



Citizen Satisfaction Survey: Provincial Agricultural Services

Public Service Commission

March 2008



Vision

The Public Service Commission is an independent and impartial body created by the Constitution, 1996, to enhance excellence in governance within the Public Service by promoting a professional and ethical environment and adding value to a public administration that is accountable, equitable, efficient, effective, corruption-free and responsive to the needs of the people of South Africa.

Mission

The Public Service Commission aims to promote the constitutionally enshrined democratic principles and values in the public service by investigating, monitoring, evaluating, communicating and reporting on public administration. Through research processes, it will ensure the promotion of excellence in governance and the delivery of affordable and sustainable quality services.

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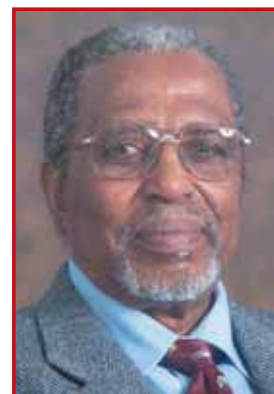
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Abbreviations & Definitions

AsgiSA	Accelerated and Shared Growth Initiative for South Africa
Batho Pele Principles	Set out in the White Paper on Transforming Public Service Delivery, 1997
CASP	Comprehensive Agricultural Support Programme
DHA	Department of Home Affairs
FOA	Food and Agriculture Organization
DTI	Department of Trade and Industry
LRAD	Land Redistribution for Agricultural Development
MAFISA	Micro-Agricultural Finance Institution of South Africa
MSSA	Marketing Surveys & Statistical Analysis
PSC	Public Service Commission
ROA	Role of Agriculture
SWOT-analysis	Strengths, Weaknesses, Opportunities and Threats analysis
SPSS	Statistical Package for Social Sciences
DoA	National Department of Agriculture
DLA	Department of Land Affairs
NGO	Non-governmental organization
EC	Eastern Cape
FS	Free State
GP	Gauteng
KZN	KwaZulu-Natal
LP	Limpopo
MP	Mpumalanga
NW	North West
NC	Northern Cape
WC	Western Cape
Citizen	For the purposes of this survey a citizen is the recipient of a service from a government department and thus a client of the said department. In the report the terms clients and respondents are also used to indicate these citizens.
Service	A service is that action or activity provided by a department or component thereof to a citizen/client dealing with the department to satisfy her or his needs and expectations.
Emerging Farmers	Those farmers who had limited access to land and capital in the past and whom government now target by applying various support measures and programmes that would improve their access to resources and thus redressing past inequalities.
Food Security	The lack of access to adequate, safe and nutritious food is closely linked with poverty. Agriculture plays a central role in rural areas to alleviate poverty by programmes which support households with especially home vegetable gardens and livestock (mainly chickens and goats) production. This also creates employment opportunities and commercial ventures for these impoverished households.
Extension Officers	Agricultural official whose task is to visit farmers and as such extend the department's support and advise services to them.

Foreword



Agriculture and related activities play an important role in the economic development of the society. Success in agriculture contributes to the livelihood of people in general and to the poor in particular. Therefore, in the process of government's land and agrarian reform, farmer support to emerging farmers as well as food security projects directed at the poor have become priorities. This is emphasized by the inclusion of the development of the agro-processing field and its contribution to the development of the second economy in the strategies and priorities of Government's AsgiSA initiative on accelerated growth and development. The primary task to render the abovementioned services is with the provincial Departments of Agriculture.

It is the mandate of the Public Service Commission (PSC) to monitor and evaluate services rendered by Public Service departments to citizens. To this end, the Public Service Commission has developed various tools and methodologies to engage with citizens to determine their views on service delivery. One such methodology is the undertaking of Citizen Satisfaction Surveys which are meant to measure the level of citizens' satisfaction with government services.

This is the fifth such survey that had been done by the PSC and it primarily focuses on the farmer support and development services to the emerging farmers and the beneficiaries of food security projects. In line with the various initiatives, especially by the Provincial Premiers on improving the quality of life of women in agriculture and in the rural communities, this survey also took into account the role of women as citizens and as beneficiaries of these services.

As such, women represented fifty percent of the respondents in this survey indicating their role in agriculture and the fact that government's priorities are being reached in this area. The Commission notes with satisfaction the role women have played in and their contribution to the socio-economic growth and development in South Africa, especially in the rural areas.

Overall, the citizens seem to be satisfied with the agricultural services they are receiving in all Provinces. I trust that this report will contribute to the continued improvement in Government's services to assist farmers, and to alleviate poverty, especially in the rural areas.

Yours sincerely

A handwritten signature in black ink that reads "Sangweni". The signature is stylized with a large, looped initial "S".

PROFESSOR STAN S SANGWENI

CHAIRPERSON: PUBLIC SERVICE COMMISSION



Executive Summary

INTRODUCTION

In order to execute its Constitutional mandate in the promotion of good governance, the Public Service Commission has developed and utilized various tools and methodologies to canvas the views and perceptions of citizens regarding the state of public service delivery. One of these initiatives was the launch of a series of Citizens' Satisfaction Surveys in 2001/2002 to assess the gap between the citizens' expectations and the actual service delivery.

This report focuses on the surveys undertaken during 2007 to measure citizens' satisfaction with farmer support and development services to emerging farmers as well as food security projects by the Provincial Departments of Agriculture. These services were purposefully selected because of their nature in line with the current strategies and priorities of Government's Accelerated and Shared Growth Initiative for South Africa on growth and development as promoted by the Deputy-President. Both the services concentrated on are meaningful contributions by the agricultural departments in the development of previously disadvantaged farmers and the promotion of sustainable food production by and for rural citizens.

Women play a significant role in agriculture. They form part of the emerging farmers and they also produce food on small to large scale. As such they represented about half of the respondents in this survey.

The overall objective of this survey was to determine the expectations of service users and to measure the actual levels of satisfaction with the state of service delivery. The questionnaire used during data collection was based on dimensions utilised in previous surveys¹ by the PSC to determine satisfaction levels and they are the following:

- **Access:** Access to services and/or facilities, approachability and easy contact.
- **Tangibles:** Appearance of the facilities, equipment, personnel and communication materials.
- **Reliability:** The capacity to carry out the promised service in dependable and accurate ways.
- **Responsiveness:** Attention given prompt and courteous service from the staff and their willingness to help.
- **Assurance:** Level of confidence in the service or service provider, and the level of trust and confidence conveyed.
- **Empathy:** Care and compassion as well as individualised attention given.

The survey covered citizens from all the nine provinces and the data were analyzed for each individual province as well as collectively for the whole country.

KEY FINDINGS

The findings of this survey show that gaps exist between service expectations and actual service delivery. The service expectations of the efficiency of services and staff from the agricultural departments were higher than was actually experienced. Between 78% and 90% of respondents expected a high level of service, however, their actual experienced level of efficiency was 67%. The findings in individual provinces are reflected in some areas in order to support the general findings and also to compare high and low levels of satisfaction.

Figure I below show the level of satisfaction in each province as well as the overall citizen satisfaction level. A total sample of 600 respondents were interviewed.

Figure I: Levels of satisfaction

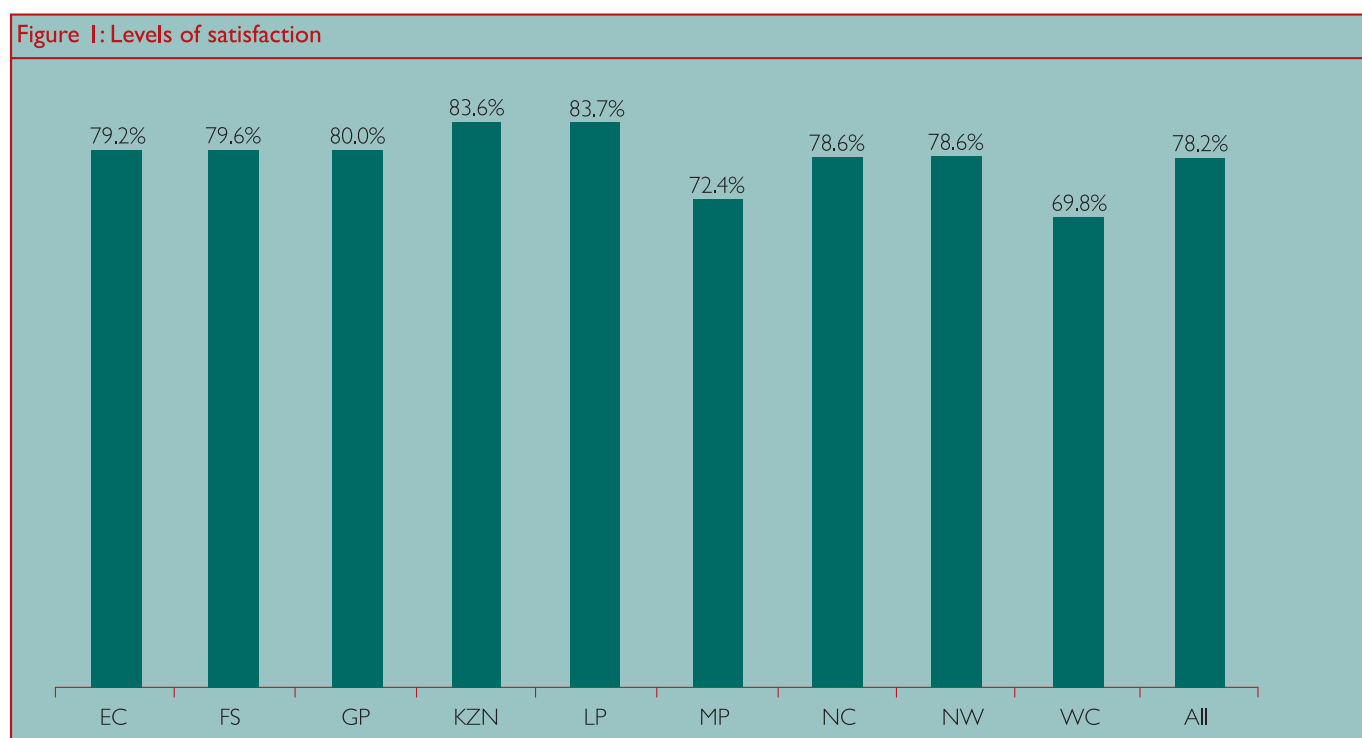


Figure I above shows that the level of satisfaction is different from one province to another. It ranges from 69.8% in the Western Cape to 83.7% in Limpopo.

The average rating of 78.2% is the overall satisfaction level with the services. This rating is higher than the score of 68% for Farmer Settlement services which was rated in 2005². This indicates that over the past few years the efforts in rendering the various development services have improved and increased citizens' satisfaction therewith.

Access

Access to the service and the facilities is the first step for citizens in getting what they want to meet their basic needs. Citizens visited the service points of the relevant departments on average three times over a twelve month period. Generally they were satisfied with the signage to and at the department, the time taken to attend to them and the ability to contact the department telephonically. As the services are support and development of agricultural activities, the departmental officials, as advisors and guides, regularly have to visit projects. During the survey about 50% of the respondents indicated that the officials visited them during the past month. The rest of the respondents indicated that a long time has elapsed since they have seen the agricultural officials (3 to 6 months and even longer).



Tangibles (Facilities)

Of all the elements on service delivery evaluated, it was evident that the actual facilities (Tangibles) of departments were overall perceived 'good' to 'excellent'. This element was rated the highest level of satisfaction at 91%. This dimension covered the acceptability of the waiting area, the cleanliness of the facility, security of the service point and the functioning of equipment.

Reliability

The reliability of services was rated the second highest of the dimensions. Staff was overall perceived as friendly and courteous. However, the ability of staff to accurately perform the services offered was rated notably lower than their other activities such as their ability to understand the citizens' requirements and their friendliness. Overall, the reliability of the services was rated at 84%.

Responsiveness

This reaction to citizens' service demands is rated in the 'good' to 'excellent' category, but, at 72%, it was the lowest rated of all the dimensions. However, there are certain activities that were not acceptable to the respondents and they complained about them. The main complaint was the long period of time that it took from the application date for a service to the date they receive feedback from the department on their applications. It is of great concern that some indicated that they wait for a year to get feedback and then it took another year to get the infrastructure, equipment, seeds or assistance they required.

Assurance

The ability of the departments to instill confidence amongst citizens with regard to service delivery was overall rated at 74%. The number of staff to handle the citizens was seen as adequate while respondents rated the staff's knowledge as very high (above 80%). However, the respondents rated their trust in the staff and their speed to deal with the citizens at about 70%.

Empathy

The level of care and compassion experienced by the respondents as displayed by staff is calculated at 74%. While this aspect was overall rated high, the sympathy expressed by staff for the circumstances of the citizens was not acceptable to some respondents.

Consultation

The majority of the respondents (80%) indicated that they were consulted by their relevant departments on the services provided. This figure may, however, not be a true reflection of real consultation as it was found in other studies that there is sometimes confusion in differentiating between the meaning of the words and the practice of communication and consultation. This may especially be true in some of the rural areas where the education levels of respondents are low.

Problems and complaints

About 40% of all respondents experienced problems during their interaction with the agriculture departments. The main problem raised was the communication process with the department or the departmental representative. The other major problem experienced was the time taken to process and finalize applications for agricultural support.

Of all the respondents experiencing problems, 66% indicated that they have complained to the department. Only 18% reported that their complaints were indeed dealt with to their satisfaction.



SWOT-analysis

An analysis of the strengths, weaknesses, opportunities and threats in the findings indicates a potential weakness in the delivery of service in the sense that the relative low educational level of the specific citizens needs to be taken into account when developing forms in order to make it user-friendly. The following areas were also identified as in need of attention by the departments:

- Access for disabled people
- Overall accessibility of service
- Efficiency of staff
- Efficiency of service
- Turnaround time of applications
- Willingness of staff to assist with complaints
- Dealing with complaints
- Communication with the Department

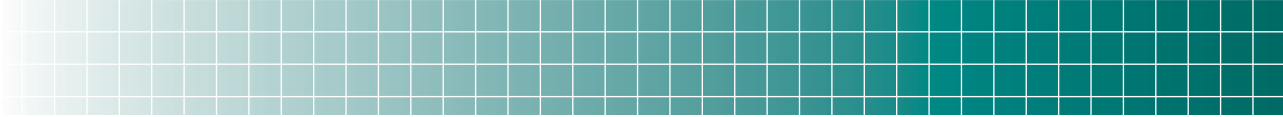
RECOMMENDATIONS

Based on the above findings, the PSC has identified the following key areas and priority challenges for the improvement of service delivery in the departments of agriculture at Provincial level.

- Public administration:
 - (i) A central and standardized database of clients (emerging farmers and beneficiaries of food security projects) should be developed by the various provincial agricultural departments and also be kept up to date. This will ensure that activities such as communication, feedback and training are performed more efficiently and effectively.
 - (ii) Processes and activities relating to the responsiveness of provincial agricultural departments should be addressed. This includes improving the efficiency of staff and services as well as the turnaround time of applications.
 - (iii) In the light of the literacy level of the citizens involved, the current level of the user-friendliness of forms should be evaluated.

- Consultation and communication:

More regular visits by Extension Officers to the individual sites where projects and programmes are undertaken should be made. During such visits the needs of the beneficiaries should be ascertained and they should, on a continuous basis, be informed of the progress of the different processes.

- 
- Complaints:
 - (i) Channels should be created for clients to lodge complaints and systems developed in order that complaints can be dealt with quickly and efficiently.
 - (ii) As staff was perceived to lack the willingness to assist with the lodging of complaints, they need to be trained to be more sensitive and cooperative.
 - Corruption:

In most provinces there were indications of bribery by officials and service providers. Departments should urgently investigate these allegations and put systems in place to address the problem.
 - Other:

While 42% of the beneficiaries of agricultural services is above the age of 55, and 22% of respondents rated access for the disabled as below average, it may mean that they are in the process of observing factors that can influence their access to a building. Therefore, it also indicates that it is an important factor to them and that access to buildings should be looked at in order to make them more accessible to the elderly and disabled citizens. Overall, the accessibility to the services needs to be improved.

Chapter One

Introduction

1.1 BACKGROUND

The Public Service Commission (PSC) is mandated to promote the Constitutional values and principles governing public administration and to propose measures to ensure effective and efficient performance in the Public Service³. To provide advice on the extent to which these values and principles are complied with, the PSC has developed and utilized various tools and methodologies to canvas the views and perceptions of citizens regarding Public Service delivery. One of these initiatives was the launch of a series of Citizen Satisfaction Surveys in 2001/2002⁴. The overall objective of these surveys is to assess the gap between the expectations of citizens regarding a particular service and their actual satisfaction with the delivery of the service. The surveys bring to the attention of officials and executive authorities the citizens' level of satisfaction with the services rendered by the respective departments. The findings from these surveys can also be used as a foundation for future assessments of satisfaction levels.

This is the fifth Citizen Satisfaction Survey undertaken by the PSC since 2002. It focuses on the farmer support and development services to emerging farmers as well as food security projects as rendered by the Provincial Departments of Agriculture. These services were purposefully selected because of their nature in line with the current strategies and priorities of Government's AsgiSA⁵ initiative on growth and development. The services of the Agricultural departments contribute to the development of previously disadvantaged farmers and the promotion of sustainable food production by and for rural citizens.

1.2 RATIONALE OF THE STUDY

All over the world, public sector organisations have become increasingly committed to service quality and to measuring their performance⁶. This is notable in developed countries such as the United States of America (American Customer Service Index), in the United Kingdom (People's Panel) and in Canada (Citizens First, a bi-annual national survey).

In South Africa, the delivery of service by departments is mainly guided by the White Paper on Transforming Public Service Delivery⁷. In order to define the scope of the survey and to set the basis for the development of methodologies to undertake the survey, it was necessary to determine the background to service quality to citizens, making service delivery citizen-centered and how to measure citizens' satisfaction with these services. Some programmes on emerging farmers' development and their contribution to sustainable socio-economic growth are also referred to. The role of agriculture in the development of people concludes this review.

1.2.1 Service Quality

The National Minister of Agriculture and Land Affairs said during the launch of the Micro-Agricultural Finance Institution of South Africa (MAFISA) that: *"As the Departments of Agriculture and Land Affairs, we have a duty and a responsibility to make a meaningful contribution... to assist people to use our natural resources profitably and in a sustainable way to protect the resources for the use by our children"*⁸. The Department needs to realize that in achieving such a meaningful contribution, the quality of the service they provide is of importance in insuring that customers are satisfied with the service.

As the basis for assessing the successful contribution of the quality service to the people, the Canadian developed SERVQUAL model⁹. The model was revised and adjusted to take into consideration certain aspects about service delivery in the South African context.

3 Republic of South Africa. Constitution of the Republic of South Africa, 1996, Chapter 10.

4 Republic of South Africa: Public Service Commission 2003. 'Citizen Satisfaction Survey: Overview Report 2001/2002'.

5 Republic of South Africa. Presidency: Accelerated and Shared Growth Initiative for South Africa; 2006.

6 Institute for Citizen Centred Service, Public Sector Benchmarking. October 2007. www.iccs-isac.org/eng/bench-ben.litm

7 Republic of South Africa. Department of Public Service and Administration, 1997. White Paper on Transforming Public Service Delivery. Government Printers.

8 Speech by National Minister for Agriculture and Land Affairs, Lulu Xingwana at the launch of Micro-agricultural Finance Institution of South Africa (MAFISA) at Vaalharts, Northern Cape, 19 July 2007.

9 Berry L. 1988. 'SERVQUAL: A Multiple-item Scale for Measuring Consumer Perceptions of Service Quality' University of Texas.

One such aspect is that access to services and facilities at some of the remote rural areas had to be examined in order to cover the entire spectrum of South African citizens.

It is important for citizens to know what they can expect from the departments. The citizens need to know what kind of service is available and how to access such services.

Service quality can therefore be understood as the degree to which the expectations and needs of the citizens' are met by a particular service. Drawing on the Servqual model, the dimensions used in this survey are the following:

- **Access:** Access to services and/or facilities, approachability and easy contact.
- **Reliability:** The capacity to carry out the promised service in dependable and accurate ways.
- **Responsiveness:** Attention given prompt and courteous service from the staff and their willingness to help.
- **Assurance:** Level of confidence in the service or service provider; and the level of trust and confidence conveyed.
- **Empathy:** Care and compassion as well as individualised attention given.

1.2.2 Batho Pele principles

In 1996, the Government introduced the *Batho Pele* ("People First") White Paper on Transforming Public Service Delivery¹⁰. The *Batho Pele* White Paper is aimed at guiding Governmental Departments to provide efficient citizen-centred services. As stated in the Constitution (1996), all citizens can expect fair, equal and quality treatment from any corporate or government institution¹¹.

The *Batho Pele* Principles aim to improve the following:

- quality and efficiency of public service delivery
- accessibility of the services to beneficiaries
- accountability of the Government in satisfying the public's needs.

The *Batho Pele* White Paper also encourages Government Departments to invite the public to participate in policy-making processes in order to provide them with quality service that meet their needs. The following eight principles are contained in the *Batho Pele* White Paper¹²:

- **Consultation** – Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice about the services that are offered.
- **Service Standards** – Citizens should be told what level and quality of public services they would receive so that they are aware of what to expect.
- **Access** – All citizens should have equal access to the services to which they are entitled.
- **Courtesy** – Citizens should be treated with courtesy and consideration.
- **Information** – Citizens should be given full, accurate information about the public services they are entitled to receive.

10 Republic of South Africa: Department of Public Service and Administration, 1997. "White Paper on Transforming Public Service Delivery". Government Printers, Pretoria.

11 The Constitution of South Africa, 1996 www.constitutionalcourt.org.za

12 Republic of South Africa: Department of Public Service and Administration. *Batho Pele Handbook: A Service Delivery Improvement Guide* 2003.

- **Openness and Transparency** – Citizens should be told how national and provincial departments are run, how much they cost and who is in charge.
- **Redress** – If the promised standards of service is not delivered, citizens should be offered an apology, a full explanation and speedy and effective remedy when complaints are made, citizens should receive a sympathetic, positive response.
- **Value for Money** – Public services should be provided economically and efficiently in order to give citizens the best possible value for money.

1.2.3 Emerging Farmer Development

Women play a significant role in agriculture as they are both emerging farmers and also producers of food on small scale. As such the study took this into consideration in the determination of the sample population. Furthermore, Agricultural services should also be viewed from the context of sustainable socio-economic growth. The following key areas are significant to farmers' development:

- **WARD – Woman in Agriculture and Rural Development**

The aim of WARD is to focus on sustainable projects and programmes that will improve the quality of life of women in rural communities¹³. As stated by the Minister of Land Affairs and Agriculture, Lulu Xingwana, rural women have been excluded from property ownership and through the WARD initiative, the focus is on “expanding and accelerating access to economic opportunities including skills development and finance”. Therefore WARD plans to be mass-based, to create jobs and alleviate poverty.

Policies introduced by the South African Government to bring about rural development and harmonize land reform are the following:

- (i) Land redistribution for Agricultural development sub-programme (**LRAD**)
- (ii) Micro Agricultural Financial Institutions of South Africa (**MAFISA**)
- (iii) Comprehensive Agricultural Support Programme (**CASP**)
- (iv) Accelerated Growth Initiative of South Africa (**AsgiSA**)

This survey will focus on the services provided by the different projects mentioned above.

- **Sustainable Socio-economic Growth**

In a report by the World Bank¹⁴, it was mentioned that, when sustainable socio-economic growth is to be achieved, growing pressure is needed on Governments and organizations around the world to:

- be more responsive to demands of internal and external shareholder for good governance
- be accountable and transparent
- be well-developed

¹³ Pamla, S. *Liberating rural women – the last of liberation*. Land News, Department of Land Affairs. Volume 4 No. 5, October – December 2006, p.4.
¹⁴ JZ Kusek & RC Rist: *Ten steps to a results-based Monitoring and Evaluation system*, The World Bank, Washington D.C. 2004.

- be effective
- deliver tangible results

Through focusing on service delivery and providing each province with feedback which they could put to use to better their services, accountability and effective development can be achieved.

1.2.4 The Role of Agriculture

The Ministry of Agriculture and Land Affairs see the following vision for agriculture: "Agriculture in South Africa has a central role to play in building a strong economy and, in the process, reducing inequalities by increasing incomes and employment opportunities for the poor, while nurturing our inheritance of natural resources. To achieve this is a formidable challenge to the Government"¹⁵

According to The Role of Agriculture (ROA) Project Brief¹⁶, which is a project funded by the Japanese Ministry of Agriculture, Forestry and Fisheries and managed by the United Nations' Food and Agriculture Organisation (FAO), the role of agriculture can be generally defined as "the function that agriculture has or is expected to have in society".

Table I: Classification of the roles of agriculture

	Provision of private goods & services	Provision of private goods & services with externalities
Direct impact	Sphere A <ul style="list-style-type: none"> • Food production • Income generation • Employment opportunity 	Sphere C <ul style="list-style-type: none"> • Poverty alleviation (within household) • Food security (within household)
Indirect impact	Sphere B <ul style="list-style-type: none"> • Surplus labour provision • Savings for investment • Market for industrial goods • Export earnings • Materials for agro-processing industries 	Sphere D <ul style="list-style-type: none"> • Poverty alleviation (spill-over) • Food security (spill-over) • Environmental externalities • Reduction in out- migration control • Buffer in time of economic shock • Culture formation

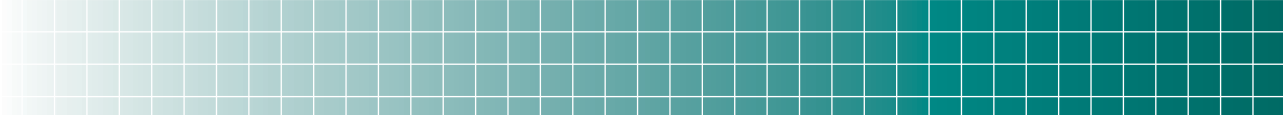
Source: *Role of Agriculture in Development*, FAO United Nation (2000 to 2006)

Table I above provides the conceptual foundation that differentiates the roles of agriculture. This assists the study to identify important issues that can improve the customer's satisfaction level based on the findings of the study. This can also help the Departments to strategize their plans of providing quality services to their clients. In the table the columns are the degree of integration of the cost of provision and the rows are the degree of directness of their impacts.

