

ANNEXURE 1:

FRONTLINE SERVICE DELIVERY MONITORING (FSDM) PROGRAMME: FINDINGS FOR THE PERIOD APRIL 2012 TO DECEMBER 2012

1. Introduction

1.1 Background

The Department of Performance Monitoring and Evaluation in the Presidency (DPME), in partnership with Offices of the Premier (OoP), commenced with the Presidential Frontline Service Delivery Monitoring (FSDM) Programme in June 2011 to conduct site-monitoring assessments of the quality of service delivery at targeted service delivery sites. With this monitoring initiative, the aims are to catalyse service delivery improvement at facility level and to provide the monitoring evidence as a basis for action by the responsible departments.

This initiative is not intended to replace the monitoring responsibilities of departments involved in the improvement of the quality of service delivery project as set out in Outcome 12. Rather, it is intended to provide the responsible departments and Cabinet with an external view from the DPME and the OoP of the impact of the on-going service delivery improvement programme at facility level.

On the 29 February 2012, the first report on the state of frontline service delivery monitoring was tabled to the G&A Cabinet Committee and the commitment was to table a report on the findings once a year. This is the second report on the state of frontline service delivery monitoring at targeted service delivery points.

Since the initial report tabled to the G&A Cabinet Committee, the DPME-FSDM and the Offices of the Premiers have been working closely with the line departments in facilitating improvements at service delivery sites monitored in 2011. This report covers the findings of the baseline monitoring visits conducted during 2012 (215 facilities were monitored) and the outcomes of the relationships formed to facilitate service delivery improvements at the targeted service delivery sites.

1.2 What are the performance areas being monitored?

As illustrated in the table below, the focus is on monitoring generic performance areas for quality of service delivery in line with the policies and regulations of the DPSSA and the responsible national sector departments:

- Location and Accessibility
- Visibility and Signage
- Queue Management and waiting times
- Dignified Treatment
- Cleanliness and Comfort
- Safety
- Opening and Closing times.
- Complaints and Compliments management

1.3 Targeted Facilities

The targeted facilities are Home Affairs Offices, SASSA offices, Police Stations, Health Facilities, Drivers' License Testing Centres (DLTC), Schools, Courts and Municipal Customer Care Centres (MCCC).

1.4. Tools used for monitoring

1.4.1 Questionnaires and Action Plans

A structured questionnaire is used to collect data at the facility – the questionnaire is used for both the first visit to the facility as well as for the subsequent improvements monitoring of the facility. The questionnaire has 3 parts. In part A, each of the 8 quality of service performance areas have a set of questions that are asked and the KPA is then given a rating. The scores are from 1 to 4, with 1= poor, 2= average, 3= satisfied, 4 = above expectation. Ratings are recorded from 3 sources – citizens using the facility, staff and the monitor. In part B. the staff, citizens and the monitor is asked to rate the KPAs in terms of its priority for improvement on scale of 1 to 4. If for example “safety” is rated as the most important priority for improvement, it will be rated a 1. Least important, it will be rated a 4. Part C of the questionnaire records observations regarding sector specific issues, for example at Police Stations, the monitoring systems for police response time to calls for

assistance is assessed. This aspect of the questionnaire requires further strengthening. Part D of the questionnaire records the findings in the form of a draft action plan – what is the finding, what needs to be done, by whom and by when.

1.4.2 Facility Score Card and Summary report

The findings recorded from monitors' observations and interviews with citizens (users) and staff are summarised and documented by the monitoring team into a summary report. The summary report consists of the (i) scores for each performance area for the 3 sources, citizens, staff, monitors (ii) the prioritisation scores assigned by the 3 sources (iii) improvement plans and (iv) photographs to illustrate the findings. For the completion of the summary report, the monitoring team meets and discusses the findings and agree on the action/improvement plan with facility management. This discussion of the findings with facility managers is called a "feedback visit" – the monitoring of a facility therefore consist of 2 activities, both of which need to be completed before the monitoring visit is deemed to have been concluded – the first is the monitoring visit, the second is the feedback meeting.

1.5. The monitoring approach and process

1.5.1 The visits are unannounced, however DPME and Offices of the Premier collaborate on the selection and dates for all facilities to be monitored. An annual visits schedule is produced annually by 1 April.

1.5.2 The monitoring team (consisting of only DPME and OoP officials) arrives and meets with the head of the facility to brief the manager about the purpose of the visit and then, if the manager is available, conduct an interview with the manager using the questionnaire. The monitoring team interview other staff and citizens in the facility and records their views in the questionnaires.

1.5.3 The collected information/data about the facility by the monitoring team is documented and summarised into one view of each of the information source (citizens, staff and monitors).

1.5.4 A consolidated report of findings and recommendations is compiled by DPME and Offices of the Premier in preparation for the next meeting (feedback meeting) with the facility management. Consequently, discussions with sector stakeholders take place to confirm the findings and suggested recommendations.

1.5.5 The feedback meeting is an announced visit– a meeting is scheduled with the facility management as well as the key provincial/regional and national sector officials. At this meeting the findings are presented and the draft action plan is finalised.

1.5.6 Findings are consolidated and detailed reports on the findings are presented to the responsible national sector department and to Offices of the Premier.

1.5.7 When good practices are observed at facilities, they are documented and case studies are then developed. Consideration for case studies is: the use of innovative systems and tools, good working partnerships and collaboration between service facilities and the private sector and users, inspiring managers and staff and effective work processes. Once identified at service facilities, the case studies are documented and distributed.

1.5.8 Starting from 2012/13 sites with poor monitoring visit findings from the baseline visits in 2011 were re-visited for improvements monitoring. Sites with poor scores in three or more of the eight performance areas were re-visited for improvements monitoring and re-scoring.

