cleanliness and Comfort at Uxolo High School, Western Cape.

Before: 2013



After: 2014



#### Improvement of Complaints Management Systems, Ya Rona Clinic, Gauteng

Before: 2013



After: 2014 (Improved positioning and labelling of the Suggestion box)





**Improvement of Cleanliness and Comfort, Delft South Primary school, Western Cape**

**Before: 2012**



**After: 2014**



**2.7.2 Poor findings**

**Lack of Improvements: a result of neglect by Provincial Public Works and Provincial Home Affairs at Modjadjieskloof Home Affairs, Limpopo 2014**



**Lack of Improvements: a result of Maintenance: Maintenance neglect by the department at Morakane Primary School, Free State 2012**

**Before: 2012**



**After: 2014**



**Lack of Improvements – neglect of cleanliness and comfort at Uxolo High School, Western Cape 2013**

**Before: 2013**



**After: 2015**



## **2.8 Improvements monitoring: Way forward**

The DPME advocates evidence-based planning and budgeting. Facility-level monitoring should provide insights into problems and opportunities – and one would expect that the plans and budgets of departments would reflect how this facility-level monitoring data has been internalised.

The improvements monitoring done through the FSD programme is intended to demonstrate to departments how to act on monitoring findings – not to produce reports for head office but to fast-track solutions to the challenges identified.

Improvements monitoring has now been conducted for 3 years and the results are not as good as it should be – 65% of facilities showed improvements whereas we anticipated a minimum of 70% improvements. What this highlights is persistent non-actioning of agreed improvements and constant blame-shifting between the local and regional offices and between departments. Why the actioning of identified actions remains to be strengthened has much to do about the absence of rigorous methodologies used by facilities and head offices to watch processes daily and to intervene immediately when challenges are identified.

The detailed results for each facility provide the responsible department with information about the improvement trends for each assessment area. This information is intended for use by departments, to continue their management and monitoring of improvements. A list of facilities to be reassessed in 2015/16 is included in this report.

# PART B

## 3 FINDINGS FROM THE 123 FACILITIES MONITORED DURING 2014/15.

### 3.1 Number and types of facilities assessed since 2011/12 to 2014/15

Since the inception of the FSDM programme in 2011, 678 facilities have been monitored: 52 DLTCs, 128 Schools, 158 Health Facilities, 61 Home Affairs offices, 57 Courts, 60 MCCCs, 85 Police Stations, 77 SASSA facilities. Although this sample size of 678 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 conditions. In 2014/15 123 facilities were assessed in all nine provinces.

NATIONAL COVERAGE PER SECTOR PER PROVINCE FROM 2011/12 TO 2014/15										PROVINCIAL COVERAGE PER SECTOR FOR 2014/15 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*	4	3	13	7	5	7	8	8	55	1	3	2	2	1	2	2	2	16
FS	6	21	12	7	7	10	5	5	73	2	5	5	2	2	3	1	1	21
GP	9	51	49	10	8	16	25	19	187	1	6	7	2	0	1	2	0	19
KZN*	3	4	10	4	5	4	4	3	37	1	3	3	1	1	1	0	0	10
LP	10	11	16	8	8	7	8	7	75	1	2	2	1	1	1	1	1	10
MP	9	9	15	9	8	2	10	11	73	1	2	2	1	1	1	1	1	10
NC	4	9	16	6	6	7	7	7	62	1	2	3	1	1	1	1	2	12
NW*	4	11	13	3	4	3	9	8	55	1	3	4	1	1	2	1	1	14
WC*	3	9	14	7	6	4	9	9	61	1	2	3	1	1	1	1	1	11
<b>Total per sector</b>	<b>52</b>	<b>128</b>	<b>158</b>	<b>61</b>	<b>57</b>	<b>60</b>	<b>85</b>	<b>77</b>	<b>678</b>	<b>10</b>	<b>28</b>	<b>31</b>	<b>12</b>	<b>9</b>	<b>13</b>	<b>10</b>	<b>9</b>	<b>123</b>

Below is the series of score card tables that depict the overview baselines monitoring assessment done in 2014/15.

1. High level provincial score card
2. High level sectors/types of facilities score card table
3. And followed by facility-level score card table per sector/type of facilities the FSDM programme assessed during 2014/15
4. Overview of the monitoring in a picture format.

### 3.2 Overview of scores recorded for the 123 facilities assessed in all provinces.

A high level summary of the ratings for facilities monitored in Eastern Cape, Free State and North West shows an average rating of (fair) with scores ranging from 2.0 to 2.4.

Province	Location & accessibility			Visibility & Signage			Queue Management			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & closing times			Complaint Management			Provincial Ave
	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	
Eastern Cape	2.4	2.3	2.3	2.1	2.3	2.1	2.3	2.0	2.9	3.2	3.0	2.1	2.0	1.8	2.5	2.2	2.2	2.2	2.5	2.9	2.5	1.8	2.1	1.6	2.3
Free State	2.5	2.5	2.5	2.0	2.0	2.0	2.4	2.4	2.3	2.9	3.2	2.9	2.2	2.2	1.9	2.4	2.2	2.4	2.6	2.7	2.7	1.7	2.1	1.8	2.4
Gauteng	2.8	2.8	2.7	2.1	2.4	1.9	2.4	2.5	2.4	2.8	3.3	2.9	2.5	2.7	2.4	2.6	2.4	2.2	2.8	3.1	2.8	1.8	2.1	1.8	2.5
Kwa-Zulu Natal	2.7	2.5	2.6	2.4	2.4	2.2	2.4	2.4	2.5	3.3	3.4	3.2	2.7	2.5	2.6	2.8	2.6	2.6	3.0	3.1	2.9	2.3	2.3	2.0	2.6
Limpopo	2.7	2.5	2.9	1.8	1.9	2.0	2.0	2.4	2.2	3.2	3.3	3.3	2.4	2.5	2.5	2.6	2.2	2.5	2.7	2.9	2.3	2.1	2.2	1.9	2.5
Mpumalanga	2.6	2.7	2.9	1.8	1.9	2.1	2.2	2.4	2.4	3.2	3.6	3.2	2.3	2.2	2.1	2.4	2.5	2.3	2.7	3.2	3.0	1.7	2.1	1.8	2.5
North West	2.2	2.2	2.2	1.6	1.6	1.6	1.7	2.0	1.8	2.8	2.9	2.8	1.8	1.7	1.6	1.9	2.0	1.8	2.0	2.4	2.0	1.8	1.7	2.0	
Northern Cape	2.5	2.6	2.8	1.9	2.1	2.0	2.4	2.4	2.1	3.1	3.4	3.1	2.3	2.6	2.3	2.3	2.4	2.4	2.5	3.1	2.8	1.7	2.4	1.7	2.5
Western Cape	2.8	3.0	3.0	2.6	2.8	2.3	2.7	3.1	2.7	3.0	3.5	3.1	2.9	3.2	2.8	2.9	2.9	2.9	2.9	3.4	3.0	2.4	2.7	2.3	2.9
informsourc ave	2.6	2.6	2.6	2.1	2.2	2.0	2.2	2.4	2.3	3.0	3.3	3.0	2.4	2.4	2.2	2.5	2.4	2.4	2.7	3.0	2.7	1.8	2.2	1.8	2.4
KPA Ave	2.6			2.1			2.3			3.1			2.3			2.4			2.8			2.0			

Fairs scores recorded for Visibility and Signage, Queue Management and Complaints Management, these are provincial findings. Improvements for these KPAs are required.

