



Custodian of Good Governance

# Key Drivers of Citizen Satisfaction with Public Service Delivery: Pilot Report 2009/2010

Public Service Commission  
April 2010



## 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.

# Key Drivers of Citizen Satisfaction with Public Service Delivery: Pilot Report 2009/2010



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# Foreword

Since the advent of democracy, the South African government has made concerted efforts in transforming the Public Service so that it responds to the needs of its citizens. Improved service delivery has become the cornerstone of all government programmes. The government has embraced a citizen-centred development approach which requires active involvement and participation of citizens not only in service delivery, but also in the policy and strategy formulation. To this end, this citizen-centred approach adopted by the government is entrenched in the Constitution (1996) which requires the Public Service to engage the public in governance processes. Citizens' engagement is critical in ensuring that the citizens' views and perspectives are considered in informing government's planning and policy making processes.



The Public Service Commission (PSC) has over the years developed various tools and methodologies to engage citizens. One such methodology has been the undertaking of Citizen Satisfaction Surveys. The PSC's surveys have provided a wealth of information on the levels of citizen satisfaction with services provided by various government Departments. However, during 2009/10 the PSC realised the need to improve the basis upon which its Citizen Satisfaction Surveys are conducted, thereby developing South African-specific drivers of citizen satisfaction. These drivers were used in a pilot study to determine citizens' level of satisfaction with the services rendered by the provincial Departments of Transport and Health, and the national Departments of Home Affairs, Police, Labour and Justice and Constitutional Development.

The findings of this pilot study show that both the service delivery experts and service users found the drivers to be relevant to the South African context and appropriate to determine South Africans' level of satisfaction with the delivery of public services. Timeliness in the delivery of services was ranked the highest driver of citizen satisfaction, whereas value for money in service delivery was ranked lowest. The findings also show that the lowest level of overall citizen satisfaction is with the national Department of Justice and Constitutional Development, and the highest level is with the national Department of Police.

The PSC wishes to thank the Canadian-based Institute for Citizen-Centred Service (ICCS) for generously sharing its experiences on the development of the drivers of citizen satisfaction, the Canadian International Development Agency (CIDA) for facilitating the interaction between the PSC and the ICCS, and the German Agency for Technical Cooperation (GTZ) for funding part of this study.

It is with pleasure that I present the pilot report on the Citizen Satisfaction Survey based on the South African-specific drivers of citizen satisfaction. I trust that the findings and recommendations contained in this report will assist the Departments in improving the service delivery to the citizens.

**DR RR MGIJIMA**  
**CHAIRPERSON: PUBLIC SERVICE COMMISSION**



# Executive Summary

## INTRODUCTION

In order to execute its Constitutional mandate on monitoring and evaluation, the Public Service Commission (PSC) has developed various tools to determine the views and perceptions of citizens on public service delivery. One of the methodologies is the Citizen Satisfaction Surveys launched in 2001/02. The PSC has, during 2009/10 identified a need to ensure that the model on which its Citizen Satisfaction Surveys are based is improved. It was therefore deemed important that such an improvement should be guided by what South African citizens regard as important when they make judgments about the quality of public services. To this end, the PSC reviewed key policy documents as well as its previous reports in order to develop the South African-specific drivers of citizen satisfaction.

The drivers are **Accessibility** to public services, treating the citizens with **Courtesy** and consideration, **Timeliness** in the provision of services, availability of **Information** on public services, the **Knowledge and Competence** of officials, the condition of the **Facilities** in which services are delivered, **Fairness and Equity** in service delivery, **Value for Money** in Public Service delivery, providing **Redress** where a promised standard of service has not been met and **Outcome** of the encounter with the Public Service. The above-mentioned drivers were used during 2009/10 as a basis for conducting a pilot survey to determine the citizens' level of satisfaction with services provided by government Departments.

## OBJECTIVES OF THE STUDY

The objectives of the study were to:

- Develop South African-specific drivers of citizen satisfaction.
- Pilot the drivers of citizen satisfaction with selected service delivery Departments.
- Assess the citizen's level of satisfaction with the services rendered by the selected Public Service Departments, based on the South African-specific drivers of citizen satisfaction.

## SCOPE OF THE STUDY

The scope of the study included provincial Departments of Health and Transport as well as national Departments of Home Affairs, Labour, Police and Justice and Constitutional Development.

## METHODOLOGY

### Sampling

A purposive sampling procedure was applied in selecting the Departments and their service delivery points. Such sampling is useful in selecting a section of the research population which in the researchers judgment will provide the most useful information for the study. In this regard, the above-mentioned Departments were sampled together with certain service delivery points. In addition, a random sampling procedure of service users of the Departments was applied. This procedure affords every service user an equal opportunity of being sampled.



## DATA COLLECTION PROCESS

Data was collected in two phases in line with the objectives of the study:

**Phase One:** During phase one, policy documents and relevant PSC reports were reviewed in order to develop the South African-specific drivers of citizen satisfaction. A document containing the drivers was circulated to all national and provincial Departments for their comments on the accuracy and relevance of the drivers to the South Africa context.

**Phase Two:** During phase two, a questionnaire was developed and used to collect data during face-to-face interviews with 991 service users of the Departments at 41 selected service delivery points.

## DATA ANALYSIS

Data was analysed using the Statistical Package for the Social Sciences (SPSS) and themes were also developed in line with the objectives of the study.

## LIMITATIONS OF THE STUDY

The questionnaire was long and it required longer period of time with the service users to complete. In this regard, the majority of the service users seemed worried about the amount of time it was taking to complete the questionnaire.

## KEY FINDINGS

The key findings are presented according to the phases and the overall objectives of the study.

### **Phase One: Development of the South African specific drivers of citizen satisfaction survey**

The finding shows that the service delivery experts in the national and provincial Departments found the drivers to be relevant to the South African context and appropriate to determine South Africans' level of satisfaction with the delivery of public services.

### **Phase Two: Pilot the drivers of citizen satisfaction and assess the citizens' level of satisfaction with the services rendered by the selected Departments**

Service users were asked to determine if the drivers were relevant to the South African context during Public Service delivery. The findings show that the service users who participated in the study were of the view that the drivers were relevant to the South African context and appropriate to determine South African's level of satisfaction with Public Service delivery. The findings further show that all ten drivers of citizen satisfaction were considered important by service users across all six Departments. **Table I** on the following page shows the overall rating of the importance of the drivers across the selected Departments.

**Table 1: Overall rating of the importance of the drivers of citizen satisfaction across Departments**

Drivers of citizen satisfaction	Department						Average Importance
	Home Affairs	Health	Labour	Transport	Police	Justice	
Timeliness	100.0%	92.0%	98.1%	100.0%	95.8%	91.4%	<b>96.2%</b>
Information	100.0%	93.3%	96.2%	98.1%	94.9%	88.6%	<b>95.2%</b>
Outcome	100.0%	91.1%	96.8%	99.3%	94.2%	88.4%	<b>95.0%</b>
Knowledge & competence of staff	100.0%	92.5%	96.8%	99.4%	93.9%	87.2%	<b>95.0%</b>
Redress	100.0%	93.0%	94.2%	96.1%	93.6%	84.8%	<b>93.6%</b>
Accessibility	98.5%	94.5%	90.3%	97.0%	96.8%	80.5%	<b>92.9%</b>
Courtesy	97.8%	91.0%	91.6%	92.7%	92.6%	88.1%	<b>92.3%</b>
Facilities	99.2%	91.4%	89.6%	96.3%	93.4%	81.1%	<b>91.8%</b>
Fairness and equity	96.2%	90.4%	93.0%	91.7%	91.8%	81.5%	<b>90.8%</b>
Value for money	98.3%	73.6%	84.8%	93.4%	79.2%	73.3%	<b>83.8%</b>

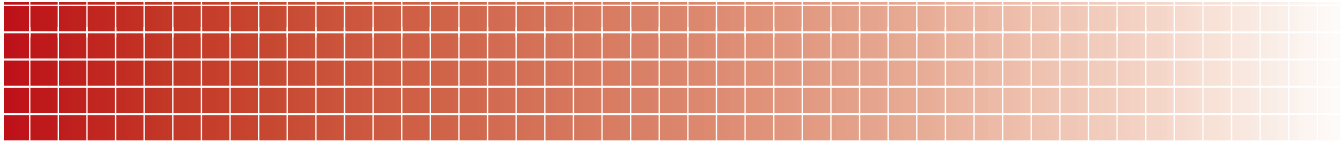
**Table 1** above shows that overall, **timeliness** in service delivery (96.2%), provision of accurate **information** (95.2%), **outcome** in service delivery (95%) and **knowledge and competence** of officials (95%) in service delivery were rated to be the most important drivers of citizen satisfaction in the delivery of public services. On the other hand, **value for money** in service delivery was rated to be the least important (83.8%) driver of citizen satisfaction. Previous PSC research has shown that **value for money** is not sufficiently understood in the Public Service among officials<sup>1</sup>. The fact that citizens have also largely rated it as the least driver of their satisfaction may also suggest that they also tend to find it a difficult concept to relate to.

Various aspects of the ten South African-specific drivers of citizen satisfaction were used to determine service users' level of satisfaction with the services rendered by the selected Departments. **Table 2** below shows the overall rating with the service users' level of satisfaction with the services rendered by the selected Departments.

**Table 2: Service users' level of satisfaction with services rendered by the Departments**

Drivers of citizen satisfaction	Department						Average rating
	Home Affairs	Health	Labour	Transport	Police	Justice	
Fairness and equity	90.0%	84.4%	95.0%	95.9%	91.8%	83.5%	<b>90.1%</b>
Outcome	83.5%	87.6%	90.2%	91.3%	85.4%	65.6%	<b>83.9%</b>
Value for money	79.5%	83.3%	89.0%	79.8%	87.6%	79.9%	<b>83.2%</b>
Knowledge & competence of staff	75.1%	59.2%	76.1%	81.0%	77.4%	55.1%	<b>70.7%</b>
Courtesy	72.3%	54.4%	78.3%	73.2%	76.4%	61.6%	<b>69.4%</b>
Facilities	62.4%	55.4%	70.3%	55.7%	75.7%	66.2%	<b>64.3%</b>
Accessibility	61.4%	61.3%	58.3%	54.1%	77.1%	61.5%	<b>62.3%</b>
Information	65.3%	49.0%	60.5%	46.3%	62.0%	46.0%	<b>54.9%</b>
Timeliness	51.5%	39.0%	60.3%	45.5%	68.2%	33.8%	<b>49.7%</b>

<sup>1</sup> Republic of South Africa. Public Service Commission. Report on the Evaluation of the Batho Pele Principle of Value for Money in the Public Service. 2007.



**Table 2** on the previous page shows that overall, service users were satisfied with **fairness and equity** displayed by officials (90.1%), followed by **outcome** in service delivery (83.9%) and **value for money** in service delivery (83.2%). However, service users were least satisfied with **timeliness** (49.7%) in service delivery and the provision of accurate **information** (54.9%) by the selected Departments. This is despite the fact that timeliness in service delivery and the provision of accurate information were rated the most important drivers of citizen satisfaction.

## RECOMMENDATIONS

The following are the recommendations of the study:

### TIMELINESS

Departments should ensure that public services are rendered swiftly and promptly. This includes improving the time upon which service users spend waiting to be attended to, the time taken by officials when attending to service users and the overall turn-around time to access the service/products from the Departments.

### INFORMATION

Departments should ensure that accurate and comprehensive information is provided to service users. Inside signage should be erected at service delivery point, information desks should be staffed with officials who understand the services of the Department. Officials should also provide service users with information on the level and quality of services provided by the Departments.

### ACCESSIBILITY

Departments should ensure that their service delivery points are accessible to the communities they serve. Operating hours should be flexible to accommodate all service users. Accessibility to service users with disability should be taken into account in the planning of service delivery points. Officials of the Departments should also be reachable through phone for inquiries or follow-up on services provided purposes.

### FACILITIES

Departments should ensure that facilities of their service delivery sites are safe, clean and welcoming. Sufficient seating arrangement should also be made available to accommodate service users whilst they are waiting to be attended by officials.

### COURTESY

Officials of the Departments should ensure that service users are treated with courtesy, kindness and consideration.

# Chapter One

## Introduction



## 1.1 BACKGROUND

Improved service delivery remains a key priority for the South African government. Active participation by citizens in government initiatives has been identified as one of the central strategies that would lead to sustainable and quality service delivery. Therefore, citizens are encouraged to engage government Departments on their expectations of the level of services provided by these Departments. Through its mandate of monitoring and evaluation contained in the Constitution, the Public Service Commission (PSC) has adopted Citizen Satisfaction Surveys as one of its methodologies of engaging the citizens, and thus soliciting citizens' expectations and satisfaction with services provided by government and Public Service agencies<sup>2</sup>. Legislatively, the *Batho Pele* White Paper on Transforming Public Service Delivery requires that the Public Service regularly and systematically consult with citizens<sup>3</sup>. The White Paper further urges Departments to consult citizens about the level and quality of public services to be rendered, so that they are aware of what to expect. Consultation is a two-way process and citizens should thus be afforded an opportunity to provide feedback and inputs to Departments on the quality of services they receive. In this regard, Citizen Satisfaction Surveys have become an important tool for obtaining citizens' feedback on services, identifying citizens' preferences, detecting citizens' level of satisfaction, measuring government performance, and involving citizens in governance process. In general, the main aims of conducting Citizen Satisfaction Surveys are:

- To generate feedback on the level of satisfaction with services provided by various Public Service agencies.
- To encourage citizens and civil society organisations to demand more accountability, accessibility and responsiveness from their Public Service agencies.
- To serve as a diagnostic tool for public agencies to facilitate effective assessment of and solutions to service delivery problems.
- To encourage Public Service agencies to adopt and promote citizen friendly practices and facilitate transparency in operations.

## 1.2 OVERVIEW OF THE PSC'S CITIZEN SATISFACTION SURVEYS

The PSC has since 2001/2002 been conducting sector-based Citizen Satisfaction Surveys as one of its assessment instruments to determine citizens' views on service delivery. Over the years, the surveys were conducted in areas such as the Social sector; the Criminal Justice sector; the Economic and Infrastructure sector; Departments of Home Affairs, Trade and Industry and Provincial Transport services, provincial Departments of Agriculture and provincial Departments of Health. The above-mentioned surveys were based on the SERVQUAL model which applies a multiple-item scale for measuring consumer perceptions of service quality<sup>4</sup>.

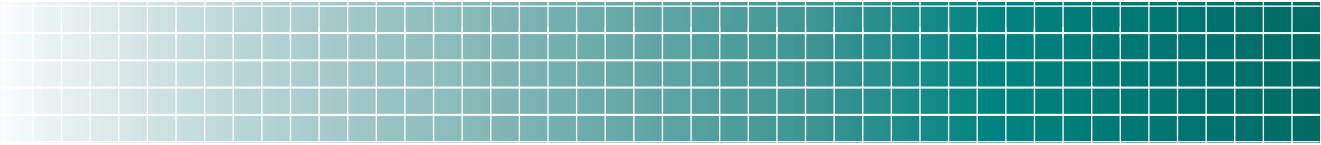
While the above-mentioned surveys have undoubtedly provided useful insights on the levels of citizen satisfaction, the PSC has during 2009/10 identified a need to ensure that the model on which its Citizen Satisfaction Surveys are based is improved. It was therefore deemed important that such an improvement should be guided by what South African citizens regard as important when they make judgments about the quality of public services. To this end, the PSC reviewed key policy documents such as the *Batho Pele* White Paper on Transforming Public Service Delivery and its previous reports such as Citizen Satisfaction Surveys, Service Delivery Inspections and the Monitoring and Evaluation reports, to develop the South African-specific drivers of citizen satisfaction.

2 The Constitution of the Republic of South Africa. Act 108 of 1996.

3 Republic of South Africa. Department of Public Service and Administration. The White Paper on Transforming Public Service Delivery. 1997.

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





The ten South African-specific drivers of citizen satisfaction are, **Accessibility** to public services, treating the citizens with **Courtesy** and consideration, **Timeliness** in the provision of services, availability of **Information** on public services, the **Knowledge and Competence** of officials, the condition of the **Facilities** in which services are delivered, **Fairness and Equity** in service delivery, **Value for Money** in Public Service delivery, providing **Redress** where a promised standard of service has not been met and **Outcome** of the encounter with the Public Service.

The above-mentioned drivers were used during 2009/10 financial year as a basis for conducting a pilot study to determine the accuracy of the drivers and their relevance to the South African context, and to establish the citizens' level of satisfaction with services provided by provincial Departments of Health and Transport as well as national Departments of Home Affairs, Labour, Police and Justice and Constitutional Development.

### 1.3 OBJECTIVES OF THE STUDY

The overall aim of the study was to develop the South African-specific key drivers of citizen satisfaction and to determine the citizens' level of satisfaction with public services based on the drivers of citizen satisfaction. The specific objectives of the project were to:

- Develop South African-specific drivers of citizen satisfaction.
- Pilot the drivers of citizen satisfaction with the selected service delivery Departments.
- Assess the citizen's level of satisfaction with the services rendered by the selected Public Service Departments, based on the South African-specific drivers of citizen satisfaction.

### 1.4 STRUCTURE OF THE REPORT

The following is the structure of the report:

- **Chapter Two** outlines the research methodology applied in the study.
- **Chapter Three** presents the overview of the key findings.
- **Chapter Four** presents the key findings on the Department of Home Affairs.
- **Chapter Five** presents the key findings on the Departments of Health.
- **Chapter Six** presents the key findings on the Department of Labour.
- **Chapter Seven** presents the key findings on the Departments of Transport.
- **Chapter Eight** presents the key findings on the Department of Police.
- **Chapter Nine** presents the key findings on the Department of Justice and Constitutional Development.
- **Chapter Ten** presents the conclusion and recommendations of the study.

# Chapter Two

## Methodology

## 2.1 INTRODUCTION

This chapter presents the research methodology that was applied during the pilot study. The chapter presents the scope of the study, processes followed in sampling the Departments and service delivery points, the data collection process and data analysis. The limitation experienced during the study is also presented in this chapter.

## 2.2 SCOPE OF THE STUDY

The scope of the study included eighteen provincial Departments and four national Departments. **Table 3** below shows the list of Departments that were included in the study.

**Table 3: List of selected Departments**

National Departments	Provincial Departments (In all 9 Provinces)
Department of Home Affairs	Departments of Health
Department of Labour	
Department of Police	Departments of Transport
Department of Justice and Constitutional Development	

## 2.3 METHODOLOGY

### 2.3.1 Sampling

A purposive sampling procedure was applied in selecting the Departments and their service delivery points that participated in the study. Such sampling is useful in selecting a section of the research population which in the researcher's judgment will provide the most useful information for the study. In this regard, provincial Departments of Health and Transport as well as national Departments of Home Affairs, Labour, Police and Justice and Constitutional Development were sampled.

The decision to include the selected Departments was, amongst others, informed by the fact that these are also prioritised by government. Priority 10 of government's Medium Term Strategic Framework on building a developmental state as well as the improvement of public services and strengthening democratic institutions states that *"focus will be on improving the performance of the state in frontline services such as Home Affairs, policing, health, issuing of drivers' license and maintenance courts. The goal is to sustainably reduce the waiting time periods and turn-around time in the provision of these services and to make sure that citizens are treated with dignity and respect"*<sup>5</sup>.

Furthermore, the sampling of the service delivery points of the Departments was based on those service delivery points that encounter a huge volume of service users. To this end, 41 service delivery points were sampled. Thirty eight of them were based in the urban areas while 14 of them were located in the rural areas. In addition, a random sampling procedure was applied to select the service users of the Departments to be interviewed during the *in loco* visits at the service delivery sites. This sampling procedure affords every service user an equal opportunity of being sampled. The table on the following page shows the number of respondents per Department and the nature of the service delivery points visited.

<sup>5</sup> Republic of South Africa. The Presidency. Medium Term Strategic Home Affairs Framework: A Framework to Guide Government in the Electoral Mandate Period 2009-2014. 2009.

**Table 4: Number of respondents reached per Departments and service points visited**

Department	Service Points	Number of Respondents
Department of Home Affairs	Home Affairs Centres	148
Departments of Health	Hospitals	180
Department of Labour	Labour Centres	164
Departments of Transport	Testing Stations	182
Department of Police	Police Stations	155
Department of Justice and Constitutional Development	Magistrate Courts	162
<b>TOTAL</b>		<b>991</b>

The total number of respondents interviewed in all service delivery points was 991. This was a result of the fact that the survey is based on the pilot of the importance of the drivers of citizen satisfaction and the pilot of the drivers in determining service users' level of satisfaction with the delivery of Public Services. To this end, the sample of respondents was limited.

## 2.4 DATA COLLECTION PROCESS

Data collection of the study was conducted in two phases:

### 2.4.1 Phase One

#### 2.4.1.1 Development of South African-specific drivers of citizen satisfaction

The PSC undertook a study to compile a document containing the South African-specific drivers of Citizen Satisfaction. The purpose of the document was to arrive at a model (drivers) that could be used in conducting citizen satisfaction surveys in the Public Service. In this regard, literature in the form of policy documents such as the *Batho Pele* White Paper on Transforming Public Service Delivery and PSC's previous reports such as the Citizen Satisfaction Surveys, Service Delivery Inspections and the Monitoring and Evaluation reports were reviewed. The purpose of reviewing these documents was to determine areas that have impact and influence on the delivery of public services. Based on the review of the documents, the South African-specific drivers of citizen satisfaction as contained in **Table 5** below were generated.

**Table 5: South African-specific drivers of citizen satisfaction**

<b>Access</b>
• This driver of citizen satisfaction requires the Public Service to ensure that all citizens have equal access to the services to which they are entitled.
<b>Courtesy</b>
• Implies that citizens should be treated with courtesy and consideration.
<b>Timeliness</b>
• This driver aims to determine whether services and products were delivered in a timely fashion and whether the services were delivered efficiently and are responsive to the clients' needs.
<b>Information</b>
• This driver implies that citizens should be given full, accurate information about the public services that they are entitled to receive.
<b>Knowledge and competence</b>
• Strives to determine whether citizens are served by officials who are competent and knowledgeable about the service they offer.
<b>Facilities</b>
• Refers to the conditions of the service delivery sites, their appearances and appropriateness to meet citizens' needs and expectations.

<b>Fairness and equity</b>
• This driver assesses whether services and products are provided without discrimination and whether clients are treated fairly.
<b>Value for money</b>
• This driver aims to ensure that public services are provided economically and efficiently.
<b>Redress</b>
• Implies that if the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy.
<b>Outcome</b>
• Seeks to determine if in the end, the citizens got the services they needed.

#### 2.4.1.2 Consultation with stakeholders

The document containing the proposed drivers of citizen satisfaction was circulated to all national and provincial Departments in order to solicit the views of service delivery experts on the relevance and accuracy of the drivers of citizen satisfaction to the South African-context. Feedback received from the Departments was positive and in agreement with the proposed drivers.

### 2.4.2 Phase Two

#### 2.4.2.1 Development of a data collection instrument

A questionnaire was developed and used as a data collection instrument during the pilot study. The instrument contained both open-ended and closed-ended questions. Open ended questions were used to gather qualitative information on the respondents' views regarding the relevance and accuracy of the drivers. Closed-ended questions were used to gather quantitative information regarding service users' level of satisfaction as well as their experience of service delivery at the service centres.

#### 2.4.2.2 Interviews

Face-to-face interviews were conducted with service users to collect data based on the drivers of citizen satisfaction at the respective service delivery sites. An interview as a data collection method provides an opportunity for critical areas to be probed further with the respondents where necessary.

## 2.5 DATA ANALYSIS

Quantitative data was subjected to statistical analysis using the Statistical Package for the Social Sciences (SPSS). The software package enables the researchers to generate cross tabulations, which are exported to Microsoft Excel in a form of tables and charts. Qualitative data was organised according to the themes which were developed according to the objectives of the study.

## 2.6 LIMITATION OF THE STUDY

The questionnaire was long and it required longer period of time with the service users to complete. In this regard, the majority of the service users seemed worried about the amount of time it was taking to complete the questionnaire.

# Chapter Three

## Overview of the Key Findings



### 3.1 INTRODUCTION

This chapter presents an overview of the key findings of the pilot Citizen Satisfaction Survey conducted in the Departments of Home Affairs, Health, Labour, Transport, Police and Justice and Constitutional Development. The survey was based on the South African-specific drivers of citizen satisfaction. The findings are presented according to the objectives of the study which are the development of the South African-specific drivers of citizen satisfaction and piloting of the drivers to determine their accuracy and relevance in the South African context. The findings also show the citizens' level of satisfaction with services provided by the Departments and the challenges thereof.

### 3.2 DEVELOPMENT OF THE SOUTH AFRICAN-SPECIFIC DRIVERS OF CITIZEN SATISFACTION

The Public Service Commission developed the ten drivers of citizen satisfaction which are **Accessibility** to public services, treating the citizens with **Courtesy** and consideration, **Timeliness** in the provision of services, availability of **Information** on public services, the **Knowledge and Competence** of officials, the condition of the **Facilities** in which services are delivered, **Fairness and Equity** in service delivery, **Value for Money** in Public Service delivery, providing **Redress** where a promised standard of service has not been met and **Outcome** of the encounter with the Public Service. The drivers were circulated to all the national and the provincial Departments to determine their accuracy and relevance to service delivery in the South African context. The findings show that service delivery experts in the Departments, both at national and provincial found the drivers to be relevant to the South African context and appropriate to determine South Africans' level of satisfaction with the delivery of public services.

### 3.3 PILOTING THE DRIVERS OF CITIZEN SATISFACTION

The developed drivers of citizen satisfaction were further used in a pilot survey. In this regard, the views of service users were sought with regards to the relevance and accuracy of these drivers in the delivery of public services. The findings show that service users who participated in this study were of the view that the developed drivers of citizen satisfaction were appropriate to determine the level of satisfaction with the delivery of public services in the South African context. The findings further show that service users in all six Departments considered the drivers to be important in service delivery. **Table 6** on the following page shows the overall rating of the relevance and accuracy of the drivers in the selected Departments.

**Table 6: Overall rating of the Importance of the Drivers of citizen satisfaction across Department**

Drivers of citizen satisfaction	Department						Average Importance
	Home Affairs	Health	Labour	Transport	Police	Justice	
Timeliness	100.0%	92.0%	98.1%	100.0%	95.8%	91.4%	<b>96.2%</b>
Information	100.0%	93.3%	96.2%	98.1%	94.9%	88.6%	<b>95.2%</b>
Outcome	100.0%	91.1%	96.8%	99.3%	94.2%	88.4%	<b>95.0%</b>
Knowledge & competence of staff	100.0%	92.5%	96.8%	99.4%	93.9%	87.2%	<b>95.0%</b>
Redress	100.0%	93.0%	94.2%	96.1%	93.6%	84.8%	<b>93.6%</b>
Accessibility	98.5%	94.5%	90.3%	97.0%	96.8%	80.5%	<b>92.9%</b>
Courtesy	97.8%	91.0%	91.6%	92.7%	92.6%	88.1%	<b>92.3%</b>
Facilities	99.2%	91.4%	89.6%	96.3%	93.4%	81.1%	<b>91.8%</b>
Fairness and equity	96.2%	90.4%	93.0%	91.7%	91.8%	81.5%	<b>90.8%</b>
Value for money	98.3%	73.6%	84.8%	93.4%	79.2%	73.3%	<b>83.8%</b>

**Table 6** above shows that service users are of the view that all the drivers of citizen satisfaction are important in service delivery. The section that follows shows the ratings of the drivers in the order of their importance.

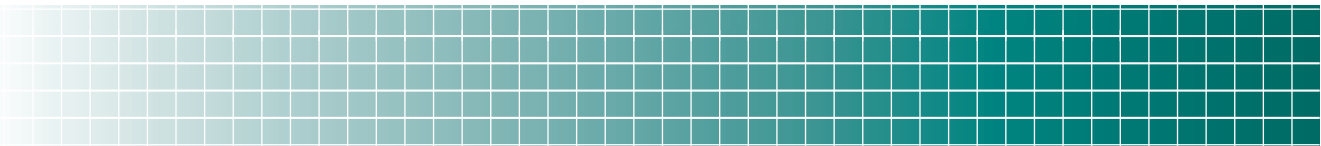
### 3.3.1 The importance of timeliness in service delivery

Public services should be provided swiftly and within reasonable time. The findings show that 96.2% of the service users who participated in this pilot survey rated **timeliness** as the most important driver. Hundred percent (100%) of service users in both Departments of Home Affairs and Transport rated timeliness as an important driver in service delivery, followed by 98.1% of the service users of the Department of Labour. Ninety two percent (92%) of the service users of both Departments of Police and Health rated the driver as important, whilst 91.4% of the service users of the Department of Justice and Constitutional Development also rated timeliness in service delivery as important. The finding shows that timeliness in the delivery of services is considered as a key driver of citizen satisfaction. This finding further suggests that service users are concerned about the time it takes for departments to produce the required and requested services. Service users seem to want short turn-around time to address their needs. This means that services would need to be provided timeously.

### 3.3.2 The importance of providing accurate information in service delivery

Comprehensive and accurate information should be provided to citizens on where and how services can be accessed. The findings show that 95.2% of the service users in all six Departments that were selected to take part in the study rated the provision of accurate and comprehensive **information** as important. Hundred percent (100%) of service users of the Department of Home Affairs rated information as an important driver to service delivery, whereas 98% of those of the Department of Transport rated the driver as important. Service users of the Department of Labour (96.2%) rated the provision of accurate information as important. The findings also show that 94.9%, 93.3% and 88.6% of the service users of the Departments of Police, Health and Justice and Constitutional Development respectively rated the provision of accurate information as important. The finding demonstrates that the provision of accurate information is considered as a key driver of citizen





satisfaction. The provision of accurate and comprehensive information to service users ensures that there are no unnecessary trips by the service users back and forth to the service points. Comprehensive and accurate information to service users can also facilitate timeous provision of the much needed services.

### 3.3.3 The importance of obtaining an outcome in service delivery

Government departments should ensure that the products/services that citizens visit their service delivery points to obtain are available and provided to them accordingly. The findings show that overall, 95% of the service users across all six Departments rated **outcome** as important in service delivery. Hundred (100%) of the service users of the Department of Home Affairs rated outcome as importance, whereas 99.3% of those of the Department of Transport rated outcome as important and 96.8% of the service users of the Department of Labour rated it as important. The findings also show that outcome in service delivery was rated as important by 94.2%, 91.1% and 88.4% of the service users of the Departments of Police, Health and Justice and Constitutional Development respectively. The findings demonstrate that ultimately, obtaining the service or product that service users need from the Departments, is considered as a key driver of citizen satisfaction. Therefore, it is important that service users receive what they have visited the service delivery site for:

### 3.3.4 The importance of interacting with knowledgeable and competent officials

Competence is a standard requirement for an individual to properly perform a specific job, and it encompasses the knowledge utilised to improve performance. The findings show that overall, 95% of the service users who participated in this study rated the interaction with **knowledgeable and competent** government officials as important. Hundred percent (100%) of the service users of the Department of Home Affairs rated the interaction with knowledgeable and competent officials as importance, 99.4% of the service users from the Department of Transport rated it as important, whilst 96.8% of those of the Department of Labour rated it as important. The findings also show that 93.9% of the service user of the Department of Police rated the importance of interacting with knowledgeable and competence of officials as important, 92.5% of those of the Department of Health rated it as important and 87.2% of the service users of the Department of Justice and Constitutional Development also rated it as important. The findings show that interacting with knowledgeable and competent government officials is considered a key driver of citizen satisfaction. Indeed, knowledgeable and competent officials ensure short turn around time in service delivery and also enable that comprehensive and accurate information is shared with service users and relevant outcome is recorded. Service users are likely to be helped satisfactorily during their visit to the service delivery site and this first contact with competent officials.

### 3.3.5 The importance of providing redress in service delivery

Public Service institutions should ensure that a swift and sympathetic response through apology and full explanation is offered to citizens where a promised standard of service is not delivered. The findings show that the provision of **redress** in the delivery of service was overall rated as important by 93.6% of service users across all six Departments. Hundred percent (100%) of the service users of the Department of Home Affairs rated the provision of redress as important, followed by 96.1% of those of the Department of Transport and 94.2% of the service users of the Department of Labour who rated the provision of redress as important. The findings further show that 93.6%, 93% and 84.8% of the service users of the Departments of Police, Health and Justice and Constitutional Development respectively rated the provision of redress important. The findings demonstrate that redress is considered as a key driver of citizen satisfaction.



### 3.3.6 The importance of accessibility to public services

Facilities of Public Service institutions should provide citizens with equal access to the services to which they are entitled. The findings show that overall, 92.9% of the service users across all six Departments rated **accessibility** to services as important. The importance of accessibility to services was rated highest (98.5%) by service users of the Department of Home Affairs, followed by 97% of the service users of the Department of Transport and 96.8% of service users of the Department of Police. The findings also show that 94.5%, 90.3% and 80.5% of the service users of the Departments of Health, Labour and Justice and Constitutional Development respectively rated accessibility to services as important. The findings show that accessibility to services can be considered as a key driver of citizen satisfaction. Sustainable and competent services should be available, accessible and affordable in such a way service users should not have difficulty in accessing them.

### 3.3.7 The importance of displaying courtesy by government officials when interacting with citizens

Public Service officials should treat citizens with courtesy and consideration, and should always be polite towards them. The findings show that overall, 92.3% of the service users across all six Departments rated the **courtesy** displayed by officials as important. Service users of the Department of Home Affairs (97.8%) rated courtesy as important, 92.7%, of those of the Department of Transport, and 96.6% of the service users of the Department of Police also rated courtesy displayed by officials as important. The findings further show that 91.6%, 91% and 88.1% of the service users of the Departments of Labour, Health and Justice and Constitutional Development respectively rated courtesy as important. The findings show that the display of courtesy by officials when interacting with service users is considered as a key driver of citizen satisfaction. Service users want to feel welcomed and appreciated at service delivery points.

