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Review of sector specific services and quality standards and gap analysis

Report for the Department of Planning, Monitoring and
Evaluation

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The Department of Planning Monitoring and Evaluation (DPME): Frontline Service Delivery Monitoring Programme acknowledges the contributions made by our partners Offices of the Premier and the National Departments in ensuring that the Frontline Service Delivery Monitoring Assessment Framework is improved in line with the existing relevant frontline norms and standards.

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LIST OF ACRONYMS

CBM	Citizen-Based Monitoring
DLTC	Drivers License Testing Centres
DPME	Department of Planning Monitoring and Evaluation
FSDM	Frontline Service Delivery Monitoring
KPA	Key Performance Area
MCCC	Municipal Customer Care Centres
N&S	Norms and Standards
OTP	Office of the Premier
PH	Presidential Hotline
SASSA	South African Social Security Agency
TOR	Terms of Reference



EXECUTIVE SUMMARY

The Frontline Service Delivery Monitoring (FSDM) programme assesses the quality of service delivery at facilities across eight Key Performance Areas (KPAs) through unannounced monitoring visits to frontline service delivery facilities in the public services (e.g. schools, clinics, police stations). This programme makes an important contribution to a more responsive government by guiding departments to strengthen the link between onsite monitoring and planning and budgeting towards sustaining the focus on quality and service delivery.

On a regular basis, the FSDM monitoring tool requires revision to ensure that it is measuring the critical standards of service delivery and quality as set out and updated by the eight government sectors for their front line service delivery facilities. Therefore, the purpose of this review of sector standards is to identify service and quality standards in each of the eight sectors, align them with the FSDM tool Key Performance Areas, identify any gaps and strengthen the measurement and reliability of the rating method of the tool.

The context of service delivery and quality standards starts within the Constitution where a set of imperatives was developed to guide public service. Batho Pele was the first attempt to translate the Constitutions imperatives into tractable principles. The White Paper on Transforming Public Service Delivery provides guidance to national and provincial departments to translate these service delivery principles into a range of instruments such as service delivery charters, service standards and quality standards which are clear, tangible and measurable standards against which the departments can be held accountable.

Overall, this review highlights that whilst there are standards or service charters for the eight sectors, they are confined mainly to statements of principles rather than measurable standards, which therefore makes it challenging to formulate measurable elements that can be used in the FSDM tool during onsite monitoring visits. Each sector however has its own strengths and weaknesses for example:

- Hospitals and Clinics have robust and comprehensive service and quality standards called the National Core Standards for Health Establishments, which align with the Patients' Rights Charter. They are clearly articulated, logical and measurable. It is the only sector with regulated standards for patients' rights and experience;
- The Constitutional Courts have a Service Delivery Charter Standards which focus on internal operational elements although they do contain service delivery turnaround times and waiting times relating to courts and citizens expectations. Courts also make provision for citizens to receive good services during telephonic contact with court officials. They also follow the principles of citizen rights within the Victims Charter;
- Police Stations have a Victims Charter which focuses on service, access, courtesy, information to citizens and redress principles. The principles within the Charter are however non-specific. They do have extensive requirements for victims to receive information about

what is occurring with their case and the right of victims to provide information to assist with criminal proceedings;

- SASSA Offices have a Service Delivery Charter which focuses mainly on the dignified and customer centred treatment of citizens and Norms and Standards which focus on the process and back office operations of the facility that will allow it to meet service standards. There are also detailed timeframes (norms) in which application processes, services and waiting times must be targeted within and management of calls to SASSA officials:
- Home Affairs are in the process of finalising a Service Delivery Charter which is aimed at service received by citizens at their service points and offices. The Charter has a very detailed section on the timeframes for a service to be completed, whether it is a birth certificate, death registration, identity documents or passport. These timeframes set the norm against which the operational processes of the Home Affairs Office can be monitored and measured and provide very clear guidance for citizens as to what timeframes they can expect;
- There is a clear absence of standards in Schools, however the Charter of Children's Basic Education spells out what learners and parents should expect in South Africa and provides a framework upon which the Basic Education Department could develop its own service and quality standards and norms. The Charters standards relate mainly to physical or external aspects of school and don't address service delivery specifically;
- There are draft standards for Drivers License Testing Centers. Much emphasis is placed on queue management, equipment and resources needed. They include recognition that a large part of the citizens' experience in these centres is filling in forms and therefore they make provision for a dedicated area where quality forms need to be provided;
- The Batho Pele Service Standards Framework for Local Government set out the standards that all municipal officials should adhere to at Municipal Customer Care Centres. These standards are strictly based within the Batho Pele framework. It is up to individual municipalities to define and issue out service and quality standards for their own Municipal Customer Care Centres. In some of the municipalities there are policies which deal with customer service which are either just principles aligned to the Batho Pele principles or go further and place measurable standards of service on the MCCC which citizens can expect;
- Although the Department of Public Works is not a service point within the FSDM programme, they provide the disability policy guidelines that set out the disability standards for access to public service facilities. These standards are to be used by each government department to formulate their objectives for disability friendly facilities and the monitoring indicators to determine implementation.

The review revealed that the current FSDM KPAs go beyond the basic Batho Pele principles and target some of the eight sectors newly developed standards. There are however some gaps within the FSDM tool specifically around physical premises being fit for their purpose, information provisions to citizens either verbal or visual, queue management systems and displaying of waiting times, protection of citizen records, backups and contingencies for power disruptions and gathering citizen satisfaction and views.

There are about 46% of sector standards that are not addressed within the Performance Ares of the current FSDM tool. This is an indication that some of the government departments are moving forward with more extensive citizen customer experience standards which are not captured within the existing FSDM tool. The KPA's with the limited coverage across the sectors area include Safety (65%), Location and Accessibility (60%), Dignified Treatment (57%).

In 20% of sector standards the FSDM tool covers the standards but not specifically enough. These are elements relating to cleanliness and comfort, relating to furniture for citizens while waiting to improve their comfort and personnel equipment to allow them to deliver a service, specific queue management elements such as customer service desks and forms areas.

The next phase of revision to the tools will take into account the scope of the monitoring visit and the additional insights from the sector specific reviews to create a tool that is better aligned with sector standards.

PART A: BACKGROUND

1 INTRODUCTION

The South African government has displayed commitment to achieving universal access to public services. At its inception in 2009, the then Department of Performance Monitoring and Evaluation (now Department of Planning, Monitoring and Evaluation) recognised the importance of monitoring the quality of these services. It established the Presidential Frontline Service Delivery Monitoring and Support programme to advance the concept of citizen centeredness in service delivery.

The Presidential Frontline Service Delivery Monitoring (FSDM) and Support programme consists of three initiatives through which people express their grievances and dissatisfaction with government inefficiencies. These are:

- Presidential Hotline (PH)
- Citizen-Based Monitoring (CBM)
- Frontline Service Delivery Monitoring (FSDM)

The Presidential Frontline Service Delivery Monitoring and Support programme 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 emphasis is on making sure that government responds to the needs, enquiries and grievances of citizens in a timely manner. For the purposes of this project, FSDM programme is most important.

The Frontline Service Delivery Monitoring (FSDM) programme is an important programme in government. Through its unannounced visits to frontline service delivery facilities (e.g. schools, clinics, police stations), the FSDM programme assesses the quality of services delivered at a facility across eight Key Performance Areas. Aside from this assessment, the FSDM programme allows government officials first-hand to better understand the citizen’s experience of service delivery. Over time, the FSDM programme can make an important contribution towards a more responsive government by guiding departments to strengthen the link between onsite monitoring and planning and budgeting towards sustaining government’s focus on improving quality.

2 FSDM PROGRAMME BACKGROUND

2.1 Overview of the programme

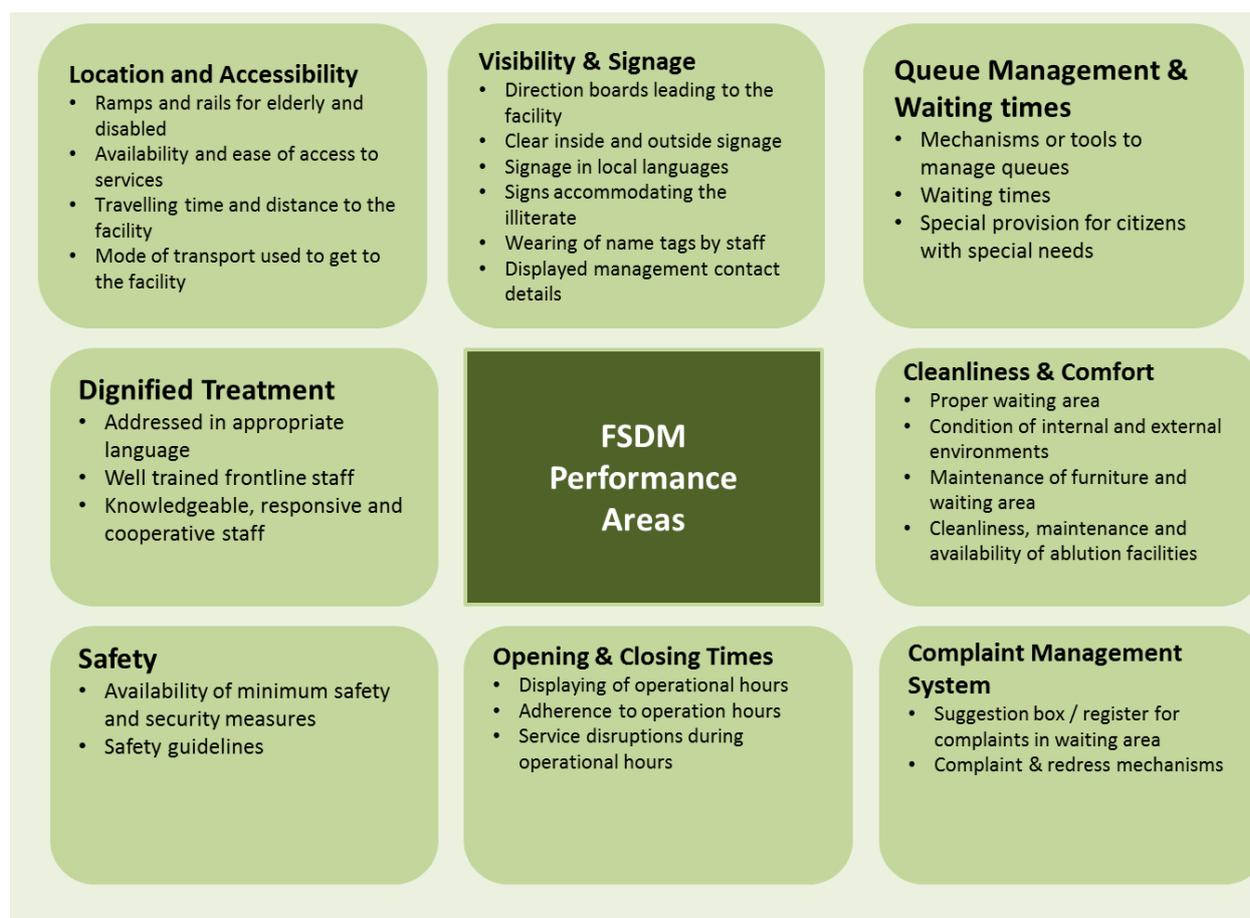
The FSDM programme, which is the focus of this project, is a joint partnership between officials in the DPME and the Offices of the Premiers to monitor facilities and follow up on poor performing facilities. The DPME’s position within the Office of the President, which is at the apex of all government departments and concerned with executive management and coordination across all sectors, allows the Presidency to coherently monitor and evaluate the performance of all government spheres and promote accountability in the country.

The DPME's mission within the Presidency is to work with partners (mainly the Offices of the Premiers in each province) to improve the performance of government in achieving desired outcomes and improved service delivery. They accomplish this, in part, by monitoring service delivery through the FSDM programme. The DPME is also mandated to support change and transformation through the use of innovative approaches, one of which is the use of frontline service delivery monitoring tools.

Through its unannounced visits to frontline service delivery facilities (e.g. schools, clinics, police stations), the FSDM programme assesses the quality of services delivered across its eight Key Performance Areas. It takes a frontline, citizen's perspective and doesn't delve into the back office operational components of the service point which makes it unique. Aside from this assessment, the FSDM programme allows government officials to understand the citizen's experience of service first hand.

The FSDM programme is based on an assessment methodology that examines eight Key Performance Areas (KPAs) and their associated performance areas and standards. These were designed in house by the DPME and Office of the Premier staff to assess the following main Key Performance Areas:

Table 1: FSDM Key Performance Areas, Performance Areas and Standards in current tool



The premise is that these Key Performance Areas 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.

There are 8 types of facilities monitored under the FSDM programme which include: police stations; hospitals and clinics; South African Social Security Agency (SASSA) local offices; Department of Home Affairs local offices; Magistrate's courts; Municipal Customer Care Centres (MCCC); and Drivers Learners Testing Centres (DLTC), all of which are at the forefront of service delivery.

2.2 Purpose of the programme

The DPME launched the Frontline Service Delivery Monitoring (FSDM) Programme in 2011 to undertake hands-on monitoring of the quality of service delivery at targeted types of frontline service delivery facilities. In the first few years of implementation, the focus of the programme was on undertaking baseline monitoring visits with an intention of providing insight into the quality of frontline services. Over time it became apparent that in order to drive improvements at facilities monitored, the programme needed to go beyond collecting baseline data onto continuously monitoring each facility for improvements. In 2013, the objectives for the programme were to achieve¹:

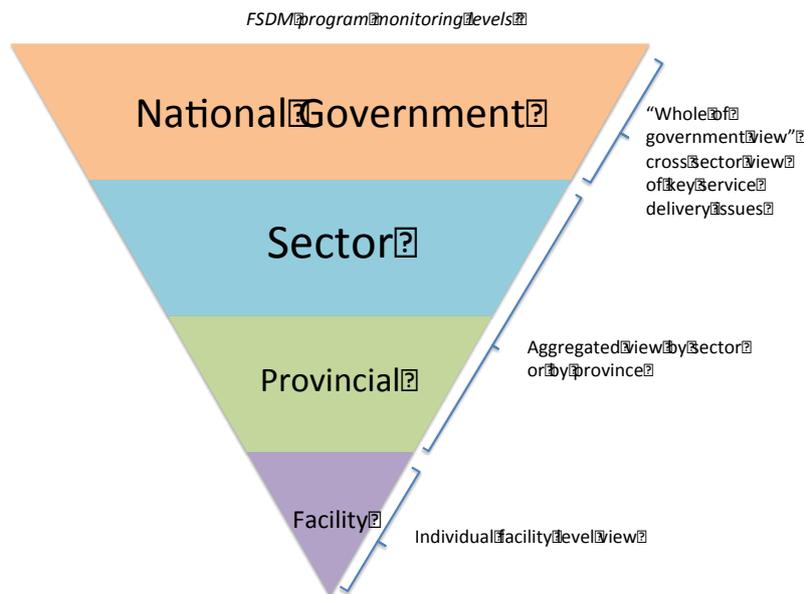
- Robust monitoring of frontline service delivery at targeted service delivery sites
- Facilitate the development of plans for cross cutting priorities or outcomes of government and monitor and evaluate these improvement plans
- Use of monitoring findings to support change and drive improvements to address blockages in delivery with the delivery institutions

Importantly the monitoring results go to Cabinet annually and also to the responsible national departments to ensure the results are communicated to the decision making levels of government.

These aims can be visually represented as three tiers; facility view, aggregate view and whole of government view (see figure below):

¹ DPME, *Process Control Manual Baseline Visit, June 2013 and DPME website*

Figure 1: FSDM programme monitoring levels



Recently the objectives have included the additional element of facilitation and advice on improvement through improvement and feedback meetings that are held in the provinces with various departments. This facilitation objective supports the drive towards improvements that achieve results.

Monitoring the quality of public services can deliver two important benefits. 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.

The FSDM programme also seeks to help facilities with the development of improvement plans which are necessary to help guide institutions to focus on what actions are important to take, who is responsible for taking them and set a timeframe for these actions to be taken. Improvement plans also allow the institution to reflect on what activities they have direct control over and which activities they have no control over (also called contributory factors). This should result in actions for the relevant authority to support the implementation plans. Improvement plans are dynamic tools and should be used to facilitate discussions on barriers to achieving the desired outcomes.

Finally, the findings from monitoring visits should be used to hold the institutional head and the relevant authority accountable for implementing the agreed improvements and actions to address gaps in service delivery.

2.3 Rationale for improving the FSDM tool

For the FSDM programme to be successful, it should translate monitoring visits into meaningful improvements in the quality of public services at the coalface of delivery. For this to happen, the content of the FSDM programme must align with and complement sector standards.

The credibility of the FSDM programme rests on its ability to measure the eight Key Performance Areas reliably and efficiently. The main challenge with the existing tool is that it is not targeted at the sector specific issues and the questions need to clearly elucidate the gaps and highlight the achievements of the facility. This rating standards project therefore focuses primarily on:

- Identifying which sector standards from the eight sectors relate to service and quality standards for frontline service delivery or that guide what and how information at a facility must be disseminated to help citizens understand what is expected of them and what they can expect.
- Ensuring the Key Performance Areas are refined based on their use and suitability in the field and aligned to the relevant sector service standards
- Enhancing the understanding of the Key Performance Areas, performance areas and standards
- Enhancing and strengthening the measurement and reliability of the rating methodology

3 METHODOLOGY FOR THIS REVIEW

This review of the sector service delivery and quality standards has drawn on information from four main sources:

- Presidential Hotline and the Citizen Based Monitoring programmes which contain a wealth of information on challenges faced by citizens in relation to frontline service delivery and highlights common themes of service delivery issues across all sectors.
- A desktop review of service and quality standards across the eight sectors. This included a review of some of DNA Economics previous project work on norms and standards for concurrent functions for the DPME in the health, education, crime, transport and justice sectors. The desktop review was limited to service and quality standards that relate to frontline service delivery or that guide what and how information at a facility must be disseminated to help citizens understand what is expected of them and what they can expect. Documents that were reviewed included:
 - Batho Pele principles and handbook
 - Service Delivery Improvement Plans from the sectors
 - Sector specific charters (E.g. Patient's Rights Charter, Victims Charter)
 - Any other documentation that sets out service and quality standards for frontline service delivery

- The observational visits conducted in January and February during which the consultants observed the application of the tools in various facilities.