The familiar role of agriculture is the provision of food. Therefore, **Sphere A** shows that if quality service is provided to the clients, then the clients will be able to produce food, which can help to generate income and create more jobs for unemployed people. This kind of process improves the standard of living. If the standard of living is improves, it means that satisfaction levels of customers are in a high phase.

In **Sphere B**, the indirect role of agriculture which provides private goods and services in the sense that their contribution is still rewarded in the market even though they are neither direct nor visible as food production is seen.

¹⁵ Ministry of Agriculture and Land Affairs, *Agricultural Policy in South Africa (Discussion Document)*. www.nda.agric.za/docs/policy98.htm
¹⁶ Sakuyama, T. *The Role of Agriculture in Development*. ROA Project Brief, FAO, March 2007.



Sphere C supports **Sphere A** in the sense that it improves the standard of living by relieving poverty within households where it creates private and public benefits with externalities. In **Sphere D**, externalities show the unplanned overflow effect that the Agricultural sector generates to a third party in which external costs and benefits from these indirect roles are not included into decision-making in a competitive market.

This report presents the views of the citizens who are beneficiaries of the projects managed by the provincial departments.

1.3 STRUCTURE OF THE REPORT

The following is the structure of the report:

- **Chapter Two** sets out the objectives of the survey, identifies the services and the clients, and also sets out the research process.
- **Chapter Three** reflects the key findings of the study for all nine provinces.
- **Chapter Four** presents conclusions and recommendations.

Chapter Two

Methodology

2.1 INTRODUCTION

A study of this nature required the application of a combination of various research techniques. This chapter presents the methodologies that were applied in this study. It also outlines the scope of the study, its objectives and the limitations experienced during the study.

2.2 PROJECT SCOPE

The scope of the project was all the Provincial departments of agriculture.

The overall objectives of the Citizen Satisfaction Survey are to:

- Determine service user expectations of perceived service delivery;
- Measure the actual level of citizen satisfaction with current service delivery;
- Indicate areas that need to be prioritized for improvement;
- Determine needs for consultation in the public service through the citizen satisfaction survey;
- Understand the strengths, weaknesses, expectations, threats and opportunities in relation to service delivery within the public service;
- Set a trend for departments to undertake similar surveys on an annual basis in order to maintain consistency between actual delivery and service user needs and expectations.

2.3 THE RESEARCH PROCESS

The basic information and data on the programmes/projects concerning the emerging farmers and the beneficiaries of food security were obtained from departmental officials in the provinces. The information included the location, names and, where possible, the telephone numbers of the citizens. In order to facilitate the research process the contact details of the extension officers concerned were also provided by the departments.

2.3.1 Literature Review

A background study was undertaken by studying the Departments' Annual Reports, Strategic Plans, web-sites, ministerial speeches and other relevant documents to get a background for the planning of the research process and the development of a data collection instrument.

2.3.2 Services and Clients Identified

The survey focused on two basic services by the provincial departments of Agriculture. Firstly it includes the farmer support and development services to emerging farmers, i.e. those who received inadequate support due to inequalities in the past. Secondly, it focuses on the food security projects to households and the beneficiaries thereof. The clients of the departments or beneficiaries have been identified with the collaboration of the departments concerned from the programme lists they had available.

2.3.3 Sampling

All the provincial departments were included in the survey. A sample was taken by stratifying the client lists provided by the provincial Agricultural officials into a list of clients/beneficiaries per district in each province. Clients were then categorized according to the type of project they are involved in, thus identifying the type of service they possibly seek. From the strata obtained random samples were taken per province to include both types of services rendered.

A total of 600 clients were sampled across the nine provinces of South Africa. **Table 2** below illustrates the demographic information of the respondents.

Table 2: Demographic information by type of client and service identification

	Type of the client		All
	Emerging Farmers n	Food security beneficiaries n	
Province			
Eastern Cape	49	21	70
Free State	64	6	70
Gauteng	40	25	65
KwaZulu Natal	65	28	84
Limpopo	32	38	70
Mpumalanga	29	51	80
Northern Cape	41	-	41
North West	11	46	57
Western Cape	9	54	63
All	331	269	600

2.3.4 Data Collection

A semi-structured questionnaire was used as a data collection instrument. The questionnaire was constructed based on instruments used in previous surveys and on the content of the specific services. The majority of the questions were based on a five-point scale. To ensure the validity and the reliability of the questionnaire it was tested in various communities in Gauteng and the findings were used to fine-tune the instrument. Fieldwork was done during October and November of 2007 by teams from Johannesburg, Port Elizabeth, Durban, Cape Town and George.

2.3.4 Data Analysis

Completed questionnaires were coded and captured in the statistical software programme. The editing of the database assisted in reducing data capturing errors and verifying any data omissions such as inconsistencies and missing values.

The data analysis was also done using the Statistical Package for Social Sciences (SPSS). It involved the construction of cross tabulations where each province was used as a main variable in order to evaluate the results for each question.

In order to determine the satisfaction levels of citizens, the results from this survey were analysed according to six dimensions as described by the international service satisfaction model, SERVQUAL¹⁷. These are accessibility, tangibles, reliability, responsiveness, assurance and empathy¹⁸.

The tabular results from SPSS were exported to Microsoft Excel where summary tables and charts (bar and pie) were constructed in order to display the main perceptions of clients about the services received from their provincial Agricultural department.

¹⁷ Berry, L. 1988. 'SERVQUAL: A Multiple-item scale for Measuring Consumer Perceptions of Service Quality.' University of Texas.

¹⁸ Public Service Commission, Citizen Satisfaction Survey 2006/2007, DHA, DTI & Transport services by Provincial Departments, September 2007.



2.4 LIMITATIONS OF THE SURVEY

The following three main limitations emerged during the survey:

- There is a lack of a centralized and standardized database of all clients of the various provincial Agricultural departments especially the emerging farmers.
- Information and details obtained from the departments proved to be outdated as various projects and food schemes were shown as alive but it was no longer the case.
- Accessing farmers during the survey proved challenging, particularly those located in the deep rural areas. Access roads are not always well maintained and are even closed during heavy rains. This type of roads seems to also hamper farmers' mobility in terms of getting produce to markets.

Chapter Three

Findings

3.1 INTRODUCTION

This chapter presents the findings of the survey. Qualitative findings are presented according to the key thematic areas that were developed from the objectives of the study. The thematic areas are the demographic profile of the respondents, the service expectations, and then the findings are analyzed according to the six dimensions of access, tangibles, reliability, responsiveness, assurance and empathy. These six elements were then used to determine the scores for the levels of citizen satisfaction. Findings on consultation and the problems and complaints identified are reflected on in this chapter. The chapter is concluded with an analysis of the findings by identifying the strengths, weaknesses, opportunities and threats (SWOT-analysis) thereof.

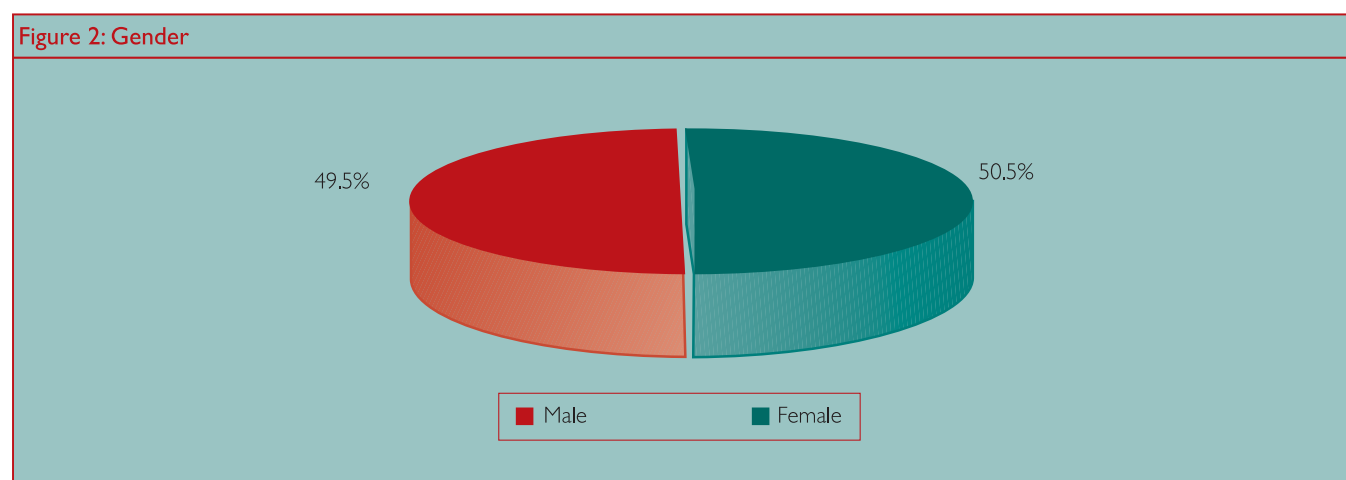
3.2 KEY FINDINGS

3.2.1 Demographic profile of respondents

Of the 600 clients interviewed, the majority were Africans (87.2%) as they are the main component of the emerging farmers as well as the rural households targeted in the food security projects.

The following figure shows the gender distribution of the respondents.

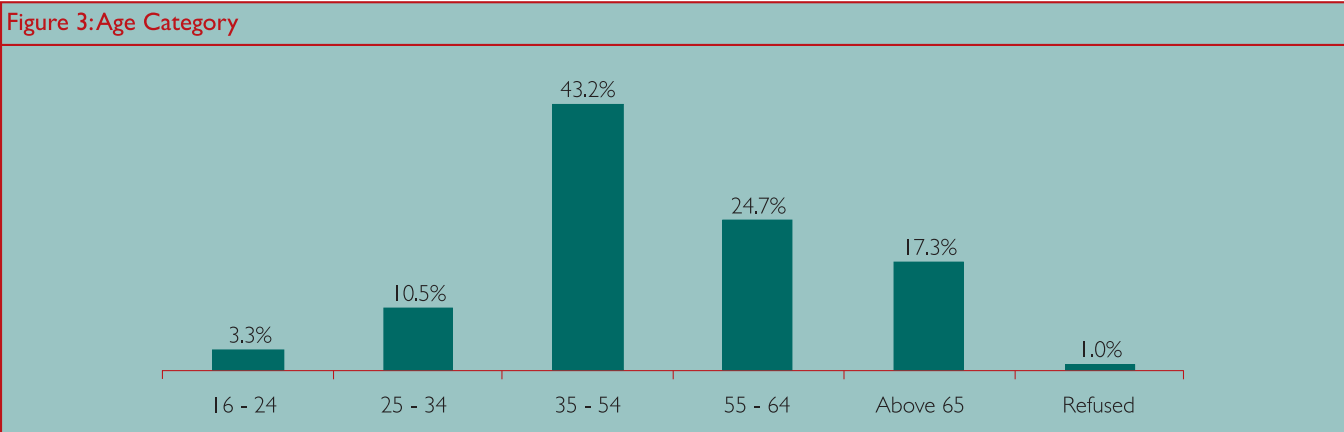
Figure 2: Gender



The figure above shows that 49.5% of respondents interviewed were male and 50.5% female. However, in Limpopo the respondents were predominantly female (85.7%) while in the Free State males (71.4%) dominated the sample. Perhaps this is due to the fact that the databases received from the provincial departments did not all reflect the gender beneficiaries. An overall 50:50 sample on gender was achieved.

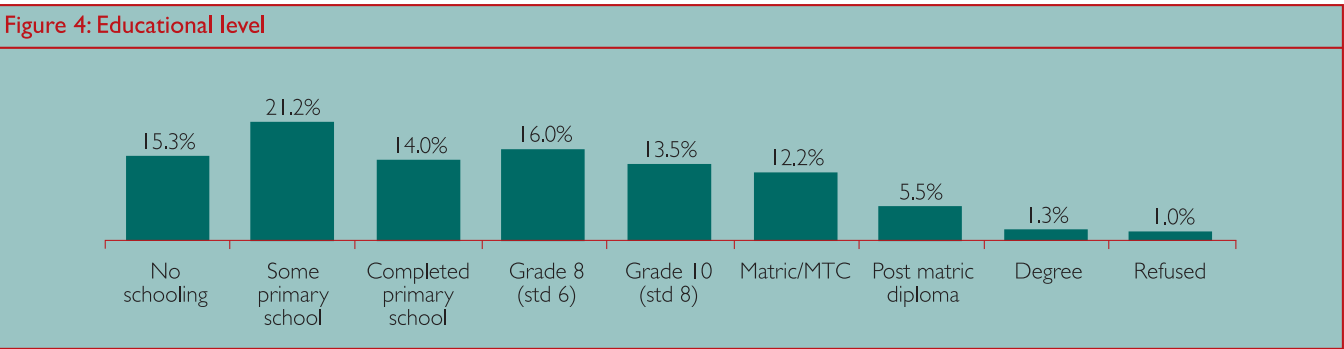
Figure 3 below shows the distribution of respondents by age.

Figure 3: Age category



The largest proportion of clients interviewed fell in the age category 35 to 54 years (43.2%). A further 42.0% of clients were older than 54 years. In some provinces such as the Eastern Cape and the Free State, a significant number (about 25%) of respondents was older than 65 years.

Figure 4: Educational level

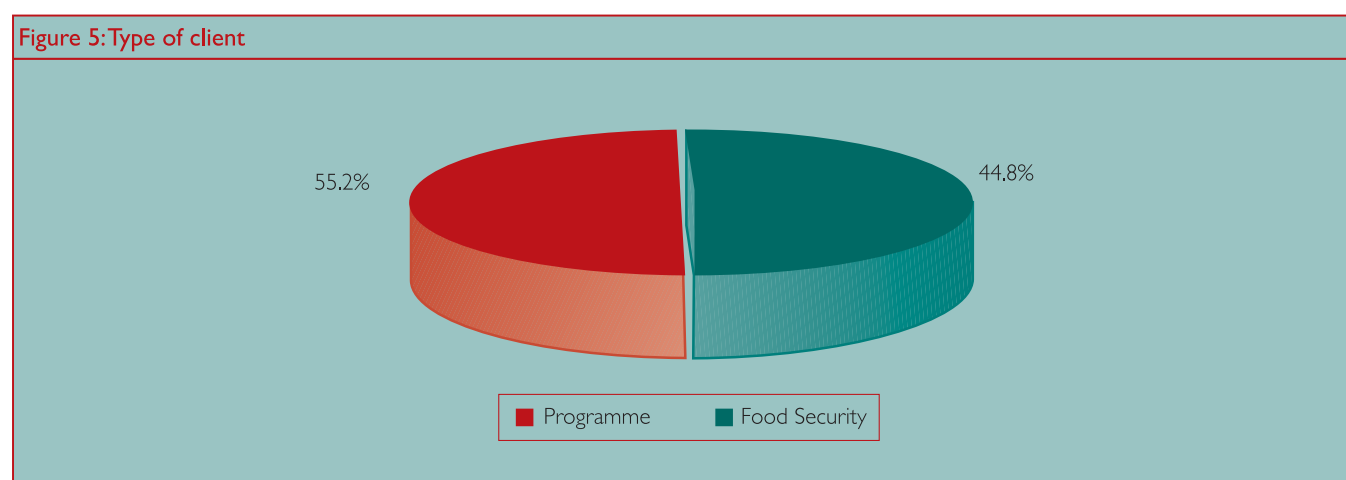


The figure above shows that respondents with no schooling accounted for 15.3% of the total sample across the nine provinces. Respondents with some schooling accounted for 64.7% of the total sample, while respondents with matric/NTC 3 accounted for 12.2%. Only 6.8% of respondents had a post-matric qualification. The distribution of educational level suggests a very low level of education amongst clients that participated in the survey.

In the Northern Cape a significant number of respondents (34.2%) had matric and higher qualifications. However, in Limpopo 28.6% of respondents had no schooling with only 4.3% having obtained a matric certificate. North West and Limpopo are the only provinces where respondents had no tertiary education. On the other hand, 15% of the respondents in Gauteng and the Western Cape had tertiary education. This is perhaps due to the fact that these two provinces are the “richer” provinces and that some of the projects included in the study were more commercial than food security projects.

The following figure indicates the percentage of respondents for the two types of services surveyed.

Figure 5: Type of client



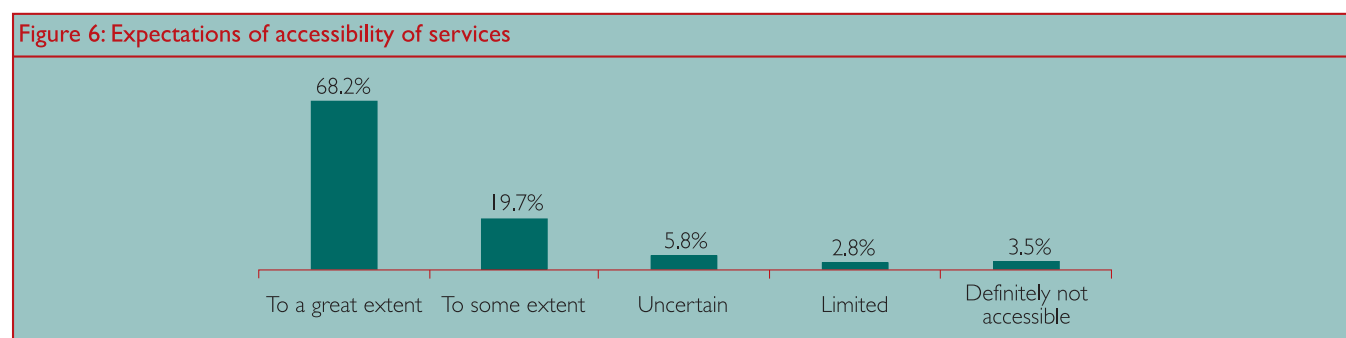
The majority of respondents (55.2%) classified themselves as part of “Programme” projects. The remaining 44.8% of respondents were classified as part of “Food security” projects. Clients from Limpopo, Mpumalanga, North West and Western Cape were mostly involved in the “Food security” projects as compared to “programme” projects.

3.2.2 Service Expectations

This study sought to establish the service expectations of the emerging farmers and food beneficiaries. The respondents’ expectations about the accessibility of services from their Agricultural department as well as their expectation of the efficiency of staff and the department are shown below.

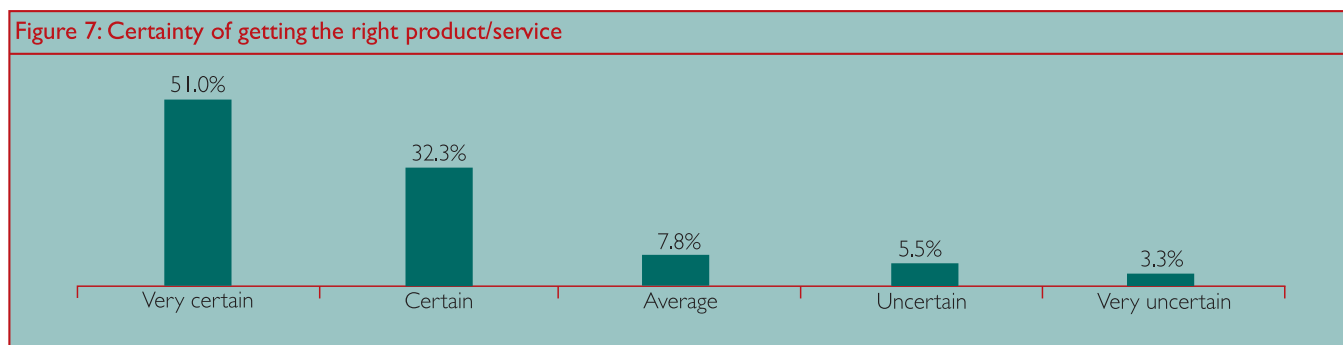
Figure 6 below shows that 87.9% of respondents respectively indicated that they expected the services at their Agricultural departments to be readily accessible while the rest (12.1%) of the respondents were not sure that the services will be easily accessible. Overall, it seems that the majority of the respondents had high expectations of the accessibility of the services.

Figure 6: Expectations of accessibility of services



In Figure 7 below, the respondents' expectancy of getting the right product/service is shown.

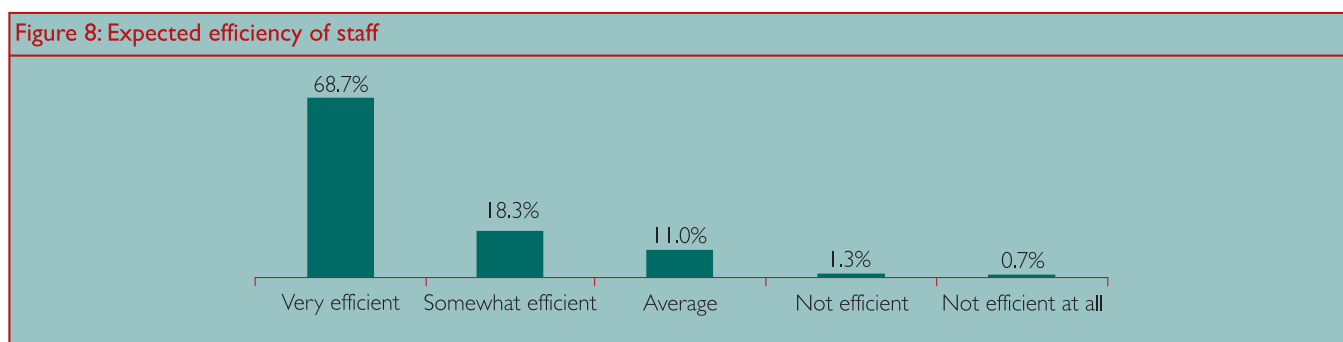
Figure 7: Certainty of getting the right product/service



Eighty-three per cent (83.3%) of respondents were 'certain' to 'very certain' that they would get the right product/service the first time. The North West had the highest expectations in this regard (95.1%) while the Western Cape Agricultural Department received the lowest rating of 57.1%.

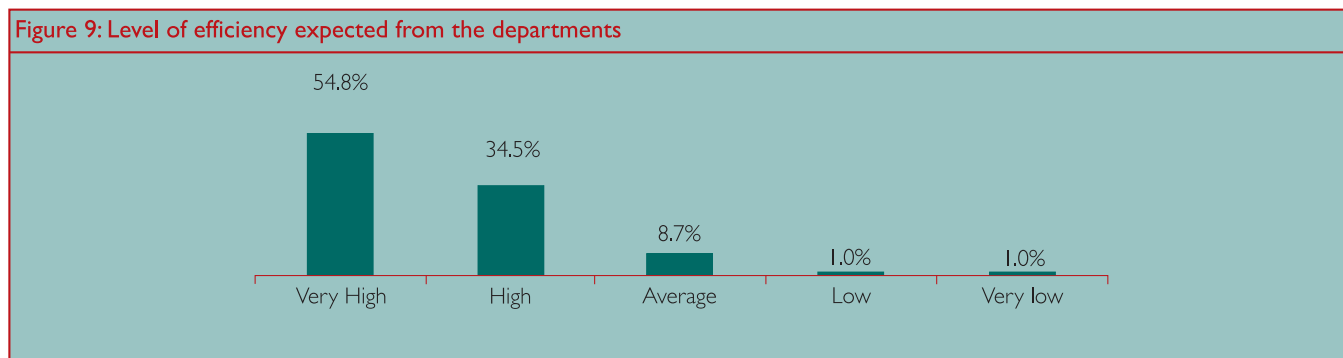
Other aspects that are important to citizens are that the staff and departments should be efficient in the delivery of the services. Their responses to the questions on their expectations in this regard are indicated in **Figures 8 and 9** below.

Figure 8: Expected efficiency of staff



The figure above shows that 87.0% of respondents expected the staff to be efficient. In the North West these expectations were very high (98.3%). The province where the lowest expectations were encountered was in the Eastern Cape (67.2%).

Figure 9: Level of efficiency expected from the departments

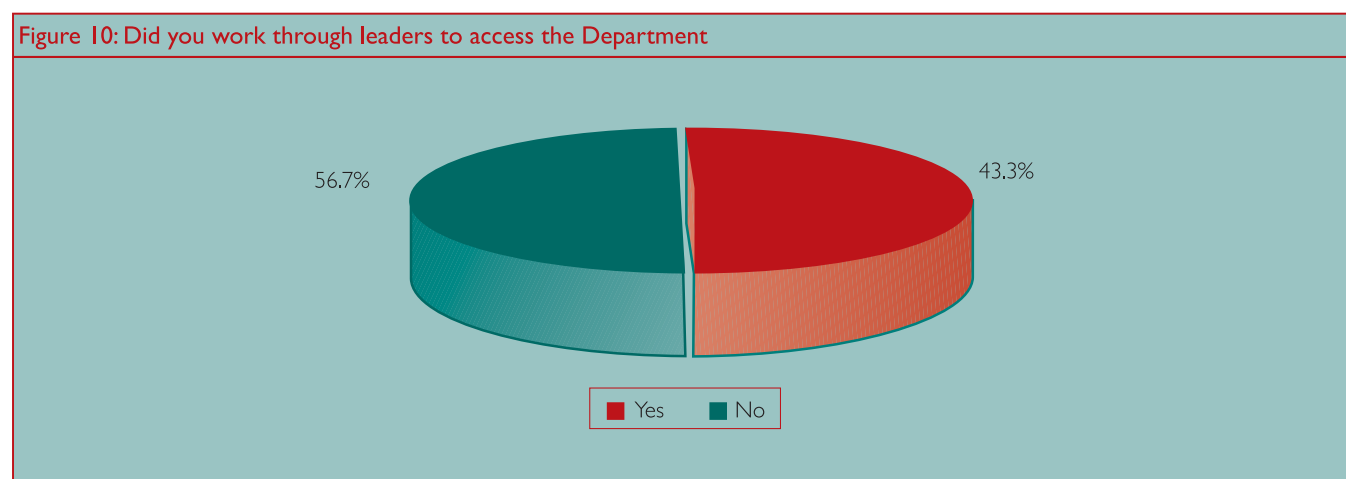


The majority of respondents (89.3%) expected a 'high' to 'very high' level of efficiency from their Agricultural departments. The Western Cape scored the lowest (66.7%) of all provinces with the Northern Cape obtaining a high of 97.6%.

