



Citizen Satisfaction Survey
2006/2007
Department of Home Affairs
Department of Trade and Industry
Transport Services by
Provincial Departments

Public Service Commission

September 2007

A decorative grid pattern in shades of red and orange, transitioning from a darker red on the left to a lighter orange on the right.

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 of 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.

CITIZEN SATISFACTION SURVEY
2006/2007
DEPARTMENT OF HOME AFFAIRS
DEPARTMENT OF TRADE AND INDUSTRY
TRANSPORT SERVICES BY PROVINCIAL DEPARTMENTS



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Custodian of Good Governance



Foreword



The Constitution requires public administration to be responsive to the needs of citizens and to involve them in policy making. In keeping with this provision, the Public Service Commission has since 2002 surveyed the needs and expectations of citizens regarding public service delivery.

This report is the fourth in the series of Citizen Satisfaction Surveys conducted by the Public Service Commission. The survey on which this report is based focused on selected services rendered by the provincial Departments of Transport, as well as the national Departments of Home Affairs and Trade and Industry.

In analyzing the levels of citizen satisfaction with governments' services, the survey collected data on access to services, the efficiency of services and products, the assurance and empathy expressed by staff, the provision of information and the level of consultation between the departments and the citizens. Clients' problems and complaints as well as the redress thereof were also determined in the process.

The report shows that of the services surveyed, the lowest level of overall citizen satisfaction is with provincial transport services, and that the highest level is with the services of the Department of Trade and Industry. For all these departments, challenges in the areas of accessibility, availability of information and turn-around times have been identified, and these would need attention to ensure better responsiveness.

I trust that this report will assist these Departments in their ongoing efforts of improving service delivery to the public.



PROF SS SANGWENI
CHAIRPERSON

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Glossary of abbreviations and definitions

Clients: In this survey the recipients of services from government departments are citizens and the clients of the departments. In this Report the term 'service users' are also used to indicate clients.

Service: A service is that action or activity provided by a department to a client in order to satisfy his/her needs and expectations.

Batho Pele Principles Set out in the White Paper on Transforming Public Service Delivery, 1997

BBSDP Black Business Supplier Development Programme: An 80:20% cost-sharing cash grant incentive scheme which offers support to Black-owned enterprises in South Africa. This enables them to improve core competencies, managerial capabilities and restructuring of processes to become more competitive.

CIPRO Companies and Intellectual Property Registration Office

Civic counter services Registration of births, marriages and deaths, as well as the application for identity documents, citizenship, passports and travel documents

Dev Prog Development Programmes of the Department of Trade and Industry (EMIA, SMEDP & BBSDP)

DHA Department of Home Affairs

DTI Department of Trade and Industry

EMIA Export Marketing and Investment Assistance

ID & PP Identity document and passport production units

PSC Public Service Commission

SMEDP Small and Medium Enterprise Development Programme

SWOT-analysis Strengths, Weaknesses, Opportunities and Threats analysis



EC	Eastern Cape
WC	Western Cape
NC	Northern Cape
NW	North West
FS	Free State
MP	Mpumalanga
LP	Limpopo
GP	Gauteng
KZN	KwaZulu-Natal

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 public service delivery. One of these initiatives was the launch of a series of Citizens' Satisfaction Surveys in 2001/2002 to test the gap between the expectations of citizens and their actual satisfaction with specific services.

This report is on the surveys undertaken during 2006/2007 (with fieldwork from June 2006 to September 2006) which covered the following areas:

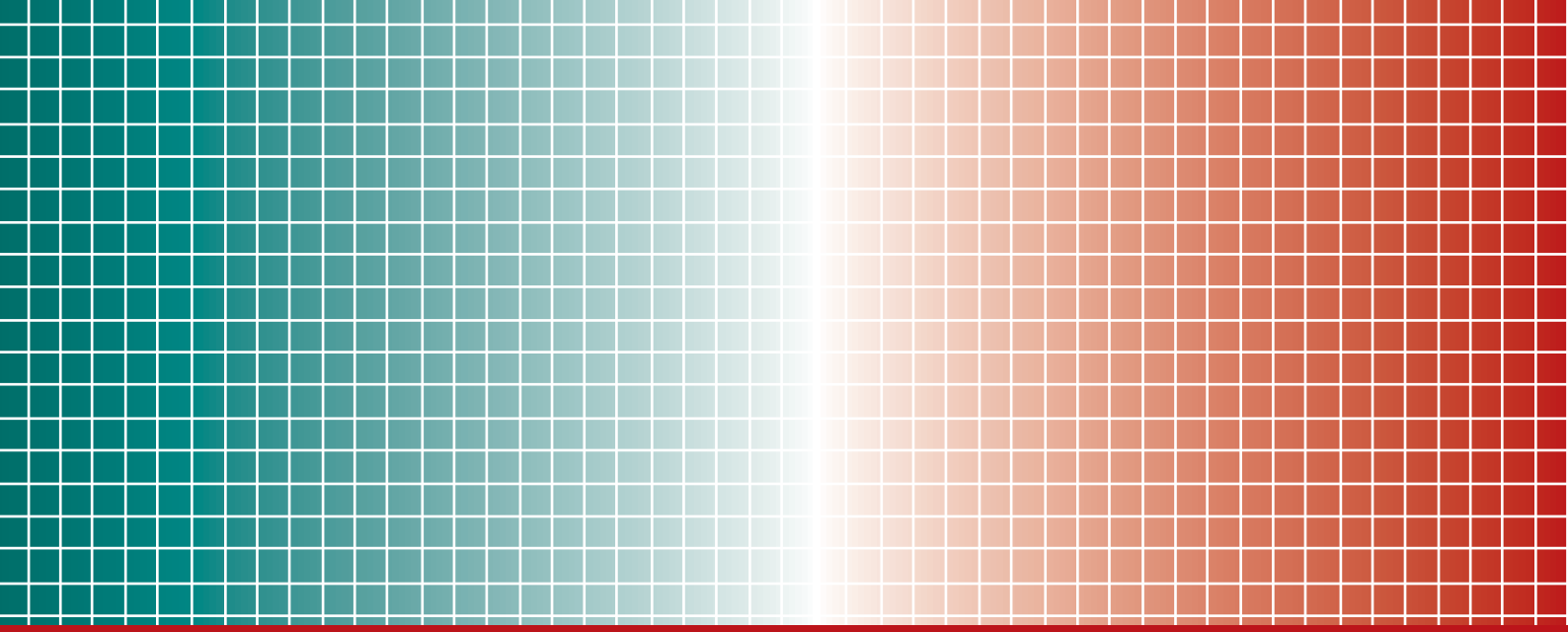
- the Department of Home Affairs;
- the Department of Trade and Industry; and
- the transport services rendered by the Provincial Government Departments.

The questionnaires were based on the basic elements used to determine satisfaction levels. These elements are the following:

- (a) Access - Access to service and/or facility; approachability and easy contact.
- (b) Tangibles - Conditions of the facility; appearance of physical facilities, equipment and communication materials.
- (c) Reliability - Appropriateness of product or service; ability to perform the promised services dependably and accurately.
- (d) Responsiveness - Attention given and efficiency of service; willingness to help and to provide prompt service.
- (e) Assurance - Level of confidence service or service provider conveys; knowledge and courtesy of employees and their ability to convey trust and confidence.
- (f) Empathy - Care and compassion: the organization provides care and individualized attention to those who use its services.

Key findings

This report firstly focuses on the civic counter services at the Home Affairs rendered to citizens and on the internal services rendered by the identity document (ID) and passport production units to the service points. The latter



service supports the service points to render civic counter services to the citizens. The civic services include the registration of births, marriages and deaths, as well as the application for identity documents, citizenship, passports and travel documents. It must be remembered that every South African is a client of the Department of Home Affairs and the delivery of the surveyed service impact on their daily lives. Without this basic documentation, people cannot have access to education, health care, social grants/pensions and cannot access their Constitutional right to vote.

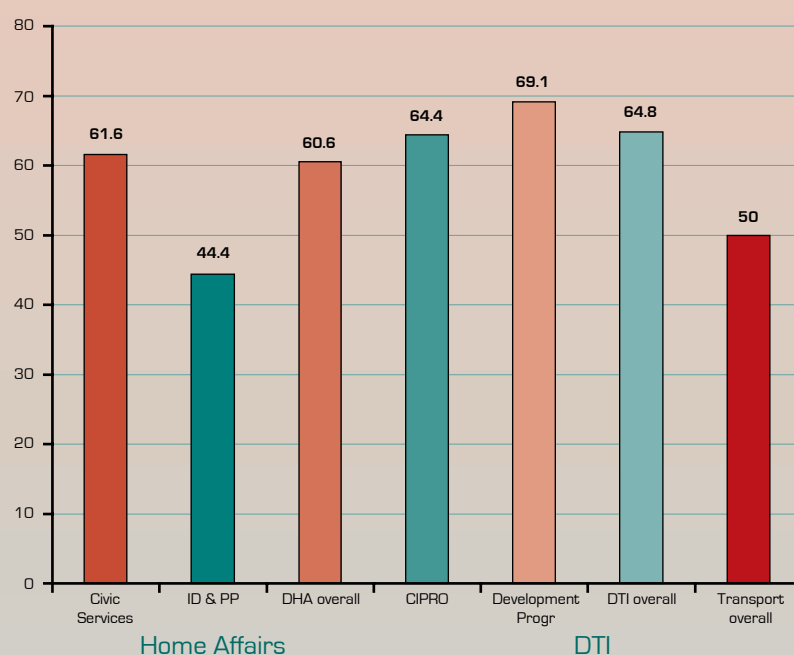
Secondly, the report focuses on two specific areas of service delivery identified jointly with the Department of Trade and Industry:

- Companies and Intellectual Property Registration Office (CIPRO) for the registration of companies, closed corporations, cooperatives and intellectual property as well as the disclosure of corporate information.
- Business Development Programmes (Export Marketing and Investment Assistance; Small and Medium Enterprise Development Programme; Black Business Supplier Development Programme).

The third area of focus is the transport services rendered by Provincial Government Departments. It includes clients from all provincial governments' public transport departments, namely bus operators, the minibus taxi industry and the metered taxi industry. The majority of the clients are taxi operators and their associations. During the survey period, taxi operators were required to apply for new operating licences, and at the same time government was engaging with the minibus taxi industry with regard to the taxi recapitalisation project. The transport industry is regulated by national legislation as directed by the national Department of Transport and the execution thereof is the responsibility of provincial governments. In some cases, the provincial departments do not have the necessary structures/systems and/or the experience/skills to execute these responsibilities.

The following graph gives an indication of the overall citizen satisfaction levels with the services surveyed.

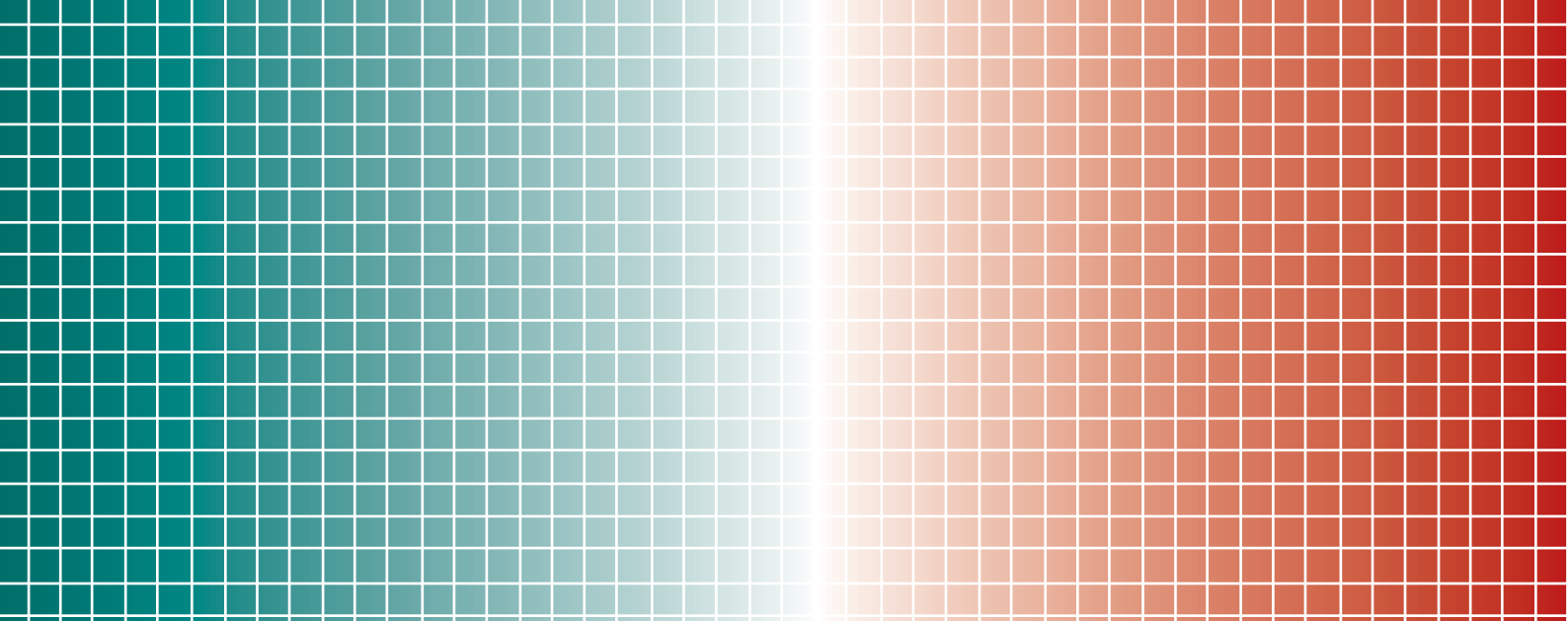
Figure 1: Overall satisfaction scores for each service



Of the three areas, DTI (64.8%) has the highest level of overall citizen satisfaction with their services, with Home Affairs following with an overall score of 60.6%. The overall level of satisfaction with transport services is 50%.

The citizen satisfaction score for the civic counter services is 61.6%, and for the service offered by the Identity Document and Passport production units it is 44.4%. The overall score (60.6%), while positive, still means that some users did not find the services satisfactory. Taking into account that the level of satisfaction of the departmental users of the support services by the production units is only 44.4% compared to the citizens' rating of 61.6%, the management and staff at the service points seems to be working fairly well in order to keep citizens satisfied at these points.

While the citizen satisfaction score for the services by CIPRO is a positive one at 64.4%, it does mean that some clients are not satisfied with the delivery of services. The reason for dissatisfaction is related to the fact that 40% of all respondents at one time or another experienced problems in the delivery of the services. The Development Programmes scored 69.1% on the satisfaction index.



Overall, the level of satisfaction for transport services is 50%. Only half of the clients are satisfied with the services they receive. The respondents in the Eastern Cape (65%) and Limpopo (63%) were the most satisfied while the respondents in the Free State (37%), Mpumalanga (42%) and the Western Cape (42%) indicated that they have serious problems with the level of service received.

Access

Citizens seem to regard access to services as an overwhelming challenge. The following findings illustrate this view.

While service points for Home Affairs, including the mobile units in rural areas, cover South Africa extensively, the level of access is not satisfactory. Some service points are in back-alleys or in the industrial areas exposing clients to security risks and unsatisfactory transport infrastructure. Access to services by the elderly and disabled is also a major problem. The convenience of operating hours rated a score of 72.2%. However, a few respondents indicated that some offices do not keep to the official operating hours. These offices open late, close early and even close for lunch.

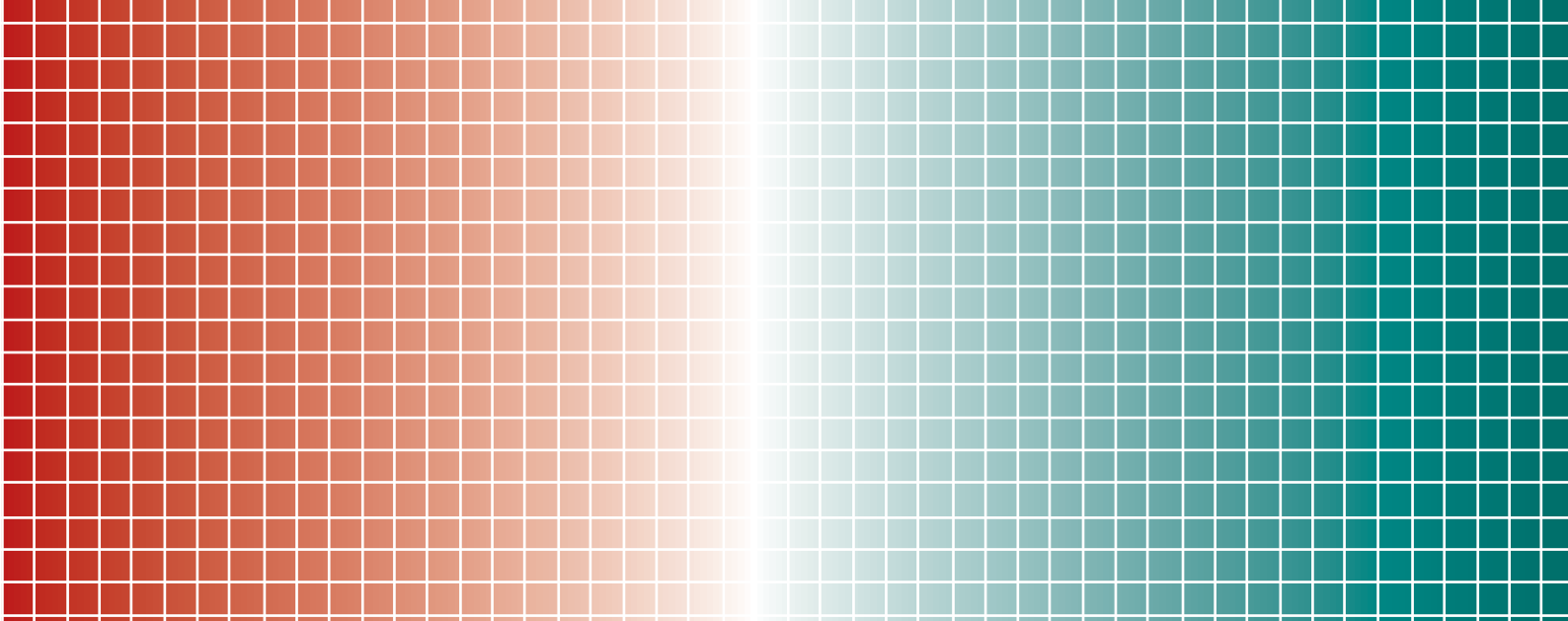
With the two 'walk-in' offices for CIPRO in Pretoria and Cape Town as well as the Internet, services are readily accessible. The Internet has however, been identified as not always functioning properly. Another matter of concern is telephonic contact with the DTI which creates problems, especially to the clients for the Development Programmes because they extensively use the telephone service.

Respondents for the transport services did not find access to service points satisfactory, mainly due to the fact that there is only one service point per province, and that they could only apply in their own province. While it is a strength of the service that each province has its own Registrar, the circumstances surrounding transport differs in the individual provinces. This also limits the current transport mobility across provincial boundaries by operators influencing service delivery to commuters. It was also found that while service points are open till 16:30, the cashiers closed at 14:00 forcing clients to visit the service point again to make payments. Overall, the level of satisfaction of these respondents with all the aspects of access was only 46.7%.

Services and products

Turn-around time of applications remains a big problem to the majority of clients. This was also the most raised complaint by all respondents for all departments. The experience of managers at the service points of Home Affairs of the efficiency of the production units underlines this complaint. They rated it as disappointing and one of the great frustrations of the job.





The gaps measured between the expectations of clients in the transport industry and their actual experience of efficiency with staff (-1.7) and the service (-2.7) are high. As a rule of thumb gap scores between -0.5 and -1.0 are a matter of concern, but do not require immediate attention. Any negative scores above -1.0 should however, receive immediate attention. It raises the concern that staff does not have the necessary skills and experience to deliver the required service. It also indicates that there are serious deficiencies within the departments' service delivery structures.

Staff

Citizens expect prompt, informative and helpful response. They rated friendliness and courtesy of counter staff at Home Affairs highly, and the level of empathy experienced was also rated satisfactorily. However, respondents in the Free State and Gauteng provinces experienced the treatment of the elderly and disabled very negatively at Home Affairs service points.

At the DTI, it was found that there is enough staff on hand to handle the demand for the Development Programmes. However, respondents remarked that staff changes at the DTI often leave them with staff not familiar with their circumstances.

Respondents acquiring transport services in the provinces indicated that they have a low level of confidence (only 57% rated it high) in the provincial staff and found them not very efficient (26% rated it unsatisfactory).

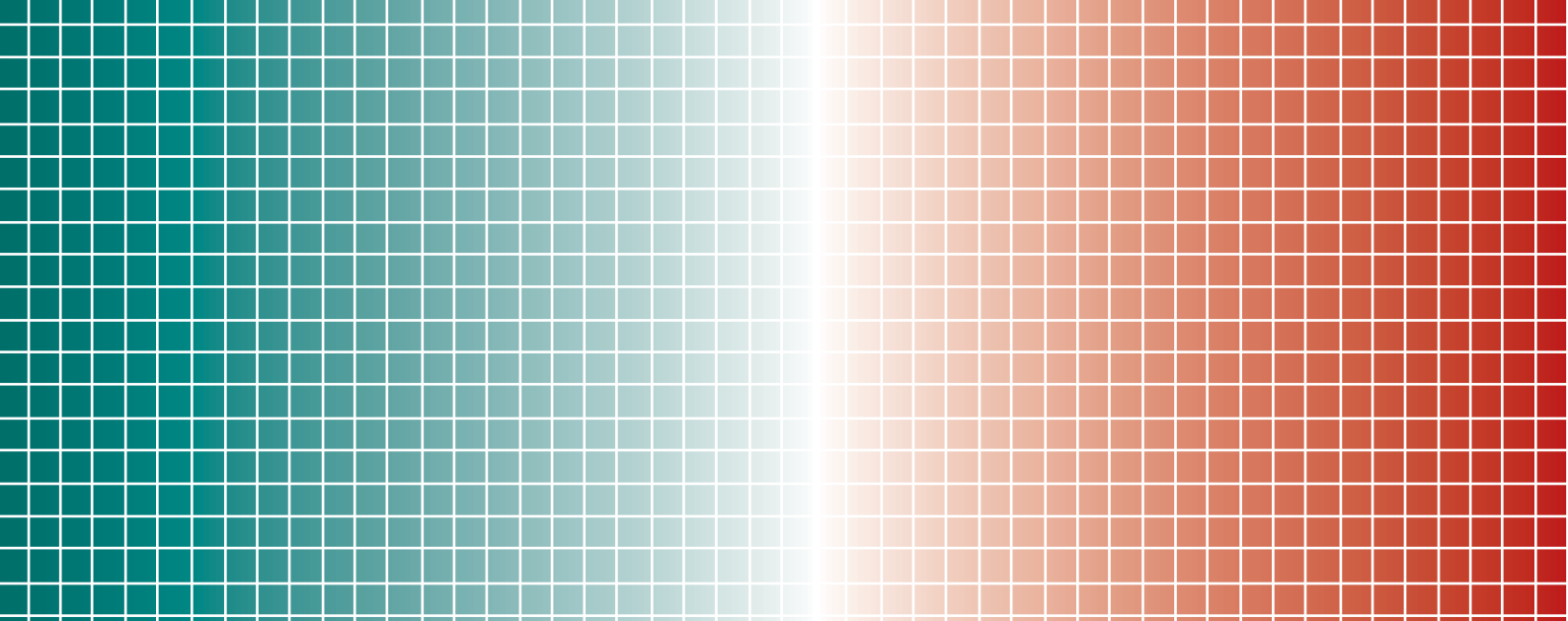
Consultation

To improve service delivery and in line with good governance, departments are supposed to consult with citizens on their needs. The following findings relate to citizens experience in this regard.

Home Affairs consulted citizens to a very limited extent (4.4%) on the products and services they deliver. It is, however, expected of the Department to extensively consult with management at service points on the products and service as they are in direct contact with end-users. It was found that only 36.6% of the respondents were consulted at least once in their career.

Overall, the level of consultation at DTI is high if compared to other Departments. The Department's services are strongly linked to the operation of businesses and there is a high level of consultation with organized business.

Due to the major changes in the regulation and control of the transport industry it is imperative that these issues be consulted extensively with clients and their representatives. Of all the respondents only 14.7% reported that they were consulted or that there was some form of communication between the authorities and themselves. This is mainly true in the Free State, Northern Cape, Mpumalanga, Eastern Cape and KwaZulu-Natal. The main structured



representatives of the industry, namely the South African National Taxi Council, the South African Bus Operators Association and the National Taxi Alliance reported that the consultative forums are not really effective.

Problems and complaints

The major problem encountered with all services was the turn-around time of applications and claims. The second most experienced complaint was about the supply of information/feedback thereon. Clients often find that complaining about services has little or no effect. They also frequently experience the process of complaining as daunting and time consuming. This trend is reflected in the following findings.

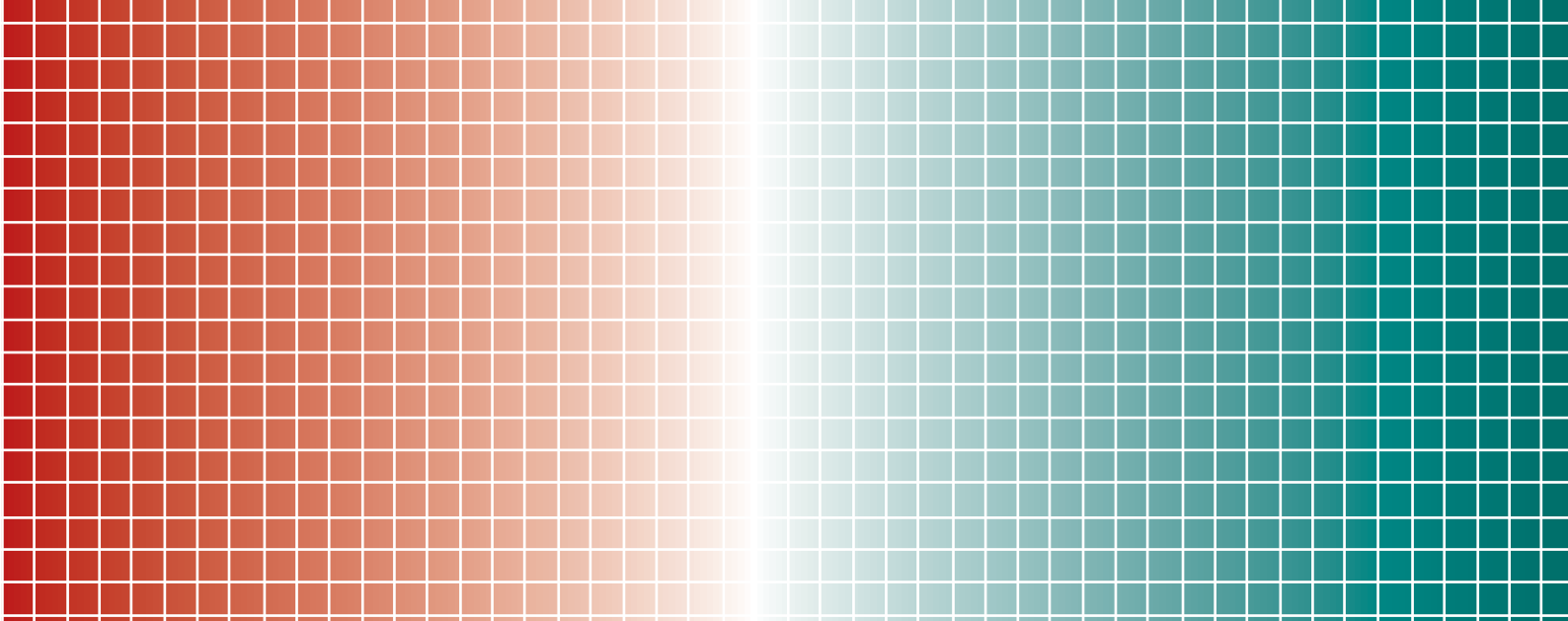
An overwhelming 78.1% of all respondents at Home Affairs claimed they never experienced any problems with the overall service. The reason for this seems to be that they did not expect Home Affairs to be efficient. They rated their expectations as 7.5 out of 10 whereas in other departments this was rated at more than 8 out of 10. Only a small number (16.9%) lodged complaints of which a quarter reported that the problems were resolved satisfactorily. On the other hand, in following up of applications the management at service points encountered a number of problems with the production units. Only 28% of their complaints were dealt with satisfactorily.

Of all the respondents for transport services, 44.6% claimed they never experienced any problems with the service which means that more than half of them at one time or another did experience problems. Problems were also experienced with the transfer of licenses and the lack of coordination between the Transportation Boards and traffic inspectors. Only 12.7% of all complaints have been dealt with satisfactorily. An issue of great concern is that nearly half of the respondents in Gauteng reported 'off-the-record' that officials favoured certain individuals and these individuals then got preference treatment with their applications.

However, the major problems encountered with services at DTI were the much prolonged (12 to 18 months) turn-around time for the applications on the Development Programmes as well as the feedback on the applications. It is of a major concern that only a quarter of all complaints have been dealt with to the satisfaction of the clients. At the CIPRO-office in Pretoria some respondents also indicated that there were individuals (not officials) who approached them offering to act as agents as a fast service as they had 'connections'.

SWOT-analysis

While the assistance given by Home Affairs staff with completion of forms has been identified as a strength for the Department, the number of staff at some points was not perceived sufficient to handle a high number of clients. Various other areas for improvement have been identified during the SWOT- analysis with the overall aspect of turn-around times and the tracking/control of especially identity documents as the main issues.



Overall, many factors that influence good public administration have been identified above and these need to be addressed by management in order to improve service delivery.

Recommendations

Based on above findings, the study has identified some key areas and priority challenges for improvement in service delivery at the Departments surveyed. Based on good governance as set out in the Constitution and the Batho Pele principles, the following general recommendations are made:

- **Public administration:** The following aspects regarding good public administration must be addressed by the departments:
 - (i) The location of departmental service points should be evaluated and assessed. When planning new service points, departments should take into account the accessibility and safety of such locations.
 - (ii) In general the management of service delivery processes should be improved.
- **Consultation and communication:**
 - (i) Structures must be developed and implemented to ensure internal communication and consultation between the management of service points and other operational components in departments.
 - (ii) Consultation and communication between the relevant stakeholders of related services should be attended to. Departments should also move from a patron/client relationship to one of focusing on partnerships with the stakeholders.
 - (iii) Adequate systems also need to be established to promote consultation between departments and citizens to ensure that the needs of internal and external clients are responded to effectively and efficiently.
 - (iv) Communication structures to enhance the flow of information to clients during the waiting period of applications should be developed.
 - (v) The functioning of call centres should be investigated and upgraded to address shortcomings.
- **Efficiency of staff and services:** The following aspects should receive attention:
 - (i) The number of staff that should be on duty for each individual service point must be determined scientifically by appropriate knowledgeable persons and must be implemented as soon as possible.
 - (ii) Counter service staff as well as other client-facing staff should be trained and sensitized in the handling of clients.
 - (iii) The work processes should be investigated in order to determine the most effective and efficient way to deliver the required documentation.
 - (iv) Administrative procedures for control and tracking of applications should be formalized and implemented.
 - (v) Technical support for all work processes should be upgraded and maintained effectively.

- **Complaints:**
 - (i) Departments should develop formalized complaints mechanisms and effective systems to monitor these complaints.
 - (ii) Departments should undertake a systematic process of addressing the various complaints identified during the survey.
- **Perceived corruption:**

The perceived corruption related activities identified in the report should urgently be investigated and addressed. This must be done in collaboration with the Public Service Commission and other relevant structures dealing with corruption.



Chapter One

Introduction

1.1 Background

The Constitution¹ highlights nine values and principles in terms of which public administration must be governed. The Public Service Commission (PSC) is mandated to promote these Constitutional values and principles and to propose measures to ensure effective and efficient performance in the Public Service. 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 2001/2002². The overall objective of these surveys is to test the gap between the expectations of citizens regarding a particular service and their actual satisfaction with the delivery of the service. The surveys inform departments and the executive authorities on citizens' priorities to be incorporated in performance management systems and Service Delivery Improvement Plans. The surveys also serve as a foundation for future assessments of satisfaction levels.

This is the fourth Citizen Satisfaction Survey undertaken by the PSC. The survey covered selected services provided by:

- the Department of Home Affairs,
- the Department of Trade and Industry, and
- the transport services rendered by Provincial Government Departments.

1.2 Citizen-centered service delivery

The Batho Pele White Paper on Transforming Public Service Delivery³ guides departments in the delivery of services. This policy, is based on government's vision to put "people first" in the process of service delivery, effectively meaning that service delivery should be citizen-centered. One of the principles of this White Paper requires that all national and provincial Departments regularly and systematically consult citizens not only about services currently provided but also about the provision of new basic services to those that lack them. Although the survey flows from the above-mentioned Batho Pele requirement of consultation, it also takes the other seven principles into account as they are intertwined and collectively guide government's efforts of transforming Public Service delivery. For example, citizen satisfaction levels may be influenced by the extent to which there is courtesy, information and redress in public service delivery. All these are important principles that informed the survey.

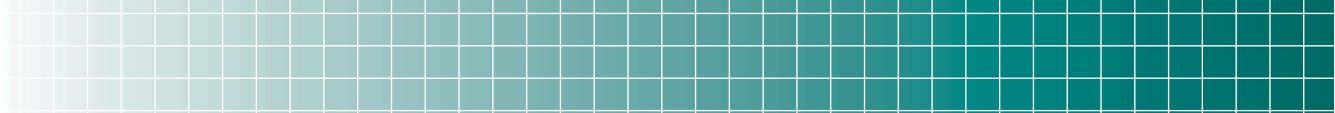
The Batho Pele principles are the following:

- 1) **Consultation:** Citizens should be consulted about the level and quality of the public services they receive, and, wherever possible, should be given a choice about the services they are offered.
- 2) **Service standards:** Citizens should be told what level and quality of public services they should receive, so that they are aware of what to expect.
- 3) **Access:** All citizens should have equal access to the services to which they are entitled.
- 4) **Courtesy:** Citizens should be treated with courtesy and consideration.
- 5) **Information:** Citizens should be given full, accurate information about the public services they are entitled to receive.
- 6) **Openness and transparency:** Citizens should be told how national and provincial departments are run, what are the costs involved, and who is in charge.
- 7) **Redress:** If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy, and when complaints are made, citizens should receive a sympathetic, positive response.
- 8) **Value for money:** Public services should be provided economically and efficiently in order to give citizens the best possible value for money.

¹ The Constitution of the Republic of South Africa, 1996: Chapter 10

² Republic of South Africa: Public Service Commission 2003. 'Citizen Satisfaction Survey: Overview Report 2001/2002'.

³ Republic of South Africa: Department of Public Service and Administration, 1997. 'White Paper on Transforming Public Service Delivery'. Government Printers, Pretoria



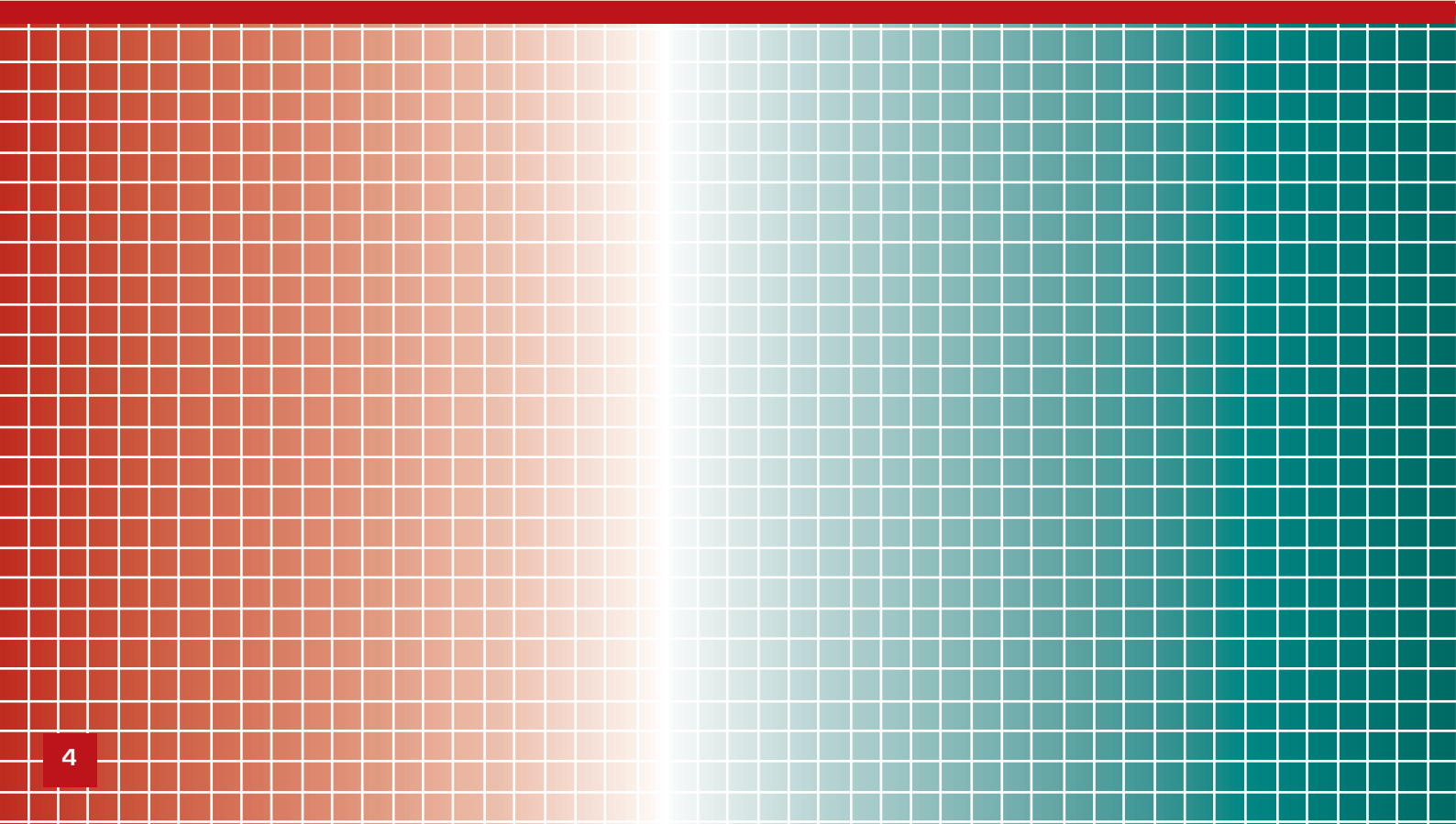
Although this survey did not seek to specifically assess departments' compliance with these principles, the information generated and the conclusions made indicate the progress made by the Public Service to put people first.

1.3 Structure of the report

The purpose of this survey is to measure citizens' satisfaction with service delivery by government departments. The part following after this introduction (Chapter Two – Methodology) sets out the objectives of the survey, and outlines the services identified and the identified clients. The research process is also discussed.

As the survey dealt with three individual areas of services which are not directly comparable, the findings and satisfaction levels of each are set out in three separate chapters. In Chapter Three the key findings on the Department of Home Affairs are discussed while the key findings on the Department of Trade and Industry are discussed in Chapter Four. In Chapter Five the key findings on the transport services provided by provincial departments are set out.

Chapter Six captures the conclusions on the findings while recommendations are made in Chapter Seven.



Chapter Two

Methodology

2.1 Introduction

A study of this nature required an application of a combination of research techniques. There was a need to review sources of information over a wide area on the issues concerned, and to consult with the departments to ensure that appropriate services and clients are identified.

2.2 Project Scope

2.2.1 Objectives of the Survey

The chief aim of the Citizen Satisfaction Survey is to determine the difference between the expectations of citizens and the actual service delivery by departments.

The overall objectives of the Survey are to –

- Determine service user expectations around service delivery;
- Measure the actual level of citizen satisfaction with current service delivery;
- Identify areas that have to be prioritized; and
- Set a baseline for similar surveys by the departments in the future.

2.2.2 Services identified

This report focuses on the specific services identified in collaboration with officials from the Departments concerned.

Table 1: List of services identified

Department	Service
Department of Home Affairs (Home Affairs)	<ul style="list-style-type: none">• Civic counter services:<ul style="list-style-type: none">- the registration of births, marriages and deaths;- the application for identity documents, citizenship, passports and travel documents.• Identification documents and passport production units.
Department of Trade and Industry (DTI)	<ul style="list-style-type: none">• Business Development Programmes:<ul style="list-style-type: none">- Export Marketing and Investment Assistance (EMIA);- Small and Medium Enterprise Development Programme (SMEDP);- Black Business Supplier Development Programme (BBSDP);• The Companies and Intellectual Property Registration Office (CIPRO).
Provincial Departments dealing with Transport	<ul style="list-style-type: none">• Transport services:<ul style="list-style-type: none">- the approval of transport plans,- operating contracts/licences,- subsidies and- funding of public transport infrastructure.

2.2.3 Clients identified

The clients identified and interviewed are as set out in Table 2:

Table 2: List of identified clients

Service	Clients
Home Affairs: Civic counter services	Those citizens who came into the service points of Home Affairs for civic services
Home Affairs: Identification documents and Passport production services	The production of identity documents and passports at the Head Office of the Department in Pretoria was identified as an internal service rendered to the service points. This service is rendered to the management and staff of the regional offices, district offices and other service points of Home Affairs and these managers were identified as the clients in this instance.
Business Development Programmes	Individuals or agents who applied for grants or assistance for business development were identified from lists supplied by DTI and were telephonically interviewed.
The Companies and Intellectual Property Registration Office (CIPRO)	Clients/agents/attorneys/accountants that either visited the service points or applied via Internet for the registration of companies, closed corporations, cooperatives and intellectual property or the disclosure of corporate information, were interviewed.
Provincial transport services	In all the provincial governments the clients for the transport services of departments were identified as bus operators, municipalities, and the members from the minibus taxi industry and the metered taxi industry. Contact lists were provided by the Departments.

2.3 The Research Process

The research process was done over a period of six months. The research project did not only focus on extensive interviews with the public, but also included extensive consultation with departments. The latter included meetings with departmental officials to brief them, to identify the services to be surveyed, and to identify clients and service points.

2.3.1 Sampling

Home Affairs

The Survey covered all nine provinces (see Annexure A). The distribution of the population by province as well as the number of Home Affairs' offices was taken into consideration in the determination of the sample.

A total of 103 out of the Department's 170 service points were visited and face-to-face interviews were conducted with a randomly selected sample of 1 344 citizens.

For the services of the ID and passport production units, 44 out of 170 service points were identified to be visited where the managers, as internal clients, were interviewed to determine their satisfaction levels with these services. These interviews were also done face-to-face.



The demographic profile of the respondents is set out in Annexure B.

Trade and Industry

Initially, it was intended to have stratified samples of 500 participants each for CIPRO and the Business Development Programmes. However, it was found that while the Department has extended individual client lists, in reality most individuals, companies and closed corporations work through agents. It is these agents rather than the clients themselves who come regularly to the two 'walk-in' offices of CIPRO or submit applications for development assistance. As a result there were fewer individual clients to approach and interview. In the event, 458 and 239 clients were interviewed for CIPRO and the Development Programmes respectively.

The sample coverage was spread throughout the country and telephonic interviews were conducted to reach the clients who were not domiciled in Pretoria or Cape Town. In Pretoria and Cape Town the 'walk-in' clients at CIPRO's offices were interviewed face-to-face.

The client lists for the Development Programmes contained some outdated contact details, and as a result fewer clients could be reached by the research team. Some clients whose details still appeared on the list were deceased.

The demographic profile of the respondents is set out in Annexure B.

Provincial departments of transport

The Survey covered all provinces and included rural as well as urban areas. The primary clients for the services identified were bus operators, the minibus taxi industry, the metered taxi industry and municipalities. The sample (see Annexure A) is based on the number of buses and taxis, as provided by the provincial departments, operating in a province.

It was originally intended to survey a sample of 1 500 clients for this service. On commencing with the survey it was found that the owners of minibus taxis, metered taxis and buses largely work through their associations, and as such some interviews were either with a group as a whole or the associations responded on behalf of its members. The realised sample of interviews (1 044) was therefore less than expected, but it was nevertheless a representative sample of the passenger transport industry.

The demographic profile of respondents is shown in Annexure B.

2.3.2 Instrument design and piloting

In order to ensure continuity and for comparison purposes the questionnaires used in this Survey were based on the tools designed for previous citizen satisfaction surveys. It was however modified to take into account the unique aspects of the individual services and the types of clients that use these services.

Once the tools had been designed, the questionnaires were tested on the users of the services. The feasibility of the questionnaires was also assessed by running a trial on the computer with the analysis programme. The majority of the questions were based on five-scale reply, namely Poor, Below Average, Average, Good and Excellent.

2.3.3 Methodology of analysis

Information was gathered using the questionnaires through interviews that were held during the fieldwork undertaken from June to September 2006.

The international service satisfaction model, SERVQUAL⁴, had been used as a basic model for the determination of satisfaction levels in previous citizen satisfaction surveys. The model has been extensively used in different contexts and different users have adapted it to suit their needs.

The model was adapted to take into consideration the South African context. As such the key principles of the *Batho Pele* policy are incorporated into the dimensions of the model. For example, one factor or criterion not fully covered by this international model is “access”. Access to government services and facilities for the people of South Africa is an important component of service delivery. The remoteness of rural areas and the transport-infrastructure to service points affects this access. It was accordingly deemed necessary to adjust the model to include the dimension of access to the dimensions for analyzing satisfaction levels.

The dimensions used for analysis are explained in Table 3 below. All six dimensions were considered as equally important. As already stated earlier in this report, access is an important element, but so are the conditions of these facilities, appropriateness of the products or services, levels of attention given to clients and the efficiency of services. Also important is the degree of confidence that services and service providers convey and the level of care, compassion and individualized attention extended to citizens. As such all these dimensions were weighted equally in the analysis of the data collected.

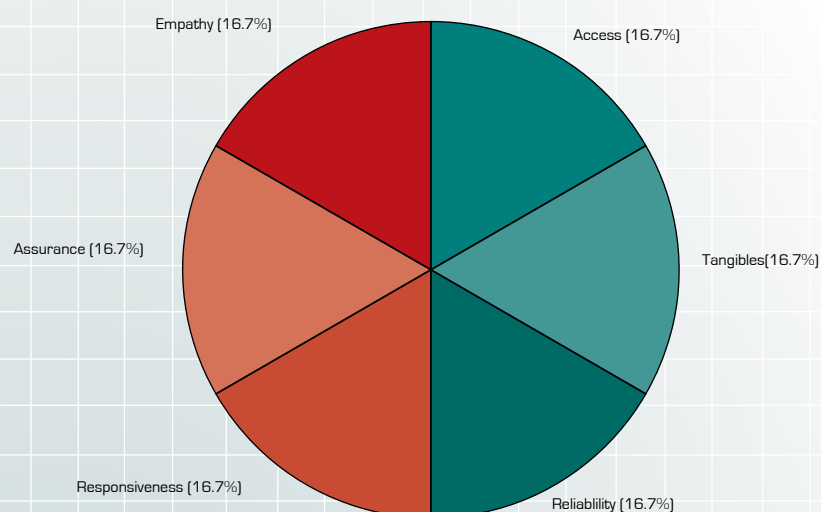
Table 3: Dimensions of analysis

Dimension		Explanation
1	Access	Access to service and/or facility, approachability and easy contact
2	Tangibles	Conditions of the facility; appearance of physical facilities, equipment and communication materials.
3	Reliability	Appropriateness of product or service; ability to perform the promised services dependably and accurately.
4	Responsiveness	Attention given and efficiency of service; willingness to help and to provide prompt service.
5	Assurance	Level of confidence service or service provider conveys; knowledge and courtesy of employees and their ability to convey trust and confidence.
6	Empathy	Care and compassion; the organization provides care and individualized attention to those who use its services.

The model flowing from the above six dimensions is shown in the diagram below. The equality of weights is also indicated.

⁴ Berry, L. 1988. 'SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality.' University of Texas .