### 3.3.8 The importance of the condition of public facilities

The condition of public facilities should always be welcoming and cater for the needs of citizens. The findings show that overall, 91.8% of the service users across all six Departments rated the **condition of public facilities** as important. The condition of public facilities was rated highest (99.2%) by service users of the Department of Home Affairs, followed by 96.3% of those of the Department of Transport and 93.4% of the service users of the Department of Police as important. The findings further show that 91.4%, 89.6% and 81.1% of the service users of the Departments of Health, Labour and Justice and Constitutional Development respectively rated the condition of facilities as important. The findings demonstrate that condition of public facilities is considered as a key driver of citizen satisfaction. The condition of facilities at the service delivery points contribute towards the sense of belonging of the officials or lack thereof which can translate into their work ethics and attitudes towards the service users.

### 3.3.9 The importance of displaying fairness and equity by government officials when interacting with service users

Public services should be rendered equally and fairly without prejudice or favour. The findings show that overall, 90.8% of the service users in all six Department rated **fairness and equity** displayed by government officials as important. The display of fairness and equity was rated highest (96.2%) by service users of the Department of Home Affairs followed by 93% of those of the Department of Labour and 91.8% of those of the Department of Police as important. Furthermore, 91.7%, 90.4% and 81.5% of the service users of the Department of Transport, Health and Department of Justice and Constitutional Development respectively rated fairness and equity displayed

by official as important. The findings show that fairness and equity displayed by government officials in service delivery is considered as a key driver of citizen satisfaction.

### 3.3.10 The importance of value for money in service delivery

Public services have to be delivered economically and efficiently in order to give citizens the best value for money. The findings show that overall, 83.8% of the service users in all six Departments rated **value for money** as important. Value for money was rated highest (98.3%) by service users of the Department of Home Affairs, followed by 93.4% of service users of the Department of Transport and 84.8% of the service users of the Department of Labour. The finding also show that 79.2%, 73.6% and 73.3% of the service users of the Departments of Police, Health and Justice and Constitutional Development respectively rated value for money as important. The findings show that value for money in service delivery is considered as a key driver of citizen satisfaction.

## 3.4 SERVICE USERS' LEVEL OF SATISFACTION WITH SERVICES RENDERED BY THE DEPARTMENTS

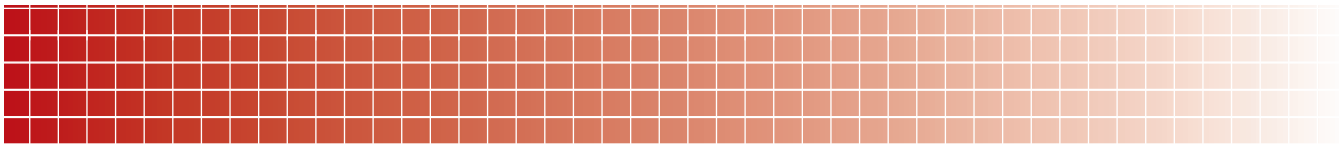
Various aspects of the ten South African-specific drivers of citizen satisfaction were used to determine service users' level of satisfaction with the services rendered by the selected Departments. **Table 7** below shows the overall rating with the service users' level of satisfaction with the services rendered by the selected Departments.

**Table 7: Service users' level of satisfaction with services rendered by the Departments**

Drivers of citizen satisfaction	Department						Average rating
	Home Affairs	Health	Labour	Transport	Police	Justice	
Fairness and equity	90.0%	84.4%	95.0%	95.9%	91.8%	83.5%	<b>90.1%</b>
Outcome	83.5%	87.6%	90.2%	91.3%	85.4%	65.6%	<b>83.9%</b>
Value for money	79.5%	83.3%	89.0%	79.8%	87.6%	79.9%	<b>83.2%</b>
Knowledge & competence of staff	75.1%	59.2%	76.1%	81.0%	77.4%	55.1%	<b>70.7%</b>
Courtesy	72.3%	54.4%	78.3%	73.2%	76.4%	61.6%	<b>69.4%</b>
Facilities	62.4%	55.4%	70.3%	55.7%	75.7%	66.2%	<b>64.3%</b>
Accessibility	61.4%	61.3%	58.3%	54.1%	77.1%	61.5%	<b>62.3%</b>
Information	65.3%	49.0%	60.5%	46.3%	62.0%	46.0%	<b>54.9%</b>
Timeliness	51.5%	39.0%	60.3%	45.5%	68.2%	33.8%	<b>49.7%</b>
<b>Average rating</b>	<b>71.2%</b>	<b>63.7%</b>	<b>75.3%</b>	<b>69.2%</b>	<b>78.0%</b>	<b>61.5%</b>	<b>69.8%</b>

The findings in **Table 7** above show that overall, 69.8% of the service users across all six Departments were satisfied with the services rendered by the six Departments. Service users of the Department of Police were most satisfied (78%) with the services provided by the Department, highlighting a slight improvement of 8% compared to the overall satisfaction rating contained in the 2005 PSC's Citizen Satisfaction Survey where 70% of the service users rated their satisfaction with services provided by the Department<sup>6</sup>. The findings suggest that the Department of Police has improved its service delivery process since 2005 and service users seems to be satisfied with services rendered by the Department.

<sup>6</sup> Republic of South Africa. Public Service Commission. Citizen Satisfaction Survey. Criminal Justice Sector. 2005.



Service users of the Department of Labour were the second most satisfied with 75.3% of them rating their satisfaction with services rendered by the Department. The findings also show that 71.2% of the service users of the Department of Home Affairs were satisfied with the services rendered by the Department, thus showing an improvement of 10.1% compared to the overall satisfaction rating contained in the 2007 PSC's Citizen Satisfaction Survey where 61.1% of the service users rated their satisfaction with services rendered by the Department<sup>7</sup>. The findings suggest that the Department of Home Affairs has improved its services delivery processes since 2007.

The findings further show that 69.2% of the service users of the Department of Transport were satisfied with the services rendered by the Department. The finding shows an improvement of 19.2% in the satisfaction rating compared to the findings contained in the 2007 PSC's Citizen Satisfaction Survey where only 50% of the service users were satisfied with the services rendered by the Department<sup>8</sup>.

The findings show that 63.7% of the service users of the Department of Health expressed their satisfaction with services rendered by the Department, whereas 61.5% of the service users of the Department of Justice and Constitutional Development were also satisfied with the services rendered by the Department. Although this Department has scored the lowest satisfaction rating compared to all the Departments that participated in this study, the findings show us an improvement of 17.5% in the satisfaction rating of the services provided by the Department when compared to the 2005 PSC's Citizen Satisfaction Survey where 44% of the service users rated their satisfaction with services provided by the Department<sup>9</sup>.

The findings further show that in general service users were most satisfied with the fairness and equity displayed by officials (90.1%), outcome (83.9%) as well as value for money (83.2%) in service delivery by all Departments that were sampled to participate in the study. However, service users were least satisfied with the timeliness (49.7%) in the provision of services and the provision of accurate information (54.9%). This suggests that there is a big room for improvement in this regard. The ratings of the drivers according to the citizen's level of satisfaction are presented below:

### 3.4.1 Citizens' level of satisfaction with the display of fairness and equity by government officials when interacting with service users

The study sought to determine service users' level of satisfaction with regard to the fairness and equity displayed by the officials of the Department. Service users had to indicate to what extent they agree with the following statements, namely, 'you were treated fairly by officials' and 'the service was rendered without favour'.

The findings show that service users in all six Departments were most satisfied with the fairness and equity displayed by the officials of the Departments, with an overall rating of 90.1%. Ninety five percent (95%) and 95.9% of the service users of the Departments of Transport and Labour respectively were the most satisfied with aspects of the driver. Service users of the Department of Police (91.8%) rated their level of satisfaction with aspects of the driver, whilst 90% of those of the Department of Home Affairs also rated their satisfaction with the driver. The finding further shows that 84.4% and 83.5% of the service users of the Departments of Health and Justice and Constitutional Development respectively rated their level of satisfaction with the driver. The finding suggests that in general service users are being treated with fairness and on an equal basis by

7 Republic of South Africa. Public Service Commission. Citizen Satisfaction Survey: Department of Home Affairs, Department of Trade and Industry, Transport Services by Provincial Departments. 2007.

8 Republic of South Africa. Public Service Commission. Citizen Satisfaction Survey: Department of Home Affairs, Department of Trade and Industry, Transport Services by Provincial Departments. 2007.

9 Republic of South Africa. Public Service Commission. Citizen Satisfaction Survey. Criminal Justice Sector. 2005.



officials of the Departments that participated in the study.

### 3.4.2 Citizens' level of satisfaction with obtaining outcome in service delivery

The study also sought to establish service users' experience with the outcome of service they expected. To this end, service users were required to indicate to what extent they agree with selected statements, namely, 'in the end, you got what you needed' and 'the service experience met your expectations'.

The findings show that overall, 83.9% of the service users across all six Departments, rated their satisfaction with the outcome of service delivery. Service users who are most satisfied with aspects of this driver were those of the Departments of Transport (91.3%) and Labour (90.2%). Service users of the Department of Health (87.6%) rated their level of satisfaction with outcome, 85.4% of those of the Department of Police and 83.5% of those of the Department of Home Affairs also rated their satisfaction with obtaining outcome in service delivery. The finding also shows that service users of the Department of Justice and Constitutional Development were the least satisfied with aspects of this driver as only 65.6% of them rated their satisfaction with the driver. The findings suggest that in general, service users were satisfied that they ultimately received the required services and products at the Departments.

### 3.4.3 Citizens' level of satisfaction with value for money in service delivery

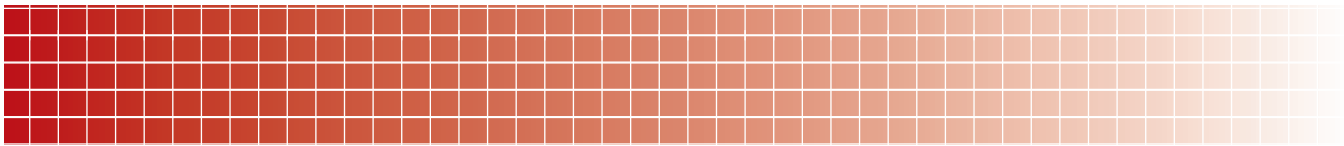
The study further wanted to determine service users' level of satisfaction with their experience on value for money in service delivery. In this regard, service users had to indicate to what extent they agree with the following statements, 'officials rendered services efficiently', 'cost of services was reasonable', and 'the service is an example of good value for money'.

The findings show that overall, 83.2% of the service users across all six Departments were satisfied with the aspects of value for money. Eighty nine percent (89%) of the service users of the Department of Labour were satisfied with the aspects of the driver; followed by 87.6% of service users of the Department of Police. The findings further show that 83.3%, 79.9%, 79.8% and 79.5% of the service users of the Departments of Health, Justice and Constitutional Development, Transport and Home Affairs respectively were also satisfied with the driver. The findings demonstrate that in general, service users in all six Departments were satisfied that there was value for money in the delivery of services.

### 3.4.4 Citizens' level of satisfaction with the knowledge and competency of officials

The study further wanted to determine service users' level of satisfaction with the knowledge and competence displayed by officials of the Departments. Three aspects relating to knowledge and competence of staff were assessed, namely, 'officials' knowledge about services offered', 'officials' ability to understand your requirements', and 'officials' ability to accurately perform the services rendered'.

The findings show that overall, 70.7% of the service users across all six Departments were satisfied with the driver. The findings further show that 81% of the service users of the Department of Transport were satisfied with this driver; followed by 77.4% of those of the Department of Police. The findings further show that 76.1% of the service users of the Departments of Labour and 75.1% of the Department of Home Affairs were also satisfied with the driver. Only 59.2% and 55.1% of the service users of the Departments of Health and Justice and Constitutional



Development were satisfied with the driver. These findings suggest that whilst in general service users in all six Departments are satisfied with the knowledge and competence of staff, service users of the Departments of Health and Justice were not happy with the officials' knowledge about services offered and the officials' competence to accurately perform services.

### 3.4.5 Citizens' level of satisfaction with courtesy displayed by officials

The study wanted to establish the service users' level of satisfaction with the courtesy displayed by the officials of the Department.

The findings show that overall, 69.4% of the service users across all six Departments were satisfied with the driver. Service users of the Departments of Labour (78.3%) were satisfied with the display of courtesy by officials, followed by 76.4% of those of the Department of Police. The findings further show that 73.2%, 72.3% and 61.6% of the service user of the Departments of Transport, Home Affairs and Justice and Constitutional Development respectively were also satisfied with the driver; whilst only 54.4% of those of the Department of Health were satisfied with the driver. The findings illustrate that whilst the majority of service users in all six Departments were satisfied with the courtesy displayed by officials, there is a lot of room for improvement.

### 3.4.6 Citizens' level of satisfaction with the condition of public facilities

The study sought to determine service users' level of satisfaction with the condition of the Departmental facilities. Three aspects relating to the conditions of the facilities were assessed, namely 'waiting area', 'cleanliness of facilities', and 'security/safety'.

The findings show that overall, 64.3% of the service users across all six Departments were satisfied with the conditions of public facilities. Service users of the Department of Police (75.7%) were satisfied with the driver, followed by 70.3% of those of the Department of Labour. The findings further show that 66.2% of the services users of the Department of Justice and 62.4% of those of the Departments of Home Affairs were also satisfied with the driver. However, only 55.7% and 55.4% of the service users of the Departments of Transport and Health respectively expressed their satisfaction with the driver. The findings suggest that in general there is a need to improve the conditions of public facilities so that they meet the needs of service users.

### 3.4.7 Citizens' level of satisfaction with accessibility to public services

In a study of this nature, it was necessary to establish citizens' level of satisfaction with accessibility to public services. To this end, four aspects relating to the accessibility of services were assessed by the service users, namely, 'accessibility of facility', 'convenience of operating hours', 'disability/elderly access', and the 'ability to contact the service point telephonically'.

The findings show that overall, 62.3% of the service users across all six Departments rated their satisfaction with the driver. Service users of the Department of Police (77.1%) were satisfied with the driver. The findings further show that 61.5%, 61.4% and 61.3% service users of the Departments of Justice, Home Affairs and Health respectively rated their satisfaction with the driver; whilst only 58.3% and 54.1% of those of the Departments of Labour and Transport rated their satisfaction with the driver. The finding suggests that in general service users were least satisfied with accessibility to service meaning it is not easy for them to access services of the Departments.





### 3.4.8 Citizens' level of satisfaction with the provision of information in service delivery

The study sought to establish service users' level of satisfaction with their experience on the accuracy of information provided by the Department. Five aspects relating to the accuracy of information were assessed, namely, 'signage/information boards', 'information desk', 'availability of forms', 'user friendliness of forms', and 'information on level and quality of service'.

The findings show that overall, 54.9% of the service users across all six Departments rated their satisfaction with the provision of accurate information. Service users of the Department of Home Affairs (65.3%) rated their satisfaction with the provision of accurate information whilst 62.0% and 60.5% of the service users of the Departments of Police and Labour respectively also rated their satisfaction with the driver. The findings further show that only 49% and 46% of the service users of the Departments of Health and Justice and Constitutional Development were satisfied with the provision of accurate information. The findings suggest that in general service users are of the opinion that they are not provided with the accurate information they require to access services. This is despite the fact that the provision of accurate information was rated the second most important driver of citizen satisfaction.

### 3.4.9 Citizens' level of satisfaction with timeliness in service delivery

The study further sought to establish the service users' level of satisfaction with timeliness experienced during the delivery of the services of the Department.

The findings show that overall, only 49.7% of the service users in all six Departments were satisfied with timeliness in the delivery of services. Service users of the Department of Police (68.2%) were satisfied with timeliness in service delivery and 60.3% of those of the Department of Labour were also satisfied with the driver. The findings further show that only 51.5%, of the service users of the Departments of Home Affairs were satisfied with the driver whilst 45.5%, 39% and 33.8% of the service users of the Departments of Transport, Health and Justice and Constitutional Development respectively were satisfied with timelines in the delivery of services. The findings suggest that in general service users across all six Departments are dissatisfied with the time it takes for them to be assisted at service delivery points. This is despite the fact that timeliness in service delivery was rated the most important driver of citizen satisfaction.

Overall, findings from provinces show that regarding services rendered by the Department of Home Affairs, service users in Gauteng were generally satisfied, whilst those in KwaZulu-Natal were least satisfied with services of the Department. The findings from the Departments of Health show that in general, service users in North West were generally satisfied with services rendered by the Departments and those in the Western Cape were least satisfied with Health services.

The findings further show that with regard to the Department of Labour, service users in Eastern Cape were generally satisfied with services rendered by the Department and those in the North West were least satisfied. In the Departments of Transport, service users from Eastern Cape were generally satisfied with services and those from North West and Northern Cape were not satisfied with service rendered by the Department.

Findings from the Department of Police show that service users in the Eastern Cape were satisfied with services rendered by the Police Department and those in North West were least satisfied. In the Department of Justice and Constitutional Department, service users in North West were generally satisfied with services rendered by the Department and those in the Western Cape were least satisfied.

# Chapter Four

## Key Findings: Department of Home Affairs



## 4.1 INTRODUCTION

This chapter presents the key findings of the survey in relation to the services rendered by the Department of Home Affairs. Findings on the demographic profile of the service users that participated in the study are presented first, followed by the findings on the ten South African-specific drivers of citizen satisfaction model described in Chapter Two. In this regard, service users' views on the importance of the drivers and the ratings of service users' level of satisfaction with the aspects of the drivers are presented. The chapter also presents the challenges experienced by service users with regard to the aspects of the drivers of citizen satisfaction.

## 4.2 DEMOGRAPHIC PROFILE

A total of 148 interviews were conducted with service users of the Department of Home Affairs in all nine provinces. Interviews were conducted at service points located in both the urban and rural areas. Fifty four percent (54%) of the respondents were female and 46% were male. Thirty three percent (33%) of the service users were between the ages of 25 and 34 years. An equal proportion of service users (33%) were between the ages of 35 and 54 years. Twenty percent (20%) of service users were younger than 25 years, with the remaining 14% of service users being older than 55 years. With regard to the educational level of service users, 47% indicated that they had completed some schooling, whereas 27% had a matric certificate, and 26% had a post matric qualification.

## 4.3 KEY FINDINGS

The overall findings show that service users of the Department of Home Affairs were of the view that all ten South African-specific drivers of citizen satisfaction were important. The rating of the drivers in their order of importance is shown in **Table 8** below.

**Table 8: Overall rating of the importance of the drivers of citizen satisfaction by the service users of the Department of Home Affairs**

Drivers of Citizen Satisfaction	Importance of the Drivers
Information	100%
Knowledge and Competence of officials	100%
Outcome	100%
Redress	100%
Timeliness	100%
Accessibility	98.5%
Value for money	98.3%
Courtesy	97.8%
Fairness	96.2%

**Table 8** above shows that the provision of comprehensive and accurate **information**, officials' **knowledge and competence**, **outcome**, **redress** and **timeliness** in service delivery were rated as the most important (100%) drivers of citizen satisfaction. **Fairness and equity** was also rated as an important driver by 96.2% of the service users.

The findings further show that overall, 71.2% of the service users of the Department of Home Affairs were satisfied with services rendered by the Department. This highlight an improvement of 10.1% in the overall satisfaction rating compared to the findings of the PSC's 2007 Citizen Satisfaction Survey where 61.1% of the

service users were satisfied with the services rendered by the Department<sup>10</sup>. **Table 9** below highlights service users' level of satisfaction according to the drivers of satisfaction.

**Table 9: Service users' level of satisfaction with services rendered by the Department of Home Affairs**

Drivers of Citizen Satisfaction	Satisfaction Rating
Fairness and Equity	90%
Outcome	83.5%
Value for Money	79.5%
Knowledge and Competence of staff	75.1%
Courtesy	72.3%
Information	65.3%
Facilities	62.4%
Accessibility	61.4%
Timeliness	51.5%
<b>Average Rating</b>	<b>71.2%</b>

**Table 9** above shows that service users were highly satisfied with **fairness and equity** displayed by officials and they were least satisfied with **timeliness** in service delivery. Detailed findings on the service users' views regarding the importance of each driver and their views on the level of satisfaction with each driver are presented below.

## 4.4 ACCESS

### 4.4.1 The importance of accessibility to public services

Facilities of Public Service institutions should provide citizens with equal access to the services to which they are entitled<sup>11</sup>. The study sought to determine how important accessibility to services rendered by the Department of Home Affairs is to the service users. The finding shows that 98.5% of the service users rated accessibility to public services as important. Based on the findings, accessibility to services can be considered as a key driver of citizen satisfaction with regard to the services rendered by the Department of Home Affairs. In a country like South Africa which is geographically spread and diverse with high level of illiteracy and unemployment, accessibility to public services is key to poverty alleviation and improving the living conditions of the people. The documents that are issued by the Department of Home Affairs such as identity documents, birth, marriage and death certificate are central to accessing government grants which are key to people's livelihood.

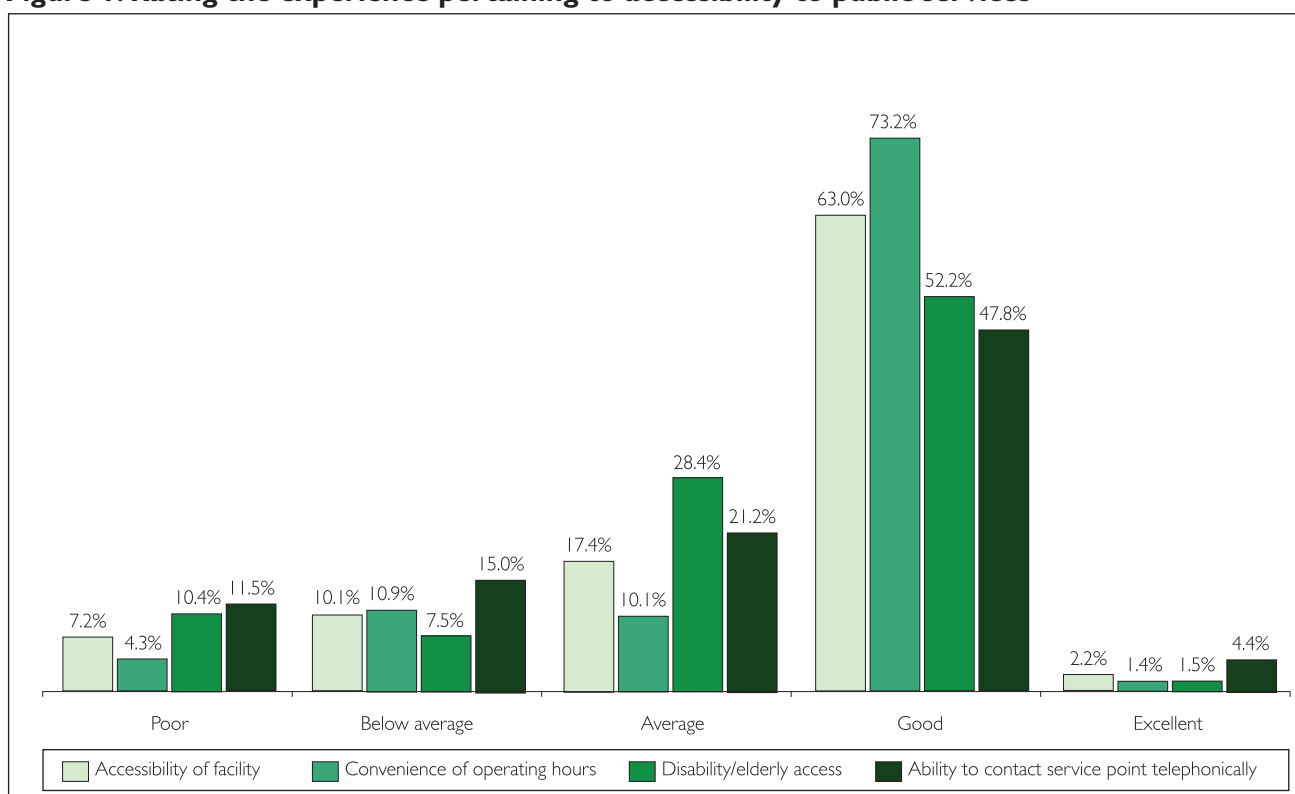
### 4.4.2 Citizens' level of satisfaction with accessibility to public services

Based on the views of service users regarding accessibility to services as a key driver of citizen satisfaction, the study sought to establish service users' level of satisfaction with regards to accessing the services rendered by the Department. To this end, four aspects relating to the accessibility of services were assessed by the service users, namely, 'accessibility of facility,' 'convenience of operating hours,' 'disability/elderly access,' and the 'ability to contact the service point telephonically'. **Figure 1** on the following page shows how service users rated the various aspects of accessibility to public services.

<sup>10</sup> Republic of South Africa. Public Service Commission. Citizen Satisfaction Survey: Department of Home Affairs, Department of Trade and Industry, Transport Services by Provincial Departments. 2007.

<sup>11</sup> Republic of South Africa. Department of Public Service and Administration. Batho Pele Handbook: Service Delivery Improvement Guide. 2003.

**Figure I: Rating the experience pertaining to accessibility to public services**




**Figure I** above shows that service users were most satisfied with the aspect of 'convenience of operating hours', with 74.6% rating it good to excellent, followed by 'accessibility to facility' which was rated good to excellent by 65% of service users and 'disability/elderly access' rated by 53.7% as good to excellent. The 'ability to contact the service delivery point telephonically' obtained the lowest overall rating as compared to the other aspects with only 52.2% of the service users rating it good to excellent.

In comparison with the findings of the PSC's Citizen Satisfaction Survey conducted in 2006/07, an increase of 17.6% in the level of satisfaction with users of the Department can be detected with the aspect of 'disability/elderly access' which was rated as good to excellent by 36.1% of service users, followed by an increase of 11.7% with the aspect of 'convenience of operating hours' which was rated good to excellent by 62.9% of the service users that participated in the 2006/07 study<sup>12</sup>. Convenience to operating hours is important in service delivery because it allows flexibility to people who might otherwise find it difficult to visit the Department during normal office hours due to other pressing and competing demands.

Overall, the findings of the study show that service users seemed happy with the convenience of operating hours and accessibility of facility. However, the findings also show concerns with aspects such as accessibility of services by the disabled/elderly, which was rated average to poor by 46.3%, whereas the ability to contact service points telephonically was rated average to poor by 47.7%. The findings suggest that the necessary facilities such as ramps and lifts to allow the disabled/elderly access in to the service points are not in place, whilst poor accessibility of the Department telephonically might be a reflection that staff at Home Affairs centres do not respond or are not helpful over the phone.

<sup>12</sup> Republic of South Africa. Public Service Commission. Citizen Satisfaction Survey: Department of Home Affairs, Department of Trade and Industry, Transport Services by Provincial Departments. 2007.



The findings further show that the majority of service users (87.5%) interviewed in Gauteng province rated all aspects of accessibility to public services as good compared to other provinces, and only 32.7% of those in KwaZulu-Natal province rated accessibility to public services as good. Gauteng is predominantly urban compared to KwaZulu-Natal which is mainly rural and geographically diverse. Perhaps the finding suggests that a great deal of government facilities exist in the urban areas hence improved accessibility. With such availability and accessibility to the government facilities, service users in urban areas are likely to have a positive rating on accessibility to facilities compared to their counterparts in rural areas. In addition, the findings also show that older service users seem to be more critical of the level of services received compared to any other age grouping, thus rating accessibility of public facilities lowest in comparison to the other age groups that participated in the study.

#### 4.4.3 Challenges experienced by service users in relation to accessibility to public services

The key challenges identified by service users are that:

- There were service delivery points that were far from the residential areas and
- Service users had to travel long distances to access services rendered by the Department.

### 4.5 COURTESY

#### 4.5.1 The importance of displaying courtesy by government officials when interacting with citizens

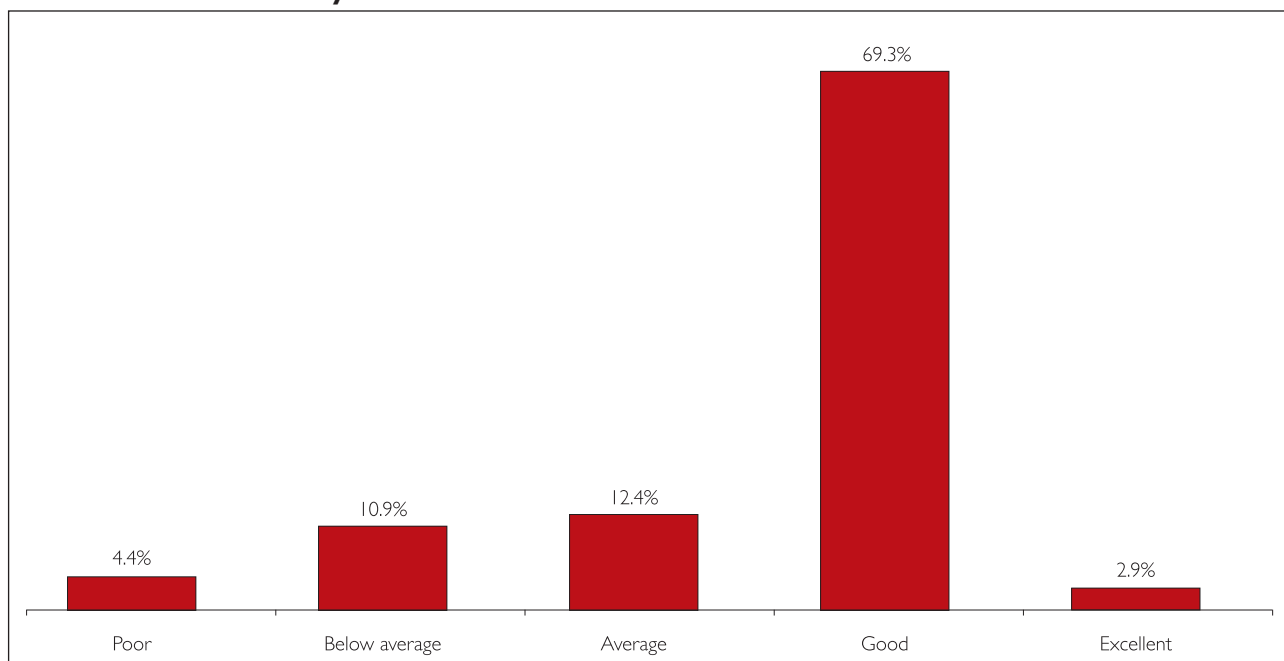
Public Service officials should treat citizens with courtesy and consideration, and should always be polite towards them<sup>13</sup>. The study sought to establish if service users regarded courtesy displayed by the officials of the Department of Home Affairs as important. The findings show that 97.8% of the service users were of the view that courtesy displayed by officials is important. The finding demonstrates that the display of courtesy by officials when interacting with service users is considered as a key driver of citizen satisfaction. Indeed, the display of courtesy by officials is likely to make citizens and stakeholders feel welcomed and respected in the service delivery process.

#### 4.5.2 Citizens' level of satisfaction with courtesy displayed by officials

Given the views of the service users on the display of courtesy by officials during service delivery as a key driver of citizen satisfaction, the study wanted to establish service users' level of satisfaction with the courtesy displayed by the officials of the Department. **Figure 2** on the following page shows how service users rated the level of courtesy displayed by officials.

<sup>13</sup> Republic of South Africa. Department of Public Service and Administration. Batho Pele Handbook: Service Delivery Improvement Guide. 2003.

**Figure 2: Rating the experience pertaining to courtesy displayed by public officials in service delivery**



**Figure 2** above shows that the majority of the service users (72.2%) rated the courteousness displayed by officials to be good to excellent. In comparison with the findings of the 2006/07 PSC's Citizen Satisfaction Survey, there has been a slight drop of 2% in the level of satisfaction with courtesy displayed by officials which was rated good to excellent by 74.2% of the service users who took part in that study<sup>14</sup>. The finding suggests that although an average service user can be considered satisfied with the level of courtesy displayed by officials of the Department, there is definitely a lot of room for improvement.

Further consideration of the findings shows that 93.8% of service users interviewed in rural areas were satisfied with the courtesy displayed by officials as compared to a somewhat lesser proportion of service users (82.7%) that were interviewed at service points located in urban areas. The findings suggest that officials working in service points located in rural areas display more courtesy when interacting with citizens as compared to their counterparts in urban areas.

Overall, findings from provinces show that the majority of service users (100%) interviewed in Eastern Cape, Free State and Gauteng respectively rated all aspects of courtesy displayed by officials as good compared to other provinces, and only 35% of those interviewed in KwaZulu-Natal rated the aspects courtesy good. The finding suggests that service users in Eastern Cape, Free State and Gauteng are most satisfied with the aspects of courtesy displayed by official, whilst those in KwaZulu-Natal are least satisfied.

#### 4.5.3 Challenges experienced by service users in relation to the officials' display of courtesy

The key challenges identified by service users are:

- The lack of friendliness from officials during interaction with them at the service delivery point
- The lack of sympathy from officials during interaction with them at the service delivery point and
- The lack of respect from officials during interaction with them at the service delivery point.

<sup>14</sup> Republic of South Africa. Public Service Commission. Citizen Satisfaction Survey: Department of Home Affairs, Department of Trade and Industry, Transport Services by Provincial Departments. 2007.

