



THE PRESIDENCY
REPUBLIC OF SOUTH AFRICA

DEPARTMENT: PERFORMANCE MONITORING AND EVALUATION

Frontline Service Delivery Monitoring (FSDM)
Programme

ANNUAL FINDINGS REPORT 2013/14

FINDINGS FOR MONITORING CONDUCTED
APRIL 2013 TO DECEMBER 2013

1. Executive Summary

This report covers the findings of frontline service delivery monitoring visits by the Department of Performance Monitoring and Evaluation (DPME) in the Presidency and the Offices of the Premier (OoP) during 2013. It highlights findings from the improvements-monitoring of 77 facilities and findings from the 186 facilities monitored for the first time, and makes recommendations regarding how to strengthen the quality of service delivery at facility level. The Frontline Service Delivery Monitoring contributes to the National Development Plan enabling milestone of realising a developmental, capable and ethical state that treats citizens with dignity.

The Frontline Service Delivery Monitoring (FSDM) project is a joint initiative between Department of Performance Monitoring and Evaluation (DPME) and Offices of the Premier (OoP) that commenced its activities in June 2011. The project uses unannounced monitoring visits to assess the quality of service delivery in frontline services facilities, using structured questionnaires to guide interviews with citizens and staff, as well as observations by monitors. The questionnaires assess the quality of service against eight performance areas. The objectives of these monitoring visits are to verify the impact of service delivery improvement programmes; to demonstrate the value of obtaining the views of citizens during monitoring; to highlight successes and failures at service facility level and to support departments to use the findings for performance improvements.

Since the inception of the FSDM project in 2011, 536 facilities have been monitored: 40 Drivers License Testing Centres (DLTC), 95 Schools, 131 Health Facilities, 46 Home Affairs offices, 43 Courts, 38 Municipal Customer Care Centres (MCCCs), 75 Police Stations, 68 SASSA facilities. 77 facilities have been re-monitored to assess the level of improvements. There has been an improvement in ratings for all 77 facilities re-monitored.

2. Findings for facilities monitored in all 9 provinces during 2013

2.1 In summary, the general findings based on the 186 visits are:

- 2.1.1 Of the 186 facilities monitored in 2013/14, the average ratings for Dignified treatment, Location and Accessibility and Opening and Closing Times are positive as rated by citizens and monitors.
- 2.1.2 Performance areas that require intervention are: Complaints Management, Visibility and Signage, Queue Management & waiting times and Safety.
- 2.1.3 A high-level summary of the ratings for facilities monitored in Free State, Gauteng and North West shows an average rating of 2 (fair) whilst the average ratings for facilities

monitored in the other provinces are 3 (good). Complaint management and Visibility and signage are the assessment areas that are performing below a rating of 3.

- 2.1.4 A high-level summary of all ratings in a sector highlights that there are 5 types of facilities that are rated on average 2 (fair), being DLTC's, School, Home Affairs, MCCC's and SASSA. A high-level summary of all ratings for facility-type shows there are 3 types of facilities that are rated on average 3 (good) being Health, Justice (Courts), and SAPS.

2.2 Findings from the 77 facilities re-monitored to assess improvements.

- 2.2.1 Using a scoring scale of 1 (poor), 2 (fair), 3 (good), 4 (very good), the average rating have improved for all the 8 types of facilities for the targeted facilities re-monitored (77).
- 2.2.2 DLTC ratings improved from 1.83 to 2.44 on average, Schools ratings improved from 1.29 to 2.48, Health facility ratings improved from 1.69 to 2.76, Home Affairs from 2.38 to 2.73, Courts from 1.66 to 2.67, MCCC from 1.73 to 2.72, Police Stations improved from 1.67 to 2.46 and SASSA facilities improved from 1.61 to 2.47.
- 2.2.3 On average, ratings for facilities monitored in all provinces improved, with the exception of Mpumalanga province (improved from 1.71 in 2011 to 2.53 in 2012 and then a slight regression to 2.51 in 2013). Note that no province received the desired score of 3 (good) on average.
- 2.2.4 Average citizens' scores for facilities monitored per province (sample 77) show improvement in scores in all 9 provinces. The Citizens scores for the monitored facilities in NC, KZN and WC Provinces have improved most significantly whilst the average citizen scores in Gauteng and Mpumalanga provinces, although improved, remains low.
- 2.2.5 Average citizen rating improved in all of the 8 types of facilities. Home Affairs facilities received the highest average score from citizens, whilst DLTCs received the lowest scores and also showed the weakest improvement in scores.
- 2.2.6 We received good cooperation from most of the 8 national sector departments. All departments are strengthening their management and monitoring of improvements, whilst the follow up on the monitoring findings by the Department of Basic Education can be strengthened. The positive results from the improvements monitoring, demonstrates the impact of this improved use of monitoring evidence for decision making and for more proactive problem solving.
- 2.2.7 The detailed results for each facility provide the responsible department with information about the improvement trends for each assessment area. This information is intended

for use by departments, to continue their management and monitoring of improvements. All 84 facilities will again be monitored for improvements during 2014.

3. Key lessons and common challenges

3.1 Positive signs towards managing facility-level performance as a strategic priority

(a) After 3 years of the FSDM programme, there is a definite positive shift in the understanding of national departments of the strategic importance of facility-level performance. The evidence collected through the FSDM visits have highlighted to departments that many challenges at facility level can be fixed simply through more proactive management and a commitment to problem-solving.

(b) National Department of Health has always led the way in terms of managing facility-level performance as a strategic project. Joining them is Home Affairs, SASSA and Justice now, which have a much strengthened focus on facility-level planning, monitoring and change management. The National Transport NDoT is in the process of developing norms and standards for DLTCs and appointed inspectors at National Level who will ensure that the standards for quality of service developed are adhered to by the provinces and Municipalities.

(c) The key message from the FSDM initiative is that the responsible departments need to strengthen their planning and monitoring for facility-level service delivery by ensuring that norms and standards are in place, realistic and are monitored daily; that operations management methodologies are applied for quick diagnostics of problems leading to quick corrective actions and that proper delegations and resources are in place for facility-level service delivery efficiencies.

3.2 The Public Works and Line Department collaboration needed for facility leasing arrangements is perceived by some line departments as a significant risk to their ability to be fully responsible and accountable for the quality of service in a facility.

(a) Poor lease management, dilapidating infrastructure and unclear roles and responsibilities for the management of cleaning and security contracts is impacting negatively on the overall performance of facilities.

(b) Most facilities indicated that they have been in contact with Department of Public Works to resolve these issues however the delays in responding and lengthy process

that facilities and sector department need to follow to correct minor issues remains a challenge.

(c) There are a few departments with a proven track record of good management performance (e.g. Home Affairs, Justice) who may benefit from a different approach, whereby they are able to enter into lease agreements for facilities directly and they can be fully responsible and accountable for the management of the lease.

(d) We propose further research is done, using Home Affairs and Justice as cases studies, to investigate the feasibility of the above proposal.

3.3 The need to strengthen accountability of departments for complaints handling.

(a) Complaint management in most facilities continues to be a challenge. The front-end infrastructure for receiving complaints are often in place (suggestion boxes, complaints registers, call centres) but public accountability regarding how quickly and effectively the complaints are addressed is lacking in almost all sectors.

(b) The DPSA have developed a framework on complaint management and sector departments are aligning their sector standards with the framework. There may be a need to back this up with regulations to ensure that monitoring is done of the performance of complaints management against the standards set and the monitoring results be published on departmental web sites and in the facilities.

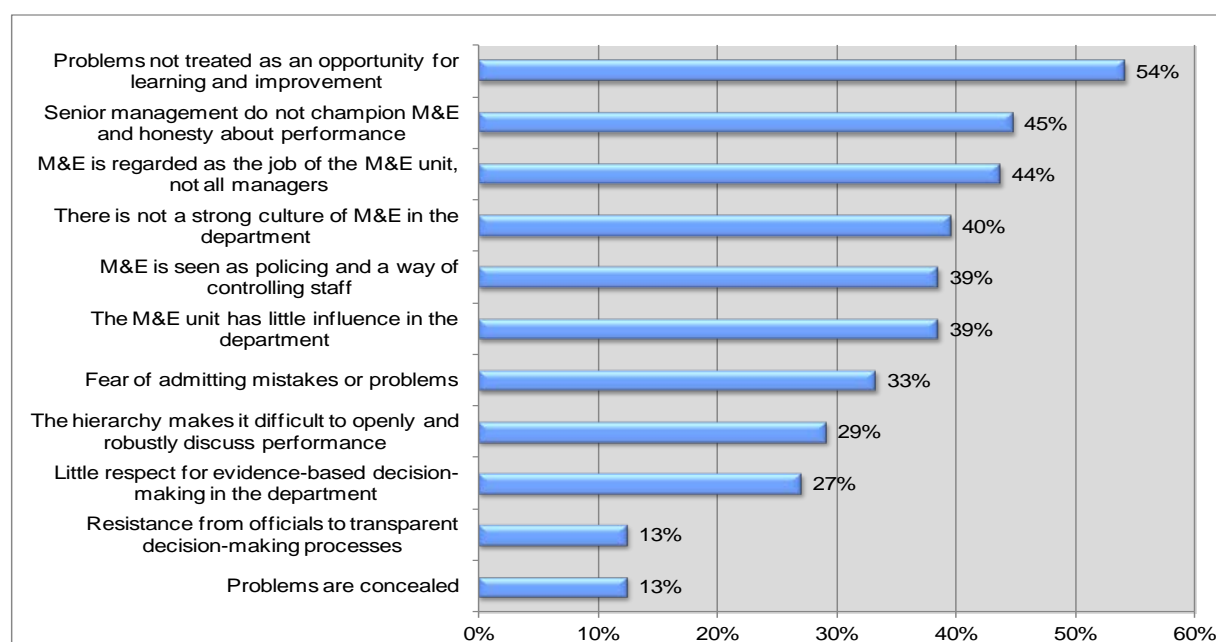
1. Introduction

The Presidential Frontline Service Delivery Monitoring (FSDM) project is a joint Department of Performance Monitoring and Evaluation (DPME) and Offices of the Premier (OoP) initiative that commenced activities in June 2011. The project uses unannounced monitoring visits to assess the quality of service delivery in frontline services facilities, using structured questionnaires to guide interviews with citizens and staff, as well as observations by monitors. The questionnaires assess the quality of service against eight performance areas.

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

A number of assessments of M&E practices in government have highlighted certain weakness in M&E practices in government.

Challenges around the culture of M&E



The above table provides a picture of the barriers to a culture of M&E, drawn from research conducted by DPME. This illustrates that M&E has historically been a compliance activity, undertaken for vertical reporting, and not for improving performance. This is the challenge which is faced (and still faces) DPME in terms of the external environment.

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

This report, an annexure to the Cabinet Memorandum, provides details of the key findings from the monitoring activities undertaken during 2013 and represents the third FSDM report submitted to Cabinet.

What are the performance areas being monitored?

The focus is on monitoring the following generic key performance areas for quality of service delivery in line with the policies and regulations of the DPSA and the responsible national sector departments:

Key Assessment Area	Performance Standards
Location and Accessibility	Accessibility: External <ul style="list-style-type: none"> ✓ Distance of the facility to surrounding areas ✓ Travel time to the facility ✓ Facility coverage
Visibility and Signage	Road signage <ul style="list-style-type: none"> ✓ Availability of road signage leading to the facility Internal Signage <ul style="list-style-type: none"> ✓ Availability of signboard with costs ,services & name of facility ✓ Directional signage inside the facility ✓ Signs accommodating the illiterate Visibility <ul style="list-style-type: none"> ✓ Wearing of name tags by staff ✓ Contact details of management
Queue Management & Waiting times	Queue Management <ul style="list-style-type: none"> ✓ Queue management systems in place ✓ Effectiveness of queuing system ✓ Special provision for elderly and disabled Waiting Times <ul style="list-style-type: none"> ✓ Availability of standards for waiting time ✓ Actual waiting time
Dignified Treatment	<ul style="list-style-type: none"> ✓ Compliance with Batho Pele principles ✓ Staff knowledge of their work ✓ Staff training on Batho Pele ✓ Address of citizens (language)
Cleanliness and Comfort	Cleanliness <ul style="list-style-type: none"> ✓ Cleanliness of facility ✓ Maintenance of facility ✓ Cleanliness & availability of necessities in ablution facilities Comfort <ul style="list-style-type: none"> ✓ Conduciveness of working environment ✓ Effectiveness of working equipment
Safety	Safety

	<ul style="list-style-type: none"> ✓ Availability of security guards ✓ Availability of security measures ✓ Adherence to health & safety procedures
Opening and Closing Times	<ul style="list-style-type: none"> ✓ Display of operational hours ✓ Adherence to operational hours ✓ Service disruptions
Complaints and Compliments management system	<ul style="list-style-type: none"> ✓ Availability of complaints & compliments procedures ✓ Availability of Complaints/ compliments box ✓ Availability of necessary stationery ✓ Records of monthly/ complaints statistics

Facilities targeted for quality of service delivery monitoring:

Sector Department	•Service Points
SAPS	•Police Stations
Basic Education	•Schools (Primary & High Schools)
Health	•Hospitals & Clinics or CHC's
Social Development	•SASSA – Local Offices & Pay Points
Home Affairs	•Home Affairs (Local Offices)
Justice	•Magistrate Courts
Local Government (COGTA)	•Municipal Customer Care Centres (MCCC)
Transport	•Drivers Learners Testing Centres (DLTC)

Content of this report:

- Part A: Findings from the 77 facilities for which improvements monitoring was conducted during 2013.
- Part B: Findings from the 186 frontline facilities for which first-time quality of service delivery assessments were done during 2013.
- Part C: Full list of facilities to be re-monitored 2014/15, to assess improvements.
- Part D: Key lessons and recommendations.

PART A: IMPROVEMENTS MONITORING RESULTS

1. Approach and methodology

Based on the research on M&E practices in government, there is a high probability that findings from the FSDM monitoring visits may not be acted on and that blockages identified may not be addressed in a quick and decisive manner. Hence, the FSDM initiative is progressively shifting its focus to the monitoring of improvements, to facilitate and monitor that the agreed actions are implemented.

Annually, facilities that achieved low assessment scores during the first monitoring are selected for improvements monitoring. The responsible departments are informed of the facilities that will be re-monitored to assess if conditions improved, but the actual monitoring is also done unannounced.

The benchmark set for the FSDM from 2013/14 is that a facility should score 3 (good) in all 8 key performance area. This is a high benchmark to set, but the intention is to focus departments on establishing baseline scores and then to strive for progressive improvements against the baseline.