Figure 2: Model of citizens' perceptions of satisfaction with selected government services, 2006



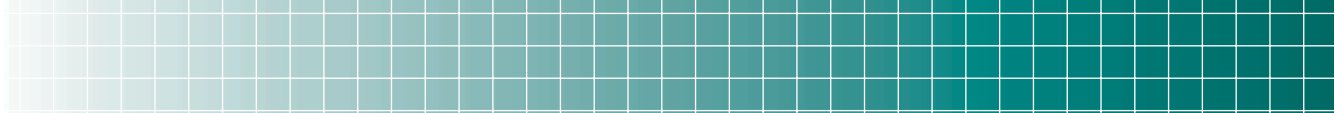
The calculation of citizen satisfaction in this survey is based on the above dimensions taking into account the Batho Pele principles. Without service standards the reliability of the service or product cannot be assessed. The same applies to such principles as courtesy, information and redress which influence the assessment of dimensions of responsiveness and assurance. The survey instruments were built around these dimensions and principles and the findings reflect the expectations and experiences of the citizens in this regard.

The above six dimensions of the analysis model are both qualitative and quantitative. As such numeric scale values can be attached to it and the satisfaction level determined according to statistical formulas. Not included in the model at this stage are two qualitative areas, namely consultation (yes or no) with stakeholders and also redress or problems/complaints (type of problems and dealing with complaints). These two principles are also important to the service delivery process as it gives a qualitative value thereto and facilitate the process. After the discussion of the findings and rating citizen satisfaction, the contribution of each of these two principles to the process of service delivery is also discussed as part of the key findings in Chapters Three, Four and Five.

2.4 Limitations of the Survey

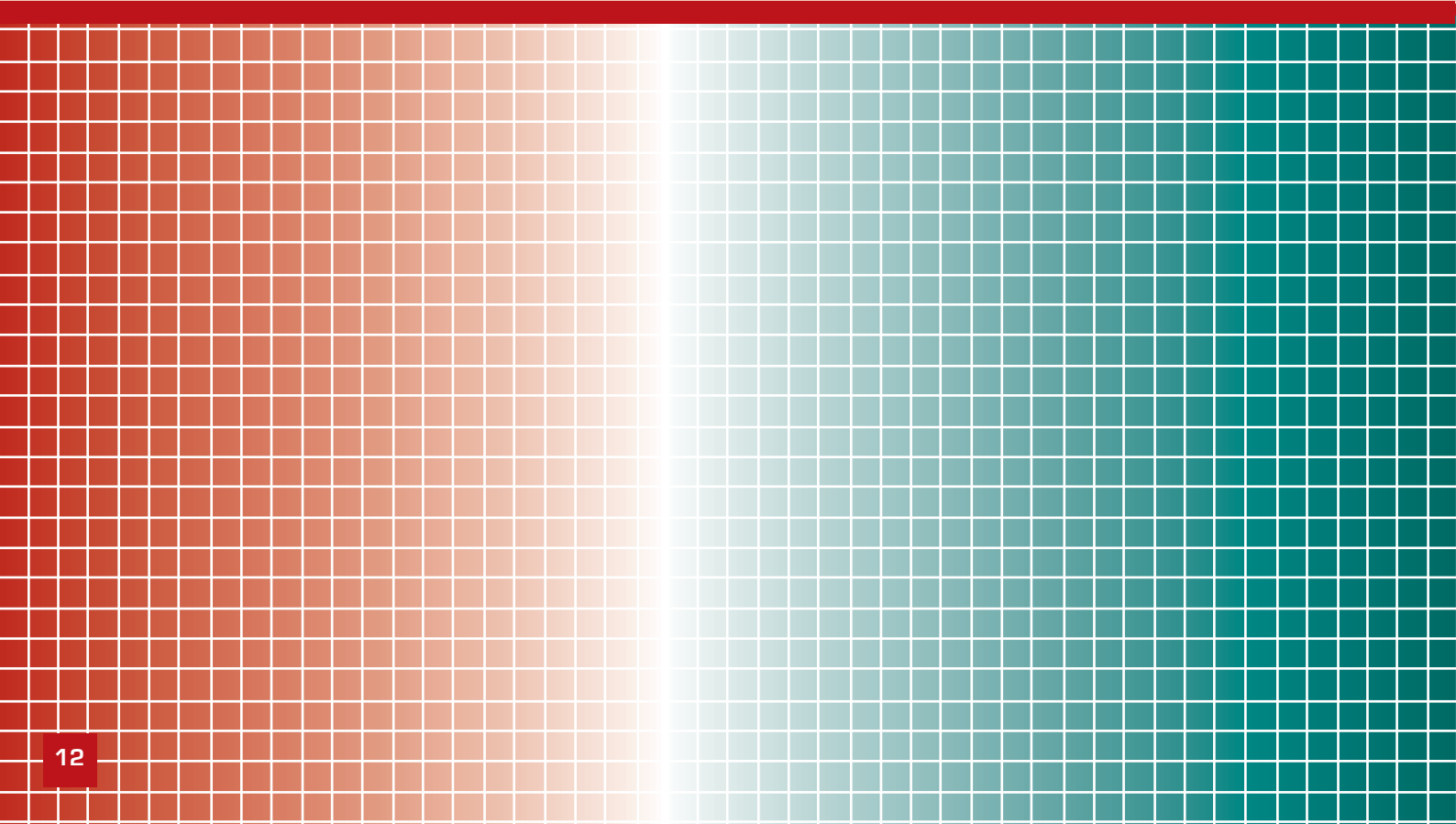
Various limitations were experienced during the Survey:

- (a) The majority of the departments could only provide outdated and incomplete client lists. This limited the ability of fieldworkers to contact clients on these lists.
- (b) The transport industry is sometimes volatile and the majority of the clients are taxi operators and their associations. During the survey period, taxi operators were required to apply for new operating licences, and at the same time government was engaging with the minibus taxi industry with regard to the taxi recapitalisation project. Some operators did not want to be interviewed as they regarded the research team with suspicion.
- (c) In some rural areas the clients at the service points of Home Affairs also regarded the research team members with suspicion and indicated that they were afraid to be interviewed. Most of them were afraid of counter-action by Home Affairs' staff in not giving them the documentation they applied for. This limited



the response in rural areas.

- (d) In the Western Cape, the actual response was very low making the sample realised unreliable. An unfortunate combination of circumstances resulted in this low figure. The relevant transport manager was replaced and the new manager would not cooperate with the researchers. By the time this situation was resolved taxi operators were on strike and did not want to talk to government officials at all. At that time, all other interviews were completed and the questionnaires had to be supplied for coding and data processing. The interviews in the Western Cape were subsequently stopped. A sample of 30 or fewer respondents is too small for rigorous statistical analysis. The confidence level of this sample size is also too low to be seen on its own. However, if the results are incorporated in the overall responses, the data is valid. On the other hand, the separate sample results may nevertheless provide some useful anecdotal information for the Western Cape.



Chapter Three

Key Findings:
Department of Home Affairs

3.1 Introduction

This Chapter presents the analysis of the data collected on services rendered by the Department of Home Affairs. A brief profile of the clients of the Department and the frequency with which they use the different services are provided. This is followed by an analysis of the findings of the survey organized according to the six dimensions of the model (access, tangibles, reliability, responsiveness, assurance and empathy) as described in Chapter Two. The results of the determined levels of satisfaction follow thereafter. In order to strengthen the findings further, the chapter also includes an analysis of clients' views regarding the consultation mechanisms of the Department, the types of problems they have experienced with the services and the manner in which their complaints had been dealt with.

The majority of the clients (95.5%) that used the civic counter services of Home Affairs were individuals. The balance (4.5%) was made up of clients who made use of services on behalf of others, for example funeral parlours registering deaths and marriage officers. As there was only a small number of foreigners encountered during the survey, their responses were not taken into account as a separate category in the analysis, but it was included in the aggregate data. A sample of 1 516 citizens was approached during the survey, but 8% refused to be interviewed mainly due to time constraints. It is interesting to note that the refusals varied in the provinces ranging from 36% in Limpopo to 1% in Gauteng.

The reasons for accessing the services are set out in Table 4 below.

Table 4: Reason for accessing civic counter services

Service	Frequency	Percent
Births, marriages and deaths	520	38.6
Identity documents	622	46.2
Citizenship	24	1.8
Travel documents and passports	181	13.4
Total	1 347	100

Table 4 above shows that overall, the highest number of citizens required services for identity documents. This trend holds true even when the figures are disaggregated by province, except in KwaZulu-Natal and the Eastern Cape where the services for the registration of births, marriages and deaths were the most in demand.

Taken together, identity documents and passports constitute 59.6% of the civic services required. The rendering of civic services thus relies heavily on the quality and timeliness of the production of identity documents and passports.

It must also be emphasized that an identity document is a basic document required by all citizens. Without this document citizens do not have an identity number and cannot vote or access life values such as registering for a matric certificate, opening a bank account, apply for a social grant or pension. The issue of an identity document is thus one of the most important services rendered by the Department of Home Affairs.

Paragraphs 3.2 to 3.7 address the dimensions of the model which were used to determine the levels of citizen satisfaction. The results of the satisfaction levels determined are set out in paragraph 3.8.

3.2 Access

Studies have shown that many citizens regard access as an overwhelming challenge when they contemplate locating

a government service⁵. For the Department of Home Affairs there are 170 service points all over South Africa where citizens can access civic services. These exclude the mobile units attached to some district offices which cover remote rural areas. Overall, the service points cover the country extensively, and generally the majority of citizens have access to civic services. In the graph below respondents' experiences with the accessibility and convenience of operating hours are shown.

Figure 3: Accessibility of civic counter services and convenience of operating hours

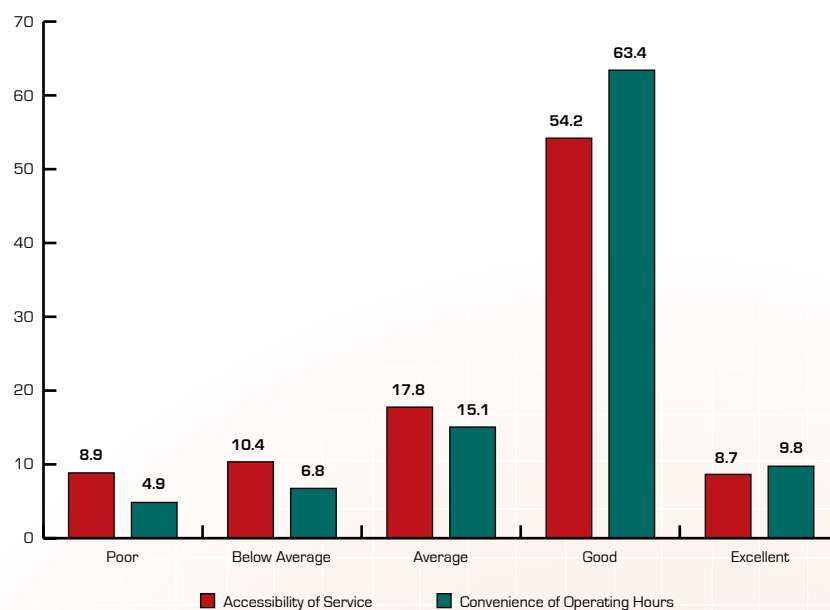


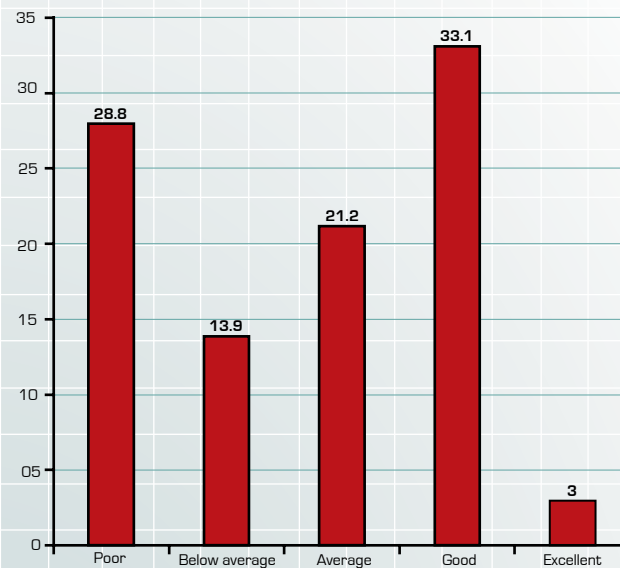
Figure 3 above shows that overall, 54.2% and 8.7% found them good and excellent, while 37.1% of the clients found the civic counter services to be average to poor, respectively. It seems that there are factors that influence perceptions of accessibility negatively. In some areas, the offices of the Department are in the industrial area, on the outskirts of the town and not on the transport routes. This situation may mean that service points are 'near', but still not easily accessible to some of the people.

Regarding the convenience of operating hours the situation is slightly better with 72.2 % of clients indicating that it ranges from good to excellent. However, 27.8% of the respondents indicated that it was average and even below that. Some indicated that the offices do not keep to the indicated operating hours because they open late, close early and even close during lunch time. All these factors reduce the actual operating hours.

Another issue of access is the ability of people to get into government buildings, especially those who have disabilities or are elderly. The perceptions of the respondents in this regard are illustrated in the graph below.

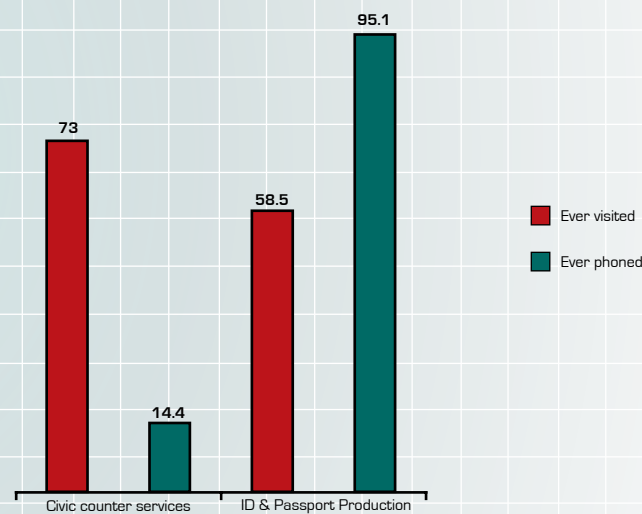
⁵ The Institute of Public Administration of Canada, 2001. "Citizens first 2000", A survey by G Spears and K Seydegart from the Erin Research Inc for the Public Sector Service Delivery Council of IPAC.

Figure 4: Access for those with disabilities



Only 36.1% of the respondents indicated that access for people with disabilities seems to be good to excellent, with 28.8% indicating that it appears poor and 13.9% below average. At some service points there are no lifts or wheelchair ramps, but there are steps and in some cases the service point is on a floor above street level. These circumstances influence the accessibility of service points for people with disabilities and elderly people.

Figure 5: Percentage who had contacted the service point before



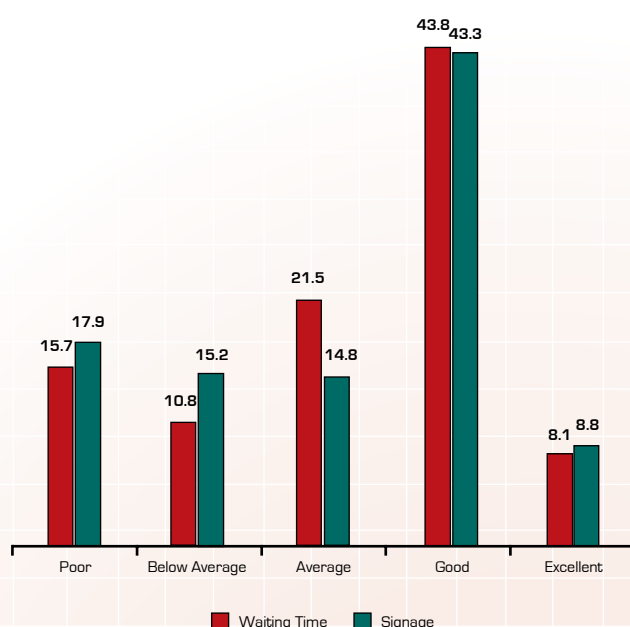
Most citizens visit the service points of the Department more than once. They indicated that this was due to the fact that they had to get outstanding documentation from home in order for them to complete their applications, or that they had to come repeatedly to try and collect the documents. As identity documents are posted to their addresses, some clients found that these were not delivered through the mail and as such they had to apply repeatedly for their documents. In some instances the addresses provided as postal addresses are not identifiable and the Post Office has trouble in delivering documents. This forces clients to visit the service point again.

Not many clients phoned the service points, but of those who did phone (14.4%), a third (34.3%) indicated that the accessibility of the Department by phone was good. However, a third (32.6%) of the respondents rated the telephone service as poor.

On the other hand, the managers of the service points (internal clients of the Department) phoned the identity document and passport production offices regularly (95.1%). This means that a great deal of time is spent on following up on applications because these are usually enquiries on the progress of applications, problems with applications and in some instances requests for the speeding up of the production of the documents. Most offices phone the production units on a daily basis, but they rate the overall service response they received as poor.

Of all the service point managers interviewed, 58.5% indicated that they had visited the production offices in Pretoria. This ensures that they know how the production offices work and what their requirements are. However, some managers in the Gauteng area indicated that to ensure that they get a better service and immediate attention to some applications, they physically visited the production offices to impress on the staff the urgency of these applications.

Figure 6: Ratings of waiting time and signage/information boards at service points (civic counter services)



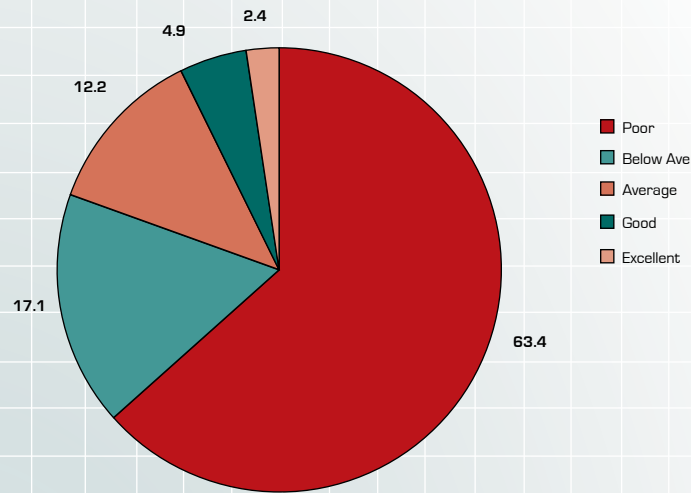
The overall waiting time at service points was rated from good to excellent at 51.9%. Nearly a quarter (26.5%) rated waiting time below average and poor. The areas where most clients registered their unhappiness with waiting time are the Free State, KwaZulu-Natal, Gauteng and Limpopo provinces.

Only 52.1% of all respondents rated the signage/information boards from good to excellent, while the overall rating for below average to poor is 33.1%. The latter figures mean that a third of all respondents rated the signage boards as totally inadequate. The clients' perceptions of the service levels that may be expected are immediately influenced if it is difficult to access a service point. The views of the respondents are confirmed by the inspection report⁶ by the PSC in October 2006 where it was found that generally the signage outside service points was generally clear and gave proper information. However, most sites did not have proper inside signage giving directions to appropriate service counters.

⁶ Republic of South Africa. Public Service Commission. Unpublished Report on Pilot Inspections in the Department of Home Affairs, October 2006

Figure 7 below reflects the perceptions of the managers of service points about the waiting time for the production units in Pretoria to respond to applications or enquiries.

Figure 7: Rating of waiting time for response by the ID & Passport units

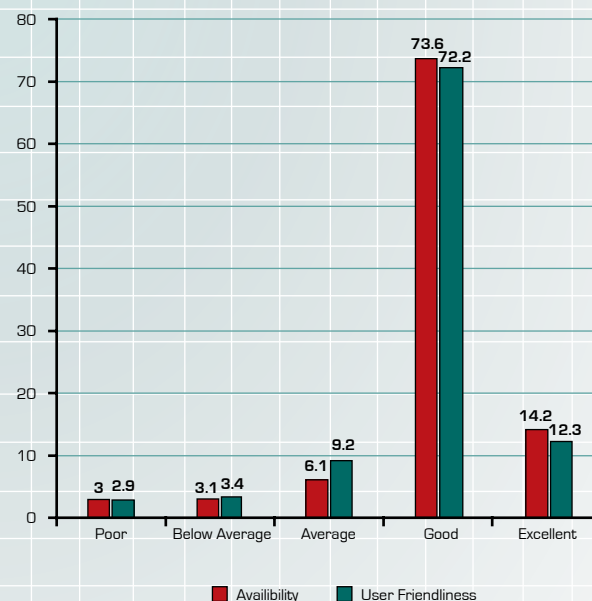


Most managers (63.4%) indicated that the response rate was poor (some said very poor!) while another 17.1% rated it as below average. In total, more than 80% of service points received below average service, which is very perturbing. Where the services received were rated good to excellent, it was indicated that in most of these instances managers had directly phoned someone they knew in order to get the required response.

3.3 Tangibles (State of facilities)

This section focuses on the facilities at the service points where citizens access civic services. The availability of forms and the user friendliness thereof were rated as set out in the figure below.

Figure 8: Forms – Availability and user friendliness

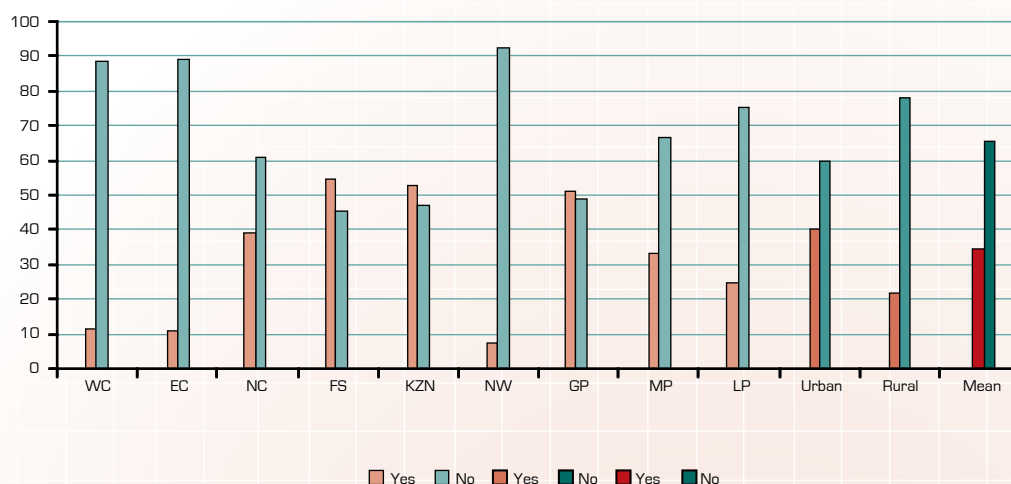


These aspects were the most highly rated of all the questions put to respondents. While forms were not in all cases available (mostly in KwaZulu-Natal), the overall availability was very high. Most respondents found the user friendliness thereof also high. It must be mentioned that in most areas clients were assisted with the completion of forms. In the rural areas 88.8% of the clients were very satisfied with the assistance given to them with the completion of the forms. However, this is time consuming, and with the staff shortages that exist in the Department, the waiting time for other services increases accordingly.

The assessment of the facilities also sought to establish whether clients who visited the service points recalled seeing the particulars of the duty manager displayed, and thus knowing who was in charge and also where to complain or report any concerns they may have. This is shown in Figure 9 below.

In this instance the responses from the various provinces and urban/rural areas are reflected. The display of information on the duty manager is rated positively in only three provinces by the clients. There is also a marked difference in urban (40%) and rural (21%) areas where the pattern in rural areas is that the clients could not recall if the particulars were displayed. This may be due to some illiteracy of the respondents, but whatever the reasons for this lack of recollection, the overall negative response (34% No) may also well mean that the Batho Pele principle of information is not adhered to by not displaying the manager's name.

Figure 9: Remember that particulars of duty manager have been displayed

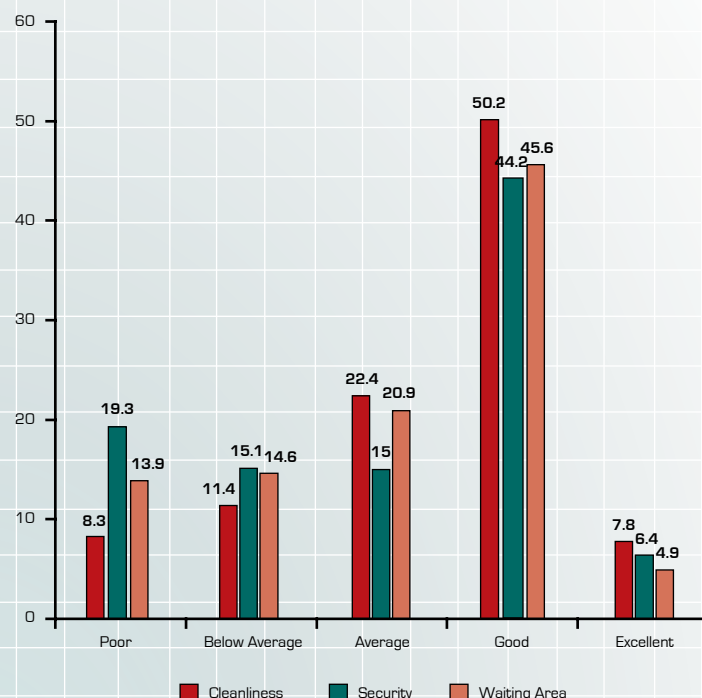


The PSC undertook inspections at certain service points in October 2006 and recommended that, as staff interface directly with the public, they should wear name tags⁷.

⁷ Republic of South Africa, Public Service Commission. Unpublished Report on 'Pilot Inspections in the Department of Home Affairs', October 2006

The following figure reflects the way some citizens rated the appearance of the facilities in terms of cleanliness, security and their views on the waiting area.

Figure 10: Experience of cleanliness, security and waiting area



Just over 58% of the clients rated the service areas as good to excellent in terms of cleanliness while security and the experience of the waiting area are rated average to poor by over 49% of the clients. A provincial disaggregation of the findings shows that cleanliness was rated above 60% in only four provinces (Eastern Cape, Northern Cape, North West and Mpumalanga). In the North West, Mpumalanga, the Free State, KwaZulu-Natal, and Limpopo the clients experienced a low level of security. Security was especially rated as poor in the Free State (43.7%) and Mpumalanga (41.3%). The PSC⁸ also reported that, during their inspections in 2006, although most facilities were clean, the toilets were in a poor state.

3.4 Reliability

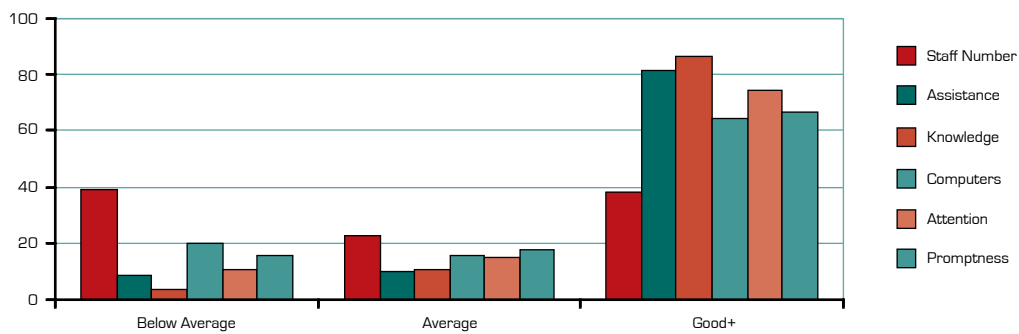
Reliability includes the appropriateness of the product or service, the ability to perform the promised services accurately and the provision of information on the product or service.

3.4.1 Products and Processes

With regard to applications for services it is important for the processes to run smoothly. First of all, there should be enough staff on hand to serve the clients, and the staff should be knowledgeable and assist with the completion of forms. Clients should receive individual attention where necessary and the computers should be functioning well. Overall, the service should be prompt. These aspects are addressed in Figure 11.

⁸ Republic of South Africa, Public Service Commission. Unpublished Report on Pilot Inspections in the Department of Home Affairs, October 2006

Figure 11: Rating of processes at civic counter services



Overall, the processes were rated as good. The only exception is that clients (39%) are of the opinion that the service points do not have enough staff available to render proper service. This applies to most provinces with respondents rating staffing as poor in Limpopo (43.4%) and KwaZulu-Natal (34.8%). The only province which is an exception is the Eastern Cape where only 3.6% of the clients rated the staffing as below average.

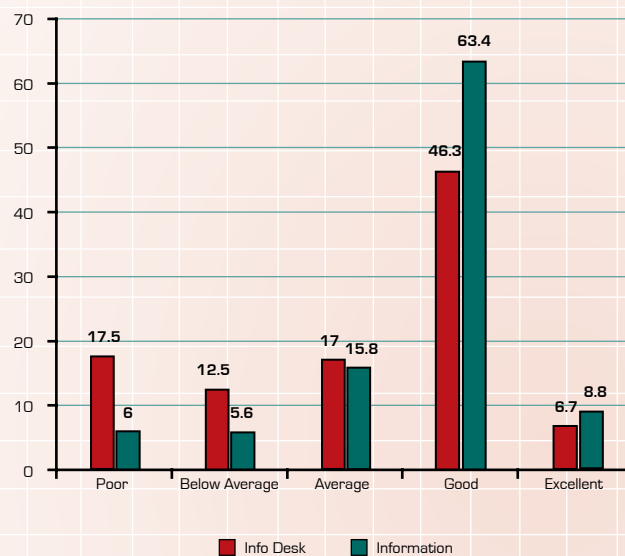
While 64.4% of clients rated the functioning of the computers as good, 20% experienced it as below average. The clients from Mpumalanga (30.4%) and Limpopo (16%) rated the functioning of computers as poor. This means that in some areas this form of technology may affect service delivery detrimentally.

3.4.2 Information

Another factor that is important to clients and is also one of the eight *Batho Pele* principles is the provision of information. In this area, the information desk as well the staff plays a great role. The experience of the clients with the provision of information, as rated by them, is reflected in Figure 12 below.

The experience of the information desk was rated to be good to excellent by 53% of the clients, which is not very positive. In Mpumalanga and the Free State, 51.9% and 36.1% of the respondents respectively were dissatisfied with the desk and rated it as poor.

Figure 12: Rating of the provision of information



Overall, the supply of information was rated good (63.4%) to excellent (8.8%). The only province where this was overall rated negatively was in KwaZulu-Natal where only 37.9% of clients rated it as good and 7.7% as excellent. This suggests that the provincial management needs to do more to improve the availability of information to clients.

3.5 Responsiveness

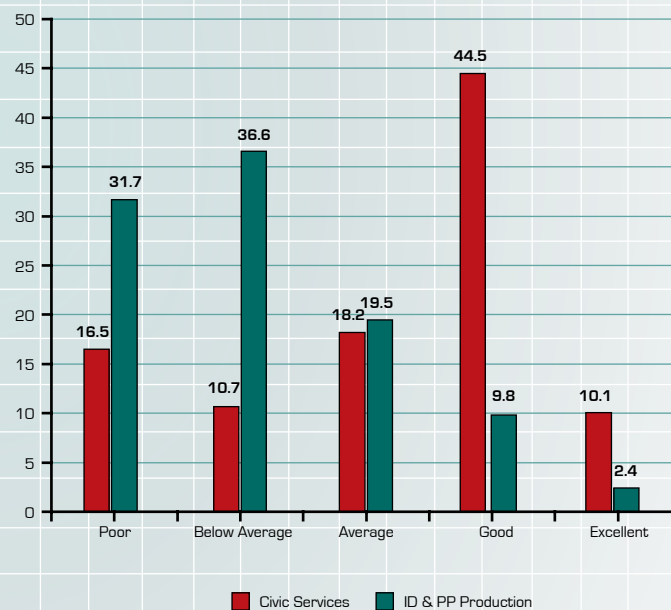
Another dimension of the analysis model is responsiveness. Responsiveness to citizens' demands is an issue that is also important to them. As such the time taken to respond to their requests and the efficiency of the responses are factors to be taken into account when determining the levels of satisfaction with service delivery.

3.5.1 Turn-around time

An important aspect of service delivery is that the service must be delivered within a reasonable time. As will be observed later, the turn-around time of applications was the aspect most clients complained about. The ratings by the clients for this element are set out in Figure 13 below.

From the graph it is clear that the turn-around times of the ID and Passport Production units were rated as below average to poor by 68.3% of service point managers. This is a very worrying development which suggests that the majority of service point managers feel that the response by the back office operations for issuing IDs and passports are unacceptably weak.

Figure 13: Experience of turn-around times for applications



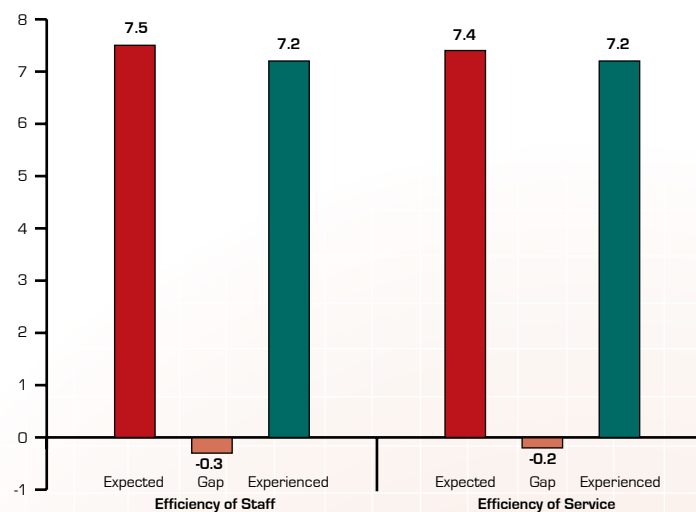
With over 45% of citizens rating the turn-around times for civic services average to poor; this is also another area of concern which the Department needs to pay urgent attention to.

3.5.2 Efficiency

Figure 14 below compares the expected and experienced efficiency levels of staff as well as that of the actual service offered for civic counter services. To provide the most meaning to this comparison, the “gap”⁹ between expectations and the perceived efficiency is used.

The gap between the two scores indicates the extent to which the clients' expectations were met. A positive score shows that the expectations were exceeded, while a negative score shows that what was experienced fell short of expectations¹⁰.

Figure 14: Gap between the expected and experienced efficiency for civic services



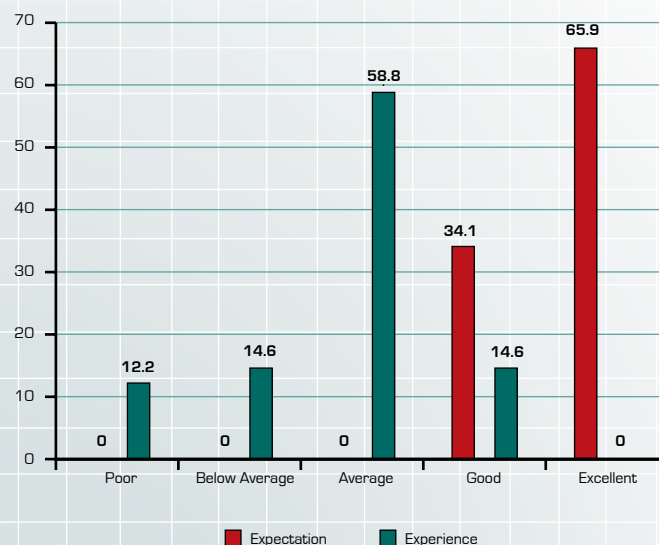
The results above show the staff efficiency gap as -0.3 and that of the service efficiency as -0.2. The gaps are below zero, thus suggesting that staff and service efficiency levels did not live up to client expectations. On the other hand, the low rated expected efficiency of staff and services may be an indication that respondents did not expect the Department to be efficient. The small gaps do not indicate serious problems, but in view of the low expectation levels and the problems identified during the survey, these problems still need to be addressed.

The expectation of the management at service points is that the staff at the production units in Pretoria should at all times be professional and efficient. However, the experience of the staff's efficiency in this part of the survey has been quite the opposite.

⁹ The gap is determined between the client's expectation and the level of efficiency experienced.

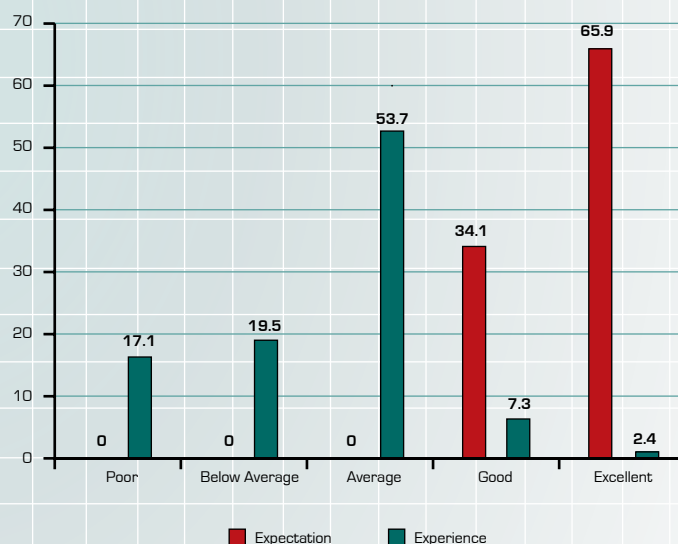
¹⁰ As a rule of thumb gap scores between -0.5 and -1.0 are a matter of concern, but do not require immediate attention. Any negative scores above -1.0 should receive immediate attention.

Figure 15: Expectation and experience of staff efficiency for Identity documents and passport production services



Only 14.6% of the service point managers rated staff efficiency as good and none of them rated it as excellent. More than a quarter of the respondents (26.8%) rated it as below average to poor while 58.8% rated it average. Once again these findings show that service point managers are seriously unhappy with the quality of their interface with the ID and Passport Production units.

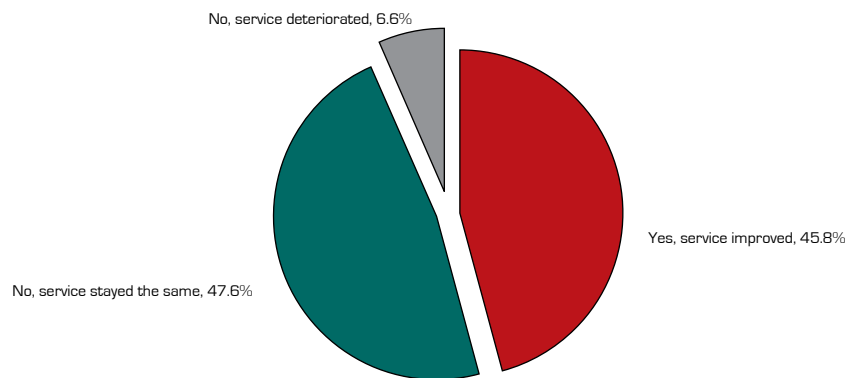
Figure 16: Expectation and experience of service efficiency for the identity documents and passport production services



The experience of service point managers with the efficiency of the service rendered by the production units is also disappointing. Overall, 53.7% said they received an average service. Taking into account that the service points are the direct contact with the citizens, it means that they have to take the brunt of complaints from dissatisfied clients.

In order to establish whether the quality of service at service points is improving, clients were asked to indicate whether the services have, in their view, improved over time. Such an assessment was possible because 73% of all respondents indicated that they had visited the service point before.

Figure 17: Would you say the civic services improved since the previous visits?



As it can be observed less than half, 45.8% indicated that there had been an improvement of the service delivery over time. The minority, 6.6%, experienced a perceived drop in the quality of the service by the Department, whereas 47.6% indicated that the service did not change.

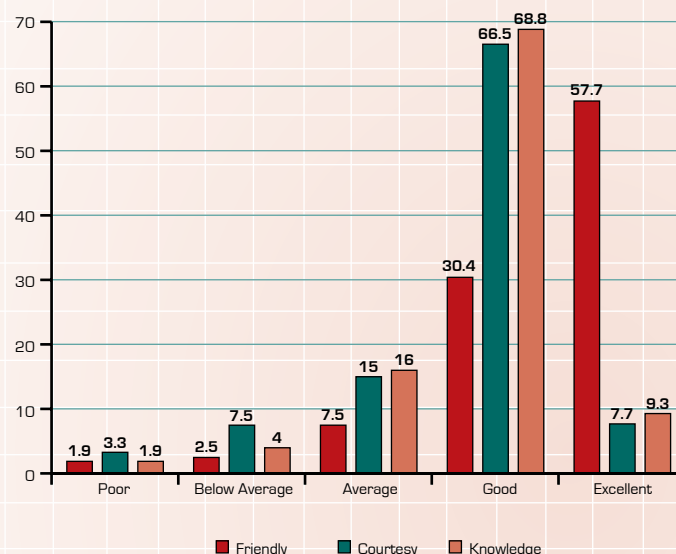
3.6 Assurance

Front-line staff represents a very important element of the public service delivery chain as they interface directly with citizens. Perceptions and opinions about public service delivery are developed at this interface¹¹.

There are two areas in the provision of service delivery where the staff of the Department have a tremendous influence on the satisfaction with the service rendered. Firstly, there is “Assurance” which includes the level of confidence conveyed by the service provider; the knowledge and courtesy of the staff, and their ability to convey trust and confidence. The second area of influence by staff on the service satisfaction level is empathy which is discussed in the next paragraph.

In Figure 18 below, the friendliness and courteousness experienced during the contact by clients with staff as well as the perceived knowledge of staff are shown.

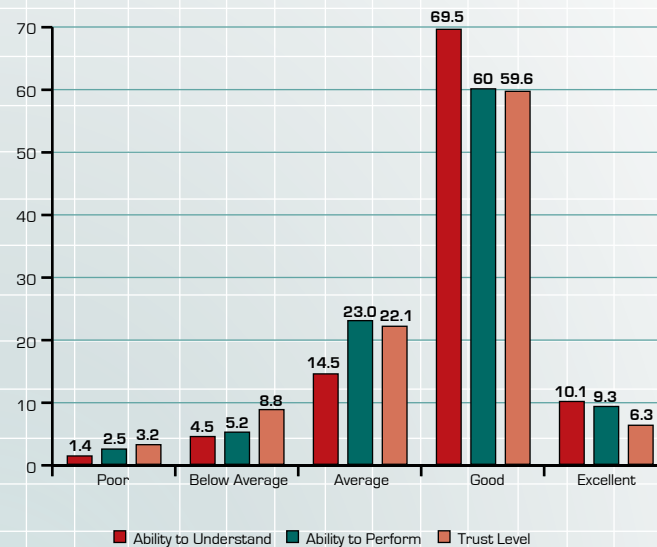
Figure 18: Rating of friendliness, courteousness and knowledge of staff members



¹¹ Republic of South Africa: Public Service Commission. Unpublished Report on 'Pilot Inspections in the Department of Home Affairs', October 2006

As it can be noted from the graphs the overall level of confidence conveyed by departmental staff was high. It is only in KwaZulu-Natal that nearly a quarter (28.1%) of the respondents indicated that the courtesy extended was below average. As this percentage is very low it is suggested that the attitude of staff to their work be attended to by management. The confidence conveyed is further illustrated in the Figure 19 below.

Figure 19: Staff: Ability to understand and accurately perform services, and level of trust



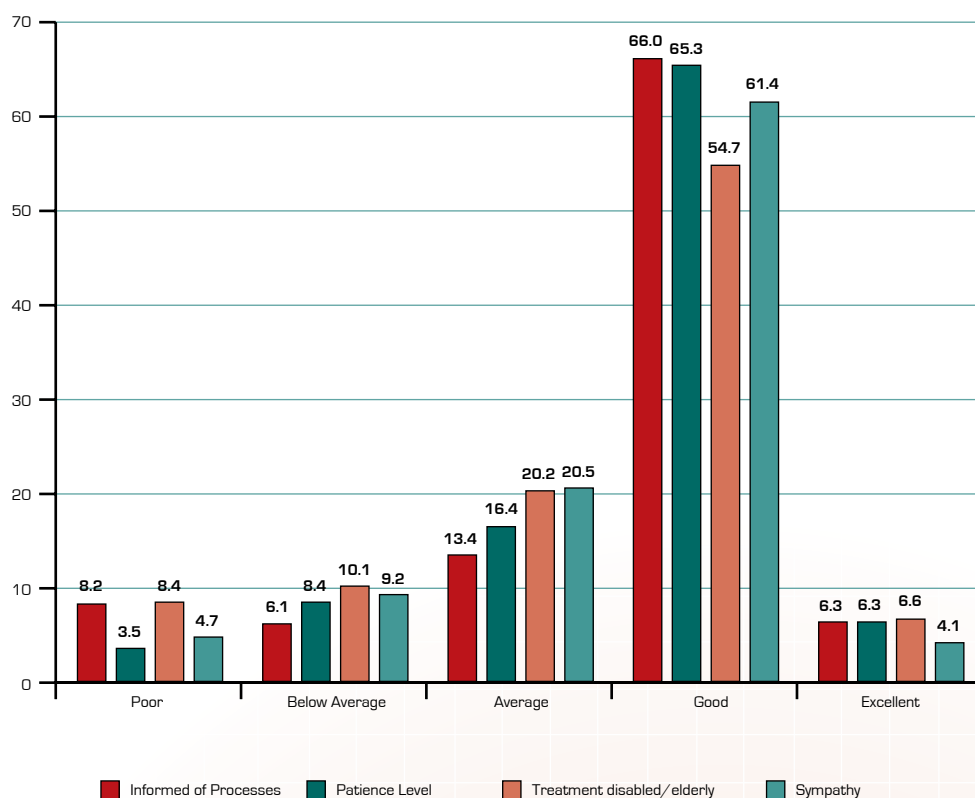
While these three graphs also radiate a high level of confidence, it unfortunately is less positive than those in the previous paragraph. The overall level of trust is 65.9%, but the respondents in KwaZulu-Natal (42%) have limited trust in the staff.

3.7 Empathy

The second area of influence by staff on the service satisfaction level is empathy. "Empathy" is about the level of care and compassion experienced by the clients.

The provision of caring and individualized attention ensures a feeling of satisfaction by clients and as such affects the environment of effective service delivery. This is illustrated in the Figure 20 below.

Figure 20: Levels of care and compassion



The overall perceptions of the respondents of the empathy experienced are positive. There is however some scope for improvement on all aspects. The graphs reflect the average responses from all provinces. The provincial responses on empathy were mostly positive. In KwaZulu-Natal, there is a trend that the care and compassion experienced were negative. With regard to the treatment of the elderly and disabled the experience of respondents in Gauteng and the Free State were that it was overall not very good.

3.8 Satisfaction levels

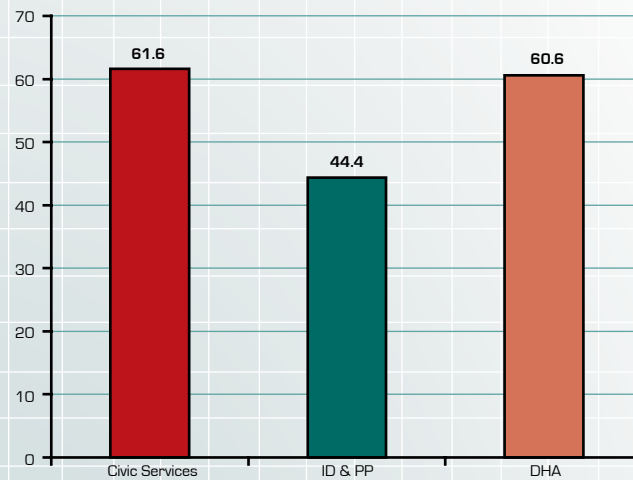
Spears and Seydegart¹² ask the basic question: 'some citizens get government services and come away highly satisfied; others get the same services and are greatly dissatisfied. So what is the difference?' They are of the opinion that if enough citizens are asked a question a pattern will emerge to reach a precise answer. The questions to gauge satisfaction levels must be based on the drivers of satisfaction and over the past two decades a pattern of drivers emerged¹³. For this survey the researcher broke it down to six dimensions or criteria, namely access, facilities (tangibles), reliability, responsiveness, assurance and empathy.

¹² The Institute of Public Administration of Canada, 2001. "Citizens first 2000", A survey by G Spears and K Seydegart of the Erin Research Inc for the Public Sector Service Delivery Council of IPAC.

¹³ Berry, L. 1988. SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality. University of Texas.