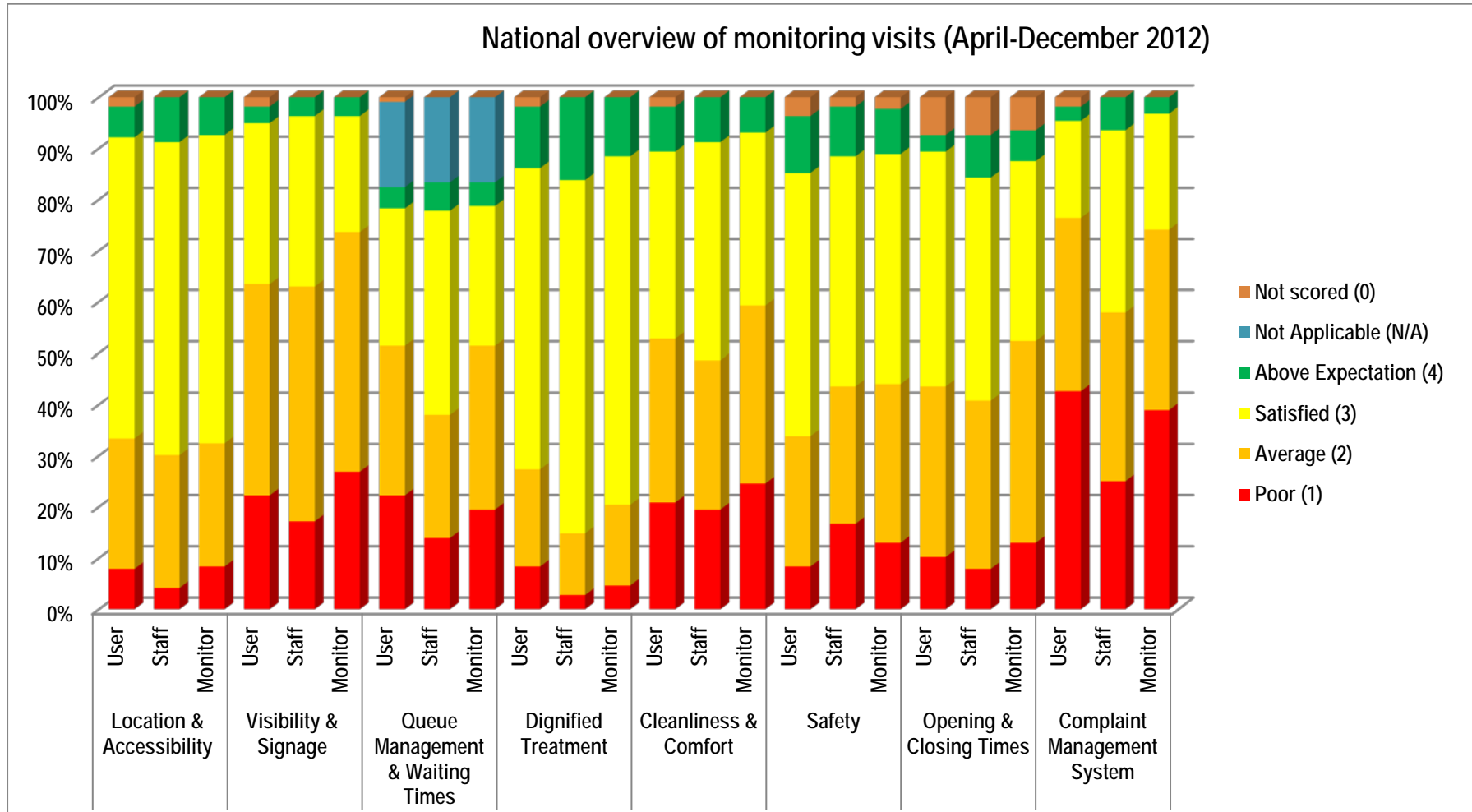
2. Findings from the monitoring activities conducted April 2012 to December 2012

2.1 Number and types of facilities monitored

The FSDM visits, from which this report emanates, were undertaken between April and December 2012. In total, 215 sites were visited twice – the first visit was to conduct the assessment and the second visit was to present the findings and agree on actions.

FSDM monitoring visits: number of monitoring visits (April 2012 - December 2012)										
PROVINCES → SECTORS ↓	E.C	F.S	G.P	KZN	L.P	M.P	N.W	N.C	W.C	TOTALS
SASSA	3	1	5	1	2	3	3	1	4	23
SAPS	4	2	6	2	2	1	4	3	6	30
Education	0	6	18	0	0	4	3	3	3	37
Health	7	0	19	3	0	4	4	6	8	51
Courts	2	1	3	2	2	0	2	3	4	19
DLTC	2	0	4	1	2	1	1	1	2	14
MCCC	3	4	6	1	2	0	0	4	2	22
Home Affairs	2	2	3	2	2	1	0	3	4	19
TOTAL FACILITIES	23	16	64	12	12	14	17	24	33	215

2.2 Detailed findings per assessment area



2.2.1 Location and Accessibility

Citizens, staff and monitors have scored this positively, with scores of between 68% and 72%. Access for people with disabilities can be improved by introducing more cost effective solutions such as cement ramps and on-site wheelchairs for use by citizens. From the previous reporting period, it was evident that in some less developed (informal settlements in urban) areas and rural areas, transport to facilities remains a challenge. In one facility in Umzimkhulu, local councillors and site management worked together in engaging local taxi associations to address this challenge.

2.2.2 Visibility and Signage:

This performance area is rated very poor, with between 60% to 70% poor to average ratings. In many cases, facility managers explain the lack of signage by saying they are waiting for head offices to procure and deliver standardised signage. It is our view that the delays and costs associated with (i) the high design specification of signage and (ii) the central procurement should be reconsidered. In this regard, basic and locally made signage for external use and self-produced paper signage for internal use may be more efficient, cheaper and as effective.

2.2.3 Queue management and waiting times:

An average rating of 50% by citizens indicates that a lot still needs to be improved in this area. In Police and Health facilities, this was rated by citizens as an area of high priority for improvement. There remains ad-hoc application of active queue management systems, and the absence of supervisors on the floor to monitor and adjust the queue management systems cause frustrations. In some SASSA facilities where supervisors have now been instructed to be visible on the floor to monitor the queue management systems, this makes an immediately impact not only on waiting times, but also builds good relationships between users and the facility management.

2.2.4 Dignified treatment:

The findings are exceptionally good; with more than 70% satisfied rating. It appears that the government interventions to ensure people are spoken to in their local languages, as well as Batho-Pele training are contributors to this good result.

2.2.5 Cleanliness and comfort:

The 50% poor to average ratings highlight the continuing challenges with facility-management and maintenance. Citizens rated this as a priority area for intervention in Home Affairs offices, DLTCs and Courts. Facility managers claim to have no delegation and budget to manage day-to-day maintenance and cleaning (as these are often contracts issued by regional or national offices). A lack of clarity on who to hold accountable to improve conditions exacerbates the problems. In previous reports, the apparent confusion regarding roles and responsibilities with respect to facility management and maintenance was reported on – there remains no clarity and again, a review of current policies and approaches is needed. The Department of Health has commenced a process of adjusting delegations and budgets to provide hospital Chief Executive Officers (CEOs) with clear accountability for some maintenance.