Within the FSDM project, the Improvements Monitoring approach consists of 3 activities:

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

2. Sample size: number of facilities assessed for improvements

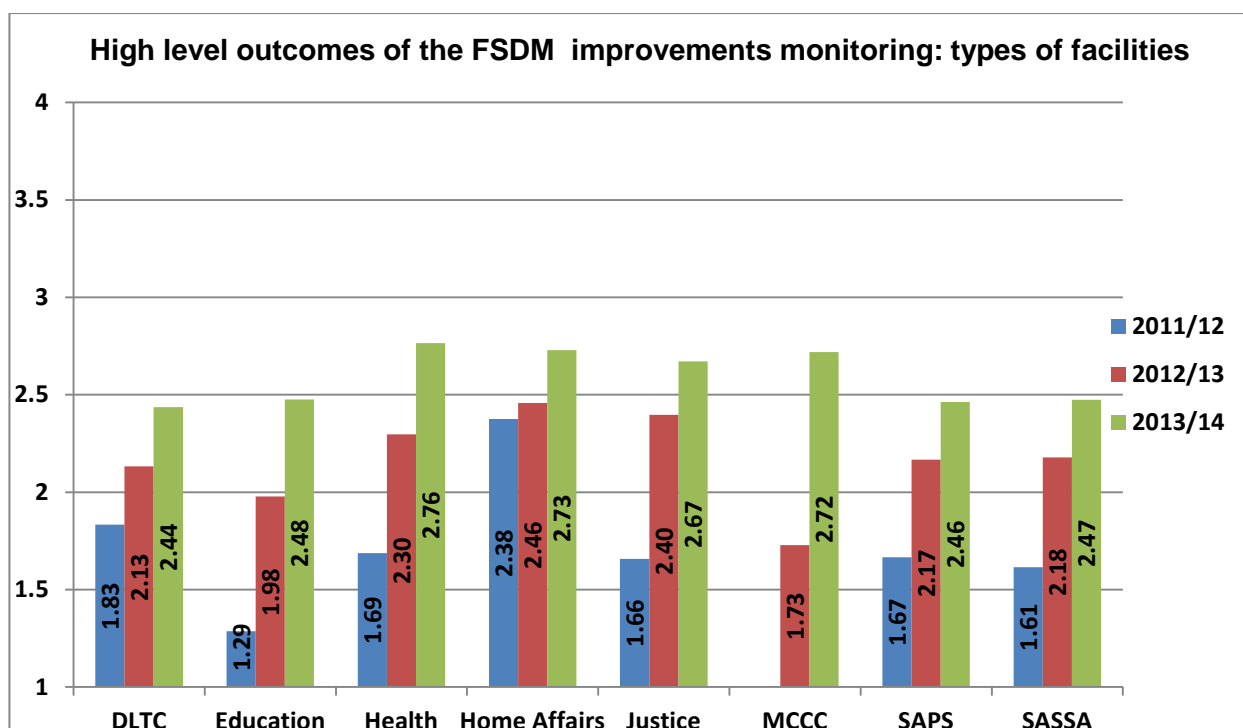
FSDM Improvements Monitoring completed in 2013										
	EC	FS	GP	KZN	LP	MP	NC	NW	WC	TOTALS
DLTC	2	0	0	0	2	5	0	1	1	11
Schools	0	3	1	0	1	0	0	1	3	9
Health	2	0	3	0	2	2	1	1	3	14
Home Affairs	1	1	0	1	0	1	0	0	0	4
Courts	0	1	1	2	1	3	2	0	1	11
MCCC	0	2	0	0	1	0	1	0	0	4
Police Stations	0	1	5	0	0	1	0	0	2	9
SASSA	1	1	3	1	1	4	0	3	1	15
TOTALS	6	9	13	4	8	16	4	6	11	77

After the monitoring visits of 2011 and 2012 (of 350 facilities in total), 84 were selected for improvements monitoring, based in poor ratings achieved. Of the 84, 77 were monitored for improvements and the analyses below are based on this sample of 77 facilities. (the remaining 7 could not be assessed for improvements because re-location of offices are in progress).

3. High level findings from improvement monitoring (for each sector)

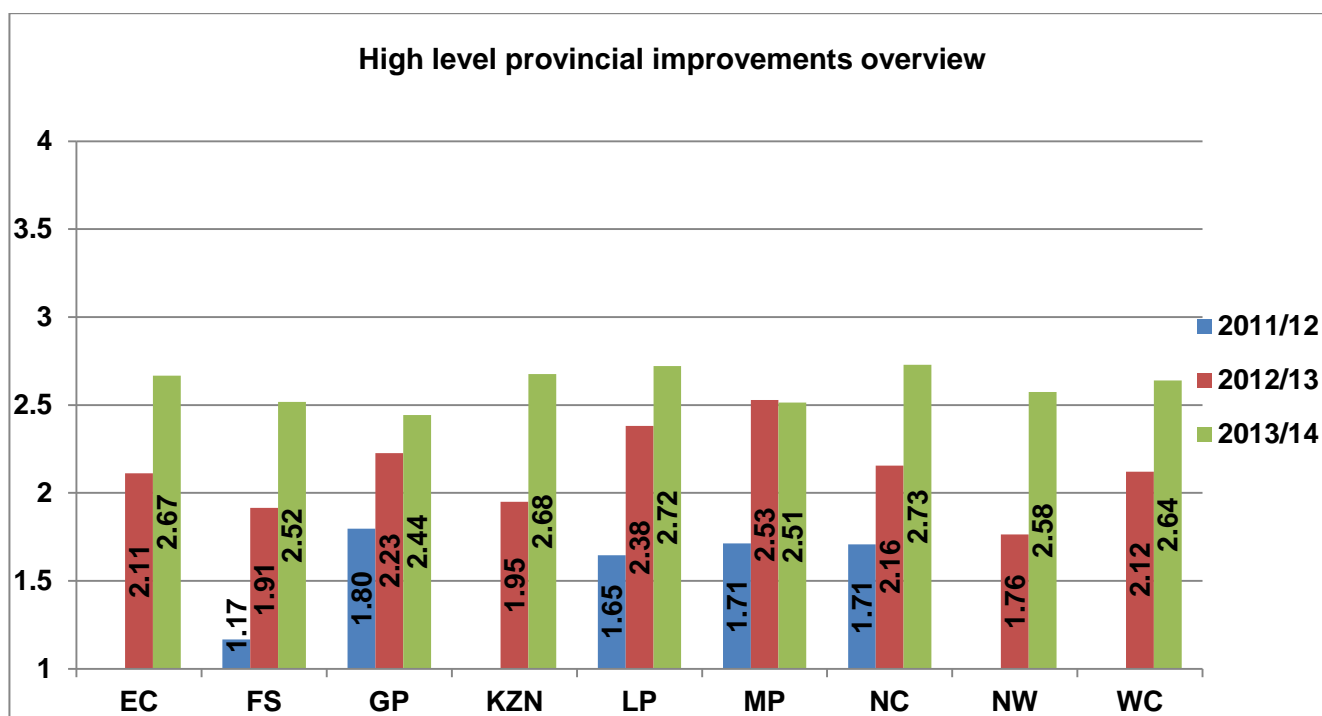
Using a scoring scale of 1 (poor), 2 (fair), 3 (good), 4 (very good), the average rating have improved for all the 8 types of facilities for the targeted facilities re-monitored (77).

DLTC ratings improved from 1.83 to 2.44 on average, Schools ratings improved from 1.29 to 2.48, Health facility ratings improved from 1.69 to 2.76, Courts from 1.66 to 2.67, MCCC from 1.73 to 2.72, Police Stations improved from 1.67 to 2.46 and SASSA facilities improved from 1.61 to 2.47. Of note is that none of the sectors are yet at the desired rating of 3, although Health facilities, MCCCs and Courts are close to achieving the benchmark.



4. High level findings from improvement monitoring (for each province)

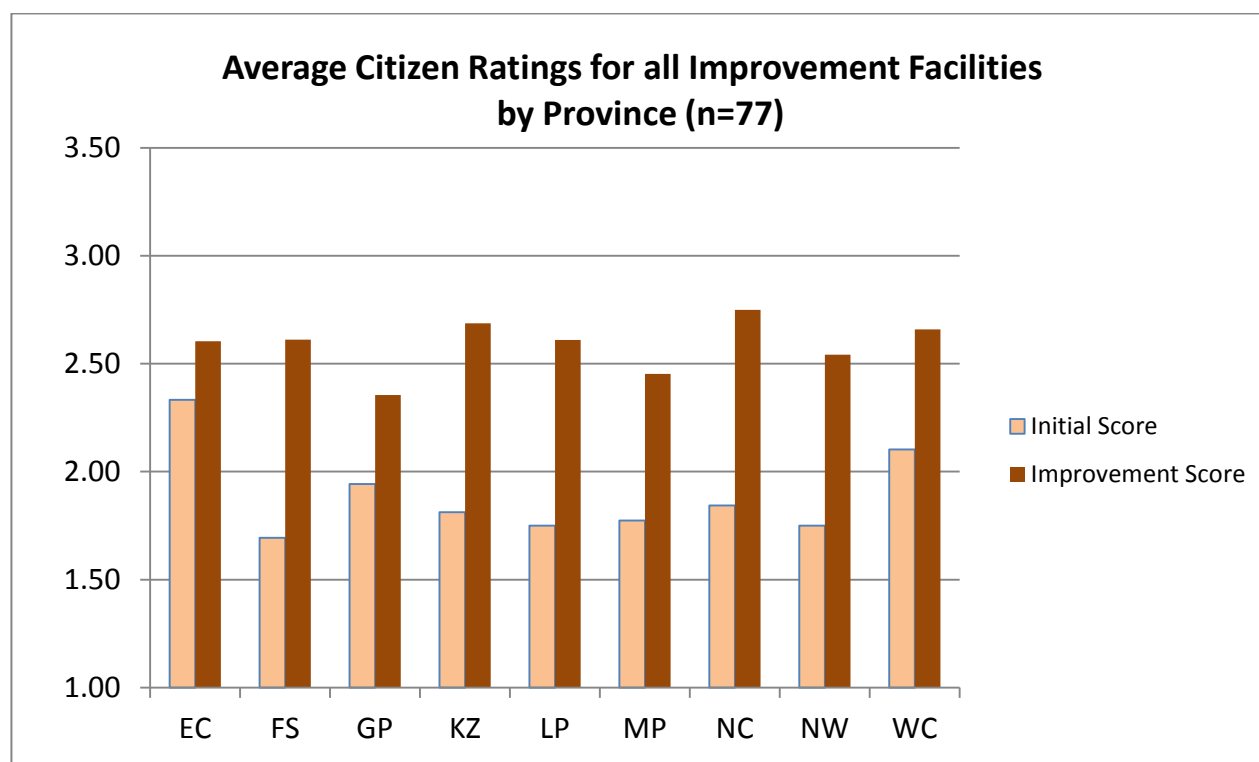
On average, ratings for facilities monitored in all provinces improved, with the exception of Mpumalanga province (improved from 1.71 in 2011 to 2.53 in 2012 and then a slight regressions to 2.51 in 2013) Note that no provinces received the desired score of 3 (good) on average.



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

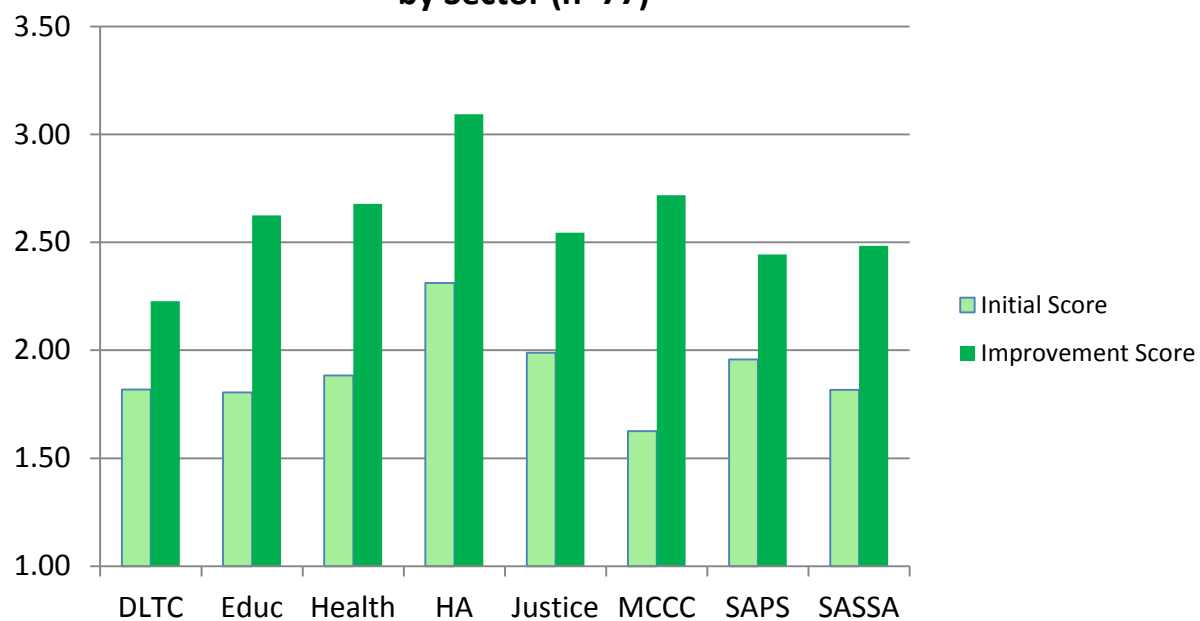
5. High-level overview of Citizens ratings for improvements monitoring

Average citizens' scores for facilities monitored per province (sample 77) show improvement in scores in all 9 provinces. The Citizens scores for the monitored facilities in NC, KZN and WC have improved most significantly whilst the average citizen scores in Gauteng province, although improved, remains low.



Average citizen rating improved in all of the 8 types of facilities. Home Affairs facilities received the highest average score from citizens, whilst DLTCs received the lowest scores and also showed the weakest improvement in scores.