The eight sectors forming part of this review included:

- Home Affairs (Home affairs offices)
- Health (Clinics and Hospitals)
- Education (Schools) _ Department of Basic education
- Crime (Police stations) – Department of Justice
- Social welfare (SASSA offices) – Department of Social Development
- Transport (Drivers-Learners Testing Centres)
- Justice (Magistrates courts) - Department of Justice
- Municipal Customer Care Centres - Local government

3.1 Sources of information

The following documents were reviewed for the sector specific standards, highlighting not only the sources but also where there are clear gaps in some sectors:

Table 2: Sources for sector specific standards

Sector	Service and Quality Standards	Service charters for frontline offices	Other (including website information)
Health (clinics and hospitals)	National Core Standards for quality in South African health establishments; Domain 1 – Patient Rights	Patient rights charter (national)	Six ministerial priorities
Social Development (SASSA offices)	draft Integrated service delivery model. Generic Norms and standards for Social Welfare Services, 2011 (social welfare only not for SASSA)	Customer care charter for SASSA offices (national)	Annual performance Plan 2014/2015
Transport (Drivers Learners testing centres)	Draft Minimum service delivery standards (MSDS)	Draft Service delivery charter Drivers testing centre	Individual provincial websites with some information but no service delivery standards
Dpt of Justice: (Magistrate Courts)	Service standards for the Department of Justice and Constitutional Development	Service delivery charter (national) Victims charter (national)	Strategic plan 2013-2018

Sector	Service and Standards	Quality	Service for offices	charters for frontline	Other (including website information)
Dpt of Safety and Security: (Police Stations)	No service delivery N&S		Victims (national)	charter	SAPS station monitor tool developed by the Safety and Security Portfolio Committee, 2005 Public Service Commission: Consolidated Report on Inspections of Service Delivery Sites: SAPS, 2010 Annual performance place 2014/15 Civilian secretariat for Police Report of the Auditor-General on a performance audit of service delivery at police stations and 10111 call centers at the South African Police Services
Basic Education (schools)	National Uniform Standards for Infrastructure; notice of 2009 South African Schools Act (84 of 1996)	Minimum Norms and Standards for School	South African Human rights commission: Charter of children's basic education rights		Education action plan for 2014: Towards the realisation of schooling 2025, Oct 2011
Home Affairs	No service delivery N&S		Service delivery Charter for the Department of Home Affairs		Annual performance plan 2014-2015
Local Government (Municipal Customer Care Centres)	Draft Batho Pele Service framework for Government	Batho Pele Standards for local	Individuals municipal service charters or statements from provinces or municipalities		
All sectors frontline service delivery staff	White paper on transforming Public Service Delivery, 1997 Batho Pele Handbook; A service Delivery Improvement Guide; Department of Public Service and Administration, 2004 Code of Conduct for Public Servants: Chapter 2 of Public Service regulations, July 01 1999				

PART B: FINDINGS

4 THE CONTEXT OF SERVICE DELIVERY AND QUALITY STANDARDS WITHIN PUBLIC SERVICES?

The South African government has displayed tireless commitment to achieving universal access to public services. In the first two decades of democracy, emphasis was placed on redressing the historical inequities in service delivery, improving access to services and eradicating backlogs. The Constitution stipulates that public administration should adhere to a set of imperatives including that:

- a high standard of professional ethics be promoted and maintained;
- services be provided impartially, fairly, equitably and without bias;
- resources be utilised efficiently, economically and effectively;
- peoples' needs be responded to;
- the public be encouraged to participate in policy-making; and
- it should be accountable, transparent and development-oriented.

4.1 The basic framework for public service delivery and quality standards

The government's Batho Pele policy framework was an initial attempt to translate the imperatives set out in the Constitution into tractable principles that would govern the interactions between government and citizens during service delivery processes.

The Eight Principles of Batho Pele include:

1. Consultation

Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice about the services that are offered.

2. Service Standards

Citizens should be told what level and quality of public service they will receive so that they are aware of what to expect.

3. Access

All citizens should have equal access to the services to which they are entitled.

4. Courtesy

Citizens should be treated with courtesy and consideration.

5. Information

Citizens should be given full, accurate information about the public services they are entitled to receive.

6. Openness and Transparency

Citizens should be told how national and provincial departments are run, how much they cost and who is in charge.

7. Redress

If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response.

8. Value for Money

Public services should be provided economically and efficiently in order to give citizens the best possible value for money.

The Public Service Commission published a “Code of Conduct for Public Servants in July 1999 which further describes how employees are to conduct themselves whilst dealing with citizens in frontline service delivery points. They speak about employees being “polite, helpful and reasonably accessible”, providing “timely service”, not abusing their position to “promote or prejudice the interests of any political party or interest group”, to respect and protect every person’s dignity and his rights as contained in the Constitution and service the public in an “unbiased and impartial manner”.

Over and above the Constitutional and Batho Pele Principles, the White Paper on Transforming Public Service Delivery requires national and provincial departments to identify, amongst other things:

- a mission statement for service delivery, together with service guarantees;
- the services to be provided, to which groups, and at which service charges;
- the principle of affordability, and the principle of redirecting resources to areas and groups previously under-resourced;
- service standards, defined outputs and targets, and performance indicators, benchmarked against comparable international standards.

Whilst commitment posters and charters are aspirational and describe the behaviours that public servants are to display towards citizens in frontline service delivery facilities, they are very difficult to measure due to their inherent subjectivity. On the other hand service and quality standards are more clearly defined and if correctly formulated a good set of standards should be focused on the citizens perspective, target the right problem with service delivery, be clearly articulated and logically structured, universally applicable and therefore measurable. We therefore want to move from principles into more concrete standards that meet the attributes of a good standard and allow for the formulation of measurable elements that can be used during an onsite monitoring visit.

A standard is a statement of an expected level of service. The attributes of a good service and quality standard include that it is:

- **Citizen centric** services consider citizens' needs at every stage of the service design and delivery process; that is, citizens' needs become the organizing principle around which the public interest is determined and service delivery is planned;
- **Targeted** to the right problem that needs to be addressed. The standards should therefore be clear, supported by evidence and targeted at specific areas of concern to both the department and the citizen;
- **Clearly articulated and specific** to the problem that is being addressed so that the obligations of the department and frontline service delivery facilities are explicit and not subject to too much interpretation;
- **Logically** structured
- **Universally applicable** means the standard is believed or accepted by everyone with no disagreement and therefore it is relevant to all in the country regardless of age, sex, race or religion.
- **Measurable** – the extend of compliance can be measured easily

These attributes were what was looked for in the review of the sector standards documents.

4.2 Findings from sector standards documents review

The documents which were reviewed in each of the eight sectors as per table 2 on page 13 and 14 revealed that not all sectors have service delivery standards for the specific frontline service delivery facilities that form part of the FSDM programme. Consequently some of the existing standards in those sectors were ignored due to relevance i.e. The Department of Social Development has very clear service delivery standards for Welfare services and Social Welfare Service Practitioners but these relate to social services provided in other facilities and not those of grants which are provided in the SASSA offices. Therefore these standards are not relevant in the SASSA office environment.

In some instances there were no service delivery standards found for the sector and therefore other documents such as Annual Performance Plans and Strategies were reviewed to gather any service delivery guidelines.

The Batho Pele principles were included as they were originally designed to give all service providers a guide on how to improve customer relations and service. Therefore they were used as the basis of the analysis of the sector specific norms and standards and service delivery charters or plans.

Each individual sectors' service and quality standards will now be described in the sections below.



5 SECTOR SPECIFIC SERVICE AND QUALITY STANDARDS

5.1 Service and quality standards for hospitals and clinics

To ensure the realisation of all South Africans rights to access health care services as guaranteed in the Constitution, the National Department of Health (NDoH) published its commitment to upholding, promoting and protecting this right by proclaiming a Patients' Rights Charter.

The **Patient Rights Charter** describes the following provisions and rights of patients to:

- A healthy and safe environment that promotes wellbeing and includes adequate water supply, sanitation and waste disposal and protection from environmental dangers such as pollution or infection;
- Participate in decision-making on matters affecting their own health;
- Access to healthcare including timely emergency care, treatment and rehabilitation, provision for special needs of vulnerable groups of patients, counselling on health matters, palliative care, healthcare professionals that demonstrate courtesy, dignity, patience, empathy and tolerance, and information on health services in a language that they understand;
- Knowledge of their health insurance or medical aid scheme and their entitlement to benefits;
- Choice of health services and healthcare provider within ethical standards and service delivery guidelines;
- To be treated by a named and clearly identified healthcare provider who continues their care;
- The maintenance of confidentiality and privacy of health information and informed consent for treatments to be provided or to refuse treatment and to be referred for a second opinion;
- Complain about health services and have such complaints investigated and receive a full response.

The principles in the Patients' Rights Charter are reflective of the Batho Pele principles although the charter does not address the principle of "value for money" other than from the point of view of the patient having knowledge of their medical aid benefits which is not applicable in all sectors.

The National Health Act provides for the Minister to publish Norms and Standards for service delivery and quality care in health establishments in South Africa. Initially, the National Department of Health (NDOH) published a policy called the National Core Standards for Health Establishment in South Africa in 2011, which sets out the expectations of service delivery and quality standards for all health care facilities in South Africa. These standards and criteria have been revised and were published on the 18th February 2015 as regulated Norms and Standards to support the inspections of the Office of Health Standards Compliance.

The National Core Standards has an entire Domain, or area of focus, dedicated to Patient Rights that are directly aligned with the Patient Rights Charter including the following key areas and standards (table 3 below):

In 2011, the NDOH published the Six Priorities or fast track areas where service delivery was seen to be critical and improvements needed to be made to patient experience of care in the health establishments. These Six Priorities were based upon concerns and complaints raised by patients, from results of surveys conducted and reports in the media.

These Six Priorities cover the following areas and are reflected in some of the Presidential Hotline concerns:

- Staff attitudes and values in caring for patients
- Cleanliness of the health establishment facilities and grounds
- Waiting time to receiving care
- Patient safety from harm or medical errors
- Infection Prevention and Control
- Availability of medicines

These six priority areas should be covered within the FSDM tool due to their significance to the users experience.

Within the health sector, service delivery principles and standards are therefore very clearly articulated and are in the process of being regulated to create a mandatory requirement on health establishments through the publication of the regulations for quality care as part of the National Health Act.

When comparing the FSDM tool KPA's and Performance Areas to those of the sector we are able to identify areas where the FSDM tool sufficiently covers the standards from the sector, where it covers them but not specifically enough or where there are gaps in the FSDM performance areas. See table 4 below.

Table 3: Hospitals and clinics standards compared with FSDM tool KPA's and Performance Areas

Sector Area	Sector Standard	FSDM KPA	FSDM KPA number	FSDM PA	FSDM PA number	FSDM tool coverage
Respect, Dignity and Caring attitudes	The health establishment must protect the rights of users and ensure that they are treated with respect and dignity as espoused in the South African Patients' Rights Charter.	Dignified Treatment	KPA 4	Addressed in appropriate language	PA 4.1	Covers sufficiently
	The health establishment must protect the rights of users and ensure that they are treated with respect and dignity as espoused in the South African Patients' Rights Charter.	Dignified Treatment	KPA 4	Knowledge able, responsive and cooperative staff	PA 4.3	Covers sufficiently
Information for users	The health establishment must ensure that users are provided with information on how to access the facility and for which services they can	Opening & Closing Times	KPA 7	Displaying of operational hours	PA 7.1	Covers sufficiently

Sector Area	Sector Standard	FSDM KPA	FSDM KPA number	FSDM PA	FSDM PA number	FSDM tool coverage
	seek care, to prevent unnecessary delays in care.					
	The health establishment must ensure that users are provided with information on how to access the facility and for which services they can seek care, to prevent unnecessary delays in care.	Opening & Closing Times	KPA 7	Displaying of operational hours	PA 7.1	Covers sufficiently
	The health establishment must ensure that users, including vulnerable users, are informed of their health status and treatment plans in a respectful manner to promote the users' active participation and responsibility for their care.	Dignified Treatment	KPA 4			Not covered (Gap)
Healthy, safe, and clean environment	The health establishment must ensure that users are treated in a healthy, safe, and clean environment that promotes confidence in the care provided	Cleanliness & Comfort	KPA 5	Proper waiting area	PA 5.1	Covers, but not specifically
	The health establishment must ensure that users are treated in a healthy, safe, and clean environment that promotes confidence in the care provided	Cleanliness & Comfort	KPA 5	Condition of internal and external environments	PA 5.2	Covers sufficiently
	The health establishment must ensure that users are treated in a healthy, safe, and clean environment that promotes confidence in the care provided	Cleanliness & Comfort	KPA 5	Maintenance of furniture and waiting area	PA 5.3	Covers sufficiently
	The health establishment must ensure that users are treated in a healthy, safe, and clean environment that promotes confidence in the care provided	Cleanliness & Comfort	KPA 5	Cleanliness, maintenance and availability of ablution facilities	PA 5.4	Covers sufficiently
	The health establishment must ensure that users are treated in a healthy, safe, and clean environment that promotes confidence in the care provided	Safety	KPA 6	Availability of minimum safety and security measures	PA 6.1	Covers, but not specifically
Continuity of care	The health establishment must maintain a system of referral and discharge planning for further care which protects users from unnecessary costs and promotes continuity of care.	Dignified Treatment	KPA 4			Not covered (Gap)
Reducing delays in care	The health establishment must ensure that users are attended to in accordance	Queue Management & Waiting times	KPA 3	Mechanisms or tools to manage	PA 3.1	Covers, but not specifically

Sector Area	Sector Standard	FSDM KPA	FSDM KPA number	FSDM PA	FSDM PA number	FSDM tool coverage
	with the nature and severity of their condition, to reduce delays in accessing care.			queues		
	The health establishment must ensure that users are attended to in accordance with the nature and severity of their condition, to reduce delays in accessing care.	Queue Management & Waiting times	KPA 3	Waiting times	PA 3.2	Covers, but not specifically
	The health establishment must ensure that users are attended to in accordance with the nature and severity of their condition, to reduce delays in accessing care.	Queue Management & Waiting times	KPA 3	Special provision for citizens with special needs	PA 3.3	Covers sufficiently
	The health establishment must ensure that users booked for procedures, surgery or outpatient services receive these services, within agreed timeframes to prevent delays in treatment and to protect users from morbidity and mortality.	Queue Management & Waiting times	KPA 3			Not covered (Gap)
Users with disabilities	The health establishment must ensure that users with disabilities are able to access services in the health establishment.	Location and Accessibility	KPA 1	Ramps and rails for elderly and disabled	PA 1.1	Covers sufficiently
Access to range of services including emergency care	The health establishment must provide emergency services at its designated level of care to prevent harm to users.	Location and Accessibility	KPA 1			Not covered (Gap)
	The health establishment must provide services that are appropriate to the category of the health establishment as contemplated in section 35 of the Act, to ensure availability of services.	Location and Accessibility	KPA 1			Not covered (Gap)
User experience	The health establishment must monitor user satisfaction on a quarterly basis to ensure that safety and quality of health services meets the requirements set out in these regulations and that users' needs for a safe, quality healthcare service are met.	Complaint Management System	KPA 8			Not covered (Gap)
	The health establishment must ensure that users and their families are able to contribute to an improvement in the acceptability, quality and safety of their care and	Complaint Management System	KPA 8			Not covered (Gap)

Sector Area	Sector Standard	FSDM KPA	FSDM KPA number	FSDM PA	FSDM PA number	FSDM tool coverage
	services through the lodging of complaints.					
	The health establishment must ensure that all complaints are managed in accordance with the complaints management protocol, and feedback is given to the complainant upon resolution of the matter.	Complaint Management System	KPA 8	Suggestion box / register for complaints in waiting area	PA 8.1	Covers sufficiently
	The health establishment must ensure that all complaints are managed in accordance with the complaints management protocol, and feedback is given to the complainant upon resolution of the matter.	Complaint Management System	KPA 8	Complaint & redress mechanisms	PA 8.2	Covers sufficiently

There are aspects where the health sector has more extensive requirements than those of the FSDM tool including:

KPA 1: Location and Accessibility

- The provision of services and emergency care services in the health establishment as per the range of services expected by the type of facility. This has a bearing on the availability of medicines, equipment and staff and is a reflection of whether the health establishment is fulfilling its primary aims of services. It also talks to availability of the services and operational disruptions.

KPA 3: Waiting times

- Triage process for emergency patients over and above the requirement to provide special systems for queues for elderly and disabled.
- Efficient systems for filing patient records to limit waiting times and improve the continuity of care;
- Booking system for elective procedures;

KPA 4: Dignified Treatment

- Information for users about the care and treatment they are receiving at the point in time. This has a dramatic effect on the patient's experience of the quality of care from the health establishment;
- Continuity of care through the referral system to ensure that patients are not lost to follow up and receive the necessary level of care required;
- Privacy and dignified treatment in terms of consulting rooms and patient wards;
- Provision of health information to prevent disease and improve wellbeing

KPA 5: Cleanliness and Comfort

- Cleanliness is a major requirement with the utmost state of hygiene and cleanliness required especially in patient care areas which supports infection control procedures as well as the safe and harm free care for patients;

KPA 6: Safety

- Cleanliness is a major requirement with the utmost state of hygiene and cleanliness required especially in patient care areas which supports infection control procedures as well as the safe and harm free care for patients;
- The maintenance and the occupational health and safety compliance of health facilities;
- Additional security measures to protect vulnerable patients
- Provision of additional emergency backup systems for electricity to critical care areas and water for patient care when there are shortages.