3.2.3 Access

The survey wanted to establish the manner in which citizens accessed the services and their experiences therewith. Citizens were asked if they accessed the service through intermediaries such as community leaders. The responses are illustrated in **Figure 10** below.

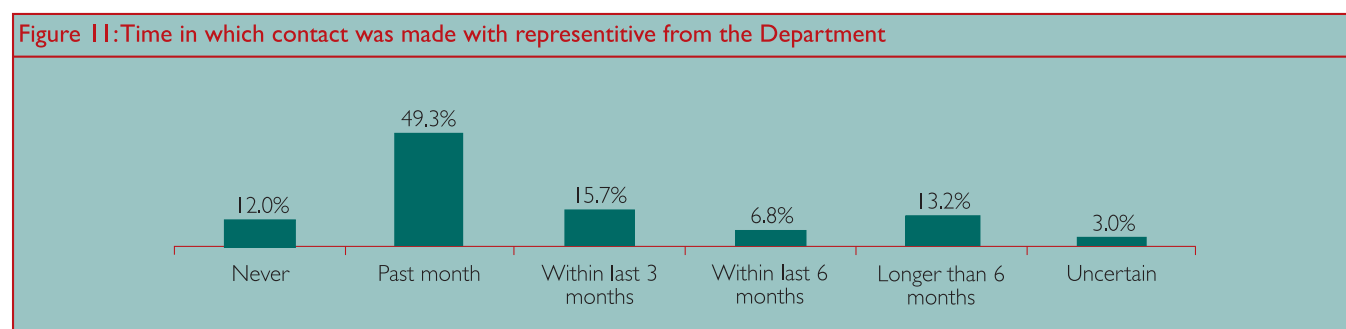
Figure 10: Did you work through leaders to access the Department?



The majority of respondents (56.7%) indicated that they have worked with the department through an intermediary such as a chief, induna or a community leader. The highest number where citizens worked through an intermediary was in KwaZulu-Natal (100%) and the lowest number in the North West (19.5%).

Regular contact between clients and officials is important. As the services surveyed are long term support and development services, it means that as advisors and guides, the Agricultural officials should regularly have contact with the farmers and households in order for these projects/activities to be worthwhile and active. The reaction of the respondents on this aspect is shown in **Figure 11**.

Figure 11: Time in which contact was made with representative from the Department



At the time of the interviews, 49.3% of respondents indicated that they have made contact with their Agricultural department during the past month. A further 35.7% had contact with the department more than a month ago at the time of the study. Twelve per cent (12%) of respondents indicated that they have never had any contact with their department.

Respondents from the Free State (72.9%) and the Northern Cape (63.4%) were in contact with their Agricultural departments more often than any other group of respondents. This means that the officials are either more reachable than their colleagues in other provinces or that they are more active in the field.

What is worrisome is that respondents in the Eastern Cape indicated that they either have never seen the officials (20%) or have not seen them during the six months before the study. The same patterns emerged in Mpumalanga.

The **Figure 12** below indicates the percentage of respondents who visited the service points.

Figure 12: Personal visits to the service point of the Agricultural Department

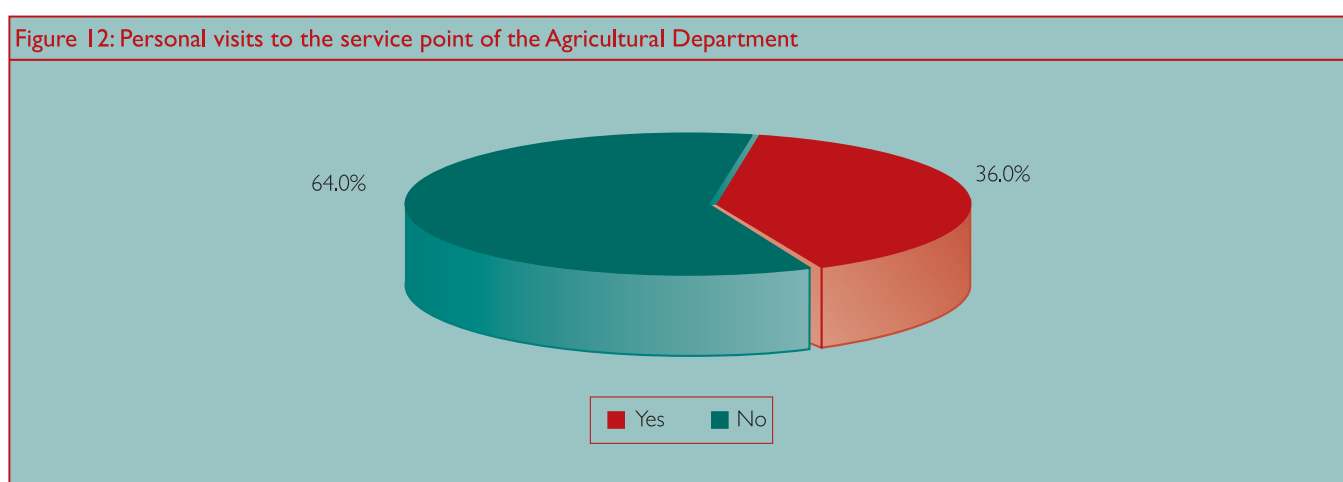
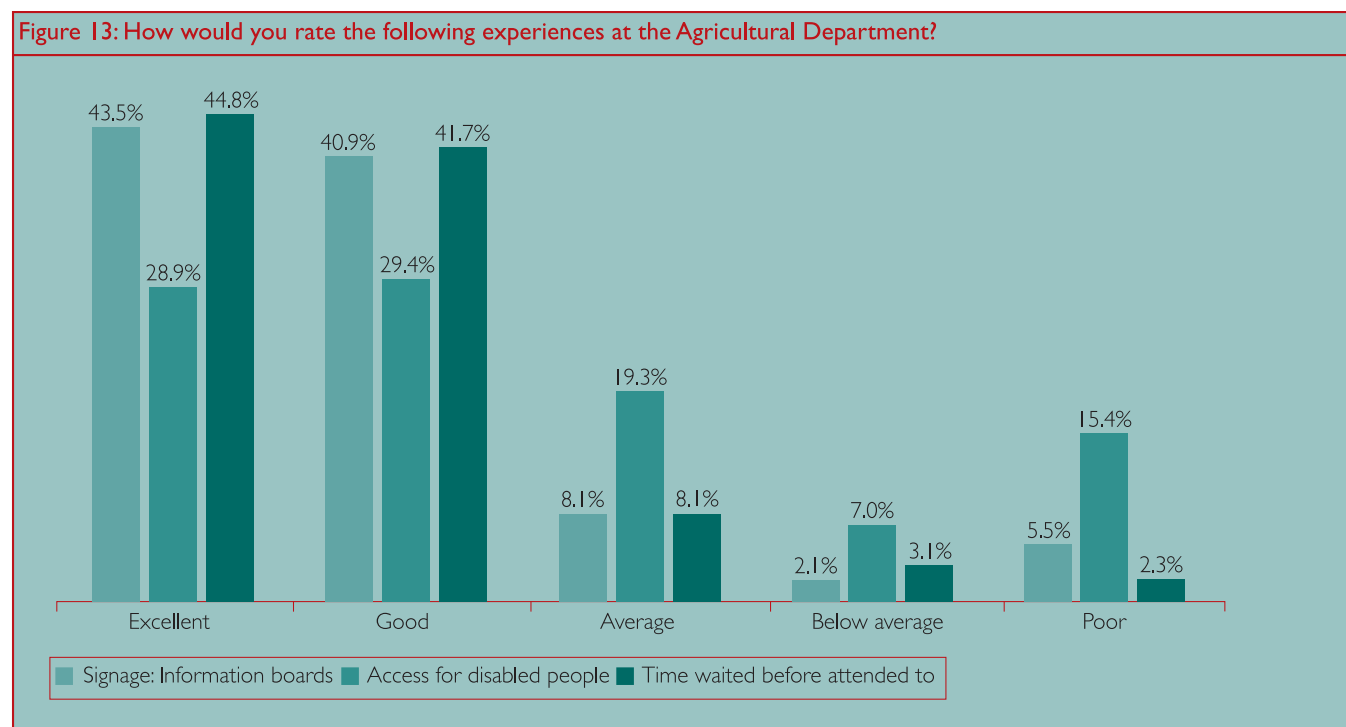


Figure 12 above shows that on average, 64.0% of respondents have personally visited the service point of their Agricultural department in the past. The average person visited the respective provincial service points three times in the past 12 months. The Northern Cape has experienced the highest proportion of visits by respondents, namely 82.9%. The reasons for this is not clear.

It is challenging for rural people to access government services as transport may be a problem, and they have to get up early to go to the town where the government offices are located. As previously stated it must also be remembered that more than 40% of citizens who benefited from Agricultural services that were surveyed are over 55 years old and may not be as mobile as the younger generation. This aspect reflects in the rating by respondents of the access for disabled people as shown in the following figure.

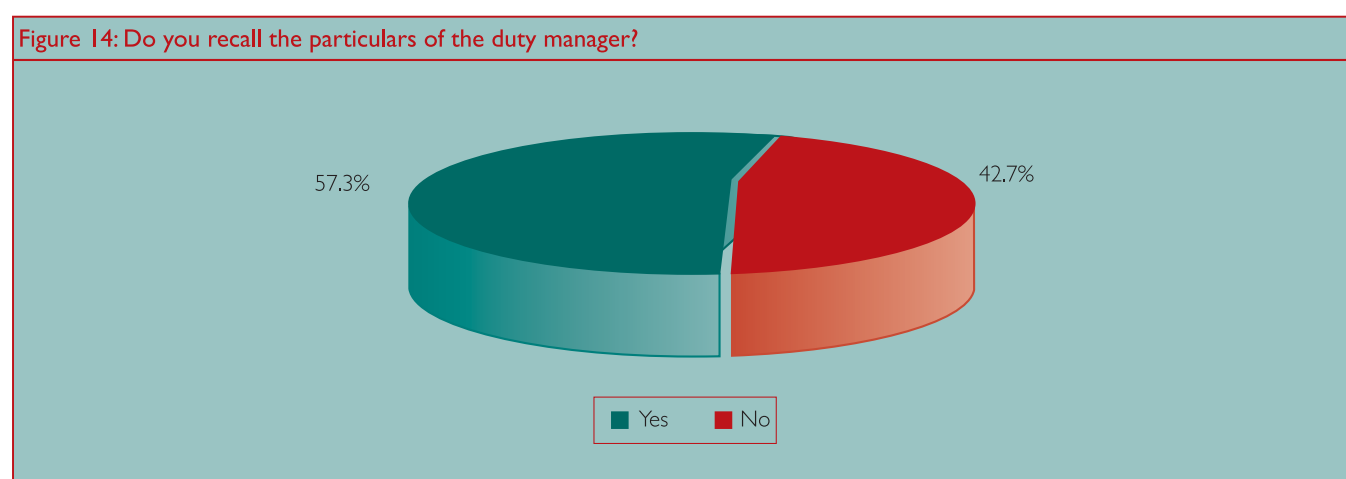
Figure 13: How would you rate the following experiences at the Agricultural Department?



Respondents rated signage at the various provincial Agricultural departments (84.4%) and the time they waited before being attended to (86.5%) as satisfactorily. Contrary to this, respondents in the Western Cape rated it the lowest with 50.0% for 'good' and 'excellent'. In the North West 20.0% of respondents found it below average. However, access for people with disabilities was not rated as high. Only 58.3% of respondents rated it as 'good' to 'excellent'. Overall, 22.4% found it 'below average' to 'poor'. In Gauteng, 49% of respondents indicated that it was 'good' to 'excellent'.

Furthermore, the survey also sought to establish whether citizens who visited service points could recall seeing the particulars of the duty manager displayed. The responses are reflected in **Figure 14** below.

Figure 14: Do you recall the particulars of the duty manager?



Of those that visited their Agricultural departments, 57.3% were able to recall the particulars of the manager on duty. The Batho Pele principle of “Openness and Transparency” requires that citizens should be able to identify officials and be able to determine who is in charge. As such the fact that only about 57% of respondents were able to affirmatively reply to this question, is one aspect that may need attention from the provincial departments as it influences the communication channels especially for solving of problems.

As the respondents are mostly from rural areas and the frequency of visits by officials is low, they were also asked whether they phoned the service point.

Figure 15: Have you ever phoned the service point or the representative from the Department?

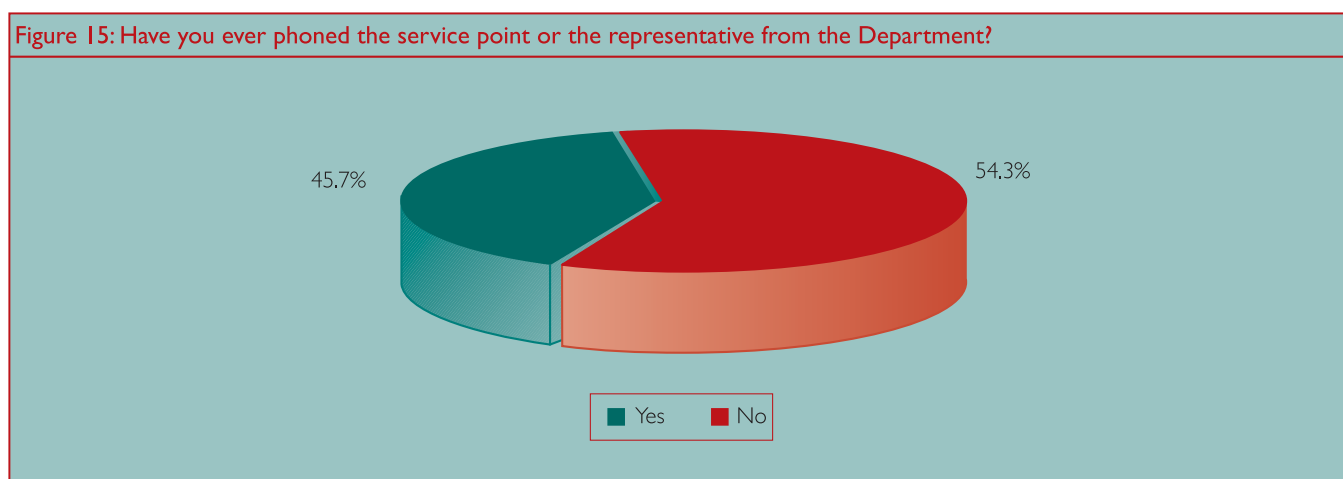
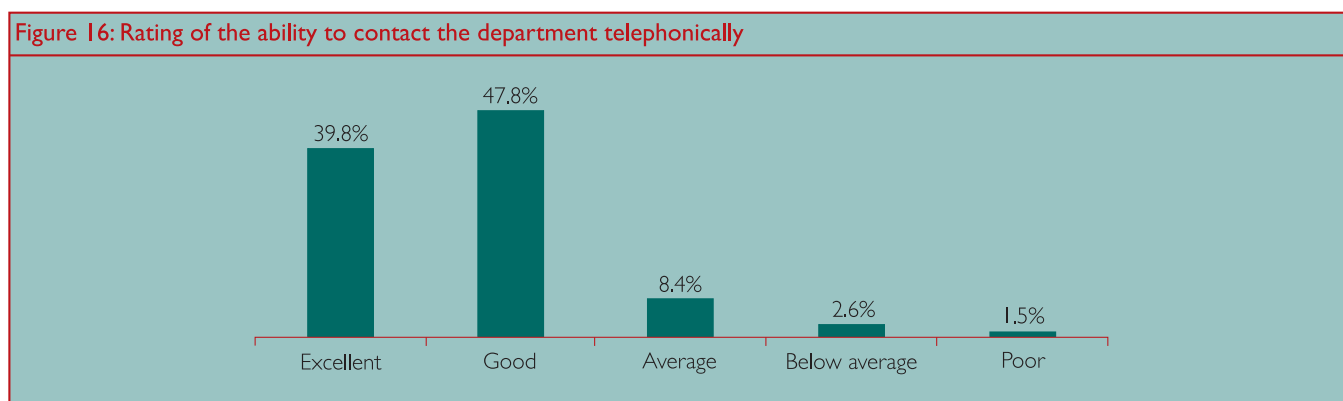


Figure 15 above shows that less than 50% of respondents (45.7%) have been in telephonic contact with the service point or representative from their agriculture department in the past. Projects are usually far from the Agricultural offices and means of transport, especially for the poor, is limited. If the clients require anything such as information or seeds, etc., the only way open for communication is per telephone.

Where respondents indicated that they have called the Agricultural offices, they were requested to rate the availability and accessibility of the officials.

Figure 16: Rating of the ability to contact the department telephonically



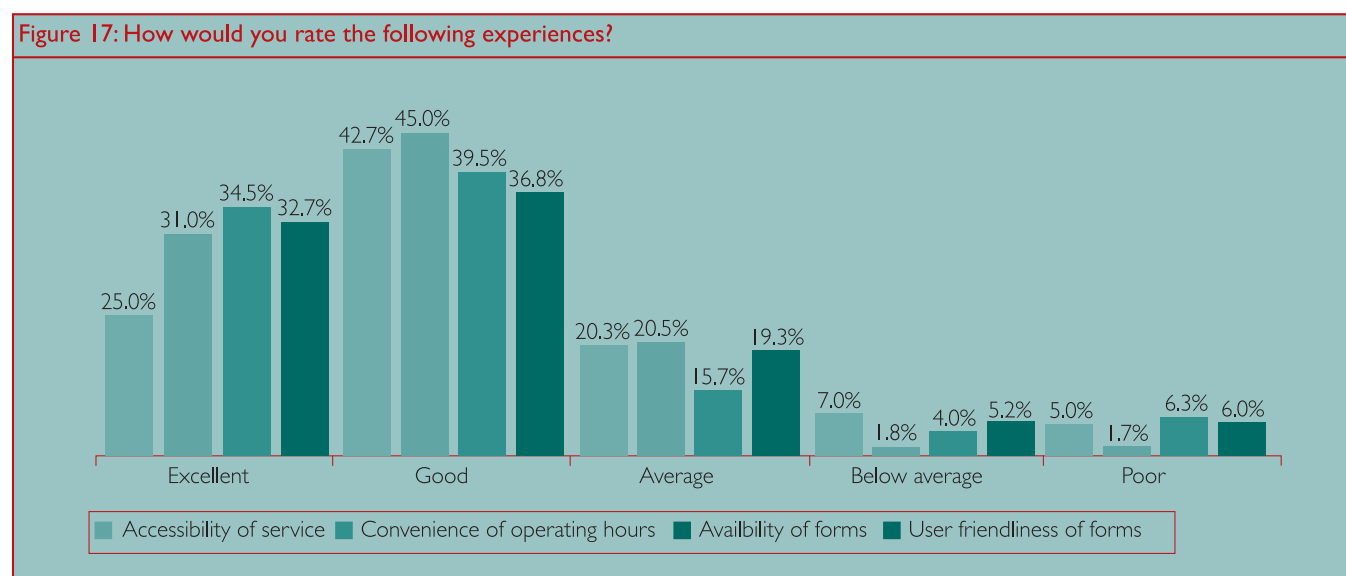
Of those respondents that have made contact with their Agricultural department's service point in the past, 87.6% rated the accessibility of officials by telephone as 'good' and 'excellent'. This is one of the positive responses on service delivery received in this survey as the citizens are usually far from the service points and have to rely on the telephone service in order to access the service.

Respondents were also asked to rate the following experiences during their interaction with the departments:

- Accessibility of the service
- Convenience of the operating hours
- Availability of forms
- User-friendliness of forms.

The rating of these aspects is set out in **Figure 17** below. Respondents were fairly satisfied with the accessibility of services from their Agricultural department as well as convenience of operating hours (67.7% and 76.0% respectively)

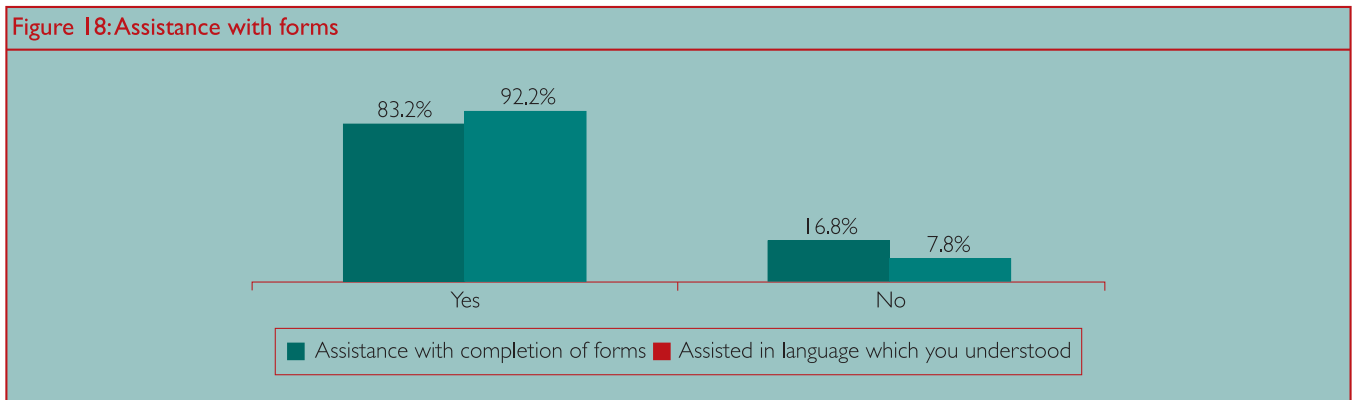
Figure 17: How would you rate the following experiences?



However, the Free State received the lowest rating for access to services namely 45.7%. respondents were also relatively satisfied with the availability and user-friendliness of forms (74.0% and 69.5% respectively). In the Western Cape, only 54% of respondents indicated that the forms were user friendly.

As previously determined the educational level of the respondents were relatively low in some provinces. As such, assistance with the completion of forms and assistance in their own language are very important. **Figure 18** below reflects the responses to the aspect of assistance.

Figure 18: Assistance with forms

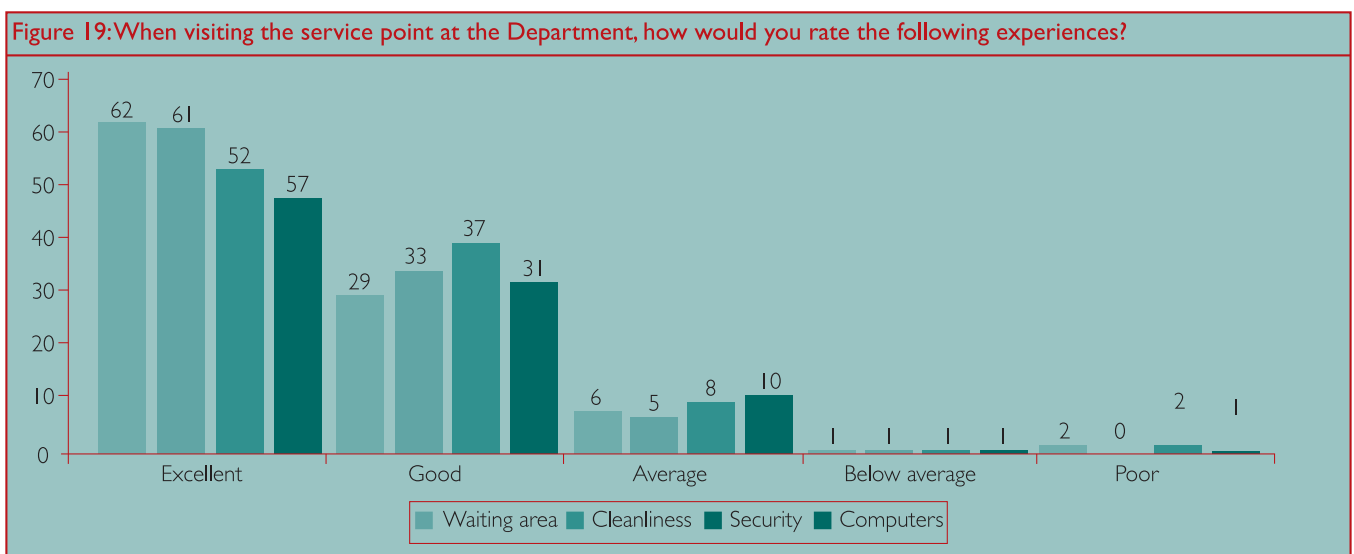


As shown in Figure 18 above, 83.2% of respondents were assisted by administrative staff with the completion of forms. In the Eastern Cape however, a third of the respondents (34.3%) indicated that they have not received assistance. This finding seems to be in agreement with their indication (13%) that the forms are not user friendly at all. Ninety-two per cent (92.2%) of respondents noted that they were assisted in a language that they understood. However, in the Eastern Cape (14.3%) and North West (14.0%) respondents were not assisted in an understandable language.

3.2.4 Tangibles

The study also sought to establish the conditions of the facilities at the various service points. The figure below shows the ratings of experiences by respondents.

Figure 19: When visiting the service point at the Department, how would you rate the following experiences?

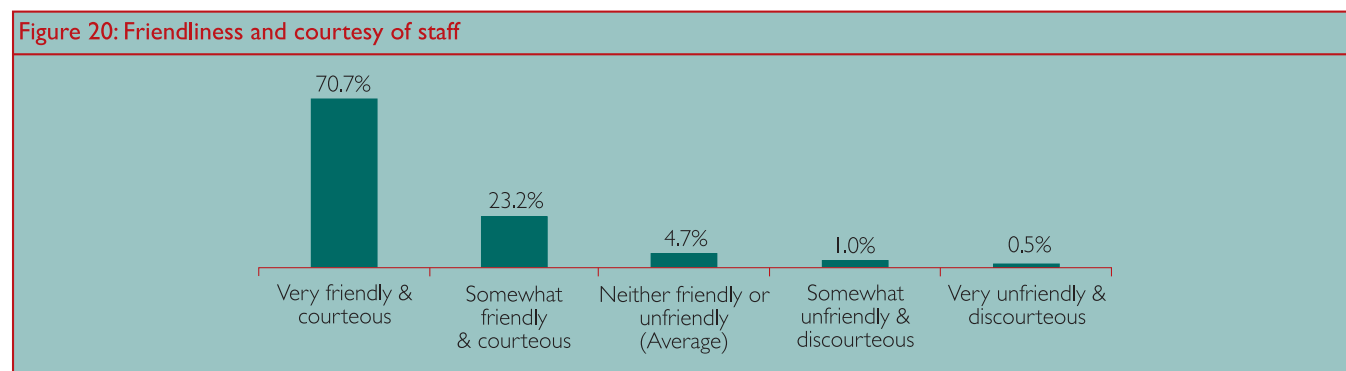


Overall, the majority of respondents rated the service points as 'good' to 'excellent' on the various aspects. Across the five areas the cleanliness of facilities was rated highest (94.0%). The only negative experience was in the Free State where 14.0% of the respondents rated the security as 'below average' and 'poor'.