Good scores for Dignified Treatment and Opening and Closing times have been recorded, this is also a trend in most provinces, except NW

### 3.3 Overview of scores for the 123 facilities, for each sector/type of facility:

Sectors/types of facilities	Location & accessibility			Visibility & Signage			Queue Management & Waiting			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & closing times			Complaint Management System			Sectors/types of facilities Ave
	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	2.2	2.4	2.3	2.1	2.0	2.0	2.3	2.5	2.3	3.1	3.4	2.9	2.4	2.6	2.2	2.5	2.6	2.2	2.7	2.9	2.6	1.8	1.8	1.5	2.4
Education	2.5	2.3	2.4	1.7	1.8	1.8	2.1	2.1	2.1	2.9	3.1	3.0	2.1	2.0	1.8	2.5	2.3	2.1	2.8	3.1	2.7	1.6	1.8	1.5	2.3
Health	2.8	2.8	2.9	2.3	2.5	2.2	2.2	2.6	2.3	3.1	3.4	3.0	2.6	2.6	2.5	2.6	2.4	2.5	2.5	2.9	2.6	1.9	2.6	2.3	2.6
Home Affairs	2.5	2.5	2.4	2.4	2.5	2.3	2.6	2.7	2.5	3.0	3.4	3.2	2.4	2.4	2.2	2.6	2.1	2.2	2.7	3.0	2.8	1.9	2.5	2.0	2.5
Justice	2.7	2.7	2.7	2.3	2.2	2.2	2.1	2.6	2.1	2.9	3.3	3.2	2.4	2.3	2.3	2.6	2.7	2.7	2.5	2.9	2.6	2.0	2.4	1.8	2.5
MCCC	2.4	2.8	2.6	1.6	2.0	1.8	2.3	2.1	2.2	3.0	3.1	3.0	2.2	2.4	2.2	2.3	2.4	2.2	2.6	2.7	2.6	1.6	1.9	1.5	2.3
SAPS	2.6	2.4	2.6	2.2	2.4	2.1	2.4	2.3	2.5	2.9	3.3	2.8	2.3	2.4	2.1	2.4	2.2	2.4	2.6	2.8	2.7	1.9	2.2	1.6	2.4
SASSA	2.4	2.6	2.6	1.9	1.8	1.9	2.2	2.7	2.4	2.8	3.3	3.0	2.1	2.2	2.1	2.4	2.1	2.3	2.4	2.9	2.7	1.6	2.2	1.9	2.3
informsourc Ave	2.5	2.5	2.6	2.1	2.1	2.0	2.3	2.5	2.3	3.0	3.3	3.0	2.3	2.4	2.2	2.5	2.4	2.3	2.6	2.9	2.7	1.8	2.2	1.8	2.4
KPAs Ave	2.5			2.1			2.3			3.1			2.3			2.4			2.7			1.9			

Key performance areas that require intervention across all the types of facilities are: Complaints Management, Visibility and Signage, Queue Management, Cleanliness and Comfort and Safety.

Good scores for Health, Home Affairs and Justice, although just below the score of 3. Dignified Treatment and Opening and Closing times are score best of the eight KPAs.

Overall score for sectors/ type of facilities is fair.

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

#### 3.4.1 DLTCs facilities (10)

2014/15 BASELINE MONITORING DATASET		Location & accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & closing times			Complaint Management System			Facility average
Province	Facility Name	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	
Eastern Cape	Lusikisiki DLTC	1.3	2.0	1.3	2.3	1.3	2.3	2.7	2.7	2.7	3.7	3.7	3.7	2.0	2.0	2.0	2.0	2.0	2.0	2.7	2.7	2.7	1.3	1.3	1.3	2.2
Free State	Bethlehem Testing Station	3.0	3.0	3.0	2.3	2.7	2.5	2.0	2.3	2.5	2.7	3.7	3.0	2.3	2.7	2.5	2.7	2.3	2.5	3.0	3.0	3.0	3.0	3.0	2.5	2.7
Free State	Sasolburg DLTC	1.7	1.7	1.7	1.7	1.0	1.3	2.3	2.3	1.7	2.7	3.0	3.0	1.7	1.7	1.3	2.3	2.0	2.0	2.0	2.0	2.7	1.7	1.7	1.7	1.9
Gauteng	Krugersdorp DLTC	1.0	2.0	2.0	2.0	3.0	2.0	2.0	3.0	2.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	4.0	3.0	3.0	3.0	3.0	2.0	3.0	2.0	2.6
Kwa-Zulu Natal	Stanger DLTC	3.0	2.7	3.0	2.7	3.0	2.7	1.7	2.3	2.7	3.0	3.3	3.0	3.0	3.0	2.7	3.0	2.7	3.0	3.3	3.0	2.0	2.7	2.0	2.7	2.7
Limpopo	Ephraim Mogale DLTC	2.0	2.3	2.3	1.3	1.7	1.7	1.0	1.0	1.3	3.0	3.3	1.7	1.7	2.7	1.7	1.7	1.3	1.3	2.0	2.7	1.3	1.3	1.0	1.0	1.8
Mpumalanga	Mkhondo DLTC	3.0	2.3	2.7	1.7	1.0	2.0	3.0	2.7	2.7	3.7	4.0	3.0	2.0	2.0	2.0	2.7	3.0	2.0	2.7	3.7	3.0	1.0	1.0	1.0	2.4
North West	Madibeng DLTC	1.8	2.3	2.3	2.0	1.3	1.7	2.0	2.0	2.0	3.3	3.0	3.0	2.3	2.3	2.0	2.3	2.0	1.7	2.5	2.3	2.0	1.3	1.0	1.0	2.0
Northern Cape	Emthanjeni DLTC	3.0	2.7	2.3	2.0	1.7	1.3	3.3	2.7	2.3	3.0	3.3	3.0	3.3	2.7	2.3	2.7	2.0	2.0	3.3	2.7	2.3	1.7	1.7	1.0	2.4
Western Cape	Caledon DLTC	2.5	3.5	2.5	3.0	3.5	2.5	3.0	4.0	3.0	3.0	4.0	3.0	3.0	4.0	3.0	3.0	4.0	3.0	3.0	4.0	3.0	3.0	2.0	2.0	3.1
<b>Average per infosource</b>		2.2	2.4	2.3	2.1	2.0	2.0	2.3	2.5	2.3	3.1	3.4	2.9	2.4	2.6	2.2	2.5	2.6	2.2	2.7	2.9	2.6	1.8	1.8	1.5	<b>2.2</b>
<b>Average per KPA for all infosource</b>		2.3			2.0			2.4			3.2			2.4			2.4			2.8			1.7			

The overall findings from the ten (10) facilities indicate five of the eight KPAs to have a scored fair between 1.9 and 2.3, and the other three which includes Location and Accessibility, Dignified Treatment; Opening and Closing Times have good scores of between 2.6 and 3.1 respectively. Four facilities have an overall average rating of 2.6 to 3.1 (good), indicating that these DLTCs have good practices with regard to frontline service though there are areas of improvement i.e. Bethlehem Testing Station, Caledon, Stanger and Krugersdorp DLTCs.

### 3.4.2 Education (Schools) facilities (28)

2014/15 BASELINE MONITORING DATASET		Location & accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & closing times			Complaint Management System			Facility Average
Province	Facility Name	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	
Eastern Cape	Jikindaba Senior Secondary School	2.3	2.7	2.0	1.3	1.7	1.3	1.3	2.0	1.7	2.3	3.3	2.7	1.3	1.7	1.0	2.0	1.7	1.7	2.7	3.0	2.7	2.0	2.0	1.3	2.0
Eastern Cape	Siwali Junior Secondary School	2.7	2.0	2.7	2.0	2.7	3.0	1.3	1.3	1.3	3.3	2.7	3.3	1.7	1.7	1.3	2.7	1.7	1.7	2.7	3.0	2.3	1.7	1.7	1.0	2.1
Eastern Cape	Tholang High School	2.3	2.0	2.3	1.3	1.3	1.3	1.3	1.3	1.7	2.7	2.0	2.3	1.0	1.0	1.0	2.7	2.3	2.7	2.3	2.7	2.3	1.0	1.0	1.3	1.8
Free State	Bainsvlei Combined School	2.7	2.0	1.5	2.3	1.0	2.0	2.7	2.0	2.5	3.0	3.0	3.0	2.0	3.0	1.5	3.0	2.0	3.0	3.0	3.7	3.0	1.7	2.0	1.0	2.4
Free State	Fakkell Special School	3.0	2.7	3.0	3.0	3.0	3.0	2.7	3.0	3.0	3.3	3.3	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	2.7	3.0	3.3	3.0	3.0	3.0
Free State	Phomello Primary School	2.3	2.0	2.0	1.5	1.7	1.5	2.0	2.0	2.0	2.8	2.7	3.0	2.3	2.0	1.5	2.3	2.3	2.5	3.0	2.7	3.0	1.0	2.0	2.0	2.2
Free State	Springfontein Primary School	2.7	3.0	2.5	2.7	2.7	2.0	2.7	2.7	2.5	3.0	3.0	3.0	2.3	2.3	1.5	3.0	3.0	3.0	3.0	3.0	3.0	2.3	2.7	2.5	2.7
Free State	Tswelapele ka Thuto Intermediate School	2.3	2.0	2.0	1.0	1.0	1.0	2.3	1.7	2.0	2.7	2.7	2.5	2.0	1.3	1.0	1.7	2.0	1.5	1.7	2.0	2.0	1.0	2.0	2.0	1.8
Gauteng	Cosmo City Junior Primary School	3.0	4.0	3.0	2.0	2.0	1.0	3.0	4.0	3.0	2.0	4.0	3.0	2.0	3.0	2.0	3.0	4.0	2.0	3.0	4.0	3.0	1.0	2.0	1.0	2.7
Gauteng	Cosmo City Primary School	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	3.0	3.0	4.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	3.0	4.0	3.0	1.0	2.0	1.0	2.7
Gauteng	Itirele Zenzele High School	3.0	3.0	3.0	1.0	2.0	2.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	3.0	3.0	2.0	2.0	3.0	4.0	3.0	1.0	1.0	1.0	2.5
Gauteng	Lindisa Primary School	3.0	2.0	2.0	2.0	2.0	2.0	2.0	3.0	3.0	3.0	4.0	4.0	3.0	3.0	3.0	3.0	3.0	2.0	4.0	4.0	4.0	2.0	1.0	1.0	2.7
Gauteng	Masakhane Tswelopele Primary School	3.0	1.0	2.0	2.0	2.0	2.0	1.3	2.0	1.7	1.7	3.0	3.0	1.7	1.0	2.0	2.3	1.0	1.0	3.0	3.0	3.0	1.3	1.0	1.0	1.9
Gauteng	Oliven Primary School	2.3	2.0	2.0	1.7	1.7	2.0	1.7	1.0	1.0	3.0	3.3	3.0	2.7	2.0	1.0	2.7	2.0	1.0	3.0	3.0	3.0	2.0	1.0	1.0	2.0
Average per KPA per info source		2.6	2.5	2.6	2.0	2.1	2.0	2.2	2.4	2.2	3.0	3.3	3.0	2.3	2.3	2.1	2.5	2.3	2.3	2.6	2.9	2.6	1.8	2.2	1.8	2.3
Average per KPA for all infosources		2.2			1.6			1.8			2.8			1.7			1.9			2.1			1.5			2.3