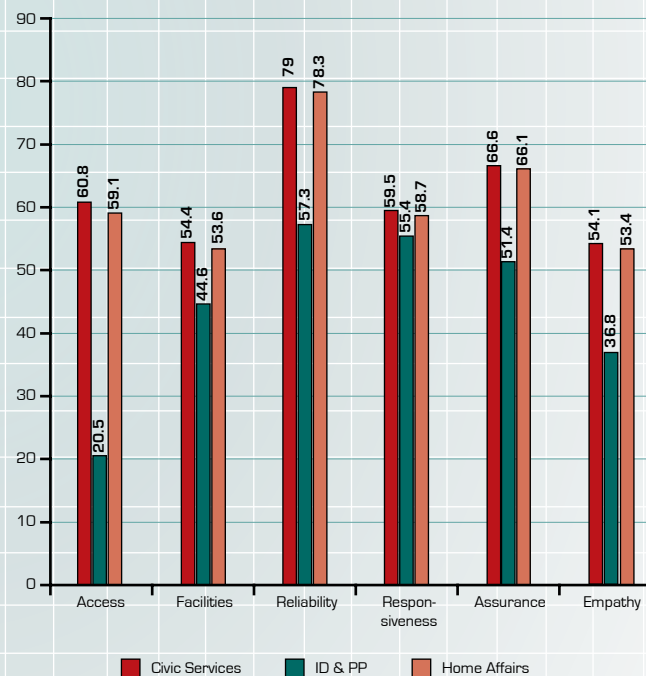
Based on these criteria the calculated overall satisfaction scores for the two services are shown in the chart below.

Figure 21: Overall satisfaction scores for each service



The overall level of citizen satisfaction with the civic services is 61.6% which shows that while the score is low, citizens are still positively satisfied with the service. On the other hand, the internal clients of the identity document and passport production units, as shown with a 44.4% level of satisfaction, are not satisfied with the service they get. The graph below provides more detailed information regarding the levels of satisfaction with service aspects.

Figure 22: Levels of satisfaction with service aspects

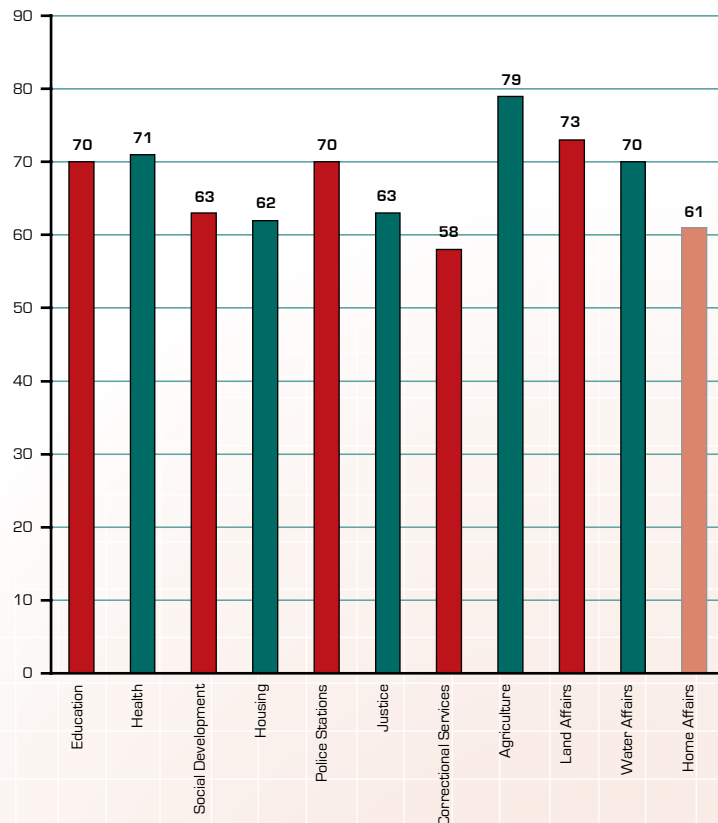


This graph is based on the findings in paragraphs 3.1 to 3.5 above where these aspects are discussed. The levels of satisfaction with the individual service aspects vary. The priority areas on which the Department should concentrate in order to improve service delivery are identified. On the civic services' side the dimensions of facilities (54.4%) and empathy (54.1%) should be the areas to be given first preference because they were the ones identified by clients with low satisfaction.

With regard to the production side, the dimensions which are very low in satisfaction are that of access (20.5%), empathy (36.8%) and facilities (44.6%). The access by the management of service points to the system after the forwarding of application forms should be prioritised by the Department. Without this access the management at service points is not able to improve on their service delivery. It should be remembered that without this support improving the total level of satisfaction on civic services cannot be achieved.

In the chart below, Home Affairs is benchmarked against a few other departments from previous surveys.

Figure 23: Satisfaction scores for public service departments



Compared to other ten departments, the Department of Home Affairs (61%) did not fare well. The only other department that scored a lower level of satisfaction was the Department of Correctional Services (58%). With this present survey the average level of citizen satisfaction with public services fell from the previous 71%¹⁴ to 67% (average percentage of the above departments). This means that Home Affairs should have a good look at the rendering of services and concentrate on improving service delivery.

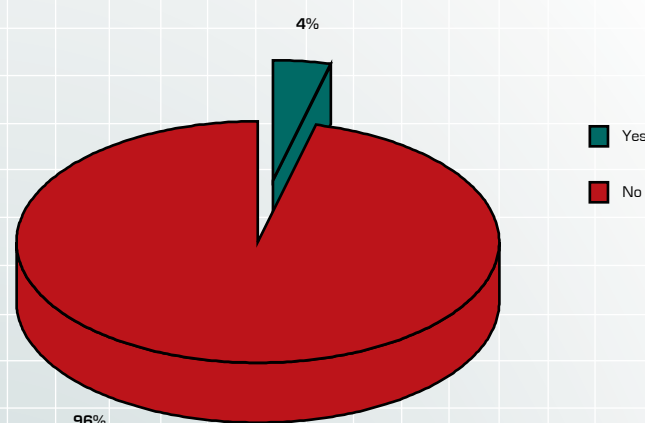
3.9 Consultation

The *Batho Pele* principle of Consultation strives to promote service excellence so that services can be defined and appropriate standards set. These standards can be measured and the results thereof are critical in any attempt to improve service standards¹⁵. In Figures 24 and 25 below, the experience of respondents with consultation on the product/service by the Department is reflected.

¹⁴ Republic of South Africa: Public Service Commission, 2006. 'Citizen Satisfaction Survey: Economic and Infrastructure Services Sector': See Figure 38: Satisfaction scores for South African public and private sector services

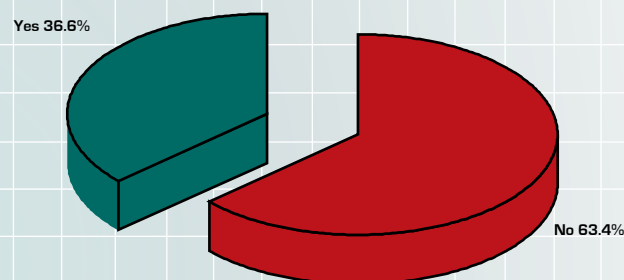
¹⁵ Republic of South Africa: Department of Public Service and Administration, Undated. 'Batho Pele Handbook: A Service Delivery Improvement Guide'.

Figure 24: Ever been consulted by the Department on the service or the product (Civic services)?



It is understood that in depth consultation with citizens on the products of civic services will be limited. However, part and parcel of the consultation process is canvassing the views of citizens on the services they have received. With only 4% of respondents indicating that they have been consulted, it shows that there is a serious need for the Department to improve the way it consults with clients in order to monitor and improve service delivery.

Figure 25: Consultation on the production of identity documents and passports



During interviews with the management of departmental service points, only 36.6% indicated that they were indeed consulted on the products or the production of identity documents and passports. As they are in direct contact with the end-users (citizens) it would be expected of them to be consulted on a regular basis to ensure that feedback is given to the departmental management.

3.10 Problems and complaints

Each department must ensure that the promised level and quality of services is provided to citizens. If this is not achieved the department should swiftly respond and advise clients regarding how such a situation would be corrected. This is the redress principle of the *Batho Pele* guidelines¹⁶.

Taking this principle into account, respondents were also asked about the problems and complaints they have had with the services of the Department. Six basic questions were asked:

- (i) Frequency of problems?
- (ii) What problems were experienced?
- (iii) Did the respondent lodge a complaint?
- (iv) Complained verbally or in writing?

¹⁶ Republic of South Africa: Department of Public Service and Administration. 2003 'Batho Pele Handbook: A Service Delivery Improvement Guide'. Government Internal Consulting Service, Pretoria.

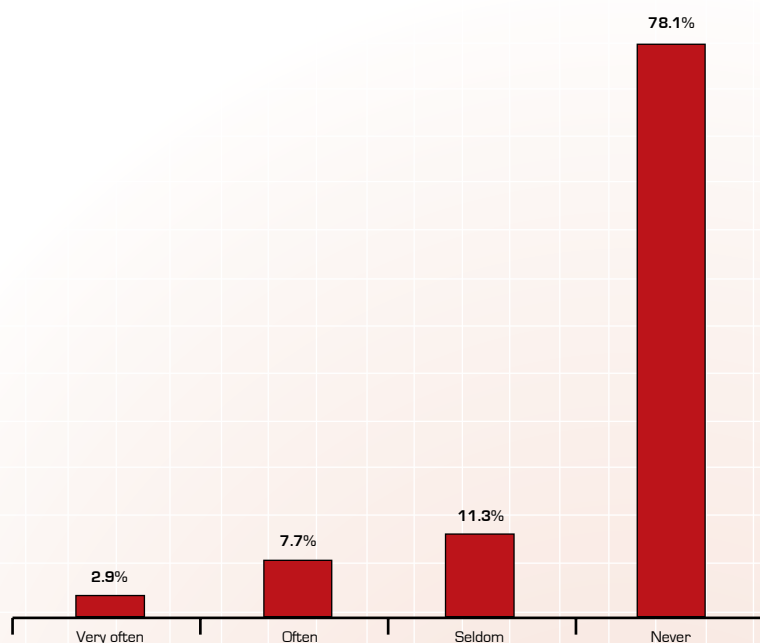
- (v) Was the complaint dealt with satisfactorily? and
- (vi) If no complaint was lodged, why not?

The responses to the above questions are reflected in the figures below. The views of the clients from the two services are addressed separately.

3.10.1 Civic services

The responses from the clients for civic services are set out in Figures 26 to 30. The first question relates to whether the respondents experienced any problems with the services/products and the frequency thereof. The above findings indicate that respondents rated their experience with some areas of the service negatively and also indicated that their levels of satisfaction with these were low. However, on the specific question of their experience of problems, it seems that the actual frequency of problems was low. This is set out in Figure 26 below.

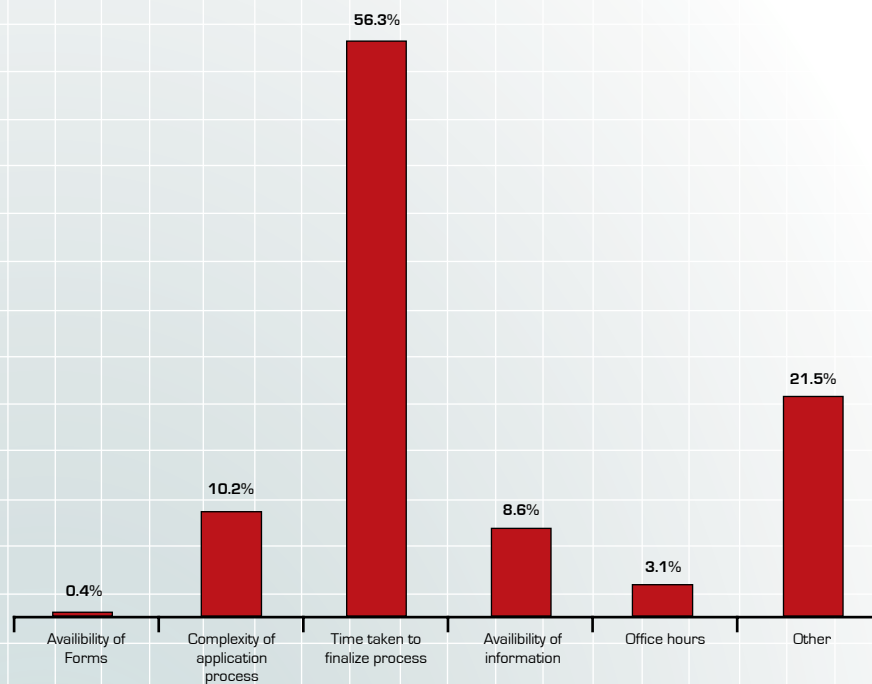
Figure 26: Frequency of experiencing problems with civic services?



There is a common attitude or stereotype that results in a general perception by citizens that government services are poor¹⁷. The above graph shows that this is not necessarily the case as 78.1% of respondents never experienced any problems with the service. Another 11.3% seldom experienced problems. Therefore only 10.6% of the respondents often experienced problems. As over a 100 service points were visited during the survey, it means that on average just one or two clients per service point often experience a problem. However, what is worrying is the fact that the same persons experience problems again and again. The following figure (Figure 27) highlights the type of problems and may further enlighten this repetition of problems.

¹⁷ The Institute of Public Administration of Canada, 2001. "Citizens first 2000", A survey by Erin Research Inc for the Public Sector Service Delivery Council of IPAC.

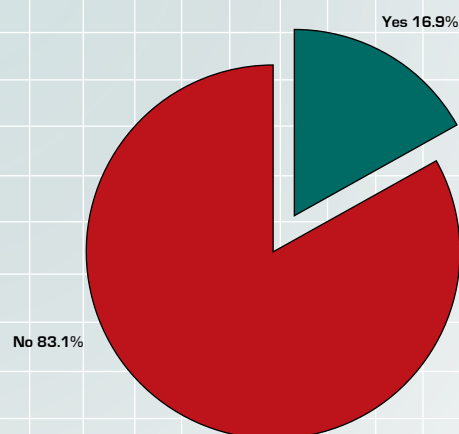
Figure 27: Type of problems experienced with civic services



The major problem experienced is the turnaround time of registrations and applications. Other problems experienced are applications, documents that get lost and the incorrect information in documents received (such as wrong names, spelling and wrong dates). Other responses that featured high under “other” were that the service points were ‘out’ of town (on the outskirts or in the industrial area), safety aspects of the neighbourhood and limited transport facilities into those areas. Some respondents indicated that that “outsiders” who are not officials from Home Affairs approached them to assist with the completion of forms and then demand money.

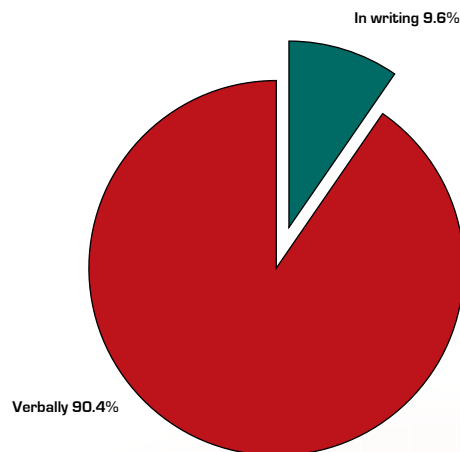
In order to follow up on redress of the lower standards, clients were asked whether they ever lodged a complaint. The responses are reflected in Figure 28 below.

Figure 28: Ever lodged a complaint?



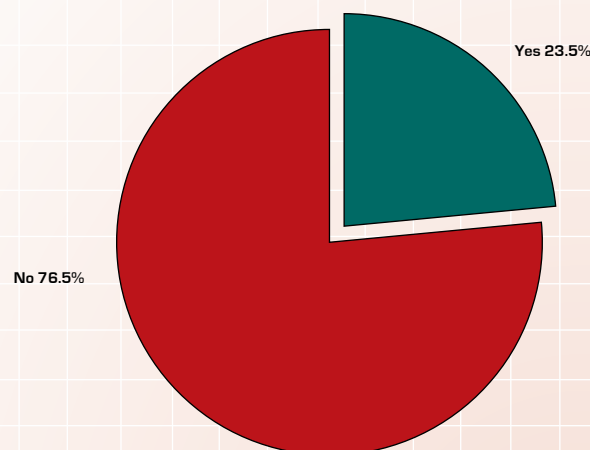
Of all the respondents only 16.9% did lodge a complaint. They either lodged their complaints verbally or in writing as set out in Figure 29 below.

Figure 29: How did you lodge your complaint?



The results show that the majority of respondents (90.4%) complained verbally while only 9.6% wrote out a complaint. Of all the complaints lodged, only 23.5% (Figure 30 below) reported that their complaints were dealt with in a satisfactory manner, leaving 76.5% of complainants without effective remedy. It is interesting to note that most of the resolved complaints were in Gauteng (45.5%) and Limpopo (50%). In the Western Cape and the Free State 100% of the respondents stated that their complaints had not been dealt with satisfactory.

Figure 30: Has your complaint been dealt with satisfactory?



On why those respondents who had complaints did not bother to lodge them, most (60.5%) said that they did not know where to lodge such complaints or they felt that it was not worthwhile to lodge a complaint anyway (33.3%). To address these negative aspects, in 2000 the Commission¹⁸ proposed that a formal complaint handling system or procedures be introduced in the Department. The PSC, however, found in 2006¹⁹ that the Department still did not have a complaints infrastructure.

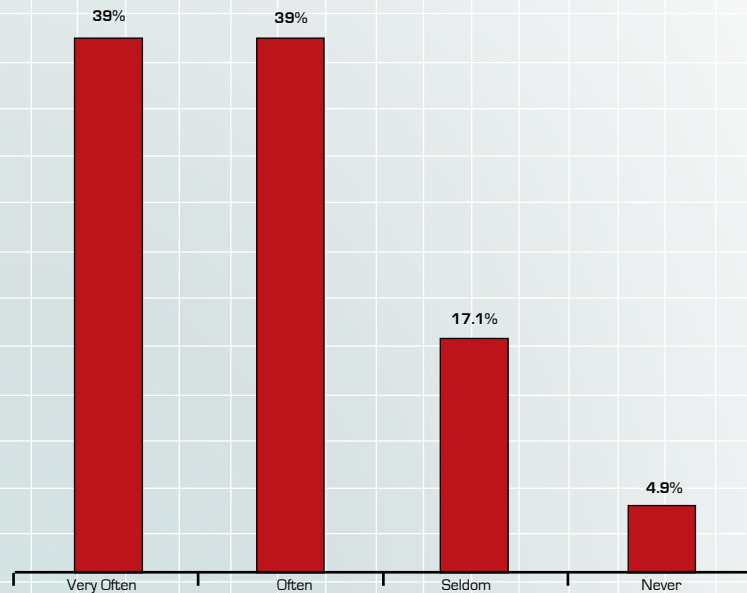
¹⁸ Republic of South Africa: Public Service Commission, 2000. 'Report on the Survey of Compliance with the Batho Pele Policy'.

¹⁹ Republic of South Africa: Public Service Commission. Unpublished Report on 'Pilot Inspections in the Department of Home Affairs', October 2006

3.10.2 Identity documents and passport production

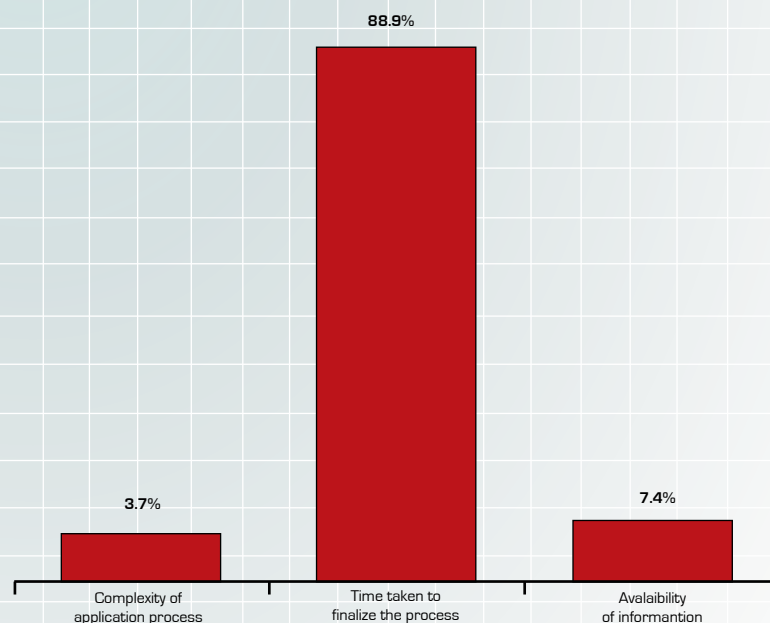
The responses of management at service points on the problems experienced with the services of the identity documents and passport production units in Pretoria are reflected in Figures 31 to 35 below. The frequency of problems experienced with the production of identity documents and passports is set out in Figure 31 below.

Figure 31: Frequency of experiencing problems with the production units



This graph is almost an inverse image of Figure 26. In this instance service points experience a very high incidence (95.1%) of problems with applications forwarded to Pretoria. Only 4.9% of the respondents never experienced any problems. This is a very worrying trend which would require an in depth investigation by the Department to establish the underlying factors thereof. Figure 32 below identifies some of the major areas of problems experienced.

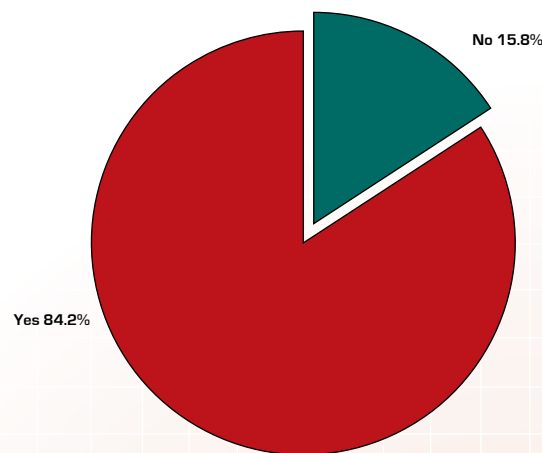
Figure 32: Types of problems experienced with identity document and passport production



The majority of problems that were experienced were around the time taken to finalise applications. Problems experienced include applications for identity documents that get lost between offices of application and Pretoria and insertion of wrong information on applied documents. All these problems are exacerbated by the fact that new documents would have to be issued. This leads to the process being unnecessarily protracted. Due to the direct capturing of most of the applications for passports to the internal electronic process and the limited physical movement of application documents, the problems in this area are limited.

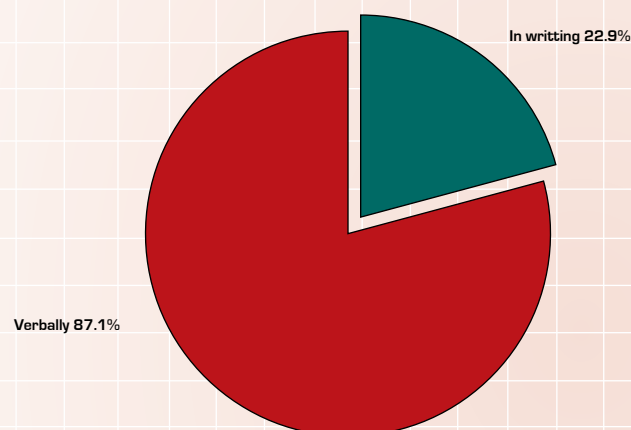
The management of service points regularly brings the problems experienced to the attention of Provincial management and also to the Head Office in Pretoria. The number of managers lodging complaints is reflected in the diagram below.

Figure 33: Ever lodged a complaint regarding identity documents and passport production?



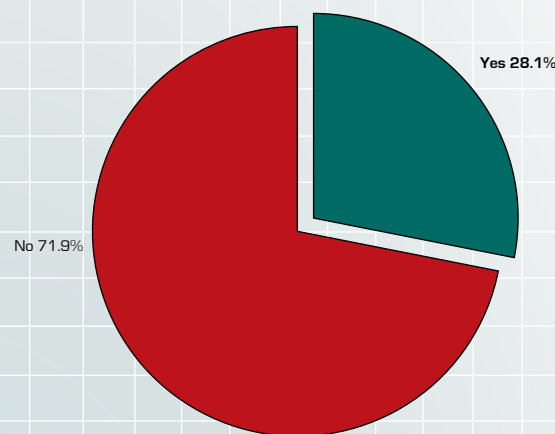
An overwhelming number (84.2%) of the managers at service points lodged complaints regarding the problems they experience and the service they receive. They are the direct contact with clients and need to keep them satisfied which is not always easy, especially with the applications for identity documents. There is no tracking system for these applications. Due to the electronic capturing of passport applications, it is possible for managers to track applications and find out where in the process they are. Of the 15.8% managers who did not lodge complaints most indicated that they did not think it worthwhile to lodge a complaint.

Figure 34: How did you lodge your complaint?



Most of the respondents (87.1%) complained verbally to assistants or supervisors at the production units. They also used the opportunity during regional or provincial management meetings to bring the general problems experienced to the attention of management. In 22.9% of the cases managers complained in writing to top management in either the province or at headquarters. The reaction to their complaints is reflected in the diagram below.

Figure 35: Have your complaints been dealt with satisfactory?



Only 28.1% of complainants reported that they were satisfied with the way their complaints were addressed. However, the overwhelming reply was that their complaints were not dealt with to their satisfaction. This means that the service points are not able to handle the queries by clients and they cannot satisfy their needs.

3.11 SWOT - analysis

The following matrices outline the main strengths, weaknesses, opportunities and threats that were identified by the PSC as affecting the service delivery in the Department of Home Affairs.

Individual strengths are important for a high level of satisfaction. It is equally important to identify the weaknesses in assessing services since they tend to push the satisfaction levels down. Less importance is attached to longer term threats as the main concern of clients are a better service on the short term. Similarly, less importance is attached to opportunities for the improvement of services since citizens often lack the detailed knowledge of policies and processes being instituted by departments, without being aware that these opportunities can lead to higher satisfaction levels on the longer term.

3.11.1 Civic counter services

The following matrix is relevant to civic counter services which include the registration of births, marriages and deaths, as well as the application for identity documents, citizenship, passports and travel documents.

	HIGH ← SATISFACTION → LOW	
HIGH	Strengths <ul style="list-style-type: none"> • Service points cover South Africa extensively • In the rural areas the mobile units are linked via satellite • Assistance with the completion of forms • User friendliness of some offices • Mobile units collect applications and deliver documents 	Weaknesses <ul style="list-style-type: none"> • Low number of staff • Poor tracking of Identity Documents • Long turnaround times • Cumbersome procedures • Access to service point locations • Confined space in service areas • Lost documents • Incorrect details on documentation • Lack of proper signage • Off-line computers. • Waiting time in KwaZulu-Natal, Free State, Gauteng & Limpopo • Poor complaints system
LOW	Opportunities <ul style="list-style-type: none"> • Intended call centres 	Threats <ul style="list-style-type: none"> • Delivery of identification documents and passports • Increased corruption opportunities • System gets more flawed and affects service delivery adversely • Additional work created for department/offices • Security of service point location • Limited transport facilities • Toilet facilities at mobile unit stops

Various strengths give a sense of positive satisfaction to the service which is of high importance to the Department. The entire South Africa is to a great degree extensively covered for the delivery of services. However, other factors which were of high importance to clients but give them a low level of satisfaction are listed under the weaknesses. These identified factors are in need of urgent attention and, as they are internal issues to the Department, they can be addressed in the short term.

The only tangible opportunity for Home Affairs that could be identified is the intended call centers. As far back as in the 2004-2005 Annual Report of the Department, it was stated that a 24-hour client service centre where clients as well as departmental offices can check on the status of applications and troubleshoot problems would be fully operational by 31 December 2005 (previous planned date was 1 April 2005!).²⁰ This centre, according to senior departmental managers, has not been realised to date, but it is an excellent opportunity for the Department's clients to get reliable information.

A number of threats exist that influence the delivery of services. These include the area where the service points are located, the influence of the local transport infrastructure and increased corruption opportunities. However,

²⁰ Republic of South Africa: 'Department of Home Affairs: Annual Report 2004-2005'.

these aspects can mostly be addressed in the longer term, and are linked to the solving of the weaknesses listed above.

3.11.2 ID & Passport production services

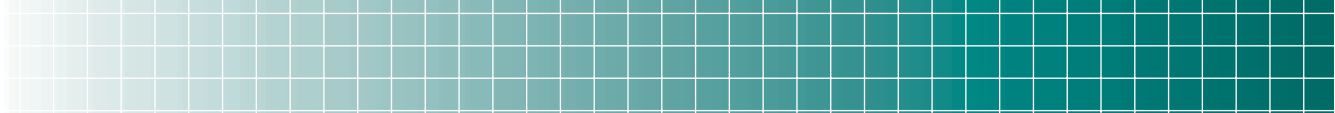
The following matrix is specific relevant to the internal services provided by the identity document and passport production units. These services are rendered to the management at the service points of Home Affairs.

There was only one strength identified that is of high importance in the rendering of service by the service points and that influences a high level of satisfaction has been identified. The passport tracking system ensures that the clients can be informed on the progress with their applications, and estimated time remaining for the completion of the application process.

Many weaknesses which are worth noting in service delivery were identified by the researcher. This leads to a low satisfaction level amongst the clients. There is a great need for urgent and structured attention to these weaknesses on the short term.

	HIGH ← SATISFACTION → LOW	
HIGH	Strengths <ul style="list-style-type: none"> Passport tracking system. 	Weaknesses <ul style="list-style-type: none"> Poor interface and communication with top management No control/tracking of Identity Document applications Inadequate administration and management of documentation Turnaround times – cannot adhere to own departmental standards. Old capturing equipment for passports applications affects quality and turnaround time. No control over applications after it has been forwarded to Pretoria. Call centre cannot handle queries. Financial system for bookkeeping of moneys is not always operational. Lost documents No control by service points over delivery of documents. Incorrect details on documentation Additional work created for department/offices Equipment – no capturing equipment at certain service points. Processes Service point is contact point for disgruntled clients. Staff morale is low on the situations they have no control over. Staff lies to citizens as service point do not know the answers.
LOW	Opportunities <ul style="list-style-type: none"> Electronic processing Consultation with managers on procedures and processes 	Threats <ul style="list-style-type: none"> SAPO not always able to deliver documents. Increased opportunities for theft and fraud.

Two opportunities for the longer term have been identified. Direct electronic processing of identity documents will improve service delivery and citizens' satisfaction with the services. Continued and structured consultation



and communication with management at service points will ensure that the daily practice enhances the economic, efficiency and effectiveness of service delivery.

There are only two immediate threats to high levels of satisfaction that need to be addressed over the medium term. The present system of document delivery by the South African Post Office increased opportunities for theft and has to be re-evaluated. The repeated application for documents and subsequent delays that are created by the increased volume of work makes staff vulnerable to corruption. There are clients who are willing and prepared to 'pay' extra money for a speedier service. This is likely to be tempting to some officials within the Department.

3.12 Summary

With an overall citizen satisfaction level of 61%, the Department needs to attend to the main contributors affecting the rating of service delivery. These include access to the service points, safety at the facilities, turn-around times, the empathy expressed by staff and the delivery of documents.

The level of satisfaction with access to civic counter services is 60.8%. This leaves much scope for improvement. Service points in 'remote' areas need some attention. Access to the points by the elderly and disabled people is a major challenge. It is also difficult to access the service points and staff members telephonically. The experience at the waiting areas and signage differs from province to province. A quarter of the respondents rated this experience as below average. Managers at different offices spend a lot of time following up applications by telephone, but the response they receive is poor.

It is important that processes run smoothly when a client applies for a document. Overall, the processes are rated as good. Regarding the efficiency of staff and service, the gaps between the expected and experience of efficiency are very small (-0.3 and -0.2 respectively). Compared to previous surveys where the gaps were more explicit due to higher expectations, it appears as if citizens did not expect the Department to be efficient.

The experience of managers at service points of the production units is disappointing. Only 10% experienced the service as good. Taking into account the fact that managers are the ones in direct contact with the citizens, it means that they have to deal with complaints and dissatisfied clients.

While it is not expected from the Department to consult extensively with the entire South African population on the products and services, it is still necessary for it to conduct satisfaction surveys, even if it is at a limited level. The Department is expected to consult extensively with the management from service points on the products and service as they are in direct contact with end-users. This way, regular feedback can be given to departmental management.

Various areas for improvement have been identified during the SWOT- analysis with the overall aspect of turn-around times and the tracking/control of identity documents as the main futures.

3.13 Recommendations

Based on above findings during the survey, the PSC has identified some key areas and priority challenges for improvement in service delivery at the Department of Home Affairs. Based on good governance as set out in the Constitution and the Batho Pele principles, the following general recommendations are made:

Key areas	Recommendations
Public administration	<ul style="list-style-type: none">(i) The public has a poor view of the Department and expects its services to be of a low quality. The image of the Department must be improved.(ii) When planning new service points, the Department should take into account the accessibility and safety of such locations. The location of all existing service points should likewise be evaluated or assessed.(iii) The implementation of service delivery improvement plans by the Department must be speeded up, and the long planned and overdue service call centre must urgently come into operation.
Consultation and communication	<ul style="list-style-type: none">(i) Structures and systems must be developed as a matter of urgency and implemented to ensure internal communication and consultation between the management of service points and other operational components in the Department.(ii) Adequate systems need to be established to promote consultation between the Department and citizens to ensure that the needs of internal and external clients are responded to effectively and efficiently.
Efficiency	<ul style="list-style-type: none">(i) The number of staff that should be on duty for each individual service point must be determined scientifically by professional consultants, and must be implemented as soon as possible.(ii) The work processes should be investigated in order to determine the most effective and efficient way to deliver the required documentation.(iii) (iii)Administrative procedures for control and tracking of applications should be formalized and implemented.(iv) (iv)Technical support for all work processes should be upgraded and maintained efficiently.
Complaints	<ul style="list-style-type: none">(i) The Department should develop a formalized complaints mechanism.(ii) An effective system to monitor these complaints should be implemented.

Chapter Four

Key Findings: Department of Trade and Industry

4.1 Introduction

This Chapter presents the analysis of the data collected on services rendered by CIPRO as well as by the Development Programmes component of the Department of Trade and Industry. This analysis is set out according to the six dimensions of the analysis model (access, tangibles, reliability, responsiveness, assurance and empathy) as described in Chapter Two. The results of the determined levels of satisfaction follow thereafter. In order to strengthen the findings further, the chapter also includes an analysis of clients' views regarding the consultation mechanisms of the Department, the types of problems they have experienced with the services and the manner in which their complaints had been dealt with.

The majority of CIPRO's clients access the registration of companies and closed corporations which is prescribed by legislation. It is also essential for them to register things such as trade marks in order to protect their intellectual property for economic reasons. There is also a big demand for accessing the Department's Development Programmes which cover various business and export development opportunities. Access to these services is relatively easy, but the final processes of providing funding to clients are generally rated unsatisfactory.

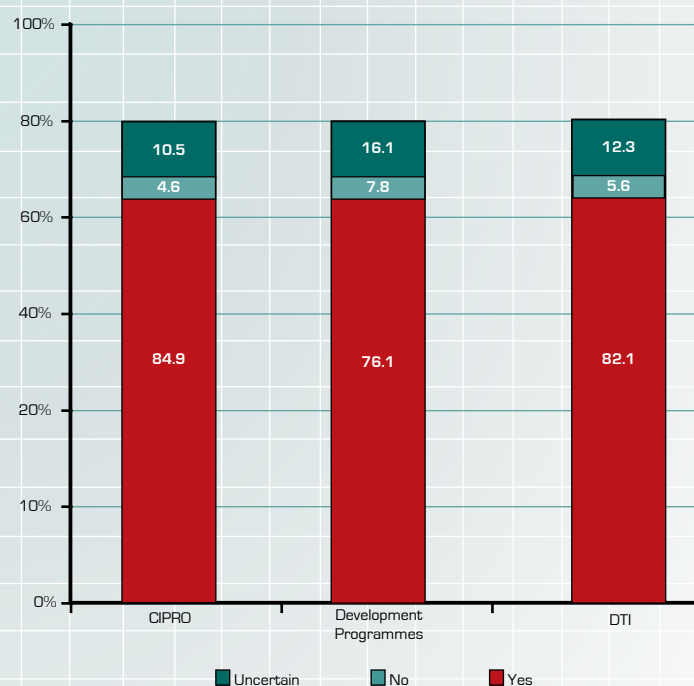
4.2 Access

Access to government services needs to be seen in relation to basic issues such as²¹ :

- Knowledge about the whereabouts of government departments and their service delivery points;
- Ability of people to get into government buildings even if they have disabilities; and
- How easy is it for citizens to find their way around government buildings?

Studies²² have shown that many citizens regard access as an overwhelming challenge when they contemplate locating a government service. Accordingly clients were asked whether or not they expected easy access to services of the Department of Trade and Industry. The graph below shows that 80% of all respondents did expect that services be easily accessible.

Figure 36: Expected easy accessibility to service



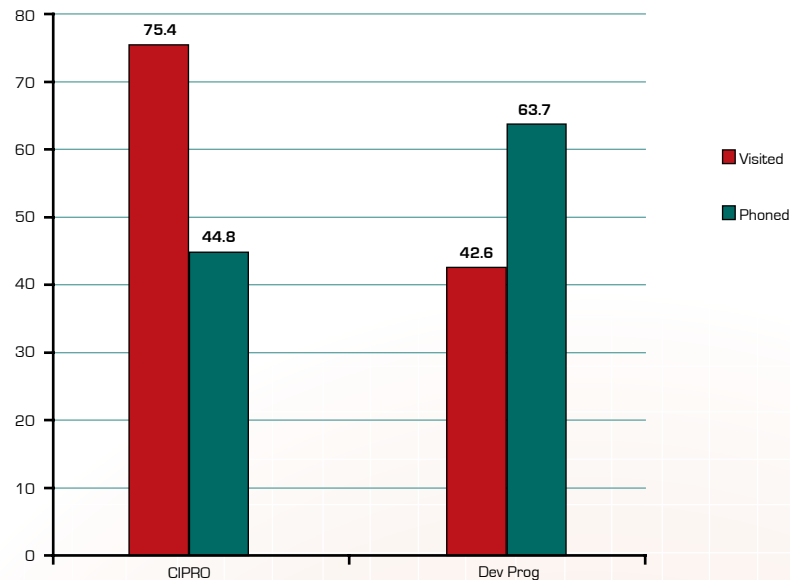
²¹ Republic of South Africa: Public Service Commission, October 2006. 'Report on the Evaluation of Performance and Compliance with the Batho Pele Principle of Access'.

²² The Institute of Public Administration of Canada, 2001. "Citizens first 2000", A survey by G Spears and K Seydegart from the Erin Research Inc for the Public Sector Service Delivery Council of IPAC.

While about 12% of all respondents did not expect it will be easy to access the services, especially the Development Programmes, the results indicate that the majority of citizens expect services to be easily accessible.

In the chart below the clients' responses to the question whether they visited or phoned the Department before regarding these services are reflected.

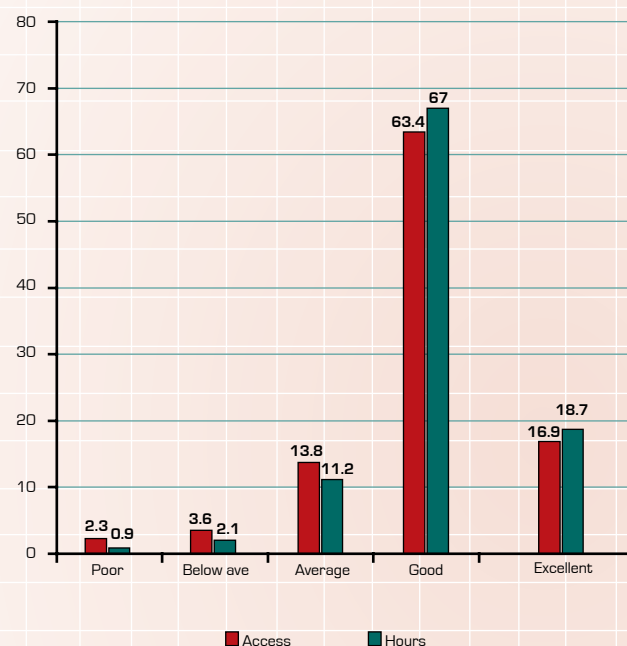
Figure 37: Have you ever visited/phoned the service point before?



It is interesting to note that a high number of clients (75.4%) for CIPRO visited the offices before and less than half (44.8%) phoned. This is an indication that most direct visits are done by agents, attorneys and accountants on behalf of individuals and companies. On the other hand, the opposite was found for clients accessing Development Programmes where 63.7% contacted the service point by telephone and 42.6% visited the offices directly.

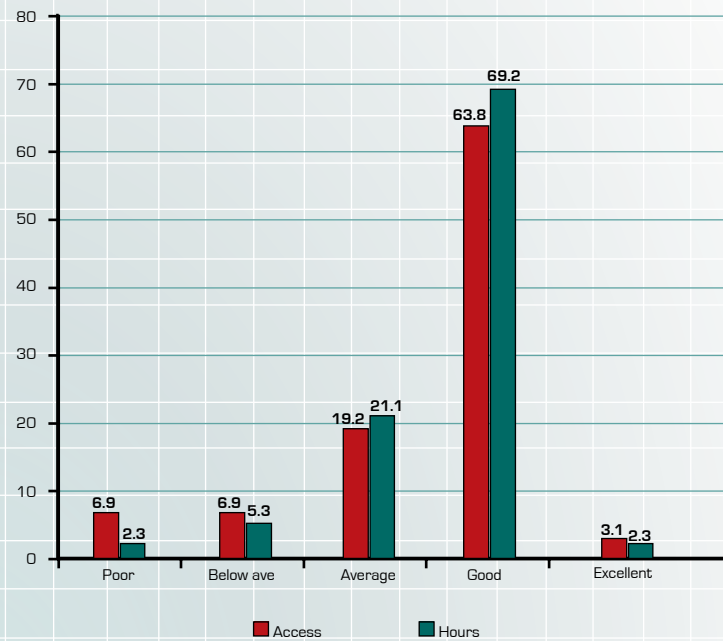
As the mode of accessibility for clients of CIPRO and the Development Programmes differs, the graphs for CIPRO and the Development Programmes are shown separately below in Figure 38 and Figure 39.

Figure 38: Accessibility and operating hours: CIPRO



CIPRO is accessible via two 'walk-in' offices in Cape Town and Pretoria and also via the Internet. However, respondents have experienced some problems with the web-site of CIPRO as it is either slow or is often not available, thus influencing the accessibility of services. A total of 80.3% of respondents rated access at CIPRO as above average. The operating hours were rated slightly higher, with a figure of above average, by 85.7% of respondents. This suggests that most respondents were happy with the operating hours of CIPRO.

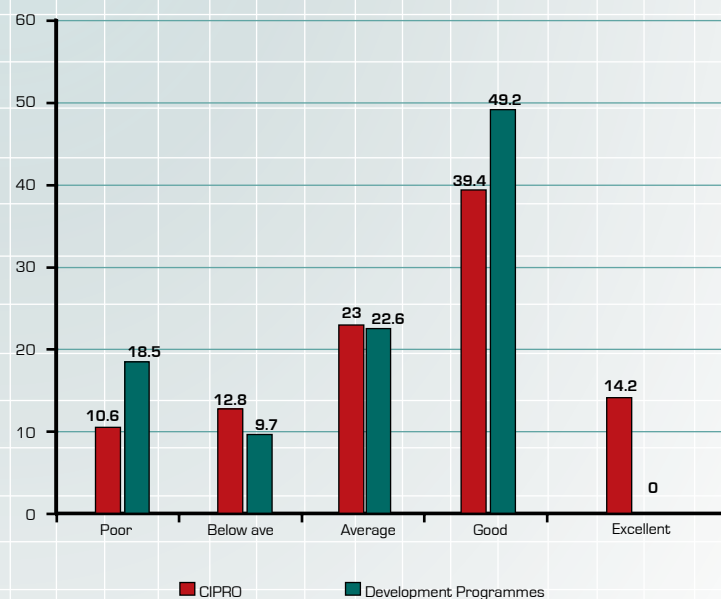
Figure 39: Accessibility and operating hours: Development Programmes



The Development Programmes are mostly accessed telephonically and by post. Overall 66.9% of respondents found accessing Development Programmes to be good to excellent while 71.5% rated the operating hours as good to excellent. These statistics were lower than that for CIPRO, mainly because the main means of access to the services is telephonic.

The ability to contact the service points telephonically is subsequently illustrated in the following figure.

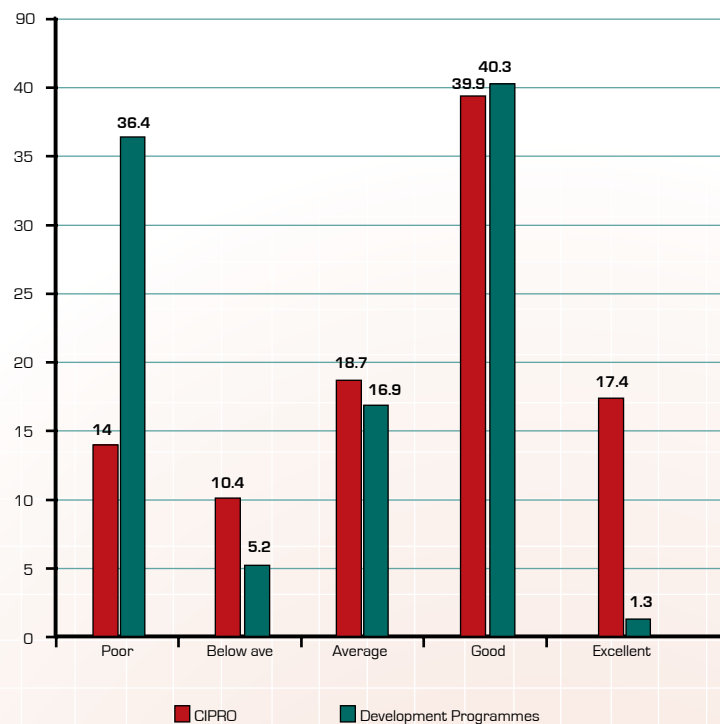
Figure 40: Ability to contact service point telephonically



Just half (53.6%) of the respondents for CIPRO found the ability to contact the service points good to excellent, meaning the other half found it disappointing, with 23.4% rating it below average to poor. For the Development Programmes less than half (49.2%) found it good, with nobody rating it excellent. Of all the respondents for the Development Programmes, 26.2% of respondents rated it as below average to poor. The service call centre at DTI seems not to be operating well as a number of clients complained about the phone service.

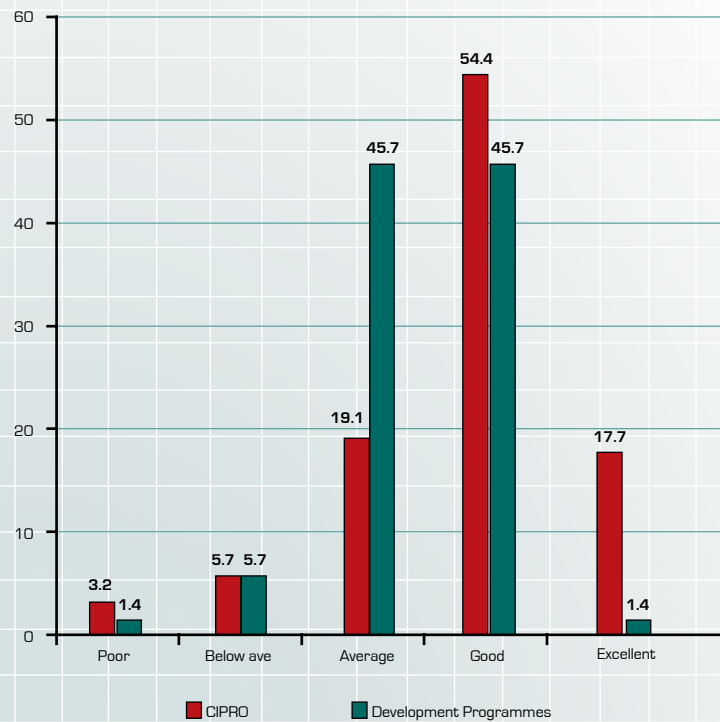
In accessing services, clients need to know where to go. The following graph illustrates the general views of the respondents on signage for the two services.