3.2.5 Reliability

Furthermore, the survey wanted to establish the appropriateness of the product or service and the ability of the department to perform the service accurately. **Figure 20** below shows the findings on the friendliness and courtesy of the staff.

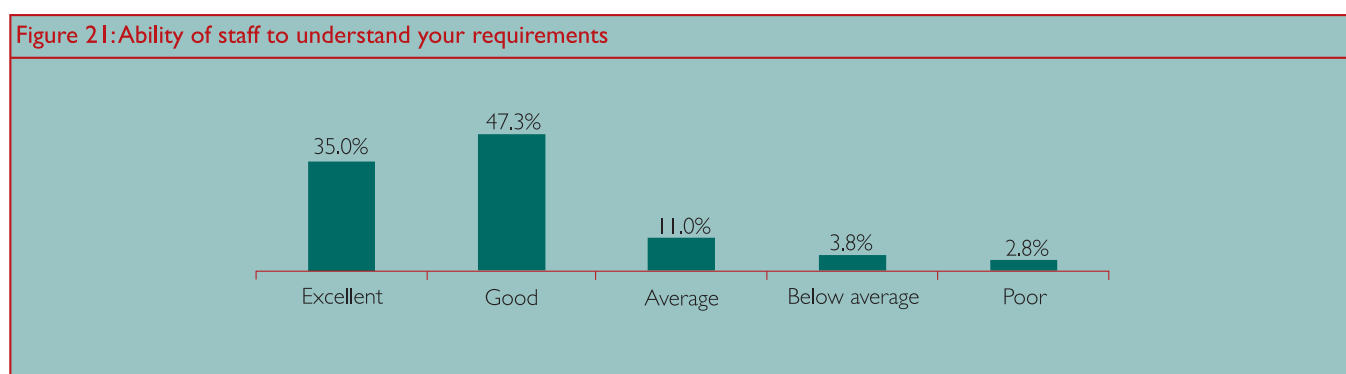
Figure 20: Friendliness and courtesy of staff



The figure shows that 93.9% of respondents rated staff as 'somewhat' to 'very friendly and courteous'. In the Northern Cape 100% of the respondents rated the staff as friendly and courteous.

It is important to clients that the processes run smoothly in the departments. The first element in a process is that staff should be able to understand the requirements of the clients. The following figure reflects the experiences of respondents in this regard.

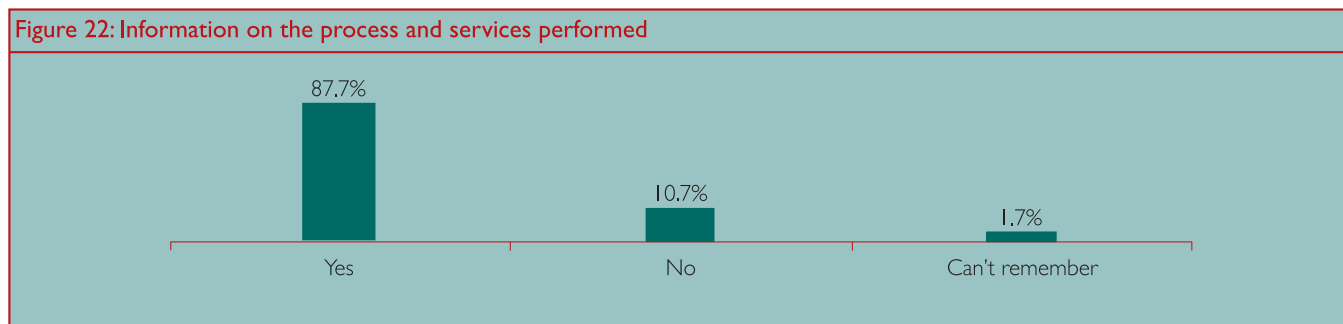
Figure 21: Ability of staff to understand your requirements



The ability of the staff to understand a client's requirements was rated by 82.3% of respondents as 'good' to 'excellent'. In Mpumalanga, respondents were somewhat negative on this aspect with 15.0% rating it 'poor' and 'below average'.

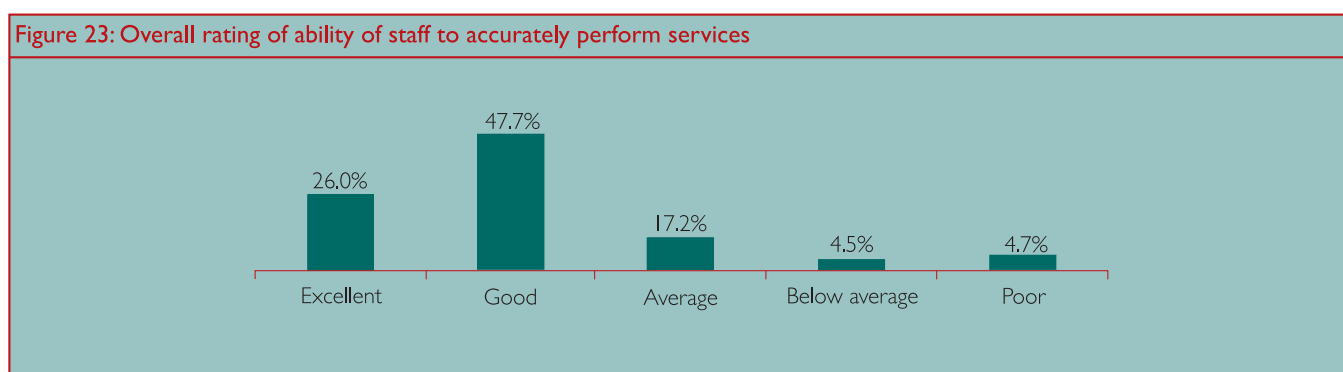
Another factor that is important to clients and which is also one of the Batho Pele Principles is the provision of information. The experience of respondents with the provision of information is reflected in **Figure 22** below.

Figure 22: Information of the processes and services performed



The majority of respondents (87.7%) indicated that they were informed about the process and when the service will be performed. In the Eastern Cape (17.1%) indicated that they were not informed about the process. In both the Free State and Mpumalanga 15% also responded negatively. These negative responses in the provinces indicate that information is not as available as required by the Batho Pele principle of "Information".

Figure 23: Overall rating of ability of staff to accurately perform services

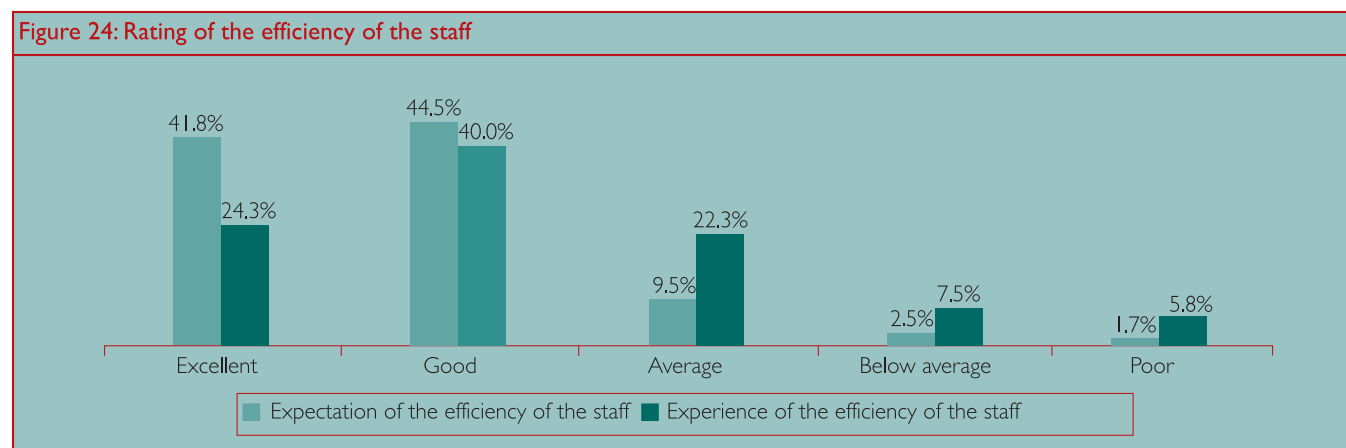


Overall, the ability of staff to perform services accurately was rated by 73.7% as 'good' to 'excellent'. The highest positive rating (90.3%) was achieved in the Northern Cape while only 56.3% of respondents in Mpumalanga rated it high.

3.2.6 Responsiveness

It was also appropriate in a study of this nature to determine the responsiveness of the various provincial departments' to citizens' service demands. Figure 24 below shows how respondents rated their expectations and experiences with the efficiency of staff.

Figure 24: Rating of the efficiency of the staff



It is evident that the actual experience of the efficiency of staff was lower than was expected. Eighty-six per cent (86.3%) of respondents expected a 'good' to 'excellent' service but only 64.3% rated their actual experience as 'good' to 'excellent'. Contrary to the latter percentage (64.3%), respondents in the Northern Cape rated their experience of the efficiency of the staff at only 29.3% 'good' to 'excellent'.

Figure 25: Rating of the efficiency of services

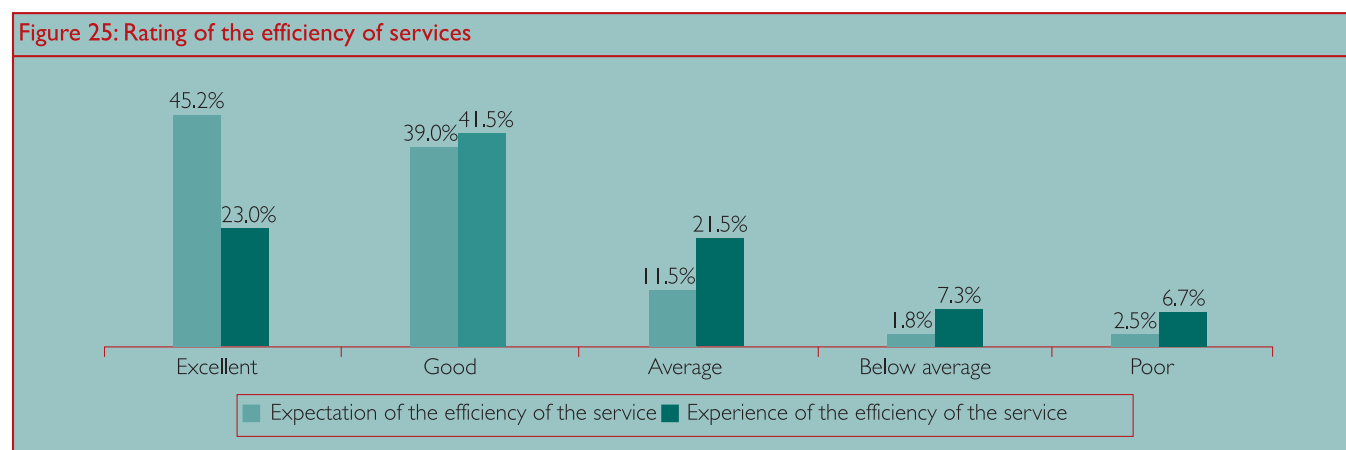
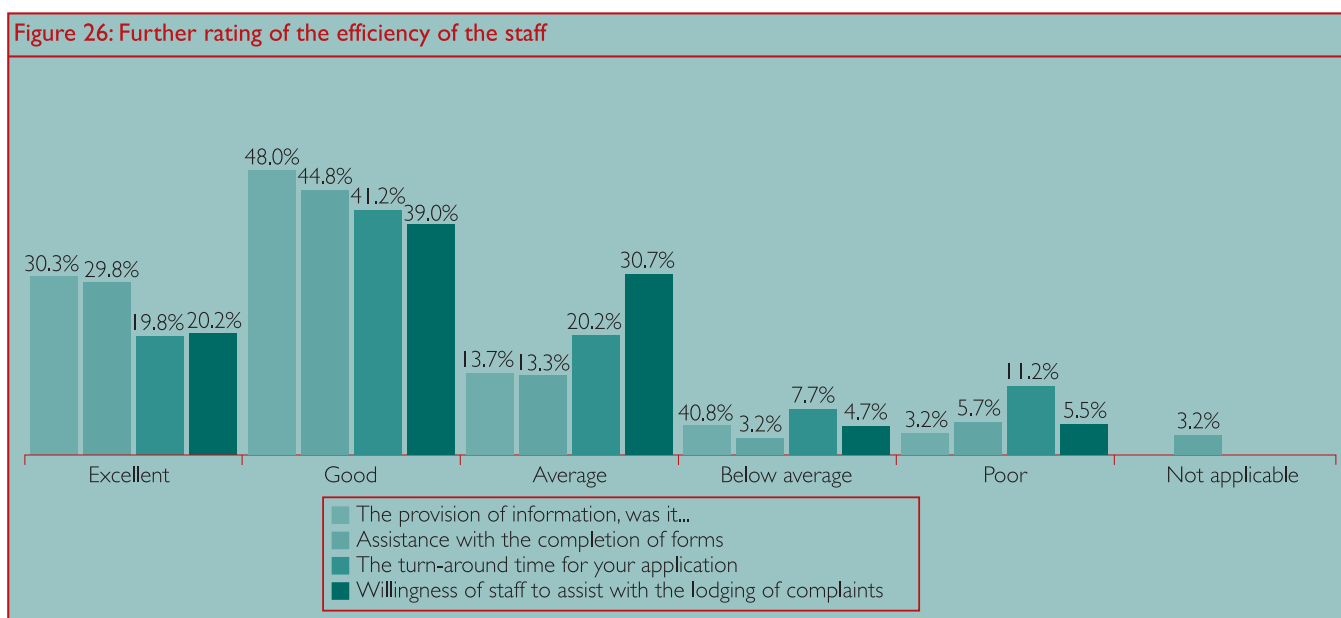


Figure 25 above shows the ratings of respondents with regards to expectations of the efficiency of services. Again, service expectations were higher than actual service delivery (84.2% against 64.5%).

Figure 26: Further rating of the efficiency of the staff



Overall, 78.3% of respondents perceived the provision of information as efficient by rating it as 'good' to 'excellent'.

Assistance with the completion of forms were rated 'good' to 'excellent' by 74.6% of respondents. The most satisfied respondents were in Limpopo (91.5%), while 22.6% in Mpumalanga perceived it as below average.

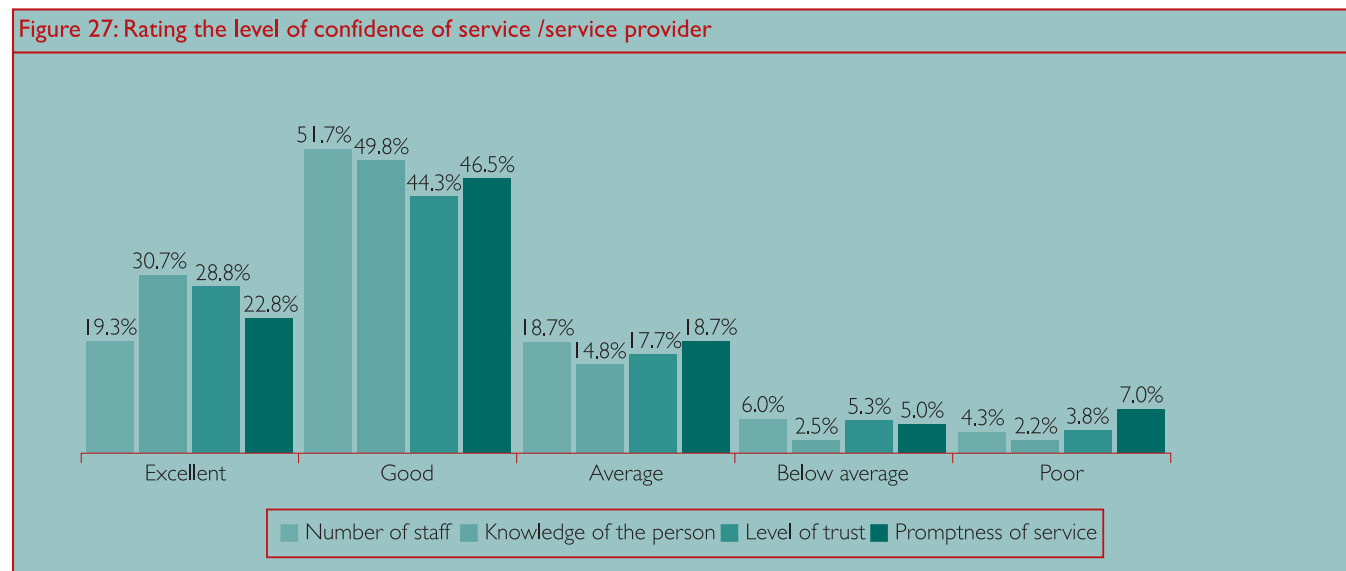
The turn-around time for applications from the application date for the service to the date they receive feedback from the department is perceived as less efficient with only 61% rating it as 'good' to 'excellent'. The provinces where it was rated below average are Mpumalanga (32.6%), Gauteng (27.7%), Free State (27.1%) and the Eastern Cape (21.4%). The actual time to execute the service also influenced these responses as some beneficiaries indicated that after their applications have been accepted it still take one year or more to get the required infrastructure, equipment, seeds or assistance they require.

The staff's willingness to assist with the lodging of complaints was rated as 'good' to 'excellent' by 59.2%. In Mpumalanga, 26.3% of the respondents rated it below average. Overall, the responsiveness to citizens' demands is rated 'good' to 'excellent'.

3.2.7 Assurance

The study also wanted to establish the level of confidence amongst citizens with regards to service delivery by the departments. Figure 27 below shows the ratings given by respondents on the confidence conveyed by officials of the departments of agriculture in the various provinces.

Figure 27: Rating the level of confidence of service/service provider



Overall, the number of staff on duty to handle the number of customers was rated 'good' to 'excellent' by 71.0% of respondents. In both Mpumalanga and Free State, 21.3% of the respondents rated it below average. Respondents in the Western Cape rated the number of staff as 15.8% below average.

The knowledge of staff was rated highest of the four service elements with 80.5% rating it as 'good' to 'excellent'. Again, in Mpumalanga 16.3% of respondents rated it as below average.

The level of trust of staff was rated as 'good' to 'excellent' by 73.1% of respondents. The responses from different provinces ranged from 60% to 86%.

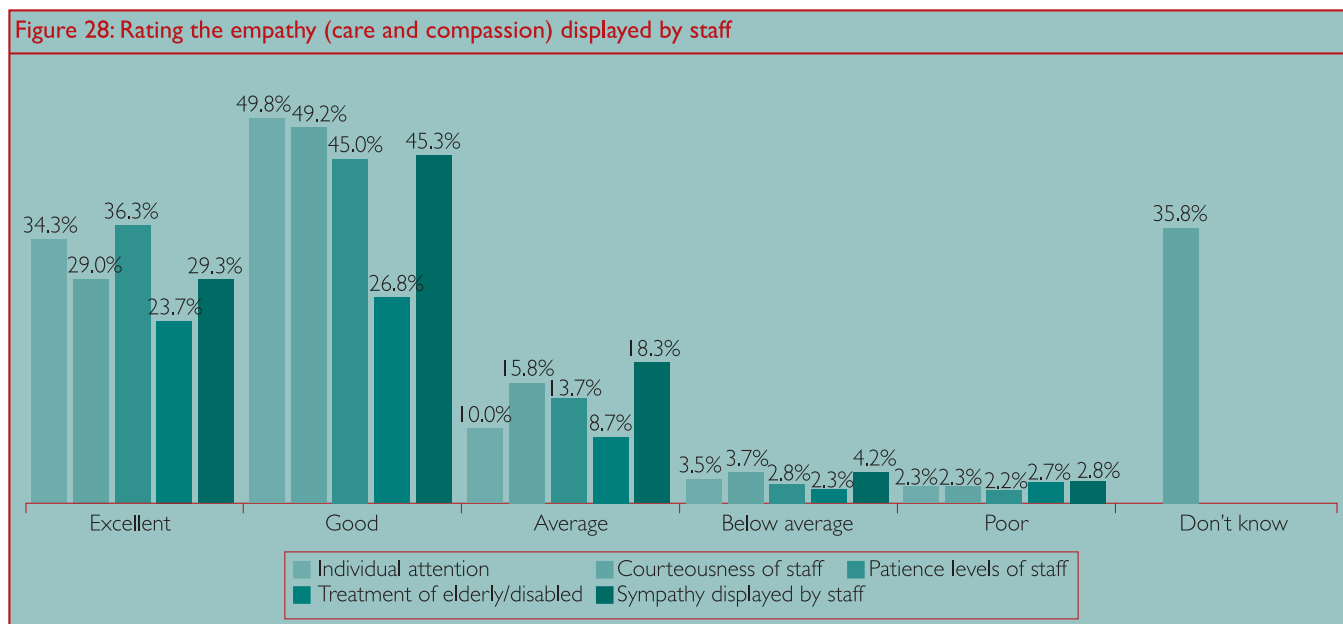
The promptness of service was rated 'good' to 'excellent' by 69.3% of respondents. This rating is the lowest of the four ratings. KwaZulu-Natal received the most positive rating (82.1%) and Mpumalanga the least at 53.8%.

It can be concluded that while the overall confidence of the respondents in the service delivery by departments are relatively high, there are provinces such as Mpumalanga, the Free State and the Western Cape that show negative gaps in certain elements of the confidence area.

3.2.8 Empathy

The survey further wanted to establish the levels of care and compassion experienced by citizens during their interaction with the department. The provision of caring and individualized attention ensures a feeling of satisfaction with clients. Respondents' ratings of aspects relating to empathy are shown in **Figure 28** below.

Figure 28: Rating the empathy (care and compassion) displayed by staff



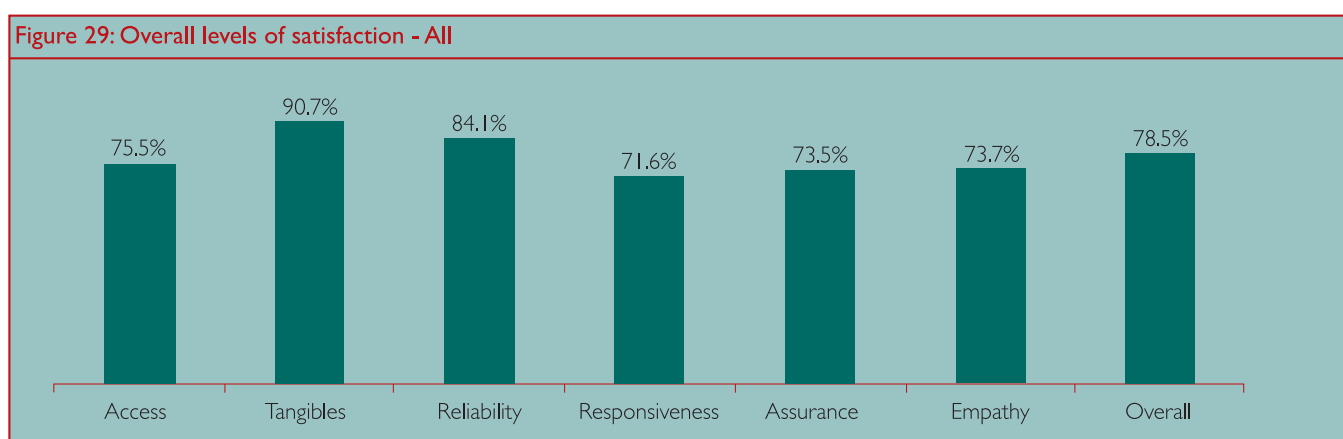
Individual attention (84.1%) and patience levels of staff (81.3%) were rated by more than 80% of respondents as 'good' to 'excellent'. Respondents were also positive about the courteousness of staff (78.2%) and sympathy displayed by staff (74.6%). A significant percentage of respondents were unable to provide a rating for the treatment of the elderly and disabled (35.8%). This is due to the fact that not many of the respondents physically visited the service points.

3.2.9 Levels of satisfaction

This section of the survey sought to establish the levels of satisfaction of citizens with the services they received. In order to address the possibility of emotional feeling of satisfaction at the time of the interview, the satisfaction scores were calculated on a scientific formula based on the six dimensions as identified in Chapter One. The scores calculated are shown in the figures following hereafter:

Figure 29 below reflects the overall levels of satisfaction calculated for all the provinces in total.