## Education (Schools) facilities (continued)

2014/15 BASELINE MONITORING DATASET		Location & accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & closing times			Complaint Management System			Facility Average
Province	Facility Name	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	
Kwa-Zulu Natal	Bangibizo Primary School	2.5	2.0	1.7	2.0	1.7	1.3	2.5	1.3	1.3	3.5	3.3	3.0	2.5	2.3	2.0	2.5	1.7	1.7	4.0	2.7	2.0	3.0	1.3	1.0	2.2
Kwa-Zulu Natal	Stanger High School	2.0	2.3	2.0	2.3	2.0	2.3	2.8	2.8	2.8	3.5	3.0	3.0	2.8	2.5	3.0	3.0	3.0	2.5	3.3	3.3	3.0	2.3	2.0	1.0	2.6
Kwa-Zulu Natal	Thukela high school	2.3	2.3	2.5	1.5	1.8	1.5	1.3	1.3	1.8	3.3	3.3	3.3	1.3	1.0	1.8	1.8	2.3	2.3	2.5	2.5	2.8	1.8	1.0	1.5	2.0
Limpopo	Montsosaboshego Primary	3.3	2.3	3.3	2.3	2.3	2.7	2.0	2.0	2.0	2.7	3.0	3.7	2.7	3.0	2.3	3.3	2.3	3.0	4.0	3.3	3.7	1.7	2.3	1.7	2.7
Limpopo	Ngwanakwena Secondary School	2.7	2.7	2.7	1.3	1.7	1.7	1.3	2.0	2.0	3.3	3.3	2.7	1.3	2.0	1.3	2.0	2.3	2.0	2.7	3.0	1.7	1.7	1.7	1.0	2.1
Mpumalanga	Qalabocha Primary School	2.3	2.7	2.7	1.3	1.7	2.0	2.0	2.3	2.0	3.3	3.3	3.3	3.3	3.0	2.7	2.0	2.3	2.0	2.7	3.3	3.0	2.7	2.3	2.3	2.5
Mpumalanga	Tshepeha Secondary School	2.0	2.0	2.7	1.0	1.3	2.0	2.0	1.3	2.3	3.3	3.7	3.0	1.0	1.7	1.3	2.3	2.0	2.0	2.7	3.3	3.0	1.0	2.0	1.3	2.1
North West	Boijane High School	2.0	1.7	1.5	1.3	1.3	1.0	1.0	1.3	1.5	3.0	3.0	2.5	1.0	1.0	1.0	2.0	2.0	2.0	2.3	2.3	1.5	1.0	2.0	2.0	1.7
North West	Marikana Combined School	2.0	1.7	1.7	1.0	1.3	1.3	1.7	1.3	1.7	2.0	1.7	2.3	1.0	1.0	1.0	1.7	1.3	1.3	2.3	2.0	1.3	1.0	2.0	2.0	1.6
North West	Mmatope Primary School	2.3	1.4	2.2	1.3	1.2	1.2	1.7	1.2	1.2	2.7	2.8	3.0	2.3	1.6	2.0	2.0	1.8	1.6	2.0	2.6	2.4	1.0	2.0	2.0	1.9
Northern Cape	Hantam High School	2.7	2.7	3.3	2.0	2.3	2.0	3.0	2.3	2.3	3.3	3.7	3.3	2.3	2.3	2.3	2.3	3.0	2.3	3.0	4.0	3.7	1.7	1.7	1.3	2.6
Northern Cape	Umso High School	2.7	2.3	2.7	2.3	1.7	2.7	2.7	1.7	2.3	3.3	3.0	2.7	1.7	1.3	1.7	2.7	2.3	3.0	2.3	3.0	3.0	2.3	2.3	1.3	2.4
Western Cape	Groenberg Secondary School	2.0	3.3	3.3	3.0	3.0	3.0	3.5	3.3	3.3	3.5	3.3	3.3	3.0	3.3	3.0	3.0	3.3	3.3	3.5	3.3	3.3	2.0	3.0	2.7	3.1
Western Cape	Langabuya Primary School	2.3	2.0	2.3	2.0	2.3	1.3	2.3	2.7	2.0	3.3	3.0	3.0	2.3	2.0	1.7	2.7	2.0	2.7	3.0	3.3	2.7	2.7	2.0	1.7	2.4
Average per KPA per info source		2.6	2.5	2.6	2.0	2.1	2.0	2.2	2.4	2.2	3.0	3.3	3.0	2.3	2.3	2.1	2.5	2.3	2.3	2.6	2.9	2.6	1.8	2.2	1.8	2.3
Average per KPA for all infosources		2.2			1.6			1.8			2.8			1.7			1.9			2.1			1.5			

In general, the sector's average in terms of scores for the baseline assessments reflect 'fair' performance, with the lowest KPAs being Complaints Management (1.7), and Visibility and Signage (1.8). This was followed by Cleanliness and Comfort (2.0). Safety also is a concern, scoring an average of 2.3, with several schools facing serious challenges in terms of this area.