Figure 41: Rating of signage/information boards



More than half of the respondents (57.3%) rated the signage for CIPRO services as good to excellent, but nearly a quarter (24.1%) of the respondents rated it as below average to poor. The respondents of the Development Programmes who did visit the Department's offices rated signage as poor (36.4%) and below average (5.2%) which means that more than 40% are dissatisfied with the information boards. Overall, quite a number of clients indicated that the signage did not comply with their needs.

Figure 42: Access for people with disabilities

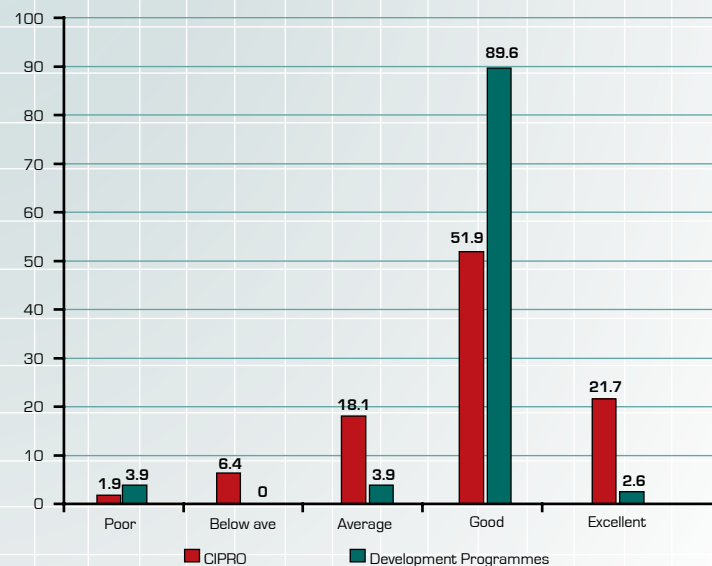


Overall, access for people with disabilities was rated as favourable by the clients for CIPRO. While 45.7% of the clients for the Development Programmes found this access average, less than half rated it as good and excellent. No significant number of respondents rated it low. The main difference between the service points of the two services is that while CIPRO's service counters are on the ground floor of the DTI campus, the service points for the clients of the Development Programmes are in the office towers.

4.3 Tangibles (State of facilities)

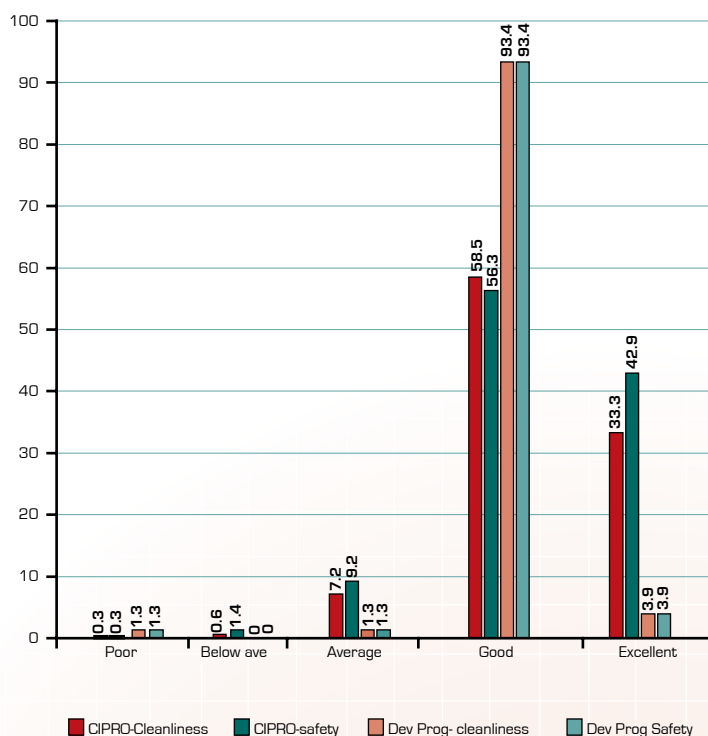
This section focuses on the facilities at points where citizens access the services. The first thing a client sees is the waiting area which will influence his/her perception of the service provider and the service he/she may expect. The responses are set out in Figure 43 below.

Figure 43: Rating of the waiting area



Overall, the majority of respondents rated the waiting area for CIPRO services satisfactory ranging from 51.9% (good) to 21.7% (excellent). The clients of the Development Programmes were highly satisfied with the waiting area, with 89.6% of the respondents saying it was good and 2.6% rating it as excellent.

Figure 44: Cleanliness and safety/security

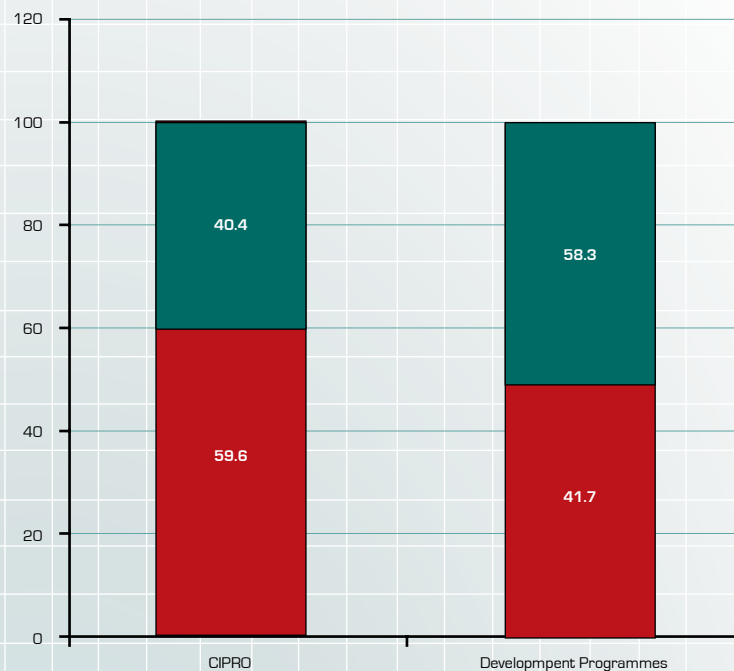


The overwhelming response is one of high satisfaction with both the cleanliness and the feeling of safety and security. Contrary to surveys in other departments, there was no mention of experienced problems relating to cleanliness and safety²³.

It is important for the public to know who the senior officials or the managers of a service point are. The displaying of the name, telephone number and/or office number of the person in charge not only promotes openness and transparency of the organization, but it also assists citizens to benefit from the principle of redress if they want to complain or have a problem that could not be resolved at the counter. The following graph sets out the findings on whether the particulars of the duty managers were displayed.

²³ See paragraph 3.3 and Figure 10 above where about 30% of Home Affairs' clients rated it below average to poor.

Figure 45: Particulars of duty manager displayed



It seems that CIPRO's policy that the duty managers display their particulars is mostly adhered to as nearly 60% of the respondents recalled seeing the information displayed. This display assists clients especially if they have queries or concerns they need to discuss with a more senior official – the basic principle of 'redress' as required by government's *Batho Pele* policy. The reverse was found at the Development Programmes as only 41.7% of the respondents who visited the offices could recall whether the particulars of the manager were displayed.

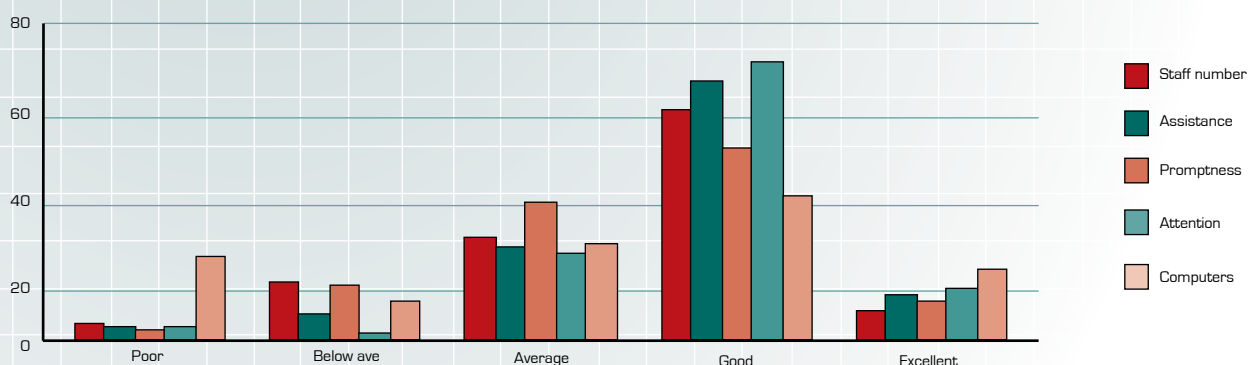
4.4 Reliability

Reliability includes the appropriateness of the product or service, the ability to perform the promised services accurately and the provision of information on the product or service.

4.4.1 Processes

In order to be reliable and responsive the processes surrounding the service should be effective and efficient. First of all, there should be a sufficient number of staff able to give immediate attention to the client and the systems supporting the processes should be working properly. These aspects are analyzed in Figures 46 to 48 hereunder

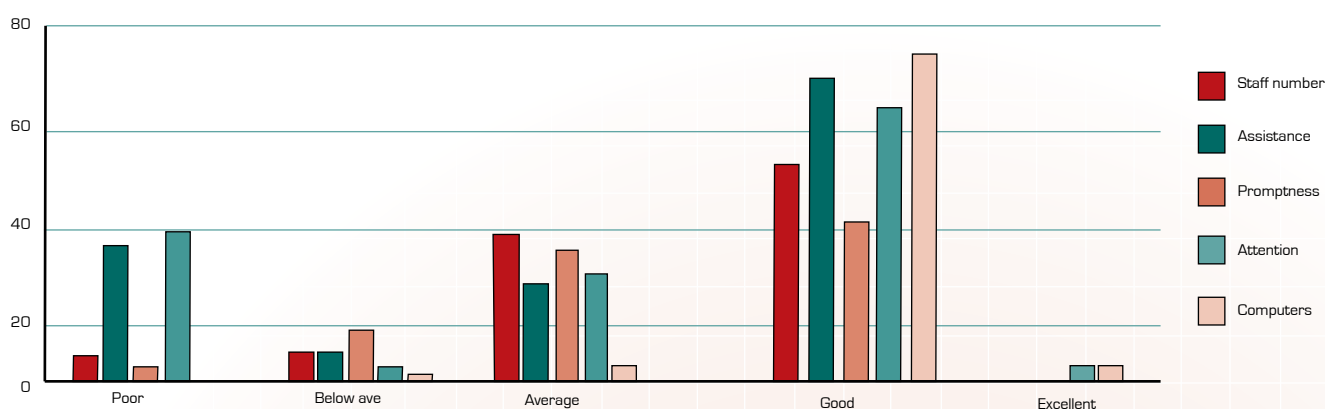
Figure 46: Rating of processes at service points – CIPRO



It seems that respondents at CIPRO were overall satisfied that the number of staff available was sufficient and that their assistance and attention given were also good. The only aspect that was not rated well is the functioning of the computers at service points. It was rated poor by 19.2% of the clients and as below average by 8.8%. It indicates that more than a quarter of respondents found technical problems when they wanted the service. Clients indicated that the systems are too slow and the queues are too long. With a big organization like CIPRO this cannot be acceptable to management and clients as it delays the delivery of service and also influences the turn-around time of applications. Many respondents indicated that this has an economic effect for them or their clients as it influences private business operations.

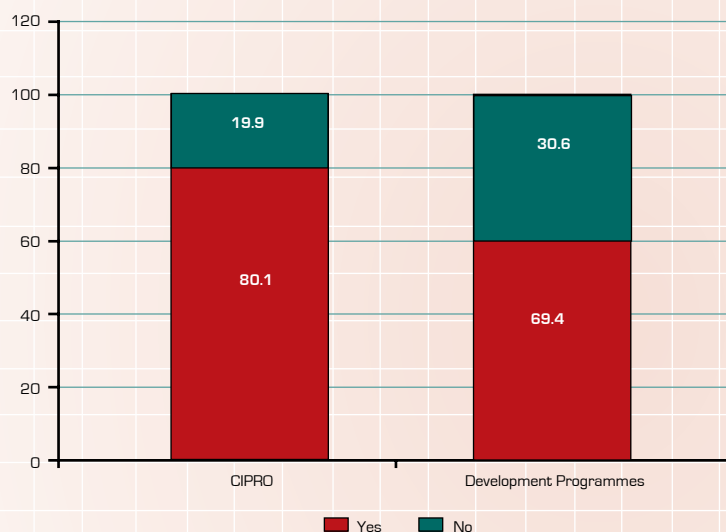
The rating by the clients of the Development Programmes of different elements of the processes is shown in Figure 47 below.

Figure 47: Rating of processes at service points – Development Programmes



For the Development Programmes the assistance given overall was good (70.3%), but the promptness of the service was only rated at 40.1%. Only 19.8% of respondents rated promptness as poor and 7.5% as below average. This means that more than a quarter of clients were dissatisfied. The number of staff was rated as good by 54.8% and as average by 40.5% of the respondents. Therefore, staff should be given training with regard to the prompt execution of their duties. While respondents regarded the functioning of computers as 73.8% good, another 21.5% found it poor and 1.3% found it below average. The functioning of electronic equipment and the supporting software are therefore matters that need attention in order to improve service delivery.

Figure 48: Informed about the processes

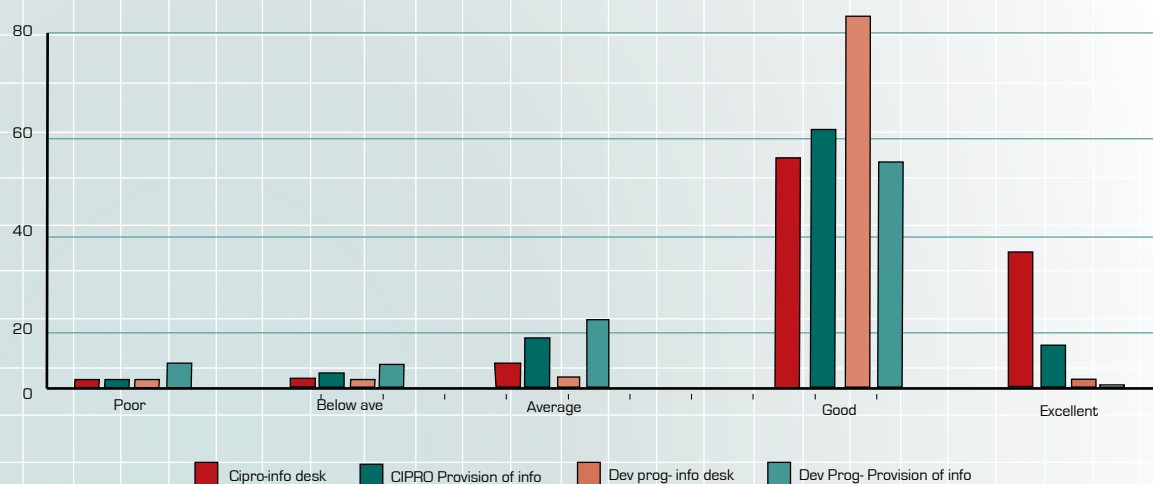


At CIPRO 80.1% of the respondents indicated that they were informed about the processes at service points. For the Development Programmes, only 69.4% of clients said that they were informed about the process. However, a number of respondents indicated that during the waiting time of between 12 and 18 months they received no further information about the processes. The Department needs to intensify its marketing of the Development Programmes with brochures explaining the procedures/processes and the time frames involved in each.

4.4.2 Information

Another factor that is important to clients and is also one of the eight Batho Pele principles is the provision of information. The information desk as well the staff plays an important role in the delivery of service as they are the contact points with the Department. The experience of the clients with the provision of information, as scored by them, is reflected in the graph below.

Figure 49: Information desk and provision of information



The experiences of the respondents with the information desk at CIPRO and the Development Programmes were rated very high with ratings of 84% and 90% for good to excellent, respectively. Regarding the provision of information by CIPRO, 75% of the clients rated it as good to excellent. It was pointed out by the attorneys registering intellectual property that they cannot talk directly to the CIPRO staff dealing with intellectual property, but they only have contact with the counter staff. The latter is not able to respond appropriately to their queries.

Respondents for the Development Programmes did not experience the provision of information with satisfaction. Fifty three percent rated it good and only 0.7% experienced excellent provision of information. Nearly a quarter (24%) of all respondents experienced the provision of information below average with 12% rating it as poor. Some respondents said that no information was or could be given to them during the period between their applications and the eventual result. Overall, they indicated a lack of communication as they did not receive any feedback.

Overall, the above suggests that management should seek ways and means to ensure that clients are able to access information as and when they need it.

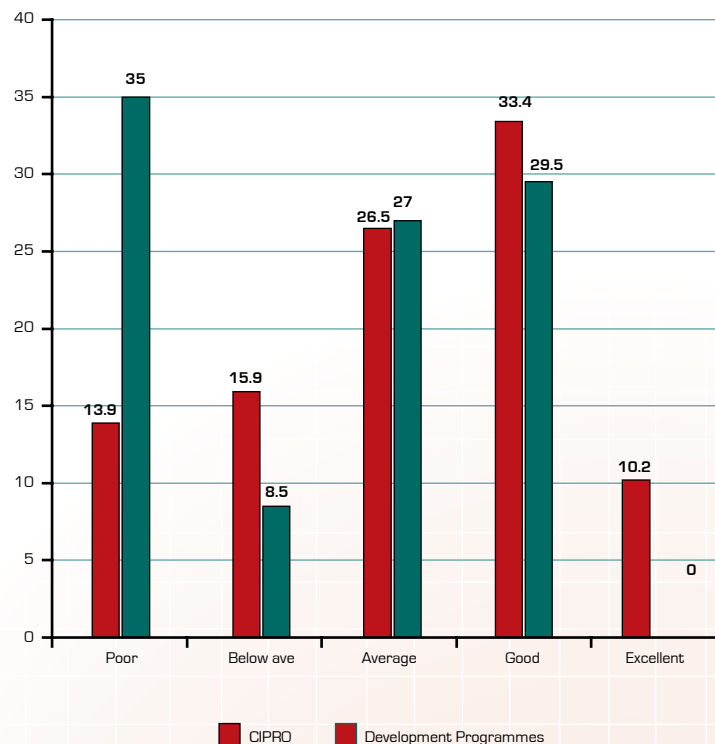
4.5 Responsiveness

Another dimension of the analysis model is responsiveness. Responsiveness to citizens' demands is an issue that is also important. As such the time taken to respond to their requests and the efficiency of the responses are factors to be taken into account when determining the levels of satisfaction with service delivery.

4.5.1 Turn-around time

An important aspect of service delivery is that the service must be delivered within a reasonable time. As will be noticed later, the turn-around time of applications was the major complaint mentioned by clients. The scores by the clients for this element are set out in Figure 50 below.

Figure 50: Rating of turn-around time for applications



Turn-around time was rated as good by 33.4% and as excellent by 10.2% of the respondents at CIPRO. This indicates that less than half of the respondents were very satisfied with this service. In total, about 30% rated turn-around time below average, especially for the services relating to name reservations for businesses and amendments to information.

For the execution of applications for the Development Programmes, clients were less satisfied with only 29.5% indicating that the turn-around time was good. Of all respondents, an overwhelming number rated it as poor (35%). Some respondents indicated that they had already waited 12 to 18 months for an outcome of their applications for grants. Applicants for EMIA-grants also said that it takes too long to process their claims which affect their business adversely because they applied for grants due to financial constraints.

With between 30 and 43% of clients for the different services rating turn-around times for applications as below average to poor, this is another area of concern which the Department needs to pay urgent attention to.

4.5.2 Efficiency

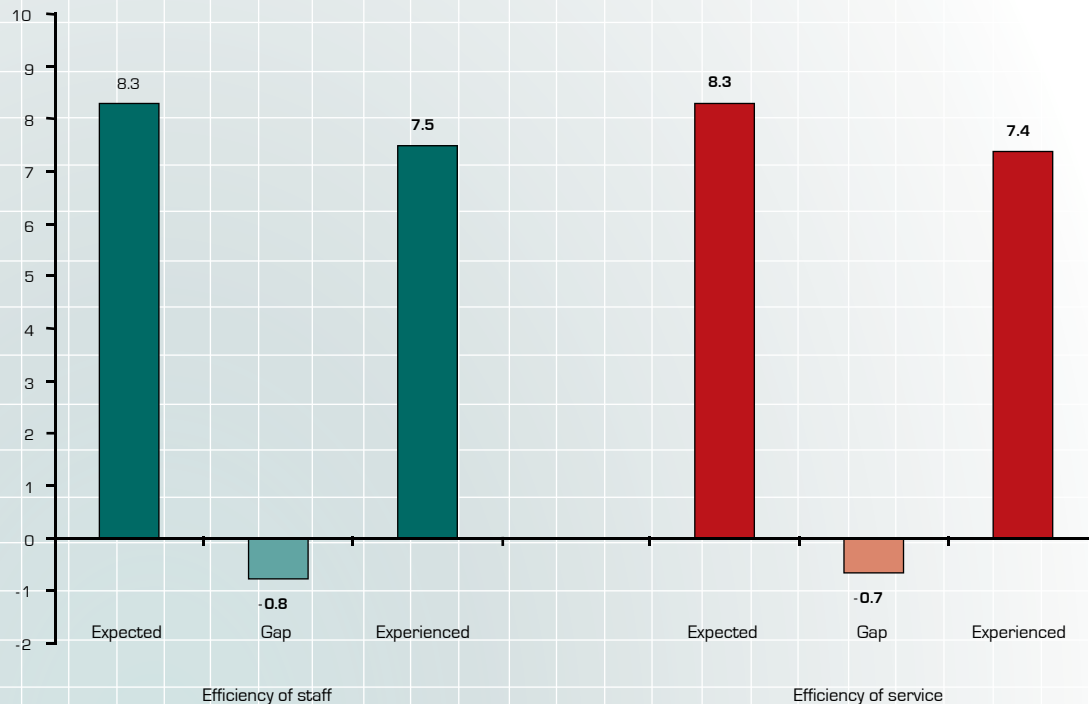
Efficiency of a service is also very important to clients. To provide the most meaning to this aspect, the “gap”²⁴ between expectations and the experienced efficiency is used to measure the efficiency. The bar chart below reflects both the efficiency of the staff and the efficiency of the service.

²⁴ The gap is determined between the client's expectation and the level of efficiency experienced.

The gap between the two scores indicates the extent to which the clients' expectations were met, exceeded (a positive score), or whether the experience fell short of their expectations (a negative score)²⁵.

Figure 51 below shows the gaps between the expected and experienced efficiency of staff and services at CIPRO.

Figure 51: Gap between the expected and experienced efficiency of staff and services: CIPRO

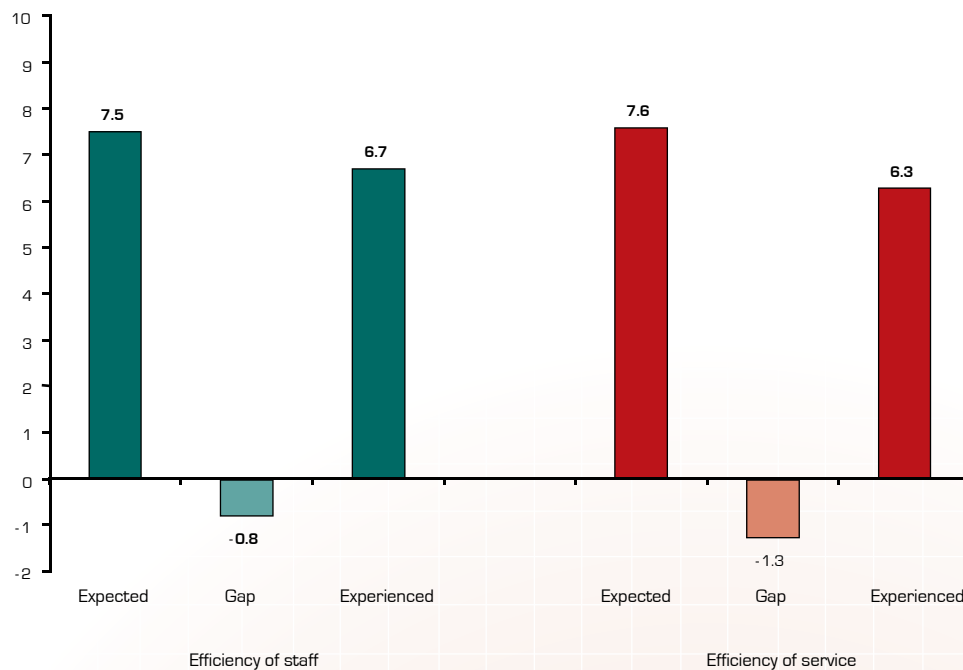


In the chart above it can be seen that the clients expected a high level (8.3) of efficiency for both staff and service from CIPRO. The experiences are 7.5 and 7.4 respectively resulting in gaps of – 0.8 (staff) and – 0.7 (service). This shows that the experienced efficiency levels fell short of the clients' expectations. The main elements that influenced the efficiency levels experienced by respondents are access, tangibles and empathy expressed by staff, and these are highlighted in paragraphs 4.2, 4.3 and 4.7 of this Chapter.

²⁵ As a rule of thumb gap scores between -0.5 and -1.0 are a matter of concern, but do not require immediate attention. Any negative scores above -1.0 should receive immediate attention.

The expected and experienced efficiency of staff as well as the expectations and the experience of the actual service received for the Development Programmes are compared below.

Figure 52: Gap between the expected and experienced efficiency of staff and service – Development Programmes



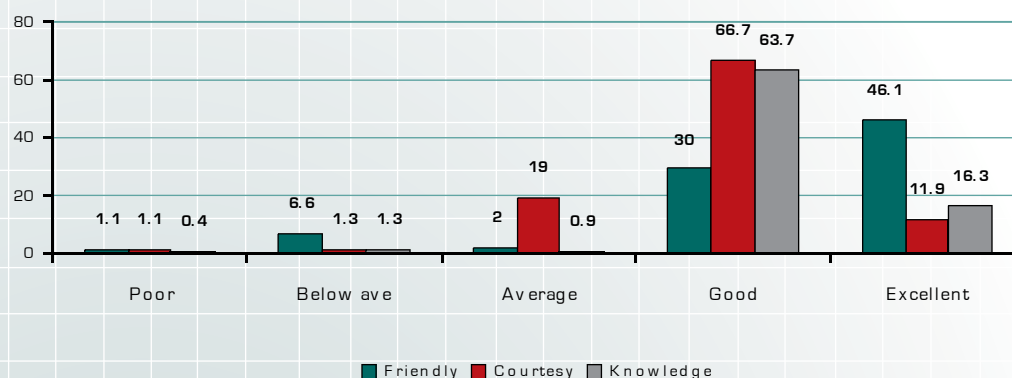
While the expected levels of efficiency (7.5 and 7.4) here are much lower than that for CIPRO (8.3), it can possibly be explained that this is a financial area where service is expected to be slower due to thorough and time consuming business potential investigations by the DTI. The gap (-1.3) for the efficiency of service for the development programmes should be a worrying factor which needs to receive urgent attention from the Department. Elements that affect the low ratings of the experienced efficiency are mainly turn-around times and dissemination of information. It is understood that the Department has suspended the acceptance of some new applications for grants until the backlog has been worked off.

4.6 Assurance

There are two areas in the provision of service delivery where the staff of the Department have influence on the satisfaction with the service rendered. Firstly, there is “Assurance” which includes the level of confidence conveyed by the service provider; the knowledge and courtesy of the staff and their ability to convey trust and confidence. The second area of influence by staff on the service satisfaction level is empathy.

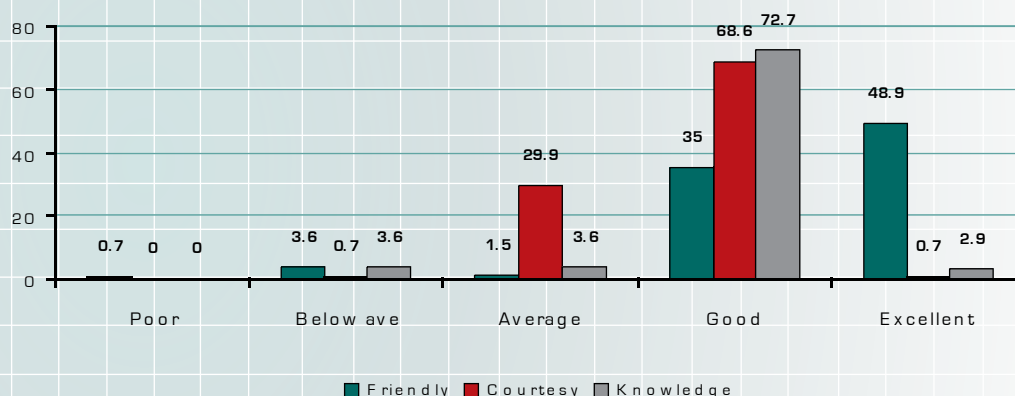
In Figures 53 and 54 the friendliness and courteousness experienced during the contact by clients with staff as well as the perceived knowledge of staff are set out.

Figure 53: Friendliness, courtesy and knowledge of staff members – CIPRO



The overall level of confidence conveyed by the staff from CIPRO is high with 46.1% rating the friendliness of staff as excellent. The above Figure also shows that more than 75% of respondents rated staff between good and excellent in all three categories. While friendliness and courtesy were both rated between good and excellent by about 75% of respondents, another 19% rated courtesy as average. It seems that, whilst friendly, the manner in which officials conducted themselves was not always acceptable. Comments received from respondents were that staff is very helpful, but new staff members are slow. The latter indicates that new staff members may need more training and better supervision to ensure that their performance improves.

Figure 54: Friendliness, courtesy and knowledge of staff members – Development Programmes



The friendliness of staff was rated between good and excellent by 83.9% of the respondents. Courtesy was rated between good and excellent by 69.3% of the respondents. Friendliness and courtesy go hand-in-hand as both assure clients of attention and support from the officials. Friendly staff are approachable, but they also need to show courtesy if clients are to feel that they are being treated with respect and dignity. The knowledge of the staff was also rated between good to excellent by 75.6% of respondents indicating that respondents perceived a high level of knowledge by staff. This aspect reflects confidence on the part of clients that staff know their job and can therefore offer a good service.

Figure 55: Ability to understand and accurately perform services, and level of trust – CIPRO

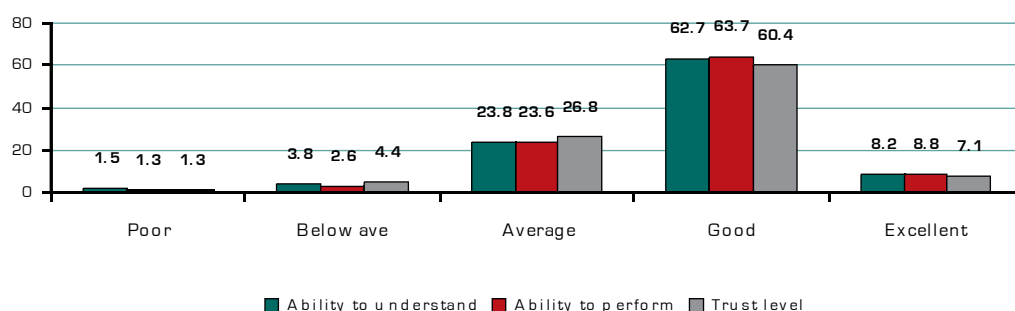
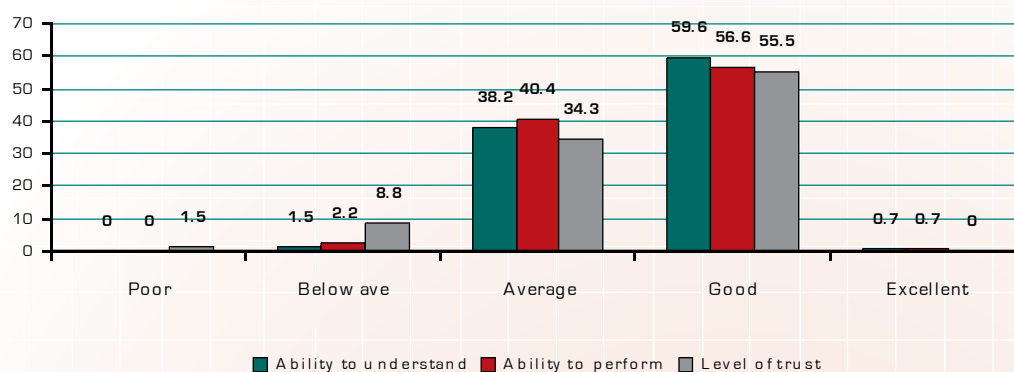


Figure 55 above reflects that respondents had a high level of confidence in the staff's ability to understand client's requirements, their ability to perform their tasks and the level of trust clients have in them. The three aspects were rated between good and excellent by 70% of the respondents. Limited negative responses (about 5%) were received during interviews in this regard. Considering the capacity challenges that the Public Service continues to face²⁶, these findings are significant as they indicate a certain level of confidence in the ability of Public Servants to do their job.

Figure 56: Ability to understand and accurately perform services, and level of trust – Development Programmes



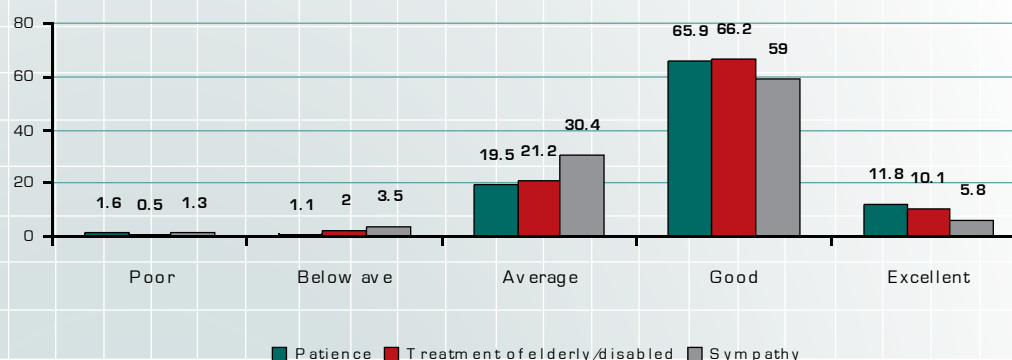
The level of confidence in the staff of the Department dealing with the development programmes is rated by about 60% of the respondents as between good and excellent while between 34% and 40% rated it as average. The only negative aspect is that 10.3% of respondents rated their trust in the staff as below average to poor. However, despite the fact that this figure might appear low, there is still a need for the Department to attend to this aspect as trust in the staff assures clients of quality service.

²⁶ Republic of South Africa: Public Service Commission, 'The State of the Public Service Report, 2006'

4.7 Empathy

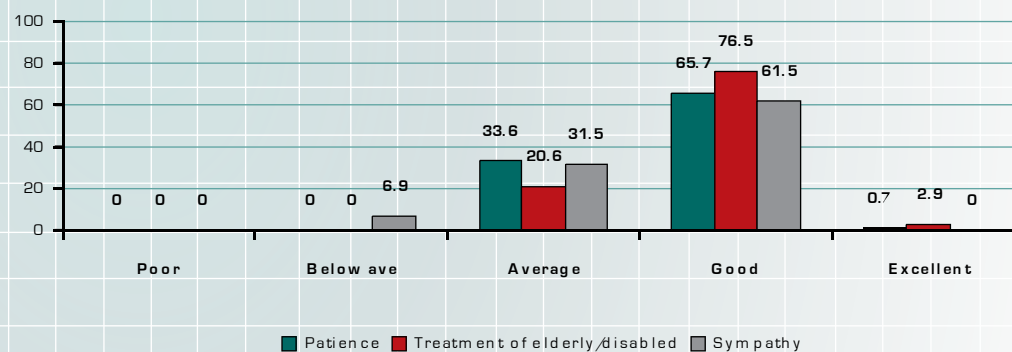
The second area of influence by staff on service satisfaction level is empathy. “Empathy” is the level of care and compassion experienced by the clients. The provision of caring and individualized attention ensures satisfactory interaction with clients, and affects the environment of effective service delivery. This is illustrated in the Figure 57 below.

Figure 57: Levels of care and compassion – CIPRO



The overall experienced empathy by respondents is positive with ratings of about 75% for both patience and the treatment of the disabled/elderly. Sympathy was rated by 64.8% of respondents as good to excellent. Another 30.4% respondents rated it average. However, with 4.8% of respondents rating it below average to poor, this aspect still needs some attention from the Department as the rating suggests that not all the staff were perceived to convey an attitude of understanding the client’s personal ‘circumstances’.

Figure 58: Levels of care and compassion – Development Programmes



Other than the treatment of the elderly/disabled, which was rated good to excellent by 79.4% of the respondents, the findings suggest that staff responsible for the Development Programmes need to improve in terms of their levels of care and compassion. In this regard, it is particularly important to note that 38.4% of respondents felt that the staff’s levels of sympathy were average to below average. For a Public Service that strives to be caring and compassionate, such a finding should be a cause for concern.

4.8 Satisfaction levels

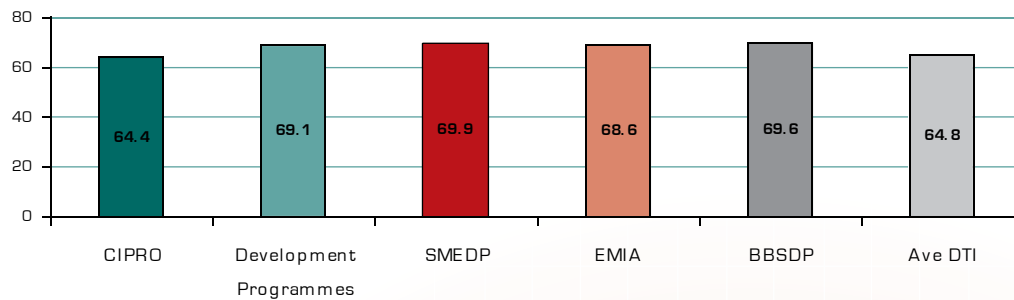
There is a common attitude or stereotype that results in a general perception by citizens that government services are poor²⁷. Spears and Seydegart further ask the basic question: “some citizens get government services and come away highly satisfied; others get the same services and are greatly dissatisfied. So what is the difference?” They

²⁷ The Institute of Public Administration of Canada, 2001. “Citizens first 2000”, A survey by Erin Research Inc for the Public Sector Service Delivery Council of IPAC.

reckon that if a sizable sample of citizens is asked a pattern will emerge to reach a precise answer. These questions must be based on the drivers of satisfaction, and over the past two decades a pattern of drivers emerged²⁸. This particular survey was divided into six dimensions or criteria, namely access, facilities (tangibles), reliability, responsiveness, assurance and empathy.

Based on these criteria the calculated overall satisfaction scores for the two services are captured in Figure 59 below.

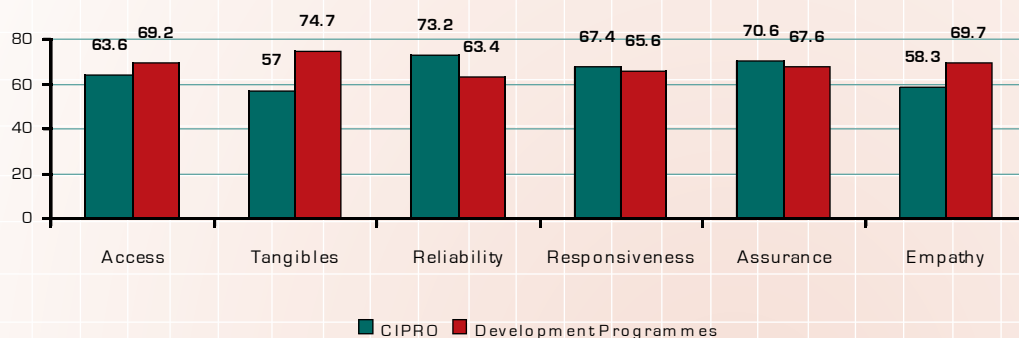
Figure 59: Satisfaction scores for DTI services



The overall satisfaction score for the DTI services under survey is 64.8%. The score for CIPRO is 64.4% while the Development Programmes were rated at 69.1%. For the sake of a fuller picture, the scores for the three individual Development Programmes are also shown separately in the above figure. While SMEDP was rated higher at 69.9%, the BBSDP and EMIA scored in the same vicinity with 69.6% and 68.6% respectively. This indicates that clients' expectations are not met, or they expect more than the Department can effectively give to them. On the other hand, it must be taken into account that the CIPRO clients mostly come into contact with counter staff who do not process or consider applications, while the staff from the Development Programmes are more of specialists. It should thus be expected that, with the latter's more in-depth and 'specialised' knowledge, they are in a better position to assist and satisfy clients' needs.

The above is further illustrated in Figure 60 below where the different elements of satisfaction are set out.

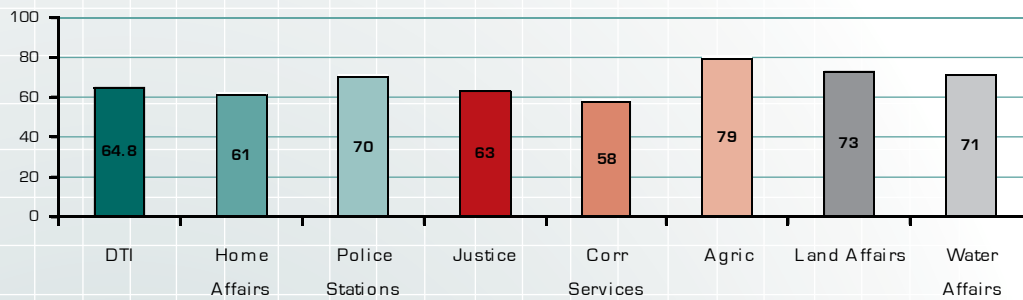
Figure 60: Satisfaction scores per service element



Overall CIPRO did not fair well if compared to the satisfaction levels of the Development Programmes. The state of the facilities (tangibles) at 57% and the empathy expressed by staff at 58.3% were much lower than the other attributes. For the Development Programmes the reliability of the product or service ranked the lowest of all attributes at 63.4%. This was mainly due to the perceptions of respondents about the ability of the staff to perform the promised services dependably and accurately. Responsiveness was also rated slightly lower at 65.6% compared to the average score of 69.1%. Such a rating was due to the lower than expected promptness of the service and the high negative gap (-1.8) of the efficiency of service.

²⁸ Berry, L. 1988. 'SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality. University of Texas'.

Figure 61: Satisfaction scores for public service departments

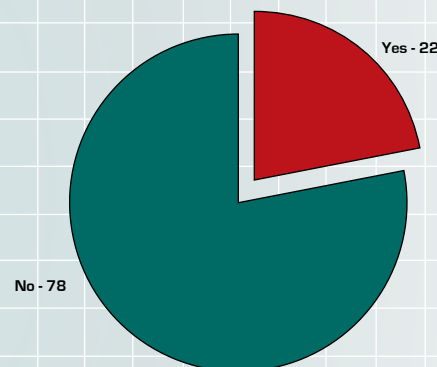


Comparing the satisfaction scores with those of other departments in the Economic Cluster of Government, such as Land Affairs (76%) and Water Affairs (71%), the DTI is relatively low at 64.8%. Only the transport services rendered by the provincial departments scored lower (50%).

4.9 Consultation

The *Batho Pele* principle of consultation with clients endeavours to promote service excellence in order that the services can be defined and appropriate standards set. These standards can be measured and the results thereof are critical in any attempt to improve service standards²⁹. In Figures 62 and 64 the experience of respondents with consultation on the product/service by the Department is reflected.

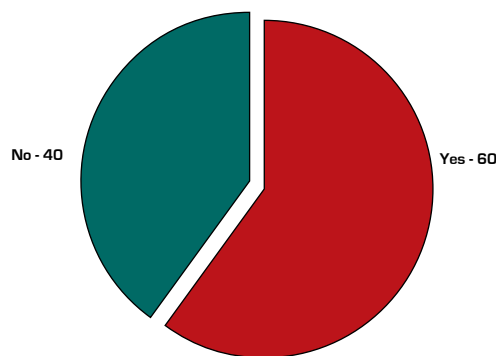
Figure 62: Consulted by Department – CIPRO



The services rendered by CIPRO are business related and as such CIPRO consults regularly with organized business. No guideline exists to inform the extent to which consultation on services/products should be conducted. Therefore, in this instance, this level of consultation at 22% may be appropriate as not all citizens can be consulted.

²⁹ Republic of South Africa: Department of Public Service and Administration, 2003. 'Batho Pele Handbook: A Service Delivery Improvement Guide'.

Figure 63: Consulted by Department – Development Programmes



With a positive response of 60% a reasonable level of consultation by DTI with its clients on the Development Programmes seems to exist. This is the highest rate of consultation the PSC encountered in all the satisfaction surveys it has undertaken. Quite a number of the respondents are attorneys, accountants and other business consultants who act on behalf of clients in need of grants/incentives. During the survey members of professional bodies indicated that their professional bodies are consulted with on a structured basis. In one instance, clients dealing with the programme SMEDP formed a body, the Incentive Consultants Association, to assist both their members, and the Department with the processes involved with business incentives.

4.10 Problems and complaints

The *Batho Pele* principle of redress states that³⁰:

If a promised standard of service is not delivered, citizens should be offered an apology, a full explanation and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response. It is further stated that staff should be encouraged to welcome complaints as an opportunity to improve service.

The heads of department should also regularly and personally review complaints, and how they have been dealt with.

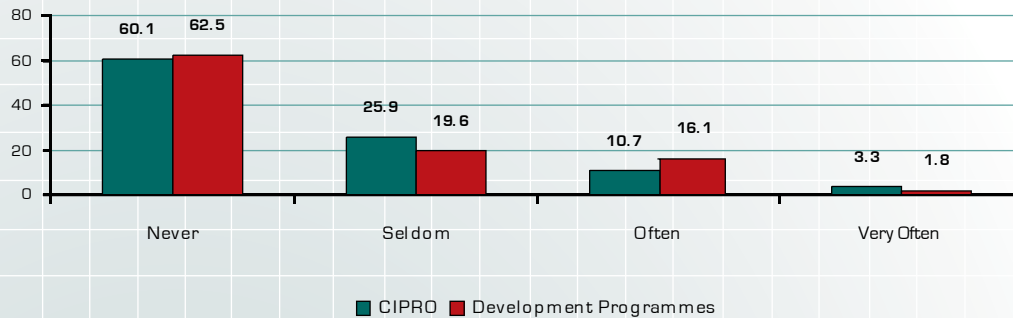
Taking this principle into account, respondents were also interviewed on their problems experienced and complaints they had. Six basic questions were asked:

- (i) Frequency of problems?
- (ii) What problems were experienced?
- (iii) Did the respondent lodge a complaint?
- (iv) Complained verbally or in writing?
- (v) Was the complaint dealt with satisfactorily?
- (vi) If no complaint was lodged, why not?

³⁰ Republic of South Africa: Department of Public Service and Administration. 2003 'Batho Pele Handbook: A Service Delivery Improvement Guide'. Government Internal Consulting Service, Pretoria.

The responses to these questions are shown in the graphs below.

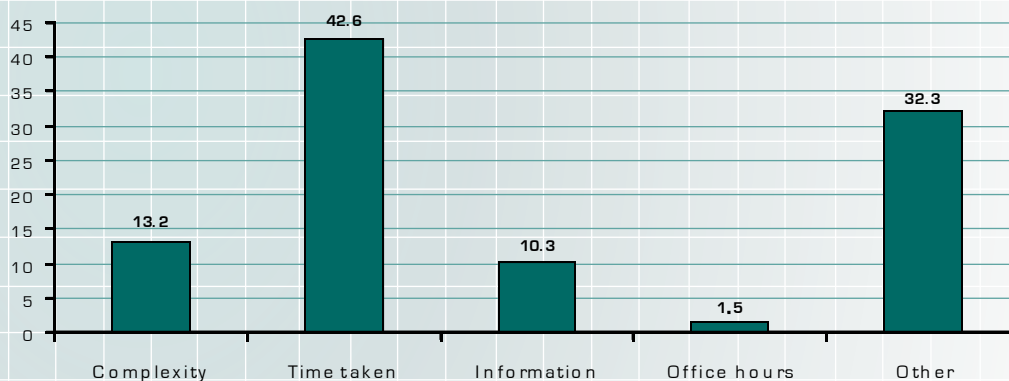
Figure 64: Frequency of problems



All companies, close corporations and co-operatives are clients of CIPRO. While a high number (60.1%) indicated that they never experienced any problems with CIPRO's services, it still means that 39.9% did experience some problems during their interaction with the service provider. Of this percentage, 25.9% of respondents seldom experienced any problems while 14% experiencing problems often to very often. Respondents on the Development Programmes indicated that 62.5% never experienced any problems. Some respondents seldom (19.6%) experienced problems while 16.1% experienced problems often. All this means that about 40% of all clients experienced some problems during the service delivery process. This should be a worrying factor for the Department as it indicates that the whole service delivery process is compromised and need urgent attention.