**Average Citizen Ratings for all Improvement Facilities
by Sector (n=77)**



6. The detailed outcomes of the assessment of improvements, per facility and per sector follows below:

6.1 Improvement monitoring DLTC (sample size 12 facilities)

Improvement monitoring Dataset													
Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Trend	Trend Analysis
EC	Umtata DLTC	2012/13 Scores	1.33	1.00	1.00	3.00	1.00	1.33	1.00	1.33	1.38		Good leadership and dedication of officials proved to be the main contributing factor to improvements
EC	Umtata DLTC	2013/14 Scores	2.00	1.00	2.00	3.00	1.00	2.00	1.33	1.67	1.75		
EC	Buffalo City DLTC	2012/13 Scores	2.67	3.00	2.33	3.00	2.33	2.67	3.00	1.67	2.58		All 8 KPA have improved, with Queue management and Safety showing great improvement
EC	Buffalo City DLTC	2013/14 Scores	3.00	3.00	3.67	3.00	3.33	3.67	3.00	2.67	3.17		
KZN	Umzimkhulu DLTC	2012/13 Scores	2.67	1.33	2.00	2.67	2.00	3.00	1.67	2.33	2.21		The office will be moving to new premises, re-scoring was not done
LP	Musina DLTC	2012/13 Scores	1.33	1.00	1.00	2.00	1.33	1.33	1.33	1.00	1.29		Nothing has changed in the facility since the 1st visit was conducted.
LP	Musina DLTC	2013/14 Scores	3.00	1.33	2.67	4.00	3.00	3.00	3.33	2.00	2.79		
LP	Praktiseer Testing Centre	2011/12 Scores	4.00	2.00	2.00	1.00	1.00	1.00	1.00	1.00	1.63		Public toilets are still not cleaned and not maintained. Generally the facility still need an attention in order to improve the service delivery.
LP	Praktiseer Testing Centre	2012/13 Scores	3.00	1.00	1.67	3.00	2.67	3.00	2.67	2.00	2.38		There are improvement inside the facility
LP	Praktiseer Testing Centre	2013/14 Scores	3.33	3.00	3.00	3.33	2.33	2.33	2.67	1.33	2.67		
MP	Arconhoek Testing Centre	2011/12 Scores	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		The overall facility needs maintenance and renovations and the rating have regressed. Bushbuckridge Municipality is under Administration, all activities that are budget related are negatively impacted on.
MP	Arconhoek Testing Centre	2012/13 Scores	2.67	2.33	2.67	3.33	2.00	2.33	3.33	2.33	2.63		
MP	Arconhoek Testing Centre	2013/14 Scores	1.67	2.00	2.00	3.33	2.00	1.33	2.67	1.67	2.08		
MP	Graskop Testing Centre	2011/12 Scores	3.00	4.00	1.00	4.00	2.00	1.00	3.00	1.00	2.38		The renovation of the whole building is highly recommended. Ablution facilities are in a bad state. The yard is not maintained and disability access is a challenge. The overall assessment of this facility shows very minimal improvement in scores.
MP	Graskop Testing Centre	2012/13 Scores	2.00	2.00	2.33	3.00	2.67	2.00	3.00	2.00	2.38		
MP	Graskop Testing Centre	2013/14 Scores	2.00	2.33	3.00	4.00	2.33	2.00	3.00	1.67	2.54		
MP	Mapulaneng Testing Centre	2011/12 Scores	2.00	1.00	4.00	1.00	1.00	1.00	1.00	4.00	1.88		External signage from the main road, enforcement of the safety measures are key areas that requires attention. The other KPAs are constant to gradual improvement in scores.
MP	Mapulaneng Testing Centre	2012/13 Scores	3.00	2.33	2.67	3.00	3.00	3.00	2.67	2.00	2.71		
MP	Mapulaneng Testing Centre	2013/14 Scores	3.00	2.33	3.00	3.33	3.00	2.33	2.67	2.67	2.79		
MP	Sabie Testing Centre	2011/12 Scores	3.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.25		Signage, enforcement of the safety measures are key areas that requires attention. No system in place for managing complaints and compliments despite previous commitments by the Municipality.
MP	Sabie Testing Centre	2012/13 Scores	2.33	2.00	2.67	3.00	2.00	2.33	3.00	1.33	2.33		
MP	Sabie Testing Centre	2013/14 Scores	2.67	2.00	2.67	3.00	3.00	1.67	3.00	1.00	2.38		
MP	Lydenburg DLTC	2011/12 Scores	4.00	4.00	2.00	4.00	2.00	3.00	3.00	1.00	2.88		Due to the financial constraints at the Municipality, the improvement plan has been negatively impacted on. However fencing and external signage have been erected. Maintenance of the public toilets, Complaint management system and Safety still requires attention.
MP	Lydenburg DLTC	2012/13 Scores	2.67	1.67	2.33	2.67	2.67	2.67	2.67	1.67	2.38		
MP	Lydenburg DLTC	2013/14 Scores	3.00	2.67	3.33	3.33	3.00	2.00	3.33	1.00	2.71		
NW	Ottosdal DLTC	2012/13 Scores	3.00	1.00	1.00	1.00	1.00	0.33	0.33	1.00	1.08		Nothing has changed in the facility since the 1st visit was conducted
NW	Ottosdal DLTC	2013/14 Scores	2.00	1.00	1.67	2.67	1.00	1.00	1.00	1.00	1.42		
WC	Atlantis DLTC	2012/13 Scores	1.67	1.67	2.00	3.33	3.00	2.00	2.33	2.00	2.25		The centre is in the process of relocating to a more user-friendly building and all FSD recommendations have been considered.
WC	Atlantis DLTC	2013/14 Scores	1.67	2.33	2.33	3.33	2.67	2.67	3.00	2.00	2.50		However, some areas of the KPA's such as direction boards, security and complaints management have not been addressed.
		2011/12 Overall Scores	2.83	2.17	1.83	2.00	1.33	1.33	1.67	1.50	1.83		
		2012/13 Overall Scores	2.36	1.69	1.97	2.75	2.14	2.17	2.25	1.72	2.13		
		2013/14 Overall Scores	2.48	2.09	2.67	3.30	2.42	2.18	2.64	1.70	2.44		

The improvements trends for the 12 facilities are: improved from an average of 1.83 (2011) to 2.13 (2012) to 2.44 (2013). Intensive management and oversight will continue to be required for these facilities as the average ratings are generally still below the benchmark of 3 (good/yellow). Note the significant improvements of Buffalo City DLTC and the weak improvement of Musina, Umtata, Praktiseer, Arconhoek, Sabie, Lydenburg and Ottosdal.

6.2 Improvement monitoring Education/Schools (sample size 9 schools)

Improvement monitoring Dataset												
Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Trend	Trend Analysis
FS	JMB Marokane Primary School	2012/13 Scores	2.33	1.33	3.00	1.67	1.67	2.33	1.67	2.00		The facility has serious infrastructure challenges which are beyond the school control. The facility has improved in some of the KPA such as visibility and signage and performs poorly with the complaint management system.
FS	JMB Marokane Primary School	2013/14 Scores	2.33	2.00	3.00	2.00	1.67	2.00	1.33	2.05		
FS	Lenakeng Secondary School	2012/13 Scores	2.33	1.67	2.33	1.33	1.33	2.00	1.00	1.71		There are improvements observed in this facility in all KPAs
FS	Lenakeng Secondary School	2013/14 Scores	3.67	3.00	3.33	3.67	3.33	3.67	2.67	3.33		
FS	Polokong Combined School	2012/13 Scores	1.00	1.00	2.67	1.00	1.00	1.67	1.00	1.33		The facility is in the mining area with challenges of illegal miners next to it. To date minor improvements have been realised. The main challenge in this facility is that no one want to take responsibility between the Department of Education and the owners of the mining area
FS	Polokong Combined School	2013/14 Scores	1.00	1.33	4.00	1.33	1.00	3.00	2.00	1.95		
GP	Sapphire Secondary School	2012/13 Scores	3.00	1.67	3.00	1.67	2.67	2.00	1.00	2.14		There has been some improvement at the school. Especially the signage externally and internally and cleanliness & comfort.
GP	Sapphire Secondary School	2013/14 Scores	3.00	2.67	3.00	2.33	3.00	3.00	1.67	2.67		
LP	Mamehlabe High School	2011/12 Scores	1.00	1.00	1.00	1.00	1.00	3.00	1.00	1.29		In 2011 Mamahlabe's all kpa were very poor. Post the feedback visit in 2012, turn around on all KPA was realised. In 2013 the facility is slightly regressing, for example; the road signages are falling apart as the last visit to the facility.
LP	Mamehlabe High School	2012/13 Scores	3.00	2.67	4.00	2.33	2.00	3.00	1.33	2.62		
LP	Mamehlabe High School	2013/14 Scores	2.67	2.00	3.33	2.33	1.67	2.00	1.67	2.24		
NW	Mashwela Primary School	2012/13 Scores	1.33	1.33	2.33	1.00	1.67	1.67	2.00	1.62		The facility has a significant improvement in all eight key performance areas
NW	Mashwela Primary School	2013/14 Scores	3.00	2.33	4.00	1.67	3.00	3.33	2.33	2.81		
WC	Delft South Primary School	2012/13 Scores	3.00	1.00	3.00	1.00	1.67	2.00	1.00	1.81		The majority of action items have not been addressed due to the plans to relocate the school into a new building. Construction will resume in 2014.
WC	Delft South Primary School	2013/14 Scores	2.67	2.33	3.00	2.67	2.67	2.67	2.00	2.57		
WC	Grosvenor Primary School	2012/13 Scores	3.00	1.67	3.00	1.00	1.00	3.00	1.00	1.95		None of the action items have been addressed in the school due to the Department of Education not committing to assist. However, the status of learner ablution facilities has slightly improved.
WC	Grosvenor Primary School	2013/14 Scores	2.00	2.00	3.33	2.00	2.00	2.67	1.33	2.19		
WC	Vaartjie Moravian Primary School	2012/13 Scores	2.59	1.00	3.67	2.67	3.00	3.00	2.33	2.61		The majority of action items for addressing access for persons with special needs, signage and painting of classrooms have not been addressed. According to Education the school is not a Public school hence they cannot be supported financially.
WC	Vaartjie Moravian Primary School	2013/14 Scores	2.00	2.33	3.00	3.00	2.67	2.33	2.00	2.48		
		2011/12 Overall Scores	1.00	1.00	1.00	1.00	1.00	3.00	1.00	1.29		
		2012/13 Overall Scores	2.40	1.48	3.00	1.52	1.78	2.30	1.37	1.98		
		2013/14 Overall Scores	2.48	2.22	3.33	2.33	2.33	2.74	1.89	2.48		

The average ratings for the 9 schools increased from 1.29 (2011) to 1.98 (2012) to 2.48 (2013). Of the nine schools re-visited, positive improvements were only realised at Lenakeng Secondary school. JMB Marakane Primary, Polokong Combined and Grosvenor Primary require continued management and monitoring by the department.

6.3 Improvement monitoring Health (14 facilities)

Improvement monitoring Dataset													
Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Trend	Trend Analysis
EC	Virginia Shumane Clinic	2012/13 Scores	2.00	2.33	1.00	2.00	2.00	1.00	2.00	1.33	1.71		Queue management has improved due to the implementation of the triache system and the appointment of additional professional nurse. However, access for persons with special needs, maintenance and safety are requires further improvements.
EC	Virginia Shumane Clinic	2013/14 Scores	3.33	3.00	3.00	3.00	3.00	2.00	2.67	3.00	2.88		
EC	Isolomzi Clinic	2012/13 Scores	3.00	1.67	1.67	3.00	1.67	1.67	2.00	3.00	2.21		Provision of new cleaning equipment and appointment of a security officer has improved the situation in the facility. However queue management, signage and displaying operating hours is a challenge
EC	Isolomzi Clinic	2013/14 Scores	2.67	2.00	2.67	2.67	2.67	3.33	2.33	2.33	2.58		
GP	Rethabiseng Clinic	2012/13 Scores	2.33	2.33	1.33	2.67	1.00	2.67	1.67	1.00	1.88		Rethabiseng Clinic will be getting a full upgrade, the following activities are done: (1) Project Plans are completed and approved, (2). Site handover to the contractor is planned for Jan 14 and (3) Project completion planned for end 2014.
GP	Rethabiseng Clinic	2013/14 Scores	2.33	2.67	1.67	3.33	3.33	3.00	2.33	2.67	2.67		
GP	Ratanda Clinic	2012/13 Scores	3.00	3.00	2.67	3.00	1.67	1.00	2.00	2.00	2.29		External signage underway, with a plan to complete it in three months time. Due to the withdrawal of the services by the Primary Healthcare Facility Committee, complaints management system collapsed.
GP	Ratanda Clinic	2013/14 Scores	3.00	2.00	3.00	3.33	2.67	2.33	3.00	2.00	2.67		
GP	Sebokeng Hospital	2012/13 Scores	3.00	2.00	1.00	3.00	2.00	2.00	2.67	2.33	2.25		Re-scoring not done
GP	Mohlakeng Clinic	2012/13 Scores	2.67	2.00	2.67	3.00	1.33	1.67	2.00	1.33	2.08		Resource constraints have stalled the acquisition of internal signage but this was included in the IDP of the municipality as a need.
GP	Mohlakeng Clinic	2013/14 Scores	3.00	2.00	2.33	3.00	2.00	2.00	2.00	2.33	2.33		
LP	Dilokong Hospital	2011/12 Scores	1.00	3.00	3.00	4.00	1.00	1.00	1.00	1.00	1.88		The facility has had great improvements since the initial visits, the overall performance of this facility is very impressive, however sustaining the gains is critical now due to the slight regression observed.
LP	Dilokong Hospital	2012/13 Scores	3.67	3.00	3.33	3.67	2.67	3.00	2.67	2.00	3.00		
LP	Dilokong Hospital	2013/14 Scores	2.67	3.00	3.00	2.67	2.67	3.67	2.67	3.00	2.92		
LP	Maphutha Malatji Hospital	2011/12 Scores	1.00	1.00	3.00	4.00	1.00	1.00	3.00	4.00	2.25		Re-scoring not done
LP	Maphutha Malatji Hospital	2012/13 Scores	3.00	2.67	3.00	3.00	3.33	3.67	3.00	3.67	3.17		
LP	Mphahlele Clinic	2011/12 Scores	1.00	1.00	1.00	1.00	1.00	1.00	3.00	4.00	1.63		The facility has not changed at all, No improvement shown. Generally FSDM visits has made impact to the service point. More visits need to be done to encourage change in service delivery to the community.
LP	Mphahlele Clinic	2012/13 Scores	3.00	2.33	2.00	3.67	2.00	3.00	2.67	3.67	2.79		
LP	Mphahlele Clinic	2013/14 Scores	2.67	1.00	2.67	3.33	2.33	2.00	1.67	1.67	2.17		
MP	Kanyamazane Clinic	2011/12 Scores	2.00	1.00	1.00	2.00	1.00	1.00	2.00	1.00	1.38		The clinic is being renovated
MP	Kanyamazane Clinic	2012/13 Scores	2.00	1.67	1.00	2.33	1.67	2.33	3.00	1.67	1.96		

Health continued:

Improvement monitoring Dataset													
Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Trend	Trend Analysis
MP	Prince Mkolishi CHC	2011/12 Scores	4.00	1.00	1.00	3.00	1.00	1.00	2.00	1.00	1.75		The facility is showing constant improvement in all performance areas. Most of the recommendations on the baseline improvement plan were implemented. Continuous staff coaching on Batho Pele and Patients 'Rights is recommended.
MP	Prince Mkolishi CHC	2012/13 Scores	3.00	3.33	3.00	3.33	2.67	3.33	3.00	2.67	3.04		
MP	Prince Mkolishi CHC	2013/14 Scores	3.33	3.00	2.67	3.00	3.67	3.33	3.33	3.00	3.17		
MP	Embuhleni Hospital	2011/12 Scores	1.00	1.00	1.00	1.00	1.00	1.00	1.00	3.00	1.25		Improvements have been realised in the facility, however shortage of Doctors remains a major challenge since 2011, lack of infrastructure maintenance is a big problem and requires attention. E.g. (1) Potholes in the wards (floor). (2) leaking steam, hot water pipes, roof in public toilets and no provision for heating and cooling system in the wards.
MP	Embuhleni Hospital	2012/13 Scores	2.67	3.00	2.33	3.00	1.33	2.33	3.00	2.00	2.46		
MP	Embuhleni Hospital	2013/14 Scores	3.00	3.67	2.33	3.33	2.33	3.00	3.00	2.67	2.92		
NC	Tshwaragano District Hospital	2012/13 Scores	3.00	3.00	1.00	2.00	1.67	2.33	0.00	2.00	1.88		Major improvements were registered in this facility ranging from signage, queue management and cleanliness and comfort. Major renovations are still taking place through phases.
NC	Tshwaragano District	2013/14 Scores	3.00	3.33	3.33	3.33	3.67	3.00	3.00	2.33	3.13		
NW	Brits Hospital	2012/13 Scores	2.33	2.33	1.00	1.67	1.67	3.00	2.33	1.33	1.96		The relocation to the new facility made a significant improvement
NW	Brits Hospital	2013/14 Scores	2.67	2.67	3.00	3.33	4.00	4.00	3.00	2.00	3.08		
WC	Strandfontein Clinic	2012/13 Scores	3.00	1.67	1.67	2.67	3.00	2.33	2.33	2.00	2.33		The majority of the KPA's such as signage, access for person with special needs and operating hours ,have been fully addressed. However, the issue of security is still a concern as the clinic does not qualify for a security upgrade according to Provincial Health.
WC	Strandfontein Clinic	2013/14 Scores	3.00	3.00	2.67	3.33	3.67	2.00	3.00	3.00	2.96		
WC	Gugulethu CHC	2012/13 Scores	3.00	1.67	1.67	1.67	1.67	2.67	2.33	1.67	2.04		Positive efforts by the Provincial Department to improve the status of the CHC are noticeable. A lot has been done to instil discipline amongst staff members, However, the quality of services and waiting times are still a major concern especially in the OPD.
WC	Gugulethu CHC	2013/14 Scores	3.00	2.67	1.67	3.00	3.00	2.67	2.67	2.00	2.58		
WC	Wesfleur Hospital	2012/13 Scores	1.33	2.00	1.00	2.67	1.67	2.00	3.00	2.33	2.00		There has been major improvements in the most of the key performance areas. Despite the implementation of a queue management system, there is a greater need for improvement to reduce waiting times.
WC	Wesfleur Hospital	2013/14 Scores	3.00	2.67	2.33	3.00	2.33	3.00	2.67	2.33	2.67		
		2011/12 Overall Scores	1.67	1.33	1.67	2.50	1.00	1.00	2.00	2.33	1.69		
		2012/13 Overall Scores	2.71	2.35	1.84	2.73	1.94	2.35	2.33	2.12	2.30		
		2013/14 Overall Scores	2.90	2.62	2.60	3.12	2.95	2.81	2.67	2.45	2.76		

Health: The average ratings for the facilities improved from 1.69 (2011) to 2.30 (2012) to 2.76 (2013). Of the 14 health facilities re-visited in 2013/14 good/positive improvements were realised at Prince Mkolishi CHC and Dilokong Hospital. Prioritisation of improvements should be given to the Mphahlele Clinic. Regarding the key performance areas the assessment area of Complaints management remains consistently weak.