### 3.4.3 Health (Community Health Centres (CHC), Clinic & Hospital) facilities (31)

2014/15 BASELINE MONITORING DATASET		Location & accessibility			Visibility & Signage			Queue Management & Waiting			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & closing times			Complaint Management System			Facility Average
Province	Facility Name	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	
Eastern Cape	Ntabankulu CHC	3.0	3.0	3.3	3.0	4.0	3.7	2.3	3.0	3.0	3.3	3.7	3.0	3.0	2.3	2.7	3.0	2.3	3.3	2.7	3.0	3.3	2.3	3.3	2.7	3.0
Eastern Cape	St Patrick Hospital	2.3	3.0	2.0	2.7	3.0	2.7	2.0	2.7	2.3	2.7	3.3	3.0	3.0	3.0	2.3	3.3	3.3	2.7	2.0	3.0	2.7	2.7	3.0	2.0	2.7
Free State	Dewetsdorp One Stop Clinic	3.0	3.0	3.0	3.0	2.3	3.0	2.7	3.3	3.0	3.7	4.0	3.0	2.7	3.0	2.3	3.0	2.0	3.0	3.0	3.3	3.0	3.0	3.0	2.0	2.9
Free State	Fauresmith Clinic	2.3	2.3	2.3	2.3	2.7	2.3	2.0	3.0	2.3	3.0	3.3	3.0	2.0	2.0	2.0	2.3	2.3	2.7	2.3	2.3	2.7	1.0	2.0	2.0	2.4
Free State	Mafani Clinic	3.0	3.0	3.0	2.3	2.7	2.3	2.0	2.7	2.3	3.0	3.3	3.0	2.3	2.3	2.3	3.0	3.0	3.0	3.0	3.0	3.0	2.7	2.7	2.0	2.7
Free State	Thusong Clinic	3.0	3.0	3.0	2.0	3.0	2.0	2.0	2.0	2.0	3.0	4.0	3.0	2.0	1.0	1.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	3.0	2.0	2.5
Free State	Tshwaraganang Clinic	2.3	2.7	2.7	2.7	2.3	2.0	2.7	3.3	2.3	3.7	4.0	3.0	2.7	2.0	2.3	2.0	2.0	2.7	2.3	3.3	2.0	1.0	2.0	2.0	2.5
Gauteng	Birchleigh North Clinic	3.0	3.0	3.0	3.0	3.0	1.0	2.0	2.0	1.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	1.0	2.0	3.0	2.0	3.0	1.0	2.0	1.0	2.3
Gauteng	Diepsloot Clinic	3.0	3.0	3.0	2.0	3.0	2.0	3.0	3.0	2.0	2.0	3.0	2.0	2.0	3.0	3.0	3.0	3.0	3.0	2.0	3.0	3.0	3.0	3.0	3.0	2.7
Gauteng	Mandisa Shiceka Clinic	2.0	2.0	2.0	2.0	2.0	2.0	2.0	3.0	3.0	2.0	3.0	2.0	2.0	3.0	2.0	3.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.2
Gauteng	O.R Tambo Clinic	3.0	4.0	3.0	2.0	4.0	3.0	2.0	3.0	3.0	3.0	4.0	3.0	3.0	4.0	3.0	3.0	4.0	3.0	3.0	4.0	3.0	3.0	4.0	3.0	3.2
Gauteng	Sebokeng Zone 13 Clinic	3.0	4.0	3.0	2.0	1.0	1.0	3.0	4.0	2.0	4.0	4.0	3.0	3.0	2.0	3.0	2.0	2.0	2.0	3.0	4.0	2.0	2.0	3.0	3.0	2.7
Gauteng	Winnie Mandela Clinic	3.0	2.0	3.0	2.0	2.0	2.0	2.0	1.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	1.0	3.0	2.0	2.0	2.0	2.0	1.0	1.0	2.0	2.1
Gauteng	Zandspruit Clinic	3.0	3.0	3.0	2.0	2.0	2.0	3.0	3.0	2.0	3.0	2.0	3.0	3.0	3.0	2.0	3.0	2.0	2.0	2.0	3.0	2.0	2.0	3.0	2.0	2.5
Kwa-Zulu Natal	Murchison District hospital	3.3	2.7	3.0	3.0	2.7	3.0	3.3	3.3	2.7	3.3	3.7	3.3	2.7	2.7	3.0	3.0	2.7	3.0	3.0	3.3	3.3	2.7	2.7	3.0	3.0
Kwa-Zulu Natal	Stanger Hospital	3.3	2.8	3.0	2.3	2.5	2.7	2.7	2.8	2.7	3.3	3.5	3.0	3.0	3.0	2.3	3.0	3.3	2.7	3.0	3.0	2.7	2.3	2.8	2.7	2.8
Kwa-Zulu Natal	Turton CHC	3.3	3.0	3.7	3.7	3.7	3.0	2.3	2.7	4.0	3.7	3.7	3.7	3.7	3.7	4.0	3.3	3.0	4.0	3.0	3.7	4.0	2.3	3.0	4.0	3.4
Average per KPA per info source		2.8	2.8	2.9	2.3	2.5	2.2	2.2	2.6	2.3	3.1	3.4	3.0	2.6	2.6	2.5	2.6	2.4	2.5	2.5	2.9	2.6	1.9	2.6	2.3	2.6
Average per KPA for all info sources		2.8			2.3			2.4			3.2			2.6			2.5			2.7			2.3			2.6

### Health facilities (CHC, Clinic & Hospital) continued

2014/15 BASELINE MONITORING DATASET		Location & accessibility			Visibility & Signage			Queue Management & Waiting			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & closing times			Complaint Management System			Facility Average
Province	Facility Name	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	
Limpopo	Elandskraal Clinic	3.0	2.3	3.7	1.7	1.3	1.0	1.7	2.3	2.3	3.3	3.0	4.0	3.0	2.3	3.3	2.7	2.3	2.7	1.7	2.0	1.3	1.3	2.3	1.7	2.3
Limpopo	Marble Hall Clinic	2.7	2.7	3.3	1.0	2.0	1.7	2.0	3.3	2.7	3.0	3.7	3.0	3.0	3.0	3.7	3.0	2.7	3.0	3.0	3.0	2.0	2.3	3.0	2.3	2.7
Mpumalanga	Emthonjeni Clinic	3.3	3.7	3.3	1.3	1.3	1.7	1.3	2.0	2.3	3.3	3.7	3.0	2.3	1.7	1.7	2.3	1.7	2.0	2.3	3.0	2.3	1.7	1.7	1.0	2.3
Mpumalanga	Piet Retief Hospital	3.0	3.3	3.3	3.3	3.7	3.0	2.7	3.3	3.3	3.7	3.3	3.7	3.3	2.7	3.0	3.3	3.0	3.3	3.3	3.7	3.3	2.7	2.3	2.7	3.2
North West	Colridge Clinic	3.0	2.7	2.8	2.7	2.3	2.2	1.7	2.0	1.8	3.0	3.0	3.0	2.3	1.7	1.6	2.3	1.3	1.8	2.0	2.7	2.2	1.0	2.0	2.0	2.2
North West	Dryharts Clinic	1.7	2.0	1.7	1.3	1.0	1.3	1.7	2.0	1.7	2.7	3.0	2.7	1.7	1.5	1.7	1.3	2.0	1.3	1.7	2.5	1.7	1.0	2.0	2.0	1.8
North West	Jericho Clinic	2.0	2.2	2.0	1.8	1.8	1.8	2.3	2.8	2.0	2.8	3.0	2.4	2.0	1.8	2.6	2.3	1.8	1.8	1.8	1.8	1.8	1.0	2.0	2.0	2.1
North West	Utlwanang Clinic	3.0	1.7	2.0	2.3	2.3	1.8	1.3	2.0	1.4	3.0	3.0	2.6	1.7	2.0	1.6	1.7	2.0	1.6	2.0	2.3	2.0	1.0	2.0	2.0	2.0
Northern Cape	Brandvlei CHC	1.7	2.7	2.7	1.7	2.7	2.0	1.0	2.3	1.3	3.7	3.3	3.7	2.7	3.3	3.0	2.0	2.3	2.0	2.0	3.3	2.7	1.3	3.3	2.7	2.5
Northern Cape	Postmansburg Hospital	2.7	2.7	3.3	1.7	1.7	1.7	1.7	1.3	2.0	2.7	3.3	2.3	2.0	3.3	1.7	1.3	1.7	2.3	2.0	2.0	2.3	1.3	2.3	1.7	2.1
Northern Cape	Warrenton CHC	3.0	2.8	2.7	2.8	2.4	2.7	2.5	2.6	2.0	3.8	3.8	3.7	3.3	3.2	3.3	2.5	2.8	2.3	4.0	3.8	3.3	3.0	3.4	3.0	3.0
Western Cape	Elsiesriver Clinic	3.0	3.0	3.3	2.3	3.7	2.0	2.0	2.7	2.3	2.3	3.3	2.7	2.3	3.0	2.3	2.7	2.7	2.7	2.7	2.7	2.7	3.0	3.7	2.7	2.7
Western Cape	Grabouw Clinic	3.0	3.0	3.3	3.3	2.7	2.7	2.3	2.3	2.7	3.3	3.3	3.3	3.3	3.0	3.0	3.7	2.7	2.7	3.0	2.7	3.0	2.0	2.0	2.0	2.8
Western Cape	Mbekweni Clinic	3.0	2.7	2.7	2.0	2.3	2.0	3.3	2.7	2.0	2.7	3.7	3.0	3.3	2.7	2.0	2.7	2.3	2.7	2.0	3.0	2.7	1.7	2.7	2.0	2.6
Average per KPA per info source		2.8	2.8	2.9	2.3	2.5	2.2	2.2	2.6	2.3	3.1	3.4	3.0	2.6	2.6	2.5	2.6	2.4	2.5	2.5	2.9	2.6	1.9	2.6	2.3	2.6
Average per KPA for all info sources		2.8			2.3			2.4			3.2			2.6			2.5			2.7			2.3			2.6

In general, the sector's average in terms of scores for the baseline assessments reflect 'good' performance, with the lowest KPAs being Complaints Management (2.3), Visibility and Signage (2.3), and Queue Management (2.4). Dignified Treatment, Location and Accessibility and Opening and Closing times scored high averages (3.2, 2.8 and 2.7) respectively.