The types of problems experienced by respondents are reflected in Figures 65 and 66 below.

Figure 65: What problems were experienced – CIPRO



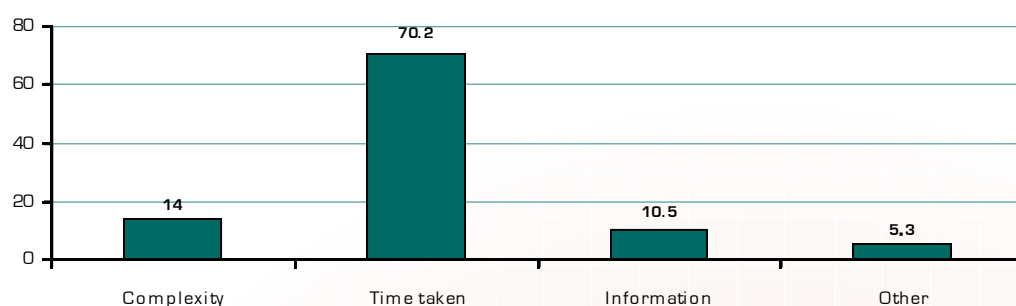
Of the 39.9% respondents who did experience problems with the service delivery at CIPRO, the time taken to process their applications was rated (42.6%) as the greatest problem experienced. One of the complaints was about the registration of trade marks. This may have significant financial implications for clients if it is registered in time as competitors may register before them and by doing so capture lucrative business opportunities. The complexity of the process rated second with 13.2% while 10.3% complained about the lack of information. The other problems experienced (32.2%) included the following:

- (i) Accounts with Department: Regular registered users keep a float with the Department but clients complain the funds disappear as the Department does not administrate it properly.
- (ii) Web-site down often.
- (iii) Web-site not user friendly.
- (iv) Lost documents.

- (v) No response when sending queries to CIPRO.
- (vi) Answering of telephones by CIPRO is a problem.
- (vii) Perceived bribery at CIPRO office in Pretoria as respondents indicated that they were pressuring by 'outside' agents to use their services as they have connections.

Even the CIPRO chairperson, Rob Angel, expressed concern in the body's 2004-2005 Annual Report about the "unbearable turnaround times in processing applications, the losing of documents and the various mistaken amendments to corporate data".³¹ This statement is still valid at this stage as shown by the problems mentioned above relevant to the time taken to access and finalise transactions. This means that the Department's service delivery is not satisfactory and that DTI should address this major problem urgently.

Figure 66: What problems were experienced – Development Programmes



Of the 37.5% of the total number of respondents who experienced problems during their involvement with the Development Programmes, the majority of them (70.2%) complained about the time taken to finalise their applications. The time taken is of most importance to these clients as some of them are new businesses with critical funding needs. The complexity of the process was also identified as an area of concern with 14% experiencing problems therewith. Another area which was identified by 10.5% of the respondents is the supply of information. Other complaints included the following:

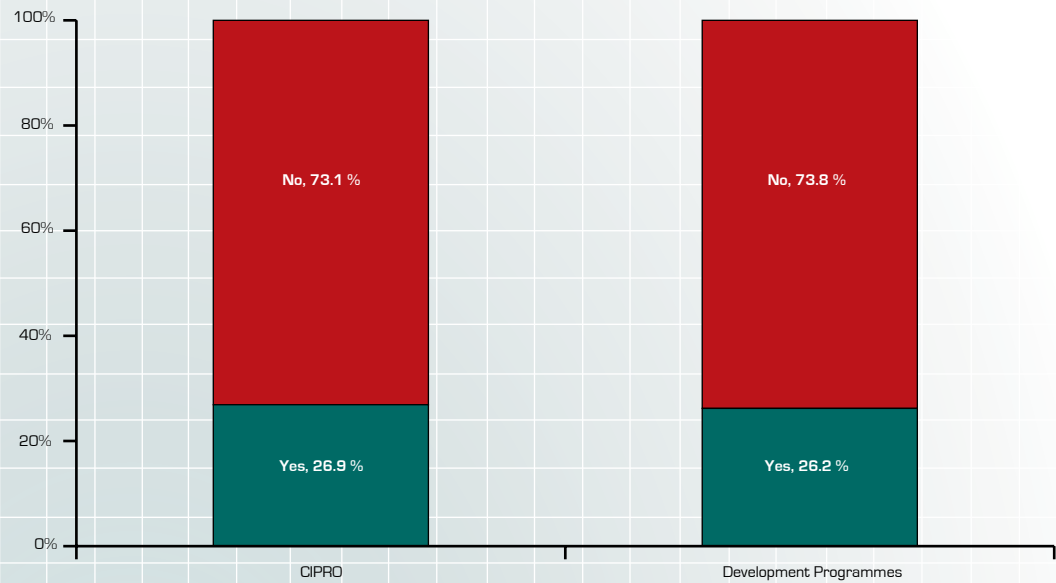
- (i) The use of agents proves to be very costly especially to small businesses who cannot afford the high fees.
- (ii) Regular staff changes at the Department influences the performance of services as new staff does not know the background to specific applications.
- (iii) Poor planning of logistics for shows and subsequent travel arrangements.
- (iv) After the approval of applications the processing of claims takes too long.
- (v) DTI has no influence with financial institutions to support additional financing requirements.

Again the time taken to access and finalise applications should be of major concern in the Department's service delivery process. This is not conducive to good public administration.

³¹ Republic of South Africa: Business Day, 28 March 2006 – "Cipro chief questions performance of office".

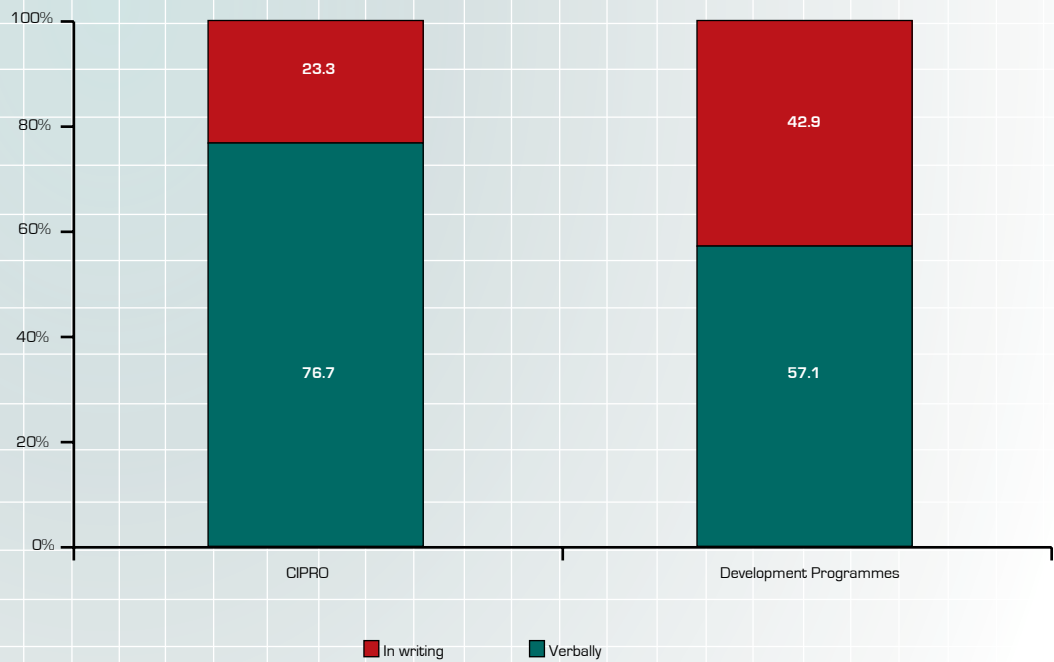
In order to follow up on the principle of redress the respondents were asked whether they lodged complaints. Their reactions are reflected in Figure 67 below.

Figure 67: Did you ever lodge a complaint?



At CIPRO 26.9% of clients lodged a complaint and at the Development Programmes nearly the same percentage (26.2%) lodged complaints. As it was also found in most other surveys that only about a quarter of those clients who did experience lodged complaints. The reasons for not lodging complaints are shown in Figure 70.

Figure 68: How was complaint lodged?

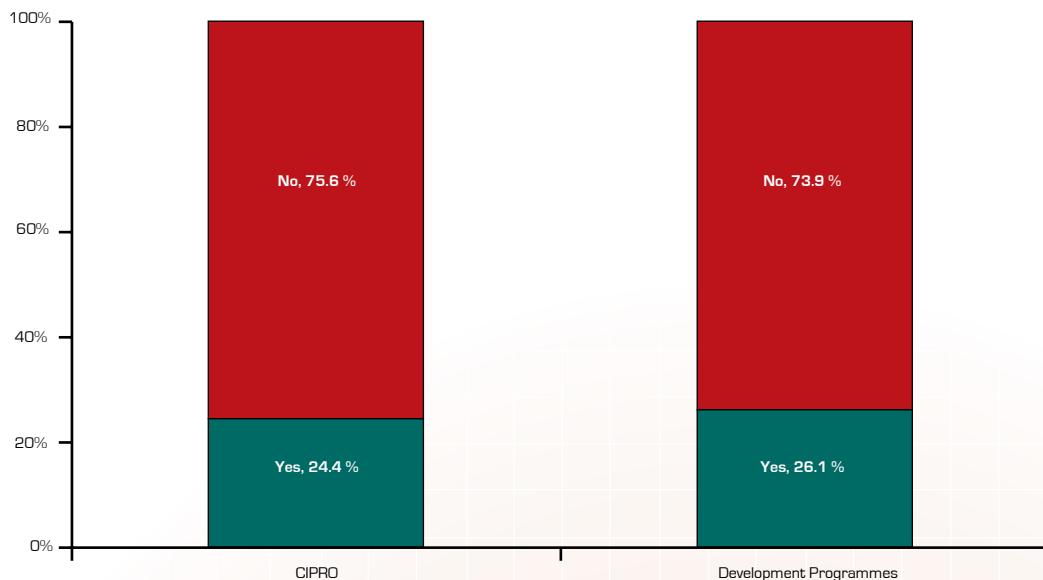


Most (76.7%) of respondents at CIPRO and 57.1% of the clients for the Development Programmes lodged their complaints verbally. These findings underscore the importance of the Department to ensure that there are effective

mechanisms of recording complaints. With the majority of complaints lodged being lodged verbally, it would be easy for these to go unrecorded, which would then make it difficult for them to be followed up.

The respondents indicating that they did lodge a complaint were further asked whether their complaint was dealt with to their satisfaction. Their responses are shown in Figure 69.

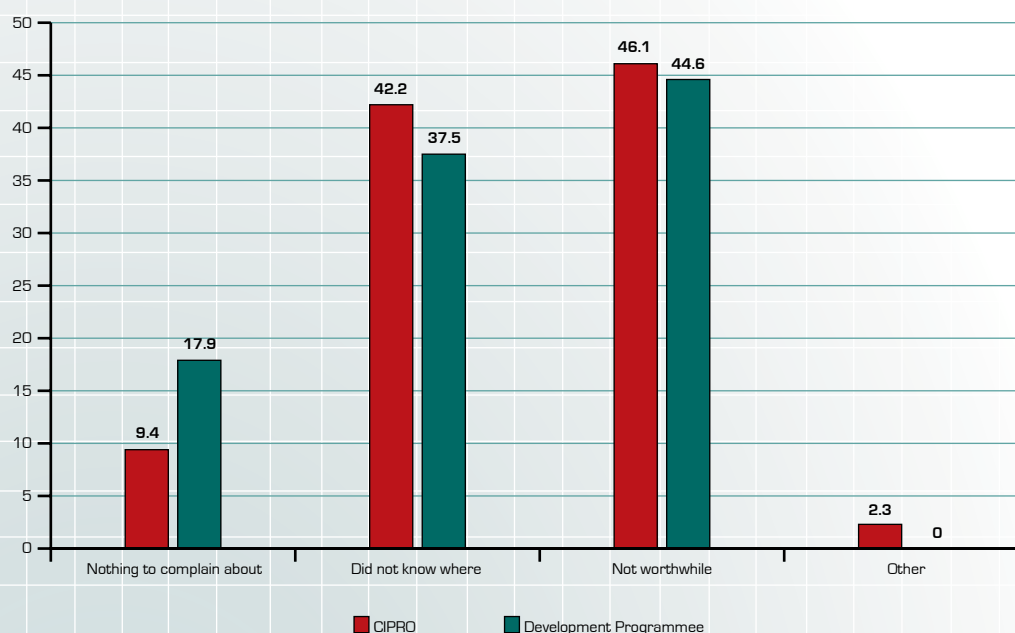
Figure 69: Was complaint dealt with satisfactorily?



Of all the complaints lodged only a quarter of the complaints were dealt with to the satisfaction of the respondents. If a complaint about public service delivery is lodged, the person lodging the complaint has the right to a prompt, informative and helpful response.³² This may sometimes seem trivial to the Department or officials, but for the client it is a real concern and he/she should be taken seriously. Full account should be taken of clients' concerns, perceptions and feelings. Prompt response is essential as part of good public administration, but it appears from above figure that the responses by the Department were not always satisfactory.

³² Republic of South Africa: Department of Public Service and Administration. 2003. 'Batho Pele Handbook: A Service Delivery Improvement Guide'. Government Internal Consulting Service, Pretoria.

Figure 70: Why not lodged a complaint?



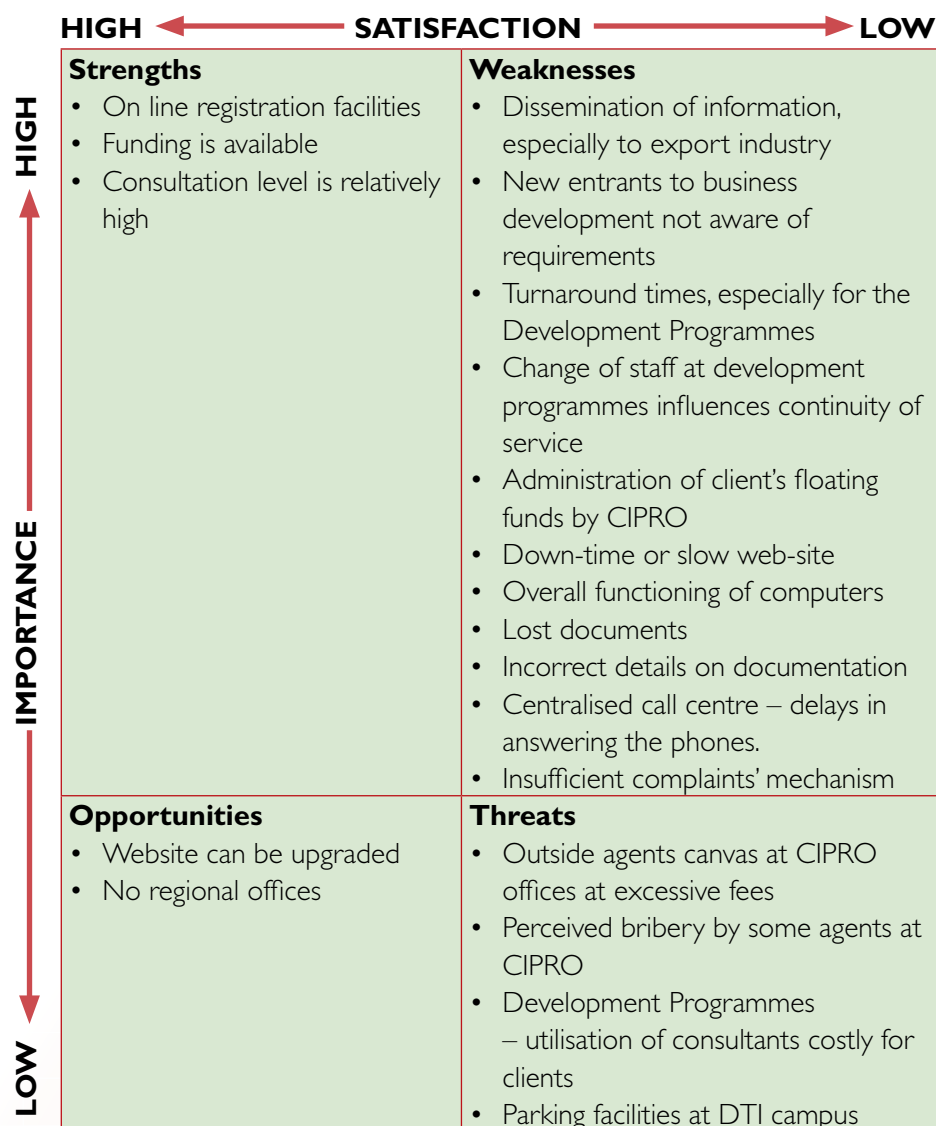
Clients often find that complaining about services has little or no effect, and they frequently experience the process of complaining as daunting and time-consuming. This is illustrated in Figure 70 above where nearly 46.1% of the respondents at CIPRO and 44.6% of the respondents for the Development Programmes felt it was not worthwhile to complain. Furthermore, 42.2% of respondents from CIPRO and 37.5% from the Development Programmes indicated that they did not know where to complain. The *Batho Pele* principle of 'redress' needs urgent attention by DTI. This can be addressed by setting up systems to handle complaints constructively.

4.11 SWOT-analysis

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 levels to a low level. 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 opportunities for the improvement of services 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 Department of Trade and Industry.

Various strengths give a positive satisfaction to the service which is of high importance to the Department. Two of the strengths identified are the fact that services are accessible via the Internet, and that the Department has funding available for Development Programmes. Another strength is the high level of consultation the respondents identified.



Various weaknesses have been identified above and by attending to them the Department will be able to improve service delivery and client satisfaction. Some threats have also been identified which can externally influence the Department's ability to deliver satisfactory services, namely outside agents canvassing clients at CIPRO and the lack of adequate parking facilities affecting easy access to the DTI. Overall, many factors that influences good public administration have been identified above and it need to be addressed by management in order to improve service delivery.

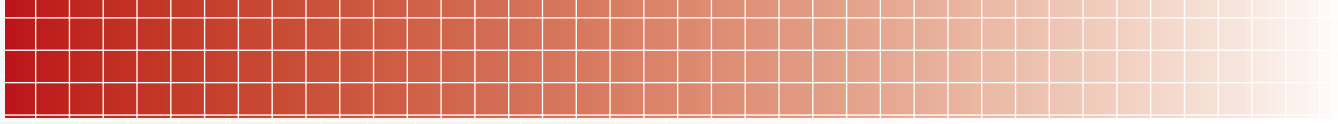
4.12 Summary

The primary aim of the Department of Trade and Industry is to lead and facilitate access to sustainable economic activity and also catalyze economic transformation and development.³³ The Department thus plays a leading role in business regulation and development in Government.

Accessibility to the services of CIPRO is relatively easy with two 'walk-in' offices in Pretoria and Cape Town, and via the Internet. The clients of the Development Programmes access the services mostly by telephone and post. However, the telephone access seems not satisfactory to the majority of clients.

Overall, most clients rated the state of facilities from good to excellent. The slowness of the web-site system was

³³ Republic of South Africa: Department of Public Service and Administration. 2003. 'Batho Pele Handbook: A Service Delivery Improvement Guide'. Government Internal Consulting Service, Pretoria.



indicated as a problem. Respondents were generally satisfied with the processes of their applications. However, the promptness of the service was rated only around 40%.

One factor that respondents from the Development Programmes highlighted was the lack of sufficient information during the whole process of their applications. Coupled herewith is the excessive turn-around time for applications in the development programmes. At CIPRO the clients were less satisfied with the turn-around times with just more than a quarter of them rating it as below average and poor.

Regarding the efficiency of staff and the services, negative gaps were identified between expectations and experienced efficiency. However, the level of confidence by respondents in the staff of the Department is very high. The only negative aspect was the fact that 10.3% of respondents rated their trust in the staff dealing with Development Programmes as below average. The levels of care and compassion experienced were also satisfactory.

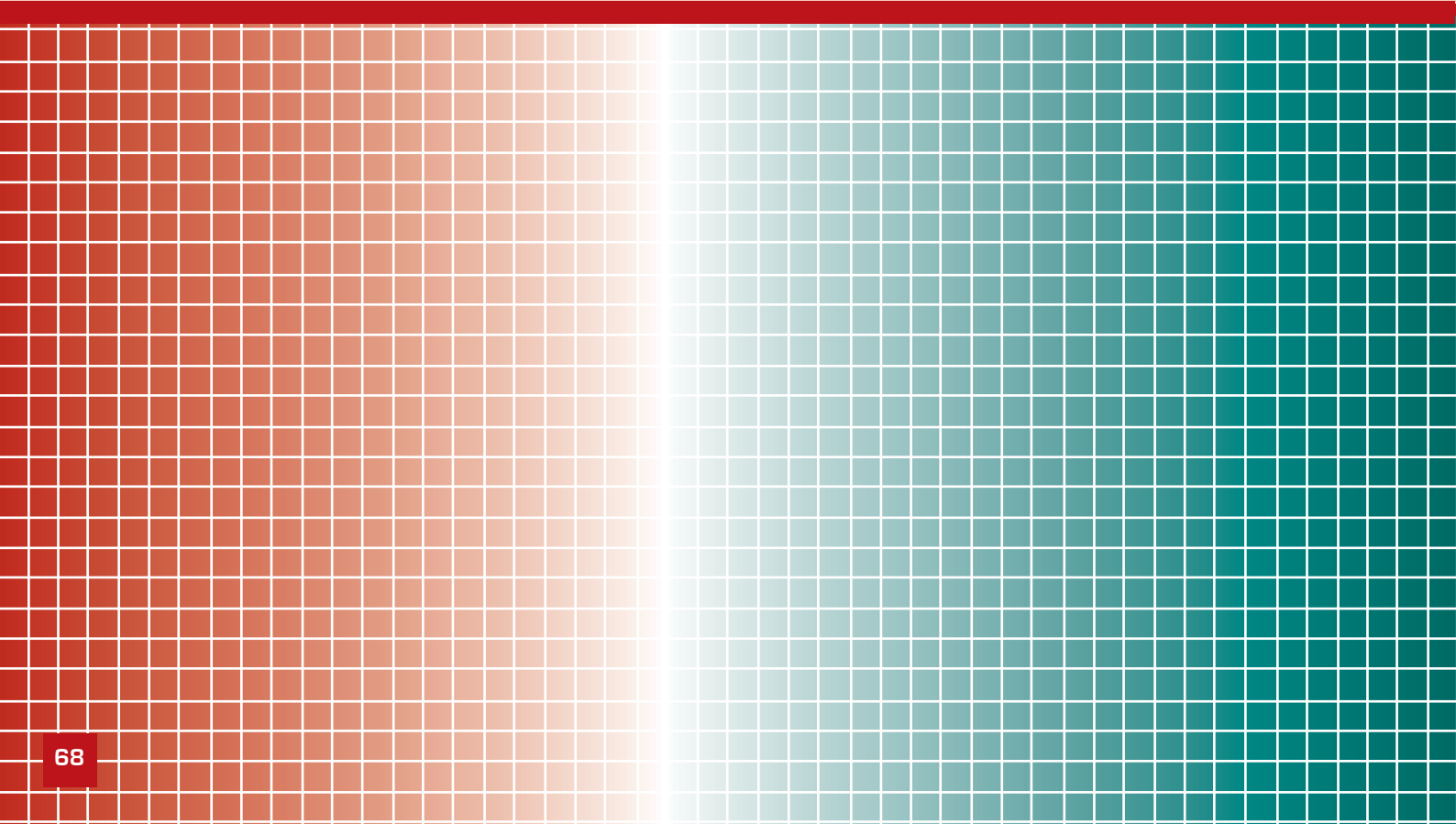
The overall level of consultation by the Department is high if compared to other Departments. As the Department's services are strongly linked to the operation of businesses, there is a high level of consultation with organized business.

About 40% of all respondents experienced problems with the services provided. Most problems are around the time taken to finalise applications, the complexity of the application processes and lack of information. Another major problem that ranked highly with the Department is the administration of the floating funds from attorneys/accountants/agents with the Department. Of all the complaints lodged, only a quarter of respondents indicated that they were dealt with satisfactorily. The overall level of citizen satisfaction with services is just 64.8%.

4.13 Recommendations

Based on the above findings during the survey, the Commission has identified some key areas and priority challenges for improvement in service delivery at the Department of Trade and Industry. Based on good governance as set out in the Constitution and the *Batho Pele* principles, the following general recommendations are made:

Key areas	Recommendations
Communication	<ul style="list-style-type: none"> (i) It is recommended that communication structures be developed and implemented to improve the flow of information to clients during the waiting period from the applications to the finalization thereof, eg EMIA and SMEDP. (ii) The functioning of the centralized call-centre should be investigated and the system be upgraded to address the current shortcomings thereof.
Efficiency	<ul style="list-style-type: none"> (i) The present administrative processes must be evaluated and ways must be devised to reduce the turn-around times of applications. At the same time, the situation surrounding the present backlogs must be addressed. (ii) The functioning of the web-site and its accessibility should be investigated and upgraded. (iii) The administration of the clients' floats of funds with the Department should be urgently evaluated and managed. (iv) The overall efficiency of administrative processes should be evaluated and made more responsive. (v) The continuity of staff at service points, especially at the development programmes, should be managed effectively.
Complaints	<ul style="list-style-type: none"> (i) The departmental and service specific complaints mechanisms should be formalized; and (ii) A system should be developed to monitor the complaints mechanism.
Perceived corruption	The perceived corrupt activities by outside agents at CIPRO should be investigated and addressed.



Chapter Five

Key Findings: Provincial Transport Services

5.1 Introduction

This Chapter presents the analysis of the data collected on the services rendered by the provincial Transport Departments. A brief profile of the clients and the services they access is provided. This is followed by an analysis of the findings of the survey organized according to the six dimensions of the model (access, tangibles, reliability, responsiveness, assurance and empathy) as described in Chapter Two. The results of the determined levels of satisfaction follow thereafter. In order to strengthen the findings further, the chapter also includes an analysis of clients' views regarding the consultation mechanisms of the departments, the types of problems they have experienced with the services and the manner in which their complaints had been dealt with.

The majority of South African citizens are dependent on public transport. This includes buses, taxis and trains. As trains are mainly operated by national government, they did not form part of this survey. The majority of the clients at the provincial level are taxi operators and their associations. During the survey of this particular aspect taxi operators were required to apply for new operating licences, and at the same time government was engaging with the minibus taxi owners/operators with regard to the taxi recapitalisation project.

It must be noted that the transport industry is regulated and guided by national legislation as directed by the National Department of Transport and that the execution thereof is the responsibility of the provincial governments. In some cases the provincial departments do not have the structures/systems or the experience/skills to execute these responsibilities. In Mpumalanga for instance, the new operating licences cannot be implemented due to various departmental constraints with the result that temporary short term licences are issued. This places financial and administrative burdens on the clients as well as the department. A situation like this illustrates the high level of complaints and low level of satisfaction by transport operators and their associations.

While 1 044 clients were approached for interviews only 965 (92.4%) agreed to be interviewed. The highest number of refusals was in Limpopo and the Western Cape due to the fact that they were either not interested or they were afraid due to the issues that were going on during the survey.

The lack of cooperation by public service officials also affected the survey rate in the Western Cape. This is of serious concern to the PSC against the background of the Constitutional obligation [Section 196(3)] placed on departments to give assistance to the PSC in executing its mandate.

It was also found that some transport operators are not in direct contact with the government departments. Small taxi associations mainly worked on their behalf.

The reasons for accessing the services by respondents are set out in Table 5 below.

Table 5: Reason for accessing government transport services

Province	Reason for accessing the service				Total %
	Approval transport plans	Operating licenses	Subsidies	Funding transport infra-structure	
North West	-	99.3	0.7	-	100
Gauteng	2.7	96.4	0.9	-	100
Mpumalanga	1.2	98.8	-	-	100
Limpopo	16.4	74	6.8	2.7	100
KwaZulu-Natal	12.6	74.1	12.6	0.7	100
Western Cape	-	100.0	-	-	100
Eastern Cape	16.7	69.0	14.3	-	100
Northern Cape	2.2	96.8	-	1.1	100
Free State	1.0	97.9	-	1.0	100
Total average	6.9	87.4	5.2	0.5	100

The above table shows that the majority (87.4%) of the respondents visited the service points for operating licences. This high percentage is partly due to the new operating license requirements where all taxi operators have to change from an operating permit to a license. The clients applying for subsidies are for bus operating contracts.

The detailed data on the responses in the individual provinces is shown in Annexure C.

5.2 Access

Studies have shown that many citizens regard access as an overwhelming challenge when they contemplate locating a government service³⁴. The majority of respondents had only one service point which they could visit in their province. They are not allowed to apply or use service points in other provinces as the services are province specific due to the appointment of Provincial Transport Boards by the provincial governments.

The respondents' perception of the accessibility of the services and convenience of operating hours are detailed in Figure 71 below.

³⁴ The Institute of Public Administration of Canada, 2001. "Citizens First 2000", A survey by G Spears and K Seydegart of the Erin Research Inc for the Public Sector Service Delivery Council of IPAC.

Figure 71: Accessibility and convenience of operating hours

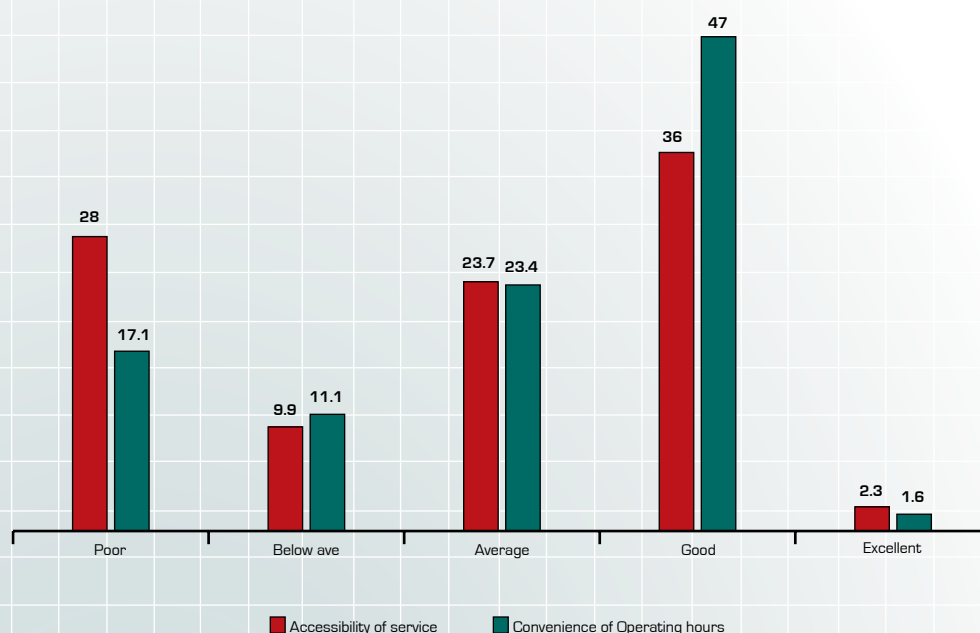
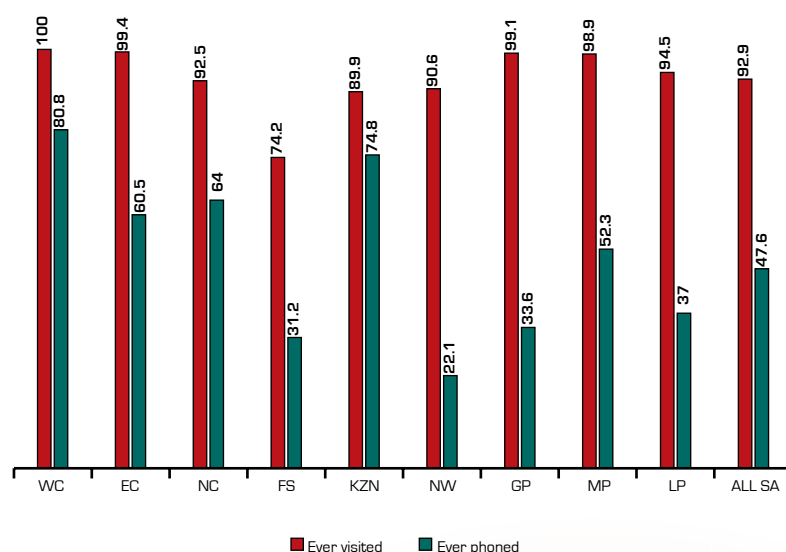


Figure 71 above shows that a high number of respondents (37.9%) rated the accessibility of the services as below average to poor. Only 38.3% rated it as good to excellent. Taking into account that only 19.3% of respondents were from rural areas which may limit their access to service points, the high number of respondents rating it lower than good indicates that even urban respondents had problems with the accessibility of services. The above responses show that a large number of clients were not satisfied with the access to the services. The limited number of service points and the geographical location thereof impact negatively on the delivery of service in this instance.

Operating hours are also not well perceived with 28.2% of respondents rating it below average to poor. Less than half (48.6%) of respondents found operating hours to be good to excellent. In certain areas it was found that while the license offices are open until 16:30, the cashier closes at 14:00 forcing those served after 14:00 to come back to the service point again to effect payments required. Some operators indicated that they stay as far as 300 kilometers from the service point. This places a burden on taxi operators who are likely to lose business and it adds unnecessary additional traveling cost to their application process because they have to go back and forth. The operating hours thus also impact negatively on good service delivery.

The responses to the questions whether clients ever visited the service points in the past or phoned the service points are reflected in Figure 72 below.

Figure 72: Visited or phoned service point in the past

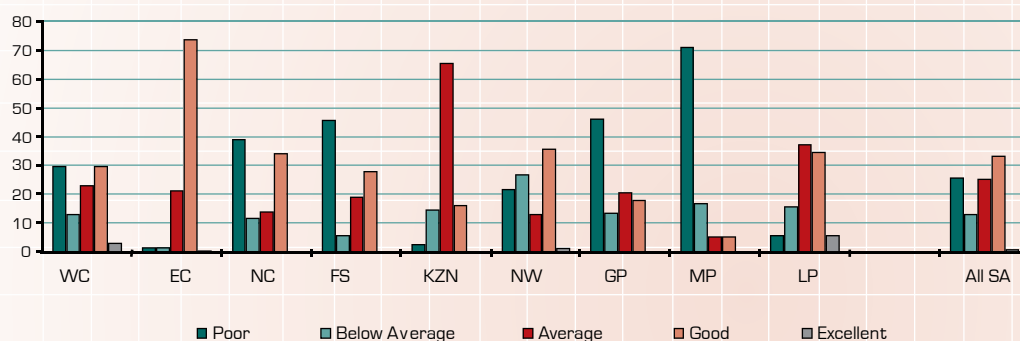


The majority of respondents (92.9%) visited the service points in the past. Most respondents indicated that they had to come again because the process required that they apply for a license and then come back to pay and collect it. In some areas the period of validity of the license forces them to visit the service point regularly.

On the other hand, the clients do not phone the service points on a regular basis. Overall, nearly half of the respondents (47.6%) did phone the service points. On a provincial basis this ranged from 22.1% to 80.8%, which means that in some areas the need to phone is more pressing than in others. However, the ability to contact the service point telephonically is only 45.2% good to excellent, with 29.3% respondents indicating that it is average. It was rated by 18.1% of respondents as poor and by 7.5% as below average. In total, a quarter of the clients felt that the ability to contact the service point telephonically is very low. In the Gauteng (60%) and Western Cape (73%) provinces the respondents indicated that they experienced difficulties in contacting the service points telephonically.

Another factor influencing access to services is the ease by which clients find the specific service point and the right service counter. In the chart below the perceptions of the respondents of the signage/information boards are shown.

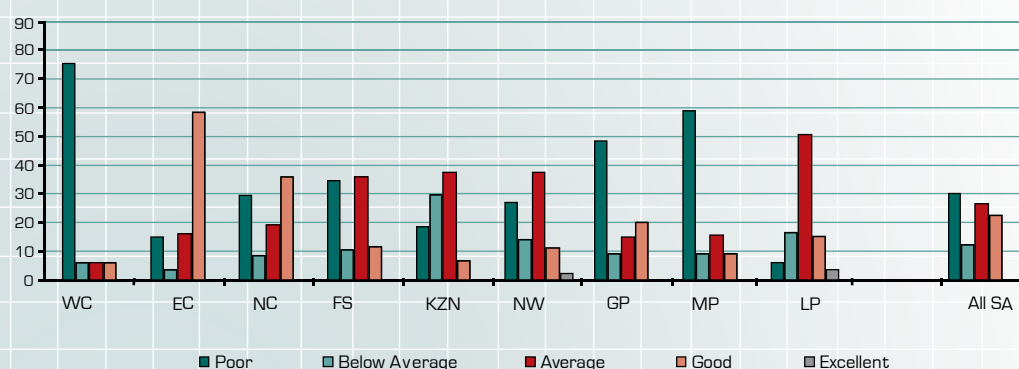
Figure 73: Rating of signage/information boards



This is one of the aspects of access that was overall rated as poor by a quarter (26.1%) of all respondents. Interesting to note is that while 71.6% of respondents found signage in Mpumalanga to be very poor, an overwhelming 74.2% of respondents in the Eastern Cape rated it good. Overall, only about 34% of all respondents found the signage good, meaning that the majority did not find the service point easily. As the locating of the particular service required is frustrated by the lack of proper signage, the managers and staff are challenged to rectify this in order to improve service delivery.

The waiting time at a service point is an integral part of the access to the service. The ratings by respondents of this aspect are shown in Figure 74 below.

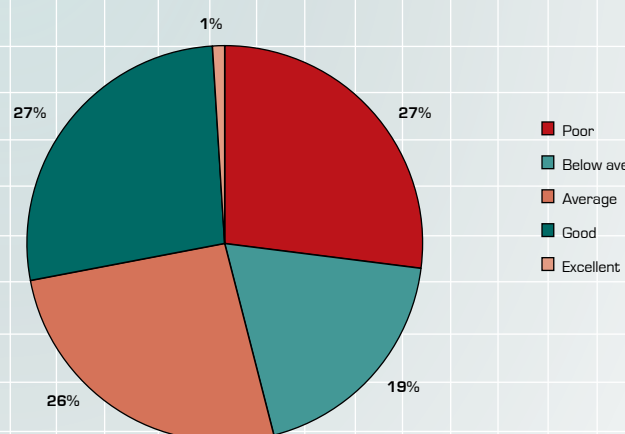
Figure 74: Ratings of the waiting time



Only a quarter (25.2%) of all clients, were satisfied with the waiting time. This indicates that it is either the queues that are too long or that the processing of the individual clients takes too long. In any case nearly half of all clients (46.1%) were unhappy with this aspect and therefore rated it as below average and poor. The provinces where this dissatisfaction is markedly high are in Mpumalanga, Gauteng and the Western Cape. In order to improve service delivery the waiting time needs to be reduced.

The diagram below shows access by people with disabilities which includes frail and elderly people.

Figure 75: Access to those with disabilities



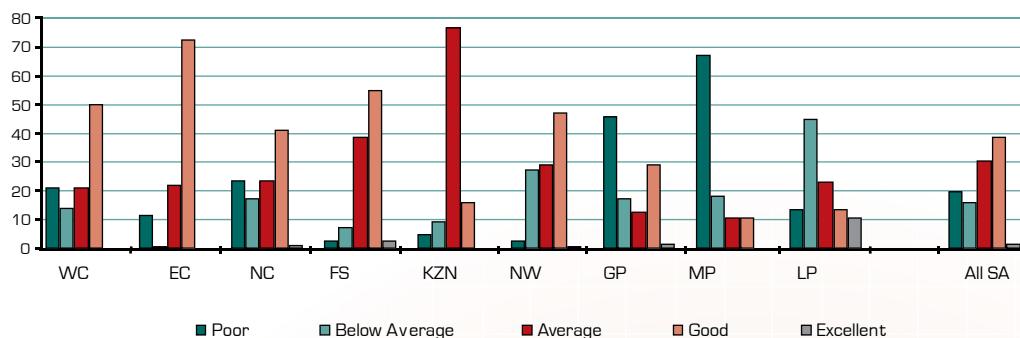
Overall, the perception of access for the disabled is that it is not good. Nearly half (46%) of the respondents rated it as below average to poor. In the Northern Cape and Mpumalanga 50% of respondents rated it as poor. In line with the principles of good public administration, services must be provided equitably to all citizens, thus including the elderly and those with disabilities.

5.3 Tangibles (State of facilities)

The physical appearance and availability of facilities and equipment affect the satisfaction ratings by clients. These tangibles tend to be the area given priority when service delivery improvement is being considered. It relates to the aspects that clients immediately observe when they enter a service area.

The first aspect of the tangibles is the clients' experience of the waiting area. The experience by the respondents in this survey is reflected in Figure 76 below.

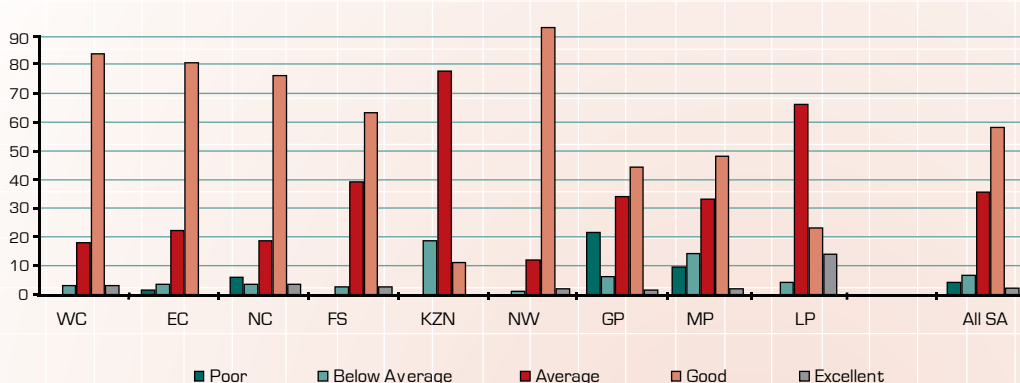
Figure 76: Experience of the waiting area



Of all the respondents 36.2% rated the waiting area as good, 1.5% rated it as excellent, while 28.5%, 15% and 18.8% rated it as average, below average and poor respectively. The clients in Mpumalanga and Gauteng expressed negative views with this aspect.

To obtain further clarification of this aspect, clients were also questioned about their impressions of the cleanliness of the facilities. These ratings are reflected in Figure 77 below.

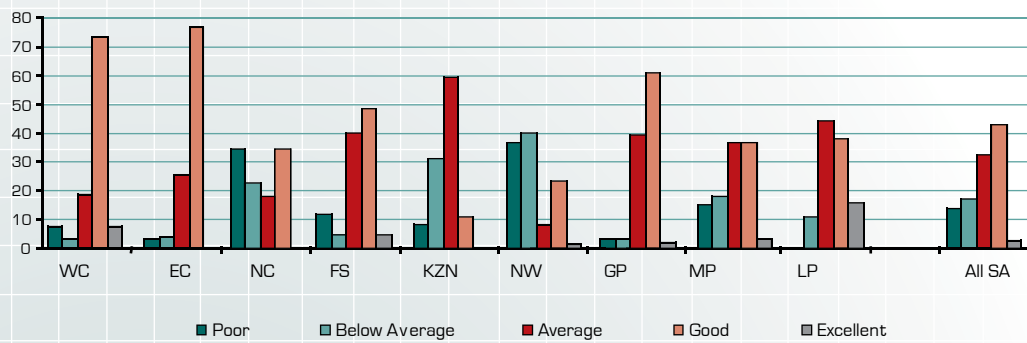
Figure 77: Experience of the cleanliness of facilities



The majority of clients (55.9%) perceived the facilities as clean. However, in Gauteng 26% of respondents rated it as below average to poor. Such low ratings seem to indicate that cleanliness is a factor which influences clients' experience in service delivery.

The feeling of safety and security at a facility is a major factor for some citizens in the country. The perceptions of clients in this regard are rated below in Figure 78.

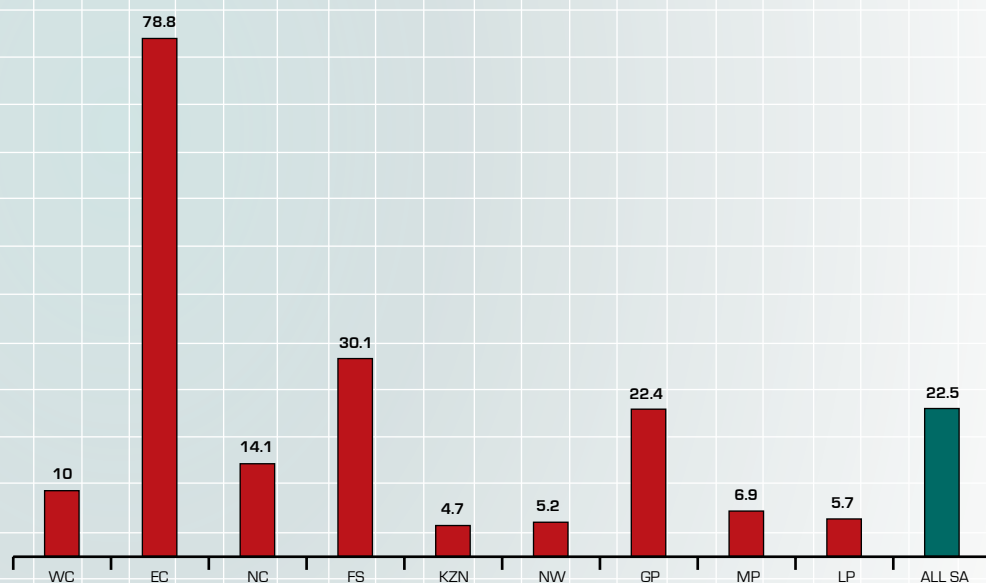
Figure 78: Ratings of safety and security



The perception of safety and security at the service points is overall rated by 41.8% of clients as good to excellent. It was, however, rated by 28.7% of them as below average to poor. This means that more than a quarter of the clients did not feel that the service point is safe. Citizens in the Northern Cape and in North West felt vulnerable at service points. Some respondents indicated that they feel this violates their Constitutional right of security.

Clients should be able to identify who is in charge at the service point in order for them to access such person if they want to approach a supervisor should they feel that they were not assisted to their satisfaction. As such, it is one of the generally recommended standards that the particulars of the manager on duty should be displayed visibly at service points. Respondents were asked whether they recalled seeing the name of the manager on duty displayed, and their responses are reflected below.

Figure 79: Percentage recalling that the particulars of the duty manager were displayed



Only 22.5% of all the respondents recalled that the particulars of the manager on duty have been displayed. What seems to be worrisome is that in five of the provinces, only 10% or less clients did see the particulars. This means that the display was either poorly displayed or non-existent. This encroaches on the citizens' right to complain and get a problem remedied.