KPA 8: Complaints Management System

- Provision for patients to aim their satisfaction through patient satisfaction surveys and these being used to improve service delivery from the patients perspective

5.2 Service and quality standards for Magistrates' Courts

The Department of Justice and Constitutional Development has issued a Service Delivery Charter that talks to citizens' expectations for services in courts and service standards which are more focused on internal operational elements although they do contain service delivery turnaround times and waiting times relating to courts and citizens' expectations.

The main focus areas of these standards are around:

- Courtesy by personnel to the citizen covering all the respect and dignity principles within Batho Pele with additional requirements for staff to be professional and wear name tags in order to be identifiable in courts.
- Citizens in court to be served by independent and impartial judicial officers
- Very clear waiting time (norms) for court cases to be heard and service delivery turnaround times for completion of processing of cases and payments;
- Access which is twofold; ease of access to the facility and being directed to waiting areas in courts and accessibility to assistance from other support services in the case of victims;
- Redress including the citizens' right to receive apology for any mistakes and specific timeframes (norms) within which queries and complaints must be replied to and resolved.
- Access to information through the telephone to handle queries and complaints

In addition, the courts abide by the standards for the treatment of victims within the victims charter (See table 4 for details) and aligns with the Batho Pele principles (see appendix 4)

Table 4 Victims Charter Standards

Sector Area	Victims Charter Standards
Officials	Treated with fairness and with respect for dignity and privacy. Promptly and courteously attended to, treated with respect for their dignity and privacy. All staff to minimise inconveniences to the victim by conducting interviews in the language of the victim and in private.
Assistance	The right to assistance: the right to request assistance (social, health, counselling and legal services), interpreters.
Information	The right to offer information: to offer information about the criminal investigation and trial, officials must make sure the victims contributions are heard and taken into account during the process of a crime.
Processes	The right to receive information: be informed of your rights in a language that the victim understands, be informed of the status of your case, court dates and witness protection and to have your employer notified if you have to attend court proceedings.
Complaints and queries	The right to compensation: for loss or damage to property as a result of a crime. The right to restitution: in cases where the victim has been unlawfully disposed of goods or property or where there is unlawful damage. The right to complain
Safety	The right to protection: The right to be free from intimidation, harassment, fear, tampering, bribery, corruption and abuse and to report such threats to the police or prosecutor. To be placed in witness protection if criteria are met. The court may prohibit the publication of any information including the identity of the citizen or for proceedings to be held behind closed doors. To be informed if the offender has escaped or has been transferred.

The table below provides more specific information on the Magistrates court standards and service charter elements correspond with the FSDM tool and where not:

Table 5: Magistrates court standards compared with FSDM tool KPA's and Performance Areas

Sector Area	Sector Standard	FSDM KPA	FSDM KPA number	FSDM PA	FSDM PA number	FSDM tool coverage
Officials	To be serviced by independent, accountable and impartial judicial officers who conduct their work with integrity and without bias.	Dignified Treatment	KPA 4			Not covered (Gap)
	Personnel to be: professional and accord the citizen fair and equal treatment irrespective of age, gender, race.	Dignified Treatment	KPA 4	Client treated with courtesy, dignity and respect	PA 4.4	Covers sufficiently
	Personnel to be: professional and accord the citizen fair and equal treatment irrespective of age, gender, race.	Dignified Treatment	KPA 4	Knowledgeable, responsive and cooperative staff	PA 4.3	Covers sufficiently
	Personnel are identifiable by name	Visibility & Signage	KPA 2	Wearing of name tags by staff	PA 2.5	Covers sufficiently

Sector Area	Sector Standard	FSDM KPA	FSDM KPA number	FSDM PA	FSDM PA number	FSDM tool coverage
	and wear a name badge.					
	Address the citizen directly with respect and due regard for human dignity and other human rights.	Dignified Treatment	KPA 4	Client treated with courtesy, dignity and respect	PA 4.4	Covers sufficiently
	Treat the citizen with courtesy including on the phone. Be helpful and deal with the enquiry promptly.	Dignified Treatment	KPA 4	Client treated with courtesy, dignity and respect	PA 4.4	Covers, but not specifically
	Equality court clerks in all equality courts	Location and Accessibility	KPA 1			Not covered (Gap)
	Designated staff to deal with children's court matters	Location and Accessibility	KPA 1			Not covered (Gap)
On arrival	On arrival be directed to a waiting area or court room where the case is being heard.	Visibility & Signage	KPA 2	Clear inside and outside signage	PA 2.2	Covers sufficiently
	Provided with information to find the way around the facility.	Visibility & Signage	KPA 2	Clear inside and outside signage	PA 2.2	Covers sufficiently
Assistance	Court roll lists printed and place on notice boards each day at 8:30am for court users	Visibility & Signage	KPA 2			Not covered (Gap)
Interpretation services	Interpreting services available on request	Dignified Treatment	KPA 4	Addressed in appropriate language	PA 4.1	Covers sufficiently
	Sworn translators for all languages available on request (within 5 days of court date must be ordered)	Dignified Treatment	KPA 4	Addressed in appropriate language	PA 4.1	Covers sufficiently
Waiting times	Specific waiting times for specific types of services defined	Queue Management & Waiting times	KPA 3	Waiting times	PA 3.2	Covers, but not specifically
	Turnaround times for services to be delivered to citizens - specific to the type of service provided	Queue Management & Waiting times	KPA 3			Not covered (Gap)
	Turnaround times for maintenance payments and other payments defined	Queue Management & Waiting times	KPA 3			Not covered (Gap)
Efficiency	Process delays to be minimised in order to ensure that valid orders don't expire whilst extension is pending in court	Dignified Treatment	KPA 4			Not covered (Gap)

Sector Area	Sector Standard	FSDM KPA	FSDM KPA number	FSDM PA	FSDM PA number	FSDM tool coverage
	Small claims court staff process claims as efficiently as possible	Dignified Treatment	KPA 4			Not covered (Gap)
Information	Small claims court staff consult with citizens	Dignified Treatment	KPA 4			Not covered (Gap)
Processes	Processes to be transparent, fair and reliable.	Dignified Treatment	KPA 4			Not covered (Gap)
Complaints and queries	To be provided with an apology and an explanation when things go wrong.	Complaint Management System	KPA 8	Complaint & redress mechanisms	PA 8.2	Covers, but not specifically
	Receive a courteous and clear reply within 14 working days.	Complaint Management System	KPA 8	Complaint & redress mechanisms	PA 8.2	Covers, but not specifically
	Receive acknowledgment of receipt within 7 working days and detailed correspondence within 14 working days if the matter is complex.	Complaint Management System	KPA 8	Complaint & redress mechanisms	PA 8.2	Covers, but not specifically
	Be sent correspondence in a simple language and where possible the preferred language.	Complaint Management System	KPA 8	Complaint & redress mechanisms	PA 8.2	Covers, but not specifically
	Be sent correspondence in a simple language and where possible the preferred language.	Dignified Treatment	KPA 4	Addressed in appropriate language	PA 4.1	Covers, but not specifically
	Access to a complaints and compliments box at the entrance to the service point.	Complaint Management System	KPA 8	Suggestion box / register for complaints in waiting area	PA 8.1	Covers sufficiently
Safety	Facilities to be safe, accessible and convenient to use by all including disabled.	Safety	KPA 6	Availability of minimum safety and security measures	PA 6.1	Covers sufficiently
	Facilities to be safe, accessible and convenient to use by all including disabled.	Location and Accessibility	KPA 1	Availability and ease of access to services	PA 1.2	Covers sufficiently
	Facilities to be safe, accessible and convenient to use by all including disabled.	Location and Accessibility	KPA 1	Ramps and rails for elderly and disabled	PA 1.1	Covers sufficiently
Child friendly facilities	All courts with sexual offences matters will have child friendly facilities and equipment	Cleanliness & Comfort	KPA 5			Not covered (Gap)



Sector Area	Sector Standard	FSDM KPA	FSDM KPA number	FSDM PA	FSDM PA number	FSDM tool coverage
	Intermediaries will be provided to all child witnesses and mentally disabled witness in courts dealing with sexual offence matters	Dignified Treatment	KPA 4			Not covered (Gap)
Court records management	Court records will be safeguarded and disposed of in line with protocol	Safety	KPA 6			Not covered (Gap)
	Court records will be managed and filed in lockable cabinets or other safe facilities	Safety	KPA 6			Not covered (Gap)
	Finalised cases are placed in archives	Safety	KPA 6			Not covered (Gap)
	All cases captured on the ICMS on date of receipt and updated on the ICMS	Safety	KPA 6			Not covered (Gap)
	Braille transcripts can be made available on request	Safety	KPA 6			Not covered (Gap)
	Case recording using suitable functional equipment	Safety	KPA 6			Not covered (Gap)
Witness support services	State witness are paid witness fees on day of court	Dignified Treatment	KPA 4			Not covered (Gap)
	Wages forfeited will be processed within 14 days	Dignified Treatment	KPA 4			Not covered (Gap)

From the table above we can see that the Justice Sector standards contain some additional or more specific standards as requirements for Magistrate courts. These include:

KPA 1: Location and Accessibility

- Specific types of staff that need to be available to deliver specific services such as children's courts and equality issues
- Premises specifics around child friendly services in certain types of courts

KPA3: Queue Management and Waiting Times

- Whilst waiting times are covered in general in the FSDM tool, the specific waiting times that apply to the Magistrate courts are not reflected in the tool.
- Turnaround times for services to be delivered, claims to be processed and payments to be made are very specifically dealt with

KPA 4: Dignified treatment

- Dignified treatment of citizens when contacting the courts by phone to make enquiries or complaints. The sector is acknowledging that in order to improve the experience of citizens, a more multimodal approach is needed. Therefore providing citizens with alternative avenues to contact court officials is required and therefore telephone is the next extension out of the court room
- Efficiency of the officials within the courts to deliver the services without unintended delays for the citizens including the professional delivery of these services in terms of quality

KPA 6: Safety

- Court room documents, recordings and filing of records in a confidential and efficient manner;
- Witness support services in terms of witness fees and other payments for providing services to the courts.

5.3 Service and quality standards for South African Police Stations

The South Africa Police Service Acts no 68 of 1995 as amended makes provision for the Minister of Safety and Security to issue regulations on the code of conduct of police officials, their dress code and the effective functioning of municipal police services however there is no mention of standards for service delivery in SAPS offices. In 2009 the Auditor General used their own Audit Tool to monitor the performance of police stations that focused on the layout and basic infrastructure elements of the Community Service Centres which serve as the frontline of a Police Station. They also assessed whether service charters were displayed for citizens.

The newly formed Civilian Secretariat for Police that strengthens the civilian oversight of the police describes within its Strategic Plan the development of a Service Delivery and Performance Audit Tool to monitor service delivery within police services including police stations. However this tool is not publically available although the Secretariat uses the tool for onsite monitoring visits currently.

The Victims Charter therefore remains the basis for our comparison to the FSDM tool as described in the table below.

Table 6 – Victims charter standards compared with FSDM tool KPA's and Performance Areas

Sector Area	Sector Standard	FSDM KPA	FSDM KPA number	FSDM PA	FSDM PA number	FSDM tool coverage
Officials	Treated with fairness and with respect for dignity and privacy. Promptly and courteously attended to, treated with respect for their dignity and privacy. All staff to minimise inconveniences to the victim by conducting interviews in the language of the victim and in private.	Dignified Treatment	KPA 4	Client treated with courtesy, dignity and respect	PA 4.4	Covers sufficiently
	Treated with fairness and	Dignified	KPA 4	Knowledgeable,	PA 4.3	Covers

Sector Area	Sector Standard	FSDM KPA	FSDM KPA number	FSDM PA	FSDM PA number	FSDM tool coverage
	with respect for dignity and privacy. Promptly and courteously attended to, treated with respect for their dignity and privacy. All staff to minimise inconveniences to the victim by conducting interviews in the language of the victim and in private.	Treatment		responsive and cooperative staff		sufficiently
Assistance	The right to assistance: the right to request assistance (social, health, counselling and legal services), interpreters.	Dignified Treatment	KPA 4			Not covered (Gap)
Information	The right to offer information: to offer information about the criminal investigation and trial, officials must make sure the victims contributions are heard and taken into account during the process of a crime.	Dignified Treatment	KPA 4			Not covered (Gap)
Processes	The right to receive information: be informed of your rights in a language that the victim understands, be informed of the status of your case, court dates and witness protection and to have your employer notified if you have to attend court proceedings.	Dignified Treatment	KPA 4			Not covered (Gap)
Complaints and queries	The right to compensation: for loss or damage to property as a result of a crime.	Dignified Treatment	KPA 4			Not covered (Gap)
	The right to restitution: in cases where the victim has been unlawfully disposed of goods or property or where there is unlawful damage.	Dignified Treatment	KPA 4			Not covered (Gap)
	The right to complain	Complaint Management System	KPA 8	Complaint & redress mechanisms	PA 8.2	Covers sufficiently
Safety	The right to protection: The right to be free from intimidation, harassment, fear, tampering, bribery, corruption and abuse and to report such threats to the police or prosecutor. To be placed in witness protection if criteria are met. The court may prohibit the publication of any information including the identity of the citizen or for proceedings to be held behind closed doors. To be informed if the offender has escaped or has been	Safety	KPA 6			Not covered (Gap)

Sector Area	Sector Standard	FSDM KPA	FSDM KPA number	FSDM PA	FSDM PA number	FSDM tool coverage
	transferred.					

The Victims Charter standards reflect the Batho Pele principles well. They also set some additional expectations on service points that fall outside of the FSDM tool, these standards including:

KPA 4: Dignified Treatment

- The requirement that personnel dealing with victims deal with them promptly and minimise inconveniences to the victim;
- Extensive requirements for victims to receive information about what is occurring with their case and the right of victims to provide information to assist with criminal proceedings;

KPA 8: Compliant Management System

- Redress for victims which includes the right to complain and the rights to redress in terms of compensation for property losses or damages;

KPA 6: Safety

- Victims have the right to protection from intimidation, harassment, fear, tampering, bribery, corruption and abuse and to report such threats to the police or prosecutor and to be placed in witness protection if they meet certain criteria.

The FSDM tool also includes standards which are over and above those prescribed in the Victims Charter. These additional elements align with the basic Batho Pele principles that are overarching for frontline service delivery facilities such as visibility and signage, location and accessibility, cleanliness and opening and closing times.

5.4 Service and quality standards for SASSA offices

The South African Social Security Agency (SASSA) is established by section 2 of the South African Social Security Agency Act, 2004. This act defines the objects of SASSA as the sole agent for ensuring the efficient and effective management, administration and payment of social assistance, serving as an agent for the prospective administration and payment of social security and rendering the services related to such payments². The agency has set up offices across South Africa that support the poor and vulnerable members of society to access grants and financial support.

There is a Customer Service Charter covering social development services that talks to generic principles of citizens' expectations of service delivery and how social development staff will assist them. These are aligned with the Batho Pele principles.

Significant findings include that citizens have the right to expect services to be rendered within a given timeframe, although those timeframes were not described or available. Much emphasis is

² South African Government. 2004. No.9 of 2004: South African Social Security Agency Act, 2004. [Online] Available from: <http://www.sassa.gov.za/index.php/about-us/sassa-legislation>

placed on access to the SASSA offices, information to citizens mainly through the staff providing it, transparency in approvals and rejections of applications and redress for complaints.

More pertinent, the South African Social Security Agency issued norms and standards in 2013 that contain service and quality standards for the interactions between social security staff and citizens. This document contains standard statements that define the performance expectations, structures, or processes that must be in place for the SASSA office to provide services in a dignified, customer centric point to view. The standards are focused around the application process, customer care and communication processes, and paypoint management. In addition, there are norms that contain a statistical normative rate of provision or utilisation of a resource, such as the time taken for an application to be processed or a medical assessment booking to be completed. See details in the table 7 below.