### 3.4.4 Home Affairs facilities (12)

2014/15 BASELINE MONITORING DATASET		Location & accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & closing times			Complaint Management System			Facility average
Province	Facility Name	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	
Eastern Cape	Bizana Home Affairs	2.0	1.0	1.7	2.0	2.3	2.0	2.0	2.0	2.0	3.0	3.3	3.0	1.0	1.0	1.0	2.0	1.7	2.0	2.3	3.3	2.3	2.0	1.7	2.0	2.0
Eastern Cape	Mount Frere Home Affairs	3.0	2.0	2.7	2.3	2.3	2.0	3.0	2.3	2.3	3.0	3.3	3.0	2.3	2.0	1.7	2.7	1.3	2.3	3.0	3.0	2.7	2.3	3.0	2.7	2.5
Free State	Bultfontein Home Affairs	3.0	3.0	3.0	3.0	3.0	3.0	3.0	2.7	2.0	3.7	3.0	3.0	3.0	3.0	3.0	2.7	2.3	2.5	3.0	3.0	3.0	2.7	2.7	2.5	2.9
Free State	Kroonstad Home Affairs	2.7	2.0	2.0	2.0	2.0	2.0	2.3	2.3	1.5	2.7	3.0	3.0	1.7	2.0	2.0	2.7	2.0	2.0	2.3	2.3	2.5	1.0	2.0	2.0	2.2
Gauteng	Krugersdorp Home Affairs	4.0	3.0	3.0	3.0	3.0	2.0	3.0	2.0	3.0	3.0	4.0	2.0	2.0	4.0	2.0	3.0	1.0	2.0	3.0	2.0	3.0	2.0	3.0	2.0	2.7
Gauteng	Wynburg Home Affairs	2.0	3.0	2.0	3.0	3.0	2.0	3.0	3.0	3.0	3.0	3.0	4.0	3.0	2.0	2.0	2.0	3.0	2.0	3.0	4.0	3.0	2.0	2.0	2.0	2.7
Kwa-Zulu Natal	UGU Home Affairs	1.7	2.0	1.7	2.3	2.3	2.0	3.0	2.7	3.0	3.3	3.3	3.3	2.3	2.0	2.3	2.7	2.3	2.3	2.7	3.0	3.0	1.7	2.3	1.7	2.5
Limpopo	Groblerdal Home Affairs	1.7	2.7	2.3	1.7	1.7	1.7	2.3	3.3	2.7	2.7	3.3	3.7	2.0	2.0	2.3	1.7	1.7	1.3	2.3	2.3	2.0	2.0	3.0	1.7	2.3
Mpumalanga	Ermelo Home Affairs	2.0	2.7	3.0	2.0	2.3	3.0	2.3	3.0	2.3	3.0	3.7	3.3	3.0	2.3	2.0	3.0	2.3	2.3	3.0	2.7	3.0	2.0	2.7	2.0	2.6
North West	Brits Home Affairs	1.5	2.7	2.0	1.5	2.0	2.0	1.5	2.7	1.7	2.8	3.0	2.7	1.3	1.7	1.0	2.3	2.0	1.3	2.0	2.3	2.3	1.0	2.3	1.0	1.9
Northern Cape	Calvinia Home Affairs	3.0	2.7	3.0	3.0	3.0	3.0	3.3	3.3	3.7	3.3	4.0	4.0	3.3	3.3	3.3	3.3	3.3	3.3	3.3	4.0	3.7	2.3	2.3	2.3	3.2
Western Cape	Worcester Home Affairs	3.0	3.0	2.7	2.7	2.7	2.3	2.0	3.0	2.7	3.0	4.0	3.0	3.3	4.0	3.3	3.0	2.7	3.0	3.0	4.0	3.0	2.3	3.3	2.7	3.0
<b>Average per infosource</b>		2.6	2.5	2.6	2.0	2.1	2.0	2.3	2.4	2.3	3.0	3.3	3.0	2.3	2.4	2.2	2.5	2.3	2.3	2.6	2.9	2.6	1.8	2.2	1.8	<b>2.3</b>
<b>Average per KPA for all infosource</b>		2.6			2.0			2.3			3.1			2.3			2.4			2.7			1.9			

Home Affairs: Out of the twelve facilities that were assessed, 7 of them had an average rating of 2.5 (good) and above with Calvinia Home Affairs and Worcester Home Affairs achieving the desired benchmark of 3.0 and 3.2 respectively. Visibility and signage, queue management and waiting times, cleanliness and comfort and complaints management system are still at an average of between 1.9 and 2.4 (fair).

### 3.4.5 Justice (Courts) facilities (10)

2014/15 BASELINE MONITORING DATASET		Location & accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & closing times			Complaint Management System			Facility Average
Province	Facility Name	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	
Eastern Cape	Bizana Magistrate Court	2.3	2.7	2.0	2.7	2.3	2.0	2.3	2.7	1.3	3.0	3.0	3.0	2.7	1.7	1.0	2.7	2.0	2.7	2.0	2.0	1.7	1.7	1.3	1.0	2.2
Eastern Cape	Mount Frere Magistrate Court	2.7	2.3	2.3	2.3	1.7	2.0	2.0	1.7	2.0	2.7	3.0	2.7	2.0	1.3	2.3	2.3	2.7	2.3	1.7	2.7	2.0	2.0	2.7	1.3	2.2
Free State	Hertsorgville Magistrate Court	2.0	2.7	3.0	1.5	2.0	2.0	2.0	2.7	2.0	2.0	3.0	3.0	2.0	2.0	2.5	2.0	2.3	2.5	2.5	3.0	3.0	1.0	2.0	2.0	2.3
Free State	Paul Roux Magistrate Court	3.0	3.0	3.0	3.0	3.0	2.5	3.0	2.7	3.0	2.7	3.0	3.0	2.3	3.0	2.0	2.7	2.7	2.5	3.0	3.0	3.0	2.7	2.7	2.5	2.8
Kwa-Zulu Natal	Portshepstone Magistrate Court	2.7	2.3	3.0	2.3	2.3	1.7	2.0	2.7	2.0	2.7	3.7	3.7	2.3	2.0	2.7	2.7	2.3	2.3	2.7	3.0	2.7	2.3	3.0	1.3	2.5
Limpopo	Groblersdal Magistrate Court	3.7	2.7	3.0	3.0	2.0	2.3	2.3	2.3	2.0	4.0	3.3	4.0	4.0	3.0	3.7	3.7	2.7	3.3	3.0	3.3	2.7	4.0	2.5	3.0	3.1
Mpumalanga	Ermelo Magistrate Court	2.3	2.3	2.7	2.0	2.3	3.0	1.3	2.7	2.7	3.0	3.7	3.0	2.0	2.3	2.3	2.3	3.3	2.7	2.0	2.7	3.0	1.3	2.7	2.0	2.5
North West	Brits Magistrate Court	2.3	3.0	2.5	1.7	2.0	2.0	1.7	2.3	1.5	2.7	3.0	3.0	2.0	2.3	1.5	2.0	2.7	3.0	2.0	2.7	2.0	1.0	1.3	1.0	2.1
Northern Cape	Kudumane Magistrate Court	3.0	2.3	3.0	1.7	1.7	2.0	2.0	3.0	2.0	3.3	3.3	3.3	2.0	2.3	2.0	2.7	3.3	3.0	3.0	3.3	3.0	1.7	3.0	2.0	2.6
Western Cape	Worcester Magistrate Court	3.3	3.3	3.0	2.7	2.7	2.3	2.7	3.7	2.7	3.0	3.7	3.0	3.0	3.3	2.7	3.0	3.3	3.0	3.3	3.7	3.0	2.7	2.7	2.3	3.0
Average per KPA per info source		2.7	2.7	2.7	2.3	2.2	2.2	2.1	2.6	2.1	2.9	3.3	3.2	2.4	2.3	2.3	2.6	2.7	2.7	2.5	2.9	2.6	2.0	2.4	1.8	2.5
Average per KPA for all info sources		2.7			2.2			2.3			3.1			2.3			2.7			2.7			2.1			

In general, the sector's average in terms of scores for the baseline assessments reflect 'good' performance, except for Visibility and Signage (2.2), Queue Management (2.3), Cleanliness and Comfort (2.3) and Complaints Management (2.1), which were all scored as fair.