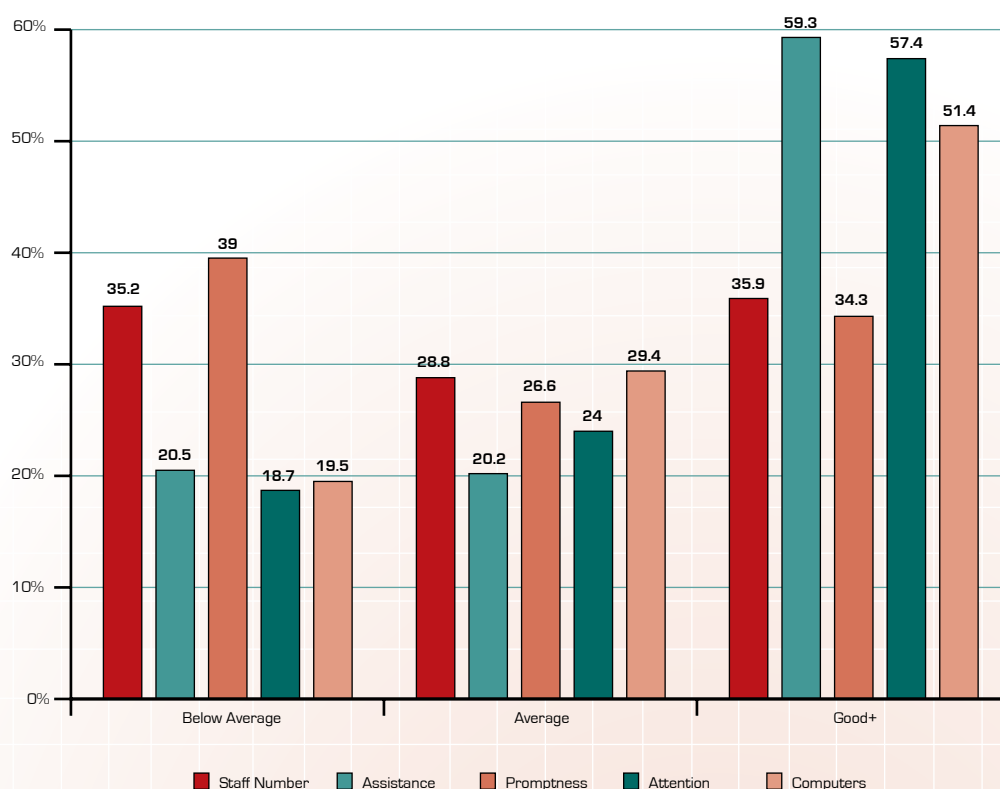
5.4 Reliability

Reliability includes the appropriateness of the product or service, the ability to perform the promised services accurately, and the provision of information on the product or service.

5.4.1 Products and Processes

It is important to clients that processes run smoothly when they access the service. Clients generally feel that there must be enough staff to assist them. They should receive individual attention where necessary. The computers should be online and processes and procedures should be explained to them. The overall responses to the questions on processes are rated in Figure 80 below.

Figure 80: Rating of the processes at the service points



A third of all respondents indicated that the number of staff on duty to handle the clients were below average. This tendency occurred in all provinces with only the respondents in the Eastern Cape rating availability of enough staff at 65.9%. This either means that the other service points are understaffed or that there is not enough staff in the front office.

The majority of respondents (59.3%) were positive with the assistance given in the completion of forms. In the Northern Cape, Western Cape and Gauteng the assistance given were rated as below average by 50% of respondents. This seems to suggest that front offices in these provinces are understaffed or staff are not helpful.

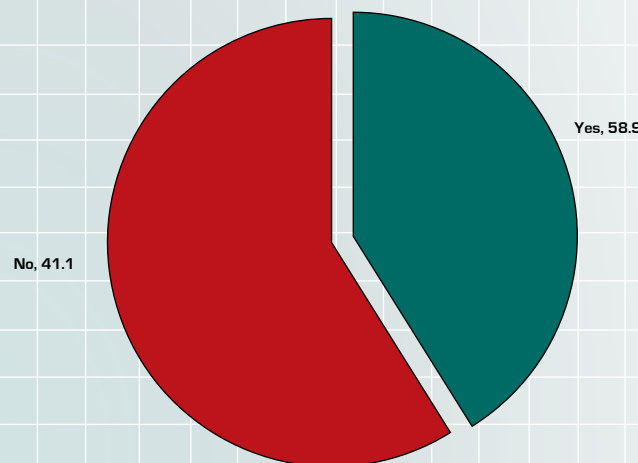
Overall, only 34.3% of respondents rated the promptness of the service as good. In the Free State promptness of service was rated good, but still by only 51.7% of respondents. In KwaZulu-Natal and the Western Cape 71.3% and 80% of respondents respectively rated it below average.

The individual attention given to clients was overall rated as good by 57.4% of respondents. While the respondents in Mpumalanga, Gauteng and the Western Cape rated it as generally below average, respondents in the other provinces indicated that staff gave clients individual attention.

In the service process, the functioning of electronic equipment is usually vital for immediate service. Without the computers being online, services cannot be rendered because applications cannot be processed and fees cannot be accepted. The experience with functionality of the computers is that they worked perfectly only half of the time (as rated by 51.1% of clients). In Mpumalanga it seems that there is a major problem with the functioning of the computers. It was rated by 19.3% of respondents as below average and by 27.3% as poor.

At the end of each 'transaction' it is required of the service staff to inform the client of the further processes in the application of the client. In that way the client will know when he/she can expect the license to be issued. The responses from clients are rated in the diagram below.

Figure 81: Informed about further processes

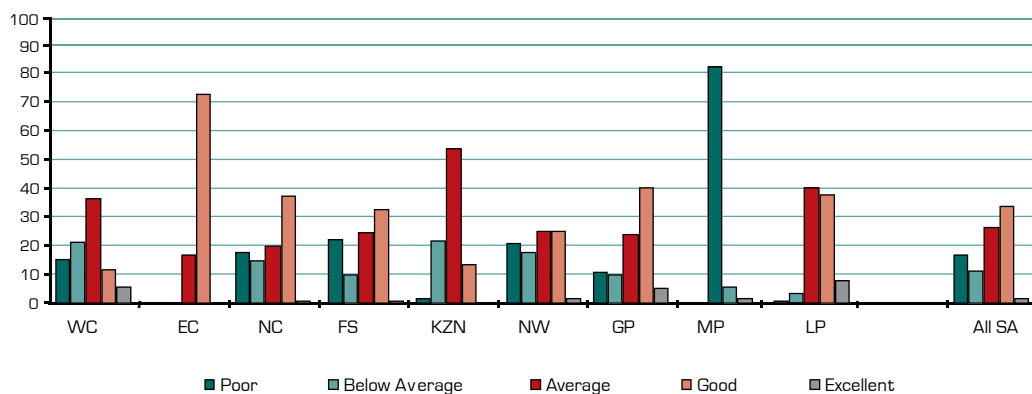


While the overall response was positive, it still seems to suggest that an overwhelming number of respondents (41.1%) were not informed of the process. They did not have any information on when their applications will be attended to and when they can expect an outcome. This can be very frustrating and may have an influence on the overall satisfaction scores for the service. It may also influence the pent-up feelings when operators acted aggressively towards the interviewers and also to government transport services in general. An example of this is where the transport officials in the Eastern Cape reported minimal taxi unrest while 94% respondents, who are the service users, indicated that they had feedback on information on the processes.

5.4.2 Information

One of the eight principles of the *Batho Pele* policy is that citizens should be given full and accurate information of public services. The information desk as well as the counter staff plays a major role in this regard. The experience of clients with the provision of information is reflected in Figure 82 below.

Figure 82: Experience of the information desk



Overall, only 40% of respondents experienced the information desk as good or excellent. Again, the respondents in the Eastern Cape overwhelmingly reacted positively to the information desk. Unfortunately, the overwhelming response (89.8%) in Mpumalanga was that they experienced the functioning of the information desk as poor!

The provision of information (combining the information desk and staff feedback on processes) is rated by 45% as good. A quarter of all respondents rated it as negative (below average and poor), thus indicating that the provision of information by government departments must receive attention.

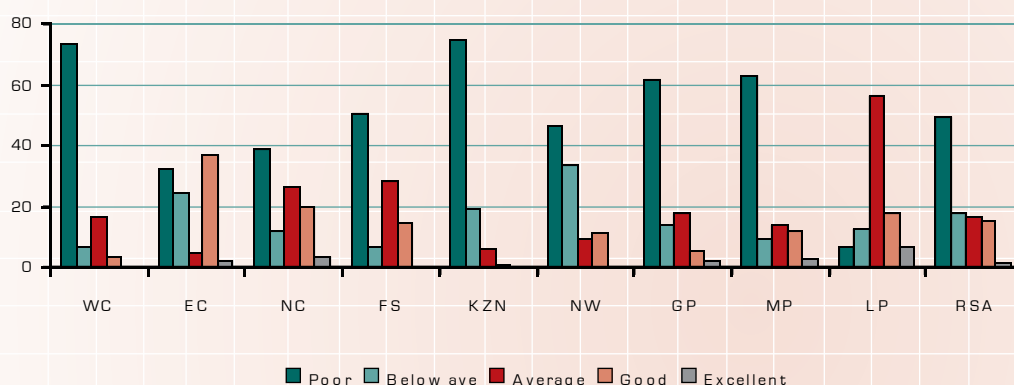
5.5 Responsiveness

Another dimension of the analysis model is responsiveness. Responsiveness to citizens' demands is an issue that seems to be important to them. As such the time taken to respond to their requests and the efficiency of the responses are factors that need to be taken into account when determining the levels of satisfaction with service delivery.

5.5.1 Turn-around time

One of the important aspects of service quality to clients is that they expect the services to be rendered within a reasonable time. The question was put to respondents on their experience of the turn-around time for their applications. The responses are rated in Figure 83 following below.

Figure 83: Turn-around time

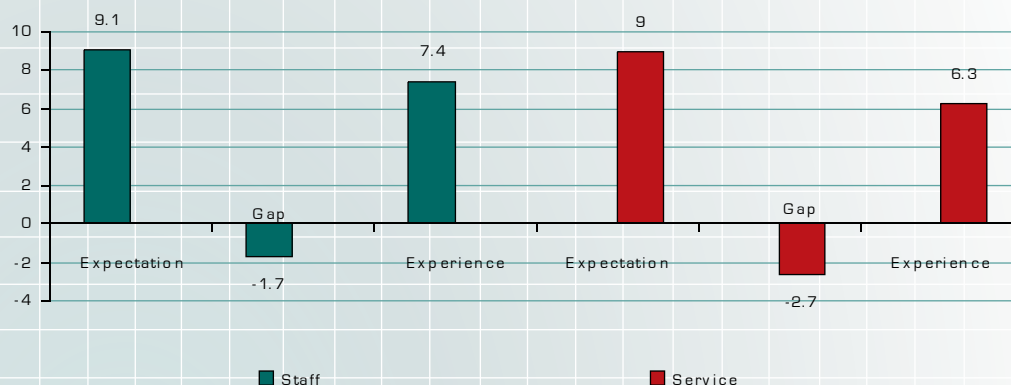


Overall, turn-around time was rated as poor by nearly 50% of clients. This might mean that most clients expect government to deliver a better and quicker service. In all provinces, except in Limpopo, the respondents overwhelmingly rated the turn-around time as poor. Two-thirds of respondents identified the turn-around time of applications as the major problem experienced with transport services.

5.5.2 Efficiency

Efficiency of a service is also very important to clients. In Figure 84 below the levels of the expected and experienced staff efficiency as well as that of the service offered for provincial transport services are compared.

Figure 84: Gap between the expected and experienced efficiency



The gap between expectations and experience indicates the extent to which the clients' expectations are either met or not. A positive score shows that the expectations were exceeded, while a negative score shows that the experience fell short of their expectations³⁵. The results in the above table show the staff efficiency gap as -1.7 and that of service efficiency as -2.7. These gaps are both high which raises the concern that staff may not have the necessary skills and experience to deliver the required service. It also indicates that there are serious deficiencies within the departments' service delivery structures. Main factors that influenced the low experiences of efficiency are access to service points, the responsiveness of the service and empathy expressed by staff.

Comparing the above overall expectations with those determined in the previous citizen satisfaction survey³⁶, it is interesting to note that clients' expectations of staff and services in this instance are much higher (9 compared to the highest of 8.3 for that sector). However, this is not applicable to Gauteng and Mpumalanga, where their expectation levels were around 7. The overall findings are underlined by the Canadian findings in the study by Spears and Seydegart where citizens generally expect government services to be good, or of a higher standard than that provided by the private sector³⁷.

5.6 Assurance

Departmental staff, especially those in the front-line, have significant influence on clients' satisfaction in as far as service is concerned. Some elements of influence by staff are classified into two areas, namely "assurance" and "empathy", which are separately discussed hereunder. Assurance includes the levels of confidence and trust conveyed by the service provider as well as the knowledge and courtesy of the staff. Empathy is about the level of care and compassion experienced by the clients. The provision of caring and individualized attention ensures satisfactory interaction with clients and affects the environment of effective service delivery.

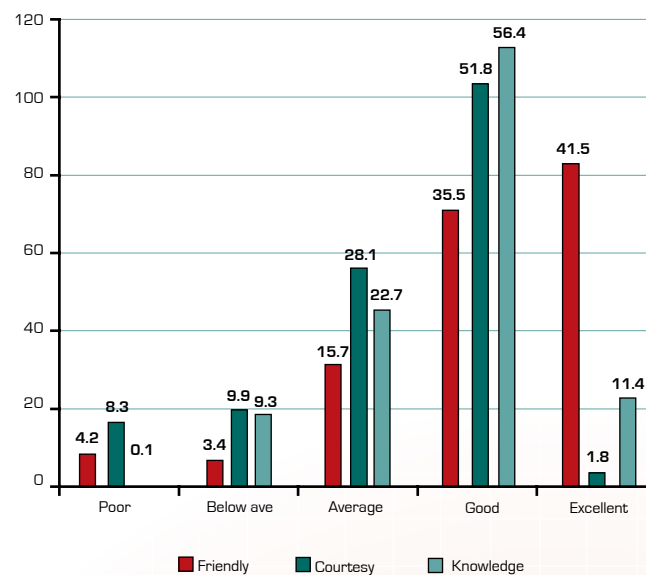
³⁵ As a rule of thumb gap scores between -0.5 and -1.0 are a matter of concern, but do not require immediate attention. Any negative scores above -1.0 should however receive immediate attention.

³⁶ Republic of South Africa: Public Service Commission. 'Citizen Satisfaction Survey: Economic and Infrastructure Services Sector. September 2006'

³⁷ The Institute of Public Administration of Canada, 2001. "Citizens First 2000", A survey by G Spears and K Seydegart of the Erin Research Inc for the Public Sector Service Delivery Council of IPAC.

In Figure 85 below, the overall friendliness and courtesy, experienced by clients as well as the perceived knowledge of the staff are shown.

Figure 85: Friendliness, courtesy and knowledge of staff members



Overall, the level of confidence conveyed by the staff members was high. However, nearly 40% of respondents in Mpumalanga experienced staff as not courteous and by 29.5% as not knowledgeable. In Gauteng, 36.2% of the clients rated the staff as not courteous and 21.6% rated them not friendly. Friendly staff are approachable, but they also need to show courtesy if clients are to feel that they are being treated with respect and dignity. These trends, influencing service delivery, need to be addressed by the relevant provincial departments.

Confidence is further endorsed by the staff's ability to understand the requests of clients, their ability to perform the necessary duties and the level of trust clients have in staff. These elements of confidence are illustrated in Figure 86 below.

Figure 86: Ability to understand and accurately perform services, and level of trust

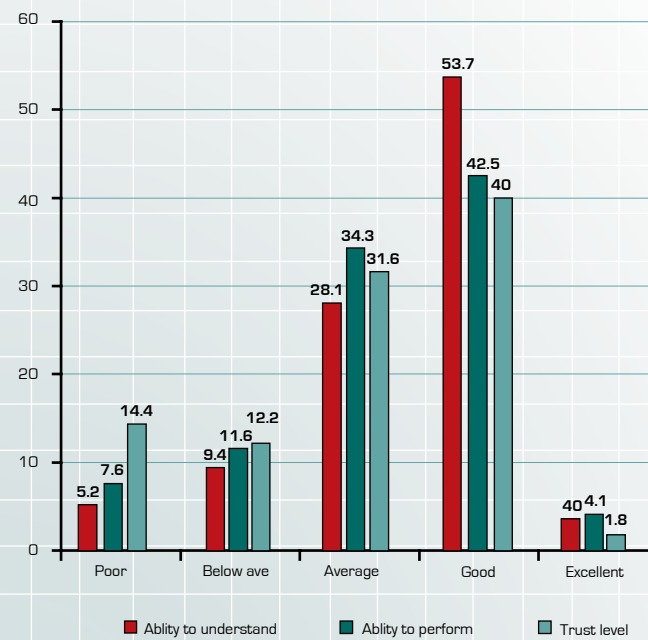
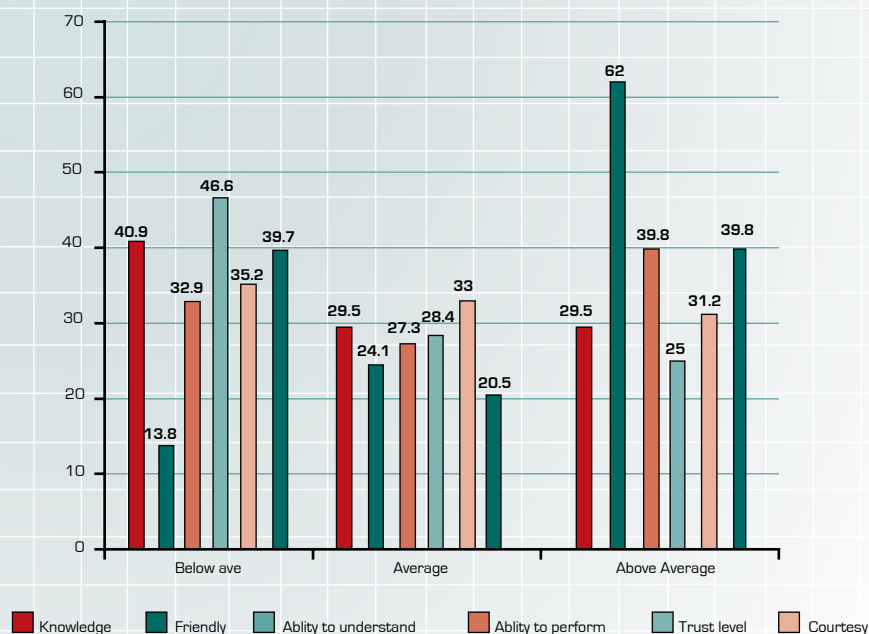


Figure 86 above reflects that a number of respondents were not satisfied with these aspects. This is confirmed by the fact that 14.6% of respondents rated the ability of staff to understand their requests as below average to poor. A quarter (26.6%) of respondents also rated their level of trust in staff as below average to poor. Again, staff in certain provinces did not convey the impression that clients could be confident in the service. In Mpumalanga 33% of respondents rated understanding of clients' requirements below average to poor; 47% rated staff not able to perform and 35% of the respondents also rated the level of trust below average to poor. Similar patterns, on a slightly lower level, were found in the Northern Cape and in Gauteng.

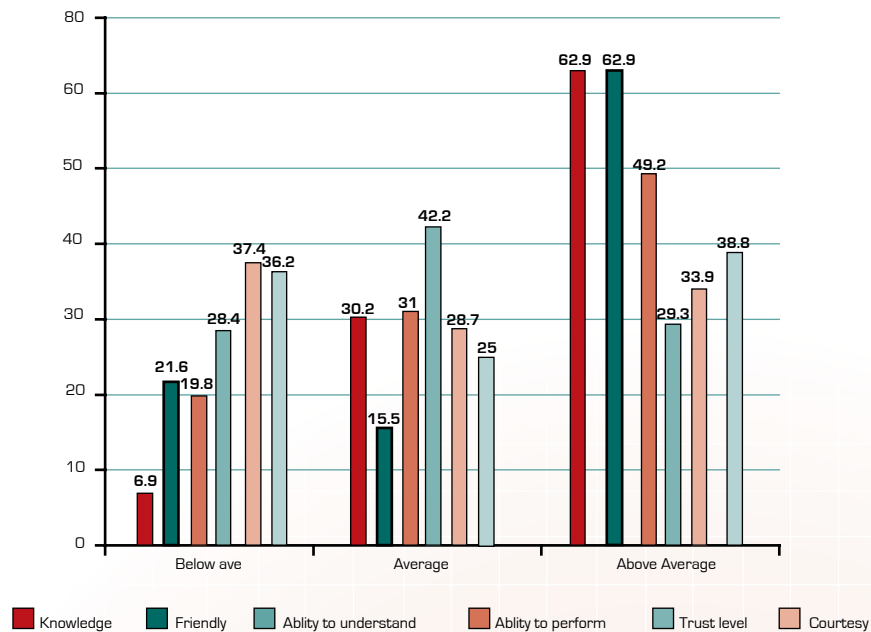
To further illustrate the level of confidence experienced in some provinces, certain of the elements are reflected in the table below

Figure 87: Levels of confidence - Mpumalanga



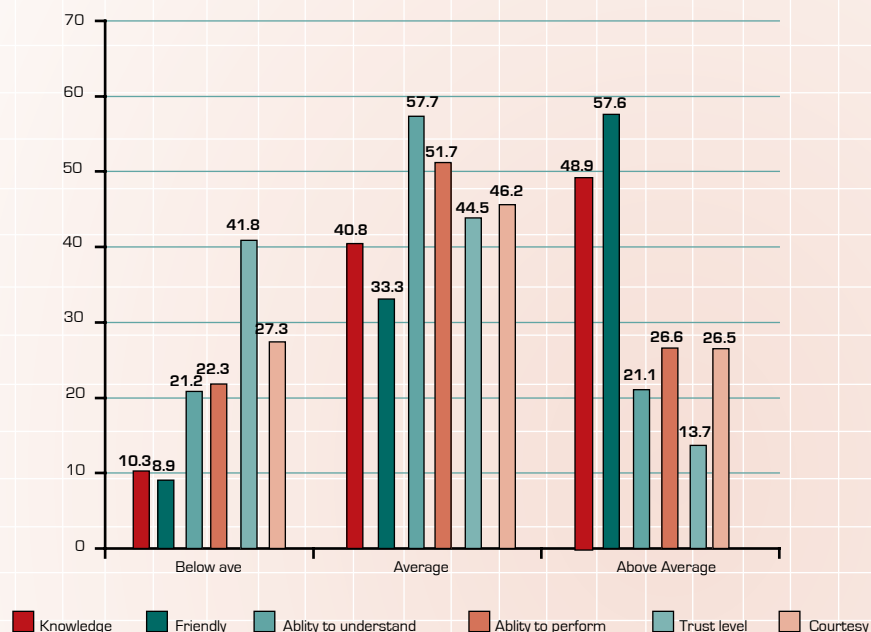
Respondents (62%) in Mpumalanga rated their experience on the friendliness of staff at, much higher than the other elements of confidence. The knowledge of staff, their perceived ability to understand and perform, the level of trust as well as courtesy are issues that are rated below average and they should be high on the list of issues that require improvement by the province.

Figure 88: Levels of confidence – Gauteng



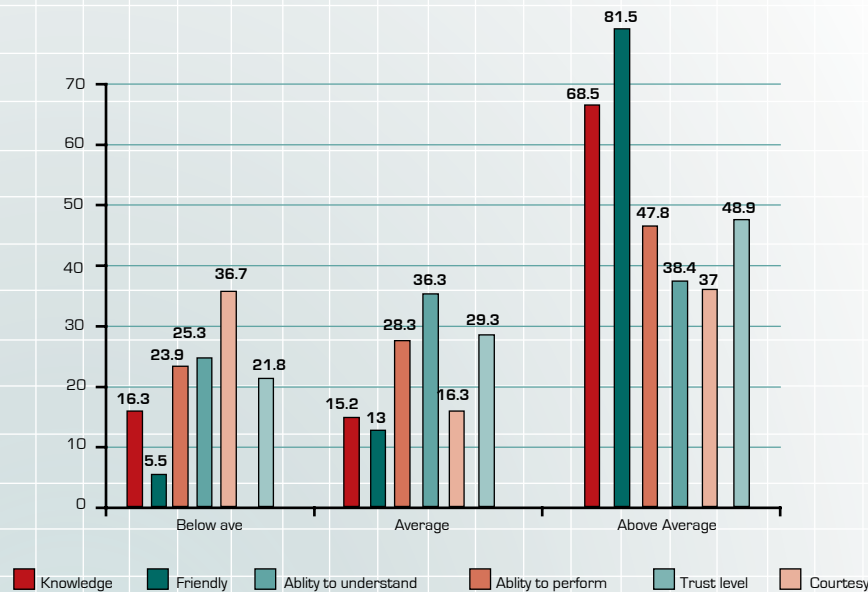
While 62.9% of respondents in Gauteng rated both knowledge and friendliness at above average, the other elements affecting the confidence level are either rated as average or below average. More than a third of respondents rated courtesy and the level of trust below average. While 29.3% of respondents rated the ability of staff to perform above average; 42.2% rated it as average. With 28.4% of respondents rating it as below average, the provincial department should give special attention to the improvement of the level of confidence.

Figure 89: Levels of confidence – KwaZulu-Natal



The level of trust clients have in staff in KwaZulu-Natal is low with 41.8% of respondents rating it as below average. Most of the other elements were rated in the category of average with friendliness rated the highest by 57.6% of respondents as above average.

Figure 90: Levels of confidence – Northern Cape



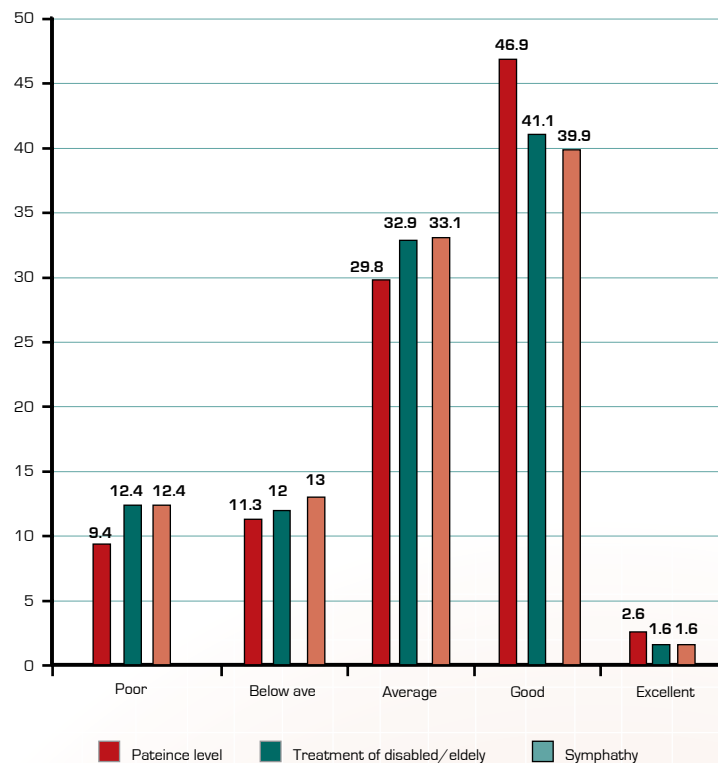
An outstanding element in the Northern Cape is the perceived friendliness of the staff (rated above average by 81.5% of respondents). On the other hand, nearly a quarter (23.9%) of all respondents rated the staffs' ability to understand their requirements below average, or had the ability to accurately perform their duties (25.3%). The respondents (36.7%) rated the level of trust they had in the staff as below average.

If the clients do not have confidence in the staff, they are not satisfied with the service as it affects the quality of the service they receive.

5.7 Empathy

Empathy is about the level of care and compassion experienced by the clients. The provision of caring and individualized attention ensures satisfactory interaction with clients and affects the environment of effective service delivery. This is illustrated in Figure 91 below.

Figure 91: Levels of care and compassion



The levels of care and compassion experienced were rated average and below by 50% of respondents. Respondents (49.5%) rated the patience level of staff as good to excellent, but 20.7% of them rated the patience level as below average and poor. The treatment of people with disabilities or the elderly was rated by 42.7% of respondents as good to excellent, while 24.4% rated it as below average to poor. The sympathy experienced was rated at good to excellent by 41.5% of respondents and 25.4% of them rated it below average to poor. Overall, staff operates in an environment that does not portray a high level of empathy as about a quarter of all respondents felt it is below average. This again influences the quality of the service citizens receive.

5.8 Satisfaction levels

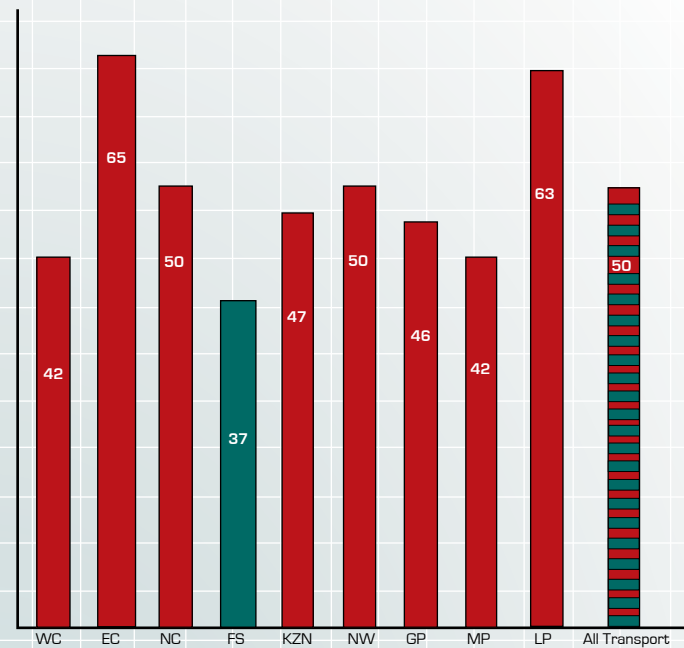
Spears and Seydegart³⁸ ask the basic question: 'some citizens get government services and come away highly satisfied; others get the same services and are greatly dissatisfied. So what is the difference?' They reckon that if enough citizens are asked a pattern will emerge to reach a precise answer. These questions must be based on the drivers of satisfaction and over the past two decades a pattern of drivers emerged³⁹. For this survey the drivers were divided into six dimensions or criteria, namely access, facilities (tangibles), reliability, responsiveness, assurance and empathy.

Based on these criteria, the calculated overall satisfaction scores for the service are captured in Figure 92 below.

³⁸ The Institute of Public Administration of Canada, 2001. "Citizens first 2000". A survey by G Spears and K Seydegart of the Erin Research Inc for the Public Sector Service Delivery Council of IPAC.

³⁹ Berry, L. 1988. 'SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality'. University of Texas

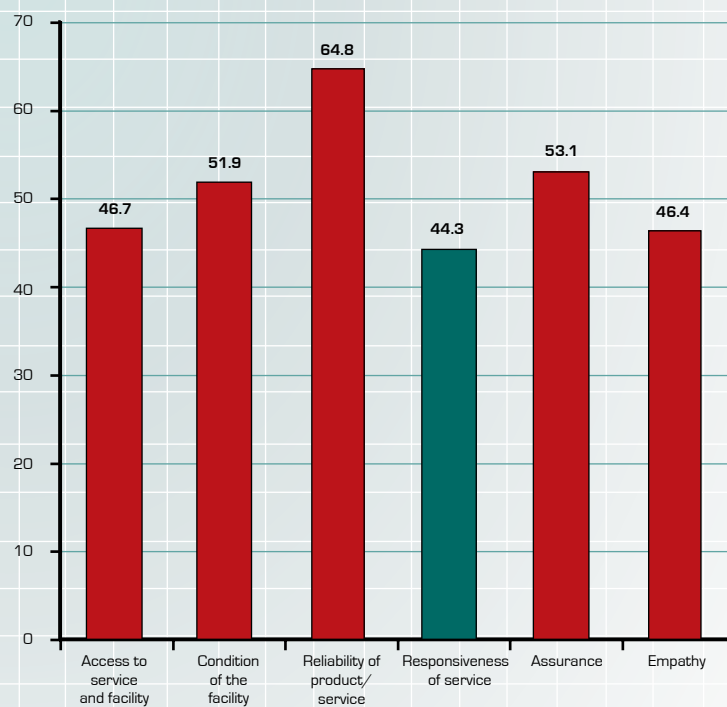
Figure 92: Overall satisfaction level for each province



Overall, the satisfaction score for the rendering of transport services by the Provincial Governments is 50%. This means that only half of all clients are satisfied with the services they received. The respondents in the Eastern Cape (65%) and Limpopo (63%) were the most satisfied with the overall service they received. In the Free State (37%), Mpumalanga (42%) and the Western Cape (42%) the scores are around 40% which gives an indication that there are serious problems and challenges being experienced in those provinces.

Figure 93 below, with the overall satisfaction scores, provides more detail on the specific service aspects.

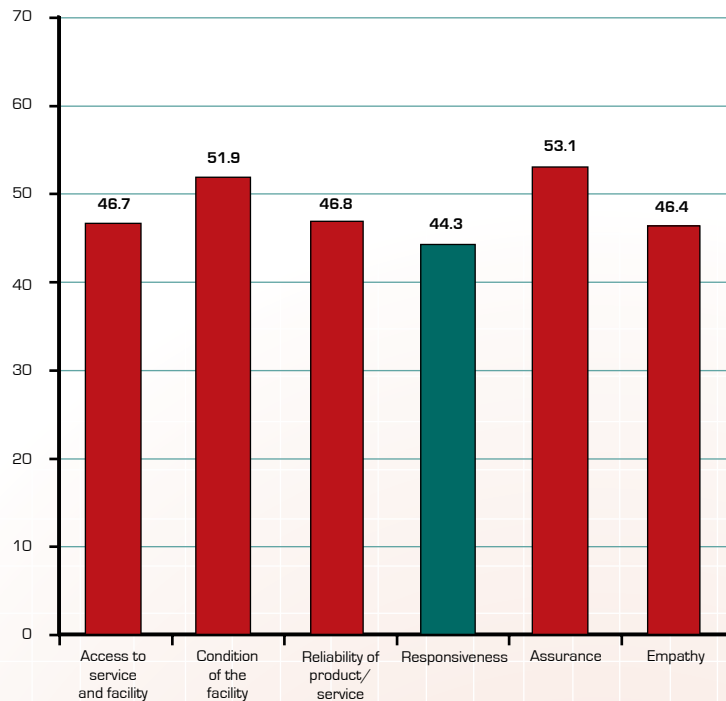
Figure 93: Overall satisfaction scores with service aspects



Three of the six dimensions scored below 50%. These dimensions include the access to the service and facility (46.7%), the responsiveness of the service (44.3%) and the empathy experienced during the service interaction (46.4%). Reliability of the product/service was rated the highest at 64.8%. As responsiveness includes the efficiency of the service it impacts heavily on the provision of the service, and as such good public administration is compromised.

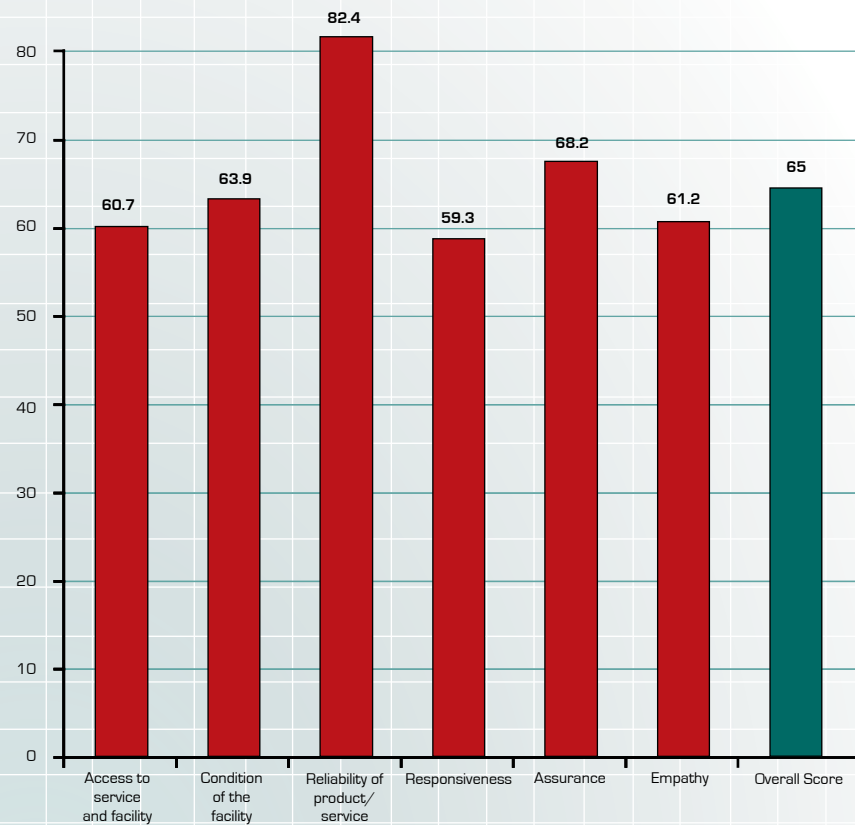
The individual scores for the various provinces are discussed hereunder:

Figure 94: Satisfaction scores for the Western Cape



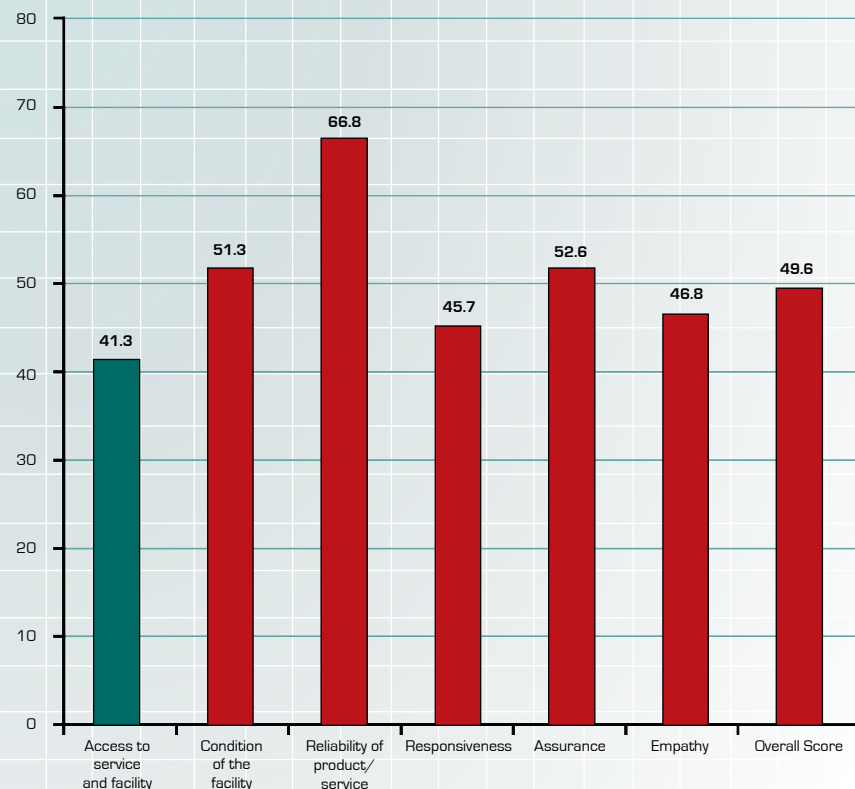
As stated previously in this report the sample for the Western Cape is not representative and the findings are not easy to generalise. It is still interesting to note that the responsiveness of the service and the care and compassion (empathy) they received are very unsatisfactorily (32.3% and 28.4% respectively) while the most positive aspects of satisfaction lie with the conditions of the facilities (51.9%) and assurance (53.1%).

Figure 95: Satisfaction scores for the Eastern Cape



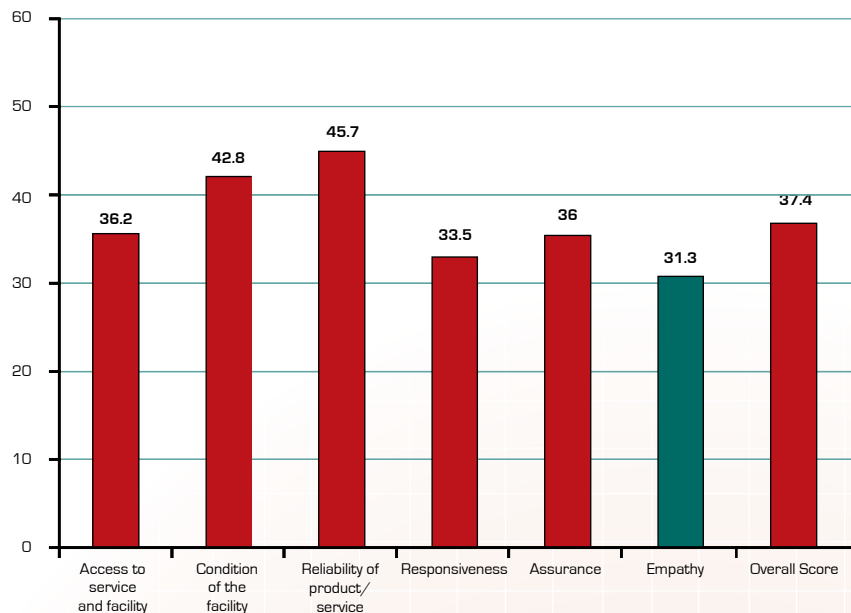
In the Eastern Cape the respondents were overall positive (65%) about the service they received. Reliability was rated the highest element at 82.4%. The officials from the department also indicated that they did not experience any major unrest or strikes from taxi operators during the period of the focus of this study.

Figure 96: Satisfaction scores for the Northern Cape



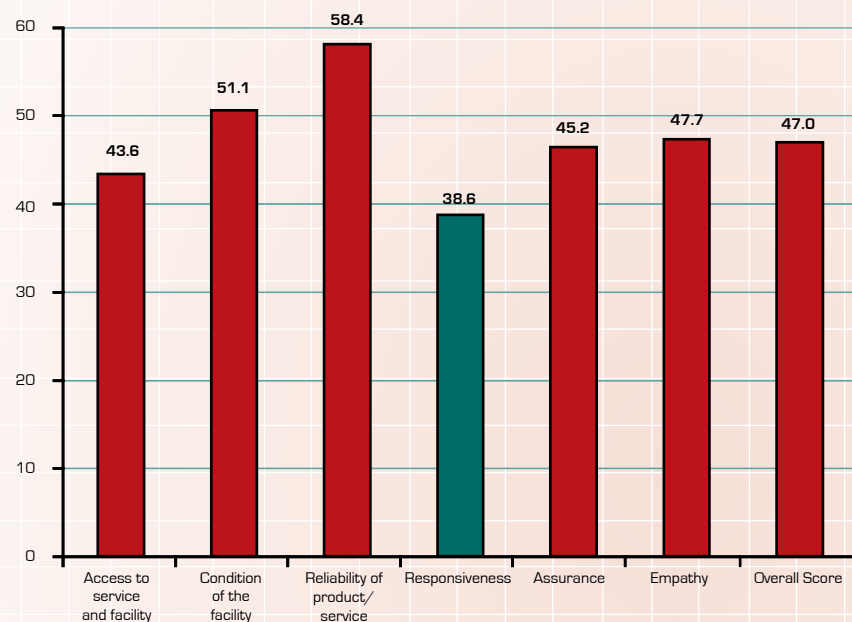
While the reliability of the service in the Northern Cape is relatively high (66.8%), three of the other dimensions scored less than 50%. The access to service points is limited due to the vast distances between major towns. This negatively influenced the score for access (41.3%) and means to address this aspect will have to be developed by the province's management. Responsiveness (45.7%) and empathy (46.8%) are also rated low which is an indication that the service and staff are not very efficient.

Figure 97: Satisfaction scores for the Free State



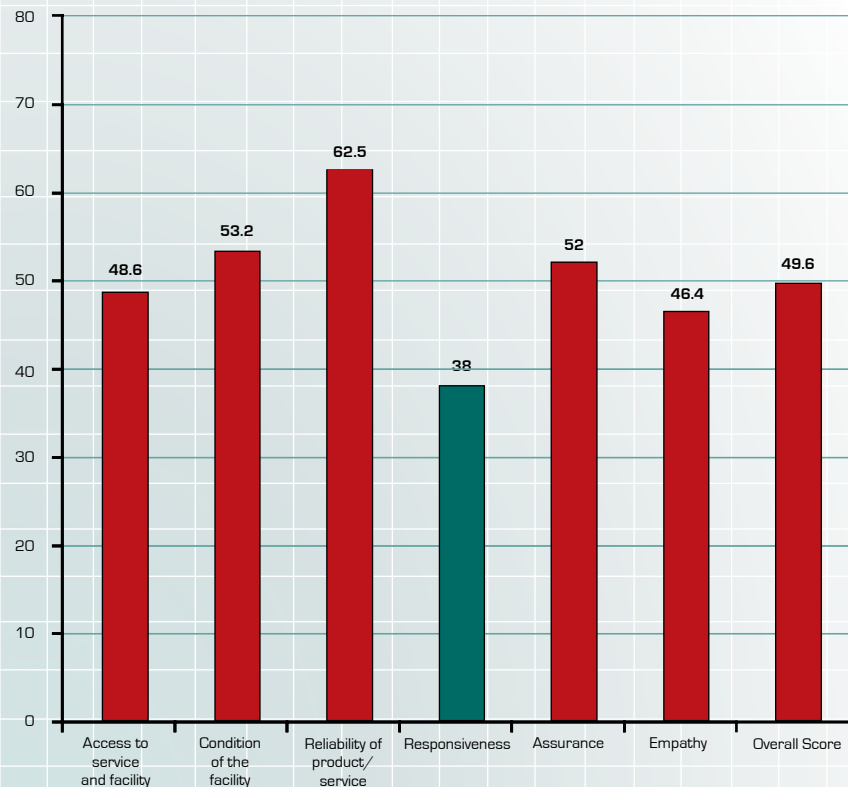
The satisfaction scores in the Free State are at 37.4% which is the lowest overall. None of the six dimensions scored above 50%, the highest being 45.7% for reliability of the service and the lowest 31.3% for empathy with an overall score of 37.4%. The low ratings indicate that there is something seriously problematic with the service delivery in the province.

Figure 98: Satisfaction scores for KwaZulu-Natal



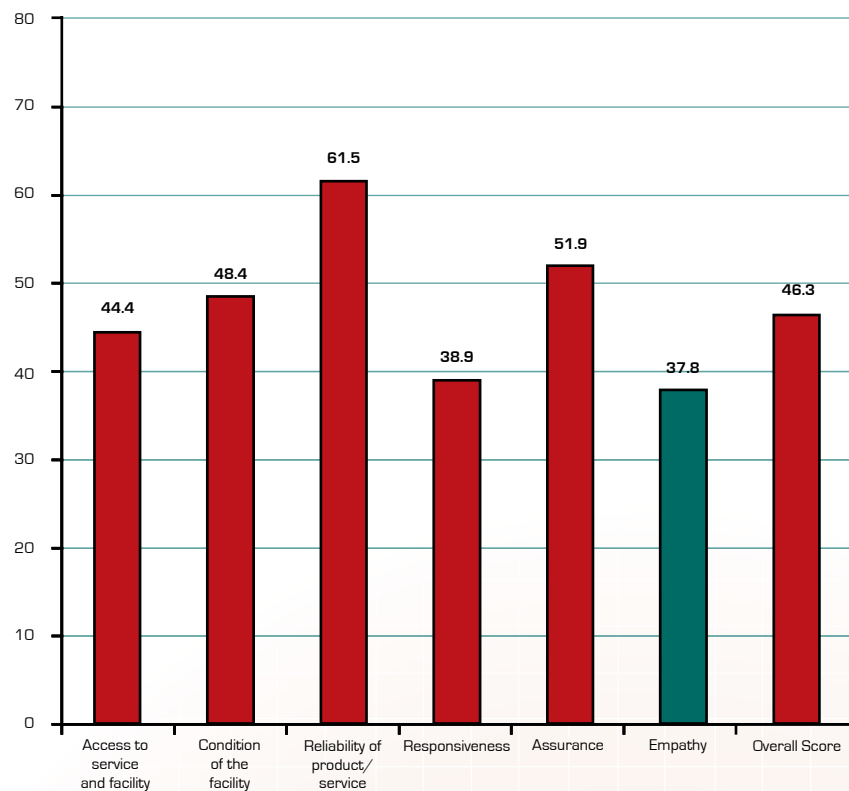
The satisfaction scores in KwaZulu-Natal are at 47% below the average for the overall score for the country. The main areas of concern are the responsiveness to clients' needs (38.6%). The access to the service points is rated at 43.6% and the assurance (level of confidence in the service provider) is 45.2%.