Table 7 – SASSA standards compared with FSDM tool KPA's and Performance Areas

Sector Area	Sector Standard	FSDM KPA	FSDM KPA number	FSDM PA	FSDM PA number	FSDM tool coverage
Customer engagement	Identifiable SASSA official meets and greets customers at points of entry	Queue Management & Waiting times	KPA 3			Not covered (Gap)
	SASSA official performs queue walking	Queue Management & Waiting times	KPA 3	Mechanisms or tools to manage queues	PA 3.1	Not covered (Gap)
	Name tags are displayed by all officials at all times	Visibility & Signage	KPA 2	Wearing of name tags by staff	PA 2.5	Covers sufficiently
	Customers directed to the right service queue/counter (N - 6 min per customer engagement)	Queue Management & Waiting times	KPA 3	Mechanisms or tools to manage queues	PA 3.1	Covers, but not specifically
	Priority given to heavily pregnant, mothers with very young babies and frail or sick customers	Queue Management & Waiting times	KPA 3	Mechanisms or tools to manage queues	PA 3.1	Covers, but not specifically
	Full explanation as to what to expect next and what is expected from the customer will be provided where follow-up is required	Dignified Treatment	KPA 4			Not covered (Gap)
	A customer service desk per local office and service point supported by telephone and ICT system	Queue Management & Waiting times	KPA 3			Not covered (Gap)
	A customer service desk per local office and service point supported by telephone and ICT system	Cleanliness & Comfort	KPA 5	Personnel equipment	PA 5.5	Covers, but not specifically
Application process	Applicants must be informed in writing of the outcome of their	Dignified Treatment	KPA 4			Not covered (Gap)

Sector Area	Sector Standard	FSDM KPA	FSDM KPA number	FSDM PA	FSDM PA number	FSDM tool coverage
	application (N - 55 min)					
	Letter of outcomes will be posted via registered mail if applicant fails to collect (N - 21 working days)	Dignified Treatment	KPA 4			Not covered (Gap)
Application phase and Customer disengagement (exit)	Outcome letter must be explained to applicant in language he/she understands	Dignified Treatment	KPA 4	Addressed in appropriate language	PA 4.1	Not covered (Gap)
	Customer must be assisted to lodge request for reconsideration	Complaint Management System	KPA 8			Not covered (Gap)
	Customer is given opportunity to provide feedback (N - at exit)	Complaint Management System	KPA 8			Not covered (Gap)
Booking of medical assessments	Customers applying for disability grants must be booked for medical assessment (N - 15 min)	Dignified Treatment	KPA 4			Not covered (Gap)
	Medical assessment should be done within 30 days from date of booking	Dignified Treatment	KPA 4			Not covered (Gap)
Medical assessments	Assessment by doctor to take not more than 12 min	Dignified Treatment	KPA 4			Not covered (Gap)
Access to services	SASSA officials must be accessible/ available during all working hours (N - 8:00 - 16:30)	Opening & Closing Times	KPA 7	Adherence to operation hours	PA 7.2	Covers sufficiently
	SASSA officials must be accessible/ available during all working hours (N - 8:00 - 16:30)	Opening & Closing Times	KPA 7	Service disruptions during operational hours	PA 7.3	Covers sufficiently
	Implement schedule for staff availability through multiple channels	Opening & Closing Times	KPA 7	Adherence to operation hours	PA 7.2	Covers, but not specifically
	Implement schedule for staff availability through multiple channels	Opening & Closing Times	KPA 7	Service disruptions during operational hours	PA 7.3	Covers, but not specifically
	Location of fixed offices within 40km radius of major residential areas	Location and Accessibility	KPA 1	Travelling time and distance to the facility	PA 1.3	Covers, but not specifically
	Counter service points served by mobile team/s available to respond to social assistance needs in communities where a SASSA office doesn't exist	Location and Accessibility	KPA 1	Travelling time and distance to the facility	PA 1.3	Covers, but not specifically

Sector Area	Sector Standard	FSDM KPA	FSDM KPA number	FSDM PA	FSDM PA number	FSDM tool coverage
	Customers provided with call centre number and/or local office number	Visibility & Signage	KPA 2	Displayed management contact details	PA 2.6	Covers sufficiently
Call Management	Calls answered within 3 rings	Complaint Management System	KPA 8			Not covered (Gap)
	Wrap up calls within 3 min	Complaint Management System	KPA 8			Not covered (Gap)
	Referrals resolved within 5 working days	Complaint Management System	KPA 8	Complaint & redress mechanisms	PA 8.2	Not covered (Gap)
Complaints handling	Local offices and service points have a formal complaints procedure (N- resolved in 5 working days)	Complaint Management System	KPA 8	Complaint & redress mechanisms	PA 8.2	Not covered (Gap)
	Suggestion boxes opened weekly and attended to and resolved within 5 working days	Complaint Management System	KPA 8	Suggestion box / register for complaints in waiting area	PA 8.1	Covers, but not specifically
	Suggestion boxes opened weekly and attended to and resolved within 5 working days	Complaint Management System	KPA 8	Complaint & redress mechanisms	PA 8.2	Covers, but not specifically
Customer satisfaction	Provide opportunities for customer to express opinions about quality of service (N - at exit)	Complaint Management System	KPA 8			Not covered (Gap)
	Conduct customer surveys annually (N - report submitted end of each financial year)	Complaint Management System	KPA 8			Not covered (Gap)
	"Mystery shopper" surveys	Complaint Management System	KPA 8			Not covered (Gap)
Customer service standards	Should be communicated to customers in all local offices and service points in the language they understand	Dignified Treatment	KPA 4			Not covered (Gap)
	Customer care charter displayed in all SASSA offices	Visibility & Signage	KPA 2			Not covered (Gap)
Branding	There must be branding and marketing of SASSA to promote services to community	Visibility & Signage	KPA 2	Clear inside and outside signage	PA 2.2	Covers sufficiently
	All SASSA offices branded inline with SASSA branding strategy	Visibility & Signage	KPA 2	Clear inside and outside signage	PA 2.2	Covers sufficiently
	All paypoints and customer service points	Visibility & Signage	KPA 2	Clear inside and outside	PA 2.2	Covers sufficiently

Sector Area	Sector Standard	FSDM KPA	FSDM KPA number	FSDM PA	FSDM PA number	FSDM tool coverage
	display SASSA branding			signage		
	Relevant and updated promotional and marketing material on SASSA available for distribution	Visibility & Signage	KPA 2			Not covered (Gap)
Paypoint management	Cash pay-points have accessible facilities and equipment	Location and Accessibility	KPA 1	Availability and ease of access to services	PA 1.2	Not covered (Gap)
	Pay points have basic facilities (seating, toilets, water, medical first aid kits etc)	Cleanliness & Comfort	KPA 5	Proper waiting area	PA 5.1	Covers sufficiently
	Pay points have basic facilities (seating, toilets, water, medical first aid kits etc)	Cleanliness & Comfort	KPA 5	Condition of internal and external environments	PA 5.2	Covers, but not specifically
	Pay points have basic facilities (seating, toilets, water, medical first aid kits etc)	Cleanliness & Comfort	KPA 5	Maintenance of furniture and waiting area	PA 5.3	Covers, but not specifically
	Pay points have basic facilities (seating, toilets, water, medical first aid kits etc)	Cleanliness & Comfort	KPA 5	Cleanliness, maintenance and availability of ablution facilities	PA 5.4	Covers sufficiently
	Adequate equipment to ensure beneficiary doesn't spend more than one hour waiting in queue	Queue Management & Waiting times	KPA 3	Waiting times	PA 3.2	Not covered (Gap)
	Number of machines at pay point must be deployed according to number of beneficiaries to be paid within set time 8:00 - 16:00	Queue Management & Waiting times	KPA 3	Waiting times	PA 3.2	Not covered (Gap)
	Down time of equipment not to exceed 1 hour	Opening & Closing Times	KPA 7			Not covered (Gap)
	Repair or replacement of payment equipment within one hours of failure or breakage	Opening & Closing Times	KPA 7			Not covered (Gap)
	Adherence to the agreed payment times (N - 8:00 - 16:00)	Opening & Closing Times	KPA 7	Adherence to operation hours	PA 7.2	Covers, but not specifically
	Payment made to beneficiary within one hour of joining the queue	Dignified Treatment	KPA 4			Not covered (Gap)
	No person to stand in a queue for longer than one hour	Queue Management & Waiting times	KPA 3	Waiting times	PA 3.2	Covers, but not specifically
	SASSA pay points easily identifiable and secure	Safety	KPA 6	Availability of minimum safety and security	PA 6.1	Covers sufficiently



Sector Area	Sector Standard	FSDM KPA	FSDM KPA number	FSDM PA	FSDM PA number	FSDM tool coverage
				measures		
	SASSA pay points easily identifiable and secure	Visibility & Signage	KPA 2	Direction boards leading to the facility	PA 2.1	Covers sufficiently
	SASSA pay points easily identifiable and secure	Visibility & Signage	KPA 2	Clear inside and outside signage	PA 2.2	Covers sufficiently
	SASSA staff to wear branded clothing and name tags	Visibility & Signage	KPA 2	Wearing of name tags by staff	PA 2.5	Covers sufficiently
	Contractor staff to wear name badges	Visibility & Signage	KPA 2	Wearing of name tags by staff	PA 2.5	Covers sufficiently
	Pay points to only carry SASSA branding	Visibility & Signage	KPA 2	Direction boards leading to the facility	PA 2.1	Covers sufficiently
	Pay points to only carry SASSA branding	Visibility & Signage	KPA 2	Clear inside and outside signage	PA 2.2	Covers sufficiently
Paypoints help desk function	Effectively and efficiently address beneficiaries admin queries at pay point	Queue Management & Waiting times	KPA 3			Not covered (Gap)
	SASSA help desk supported by telephone and ICT facilities available at every cash pay point	Queue Management & Waiting times	KPA 3			Not covered (Gap)
	One SASSA staff member trained in social assistance, regulations, customer care, first aid and queue management deployed at each cash paypoint	Dignified Treatment	KPA 4	Well trained frontline staff	PA 4.2	Covers, but not specifically
	One SASSA staff member trained in social assistance, regulations, customer care, first aid and queue management deployed at each cash paypoint	Safety	KPA 6	Availability of minimum safety and security measures	PA 6.1	Not covered (Gap)
	Complaints or queries should be resolved on the same day. Where referred it should be resolved in 7 working days	Complaint Management System	KPA 8	Complaint & redress mechanisms	PA 8.2	Covers, but not specifically
Paypoint location	Mobile paypoint with 5km radius and 20km distance to a fixed paypoint	Location and Accessibility	KPA 1	Travelling time and distance to the facility	PA 1.3	Covers, but not specifically

The FSDM tool appears to be less aligned with the Social Development standards due to their extensive nature. Much of the emphasis from the standards are on informing citizens, transparency

of application procedures and redress and these are not covered by the FSDM tool. Unfortunately these aspects are quite subjective and may be difficult to assess by the monitors unless they are incorporated into the citizen interview questions.

Security aspects, visibility and signage, opening and closing times, satisfaction boxes, which are part of the tool have no basis in a service standard within the sector however they are aligned with Batho Pele principles and therefore have their place in the tool.

Additionally the following standards fall outside of the current FSDM tool including:

KPA 1: Visibility and Signage

- Accessibility to cash pay points

KPA 2: Visibility and signage

- The service delivery charter should be displayed at all times.

KPA 3: Queue Management and Waiting Times

- Staff members that greet clients at the entrance of the facility and directs client to correct counter or queue.
- Special treatment mechanisms for heavily pregnant women, mothers with very young babies and frail or sick clients (Could also go under KPA 4: Dignified Treatment)
- Customer service desk is stationed at each facility (Could also go under KPA 5: Cleanliness and comfort)

KPA 4: Dignified Treatment

- Customers are kept fully informed regarding any required follow-up
- Customers should be informed in writing with regards to an application outcome in preferred language.
- Time limits on specific processes.
- All communication should be conducted in a language that the customer understands

KPA 6: Safety

- Competencies required for staff

KPA 7: Opening and Closing Times

- Schedule developed that ensures staff availability at all time
- Limitation in terms of allowed equipment down time

KPA 8: Complaint Management System

- Customer is provided with the opportunity to provide feedback with regards to service quality received.
- Each local office has a formal complaints management procedure
- Suggestion boxes must be opened weekly and attended to
- Opportunities for clients to express opinions with regards to the quality of services provided

5.5 Service and quality standards for Home Affairs Offices

In the Home Affairs Annual Performance Plan 2014-2015 there is mention of the following aspirational principals relating to service delivery:

- Being efficient and innovative
- Being people centred and caring
- Instilling and demonstrating integrity,
- Accountability and transparency
- Fighting corruption

Clear measureable standards are not provided nor are indicators against which these concepts can be measured available.

The Department is in the process of finalising a Service Delivery Charter which is aimed at service received by citizens at the service points and offices. This draft Charter aligns with the Batho Pele service standards principles (see Appendix 4) and then further describes what citizens can expect at a service point. It contains a mixture of principle type statements “treat you with courtesy” and measureable standards “Identify themselves by name and wear a name tag”. Most of the standards relate to the process by which the staff interact with the citizen during the service application, waiting times and timeframes for completion of applications and how complaints and queries are handled. They therefore do align in part with the Batho Pele principles. (See appendix 4)

The Charter has a very detailed section on the timeframes for a service to be completed, whether it is a birth certificate, death registration, Identity documents or passport. These timeframes set the norm against which the operational processes of the Home Affairs Office can be monitored and measured and provide very clear guidance for citizens as to what timeframes they can expect.

The gaps and coverage of the existing FSDM tool to these draft standards is detailed in the table below.

Table 8 - Comparison of Home Affairs norms and standards with FSDM tool

Sector Area	Sector Standard	FSDM KPA	FSDM KPA number	FSDM PA	FSDM PA number	FSDM tool coverage
Officials	Professional, fair and equal treatment	Dignified Treatment	KPA 4	Client treated with courtesy, dignity and respect	PA 4.4	Covers sufficiently
	Identify themselves by	Visibility &	KPA 2	Wearing of name	PA 2.5	Covers, but

Sector Area	Sector Standard	FSDM KPA	FSDM KPA number	FSDM PA	FSDM PA number	FSDM tool coverage
	name and wear name tag	Signage		tags by staff		not specifically
	Address customer directly with respect and due regard	Dignified Treatment	KPA 4	Client treated with courtesy, dignity and respect	PA 4.4	Covers sufficiently
	Treat customer courteously and provide with an apology and an explanation for any inconveniences	Dignified Treatment	KPA 4	Client treated with courtesy, dignity and respect	PA 4.4	Covers sufficiently
	Treat customer courteously and provide with an apology and an explanation for any inconveniences	Complaint Management System	KPA 8	Complaint & redress mechanisms	PA 8.2	Covers, but not specifically
Arrival	Kindly directed to a waiting area	Queue Management & Waiting times	KPA 3	Mechanisms or tools to manage queues	PA 3.1	Covers, but not specifically
	Provided with information to find your way within offices	Visibility & Signage	KPA 2	Clear inside and outside signage	PA 2.2	Covers sufficiently
	Professional, accountable and impartial officials	Dignified Treatment	KPA 4	Client treated with courtesy, dignity and respect	PA 4.4	Not covered (Gap)
	Transparent, fair and reliable processes	Dignified Treatment	KPA 4			Not covered (Gap)
	Safe, accessible and convenient including people with disability	Location and Accessibility	KPA 1	Ramps and rails for elderly and disabled	PA 1.1	Covers sufficiently
	Safe, accessible and convenient including people with disability	Location and Accessibility	KPA 1	Availability and ease of access to services	PA 1.2	Covers sufficiently
	Safe, accessible and convenient including people with disability	Location and Accessibility	KPA 1	Travelling time and distance to the facility	PA 1.3	Covers sufficiently
Phone query	Courteously, identify and centre and provide you with their names	Dignified Treatment	KPA 4	Client treated with courtesy, dignity and respect	PA 4.4	Covers, but not specifically
	Helpful and deal with inquiries promptly	Dignified Treatment	KPA 4	Knowledgeable, responsive and cooperative staff	PA 4.3	Covers, but not specifically
	Transfer calls	Dignified Treatment	KPA 4	Knowledgeable, responsive and cooperative staff	PA 4.3	Covers, but not specifically
	Provide reference number and contact names for future queries	Complaint Management System	KPA 8			Not covered (Gap)
Written query	Courteous and clear reply within 25 working days	Dignified Treatment	KPA 4	Client treated with courtesy, dignity and respect	PA 4.4	Not covered (Gap)
	Acknowledgement of correspondence with 2 working days	Complaint Management System	KPA 8			Not covered (Gap)
	Response and detailed correspondence within 2 working days	Complaint Management System	KPA 8			Not covered (Gap)

Sector Area	Sector Standard	FSDM KPA	FSDM KPA number	FSDM PA	FSDM PA number	FSDM tool coverage
	Receive detailed information of the reason for delay and next possible resolution date	Complaint Management System	KPA 8			Not covered (Gap)
	Correspondence in simple language or in preferred language (where possible)	Dignified Treatment	KPA 4	Addressed in appropriate language	PA 4.1	Not covered (Gap)
Complaints	Ask for the Office Manager and Lodge complaint. Take down his/her name and leave contact details	Complaint Management System	KPA 8	Complaint & redress mechanisms	PA 8.2	Covers sufficiently
	Write a complaint and put into complaints box	Complaint Management System	KPA 8	Suggestion box / register for complaints in waiting area	PA 8.1	Covers sufficiently
	Submit complaint to customer service centre email address - csc@dha.gov.za	Complaint Management System	KPA 8	Suggestion box / register for complaints in waiting area	PA 8.1	Not covered (Gap)
	If dissatisfied with response, contact the office of Chief Director, Channel Management in which Customer Service Centre is situated	Complaint Management System	KPA 8	Complaint & redress mechanisms	PA 8.2	Not covered (Gap)
	If dissatisfied with response contact senior managers or write to The Director-General, Dept of Home Affairs, Channel Management Chief Directorate Private Bag X114, Pretoria 0001	Complaint Management System	KPA 8	Complaint & redress mechanisms	PA 8.2	Not covered (Gap)
	Expect impartial, speedy and effective complaints handling procedure	Complaint Management System	KPA 8	Complaint & redress mechanisms	PA 8.2	Not covered (Gap)
	Expect an apology and appropriate redress	Complaint Management System	KPA 8			Not covered (Gap)
Time frames for service Norms	Waiting times and application times for	Queue Management & Waiting times	KPA 3			Not covered (Gap)

When one compares the current Home Affairs FSDM tool to the Service Charter we can identify only a few gaps in the tool these being:

KPA 4: Dignified Treatment

- Responses to written queries and phone calls which requires respect and dignity by officials, efficiency as well as clear time frames for turnaround.
- Specific time frames for various application processes

KPA 8: Complaint Management System

- Escalation mechanisms for complaints

5.6 Service and quality standards for Primary and High Schools

The Bill of Rights declares that everyone has the right to basic education, and for that education to be received in the official language of the learners' choice, where reasonably practical. There have been some court challenges to these constitutional provisions, including the successful application against the Minister of Basic Education in 2012 by the NGO "Section 27" for non-delivery of textbooks in Limpopo province and by the NGO "Equal Education" around the failure by the Department to issue out minimum norms and standards for school infrastructure. In 2009 draft National Minimum Uniform Norms and Standards for School Infrastructure were published.

The South Africa Schools Act (act 84 of 1996) sets uniform norms and standards for the schooling system based on the principles of access, redress, democracy and quality. The only provisions relating to service and quality relate to learners and include compulsory attendance, admission, language policy, freedom of conscience and religion and code of conduct. There are however no measurable indicators for achievement of these policy intentions.

In the absence of a common and consolidated statement on the scope and content of the right to education by the Department of Basic Education or the setting of measurable norms and standards for service delivery, the South African Human Rights Commission³ developed the "Charter of Children's Basic Education Rights, 2006". It is based upon UNICEF principles and details classroom and school sizes based the number of learners, learner: teacher ratios, physical space requirements for disabled learners, infrastructure, safety and security aspects and access for disabled learners. It therefore comes the closest to spelling out what learners and parents should expect from their educational system. The Charter is aimed to provide a statement of what is required in law by the Department of Basic Education to give effect to the right to all children in South Africa to basic education. The Department of Basic Education gave inputs into this Charter and therefore the assumption is they endorse the service and quality standards therein and therefore subscribe to the requirements within them.