### 3.4.6 MCCC facilities (13)

2014/15 BASELINE MONITORING DATASET		Location & accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & closing times			Complaint Management System			Facility average
Province	Facility Name	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	
Eastern Cape	Matatiele MCCC	2.7	3.0	2.5	1.7	2.7	2.0	3.3	2.0	3.0	3.3	3.0	3.5	2.7	3.0	2.5	2.7	3.7	2.0	2.7	3.0	3.0	2.7	3.7	1.5	2.7
Eastern Cape	Mbizana MCCC	1.7	2.7	2.3	1.7	2.3	1.7	1.7	2.3	1.3	3.0	3.3	3.0	2.0	1.7	2.0	2.7	2.0	2.0	2.7	3.0	2.7	1.3	3.0	1.3	2.2
Free State	Maluti A Phofung MCCC	2.0	2.7	2.3	1.0	1.3	1.3	2.0	1.7	2.0	2.5	3.3	3.0	2.0	2.3	2.0	2.0	2.3	2.0	2.0	2.3	2.0	1.0	1.0	1.0	2.0
Free State	Ngwathe MCCC	2.3	2.5	2.3	1.0	1.0	1.3	2.7	2.0	2.3	3.3	3.0	2.7	1.3	1.5	1.3	1.7	1.0	1.0	2.0	1.5	1.7	1.0	1.0	1.3	1.8
Free State	Viljoenskroon MCCC	2.3	2.7	2.5	2.0	1.7	1.5	3.0	3.0	3.0	3.0	3.0	3.0	2.0	2.7	2.0	2.0	2.0	2.0	3.0	3.0	3.0	1.3	1.7	1.0	2.3
Gauteng	Vosloorus MCCC	3.0	3.0	3.0	2.0	2.0	2.0	2.0	2.0	2.0	3.0	2.0	3.0	2.0	2.0	2.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	2.0	2.0	2.5
Kwa-Zulu Natal	Mandeni MCCC	2.8	3.0	2.3	2.3	2.3	2.0	2.3	2.3	2.0	3.5	3.3	3.0	3.0	3.0	2.3	3.0	2.3	2.3	3.3	2.8	2.7	2.5	2.3	1.7	2.6
Limpopo	Ephraim Mogale MCCC	2.0	2.7	2.7	1.0	2.3	2.0	3.0	2.0	1.7	3.3	3.3	3.3	2.3	3.0	3.0	2.3	2.0	2.3	3.7	3.7	3.0	2.0	1.3	2.0	2.5
Mpumalanga	Msukaligwa MCCC	3.0	3.3	2.7	2.3	2.0	2.7	2.3	2.0	2.0	3.0	3.7	3.3	2.0	3.0	3.0	2.0	3.0	2.7	3.0	3.3	3.3	1.0	2.0	2.0	2.6
North West	Kagisano Molapo MCCC	2.0	2.0	2.5	1.5	1.3	1.8	1.0	1.0	2.0	2.5	3.0	2.8	2.5	2.0	2.0	2.0	2.3	2.0	2.0	2.0	2.0	1.3	1.5	1.8	1.9
North West	Madibeng MCCC	2.5	2.3	2.3	1.5	1.5	1.0	2.0	1.8	2.0	2.8	3.0	2.8	2.0	1.8	1.5	1.8	2.5	2.0	2.0	2.3	2.3	1.5	1.3	1.5	2.0
Northern Cape	Tsantsabane MCCC	2.3	3.0	3.3	1.0	2.3	2.3	2.5	2.0	2.0	3.0	3.7	3.0	1.5	2.0	1.7	2.3	2.0	2.0	1.8	2.0	1.7	1.0	1.7	1.0	2.1
Western Cape	Worcester MCCC	3.3	3.0	3.3	2.3	3.0	2.3	2.3	3.3	2.7	2.7	3.0	3.0	2.7	3.0	3.0	2.0	3.3	3.3	2.7	3.7	3.0	1.7	2.3	1.3	2.8
<b>Average per infosource</b>		2.4	2.8	2.6	1.6	2.0	1.8	2.3	2.1	2.2	3.0	3.1	3.0	2.2	2.4	2.2	2.3	2.4	2.2	2.6	2.7	2.6	1.6	1.9	1.5	<b>2.3</b>
<b>Average per KPA for all infosource</b>		2.6			1.8			2.2			3.0			2.2			2.3			2.6			1.7			

The findings per facility highlights fair scores. Five KPAs have been scored as fair, with Complaints Management being the lowest. Location and Accessibility, Dignified Treatment and Opening and Closing Times have good scores of between 2.6 and 3.1 respectively. Five of the thirteen facilities have an overall average score of 2.5 (good) and above, indicating that these facilities have good practices though there are areas of improvement i.e. Matatiele, Mandeni, Ephraim Mogale, Msukaligwa and Worcester MCCC.

### 3.4.7 SAPS (Police Stations) facilities (10)

2014/15 BASELINE MONITORING DATASET		Location & accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & closing times			Complaint Management System			Facility Average
Province	Facility Name	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	
Eastern Cape	Bizana Police Station	1.7	1.3	1.7	2.0	2.3	3.0	1.0	2.3	2.0	2.0	2.7	2.3	1.3	2.0	1.3	1.7	2.0	1.3	2.3	3.0	2.0	1.0	1.7	1.0	1.9
Eastern Cape	Mtontsasa Police Station	3.0	2.7	2.7	2.7	3.0	2.3	2.7	3.0	2.3	3.0	3.3	3.3	3.3	2.7	2.3	3.3	2.3	2.0	3.0	3.0	2.7	2.0	2.3	1.3	2.7
Free State	Gariepdam Police Station	3.3	2.6	2.8	2.3	2.2	2.5	2.5	2.6	3.0	2.8	3.0	3.0	2.8	2.2	2.5	2.5	2.4	2.5	3.0	2.6	2.8	2.0	1.4	1.3	2.5
Gauteng	Brixton Police Station	4.0	3.0	3.0	3.0	3.0	2.0	3.0	2.0	3.0	3.0	4.0	2.0	2.0	4.0	2.0	3.0	1.0	3.0	3.0	2.0	3.0	2.0	3.0	2.0	2.7
Gauteng	Winterveldt Police Station - Loate	2.0	3.0	3.0	2.0	3.0	2.0	1.0	1.0	2.0	3.0	3.0	3.0	2.0	2.0	2.0	2.0	2.0	3.0	2.0	2.0	3.0	2.0	1.0	2.0	2.2
Limpopo	Marble Hall Police Station	2.7	3.0	3.3	2.7	2.7	3.0	2.0	2.7	2.0	3.3	3.3	3.0	2.0	2.7	2.0	3.0	2.7	3.3	2.7	3.7	2.7	2.0	2.3	1.7	2.7
Mpumalanga	Dirkiesdorp Police Station	3.0	1.3	2.3	1.7	1.7	1.0	3.3	2.3	2.7	3.3	4.0	2.7	2.0	2.0	1.7	2.0	1.7	2.3	3.0	2.7	3.0	2.3	2.7	1.7	2.3
North West	Hebron Police Station	2.8	2.3	2.5	1.5	1.3	1.3	2.8	2.7	2.8	3.5	3.0	3.0	2.0	1.7	1.8	1.8	2.0	1.5	1.8	2.3	1.8	1.3	1.7	1.3	2.1
Northern Cape	Modder Rivier Police Station	1.4	1.5	1.7	2.0	2.0	1.7	2.2	1.8	2.3	2.2	3.3	3.0	2.2	2.5	1.7	1.8	2.3	2.3	2.6	3.3	3.0	1.2	2.3	1.0	2.1
Western Cape	Caledon SAPS	2.7	3.3	3.3	2.7	2.3	2.7	3.3	3.0	3.0	3.3	3.3	3.0	3.0	2.7	3.3	3.0	3.3	3.0	3.0	3.3	3.0	3.0	3.3	3.0	3.0
Average per KPA per info source		2.6	2.4	2.6	2.2	2.4	2.1	2.4	2.3	2.5	2.9	3.3	2.8	2.3	2.4	2.1	2.4	2.2	2.4	2.6	2.8	2.7	1.9	2.2	1.6	2.4
Average per KPA for all info source		2.6			2.2			2.4			3.0			2.3			2.3			2.7			1.9			

In general, the sector's performance indicates 'fair' performance, with Dignified Treatment being scored the highest (3.0), followed by Opening and Closing Times (2.7), and the lowest scores being reflected by Complaints Management (1.9) and Visibility and Signage (2.2)