6.4 Improvement monitoring Home Affairs (4 facilities)

Improvement monitoring Dataset													
Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Trend	Trend Analysis
EC	Umtata Home Affairs	2012/13 Scores	2.67	3.00	2.33	3.00	2.67	3.00	3.00	2.33	2.75		Visibility and signage has slightly regressed due to unavailability of direction boards on the main roads leading to the facility , however, it is
EC	Umtata Home Affairs	2013/14 Scores	3.00	2.67	2.67	3.00	3.00	3.00	3.00	3.00	2.92		
FS	Bethlehem Home Affairs	2012/13 Scores	2.00	2.33	2.00	3.00	1.67	1.67	3.00	1.33	2.13		Some improvements have been realised, The improvement, amongst other things, was brought about the facility's management to make
FS	Bethlehem Home Affairs	2013/14 Scores	2.33	2.67	2.67	3.00	2.67	1.67	3.00	2.33	2.54		
GP	Alexandra Thusong Centre Home Affairs	2012/13 Scores	3.00	1.67	3.00	3.00	1.00	2.00	1.00	1.33	2.00		The office has been temporarily relocated, due to renovations . The following upgrade have been done; tiling, painting, general cleanliness, building of a disability toilet, new furniture and air conditioners were purchased, serviced air conditioners and carpeting of Offices.
KZN	Umzimkhulu Home Affairs	2012/13 Scores	2.67	2.00	2.00	3.00	1.00	2.67	2.67	2.00	2.25		Complaint management system is a challenge, however improvements have been realised due to relocating from the old facility
KZN	Umzimkhulu Home Affairs	2013/14 Scores	3.00	2.67	2.67	3.33	3.00	2.67	2.67	2.33	2.79		
MP	Kabokweni Home Affairs	2011/12 Scores	2.00	2.00	1.00	4.00	1.00	4.00	4.00	1.00	2.38		The facility operates within a shared service centre as a satellite, with limited office space. Most of the challenges relate to Cleanliness and Comfort are still there. No maintenance of the public toilets, and non-
MP	Kabokweni Home Affairs	2012/13 Scores	3.00	3.00	3.33	3.67	2.67	3.67	3.33	2.67	3.17		
MP	Kabokweni Home Affairs	2013/14 Scores	2.33	2.67	2.67	3.33	1.67	3.00	3.00	2.67	2.67		
		2011/12 Overall Scores	2.00	2.00	1.00	4.00	1.00	4.00	4.00	1.00	2.38		
		2012/13 Overall Scores	2.67	2.40	2.53	3.13	1.80	2.60	2.60	1.93	2.46		
		2013/14 Overall Scores	2.67	2.67	2.67	3.17	2.58	2.58	2.92	2.58	2.73		

Home Affairs: Ratings improved from 2.38 (2011) to 2, 46 (2012) to 2.73 (2013). Umtata Home Affairs is one of the facilities that achieved positive improvements in the sector. Location and accessibility remains unchanged whilst ratings for Safety regressed. Khabokweni Home Affairs requires further intervention.

6.5 Improvement monitoring Justice (Courts) 11 facilities

Improvement monitoring Dataset													
Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Trend	Trend Analysis
FS	Bloemfontein Magistrate Court	2012/13 Scores	3.00	2.00	1.33	2.00	1.33	2.33	2.00	1.67	1.96		General improvements have been realised, however complaint management system is still not effective
FS	Bloemfontein Magistrate Court	2013/14 Scores	3.00	3.00	2.67	2.67	3.00	1.33	2.33	1.67	2.46		
GP	Heidelberg Magistrate Court	2012/13 Scores	3.00	1.67	1.00	3.00	3.00	3.00	1.00	1.00	2.08		Visibility and signage, Queue management, Cleanliness and comfort and Opening and closing times are still performing poorly.
GP	Heidelberg Magistrate Court	2013/14 Scores	3.00	2.00	2.33	3.00	2.33	3.00	1.67	2.67	2.50		
KZN	Pietermaritzburg Magistrate Court	2012/13 Scores	2.33	2.33	1.33	3.33	1.33	4.00	1.67	1.33	2.21		There has been huge improvement in this facility. Especially on the Queue management and waiting times and cleanliness & comfort. They have established the help desk to assist and inform clients with regards to services.
KZN	Pietermaritzburg Magistrate Court	2013/14 Scores	2.67	2.67	2.67	3.00	3.33	3.00	3.00	2.33	2.83		
KZN	Umzimkhulu Magistrate Court	2012/13 Scores	2.00	1.67	1.33	3.00	1.00	2.33	1.67	1.00	1.75		Although the scores show some degree of improvement. A lot still need to be done in this facility.
KZN	Umzimkhulu Magistrate Court	2013/14 Scores	3.00	2.50	2.00	3.50	1.50	2.50	2.00	1.00	2.25		
LP	Thohoyandou Magistrate Court	2011/12 Scores	1.00	1.00	1.00	1.00	1.00	1.00	2.00	1.00	1.13		Improvements have been realised since 2011, all areas have been attended to except the one for renovation and repairing project which the process is under way. Some of the areas are regressing, such as cleanliness and comfort, toilets were repaired but they are no longer providing with the toilets papers.
LP	Thohoyandou Magistrate Court	2012/13 Scores	3.00	2.67	3.00	3.67	1.33	2.00	2.00	2.00	2.46		
LP	Thohoyandou Magistrate Court	2013/14 Scores	3.00	2.67	3.33	3.33	2.33	3.00	3.33	3.00	3.00		
MP	Kabhekweni Magistrate Court	2011/12 Scores	3.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00	1.38		This is a shared location between Social Development, Home Affairs, SASSA and Justice. The facility has generally improved constantly from the initial baseline in 2011. However, the erection of external
MP	Kabhekweni Magistrate Court	2012/13 Scores	3.00	3.00	2.00	3.00	2.67	3.00	2.67	2.00	2.67		
MP	Kabhekweni Magistrate Court	2013/14 Scores	3.00	2.67	3.00	3.33	2.33	3.00	3.00	2.67	2.88		
MP	Tonga Magistrate Court	2011/12 Scores	3.00	1.00	1.00	1.00	4.00	4.00	2.00	1.00	2.13		This facility shares location with Home Affairs, SASSA, Education and Correctional Services. The facility is showing constant improvement in most of the KPAs except for the provision for external signage and
MP	Tonga Magistrate Court	2012/13 Scores	2.33	1.67	2.33	3.33	3.00	3.00	2.67	2.67	2.63		
MP	Tonga Magistrate Court	2013/14 Scores	3.00	2.33	2.33	3.33	2.67	3.67	3.00	2.00	2.79		

Justice continued:

Improvement monitoring Dataset													
Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Trend	Trend Analysis
MP	Arconhoek Magistrate Court	2011/12 Scores	3.00	1.00	2.67	2.67	1.67	1.67	2.00	1.00	1.96		It should be noted that Acornhoek Magistrate Court is periodical court which is serviced on specific days. The disabled toilet and the air conditioners have been repaired. The waiting area, complaints
MP	Arconhoek Magistrate Court	2012/13 Scores	3.33	1.67	1.67	2.67	3.00	3.00	2.33	2.00	2.46		
MP	Arconhoek Magistrate Court	2013/14 Scores	2.67	2.00	2.33	3.33	2.67	2.67	2.67	2.33	2.58		
NC	Kimberly Magistrate Court	2011/12 Scores	1.67	1.00	1.33	2.33	1.67	2.67	2.00	1.00	1.71	↓	This facility has slightly regressed, external signage is still outstanding. Disability access, provision for separate staff toilets and shortage of cleaners has been addressed. A proper system for
NC	Kimberly Magistrate Court	2012/13 Scores	3.00	2.33	2.67	3.33	2.67	3.33	2.33	3.00	2.83		
NC	Kimberly Magistrate Court	2013/14 Scores	2.00	2.00	2.67	3.67	3.67	3.33	2.33	2.33	2.75		
NC	De Aar Magistrate Court	2012/13 Scores	3.00	2.33	1.67	3.33	2.00	2.67	2.33	2.00	2.42		Although there is improvement in scores in some of the assessment areas, external signage, display of operating hours and the erection of a decent waiting area are still outstanding. Complaints management requires attention.
NC	De Aar Magistrate Court	2013/14 Scores	1.67	2.00	3.00	4.00	3.00	3.00	2.00	1.67	2.54		
WC	Khayelitsha Magistrate Court	2012/13 Scores	3.00	2.33	2.00	2.67	3.00	3.00	1.67	1.67	2.42		
WC	Khayelitsha Magistrate Court	2013/14 Scores	3.00	3.33	2.33	3.00	3.00	3.67	3.00	2.00	2.92		There has been improvements in cleanliness, access for people with disability. However, efforts are needed to improve queue management in the domestic and maintenance section. Mechanisms to encourage citizens to utilise the suggestion boxes should be explored.
		2011/12 Overall Scores	2.33	1.20	1.40	1.60	1.87	2.07	1.80	1.00	1.66		
		2012/13 Overall Scores	2.82	2.15	1.85	3.03	2.21	2.88	2.03	1.85	2.35		
		2013/14 Overall Scores	2.70	2.48	2.63	3.28	2.72	2.85	2.53	2.17	2.67		

Courts: Ratings improved from 1.66 (2011) to 2.35(2012) to 2.67 (2013). The Magistrate Courts in Bloemfontein and Umzimkhulu require special attention by the department responsible. Regarding the key performance areas; Visibility and signage and Complaint management should be prioritised for improvements.

6.6 Improvements monitoring MCCC (4 facilities)

Improvement monitoring Dataset													
Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Trend	Trend Analysis
FS	Tswelopele MCCC	2012/13 Scores	2.33	1.00	2.00	3.00	2.33	1.00	2.00	1.00	1.83		Improvements have been realised, Safety and Complaint management have improved however they are still rated at poor levels
FS	Tswelopele MCCC	2013/14 Scores	3.00	3.00	2.67	4.00	3.67	1.67	3.00	1.67	2.83		
FS	Kopanong MCCC	2012/13 Scores	1.33	1.00	1.67	3.00	1.33	1.00	1.67	1.00	1.50		The facility was previously burnt down by the community and has since been renovated. The Local Municipality has starting putting in place a plan to revamp facility.
FS	Kopanong MCCC	2013/14 Scores	3.00	3.00	3.00	2.67	3.00	1.33	2.33	1.67	2.50		
LP	Makhado MCCC	2012/13 Scores	3.00	2.00	1.00	2.67	1.33	3.33	2.00	1.33	2.08		Generally the facility was showing improvement during the feedback meeting and the improvement meeting, It was very disappointing to start to see some regressions during the rescoring visits.
LP	Makhado MCCC	2013/14 Scores	3.33	2.67	3.00	3.67	3.33	2.67	3.33	2.33	3.04		
NC	Augrabies MCCC	2012/13 Scores	2.33	2.33	1.00	1.33	1.00	1.00	2.00	1.00	1.50		Little progress has been made to achieve the recommendations that we have agreed on. Some of the items that were committed on during the meetings are still outstanding. The challenge is lack of cooperation and commitment by stakeholders in the management of this facility.
NC	Augrabies MCCC	2013/14 Scores	2.33	2.00	2.33	3.67	2.67	2.00	2.67	2.33	2.50		
		2012/13 Overall Scores	2.25	1.58	1.42	2.50	1.50	1.58	1.92	1.08	1.73		
		2013/14 Overall Scores	2.92	2.67	2.75	3.50	3.17	1.92	2.83	2.00	2.72		








MCCC: monitoring of MCCs started in 2012. Ratings improved from average of 1.73 (2012) to 2.72 (2013). Of the four MCCC facilities re-visited, all of them still require further intervention by the responsible department, with Kopanong MCCC requiring special intervention. The assessment areas of Safety and Complaint Management should be prioritised for improvements in all facilities.

6.7 Improvement monitoring SAPS (9 facilities)

Improvement monitoring Dataset													
Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Trend	Trend Analysis
FS	Fouriesburg Police Station	2012/13 Scores	2.67	1.67	3.00	1.67	2.00	2.67	2.67	1.00	2.17		All Police Station has a challenge with regard to KPA Safety, with regards to the appointment of a security guards in the premises. Improvements have been realised in this facility
FS	Fouriesburg Police Station	2013/14 Scores	3.00	2.00	3.00	3.00	2.67	2.00	2.00	2.00	2.46		
GP	Laudium Police Station	2011/12 Scores	3.00	1.00	2.00	3.00	1.33	1.00	3.00	2.00	2.04		New Police Station was planned but the location was a challenge, and now this is not a priority, because of the size and case numbers of the station.
GP	Laudium Police Station	2012/13 Scores	2.33	3.00	3.33	3.33	2.33	3.33	4.00	2.33	3.00		
GP	Laudium Police Station	2013/14 Scores	3.33	2.00	3.00	3.33	2.33	2.33	2.67	1.67	2.58		There has been some improvement at the station. With the mobile ramp for persons with disability been purchased and the temporary internal signage. Cleanliness & comfort has improved.
GP	Ratanda Police Station	2011/12 Scores	1.00	1.00	1.00	3.00	1.67	1.00	3.00	2.00	1.71		
GP	Ratanda Police Station	2012/13 Scores	2.67	1.00	2.67	2.67	1.67	2.67	4.00	2.00	2.42		There has been some slight regression at the station. The police station has been painted and cleanliness & comfort has improved.
GP	Ratanda Police Station	2013/14 Scores	3.00	2.00	3.00	3.33	2.67	2.33	3.00	2.00	2.67		
GP	Etwatwa Police Station	2011/12 Scores	1.00	1.67	3.00	3.00	1.00	1.00	3.00	1.00	1.83		There has been some improvement at the station. Especially the external and internal signage and cleanliness & comfort.
GP	Etwatwa Police Station	2012/13 Scores	3.00	1.33	2.67	3.00	1.00	1.67	4.00	1.33	2.25		
GP	Etwatwa Police Station	2013/14 Scores	2.33	1.33	2.67	2.67	2.33	1.67	3.00	1.33	2.17		No improvement were noted at the police station. The is an allegation that there is toilet that is only used by white staff, we reported the
GP	Hammanskraal Police Station	2012/13 Scores	2.33	1.33	1.67	3.33	2.33	1.67	1.33	1.67	1.96		
GP	Hammanskraal Police Station	2013/14 Scores	3.00	2.67	2.67	3.67	3.00	2.33	2.67	2.00	2.75		The overall ratings indicate that facility has regressed. The station is not able to meet the turnaround time for Alpha and Bravo calls due to the shortage of vehicles to respond to crime scenes. The staff allocation is not in line with the station Resource Allocation Guide.
GP	Cullinan Police Station	2012/13 Scores	1.33	1.00	3.00	3.33	1.00	1.00	2.00	1.00	1.71		
GP	Cullinan Police Station	2013/14 Scores	2.00	1.67	1.67	2.67	1.33	2.00	2.00	1.33	1.83		The status of Struisbaai Police Station has not changed. Improvements are only on the signage and suggestion boxes that have been visibly installed. The major challenges on this station can not be addressed as casual effect is more on infrastructure.
MP	Mbuzini Police Station	2011/12 Scores	1.00	1.00	1.00	1.00	1.00	1.00	1.67	1.00	1.08		
MP	Mbuzini Police Station	2012/13 Scores	3.33	2.33	2.33	2.67	2.33	2.33	3.00	1.67	2.50		Visibility and signage, Cleanliness and comfort and Complaint management are still performing poorly. Some improvements have been realised
MP	Mbuzini Police Station	2013/14 Scores	2.67	2.00	2.00	3.00	2.33	2.33	2.33	1.00	2.21		
WC	Thembaletu Point Police Station	2012/13 Scores	1.67	1.67	2.00	3.33	3.00	2.00	2.33	2.00	2.25		The status of Struisbaai Police Station has not changed. Improvements are only on the signage and suggestion boxes that have been visibly installed. The major challenges on this station can not be addressed as casual effect is more on infrastructure.
WC	Thembaletu Point Police Station	2013/14 Scores	3.00	2.33	3.00	4.00	1.67	3.00	3.33	1.67	2.75		
WC	Struisbaai Police Station	2012/13 Scores	1.33	1.00	1.00	2.00	0.67	1.33	2.00	0.67	1.25		
WC	Struisbaai Police Station	2013/14 Scores	2.00	2.67	2.67	3.00	3.00	2.67	3.00	3.00	2.75		
		2011/12 Overall Scores	1.50	1.17	1.75	2.50	1.25	1.00	2.67	1.50	1.67		
		2012/13 Overall Scores	2.30	1.59	2.41	2.81	1.81	2.07	2.81	1.52	2.17		
		2013/14 Overall Scores	2.70	2.07	2.63	3.19	2.37	2.30	2.67	1.78	2.46		

Police Stations: The average ratings improved from 1.67 (2011) to 2.17 (2012) to 2.46 (2013). Prioritisation of improvements should be given to the following Police Stations; Etwatwa, Cullinan and Mbuzini. Regarding the key performance areas; Visibility and signage, Cleanliness and comfort, Safety and Complaint management should be prioritised for improvements.