Figure 29: Overall levels of satisfaction - All

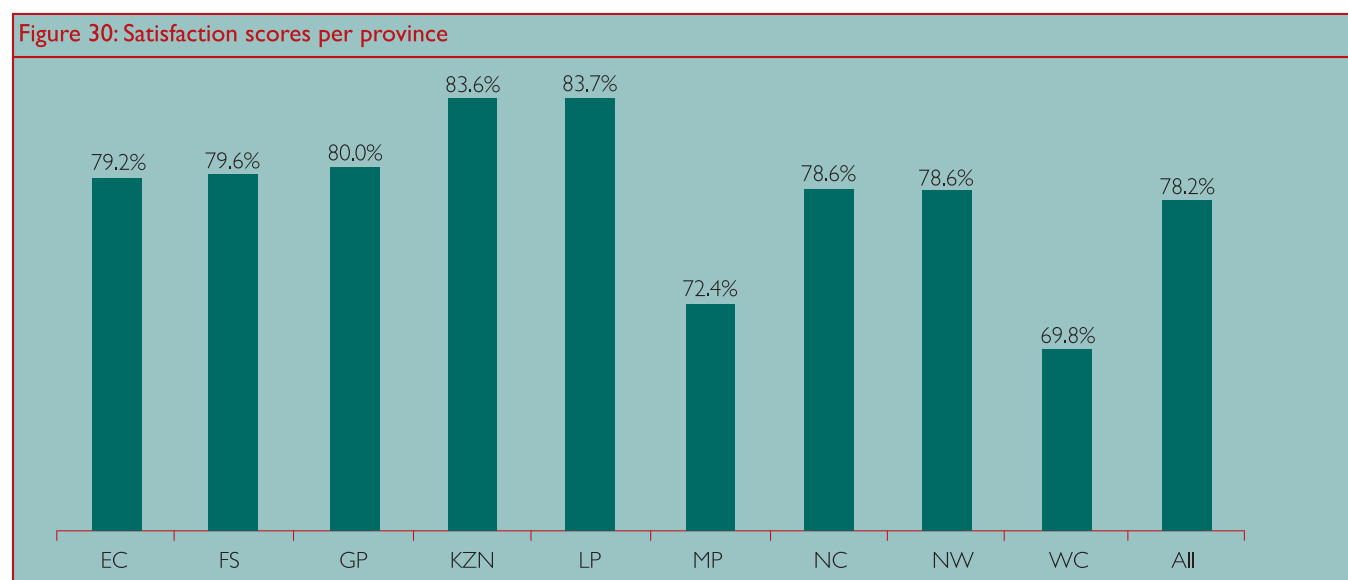


Overall, the average satisfaction scores are reminiscent of respondents that regard the services from the departments as 'good' to 'excellent'. The average rating of 78.2% is the overall satisfaction level with the services. This rating is higher than the score of 68% for Farmer Settlement services which was rated in 2005¹⁹. This indicates that over the past few years the efforts in rendering the various development services have improved and increased citizens' satisfaction therewith.

Respondents were most satisfied with the condition of the actual facilities (Tangibles). The second highest satisfaction score was given to the reliability or appropriateness of products and services. Although lower scores were given to responsiveness, assurance and empathy, these areas are still considered above average.

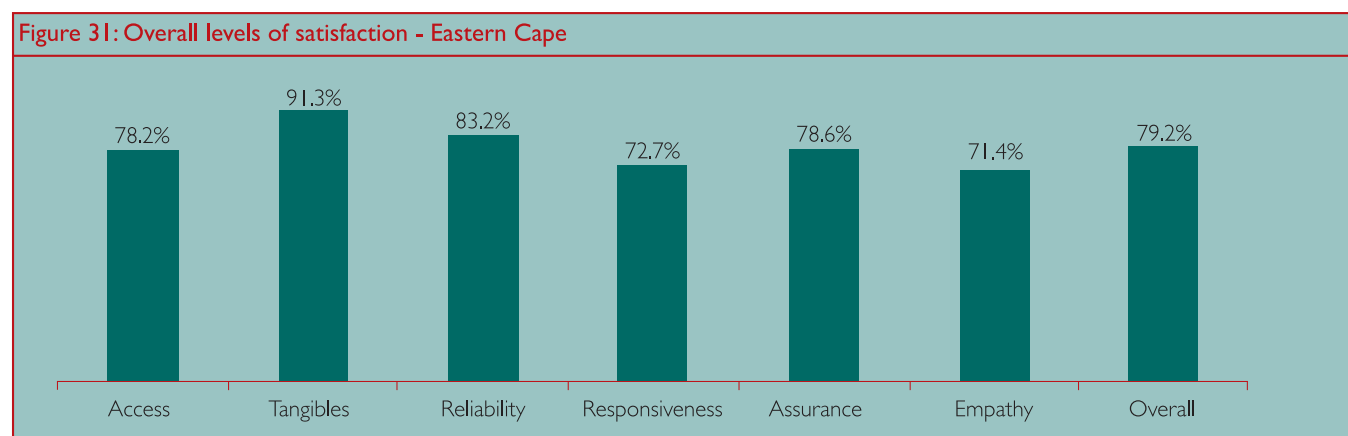
The scores calculated for the individual provinces are shown in **Figure 30** below.

Figure 30: Satisfaction scores per province



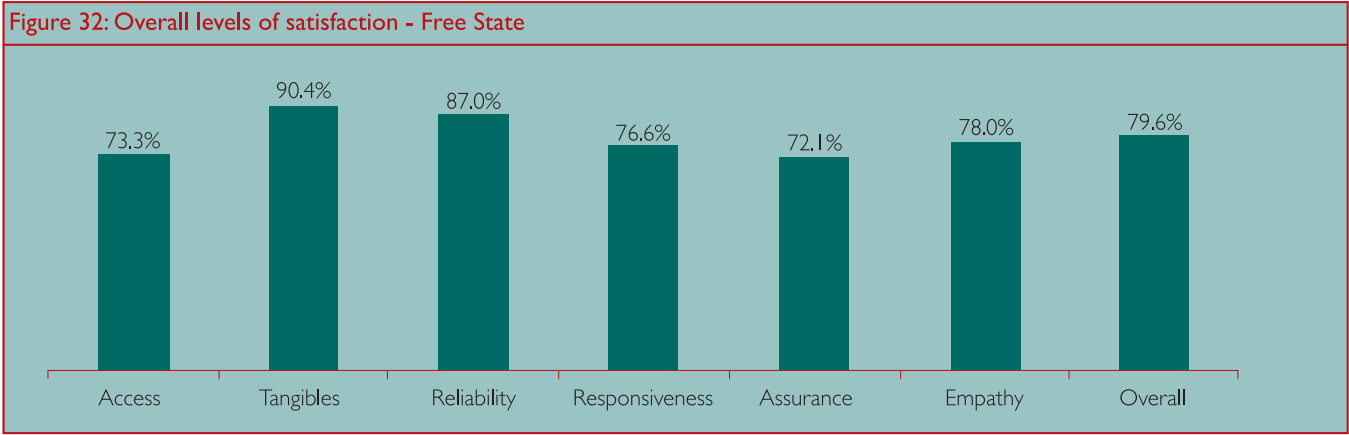
The respondents in Limpopo (83.7%) and KwaZulu-Natal (83.6%) were the most satisfied with the overall service they received. In the Western Cape, with a score of 69.8%, the satisfaction level is well below the overall average of 78.2%. This means that while the satisfaction is relatively high, it lags well behind the service levels of the other provinces.

Figure 31: Overall levels of satisfaction – Eastern Cape



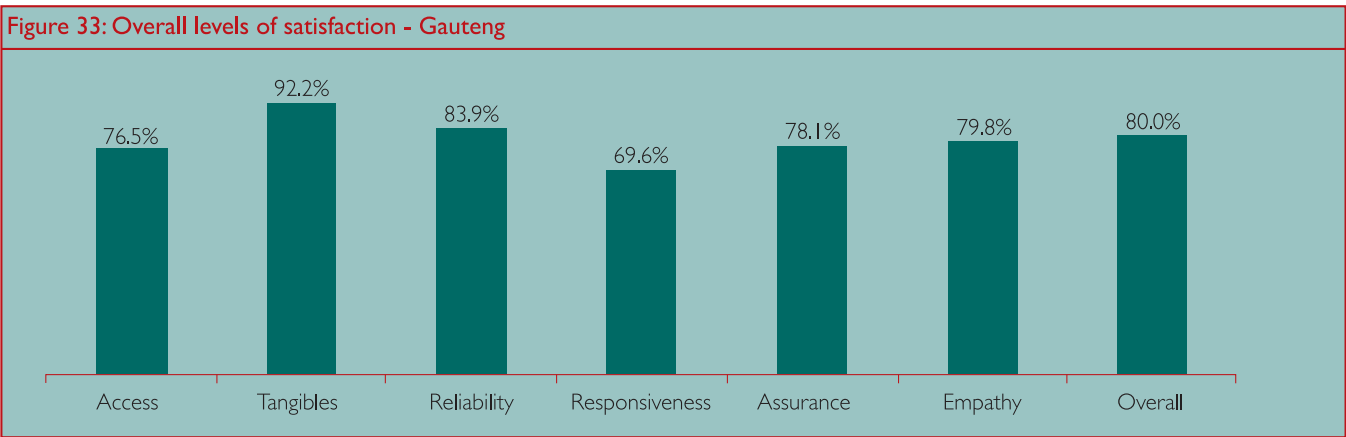
The satisfaction scores in the Eastern Cape ranged from 91.3% for Tangibles to 71.4% for Empathy. However, Empathy displayed by staff members received the lowest rating overall, namely 71.4%. The overall level of satisfaction in the Eastern Cape is 79.2%, slightly higher than the average of all the departments. It means that the Eastern Cape department is performing a better service than the average Agricultural department.

Figure 32: Overall levels of satisfaction – Free State



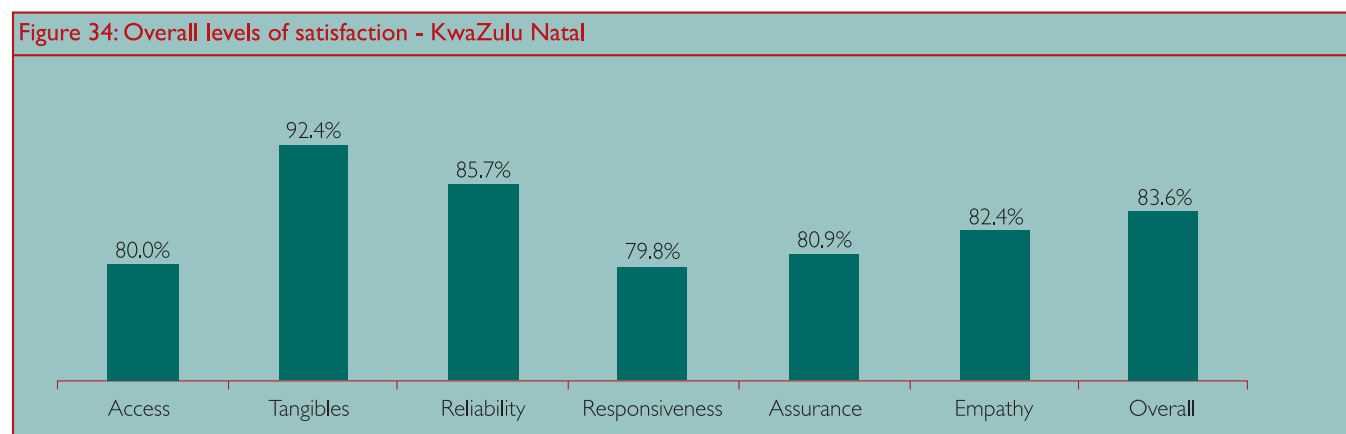
The overall level of satisfaction in the Free State is 79.6%, also slightly above the average for all departments. The tangible conditions of the facilities received the highest score of 90.4% while the other strong point of the service in the Free State, the reliability of the service, was rated at 87%. The level of confidence conveyed by the service or service provider, received the lowest satisfaction score of 72.1%.

Figure 33 Overall levels of satisfaction – Gauteng



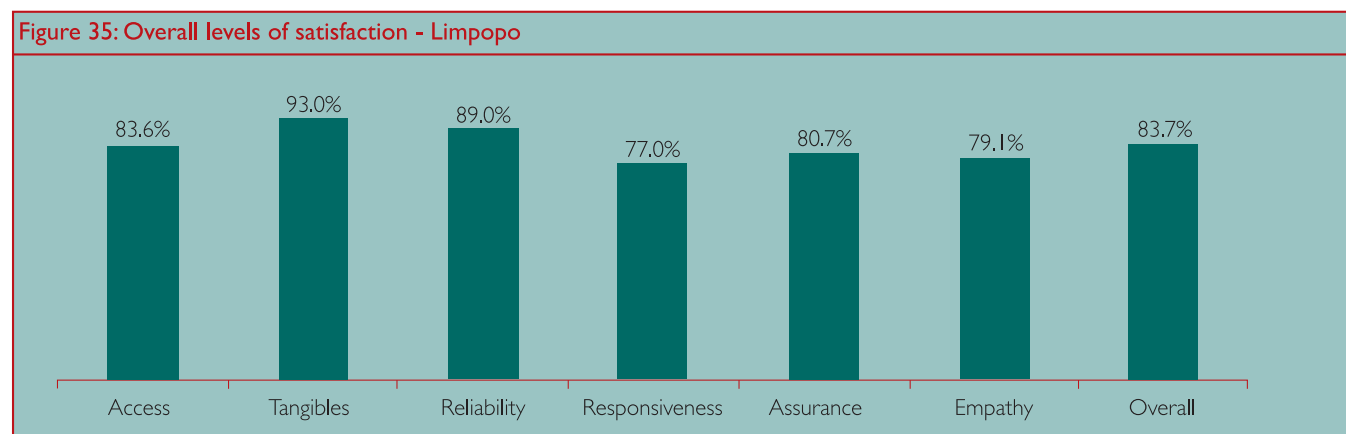
With an overall score of 80% for satisfaction, the Gauteng department is also above the average for all departments. The scores ranged from 69.6% for responsiveness to 92.2% for tangibles. Overall, it means that the provision of facilities and the reliability of the service delivery are strong points for the department, but that the responsiveness to citizens' needs is a possible weak area in the service delivery.

Figure 34: Overall levels of satisfaction – KwaZulu Natal



The overall level of satisfaction (83.6%) is one of the highest in the country. The aspect with which respondents seems to be most satisfied (92.4%) is the conditions of the facilities. The responsiveness, which measures the attention given to citizens, received the lowest overall satisfaction score of 79.8%. However, this score is still on a high level and leaves the department with little room for improvement.

Figure 35: Overall levels of satisfaction – Limpopo



In Figure 35 above, it is shown that the overall satisfaction of 83.7% which is the highest for all the provincial departments. The individual scores for Limpopo ranged from 77% for responsiveness to 93% for the tangibles at the facilities. Again the strongest points are the facilities and the reliability of the service.

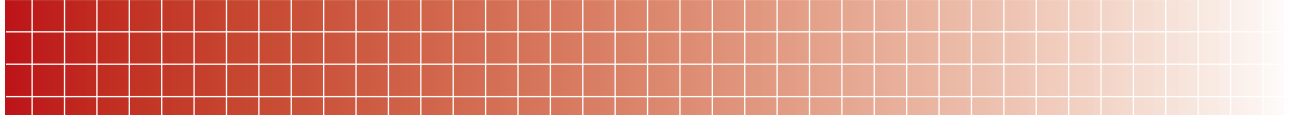
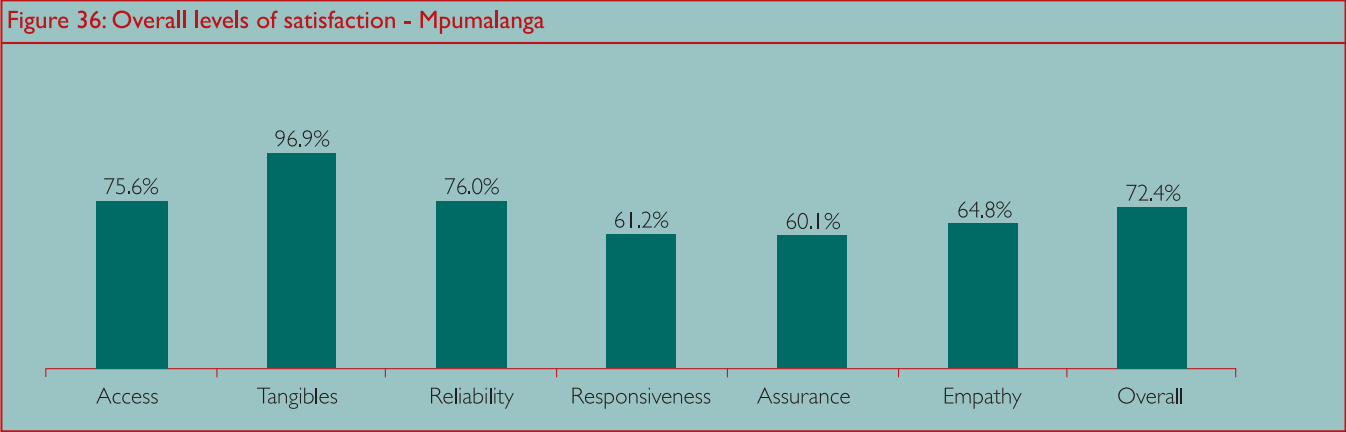
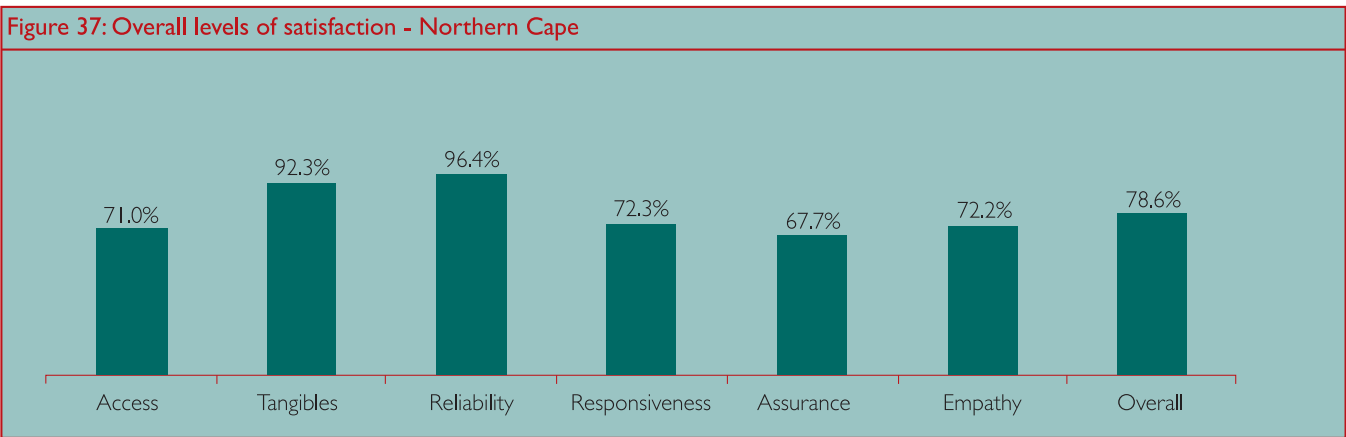


Figure 36: Overall levels of satisfaction – Mpumalanga



In Mpumalanga the scores for the dimensions ranged from 96.9% for the tangibles to 60.1% for assurance. The respondents in this province were in some aspects very negative and the scores for the elements responsiveness, assurance and empathy were low compared to other provinces. Overall, the level of satisfaction with service delivery by the department is 72.4%, the second lowest for all departments.

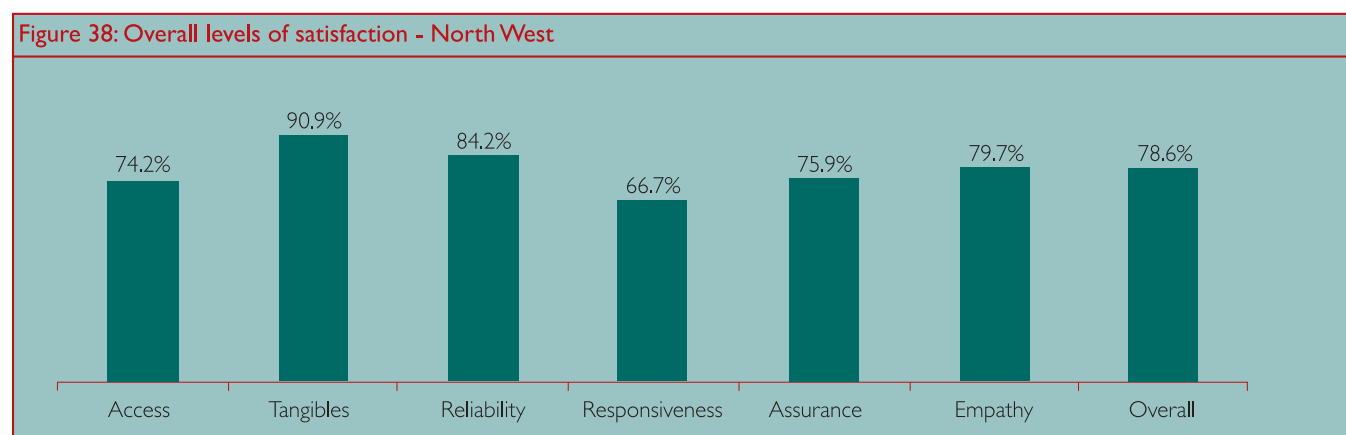
Figure 37: Overall levels of satisfaction – Northern Cape



The majority of respondents in the Northern Cape (6.4%) rated the reliability of services as the aspect they are most satisfied with. However, the aspect they were least satisfied with was the assurance (confidence in staff) which was rated at 67.7%. despite some low ratings, the overall rating of satisfaction is still high (78.6%).

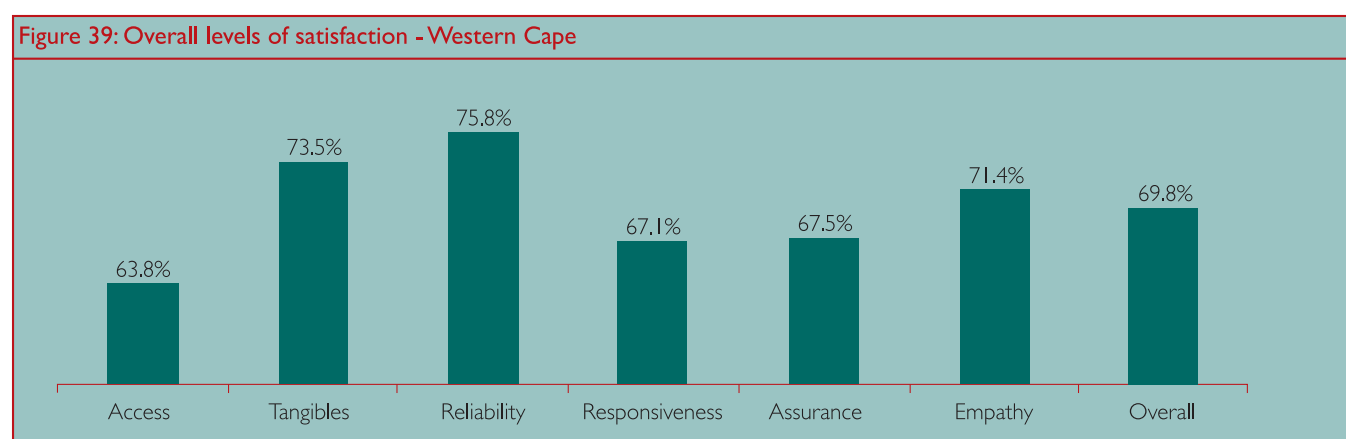


Figure 38: Overall levels of satisfaction – North West



The overall satisfaction level for the Agricultural services rendered by the North West department is 78.6%. Most respondents (90.9%) expressed their satisfaction with the tangible conditions of the facilities at service points. The lowest level of satisfaction was the attention given to citizens and the efficiency of the services which were rated at 66.7% (responsiveness).

Figure 39: Overall levels of satisfaction – Western Cape



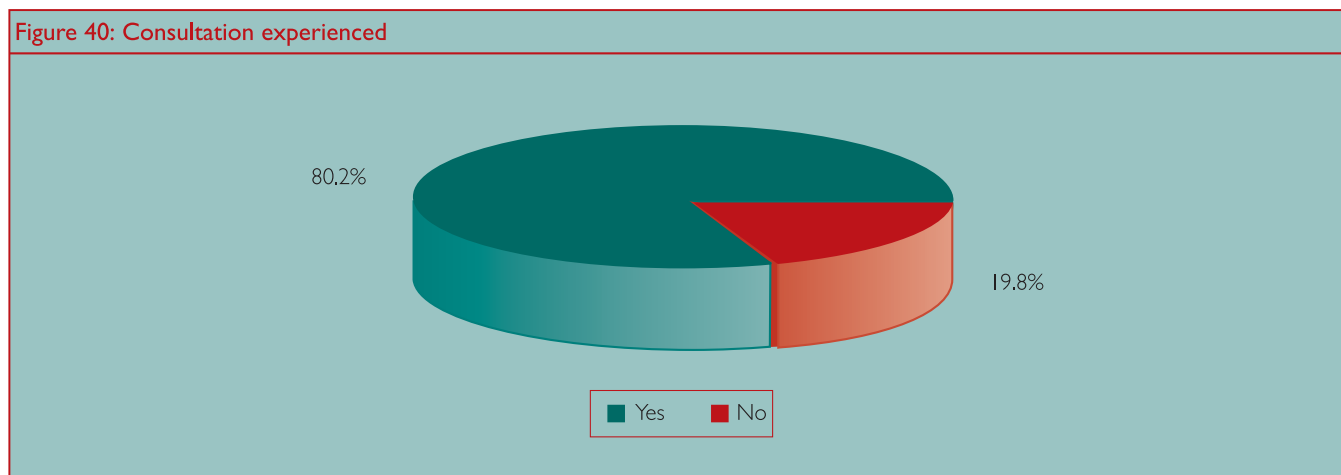
In the Western Cape the respondents were the most satisfied with the reliability of the service and the department. It was rated at 75.8%. However, it seems that the access (63.8%) to the service and the service points were the aspects which most respondents were the least satisfied with. This province scored, at 69.8%, the lowest overall level of satisfaction with services

3.2.10 Consultation

The Batho Pele principle of Consultation strives, through the inputs of citizens, to plan and prioritize to deliver better and be more responsive to their needs and expectations. These inputs are critical in any attempt to improve service delivery. The study wanted to establish the extent to which citizens were consulted on the services they receive.

In **Figure 40** below the experience of respondents with consultation by the Agricultural officials is illustrated.

Figure 40: Consultation experienced



Overall, eighty per cent (80.2%) of respondents stated that they have been consulted by the Agricultural department in their provinces on the services they provide. In the Eastern Cape (40.0%) and Western Cape (30.2%) respondents indicated that they were never consulted. The largest proportion of respondents who were consulted by their department was in Limpopo.