### 3.4.8 SASSA facilities (9)

2014/15 BASELINE MONITORING DATASET		Location & accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & closing times			Complaint Management System			Facility average
Province	Facility Name	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	Citizen	Staff	Monitor	
Eastern Cape	Bizana SASSA	2.3	2.3	3.0	3.0	2.3	2.7	2.7	2.7	1.7	3.0	3.7	3.0	2.7	3.0	2.7	2.7	2.0	2.3	3.0	2.3	2.7	1.7	3.0	2.3	2.6
Eastern Cape	Ntabankulu SASSA	2.3	2.3	1.7	1.3	1.3	1.3	1.7	3.0	2.0	2.0	3.3	2.7	2.0	1.7	1.3	2.0	2.0	2.0	1.7	3.0	2.0	1.0	1.7	1.0	1.9
Free State	Senekal SASSA	2.0	2.3	2.0	1.7	1.7	2.0	2.7	2.7	2.7	3.3	3.0	3.0	2.3	2.3	2.0	2.0	2.0	2.3	2.7	2.7	3.0	1.3	1.7	1.3	2.3
Limpopo	Leeufontein SASSA	3.0	2.0	2.7	2.3	1.7	2.7	2.7	2.7	3.3	3.0	3.0	3.7	2.3	1.0	2.0	3.0	2.3	2.7	2.3	2.3	2.7	2.7	2.0	2.7	2.5
Mpumalanga	MKhondo SASSA	2.0	3.0	3.3	1.3	1.3	1.0	1.7	2.3	2.0	2.3	3.0	3.3	1.7	1.3	1.7	2.3	2.3	2.0	2.7	3.3	2.7	1.7	2.0	1.7	2.2
North West	Brits SASSA	2.5	2.3	2.7	1.3	2.0	2.0	1.5	2.3	2.3	2.5	3.0	3.0	1.3	2.0	1.7	2.0	2.0	2.3	2.0	3.0	3.0	1.0	1.7	2.0	2.1
Northern Cape	Calvinia SASSA	2.0	3.0	2.7	1.7	2.3	2.0	2.3	3.0	2.3	2.7	3.3	2.7	2.3	3.0	2.3	2.0	2.3	2.0	2.3	3.0	3.0	1.0	2.3	1.7	2.4
Northern Cape	Mothibistad SASSA	2.7	3.0	2.7	1.3	1.0	1.0	1.7	2.7	2.0	3.0	3.3	2.3	1.3	2.0	2.0	2.3	1.7	2.0	1.7	3.0	1.7	1.3	2.3	1.3	2.1
Western Cape	Caledon SASSA	2.7	2.7	3.0	3.0	2.7	2.7	3.0	3.0	3.3	3.0	3.7	3.3	3.0	3.7	3.3	3.0	2.7	3.0	3.0	3.3	3.3	3.0	3.0	2.7	3.0
<b>Average per infosource</b>		2.6	2.6	2.6	2.0	2.1	2.0	2.3	2.4	2.3	3.0	3.3	3.0	2.4	2.4	2.2	2.5	2.4	2.4	2.7	2.9	2.7	1.8	2.2	1.8	<b>2.3</b>
<b>Average per KPA for all infosource</b>		2.6			2.1			2.3			3.1			2.3			2.4			2.7			1.9			

The findings per facility highlights that most facilities are dominated by a combination of poor and fair scores. Six KPAs have been scored as fair, with complaints management being the lowest. Location and Accessibility, Dignified Treatment and Opening and Closing Times have good scores of between 2.5 and 3.0 respectively. Three of the nine facilities have an overall facility average score of 2.5 (good) and above, indicating that these facilities have good practices though there are areas of improvement i.e. Bizana SASSA, Leeufontein SASSA and Caledon SASSA.

### 3.5 Overview of the monitoring assessments findings in pictures: Good findings



**Groblersdal Magistrate Court (LP):** Complaints/compliments management system, with complaint handling procedures displayed



**Ntabankulu CHC (EC):** Complaints/compliments management system



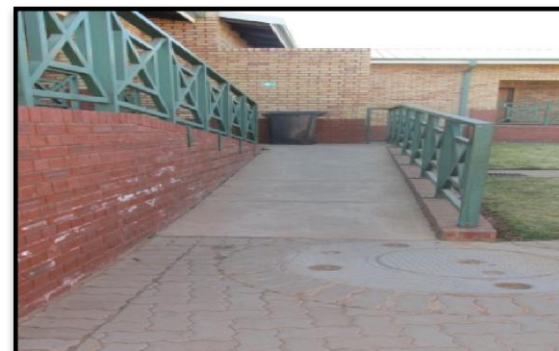
**Calvinia Home Affairs (NC):** Queue management, waiting area, internal signage to indicate services, suggestion box, photos and contacts of management



**Fakkell Special School (FS):** Access for persons with disabilities and **Umso High School (NC):** Display of evacuation plan

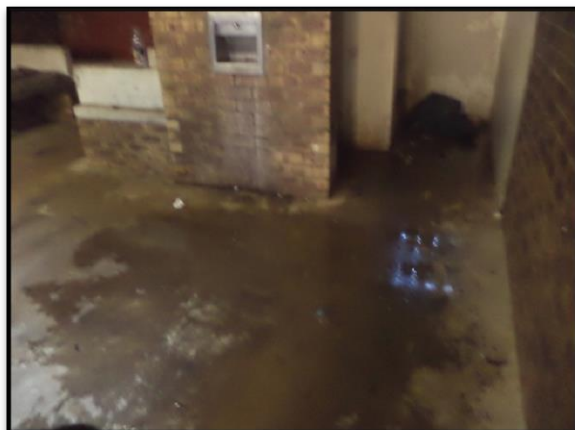


**Modder Rivier Police Station (NC):** Clean toiler facilities and the **Hebron Police Station (NW):** physical access for persons with disabilities





## Poor findings



**Bizana Police Station (EC):** Dirty ablutions facilities



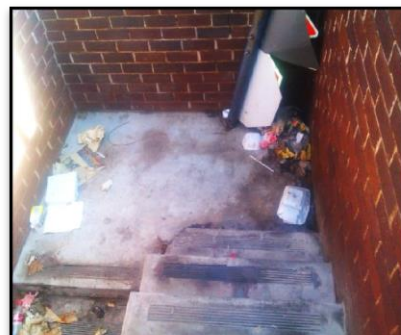
**Ngwanakwena Secondary School (LP):** Learners toilet facilities, a health hazard for water air borne diseases



**Siwali Junior Secondary School (EC):** 'pothole' floors



**Mafani Clinic (FS):** Broken fencing at (Left), and **Viljoenskroon MCCC (FS):** Broken gutters at (Right)



**Brixton Police Station (GP):** unkempt grounds and **Masakhane Tswelopele Primary School (GP):** Broken windows



# PART C

## 4. LIST OF FACILITIES TO BE RE-MONITORED IN 2015/16.

Below is a detailed list of the 120 facilities, selected for improvements monitoring during 2015 2016.

The DPME and OoP will work closely with the relevant department to ensure that the agreed improvement plans are acted upon where there are blockages they are facilitated.

DLTC improvement facilities (15)		Justice improvement facilities (15)	
Province	Facility Name	Province	Facility Name
EC	Umtata DLTC	EC	Umtata Magistrate Court
EC	Buffalo City DLTC	EC	Fort Beaufort Magistrate Court
FS	Sasolburg DLTC*	FS	Bloemfontein Magistrate Court
GP	Benoni Testing Centre	FS	Winburg Magistrate Court
GP	Mabopane DLTC	GP	Heidelberg Magistrate Court
KZN	Umzimkhulu DTLC	KZN	Pietermaritzburg Magistrate Court
LP	Musina Licensing DLTC	KZN	Umzimkhulu Magistrate Court
LP	Praktiseer Testing Centre	LP	Thohoyandou Magistrate Court
LP	Modjadiskloof DLTC	MP	Kabhokweni Magistrate Court
LP	Ephraim Mogale DLTC*	MP	Tonga Magistrate Court
MP	Bethal DLTC	NC	De Aar Magistrate Court
MP	Arconhoek Testing Centre	NC	Springbok Magistrate Court*
MP	Graskop Testing Centre	FS	Fort Beaufort Magistrate Court
MP	Sabie Testing Centre	FS	Bloemfontein Magistrate Court
MP	Mkhondo DLTC*	GP	Winburg Magistrate Court
Home Affairs improvement facilities (10)		MCCC improvement facilities (7)	
Province	Facility Name	Province	Facility Name
EC	Umtata Home Affairs	FS	Ngwate MCCC*
EC	Mount Frere Home Affairs*	GP	Toekomsrus MCCC
FS	Bethlehem Home Affairs	LP	Modjadiskloof MCCC
FS	Kroonstad Home Affairs*	NC	Augrabies MCCC
GP	Alexandra Thusong Centre-Home Affairs	NW	Naledi MCCC
GP	Alberton Home Affairs	NW	Madibeng MCCC*
GP	Westonaria (Randfontein) Home Affairs	NW	Kagisano Molapo MCCC*
LP	Modjadiskloof Home Affairs		
MP	Kabhokweni Home Affairs		
NW	Brits Home Affairs*		