2.2.6 Safety:

The between 60 and 70% rating are positive with most facilities having security guards on site. In a number of facilities, it was observed that the provision of registers for signing at incoming and outgoing activities is the focus of the safety procedures. Minimal attention is paid on implementing security checks, that is, bag and car searches when going in and out of premises. This, however, points to minimal monitoring of security contract staff by departments, and compliance by private companies to contractual obligations.

2.2.7 Opening and closing times:

With a 60% satisfaction score, the performance in this area is generally good. There are instances where facilities do ad-hoc and unannounced closures due to internal meetings, staff training and staff shortages. This causes enormous inconvenience to users. Departments should monitor these occurrences and use community radio and other community media to inform citizens of changes to the opening and closing times.

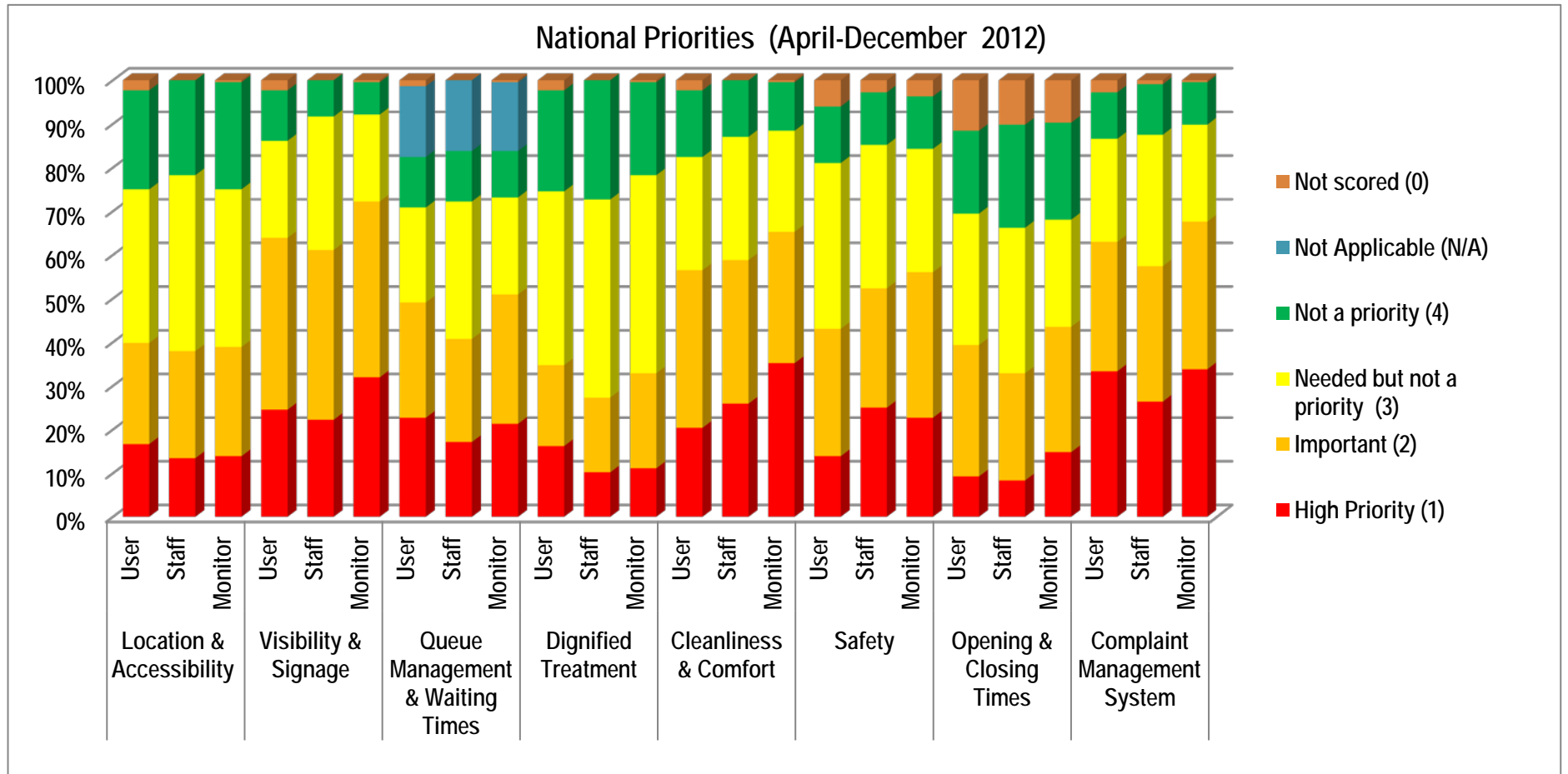
2.2.8 Complaint and complement management:

A poor rating of 40% by citizens and 24% poor rating by staff point to the significant challenges in this area. In all the 8 types of facilities monitored, citizens rated this as a priority area for intervention. Generally, there is no management of systems in most facilities that have suggestion boxes or complaint and compliment books/logs. Where these

systems exist, the citizens interviewed indicated that they have lost trust in the systems, as no feedback is received after complaints are lodged. It is the view of the monitors that complaint systems management has become a case of “tick-box” compliance across the board. In this regard, complaint boxes are available but users no longer use them as there is no public accountability for responding to complaints and compliments. In some cases, head offices have insisted that proper complaints systems are developed and notices placed on the walls, with the details of the office management – a positive development. But, there is no monitoring of the responsiveness of the service facility staff to complaints. Workflow processes for receiving and resolving complaints and compliments should be displayed in all facilities, so that accountability and transparency are improved with regard to issues raised by citizens.

Of the 215 facilities monitored, 52 scored “poor”/1/red in 3 or more of the eight assessment areas. These facilities will be the focus of improvements-monitoring and support during 2013.

2.3 What should the priority be for improvements? Findings from the 215 facilities monitored April 2012 to December 2012:



As part of the monitoring visit to a facility, citizens and staff are asked what they think should be the priority for improvement. The information below is for the top 3 prioritised areas for each sector and is intended to assist departments in targeting and prioritising their improvements investment.