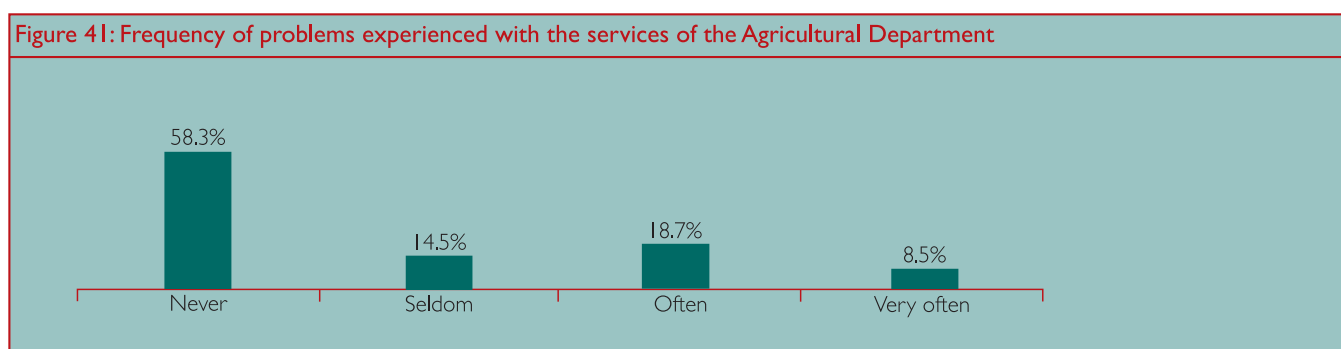
These figures may, however, not be a true reflection of real consultation as a previous investigation into 'Consultation' found that there is sometimes confusion in differentiating between communication and consultation.²⁰ This may be especially true in some of the rural areas where the education levels of respondents are low and they regard any communication with government officials as consultation.

3.2.11 Problems and complaints

Every government department should ensure that the promised level and quality of services is provided to citizens. This is the 'Redress' principle of the Batho Pele guidelines.²¹ As such the study also wanted to establish what kind of problems the respondents experienced during the delivery of service and how their complaints were handled.

This section starts with the frequency of problems experienced with the services which is reflected in **Figure 41** below.

Figure 41: Frequency of problems experienced with the services of the Agricultural Department

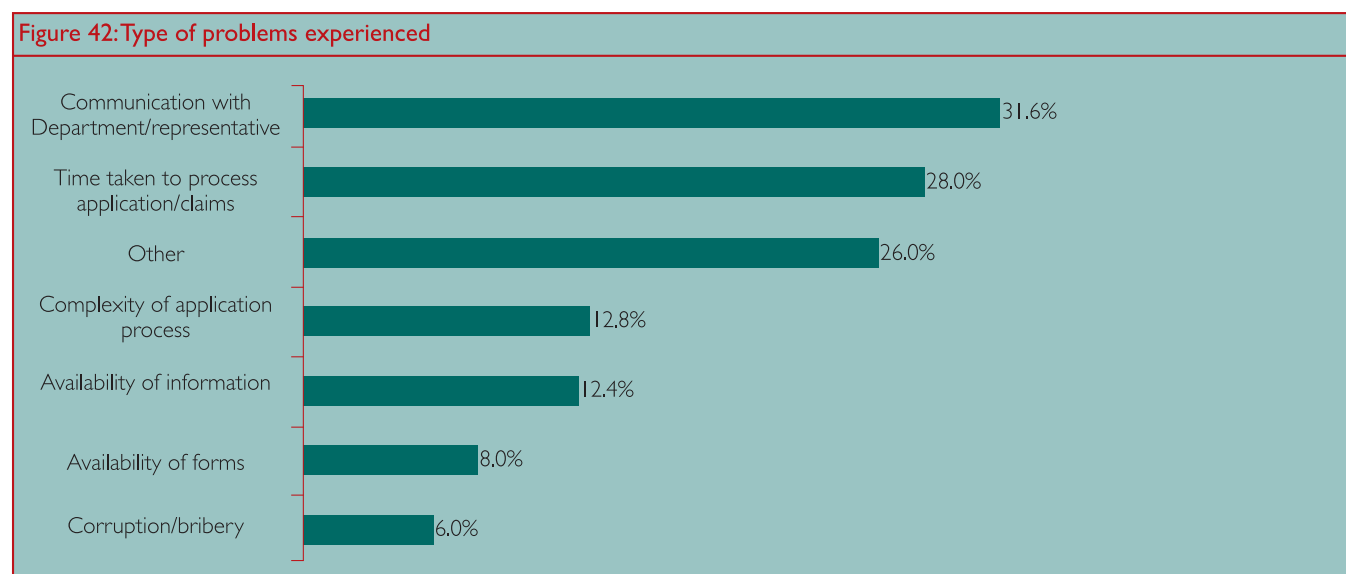


²⁰ Republic of South Africa. Public Service Commission: Report on the Evaluation of the Implementation of the Batho Pele Principle of Consultation, October 2007

²¹ Republic of South Africa: Department of Public Service and Administration. 2003 'Batho Pele Handbook: A Service Delivery Improvement Guide'. Government Internal Consulting Service, Pretoria.

Problems with the services have been experienced by 41.7% of the respondents of which 14.5% 'seldom', 18.7% 'often' and 8.5% 'very often'. The highest frequency of problems experienced was in KwaZulu-Natal (51.2%), followed by the Eastern Cape (50.0%), North West (43.9%) and Gauteng (43.1%).

Figure 42: Type of problems experienced

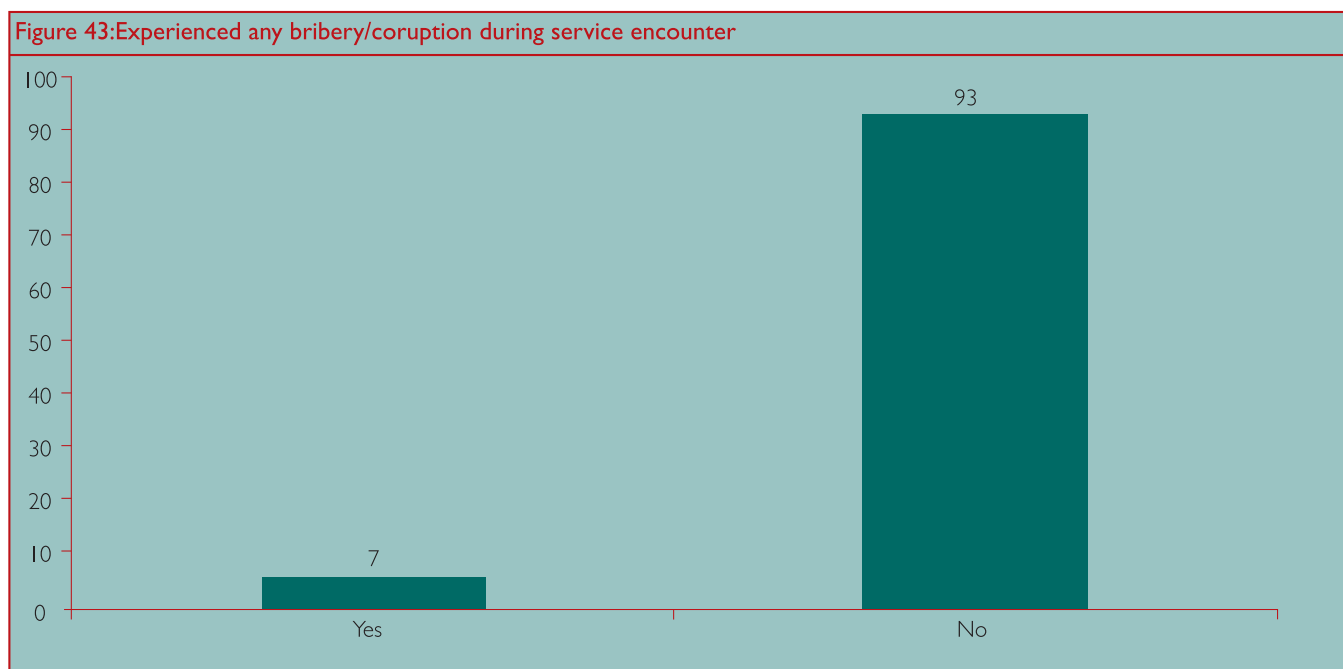


The problem mostly experienced by respondents was communication with the department (31.6%), followed by the time taken to process and finalize applications (28.0%). This means that they were unsure what is happening to their applications and did not know how far the processes have proceeded. This is in total contrast with the Batho Pele principles where it is required that citizens should always be given full and accurate information about the services they require.

The types of problems included under 'other' are mainly technical of nature and includes the following:

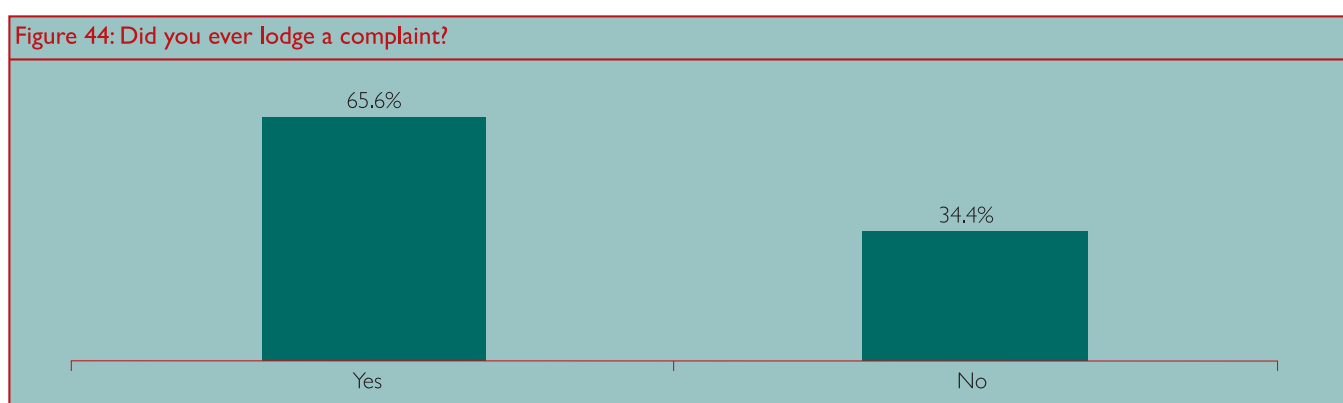
- Shortages of resources/equipment;
- Lack of water and electricity;
- Service promised but not delivered;
- Delays in covering of security tunnels;
- Lack of assistance with branding of animals;
- Provision of seeds; and
- The supply of chemicals.

Figure 43: Experienced any bribery/corruption during service encounter



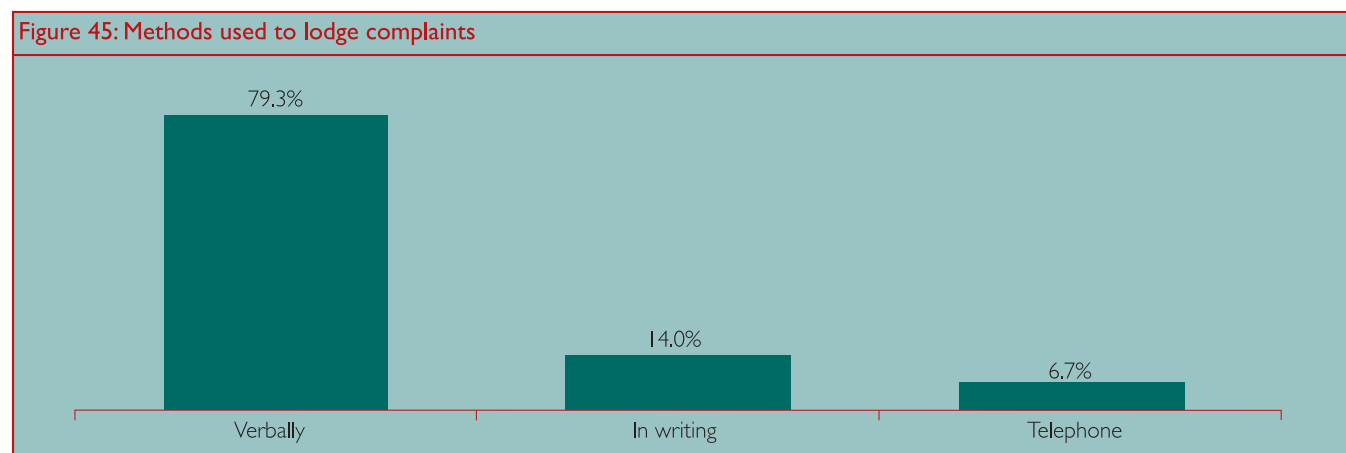
Ninety-three per cent (93.0%) of respondents stated that they have never experienced bribery or corruption in their dealings with the Agricultural departments. Incidences of bribery, however, seem to be high in KwaZulu-Natal (12.9%) and the Eastern Cape (12.9%). In two provinces, Limpopo and the Northern Cape, no incidences of bribery were reported.

Figure 44: Did you ever lodge a complaint?



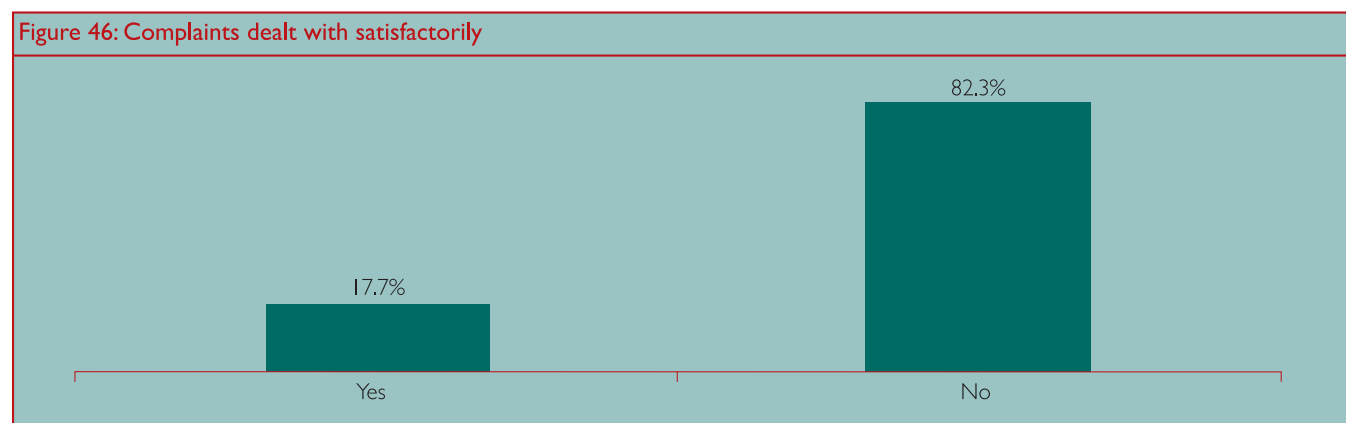
Two out of three respondents (65.6%) noted that they lodged complaints about the services they have received at their Agricultural department. Most of these complaints were lodged verbally (79.3%), as further illustrated in the following figure. Limpopo had the highest rate of lodged complaints (86%) of all provinces, meaning that respondents did not hesitate to lodge complaints.

Figure 45: Methods used to lodge complaints



As was found in previous surveys, citizens tend to complain verbally and seldom lodge an official written complaint. In this instance, only 14% submitted a written complaint. The degree to which these complaints were resolved is reflected in **Figure 46** below.

Figure 46: Complaints dealt with satisfactorily



The degree to which complaints are dealt with satisfactorily seems to be very low. Only 17.7% of respondents remarked that their complaints have been dealt with successfully. In Limpopo all respondents (100%) reacted negatively to this question while 38.1% in the Free State were satisfied with the results.

Figure 47: Reason for not lodging complaints

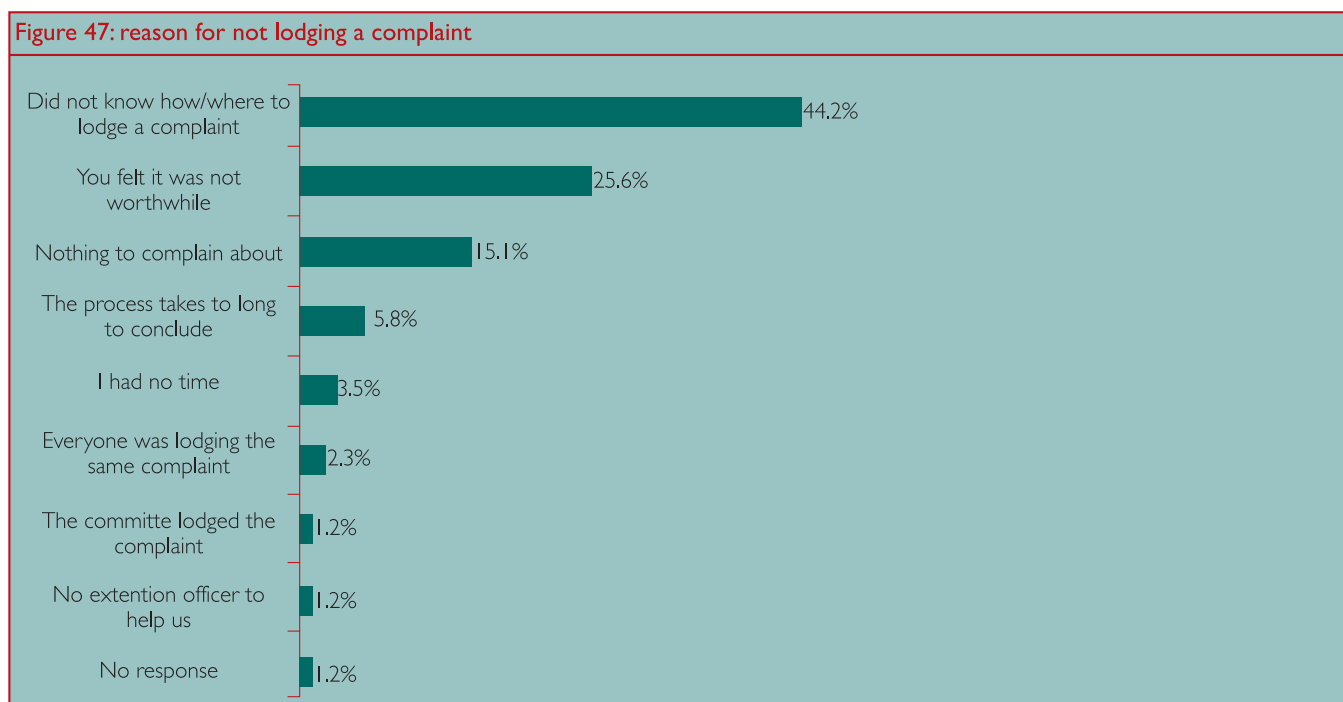


Figure 47 above shows that 44.2% of respondents did not know where or how to lodge a complaint. This is an indication that various departments do not have proper complaints mechanisms in place.

Figure 48: Overall satisfaction/dissatisfaction with services

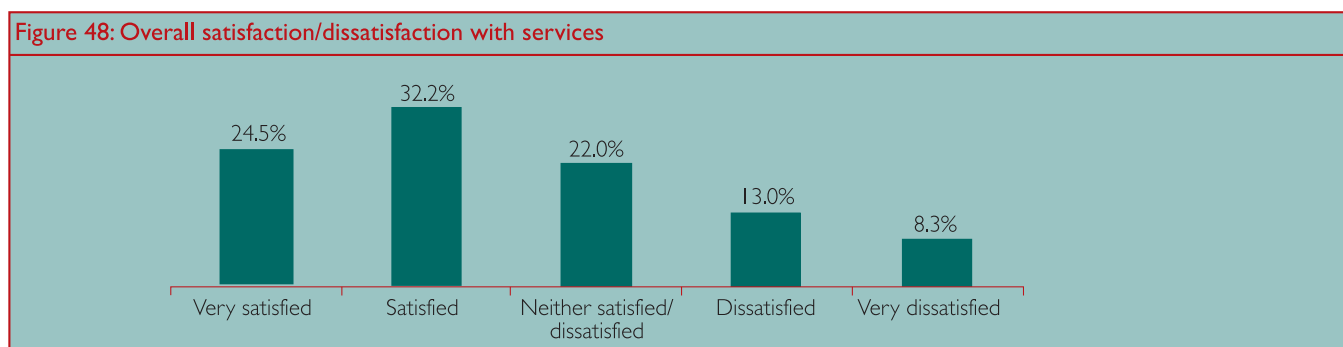


Figure 48 above shows that 56.7% rated their overall experience with the services received from their Agricultural department as 'satisfactorily' to 'very satisfactorily'. The Western Cape obtained the most positive ratings (73.0%) while KwaZulu-Natal received the lowest at 38.1%.

3.3 SWOT-ANALYSIS

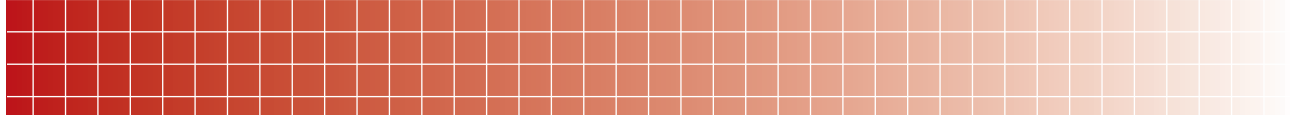
The study also sought to establish the strengths, weaknesses, opportunities and threats that affect the delivery of the support services to the emerging farmers and to the beneficiaries of the food security projects. Individual strengths are important for a high level of satisfaction, but while weaknesses are also an important aspect in assessing services, they push the satisfaction scores to lower levels. It seems that less importance is attached to longer term threats as the main short term concern of clients is better services.

Similarly, less importance is attached to opportunity for the improvement of service since citizens often lack the detailed knowledge of policies and processes that are instituted by departments. Lack of awareness of these opportunities can lead to higher satisfaction levels on the longer term.

The following matrix outlines the main strengths, weaknesses, opportunities and threats that were identified as affecting the service delivery in the provincial Departments of Agriculture.

<div> <div>High</div> <div>-----SATISFACTION-----</div> <div>Low</div> </div>	
<div> <div>High</div> <div>-----IMPORTANCE-----</div> <div>Low</div> </div>	Strengths Overall satisfaction score of 78% Departments scored highest on tangibles and reliability. Other dimensions also rated above average: <ul style="list-style-type: none"> • Waiting areas perceived as good • Cleanliness of facilities • Information desk • Friendliness of staff • Turnaround time of attending • Security and safety • Functioning of computers
	Weaknesses Expectations and experienced service delivery do not match Responsiveness scored lowest (can improve) Areas that received lowest scores: <ul style="list-style-type: none"> • Access for disabled people • Overall accessibility of service • Efficiency of staff • Efficiency of service • Turnaround time of applications • Willingness of staff to assist with complaints • Dealing with complaints
	Opportunities Support from other departments (NDoA, DLA & Social Development)), NGOs, co-operatives and Agricultural organizations.
	Threats Complexity of the processes including the involvement of other role-players. Bribery, by staff and service providers. Literacy level of clients affects their access to a high level of service.

The strengths identified concentrate on one area, namely the circumstances surrounding the facilities at the Agricultural offices. However, while a number of respondents visited these offices, the Extension Officer mostly go out to the farms or plots. As such, the weaknesses identified are of more importance and need to be addressed in order to improve service delivery. The complexity of the processes affects the time taken to process applications and the execution of the projects.



The literacy levels of clients also influence their applications and their understanding of the processes involved. As such the effectiveness of the Extension Officers could have a negative effect on service delivery.

The opportunity of the involvement of various stakeholders in the process, also contribute to the complexity of the processes which leads to drawn out application and executing processes.



Chapter Four

Conclusion and Recommendations

4.1 INTRODUCTION

Measuring citizen satisfaction of service delivery is considered an essential component and building block of performance management. This survey focused on measuring key service elements of the nine provincial Agricultural departments. The clients of these departments are emerging farmers and participants in some food security projects.

In order to determine the satisfaction levels of citizens, the results from this survey were analysed according to dimensions based on the international service satisfaction model, SERVQUAL²². These are accessibility, tangibles, reliability, responsiveness, assurance and empathy²³.

This chapter presents the conclusion and recommendations of the study. Recommendations are made in line with the overall objectives of the study.

4.2 CONCLUSION

The overall level of satisfaction for these Agricultural services in South Africa is 78.2%. The province with the lowest level of satisfaction is the Western Cape (69.8%) while Limpopo scored the highest with 83.7%. The findings from this survey show that gaps exist between service expectations (78%) and actual service delivery experienced (65%). The service expectations towards the efficiency of services and staff from the Agricultural departments were notably higher than was actually experienced.

Considering the six service dimensions, the findings showed that the actual facilities of departments were perceived 'good' to 'excellent'. Aspects relating to the condition of facilities (**Tangibles**) include waiting areas, cleanliness of facilities, security and safety, information desks and functioning of computers. This dimension was rated highest of all six dimensions.

Reliability encapsulates the appropriateness of the product or service and the ability to perform the service accurately. This was rated the second highest. The staff was perceived as friendly and courteous. However, the ability of staff to accurately perform the services offered was rated notably lower than the other activities comprising the dimension.

The third highest rated dimension deals with the way citizens accessed the services and their experiences (**Accessibility**). The average client has visited a department three times over a 12 month period. Generally clients were satisfied with activities relating to this dimension, which includes signage, time taken to be attended to, and the ability to contact the department telephonically.

The findings also showed that respondents with no schooling accounted for 15.3% of the total sample across the nine provinces. Respondents with some schooling accounted for 64.7% of the total sample. The relative lower educational level of clients therefore needs to be taken into account when developing forms in order to make it user-friendly for completion. This aspect was identified as a potential weak point.

The three dimensions rated lowest were **empathy, assurance** and **responsiveness**. Empathy refers to the level of care and compassion experienced by citizens. The provision of caring and individualized attention ensures a feeling of satisfaction with clients. Assurance deals with a department's ability to instill confidence amongst citizens with regards to service delivery. Responsiveness considers the various provincial departments' ability to react to citizens' service demands.

A SWOT-analysis of these three dimensions showed that the following areas received low scores:

- Access for disabled people
- Overall accessibility of service

22 Berry, L. 1988. 'SERVQUAL: A Multiple-item scale for Measuring Consumer Perceptions of Service Quality.' University of Texas.

23 Public Service Commission, Citizen Satisfaction Survey 2006/2007, DHA, DTI & Transport services by Provincial Departments, September 2007.