## 4.6 TIMELINESS

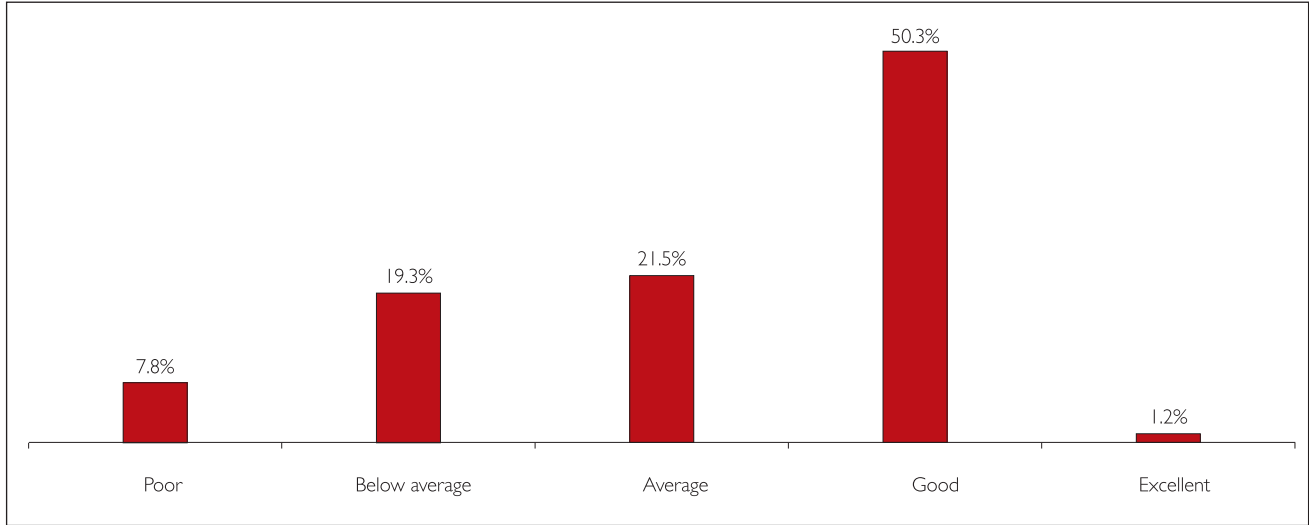
### 4.6.1 The importance of timeliness in service delivery

Public services should be provided swiftly and within reasonable time. The study sought to determine if timeliness is important to the service users of the Department in service delivery. The findings show that 100% of the service users rated timeliness in service delivery as important. The finding shows that prompt service delivery is considered as a key driver of citizen satisfaction.

### 4.6.2 Citizens' level of satisfaction with timeliness in service delivery

Based on the views of service users regarding timeliness as a key driver of citizen satisfaction, the study further sought to establish the service users' level of satisfaction with timeliness experienced during the delivery of the services of the Department. **Figure 3** below shows how service users rated timeliness in the delivery of services.

**Figure 3: Rating the experience pertaining to timeliness in the delivery of public services**



**Figure 3** above shows that 51.5% of the service users rated the timeliness in service delivery good to excellent. The findings further show that 48.6% of the service users were least satisfied with timeliness in service delivery, rating the overall promptness of services rendered by officials average to poor.

The finding suggests that almost half of the service users wait far too long before they are assisted and also wait far too long before receiving the documents applied for. The longer the time it takes to receive services at the Department of Home Affairs, the more likely it is to bring frustrations on the part of service users, particularly because most documents such as identity document, birth, marriage and death produced by the Department are central to accessing other government services.

The findings show that the majority of service users (100%) interviewed in Gauteng province rated all aspects of timeliness in service delivery as good compared to other provinces, and only 17% of those interviewed in the North West province rated aspects of timeliness in service delivery as good. The findings suggest that service users in Gauteng were most satisfied with the performance of the Department on timeliness than in any other province. On the other hand, service users in the North West were least satisfied with the Department's performance on timeliness in service delivery.

### 4.6.3 Challenges experienced by service users in relation to timeliness in service delivery

A key challenge identified by service users is the long waiting period before being attended to.

## 4.7 INFORMATION

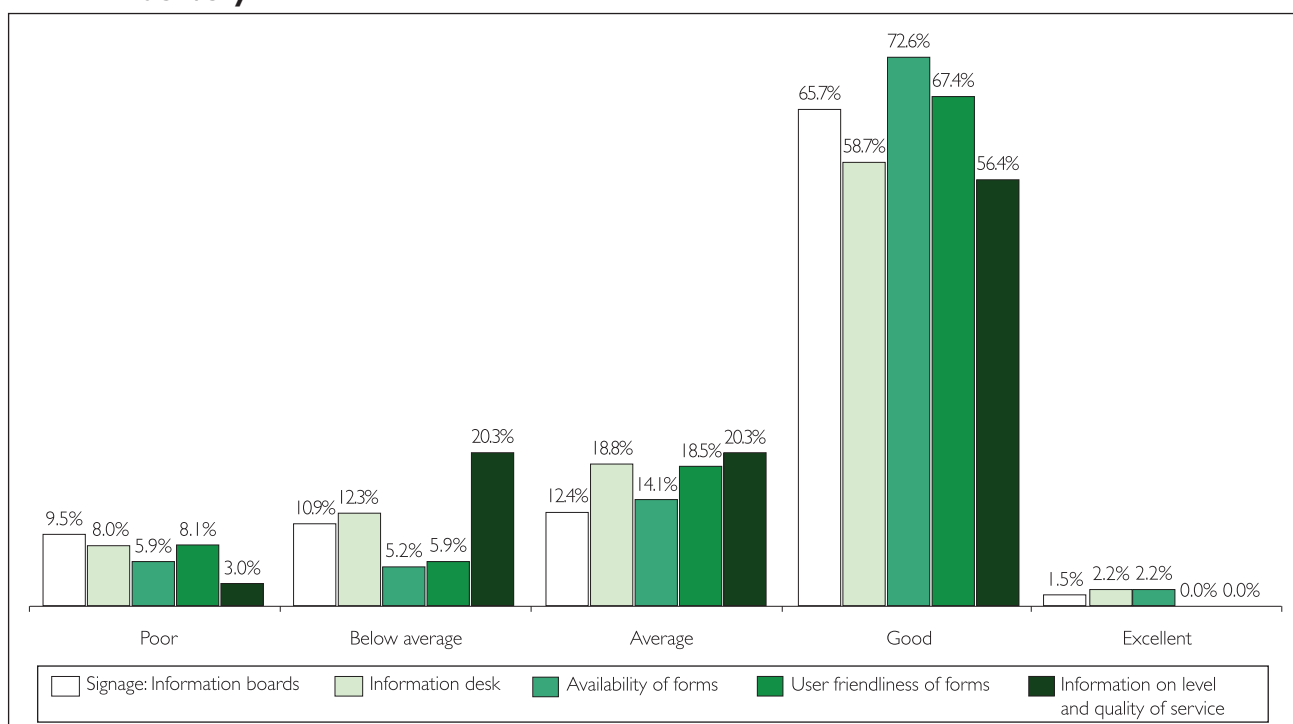
### 4.7.1 The importance of providing accurate information in service delivery

Comprehensive and accurate information should be provided to citizens on where and how services can be accessed<sup>15</sup>. The study sought to establish if the provision of accurate and comprehensive information by officials is important to service users during service delivery. This includes information on the applicable requirements prior to accessing services. The findings show that 100% of the service users were of the view that the provision of accurate information was important. The finding demonstrates that the provision of accurate information to service users is considered as a key driver of citizen satisfaction in service delivery. Having accurate information about government services is not only empowering to the service users, but it also assists in improving access to the much needed services by the deserving service users, which in turn improves their livelihood.


### 4.7.2 Citizens' level of satisfaction with the provision of information in service delivery

Given the views of service users on the provision of accurate and comprehensive information by government officials as a key driver of citizen satisfaction, the study further sought to establish service users' level of satisfaction with their experience on the accuracy of information provided by the Department. Five aspects relating to the accuracy of information were assessed, namely, 'signage/information boards', 'information desk', 'availability of forms', 'user friendliness of forms', and 'information on level and quality of service'. **Figure 4** below shows how service users rated the various aspects of the provision of information.

**Figure 4: Rating the experience pertaining to the provision of information in public service delivery**



<sup>15</sup> Republic of South Africa. Department of Public Service and Administration. Batho Pele Handbook: Service Delivery Improvement Guide. 2003.



**Figure 4** on the previous page shows that service users were most satisfied with the 'availability of forms' with 74.8% of them rating it good to excellent. However, this highlights a decrease of 12.9% in the level of satisfaction when compared with the findings of the 2006/07 PSC's Citizen Satisfaction Survey, where 87.7% of the service users rated this aspect good to excellent<sup>16</sup>. The findings of the study also show that 'user friendliness of forms' was rated good by 67.4% of service users, 'signage/information boards' was rated good to excellent by 67.2%, showing an increase of 16.1% in the level of satisfaction when compared to the findings of the 2006/07 PSC's Citizen Satisfaction Survey which shows that 51.1% of service users rated this aspect good to excellent<sup>17</sup>. The findings of this study also show that 'information desk' was rated good to excellent by 60.9% and 'information on level and quality of service' obtained the lowest rating, with only 56.4% of users rating it good to excellent. The level of satisfaction with 'information on level and quality of service' has significantly dropped by 15.8% compared to the findings of the 2006/07 PSC's Citizen Satisfaction Survey where 72.2% of the service users rated this aspect good to excellent<sup>18</sup>.

Whilst the findings show acceptable levels of service users' satisfaction with the 'user friendliness of forms', 'signage/information boards' and 'information desk', the findings also suggest that the Department is still to improve certain areas such as the 'availability of forms' and the provision of 'information on the level and quality of services' offered. Failure to provide accurate information, in any form, could leave service users misinformed, frustrated and confused, resulting in failure to receive the right service the first time. Such a situation puts unnecessary pressure on the human resources.

Overall, findings from provinces show that the majority of service users (84%) interviewed in Mpumalanga rated all aspects of information good compared to other provinces, and only 46% of those interviewed in KwaZulu-Natal rated aspects of the driver good. The finding suggests that service users interviewed in Mpumalanga were most satisfied with the provision of information and those interviewed in KwaZulu-Natal were least satisfied.

#### 4.7.3 Challenges experienced by service users in obtaining information

A key challenge identified by service users is the lack of information on the level and quality of services (service standards) provided by the Department.

### 4.8 KNOWLEDGE AND COMPETENCE

#### 4.8.1 The importance of interacting with knowledgeable and competent officials

Competence is a standard requirement for an individual to properly perform a specific job, and it encompasses the knowledge utilised to improve performance. The study sought to determine if interacting with knowledgeable and competent government officials is important for service users during service delivery. The findings show that 100% of service users rated the knowledge and competence government officials as important. This finding shows that interacting with knowledgeable and competent public servants is considered as a key driver of citizen satisfaction. Indeed officials' competence and knowledge about their work enables them to perform their duties effectively.

<sup>16</sup> Republic of South Africa. Public Service Commission. Citizen Satisfaction Survey: Department of Home Affairs, Department of Trade and Industry, Transport Services by Provincial Departments. 2007.

<sup>17</sup> Republic of South Africa. Public Service Commission. Citizen Satisfaction Survey: Department of Home Affairs, Department of Trade and Industry, Transport Services by Provincial Departments. 2007.

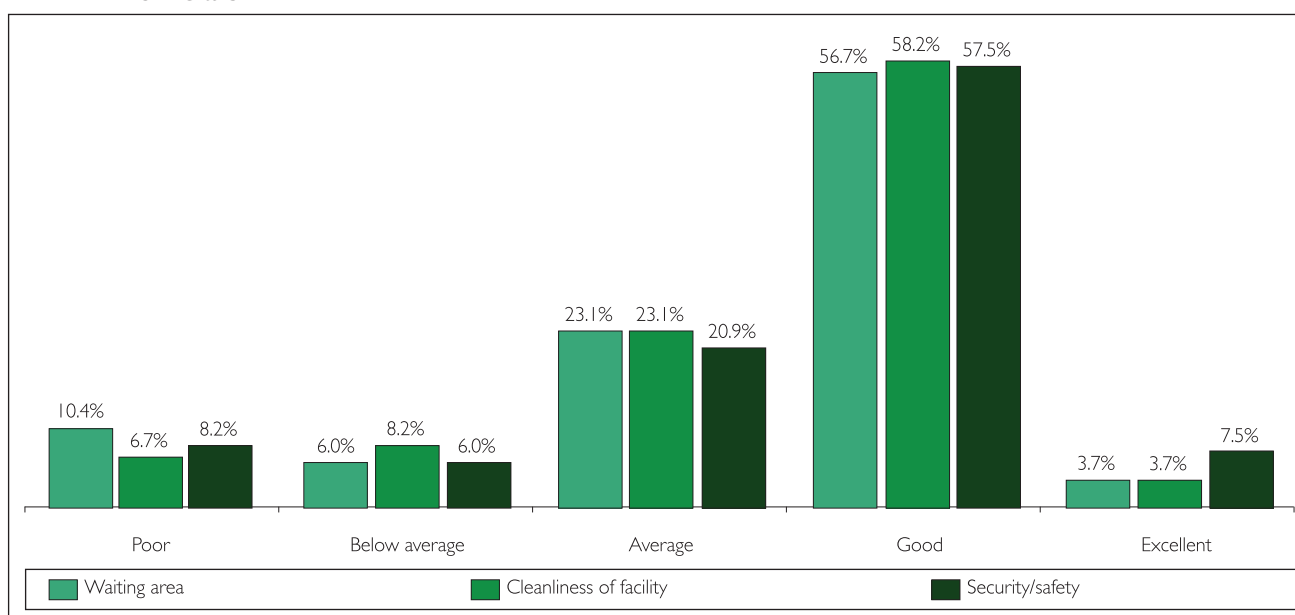
<sup>18</sup> Republic of South Africa. Public Service Commission. Citizen Satisfaction Survey: Department of Home Affairs, Department of Trade and Industry, Transport Services by Provincial Departments. 2007.



## 4.8.2 Citizens' level of satisfaction with the knowledge and competency of officials

Informed by the views of service users regarding officials' competence and knowledge in service delivery as a key driver of citizen satisfaction, the study further wanted to determine service users' level of satisfaction with the knowledge and competence displayed by officials of the Department. Three aspects relating to knowledge and competence of staff were assessed, namely, 'officials' knowledge about services offered', 'officials' ability to understand your requirements', and 'officials' ability to accurately perform the services rendered'. **Figure 5** below shows how service users rated the various aspects of officials' competency and knowledge.

**Figure 5: Rating the experience pertaining to the knowledge and competence of government officials**



**Figure 5** above shows that 'officials' ability to understand your requirements' received the highest satisfaction rating, with 78.6% of the service users rating it good to excellent, followed by 'officials' knowledge about services offered' (74.3%). The 'officials' ability to accurately perform the services rendered' was rated good to excellent by 72.3% of the service users, showing an increase of 3% in the level of satisfaction, compared to the findings of the 2006/07 PSC's Citizen Satisfaction Survey where 69.3% of service users rated this aspect good to excellent<sup>19</sup>.

The findings suggest that the majority of officials performed their duties as expected given their competence and knowledge of the work. Officials in the front-line of service delivery represent a very important element of the Public Service delivery chain as they interact directly with citizens. As a result, they should be seen as knowledgeable and competent in the delivery of services.

Overall, findings from provinces show that the majority of service users (100%) interviewed in Gauteng rated all aspects of officials' knowledge and competence good compared to other provinces, and only 45.2% of those interviewed in the North West rated aspects good. The finding suggest that service users interviewed in Gauteng were most satisfied with the officials' knowledge and competence and those in the North West were least satisfied.

<sup>19</sup> Republic of South Africa. Public Service Commission. Citizen Satisfaction Survey: Department of Home Affairs, Department of Trade and Industry, Transport Services by Provincial Departments. 2007.

## 4.9 FACILITIES

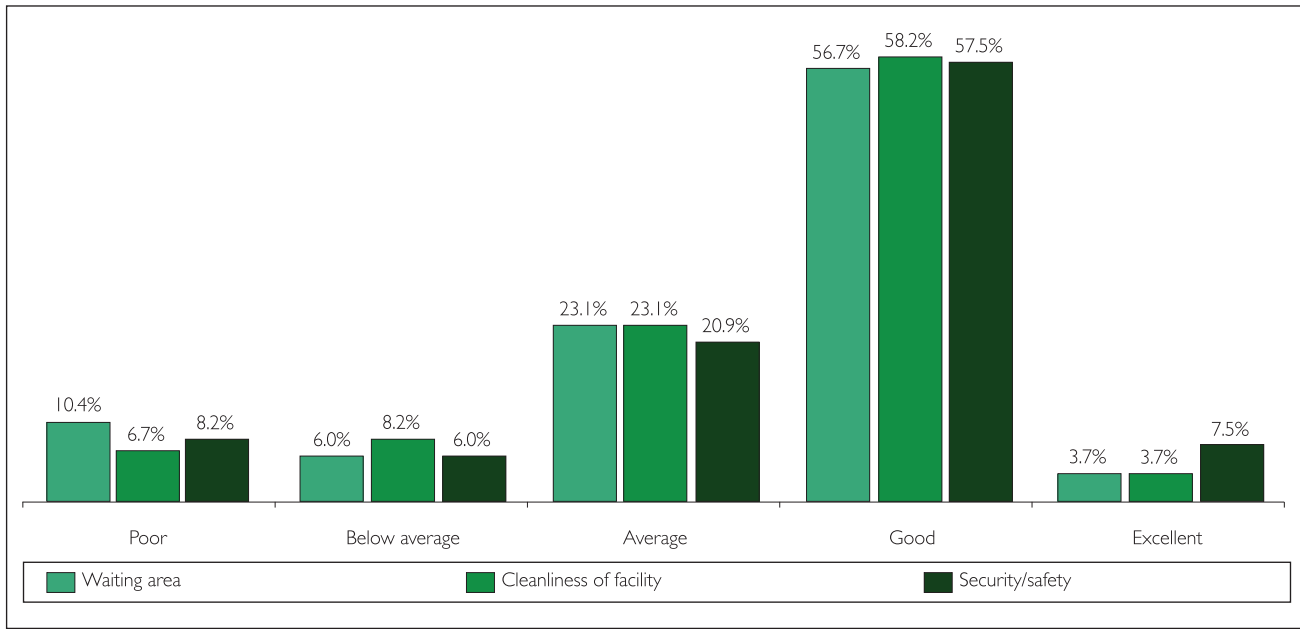
### 4.9.1 The importance of the condition of public facilities

The condition of public facilities should always be welcoming and cater for the needs of citizens. The study sought to establish if the condition of public facilities was important to service users during service delivery. The findings show 99.2% of the service users were of the view that the condition of public facilities was important. The finding demonstrates that the condition of public facilities is considered as a key driver of citizen satisfaction. Government departments should ensure that the condition of public facilities is comfortable and that such facilities comply with health and safety regulations for the provision of public services.

### 4.9.2 Citizens' level of satisfaction with the condition of public facilities


Given the views of service users regarding the condition of public facilities as a key driver of citizen satisfaction, the study further sought to determine service users' level of satisfaction with the condition of the Departmental facilities. Three aspects relating to the condition of facilities were assessed, namely 'waiting area', 'cleanliness of facilities', and 'security/safety'. **Figure 6** below shows how service users rated the various aspects of the condition of the public facilities.

**Figure 6: Rating the experience pertaining to the condition of public facilities**



**Figure 6** above shows that 65% of service users rated 'security/safety' good to excellent, followed by 61.9% of users that rated the 'cleanliness of facilities' good to excellent. 'Waiting area' received a slightly lower rating (60.4%) at good to excellent. The finding suggests that in general the condition of service delivery points of the Department of Home Affairs are conducive for delivery of services.

The findings further show that the conditions of facilities were perceived to be slightly better in urban than rural areas. This could be attributed to the fact that in general, urban areas are better developed with an existing infrastructure compared to rural areas where the level of development is still behind and the infrastructure is generally poor.



Overall, findings from provinces show that the majority of service users (86%) interviewed in Gauteng rated all aspects of the condition of public facilities good compared to other provinces, and only 29% of those interviewed in Limpopo rated aspects of the driver good. The finding suggests that service users interviewed in Gauteng were most satisfied with the condition of public facilities, whilst those interviewed in Limpopo were least satisfied.

#### 4.9.3 Challenges experienced by service users with regard to the condition of public facilities

Key challenges identified by service users are:

- The lack of toilets
- Lack of water points
- Inadequate ventilation and
- Lack of cleanliness of the facilities.

### 4.10 FAIRNESS AND EQUITY

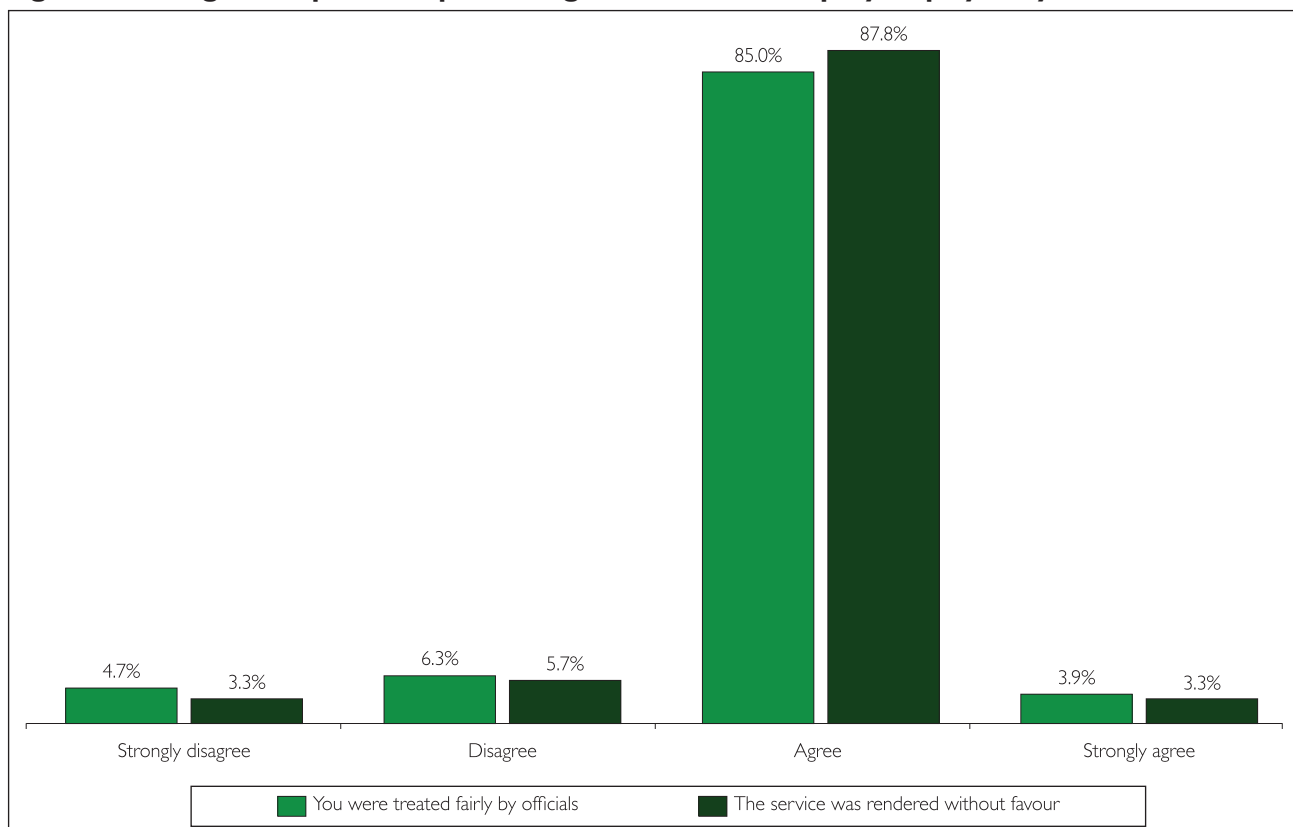
#### 4.10.1 The importance of displaying fairness and equity by government officials when interacting with service users

Public services should be rendered equally and fairly without prejudice or favour. The study sought to determine if fairness and equity displayed by government officials is important when interacting with service users. The findings show that 96.2% rated the display of fairness and equity by government officials important. The finding shows that the display of fairness and equity by government officials is considered as a key driver of citizen satisfaction. Surely service users should be provided quality service regardless of their socio-economic status and their geographic location.

#### 4.10.2 Citizens' level of satisfaction with the display of fairness and equity by government officials when interacting with service users

Based on the views of service users regarding the display of fairness and equity by government officials as a key driver of citizen satisfaction, the study further aimed to determine service users' experience with regard to the fairness and equity displayed by the officials of the Department. Service users had to indicate to what extent they agree with the following statements, namely, 'you were treated fairly by officials' and 'the service was rendered without favour'. **Figure 7** on the following page shows service users' views with the above-mentioned statements.

**Figure 7: Rating the experience pertaining to fairness and equity displayed by officials**



**Figure 7** above show that 87.8% of service users agreed with the statement 'the service was rendered without favour'. This was followed by 85% of service users that agreed with the statement 'you were treated fairly by officials'. Although the majority of service users agreed that they received services without favour, 9% of them disagreed to strongly disagree that services were offered without favour. The finding suggests that these were the service users who were probably subjected to bribing officials in the delivery of services.

Overall, findings from provinces show that in general, service users from all provinces were satisfied with the fairness and equity displayed by officials with 100% of them in Eastern Cape and Gauteng respectively rating the aspects of the driver good, and 72% of those in KwaZulu-Natal also rating it as good.

## 4.11 VALUE FOR MONEY

### 4.11.1 The importance of value for money in service delivery

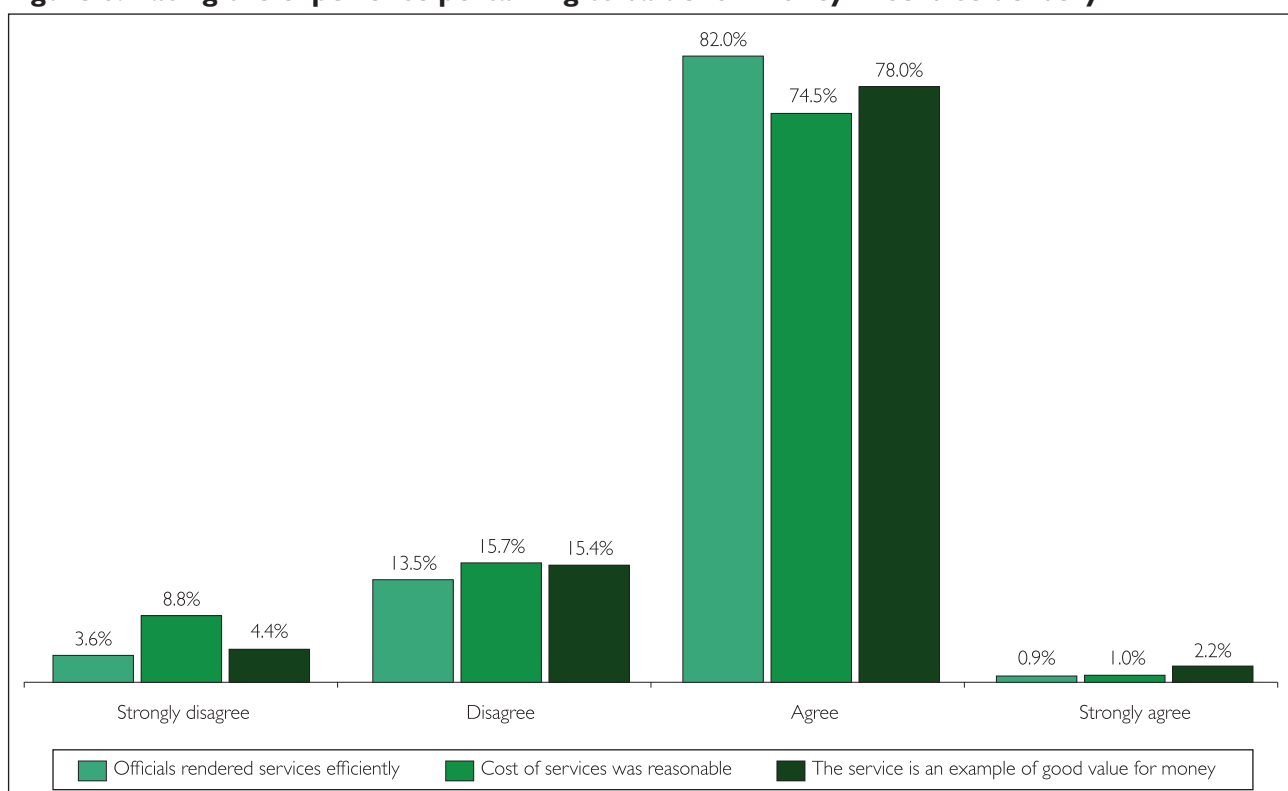
Public services have to be delivered economically and efficiently in order to give citizens the best value for money<sup>20</sup>. The study sought to establish if value for money is important to service users in the delivery of services. The findings show that 98.3% of the service users were of the view that value for money in service delivery is important. This finding demonstrates that value for money in service delivery is also considered as a key driver of citizen satisfaction.

<sup>20</sup> Republic of South Africa. Department of Public Service and Administration. Batho Pele Handbook: Service Delivery Improvement Guide. 2003.

#### 4.11.2 Citizens' level of satisfaction with value for money in service delivery

Given the views of service users regarding value for money in service delivery as a key driver of citizen satisfaction, the study further wanted to determine service users' level of satisfaction with their experience on value for money in service delivery. In this regard, service users had to indicate to what extent they agree with the following statements, 'officials rendered services efficiently', 'cost of services was reasonable', and 'the service is an example of good value for money'. **Figure 8** below shows the views of service users on the above mentioned statements.

**Figure 8: Rating the experience pertaining to value for money in service delivery**



**Figure 8** above show that 82.9% of users agreed with the statement 'officials rendered services efficiently'. This was followed by 78% of users that agreed with the statement 'the service is an example of good value for money'. Service users agreed least with the statement 'cost of service was reasonable' (74.5%). The findings show that the service users were satisfied that there was value for money in the delivery of services of the Department. This finding suggests that service users are of the view that they were getting value for money from services provided by the Department.

The findings further show that 100% of the service users interviewed in the Gauteng and Eastern Cape provinces respectively rated the aspects of value for money in service delivery good compared to other provinces, and 53% of those interviewed in KwaZulu-Natal rated value for money in service delivery as good.

## 4.12 REDRESS

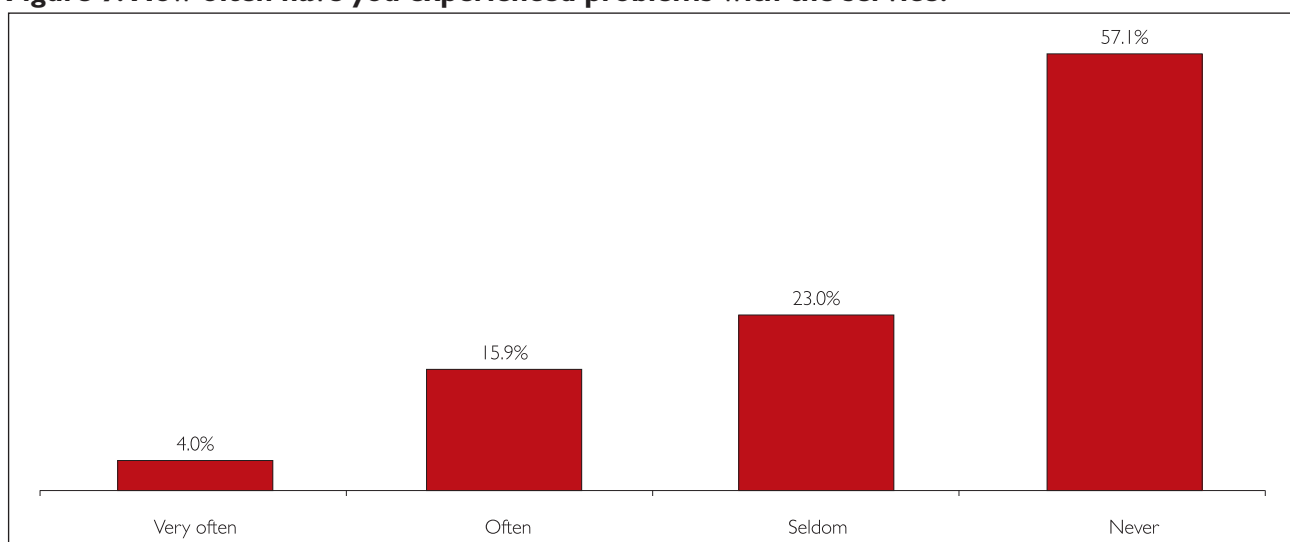
### 4.12.1 The importance of providing redress in service delivery

Public Service institutions should ensure that a swift and sympathetic response through apology and full explanation is offered to citizens where a promised standard of service is not delivered<sup>21</sup>. The study sought to determine if the provision of redress was important to service users during service delivery. The findings show that 100% of the service users rated the provision of redress as important. The finding shows that redress is considered as a key driver of citizen satisfaction. Surely, the Public Service has a responsibility to rectify any unjust administrative action on the part of citizens. Such practice demonstrates that government cares and does not take its citizens for granted.

### 4.12.2 Citizens' level of satisfaction with the provision of redress in service delivery

Based on the views of service users regarding the provision of redress as a key driver of citizen satisfaction, the study also wanted to determine service users' experience with regard to redress shown by the Department. To this end, service users were asked to indicate if they have ever experienced any problems with the services of the Department in the past. **Figure 9** below presents the frequency at which service users experience problems.