The comparison of the charter standards to those in the FSDM tool is detailed below.

³ South African Human Rights Commission has a constitutional mandate to monitor the realisation of the right to a basic education in South Africa.

Table 9: School service and quality standards compared to FSDM tool

Sector Area	Sector Standard	FSDM KPA	FSDM KPA number	FSDM PA	FSDM PA number	FSDM tool coverage
Personnel	All teachers are qualified and in class for a minimum of 7 hours per day.	Location and Accessibility	KPA 1			Not covered (Gap)
Access to schools	Access for early childhood education and development and improved progression from junior school or high school by learners.	Location and Accessibility	KPA 1			Not covered (Gap)
	Improved access by youth to further education and training beyond basic education through the attainment of FET qualifications.	Location and Accessibility	KPA 1			Not covered (Gap)
Premises and norms	Minimum number of classrooms as per norm.	Location and Accessibility	KPA 1			Not covered (Gap)
	Number of learners to teachers as per norm.	Location and Accessibility	KPA 1			Not covered (Gap)
	Adequate space for every learner with disability.	Location and Accessibility	KPA 1			Not covered (Gap)
	No mud hut structures.	Location and Accessibility	KPA 1			Not covered (Gap)
	Safe and Potable water	Location and Accessibility	KPA 1			Not covered (Gap)
	No pit and bucket latrines.	Cleanliness & Comfort	KPA 5	Cleanliness, maintenance and availability of ablution facilities	PA 5.4	Covers sufficiently
	Sanitation services that promote health and hygiene standards.	Cleanliness & Comfort	KPA 5	Cleanliness, maintenance and availability of ablution facilities	PA 5.4	Covers sufficiently
	Reliable and safe source of electricity.	Safety	KPA 6			Not covered (Gap)
	Disability access	Location and Accessibility	KPA 1	Ramps and rails for elderly and disabled	PA 1.1	Covers sufficiently
	Buildings to be safe	Safety	KPA 6	Availability of minimum safety and security measures	PA 6.1	Covers sufficiently
Perimeter fencing	Safety	KPA 6	Availability of minimum safety and	PA 6.1	Covers sufficiently	

Sector Area	Sector Standard	FSDM KPA	FSDM KPA number	FSDM PA	FSDM PA number	FSDM tool coverage
				security measures		
Learner resources	Availability of learner resources such as textbooks, workbooks and access to computers.	Location and Accessibility	KPA 1			Not covered (Gap)
Communication systems for staff	Connection for communication and a telephone, fax and PA system.	Cleanliness & Comfort	KPA 5	Personnel equipment	PA 5.5	Not covered (Gap)
Outcome	The curriculum is completed in the teaching year.	Location and Accessibility	KPA 1			Not covered (Gap)
	Children remaining in school until they reach the age of 15.	Location and Accessibility	KPA 1			Not covered (Gap)

The existing standards from the charter relate mainly to physical, tangible or external aspects of schooling and don't detail service delivery or quality requirements, therefore there are many gaps in the charter. From these minimal standards however there are also two gaps in the FSDM tool including:

KPA 1: Location and Accessibility

- Reliable and safe source of electricity

KPA 4: Dignified treatment

- Availability of resources for learners such as text books

Queue management and waiting times are not applicable in schools although the FSDM tool translates this into assembly points for children and space for eating lunch which seems out of place in relation to queue management.

There is also minimal alignment between the education standards and the requirements of the Batho Pele principles especially around courtesy, information, openness and transparency and redress (see Appendix 4).

5.7 Service and quality standards for Drivers Licence Testing Centres (DLTC)

Driver's License Testing Centres provide citizens with the means to obtain learner and drivers vehicle licenses through a driving test as well as renewal of drivers licences which include eye examinations. All centres are registered with the ministry of transport and inspected to meet compliance requirements and graded. The inspectors conduct yearly inspections to ensure standards are applied and what improvement or maintenance to testing facility are necessary. Currently only municipalities with traffic departments are permitted to operate DLTCs.

The Department of Transport is in the process of developing, for publication, service and quality standards relating to transport services as well as Driver License Testing Centres. These are due for publication in 2015. We did however receive a draft version of the standards.

Much emphasis is placed on queue management and the equipment and resources needed to improve the citizens' experience whilst waiting. The table below highlights where the DLTC standards correspond with the FSDM tool and where not:

Table 10: Transport sector standards for DLTCs compared with FSDM tool KPA's and Performance Areas

Sector Area	Sector Standard	FSDM KPA	FSDM KPA number	FSDM PA	FSDM PA number	FSDM tool coverage
Signage	Clear road signage	Visibility & Signage	KPA 2	Direction boards leading to the facility	PA 2.1	Covers sufficiently
	Upon entering the facility clear directional and service signage should be in place	Visibility & Signage	KPA 2	Clear inside and outside signage	PA 2.2	Covers sufficiently
	Service point queue signage must be erected overhead to the front of the queue	Queue Management & Waiting times	KPA 3	Mechanisms or tools to manage queues	PA 3.1	Covers sufficiently
	Service point queue signage must clearly depict the service in two or more official languages dominant in that area	Visibility & Signage	KPA 2	Signage in local languages	PA 2.3	Covers sufficiently
	Information signage must be clearly displayed	Visibility & Signage	KPA 2	Clear inside and outside signage	PA 2.2	Covers sufficiently
	Information signage must be legible, easily understandable	Visibility & Signage	KPA 2	Clear inside and outside signage	PA 2.2	Covers sufficiently
	Information signage must be clearly depict the service in two or more official languages dominant in that area	Visibility & Signage	KPA 2	Signage in local languages	PA 2.3	Covers sufficiently
Safety and security	Adequate visible security in all public areas	Safety	KPA 6	Availability of minimum safety and security measures	PA 6.1	Covers sufficiently
	Restricted areas must be clearly demarcated	Safety	KPA 6			Not covered (Gap)
	Access control measures are in place to secure where applicable	Safety	KPA 6			Not covered (Gap)
Parking	Adequate Client parking available	Location and Accessibility	KPA 1			Not covered (Gap)
	Parking for Clients with disabilities must be provided and clearly marked.	Location and Accessibility	KPA 1			Not covered (Gap)

Sector Area	Sector Standard	FSDM KPA	FSDM KPA number	FSDM PA	FSDM PA number	FSDM tool coverage
Forms	Client Contact Centres shall have a forms desk	Queue Management & Waiting times	KPA 3	Help desk	PA 3.4	Covers sufficiently
	Forms shall be sorted and clearly marked	Queue Management & Waiting times	KPA 3	Mechanisms or tools to manage queues	PA 3.1	Covers, but not specifically
	All forms supplied and presented must be as prescribed, of good quality and be legible	Queue Management & Waiting times	KPA 3			Not covered (Gap)
	Client Contact Centres shall provide an area for the completion of the forms	Queue Management & Waiting times	KPA 3			Not covered (Gap)
	There must be a forms assistant helping the Client to complete the applicable forms for the appropriate transaction	Queue Management & Waiting times	KPA 3			Not covered (Gap)
Queues	There must be adequate space inside and outside the centre for queuing	Queue Management & Waiting times	KPA 3			Not covered (Gap)
	Adequate covering to provide shade and protection from the weather elements	Dignified Treatment	KPA 4			Not covered (Gap)
	Enough seating inside and covered seating outside the facility	Dignified Treatment	KPA 4			Not covered (Gap)
	Monitor and control the queues	Queue Management & Waiting times	KPA 3	Mechanisms or tools to manage queues	PA 3.1	Covers sufficiently
	Assisted speedily and professionally	Dignified Treatment	KPA 4	Knowledgeable, responsive and cooperative staff	PA 4.3	Covers sufficiently
	Services must be performed within the times as specified in the Service Level Agreement	Opening & Closing Times	KPA 7	Adherence to operation hours	PA 7.2	Covers sufficiently
	Visibly display the average times that the Client can expect for each service	Queue Management & Waiting times	KPA 3	Waiting times	PA 3.2	Covers sufficiently
Preferential care should be given to people with disabilities, physical restrictions (permanent or temporary) and senior citizens	Queue Management & Waiting times	KPA 3	Special provision for citizens with special needs	PA 3.3	Covers, but not specifically	
Dedicated customer service desk	There should be a dedicated Client service desk that is staffed all the time.	Queue Management & Waiting times	KPA 3	Help desk	PA 3.4	Covers sufficiently



Sector Area	Sector Standard	FSDM KPA	FSDM KPA number	FSDM PA	FSDM PA number	FSDM tool coverage
Working equipment	Shall have ergonomical office furniture for staff and Clients that is clean and in working order	Cleanliness & Comfort	KPA 5	Maintenance of furniture and waiting area	PA 5.3	Covers, but not specifically
Ablution facilities	Ablution facilities must have clear signage	Visibility & Signage	KPA 2	Clear inside and outside signage	PA 2.2	Covers, but not specifically
	Onsite ablution facilities to be provided for staff and clients	Cleanliness & Comfort	KPA 5	Cleanliness, maintenance and availability of ablution facilities	PA 5.4	Covers sufficiently
	Be clean and comply with Occupational Health and Safety Standards	Cleanliness & Comfort	KPA 5	Cleanliness, maintenance and availability of ablution facilities	PA 5.4	Covers sufficiently
	Be accessible to Clients and staff with disabilities and cater to their needs	Location and Accessibility	KPA 1	Ramps and rails for elderly and disabled	PA 1.1	Covers, but not specifically
	Have sanitary bins, toilet paper, running water, soap and hand drying facilities	Cleanliness & Comfort	KPA 5	Cleanliness, maintenance and availability of ablution facilities	PA 5.4	Covers, but not specifically
	Have baby nappy changing stations	Cleanliness & Comfort	KPA 5	Cleanliness, maintenance and availability of ablution facilities	PA 5.4	Covers, but not specifically
Business office hours	Open during business office hours	Opening & Closing Times	KPA 7	Adherence to operation hours	PA 7.2	Covers sufficiently
Communication to the client	Client Contact Centres shall have on display the Service Delivery Charter	Visibility & Signage	KPA 2			Not covered (Gap)
	Client Contact Centres shall have on display The main business	Visibility & Signage	KPA 2			Not covered (Gap)
	Client Contact Centres shall have on display business office hours	Visibility & Signage	KPA 2			Not covered (Gap)
	Client Contact Centres shall have on display services provided	Visibility & Signage	KPA 2			Not covered (Gap)
	Client Contact Centres shall have on display lead times in which the services will be completed	Dignified Treatment	KPA 4			Not covered (Gap)
	Client Contact Centres shall have on display complaints and compliments reporting mechanism	Complaint Management System	KPA 8	Suggestion box / register for complaints in waiting	PA 8.1	Covers, but not specifically

Sector Area	Sector Standard	FSDM KPA	FSDM KPA number	FSDM PA	FSDM PA number	FSDM tool coverage
				area		
	Client Contact Centres shall have on display information notices outlining the Batho Pele principles	Visibility & Signage	KPA 2			Not covered (Gap)
	Client Contact Centres shall have on display contact details of Supervisors	Visibility & Signage	KPA 2	Displayed management contact details	PA 2.6	Covers sufficiently
	Client Contact Centres shall have on display contact details of Management Representative	Visibility & Signage	KPA 2	Displayed management contact details	PA 2.6	Covers sufficiently
	Client Contact Centres shall have on display contact details of Provincial Representative	Visibility & Signage	KPA 2	Displayed management contact details	PA 2.6	Covers, but not specifically
	Client Contact Centres shall have on display contact details of National Department of Transport Representative	Visibility & Signage	KPA 2	Displayed management contact details	PA 2.6	Covers, but not specifically
Complaints management process	Have a complaints management process in place	Complaint Management System	KPA 8	Complaint & redress mechanisms	PA 8.2	Covers sufficiently
	Client Contact Centres shall conduct Client satisfaction surveys at least once every 6 months	Complaint Management System	KPA 8			Not covered (Gap)

Source: Department of Transport Minimum service delivery standards v10

From the table above we can see that the DLTC standards contain some additional or more specific standards than the FSDM tool which include:

KPA 1: Location and Accessibility

- Adequate parking for abled bodies clients as well as those with disabilities

KPA 2: Visibility and Signage

- In addition to generally required signage, the DLTC service standards are quite specific regarding the information that is displayed for clients.
 - Service Delivery Charter
 - Services available and provided
 - Lead times in which a service is to be completed.
 - Batho Pele principles

KPA 3: Queue Management and Waiting Times

- The DLTCs take note of the fact that a large part of the clients' experiences involves filling out forms. It therefore requires DLTCs to present forms of good quality and legible, an area dedicated to form completion and lastly a permanent forms assistant on duty.

KPA 6: Safety

- The DLTC's require demarcation of restricted areas and controlling the access to these areas
- The DLTCs are also required to provide enough covered seating outside the facility in order to protect the client from the weather elements when queuing.

KPA 8: Complaint Management System

- The DLTC service standards require that a client satisfaction survey is conducted every 6 months.

5.8 Service and quality standards for Municipal Customer Care Centres (MCCC)

Although there are no nationally set service and quality standards for MCCC's, each municipality sets their own and publish these on their websites to a greater or lesser degree. Some examples of good customer care standards and policies include:

- Ekurhuleni Municipality - general information on their website
- eThekweni municipality - Sizakala Customer Care Centre Policy
- Knysna Municipality - Customer care policy
- City of Tshwane - Customer relations management's: Quick reference guide for customers

These municipalities have defined service standards that range from basic principles of customer care which align directly with those of Batho Pele (see appendix 4) to more specific and defined service levels.

The Batho Pele Service Standards Framework for Local Government is also applicable to all municipal officials. These standards are strictly based within the Batho Pele framework. (See appendix 4).

The table below highlights where the standards for MCCC's correspond with the FSDM tool and where not:

Table 11: MCCC standards compared with FSDM tool KPA's and Performance Areas

Sector Area	Sector Standard	FSDM KPA	FSDM KPA number	FSDM PA	FSDM PA number	FSDM tool coverage
Access	Physical access to building for all citizens including visually impaired, illiterate and wheelchair-bound	Location and Accessibility	KPA 1	Ramps and rails for elderly and disabled	PA 1.1	Covers sufficiently
	Access to assistance from municipal officials in an acceptable manner	Dignified Treatment	KPA 4	Client treated with courtesy, dignity and respect	PA 4.4	Covers, but not specifically
	Access to assistance from municipal	Dignified Treatment	KPA 4	Addressed in appropriate	PA 4.1	Covers sufficiently

	officials in an appropriate language			language		
Courtesy	All citizens are to be treated with courtesy and consideration	Dignified Treatment	KPA 4	Client treated with courtesy, dignity and respect	PA 4.4	Covers sufficiently
Information	Information is provided at the point of delivery	Dignified Treatment	KPA 4	Knowledgeable, responsive and cooperative staff	PA 4.3	Covers, but not specifically
Openness and transparency	Relevant, accurate and understandable information is available at municipal access points, on the internet and through community participation and feedback sessions	Visibility & Signage	KPA 2			Not covered (Gap)
Redress	An accessible complaints management system that is timely, confidential, responsive and fair	Complaint Management System	KPA 8	Complaint & redress mechanisms	PA 8.2	Covers sufficiently
	Official who are responsive and sympathetic to the needs and complaints of the public	Complaint Management System	KPA 8	Complaint & redress mechanisms	PA 8.2	Covers, but not specifically

These MCCC standards are not particularly expansive and there is really only one standard that is not covered by the FSDM Performance Areas. This standard pertains to the availability of information not only at the point of service, but also on the internet, through community participation and through feedback sessions.

Even though the standards might not be that expansive, they are specific and there might be some points that the FSDM tool is missing for example:

KPA 4: Dignified Treatment

- Information must be available and easily accessible at the point of service delivery

KPA 8: Complaint Management System

- The specific criteria that should be fulfilled by a complaints handling mechanism, not just its existence.
- The specific approach to redress with regards to complaints lodged.

5.9 The Department of Public Works and quality standards related to disability access

Although the Department of Public Works is not a service point within the FSDM programme, they provide land and accommodate national and government departments and institutions and therefore play a custodial role of governments immovable assets. Their primary objective is to

ensure that all citizens have access to government services. Therefore the relevance of any service and quality standards for disabled persons to the citizens' perspective in all frontline service delivery facilities and across all sectors is important.

The Disability Policy Guideline was developed in 2009 and published by the Department and its primary objectives was to move from policy to practice through a set of commitments to disability provisions and targets. The policy adheres to the principle of “universal design” meaning “the design must comply with any other measure as determined in any international, regional and national instrument that informs the design of products, the environment, programmes, and services that are usable by all people to the greatest possible extent, without the need for adaptation or specialized design”. One of the policies guiding principles is to achieve an enabling environment to facilitate the progressive realisation of access to services and infrastructure by persons with disabilities.

The policy also provides that the monitoring and evaluation of the implementation of these disability standards should be by the individual departments and their business units. In particular the business units within the departments are to formulate their own objectives and indicators that will be monitored in line with the departments own monitoring and evaluation procedures.

The table below defines provide the guidelines on how to prioritise frontline service delivery facilities and infrastructure for access in the frontline service delivery facilities relevant to the FSDM programme.