Figure 99: Satisfaction scores for North West



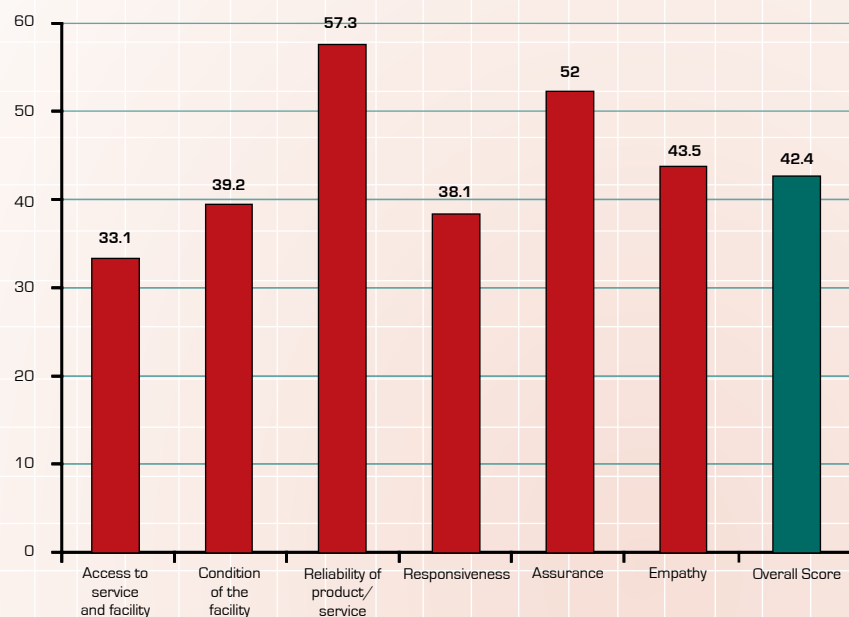
The overall score for North West is 49.6% and is the same as the average for the whole country. However, it seems to be not a good rating as it is below 50% meaning that the perception of the service tends to be negatively perceived by the respondents. The major areas of concern are the responsiveness of the service (38%), the empathy expressed by the officials (46.4%) and the access to the service (48.6%). One of the most positive areas is the reliability of the service which is rated at 62.5%. This means that overall, the respondents have confidence in the reliability of the service/product.

Figure 100: Satisfaction scores for Gauteng



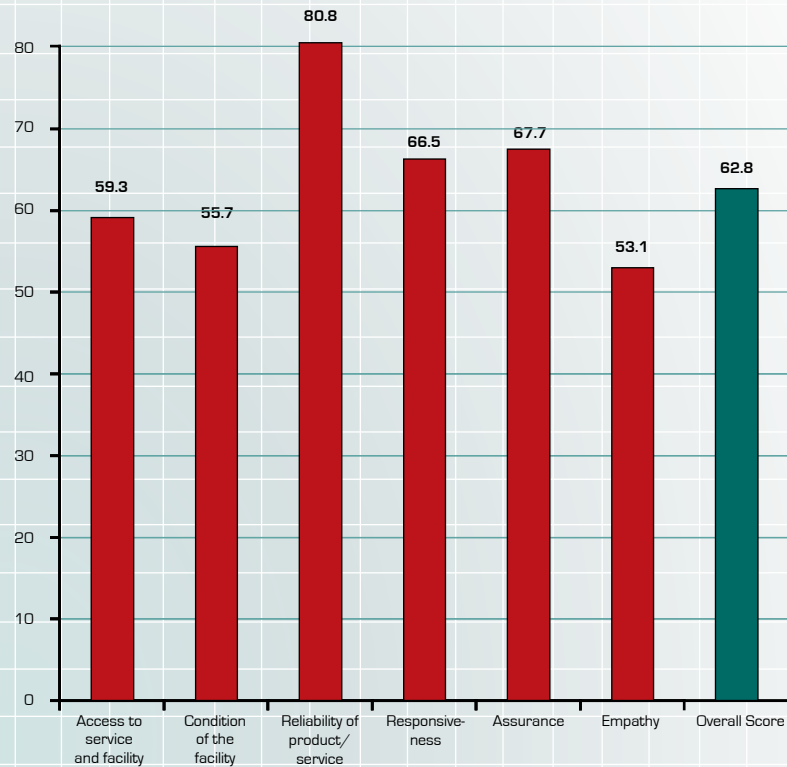
The respondents in Gauteng also scored the level of satisfaction below 50%, at. 46.3%. Only two aspects of the service, namely reliability of the product/service at 61.5% and assurance at 51.9% scored above 50%. The lowest score is for empathy as the respondents felt that officials do not care about them.

Figure 101: Satisfaction scores for Mpumalanga



The level of citizen satisfaction in Mpumalanga is 42.4%, one of the lowest scores in the country. Only two dimensions scored above 50%, and they are the reliability of the product/service (57.3%) and assurance or level of confidence in the service (52%). These are actually poor scores and if the negative aspects of access (33.1%), conditions of the facilities (39.2%) and responsiveness to their needs (38.1%) are taken into account, the provincial government should be worried about their ability to meet the needs of the citizens.

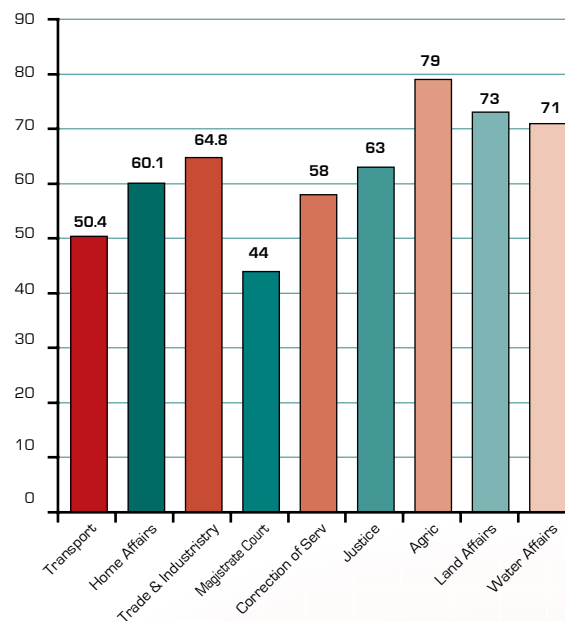
Figure 102: Satisfaction scores for Limpopo



The overall satisfaction score for Limpopo is 62.8% and it is one of the highest for the country. However, there are still some areas of concern for the Limpopo government. These areas include empathy expressed by respondents (53.1%) where it means that nearly half of the respondents perceived that the care and compassion expressed by the officials is less than expected in such a service environment. It is also clear from the rating of the physical appearance of the facilities and the availability of equipment (55.7%) that the respondents did not find it of a high quality.

In Figure 103 below the citizen satisfaction score for transport is benchmarked against Home Affairs and the transport services provided by the provincial departments, and also some departments from previous surveys.

Figure 103: Satisfaction scores for public services/departments

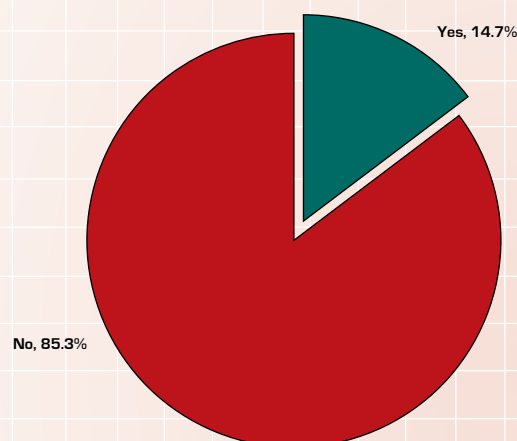


Compared with the other services surveyed, the provincial transport services did not fare well at all. They scored only 50.4% on citizen satisfaction and for the National Departments, only the Magistrate court users had a lower (44%) satisfaction level. The overall picture for the transport services is that half of the clients are dissatisfied with the services rendered as they did not measure up to their expectations. This reflects negatively on service delivery by the departments.

5.9 Consultation

Citizen-centered service delivery means that the needs of people should be responded to⁴⁰. These needs can only be determined through extensive consultation with the citizens. Appropriate plans and strategies should further be based on the results of this consultation process. In Figures 104 and 105 below, the experience of respondents on consultation by either the national Department of Transport or the provincial governments is reflected.

Figure 104: Consulted about product/service

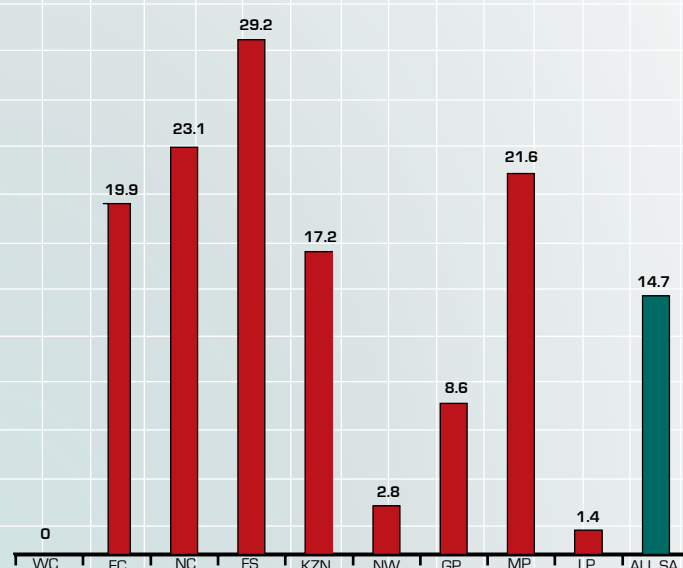


⁴⁰ Republic of South Africa: Constitution: Section 195 (1) (e)

Taxi associations represent the taxi operators and act as operators' spokespersons. If taken into account that a big part of the data obtained in the field was through these taxi associations, the above overwhelming negative response reflects badly on the departments. It is easier for the departments to consult with representative groups than with individuals. Consultation is one of the basic *Batho Pele* principles and as such any legislation and policy that may affect the clients should be thoroughly discussed with them to ensure the effective implementation and acceptance thereof.

To get a picture of the extent of consultation by individual provinces with their clients, the responses by clients are set out in Figure 105 below.

Figure 105: Consultation per province



The highest level of consultation reported by respondents (29.2%) was in the Free State. Just before this survey the Free State provincial government undertook road shows in the province in order to inform the taxi industry of the requirements for the new taxi operators' licences and the taxi recapitalisation project. Low consultation levels were reported by respondents in other provinces, e.g. the Western Cape (0%), North West (2.8%) and Limpopo (1.4%). These departments should also be able to improve their consultation with stakeholders to higher levels. There is no guide available which spell out the extent to which clients for different services need to be consulted.

Transport is an area where legislation and policy not only affect the clients directly (transport operators) on a daily basis, but also the millions who are daily commuters. These are the people who rely on the transport operators for transport. Costly and inefficient transport affects the commuters. Extensive consultation is needed. The national Department of Transport consults with the South African National Taxi Council (SANTACO) and the South African Bus Operators Association (SABOA) on matters concerning transport. The provincial governments also consult with the provincially based associations. During this survey, representatives from both bodies confirmed that the consultation forums are not really effective. It was stated by transport associations that the departments are generally not willing to discuss provincial application processes and this leads to delays.

Poor communication between provincial transport departments and the transportation boards on the one hand, and the boards and the taxi associations and their members on the other, are some of the major concerns expressed and seem to underpin many of the dissatisfactions experienced in 2006⁴¹. Respondents also indicated that there appears to be no formal communication and liaison structures. Ultimately members indicated that they rely on rumours,

⁴¹ Report by the Regional Director: Office of the Public Service Commission, Northern Cape, 25 August 2006

hearsay and other methods of informal communication. This reflects negatively on public administration.

5.10 Problems and complaints

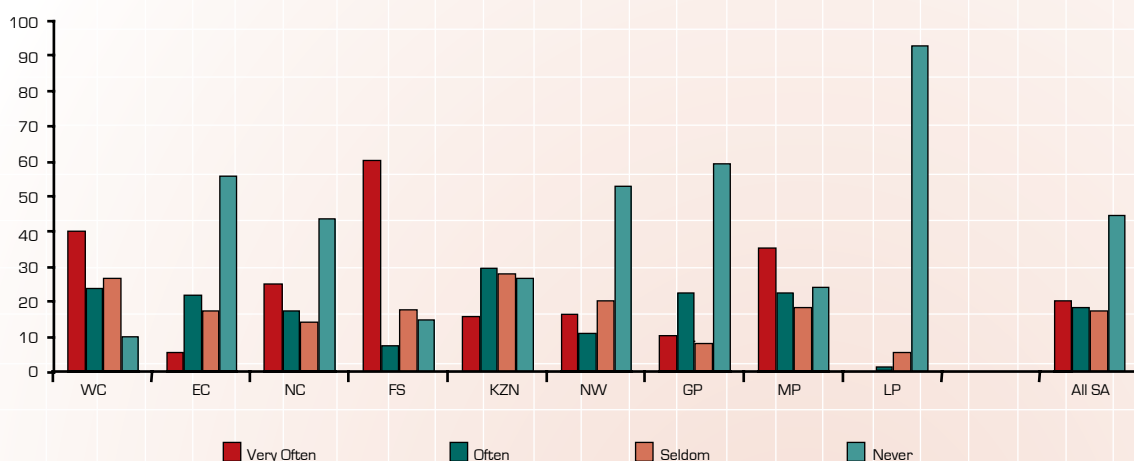
While not every citizen is a client of the provincial transport departments, the services rendered by these departments impact on their lives. It is calculated that there are 26 million commuters in South Africa which is about 65% of the total population⁴². There are about 130 000 taxis and 20 000 buses on the road⁴³. These statistics confirm the importance of a viable and effective transport system for the citizens of South Africa. It is therefore also important that a high standard of service be rendered to the transport clients. If there are deviations from the set standards, departments should respond swiftly and sympathetically and rectify any problems experienced. This is the 'redress' principle of the Batho Pele guidelines⁴⁴.

Taking this principle into consideration respondents were asked about their experience of problems encountered in the delivery of service by provincial departments. The questions posed to them were the following:

- (i) Frequency of problems experienced?
- (ii) The type of problems experienced?
- (iii) Whether they lodged complaints?
- (iv) If so, was it verbally or in writing?
- (v) Was the complaint dealt with satisfactorily?
- (vi) If no complaint was lodged, why not?

The responses to these questions are reflected in the graphs following below.

Figure 106: Frequency of experienced problems



Of all the respondents 44.6% reported that they never experienced any problems with the service. This means that the majority (55.4%), did at one time or another experience some problems, of which nearly 40% experienced problems often or very often. The respondents in the Western Cape, the Free State and Mpumalanga experienced a high frequency of problems. In the Free State 60.4% of respondents indicated that the occurrence of problems was very often. These responses indicate that there is extensive scope for the provincial departments to improve service delivery.

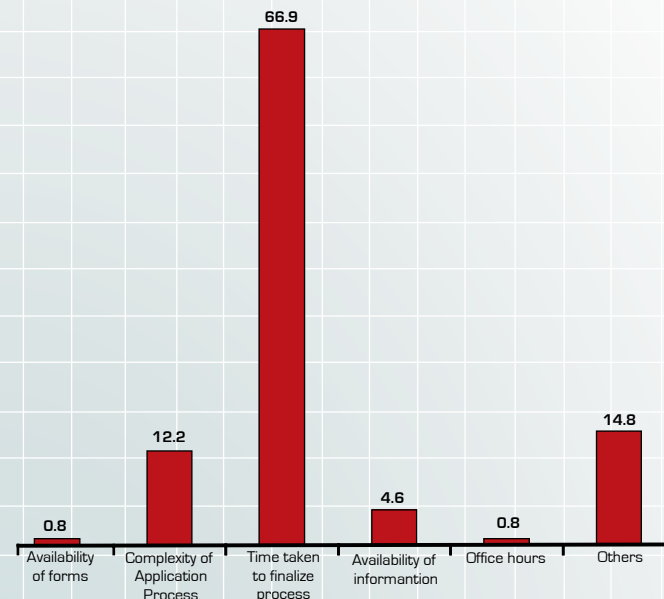
⁴² Gospel Taxi Club, June 2006. www.worldmissioncentre.com/gos-taxi-club.html

⁴³ SABOA website June 2006. www.saboa.co.za

⁴⁴ Republic of South Africa: Department of Public Service and Administration. 2003 'Batho Pele Handbook: A Service Delivery Improvement Guide'. Government Internal Consulting Service, Pretoria

The types of problems experienced by respondents are reflected in the following figure.

Figure 107: Types of problems experienced



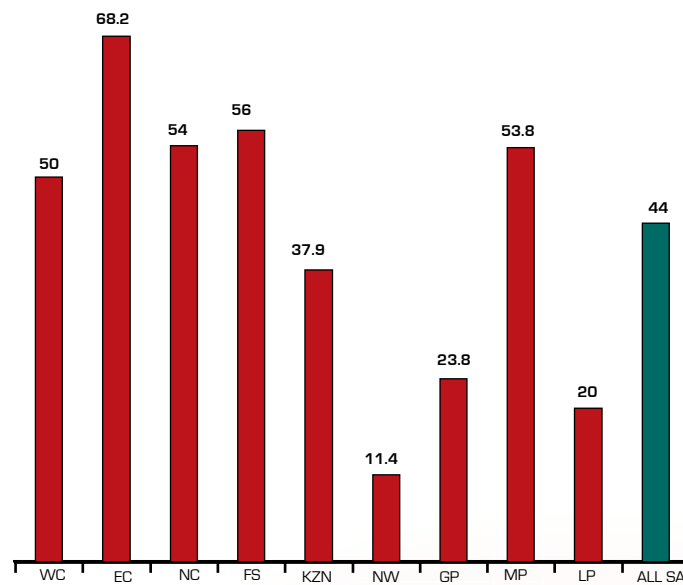
The most frequent problem experienced was the time taken to finalise applications. In some provinces such as the Northern Cape, the Western Cape and KwaZulu-Natal, problems with the complexity of the application process were also experienced frequently. The operating hours were not a major problem, but in Mpumalanga respondents pointed out that while the office only closes at 16:30, the cashier closes at 14:00 leaving clients stranded when they finish business after 14:00. Under the item 'Other problems' the following were mentioned:

- (i) Transfer of licences takes a long time.
- (ii) Not enough service points.
- (iii) Lost documentation.
- (iv) Route systems are rigid and make special trips, e.g. funerals and weddings impossible.
- (v) Incorrect information on licences.
- (vi) No cooperation between Transportation Boards and traffic inspectors on delays by departments with the issuing of documents.
- (vii) The process of issuing licenses is too long (sometimes up to three years instead of three months!).
- (viii) In some provinces the occurrence of corruption is very high.
- (ix) The conversion of licenses to a new vehicle is very slow.

Again the major element of service delivery problems focuses on the time taken to process and finalise applications. This trend negatively impacts on good public administration.

To further evaluate the standard of good public administration respondents were asked whether they complained about the problems experienced. Figure 108 below gives the percentage of respondents who lodged complaints.

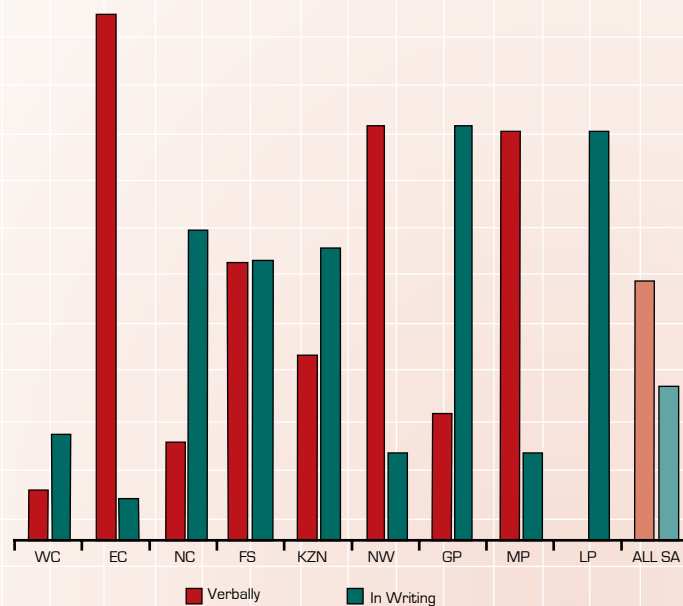
Figure 108: Percentage who lodged complaints



The percentage of respondents who lodged complaints is very high at 44%, nearly half of all respondents. The incidence of lodged complaints ranges from 68.2% in the Eastern Cape to 11.4% in the North West. In five provinces half or more of respondents did lodge complaints. This seems to be very high and needs urgent attention especially in these provinces. Overall, this is the highest rate of lodged complaints ever experienced in all the surveys done by the PSC to date.

As can be observed from Figure 109 most complainants lodged their complaints verbally.

Figure 109: How were complaints lodged?

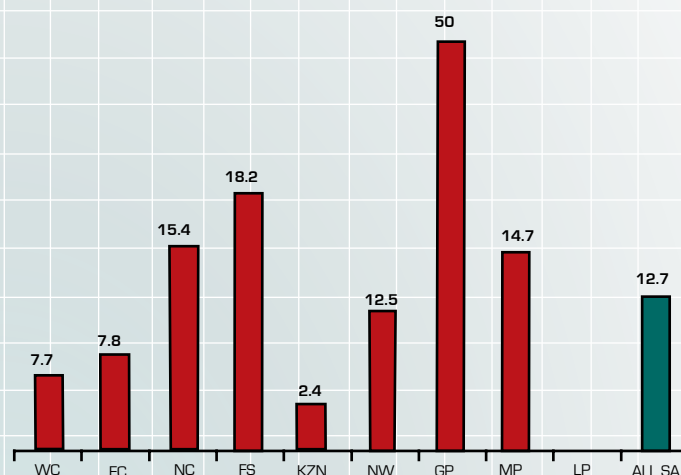


In the majority of the provinces, complaints were lodged verbally. In four of the provinces, respondents indicated that they mostly complained in writing. This is not a normal trend as overall 59.3% lodged complaints verbally. Experience in previous surveys shows that most people usually complain verbally. These findings underscore the

importance of the departments to ensure that there are effective mechanisms of recording complaints. With the majority of complaints being lodged verbally, it would be easy for these to go unrecorded which make it difficult for them to be followed up.

It is important that sympathetic and positive responses are received when clients do complain. This is in line with the Batho Pele principle of 'Redress'. It is thus also of importance to determine how many of the complaints have been dealt with to the satisfaction of the complainants. The following figure shows to what extent the complaints were dealt with satisfactory.

Figure 110: Percentage whose complaints have been dealt with satisfactory



While 12.7% of respondents overall indicated that their complaints were dealt with satisfactory, it is interesting to note that in Gauteng 50% indicated that their problems were resolved to their satisfaction. Provinces such as the Western Cape, Eastern Cape, KwaZulu-Natal, and Limpopo, with zero resolved problems, need to give this matter their urgent attention.

Of those respondents who did have complaints, but who did not lodge any, 50.3% did not know where to lodge a complaint. Of the remainder 44.9% indicated that they felt it was not worthwhile to lodge a complaint. Interesting to note is that in the Free State (81.3%) and KwaZulu-Natal (75%) felt it was not worthwhile, while in the North West (86.4%) and Gauteng (72.4%) did not know where to lodge their complaints. In the first instance, it seems that that the respondents felt that their complaints will not be listened to and in the latter the sense was that there was nobody they could complain to. In line with good public administration full account should be taken of clients' concerns, perceptions and feelings. Prompt response is essential as it improves satisfaction of service delivery.

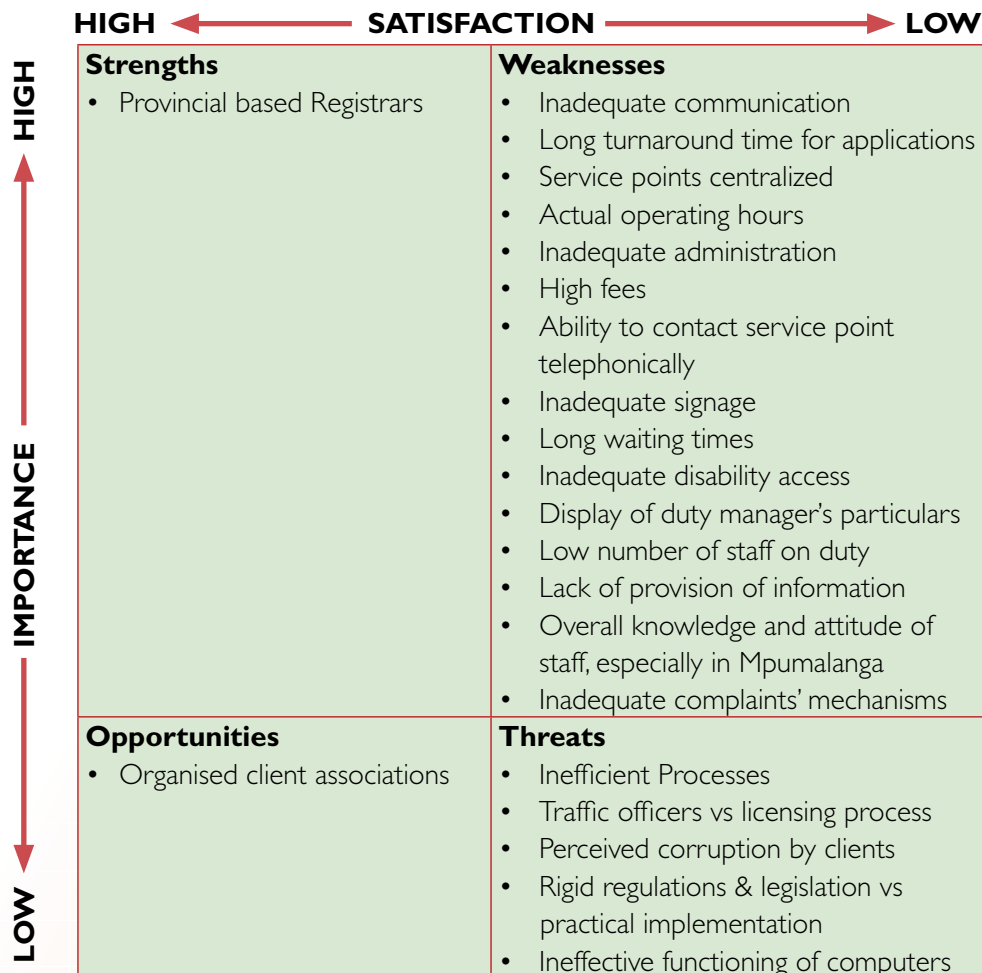
An issue of great concern is that nearly half of the respondents in Gauteng reported 'off-the-record' that officials favoured certain individuals and these individuals then got preference treatment with their applications.

5.11 SWOT- analysis

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

Only one strength was identified, namely the provincially appointed and based Registrars. These Registrars manage provincial specific transport matters affecting operators in the province. This indicates that strengths do not

characterize service delivery in the transport industry, but rather negative aspects of weaknesses and threats dominate this industry. Individual strengths are important for a high level of satisfaction as it enhances the delivery of services. While weaknesses are also an important aspect in assessing services, it pushes the satisfaction levels down, i.e. adverse turn-around times. Less importance is attached to long term threats as the main concern of clients is a better service in the short term. Similarly, less importance is attached to opportunities for the improvement of services since citizens often lack the detailed knowledge of policies and processes being instituted by departments. Lack of awareness of these opportunities can lead to higher dissatisfaction levels in the longer term.



All the weaknesses identified above should be considered as areas which require immediate improvement. In this process, the opportunity of the organized client associations should be exploited in order to draft an efficient and detailed service delivery improvement plan. With this established cooperation and a high level of consultation, the needs of the clients are likely to be met.

5.12 Summary

There is need for an effective public transport system which supports the country in its endeavours to build or have an age of sustained growth and accelerated development. Effective transport systems must provide certain minimum levels of service in urban and rural context thereby enabling South Africans to enjoy greater mobility.⁴⁵ One of government's initiatives is the Taxi Recapitalisation Programme which endeavours to replace the current aging taxi fleet with new vehicles which are safe and reliable. Another initiative is the issuing of new operating licences in order to improve the regulation of transport operators. The regulation of the transport system and the service rendered by government to the transport operators thus impact on the lives of ordinary citizens. An

⁴⁵ Republic of South Africa: Department of Transport, October 2006. "Public Transport and Road Safety in South Africa". www.arrivealive.co.za

effective transport system cannot be sustained without satisfied operators as the basis.

It is therefore imperative for government to provide an acceptable level of service to transport operators in order for them to provide an affordable transport service to the citizens. Government should provide adequate infrastructure which will enable transport operators to sustain their business.⁴⁶ Some taxi operators are not of the opinion that the recapitalisation programme will work and foresee that, in implementing governments' prescripts, they will have to increase their taxi fares which may not be affordable to commuters. The National Taxi Alliance indicated that the way the recapitalisation was structured would not assist the ordinary taxi operator who could not afford the new vehicles without doubling or even tripling fares.⁴⁷ Various role players indicated that there are thousands of pirate or unlicensed taxis that influence the market of the legitimate operators. Most provincial officials are aware of this situation, but they seem not to be addressing it vigorously.

The overall satisfaction level with the element of access to the service and the facility was only 46.7%. The main problem is the centralized service point per province and the provincial specific nature thereof. The waiting time to receive service seems to be long and protracted which brought elements of dissatisfaction. The satisfaction with the physical appearance and availability of facilities and equipment was rated at 51.9%. The waiting areas were not acceptable to the respondents and the particulars of the duty manager were not available or made known.

The majority of the respondents from the transport industry experienced turn-around time as a major problem. The gap between the expected and experienced level for staff efficiency and the service as a whole provided an interesting comparison. While the efficiency gap for the staff is -1.7, the gap for the service is much bigger at -2.7. As a rule of thumb, any negative scores above -1.0 should receive immediate attention. This raises the concern that staff do not have the necessary skills and experience to deliver the required service. This is further complicated by the fact that respondents indicated that while the staff was friendly, they were not always very responsive and empathically in the delivery of service.

Considering that there are about 26 million commuters (65% of the population) serviced by approximately 130 000 taxis and 20 000 buses, it is imperative to have an efficient transport industry in the country. More than half of the respondents experienced problems with their applications for licences, mainly with the time taken to finalise the process. Whenever clients complained, only 12.7% of the complaints were dealt with satisfactorily. It should be noted that in this particular survey, the rate of complaints lodged is the highest experienced in all the surveys undertaken by the PSC to date.

While the citizen satisfaction scores for the rendering of transport services differ from province to province, the overall score is only 50%. Compared with the other services surveyed in this round and in the previous surveys, the provincial transport departments did not compare well at all. As this is the first survey of this nature at the level of provincial departments, the question arises what is the satisfaction level with other services provided by provincial departments in the nine provinces.

Communication and consultation are the main factors in service delivery. During 2006 various protests and industrial actions marked the transport industry. The major transport associations, SANTACO, National Taxi Alliance and SABOA, representing taxis and bus operators respectively, indicated that they are not satisfied with the communication and consultation processes. While it was found that the overall aim of safety in the transport industry is one of the priorities, the consultation by government around affordability for both operators and commuters was not done to the satisfaction of respondents.

Various areas for improvement have been identified during the SWOT-analysis. By consulting with the organized client associations not only the levels of satisfaction will be addressed, but also the unrest in the transport industry is likely to be dealt with.

⁴⁶ Republic of South Africa: Department of Transport, 4 November 2004. 'Government statement on the Taxi Recapitalisation Programme'. www.pmg.org.za/briefings

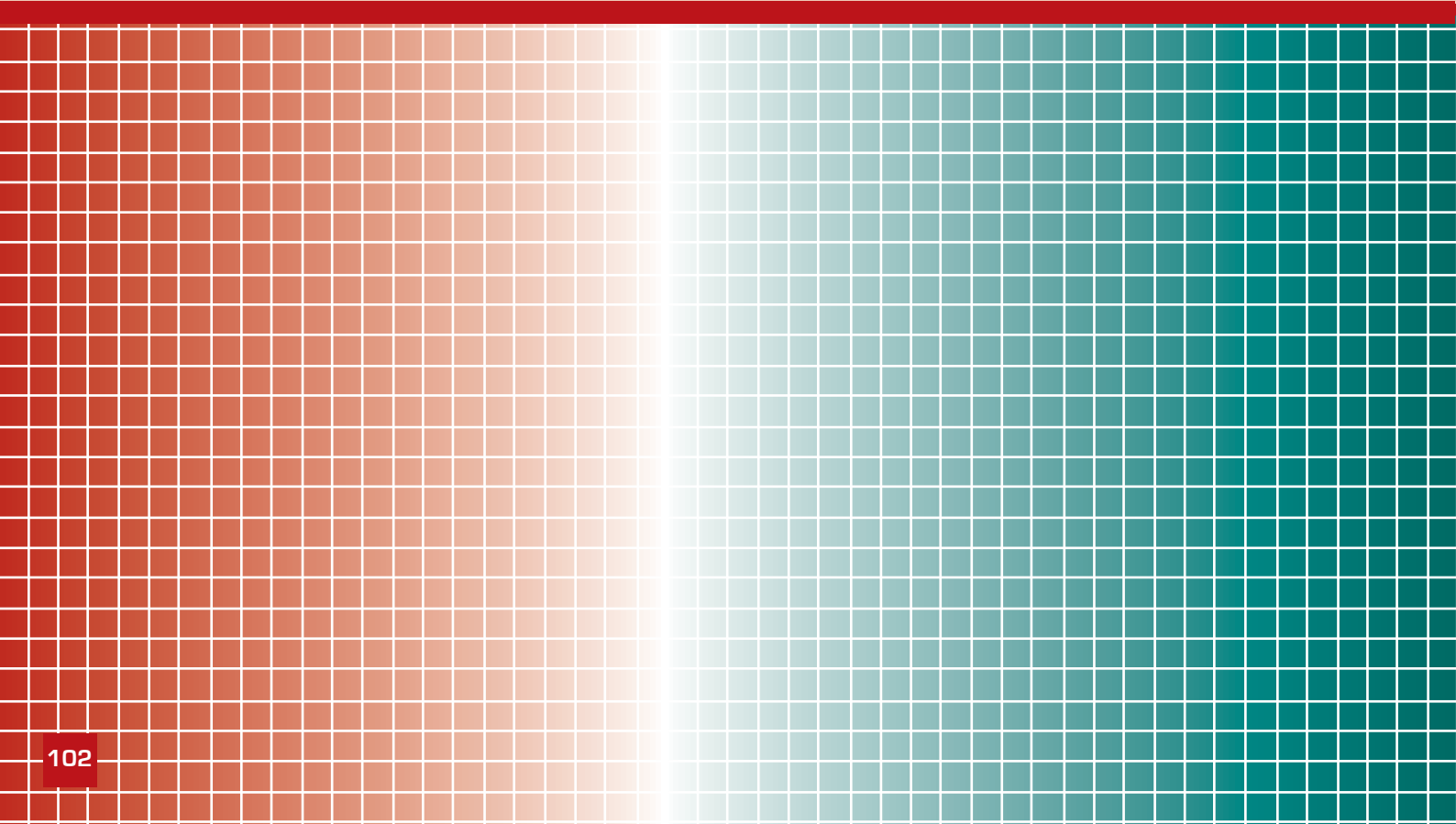
⁴⁷ Business Report January 4 2007. "R7.7bn taxi recap showdown looms". www.businessreport.co.za

Overall, many factors that influences good public administration have been identified above and they need to be addressed by management in order to improve service delivery

5.13 Recommendations

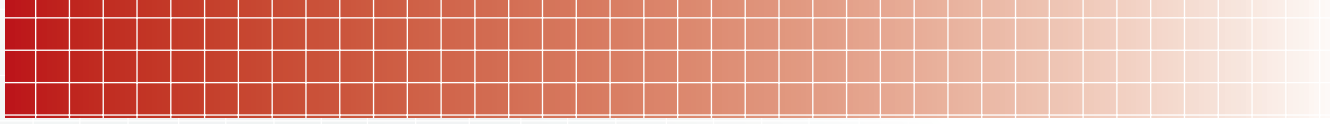
Based on above findings during the survey, the PSC has identified some key areas and priority challenges for improvement in service delivery at the provincial transport departments. Based on good governance as set out in the Constitution and the *Batho Pele* principles, the following general recommendations are made:

Key areas	Recommendations
Consultation and communication	<ul style="list-style-type: none"> (i) The consultation and communication processes by the National Department of Transport and the Provincial Transport Departments must be formally structured. (ii) The processes should include the organized client associations as well as all relevant role players such as the provincial and metro traffic controllers.
Efficiency	<ul style="list-style-type: none"> (i) The efficiency of staff must be addressed by a structured training programme, improved supervision and management. (ii) Regarding the efficiency of processes the following factors must also be addressed: <ul style="list-style-type: none"> - standardized turn-around times; - prescribed and controlled administrative procedures; and - the control of operating hours.
Public administration	<ul style="list-style-type: none"> (i) The National Department of Transport and the Provincial Transport Departments must re-evaluate public transport legislation and regulations in order to ensure that the industry is able to provide a safe and reliable commuting service. (ii) It is also important to consider the affordability and sustainability of the transport infrastructure. (iii) At the same time, the viability of access to the services in more than one province/service point should be investigated.
Complaints	<ul style="list-style-type: none"> (i) The provincial governments should undertake a systematic process of addressing the various areas of complaints identified during the survey. The main complaint about the turn-around time should be attended to urgently. (ii) At the same time, the development of an effective complaints mechanism should be attended to by the provincial governments.
Perceived corruption	Some of the respondents indicated that bribery occurred in the offices and at the service points. A large number of respondents in Gauteng pointed this out to the interviewers during data collection. This must be urgently addressed by the provincial governments in collaboration with the Public Service Commission and other relevant structures dealing with corruption.



Chapter Six

General Conclusion and Recommendations



Measuring citizen satisfaction of service delivery is an important tool for management to evaluate their department's adherence to the values and principles of good public administration. To assist departments and, in line with the PSC's Constitutional mandate to promote the maintenance of effective and efficient public administration, this citizen satisfaction survey was undertaken by the PSC. This Chapter concludes the report on the survey with the general conclusions drawn and some general recommendations by the Public Service Commission.

6.1 General conclusion

Citizen satisfaction surveys are based on the expectations and actual experiences of clients with government services. The data collected was analyzed to assess citizens' levels of satisfaction with services provided by the Departments of Home Affairs, Trade and Industry and the provincial departments of transport. Basic elements of citizen satisfaction were taken into account. They are:

- Access to services;
- Tangibles – the conditions of the facilities;
- Reliability of the service and product;
- Responsiveness – efficiency of staff and service;
- Assurance – level of confidence experienced; and
- Empathy – care and compassion by staff.

The information gathered provided key insights into the levels of service delivery by these departments. In all cases it was found that the respondents' expectations of service delivery were not met, in some areas it was even below average to poor.

Overall the citizen satisfaction levels were lower than those found in previous surveys. With Home Affairs at 60.6%, DTI at 64.8% and transport services at 50%, the percentages are much lower than the average of 70% of the previous surveys conducted by the PSC. The main contributors to the low ratings are access to service points, the safety at facilities, and the empathy expressed by staff. On the other hand, positive aspects identified are the reliability of the products and the level of confidence the respondents had in the staff.

The major problems experienced in all the services were the turn-around times of applications/claims, the effectiveness and efficiency of work processes and the administrative procedures on the provision of information.

Overall, a substantial number of areas for service delivery have been identified during the present survey. Departments should attend to these areas as they influence the levels of citizen satisfaction detrimentally.

6.2 General recommendations

The department and service specific recommendations for the Department of Home Affairs (paragraph 3.13), Department of Trade and Industry (paragraph 4.14) and the transport services rendered by the Provincial Transport Departments (paragraph 5.13) are set out in the previous chapters. Based on findings during the survey and the abovementioned recommendations, the PSC has, however, identified some key areas and priority challenges for improvement in service delivery by departments. Based on good governance as set out in the Constitution and the *Batho Pele* principles, the following general recommendations are made:

- **Public administration:** The following aspects regarding good public administration must be addressed by the departments:

- (i) The location of departmental service points should be evaluated and assessed. When planning new service points, departments should take into account the accessibility and safety of such locations.
- (ii) In general the management of service delivery processes should be improved.

- **Consultation and communication:**

- (i) Structures must be developed and implemented to ensure internal communication and consultation between the management of service points and other operational components in departments.
- (ii) Consultation and communication between the relevant stakeholders of related services should be attended to. Departments should also move from a patron/client relationship to one of focusing on partnerships with stakeholders.
- (iii) Adequate systems also need to be established to promote consultation between departments and citizens to ensure that the needs of internal and external clients are responded to effectively and efficiently.
- (iv) Communication structures to enhance the flow of information to clients during the waiting period of applications should be developed.
- (v) The functioning of call centres should be investigated and upgraded to address shortcomings.

- **Efficiency of staff and services:** The following aspects should receive attention:

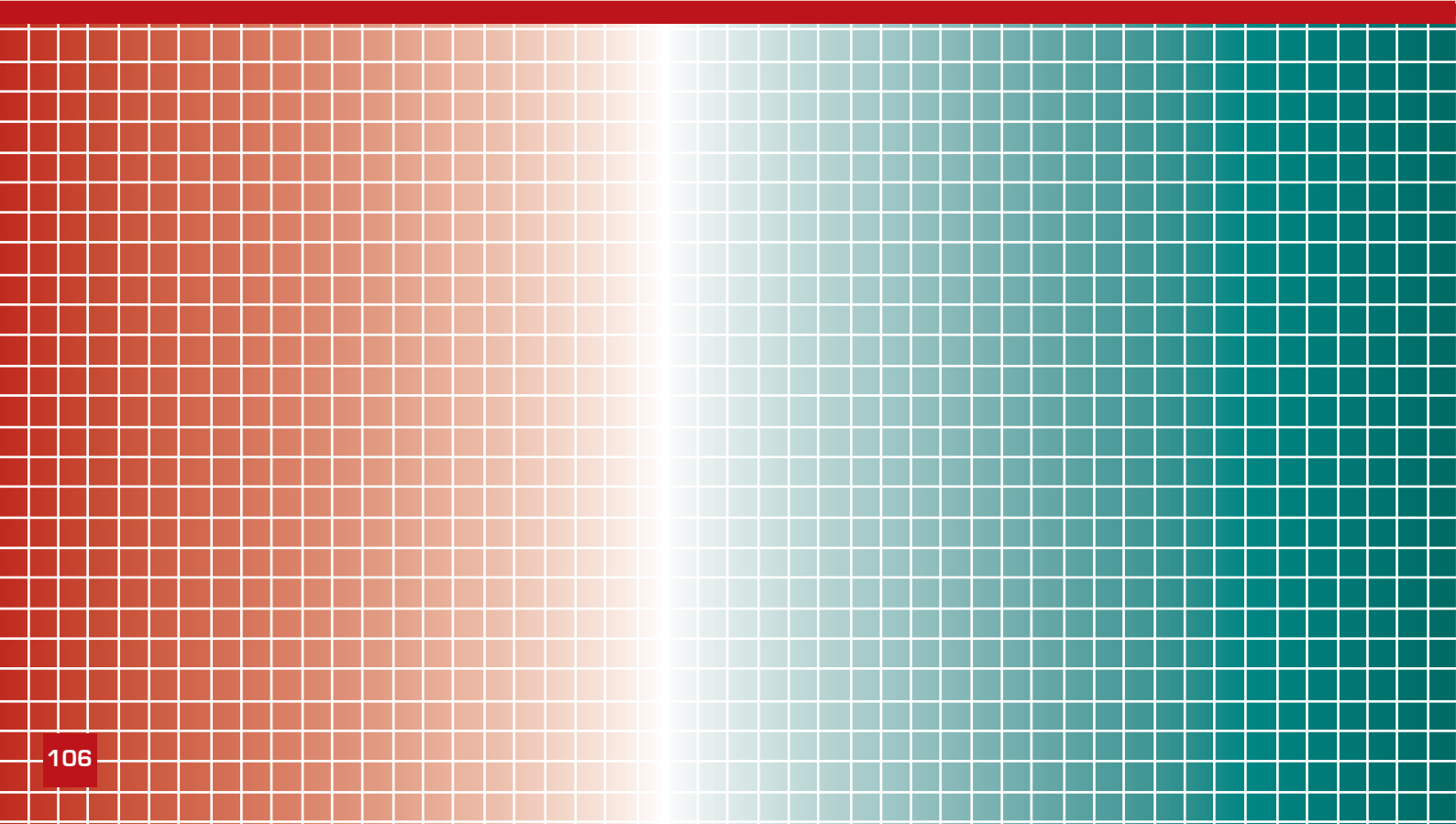
- (i) The number of staff that should be on duty for each individual service point must be determined scientifically by appropriate knowledgeable persons and must be implemented as soon as possible.
- (ii) Counter staff as well as other client-facing staff should be trained and sensitized in the handling of clients.
- (iii) The work processes should be investigated in order to determine the most effective and efficient way to deliver the required documentation.
- (iv) Administrative procedures for control and tracking of applications should be formalized and implemented.
- (v) Technical support for all work processes should be upgraded and maintained effectively.

- **Complaints:**

- (i) Departments should develop formalized complaints mechanisms and effective systems to monitor these complaints.
- (ii) Departments should undertake a systematic process of addressing the various complaints identified during the survey.

- **Perceived corruption:**

The perceived corruption related activities identified in the report should urgently be investigated and addressed. This must be done in collaboration with the Public Service Commission and other relevant structures dealing with corruption



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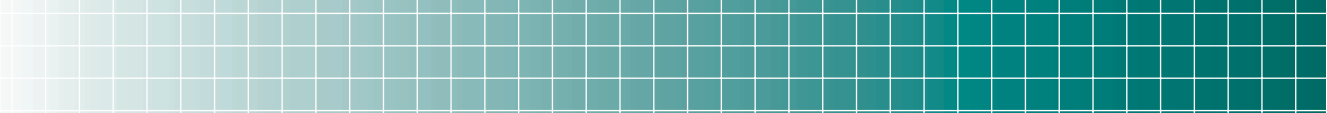
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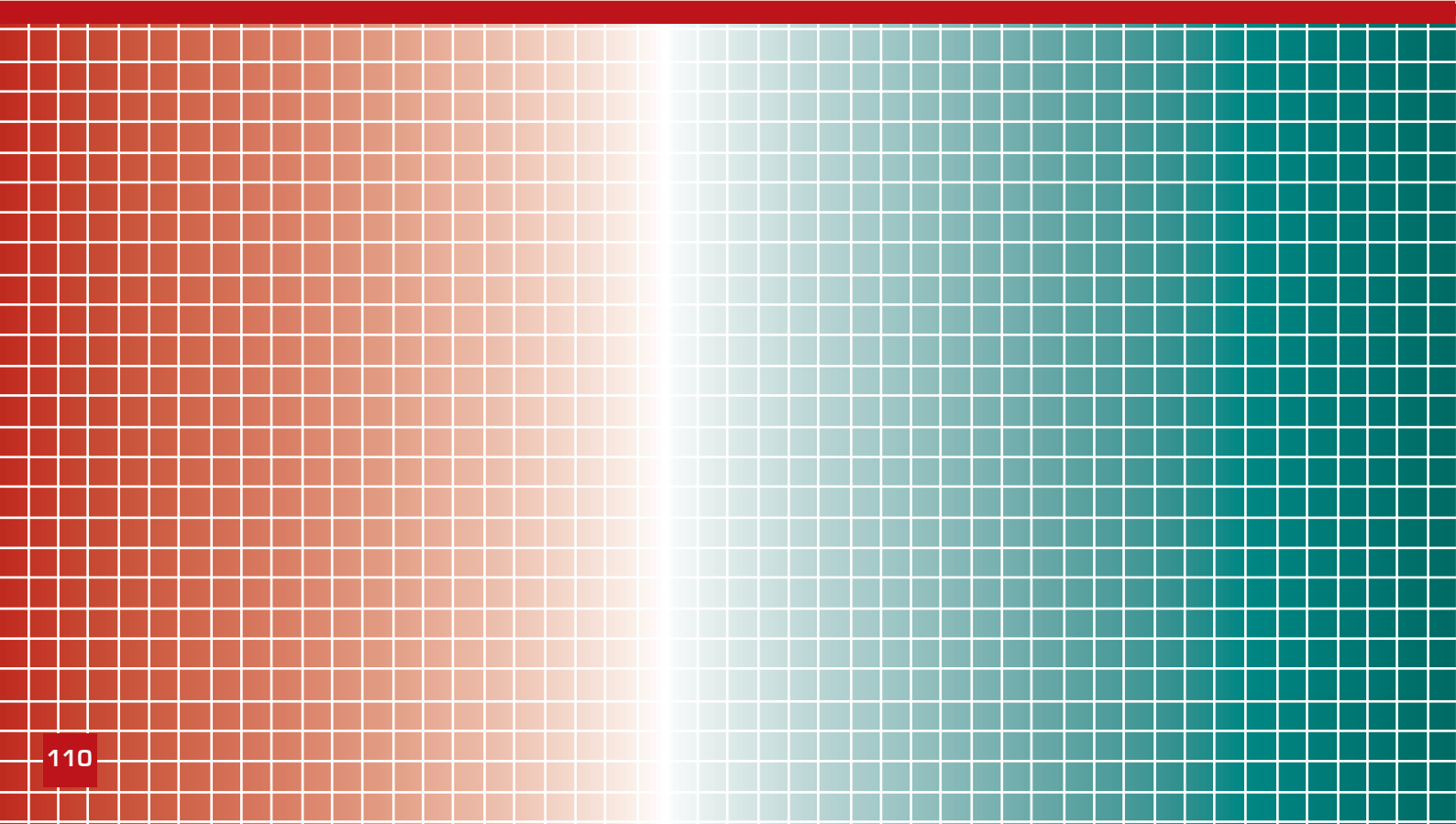
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Annexures

SAMPLING

The final sampling data is reflected in the tables below.