6.8 Improvement monitoring SASSA (15 facilities)

Improvement monitoring Dataset													
Province	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Trend	Trend Analysis
EC	Umtata SASSA	2012/13 Scores	2.67	1.33	2.00	2.00	2.67	2.00	1.67	2.00	2.04		There has been an improvement on all 8 KPA's however, more still needs to be done to improve waiting times, outside signage and
EC	Umtata SASSA	2013/14 Scores	3.33	2.33	2.33	3.33	2.67	2.67	3.00	2.00	2.71		
FS	Thusanong Centre SASSA	2011/12 Scores	1.00	1.67	1.67	1.00	1.00	1.00	1.00	1.00	1.17		The facility has regressed, cleanliness and maintenance at the facility and long queues are a challenge. Complaint management system is still not effective. Safety challenges are at the entrance since the appointed service provider does not emphasised access control
FS	Thusanong Centre SASSA	2012/13 Scores	3.00	2.33	2.33	2.67	2.33	2.33	2.33	2.33	2.46		
FS	Thusanong Centre SASSA	2013/14 Scores	2.67	2.33	2.67	2.67	2.33	2.00	2.67	2.00	2.42		
GP	Thokoza SASSA	2011/12 Scores	3.00	1.00	1.00	1.00	1.00	1.00	1.00	3.00	1.50		The facility has Improved. Tiling, painting, building of a disability toilet and install new toilet equipment like toilets seats, purchasing new furniture, servicing of air conditioners, buying new air conditioners and
GP	Thokoza SASSA	2012/13 Scores	2.67	2.00	1.67	2.00	1.67	3.00	2.33	2.00	2.17		
GP	Thokoza SASSA	2013/14 Scores	2.33	2.33	2.67	2.67	3.33	3.00	3.00	1.67	2.63		
GP	Springs SASSA	2011/12 Scores	3.00	2.00	1.00	2.00	1.00	2.00	1.00	1.00	1.63		There are plans to relocate the current office to the new premises and the relocation is planned for the 01 Feb 2014. The following have been done at the new facility; lease and service level agreements, electrical and IT cabling, ceiling, partitioning and lighting, and more.
GP	Springs SASSA	2012/13 Scores	2.00	1.00	2.33	3.00	2.00	1.67	3.00	2.67	2.21		
GP	Bekkersdal SASSA	2011/12 Scores	3.00	1.00	2.00	3.00	1.00	3.00	1.00	2.00	2.00		Bekkersdal SASSA there was some improvements before the facility was burned. Up graded toilets, Paving outside the premises, Painting inside the building 4. Built an awning outside.
GP	Bekkersdal SASSA	2012/13 Scores	2.67	1.00	2.33	2.00	1.67	3.33	2.67	2.33	2.25		The office was burnt during service delivery protests (26 Sep 2013).
GP	Soshanguve SASSA	2011/12 Scores	3.00	1.00	1.00	1.00	3.00	3.00	1.00	2.00	1.88		No improvement were noted the facility has regressed, we have escalated the matter to the regional office for intervention. The main challenge is office space. The management of the maintenance SLA
GP	Soshanguve SASSA	2012/13 Scores	3.00	3.00	3.00	3.33	3.00	2.67	3.33	2.67	3.00		
GP	Soshanguve SASSA	2013/14 Scores	2.00	2.00	2.00	2.67	1.67	1.33	2.33	1.33	1.92		
GP	Tembisa SASSA	2012/13 Scores	2.67	1.33	1.67	3.33	1.67	2.33	3.00	1.33	2.17		No improvement were noted, we have escalated the matter to the regional office for intervention. The challenge is office space.
GP	Tembisa SASSA	2013/14 Scores	3.00	1.67	2.33	3.00	2.33	2.33	3.00	1.67	2.42		
KZN	Umzimkhulu SASSA	2012/13 Scores	1.00	1.00	1.33	1.67	1.33	1.33	1.67	1.33	1.33		Further improvements are required to improve Visibility and Signage, Cleanliness and comfort and Complaint management. Dignified
KZN	Umzimkhulu SASSA	2013/14 Scores	3.00	2.33	3.00	4.00	1.67	3.00	3.33	2.33	2.83		

SASSA continued:

Improvement monitoring Dataset														
Province	Sector	Facility Name	Year	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Ave	Trend	Trend Analysis
LP	SASSA	Makhado SASSA	2012/13 Scores	1.33	1.00	2.00	2.67	1.00	2.00	1.67	2.00	1.71		This facility has relocated to a new building. The improvement can be based to the fact that it has moved, however the improvement should be assessed again to the new facility. The accessibility to the building is still challenge as the office is located on the first floor.
LP	SASSA	Makhado SASSA	2013/14 Scores	3.00	2.00	2.67	3.67	3.33	2.67	3.33	2.33	2.88		
MP	SASSA	Matsamo Tribal Office SASSA	2011/12 Scores	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		
MP	SASSA	Matsamo Tribal Office SASSA	2012/13 Scores	3.33	2.33	2.33	2.67	2.33	2.33	2.67	1.33	2.42		Office space is still a challenge with only 4 functional computers that are shared by seven staff members. Broken computers were since never replaced since 2011 despite the previous commitments and this affects the effectiveness and efficiency of the staff members.
MP	SASSA	Matsamo Tribal Office SASSA	2013/14 Scores	2.67	2.00	2.00	3.00	2.33	2.33	2.33	1.00	2.21		
MP	SASSA	Kabhekweni SASSA	2011/12 Scores	4.00	1.00	1.00	4.00	3.00	3.00	2.00	1.00	2.38		
MP	SASSA	Kabhekweni SASSA	2012/13 Scores	2.33	2.33	2.67	3.00	2.00	2.67	3.33	2.33	2.58		The cleaning and maintenance of the public ablution facilities is a challenge in this facility. Shortage of Medical Doctors for screening the Disability Grant clients prolongs appointments schedules. The change of service provider for the Social Relief and Distress (SRD) vouchers has financial implications in terms of transport for clients.
MP	SASSA	Kabhekweni SASSA	2013/14 Scores	2.67	2.67	2.67	3.00	2.00	3.00	3.00	2.33	2.67		
MP	SASSA	Phola Ntsikazi SASSA	2011/12 Scores	1.00	1.00	1.00	4.00	1.00	1.00	1.00	1.00	1.38		
MP	SASSA	Phola Ntsikazi SASSA	2012/13 Scores	2.33	2.33	2.00	3.00	2.33	2.67	2.67	2.33	2.46		Office space and overcrowding remains a major challenge for this facility though it is a new site. Provision for adequate waiting area, running water and decent public ablution facilities requires attention and improvement.
MP	SASSA	Phola Ntsikazi SASSA	2013/14 Scores	3.00	1.33	1.67	3.00	1.33	2.33	2.00	2.00	2.08		
MP	SASSA	Geylingstad SASSA	2012/13 Scores	1.67	2.33	2.33	2.33	2.33	2.33	2.33	2.33	2.25		
MP	SASSA	Geylingstad SASSA	2013/14 Scores	2.00	1.00	2.00	2.50	1.50	1.50	1.00	1.00	1.56		The overall situation has not improved, despite the commitments made by SASSA management as part of the improvement plan. The site is not consistently serviced and clients are not informed of the change of dates resulting in influx. Toilets are blocked and no running water.
NW	SASSA	Rustenburg SASSA	2012/13 Scores	2.33	2.00	1.00	2.67	1.67	3.33	3.00	1.00	2.13		
NW	SASSA	Rustenburg SASSA	2013/14 Scores	3.67	2.33	3.67	3.67	2.67	3.00	3.67	3.33	3.25		
NW	SASSA	Jouberton SASSA	2012/13 Scores	2.33	1.00	2.67	2.67	2.00	2.00	1.67	1.00	1.92		The service is currently utilised in the local community hall therefore KRAs such as Visibility & signage, Cleanliness & comfort, safety will not change but the complaint management system needs attention
NW	SASSA	Jouberton SASSA	2013/14 Scores	3.33	1.33	3.00	3.33	2.00	2.00	2.33	1.67	2.38		
NW	SASSA	Vibimara nstad SASSA	2012/13 Scores	1.67	2.00	2.67	1.67	2.67	1.33	1.67	1.33	1.88		
NW	SASSA	Vibimara nstad SASSA	2013/14 Scores	2.33	2.00	3.33	3.33	2.00	2.33	2.67	2.00	2.50		KRAs such as Location & accessibility, Queue Management & Waiting Times, Dignified Treatment, safety, Opening & closing times and the complaint management system have improved
WC	SASSA	Khayalets ha SASSA	2012/13 Scores	3.00	1.00	2.00	3.00	1.00	3.00	1.67	2.00	2.08		
WC	SASSA	Khayalets ha SASSA	2013/14 Scores	2.67	2.33	2.67	3.00	2.67	3.00	3.00	2.00	2.67		
	SASSA		2011/12 Overall Scores	2.38	1.21	1.21	2.13	1.50	1.88	1.13	1.50	1.61		
	SASSA		2012/13 Overall Scores	2.35	1.73	2.14	2.57	1.98	2.37	2.39	1.90	2.18		

SASSA: Ratings improved from 1.61 (2011) to 2.18 (2012) to 2.47 (2013). Prioritisation of improvements should be given to the following SASSA Offices; Thusanong Centre, Soshanguve, Matsano, Phola Ntsikazi and Geylingstad. For the facilities that were visited for the third times 60% of these facilities have regressed. Regarding the key performance areas, Visibility and signage, Cleanliness and comfort, Safety and Complaint management requires further improvements.

7 A selection of evidence of improvements

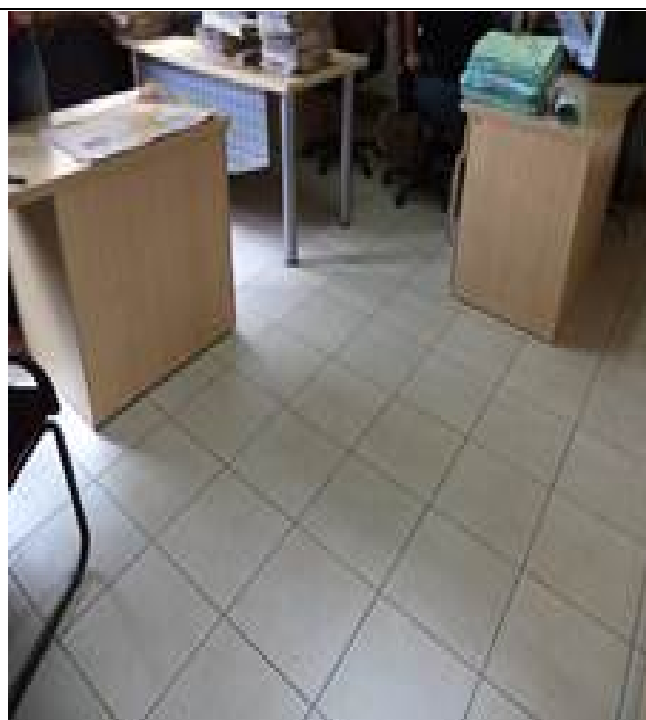
Queue management and waiting times improvements Randfontein SASSA	
Before	After
	
Cleanliness and comfort improvements Alexandra Thusong Centre	
Before	After
	

Cleanliness and comfort improvements Thokaza SASSA

Before



After



Cleanliness and comfort improvements Alexandra TSC (SASSA)

Before



After



Dilopye Clinic Extensions and improvements

Before



After



Cleanliness and comfort, queue management improvements Umzimkhulu SASSA

Before



After



Umzimkhulu Home Affairs

Before



After



Improved waiting area and toilet facilities: Tshwaragano CHC

Before



After



Improved waiting area and toilet facilities: Tshwaragano CHC

Before



After





Umtata Home Affairs:

Before: unutilised Suggestion box with no pen and paper



After: Enquiries book with pen and evaluation forms, telephones for National call centre



Gugulethu CHC	
Before Waiting areas with insufficient chairs	After Additional waiting areas with new chairs
	

8 Improvements Monitoring: Way Forward

We received good cooperation from each of the 8 national sector departments. All have taken steps to strengthen their management and monitoring of improvements. The positive results from the improvements monitoring of this sample of 77 facilities demonstrates the impact of the improvement in using monitoring evidence for decision making and for more proactive problem solving.

The detailed results for each facility provide the responsible department with information about the improvement trends for each assessment area. This information is intended for use by departments, to continue their management and monitoring of improvements. All these facilities will again be monitored for improvements during 2014.

PART B: FINDINGS FROM THE 186 FACILITIES MONITORED DURING 2013.

1. Number and types of facilities monitored 2011 to 2013

Since the inception of the FSDM project in 2011, 536 facilities have been monitored: 40 DLTCs, 95 Schools, 131 Health Facilities, 46 Home Affairs offices, 43 Courts, 38 MCCCs, 75 Police Stations, 68 SASSA facilities. Although this sample size of 536 represents a small % of the total number of facilities in the country, departments are encouraged to increase their on-site monitoring presence so as to deepen their understanding of frontline conditions.