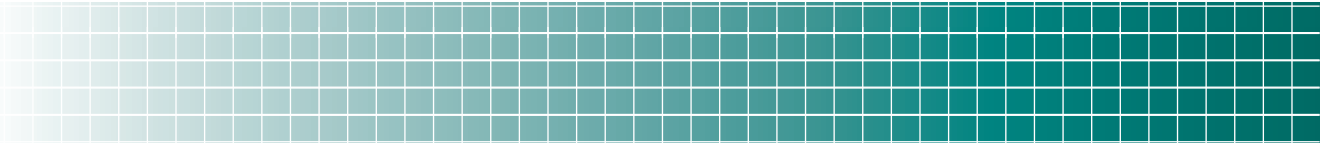
**Figure 9: How often have you experienced problems with the service?**



**Figure 9** above shows that 57.1% of service users have never experienced problems with the services of the Department, 23% have seldom experienced problems, 15.9% often experience problems and 4% experience problems very often. When compared with the findings of the 2006/07 PSC's Citizen Satisfaction Survey, 78.1% of service users of the Department mentioned that they had never experienced problems<sup>22</sup>. The findings show that there is a drop of 21% amongst those that had never experienced problems and thus increasing the total number of those that had experienced problems at various levels. The findings suggest that the level at which service users are experiencing problems with the Department is increasing.

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

22 Republic of South Africa. Public Service Commission. Citizen Satisfaction Survey: Department of Home Affairs, Department of Trade and Industry, Transport Services by Provincial Departments. 2007.



The findings further show that the prevalence of complaints was high (68.4%) amongst service users interviewed in KwaZulu-Natal province than any other province, and low (18.2%) in Gauteng. Problems that have been experienced by service users are:

- Time taken to finalise process of accessing services (69%)
- Complexity of the process of accessing services (23.6%)
- Unavailability of information (21.8%)
- Inflexible office hours (16.4%)
- Unavailability of forms (5.5%)
- Incorrect information (3.6%)
- Uncommitted staff (1.8%)

The study found that of the 42.9% of service users that have experienced problems with services of the Department, only 12.5% mentioned that they did lodge a complaint with relevant authorities of the Department. The findings further show that the popular method of lodging complaints applied by most of the service users of the Department is verbal. The verbal lodging of complaints suggests that there are no other mechanisms in place through which service users can lodge their complaints. In the absence of such mechanisms, it therefore becomes difficult to follow-up on the verbal reported complaint cases.

Furthermore, the findings show that service users that did not lodge complaints cited the following reasons:

- Did not know how/where to lodge a complaint (43.3%)
- Felt it was not worthwhile (30%)
- Nothing to complain about (28.3%)
- Afraid of staff/scared to get in trouble (1.7%)

In none of the complaint cases reported did the service users feel that their problems were solved to their satisfaction.

#### 4.12.3 Challenges experienced by service users in the provision of redress

A key challenge identified by service users is the unwillingness of officials to assist them in lodging complaints.

### 4.13 OUTCOME

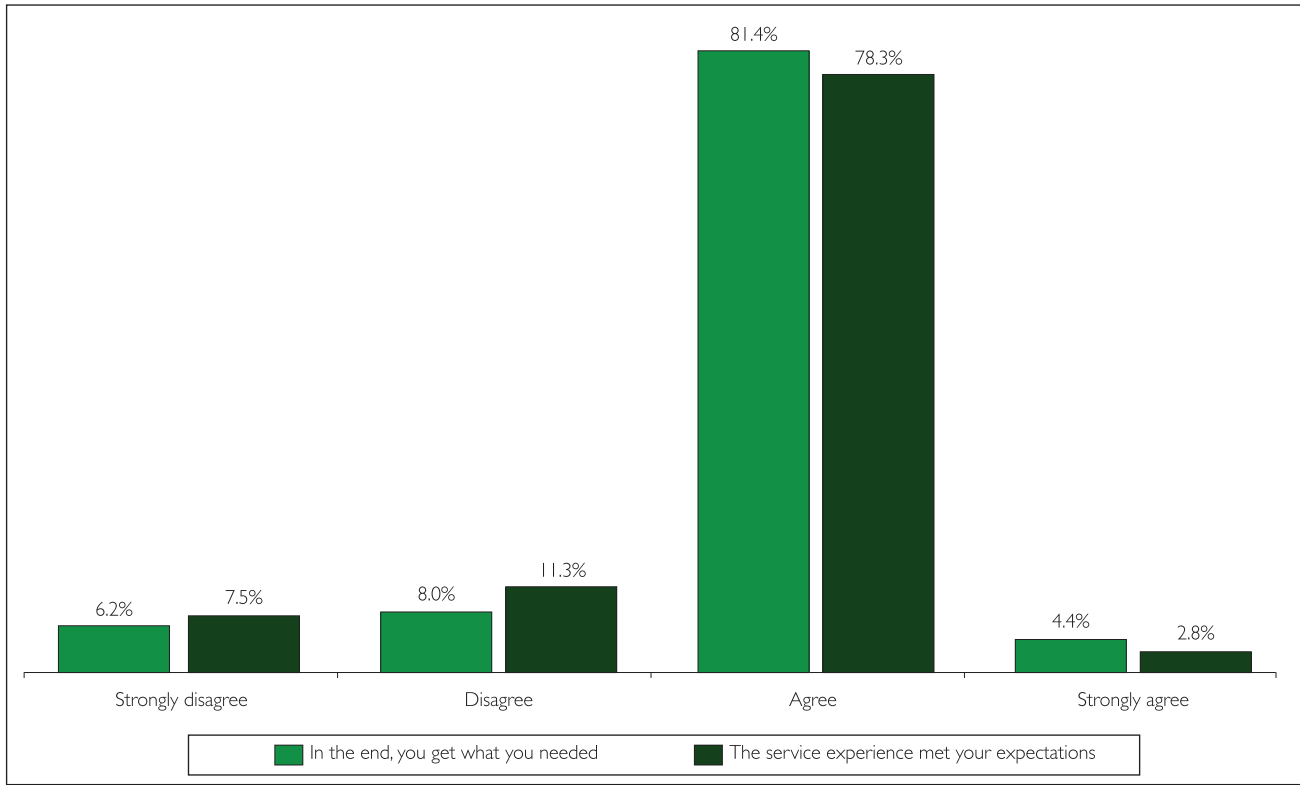
#### 4.13.1 The importance of obtaining an outcome in service delivery

Departments should ensure that the products/services that citizens visit their service delivery point to obtain are available and provided to them within reasonable time. The study sought to determine if outcome is important to service users in service delivery. The findings show that 100% of the service users were of the view that obtaining outcome is important. The finding demonstrates that ultimately, obtaining the service or product that service users visit service points of the Department to get, is considered as a key driver of citizen satisfaction.

4.13.2 Citizens' level of satisfaction with obtaining outcome in service delivery

Given the views of service users with regards to acquiring outcome as a key driver of citizen satisfaction, the study also sought to establish service users' experience on the receipt of outcome during service delivery. To this end, service users had to indicate to what extent they agree with selected statements, namely, 'in the end, you got what you needed' and 'the service experience met your expectations'. **Figure 10** below shows service users' views on the above-mentioned statements.

**Figure 10: Rating the experience pertaining to obtaining outcome in service delivery**



**Figure 10** above shows that 81.4% of service users agreed with the statement 'in the end, you got what you needed'. This was followed by 78.3% of users that agreed with the statement 'the service experience met your expectation'. However, the results further shows that 14.2% disagreed to strongly disagreed with the statement 'in the end, you got what you needed' and 18.8% disagreed to strongly disagreed with the statement the service experience met your expectation'. The findings suggest that whilst the majority of service users seem happy about obtaining the products/services rendered by the Department of Home Affairs, it is not everyone who visits the Departments' service points that is able to leave the service points with what they went there for, and within the timeframes on which the products/services should have been provided.

The overall findings from provinces show that 100% of the service users interviewed in Limpopo rated obtaining outcome good compared to other provinces, and 56% of those in KwaZulu-Natal rated the aspects as good. The finding suggests that generally, service users in all provinces were obtaining the services and products from the Department.



### 4.13.3 Challenges experienced by service users with obtaining outcome in service delivery

A key challenge identified by service users was that officials were not meeting the service standards in the delivery of services of the Department. For instance, documents were not available for collection at the time the Department stipulated that they will be ready for collection.

## 4.14 RECOMMENDATIONS

Based on the above findings, the following recommendations are made:

Key areas	Recommendations
<b>Access</b>	<ul style="list-style-type: none"><li>• The functioning and manning of call-centres should be investigated at service points, as these are the entry point for many service users for assistance and information gathering. Systems need to be upgraded to ensure that service users can be assisted telephonically within reasonable time.</li><li>• Service points need to be upgraded to ensure accessibility by the elderly and disabled.</li></ul>
<b>Timeliness</b>	<ul style="list-style-type: none"><li>• Systems need to be implemented to track and monitor the time it takes before a service user is attended to. This includes monitoring of call centre response times.</li><li>• Processes need to be reviewed to ensure a timely delivery of service at the service points</li></ul>
<b>Information</b>	<ul style="list-style-type: none"><li>• Information desks at service centres should at all times be manned with trained and informed officials. These desks are a focal point for assisting and directing service users.</li><li>• Officials need to be trained and informed in order to provide service users with the correct information.</li></ul>
<b>Redress</b>	<ul style="list-style-type: none"><li>• The Department should develop mechanisms to ensure that formal records of complaints are captured and attended to in an effective and efficient manner.</li><li>• Feedback on how complaints raised are handled and resolved should be communicated back to the service users.</li></ul>

# Chapter Five

## Key Findings: Departments of Health

## 5.1 INTRODUCTION

This chapter presents the key findings of the survey in relation to the services rendered by the Departments of Health. Findings on the demographic profile of the service users that participated in the study are presented first, followed by the findings on the ten South African-specific drivers of citizen satisfaction model described in Chapter Two. In this regard, service users' views on the importance of the drivers and the ratings of the service users' level of citizen satisfaction with aspects of the drivers are presented. The chapter also presents the challenges experienced by service users with regard to the aspects of the drivers of citizen satisfaction.

## 5.2 DEMOGRAPHIC PROFILE

A total of 180 interviews were conducted with service users of the Departments of Health in all nine provinces. Interviews were conducted at service points located in both the urban and rural areas. Seventy one percent (71%) of the respondents were female and 29% male. Thirty two percent (32%) of the service users were between the ages of 35 and 54 years, 25.5% of them were between the ages of 25 and 34 years, 21.2% of them were younger than 25 years and the remaining 21.2% of service users older than 55 years. With regard to the educational level of service users, 54.8% indicated that they had completed some schooling, 33.1% had a matric certificate, and 12.0% had post matric qualifications.

## 5.3 KEY FINDINGS

The overall findings show that service users of the Departments of Health were of the view that all ten South African-specific drivers of citizen satisfaction were important. The rating of the drivers in their order of importance is shown in **Table 10** below.

**Table 10: Overall rating of the importance of the drivers of citizen satisfaction by the service users of the Department of Health**

Drivers of Citizen Satisfaction	Importance of the Drivers
Accessibility	94.5%
Information	93.3%
Redress	93.0%
Knowledge and Competence of Officials	92.5%
Timeliness	92.0%
Facilities	91.4%
Outcome	91.1%
Courtesy	91.0%
Fairness and Equity	90.4%
Value for Money	73.6%

**Table 10** above shows that accessibility to public services was rated as the most important driver of citizen satisfaction by 94.5% of the service users. **Value for money** was also rated as important by 73.6% of the service users.

The findings further show that overall, 63.7% of the service users of the Departments of Health were satisfied with the services rendered by the Departments. **Table 11** on the following page highlights service users' level of satisfaction according to the drivers of citizen satisfaction.

**Table 11: Service users' level of satisfaction with services rendered by the Department of Health**

Drivers of Citizen Satisfaction	Satisfaction Rating
Outcome	87.6%
Fairness and Equity	84.4%
Value for Money	83.3%
Accessibility	61.3%
Knowledge and Competence of Officials	59.2%
Courtesy	54.4%
Facilities	55.4%
Information	49%
Timeliness	39%
<b>Average Rating</b>	<b>63.7%</b>

**Table 11** above shows that service users were highly satisfied with **outcome** in service delivery and they were least satisfied with **timeliness** in service delivery. Detailed findings on the service users' views regarding the importance of each driver and their views on the level of satisfaction with each driver are presented below.

## 5.4 ACCESS

### 5.4.1 The importance of accessibility to public services

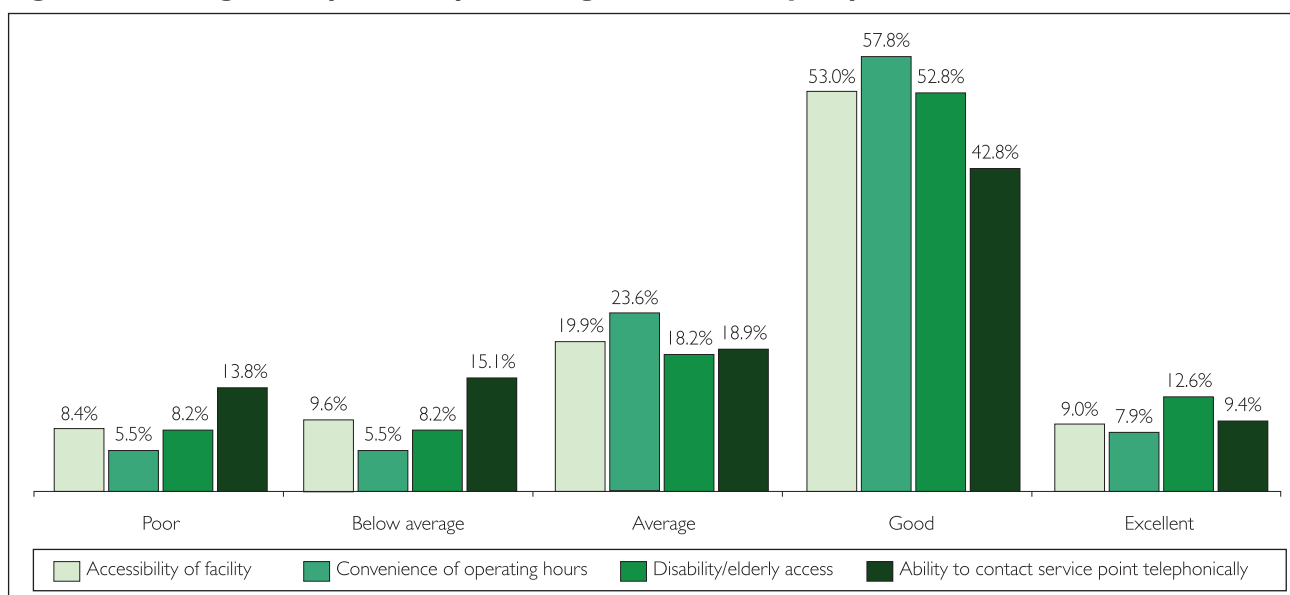
Facilities of Public Service institutions should provide citizens with equal access to the services to which they are entitled<sup>23</sup>. The study sought to determine how important accessibility to the services rendered by the Departments of Health is to the service users. The findings show that 94.5% of the service users rated accessibility to services as important. Based on such findings, accessibility to services can be considered as a key driver of citizen satisfaction. In a country like South Africa where the majority of people are poor and unemployed, accessibility to health facilities and services contribute significantly to improving the health of the citizens.

### 5.4.2 Citizens' level of satisfaction with accessibility to public services

Based on the views of service users regarding accessibility to services as a key driver of citizen satisfaction, the study sought to establish service users' level of satisfaction with regards to accessing services rendered by the Departments. To this end, four aspects relating to the accessibility of services were assessed by the service users, namely, 'accessibility of facility,' 'convenience of operating hours,' 'disability/elderly access,' and the 'ability to contact the service point telephonically'. **Figure 11** on the following page shows how service users rated the various aspects of accessibility to public services.

<sup>23</sup> Republic of South Africa. Department of Public Service and Administration. Batho Pele Handbook: Service Delivery Improvement Guide. 2003.

**Figure 11: Rating the experience pertaining to accessibility to public services**



**Figure 11** above shows that 'convenience of operating hours' was rated good to excellent by 65.5% of the service users, with an equal percentage of service users (65.4%) that rated 'disability/elderly access' good to excellent. Sixty two percent (62.%) of the service users rated 'accessibility to facility' good to excellent, and the 'ability to contact the service point telephonically' was rated the lowest with only 52.2% of the service users rating good to excellent.

The overall findings show that whilst the majority of the service users were satisfied with all aspects of this driver, some were not. For instance, 47.8% of service users rated the 'ability to contact the Departments telephonically' average to poor. This suggests that Departments of Health may not have the necessary capacity to deal with the volume of calls. Thirty eight percent (38%) of service users rated 'accessibility to facility' average to poor, 34.6% rated 'disability/elderly access' average to poor and 34.5% rated 'convenience of operating hours' average to poor. Considering that the services rendered by hospitals are essential services to citizens whose state of health is already compromised, this finding might suggest that citizens are not satisfied with the services provided at such service delivery points.

The overall findings from provinces show that the majority of service users (95.8%) interviewed in Gauteng rated all aspects of accessibility to services good compared to other provinces and only 21.3% of those interviewed in the Northern Cape rated aspects of accessibility to services good. The finding suggests that service users in Gauteng are satisfied with the aspects of accessibility to services, whilst those in the Northern Cape are least satisfied.

#### 5.4.3 Challenges experienced by services users in relation to accessibility to public services

The key challenges identified by service users are that:

- Hospitals are located far from their residential areas and
- Service users had to travel long distances to access the services.

## 5.5 COURTESY

### 5.5.1 The importance of displaying courtesy by officials when interacting with citizens

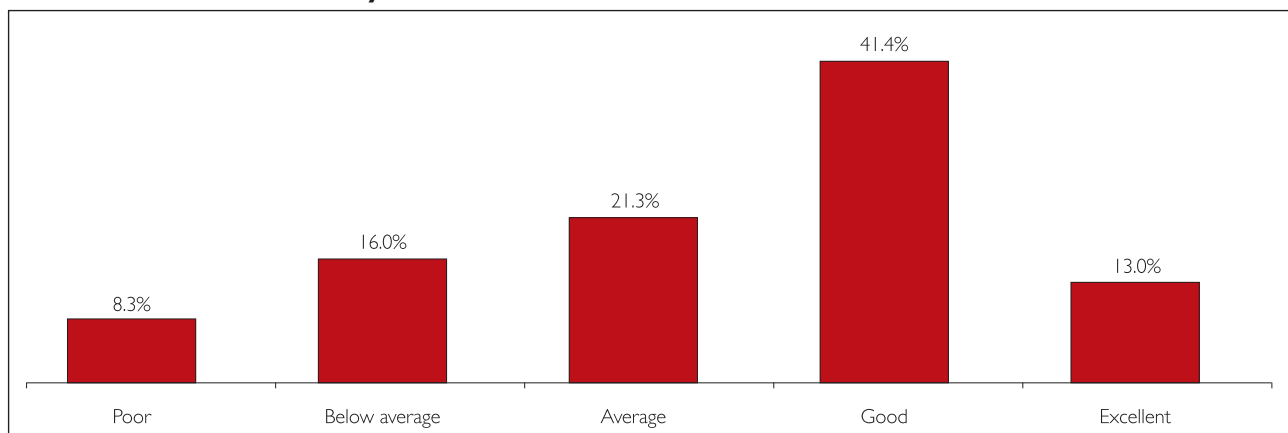
Public Service officials should treat citizens with courtesy and consideration, and should always be polite towards them<sup>24</sup>. The study sought to establish if service users regarded courtesy displayed by the officials of the Department of Health as important. The findings show that 91% of the service users were of the view that courtesy displayed by officials is important. The finding demonstrates that the display of courtesy by officials when interacting with service users is considered as a key driver of citizen satisfaction. Indeed, the display of courtesy by officials of the Departments is likely to make citizens feel welcomed, respected and cared for service delivery process.

### 5.5.2 Citizens' level of satisfaction with courtesy displayed by officials

Given the views of service users on the display of courtesy as a key driver of citizen satisfaction, the study also sought to determine service users' level of satisfaction towards the courtesy displayed by hospital officials.

**Figure 12** below shows how service users rated courtesy.

**Figure 12: Rating the experience pertaining to courtesy displayed by public officials in service delivery**



**Figure 12** above shows that 54.4% of service users rated courteousness of officials good to excellent and 45.6% of them rated it average to poor. The finding suggests that some service users are not happy with the way they are being treated by officials at hospitals. Due to poverty levels in the country, many people do not have health insurance and cannot access the sophisticated and expensive private health care system<sup>25</sup>. To them, public health institutions such as hospitals are the ultimate place to recover from ailments, and therefore deserve to be treated with sympathy, care and dignity.

The findings further show that the majority of service users (77.8%) interviewed in North West province rated all aspects of the courtesy displayed by officials good compared to other provinces, and only 4.5% of those interviewed in Western Cape province rated aspects of courtesy good. The finding suggests that service users interviewed in North West were most satisfied with courtesy displayed by officials, whilst those interviewed in Western Cape were least satisfied.

<sup>24</sup> Republic of South Africa. Department of Public Service and Administration. Batho Pele Handbook: Service Delivery Improvement Guide.2003.

<sup>25</sup> Republic of South Africa. Public Service Commission. Report on Inspections of Primary Health Care Delivery Sites in the Department of Health (unpublished).

### 5.5.3 Challenges experienced by service users in relation to the officials' display of courtesy

Key challenges identified by service users are that:

- Some officials were rude towards them and
- Some officials lacked sympathy regardless of the fact that they are sick.

## 5.6 TIMELINESS

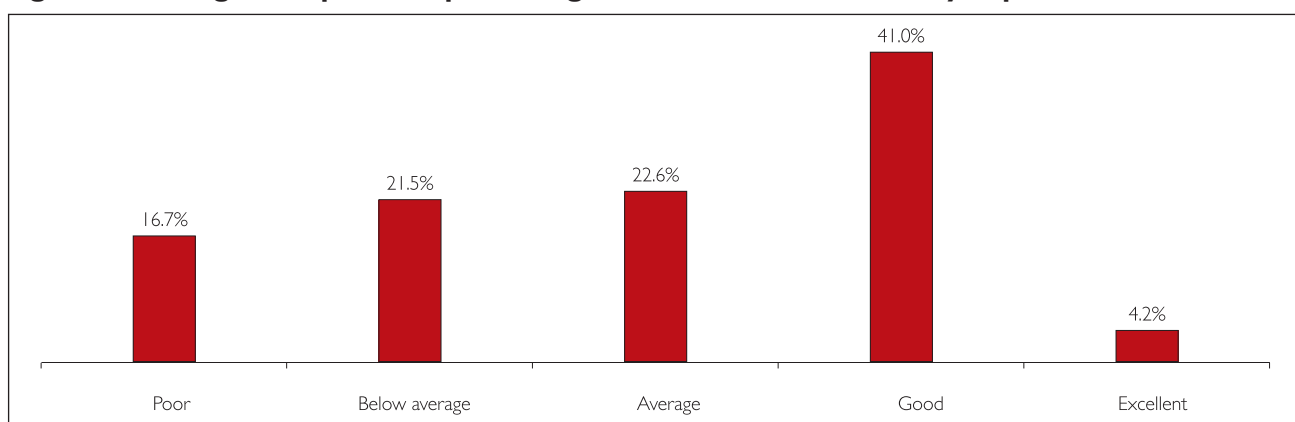
### 5.6.1 The importance of timeliness in service delivery

Public services should be provided swiftly and within reasonable time. The study sought to determine if timeliness is important to the service users of the Departments of Health in service delivery. The findings show that 92% of the service users rated timeliness in service delivery as important. This finding shows that timeliness in the delivery of services is considered as a key driver of citizen satisfaction.

### 5.6.2 Citizens level of satisfaction with timeliness in service delivery

Based on the views of service users regarding timeliness as a key driver of citizen satisfaction, the study sought to establish service users' level of satisfaction with timeliness experienced during the delivery of Health services. **Figure 13** below shows how service users rated timeliness in service delivery.

**Figure 13: Rating the experience pertaining to timeliness in the delivery of public services**



**Figure 13** above shows that 45.3% of the service users rated timeliness in service delivery good to excellent. The findings further show that 54.7% of the service users were less happy with timeliness in service delivery thus rating the driver average to poor. The finding suggests that a significant number of the service users are frustrated and probably wait for a long time before being attended to, and also wait longer before receiving the actual service from officials.

Overall, findings from provinces show that the majority of service users (90.7%) interviewed in the North West rated all aspects of timeliness in service delivery good compared to other provinces, and only 6% of those interviewed in the Western Cape rated timeliness in service delivery good. The finding suggests that service users in the North West are satisfied with timeliness in service delivery and, whilst those in the Western Cape are least satisfied.

### 5.6.3 Challenges experienced by service users in relation to timeliness in service delivery

The key challenges identified by service users are:

- The unreasonable long tea breaks taken by officials and
- The unreasonable long lunch breaks taken by officials.

## 5.7 INFORMATION

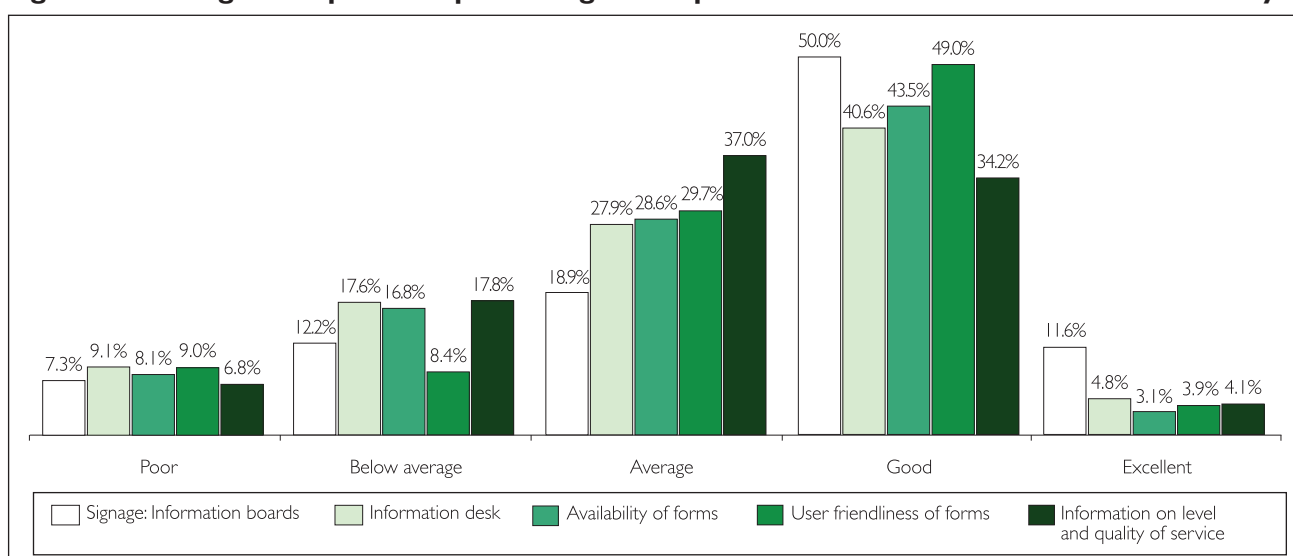
### 5.7.1 The importance of providing accurate information in service delivery

Comprehensive and accurate information should be provided to citizens on where and how services can be accessed<sup>26</sup>. This includes information on the applicable requirements prior to accessing services. The study sought to establish if the provision of accurate and comprehensive information by officials of the Departments is important to service users during service delivery. The findings show that 93.3% of the service users were of the view that the provision of accurate information is important. The finding demonstrates that the provision of accurate information is considered as a key driver of citizen satisfaction. Having accurate information about government services is not only empowering to the service users, but it also assists in improving access to the much needed services to the deserving service users, which in turn improves their livelihood.

### 5.7.2 Citizens' level of satisfaction with the provision of information in service delivery


Given the views of service users on the provision of accurate and comprehensive information by the Department as a key driver of citizen satisfaction, the study further sought to establish service users' level of satisfaction with their experience on the accuracy of information provided by the Departments. Five aspects relating to the accuracy of information were assessed, namely, 'signage/information boards', 'information desk', 'availability of forms', 'user friendliness of forms' and 'information on level and quality of service'. **Figure 14** below shows how service users rated the various aspects of providing information.

**Figure 14: Rating the experience pertaining to the provision of information in service delivery**



<sup>26</sup> Republic of South Africa. Public Service Commission. Report on Inspections of Primary Health Care Delivery Sites in the Department of Health (unpublished).





**Figure 14** on the previous page shows that 61.6% of service users rated 'signage/information boards' good to excellent and 52.9% rated 'user friendliness of forms' good to excellent. The remaining elements reflect low levels of satisfaction with 53.5% of service users rating 'availability of forms' average to poor, 54.6% rating 'information desk' average to poor and 61.3% rating 'information on level and quality of service' average to poor. Help desks play an important role in the provision of information and provide citizens with directions to the relevant service points in a service delivery institution. Information on the level and quality of services empowers citizens to know what to expect and the promptness with which services should be delivered. Service users' high level of dissatisfaction with the two aspects implies that they find it difficult to find their way to the Department's service delivery points such as hospitals, and are also unable to understand how services are offered, especially the elderly and the illiterate who rely mostly on oral information.

In any process of service delivery, the availability and provision of the accurate information is critical to ensure that service users follow the correct procedures to access services without any delay. Failure to provide accurate information could leave service users misinformed, frustrated and confused, resulting in them not receiving the required service the first time they visit the service point.

The findings further show that the majority of service users (70.9%) interviewed in KwaZulu-Natal province rated all aspects of the provision of accurate information good compared other provinces, and only 6.3% of those interviewed in Western Cape province rated aspects of the provision of accurate information good. The finding suggests that service users interviewed in KwaZulu-Natal were most satisfied with the provision of accurate information, whilst those interviewed in the Western Cape were least satisfied.

### 5.7.3 Challenges experienced by service users in obtaining information

A key challenge identified by service users is that often information desks were not staffed to allow them to ask for information.

## 5.8 KNOWLEDGE AND COMPETENCE

### 5.8.1 The importance of interacting with knowledgeable and competent officials

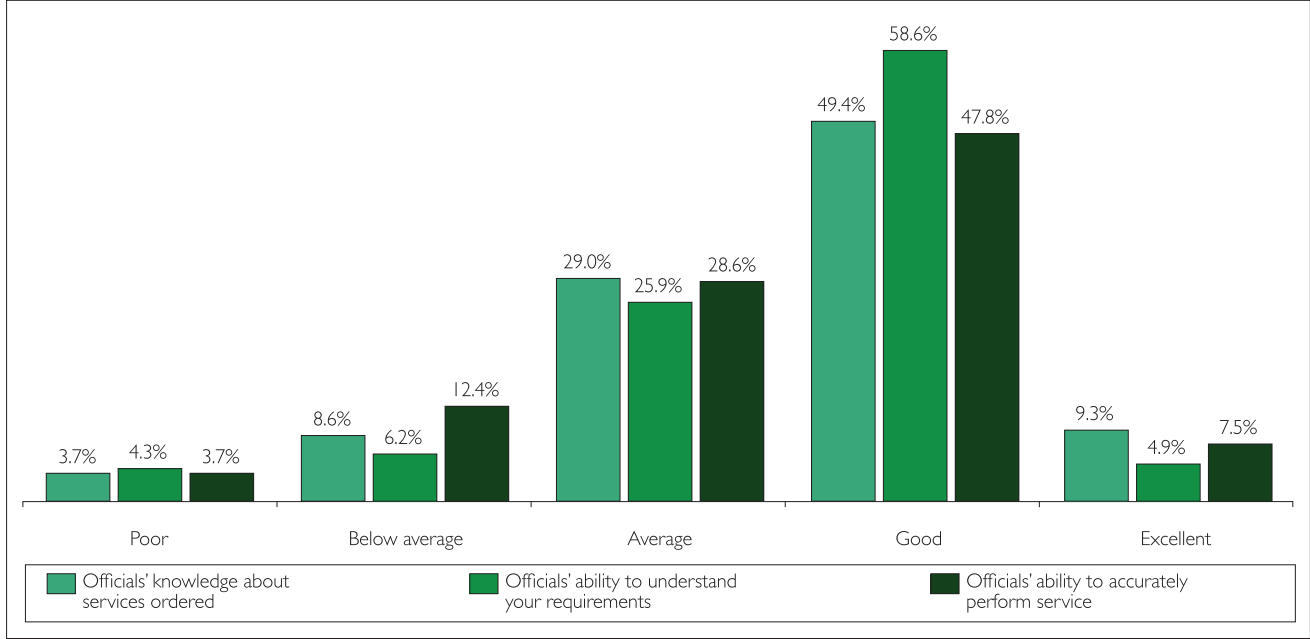
Competence is a standard requirement for an individual to perform a specific job, and it encompasses the knowledge utilised to improve performance. The study sought to determine if interacting with knowledgeable and competent officials was important for service users in service delivery. The findings show that 92.5% of service users rated knowledge and competence of the Departments' officials as important. This finding shows that interacting with knowledgeable and competent public servants is considered as a key driver of citizen satisfaction. Indeed, officials' competence and knowledge about their work enables them to perform their duties effectively.

### 5.8.2 Citizens' level of satisfaction with the knowledge and competence of officials

Informed by the views of service users regarding officials' competence and knowledge in service delivery as a key driver of citizen satisfaction, the study further wanted to determine service users' level of satisfaction with the knowledge and competence displayed by officials of the Departments. Three aspects relating to knowledge and competence of officials were assessed, namely, 'officials' knowledge about services offered', 'officials' ability

to understand your requirements' and 'officials' ability to accurately perform the services rendered'. **Figure 15** below shows how service users rated the various aspects of officials' knowledge and competence.