Table 12: Disability policy guidelines for access

NATURE OF EXCLUSION/CHALLENGES	SERVICES	OUR RESPONSE
Lack of access to service delivery and social infrastructure	The DPW prioritisation will be informed by Departments that provide essential services to persons with disabilities with a special focus on those that have direct impact on their day-to-day lives. The DPW will incorporate universal design principles in the building, renovation or refurbishing of government buildings.	
	Healthcare Service - Primary, Secondary and Tertiary	Facilitate the development of Minimum Norms and Standards by Provincial Departments for hospitals and clinics. Monitor budgets and expenditure.
	Home Affairs Service - Facilities for the registration of births, death, marriages; applications for identification and travel documentation as well as the provision of immigration services.	Ensure Home Affairs services are accessible in all respects, through a special focus on infrastructure development for people with disabilities.
	Access to Justice – This includes Courts, Police Stations, and Correctional Services.	Ensure justice services are accessible in all respects, through a special focus on infrastructure development for people with disabilities.
	Education and training – Primary, secondary,	Facilitate the development of Minimum Norms and Standards by the Provincial Departments.

	vocational and tertiary education institutions.	Monitor budgets and expenditure.
	Social Security and Welfare Services – SASSA, pay points, youth and child care centres, psycho- social support facilities, rehabilitation centres, and Early Childhood Development (ECD) centres.	Ensure social security services are accessible in all respects, through a special focus on infrastructure development for people with disabilities.
		Facilitate the development of Minimum Norms and Standards by Provincial Departments for the provision of welfare services.
		Monitor budgets and expenditure.



PART C: FINDINGS AND RECOMMENDATIONS

6 SUMMARY OF FINDINGS ACROSS SECTORS

The major finding across all sectors was that whilst there are standards or charters for service delivery the information about how citizens are to experience service delivery was in most instances limited to statements of principles rather than measureable standards therefore the formulation of measureable elements that can be used during onsite monitoring visits becomes constrained and requires the DPME to interpret what the principles mean in practice.

The review also highlighted standards within the eight sectors that are not covered by the FSDM tool currently. In some instances these standards are universal requirements across most sectors whilst others are very sector specific. The table below details the list of standards which are not covered within the current FSDM tool or which are not covered specifically enough to be aligned with the sector requirements as per the review:

Table 13: Additional service standards from sector review not covered by the FSDM tool currently

KPA	Additional service and quality standards from sector review not covered or not covered specifically by existing FSDM tool
KPA 1: Location and Accessibility	<ul style="list-style-type: none"> • Physical premises fit for purpose of service <ul style="list-style-type: none"> – Sufficient amount of space to provide service for example: <ul style="list-style-type: none"> • Learners classrooms in schools, parking in DLTC's, full amenities in schools and SASSA offices – Able to provide services for example emergency services and full package of health services in health • Distance to facility has a wide range of norms from 5 – 40km radius to citizen • Resources available to provide the services designated such as: <ul style="list-style-type: none"> – Learners books, work books in schools – Staff, equipment, space, meds in health – Pay points with sufficient equipment and staff at SASSA offices
KPA 2: Visibility and signage	<ul style="list-style-type: none"> • Information to citizens should include as a minimum <ul style="list-style-type: none"> – Service hours – Services provided at service point – Batho Pele notices – Service delivery charter or citizen rights charter – Contact information of manager – Promotional materials such as public participation programmes, wellness awareness – Public service information i.e. safety and security awareness and anticrime campaigns, • Signage to ablutions
KPA 3: Queue management and Waiting times	<ul style="list-style-type: none"> • Direct customers to waiting area • Customer service desk need in SASSA offices • Area for completion of forms and forms assistant and good Q forms within DLTC • Queue marshals or officials conducting queue walking in SASSA offices • Staff available at all pay points from operating times in SASSA offices • Space to queue • Waiting times displayed in most facilities specifically home affairs, magistrates courts, SASSA and DLTC offices, hospitals and clinics • Waiting times norms such as less than 1 hours for queuing at a SASSA office • Special provisions for emergency, pregnant citizens in health and SASSA offices

<p>KPA 4: Dignified treatment</p>	<ul style="list-style-type: none"> • Information to citizens (verbal or written) should be: <ul style="list-style-type: none"> – Written in simple language and preferred language – Give feedback on application outcomes in SASSA offices – Provide information about next steps and follow up processes specifically in hospitals, clinics, SASSA, police stations and courts – About care and treatment plans in health – At point of entry – Allow the citizen an opportunity to give information as well as receive • Language of officials used to communicate with citizens should be of the local language and courteous at all times • Officials should be helpful and professional • Offices to wear branded clothing within SASSA offices • Efficiency of staff through them having access to: <ul style="list-style-type: none"> – Equipment – Knowledge – Skills – Sufficient in number • Interpreter services within courts, police stations, hospitals and clinics and home affairs offices
<p>KPA 5: Cleanliness and comfort</p>	<ul style="list-style-type: none"> • Child friendly and diaper changing stations within DLTC • Personnel equipment to do their job including furniture • Toiletries in toilets • No pit or bucket toilets in schools
<p>KPA 6: Safety</p>	<ul style="list-style-type: none"> • Electricity supply and backups in school, health, SASSA • Access control to restricted areas within DLTC, HA, Justice, SAPS, Hospitals, clinics, SASSA • Protection of records and archiving information within Justice, Hospitals, clinics, all • Right to protection in Justice • First aid kits
<p>KPA 7: Opening and closing times</p>	<ul style="list-style-type: none"> • Backups and contingencies for down times on equipment failure within SASSA, Hospitals, clinics • Staff accessible during open times
<p>KPA 8: Complaint management system</p>	<ul style="list-style-type: none"> • Citizen satisfaction surveys <ul style="list-style-type: none"> – Express opinion about quality of service – 6 monthly to annual • Telephone management of queries which includes: <ul style="list-style-type: none"> – The time taken to answer the phone – Transferring the citizen to the correct official – Lodging of complaint systems – Speedy handling of complaints and queries – Time to wrap up call • Responses in simple language and preferred language

Conducting this analysis on a more quantified basis, the Key Performance Areas within the FSDM tool which align the best with the sectors standards are the following (see table below):

- Under Visibility and Signage, 64% of all sector standards that fall under this KPA was covered by the performance areas in the FSDM tool.
- Under Opening and closing times, 55% of all sector standards that fall under this KPA was covered by the performance areas in the FSDM tool.
- Under Cleanliness and Comfort, 50% of all sector standards that fall under this KPA was covered by the performance areas in the FSDM tool.

This reflects that the tool is covering the original intent of the Batho Pele principles around improving accessibility and equity for citizens to services. However the tool is taking those principles further by including other “non-access” performance areas such as cleanliness and comfort and complaints management.

Table 14 - KPA coverage of sectors

	Dignified Treatment	Visibility & Signage	Complaint Management System	Queue Management & Waiting times	Location and Accessibility	Cleanliness & Comfort	Opening & Closing Times	Safety	Grand Total
Covers sufficiently	28%	64%	21%	20%	27%	50%	55%	29%	34%
Covers, but not specifically	15%	11%	26%	30%	13%	39%	27%	6%	20%
Not covered (Gap)	57%	25%	54%	50%	60%	11%	18%	65%	46%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%

Source: DNA Economics calculations

There are about 46% of sector standards which are not addressed within the Performance Areas of the current FSDM tool. This is an indication that some of the government departments are moving forward with more extensive citizen customer experience standards which are not captured within the existing FSDM tool.

The KPA's with the limited coverage across the sectors area include:

- Safety (65%)
- Location and Accessibility (60%)
- Dignified Treatment (57%)

Many sectors have the requirement that information is provided to citizens verbally by the officials when they are receiving services. This falls into the Dignified Treatment KPA however there is no performance area or questions relating to “verbal information to citizens”. Similarly the Security KPA doesn't have a performance area of “access controlled areas” and the security of citizens documents which are a requirement in facilities such as Magistrate courts, Police Stations and Hospitals and Clinics.

In 20% of sector standards the FSDM tool covers the standards but not specifically enough. These are elements relating to cleanliness and comfort, relating to furniture for citizens while waiting to improve their comfort and personnel equipment to allow them to deliver a service, specific queue management elements such as customer service desks and forms areas.

In some instances the sector standard may be reflected within a specific measure in the FSDM tool, however that measure didn't logically fit into the performance area and therefore the gap identified is with the logic of the performance areas within the KPA's.

A summary of all the sectors and their cross cutting standards is presented in the table on the next page.



Table 15: Summary of FSDM tool comparison with sector standards showing coverage and gaps

	DLTC	Home Affairs Office	Hospitals and clinics	Magistrates' Courts	MCCC	Police Station	SASSA	Schools	Grand Total
Dignified Treatment	100%	100%	100%	100%	100%	100%	100%	n/a	100%
Covers sufficiently	25%	30%	50%	33%	50%	29%	0%	n/a	28%
Covers, but not specifically	0%	30%	0%	13%	50%	0%	10%	n/a	15%
Not covered (Gap)	75%	40%	50%	53%	0%	71%	90%	n/a	57%
Visibility & Signage	100%	100%	n/a	100%	100%	100%	100%	n/a	100%
Covers sufficiently	50%	50%	n/a	75%	0%	n/a	85%	n/a	64%
Covers, but not specifically	19%	50%	n/a	0%	0%	n/a	0%	n/a	11%
Not covered (Gap)	31%	0%	n/a	25%	100%	n/a	15%	n/a	25%
Complaint Management System	100%	100%	100%	100%	100%	100%	100%	n/a	100%
Covers sufficiently	33%	17%	50%	20%	50%	100%	0%	n/a	21%
Covers, but not specifically	33%	8%	0%	80%	50%	0%	25%	n/a	26%
Not covered (Gap)	33%	75%	50%	0%	0%	0%	75%	n/a	54%
Queue Management & Waiting times	100%	100%	100%	100%	n/a	n/a	100%	n/a	100%
Covers sufficiently	45%	0%	25%	0%	n/a	n/a	0%	n/a	20%
Covers, but not specifically	18%	50%	50%	33%	n/a	n/a	30%	n/a	30%
Not covered (Gap)	36%	50%	25%	67%	n/a	n/a	70%	n/a	50%
Location and Accessibility	100%	100%	100%	100%	100%	n/a	100%	100%	100%
Covers sufficiently	0%	100%	33%	50%	100%	n/a	0%	8%	27%
Covers, but not specifically	33%	0%	0%	0%	0%	n/a	75%	0%	13%
Not covered (Gap)	67%	0%	67%	50%	0%	n/a	25%	92%	60%
Cleanliness & Comfort	100%	n/a	100%	100%	n/a	n/a	100%	100%	100%
Covers sufficiently	40%	n/a	75%	0%	n/a	n/a	40%	67%	50%
Covers, but not specifically	60%	n/a	25%	0%	n/a	n/a	60%	0%	39%
Not covered (Gap)	0%	n/a	0%	100%	n/a	n/a	0%	33%	11%

	DLTC	Home Affairs Office	Hospitals and clinics	Magistrates' Courts	MCCC	Police Station	SASSA	Schools	Grand Total
Opening & Closing Times	100%	n/a	100%	n/a	n/a	n/a	100%	n/a	100%
Covers sufficiently	100%	n/a	100%	n/a	n/a	n/a	29%	n/a	55%
Covers, but not specifically	0%	n/a	0%	n/a	n/a	n/a	43%	n/a	27%
Not covered (Gap)	0%	n/a	0%	n/a	n/a	n/a	29%	n/a	18%
Safety	100%	n/a	100%	100%	n/a	100%	100%	100%	100%
Covers sufficiently	33%	n/a	0%	14%	n/a	0%	50%	67%	29%
Covers, but not specifically	0%	n/a	100%	0%	n/a	0%	0%	0%	6%
Not covered (Gap)	67%	n/a	0%	86%	n/a	100%	50%	33%	65%

7 CONCLUDING REMARKS

The FSDM programme objectives need to be concretely defined in order to help guide the framework, design and contents of the FSDM monitoring tools so that it supports the attainment of these objectives through the monitoring process.

The FSDM programme is in a unique position, being within the apex of the government, at Presidency level, to help use its tool to set and guide the development of sector wide service and quality standards that are aligned with the original intent of the Batho Pele principles and make the service delivery expectations clear, tangible and measureable both to the departments, the FSDM monitors, the Offices of the Premiers, the frontline staff and facility managers and more importantly to the citizens who are able to use these standards to effect changes to their services and improvement in service delivery.

Therefore the tools need to meet the following principles. They should be:

- Within the scope of FSDM programme - to define the parameters of what the monitoring process covers;
- structured in a logical way with clearly defined elements such as KPA, PA and measures/ questions -to ensure consistent and clear naming and use in line with best practice
- measure sector specific issues and contain standards or questions that are sector specific if needed; and
- Be linked to a scoring or rating scale or methodology which will improve the consistency and reliability of application of the FSDM tool scores

Recommendations for the way forward

The next step in the process will be to define the steps of any revisions to the FSDM tools by utilising the set of principles described above. These include

- Defining the scope of the FSDM programme in relation to the citizens journey and that of the monitor through the facility or service point;
- Defining the structural elements of the tool clearly
- Identifying those aspects across all the eight sectors which are gaps in the FSDM tool and adding them in or identifying sector specific standards which require a place within the tool.

This process will happen in consultation with the various stakeholders in the sectors and the DPME FSDM staff along with the insights from this review report to create new tools which are a valuable input to any existing monitoring process.

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APPENDIX 1 PROJECT METHODOLOGY

Project phases

This project will be carried out over six stages as illustrated in figure 1 below:

Figure 2: Project stages



Below is a list of all the project phases with high-level activities and outputs for each:

Table 16: Phase description

Activities by project phase	Brief description of each phase
1. Project inception	The project team and steering committee agrees on:
Project inception meeting	– Methodological approach
Output: Project inception report	– Scope of work
	– Project management approach
	– Skills transfer arrangements
2. Observational visits and walkabouts	The consultants will observe existing monitoring visits planned in the Gauteng province in the month of January and February to understand the methodology and approach to the visits and experience the application of the tools.
Various sector observational visits	
3. Review of sector specific standards and gap analysis	Desktop review of the current and existing service and quality standards in each sector to identify any additions or duplications within the FSDM tool and set a framework for the content of the new tool
Analysis of information from Presidential Hotline	
Desktop review of sector specific standards	
Interviews with FSDM staff in national departments (if required)	
Output: Comprehensive report on existing sector norms and standards for the eight sectors	
Reference group meeting 1	
4. Development of ratings manual	Review the existing FSDM tool, performance areas and standards against a set of criteria to improve the alignment with the sector findings and enhance measurability
Assessment of KPA and performance areas against evaluation questions	
Review of standards	

Development of rating manual	
Output: Draft ratings manual for all 8 KPAs	
Reference group meeting 2	
5. Testing and training	
Skills transfer workshop with reference group and testing team	Training will be provided to FSDM monitors who will then apply the new tools during visits in parallel with existing tool. The Manual will be revised based on feedback received
Support for testing process while teams go out	
Revisions to rating manual	
Output: A tested KPA ratings manual and standards for four KPAs	
Reference group meeting 3 (telecon)	
6. Finalisation and project closure	Final deliverables will be agreed and submitted to DPME at a project closing meeting:
Finalisation of all documents and methodology	– Final rating manual
Handover and project closure	– Transcripts
Output: Final manual comprising of all 8 KPAs	– Data
	– Supporting documentation

This report sets out phase 3 of the project which focuses primarily on refining the current Key Performance Areas (KPAs) and identifying the gaps in standards for the FSDM tools.

APPENDIX 2 WHAT DO CITIZENS COMPLAIN ABOUT ACCORDING TO DATA FROM THE PRESIDENTIAL HOTLINE

A 2.1 Summary of service needs of population according to the Presidential Hotline Data

From the information in the Presidential Hotline, it is possible to draw some conclusions regarding the expectations of the population with regard to frontline service delivery. The following table summarises the primary issues that should be monitored by the FSDM programme to ensure that expectations are met.

Table 17: Summary of issues raised by the Presidential Hotline analysis

Frontline unit of service delivery	Issue raised by Presidential Hotline analysis	FSDM Key Performance Area
SASSA offices	The long waiting times at service delivery points.	Queue management and waiting times
	The conduct of officials during the grant administrative process.	Dignified treatment
	Lack of communication, especially regarding the rejection of grants and non-payment of grants	Dignified treatment
	Long waiting periods for the approval of grants	Not included
Police stations	General rudeness of police officers, especially pertaining to the treatment of victims	Dignified treatment
	Bribery attempts by police officers	Not included
Magistrates' courts	Maintenance money not transferred to final beneficiary	Not included
Home affairs offices	The loss of applications requiring the applicant to re-submit.	Not included
	Security breaches through the duplication of identification documents.	Not included
	Mistakes made on birth certificates	Not included
	Prolonged waiting times for the issuance of documents	Not included
Primary schools and high schools	Safety of learners from teachers and environment	Safety
	Teachers' criminal activity	Not included
	Mismanagement of school finances	Not included
	Complaints handling mechanisms and procedures	Complaints and compliments systems
Hospitals and clinics	Long waiting times to receive treatment	Queue management and waiting times
	Lack of communication by hospital or clinic staff	Dignified treatment
	Uncaring attitudes and misconduct from hospital or clinic staff	Dignified treatment
	Unavailability of medicines	Not included
	Lack of counselling opportunities specifically for HIV patients	Dignified treatment

Although many of the issues raised are covered by the Key Performance Areas, the analysis of the Presidential Hotline data raises two important questions. First of all, how does the frontline unit of service handle instances of staff criminality and second, what monitoring mechanisms are in place to ensure that the services that the unit is mandated to deliver is done timeously and efficiently. These are both questions that should be covered by the Key Performance Areas.

In addition the Presidential Hotline data contains concerns that either result in delays in service delivery, lost documents, re submissions or mistakes. Although these concerns are a function of the back office processes, which is outside of the scope of the FSDM programme, they may be useful discussion points in citizen interviews to highlight their “satisfaction” with the service received.

A 2.2 What do citizens complain about in with regards to hospitals and clinics?