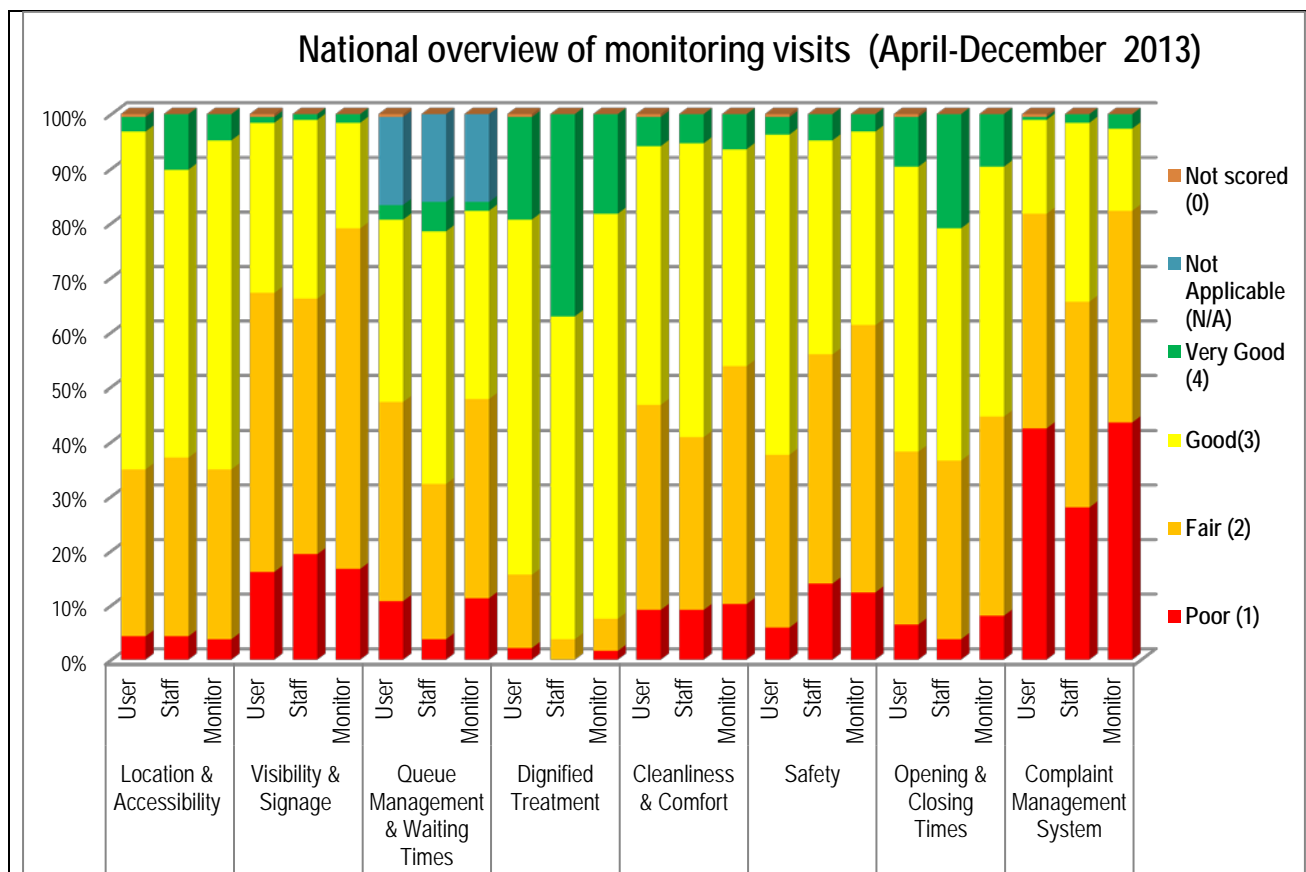
Sector	E.C	F.S	G.P	KZN	L.P	M.P	N.W	N.C	W.C	TOTALS PER SECTOR
DLTC	3	2	8	2	9	8	2	3	3	40
Education	0	12	43	1	12	7	7	7	6	95
Health	11	7	47	7	14	13	8	13	11	131
Home Affairs	5	5	7	3	5	8	2	5	6	46
Justice	3	3	7	4	5	8	3	5	5	43
MCCC	4	4	10	3	6	1	1	6	3	38
SAPS	6	4	24	4	7	8	8	6	8	75
SASSA	6	4	21	3	6	11	6	5	6	68
TOTALS PROV	38	41	167	27	64	64	37	50	48	536

2. Number and types of facilities monitored 2013 (186):

New facilities monitored 2013	E.C	F.S	G.P	KZN	L.P	M.P	N.W	N.C	W.C	TOTALS PER SECTOR
DLTC	1	1	4	1	4	1	1	1	1	15
Education	0	3	8	1	4	3	4	4	3	30
Health	4	4	8	4	4	3	4	4	3	38
Home Affairs	3	2	4	1	3	2	2	1	2	20
Justice	1	2	4	2	4	2	1	1	1	18
MCCC	2	0	4	2	4	1	1	1	1	16
SAPS	2	2	4	2	4	2	4	2	2	24
SASSA	3	2	4	2	4	3	3	2	2	25
TOTALS PROVINCE	16	16	40	15	31	17	20	16	15	186

3. Detailed findings per key performance area from the 186 facilities monitored in the period April-December 2013

3.1 Overview of scores for the 186 facilities, for each of the 8 assessment areas:



For the 186 facilities, the ratings for Dignified treatment, Location and Accessibility and Opening and Closing Times are the highest, as rated by citizens and monitors. The worst performing key assessment areas are Complaints Management, Visibility and Signage, Safety, Queue Management and Cleanliness.

3.2 Overview of scores for the 186 facilities, for each Province:

A high level summary of the ratings for facilities monitored in Free State, Gauteng and North West shows an average rating of 2 (fair) whilst the average ratings for facilities monitored in the other provinces are 3 (good). Complaint management and Visibility and signage are the assessment areas that are performing below a rating of 3.

SCORES FOR KEY PERFORMANCE AREAS (NEW VISITS) - SECTION A SCORES																									
Scores for Key Performance Areas	Location & accessibility			Visibility & signage			Queue management & waiting times			Dignified treatment			Cleanliness & comfort			Safety			Opening & closing times			Complaints management system			Province
Province	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	Ave
EC	3	3	3	2	2	2	2	3	2	3	3	3	3	3	3	2	3	2	3	3	3	2	3	2	3
FS	3	3	3	2	2	2	2	3	3	3	3	3	3	2	2	3	2	2	2	3	2	2	2	2	2
GP	3	3	2	2	2	2	2	3	2	3	3	3	2	2	2	3	2	2	2	3	2	1	2	1	2
KZN	2	3	3	2	3	2	2	3	2	3	3	3	2	3	2	3	3	3	3	3	3	2	2	2	3
LP	3	3	3	2	2	2	2	2	2	3	4	3	3	3	3	3	2	2	3	3	3	2	2	2	3
MP	3	3	3	2	2	2	2	3	2	3	3	3	2	2	3	3	2	3	2	3	3	2	2	2	3
NC	3	3	3	2	2	2	3	3	3	3	4	3	3	3	3	2	2	2	3	3	3	2	2	2	3
NW	2	2	2	2	2	2	2	2	2	3	3	3	2	2	2	2	2	2	2	2	2	2	2	2	2
WC	3	2	3	3	2	2	3	2	2	3	3	3	3	3	3	3	2	2	3	2	2	2	2	2	3
Ave	3	3	3	2	2	2	2	3	2	3	3	3	3	3	2	3	2	2	3	3	3	2	2	2	3

3.3 Overview of scores for the 186 facilities, for each sector/type of facility:

Performance areas that require intervention across all the types of facilities are: Complaints Management, Visibility and Signage, Queue Management and Safety. A high-level summary of all ratings in a sector highlights that there are 5 types of facilities that are rated on average 2 (fair), being DLTC's, School, Home Affairs, MCCC's and SASSA. A high-level summary of all ratings for facility-type shows there are 3 types of facilities that are rated on average 3 (good) being Health, Justice (Courts), and SAPS.

SCORES FOR KEY PERFORMANCE AREAS (NEW VISITS) - SECTION A SCORES																									
Scores for Key Performance Areas	Location & accessibility			Visibility & signage			Queue management & waiting times			Dignified treatment			Cleanliness & comfort			Safety			Opening & closing times			Complaints management system			Sector
Sector	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	Ave
DLTC	3	2	2	2	2	2	2	2	2	3	3	3	3	2	2	3	2	2	3	3	2	2	2	1	2
Education	3	2	2	2	2	2	N/A	N/A	N/A	3	3	3	2	2	2	2	2	2	2	2	2	1	2	1	2
Health	3	3	3	2	2	2	2	3	2	3	3	3	3	3	3	3	2	2	3	3	3	2	3	2	3
Home Affairs	3	2	2	2	2	2	3	3	2	3	3	3	3	2	2	3	2	2	3	3	3	2	2	2	2
Justice	3	3	3	3	2	2	2	3	2	3	3	3	3	3	3	3	3	3	2	3	2	2	2	2	3
MCCC	3	3	3	2	2	2	2	2	2	3	3	3	3	3	2	3	2	2	3	3	3	2	2	2	2
SAPS	3	3	3	2	2	2	2	3	2	3	3	3	2	3	3	2	2	2	3	3	3	2	2	2	3
SASSA	2	2	2	2	2	2	2	3	2	3	3	3	3	3	2	3	2	2	2	3	3	2	2	2	2
Ave	3	3	3	2	2	2	2	3	2	3	3	3	3	3	2	3	2	2	3	3	3	2	2	2	2

3.3.1 DLTCs

SCORES FOR KEY PERFORMANCE AREAS (NEW VISITS) - SECTION A SCORES																									
Scores for Key Performance Areas		Location & accessibility			Visibility & signage			Queue management & waiting times			Dignified treatment			Cleanliness & comfort			Safety			Opening & closing times			Complaints management system		
Province	Facility Name	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor
EC	Ndlambe DLTC	3	2	3	3	3	2	3	2	2	4	3	3	3	2	2	2	2	1	3	3	2	2	2	1
FS	Smithfield DLTC	3	3	3	2	1	1	2	3	2	3	4	3	3	3	3	3	2	3	2	3	2	2	1	1
GP	Langlaagte Licensing Centre	3	3	3	2	2	2	3	3	2	2	2	1	2	2	2	3	2	2	3	3	3	1	3	1
GP	Temba DLTC	3	3	2	3	2	1	3	4	2	3	3	3	3	3	3	3	2	2	2	1	1	2	1	1
GP	Benoni Testing Centre	1	1	1	2	3	2	4	2	1	4	4	3	1	2	2	1	3	1	3	4	4	1	3	1
GP	Westonaria Testing Station	3	2	2	3	1	2	3	2	3	3	4	4	3	1	2	2	2	2	2	3	1	3	3	1
KZN	Rosborough DLTC	3	3	3	3	3	3	2	3	2	4	3	3	2	3	3	3	3	3	3	4	4	1	2	3
LP	Blouberg DLTC	2	2	2	1	1	2	1	1	1	4	4	1	2	2	1	2	3	1	1	2	1	1	1	1
LP	Modjadiskloof DLTC	3	2	2	1	2	2	2	3	1	3	4	3	2	2	2	3	2	2	3	2	2	1	1	1
LP	Lephalale DLTC	3	3	2	2	3	2	2	2	2	3	4	3	3	4	3	3	3	2	3	4	3	2	2	1
LP	Modimolle DLTC	3	3	2	2	1	2	3	2	2	2	4	3	3	3	3	3	2	2	4	3	3	1	1	2
MP	Bethal DLTC	2	1	2	1	1	1	1	2	2	3	3	2	2	1	2	3	1	2	2	3	2	1	1	1
NC	Namakhoi DLTC	3	3	2	2	3	2	3	3	2	4	4	3	3	3	3	2	2	1	4	4	1	1	1	1
NW	Vryburg DLTC	1	2	2	2	2	2	2	2	2	2	3	3	3	3	3	2	2	2	2	3	2	2	2	2
WC	Lingeletu DLTC	3	3	4	3	2	2	2	2	3	3	3	3	3	2	2	3	1	2	4	2	2	2	1	1

3.3.2 Schools

SCORES FOR KEY PERFORMANCE AREAS (NEW VISITS) - SECTION A SCORES																						
Scores for Key Performance Areas		Location & accessibility			Visibility & signage			Dignified treatment			Cleanliness & comfort			Safety			Opening & closing times			Complaints management system		
Province	Facility Name	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor
FS	Bergmanshoogte Intermediate School	3	3	2	2	2	2	4	4	4	3	3	3	2	2	2	3	3	3	2	1	1
FS	Phehellang Secondary School	2	2	3	2	1	2	3	3	3	2	2	2	2	2	1	3	3	2	1	2	1
FS	Relekile Secondary School	3	2	3	2	1	1	3	3	3	2	1	2	2	1	1	2	2	2	2	1	1
GP	Tane Primary School	2	2	2	1	1	1	3	4	3	2	3	2	2	3	2	3	2	3	1	1	1
GP	Molefe Mooke Primary School	2	3	2	2	3	2	3	4	3	2	3	2	2	4	1	3	4	3	1	2	1
GP	Namedi Secondary School	1	2	2	1	2	2	2	3	3	2	2	3	3	3	3	2	2	2	1	2	2
GP	Firethorn Primary School	3	2	2	2	2	2	3	3	3	4	3	3	3	3	3	3	2	2	1	1	1
GP	Kgothlang High School	3	1	2	1	1	1	3	3	3	2	1	2	3	2	2	2	2	2	1	1	1
GP	Phineas Xulu Secondary School	3	2	2	2	1	2	2	2	1	2	1	2	2	2	1	1	2	2	1	1	1
GP	Ratanda Primary School	3	3	3	2	3	2	3	3	3	3	3	3	3	3	2	3	3	3	1	1	1
GP	Ratanda Secondary School	3	1	1	1	2	1	3	3	3	2	2	2	2	2	1	2	3	1	1	1	1
KZN	Kitakita High School	2	2	2	2	2	2	4	4	3	2	3	2	3	3	2	3	3	2	2	1	1
LP	Kgapane High School	3	3	3	2	1	2	4	4	4	2	2	2	2	1	2	2	2	2	2	2	1
LP	Mamatlepa Kgashane Primary School	2	3	3	2	2	2	4	4	4	2	3	2	3	1	2	3	2	2	2	2	2
LP	Radibaki Primary School	2	3	3	2	2	1	4	3	4	3	3	3	3	2	3	4	3	3	3	3	2
LP	Solomon Mahlangu Secondary School	3	3	3	2	2	2	4	4	4	1	2	1	1	1	1	1	2	1	2	2	2
MP	Mathibela High School	2	2	2	2	2	2	2	2	2	1	1	1	1	1	1	2	2	2	1	2	1
MP	Motseleleng Senior Primary School	3	2	3	2	2	2	3	3	3	2	2	2	2	1	1	2	3	2	1	2	1
MP	Mathipe High School	3	4	4	1	1	1	4	4	4	2	2	2	3	2	3	2	2	1	1	1	1
NC	Theron High School	3	3	3	3	3	3	3	4	3	2	3	3	2	2	2	3	3	2	2	2	1
NC	Langerberg High School	3	3	2	2	2	2	3	4	3	1	3	2	1	1	2	3	3	3	1	2	1
NC	Kgomotso High School	3	3	3	3	4	4	3	3	4	2	2	2	3	2	2	3	3	3	3	2	2
NC	Nababeep Combined School	2	3	2	1	2	1	3	3	4	2	2	2	3	3	2	3	2	2	2	2	2
NW	Polonia Primary	3	4	3	2	1	2	3	3	3	2	2	2	2	2	2	2	2	2	1	1	1
NW	Machakela Motau Middle School	2	2	2	1	1	1	2	3	3	1	1	1	2	2	1	2	2	2	1	1	1
NW	Ikaneng High School	3	2	2	2	1	1	3	3	3	1	1	1	2	2	2	2	2	2	2	1	1
NW	Mokgosi Primary School	2	2	2	2	1	2	3	3	3	2	3	2	2	2	2	2	2	2	1	2	1
WC	Eastville Primary School	2	2	2	2	2	2	3	3	3	3	3	3	3	3	3	3	3	3	1	1	1
WC	Ntwasahlobo Primary School	3	3	2	2	2	2	4	4	3	3	3	2	1	1	2	3	2	2	2	3	2
WC	Uxolo High School	2	2	2	2	1	1	3	3	3	2	1	1	1	1	1	2	2	2	1	1	1