**Figure 15: Rating the experience pertaining to the knowledge and competence of officials**



**Figure 15** above shows that 'officials' ability to understand your requirements' received the highest satisfaction rating, with 63.5% of users rating it good to excellent. This was followed by 'officials' knowledge about services offered' (58.6%), and 'officials' ability to accurately perform the services rendered' (55.3%). The findings suggest that whilst officials may be comfortable with the officials' ability to understand their requirements, some of them were not happy with the officials' knowledge about services offered and the official's ability to accurately perform services. This may imply that service users did not have much confidence in the way the officials of the Departments carried out their duties.

Overall, findings from provinces show that the majority of service users (78.8%) interviewed in KwaZulu-Natal rated all aspects on knowledge and competence displayed by officials good compared to other provinces, and only 27.1% of those interviewed in Northern Cape rated aspects on knowledge and competence displayed by officials good. The finding suggests that service users in KwaZulu-Natal are satisfied with the knowledge and competence displayed by officials, whilst those in Northern Cape are least satisfied.

## 5.9 FACILITIES

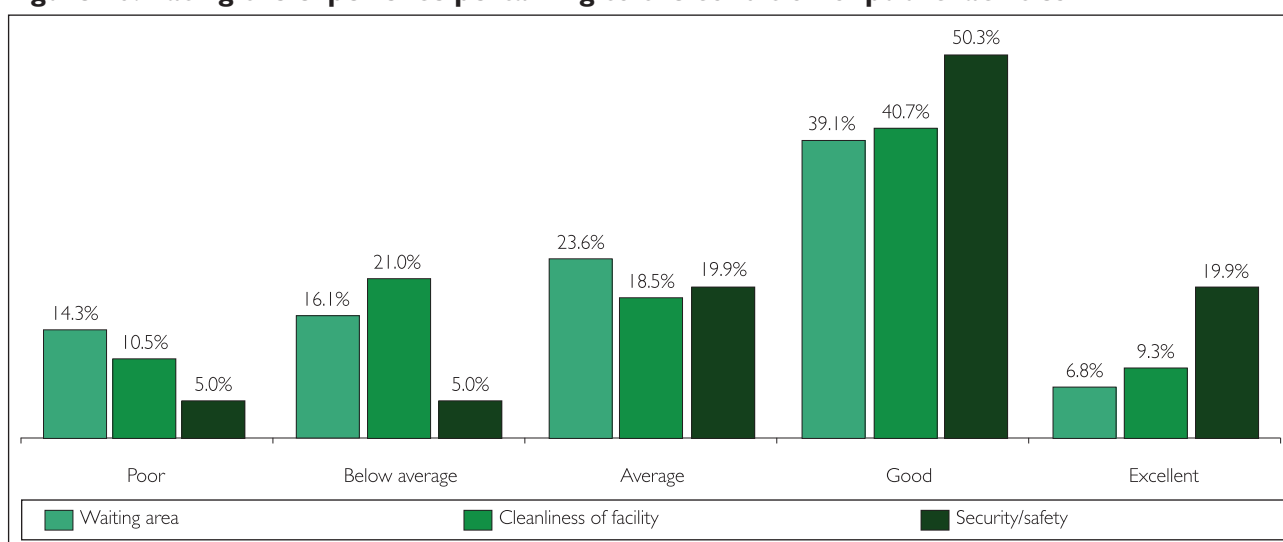
### 5.9.1 The importance of the condition of public facilities

The condition of public facilities should always be welcoming and cater for the needs of the citizens. The study sought to establish if the condition of public facilities is important to service users during service delivery. The findings show that 91.4% of the service users were of the view that the condition of public facilities was important. The finding demonstrates that the condition of public facilities is considered as a key driver of citizen satisfaction. It is critical that citizens feel comfortable inside public facilities and that such public facilities comply with health and safety standards for the provision of public services.

### 5.9.2 Citizens' level of satisfaction with the condition of public facilities

Given the views of service users with regard to the condition of public facilities as a key driver of citizen satisfaction, the study further sought to determine service users' level of satisfaction towards the condition of hospital facilities. In this regard, three aspects relating to the condition of facilities were assessed, namely, 'waiting area', 'cleanliness of facilities' and 'security/safety'. **Figure 16** below shows how service users rated the various aspects related to conditions of facilities.

**Figure 16: Rating the experience pertaining to the condition of public facilities**



**Figure 16** above shows that 70.2% of service users rated 'security/safety' good to excellent. However, the remaining elements were rated lower, with half of the service users (50%) rating the 'cleanliness of facilities' average to poor, and 54% rating the 'waiting area' average to poor. This finding suggests that although service users were happy with issues of safety and security, they were less happy with the cleanliness of facilities and waiting area at the hospitals. Considering that facilities of the Departments are health institutions, it is critical that they remain clean and hygienic at all times or they may become a place for contracting infections.

The findings further show that the majority of service users (72.2%) interviewed in North West province rated all aspects of the condition of public facilities good compared to other provinces, and only 6.3% of those interviewed in Western Cape province rated aspects of the driver good. The finding suggests that service users interviewed in North West were most satisfied with the condition of public facilities, whilst those interviewed in Western Cape were least satisfied.

### 5.9.3 Challenges experienced by service users with regard to the condition of public facilities

Key challenge identified by service users is that hospitals in all provinces are often overcrowded.

5.10 FAIRNESS AND EQUITY

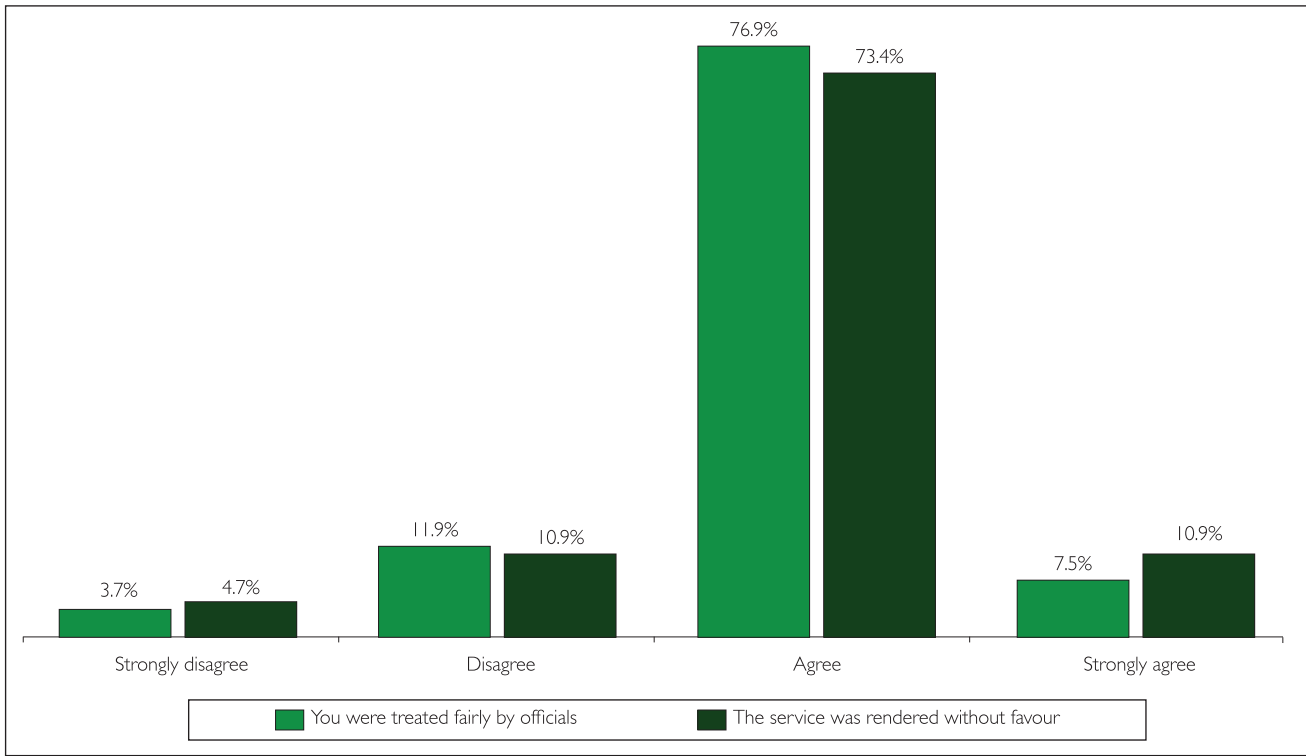
5.10.1 The importance of displaying fairness and equity by officials when interacting with service users

Public services should be rendered equally and fairly without prejudice or favour. The study sought to determine if fairness and equity displayed by the officials of the Department is important when interacting with service users. The findings show that 90.4% of the service users rated the display of fairness and equity by officials of the Departments as important. This finding shows that the display of fairness and equity by the officials of the Departments is considered as a key driver of citizen satisfaction. Surely service users should be provided quality service regardless of their socio-economic status and their geographic location.

5.10.2 Citizens' level of satisfaction with the display of fairness and equity by government officials when interacting with service users

Based on the views of service users regarding the display of fairness and equity by the officials of the Departments as a key driver of citizen satisfaction, the study further sought to establish service users' experience with regard to the fairness and equity displayed by officials. To this end, service users were requested to indicate to what extent they agree with the following statements, namely, 'you were treated fair by officials' and 'the service was rendered without favour'. **Figure 17** below shows service users' views with regard to the above-mentioned statements.

Figure 17: Rating the experience pertaining to fairness and equity displayed by officials



**Figure 17** above show that 84.3% of service users agreed to strongly agreed with the statement 'the service was rendered without favour'. An equal percentage of service users (84.4%) also agreed to strongly agree with the statement 'you were treated fairly by officials'. The findings suggest that in general, service users are being treated with fairness and on an equal basis by hospital officials.

Overall, findings from provinces show that the majority of service users (100%) interviewed in the North West and Limpopo provinces respectively rated all aspects of fairness and equity displayed by officials good compared to other provinces, and 54.2% of those interviewed in the Free State rated aspects fairness and equity displayed by official good. The finding suggests that in general, service users are satisfied with the aspects fairness and equity displayed by officials.

## 5.11 VALUE FOR MONEY

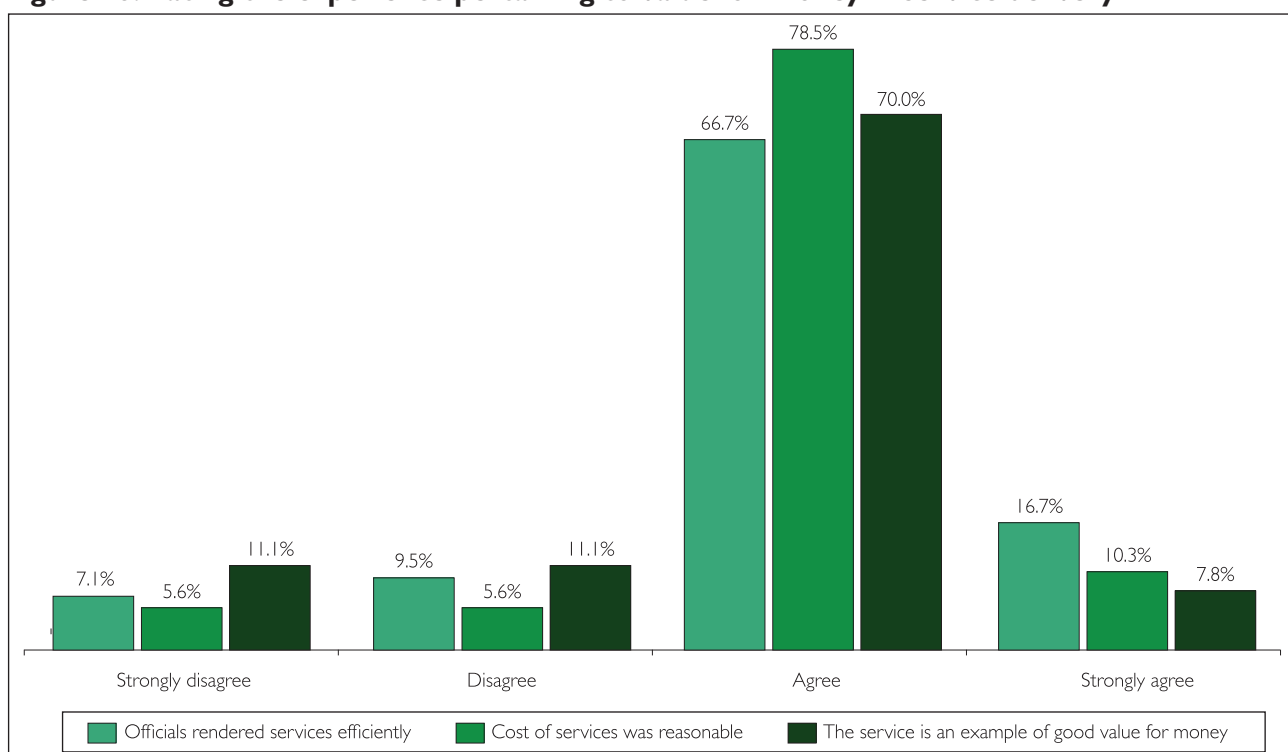
### 5.11.1 The importance of value for money in service delivery

Public services should be delivered economically and efficiently in order to give citizens the best value for money<sup>27</sup>. The study sought to establish if value for money is important to service users in the delivery of services. The findings show that 73.6% of service users were of the view that value for money in service delivery was important. Although the rating is not that high compared to the other drivers, this finding demonstrates that value for money service is considered a key driver of citizen satisfaction.

### 5.11.2 Citizens' level of satisfaction with value for money in service delivery

Given the views of the service users with regarding value for money as a key driver of citizen satisfaction, the study wanted to establish service users' level of satisfaction with their experience on value for money in service delivery. In this regard, service users had to indicate to what extent they agree with the following statements 'officials rendered services efficiently', 'cost of services was reasonable' and 'the service is an example of good value for money'. **Figure 18** below presents the service users' views with the above-mentioned statements.

**Figure 18: Rating the experience pertaining to value for money in service delivery**



<sup>27</sup> Republic of South Africa. Department of Public Service and Administration. Batho Pele Handbook: Service Delivery Improvement Guide. 2003.

**Figure 18** on the previous page shows that 88.8% of users agreed to strongly agreed with the statement 'cost of service was reasonable', followed by 83.4% of users that agreed to strongly agree with the statement 'officials rendered services efficiently'. Service users agreed least with the statement 'the service is an example of good value for money' (77.8%). In general, the finding suggests that service users were of the view that they were getting value for money from the services provided by hospitals.

The findings further show that the majority of service users (100%) interviewed in North West and Limpopo provinces respectively rated all aspects of the value for money in service delivery good compared to other provinces, and 56% of those interviewed in Free State rated aspects of the driver good. The finding suggests that in general, service users are satisfied with value for money in service delivery.

## 5.12 REDRESS

### 5.12.1 The importance of providing redress in service delivery

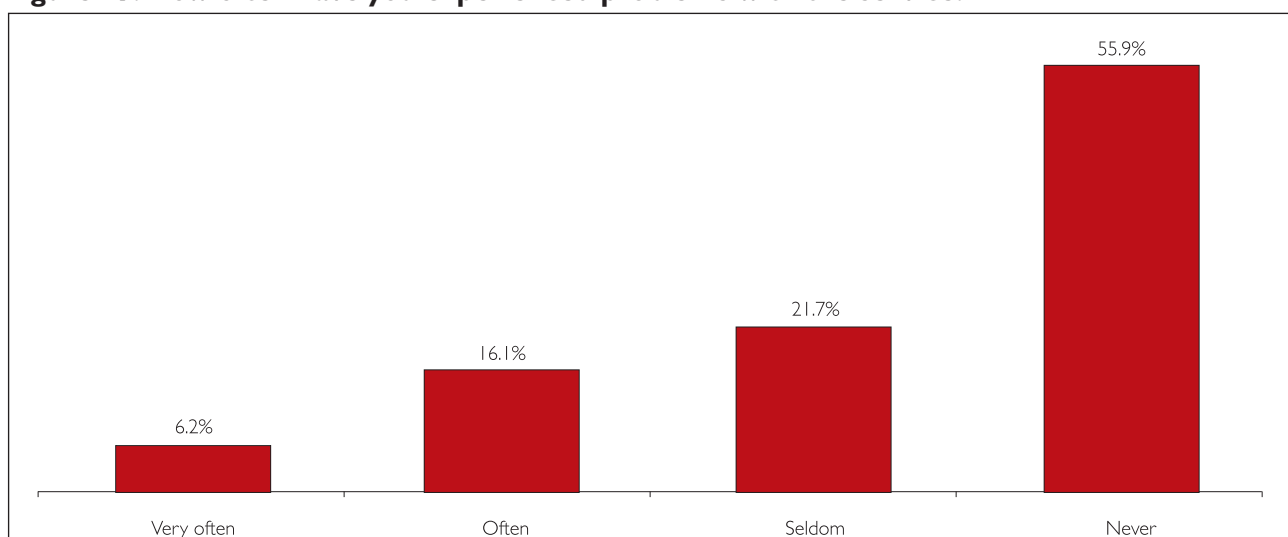
Public Service institutions should ensure that a swift and sympathetic response through apology and full explanation is offered to citizens where a promised standard of service is not delivered<sup>28</sup>. The study sought to determine if the provision of redress is important to service users during service delivery. The findings show that 93% of the service users rated the provision of redress as important. The finding shows that redress is considered a key driver of citizen satisfaction. Surely, the Public Service has a responsibility to rectify any unjust administrative action on the part of citizens. Such practice demonstrates that government cares and does not take its citizens for granted.

### 5.12.2 Citizens' level of satisfaction with the provision of redress in service delivery

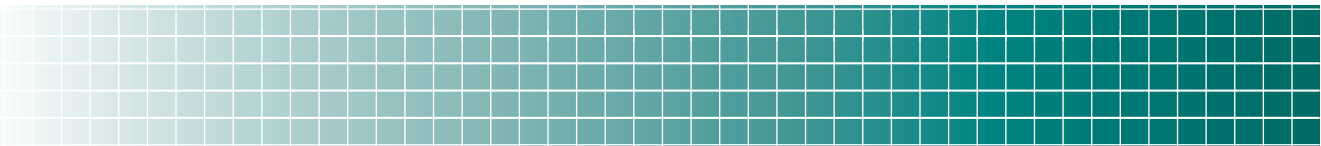
Based on the views of service users regarding the provision of redress as a key driver of citizen satisfaction, the study further sought to determine service users' experience with regard to redress shown by the Departments. Service users were asked to indicate if they have ever experienced any problems with hospital services in the past.

**Figure 19** below presents the frequency at which service users experience problems.

**Figure 19: How often have you experienced problems with the service?**



<sup>28</sup> Republic of South Africa. Department of Public Service and Administration. Batho Pele Handbook: Service Delivery Improvement Guide. 2003.



**Figure 19** on the previous page shows that the majority of service users (55.9%) have never experienced problems with the services rendered by the Departments. Four in ten service users (44%) have experienced problems with services rendered by hospitals. This proportion is significant and represents about two in every five service users. The prevalence of problems experienced were high amongst service users interviewed in the Mpumalanga province (92%), and service users in the Northern Cape province had the lowest of problems (21.4%). The following are the problems experienced by service users:

- Time taken to finalise process accessing services (60.0%)
- Complexity of the process of accessing services (18.6%)
- Unavailability of information (15.7%)
- Inflexible office hours (14.3%)
- Unavailability of forms (10.0%)
- Uncommitted staff (7.1%)
- Lack of resources/staff (5.7%)
- Bad treatment by staff (5.7%)
- Incorrect information (1.4%)

The findings further show that of the 44% of service users who indicated that they had experienced problems with the services of the Departments, only 18.1% mentioned that they did lodge complaints with the relevant authorities of the hospitals. The findings further show that the popular method of lodging complaints applied by most of the service users of the hospitals was verbal (75%). The verbal lodging of complaints suggests that there are no other mechanisms in place through which service users can lodge their complaints. In the absence of such mechanisms, it therefore becomes difficult to follow-up on the verbal reported complaint cases.

Furthermore service users that did not lodge a complaint cited the following reasons for not doing so:

- Did not know how/where to lodge a complaint (53.4%)
- Felt it was not worthwhile (24.1%)
- Nothing to complain about (15.5%)
- Afraid of staff/scared to get in trouble (5.2%)
- Thought it will not be taken seriously (3.4%)
- No one was available to help (1.7%)

### 5.12.3 Challenges experienced by service users with the provision of redress

A key challenge experienced by service users is that officials were not willing to assist them in lodging complaints.

## 5.13 OUTCOME

### 5.13.1 The importance of obtaining an outcome in service delivery

Government Departments should ensure that the products/services that citizens visit their service delivery point to obtain are available and provided to them within reasonable time. The study sought to determine if outcome is important to service users in service delivery. The findings show that 91.1% of the service users were of the view that obtaining outcome is important. The finding demonstrates that ultimately, obtaining the service or product that service users visit service points of the Departments to get, is considered as a key driver of citizen satisfaction.

5.13.2 Citizens' level of satisfaction with obtaining outcome in service delivery

Given the views of the service users regarding the receipt of outcome during service delivery as key driver of citizen satisfaction, the study further sought to establish service users' level of satisfaction with the receipt of outcome during service delivery. To this end, service users had to indicate to what extent they agree with selected statements, namely 'in the end, you got what you needed' and 'the service experience met your expectations'.

Figure 20 below shows service users' views in this regard.

Figure 20: Rating the experience pertaining to obtaining outcome in service delivery

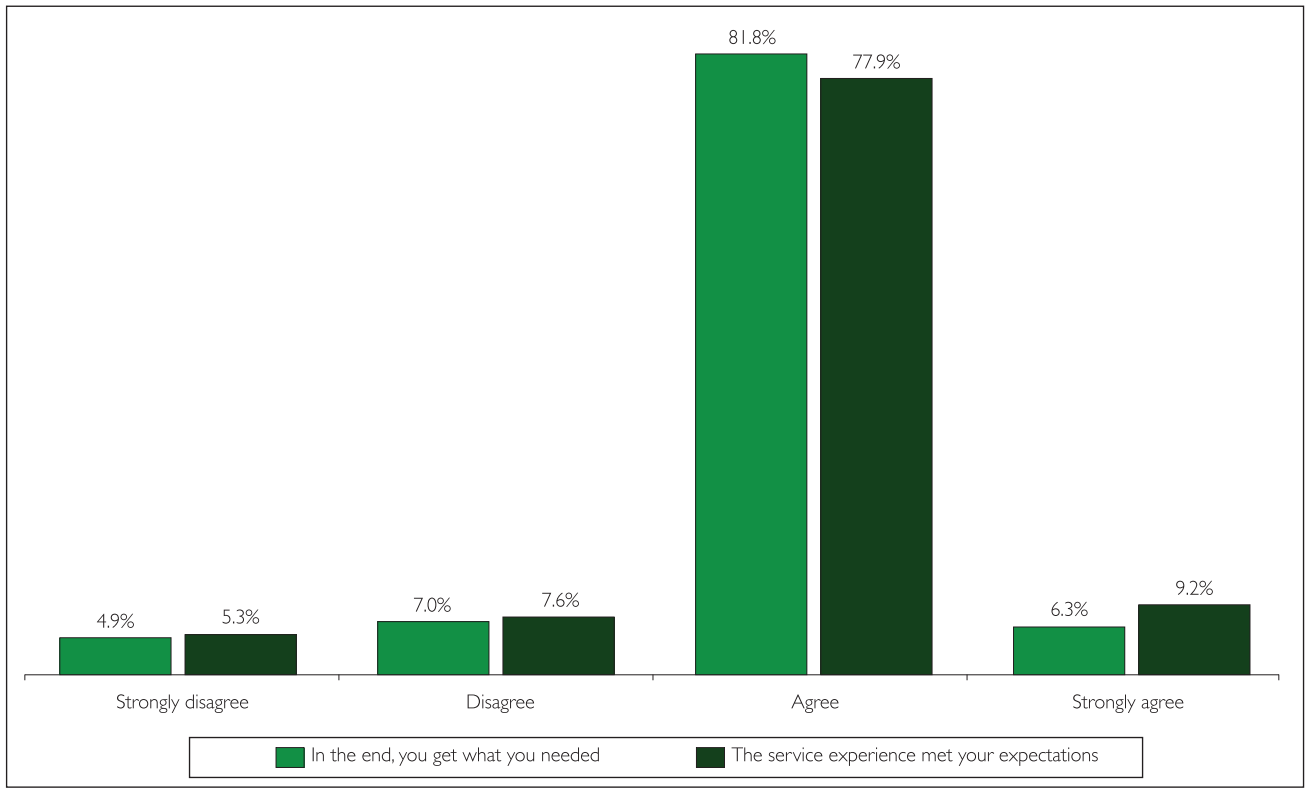
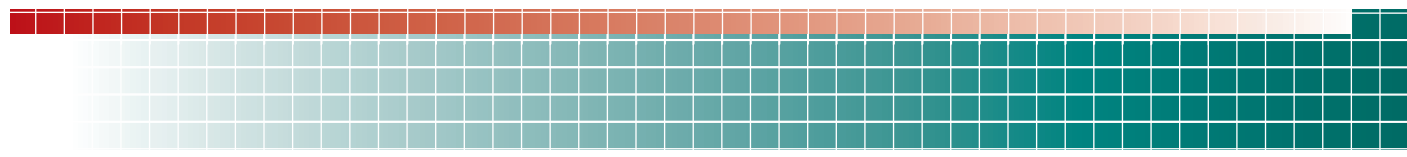


Figure 20 above shows that 88.1% of service users agreed to strongly agreed with the statement 'in the end, you got what you needed', followed by 87.1% of users that agreed to strongly agreed with the statement 'the service experience met your expectation'. The findings show that in general service users are happy that they manage to get the services rendered by the hospitals. Public Service institutions are created to offer services to the public and therefore it is critical that when service users visit the service points, are provided with such services.

Overall, findings from provinces show that the majority of service users (98%) interviewed in Limpopo rated all aspects of outcome good compared to other provinces, and 60% of those interviewed in Gauteng rated aspects of outcome good. The finding suggests that in general service users are satisfied with obtaining services/products from the Departments.





## 5.14 RECOMMENDATIONS

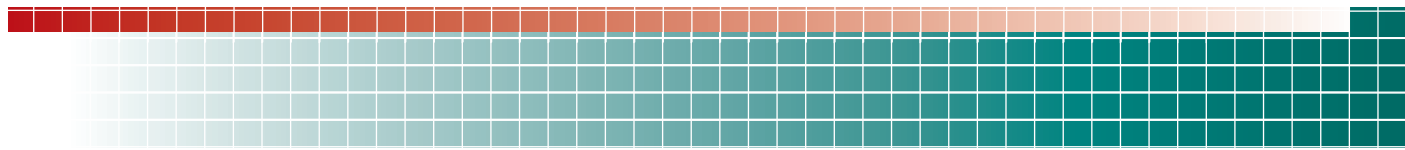
Based on the above findings, the following recommendations are made:

Key areas	Recommendations
Access	<ul style="list-style-type: none"><li>• The functioning and manning of call-centres be investigated at service points, as these are the entry point for many service users for assistance and information gathering. Systems need to be upgraded to ensure that service users can be assisted telephonically within reasonable time.</li></ul>
Timeliness	<ul style="list-style-type: none"><li>• Systems need to be implemented to track and monitor the time it takes before a service user is attended to. This includes monitoring of call centre response times.</li><li>• Processes need to be reviewed to ensure a timely service delivery at service points.</li></ul>
Information	<ul style="list-style-type: none"><li>• Information desks at service centres should at all times be manned with trained and informed staff. These desks are a focal point for assisting and directing service users.</li><li>• Service points should ensure that forms are available for service users.</li><li>• Forms should be designed to promote a user-friendly layout and the capturing of relevant information needed for assisting service users.</li><li>• Officials need to be trained and informed in order to provide service users with the correct information.</li></ul>
Facilities	<ul style="list-style-type: none"><li>• Waiting areas need to be maintained at all times and where necessary upgraded to be conducive to the service users. The areas should also provide a suitable atmosphere for service users to contribute towards their overall service experience.</li></ul>
Redress	<ul style="list-style-type: none"><li>• The Department should develop mechanisms to ensure that formal records of complaints are captured and attended to in an effective and efficient manner.</li></ul>



# Chapter Six

## Key Findings: Department of Labour



## 6.1 INTRODUCTION

This chapter presents the key findings of the survey in relation to the services rendered by the Department of Labour. Findings on the demographic profile of the service users that participated in the study are presented first, followed by the findings on the ten South African-specific drivers of citizen satisfaction model described in Chapter Two. In this regard, service users' views on the importance of the drivers and the ratings of the service users' level of citizen satisfaction with aspects of the drivers are presented. The chapter also presents the challenges experienced by service users with regard to the aspects of the drivers of citizen satisfaction.

## 6.2 DEMOGRAPHIC PROFILE

A total of 164 interviews were conducted with service users of the Department of Labour in the nine provinces. Interviews were conducted at service points located in both the urban and rural areas. Fifty six percent (56%) of the respondents were male and 43.7% were female. Forty two percent (42%) of service users were between the ages of 25 and 34 years, 40.5% were between the ages of 45 and 54 years, 10.8% of the service users were older than 55 years and 6.3% of the service users were younger than 25 years of age. With regard to the educational level of service users, 47.8% indicated that they had completed some schooling, whereas 33.1% had a matric certificate, and 19.1% had a post matric qualification.

## 6.3 KEY FINDINGS

The overall findings show that service users of the Department of Labour were of the view that all ten South African-specific drivers of citizen satisfaction were important. The rating of the drivers in their order of importance is shown in **Table 12** below.

**Table 12: Overall rating of the importance of the drivers of citizen satisfaction by the service users of the Department of Labour**

Drivers of Citizen Satisfaction	Importance of the Drivers
Timeliness	98.1%
Knowledge and Competence of Officials	96.8%
Outcome	96.8%
Information	96.2%
Redress	94.2%
Fairness and Equity	93.0%
Courtesy	91.6%
Accessibility	90.3%
Facilities	89.6%
Value for Money	84.8%

**Table 12** above shows that 98.1% of the service users rated **timeliness** in service delivery as the most important driver of citizen satisfaction. Value for money was also rated as an important driver by 84.8% of the service users.

The findings further show that overall, 75.3% of the service users of the Department of Labour were satisfied with serviced rendered by the Department. **Table 13** on the following page highlights service users' level of satisfaction according to the drivers of satisfaction.



**Table 13: Service users' level of satisfaction with services rendered by the Department of Labour**

Drivers of Citizen Satisfaction	Satisfaction Rating
Fairness and Equity	95%
Outcome	90.2%
Value for Money	89%
Courtesy	78.3 %
Knowledge and Competence of staff	76.1%
Facilities	70.3%
Information	60.5%
Accessibility	58.3%
Timeliness	60.3%
<b>Average Rating</b>	<b>75.3%</b>

**Table 13** above shows that service users were highly satisfied with **fairness and equity** displayed by officials and they were least satisfied with **timeliness** in service delivery. Detailed findings on the service users' views regarding the importance of each driver and their views on the level of satisfaction with each driver are presented below.

## 6.4 ACCESS

### 6.4.1 The importance of accessibility to public services

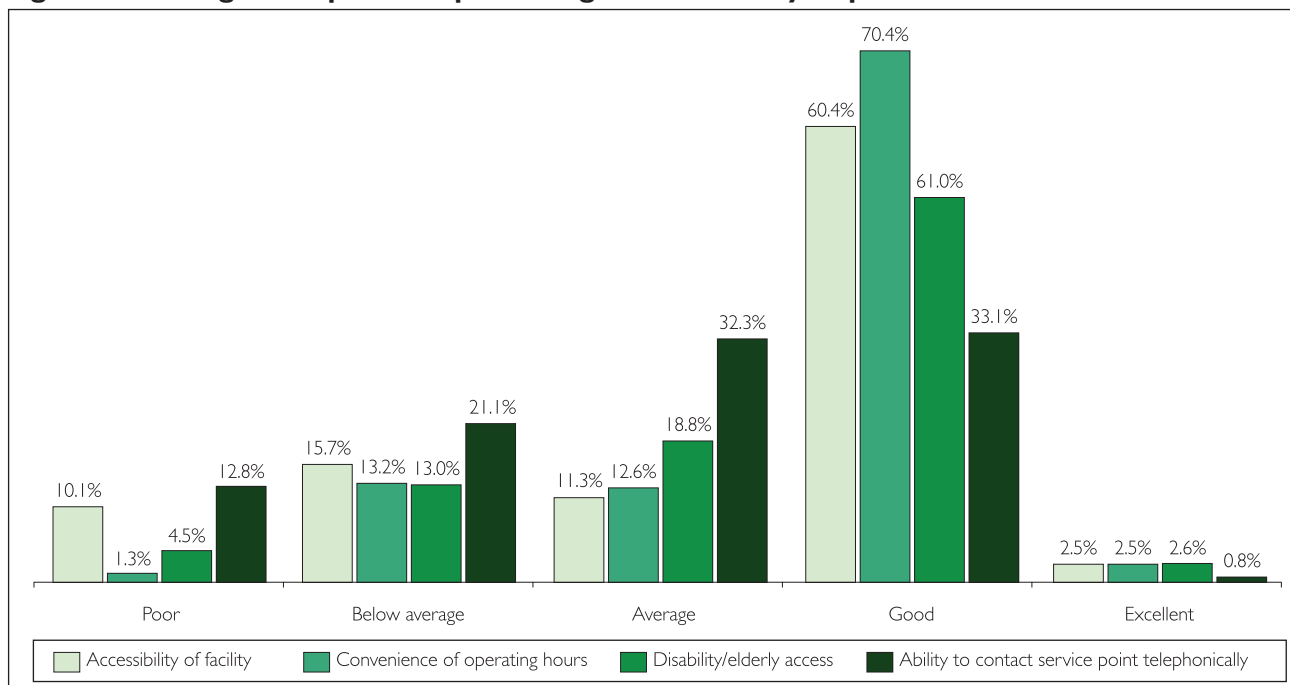
Facilities of Public Service institutions should provide citizens with equal access to the services to which they are entitled<sup>29</sup>. The study sought to determine how important accessibility to services rendered by the Department of Labour is to the service users. The findings show that 90.3% of the service users rated accessibility to services as important. Based on such findings, accessibility to services can be considered as a key driver of citizen satisfaction. In a country like South Africa that has a high rate of unemployment, accessibility to services rendered by the Department of Labour is key to obtaining job opportunities and providing financial security to those who are temporarily out of work.