The Presidential Hotline registered 5299 cases related to the health sector during the analysis period. The health care cases were further categorised into the following themes:

Table 18: Presidential Hotline: Health cases

Theme	Description of theme	Number	Percentage of total number of calls
Public Healthcare	Issues related to conditions, access, quality and administration in the public health sector	3823	72.10%
No Detail	Lack of or insufficient description	467	8.80%
HIV	Cases related to discrimination against HIV positive citizens, lack of, or coercion into HIV tests and insufficient or lack of treatment and counselling.	341	6.40%
Other	Cases that could not be classified into any of the key themes as they were not directly related to health sector issues	204	3.80%
Emergency	Cases related to ambulance and paramedic services as well as delays in emergency situations	198	3.70%
Contact Details	Cases in which callers asked for the contact information of either the National Department of Health, provincial departments of health or medical facilities	156	2.90%
Private healthcare	Cases related to costs, doctors' conduct, health services, and medical aid services in the private health care sector.	105	2.00%
Health Other	Cases that were related to the health sector but could not be classified into any of the key themes	6	0.10%
Grand Total		5299	100%

Source: DNA Economics calculations based on Presidential Hotline data

This table shows that issues related to the conditions, access, quality and administration in the public health sector were the dominant concern of the citizenry within the health sector. These cases along with the cases in the HIV subtheme are directly related to services delivered at the coalface of the sector.

- Long waiting times to receive treatment
- Lack of communication by hospital or clinic staff
- Uncaring attitudes and misconduct from hospital or clinic staff
- Unavailability of medicines
- Lack of counselling opportunities specifically for HIV patients

A 2.3 What do citizens complain with regards to Police Stations

By a significant margin, the most cases registered with the Presidential Hotline under the crime and justice category were related to the South African Police Service. In terms of subthemes directly related to police stations, Table 19 indicates that “Conduct of officials” is the most significant.

Table 19: Presidential Hotline: SAPS cases

Subtheme	No. of cases	Description
Failure to act	1770	Inaction by SAPS after a case was report, did not come, no statement,
Conduct	1703	Generally being rude, attitude towards victims, raids, forcing people to but conduct not related to monetary benefit, theft by officers.
Enquiries and contacts	417	General enquiries about a cases and requests for the contact details of SAPS official.
Brutality	316	Violent conduct by the police or excessive use of force
Bribery	281	Police conduct cases where the officer derives monetary benefit
Wrongful arrest	120	Cases in which a member of the public was wrongfully arrested
Other	74	SAPS cases that could not be categorised in any of the identified subthemes.
Total	4681	

Source: DNA Economics calculations based on Presidential Hotline data

From these subthemes, it is clear that the following issues should and could be addressed by the FSDM programme:

- General rudeness of police officers, especially pertaining to the treatment of victims
- Bribery attempts by police officers

A 2.4 What do citizens complain about with regards to Magistrates’ Courts

The South African Magistrate’s Courts contain three judicial sections. These are the Criminal Section, Civil Section and the Family Courts⁴. South African Courts, particularly Family Courts are responsible for issuing out Maintenance Orders (i.e. an order that obligates a person to provide for another, such as a child, with food, clothing, education and medical care). The duty to maintain is based on blood relationship, adoption, or marriage⁵. The “Family law/courts” theme in Table 7 is broken down in to the following subthemes:

⁴ (Department of Justice and Constitutional Development, 2013)

⁵ (Department of Justice and Constitutional Development, 2013)

Table 20: Presidential Hotline: Family law/court cases

Subtheme	Total	Description
Maintenance	1066	Responsibility to pay child maintenance
Estate	294	Death-transferring of estate, house, property, some overlap with housing
Divorce	108	Want a divorce, divorce procedures, alimony payments
Marriage	55	Want to get married, marriage certificates and licenses
Custody	28	Cases about child custody. Denial of visitation rights was very significant. Right to see the child even if not paying maintenance
Other	13	Family Court cases that did not fit into any of the main subthemes identified.
Violence	7	Going to family court and ask for a protection order etc e.g. a mother
Total	1571	

Source: DNA Economics calculations based on Presidential Hotline data

The most important point, raised by the analyses done related to the Magistrates' Courts, is the issues with maintenance payments. These complaints pertained predominantly to instances where maintenance money was paid into the court's account but not transferred to the final beneficiary.

A 2.5 What do citizens complain about with regards to SASSA offices?

Analysis of the Presidential Hotline information reveals that 7.8% (12 541) of the cases registered by the Hotline were related to the social services sector. These cases were further categorised into 6 themes of which the "social assistance" theme constituted 50.8%. This theme consisted of 8 sub-themes. Below is a table illustrating the distribution of cases across these sub-themes:

Table 21: Presidential Hotline: Social assistance cases

Subtheme	Description	Number of calls	Percentage of total number of calls
Quality of service delivery	Cases in which callers felt that the quality of service delivery at the point of service was unsatisfactory.	1 900	29.8%
Application process	Cases related to the rejection of applications and the length of time it takes to process an application	1668	26.2%
Information requests	Cases in which callers request information regarding grant criteria and contact details of SASSA and the national and provincial Departments of Social Development.	1 081	17%
Non-payment of grant	Cases in which grants were terminated or suspended	929	14.6%
Corruption	Cases involving SASSA staff requesting bribes to process grant applications	307	4.8%
Medical examinations	Cases related to doctors and other medical personnel not signing off on application	305	4.8%
Social assistance - other	Cases that are related to social grants but could not be categorised into any of the above mentioned categories.	102	1.6%
Insufficient grant allocation	Cases in grant recipients request an increase in the grant	75	1.2%

Source: DNA Economics calculations based on Presidential Hotline database.

The descriptions in Table 21 show us that the subthemes “Quality of service delivery”, “Application process” and “Non-payment of grant” all to a lesser or greater extent relate to the services provided by the SASSA offices.

The analyses highlights four issues from the subthemes that guide our development of the FSDM monitoring tool.

- The long waiting times at service delivery points.
- The conduct of officials during the grant administrative process.
- Lack of communication, especially regarding the rejection of grants and non-payment of grants

Long waiting periods for the approval of grants

A 2.6 What do citizens complain about in the Home Affairs

Only 7.4% of cases registered with the Presidential Hotline during the period of analysis were related to civic and immigration services as provided by Home Affairs offices.

Cases related to civic services were the most pertinent, covering 78% of all cases and are divided into the following subthemes:

Table 22: Presidential Hotline; Civic service cases

Sub-themes	Cases	%	Description
Identity documents	5867	63.1%	Cases about identity documents such as errors, name changes, delays in the issuing of documentation, identity theft, ID number mismatches and duplications, and the fraudulent selling of ID status to illegal immigrants and social security criminal groups.
Birth registry	2903	31.2%	Cases involving the registration of a birth – including late registrations, issuance of a birth certificate, errors, and changes to birth years
Travel documents (i.e. SA passports)	321	3.5%	Cases about South African passports
Death registry	138	1.5%	Mostly cases involving a citizen being erroneously declared as deceased
Marriage registry	75	0.8%	Cases about the registration of marriages. This excludes the illegal selling of “marriage status” to illegal foreign immigrants, as these were linked to IDs and are therefore considered under the ID subtheme.
Total	9304	100.0%	

Source: DNA Economics calculations based on Presidential Hotline database

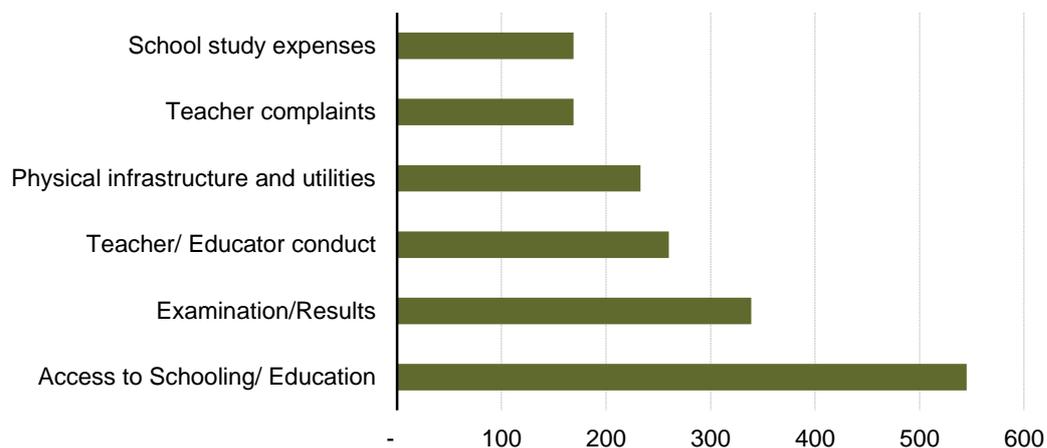
The main issues included:

- The loss of applications requiring the applicant to re-submit.
- Security breaches through the duplication of identification documents.
- Mistakes made on birth certificates
- Prolonged waiting times for the issuance of documents

A 2.7 What do citizens complain about in the Basic Education Sector?

Cases logged by the Presidential Hotline for education are classified into ABET, Basic education, Higher education/FET and other. Forty five percent (45%) of the education cases registered were related to basic education. Figure 17 illustrates the distribution of the basic education subthemes.

Figure 3: Presidential Hotline: Basic Education Cases



From these subthemes, the following issues can be highlighted relating to primary and high schools:

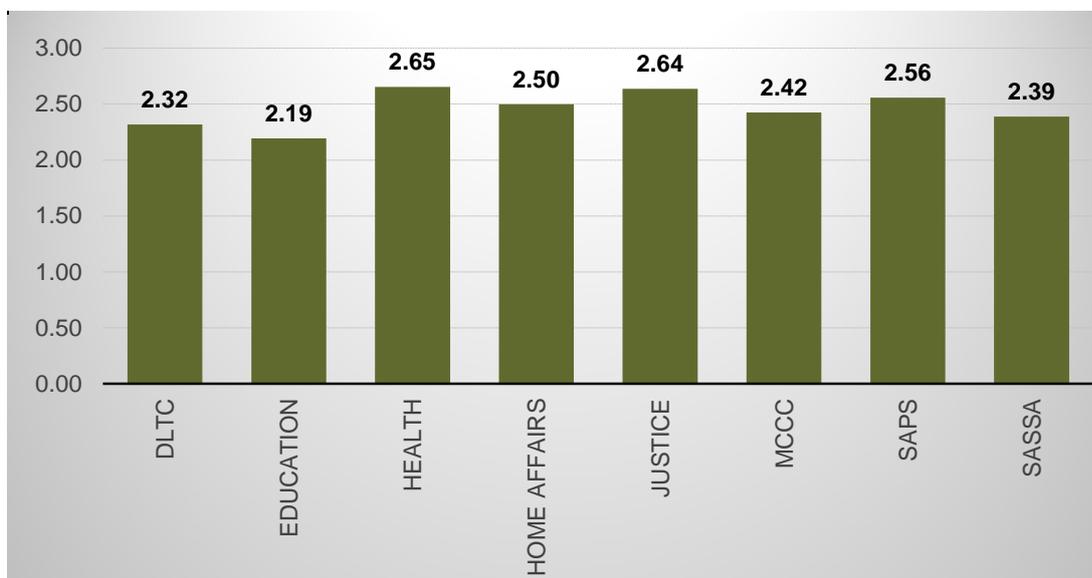
- Safety of learners
- Teachers' criminal activity and conduct
- Mismanagement of school finances
- Complaints handling mechanisms and procedures

APPENDIX 3 STATISTICAL ANALYSIS OF FSDM MONITORING VISITS SCORES

The DPME provided data from monitoring visits conducted during the 2013/14 financial year. This data provides us with interesting and important insights when comparing scores across sectors, and provinces as well as Key Performance Areas.

Figure 4 shows us that the worst performing frontline service delivery units were high schools and primary schools (combined average score of 2.19 out of 4) and DLTCs (average score of 2.32 out of 4). The relative standard deviation⁶ that provides us with an indication of the variation of the scores across the sectors is 6.5%. This tells us that even though the schools and DLTCs performed worse than the other sectors, the differences among the sectors is marginal. This is also evidenced by the difference between the lowest average score (Education) and the highest average score (Health) only being 0.46 (17% of highest average score).

Figure 4: FSDM monitoring sector scores compared across all KPAs and provinces



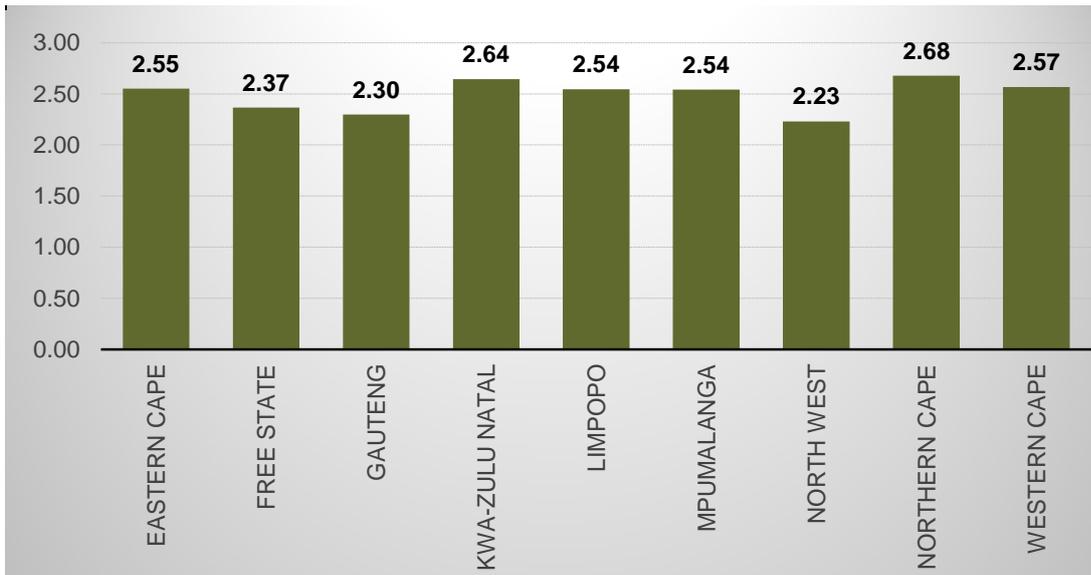
Source: DNA Economics calculations based on FSDM data

The North West and Gauteng Province perform most poorly according to the FSDM monitoring data. The differences between the provinces are however marginal again with a relative standard deviation of 6.6% and relative range⁷ of only 16.6%.

⁶ Defined as the standard deviation of the series expressed as a percentage of the series mean.

⁷ Relative range is defined as the difference between the minimum and maximum in the series expressed as a percentage of the maximum.

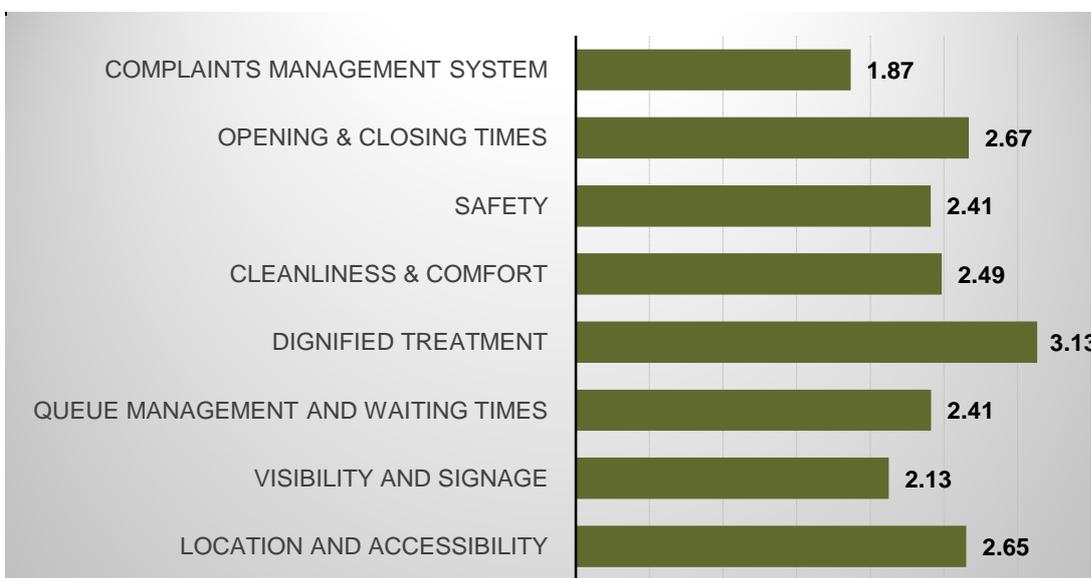
Figure 5: FSDM monitoring province scores compared across all KPAs and sectors



Source: DNA Economics calculations based on FSDM data

Figure 6 clearly shows us that the Complaints Management KPA and the Visibility and signage KPA are the areas in which the units are most struggling to comply with. The variability of the scores across the KPAs are significant as the difference between the highest average score and the lowest average score is 1.26 (40.4% relative range). A relative standard deviation of 15.3% also indicates that the performance varies widely across KPAs.

Figure 6: FSDM monitoring KPA scores compared across all provinces and sectors



Source: DNA Economics calculations based on FSDM data

The final presentation of the data is a heat map of the performance of each sector across the KPAs as compared to each other. This map explains the weak performance of the education sector illustrated in table 22 as it shows the weakest performance in five of the eight KPAs. This table shows the problem areas in each sector.

Table 23: Heat map of sectors according to KPA performance

	KPA 1: LOCATIO N & ACCESSIB ILITY	KPA 2: VISIBILI TY& SIGNAG E	KPA 3: QUEUE MANAGE MENT & WAITING TIMES	KPA 4: DIGNIFI ED TREATM ENT	KPA 5: CLEANLI NESS & COMFOR T	KPA 6: SAFE TY	KPA 7: OPENING & CLOSING TIMES KPA 8: COMPLAI NTS & COMPLIM ENTS SYSTEM	KPA 8: COMPLAI NTS & COMPLIM ENTS SYSTEM
DLTC	8	5	6	4	7	7	5	7
Educatio n	5	8	n/a	3	8	8	8	8
Health	2	2	3	5	3	2	3	1
Home Affairs	6	4	2	1	6	5	4	3
Justice	1	1	5	2	1	1	6	2
MCCC	4	7	7	6	4	3	2	5
SAPS	3	3	1	6	2	6	1	4
SASSA	7	5	4	8	5	4	7	6

The data presented above helps identify current service delivery gaps in the sectors monitored by the FSDM programme. Unfortunately, it does not allow insights into the subjectivity of the monitoring tool itself. For this to be possible, the scores given to each facility by each of the individual monitors that were involved would need to be analysed.