3.3.3 Health facilities

SCORES FOR KEY PERFORMANCE AREAS (NEW VISITS) - SECTION A SCORES																									
Scores for Key Performance Areas		Location & accessibility			Visibility & signage			Queue management & waiting			Dignified treatment			Cleanliness & comfort			Safety			Opening & closing times			Complaints management system		
Province	Facility Name	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor
EC	Aliwal North Hospital	3	3	3	3	2	2	2	2	2	3	3	2	3	3	3	3	3	2	2	3	3	2	3	3
EC	Komani Psychiatric Hospital	3	3	3	3	3	2	3	3	3	2	3	3	3	3	2	2	3	3	3	3	3	3	3	3
EC	Tayler Bequest Hospital	3	3	3	2	2	3	2	3	2	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3
EC	Maletswai Clinic	3	3	3	2	3	2	2	2	2	3	3	3	3	2	3	3	2	3	3	3	3	3	3	3
FS	Harrismith Provincial Hospital	3	3	3	3	3	2	3	3	3	3	3	3	3	2	2	3	3	2	3	3	3	2	3	2
FS	Jacobsdal Clinic	2	2	2	1	1	1	1	3	3	3	3	3	1	2	2	2	2	2	1	3	2	2	3	3
FS	Phekolong Clinic	2	3	2	2	2	2	2	2	2	3	3	3	3	3	3	2	2	2	2	3	3	2	2	2
FS	Winburg District Hospital	2	3	3	3	2	3	2	3	3	3	3	3	2	2	2	2	1	2	2	2	2	2	3	3
GP	Finetown Clinic	3	3	3	1	1	1	3	3	3	3	4	3	3	3	2	3	1	2	3	2	2	3	1	1
GP	Dilopye Clinic	2	3	3	1	4	3	1	3	3	4	3	4	4	3	3	4	2	2	3	4	3	3	3	2
GP	Maria Rantho Clinic	3	3	3	3	3	3	2	2	2	3	3	3	3	3	3	3	2	2	3	3	3	2	2	2
GP	Stanza Bopape CHC	3	3	3	3	3	2	2	3	3	2	3	3	2	2	2	3	3	3	2	3	3	2	3	3
GP	Phillip Moyo Clinic	3	4	4	2	2	2	1	3	2	1	3	3	2	2	2	3	1	1	2	4	3	1	4	3
GP	Westonairia Clinic	3	3	3	2	3	2	3	2	3	3	3	3	3	3	3	3	2	3	3	3	3	2	3	3
GP	Ya Rona Clinic	3	4	3	1	1	2	2	4	1	3	3	3	1	2	1	3	2	2	2	3	3	1	3	2
GP	Chiawelo Clinic	2	4	3	3	2	2	1	3	2	2	4	2	1	1	2	2	3	2	1	2	1	1	2	1
KZN	Kwadabeka Clinic	3	3	3	3	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3	4	3	3	2	2
KZN	RK Khan Hospital	3	3	3	3	3	3	2	3	2	3	3	3	3	3	3	4	3	3	3	3	3	2	2	2
KZN	Mahashini Clinic	3	3	3	2	3	3	3	4	3	3	4	3	3	3	3	3	4	4	3	4	2	3	4	1

Health facilities

SCORES FOR KEY PERFORMANCE AREAS (NEW VISITS) - SECTION A SCORES																									
Scores for Key Performance Areas		Location & accessibility			Visibility & signage			Queue management & waiting			Dignified treatment			Cleanliness & comfort			Safety			Opening & closing times			Complaints management system		
Province	Facility Name	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor
KZN	Nkonjeni District Hospital	3	3	3	2	3	3	2	3	3	2	3	4	2	3	3	3	3	3	3	3	4	1	2	1
LP	Kgapane Hospital	3	3	3	3	3	2	2	3	1	2	3	2	2	3	2	3	3	3	3	4	3	1	3	2
LP	Mohodi Clinic	2	2	3	3	3	2	2	3	2	3	3	4	3	3	2	2	4	2	2	3	2	2	2	1
LP	Witpoort Hospital	3	3	3	2	2	2	3	2	3	4	4	4	3	3	4	3	4	3	3	3	4	2	1	2
LP	Phagameng Clinic	3	3	3	2	3	2	3	3	2	3	4	3	3	3	2	3	2	3	3	4	3	2	3	2
MP	Kwaggafontein CHC	3	4	3	2	3	2	3	3	2	2	3	3	3	2	2	3	3	3	3	4	3	2	2	2
MP	KwaMhlanga CHC	3	3	4	3	3	3	3	4	3	3	4	3	2	2	2	3	3	3	3	4	3	2	3	3
MP	Mamethlake CHC	4	4	4	3	2	2	3	3	3	4	4	4	3	3	3	3	3	2	3	4	4	2	3	2
NC	Jan Witbooi Clinic	3	4	4	2	3	2	4	4	3	3	4	3	3	4	3	2	3	2	3	3	2	1	3	2
NC	Britstown CHC	3	3	3	1	2	2	2	3	2	3	4	3	3	3	3	2	1	2	2	4	3	2	2	2
NC	Jan Kempdorp CHC	3	3	3	3	3	2	3	3	2	4	3	4	3	3	3	3	2	2	3	3	3	3	2	3
NC	Nababeep PHC	3	3	3	2	1	2	2	3	3	4	4	4	2	3	3	2	2	2	3	1	3	2	3	2
NW	Swartruggens Hospital	3	3	3	3	2	3	4	2	2	4	3	3	4	2	3	4	2	3	3	2	3	4	3	3
NW	Mmakau Clinic	2	3	2	1	1	1	1	2	1	2	3	3	2	1	1	2	2	2	1	2	1	2	2	2
NW	Setlagole Clinic	3	2	2	2	2	2	1	2	2	3	3	3	2	2	2	2	3	3	3	3	3	1	2	1
NW	Christiana Town Clinic	1	1	3	3	2	2	4	2	4	3	3	3	3	3	2	1	1	2	3	3	3	3	3	3
WC	Kuyasa CHC	3	2	3	3	3	3	3	2	2	3	3	3	3	3	3	3	2	2	4	2	2	3	3	4
WC	Lenteguer Psychiatric Hospital	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
WC	Mitchell's Plain CHC	3	2	3	3	2	3	3	2	2	3	3	3	3	3	3	3	3	2	4	2	2	3	3	4

3.3.4 Home Affairs

SCORES FOR KEY PERFORMANCE AREAS (NEW VISITS) - SECTION A SCORES																									
Scores for Key Performance Areas		Location & accessibility			Visibility & signage			Queue management & waiting times			Dignified treatment			Cleanliness & comfort			Safety			Opening & closing times			Complaints management system		
Province	Facility Name	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor
EC	Matatiele Home Affairs	3	2	2	2	2	2	1	2	2	3	3	3	2	2	1	2	3	3	2	3	3	2	3	2
EC	Aliwal North Home Affairs	2	2	3	2	2	3	2	3	3	3	3	3	3	2	3	3	3	2	3	3	3	3	3	2
EC	Stutterheim Home Affairs	3	2	2	3	2	2	3	3	3	3	4	3	3	3	3	3	2	3	3	4	3	3	2	2
FS	Van Rooyen's Nek Home Affairs	3	2	3	2	2	2	3	3	2	3	3	3	3	3	2	3	2	2	3	2	2	1	2	2
FS	Harrismith Home Affairs	2	3	3	3	2	2	2	3	3	3	3	3	3	3	3	3	3	2	3	3	3	2	1	1
GP	Roodepoort Home Affairs	3	3	3	2	2	2	3	3	4	3	4	4	3	3	3	3	3	2	3	3	3	2	2	2
GP	Mamelodi Home Affairs	3	3	3	3	3	2	2	2	2	3	3	3	2	2	2	3	3	3	3	3	3	2	3	2
GP	Alberton Home Affairs	1	1	1	1	1	1	3	3	2	2	4	3	1	1	1	2	2	1	4	2	3	1	2	2
GP	Westonaria (Randfontein) Home Affairs	3	4	3	2	2	2	3	4	3	3	4	4	1	1	2	2	1	2	2	1	1	1	1	1
KZN	uLundi Home Affairs	3	3	1	2	2	2	3	3	2	4	4	3	3	3	3	3	2	3	4	4	3	3	2	2
LP	Senwabarwana Home Affairs	2	3	3	2	2	2	2	2	2	4	3	3	4	2	2	3	3	3	1	2	2	1	1	1
LP	Modjadjiskloof Home Affairs	2	1	1	2	1	1	2	1	1	3	4	3	2	2	3	3	1	3	2	3	2	2	2	1
LP	Lephalale Home Affairs	2	2	3	2	2	2	3	2	2	4	3	3	3	3	2	2	2	1	3	3	4	1	2	1
MP	Mamethlake Home Affairs	4	3	2	3	2	2	3	4	2	4	4	4	2	2	1	3	3	3	3	4	3	2	2	1
MP	Secunda Home Affairs	2	2	2	2	1	2	2	2	2	2	3	3	3	2	3	2	1	2	3	3	3	1	2	2
NC	Springbok Home Affairs	3	3	3	3	2	3	3	3	3	3	4	4	3	4	4	3	3	3	4	4	3	3	3	3
NW	Ramatlabama Border Post	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	2	2	2	3	2	2	2	2	2
NW	Taung Home Affairs	3	2	3	2	2	3	2	2	3	3	3	3	2	2	2	2	2	2	2	1	3	2	2	3
WC	Bellville Home Affairs	1	2	1	2	2	3	2	2	2	4	4	3	2	2	2	3	2	2	3	2	2	2	1	2
WC	Khayelitsha Home Affairs	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3

3.3.5 Justice (Courts)

SCORES FOR KEY PERFORMANCE AREAS (NEW VISITS) - SECTION A SCORES																									
Scores for Key Performance Areas		Location & accessibility			Visibility & signage			Queue management & waiting times			Dignified treatment			Cleanliness & comfort			Safety			Opening & closing times			Complaints management system		
Province	Facility Name	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor
EC	Fort Beaufort Magistrate Court	3	2	3	3	1	3	3	2	3	3	3	3	3	2	2	3	2	2	3	2	1	2	3	3
FS	Koffiefontein Magistrate Court	3	3	3	2	2	2	2	3	3	3	3	3	3	3	3	3	2	3	3	2	2	2	3	2
FS	Winburg Magistrate Court	4	3	3	2	2	1	2	2	3	3	3	3	2	2	2	2	2	2	1	2	2	2	2	1
GP	Johannesburg Magistrate Court	2	3	2	3	3	2	2	3	2	3	3	3	2	3	3	3	3	3	3	3	2	1	3	2
GP	Nigel Magistrate Court	3	4	2	2	3	2	2	3	2	4	4	3	3	3	4	4	3	3	1	2	2	2	2	2
GP	Soshanguve Magistrate Court	2	2	2	2	2	2	1	4	1	3	3	3	2	2	2	2	3	2	2	3	2	1	2	2
GP	Vanderbijlpark Magistrate Court	3	3	3	2	3	2	2	3	3	3	3	3	3	3	3	2	3	2	2	3	2	1	2	1
KZN	Mpumalanga Magistrate Court	2	3	3	3	3	2	2	3	3	3	3	3	1	2	1	3	3	3	2	3	3	1	2	1
KZN	Mahlabathini Magistrate Court	2	3	3	1	2	1	1	3	2	3	4	3	2	3	2	3	4	3	2	2	2	2	3	3
LP	Senwabarwana Magistrate Court	3	2	3	3	3	3	2	2	1	4	3	4	3	3	3	3	4	3	3	3	3	2	2	2
LP	Bolobedu Magistrate Court	3	3	3	4	3	4	2	3	2	4	4	4	3	3	3	3	4	3	3	3	3	1	2	2
LP	Lephalale Magistrate Court	3	4	4	3	3	4	1	2	2	3	4	4	3	3	4	3	3	4	3	4	4	2	2	3
LP	Modimolle Magistrate Court	3	4	3	3	3	2	1	3	2	3	4	3	3	3	3	3	2	3	3	4	4	1	3	2
MP	Evander Magistrate Court	4	3	3	3	2	2	3	3	3	4	4	4	3	3	4	4	3	4	3	4	4	3	3	4
MP	Secunda Magistrate Court	4	4	4	3	3	2	3	3	2	3	4	3	3	3	4	3	3	3	1	3	2	2	3	3
NC	Springbok Magistrate Court	2	3	2	2	1	2	2	2	2	2	3	3	2	2	2	2	3	2	2	3	2	1	2	2
NW	Taung Magistrate Court	3	2	3	2	2	2	2	2	2	3	3	3	3	1	2	3	3	3	3	2	2	2	3	3
WC	Mitchell's Plain Magistrate Court	3	3	3	3	3	3	3	3	3	3	2	3	3	2	3	3	3	3	2	2	2	2	2	2

3.3.6 MCCC

SCORES FOR KEY PERFORMANCE AREAS (NEW VISITS) - SECTION A SCORES																									
Scores for Key Performance Areas		Location & accessibility			Visibility & signage			Queue management & waiting times			Dignified treatment			Cleanliness & comfort			Safety			Opening & closing times			Complaints management system		
Province	Facility Name	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor
EC	Nkonkobe MCCC	0	2	2	0	2	2	0	2	2	0	3	3	0	3	2	0	3	3	0	2	1	0	3	2
EC	Ndlambe MCCC	3	3	3	3	2	2	3	2	2	3	3	3	3	3	3	2	2	2	4	3	3	3	2	2
GP	Orange Farm MCCC	2	3	2	2	2	2	2	1	1	3	3	3	2	3	2	3	1	1	3	4	3	1	1	1
GP	Vereeniging MCCC	3	3	2	3	2	1	3	3	2	2	3	2	2	1	1	3	2	3	3	3	3	1	1	1
GP	Toekomsrus Customer Care Centre	2	3	3	1	1	1	3	1	1	3	3	3	2	2	1	3	2	2	3	4	2	1	1	1
GP	Midvaal Customent Care Centre	3	3	3	2	2	2	2	1	1	2	3	3	2	3	2	3	3	3	3	4	4	1	1	1
KZN	Mpumalanga MCCC	3	3	3	2	3	2	3	3	3	3	4	4	3	3	2	3	3	3	3	2	3	2	3	2
KZN	uLundi MCCC	2	3	3	2	2	2	3	3	3	3	3	3	3	3	2	3	2	3	3	3	2	3	3	2
LP	Blouberg MCCC	2	3	3	2	3	2	2	2	2	3	3	4	2	3	4	3	3	4	2	3	4	2	1	3
LP	Modjadjiskloof MCCC	3	2	2	1	2	2	2	3	1	3	4	3	2	2	2	3	2	2	3	2	2	1	1	1
LP	Lephalale MCCC	2	3	3	2	2	1	2	3	3	3	4	3	3	4	3	3	2	2	3	4	4	1	2	1
LP	Modimolle MCCC	2	2	3	2	1	1	2	1	2	3	4	3	3	3	2	3	2	1	2	3	2	2	3	1
MP	Steve Tshwete MCCC	3	3	3	3	3	3	3	3	3	4	4	4	4	4	4	3	4	4	3	4	4	3	3	3
NC	Steinkopf MCCC	3	2	3	2	2	2	2	2	4	3	3	3	3	3	2	2	2	1	4	3	3	1	2	1
NW	Naledi MCCC	2	2	2	1	2	1	1	3	1	3	3	3	2	2	2	3	2	2	2	2	2	1	2	1
WC	Manenberg MCCC	3	2	3	3	2	3	3	2	2	3	3	3	4	3	4	3	3	2	4	2	2	3	3	4