- Efficiency of staff
- Efficiency of service
- Turnaround time of applications
- Willingness of staff to assist with complaints
- Dealing with complaints
- Communication with the Department.

4.3 RECOMMENDATIONS

Based on the above findings, the PSC has identified some key areas and priority challenges for the improvement of service delivery in the departments of Agriculture at Provincial level.

- Public administration:
 - (i) A central and standardized database of clients (emerging farmers and beneficiaries of food security projects) should be developed by various provincial Agricultural departments. This will ensure that activities such as communication, feedback and training are performed more efficiently and effectively.
 - (ii) Processes and activities relating to the responsiveness of provincial Agricultural departments should be addressed and kept up to date. This includes improving the efficiency of staff, services and the turnaround time of applications.
 - (iii) In the light of the literacy level of the citizens involved, the current level of the user-friendliness of forms should be evaluated.
- Consultation and communication:

More regular visits by Extension Officers to the individual sites where projects and programmes are undertaken should be made. During such visits the needs of the beneficiaries should be ascertained and they should, on a continuous basis, be informed of the progress of different processes.
- Complaints:
 - (iii) Channels should be created and communicated to the citizens who are clients of the departments, to lodge complaints and systems developed so that complaints can be dealt with quickly and efficiently.
 - (iv) As staff was perceived to lack the willingness to assist with the lodging of complaints, they need to be trained to be more sensitive and cooperative.
- Corruption:

In most provinces there were indications of bribery. Departments should urgently investigate these allegations and put systems in place to address the problem.
- Other:

While 42% of the beneficiaries of Agricultural services is above the age of 55, and 22% of respondents rated access for the disabled as below average, it may mean that they are in the process of observing factors that can influence their access to a building. Therefore, it also indicates that it is an important factor to them and that access to buildings should be looked at in order to make them more accessible to the elderly and disabled citizens. Overall, the accessibility to the services needs to be improved.

Annexures

ANNEXURE A: DEMOGRAPHIC PROFILE

Table 3: Gender of the sample

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Male	42.9%	71.4%	63.1%	45.2%	14.3%	52.5%	53.7%	56.1%	50.8%	49.5%
Female	57.1%	28.6%	36.9%	54.8%	85.7%	47.5%	46.3%	46.9%	49.2%	50.5%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 4: Sample by population group

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
African	100.0%	82.9%	89.2%	100.0%	100.0%	98.8%	73.2%	100.0%	27.0%	87.2%
Coloured	-	15.7%	9.2%	-	-	-	26.8%	-	71.4%	12.2%
Asian	-	-	1.5%	-	-	-	-	-	-	0.2%
White	-	1.4%	-	-	-	1.3%	-	-	1.6%	0.5%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 5: Age category of the sample

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
16-24	11.4%	1.4%	-	1.2%	1.4%	1.3%	2.4%	8.8%	3.2%	3.3%
25-34	14.3%	8.6%	3.1%	3.6%	5.7%	15.0%	19.5%	17.5%	12.7%	10.5%
35-54	34.3%	40.0%	50.8%	40.5%	51.4%	47.5%	56.1%	29.8%	41.3%	43.2%
55-64	14.3%	22.9%	30.8%	33.3%	22.9%	23.8%	17.1%	31.6%	22.2%	24.7%
Above 65	24.3%	24.3%	15.4%	20.2%	17.1%	12.5%	4.9%	12.3%	19.0%	17.3%
Refused	1.4%	2.9%	-	1.2%	1.4%	-	-	-	1.6%	1.0%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 6: Educational level of the sample

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
No schooling	18.6%	15.7%	7.7%	17.9%	28.6%	11.3%	4.9%	22.8%	6.3%	15.3%
Some primary school	18.6%	34.3%	10.8%	28.6%	18.6%	16.3%	26.8%	21.1%	15.9%	21.2%
Completed primary school	7.1%	8.6%	12.3%	29.8%	12.9%	13.8%	19.5%	3.5%	15.9%	14.0%
Grade 8 (std 6)	21.4%	5.7%	13.8%	10.7%	18.6%	20.0%	9.8%	22.8%	20.6%	16.0%
Grade 10 (std 8)	12.9%	21.4%	18.5%	7.1%	17.1%	16.3%	4.9%	10.5%	9.5%	13.5%
Matric / NTC 3	11.4%	8.6%	16.9%	2.4%	4.3%	13.8%	29.3%	17.5%	15.9%	12.2%
Post Matric Diploma	4.3%	4.3%	15.4%	1.2%	-	6.3%	4.9%	-	14.3%	5.5%
Degree	4.3%	-	4.6%	-	-	2.5%	-	-	-	1.3%
Refused	1.4%	1.4%	-	2.4%	-	-	-	1.8%	1.6%	1.0%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 7: The type of client sample

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Programme	70.0%	91.4%	61.5%	66.7%	45.7%	36.3%	100.0%	19.3%	14.3%	55.2%
Food security	30.0%	8.6%	38.5%	33.3%	54.3%	63.8%	-	80.7%	85.7%	44.8%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

ANNEXURE B1: SERVICE EXPECTATIONS

Table 8: Expectations of accessibility of services from the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Definitely not accessible	-	4.3%	4.6%	1.2%	1.4%	2.5%	2.4%	3.5%	12.7%	3.5%
Limited	4.3%	1.4%	4.6%	-	4.3%	2.5%	4.9%	3.5%	1.6%	2.8%
Uncertain	18.6%	2.9%	3.1%	2.4%	4.3%	7.5%	-	1.8%	9.5%	5.8%
To some extent	35.7%	17.1%	15.4%	14.3%	8.6%	10.0%	17.1%	24.6%	38.1%	19.7%
To a great extent	41.4%	74.3%	72.3%	82.1%	81.4%	77.5%	75.6%	66.7%	38.1%	68.2%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 9: Certainty of getting the right product/service from the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Very certain	31.4%	67.1%	58.5%	60.7%	54.3%	67.5%	36.6%	57.9%	12.7%	51.0%
Certain	41.4%	22.9%	32.3%	28.6%	31.4%	18.8%	58.5%	26.3%	44.4%	32.3%
Average	17.1%	1.4%	3.1%	2.4%	8.6%	5.0%	2.4%	7.0%	23.8%	7.8%
Uncertain	4.3%	5.7%	4.6%	3.6%	4.3%	8.8%	-	1.8%	14.3%	5.5%
Very uncertain	5.7%	2.9%	1.5%	4.8%	1.4%	-	2.4%	7.0%	4.8%	3.3%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 10: Expected efficiency of staff at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Not efficient at all	-	-	3.1%	-	-	-	2.4%	-	1.6%	0.7%
Not efficient	2.9%	1.4%	-	2.4%	-	-	-	-	4.8%	1.3%
Average	30.0%	5.7%	12.3%	3.6%	2.9%	13.8%	14.9%	1.8%	22.2%	11.0%
Somewhat efficient	28.6%	14.3%	9.2%	16.7%	24.3%	7.5%	12.2%	15.8%	36.5%	18.3%
Very efficient	38.6%	78.6%	75.4%	77.4%	72.9%	78.8%	80.5%	82.5%	34.9%	68.7%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 11: Level of efficiency expected from the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Very high	31.4%	70.0%	67.7%	64.3%	54.3%	72.5%	41.5%	52.6%	27.0%	54.8%
High	58.6%	21.4%	23.1%	31.0%	35.7%	16.3%	56.1%	42.1%	39.7%	34.5%
Average	10.0%	5.7%	7.7%	-	10.0%	11.3%	-	5.3%	27.0%	8.7%
Low	-	1.4%	1.5%	2.4%	-	-	-	-	3.2%	1.0%
Very low	-	1.4%	-	2.4%	-	-	2.4%	-	3.2%	1.0%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

ANNEXURE B2: ACCESS

Table 12: Did you work through leaders to access the Agricultural Department?

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Yes	58.6%	37.1%	64.6%	100.0%	54.3%	55.0%	19.5%	50.9%	44.4%	56.7%
No	41.4%	62.9%	35.4%	-	45.7%	45.0%	80.5%	49.1%	55.6%	43.3%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 13: Time in which contact was made with representative from the Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Never	2.0%	4.3%	1.5%	14.3%	11.4%	17.5%	9.8%	14.0%	12.7%	12.0%
Past month	35.7%	72.9%	56.9%	52.4%	51.4%	47.5%	63.4%	33.3%	31.7%	49.3%
Within last 3 months	12.9%	8.6%	6.2%	29.8%	22.9%	10.0%	4.9%	17.5%	22.2%	15.7%
Within last 6 months	8.6%	-	7.7%	2.4%	1.4%	5.0%	12.2%	15.8%	14.3%	6.8%
Longer than 6 months ago	20.0%	7.1%	23.1%	1.2%	11.4%	17.5%	9.8%	19.3%	11.1%	13.2%
Uncertain	2.9%	7.1%	4.6%	-	1.4%	2.5%	-	-	7.9%	3.0%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 14: Personal visits to the service points of the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Yes	45.7%	71.4%	78.5%	78.6%	61.4%	48.8%	82.9%	61.4%	54.0%	64.0%
No	54.3%	28.6%	21.5%	21.4%	38.6%	51.3%	17.1%	38.6%	46.0%	36.0%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 15: Rating of the Signage: Information boards

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	-	12.0%	7.8%	-	-	2.6%	2.9%	14.3%	11.8%	5.5%
Below average	-	4.0%	-	-	-	-	-	5.7%	11.8%	2.1%
Average	12.5%	2.0%	11.8%	6.1%	2.3%	2.6%	11.8%	2.9%	26.5%	8.1%
Good	56.3%	22.0%	37.3%	57.6%	51.2%	28.2%	35.3%	34.3%	41.2%	40.9%
Excellent	31.3%	60.0%	43.1%	36.4%	46.5%	66.7%	50.0%	42.9%	8.8%	43.5%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 16: Rating the access for disabled people

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	6.3%	8.0%	5.9%	4.5%	23.3%	30.8%	2.9%	57.1%	11.8%	15.4%
Below average	3.1%	12.0%	5.9%	1.5%	16.3%	7.7%	5.9%	5.7%	5.9%	7.0%
Average	9.4%	18.0%	39.2%	12.1%	11.6%	10.3%	29.4%	11.4%	32.4%	19.3%
Good	46.9%	38.0%	23.5%	45.5%	18.6%	7.7%	38.2%	2.9%	35.3%	29.4%
Excellent	34.4%	24.0%	25.5%	36.4%	30.2%	43.6%	23.5%	22.9%	14.7%	28.9%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 17: Rating the time you waited before being attended to

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	3.1%	-	3.9%	4.5%	-	2.6%	-	5.7%	-	2.3%
Below average	3.1%	2.0%	5.9%	4.5%	2.3%	-	-	2.9%	5.9%	3.1%
Average	3.1%	4.0%	11.8%	12.1%	7.0%	2.6%	11.8%	-	17.6%	8.1%
Good	65.6%	38.0%	39.2%	43.9%	32.6%	30.8%	50.0%	28.6%	52.9%	41.7%
Excellent	25.0%	56.0%	39.2%	34.8%	58.1%	64.1%	38.2%	62.9%	23.5%	44.8%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 18: Do you recall the particulars of the duty manager at the Agricultural Department?

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Yes	46.9%	44.0%	54.9%	78.8%	60.5%	61.5%	50.0%	45.7%	58.8%	57.3%
No	53.1%	56.0%	45.1%	21.2%	39.5%	38.5%	50.0%	54.3%	41.2%	42.7%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 19: Have you ever phoned the service point/representative from Agricultural Department?

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Yes	25.7%	48.6%	69.2%	20.2%	55.7%	41.3%	51.2%	42.1%	68.3%	45.7%
No	74.3%	51.4%	30.8%	79.8%	44.3%	58.8%	48.8%	57.9%	31.7%	54.3%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 20: Rating of the ability to contact the Agricultural Department telephonically

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	-	-	4.4%	-	-	-	4.8%	-	2.3%	1.5%
Below average	-	2.9%	2.2%	-	-	-	14.3%	-	4.7%	2.6%
Average	22.2%	5.9%	4.4%	-	-	-	19.0%	4.2%	16.3%	8.4%
Good	50.0%	41.2%	48.9%	58.8%	61.5%	-	52.4%	37.5%	48.8%	47.8%
Excellent	27.8%	50.0%	40.0%	41.2%	38.5%	57.6%	9.5%	58.3%	27.9%	39.8%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 21: How would you rate the accessibility of the service at the Agricultural Department?

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	-	7.1%	9.2%	2.4%	4.3%	10.0%	4.9%	7.0%	-	5.0%
Below average	-	15.7%	3.1%	8.3%	4.3%	12.5%	12.2%	-	6.3%	7.0%
Average	18.6%	31.4%	21.5%	19.0%	15.7%	12.5%	17.1%	21.1%	27.0%	20.3%
Good	58.6%	31.4%	49.2%	32.1%	44.3%	28.8%	46.3%	56.1%	46.0%	42.7%
Excellent	22.9%	14.3%	16.9%	38.1%	31.4%	36.3%	19.5%	15.8%	20.6%	25.0%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 22: How would you rate the convenience of operating hours of the Agriculture offices?

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	-	1.4%	-	-	1.4%	5.0%	2.4%	5.3%	-	1.7%
Below average	2.9%	-	-	3.6%	1.4%	3.8%	-	1.8%	1.6%	1.8%
Average	15.7%	18.6%	24.6%	17.9%	14.3%	21.3%	22.0%	17.5%	34.9%	20.5%
Good	54.3%	50.0%	30.8%	51.2%	45.7%	26.3%	61.0%	50.9%	42.9%	45.0%
Excellent	27.1%	30.0%	44.6%	27.4%	37.1%	43.8%	14.6%	24.6%	20.6%	31.0%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 23: How would you rate the availability of forms at the Agricultural Department?

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	10.0%	2.9%	1.5%	4.8%	8.6%	13.8%	4.9%	7.0%	1.6%	6.3%
Below average	2.9%	4.3%	1.5%	10.7%	-	7.5%	2.4%	1.8%	1.6%	4.0%
Average	20.0%	22.9%	7.7%	17.9%	4.3%	10.0%	31.7%	8.8%	23.8%	15.7%
Good	51.4%	44.3%	50.8%	36.9%	20.0%	27.5%	39.0%	31.6%	57.1%	39.5%
Excellent	15.7%	25.7%	38.5%	29.8%	67.1%	41.3%	22.0%	50.9%	15.9%	34.5%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 24: How would you rate the user friendliness of forms at the Agricultural Department?

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	8.6%	-	7.7%	3.6%	10.0%	12.5%	2.4%	7.0%	-	6.0%
Below average	4.3%	5.7%	1.5%	14.3%	-	8.8%	2.4%	1.8%	3.2%	5.2%
Average	28.6%	32.9%	6.2%	11.9%	4.3%	10.0%	26.8%	17.5%	42.9%	19.3%
Good	47.1%	37.1%	40.0%	34.5%	31.4%	25.0%	58.5%	40.4%	28.6%	36.8%
Excellent	11.4%	24.3%	44.6%	35.7%	54.3%	43.8%	9.8%	33.3%	25.4%	32.7%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 25: Assistance with the completion of forms at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Yes	65.7%	97.1%	86.2%	88.1%	85.7%	72.5%	97.6%	78.9%	82.5%	83.2%
No	34.3%	2.9%	13.8%	11.9%	14.3%	27.5%	2.4%	21.1%	17.5%	16.8%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 26: Assistance in the language you understand at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Yes	85.7%	95.7%	89.2%	89.3%	95.7%	95.0%	100.0%	86.0%	95.2%	92.2%
No	14.3%	4.3%	10.8%	10.7%	4.3%	5.0%	-	14.0%	4.8%	7.8%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

ANNEXURE B3: TANGIBLES

Table 27: If visited the service point at the Agricultural Department, how would you rate the waiting area?

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	-	4.0%	2.0%	1.5%	-	-	-	-	5.9%	1.6%
Below average	-	2.0%	2.0%	1.5%	-	-	-	2.9%	2.9%	1.3%
Average	6.3%	2.0%	11.8%	6.1%	4.7%	7.7%	-	2.9%	17.6%	6.5%
Good	34.4%	14.0%	25.5%	25.8%	48.8%	23.1%	23.5%	20.0%	50.0%	28.6%
Excellent	59.4%	78.0%	58.8%	65.2%	46.5%	69.2%	76.5%	74.3%	23.5%	62.0%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 28: If visited the service point at the Agricultural Department, how would you rate the cleanliness of the facility?

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	-	-	2.0%	-	-	-	-	-	-	0.3%
Below average	-	-	-	1.5%	-	-	-	-	2.9%	0.5%
Average	3.1%	4.0%	3.9%	6.1%	2.3%	-	5.9%	5.7%	17.6%	5.2%
Good	31.3%	34.0%	33.3%	36.4%	27.9%	25.6%	38.2%	42.9%	29.4%	33.3%
Excellent	65.6%	62.0%	60.8%	56.1%	69.8%	74.4%	55.9%	51.4%	50.0%	60.7%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 29: If visited the service point at the Agricultural Department, how would you rate the security/safety?

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	-	10.0%	2.0%	-	2.3%	-	-	2.9%	2.9%	2.3%
Below average	-	4.0%	-	1.5%	-	2.6%	-	2.9%	2.9%	1.6%
Average	12.5%	2.0%	3.9%	9.1%	9.3%	-	11.8%	5.7%	17.6%	7.6%
Good	59.4%	18.0%	31.4%	37.9%	48.8%	20.5%	52.9%	40.0%	35.3%	37.0%
Excellent	28.1%	66.0%	62.7%	51.5%	39.5%	76.9%	35.3%	48.6%	41.2%	51.6%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 30: If visited the service point at the Agricultural Department, how would you rate the information desk?

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	-	-	2.0%	-	-	-	-	-	2.9%	0.5%
Below average	-	2.0%	-	1.5%	-	-	-	-	-	0.5%
Average	15.6%	6.0%	3.9%	3.0%	2.3%	2.6%	8.8%	5.7%	23.5%	7.0%
Good	50.0%	16.0%	33.3%	43.9%	48.8%	38.5%	32.4%	42.9%	29.4%	37.0%
Excellent	34.4%	76.0%	60.8%	51.5%	48.8%	59.0%	58.8%	51.4%	44.1%	54.9%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 31: If visited the service point at the Agricultural Department, how would you rate the functioning of the computers?

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	-	-	2.0%	1.5%	-	-	2.9%	-	-	0.8%
Below average	3.1%	4.0%	-	-	-	-	-	-	-	0.8%
Average	3.1%	8.0%	3.9%	4.5%	14.0%	2.6%	8.8%	17.1%	35.3%	9.9%
Good	46.9%	20.0%	27.5%	42.4%	27.9%	20.5%	44.1%	25.7%	29.4%	31.5%
Excellent	46.9%	68.0%	66.7%	51.5%	58.1%	76.9%	44.1%	57.1%	35.3%	57.0%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

ANNEXURE B4: RELIABILITY

Table 32: Certainty of getting the right product/service

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Very certain	50.0%	70.0%	66.2%	56.0%	52.9%	71.3%	70.7%	47.4%	15.9%	55.7%
Certain	30.0%	17.1%	26.2%	27.4%	41.4%	22.5%	24.4%	42.1%	49.2%	30.8%
Average	11.4%	-	1.5%	2.4%	4.3%	5.0%	-	8.8%	27.0%	6.7%
Uncertain	5.7%	7.1%	1.5%	8.3%	1.4%	1.3%	4.9%	1.8%	6.3%	4.3%
Very uncertain	2.9%	5.7%	4.6%	6.0%	-	-	-	-	1.6%	2.5%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 33: Friendliness of staff at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Very friendly & courteous	54.3%	82.9%	84.6%	71.4%	82.9%	73.8%	31.7%	77.2%	61.9%	70.7%
Somewhat friendly & courteous	37.1%	14.3%	12.3%	26.2%	12.9%	13.8%	68.3%	12.3%	28.6%	23.2%
Average	7.1%	1.4%	3.1%	1.2%	2.9%	7.5%	-	10.5%	7.9%	4.7%
Somewhat unfriendly & discourteous	1.4%	1.4%	-	1.2%	1.4%	2.5%	-	-	-	1.0%
Very unfriendly & discourteous	-	-	-	-	-	2.5%	-	-	1.6%	0.5%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 34: Ability of staff to understand your requirements at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	-	2.9%	6.2%	2.4%	2.9%	7.5%	-	1.8%	-	2.8%
Below average	-	2.9%	3.1%	3.6%	5.7%	7.5%	-	5.3%	4.8%	3.8%
Average	14.3%	5.7%	10.8%	9.5%	7.1%	18.8%	-	10.5%	17.5%	11.0%
Good	71.4%	35.7%	35.4%	51.2%	44.3%	22.5%	82.9%	43.9%	55.6%	47.3%
Excellent	14.3%	52.9%	44.6%	33.3%	40.0%	43.8%	17.1%	38.6%	22.2%	35.0%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 35: Information of the processes and services performed at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Yes	78.6%	81.4%	84.6%	91.7%	94.3%	83.8%	90.2%	91.2%	95.2%	87.7%
No	17.1%	15.7%	12.3%	6.0%	5.7%	15.0%	9.8%	8.8%	4.8%	10.7%
Can't remember	4.3%	2.9%	3.1%	2.4%	-	1.3%	-	-	-	1.7%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 36: Overall rating of the ability of staff to accurately perform services at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	1.4%	-	15.4%	2.4%	4.3%	13.8%	2.4%	-	-	4.7%
Below average	1.4%	5.7%	1.5%	2.4%	1.4%	11.3%	-	8.8%	6.3%	4.5%
Average	21.4%	15.7%	16.9%	17.9%	12.9%	18.8%	7.3%	15.8%	23.8%	17.2%
Good	62.9%	52.9%	36.9%	48.8%	44.3%	20.0%	80.5%	45.6%	54.0%	47.7%
Excellent	12.9%	25.7%	29.2%	28.6%	37.1%	36.3%	9.8%	29.8%	15.9%	26.0%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

ANNEXURE B5: RESPONSIVENESS

Table 37: Rating the expectation of the efficiency of staff at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	-	-	7.7%	-	-	5.0%	-	1.8%	-	1.7%
Below average	1.4%	-	6.2%	2.4%	-	5.0%	-	5.3%	1.6%	2.5%
Average	12.9%	1.4%	9.2%	6.0%	2.9%	7.5%	-	8.8%	36.5%	9.5%
Good	58.6%	37.1%	53.8%	34.5%	51.4%	36.3%	7.3%	61.4%	52.4%	44.5%
Excellent	27.1%	61.4%	23.1%	57.1%	45.7%	46.3%	92.7%	22.8%	9.5%	41.8%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 38: Rating the experience of the efficiency of the staff at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	-	2.9%	12.3%	-	5.7%	20.0%	4.9%	5.3%	-	5.8%
Below average	10.0%	4.3%	7.7%	4.8%	7.1%	11.3%	9.8%	8.8%	4.8%	7.5%
Average	21.4%	20.0%	12.3%	14.3%	20.0%	18.8%	56.1%	26.3%	28.6%	22.3%
Good	50.0%	61.4%	40.0%	48.8%	28.6%	18.8%	29.3%	36.8%	42.9%	40.0%
Excellent	18.6%	11.4%	27.7%	32.1%	38.6%	31.3%	-	22.8%	23.8%	24.3%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 39: Rating the expectation of the efficiency of the service at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	-	-	9.2%	1.2%	-	7.5%	-	1.8%	1.6%	2.5%
Below average	-	-	7.7%	1.2%	1.4%	1.3%	-	5.3%	-	1.8%
Average	10.0%	11.4%	9.2%	9.5%	1.4%	13.8%	-	10.5%	34.9%	11.5%
Good	50.0%	30.0%	46.2%	39.3%	41.4%	33.8%	4.9%	43.9%	50.8%	39.0%
Excellent	40.0%	58.6%	27.7%	48.8%	55.7%	43.8%	95.1%	38.6%	12.7%	45.2%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 40: Rating the experience of the efficiency of the service at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	-	4.3%	9.2%	2.4%	5.7%	20.0%	2.4%	10.5%	3.2%	6.7%
Below average	8.6%	4.3%	13.8%	3.6%	10.0%	11.3%	4.9%	7.0%	1.6%	7.3%
Average	21.4%	20.0%	18.5%	23.8%	18.6%	11.3%	36.6%	24.6%	27.0%	21.5%
Good	57.1%	55.7%	35.4%	38.1%	27.1%	35.0%	51.2%	33.3%	44.4%	41.5%
Excellent	12.9%	15.7%	23.1%	32.1%	38.6%	22.5%	4.9%	24.6%	23.8%	23.0%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 41: Rating the provision of information at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	1.4%	1.4%	9.2%	1.2%	1.4%	6.3%	4.9%	3.5%	-	3.2%
Below average	2.9%	5.7%	7.7%	2.4%	2.9%	11.3%	-	-	7.9%	4.8%
Average	12.9%	12.9%	3.1%	15.5%	12.9%	16.3%	19.5%	14.0%	17.5%	13.7%
Good	58.6%	54.3%	53.8%	48.8%	45.7%	26.3%	56.1%	52.6%	42.9%	48.0%
Excellent	24.3%	25.7%	26.2%	32.1%	37.1%	40.0%	19.5%	29.8%	31.7%	30.3%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 42: Rating the assistance with the completion of forms at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	7.1%	-	7.7%	2.4%	2.9%	18.8%	-	7.0%	1.6%	5.7%
Below average	1.4%	1.4%	3.1%	8.3%	-	3.8%	2.4%	1.8%	4.8%	3.2%
Average	20.0%	20.0%	6.2%	13.1%	2.9%	5.0%	39.0%	15.8%	9.5%	13.3%
Good	41.4%	52.9%	49.2%	48.8%	38.6%	30.0%	48.8%	43.9%	54.0%	44.8%
Excellent	24.3%	25.7%	32.3%	27.4%	52.9%	32.5%	9.8%	28.1%	27.0%	29.8%
All	5.7%	-	1.5%	-	2.9%	10.0%	-	3.5%	3.2%	3.2%