APPENDIX 4 COMPARISON OF SECTOR SPECIFIC STANDARDS TO BATHO PELE PRINCIPLES

Although this was not a requirement of this report, the analysis of the sector standards allowed identification of the alignment between the 8 sector standards and the principles of Batho Pele.

Firstly the current FSDM tool was compared to the Batho Pele principles for alignment at KPA and PA level. Then each sectors standards was improved against the BP principles for alignment or gaps.

The current FSDM tool's KPAs was compared with the Batho Pele principles for alignment and gaps. Firstly there is alignment in the following principles:

- Service Standards – this is focused around queue management and waiting times
- Access - external and internal – both ease of access and accessibility covered
- Courtesy – dignity and respect of officials and language and interpretation services
- Information about service times
- Redress through complaints management information
- Value for Money – from the point of view of the citizen paying for the services and not from an efficiency of the service providers' point of view.

The main gap in the FSDM tool falls within the Batho Pele principles of:

- Consultation which in the context of FSDM could be interpreted as:
 - getting the citizens view on the services offered and their needs,
 - involvement of the community with the service centre or
 - consulting with the community to improve service delivery at the service patient.
- Service standards which describe the details of the turnaround times for the services that citizens can expect other than just a list of services. This would include staff providing accurate information and being knowledgeable about the service offered. The service being delivered to the quality as prescribed ie birth certificates without a mistake, no lost documents and time frames for turnaround of service being met.
- Information would include provision of sufficient information about how to apply for the service or any other requirements that the citizen needs to comply with in order to access the services. Awareness information such as community policing forum information, crime awareness and hotspots, process of reporting fraud or corruption, health promotion and prevention information, etc.
- Redress – in the form of citizens being offered an apology when a mistake is made.

It would be ideal if the KPAs could be better aligned with the Batho Pele principles. The FSDM tool would then provide more guidance to those sectors who have not as yet defined their service and quality standards to use the framework for the Batho Pele and the FSDM citizens' perspective to create their own charters and standards.

This doesn't stop the FSDM tool from extending the requirements beyond the Batho Pele and therefore ensuring additional standards to be set.

It would be advisable for the DPME to issue out guidance to sectors on the development of citizen centric standards including charters.

Table 24: Comparison of FSDM and Batho Pele principles

Principle of service delivery	Batho Pele	Current FSDM monitoring tool
Consultation	Consultation with citizens about the level and quality of services they receive and to be given a choice about the services they are offered	No KPAs
Service Standards	Service standards should be explained to citizens so they are aware of what to expect	3.1.1 Queue management systems in place 3.1.2 Effectiveness of queuing system 3.1.3 Special provision for elderly and disabled 3.2.1 Availability of standard waiting times 3.2.2 Actual waiting times 7.1.2 Adherence to operational hours 7.2.1 Disruptions to operations
Access	Access should be equal	1.1.1 Distance of the facility to surrounding areas 1.1.2 Travel time to the facility 1.1.3 Facility coverage 1.2.1 Provision of outside ramps 1.2.2 Provision of inside ramps 2.1.1 Road signage availability 2.1.2 Facility identification signboard placed in front of the facility 2.2.1 Facility signboard with costs and services placed in front of building 2.2.2 Signage provisions for the illiterate available internally
Courtesy	Citizens should be treated with courtesy and consideration	4.1.1 Compliance with Batho Pele standards in treatment of citizens 4.1.2 Staff knowledgeable in areas of work 4.1.3 Staff is trained on Batho Pele principles
Information	Full and accurate information about the services they are entitled to receive	7.1.1 Displayed of operational hours
Openness and transparency	Citizens should be told how the departments are run, how much they costs and who is in charge	No KPAs

Redress	Citizens should be offered an apology if the proposed standard of service is not delivered with a full explanation and speedy and effective remedy. When complaints are made citizens should receive a sympathetic, positive response	8.1.1 Availability of complaints procedures 8.1.2 Availability of complaints box 8.1.3 Availability of complaints box stationery 8.1.4 Complaints log or register for the month available
Value for Money	The service should be provided economically and efficiently so citizens get value for money	No KPAs
Premises	not part of Batho Pele	5.1.1 Facility is clean 5.1.2 Facility and building is maintained 5.1.3 Ablution facilities are clean 5.1.4 Ablution facilities provided with necessities 6.2.2 Compliance with health and safety requirements
Security		6.1.1 Availability of security guards 6.1.2 Perception of safety in the facility 6.2.1 Availability of internal and external security measures
Language and interpretation services	Not part of Batho Pele	4.1.4 Address of citizens in language of choice
Personnel equipment to perform their duties	Not part of Batho Pele	5.2.1 Working environment conducive 5.2.2 Working equipment is in working order

However, the basics of the Batho Pele principles and the Code of Conduct for Public Servants are relevant across all public service centres as many of these service point are administrative and not necessarily technical i.e. SASSA Offices, Home-Affairs, MCCC's.

Below are some of the sector standards and their charters compared to Batho Pele principles of service delivery:

A 4.1 Safety and Security and Justice Sectors (SAPS & Magistrate Courts)

Table 25: Comparison of victims and service delivery charters from the Department of justice, safety and the Batho Pele principles

Principle of service delivery	Batho Pele principles	Dpt of Justice: (Magistrate Courts) Service delivery charter	Dpt of Justice: Victims Charter
<i>Service Standards</i>	Service standards should be explained to citizens so they are aware of what to expect	To be serviced by independent, accountable and impartial judicial officers who conduct their work with integrity and without bias. Waiting times: Domestic violence cases should not spend more than 2 hours in the queue before being attended to. Maintenance cases should not spend more than 2 hours in the queue. Estate services new applications should be done within 45 minutes.	

<i>Access</i>	Access should be equal	On arrival be directed to a waiting area or court room where the case is being heard. Provided with information to find the way around the facility.	The right to assistance: the right to request assistance (social, health, counselling and legal services), interpreters.
<i>Courtesy</i>	Citizens should be treated with courtesy and consideration	Personnel to be: professional and accord the citizen fair and equal treatment irrespective of age, gender, race. Personnel are identifiable by name and wear a name badge. Address the citizen directly with respect and due regard for human dignity and other human rights. Treat the citizen with courtesy including on the phone. Be helpful and deal with the enquiry promptly .	Treated with fairness and with respect for dignity and privacy. Promptly and courteously attended to, treated with respect for their dignity and privacy. All staff to minimise inconveniences to the victim by conducting interviews in the language of the victim and in private.
<i>Information</i>	Full and accurate information about the services they are entitled to receive	Interpreting services available on request	The right to offer information: to offer information about the criminal investigation and trial, officials must make sure the victims contributions are heard and taken into account during the process of a crime. The right to receive information: be informed of your rights in a language that the victim understands, be informed of the status of your case, court dates and witness protection and to have your employer notified if you have to attend court proceedings.
<i>Openness and transparency</i>	Citizens should be told how the departments are run , how much they costs and who is in charge	Processes to be transparent, fair and reliable .	
<i>Redress</i>	Citizens should be offered an apology if the proposed standard of service is not delivered with a full explanation and speedy and effective remedy. When complaints are made citizens should receive a sympathetic, positive response	To be provided with an apology and an explanation when things go wrong. Receive a courteous and clear reply within 14 working days. Receive acknowledgment of receipt within 7 working days and detailed correspondence within 14 working days if the matter is complex. Be sent correspondence in a simple language and where possible the preferred language. Access to a complaints and compliments box at the entrance to the service point.	The right to compensation: for loss or damage to property as a result of a crime. The right to restitution: in cases where the victim has been unlawfully disposed of goods or property or where there is unlawful damage. The right to complain

<i>Premises</i>	not part of Batho Pele	Facilities to be safe, accessible and convenient to use by all including disabled.
<i>Security</i>	not part of Batho Pele	The right to protection: The right to be free from intimidation, harassment, fear, tampering, bribery, corruption and abuse and to report such threats to the police or prosecutor. To be placed in witness protection if criteria are met. The court may prohibit the publication of any information including the identity of the citizen or for proceedings to be held behind closed doors. To be informed if the offender has escaped or has been transferred.

A 4.2 Social Development Sector (SASSA)

Table 26: - Social development service and quality standards compared to Batho Pele principles and the FSDM tool

Principle of service delivery	Batho Pele	Social Development (<i>SASSA offices</i>)
<i>Consultation</i>	Consultation with citizens about the level and quality of services they receive and to be given a choice about the services they are offered	Customer satisfaction surveys at exit should gather the opinions of the quality of services in the SASSA points and be conducted annually
<i>Service Standards</i>	Service standards should be explained to citizens so they are aware of what to expect	Citizens have the rights to apply for services that promote their rights and wellbeing. Timelines set for each service to be completed or waiting times are clearly defined and described.
<i>Access</i>	Access should be equal	Physical and geographical access, time and language access should be ensured. Universal access especially vulnerable groups. Resources should allow all to access. All groups should receive equal disbursement of resources. Fast track services for old, frail, the sick or disabled. Outreach services for those not able to travel.
<i>Courtesy</i>	Citizens should be treated with courtesy and consideration	Staff who: Are friendly, helpful, respectful, responsible and competent. Identify themselves to the citizen and wear their name tags Listen carefully to the request and refer appropriately. Answer the phone in the approved amount of time and refer the citizen on if appropriate.
<i>Information</i>	Full and accurate information about the services they are entitled to receive	Rights to: Confidentiality of their information. See their personal information. Staff who explain things to citizens including the types of services, how to qualify for these services and how, when and

		where to apply. Staff who inform citizens of how to appeal decisions.
Openness and transparency	Citizens should be told how the departments are run , how much they costs and who is in charge	Ask for a review of decisions that the citizen disagrees with. Receive written feedback on rejections and approved application.
Redress	Citizens should be offered an apology if the proposed standard of service is not delivered with a full explanation and speedy and effective remedy. When complaints are made citizens should receive a sympathetic, positive response	Offered and apology when a mistake is made. Ask for a full and fair investigation of a complaint and receive proper feedback about an investigation. Be provided with clear procedures for reporting abuse, misuse, fraud or misconduct.
Value for Money	The service should be provided economically and efficiently so citizens get value for money	Efficiency and effective services, sustainable over long term with partnership between government, civil society and business.
Premises	Not part of Batho Pele	Comfortable and dignified waiting areas including shelter from weather. Clean drinking water.Modern ablution facilities, Clean walls, floors and proper ventilation.
Empowerment	Not part of Batho Pele	People should be able to achieve greater control and influence over decisions and resources
Language and interpretation services	Not part of Batho Pele	Be served in a language of their choice

A 4.3 Home Affairs Sector

Table 27 - Comparison of Home Affairs Charter with Batho Pele

Principle of service delivery	Batho Pele	Home Affairs
Consultation	Consultation with citizens about the level and quality of services they receive and to be given a choice about the services they are offered	
Service Standards	Service standards should be explained to citizens so they are aware of what to expect	Very detailed timeframes for the completion of services Waiting times in queues to be less than 2hours
Access	Access should be equal	Safe, accessible and convenient to use facilities including for the disabled Fair and equal treatment irrespective of race, gender, socioeconomic status, disability and other social attributes. Citizens are kindly directed to a waiting area Provided with information to assist in finding their way around the offices
Courtesy	Citizens should be treated with courtesy and consideration	Staff identify themselves by name and wear name tags They address the citizen with respect and due regard for dignity and rights They treat the citizen with courtesy Staff identify themselves and the centre on the phone

Information	Full and accurate information about the services they are entitled to receive	
Openness and transparency	Citizens should be told how the departments are run , how much they costs and who is in charge	Officials are professional, accountable and impartial Processes are transparent, fair and reliable
Redress	Citizens should be offered an apology if the proposed standard of service is not delivered with a full explanation and speedy and effective remedy. When complaints are made citizens should receive a sympathetic, positive response	Staff provide an apology and an explanation for any inconveniences. Phone queries are handled courteously and transfer the call to the appropriate person. Provide a reference number for the query. Written queries are acknowledged within 2 working days, replied to in 25 working days and reasons for delay if necessary
Value for Money	The service should be provided economically and efficiently so citizens get value for money	
Language and interpretation services	not part of Batho Pele	Written correspondence in simple and the preferred language of the citizen if possible



A 4.4 Basic Education Sector

Table 28 - Comparison of Basic Education Standards with Batho Pele

Principle of service delivery	Batho Pele	Basic Education (schools)
<i>Consultation</i>	Consultation with citizens about the level and quality of services they receive and to be given a choice about the services they are offered	
<i>Service Standards</i>	Service standards should be explained to citizens so they are aware of what to expect	All teachers are qualified and in class for a minimum of 7 hours per day. The curriculum is completed in the teaching year.
<i>Access</i>	Access should be equal	Children remaining in school until they reach the age of 15. Access for early childhood education and development and improved progression from junior school or high school by learners. Improved access by youth to further education and training beyond basic education through the attainment of FET qualifications.
<i>Courtesy</i>	Citizens should be treated with courtesy and consideration	
<i>Information</i>	Full and accurate information about the services they are entitled to receive	
<i>Openness and transparency</i>	Citizens should be told how the departments are run , how much they costs and who is in charge	
<i>Redress</i>	Citizens should be offered an apology if the proposed standard of service is not delivered with a full explanation and speedy and effective remedy. When complaints are made citizens should receive a sympathetic, positive response	
<i>Value for Money</i>	The service should be provided economically and efficiently so citizens get value for money	
<i>Premises</i>	not part of Batho Pele	Minimum number of classrooms as per norm. Number of learners to teachers as per norm. Adequate space for every learner with disability. No mud hut structures. Safe and Potable water. No pit and bucket latrines. Sanitation



		services that promote health and hygiene standards. Reliable and safe source of electricity. Disability access
<i>Security</i>	not part of Batho Pele	Buildings to be safe. Perimeter fencing.
<i>Language and interpretation services</i>	not part of Batho Pele	Availability of learner resources such as textbooks, workbooks and access to computers.
<i>Personnel equipment to perform their duties</i>	not part of Batho Pele	Connection for communication and a telephone, fax and PA system.



A 4.5 Transport Sector

Table 29 - Comparison of Transport Standards with Batho Pele

Principle of service delivery	Batho Pele	Transport (DLTCs)
<i>Consultation</i>	Consultation with citizens about the level and quality of services they receive and to be given a choice about the services they are offered	There should be a dedicated Client service desk that is staffed all the time. Client Contact Centres shall have on display the Service Delivery Charter Client Contact Centres shall have on display The main business Client Contact Centres shall have on display services provided Client Contact Centres shall have on display lead times in which the services will be completed
<i>Service Standards</i>	Service standards should be explained to citizens so they are aware of what to expect	There should be a dedicated Client service desk that is staffed all the time. Client Contact Centres shall have on display the Service Delivery Charter Client Contact Centres shall have on display information notices outlining the Batho Pele principles
<i>Access</i>	Access should be equal	Preferential care should be given to people with disabilities, physical restrictions (permanent or temporary) and senior citizens
<i>Courtesy</i>	Citizens should be treated with courtesy and consideration	Citizen should be assisted speedily and professionally.
<i>Information</i>	Full and accurate information about the services they are entitled to receive	Client Contact Centres shall have on display the Service Delivery Charter Client Contact Centres shall have on display The main business Client Contact Centres shall have on display business office hours Client Contact Centres shall have on display services provided Client Contact Centres shall have on display lead times in which the services will be completed Client Contact Centres shall have on display complaints and compliments reporting mechanism

Openness and transparency	Citizens should be told how the departments are run , how much they costs and who is in charge	
Redress	Citizens should be offered an apology if the proposed standard of service is not delivered with a full explanation and speedy and effective remedy. When complaints are made citizens should receive a sympathetic, positive response	
Value for Money	The service should be provided economically and efficiently so citizens get value for money	
Safety and security	not part of Batho Pele	Adequate visible security in all public areas Restricted areas must be clearly demarcated
Parking	not part of Batho Pele	Adequate Client parking available Parking for Clients with disabilities must be provided and clearly marked.
Forms	not part of Batho Pele	Client Contact Centres shall have a forms desk Forms shall be sorted and clearly marked All forms supplied and presented must be as prescribed, of good quality and be legible Client Contact Centres shall provide an area for the completion of the forms There must be a forms assistant helping the Client to complete the applicable forms for the appropriate transaction

A 4.6 Local Government Sector

Table 30 - Comparison of Municipalities Standards with Batho Pele

Sector		
Principle of service delivery	Batho Pele	Local Government (Municipal Customer Care Centres)
Consultation	<i>Consultation with citizens about the level and quality of services they receive and to be given a choice about the services they are offered</i>	
Service Standards	<i>Service standards should be explained to citizens so they are aware of what to expect</i>	<i>Service excellence, efficiency, integrity, fairness and professionalism</i>
Access	<i>Access should be equal</i>	<i>Accessibility in relation to where the community resides. Equal access to all Clear signage and building access including disabled access.</i>

Courtesy	<i>Citizens should be treated with courtesy and consideration</i>	<i>Courtesy, respect and dignity. Consideration for customers privacy. Staff identify themselves by name and listen to customers.</i>
Information	<i>Full and accurate information about the services they are entitled to receive</i>	<i>Information about the process of a complaint, request or query. Provision of relevant and accurate information</i>
Openness and transparency	<i>Citizens should be told how the departments are run, how much they cost and who is in charge</i>	<i>Fair and objective assessments on applications or requests</i>
Redress	<i>Citizens should be offered an apology if the proposed standard of service is not delivered with a full explanation and speedy and effective remedy. When complaints are made citizens should receive a sympathetic, positive response</i>	<i>85% of queries and complaints are resolved on first contact. 90% of complaints closed within 1 hr.</i>
Value for Money	<i>The service should be provided economically and efficiently so citizens get value for money</i>	
Premises	<i>not part of Batho Pele</i>	<i>Private areas for customers to discuss personal or sensitive information</i>