Sector	Rated as the Priority Areas for Improvements
Education (Schools)	1. Complaint and complement management
	2. Visibility and Signage
	3. Cleanliness and comfort
Health	1. Queue management and waiting times
	2. Visibility and Signage
	3. Cleanliness and comfort
Home Affairs	1. Complaint and complement management
	2. Visibility and Signage
	3. Cleanliness and comfort
Justice (Courts)	1. Complaint and complement management
	2. Queue management and waiting times
	3. Visibility and Signage
Local Government (MCCC)	1. Visibility and Signage
	2. Safety
	3. Cleanliness and comfort
Police (Police stations)	1. Complaint and complement management
	2. Cleanliness and comfort
	3. Visibility and Signage
Social (SASSA)	1. Visibility and Signage
	2. Complaint and complement management
	3. Cleanliness and comfort
Transport (DLTC)	1. Visibility and Signage
	2. Cleanliness and comfort
	3. Complaint and complement management

3. Improvements monitoring

Of the 135 facilities monitored during 2011, 29 facilities scored poor (red) in 3 and more of the 8 assessment areas and were therefore targeted for improvements monitoring. Of the 29 facilities, 27 were re-monitored during 2012 to assess if any improvements took place. The first cycle of improvements monitoring visits shows some positive feedback, which supports the importance of continued monitoring. Whilst there are positive improvements identified in some of the 27 facilities, the findings are mixed and it is clear that the practice by departments to act quickly in monitoring findings still remain poor. Because of the mixed findings, the 29 facilities will again be visited during 2013 to assess if departments acted on the findings.

3.1 Improvement monitoring visits overview

APRIL 2012 - NOVEMBER 2012 IMPROVEMENTS MONITORING VISITS (3 OR MORE RED SCORES OUT OF 8 ASSESSMENT AREAS)			
Sectors	Number of facilities selected for improvements monitoring	Number of facilities for which improvements monitoring is not completed	Number of facilities for which improvements monitoring was completed
SASSA	8	1	7
SAPS	3	1	2
Health	6	0	6
Courts	5	0	5
DLTC	5	0	5
Home Affairs	1	0	1
Education	1	0	1
Totals	29		27

Note: there are 2 improvements monitoring visits outstanding, 1 SASSA facilities and 1 Police Station in Gauteng province. These monitoring visits are underway and were not fully completed at the time of this report.

Key: Trends			Location & Accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & Closing Times			Complaints Management System		
Improved																										
Unchanged																										
Regressed																										
Provin	Sector	Facility Name	2011	2012	Trend	2011	2012	Trend	2011	2012	Trend	2011	2012	Trend	2011	2012	Trend	2011	2012	Trend	2011	2012	Trend	2011	2012	Trend
FS	SASSA	Thusanong Centre	1	3	↑	1	3	↑	1	4	↑	1	4	↑	1	3	↑	1	3	↑	1	4	↑	1	3	↑
GP	SASSA	Thokoza Office	Improvements assessment still under way																							
GP	SASSA	Springs Office	3	2	↓	2	1	↓	1	2	↑	2	3	↑	1	2	↑	2	2	→	1	3	↑	1	3	↑
GP	SASSA	Bekkersdal Office	3	3	→	1	1	→	2	2	→	3	2	↓	1	2	↑	3	3	→	1	3	↑	2	2	→
GP	SASSA	Soshanguve Office	3	3	→	1	3	↑	1	3	↑	1	3	↑	3	3	→	4	3	↓	1	3	↑	2	3	↑
GP	SASSA	Orlando Office	3	3	→	1	2	↑	3	2	↓	2	3	↑	1	1	→	1	2	↑	2	3	↑	1	1	→
GP	SAPS	Laudium Police Station	Improvements assessment still under way																							
GP	SAPS	Ratanda Police Station	1	3	↑	1	1	→	1	3	↑	3	3	→	2	1	↓	1	3	↑	3	4	↑	2	2	→
GP	SAPS	Etwatwa Police Station	1	3	↑	2	1	↓	3	3	→	3	3	→	1	1	→	1	2	↑	3	4	↑	1	1	→
LP	Justice	Thohoyandou Magistrate Court	1	3	↑	1	3	↑	1	3	↑	1	4	↑	1	2	↑	1	2	↑	2	3	↑	1	1	→
LP	Transport	Praktiseer Testing Centre	4	3	↓	2	1	↓	2	1	↓	2	4	↑	4	1	↓	4	2	↓	3	2	↓	4	2	↓
LP	Education	Mamehlabe High School	1	3	↑	1	3	↑	1	3	↑	1	4	↑	1	2	↑	1	2	↑	3	3	→	1	1	→
LP	Health	Dilokong Hospital	1	4	↑	3	3	→	3	3	→	4	4	→	1	3	↑	2	4	↑	3	3	→	1	3	↑
LP	Health	Maphutha Malatji Hospital	1	3	↑	1	3	↑	3	3	→	4	3	↓	1	3	↑	1	3	↑	3	3	→	4	4	→
LP	Health	Mphahlele Clinic	1	3	↑	1	2	↑	1	2	↑	1	4	↑	1	2	↑	1	3	↑	3	3	→	1	1	→
MP	Justice	Kabhokweni Magistrate	3	3	→	2	3	↑	1	2	↑	1	3	↑	1	3	↑	1	3	↑	1	3	↑	1	2	↑
MP	Justice	Tonga Magistrate	3	2	↓	1	2	↑	1	2	↑	1	3	↑	4	3	↓	4	3	↓	2	3	↑	1	2	↑
MP	Justice	Arconhoek Magistrate	3	3	→	1	1	→	3	2	↓	3	3	→	2	3	↑	2	3	↑	2	2	→	1	2	↑