Table 43: Rating the turnaround time for your application at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	10.0%	15.7%	26.2%	1.2%	4.3%	23.8%	2.4%	12.3%	1.6%	11.2%
Below average	11.4%	11.4%	1.5%	8.3%	5.7%	8.8%		3.5%	14.3%	7.7%
Average	25.7%	21.4%	12.3%	17.9%	14.3%	18.8%	22.0%	28.1%	23.8%	20.2%
Good	41.4%	37.1%	38.5%	48.8%	38.6%	26.3%	70.7%	29.8%	50.8%	41.2%
Excellent	11.4%	14.3%	21.5%	23.8%	37.1%	22.5%	4.9%	26.3%	9.5%	19.8%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 44: Rating the willingness of staff to assist with lodging of complaints at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	1.4%	4.3%	12.3%	1.2%	2.9%	15.0%	2.4%	7.0%	1.6%	5.5%
Below average	2.9%	2.9%	-	2.4%	7.1%	11.3%	-	8.8%	4.8%	4.7%
Average	30.0%	21.4%	29.2%	19.0%	51.4%	30.0%	14.6%	45.6%	33.3%	30.7%
Good	50.0%	42.9%	36.9%	58.3%	17.1%	26.3%	63.4%	26.3%	34.9%	39.0%
Excellent	15.7%	28.6%	21.5%	19.0%	21.4%	17.5%	19.5%	12.3%	25.4%	20.2%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

ANNEXURE B6: ASSURANCE

Table 45: Rating the number of staff on duty to handle clients

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	1.4%	4.3%	4.6%	-	-	12.5%	-	7.0%	7.9%	4.3%
Below average	2.9%	17.1%	1.5%	1.2%	4.3%	8.8%	4.9%	5.3%	7.9%	6.0%
Average	24.3%	11.4%	12.3%	17.9%	14.3%	18.8%	24.4%	15.8%	31.7%	18.7%
Good	64.3%	40.0%	56.9%	58.3%	54.3%	33.8%	58.5%	56.1%	47.6%	51.7%
Excellent	7.1%	27.1%	24.6%	22.6%	27.1%	26.3%	12.2%	15.8%	4.8%	19.3%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 46: Rating the knowledge of the person helping you at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	-	1.4%	4.6%	-	1.4%	8.8%	-	1.8%	-	2.2%
Below average	-	-	3.1%	4.8%	-	7.5%	2.4%	1.8%	1.6%	2.5%
Average	12.9%	18.6%	9.2%	10.7%	8.6%	17.5%	31.7%	8.8%	22.2%	14.8%
Good	70.0%	60.0%	30.8%	57.1%	44.3%	33.8%	46.3%	43.9%	60.3%	49.8%
Excellent	17.1%	20.0%	52.3%	27.4%	45.7%	32.5%	19.5%	43.9%	15.9%	30.7%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 47: Rating the level of trust for the staff at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	-	2.9%	6.2%	-	1.4%	15.0%	2.4%	5.3%	-	3.8%
Below average	-	8.6%	1.5%	2.4%	10.0%	12.5%	-	8.8%	1.6%	5.3%
Average	14.3%	18.6%	13.8%	21.4%	14.3%	12.5%	34.1%	12.3%	23.8%	17.7%
Good	61.4%	35.7%	55.4%	48.8%	32.9%	26.3%	46.3%	45.6%	50.8%	44.3%
Excellent	24.3%	34.3%	23.1%	27.4%	41.4%	33.8%	17.1%	28.1%	23.8%	28.8%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 48: Rating the promptness of service at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	-	10.0%	13.8%	-	2.9%	21.3%	2.4%	5.3%	4.8%	7.0%
Below average	1.4%	7.1%	-	3.6%	4.3%	8.8%	2.4%	5.3%	11.1%	5.0%
Average	28.6%	18.6%	16.9%	14.3%	15.7%	16.3%	24.4%	19.3%	17.5%	18.7%
Good	54.3%	50.0%	38.5%	57.1%	41.4%	25.0%	65.9%	43.9%	50.8%	46.5%
Excellent	15.7%	14.3%	30.8%	25.0%	35.7%	28.8%	4.9%	26.3%	15.9%	22.8%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

ANNEXURE B7: EMPATHY

Table 49: Rating the individual attention displayed by staff at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	-	1.4%	3.1%	-	1.4%	10.0%	-	1.8%	1.6%	2.3%
Below average	1.4%	5.7%	1.5%	4.8%	1.4%	5.0%	-	3.5%	6.3%	3.5%
Average	10.0%	7.1%	4.6%	9.5%	11.4%	12.5%	9.8%	10.5%	14.3%	10.0%
Good	68.6%	51.4%	46.2%	48.8%	47.1%	23.8%	70.7%	47.4%	57.1%	49.8%
Excellent	20.0%	34.3%	44.6%	36.9%	38.6%	48.8%	19.5%	36.8%	20.6%	34.3%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 50: Rating the courteousness of staff at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	-	-	3.1%	-	-	11.3%	-	5.3%	-	2.3%
Below average	-	4.3%	4.6%	3.6%	4.3%	10.0%	2.4%	1.8%	-	3.7%
Average	14.3%	25.7%	3.1%	10.7%	17.1%	8.8%	41.5%	14.0%	19.0%	15.8%
Good	75.7%	54.3%	50.8%	53.6%	40.0%	35.0%	39.0%	38.6%	50.8%	49.2%
Excellent	10.0%	15.7%	38.5%	32.1%	38.6%	35.0%	17.1%	40.4%	30.2%	29.0%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 51: Rating the patience levels of staff at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	-	2.9%	1.5%	-	1.4%	8.8%	2.4%	1.8%	-	2.2%
Below average	1.4%	4.3%	1.5%	3.6%	2.9%	5.0%	-	5.3%	-	2.8%
Average	12.9%	10.0%	6.2%	16.7%	15.7%	12.5%	19.5%	7.0%	23.8%	13.7%
Good	60.0%	50.0%	47.7%	42.9%	30.0%	30.0%	58.5%	45.6%	49.2%	45.0%
Excellent	25.7%	32.9%	43.1%	36.9%	50.0%	43.8%	19.5%	40.4%	27.0%	36.3%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 52: Rating the treatment given to disabled/elderly at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	1.4%	1.4%	1.5%	1.2%	-	7.5%	2.4%	7.0%	1.6%	2.7%
Below average	4.3%	2.9%	1.5%	3.6%	-	1.3%	2.4%	3.5%	1.6%	2.3%
Average	11.4%	5.7%	7.7%	19.0%	5.7%	2.5%	24.4%	-	4.8%	8.7%
Good	14.3%	48.6%	18.5%	46.4%	17.1%	3.8%	43.9%	7.0%	46.0%	26.8%
Excellent	24.3%	18.6%	27.7%	29.8%	20.0%	33.8%	19.5%	12.3%	20.6%	23.7%
Don't know	44.3%	22.9%	43.1%	-	57.1%	51.3%	7.3%	70.2%	25.4%	35.8%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 53: Rating the sympathy displayed by staff at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Poor	-	1.4%	6.2%	-	-	11.3%	2.4%	3.5%	-	2.8%
Below average	2.9%	4.3%	3.1%	3.6%	4.3%	8.8%	-	3.5%	4.8%	4.2%
Average	38.6%	10.0%	9.2%	11.9%	21.4%	10.0%	24.4%	26.3%	19.0%	18.3%
Good	45.7%	55.7%	53.8%	53.6%	31.4%	28.8%	63.4%	38.6%	44.4%	45.3%
Excellent	12.9%	28.6%	27.7%	31.0%	42.9%	41.3%	9.8%	28.1%	31.7%	29.3%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

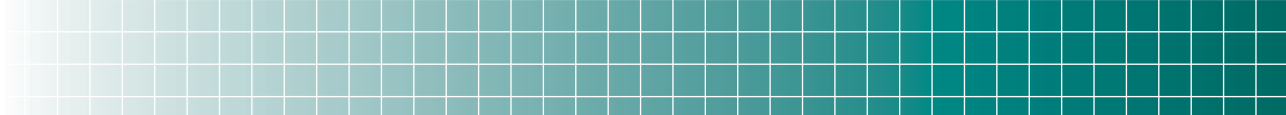


Table 54: Experience any bribery/corruption during service encounter at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Yes	60.0%	72.9%	78.5%	82.1%	97.1%	86.3%	87.8%	89.5%	69.8%	80.2%
No	40.0%	27.1%	21.5%	17.9%	2.9%	13.8%	12.2%	10.5%	30.2%	19.8%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%



ANNEXURE B8: LEVELS OF SATISFACTION

Table 55: Overall levels of satisfaction

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Access to services & facility	78.2%	73.3%	76.5%	80.0%	83.6%	75.6%	71.0%	74.2%	63.8%	75.5%
Tangibles	91.3%	90.4%	92.2%	92.4%	93.0%	96.9%	92.3%	90.9%	73.5%	90.7%
Reliability	83.2%	87.0%	83.9%	85.7%	89.0%	76.0%	96.4%	84.2%	75.8%	84.1%
Responsiveness	72.7%	76.6%	69.6%	79.8%	77.0%	61.2%	72.3%	66.7%	67.1%	71.6%
Assurance	78.6%	72.1%	78.1%	80.9%	80.7%	60.1%	67.7%	75.9%	67.5%	73.5%
Empathy	71.4%	78.0%	79.8%	82.4%	79.1%	64.8%	72.2%	79.7%	71.4%	73.7%
Overall	79.2%	79.6%	80.0%	83.6%	83.7%	72.4%	78.6%	78.6%	69.8%	78.2%

ANNEXURE B9: CONSULTATION

Table 56: Consultation experienced at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Yes	60.0%	72.9%	78.5%	82.1%	97.1%	86.3%	87.8%	89.5%	69.8%	80.2%
No	40.0%	27.1%	21.5%	17.9%	2.9%	13.8%	12.2%	10.5%	30.2%	19.8%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

ANNEXURE B10: PROBLEMS & COMPLAINTS

Table 57: Frequency of problems experienced with the service at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Very often	7.1%	7.1%	10.8%	13.1%	5.7%	16.3%	2.4%	8.8%	-	8.5%
Often	18.6%	20.0%	12.3%	26.2%	24.3%	10.0%	17.1%	22.8%	15.9%	18.7%
Seldom	24.3%	11.4%	20.0%	11.9%	11.4%	13.8%	4.9%	12.3%	17.5%	14.5%
Never	50.0%	61.4%	56.9%	48.8%	58.6%	60.0%	75.6%	56.1%	66.7%	58.3%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 58: Did you ever lodge a complaint?

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Yes	37.1%	77.8%	64.3%	67.4%	86.2%	84.4%	50.0%	76.0%	33.3%	65.6%
No	62.9%	22.2%	35.7%	32.6%	13.8%	15.6%	50.0%	24.0%	66.7%	34.4%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 59: Methods used to lodge complaints at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Verbally	84.6%	52.4%	66.7%	82.8%	96.0%	96.3%	60.0%	84.2%	42.9%	79.3%
In writing	15.4%	42.9%	11.1%	17.2%	4.0%	-	20.0%	10.5%	14.3%	14.0%
Telephone	-	4.8%	22.2%	-	-	3.7%	20.0%	5.3%	42.9%	6.7%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 60: Complaints dealt with satisfactorily at the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Yes	23.1%	38.1%	27.8%	10.3%	-	14.8%	20.0%	15.8%	28.6%	17.7%
No	76.9%	61.9%	72.2%	89.7%	100.0%	85.2%	80.0%	84.2%	71.4%	82.3%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 61: Overall satisfaction/dissatisfaction with services received from the Agricultural Department

	EC	FS	GP	KZN	LP	MP	NC	NW	WC	ALL
Very satisfied	30.0%	14.3%	20.0%	22.6%	24.3%	30.0%		43.9%	28.6%	24.5%
Satisfied	31.4%	54.3%	27.7%	15.5%	32.9%	26.3%	53.7%	14.0%	44.4%	32.2%
Neither satisfied/dissatisfied	30.0%	14.3%	23.1%	22.6%	24.3%	18.8%	26.8%	22.8%	17.5%	22.0%
Dissatisfied	5.7%	14.3%	13.8%	21.4%	12.9%	13.8%	17.1%	8.8%	7.9%	13.0%
Very dissatisfied	2.9%	2.9%	15.4%	17.9%	5.7%	11.3%	2.4%	10.5%	1.6%	8.3%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

ANNEXURE C: QUESTIONNAIRE



AGRIC	(Office Use)	Questionnaire No.	
		(Office Use)	/1

PROVINCIAL AGRICULTURAL SERVICES

INTERVIEWER: PLEASE MAKE SURE THAT YOU INTERVIEW THE EMERGING FARMER (OWNER OR MANAGER) OF THE FARM THAT RECEIVED A SERVICE, EITHER AS A PROGRAMME OR FOOD SECURITY, FROM THE PROVINCIAL AGRICULTURAL DEPARTMENT

Introduction

Good day my name isfrom Kutu Consulting/ MSSA who has been appointed by the Office of the Public Service Commission. I would appreciate if you could give me few minutes of your time and allow me to ask few questions that would be of interest to you and equally valuable to us.

The **Public Service Commission (PSC)** is the government institution mandated to keep an eye on public service delivery in South Africa. The Office is conducting interviews with clients of certain Public Sector Departments to measure the levels of customer satisfaction within the public service.

You have been randomly selected from the lists of programmes/food security of the data base of the Provincial Departments of Agriculture to participate in this survey. The data that is collected shall be used to compile a report that will be shared in Parliament through various portfolio committees and will provide direct feedback to the departments concerned.

According to my information you were part of theprogramme. if answered yes, ask;
Respondents name.....your cell phone or phone number...../2.

Information will be presented as percentages and statistics and NO INDIVIDUAL RESPONDENTS WILL BE IDENTIFIED.

The interview will take approximately 15 minutes.

A.1	Time interview commencedH.....	
A.2	May I proceed with the interview?	1 = Yes (Record time and go to A.7) 2 = No (ask A3)	
A.3	May I make an appointment to conduct the interview at a more agreeable time?	1 = Yes (Record Interview appointment) 2 = No (Skip to A.6 - Refusal Codes)	
A.3.1	Appointment 1 (Day/Date/Time):		
A.3.2	Who returned the call?		
A.4.1	Appointment 2 (Day/Date/Time):		
A.4.2	Who returned the call?		
A.5.1	Appointment 3 (Day/Date/Time):		
A.5.2	Who returned the call?		
A.6	Reason for Refusal	1 = No time 2 = Not interested 3 = Afraid 4 = Language problem 5 = Other (specify)	
A.7	Time interview completedH.....	

A.8. Name and cell phone of Fieldworker		A10. Date of interview [dd/mm/yyyy]	____/____/2007 dd mm
A.9. Name and cell phone of Quality Controller		A11. Date checked [dd/mm/yyyy]	____/____/2007 dd mm

DECLARATION BY FIELDWORKER

I declare that I have asked this entire Questionnaire as it is laid out and as I have been briefed.

I declare that all the responses and answers recorded by me in this Questionnaire were given to me by the correct respondent. This Questionnaire has been fully checked by myself.

First name	
Surname	
Signature	
Date	

I. DEMOGRAPHICS RESPONDENT					
1.1	Province: 1 = NW 3 = MP 5 = KZN 7 = LP 9 = NC 2 = GP 4 = EC 6 = WC 8 = FS				/3
1.2	Area	Metropolitan urban = 1	Urban = 2	Rural=3	/4
1.3	Gender OBSERVE – DO NOT ASK	Male = 1	Female = 2		/5
1.4	Population group OBSERVE –ASK ONLY IF IN DOUBT	1 = African 2 = Coloured 3 = Asian 4 = White 5 = Other			/6
1.5	Age category	16 - 24 = 1	55 – 64 = 4		/7
		25 – 34 = 2	Above 65 = 5		
		35 – 54 = 3			
1.6	Education level	No schooling = 1	Grade 10 (Std 8) = 5		/8
		Some primary school = 2	Matric/NTC 3 = 6		
		Completed primary school = 3	Post matric Diploma = 7		
		Grade 8(std 6) = 4	Degree = 8		

2. CLIENT & SERVICE IDENTIFICATION			
2	Type of client	1 = Programme 2 = Food security	/9

THIS QUESTIONNAIRE COVERS FOUR BASIC AREAS:			
1.	YOUR EXPECTATIONS;		
2.	YOUR ACTUAL EXPERIENCES;		
3.	YOUR SATISFACTION LEVELS; and		
4.	ANY PROBLEMS EXPERIENCED.		

3.YOUR SERVICE EXPECTATIONS			READ OUT OPTIONS
3.1	To what extent did you expect the service at your agriculture provincial department, to be accessible?	1 = Definitely not accessible 2 = Limited 3 = Uncertain 4 = to some extent 5 = to a great extent	/10
3.2	How certain were you that you would get the right product/service the first time?	1=Very Certain 2= Certain 3 = Average 4= Uncertain 5=Very Uncertain	/11
3.3	To what extent did you expect the staff to be efficient?	1 = Not efficient at all 2 = Not efficient 3 = Average 4 =.Somewhat efficient 5 =.Very efficient	/12
3.4	What level of efficiency did you expect from the Department?	1=Very High 2 = High 3 = Average 4 = Low 5 =Very low	/13

4.ACCESS TO SERVICE AND FACILITY			
4.1	Did you work through an intermediary/chief / induna/community leader?	1 = Yes 2 = No	/14
4.2	When was the last time you made contact with a representative from the Department?	1 = Never 2 = Past month 3 = Within last 3 months 4 = Within last 6 months 5 = Longer than 6 months ago?	/15
4.3	Have you ever visited the service point of the Department of Agriculture personally?	1 = Yes 2 = No IF NO, GO TO QUESTION 4.6	/16
4.4	If YES, how many times have you visited the service point in the past 12 months?	Number of times	/17

4.5 HOW WOULD YOU RATE THE FOLLOWING EXPERIENCES:		1 Poor	2 Below Average	3 Average	4 Good	5 Excellent	
4.5.1	Signage: Information boards	1	2	3	4	5	/18
4.5.2	Access for Disabled people	1	2	3	4	5	/19
4.5.3	Time you waited before being attended to	1	2	3	4	5	/20

4.5.4	Do you recall whether the particulars (name, position, contact information) of the duty manager were displayed?	1 = Yes 2 = No	/21
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4.6	Have you ever phoned the service point or the representative from Agriculture?	1 = Yes 2 = No IF ALSO NO TO QUESTION 4.3 GO TO QUESTION 4.8	/22
4.7	Please rate the ability to contact them telephonically	1 = Poor 2 = Below average 3 = Average 4 = Good 5 = Excellent	/23

HOW WOULD YOU RATE THE FOLLOWING EXPERIENCES (Ask all):		1 Poor	2 Below Average	3 Average	4 Good	5 Excellent	
4.8	Accessibility of the service(programme or food security)	1	2	3	4	5	/24
4.9	Convenience of operating hours of agriculture offices	1	2	3	4	5	/25
4.10	Availability of forms	1	2	3	4	5	/26
4.11	User friendliness of forms	1	2	3	4	5	/27

4.12	During your interaction with Agriculture are/were you assisted with the completion of forms?	1 = Yes	2 = No	/28
4.13	Were you assisted in the language which you understood?	1 = Yes	2 = No	/29

5.TANGIBLES – CONDITIONS OF THE FACILITY					
IFYOU HAVEVISITED THE SERVICE POINT, HOW WOULDYOU RATE THE FOLLOWING EXPERIENCES If no go to 6.1:	1 Poor	2 Below Av- erage	3 Average	4 Good	5 Excellent

5.1	Waiting area	1	2	3	4	5	/30
5.2	Cleanliness of facility	1	2	3	4	5	/31
5.3	Security/safety	1	2	3	4	5	/32
5.4	Information desk	1	2	3	4	5	/33
5.5	Functioning of computers	1	2	3	4	5	/34

6. RELIABILITY – APPROPRIATENESS OF PRODUCT OR SERVICE (Ask all)				READ OUT OPTIONS
6.1	How certain were you that you would get the right product/service the first time?	1 = Very certain 2 = Certain 3 = Neither certain or uncertain (Average) 4 = Uncertain 5 = Very uncertain		/35
6.2	Was the staff at all times ?	1 = Very friendly and courteous 2 = Somewhat friendly and courteous 3 = Neither friendly or unfriendly (Average) 4 = somewhat unfriendly and discourteous 5 = Very unfriendly and discourteous		/36
6.3	The ability of the staff to understand your requirements?	1 = Poor 2 = Below average 3 = Average 4 = Good 5 = Excellent		/37
6.4	Did the person assisting you inform you of the process and when services would be performed?	1 = Yes 2 = No		/38
6.5	Overall, how would you rate the ability of the staff to accurately perform the services offered?	1 = Poor 2 = Below average 3 = Average 4 = Good 5 = Excellent		/39

7. RESPONSIVENESS – ATTENTION GIVEN AND EFFICIENCY OF SERVICE

(Ask all)
READ OUT OPTIONS

RATING		1 Poor	2 Below Average	3 Average	4 Good	5 Excellent	
7.1	Your expectation of the efficiency of the staff	1	2	3	4	5	/40
7.2	Your experience of the efficiency of the staff	1	2	3	4	5	/41
7.3	Your expectation of the efficiency of the service	1	2	3	4	5	/42
7.4	Your experience of the efficiency of the service	1	2	3	4	5	/43
7.5	The provision of information, was it	1	2	3	4	5	/44
7.6	Assistance with the completion of forms	1	2	3	4	5	/45/
7.7	The turn-around time for your application, was it ...	1	2	3	4	5	/46
7.8	Willingness of staff to assist with lodging of complaints Not applicable?	1	2	3	4	5	/47

8. ASSURANCE – LEVEL OF CONFIDENCE SERVICE/SERVICE PROVIDER CONVEYS

(Ask all)

READ OUT OPTIONS

RATING		1 Poor	2 Below Average	3 Average	4 Good	5 Excellent	
8.1	Is the number of staff on duty to handle number of clients	1	2	3	4	5	/48
8.2	Was the knowledge of the person who served you ..	1	2	3	4	5	/49
8.3	What is the level of trust you have for the staff	1	2	3	4	5	/50
8.4	Was the the promptness of service	1	2	3	4	5	/51

9. EMPATHY – CARE AND COMPASSION

(Ask all)

READ OUT OPTIONS

RATING		1 Poor	2 Below Average	3 Average	4 Good	5 Excellent	
9.1	The individual attention given to you was it ...	1	2	3	4	5	/52
9.2	Rate the courteousness of staff	1	2	3	4	5	/53
9.3	Rate the patience levels of staff	1	2	3	4	5	/54
9.4	How was the treatment to disabled/elderly Don't know	1	2	3	4	5	/55
9.5	Was the sympathy displayed by staff	1	2	3	4	5	/56

9.6	Have you ever been consulted by the department on the service/product?	1 = Yes 2 = No	/57
9.7	Did you experience any corruption/bribery during your service encounter?	1 = Yes 2 = No	/58

10. PROBLEMS AND COMPLAINTS (Ask all)				READ OUT OPTIONS
10.1	Thinking over all the times you have engaged this service how often would you say you have experienced problems with the service?	1 = Very Often 2 = Often 3 = Seldom 4 = Never (Skip to Q11)		/59
10.2	What problems have you experienced? [CAN BE MORE THAN ANSWER]	1 = Availability of forms 2 = Complexity of application process 3 = Time taken to process application/claims 4 = Availability of information 5 = Communication with Department/representative 6 = Corruption/bribery 7 = Other (Specify).....		/60
10.3	Did you ever lodge a complaint?	1 = Yes 2 = No [GO TO 10.6]		/61
10.4	How did you lodge your complaint?	1 = Verbally 3 = Telephone 2 = In writing, 4 = email		/62
10.5	Has your complaint been dealt with satisfactorily?	1 = Yes 2 = No		/63
10.6	What is the reason that you have not lodged a complaint?	1 = Nothing to complain about 2 = Did not know how/where to lodge a complaint 3 = You felt it was not worthwhile as the system is flawed in some way 4 = Other (Specify).....		/64

11. LAST QUESTION:

Again, thinking about your entire experience with the service would you say that you are satisfied/ dissatisfied with the service received?	1 = Very Satisfied 2 = Satisfied 3 = Neither satisfied/dissatisfied 4 = Dissatisfied 5 = Very dissatisfied	/65
READ OUT OPTIONS		

Do you have any comments from your side you want us to take notice of?	/66
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THANK YOU FOR YOUR TIME. YOUR CONTRIBUTIONS HAVE BEEN VERY VALUABLE TO THE ASSESSMENT OF LEVELS OF CUSTOMER SATISFACTION IN SOUTH AFRICAN PUBLIC SERVICE DEPARTMENTS.

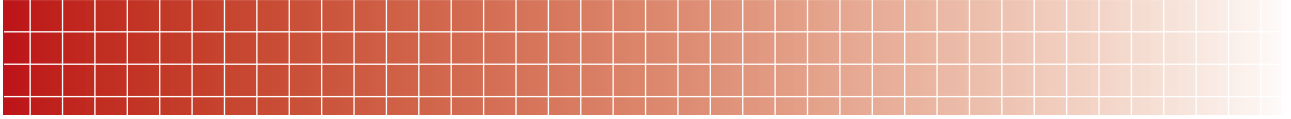
YOUR RESPONSES WILL BE TREATED WITH THE STRICTEST CONFIDENCE. HOWEVER, WHILE RESPONDENTS CANNOT BE IDENTIFIED FROM THE QUESTIONNAIRES, MY OFFICE MAY CALL SOME OF THE NAMES ON THE LIST TO ASCERTAIN WHETHER I INTERVIEWED THEM.

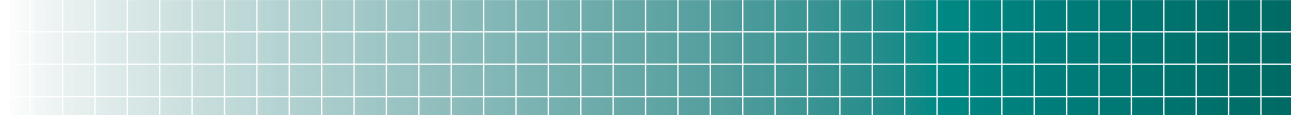
THANK YOU AGAIN. ENJOY THE REST OF YOUR DAY.

A9Time Interview Concluded:H.....
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[illegible]

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