### 6.4.2 Citizens' level of satisfaction with accessibility to public services

Based on the views of service users regarding accessibility to services as a key driver of citizen satisfaction, the study sought to establish service users' level of satisfaction with regards to accessing services rendered by the Department. To this end, four aspects relating to the accessibility of services were assessed by the service users, namely, 'accessibility of facility,' 'convenience of operating hours,' 'disability/elderly access,' and the 'ability to contact the service point telephonically'. **Figure 21** on the following page shows how service users rated the various aspects of accessibility to services.

<sup>29</sup> Republic of South Africa. Department of Public Service and Administration. Batho Pele Handbook: Service Delivery Improvement Guide. 2003.

**Figure 21: Rating the experience pertaining to accessibility to public services**



**Figure 21** above shows that service users were most satisfied with the aspect of 'convenience of operating hours', with 72.9% of the service users rating it good to excellent. 'Disability/elderly access' was rated good to excellent by 62.9% of the service users, and an equal number of service users (62.9%) also rated 'accessibility to facility' as good to excellent. Of concern was the 'ability to contact service points telephonically' which was rated average to poor by 66.2% of the service users. The finding suggests that it is not easy for service users to contact service points of the Department of Labour telephonically. In this regard, some service users are compelled to go directly to the service points, whereas they could phone and inquire about the services without spending money to travel to the service points. Given the fact that some of the users of the services of this Department are temporarily or permanently out of work, such visits to the service delivery points put unnecessary pressure on their already financial constrained situations.

The findings further show that the majority of service users (80.6%) interviewed in Northern Cape province rated all aspects of accessibility to public services good compared to other provinces, and only 23.6% those interviewed in North West rated the aspects good. The finding suggests that service users in Northern Cape are most satisfied with accessibility to public services, whilst those in North West are least satisfied.

## 6.5 COURTESY

### 6.5.1 The importance of displaying courtesy by government officials when interacting with citizens

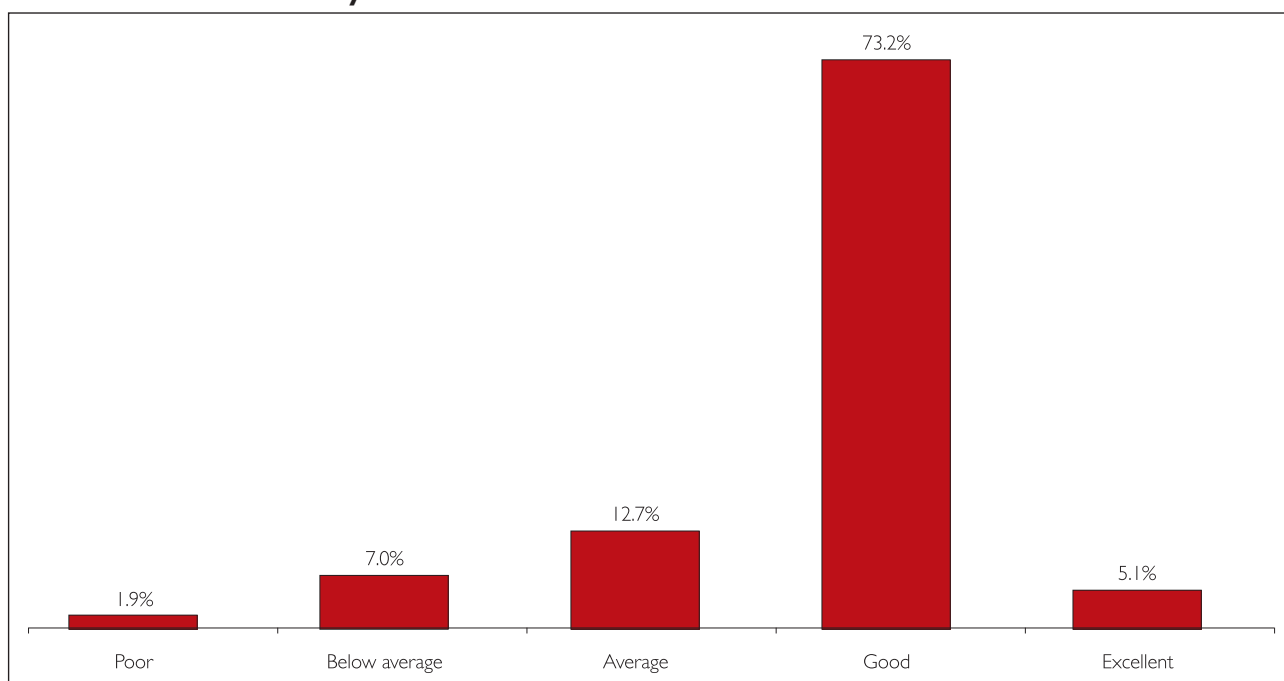
Public Service officials should treat citizens with courtesy and consideration, and should always be polite towards them<sup>30</sup>. The study sought to establish if service users regarded courtesy displayed by the officials of the Department of Labour as important. The findings show that 91.6% of the service users were of the view that courtesy displayed by officials is important. The finding demonstrates that the display of courtesy by officials when interacting with service users is considered as a key driver of citizen satisfaction. Indeed, the display of courtesy by officials is likely to make citizens and stakeholders feel welcomed and respected in service delivery process.

<sup>30</sup> Republic of South Africa. Department of Public Service and Administration. Batho Pele Handbook: Service Delivery Improvement Guide. 2003.

### 6.5.2 Citizens' level of satisfaction with courtesy displayed by officials

Given the views of service users on the display of courtesy as a key driver of citizen satisfaction, the study also sought to determine service users' level of satisfaction towards the courtesy displayed by the officials of the Department. **Figure 22** below shows how service users rated courtesy.

**Figure 22: Rating the experience pertaining to courtesy displayed by public officials in service delivery**



**Figure 22** above shows that the majority of service users (73.2%) perceived the courteousness of officials as good, with an additional 5.1% that rated it as excellent. This finding suggests that the average service users are satisfied with the courtesy shown by the officials of the Department at the sampled service delivery points.

Overall, findings from provinces show that the majority of service users (100%) interviewed in Eastern Cape rated all aspects of courtesy displayed by officials good compared to other provinces, and only 33.3% of those interviewed in North West rated aspects courtesy displayed by official good. The finding suggests that service users in Eastern Cape are satisfied with the aspects courtesy displayed by official, whilst those in North West are least satisfied.

### 6.5.3 Challenges experienced by service users in relation to officials' display of courtesy

The key challenges identified by service users are:

- The lack of friendliness towards them by officials of the Department and
- The lack of sympathy towards them by officials of the Department.

## 6.6 TIMELINESS

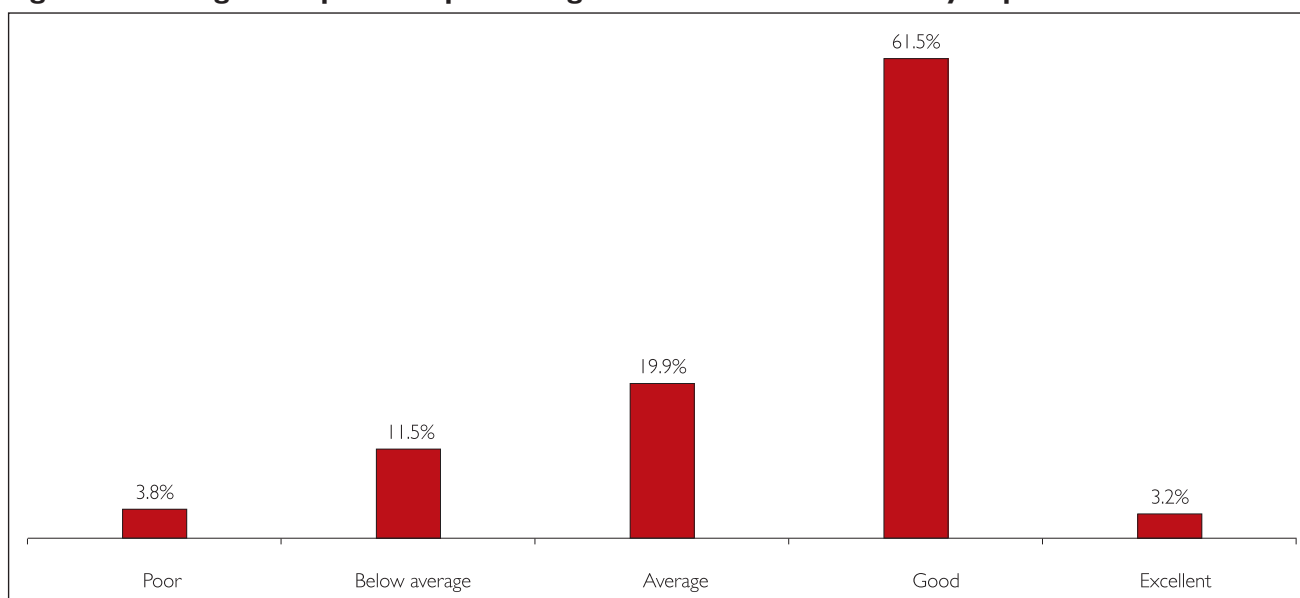
### 6.6.1 The importance of timeliness in service delivery

Public services should be provided swiftly and within reasonable time. The study sought to determine if timeliness is important to the service users of the Department in service delivery. The findings show that 98.1% of the service users rated timeliness in service delivery as important. This finding shows that timeliness in the delivery of services is considered as a key driver of citizen satisfaction.

### 6.6.2 Citizens' level of satisfaction with timeliness in service delivery

Based on the views of service users regarding timeliness as a key driver of citizen satisfaction, the study sought to establish service users' level of satisfaction with timeliness experienced during the delivery of services of the Department. **Figure 23** below shows how service users rated timeliness in service delivery.

**Figure 23: Rating the experience pertaining to timeliness in the delivery of public services**



**Figure 23** above shows that 64.7% of the service users rated timeliness in service delivery good to excellent. The findings also show that 35.3% of the service users rated timeliness in service delivery average to poor. This suggests that such service users wait for a long time before receiving services.

The findings further show that the majority of service users (96.6%) interviewed in Eastern Cape province rated all aspects of timeliness in service delivery good compared to other provinces, and only 15% of those interviewed in North West rated aspects of timeliness in service delivery good. The findings suggest that service users in Eastern Cape were most satisfied with the performance of the Department on timeliness. On the other hand, service users in North West were least satisfied with the Department's performance on timeliness in service delivery.

### 6.6.3 Challenges experienced by service users in relation to timeliness in service delivery

The key challenges identified by service users are:

- Long queues at service points and
- Long time that is taken before they are attended to.

## 6.7 INFORMATION

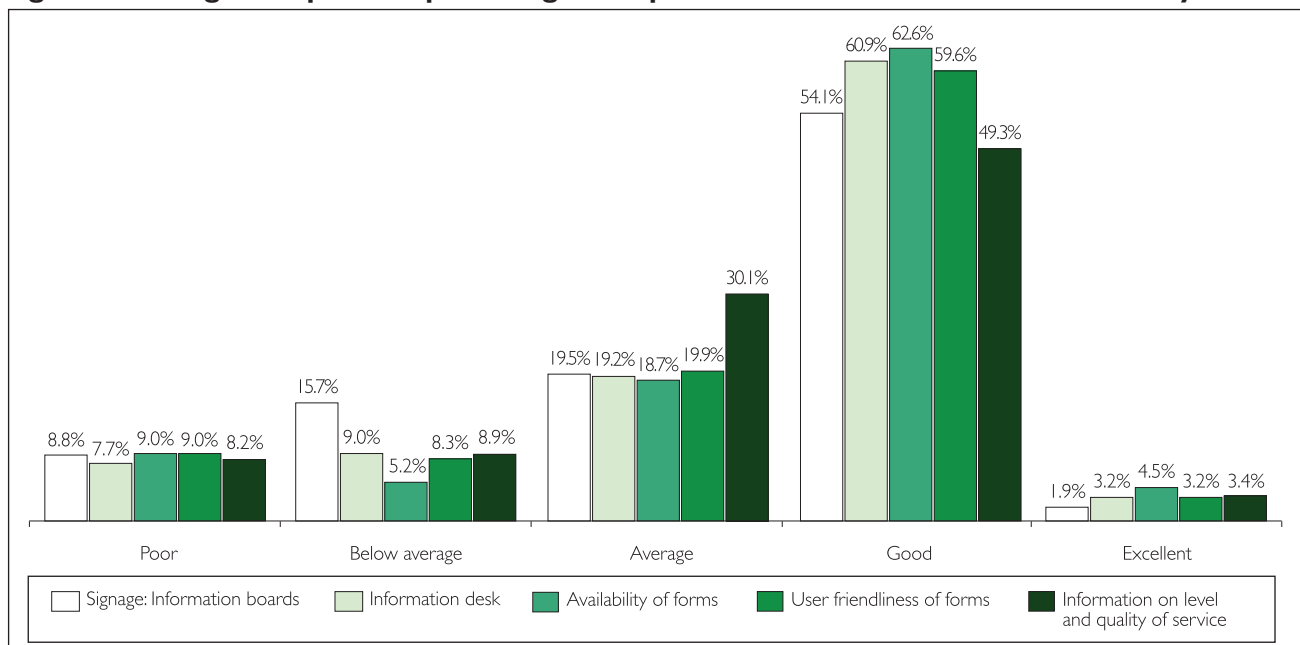
### 6.7.1 The importance of providing accurate information in service delivery

Comprehensive and accurate information should be provided to citizens on where and how services can be accessed<sup>31</sup>. This includes information on the applicable requirements prior to accessing services. The study sought to establish if the provision of accurate and comprehensive information by officials is important to service users during service delivery. The findings show that 96.2% of the service users were of the view that the provision of accurate information is important. The finding demonstrates that the provision of accurate information is considered as a key driver of citizen satisfaction in service delivery. Having accurate information about government services is not only empowering to the service users, but it also assists in improving access to the much needed services to the service users, which in turn improves their livelihood.

### 6.7.2 Citizens' level of satisfaction with the provision of information in service delivery

Given the views of service users on the provision of accurate and comprehensive information by government officials as a key driver of citizen satisfaction, the study further sought to establish service users' level of satisfaction with their experience on the accuracy of information provided by the Department. Five aspects relating to the accuracy of information were assessed, namely, 'signage/information boards', 'information desk', 'availability of forms', 'user friendliness of forms' and 'information on level and quality of service'. **Figure 24** below shows how service users rated the various aspects of providing information.


**Figure 24: Rating the experience pertaining to the provision of information in service delivery**



**Figure 24** above shows that 67.1% of the service users were satisfied with the 'availability of forms' rating it good to excellent, followed by 'information desk' which rated good to excellent by 64.1%, 'user friendliness of forms' was rated good to excellent by 62.8%, and 'signage/information boards' was rated good to excellent by 56% of the service users. 'Information on level and quality of service' obtained the lowest rating compared to the other

<sup>31</sup> Republic of South Africa. Department of Public Service and Administration. Batho Pele Handbook: Service Delivery Improvement Guide. 2003.





aspects, with only 52.7% of users rating it good to excellent. In any process of service delivery, the availability and provision of accurate information is critical to ensure that service users follow the correct procedures to access the services without unnecessary delay. Failure to provide accurate information could leave service users misinformed, frustrated and confused, resulting in them not receiving the required service the first time they visit the service point.

The findings further show that 73.5% of service users acknowledge that officials did inform them of the processes they need to follow in order to access the services. Informing citizens about the processes involved in service delivery is important because such processes empower them to understand and appreciate how services are delivered, and to easily obtain them.

Overall, findings from provinces show that the majority of service users (84.1%) interviewed in Limpopo province rated all aspects of information good compared to other province, and only 8.9% of those interviewed in North West rated aspects of the driver good. The finding suggests that service users interviewed in Limpopo were most satisfied with the provision of information and those interviewed in North West were least satisfied.

### 6.7.3 Challenges experienced by service users with obtaining information

Key challenges identified by service users are:

- The unavailability of staff to assist at the help desks and
- The lack of clear and visible inside signage at service points.

## 6.8 KNOWLEDGE AND COMPETENCE

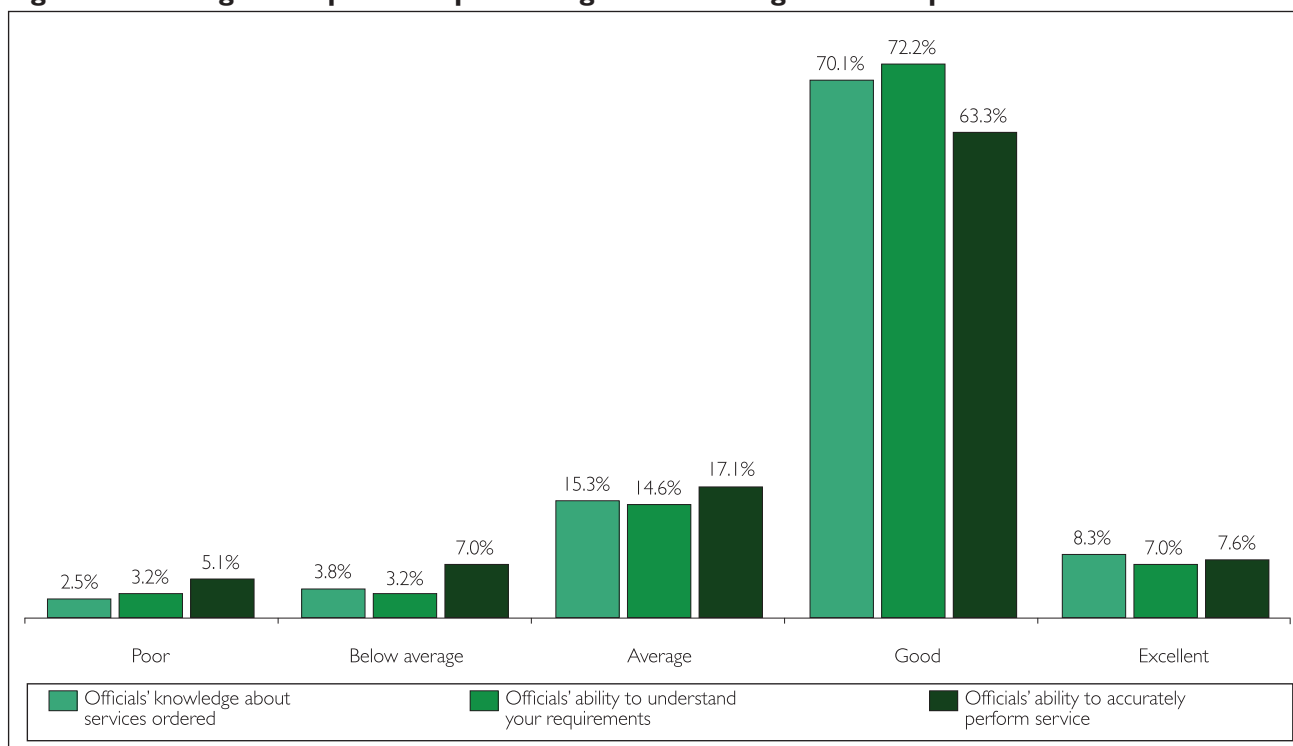
### 6.8.1 The importance of interacting with knowledgeable and competent officials

Competence is a standard requirement for an individual to perform a specific job, and it encompasses the knowledge utilised to improve performance. The study sought to determine if interacting with knowledgeable and competent government officials was important for service users in service delivery. The findings show that 96.8% of service users rated knowledge and competence of government officials as important. This finding shows that interacting with knowledgeable and competent public servants is considered as a key driver of citizen satisfaction. Indeed, officials' competence and knowledge about their work enables them to perform their duties effectively.

### 6.8.2 Citizens' level of satisfaction with the knowledge and competency of officials

Informed by the views of service users regarding officials' competence and knowledge in service delivery as a key driver of citizen satisfaction, the study further wanted to determine service users' level of satisfaction with the knowledge and competence displayed by officials of the Department. Three aspects relating to knowledge and competence of officials were assessed, namely, 'officials' knowledge about services offered', 'officials' ability to understand your requirements' and 'officials' ability to accurately perform the services rendered'. **Figure 25** on the following page shows how service users rated the various aspects of officials' knowledge and competence.

**Figure 25: Rating the experience pertaining the knowledge and competence of officials**



**Figure 25** above show that 'officials' ability to understand your requirements' received the highest satisfaction rating, with 79.2% of users rating it good to excellent, followed by 'officials' knowledge about services offered' (78.4%), and 'officials' ability to accurately perform the services rendered' (70.9%). In general, the findings show that service users were pleased with all aspects of knowledge and competence of officials. Indeed, competent and knowledgeable official are likely to do their work effectively and provide excellent service, which in turn promotes service delivery.

Overall, findings from provinces show that the majority of service users (100%) interviewed in Eastern Cape rated all aspects of officials' knowledge and competence good compared to other provinces, and only 32.1% of those interviewed in North West rated aspects good. The finding suggest that service users interviewed in Eastern Cape were most satisfied with the officials' knowledge and competence and those in North West were least satisfied.

## 6.9 FACILITIES

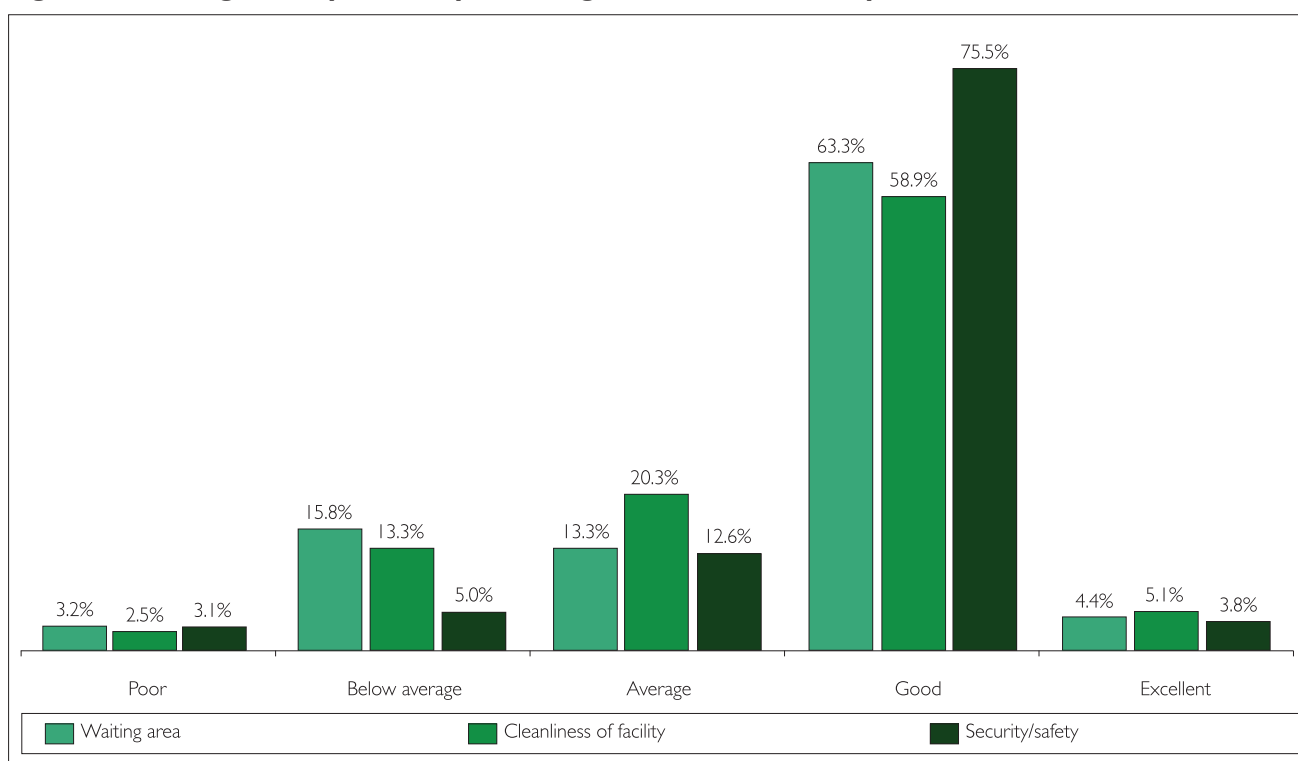
### 6.9.1 The importance of the condition of public facilities

The condition of public facilities should always be welcoming and cater for the needs of the citizens. The study sought to establish if the condition of public facilities is important to service users during service delivery. The findings show that 89.6% of the service users were of the view that the condition of public facilities was important. The finding demonstrates that the condition of public facilities is considered as a key driver of citizen satisfaction. It is critical that citizens feel comfortable inside public facilities and that such public facilities comply with health and safety standards for the provision of public services.

## 6.9.2 Citizens' level of satisfaction with condition of public facilities

Given the views of service users with regard to the condition of public facilities as a key driver of citizen satisfaction, the study further sought to determine service users' level of satisfaction towards the condition of Departmental facilities. In this regard, three aspects relating to the condition of facilities were assessed, namely, 'waiting area', 'cleanliness of facilities' and 'security/safety'. **Figure 26** below shows how service users rated the various aspects related to condition of public facilities.

**Figure 26: Rating the experience pertaining to the condition of public facilities**



**Figure 26** above shows that 79.3% of service users rated 'security/safety' good to excellent. This is followed by 'waiting area' (67.7%) and 'cleanliness of facilities' (64.0%). The findings suggest that in general, service users were satisfied with the aspects of the condition of public facilities.

The findings further show that the majority of service users (100%) interviewed in Eastern Cape province rated all aspects of the condition of public facilities good compared to other provinces, and only 18.5% of those interviewed in North West rated aspects of the driver poor. The finding suggests that service users interviewed in Eastern Cape were most satisfied with the condition of public facilities, whilst those interviewed in North West were least satisfied.

## 6.9.3 Challenges experienced by service users in relation to the condition of facilities

Key challenges identified by service users are:

- The inadequate seating arrangement at the waiting areas and
- The lack of toilets in some of the service points.

## 6.10 FAIRNESS AND EQUITY

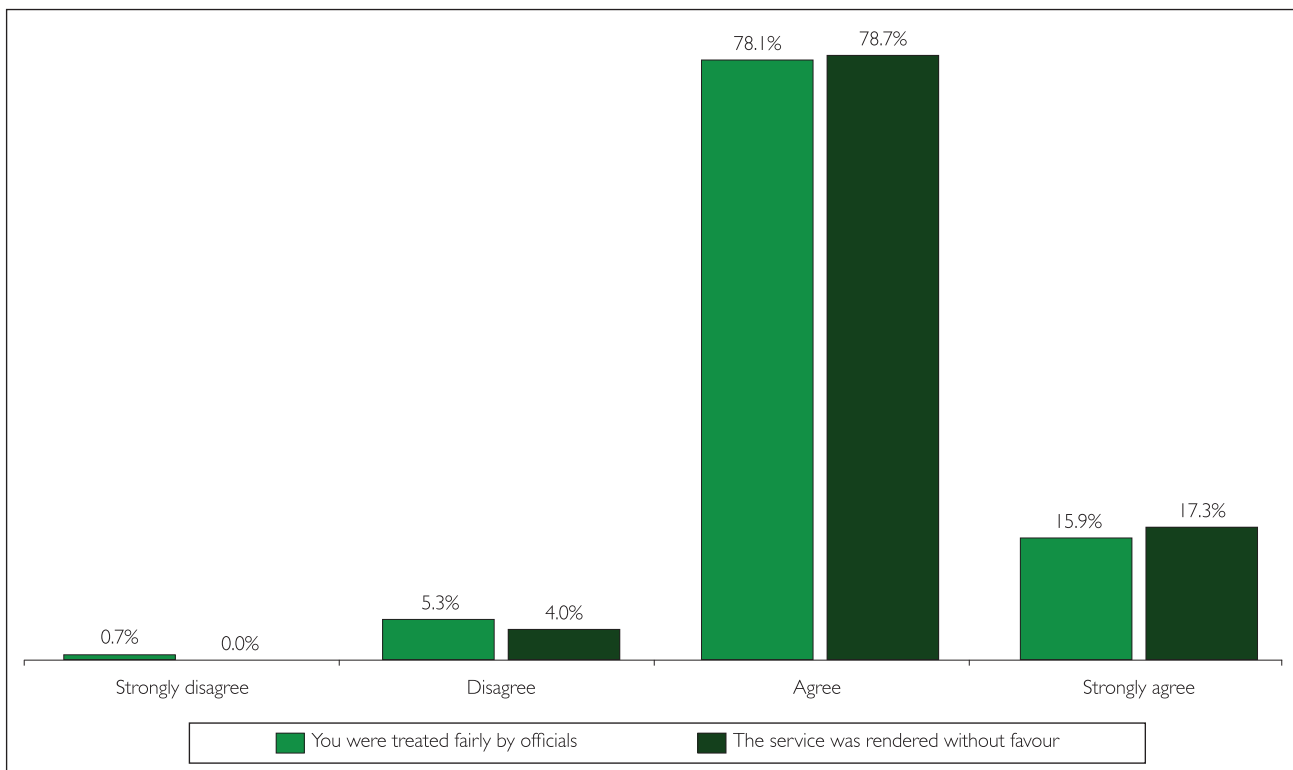
### 6.10.1 The importance of displaying fairness and equity by government officials when interacting with service users

Public services should be rendered equally and fairly without prejudice or favour. The study sought to determine if fairness and equity displayed by government officials is important when interacting with service users. The findings show that 93% of the service users rated the display of fairness and equity by government officials as important. This finding shows that the display of fairness and equity by government officials is considered as a key driver of citizen satisfaction. Surely service users should be provided quality service regardless of their socio-economic status and their geographic location.

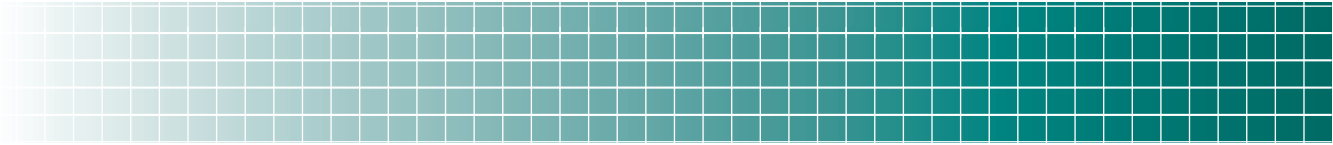
### 6.10.2 Citizens' level of satisfaction with the display of fairness and equity by government officials when interacting with service users

Based on the views of service users regarding the display of fairness and equity by government officials as a key driver of citizen satisfaction, the study further sought to establish service users' level of satisfaction with regard to the fairness and equity displayed by officials of the Department. To this end, service users were requested to indicate to what extent they agree with the following statements, namely, 'you were treated fairly by officials' and 'the service was rendered without favour'. **Figure 27** below shows service users' views with regard to the above-mentioned statements.

**Figure 27: Rating the experience pertaining to fairness and equity displayed by officials**



**Figure 27** above shows that 96% of service users agreed to strongly agree that the service received was rendered without favour'. Again, the majority of the service users (94%) were of the view that they were treated fairly by officials'. These findings suggest that service users are satisfied with the fairness and equity displayed by



officials of the Department during the delivery of services. In general, the findings suggest that service users were satisfied that they received a fair treatment and that services were rendered without favour.

Overall, findings from provinces show that in general, service users from all provinces were satisfied with the fairness and equity displayed by officials with 100% of the service users in Eastern Cape, Free State, Limpopo, Mpumalanga, Northern Cape respectively rating aspects of the driver good and 69.2% of those in North West also rating it good.

### 6.10.3 Challenges experienced by service users' in relation to fairness and equity

A key challenge identified by service users is the preferential treatment given to official's relatives or friends when employment opportunities arise in the Department.