Key: Trends			Location & Accessibility			Visibility & Signage			Queue Management & Waiting Times			Dignified Treatment			Cleanliness & Comfort			Safety			Opening & Closing Times			Complaints Management System		
Improved ↑																										
Unchanged →																										
Regressed ↓																										
Provin	Sector	Facility Name	2011	2012	Trend	2011	2012	Trend	2011	2012	Trend	2011	2012	Trend	2011	2012	Trend	2011	2012	Trend	2011	2012	Trend	2011	2012	Trend
MP	Transport	Arconhoek Testing Centre	1	3	↑	1	2	↑	1	2	↑	1	3	↑	1	2	↑	1	2	↑	1	3	↑	1	2	↑
MP	Transport	Graskop Testing Centre	3	2	↓	4	2	↓	1	2	↑	3	2	↓	2	3	↑	1	1	→	1	3	↑	1	2	↑
MP	Transport	Mapulaneng Testing Centre	2	3	↑	1	2	↑	4	3	↓	1	3	↑	1	3	↑	1	3	↑	1	3	↑	4	2	↓
MP	Transport	Sabie Testing Centre	3	3	→	1	2	↑	1	3	↑	1	3	↑	1	3	↑	1	2	↑	1	3	↑	1	1	→
MP	SASSA	Matsamo Tribal Office	1	3	↑	1	2	↑	1	2	↑	1	3	↑	1	2	↑	1	2	↑	1	3	↑	1	1	→
MP	SASSA	Kabhokweni Office	4	2	↓	1	2	↑	1	3	↑	4	3	↓	3	2	↓	3	3	→	2	4	↑	1	2	↑
MP	SASSA	Phola Ntsikazi Office	1	2	↑	1	2	↑	1	2	↓	4	3	↓	1	2	↑	1	3	↑	1	3	↑	1	2	↑
MP	Health	Kanyamazane Clinic	2	2	→	1	2	↑	1	1	→	2	2	→	1	2	↑	1	2	↑	2	3	↑	1	2	↑
MP	Health	Prince Mkolishi CHC	4	3	↓	1	3	↑	1	3	↑	3	3	→	3	3	→	1	3	↑	1	4	↑	1	3	↑
MP	Health	Embuhleni Hospital	1	3	↑	1	3	↑	1	2	↑	1	3	↑	1	2	↑	1	2	↑	1	3	↑	3	2	↓
MP	Home Affairs	Kabhokweni Office	2	3	↑	2	3	↑	1	3	↑	4	4	→	1	3	↑	4	3	↓	4	3	↓	1	3	↑
NC	Justice	Kimberly Magistrate Court	2	3	↑	1	2	↑	1	3	↑	2	3	↑	2	3	↑	3	3	→	2	2	→	1	3	↑

3.2 Highlights from the improvement monitoring conducted at 27 facilities

3.2.1 Location and Accessibility:

Citizens, staff and monitors have scored this performance area positively, as compared to the initial scoring. In Mamehlabe High School; findings from the first visit show that there was no access for disable people. During the re-visit it was found that ramps have been erected to facilitate access for people with disabilities. Improvements were also observed at SASSA Thusanong Centre in Bloemfontein. The pictures below depict the improved access at SASSA Thusanong centre Bloemfontein.



No access during rain



A paved way constructed

3.2.2 Visibility and Signage:

Although the scoring has improved, a lot still needs to be done. In Thohoyandou Magistrate Court, there was no visible signage. External signage board indicating the name of the facility was erected while temporary internal signage was installed.



3.2.3 Queue management and waiting times:

While there has been an improvement, this performance area needs attention in most facilities. For example, in SASSA Phola, queue management is still a challenging issue.



3.2.4 Dignified treatment:

There has been a substantial improvement in this area. Out of all the performance areas, this is one area where improvement is recorded.

3.2.5 Cleanliness and comfort:

While some improvement is recorded against this performance area, more can still be done as monitors observed that public areas and rest rooms in some service facilities needed attention. However, some service facilities, such as Mamehlabe High School showed substantial improvement since the first visit. The pictures below depict the improvement in Mamehlabe High School.



8.3.6 Safety:

During the re-visit, improvements were observed as compared to the initial findings. In addition, most staff interviewed during the re-visits indicated that safety has improved. For example, in Lydenburg DLTC, security measures have improved.



3.2.7 Opening and closing times:

This performance area has recorded a substantial improvement, shown by an increase from just above 20% satisfactory in the initial visit to up to 60% satisfactory during the re-visit.

3.2.8 Complaints and compliment management:

While some improvement is recorded, this performance area is still shrouded by a few challenges. For example, in most service facilities there is no clear indication regarding processes of managing complaints and compliments as well as the feedback processes for the users. This is exacerbated by the lack of transparency regarding how the collected information will be used, and whether it will be used to improve the quality of service delivery.



4. Key common challenges

4.1 Monitoring activities are increasing but the use of on-site monitoring data to inform performance remains poor

While there are many monitoring activities at facility level, accountability for acting on the findings is generally very poor. This is starting to result in monitoring-fatigue at facility level. There is evidence that internal monitoring is often carried out for compliance purposes rather than for performance improvements. While there are rigorous and mature monitoring

systems across each of the sectors, monitoring findings are not used to inform the design of improvements, but rather for reporting purposes.

Some Departments and provinces are starting to realise the value of on-site monitoring and should be commended for their efforts. However, on-site monitoring that does not lead to quick improvements may have the unintended consequence of eroding the trust of users as well as causing monitoring fatigue at facility level. Offices of the Premiers as well as sector departments are encouraged to ensure (i) that all monitoring visits result in quality reports that are presented to management structures; (ii) that findings are used for planning and resource allocation; (iii) that feedback is provided to the facilities that are being monitored; and that (iv) the provincial Executive Committees (EXCOs) provide monitoring oversight of progress with all agreed improvement actions.

4.2 Unclear responsibility and accountability for facilities management including cleaning, day-to-day maintenance and security contract management remains a challenge.

In the February 2012 report of the FSDM findings, it was reported that facilities management and maintenance is a challenge and it was recommended that the policies on delegations and contracting be reviewed to introduce more efficiencies and clearer accountability. This has not been addressed and remains a challenge.

The primary cause of the neglect of cleanliness and minor maintenance appears to be poor management, unclear responsibility and lack of accountability for the maintenance and management of facilities, rather than lack of funds. Related to this is weak contracts management and poor landlord-tenant relationship related to maintenance. It is understood that old building infrastructure is a contributing factor, but is certainly not a reason for not keeping a basic level of cleanliness and comfort. At the Thusanong Building in Bloemfontein, shared by SASSA and Social Development, in spite of the location in a building that certainly required a total upgrading because of age and neglect, through intensive efforts coordinated by the OoP and the DPME, significant improvements were achieved to the general functioning and cleanliness of the facility. On the other hand, the extreme conditions of neglect and health hazards in the Alexandra Thusong Centre over the last 6 years have forced government departments located at the facility to stop paying rent in 2006 due to unhappiness over site maintenance and management issues, hence

worsening maintenance and health and safety issues at this facility. After one (1) year of discussions the CoJ has now agreed to invest in the total renewal of the facility. This outcome is commendable, although it would be hoped that departments and municipalities have monitoring systems that alert them to such severe conditions in the field and that they are able to act quickly to address these.

4.3 There is a general lack of responsiveness to citizens who have logged their concerns in the complaints and compliment management system provided at facilities.

The visits highlighted that citizens have lost trust in the existing complaints management systems in facilities and mostly do not use them. The procedures for responding to complaints and what escalation procedures are available to citizens are often not known. It may assist to build renewed trust if complaints received are publically displayed in facilities together with the responses provided to the complaints.