Table 6: Sample numbers for Home Affairs

Province	Civic counter services: Citizens			ID & Passport production services: Officials		
	Sample	Captured ⁴⁸	Percentage of total captured	Sample	Captured	Percentage of total captured
Western Cape	180	156	11.6	5	5	12.2
Eastern Cape	135	116	8.6	5	5	12.2
Northern Cape	60	59	4.4	3	3	7.3
Free State	122	119	8.8	3	3	7.3
KwaZulu-Natal	221	199	14.8	7	7	17.1
North West	154	144	10.7	4	4	9.8
Gauteng	287	284	21.1	5	5	12.2
Mpumalanga	167	162	12.0	5	5	12.2
Limpopo	148	108	8.0	4	4	9.8
Total	1 474	1 347	100	41	41	100

Table 7 below shows the coverage of rural and urban areas taking into account the distribution of the offices of Home Affairs.

Table 7: Urban and rural coverage for Home Affairs

	Civic counter services: Citizens			ID & Passport production services: Officials		
	Frequency	Percent	Cumulative percent	Frequency	Percent	Cumulative percent
Urban	908	67.4	67.4	37	82.9	82.9
Rural	439	32.6	100	7	17.1	100
Total	1 347	100	100	41	100	100

⁴⁸ Number of captured questionnaires after 'refusals' (non-responses) have been omitted.

Table 8: Sample numbers for DTI

SERVICE	Target Sample	Realised number	Percentage of total realised number
Companies and Intellectual Property Registration Office (CIPRO)	600	458	65.7%
Business Development Programmes:			
- Export Marketing and Investment Assistance (EMIA)	75	68	9.8%
- Small and Medium Enterprise Development Programme (SMEDP)	200	140	20.1%
- Black Business Supplier Development Programme (BBSDP)	60	31	4.4%
- Total Business Development Programmes	335	239	34.3%
TOTAL	935	697	100%

Table 9: Sample numbers for provincial transport services

Province	Sample of interviews	Number captured ⁴⁹	%
North West	150	149	15.4
Gauteng	116	116	12.0
Mpumalanga	88	88	9.1
Limpopo	113	73	7.6
KwaZulu-Natal	169	148	15.3
Western Cape	39	30	3.1
Eastern Cape	175	171	17.7
Northern Cape	93	93	9.6
Free State	101	97	10.1
TOTAL	1 044	965	100

Rural and urban areas for provincial transport services were covered as shown in Table 10 below.

Table 10: Urban and rural coverage for provincial transport services

Province	Type of area		Total	
	Urban %	Rural %	%	Number
North West	79.2	20.8	100	149
Gauteng	99.1	0.9	100	116
Mpumalanga	65.5	34.5	100	88
Limpopo	84.7	15.3	100	73
KwaZulu-Natal	79.3	20.7	100	148
Western Cape	60.7	39.3	100	30
Eastern Cape	73.3	26.7	100	171
Northern Cape	98.9	1.1	100	93
Free State	73.4	26.6	100	97
Total average	80.7	19.3	100	965

⁴⁹ Number of captured questionnaires after non-responses (refusals) have been left out.

DEMOGRAPHIC PROFILE OF CITIZENS

DEMOGRAPHIC PROFILE OF CITIZENS: HOME AFFAIRS

A total of 1 347 external clients and 41 internal clients of the Department were successfully interviewed. All provinces were represented and coverage of urban and rural was 67.4:32.6.

Table 11: Distribution of samples by gender: Home Affairs

Service	Civic services		ID & PP production	
Clients	External		Internal	
	Number	%	Number	%
Female	750	55.7	18	43.9
Male	597	44.3	23	56.1
Total	1 347	100	41	100

Gender representatively for civic services was good with 55.7% female and 44.3% male respondents. The managers or representatives of service points were 43.9% female and 56.1% male.

Table 12: Distribution of samples per population group: Home Affairs

Service	Civic services		ID & PP production	
Clients	External		Internal	
	Number	%	Number	%
African	1 056	78.4	25	61.0
Coloured	146	10.8	3	7.3
Asian	25	1.9	1	2.4
White	120	8.9	12	29.3
TOTAL	1 347	100	41	100

About three-quarters (78.4%) of the overall number of respondents for civic services and nearly two-thirds (61%) for ID & PP production services were Africans. The second largest group (10.8%) for civic services was Coloured and for ID & PP production was White (29.3%).

Table 13: Distribution of samples by educational level: Home Affairs

Service	Civic services		ID & PP production	
Clients	External		Internal	
	Number	%	Number	%
No schooling	76	5.6	-	-
Primary school	236	17.5	-	-
Grade 10	395	29.3	-	-
Matric/NTC 3	413	30.7	27	65.9
Post matric/diploma	156	11.6	9	22.7
Degree	71	5.3	5	11.4
TOTAL	1 347	100	41	100

While it is expected that the majority of the managers and representatives from the service points would have a

higher level of education, it is interesting to note that nearly half of the respondents (47.6%) for counter services indicated that they have an educational level of matric or higher. This may be explained by taking into account the fact that 60% of all respondents were applying for identity documents and travel documents which are usually required more by persons getting mobile.

Table 14: Distribution of samples by employment status: Home Affairs

Service Clients	Civic services		ID & PP production	
	External		Internal	
	Number	%	Number	%
Fulltime/part time	554	41.1	41	100
Housewife	96	7.1	-	-
Student	144	10.7	-	-
Pensioner	45	3.4	-	-
Unemployed	508	37.7	-	-
TOTAL	1 347	100	41	100

The statistics above shows a high level (37.7%) of unemployment. Of the respondents 41.1% were employed while 10.7% were learners/students.

DEMOGRAPHIC PROFILE OF CITIZENS: DTI

A total of 697 clients of the Department were successfully interviewed. Clients over the whole country were approached in survey by including the 'walk-in' offices of CIPRO in Pretoria and Cape Town as well as by telephonic interviews.

Table 15: Distribution of samples by gender: DTI

	Number	%
Female	263	38.6
Male	419	61.4
Total	697	100

Gender representatively for the services was relatively spread with 38.6% female and 61.4% male respondents.

Table 16: Distribution of samples per population group: DTI

Clients	Number	%
African	282	40.5
Coloured	65	9.3
Asian	50	7.2
White	300	43.0
TOTAL	697	100

The majority of respondents were White (43%) and Africans (40.5%). Coloureds represented 9.3% and Asians 7.2% of the respondents.

Table 17: Distribution of samples by educational level: DTI

	Number	%
No schooling	1	0.1
Primary school	8	1.2
Grade 10	29	4.3
Matric/NTC 3	197	29.0
Post matric/diploma	213	31.3
Degree	232	34.1
TOTAL	697	100

The respondents have a high level of education with 65% having a post matric qualification. The clients of the Department are active in the business community and as such it is expected that they will have the necessary qualifications to participate in this area. A large number of respondents were attorneys, accountants and consultants or represented these professions.

Table 18: Distribution of samples by age group: DTI

	Number	%
16-24	34	5.0
25-34	226	33.2
35-54	377	55.4
55-64	37	5.4
65 and above	7	1.0
TOTAL	697	100

The statistics above shows a high level of representativity in the age groups 25-34 (33.2%) and 35-54 (55.4%) making up 88.6% of the total sample.

DEMOGRAPHIC PROFILES: PROVINCIAL TRANSPORT SERVICES

A total of 965 respondents were successfully interviewed throughout the country.

Table 19: Distribution of sample by gender

Province	Gender of respondent		Total %
	Male %	Female %	
North West	96.0	4.0	100
Gauteng	97.4	2.6	100
Mpumalanga	100.0	-	100
Limpopo	94.4	5.6	100
KwaZulu-Natal	97.3	2.7	100
Western Cape	100.0	-	100
Eastern Cape	89.2	10.8	100
Northern Cape	94.6	5.4	100
Free State	97.8	2.2	100
Total	95.6	4.4	100

The transport industry is male dominated as can be seen from above table. Only 4.4% of all respondents were female with the highest percentage (10.8%) in the Eastern Cape. The majority women were found in the metered taxi industry.

Table 20: Sample distribution by population group

Province	Population group				Total %
	African %	Coloured %	Asian %	White %	
North West	98.7	0.7	-	0.7	100
Gauteng	96.5	0.9	2.6	-	100
Mpumalanga	98.9	-	1.1	-	100
Limpopo	91.8	1.4	-	6.8	100
KwaZulu-Natal	4.4	15.1	30.8	13.7	100
Western Cape	17.2	79.3	3.4	-	100
Eastern Cape	96.3	3.7	-	-	100
Northern Cape	75.3	20.4	1.1	3.2	100
Free State	94.8	3.1	-	2.1	100
Total	83.4	8.0	5.4	3.3	100

Africans (83.4%) are predominant in the industry while Coloureds (8%) are the second largest population group represented. This is mainly because the minibus taxis cater for the residential areas furthest from town centers.

Table 21: Sample distribution by educational status

Province	Educational level					
	No schooling %	Primary school %	Grade 10 %	Matric/ NTC 3 %	Post matric/ diploma %	Degree %
North West	5.4	40.3	32.0	19.5	2.0	-
Gauteng	3.5	10.4	33.0	20.0	24.3	7.8
Mpumalanga	1.1	39.8	19.3	34.1	4.5	1.1
Limpopo	-	18.3	15.5	29.6	29.6	7.0
KwaZulu-Natal	0.7	13.0	37.0	30.1	11.6	7.5
Western Cape	-	23.3	40.0	23.3	6.7	6.7
Eastern Cape	1.9	14.8	32.9	38.7	9.7	1.9
Northern Cape	6.5	25.5	30.8	27.0	10.6	3.8
Free State	1.0	46.6	14.4	25.8	9.3	3.1
Total	2.5	25.5	30.8	27.0	10.6	3.8

The educational level of more than half (57.8%) of the respondents were Grade 10 or matric. The respondents were either operators or representatives from associations, meaning that they are business people who are likely to be educated to run a business.

DATA ON PROVINCES

DATA ON ALL PROVINCES (Percentages)

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
How would you rate accessibility of facility	Poor	23.3	47	28.7	6.8	35.1	18.1	19.8	39.8	11.1	28
	Below Ave	10	6.10	17.2	6.8	9	4.3	6	26.1	12.5	9.9
	Average	20	17.9	21.8	37	48.5	10.1	21.6	13.6	23.6	23.7
	Good	46.7	29.2	29.9	45.2	7.5	66.7	48.3	19.3	40.3	36
	Excellent	0	0	2.3	4.1	0	.7	4.3	1.1	12.5	2.3

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
How would you rate convenience of Operating hours	Poor	16.7	11.5	24.1	2.7	10.4	8	52.6	22.7	1.4	17.1
	Below Ave	13.3	2.4	12.6	4.1	24.6	3.6	15.5	22.7	2.8	11.1
	Average	26.7	22.4	20.7	46.6	47	10.9	19	13.6	2.8	23.4
	Good	43.3	63.6	42.5	45.2	17.9	76.8	11.2	39.8	80.6	47
	Excellent	0	0	0	1.4	0	.7	1.7	1.1	12.5	1.6

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
How would you rate disability access	Poor	33.3	18	48.7	35.1	9.1	21.1	37.2	49.4	15	27.3
	Below Ave	3.7	1.3	15.8	5.4	32.2	27.3	22.1	18.4	38.3	19.4
	Average	40.7	26	11.8	48.6	56.2	15.6	18.6	16.1	10	25.8
	Good	18.5	54.7	23.7	10.8	2.5	35.2	19.5	14.9	33.3	26.5
	Excellent	3.7	0	0	0	0	.8	2.7	1.1	3.3	1

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
How would you rate waiting time	Poor	80.0	16	31.4	37.1	20	29.2	51.7	62.5	6.9	32.4
	Below Ave	6.7	4.3	9.3	11.4	32.1	15.3	10.3	10.2	18.1	13.7
	Average	6.7	17.3	20.9	38.6	40.3	40.1	16.4	17	54.2	28.7
	Good	6.7	62.3	38.4	12.9	7.5	12.4	21.6	10.2	16.7	24.4
	Excellent	0	0	0	0	0	2.9	0	0	4.2	.8

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
How would you rate signage – information boards	Poor	30	1.9	39.3	46.3	3	21.8	46.6	71.6	5.8	26.1
	Below Ave	13.3	1.9	11.9	6	14.9	27.1	13.8	17	15.9	13.5
	Average	23.3	21.4	14.3	19.4	65.7	13.5	20.7	5.7	37.7	25.8
	Good	30	74.2	34.5	28.4	16.4	36.1	18.1	5.7	34.8	33.5
	Excellent	3.3	.6	0	0	0	1.5	.9	0	5.8	1.0

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
How would you rate the availability of forms	Poor	20	0	9.4	4.2	0	3	7.8	3.1	0	3.7
	Below Ave	10	0	14.1	1.4	9.8	3.7	5.2	18.5	0	6
	Average	23.3	10.6	20.0	33.8	46.6	3.7	10.3	13.8	0	17.6
	Good	46.7	87.6	52.9	49.3	43.6	88.1	71.6	56.9	90.3	68.8
	Excellent	0	1.9	3.5	11.3	0	1.5	5.2	7.7	9.7	3.9

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
How would you rate the user friendliness of forms	Poor	20.0	0	12.8	19.2	0	14.8	7.8	9.4	0	7.7
	Below Ave	3.3	0	11.6	0	11.3	3.7	5.2	7.8	0	4.9
	Average	33.3	7.9	26.7	32.9	30.1	11.1	16.4	18.8	11.1	18.9
	Good	43.3	86.2	48.8	45.2	58.6	68.9	64.7	53.1	83.3	64.9
	Excellent	0	5.9	0	2.7	0	1.5	6.0	10.9	5.6	3.6

Province	Duty manager Particulars displayed		All
	Yes	No	
Western Cape	10.0	90.0	30
Eastern Cape	78.8	21.2	171
Northern Cape	14.1	85.9	93
Free State	30.1	69.9	97
KwaZulu-Natal	4.7	95.3	148
North West	5.2	94.8	149
Gauteng	22.4	77.6	116
Mpumalanga	6.9	93.1	88
Limpopo	5.7	94.3	73
All SA	22.5	77.5	965

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
Rate your experience of waiting area	Poor	20	11	22.1	2.8	4.5	2.9	42.6	62.5	13	18.8
	Below Ave	13.3	.6	16.3	6.9	9	25.5	16.5	17	42	15
	Average	20	20.7	22.1	36.1	71.4	27	12.2	10.2	21.7	28.5
	Good	46.7	67.7	38.4	51.4	15	43.8	27	10.2	13	36.2
	Excellent			1.2	2.8		.7	1.7		10	1.5

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
Rate your experience of cleanliness of facility	Poor	0	1.8	5.8	0	.8	0	20	9.1	0	4.5
	Below Ave	3.3	3.7	3.5	2.8	17.4	1.5	6.1	13.6	4.3	6.6
	Average	16.7	20.7	17.4	36.1	71.2	11.2	31.3	30.7	60.9	33
	Good	76.7	73.8	69.8	58.3	10.6	85.1	40.9	44.3	21.7	53.4
	Excellent	3.3	0	3.5	2.8	0	2.2	1.7	2.3	13.0	2.5

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
Rate your experience of security-safety	Poor	6.7	3.1	31.4	10.6	7.5	33.6	3.4	13.8	0	12.8
	Below Ave	3.3	3.7	20.9	4.5	28.6	36.5	3.4	16.1	10.1	15.9
	Average	16.7	23	16.3	36.4	54.1	7.3	36.2	33.3	40.6	29.5
	Good	66.7	70.2	31.4	43.9	9.8	21.2	55.2	33.3	34.8	39.3
	Excellent	6.7	0	0	4.9	0	1.5	1.7	3.4	14.5	2.5

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
Rate your experience of information desk	Poor	16.7	.6	19.8	24.2	2.3	23.2	12.3	89.8	1.5	18.9
	Below Ave	23.3	.6	16.3	11.3	24.1	19.6	11.4	6.8	4.4	12.5
	Average	40	18.9	22.1	27.4	58.6	27.5	26.3	2.3	44.1	29.1
	Good	13.3	79.3	40.7	35.5	15	27.5	43.9	1.1	41.2	37.1
	Excellent	6.7	.6	1.2	1.6	0	2.2	6.1	0	8.8	2.4

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
Rate your experience of functioning of computers	Poor	13.8	4.8	6.9	5.8	0	6.5	13.8	27.3	11.6	8.8
	Below Ave	0	11.4	16.1	4.3	15	2.9	13.8	19.3	4.3	10.7
	Average	27.6	26.5	19.1	44.9	42.9	23.9	36.2	21.6	17.4	29.4
	Good	55.2	57.2	55.2	33.3	42.1	65.2	33.6	31.8	63.8	49.1
	Excellent	3.4	0	2.3	11.6	0	1.4	2.6	0	2.2	2

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
Rate your experience of ability to contact service point telephonically	Poor	73.1	7.3	20	15.6	14.2	4.2	60.4	18.3	7.1	18.1
	Below Ave	7.7	5.6	4.3	2.2	19.4	10	4.2	7	3.6	7.5
	Average	15.4	46	18.6	24.4	50	4.2	8.3	32.4	17.9	29.3
	Good	3.8	41.1	54.3	53.3	16.4	88.5	22.9	40.8	67.9	43.6
	Excellent	0	0	2.9	4.4	0	2.1	4.2	1.4	3.6	1.6

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
How certain were you that you would get the right product-service the first time?	Very certain	10	4.1	30.4	15.7	2.7	23.2	14.7	35.2	16.4	15.7
	Certain	50	83.4	54.3	48.3	32.7	71.7	66.4	43.2	41.1	57.4
	Neither certain nor uncertain	10	10.1	5.4	3.4	38.8	.7	12.9	1.1	6.8	11.4
	Uncertain	30	2.4	9.8	31.5	25.9	4.3	6.	19.3	35.6	15.3
	Very uncertain	0	0	0	1.1	0	0	0	0	0	.2

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
How would you say that staff is knowledgeable about the service offered?	Very knowledgeable	0	26.2	10.9	13.3	2	10.9	3.4	5.7	20.8	11.4
	Knowledgeable	50	70.2	57.9	58.3	46.9	53.6	59.5	35.2	69.4	56.4
	Could not tell is staff is knowledgeable	33.3	3.6	15.2	18.3	40.8	29	30.2	29.5	6.9	22.7
	Unknowledgeable	16.7	0	16.3	10	10.2	6.5	6.9	28.4	2.8	9.3
	Very unknowledgeable	0	0	0	0	0	0	0	1.1	0	.1

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
Was the staff friendly and courteous at all times?	Very friendly and courteous	20	69.3	43.5	37.9	10.2	52.2	26.7	21.8	76.7	41.5
	Somewhat friendly and courteous	50	24.1	38	43.1	47.6	31.9	36.2	40.2	19.2	35.3
	Neither friendly or unfriendly	16.7	6.6	13	13.8	33.3	12.3	15.5	24.1	1.4	15.7
	Somewhat unfriendly and discourteous	10	0	0	5.2	6.1	1.4	2.6	11.5	1.4	3.4
	Very unfriendly and discourteous	3.3	0	5.4		2.7	2.2	19	2.3	1.4	4.2

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
How was the ability of the staff to understand your requirements	Poor	20.0	0	14.1	1.7	.7	4.4	9.5	10.2	0	5.2
	Below Ave	6.7	0	9.8	3.4	20.4	7.3	10.3	22.7	1.4	9.4
	Average	40	10.7	28.3	35.6	57.7	19	31	27.3	12.3	28.1
	Good	33.3	80.4	45.7	50.8	21.1	66.4	48.3	37.5	80.8	53.7
	Excellent	0	8.9	2.2	8.5	0	2.9	.9	2.3	5.5	3.6

Province	Informed about process and when services will be performed		All
	Yes	No	
Western Cape	40.0	60.0	30
Eastern Cape	94.0	6.0	171
Northern Cape	64.4	35.6	93
Free State	78.7	21.3	97
KwaZulu-Natal	36.3	63.7	148
North West	41.3	58.7	149
Gauteng	51.3	48.7	116
Mpumalanga	47.1	52.9	88
Limpopo	75.3	24.7	73
All SA	58.9	41.1	956

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
Overall, how would you rate the ability of the staff to accurately perform the services offered	Poor	20	0	6.6	5.1	1.4	6.6	15.5	27.3	0	7.6
	Below Ave	10	0	18.7	5.1	20.9	13.9	12.9	19.3	1.4	11.6
	Average	53.3	11.4	36.3	40.7	51.1	38.7	42.2	28.4	24.7	34.3
	Good	16.7	74.7	35.2	45.8	26.6	38	28.4	25	68.5	42.5
	Excellent	0	13.9	3.3	3.4	0	2.9	.9	0	5.5	4.1

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
What was your expectation of the efficiency of the staff?	Poor	0	1.2	5.5	1.6	0	0	16.4	6.8	0	3.6
	Below Ave	0	.6	2.2	1.6	4.2	.7	17.2	17.0	2.7	5.3
	Average	23.3	3.6	28.6	31.3	26.6	4.3	25	23.9	1.4	16.9
	Good	73.3	89.2	58.2	59.4	52.4	89.2	37.9	52.3	65.8	65.8
	Excellent	3.3	5.4	5.5	6.3	16.8	5.8	3.5	0	30.1	8.5

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
How did you experience the efficiency of staff	Poor	40	1.2	10.9	3.3	4.8	18.7	19.8	21.8	1.4	11.2
	Below Ave	6.7	.6	8.7	8.2	35.2	10.8	18.1	29.9	2.7	14.4
	Average	40	4.2	41.3	34.4	28.3	36	27.6	26.4	28.8	26.9
	Good	13.3	80.8	39.1	52.5	29.0	33.1	32.8	21.8	54.8	43.1
	Excellent	0	13.2	0	1.6	2.8	1.4	1.7	0	12.3	4.4

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
What was your expectation of the efficiency of service?	Poor	6.7	1.2	5.4	0	.7	0	17.2	5.7	0	3.8
	Below Ave	6.7	.6	5.4	3	3.5	1.4	19	20.5	27	6.5
	Average	16.7	4.2	30.4	31.8	28	4.3	32.8	19.3	1.4	17.8
	Good	70	83.8	51.1	59.1	53.8	89.2	27.6	53.4	65.8	62.9
	Excellent	0	10.2	7.6	6.1	14	5	3.4	1.1	30.1	9

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
How did you experience the efficiency of the service?	Poor	36.7	9.6	11	11.9	31.3	19.6	21.1	26.1	1.4	18.1
	Below Ave	6.7	18	9.9	7.5	38.2	10.9	21.1	35.2	4.1	19.1
	Average	43.3	22.2	36.3	35.8	28.5	37	34.2	23.9	28.8	30.7
	Good	13.3	49.7	42.9	43.3	2.1	29.7	21.1	14.8	53.4	30.2
	Excellent	0	.6	0	1.5	0	2.9	2.5	0	12.3	2

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
How was the provision of information?	Poor	20	.6	29.7	17.6	9	23.9	20	26.4	2.7	15.3
	Below Ave	16.7	3.6	9.9	5.9	23.4	6	13.9	17.2	0	10.7
	Average	26.7	20.6	18.7	30.9	44.8	24.6	37.4	24.1	27.4	28.9
	Good	36.7	73.9	39.6	42.6	22.8	44.0	27	29.9	53.4	42.5
	Excellent	0	1.2	2.2	2.9	0	1.5	1.7	2.3	16.4	2.6

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
How was the assistance with the completion of forms?	Poor	17.9	.6	32.6	19.7	2.9	24.3	15.5	14.7	2.8	13.1
	Below Ave	10.7	0	11.6	0	15.9	5.1	12.9	8.8	2.8	7.4
	Average	46.4	11.7	16.3	28.2	30.4	12.5	25.0	17.6	15.3	20.2
	Good	25.0	78.5	33.7	50.7	50.7	56.6	44.8	39.7	69.4	54.2
	Excellent	0	9.2	5.8	1.4	0	1.5	1.7	19.1	9.7	5.1

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
How was the turn-around time for your application?	Poor	73.3	32.1	38.5	50.7	74.8	46.4	61.7	63.2	6.8	49.1
	Below Ave	6.7	24.2	12.1	6.7	18.9	33.3	13.9	9.2	12.3	17.9
	Average	16.7	4.8	26.4	28	5.6	9.4	17.4	13.8	56.2	16.6
	Good	3.3	37	19.8	14.7	.7	10.9	5.2	11.5	17.8	14.8
	Excellent	0	1.8	3.3	0	0	0	1.7	2.3	6.8	1.6

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
How was the willingness of staff to assist with lodging of complaints?	Poor	90	26.3	30.2	38.1	51.5	35.3	67.9	50.8	0	38.3
	Below Ave	10	3	9.4	14.3	16.5	17.6	21.4	12.3	8.7	11.2
	Average	0	45.5	35.8	19	29.9	23.5	7.1	16.9	63	32.8
	Good	0	25.3	20.8	23.8	2.1	23.5	3.6	16.9	26.1	16.3
	Excellent	0	0	3.8	4.8	0	0	0	3.1	2.2	1.4

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
How was the number of staff on duty to handle the number of clients?	Poor	33.3	6.	20.7	5.6	8.2	6.5	23.7	14.8	12.3	14.3
	Below Ave	13.3	7.8	21.7	10.2	34.2	22.5	22.8	19.3	31.5	20.9
	Average	26.7	20.4	18.5	32.2	48.6	37	15.8	22.7	31.5	28.8
	Good	26.7	65.9	37.0	48.6	8.9	31.2	35.1	42.0	24.7	34.8
	Excellent	0	0	2.2	8.9	0	0	2.6	1.1	0	1.1

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
How was the knowledge of the person who served you?	Poor	13.3	1.2	9.8	1.7	3.5	1.4	4.3	17	0	4.8
	Below Ave	6.7	0	13	8.6	30.6	9.4	13.9	17	2.7	12
	Average	46.7	13.2	22.8	27.6	51.4	26.8	26.1	26.1	4.1	27.8
	Good	30	85.6	53.3	62.1	13.9	60.9	37.5	37.5	90.4	54
	Excellent	3.3	0	1.1	0	.7	1.4	2.3	2.3	2.7	1.3

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
What is the level of trust you have for the staff?	Poor	23.3	1.2	32.6	5.1	9.6	25.4	22.6	15.9	0	14.4
	Below Ave	23.3	0	14.1	0	32.2	6.5	14.8	19.3	1.4	12.2
	Average	40	27.5	16.3	37.3	44.5	31.9	28.7	33.3	28.8	31.6
	Good	10	71.3	34.8	54.2	13.7	33.3	32.2	28.4	67.1	40
	Excellent	3.4	0	2.2	3.4	0	2.9	1.7	3.4	2.7	1.8

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
How was the promptness of service?	Poor	56.7	4.8	17.4	10.3	43.4	34.1	27.4	26.1	1.4	23.5
	Below Ave	23.3	19.4	12	6.9	29	5.1	15	20.5	2.7	15.5
	Average	16.7	30.9	29.3	31	23.4	18.8	19.5	23.9	49.3	26.6
	Good	3.3	44.8	41.3	51.7	4.1	40.6	36.3	25	39.7	32.9
	Excellent	0	0	0	0	0	1.4	1.8	4.5	6.8	1.4

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
How was the individual attention given to you?	Poor	23.3	1.2	27.2	3.4	1.4	7.2	19.8	27.3	0	10.5
	Below Ave	16.7	0	4.3	1.7	21.4	4.3	13.8	10.2	2.7	8.2
	Average	40.0	12	22.8	36.2	46.2	15.2	21.6	25.0	11	24.0
	Good	20.0	86.7	45.7	58.6	31	69.6	42.2	34.1	74	55.2
	Excellent	0	0	0	0	0	3.6	2.6	3.4	12.3	2.2

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
How was the courteousness of the staff?	Poor	10.3	1.2	16.3	3.4	.7	7.2	19	22.7	0	8.3
	Below Ave	13.8	0	5.4	1.7	26.6	3.6	17.2	17.0	1.4	9.9
	Average	48.3	19.1	29.3	32.2	46.2	26.8	25.0	20.5	16.4	28.1
	Good	27.6	79.6	48.9	61	26.6	60.1	37.1	37.5	69.9	51.8
	Excellent	0	0	0	1.7	0	2.2	1.7	2.3	12.3	1.9

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
How was the patience levels of staff?	Poor	23.3	1.8	9.8	3.4	1.4	7.4	26.1	23.9	1.4	9.4
	Below Ave	20	0	6.5	8.6	33.8	6.6	13	12.5	1.4	11.3
	Average	36.7	23.9	40.2	29.3	42.8	25	27	28.4	16.4	29.8
	Good	20	74.2	42.4	56.9	22.1	57.4	32.2	31.8	65.8	46.9
	Excellent	0	0	1.1	1.7	0	3.7	1.7	3.4	15.1	2.6

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
How was the treatment to the disabled-elderly?	Poor		6.2	14.9	5.3	5.2	4.3	44.4	19.4	28.6	12.4
	Below Ave		8.7	12.8	5.	12.4	14.9	17.8	11.3	28.6	12
	Average		21.7	38.3	36.8	72.2	8.5	24.4	21	28.6	32.9
	Good		63.4	31.9	52.6	10.3	68.1	6.7	45.2	14.3	41.1
	Excellent		0	2.1	0	0	4.3	6.7	3.2	0	1.6

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
How was the level of sympathy displayed by staff?	Poor	65.4	3.3	16.9	23.8	2.1	10.1	25	17.6	0	12.4
	Below Ave	19.2	3.3	9	2.4	36.6	7	16.3	8.8	3.3	13
	Average	0	32.5	33.7	45.2	49	24	32.7	33.8	21.3	33.1
	Good	15.4	60.9	38.2	28.6	12.4	56.6	24	36.8	68.9	39.9
	Excellent	0	0	2.2	0	0	2.3	1.9	2.9	6.6	1.6

Province	Ever been consulted by The Dept?		All
	Yes	No	
Western Cape		100	30
Eastern Cape	19.9	80.1	171
Northern Cape	23.1	76.9	93
Free State	29.2	70.8	97
KwaZulu-Natal	17.2	82.8	148
North West	2.8	97.2	149
Gauteng	8.6	91.4	116
Mpumalanga	21.6	78.4	88
Limpopo	1.4	98.6	73
All	14.7	85.3	965

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
How often would you say you have experienced problems with the service?	Very often	40	5.4	25	60.4	15.8	16.1	10.3	35.2	0	20
	Often	23.3	21.4	17.4	7.3	29.5	10.7	22.4	22.7	1.4	18
	Seldom	26.7	17.3	14.1	17.7	28.1	20.1	7.8	18.2	5.5	17.4
	Never	10	56	43.5	14.6	26.7	53	59.5	23.9	93.2	44.6

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
What problems have you experienced?	Availability of Forms	0	0	5.3	0	0	2.9	0	0	0	.8
	Complexity of application process	18.2	12.2	36.8	0	17.5	5.7	0	7.7	0	12.2
	Time taken to finalize process	72.7	56.8	21.1	85.5	64.1	74.3	97	87.2	0	66.9
	Availability of information	9.1	0	10.5		9.7	2.9	3	2.6	0	4.6
	Office hours	0	0	5.3		1.0		0	0	0	.8
	Other	0	31.1	21.1	14.5	7.8	14.3	0	2.6	100.	14.8

Province	Ever lodged complaint?		All
	Yes	No	
Western Cape	50.0	50.0	30
Eastern Cape	68.2	31.8	171
Northern Cape	54.0	46.0	93
Free State	56.0	44.0	97
KwaZulu-Natal	37.9	62.1	148
North West	11.4	88.6	149
Gauteng	23.8	76.2	116
Mpumalanga	53.8	46.2	88
Limpopo	20.0	80.0	73
All	44.0	56.0	965

Province	How did you lodge your complaint?		All
	Verbally	In writing	
Western Cape	66.7	33.3	30
Eastern Cape	93.3	6.7	171
Northern Cape	34.6	65.4	93
Free State	50.0	50.0	97
KwaZulu-Natal	50.0	65.0	148
North West	35.0	12.5	149
Gauteng	87.5	70.0	116
Mpumalanga	30.0	21.4	88
Limpopo	78.6	100.0	73
All SA	59.3	40.7	965

Province	Your complaint dealt with satisfactorily?		All
	Yes	No	
Western Cape	7.7	92.3	30
Eastern Cape	7.8	92.2	171
Northern Cape	15.4	84.6	93
Free State	18.2	81.8	97
KwaZulu-Natal	2.4	97.6	148
North West	12.5	87.5	149
Gauteng	50.0	50.0	116
Mpumalanga	14.7	85.3	88
Limpopo		100.0	73
All SA	12.7	87.3	965

Question		WC	EC	NC	FS	KZN	NW	GP	MP	LP	ALL
Why have you not lodged a complaint?	Nothing to complain about	7.1	4	0	0	5.9	3.4	0	0	0	2.7
	Did not know how-where to lodge a complaint	35.7	44	54.2	15.6	16.2	86.4	70.3	72.4	100	50.3
	You felt it was not worthwhile	57.1	44	41.7	81.3	75	10.2	29.7	27.6	0	44.9
	Other	0	8	4.2	3.1	2.9	0	0	0	0	2.1

EXAMPLE OF A QUESTIONNAIRE

CSS DHA REPORT//EAR/12012007



HOME AFFAIRS (Office Use)

**Questionnaire
No.
(Office Use)**

HOME AFFAIRS: CIVIC COUNTER SERVICES

Introduction

Good day my name is I work for the Office of the Public Service Commission. Could I take a moment of your time?

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 sector.

Respondents have been randomly selected from the Departments of Transport, Home Affairs and Trade and Industry from across the country 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.

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		
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)		
A7	Respondent Telephone Code			

A9. Name of Fieldworker		A10. Date of interview [dd/mm/yyyy]	____/____/2006 dd mm
A11. Name of Quality Controller		A12. Date checked [dd/mm/yyyy]	____/____/2006 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	

DEMOGRAPHICS			
I.1	Type of service	1 = Births, marriages & deaths 2 = Identity documents 3 = Citizenship 4 = Travel documents and passports	
I.2	Province 1 = NW 2 = GP 3 = MP 4 = EC 5 = KZN 6 = WC 7 = LP 8 = FS 9 = NC	Service Point	
I.3	Area	URBAN = 1	RURAL = 2
I.4	Gender OBSERVE –ASK ONLY IF IN DOUBT	Male = 1	Female = 2
I.5	Population group OBSERVE – DO NOT ASK	1 = African 2 = Coloured 3 = Asian 4 = White 5 = Other	
I.6	Age category	16 - 24 = 1 25 - 34 = 2 35 - 54 = 3	55 - 64 = 4 Above 65 = 5
I.7	Education level	No schooling = 1 Primary school = 2 Gr 10 = 3	Matric/NTC 3 = 4 Post matric Diploma = 5 Degree = 6
I.8	Employment status	Full/Part time = 1 Housewife = 2 Student = 3	Pensioner = 4 Unemployed = 5

CLIENT & SERVICE IDENTIFICATION

2.1	Client	1 = Individual 2 = Other (Specify) _____	
2.2	Reasons for accessing service	1 = Births, marriages & deaths 2 = Identity documents 3 = Citizenship 4 = Travel documents and passports	

THIS QUESTIONNAIRE COVERS FOUR BASIC AREAS:

1. YOUR EXPECTATIONS;
2. YOUR ACTUAL EXPERIENCES;
3. YOUR SATISFACTION LEVELS; and
4. ANY PROBLEMS EXPERIENCED.

YOUR SERVICE EXPECTATIONS

READ OUT OPTIONS

3.1	Did you expect that the service would be easily accessible?	1 = Yes 2 = No 3 = Uncertain	
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	
3.3	Did you expect the staff would be efficient?	1 = Yes 2 = No 3 = Uncertain	
3.4	What level of efficiency did you expect from the Department?	1 = Very High 2 = High 3 = Average 4 = Low 5 = Very low	

ACCESS TO SERVICE AND FACILITY						
4.1	Have you ever visited the service point before?	1 = Yes 2 = No				
4.1.1	If "YES", how many times have you visited the service point in the past 12 months?	1 = Once 2 = Twice 3 = More than twice (indicate how many times)				
4.2	Have you ever phoned the service point?	1 = Yes 2 = No				
HOW WOULD YOU RATE THE FOLLOWING EXPERIENCES:		1 Poor	2 Below Average	3 Average	4 Good	5 Excellent
4.3	Accessibility of facility					
4.4	Convenience of operating hours					
4.5	Disability access					
4.6	Waiting time					
4.7	Signage: Information boards					
4.8	Availability of forms					
4.9	User friendliness of forms					
4.10	Do you recall if the particulars (name, position, contact information) of the duty manager were displayed?	1 = Yes 2 = No				
4.11	If previously visited or phoned the service point, would you say the service,	1 = Improved 2 = Stayed the same 3 = Deteriorated				

TANGIBLES – CONDITIONS OF THE FACILITY						
RATING OF EXPERIENCE		1 Poor	2 Below Average	3 Average	4 Good	5 Excellent
5.1	Waiting area					
5.2	Cleanliness of facility					
5.3	Security/safety					
5.4	Information desk					
5.5	Functioning of computers					
5.6	Ability to contact service point telephonically					

RELIABILITY – APPROPRIATENESS OF PRODUCT OR SERVICE

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 4 = Uncertain 5 = Very uncertain	
6.2	Would you say that the staff is..... about the service offered?	1 = Very Knowledgeable 2 = Knowledgeable 3 = Could not tell if the staff is knowledgeable 4 = Unknowledgeable 5 = Very unknowledgeable	
6.3	Was the staff <u>at all times</u> ?	1 = Very friendly and courteous 2 = Somewhat friendly and courteous 3 = Neither friendly or unfriendly 4 = somewhat unfriendly and discourteous 5 = Very unfriendly and discourteous	
6.4	Was the ability of the staff to understand your requirements?	1 = Poor 2 = Below average 3 = Average 4 = Good 5 = Excellent	
6.5	Did the person assisting you inform you of the process and when services would be performed?	1 = Yes 2 = No	
6.6	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	

RESPONSIVENESS – ATTENTION GIVEN AND EFFICIENCY OF SERVICE

READ OUT OPTIONS

RATING		1 Poor	2 Below Average	3 Average	4 Good	5 Excellent
7.1	What was your expectation of the efficiency of the staff?					
7.2	How did you experience the efficiency of staff?					
7.3	What was your expectation of the efficiency of service?					
7.4	How did you experience the efficiency of the service?					
7.5	The provision of information, was it					
7.6	The assistance with the completion of forms was ..					
7.7	The turn-around time for your application, was it					
7.8	The willingness of staff to assist with lodging of complaints was Not applicable					

ASSURANCE – LEVEL OF CONFIDENCE SERVICE/SERVICE PROVIDER CONVEYS

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 the number of clients					
8.2	Was the knowledge of the person who served you ..					
8.3	What is the level of trust you have for the staff					
8.4	Was the promptness of service					

EMPATHY – CARE AND COMPASSION

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 ...					
9.2	Rate the courteousness of the staff					
9.3	Rate the patience levels of staff					
9.4	How was the treatment to the disabled/elderly Don't know					
9.5	Was the sympathy displayed by staff ...					
9.6	Was the Information provided on process					
9.7	Have you ever been consulted by the department on the service/product?	1 = Yes 2 = No				

PROBLEMS AND COMPLAINTS

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 end of Questionnaire)				
10.2	What problems have you experienced?	1 = Availability of forms 2 = Complexity of application process 3 = Time taken to finalise process 4 = Availability of information 5 = Office hours 6 = Other (Specify)_____				
10.3	Did you ever lodge a complaint?	1 = Yes 2 = No [GO TO 10.6]				
10.4	How did you lodge your complaint?	1 = Verbally 2 = In writing				
10.5	Has your complaint been dealt with satisfactorily?	1 = Yes 2 = No				
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 Other (Specify)_____				

LAST QUESTION:

Again, thinking about your entire experience with the service would you say that you are satisfied/ dissatisfied with the service received?

READ OUT OPTIONS

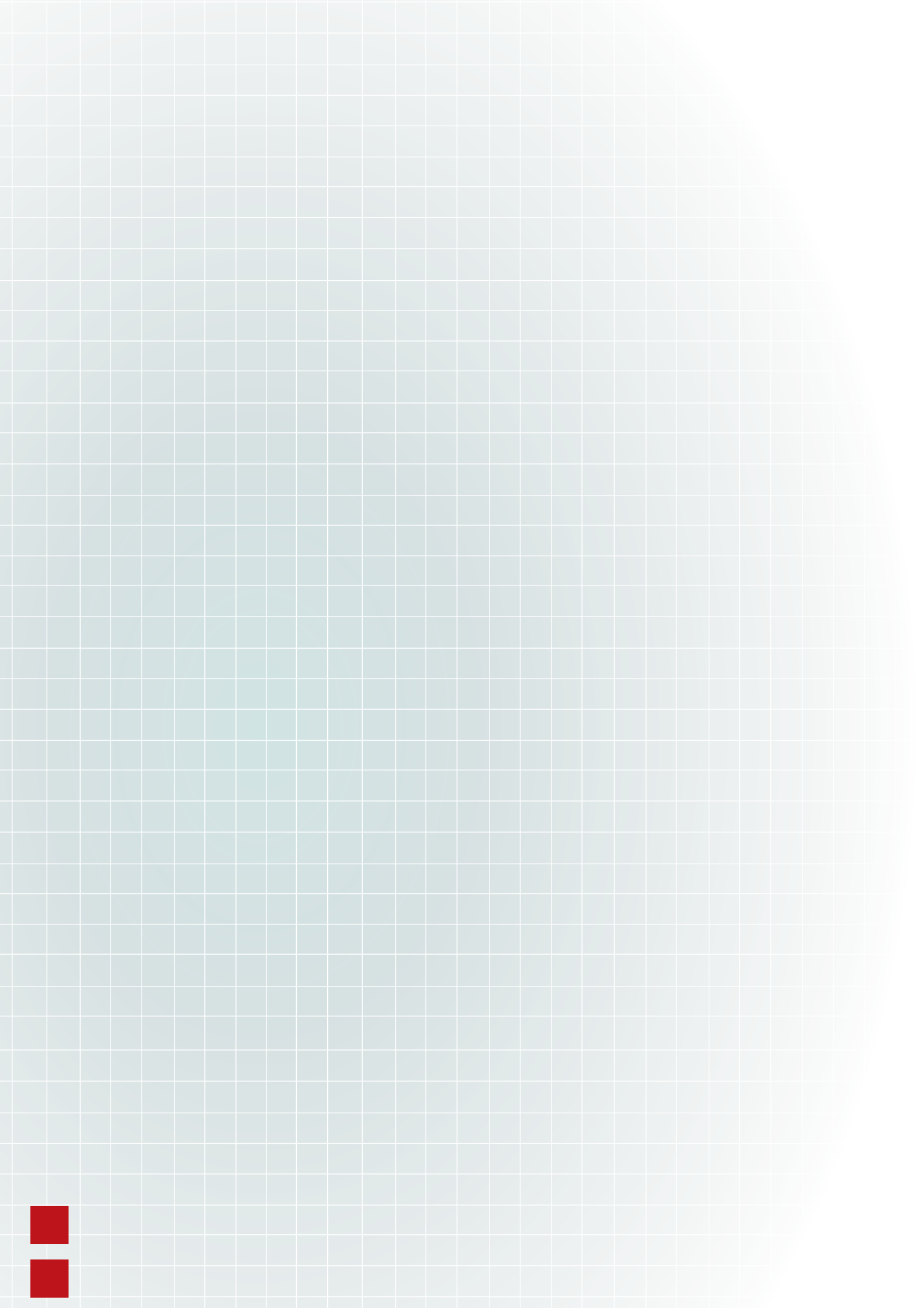
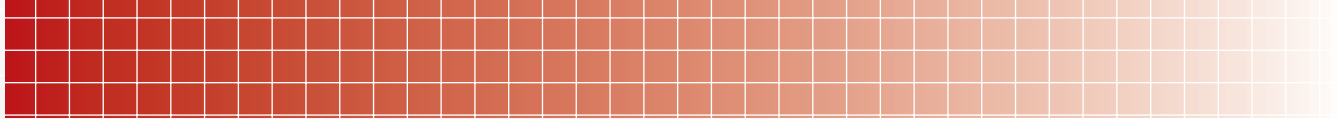
- 1 = Very Satisfied
- 2 = Satisfied
- 3 = Neither satisfied/dissatisfied
- 4 = Dissatisfied
- 5 = Very dissatisfied

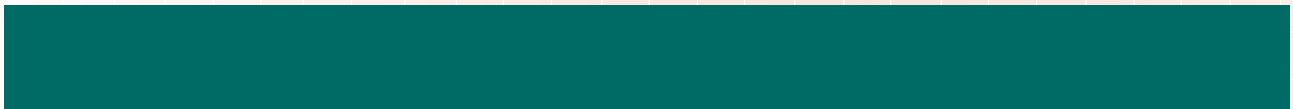
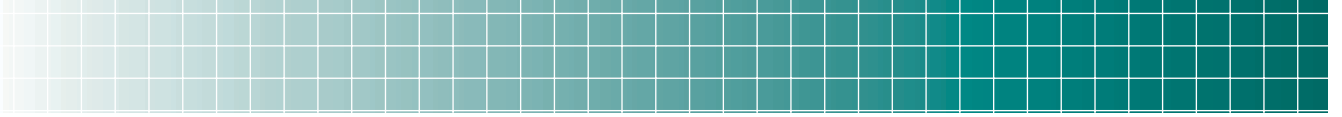
THANKYOU FORYOURTIME. YOUR CONTRIBUTIONS HAVE BEENVERYVALUABLE TO THE ASSESSMENT OF LEVELS OF CUSTOMER SATISFACTION IN SOUTH AFRICAN PUBLIC SERVICE DEPARTMENTS. YOUR RESPONSES WILL BE TREATED WITH THE STRICTEST CONFIDENCE. HOWEVER, WHILE RESPONDENTS CANNOT BE IDENTIFIED FROMTHE QUESTIONNAIRES, MY OFFICE MAY CALL SOME OFTHE NAMES ON THE LIST TO ASCERTAIN WHETHER I INTERVIEWED THEM. THIS IS PART OF OUR QUALITY CONTROL PROCEDURE.

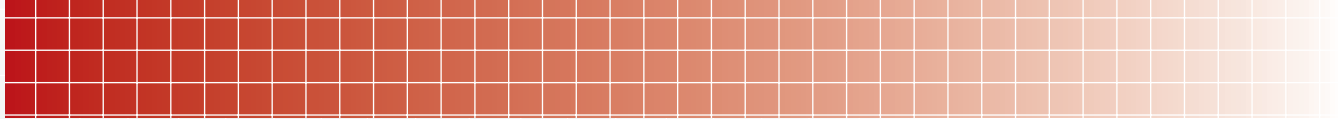
THANK YOU AGAIN. ENJOY THE REST OF YOUR DAY.

A2I Time Interview Concluded:

.....H.....







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