Education improvement facilities (29)		SASSA Improvement facilities (23)	
Province	Facility Name	Province	Facility Name
EC	Siwali JS School*	EC	Umtata SASSA
EC	Jikindaba Secondary School*	EC	Ntabankulu SASSA*
EC	Tholang High School*	FS	Thusanong Centre SASSA
FS	Polokong Combined School	GP	Tembisa SASSA
FS	Lenakeng Secondary School	GP	Soshanguve SASSA
FS	J.M.B Marokane Primary	GP	Orange Farm SASSA
FS	Relekile Secondary School	GP	Sebokeng SASSA
FS	Tswelapele Ka Thuto Intermediate School*	KZN	Nongoma SASSA
GP	Sapphire Secondary School	KZN	Umzimkhulu SASSA
GP	Namedi Secondary School	LP	Makhado SASSA
GP	Phineas Xulu Secondary School	LP	Kgapane SASSA
GP	Ratanda Secondary School	MP	Tonga SASSA
LP	Mamehlabe High School	MP	Siyabuswa SASSA
LP	Solomon Mahlangu Secondary School	MP	Evander SASSA
MP	Mathibela High School	MP	Matsamo Tribal SASSA
MP	Mathipe High School	MP	Kabhokweni SASSA
MP	Tshepeha Secondary School*	MP	Phola Ntsikazi SASSA
NC	Langerberg High School	MP	Greylingstad SASSA
NW	Mashwelwa Primary School	NC	Mothibistad SASSA*
NW	Machakela Motau Middle School	NW	Rustenburg SASSA
NW	Ikaneng High School	NW	Jouberton SASSA
NW	Marikana Combined School*	NW	Moretele SASSA
NW	Boijane High School*	NW	Setlagole SASSA
NW	Mmatope Primary School*		
WC	Delft South Primary School		
WC	Grosvenor Primary School		
WC	Vaartjie Moravian Primary School		
WC	Uxolo High School		
WC	Langabuya Primary School*		
Health improvement facilities (13)		SAPS improvement facilities (11)	
Provinces	Facility Name	Provinces	Facility Name
EC	Virginia Shumane Clinic	EC	New Brighton Police Station
EC	Meje Clinic	EC	Fort Beaufort Police station
FS	Jacobsdal Clinic	EC	Bizana Police Station*
GP	Sebokeng Hospital	GP	Alexandra police Station
GP	Mohlakeng Clinic	GP	Hammanskraal Police Station
LP	Mphahlele Clinic	GP	Cullinan Police Station
MP	Kanyamazane Clinic	GP	Laudium Police Station
MP	Embhuleni Hospital	GP	Ratanda Police Station
NC	Tshwaragano District Hospital	GP	Etwatwa Police Station
NW	Makau Clinic	NC	Modderfontein Police Station*
NW	Dryharts Clinic*	NW	Taung Police Station
WC	Gugulethu CHC		
WC	Wesfleur Hospital		

\*New facilities for 2015/16

# PART D

## 5. KEY LESSONS AND RECOMMENDATIONS

What have we learnt from this facility-level focus on some of our monitoring initiatives?

### 5.1 Overarching Lessons

One of the lessons we learnt during this pilot is that, **solving problems at the frontline produces strategies for tackling systemic challenges.** This frontline monitoring by officials as well as the citizen monitoring work is showing the value of detailed engagement with the specific challenges faced by individual frontline facilities as a way to develop knowledge, strategies and capacity for solving systemic challenges. This is a major point of emphasis in the NDP.

Yet another lesson we have learnt from this work is that, in spite of the sometimes negative reports, there are many hard working dedicated civil servants working in these facilities and they need to be supported and enabled –one of the defining characteristics of these role models at facility-level is that they have a passion to serve and they are problem solvers – they don't expect head office to solve all problems but they find creative ways to make the best with what is available, often building partnerships with communities and the private sector to bring extra resources into the facility. They are civil servants who are passionate about serving in spite of less than perfect work conditions.

We also learnt that too often we respond to challenges in facilities in a panicked, quick-fix approach – whilst quick fixing of problems are encouraged, it is important that officials be empowered to identify the root causes of both challenges and successes and together work to achieve lasting service delivery improvements.

### 5.2 Lessons and Recommendations specific to the FSDM programme

#### 5.2.1 Frontline Performance is increasingly becoming a Strategic Issue

Whilst Management Performance Assessment Tool (MPAT) focusses on departments, the FSDM initiative aimed to focus government on the strategic importance of having healthy institutions at the frontline.

In this fourth year of the implementation of the FSDM, we can report a noticeable improvement in the focus of senior management and leadership on the frontline and we are starting to see departmental Strategic Plans, Annual Performance Plans and Budget speeches reflecting this shift. This reflects a growing maturity in national and provincial line departments – they understand that, a dysfunctional frontline facility is a strategic matter.

**Recommendation:** Going forward, departments and provinces are encouraged to ensure that their commitment to frontline performance is reflected in their plans, their budgets and their public communications.

### **5.2.2 Inadequate investment in managing improvements initiatives at facility-level**

An experienced Lean Management practitioner said “Government has projects to improve staff attitudes, but they should rather invest in fixing processes - good processes will result in good staff attitudes and happy clients”.

Continuous operations improvement culture is a requirement for sustaining operations excellence in government departments and at facility-level - The Maintenance Turnaround Lean Project (MTLP) of Justice as well as the large SARS and Home Affairs (HA) change projects succeeded because of an investment in continuous change and having effective support in the department that can be deployed to support the frontline.

Complex change initiatives needed at facility-level fail because often head offices and facility staff do not have the required skills to introduce and implement change initiatives and are not allowed time to do so - we are likely to bring about short-term improvements and not systemic changes.

Initiatives such as Project Khaedu is aimed at deployment of problem solving capacity, but anecdotal evidence showed that most of the officials deployed on the ground to assist do not have the necessary operations management and problem solving skills to facilitate and implement change.

**Recommendation:** Line Departments who is responsible for frontline facilities must invest in developing operations management competencies at junior, middle and senior management levels and resourcing change projects.

### 5.2.3 More in-depth assessments of complaints handling.

Every year in the FSDM annual findings reports, we have highlighted that Complaint management in most facilities continues to be a challenge.

Given this continuing weakness, the DPME, under the Presidential Hotline programme, has developed a Complaints Handling Assessment Framework. This framework identifies eight standards that all organisations should adhere to when developing and maintaining a complaints and enquiry handling system - (1) Leadership and Accountability (2) Processes and Procedures (3) Resources (4) Acknowledgement, Interrogation and Investigation (5) Resolution (6) Accessibility (7) Continuous improvement and (8) Collaboration. Through a set of question the framework will test the extent to which these standards have been applied in a government department.

**Recommendation:** The assessment framework will be made available to all departments and provinces to enable them to assess the state of their Complaint handling against the 8 KPAs.

### 5.2.4 The need for measurable service standards at facility-level

In previous reports we have highlighted that we found, in many cases, the absence of measurable service standards at facility-level for quality of service

The benefits of measurable service standards are: First, they oblige government departments to set quality standards. These signal the minimum level of service expected from service areas to citizens. Once entrenched, they also serve as the basis for recourse by citizens if these standards are not met. Second, quality standards also serve to direct effort and resources towards achieving minimum service standards. These are designed to drive measurable improvements in key service delivery processes. Over time, monitoring these standards can help to raise the quality of public services.

It appeared that some guidance was needed in assisting departments in setting norms and standards that are (i) targeted (ii) appropriate (iii) relevant and (iv) measurable.– so that measures for compliance/3 for each of the eight “quality assessment areas “can be clarified.

**Recommendation:** The DPME will finalise the “Quality of Service Delivery Assessment Framework” and will make it available for use by all departments to update their standards-setting.

## 6. WAY FORWARD

This work of strengthening routine accountability is identified as a priority in the National Development Plan, and we remain committed to working with departments to improve service delivery through understanding and responding to the realities on the ground. Although it is not the role of the DPME and OTP to assess the quality of service delivery at **all** government facilities, we will continue our sample dip stick assessment of facilities through this FSDM programme, whilst responsible sector departments are encouraged to strengthen their daily management of facilities.

### **A summary of the recommendations in this report is:**

- 6.1 Departments and provinces must ensure that their commitment to frontline performance is reflected in their plans, their budgets and their public communications.
- 6.2 Line Departments, responsible for frontline facilities, must invest in developing operations management competencies at junior, middle and senior management levels and must adequately resource change projects.
- 6.3 The DPME will work with targeted departments during 2015/16 to strengthen their complaints management, under the Presidential Hotline programme
- 6.4 The DPME will finalise the “Quality of Service Delivery Assessment Framework” and will make it available for use by all departments should they wish to update their measurable standards -setting.