4.4 Responsiveness to the needs of the citizens

There is no evidence that the citizens' experience of service is used as feedback for designing improvements. It is evident that citizens' experience of service is rarely used as feedback for designing improvements and that this process is actively utilised by centre management.

The DPSA is doing work to support departments with improving complaints and compliments systems. However, the monitoring visits highlighted that in practice there is very little structured means of communication between user communities and service offices, resulting in service facilities rarely obtaining feedback from the users regarding how citizens are experiencing the service. Whilst norms and standards setting for complaints management systems are important, without monitoring of the responsiveness of staff the complaints and quality assistance of the resolving of complaints, the trust of citizens to use these systems will not improve.

4.5 Absence of standard operating procedures for managing the quality of service delivery at service facility level

The absence of realistic and clear norms and standards as well standard operating procedures were found to contribute to poor levels of service delivery, long waiting times, poor turnaround times and general unresponsiveness of these facilities to citizen queries and concerns. For example, DLTCs have been found to have a number of facilities with poor findings. Although provinces and municipalities manage DLTCs through agency agreements, the Department of Transport (DoT) is the accountable department and has undertaken to provide leadership regarding the regulating of norms and standards for the quality of service delivery. Municipal customer care centres are also not governed by norms and standards for quality of service – the national Cooperative Governance and Traditional Affairs (CoGTA) has acknowledged that these types of walk-in centres are not regulated as to the quality of service that citizens can expect and they have now started with a process of developing basic standards.

5. Positive findings

5.1 Improvement programmes

There is evidence to suggest that there is the beginning of active administration of departmental service delivery improvement programmes at some of the sectors monitored. It was found that there is focus on improving the quality of frontline services and these improvements are mainly in line with sector annual improvement plans. A number of police stations, for example, were found to be part of the on-going departmental improvement programme put in place to address service delivery challenges across police stations. FSD monitoring findings were thus less negative in this sector than in sectors where there is no evidence that there is an on-going service delivery improvement programme.

5.2 Public Private Partnership

As shown in the Northern Cape arrangement, the public service can operate optimally by partnering with role players from the private sector. This is made evident by the donation made by Kumba Iron Ore Mine, of ambulances, patient transporters, rescue vehicles and other health equipment.

5.3 Standardisation of work processes and procedures

Some sectors monitored were found to be in the process of piloting and implementing standardised and electronic work processes across some national offices. These initiatives

were found to be aimed at standardising the frontline and back office work processes and procedures and at improving performance management. This was mainly found at some police stations and SASSA offices, where a substantial degree of improvements to operations and operational efficiencies were discovered.

6. Recommendation from the FSDM programme

It is recommended that:

- The findings from the 215 facilities monitored during 2012 are noted.
- Office of the Premiers and sector departments are requested to intensify their monitoring oversight of the improvement plans for these facilities, with special attention to the 81 facilities that scored very poor in the assessments.
- Efforts must be intensified to clarify roles and responsibilities and improve accountability for facility management (cleaning, day-to-day maintenance, and management of security)

7. Improvement monitoring facilities for 2013/14

Of the 215 facilities monitored during 2012, 52 has scores that are poor and warrant intensive monitoring to ensure that agreed improvement actions are implemented. The detailed list of the 51 facilities is attached. The 29 facilities from the 2011 monitoring programme will also be re-assessed during 2013. The DPME and Offices of the Premier will work closely with the relevant department to ensure that the agreed improvement plans are acted upon. These facilities will be re-monitored during 2013 to monitor the implementation of the improvement plans.

DLTC			Location & accessibility			Visibility & signage			Queue management & waiting times			Dignified treatment			Cleanliness & comfort			Safety			Opening & closing times			Complaints management system		
Province	Facility Name	Date of baseline visit	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor
Limpopo	Praktiseer Testing Centre	2011/10/19	4	4	4	2	2	2	2	2	2	2	2	2	4	4	4	4	4	4	3	3	3	4	4	4
Mpumalanga	Arconhoek Testing Centre	2011/08/31	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Mpumalanga	Graskop Testing Centre	2011/08/30	3	3	3	4	4	4	1	1	1	4	4	3	1	2	1	1	1	1	1	1	1	1	1	1
Mpumalanga	Mapulaneng Testing Centre	2011/08/31	2	2	2	1	1	1	4	4	4	1	1	1	1	1	1	1	1	1	1	1	1	4	4	4
Mpumalanga	Sabie Testing Centre	2011/08/30	3	3	3	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Eastern Cape	Umtata DLTC	2012/08/13	1	2	1	1	1	1	1	1	1	3	3	3	1	1	1	2	1	1	1	1	1	2	1	1
Eastern Cape	Buffalo City DLTC	2012/08/29	1	2	1	1	1	1	1	1	1	3	3	3	1	1	1	3	3	2	1	1	1	2	3	1
KZN	Umkhulu DLTC	2012/06/18	1	4	3	1	2	1	1	3	2	2	3	3	2	3	1	3	3	3	1	2	2	1	3	3
Limpopo	Musina Licensing Department	2012/07/04	1	1	2	1	1	1	1	1	1	2	2	2	1	1	2	2	1	1	1	2	1	1	1	1
North West	Ottosdal traffic office	2012/03/28	3	3	3	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	1	1	1

Education			Location & accessibility			Visibility & signage			Queue management & waiting times			Dignified treatment			Cleanliness & comfort			Safety			Opening & closing times			Complaints management system			
Province	Facility Name	Date of baseline visit	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	
Limpopo	Mamehlabe High School	2011/08/29	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	3	3	3	1	1	1	
Free State	Polokong Comined School	2012/07/01	1	1	1	1	1	1	N/A	N/A	N/A	3	2	3	1	1	1	1	1	1	1	2	2	1	1	1	
Free State	Lenakeng secondary school	2012/07/17	2	3	2	1	2	2	N/A	N/A	N/A	2	2	3	1	2	1	1	2	1	2	3	1	1	1	1	
Free State	J.M.B Marokane Primary	2012/08/28	3	2	2	1	2	1	N/A	N/A	N/A	3	3	3	1	2	2	1	2	2	2	3	2	1	2	2	
Gauteng	Sapphire Secondary School	2012/09/26	3	3	3	2	2	1	N/A	N/A	N/A	3	3	3	2	2	1	3	3	2	2	2	2	1	1	1	
North West	Mashwelwa Primary school	2012/09/07	2	1	1	2	1	3	N/A	N/A	N/A	3	1	3	1	1	1	1	3	1	2	1	2	2	2	2	
Western Cape	Delft South Primary School	2012/04/23	3	3	3	1	1	1	3	3	3	3	3	3	1	1	1	3	1	1	2	2	2	1	1	1	
Western Cape	Grosvenor Primary School	2012/04/22	3	3	3	1	1	3	N/A	N/A	N/A	3	4	4	1	1	1	1	1	1	1	1	1	1	1	1	
Western Cape	Vaartjie Moravian Primary School	2012/05/29	1	3	1	1	1	1	N/A	N/A	N/A	3	4	4	3	3	2	2	2	2	2	1	1	1	2	3	2