3.3.7 Police

SCORES FOR KEY PERFORMANCE AREAS (NEW VISITS) - SECTION A SCORES																									
Scores for Key Performance Areas		Location & accessibility			Visibility & signage			Queue management & waiting times			Dignified treatment			Cleanliness & comfort			Safety			Opening & closing times			Complaints management system		
Province	Facility Name	User	Staff	Monitor	User	Staff		User	Staff	Monitor	User	Staff		User	Staff		User	Staff		User	Staff	Monitor	User	Staff	Monitor
EC	Port Alfred Police Sation	3	3	3	3	3	2	2	3	1	3	3	3	3	3	2	3	2	1	4	4	3	3	2	1
EC	Fort Beaufort Police station	2	3	3	1	1	2	2	2	2	2	3	3	1	3	3	1	1	2	3	3	3	1	2	1
FS	Bethulie Police Station	3	3	3	2	2	2	3	3	3	3	4	4	3	3	2	2	2	2	2	3	3	1	2	2
FS	Harrismiths Police Station	3	3	3	2	2	2	3	3	3	3	4	3	3	2	2	3	2	2	3	3	2	1	2	2
GP	Alexandra Police Station	2	3	3	1	3	3	3	3	3	2	3	3	2	3	3	1	3	2	2	1	1	1	2	1
GP	Springs Police Station	2	3	3	2	2	2	2	3	2	3	3	3	3	3	3	2	1	2	2	2	2	1	1	1
GP	Mamelodi Police Station	2	3	3	2	2	2	2	3	3	2	2	2	2	1	2	2	1	2	2	1	2	1	1	2
GP	Sebokeng Police Station	2	3	2	2	1	2	3	3	3	2	3	3	2	3	2	2	1	2	2	2	2	2	1	1
KZN	Cator Manorn Police Station	3	2	2	3	2	2	4	3	1	3	3	3	2	2	1	3	3	2	3	3	3	2	2	1
KZN	Nongoma Police Station	2	3	3	2	3	2	3	3	3	3	3	3	1	3	3	3	4	2	3	3	3	3	2	1
LP	Bolobedu Police Station	3	3	3	2	3	3	3	2	2	3	4	4	2	2	2	3	3	3	3	4	4	2	3	3
LP	Senwabarwana Police Station	3	3	3	3	3	3	2	3	2	4	4	4	3	3	3	3	3	3	4	3	4	3	3	1
LP	Witpoort Police Station	3	4	4	3	3	3	1	4	3	3	4	4	3	3	3	3	3	3	3	4	4	2	3	2
LP	Modimolle Police Station	3	4	3	3	3	3	2	4	3	3	4	4	3	3	3	3	3	3	3	4	3	2	4	2
MP	Mhluzi Police Station	3	2	3	3	3	2	2	3	3	3	4	3	3	3	3	3	3	3	4	4	3	1	2	1
MP	Siyabuswa Police Station	3	3	3	3	3	2	2	3	3	3	3	3	2	2	2	2	2	3	2	3	3	2	3	2
NC	Kakamas Police Station	3	2	3	3	3	3	3	2	3	4	2	3	4	4	4	4	3	3	4	3	4	2	1	2
NC	Steinkopf Police Station	3	4	3	2	2	2	3	3	3	3	4	3	4	4	3	3	3	2	3	4	3	3	1	2
NW	Taung Police Station	2	2	3	1	2	2	2	2	2	3	3	3	1	2	3	1	2	2	3	2	3	1	2	2
NW	Mmakau Police Station	3	3	3	2	2	2	2	3	3	3	3	3	3	3	3	2	2	2	3	2	3	1	1	1
NW	Ramatlabama Border Post	2	3	3	2	2	2	3	3	3	3	3	3	3	3	3	2	2	2	2	3	2	1	1	1
NW	Wolmaranstad Police Station	2	2	3	2	2	3	2	2	1	3	3	3	2	2	2	2	2	2	4	4	4	1	3	2
WC	Khayelitsha Site B Police Station	3	3	3	3	2	2	3	3	2	2	3	3	2	3	2	3	2	2	3	3	3	2	3	2
WC	Strandfontein	3	3	3	2	2	2	2	2	2	3	3	3	2	3	3	3	2	3	3	2	3	3	2	2

3.3.8 SASSA

SCORES FOR KEY PERFORMANCE AREAS (NEW VISITS) - SECTION A SCORES																									
Scores for Key Performance Areas		Location & accessibility			Visibility & signage			Queue management & waiting			Dignified treatment			Cleanliness & comfort			Safety			Opening & closing times			Complaints management system		
Province	Facility Name	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff		User	Staff		User	Staff		User	Staff	Monitor	User	Staff	Monitor
EC	Aliwal North SASSA	3	2	2	2	3	2	2	3	3	3	3	3	3	3	3	3	3	3	1	2	2	2	3	2
EC	Stutterheim SASSA	3	2	3	4	2	2	3	3	3	3	4	3	4	3	3	3	3	3	3	3	3	3	3	3
EC	Queenstown SASSA	3	3	3	3	3	3	2	3	3	3	3	3	3	3	2	3	3	3	3	2	3	2	2	2
FS	Smithfield Local SASSA Office	2	2	2	2	2	3	2	2	2	4	3	3	3	2	2	3	2	2	2	3	3	1	1	1
FS	Welkom Local SASSA Office	3	2	2	2	2	2	3	3	3	4	4	3	2	2	2	3	2	2	2	3	3	1	2	1
GP	Orange Farm SASSA	2	2	2	1	1	1	1	2	1	3	3	2	1	2	1	1	1	1	2	2	2	1	1	1
GP	Sebokeng SASSA	2	3	2	2	2	2	2	3	1	1	3	2	2	3	1	2	3	1	3	3	3	1	3	1
GP	Roodepoort SASSA	3	4	3	2	3	2	2	3	3	3	3	3	3	4	2	3	3	3	3	4	3	1	1	1
GP	Midvaal SASSA	3	2	2	2	2	1	1	2	3	3	4	3	3	3	3	2	2	3	3	2	3	1	1	1
KZN	Chartworth SASSA	1	3	3	2	3	2	2	3	3	1	4	3	2	3	2	3	3	4	2	4	3	1	3	2
KZN	Nongoma SASSA	1	3	3	1	3	3	1	3	1	2	4	3	1	3	1	2	3	2	1	4	3	1	3	2
LP	Kgapane SASSA	3	3	3	1	1	1	2	3	2	3	4	4	2	1	1	2	2	2	2	2	1	1	1	2
LP	Senwabarwana SASSA	3	2	3	2	3	3	2	3	2	3	4	3	2	2	2	2	2	2	2	3	2	2	1	2
LP	Witpoort SASSA	3	2	3	2	2	2	3	2	3	4	3	3	3	3	3	3	2	2	2	2	2	2	2	1
LP	Modimolle SASSA	2	2	2	2	2	2	3	3	2	3	3	3	3	3	3	2	2	2	3	2	2	2	2	2
MP	Siyabuswa SASSA	2	3	2	2	2	2	1	2	1	3	4	2	2	2	2	3	2	2	2	4	3	1	3	2
MP	Bethal SASSA	3	3	2	1	1	1	3	3	2	3	3	3	3	3	3	3	3	2	2	3	1	1	1	1
MP	Evander SASSA	2	2	2	2	2	2	1	2	2	1	2	2	2	3	3	3	1	3	2	3	3	1	2	1
NC	Kakamas SASSA	3	2	3	3	2	2	3	3	3	4	4	3	4	3	4	3	3	3	3	3	3	2	1	1
NC	Springbok SASSA	2	4	3	2	3	2	3	3	3	3	4	4	3	4	4	2	3	2	3	4	3	2	3	3
NW	Setlagole SASSA	3	2	2	1	1	1	3	3	3	3	3	3	2	2	2	3	2	2	2	2	1	1	1	1
NW	Naledi SASSA	2	4	2	2	3	2	2	3	2	3	4	3	3	4	3	3	2	3	2	3	2	2	3	2
NW	Moretele Local SASSA Office	2	1	1	1	1	1	2	2	3	3	3	3	2	2	2	2	2	2	2	1	2	1	1	2
WC	Bellville SASSA	3	2	3	3	2	3	3	2	2	3	3	3	3	3	3	3	3	2	3	2	2	3	3	4
WC	Eersterivier SASSA	3	2	2	2	2	2	3	1	2	3	3	3	3	2	2	3	2	3	3	2	3	3	2	2

Part C: Full list of facilities to be re-monitored 2014/15, to assess improvements.

1. Improvement monitoring – Facilities identified for Improvement monitoring for 2014/15

Below is a detailed list of the 123 facilities to be re-monitored in 2014/15. The DPME and Offices of the Premier will work closely with the relevant department to ensure that the agreed improvement plans are acted upon.

DLTC improvement facilities		Justice improvement facilities	
Provinces	Facility Name	Provinces	Facility Name
EC	Buffalo City DLTC	EC	Fort Beaufort Magistrate Court
EC	Umtata DLTC	EC	Umtata Magistrate Court
NW	Ottosdal Traffic Office	FS	Bloemfontein Magistrate Court
GP	Benoni Testing Centre	FS	Winburg Magistrate Court
KZN	Umzimkhulu DTLC	GP	Heidelberg Magistrate Court
LP	Modjadjiskloof DLTC		Pietermaritzburg Magistrate Court
LP	Musina Licensing DLTC	KZN	Umzimkhulu Magistrate Court
LP	Blouberg DLTC	LP	Thohoyandou Magistrate Court
LP	Praktiseer Testing Centre	MP	Kabokweni Magistrate Court
MP	Arconhoek Testing Centre	MP	Tonga Magistrate Court
MP	Graskop Testing Centre	MP	Arconhoek Magistrate Court
MP	Mapulaneng Testing Centre	NC	Kimberly Magistrate Court
MP	Sabie Testing Centre	NC	De Aar Magistrate Court
MP	Lydenburg DLTC	NC	Springbok Magistrate Court
MP	Bethal DLTC	WC	Khayelitsha Magistrate Court
WC	Atlantis DLTC		
Home Affairs improvement facilities		MCC improvement facilities	
Provinces	Facility Name	Provinces	Facility Name
EC	Umtata Home Affairs	NW	Naledi MCCC
FS	Bethlehem Home Affairs	FS	Tswelopele MCCC
GP	Alexandra Thusong Centre	FS	Kopanong MCCC
GP	Alberton Home Affairs		Toekomsrus Customer Care Centre
GP	Westonaria (Randfontein) Home Affairs	GP	Makhado Municipality MCCC
KZN	Umzimkhulu Home Affairs	LP	Modjadjiskloof MCCC
LP	Modjadjiskloof Home Affairs	NC	Augrabies MCCC
MP	Kabokweni Home Affairs		

Education improvement facilities		Health improvement facilities	
Provinces	Facility Name	Provinces	Facility Name
NW	Ikaneng High School	EC	Komani Psychiatric Hospital
NW	Machakela Motau Middle School	EC	Virginia Shumane Clinic
NW	Mashwelwa Primary School	EC	Meje Clinic
FS	Polokong Comined School	NW	Brits Hospital
FS	Lenakeng Secondary School	FS	Jacobsdal Clinic
FS	J.M.B Marokane Primary	GP	Rethabiseng Clinic
FS	Relekile Secondary School	GP	Ratanda Clinic
GP	Phineas Xulu Secondary School	GP	Sebokeng Hospital
GP	Ratanda Secondary School	GP	Mohlakeng Clinic
GP	Sapphire Secondary School	GP	Ya Rona Clinic
GP	Namedi Secondary School	LP	Dilokong Hospital
LP	Mamehlabe High School	LP	Maphutha Malatji Hospital
LP	Solomon Mahlangu Secondary School	LP	Mphahlele Clinic
MP	Mathibela High School	MP	Kanyamazane Clinic
MP	Mathipe High School	MP	Prince Mkolishi CHC
NC	Langerberg High School	MP	Embhuleni Hospital
WC	Uxolo High School	NC	Tshwaragano District Hospital
WC	Delft South Primary School	WC	Wesfleur Hospital
WC	Grosvenor Primary School	WC	Strandfontein Clinic
WC	Vaartjie Moravian Primary School	WC	Gugulethu CHC
SAPS improvement facilities		SASSA improvement facilities	
Province s	Facility Name	Province s	Facility Name
EC	Fort Beaufort Police station	EC	Umtata SASSA
EC	New Brighton Police Station	NW	Rustenburg SASSA
NW	Taung Police Station	NW	Jouberton SASSA
FS	Fouriesburg Police Station	NW	Wolmaranstad SASSA
GP	Alexandra Police Station	NW	Moretele SASSA
GP	Hammanskraal Police Station	FS	Thusanong Centre SASSA
GP	Cullinan Police Station	GP	Thokoza SASSA
GP	Laudium Police Station	GP	Springs SASSA
GP	Ratanda Police Station	GP	Bekkersdal SASSA
GP	Etswatwa Police Station	GP	Soshanguve SASSA
MP	Mbuzini Police Station	GP	Tembisa SASSA
WC	Thembaletu Point Police Station	GP	Orange Farm SASSA
		GP	Sebokeng SASSA
		KZN	Chatsworth SASSA

	KZN	Umzimkhulu SASSA
	LP	Makhado SASSA
	LP	Kgapane SASSA
	MP	Matsamo Tribal Office SASSA
	MP	Kabokweni SASSA
	MP	Phola Ntsikazi Office SASSA
	MP	Greylingstad SASSA
	MP	Siyabuswa SASSA
	MP	Evander SASSA
	MP	Tonga SASSA
	WC	Khayelitsha SASSA

Part D: Key lessons and recommendations

1. Positive signs towards managing facility-level performance as a strategic priority

- This is the third year of the FSDM programme undertaking monitoring visits to targeted facilities where citizens engage daily with government.
- In the first year the findings highlighted that facility-level quality of service performance is mostly not managed as a project of strategic significance by department.
- One of the results of this weak strategic management of service delivery improvements is the absence of facility-level service delivery standards and concrete plans for the progressive achievements of these standards. Where service standards were available, there is little evidence of daily data collection on the performance of the different areas (safety, queue management, cleanliness etc) which limits the ability of managers to drive improvement and to make corrective actions based on actual evidence collected at facility-level. The problem-solving culture of managers at facility-level remains a weakness, with managers often waiting for a head office to bring solutions to basic challenges.
- After 3 years of the FSDM programme, there is a definite positive shift in the understanding of national departments of the strategic importance of facility-level performance. The evidence collected through the FSDM visits have highlighted to departments that many challenges at facility level can be fixed simply through more proactive management and a commitment to problem-solving.
- National Department of Health has always led the way in terms of managing facility-level performance as a strategic project. Joining them, Home Affairs; SASSA and Justice now have a much strengthened focus on facility-level planning, monitoring and change management whilst National Transport NDoT is in the process of developing norms and

standards for DLTCs and appointed inspectors at National Level who will ensure that the standards for quality of service developed are adhered to by the provinces and Municipalities.

- The key message from the FSDM initiative is that the responsible departments need to strengthening the planning and monitoring for facility-level service delivery by ensuring that norms and standards in place, realistic and monitored daily; that operations management methodologies are applied for quick diagnostics of problems leading to quick corrective actions and that proper delegations and resources are in place for facility-level service delivery efficiencies.

2. The Public Works – Line Department partnership in facility leasing arrangements is perceived by some line departments as a significant risk to their ability to be fully responsible and accountable for the quality of service in a facility.

Poor lease management, dilapidating infrastructure and unclear roles and responsibility for the management of cleaning and security contracts is impacting negatively on the overall performance of facilities. Most facilities indicated that they have been in contact with Department of Public Works to resolve these issues however the delays in responding and lengthy process that facilities and sector department need to follow to correct minor issues remains a challenge. There are a few departments with a proven track record of good management performance (e.g. Home Affairs, Justice) who may benefit from a different approach, whereby they are able to enter into lease agreements for facilities directly and they can be fully responsible and accountable for the management of the lease.

3. The need to strengthen accountability of departments for complaints handling.

Complaint management in most facilities continues to be a challenge. The front-end infrastructure for receiving complaints are often in place (suggestion boxes, complaints registers, call centres) but public accountability regarding how quickly and effectively the complaints are addressed is lacking in almost all sectors.

The DPSA have developed a framework on complaint management and sector departments are aligning their sector standards with the framework. There may be a need to back this up with regulations to ensure that internal and external monitoring is done of the performance of complaints management against the standards set and the publishing of the internal and external monitoring on departmental web sites and in facilities.