## 6.11 VALUE FOR MONEY

### 6.11.1 The importance of value for money in service delivery

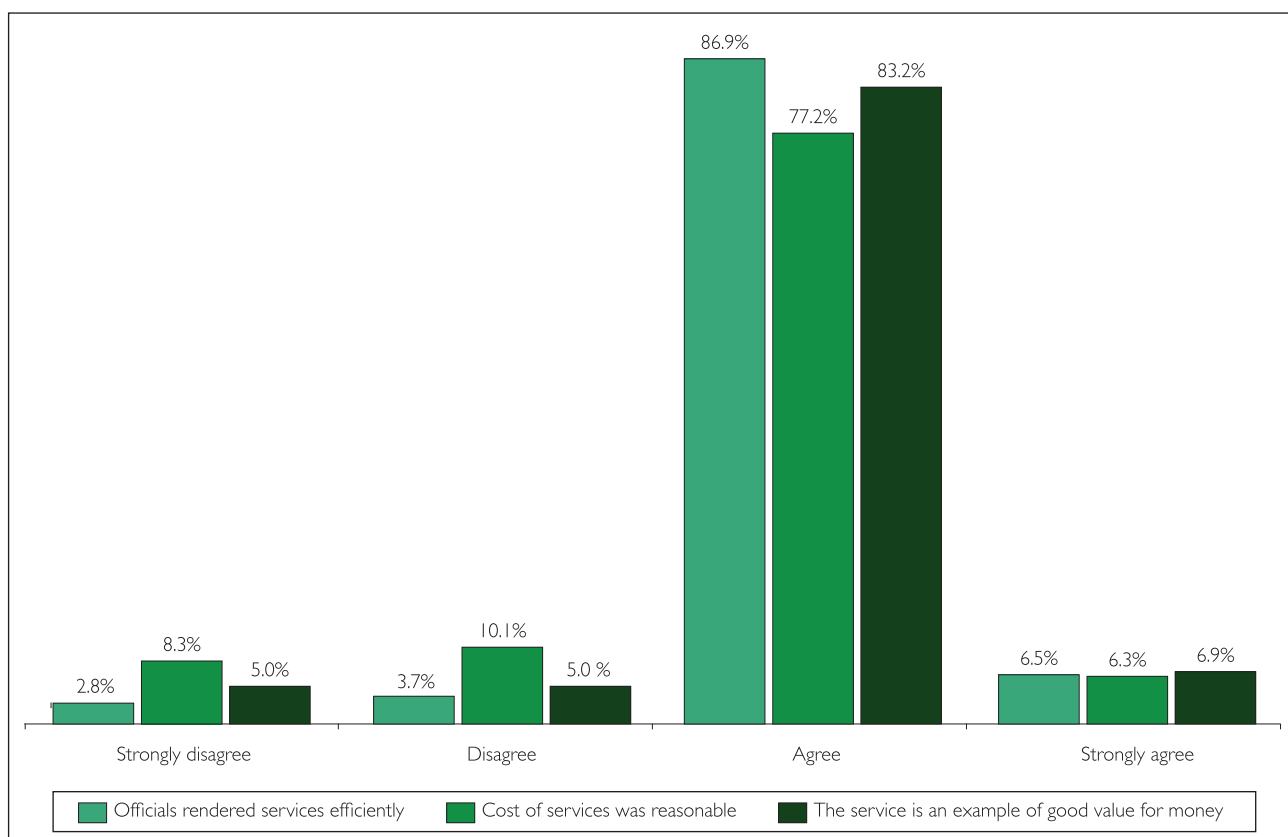
Public services have to be delivered economically, efficiently in order to give citizens the best value for money<sup>32</sup>. The study sought to establish if value for money is important to service users in the delivery of services. The findings show that 84.8% of service users were of the view that value for money in service delivery was important. This finding demonstrates that value for money in service delivery is considered as a key driver of citizen satisfaction.

### 6.11.2 Citizens' level of satisfaction with value for money in service delivery

Given the views of the service users regarding value for money as a key driver of citizen satisfaction, the study wanted to establish service users' level of satisfaction with their experience on value for money in service delivery. In this regard, service users had to indicate to what extent they agree with the following statements 'officials rendered services efficiently', 'cost of services was reasonable' and 'the service is an example of good value for money'. **Figure 28** on the following page presents the service users' views with the above-mentioned statements.

<sup>32</sup> Republic of South Africa. Department of Public Service and Administration. Batho Pele Handbook: Service Delivery Improvement Guide. 2003.

**Figure 28: Rating the experience pertaining to value for money in public service**



**Figure 28** above shows that 93.4% of service users agreed to strongly agree with the statement 'officials rendered services efficiently' and 90.1% of service users agreed to strongly agree with the statement 'the service is an example of good value for money'. A further 83.5 % of service users agreed to strongly agree with the statement 'cost of service was reasonable'. The findings suggest that in general, service users were satisfied that there was value for money in the delivery of services of the Department. This finding suggests that service users are of the view that they were getting value for money from services provided by the Department.

The overall findings from provinces show that in general, service users from all provinces were satisfied with value for money in service delivery with 100% of the service users in Western Cape rating it good and 66.6% of those in Free State also rating it good.

## 6.12 REDRESS

### 6.12.1 The importance of providing redress in service delivery

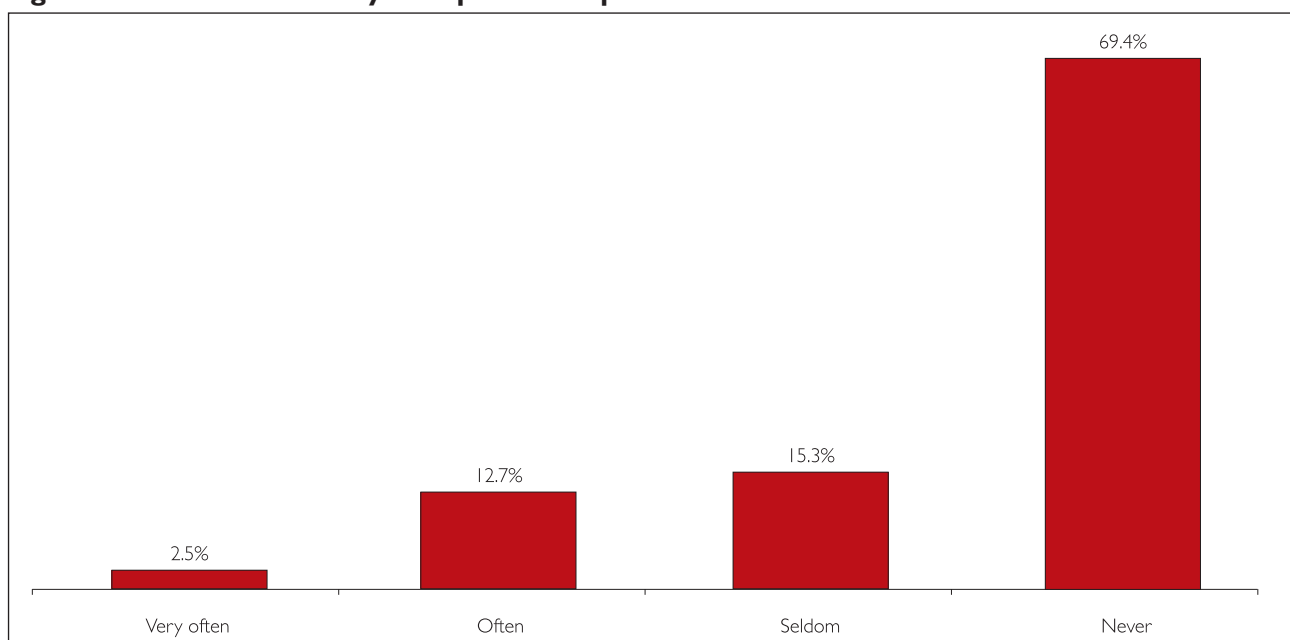
Public Service institutions should ensure that a swift and sympathetic response through apology and full explanation is offered to citizens where a promised standard of service is not delivered<sup>33</sup>. The study sought to determine if the provision of redress is important to service users during service delivery. The findings show that 94.2% of the service users rated the provision of redress as important. This findings show that redress is considered a key driver of citizen satisfaction. Surely, the Public Service has a responsibility to rectify any unjust administrative action on the part of citizens. Such practice demonstrates that government cares and does not take its citizens for granted.

<sup>33</sup> Republic of South Africa. Department of Public Service and Administration. Batho Pele Handbook: Service Delivery Improvement Guide. 2003.

### 6.12.2 Citizens' level of satisfaction with the provision of redress in service delivery

Based on the views of service users regarding the provision of redress as a key driver of citizen satisfaction, the study sought to determine service users' experience with regard to redress shown by the Department. To this end, service users were asked to indicate if they have ever experienced any problems with the services of the Department in the past. **Figure 29** below presents the frequency at which service users experience problems.

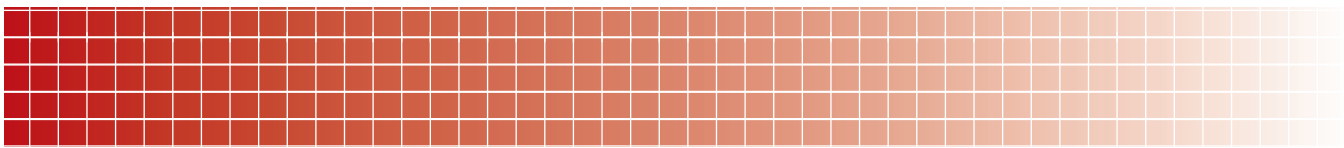
**Figure 29: How often have you experienced problems with the service?**



**Figure 29** above shows that 69.4% of service users have never experienced problems and a total of 30.5% have experienced problems at various levels. The prevalence of problems experienced were highest amongst service users interviewed in Mpumalanga province (66.7%), and service users in Northern Cape province had the least of problems (11.1%). The following are the problems service users have experienced with regard to the Department of Labour:

- Time taken to finalise process of accessing services (69.8%)
- Complexity of the process of accessing services (34.9%)
- Unavailability of information (14.0%)
- Inflexible office hours (7.0%)
- Uncommitted staff (7.0%)
- Unavailability of forms (4.7%)
- Incorrect information (4.7%)

The findings show that of the 30.5% of services users who indicated that they had experienced problems with the services of the Department, only 10.6% mentioned that they did lodge complaints with the relevant authorities of the Department. The findings further show that the popular method of lodging complaints applied by most of the service users of the Department is verbal. The verbal lodging of complaints suggests that there are no other mechanisms in place through which service users can lodge their complaints. In the absence of such mechanisms, it therefore becomes difficult to follow-up on the verbal reported complaint cases.



Furthermore the findings show that service users that did not lodge complaints cited the following reasons:

- Did not know how/where to lodge a complaint (54.1%)
- Felt it was not worthwhile (24.3%)
- Nothing to complain about (21.6%)
- Afraid of staff/scared to get in trouble (2.7%)

The findings further show that only 50% of service users who lodged complaints about services of the Department indicated that their complaints were dealt with satisfactorily. When asked if officials were willing to assist them with the lodging of their complaints, 83.3% of service users answered no. The finding suggests that the service users viewed the officials of the Department less helpful and unwilling to help them.

## 6.13 OUTCOME

### 6.13.1 The importance of obtaining an outcome in service delivery

Government Departments should ensure that the products/services that citizens visit their service delivery point to obtain are available and provided to them within reasonable time. The study sought to determine if outcome is important to service users in service delivery. The findings show that 96.8% of the service users were of the view that obtaining outcome is important. The finding demonstrates that ultimately, obtaining the service or product that service users visit service delivery points of the Department to get, is considered as a key driver of citizen satisfaction.

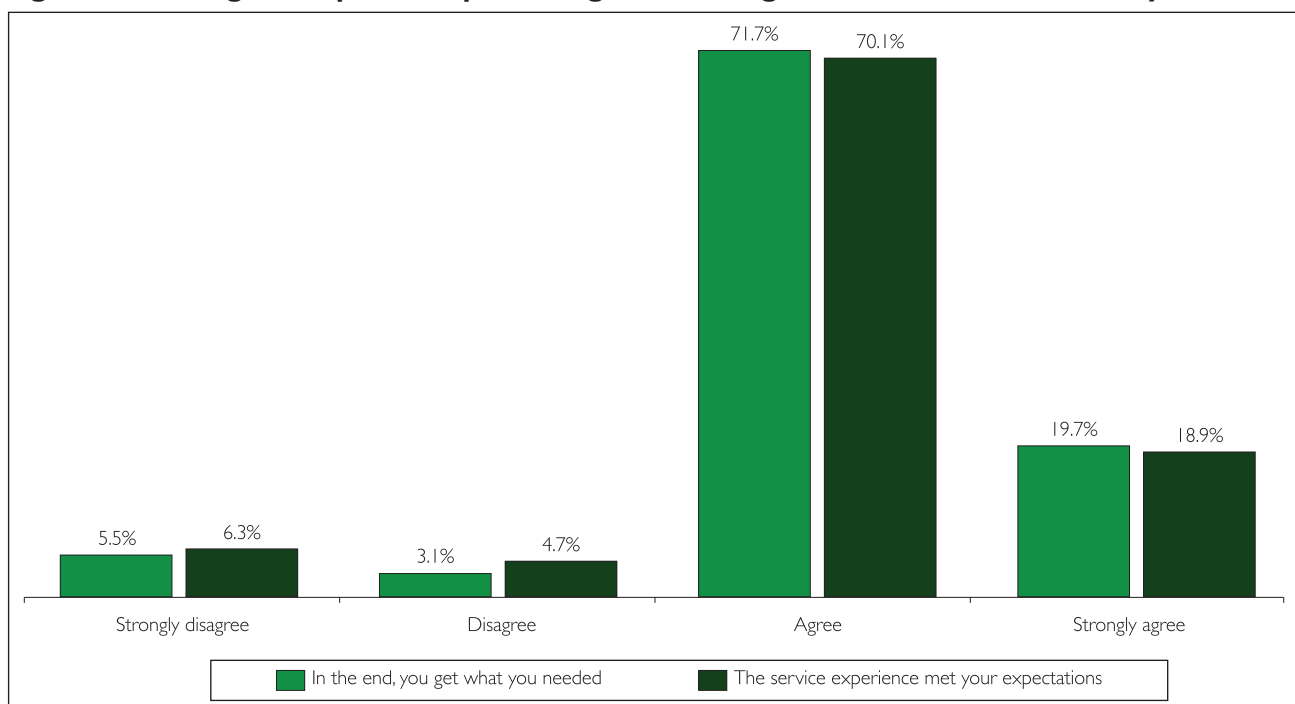
### 6.13.2 Citizens' level of satisfaction with obtaining outcome in service delivery

Given the views of the service users regarding the receipt of outcome during service delivery as key driver of citizen satisfaction, the study further sought to establish service users' level of satisfaction with the receipt of outcome during service delivery. To this end, service users had to indicate to what extent they agree with selected statements, namely 'in the end, you got what you needed' and 'the service experience met your expectations'.

**Figure 30** on the following page shows service users' views in this regard.



**Figure 30: Rating the experience pertaining to obtaining outcome in service delivery**



**Figure 30** above shows that 91.4% of service users agreed to strongly agree with the statement 'in the end, you got what you needed' and 89.0% of users agreed to strongly agree with the statement 'the service experience met your expectation'. The findings show that in general service users are happy that they manage to get the services rendered by the Department of Labour. Public Service institutions are created to offer services to the public and therefore it is critical that when service users visit the service points, are provided with such services.

The overall findings from provinces show that 98.4% of the service users interviewed in Limpopo rated obtaining outcome good compared to other provinces, and only 6% of those in Mpumalanga rated the aspects poor. The finding suggests that service users in Limpopo were mostly obtaining the services and products from the Department and those from Mpumalanga were not easily obtaining the services and products from the Department.

### 6.13.3 Challenges experienced by service users in relation to obtaining outcome in service delivery

Key challenge identified by service users was the inability by the Department to meet its service standards in the delivery of services. For instance, Unemployment Insurance Funds benefits were not available for collection at the time the Department stipulated that they will be ready for collection.

## 6.14 RECOMMENDATIONS

Based on the above findings, the following recommendations are made:

Key areas	Recommendations
Accessibility	<ul style="list-style-type: none"><li>• The functioning and manning of call-centres be investigated at service points, as these are the entry point for many service users for assistance and information gathering. Systems need to be upgraded to ensure that service users can be assisted telephonically within reasonable time.</li></ul>
Timeliness	<ul style="list-style-type: none"><li>• Systems need to be implemented to track and monitor the time it takes before a service user is attended to. This includes monitoring of call centre response times.</li><li>• Processes need to be reviewed to ensure the timely delivery of services at service points. This includes staff training in service processes.</li></ul>
Information	<ul style="list-style-type: none"><li>• The Department need to ensure that all service points have information boards that inform service users of where services can be obtained.</li><li>• Officials need to be trained and informed in order to provide service users with the correct information.</li></ul>
Redress	<ul style="list-style-type: none"><li>• The Department should develop mechanisms to ensure that formal records of complaints are captured and attended to in an effective and efficient manner.</li></ul>

# Chapter Seven

## Key Findings: Departments of Transport

## 7.1 INTRODUCTION

This chapter presents the key findings of the survey in relation to the services rendered by the Departments of Transport. Findings on the demographic profile of the service users that participated in the study are presented first, followed by the findings on the ten South African-specific drivers of citizen satisfaction model described in Chapter Two. In this regard, service users' views on the importance of the drivers and the ratings of the service users' level of citizen satisfaction with aspects of the drivers are presented. The chapter also presents the challenges experienced by service users with regard to the aspects of the drivers of citizen satisfaction.

## 7.2 DEMOGRAPHIC PROFILE

A total of 182 interviews were conducted with service users of the Departments of Transport in all nine provinces. Interviews were conducted at service points located in both the urban and rural areas. Sixty five percent (65%) of the respondents were male and 34.1% were female. Thirty six percent (36%) of the service users were between the ages of 35 and 54 years, 32.7% were between the ages of 25 and 34 years, 20.8% of the service users were younger than 25 years and 9.5% of the service users were older than 55 years of age. With regard to the educational level of service users, 47.4% indicated that they had a post matric qualification, whereas 30.5% had a matric certificate, and 22.1% had completed some schooling.

## 7.3 KEY FINDINGS

The overall findings show that service users of the Departments of Transport were of the view that all ten South African-specific drivers of citizen satisfaction were important. The rating of the drivers in their order of importance is shown in **Table 14** below.

**Table 14: Overall rating of the importance of the drivers of citizen satisfaction by the service users of the Department of Transport**

Drivers of Citizen Satisfaction	Importance of the Drivers
Timeliness	100.0%
Knowledge and Competence of officials	99.4%
Outcome	99.3%
Information	98.1%
Accessibility	97.0%
Facilities	96.3%
Redress	96.1%
Value for Money	93.4%
Courtesy	92.7%
Fairness and Equity	91.7%

**Table 14** above shows that 100% of the service users were of the view that **timeliness** in service delivery was the most important driver of citizen satisfaction. **Value for money** was also rated as an important driver by 91.7% of the service users.

The findings further show that overall, 69.2% of the service users of the Departments of Transport were satisfied with serviced rendered by the Departments. This highlight an improvement of 19.2% in the overall satisfaction

rating compared to the findings of the PSC's 2007 Citizen Satisfaction Survey where 50% of the service users were satisfied with the services rendered by the Departments<sup>34</sup>. **Table 15** below highlights service users' level of satisfaction according to the drivers of satisfaction.

**Table 15: Service users' level of satisfaction with services rendered by the Departments of Transport**

Drivers of Citizen Satisfaction	Satisfaction Rating
Fairness and Equity	95.9%
Outcome	91.3%
Knowledge and Competence of Staff	81%
Value for Money	79.8%
Courtesy	73.2%
Facilities	55.7%
Accessibility	54.1%
Information	46.3%
Timeliness	45.4%
<b>Average Rating</b>	<b>69.2%</b>

**Table 15** above shows that service users were highly satisfied with **fairness and equity** displayed by officials and they were least satisfied with **timeliness** in service delivery. Detailed findings on the service users' views regarding the importance of each driver and their views on the level of satisfaction with each driver are presented below.

## 7.4 ACCESS

### 7.4.1 The importance of accessibility to public services

Facilities of Public Service institutions should provide citizens with equal access to the services to which they are entitled to<sup>35</sup>. The study sought to determine how important accessibility to services rendered by the Departments of Transport is to the service users. The findings show that 97% of the service users rated accessibility to services as important. Based on such findings, accessibility to services can be considered as a key driver of citizen satisfaction. Services provided by the Department of Transport are key to improving the lives of the citizens.

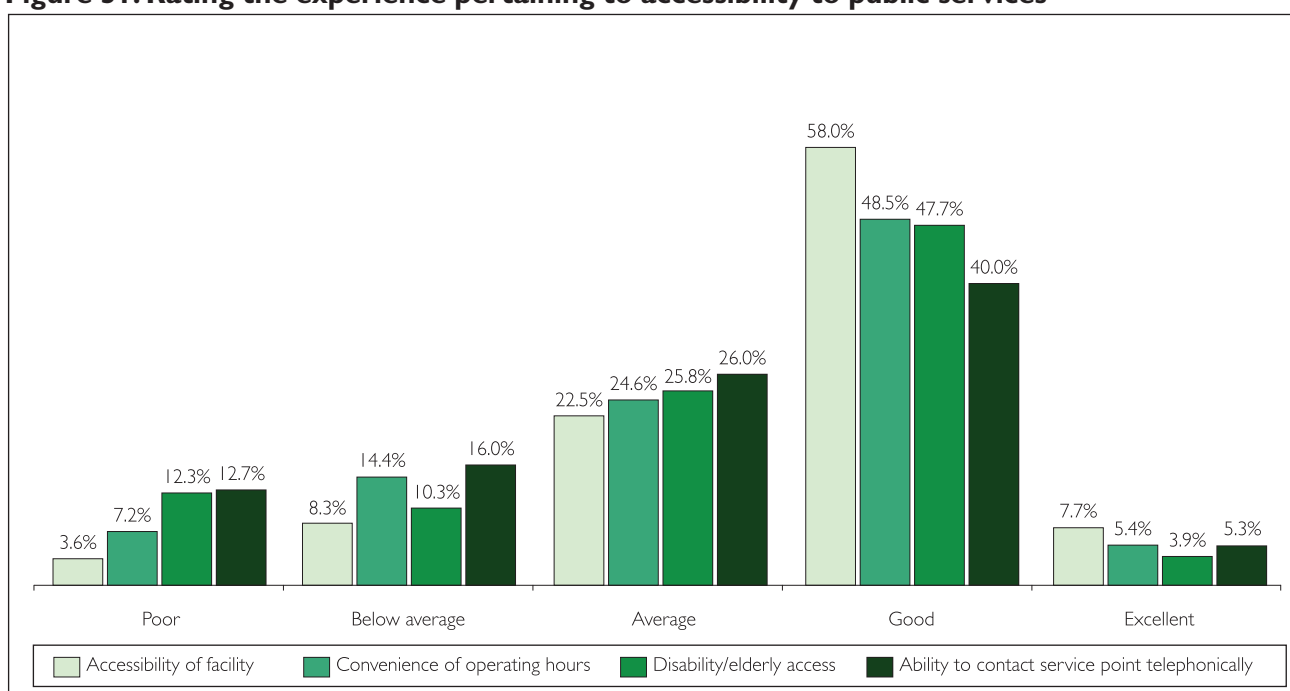
### 7.4.2 Citizens' level of satisfaction with accessibility to public services

Based on the views of service users regarding accessibility to services as a key driver of citizen satisfaction, the study sought to establish service users' level of satisfaction with regard to accessing services rendered by the Departments. To this end, four aspects relating to the accessibility of services were assessed by the service users, namely, 'accessibility of facility,' 'convenience of operating hours,' 'disability/elderly access,' and the 'ability to contact the service point telephonically'. **Figure 31** on the following page shows how service users rated the various aspects of accessibility to public services.

<sup>34</sup> Republic of South Africa. Public Service Commission. Citizen Satisfaction Survey: Department of Home Affairs, Department of Trade and Industry, Transport Services by Provincial Departments. 2007.

<sup>35</sup> Republic of South Africa. Department of Public Service and Administration. Batho Pele Handbook: Service Delivery Improvement Guide. 2003.

**Figure 31: Rating the experience pertaining to accessibility to public services**



**Figure 31** above shows that service users were satisfied with 'accessibility to facility', with 65.7% of them rating it good to excellent, followed by 53.9% that rated 'conveniences of operating hours' good to excellent. In comparison with the findings of the 2006/07 PSC's Citizen Satisfaction Survey, an increase of 5.3% in the level of satisfaction can be detected where the aspect of 'convenience of operating hours' was rated as good to excellent by 48.6%<sup>36</sup>.

The findings further show that only 51.6% of the service users rated 'disability/elderly access' good to excellent and the 'ability to contact service point telephonically' was rated good to excellent at 45.3%. In comparison to the findings of the 2006/07 PSC's survey, the aspect on the 'ability to contact service point telephonically' does not show any improvement as almost the same percentage of service users (45.2%) rated it good to excellent then<sup>37</sup>. In general the findings show that the majority of the service users of the Departments of Transport were not satisfied with the 'ability to contact service point telephonically'.

Overall, findings from provinces show that 73.9% of the service users interviewed in Gauteng rated all aspects of accessibility to public services good compared to other province, and only 24.2% of those interviewed in North West rated the aspects on access to public services good. The finding suggests that service users in Gauteng are satisfied with the accessibility to public services, whilst those in North West are least satisfied.

#### 7.4.3 Challenges experienced by service users in relation to accessibility of public services

A key challenge identified by the service users is that the majority of the service points are located in towns and in the industrial areas where there is not adequate transport to get there.

<sup>36</sup> Republic of South Africa. Public Service Commission. Citizen Satisfaction Survey: Department of Home Affairs, Department of Trade and Industry, Transport Services by Provincial Departments. 2007.

<sup>37</sup> Republic of South Africa. Public Service Commission. Citizen Satisfaction Survey: Department of Home Affairs, Department of Trade and Industry, Transport Services by Provincial Departments. 2007.

## 7.5 COURTESY

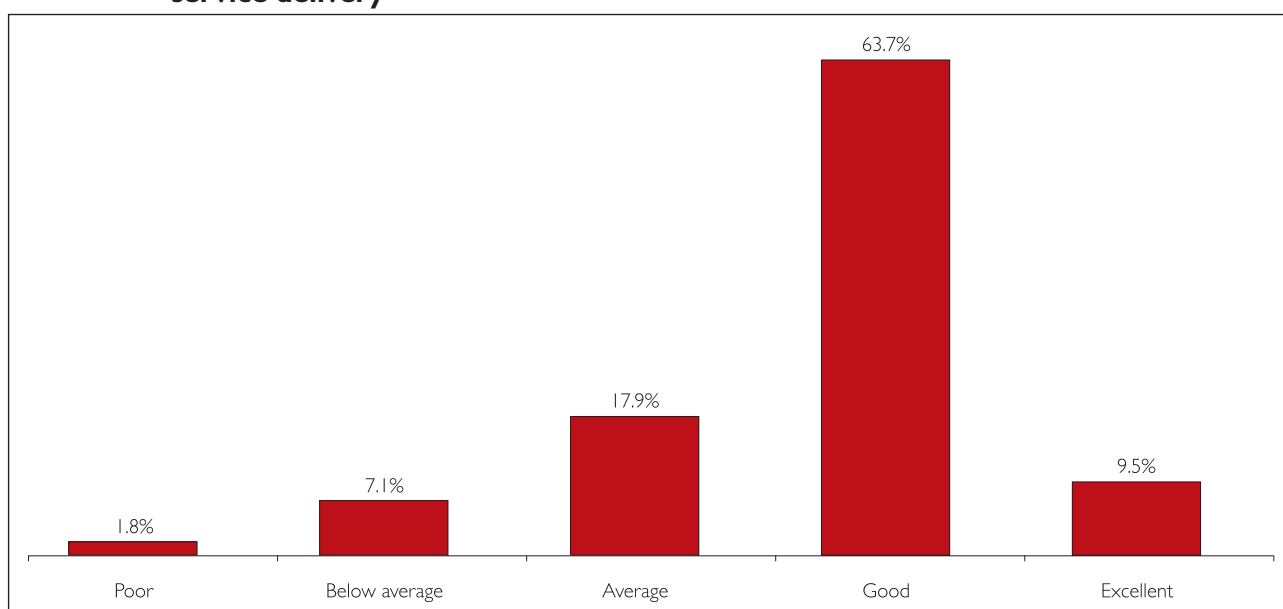
### 7.5.1 The importance of displaying courtesy by officials when interacting with citizens

Public Service officials should always be seen as considerate, polite and showing respect towards citizens<sup>38</sup>. The study sought to establish if service users regarded courtesy displayed by the officials of the Departments of Transport is important. The findings show that 92.7% of the service users were of the view that courtesy displayed by officials is important. The finding demonstrates that the display of courtesy by officials when interacting with service users is considered as a key driver of citizen satisfaction. Indeed, the display of courtesy by officials is likely to make citizens and stakeholders feel welcomed and respected in service delivery process.

### 7.5.2 Citizens' level of satisfaction with the courtesy displayed by officials

Given the views of service users on the display of courtesy as a key driver of citizen satisfaction, the study also sought to determine service users' level of satisfaction towards the courtesy displayed by the officials of the Departments. **Figure 32** below shows how service users rated courtesy.

**Figure 32: Rating the experience pertaining to courtesy displayed by public officials in service delivery**



**Figure 32** above shows that the majority of service users (63.7%) were of the view that the courteousness displayed by officials was good, with an additional 9.5% that rated it as excellent. This finding suggests that the average service user can be considered satisfied with the courtesy shown by officials. In comparison with the findings of the 2006/07 PSC's Citizen Satisfaction Survey, there has been a significant improvement of 19.6% in service users' level of satisfaction with the courtesy displayed by officials of the Departments which was rated good to excellent by 53.6% of service users who participated in that study<sup>39</sup>.

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

39 Republic of South Africa. Public Service. *Citizen Satisfaction Survey: Department of Home Affairs, Department of Trade and Industry, Transport Services by Provincial Departments*. 2007.

Overall, findings from provinces show that the majority of service users (100%) interviewed in Eastern Cape rated all aspects of courtesy displayed by officials good compared to other provinces, and only 37.5% of those interviewed in Mpumalanga rated aspects courtesy displayed by official good. The finding suggests that service users in Eastern Cape are satisfied with the aspects courtesy displayed by official, whilst those in Mpumalanga are least satisfied.

7.5.3 Challenges experienced by service users in relation to courtesy

A key challenge identified by service users is the rudeness and lack of patience on the part officials.

7.6 TIMELINESS

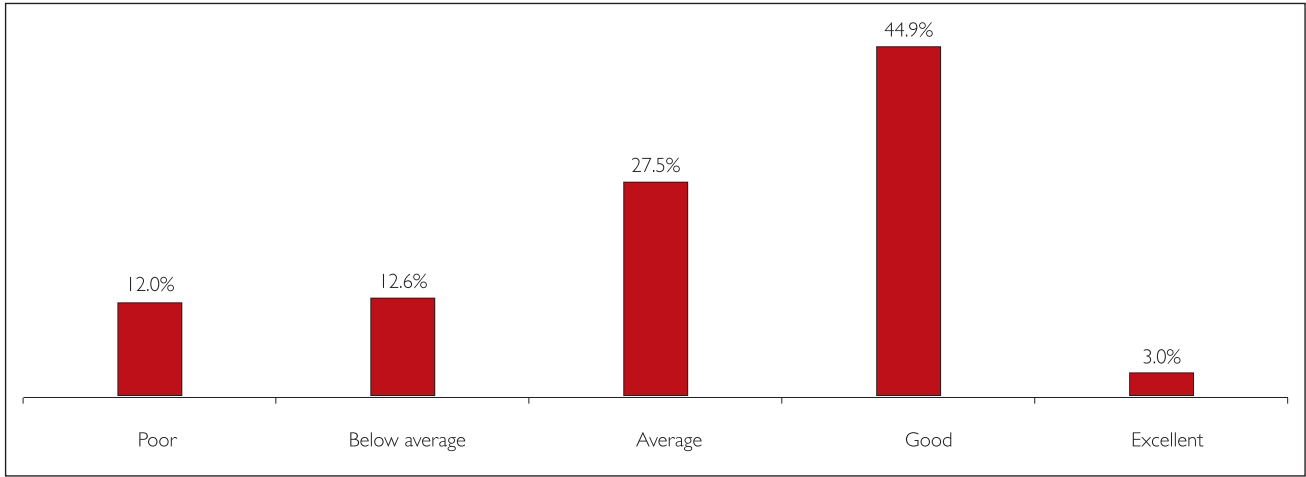
7.6.1 The importance of timeliness in the delivery of services

Public services should be provided swiftly and within reasonable time. The study sought to determine if timeliness is important to the service users of the Departments in service delivery. The findings show that 100% of the service users rated timeliness in service delivery as important. This finding shows that timeliness in the delivery of services is considered as a key driver of citizen satisfaction.

7.6.2 Citizens' level of satisfaction with timelines in service delivery

Based on the views of service users regarding timeliness as a key driver of citizen satisfaction, the study sought to establish service users' level of satisfaction with timeliness experienced during the delivery of services of the Departments. **Figure 33** below shows how service users rated timeliness in service delivery.


Figure 33: Rating the experience pertaining to timeliness in the delivery of public services



**Figure 33** above show that 47.9% of service users rated timeliness in service delivery good to excellent. The findings also show that 52.1% of the service users rated timeliness in service delivery average to poor. When compared to the findings of the 2006/07 PSC's Citizen Satisfaction Survey, there has not been improvement on service users' level of satisfaction with regard to timeliness in relation to the services rendered by the Departments as 50% of service users rated the turn-around time poor<sup>40</sup>.

40 Republic of South Africa. Public Service. Citizen Satisfaction Survey: Department of Home Affairs, Department of Trade and Industry, Transport Services by Provincial Departments. 2007.





This finding implies that service users expect services to be rendered within a reasonable time without having to wait too long before getting the service. These findings mean that concerted effort on the part of the Departments is needed in order to improve on the timeliness of services at the various service points.

The findings further show that the majority of service users (70.5%) interviewed in KwaZulu-Natal province rated all aspects of timeliness in service delivery good compared to other provinces, and only 25.9% of those interviewed in Free State rated aspects of timeliness in service delivery good. The finding suggests that service users interviewed in KwaZulu-Natal were most satisfied with timeliness in service delivery, whilst those interviewed in Free State were least satisfied.