Health			Location & accessibility			Visibility & signage			Queue management & waiting times			Dignified treatment			Cleanliness & comfort			Safety			Opening & closing times			Complaints management system			
Province	Facility Name	Date of baseline visit	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	
Limpopo	Dilikong Hospital	2011/07/15	1	1	1	3	3	3	3	3	3	4	4	4	1	1	1	2	2	2	3	3	3	1	1	1	
Limpopo	Maphutha Malatji Hospital	2011/07/26	1	1	1	1	1	1	3	3	3	4	4	4	1	1	1	1	1	1	3	3	3	4	4	4	
Limpopo	Mphahlele Clinic	2011/08/24	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	3	3	3	1	1	1	
Mpumalanga	Kanyamazane Clinic	2011/08/31	2	2	2	1	1	1	1	1	1	2	2	2	1	1	1	1	1	1	2	2	2	1	1	1	
Mpumalanga	Prince Mkolishi CHC	2011/08/30	4	4	4	1	1	1	1	1	1	3	4	3	2	3	3	1	1	1	1	1	1	1	1	1	
Mpumalanga	Embuhleni Hospital	2011/08/30	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	3	3	3	
Eastern Cape	Virginia Shumane Clinic	2012/08/22	2	2	2	2	3	2	1	1	1	1	3	2	1	3	2	1	1	1	2	3	1	2	1	1	
Gauteng	Rethabiseng Clinic	2012/06/21	3	2	2	2	3	2	1	2	1	2	3	3	1	1	1	3	3	2	1	3	1	1	1	1	
Gauteng	Ratanda Clinic	2012/09/25	3	3	3	2	2	2	1	2	2	3	3	3	2	2	1	1	1	1	2	2	2	2	2	2	
Gauteng	Sebokeng Hospital	2012/09/25	3	3	3	2	2	2	1	1	1	3	3	3	2	3	1	1	3	2	3	3	2	2	3	2	
Gauteng	Mohlakeng	2012/10/23	3	3	2	2	2	2	2	3	3	3	3	3	1	2	1	2	2	1	2	2	2	1	2	1	
North West	Brits Hospital	2012/03/28	3	3	1	3	3	1	1	1	1	1	2	2	2	1	2	2	4	3	3	0	4	2	1	1	
Northern Cape	Tshwaragano District Hospital	2012/04/17	3	3	3	3	3	3	1	1	1	1	3	2	1	2	2	2	2	2	3	0	0	0	2	3	2
Western Cape	Strandfontein Clinic	2012/04/21	3	3	3	1	3	1	1	3	1	2	4	2	3	3	3	2	3	2	2	3	2	1	3	2	
Western Cape	Gugulethu CHC	2012/04/23	2	3	2	1	3	1	1	3	1	1	3	1	1	3	1	2	3	3	2	3	2	1	3	1	
Western Cape	Wesfleur Hospital	2012/04/23	1	2	1	2	4	2	1	1	1	2	3	3	2	1	2	3	1	1	0	0	0	1	3	1	

Home Affairs			Location & accessibility			Visibility & signage			Queue management & waiting times			Dignified treatment			Cleanliness & comfort			Safety			Opening & closing times			Complaints management system		
Province	Facility Name	Date of baseline visit	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor
Mpumalanga	Kabhokweni Office	2011/08/30	1	4	1	1	4	1	1	1	1	4	4	4	1	1	1	4	4	4	4	4	4	1	1	1
Free State	Bethlehem Home Affairs	2012/07/12	2	3	1	2	3	2	2	2	2	3	3	3	2	2	1	2	1	2	3	3	3	2	1	1
Gauteng	Alexandra Thusong Centre	2012/06/21	3	3	3	2	2	1	3	3	3	3	3	3	1	1	1	2	2	2	1	1	1	1	2	1
KZN	Umzimkhulu Home Affairs	2012/06/18	3	3	2	2	3	1	1	3	2	3	3	3	1	1	1	3	3	2	2	3	3	2	2	2

Justice			Location & accessibility			Visibility & signage			Queue management & waiting times			Dignified treatment			Cleanliness & comfort			Safety			Opening & closing times			Complaints management system					
Province	Facility Name	Date of baseline visit	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor			
Limpopo	Thohoyandou Magistrate Court (MC)	2011/07/26	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	2	2	2	1	1	1
Mpumalanga	Kabhokweni Magistrate Court	2011/08/30	3	3	3	2	2	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Mpumalanga	Tonga Magistrate court	2011/08/30	3	1	3	1	1	1	1	1	1	1	1	1	4	4	4	4	4	4	4	2	2	2	2	1	1	1	
Mpumalanga	Arconhoek Magistrate court	2011/08/31	1	4	4	1	1	1	1	2	4	2	2	4	2	1	2	2	1	2	2	2	2	2	2	1	1	1	
Northern Cape	Kimberly Magistrate court	2011/11/10	2	1	2	1	1	1	1	1	2	1	2	3	2	2	1	2	2	3	3	3	1	2	1	1	1	1	
Eastern Cape	Umtata Magistrate Court	2012/08/24	2	2	2	1	2	1	3	2	1	3	3	3	3	2	2	3	3	3	1	3	1	1	1	2	1		
Free State	Bloemfontein Magistrate Court	2012/08/07	3	3	3	2	2	2	2	1	1	2	2	2	2	1	1	3	2	2	2	2	2	2	2	2	1		
Gauteng	Heidelberg Magistrate Court	2012/09/25	3	3	3	2	2	1	1	1	1	3	3	3	3	3	3	3	3	3	1	1	1	1	1	1	1	1	
KZN	Pietermaritzburg magistrate court	2012/05/04	2	3	2	2	2	3	1	1	2	3	4	3	2	1	1	4	4	4	2	2	1	1	1	1	2		
KZN	Umzimkhulu Court	2012/06/19	2	1	3	1	2	2	1	2	1	4	2	3	1	1	1	4	1	2	1	2	2	1	1	1	1		
Limpopo	Makhado Municipality MCCC	2012/06/12	3	3	3	2	2	1	1	1	1	2	3	3	1	2	1	3	4	3	2	2	2	1	2	1			
Northern Cape	De Aar Magistrate Court	2012/07/11	2	4	3	3	2	2	1	3	1	1	3	1	3	4	3	2	2	2	3	3	2	1	3	2			
Western Cape	Khayelithsa Court	2012/04/23	3	3	3	2	3	2	1	3	2	2	3	3	3	3	3	3	3	3	2	2	1	1	3	1			

MCCC			Location & accessibility			Visibility & signage			Queue management & waiting times			Dignified treatment			Cleanliness & comfort			Safety			Opening & closing times			Complaints management system		
Province	Facility Name	Date of baseline visit	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor
Free State	Tswelopele MCCC	2012/09/13	2	2	3	1	2	1	1	3	2	3	3	3	2	3	2	1	1	1	2	3	1	1	1	1
Free State	Kopanong MCCC	2012/09/14	1	2	1	1	1	1	2	1	2	3	3	3	1	1	2	1	1	1	2	2	1	1	1	1
Northern Cape	Augrabies MCC	2012/06/19	3	2	2	3	2	2	1	1	1	1	2	1	1	1	1	1	1	1	1	2	1	1	1	1

SAPS			Location & accessibility			Visibility & signage			Queue management & waiting times			Dignified treatment			Cleanliness & comfort			Safety			Opening & closing times			Complaints management system		
Province	Facility Name	Date of baseline visit	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor
Gauteng	Laudium Police Station	2011/08/11	3	3	3	1	1	1	2	2	2	3	3	3	1	1	1	1	1	1	3	3	3	2	2	2
Gauteng	Ratanda Police Station	2011/08/11	1	1	1	1	1	1	1	1	1	3	3	3	2	2	2	1	1	1	3	3	3	2	2	2
Gauteng	Etwatwa Police Station	2011/08/03	1	1	1	2	2	2	3	3	3	3	3	3	1	1	1	1	1	1	3	3	3	1	1	1
Eastern Cape	New brighton Police Station	2012/08/21	1	2	2	2	2	2	2	3	3	2	3	3	1	1	1	1	3	3	0	0	0	1	2	2
Free State	Fouriesburg Police Station	2012/08/02	3	2	3	1	2	2	3	3	3	2	2	1	2	2	2	3	2	3	3	2	3	1	1	1
Gauteng	Hammanskraal	2012/06/21	2	2	3	1	1	2	1	2	2	3	4	3	3	2	3	3	1	1	1	2	1	3	1	1
Gauteng	Cullinan	2012/06/22	1	2	1	1	1	1	3	3	3	3	4	3	1	1	1	1	1	1	2	2	2	1	1	1
Western Cape	Thembalethu Point Police Station	2012/04/23	3	2	2	1	1	1	2	1	1	2	2	2	2	1	1	2	3	3	3	3	3	1	3	3
Western Cape	Struisbaai police station	2012/06/14	0	3	1	0	1	2	0	1	2	0	3	3	0	1	1	0	2	2	0	3	3	0	1	1

SASSA			Location & accessibility			Visibility & signage			Queue management & waiting times			Dignified treatment			Cleanliness & comfort			Safety			Opening & closing times			Complaints management system		
Province	Facility Name	Date of baseline visit	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor
Free State	Thusanong Centre	2011/07/11	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Gauteng	Thokoza Office	2011/08/03	3	3	3	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	3	3
Gauteng	Springs Office	2011/07/03	3	3	3	2	2	2	1	1	1	2	2	2	1	1	1	2	2	2	1	1	1	1	1	1
Gauteng	Bekkersdal Office	2011/07/27	3	3	3	1	1	1	2	2	2	3	3	3	1	1	1	3	3	3	1	1	1	2	2	2
Gauteng	Soshanguve Office	2011/08/17	3	3	3	1	1	1	1	1	1	1	1	1	3	3	3	4	4	4	1	1	1	2	2	2
Mpumalanga	Matsamo Tribal office	2011/08/31	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Mpumalanga	Kabhokweni office	2011/08/30	4	4	4	1	1	1	1	1	1	4	4	4	3	3	3	3	3	3	1	2	2	1	1	1
Mpumalanga	Phola Ntsikazi Office	2011/08/20	1	1	1	1	1	1	1	1	1	4	4	4	1	1	1	1	1	1	1	1	1	1	1	1
Eastern Cape	Umtata SASSA Office	2012/08/15	3	3	2	1	1	1	1	1	2	2	1	3	2	2	3	2	2	2	1	2	1	1	2	2
Gauteng	Tembisa	2012/06/22	3	3	2	1	2	1	2	2	1	3	4	3	2	1	2	3	1	3	3	3	3	1	2	1
KZN	Umzimkhulu SASSA	2012/06/18	1	1	1	1	1	1	1	2	1	2	2	1	1	2	1	1	1	2	1	2	2	1	2	1
Limpopo	Makhado SASSA	2012/06/12	2	1	1	1	1	1	3	2	1	3	2	3	1	1	1	2	2	2	2	2	1	2	3	1
Mpumalanga	Greylingstad SASSA	2012/07/19	3	3	3	1	1	1	2	3	3	2	3	3	1	1	1	2	2	3	1	2	2	2	2	2
North West	Rustenburg SASSA	2012/03/28	3	3	1	2	3	1	1	1	1	3	3	2	2	1	2	2	4	4	3	4	2	1	1	1
North West	Jouberton SASSA	2012/09/07	2	3	2	1	1	1	3	3	2	2	3	3	2	2	2	1	3	2	1	2	2	1	1	1
North West	Wolmaranstad SASSA	2012/09/07	1	2	2	1	3	2	2	3	3	1	2	2	3	2	3	2	1	1	2	1	2	1	1	2
Western Cape	Khayelitsha SASSA	2012/04/23	3	3	3	1	1	1	2	2	2	3	3	3	1	1	1	3	3	3	1	3	2	2	2	2

8. Conclusion

As the findings have indicated, some facilities have shown positive results while others are still facing challenges in ensuring that the quality of service delivered is not compromised. Where some facilities show positive results in one performance area, others show negative ratings in the next performance area. With the continuous monitoring and on-site monitoring of the quality of service by the DPME and Offices of the Premier, there will be a positive shift towards a situation in which facilities show positive results across all the eight performance areas. In the next year improvement monitoring will be elevated as compared to this year. It has been observed that continuous monitoring is important for behavioural change and mind shift in the benefits of the citizens of the country.