### 7.6.3 Challenges experienced by service users in relation to timeliness

A key challenge identified by service users is the long queues at the service points.

## 7.7 INFORMATION

### 7.7.1 The importance of providing accurate information in service delivery

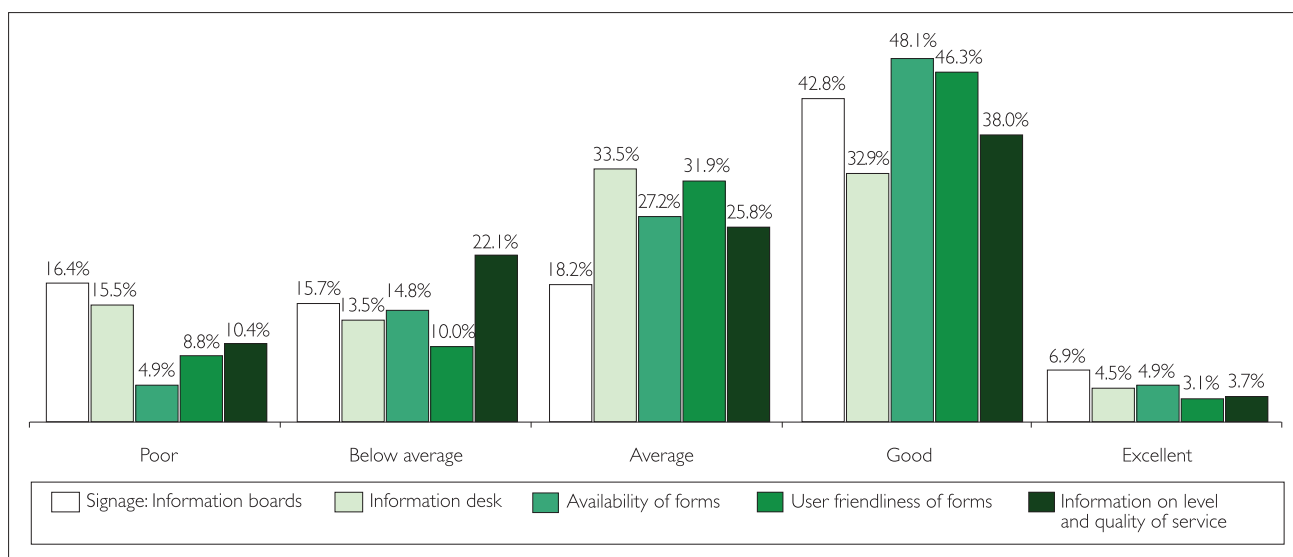
Comprehensive and accurate information should be provided to citizens on where and how services can be accessed<sup>41</sup>. This includes information on the applicable requirements prior to accessing services. The study sought to establish if the provision of accurate and comprehensive information by officials is important to service users during service delivery. The findings show that 98.1% of the service users were of the view that the provision of accurate information is important. The finding demonstrates that the provision of accurate information is considered as a key driver of citizen satisfaction in the public service delivery. Having accurate information about government services is not only empowering to the service users, but it also assists in improving access to the much needed services to the deserving service users which in turn improves their livelihoods.

### 7.7.2 Citizens' level of satisfaction with the availability of information in service delivery

Given the views of service users on the provision of accurate and comprehensive information by government officials as a key driver of citizen satisfaction, the study further sought to establish service users' level of satisfaction with their experience on the provision of information by the Departments. Five aspects relating to the provision of information were assessed, namely, 'signage/information boards', 'information desk', 'availability of forms', 'user friendliness of forms' and 'information on level and quality of service'. **Figure 34** on the following page shows how service users rated the various aspects of providing information.

<sup>41</sup> Republic of South Africa. Department of Public Service and Administration. Batho Pele Handbook: Service Delivery Improvement Guide. 2003.

**Figure 34: Rating the experience pertaining to the provision of information in public service delivery**



**Figure 34** above shows that 53% of service users rated 'availability of forms' good to excellent, with the level of satisfaction on the remaining aspects being rated lower. For instance, 50.3% of the service users rated 'signage/information boards' average to poor; 50.6% also rated 'user friendliness of forms' average to poor; followed by 58.3% that rated 'information on the level and quality of service' average to poor and 62.2% that rated 'information desk' average to poor. The finding suggests that in general service users are not happy with the provision of information by the Departments of Transport.

In comparison with the findings of the 2006/07 PSC's Citizen Satisfaction Survey, a slight decrease (2.6%) can be detected with the aspect 'information desk' as it was rated average to poor by 60% of the service users. The findings further show that no improvement has been experienced by the service users of the Departments on this aspect. Failure to provide accurate information could leave users misinformed, frustrated and confused, resulting in failure to receiving the right service the first time.

Furthermore, the study also wanted to solicit the views of the service users on whether they are being informed about processes involved in accessing services by officials. In this regard, only 53.3% of service users interviewed acknowledged that officials did inform them of the process involved in accessing the service.

Overall, findings from provinces show that the majority of service users 96.6% interviewed in Eastern Cape rated all aspects of provision of accurate information good compared to other provinces, and only 25.8% of those interviewed in North West rated aspects provision of accurate information good. The finding suggests that service users in Eastern Cape are satisfied with the aspects provision of accurate information, whilst those in North West are least satisfied.

### 7.7.3 Challenges experienced by service users in relation to the provision of information

A key challenge identified by service users is the lack of information desks from which information can be obtained as the service points.

## 7.8 KNOWLEDGE AND COMPETENCE OF OFFICIALS

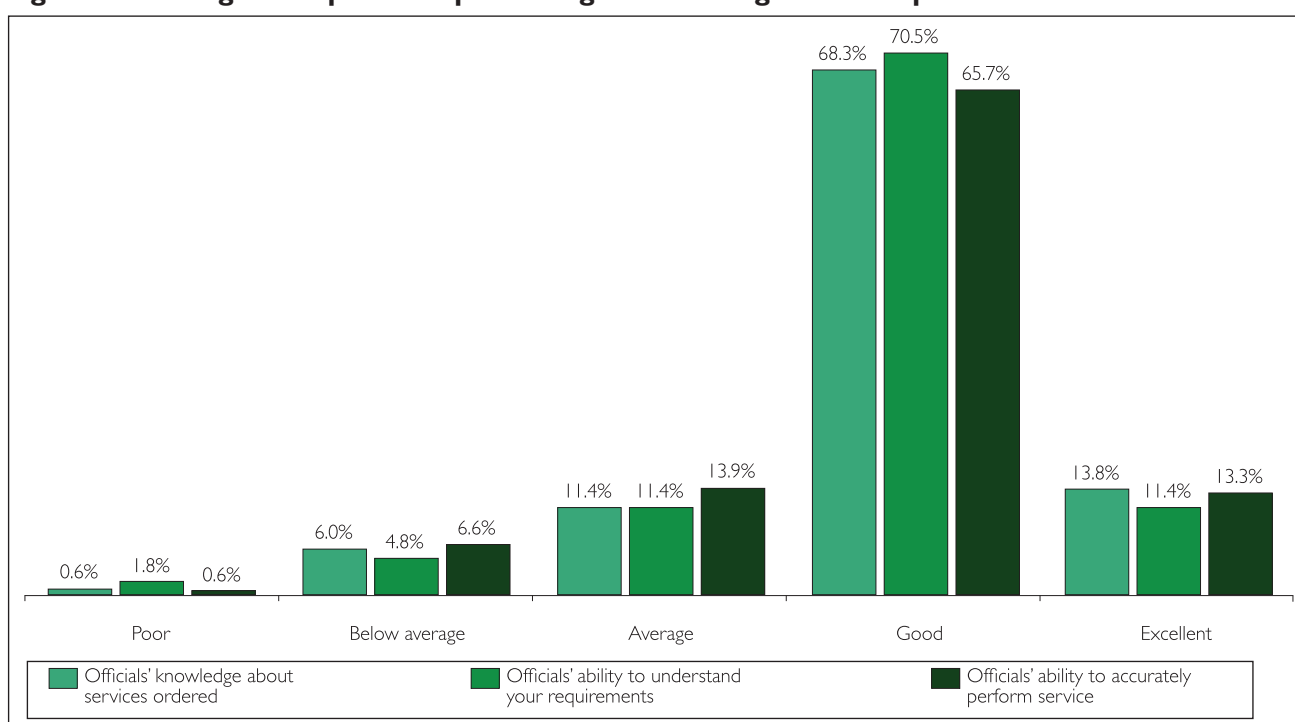
### 7.8.1 The importance of interacting with knowledgeable and competent officials

Competence is a standard requirement for an individual to perform a specific job, and it encompasses the knowledge utilised to improve performance. The study sought to determine if interacting with knowledgeable and competent government officials was important for service users in service delivery. The findings show that 99.4% of service users rated knowledge and competence of government officials as important. This finding shows that interacting with knowledgeable and competent public servants is considered as a key driver of citizen satisfaction. Indeed, officials' competence and knowledge about their work **enables them to perform their duties effectively**.

### 7.8.2 Citizens' level of satisfaction with the competency and knowledge of officials

Informed by the views of service users regarding officials' competence and knowledge in service delivery as a key driver of citizen satisfaction, the study further wanted to determine service users' level of satisfaction with the knowledge and competence displayed by officials of the Departments. Three aspects relating to knowledge and competence of officials were assessed, namely, 'officials' knowledge about services offered', 'officials' ability to understand your requirements' and 'officials' ability to accurately perform the services rendered'. **Figure 35** below shows how service users rated the various aspects of officials' knowledge and competence.

**Figure 35: Rating the experience pertaining to knowledge and competence of officials**



**Figure 35** above show that service users were most satisfied with the aspect 'officials' knowledge about services offered' rated good to excellent at 82.1%, followed by 'officials' ability to understand your requirements' at 81.9% and "officials' ability to accurately perform the services rendered' at 79.0%. In general, the findings show that service users were pleased with all aspects of knowledge and competence of officials. Indeed, competent and knowledgeable official are likely to do their work effectively and provide excellent service, which in turn promotes service delivery.

Overall, findings from provinces show that the majority of service users (100%) interviewed in Eastern Cape rated all aspects of knowledge and competence displayed by officials good compared to other provinces, and 49.3% of those interviewed in Northern Cape rated aspects knowledge and competence displayed by officials good. The finding suggests that service users in Eastern Cape are satisfied with the knowledge and competence displayed by officials, whilst those in Northern Cape are least satisfied.

## 7.9 FACILITIES

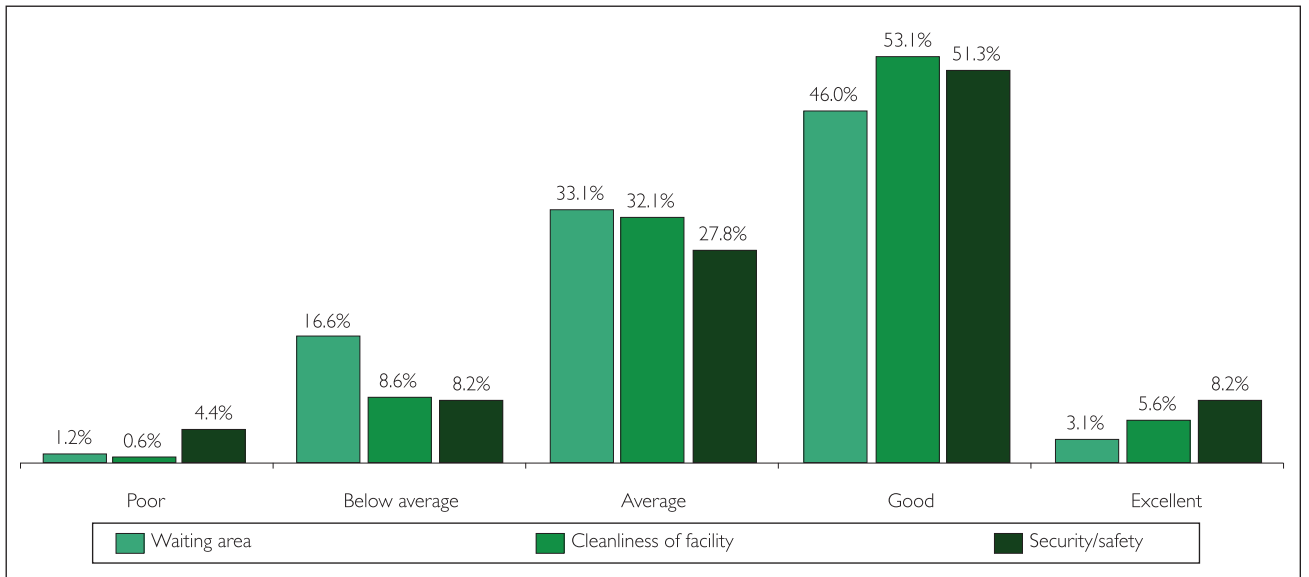
### 7.9.1 The importance of the condition of public facilities

The condition of public facilities should always be welcoming and cater for the needs of the citizens. The study sought to establish if the condition of public facilities is important to service users during service delivery. The findings show that 96.3% of the service users were of the view that the conditions of public facilities were important. The finding demonstrates that the condition of public facilities is considered as a key driver of citizen satisfaction. It is critical that citizens feel comfortable inside public facilities and that such public facilities comply with health and safety standards for the provision of public services.


### 7.9.2 Citizens' level of satisfaction with conditions of public facilities

Given the views of service users with regard to the conditions of public facilities as a key driver of citizen satisfaction, the study further sought to determine service users' level of satisfaction towards the condition of Departmental facilities. In this regard, three aspects relating to the condition of facilities were assessed, namely, 'waiting area', 'cleanliness of facilities' and 'security/safety'. **Figure 36** below shows how service users rated the various aspects related to conditions of facilities.

**Figure 36: Rating the experience pertaining to the condition of facilities at public service points**



**Figure 36** above shows that 'security/safety' was rated good to excellent by 59.5% of the service users, followed by 58.7% that rated the 'cleanliness of facilities' good to excellent. Service users were least satisfied with the aspect 'waiting area' as only 50.9% rated it average to poor. The finding suggests that service users waiting areas of the service delivery points are not conducive to the needs of the service users.



The findings further show that the majority of service users (86.6%) interviewed in Eastern Cape province rated all aspects of the condition of public facilities good compared to other provinces, and only 23.8% of those interviewed in North West rated aspects of the driver good. The finding suggests that service users interviewed in Eastern Cape were most satisfied with the condition of public facilities, whilst those interviewed in North West were least satisfied.

### 7.9.3 Challenges experienced by service users in relation to conditions of facilities

Key challenges identified by service users are:

- Lack of drinking water in waiting areas
- Lack of sufficient air conditioning/ventilation and
- Lack of cleanliness at the waiting areas.

## 7.10 FAIRNESS AND EQUITY

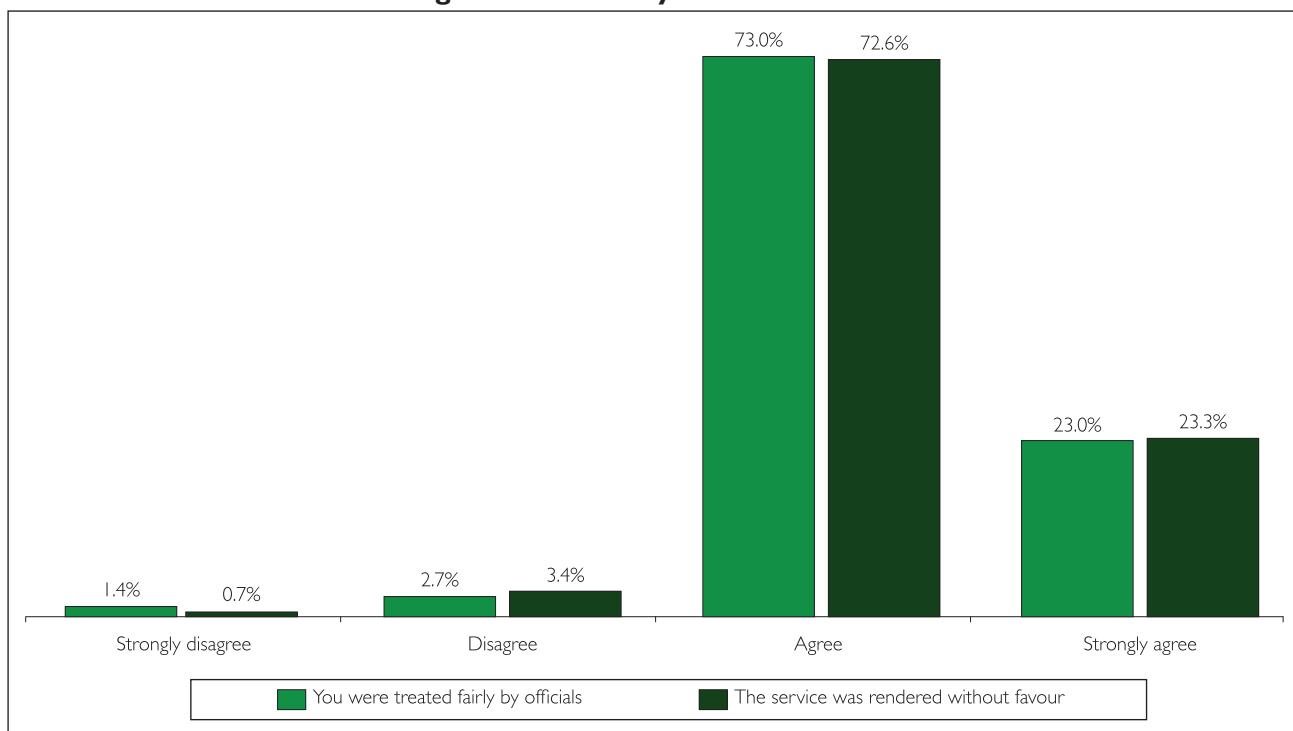
### 7.10.1 The importance of displaying fairness and equity by government officials when interacting with service users

Public services should be rendered equally and fairly without prejudice or favour. The study sought to determine if fairness and equity displayed by government officials is important when interacting with service users. The findings show that 91.7% of the service users rated the display of fairness and equity by government officials as important. This finding shows that the display of fairness and equity by government officials is considered as a key driver of citizen satisfaction. Surely service users should be provided quality service regardless of their socio-economic status and their geographic location.

### 7.10.2 Citizens' level of satisfaction with officials' display of fairness and equity

Based on the views of service users regarding the display of fairness and equity by government officials as a key driver of citizen satisfaction, the study further sought to establish service users' experience with regard to the fairness and equity displayed by officials of the Departments. To this end, service users were requested to indicate to what extent they agree with the following statements, namely, 'you were treated fair by officials' and 'the service was rendered without favour'. **Figure 37** on the following page shows service users' views with regard to the above-mentioned statements.

**Figure 37: Rating the experience pertaining to fairness and equity displayed by public service officials during service delivery**



**Figure 37** above show that the majority of service users were satisfied with the fairness and equity displayed by officials of the Departments as 96% agreed with both statements 'the service was rendered without favour' and 'you were treated fairly by officials'. These findings suggest that service users are satisfied with the fairness and equity displayed by officials of the Departments during the delivery of services. In general, the findings suggest that service users were satisfied that they received a fair treatment and that services were rendered without favour.

Overall, findings from provinces show that in general, service users from all provinces rated aspects of this driver good with 100% of those in Eastern Cape, Limpopo, Free State rating it good and 90% of those in Northern Cape also rating it good.

## 7.11 VALUE FOR MONEY

### 7.11.1 The importance of value for money in service delivery

Public services have to be delivered economically and efficiently in order to give citizens the best value for money<sup>42</sup>. The study sought to establish if value for money is important to service users in the delivery of services. The findings show that 93.4% of service users were of the view that value for money in service delivery was important. The finding demonstrates that value for money in service delivery is considered as a key driver of citizen satisfaction.

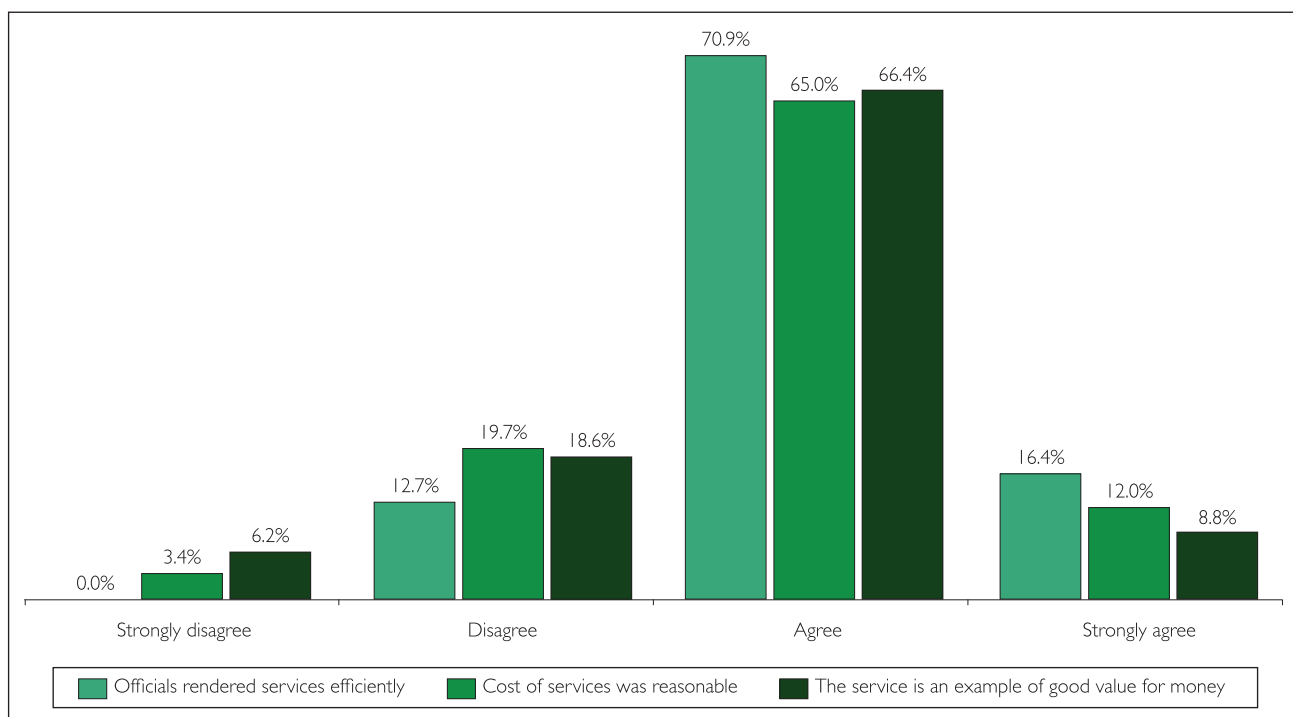
### 7.11.2 Citizens' level of satisfaction with value for money in service delivery

Given the views of the service users with regards to value for money as a key driver of citizen satisfaction, the study wanted to establish service users' level of satisfaction with their experience on value for money in service

<sup>42</sup> Republic of South Africa. Department of Public Service and Administration. Batho Pele Handbook: Service Delivery Improvement Guide. 2003.

delivery. In this regard, service users had to indicate to what extent they agree with the following selected statements 'officials rendered services efficiently', 'cost of services was reasonable' and 'the service is an example of good value for money'. **Figure 38** below presents the service users' views with the above-mentioned statements.

**Figure 38: Rating the experience pertaining to the receiving of a value for money public service**



**Figure 38** above show that 87.3% of the service users agreed to strongly agree with the statement 'officials rendered services efficiently,' followed by 77.0% of users that agreed/strongly agreed with the statement 'cost of service was reasonable' and 75.2% that agreed to strongly agree that 'the service is an example of good value for money'. The findings suggest that in general, service users were satisfied that there was value for money in the delivery of services of the Departments. This finding suggests that service users are of the view that they were getting value for money from services provided by the Departments.

The overall findings from provinces show that the majority of service users (100%) interviewed in Eastern Cape and Limpopo rated the aspects of value for money in service delivery good compared to other province, and 65.5% of those interviewed in KwaZulu-Natal province rated value for money in service delivery good. The finding suggests that in general, service users of the Departments are satisfied with value for money in service delivery.

## 7.12 REDRESS

### 7.12.1 The importance of providing redress in service delivery

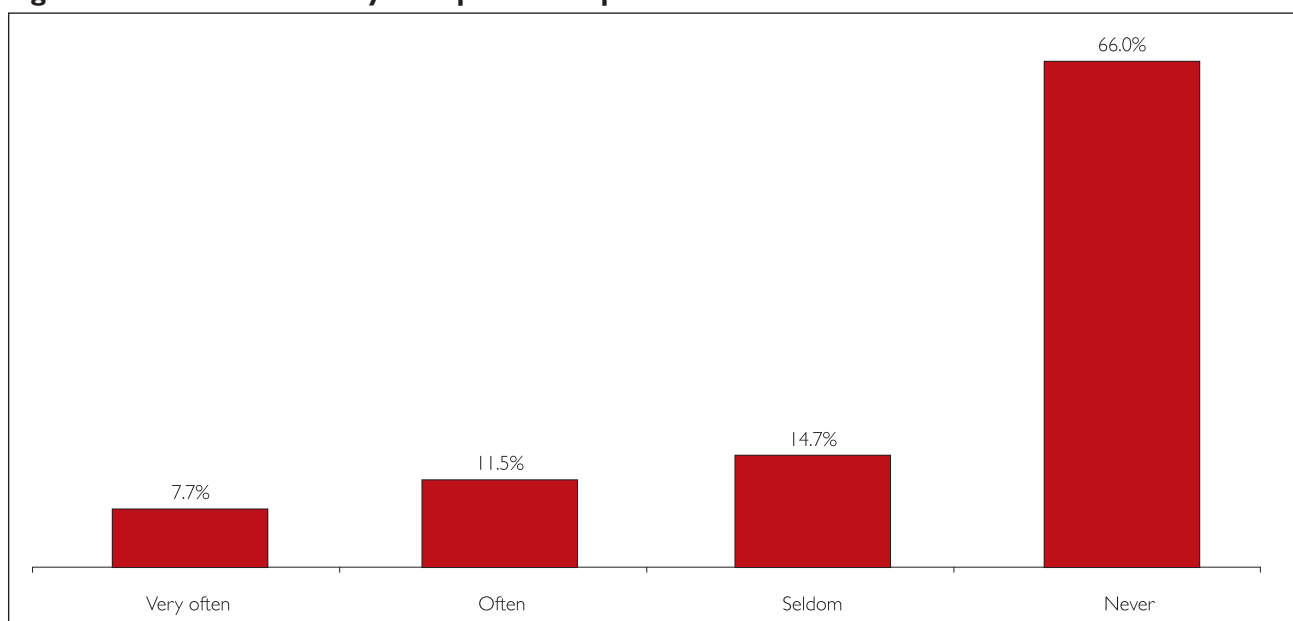
Public Service institutions should ensure that a swift and sympathetic response through apology and full explanation is offered to citizens where a promised standard of service is not delivered<sup>43</sup>. The study sought to determine if the provision of redress is important to service users during service delivery. The findings show that 94.2% of the service users rated the provision of redress as important. This findings shows that redress is considered a key driver of citizen satisfaction. Surely, the Public Service has a responsibility to rectify any unjust administrative action on the part of citizens. Such practice demonstrates that government cares and does not take its citizens for granted.

<sup>43</sup> Republic of South Africa. Department of Public Service and Administration. Batho Pele Handbook: Service Delivery Improvement Guide. 2003.

### 7.12.2 Citizens' level of satisfaction with redress mechanisms in service delivery

Based on the views of service users regarding the provision of redress as a key driver of citizen satisfaction, the study further sought to determine service users' experience with regard to redress shown by the Departments. Service users were firstly asked to indicate if they have ever experienced any problems with the services of the Departments in the past. **Figure 39** below presents the frequency at which service users experience problems.

**Figure 39: How often have you experienced problems with the service?**



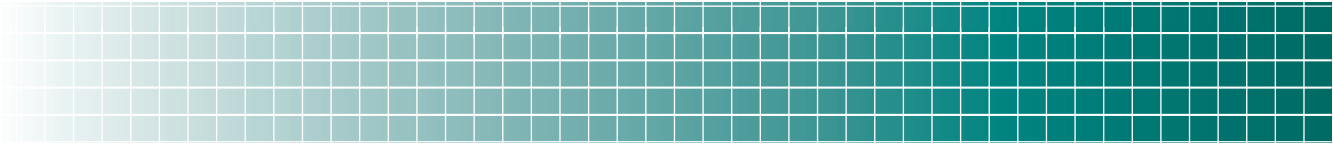
**Figure 39** above shows that although the majority of service users (66%) interviewed have never experienced a problem with the services of the Departments, and 34% of service users have. When compared to the finding of the 2006/07 PSC's survey, there has been a significant improvement in the percentage of service users who have never experienced problems with the services of the Departments where 44.6% of those who participated in that study had never experience problems. The prevalence of problems experienced were highest amongst service users interviewed in North West (100%), and service users in Northern Cape had the least of problems (21.6%).

Problems that have been experienced were:

- Time taken to finalise process of accessing services (52%)
- Complexity of the process of accessing services (28%)
- Unavailability of information (28%)
- Inflexible office hours (24%)
- Unavailability of forms (8%)

The findings show that of the 34% of service users who indicated that they have experienced problems with the services of the Departments, only 15.1% mentioned that they did lodge complaints with the relevant authorities of the Departments. The findings further show that the popular method of lodging complaints applied by most of the service users of the Departments is verbal. The verbal lodging of complaints suggests that there are no other mechanisms in place through which service users can lodge their complaints. In the absence of such mechanisms, it therefore becomes difficult to follow-up on the verbal reported complaint cases.





Furthermore, the findings show that service users that did not lodge a complaint cited the following reasons for not doing so:

- Felt it was not worthwhile (59.1%)
- Did not know how/where to lodge a complaint (38.6%)
- Nothing to complain about (4.5%)

When asked if officials were willing to assist them with the lodging of their complaints, (90.0%) of the service users mentioned that officials were indeed willing to assist them in lodging complaints. The findings suggest that service users viewed the officials of the Departments more helpful and willing to help them.

## 7.13 OUTCOME

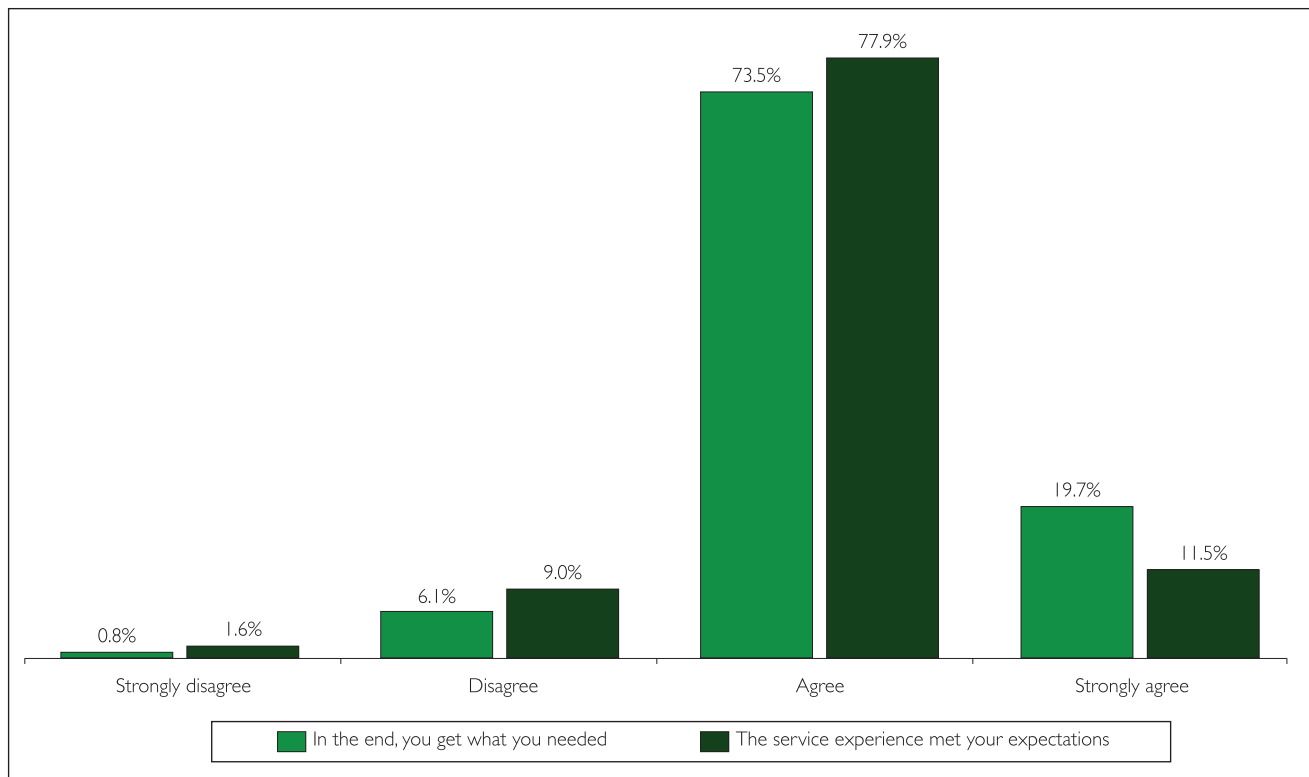
### 7.13.1 The importance of obtaining an outcome in service delivery

Government Departments should ensure that the products/services that citizens visit their delivery points to obtain are available and provided to them within reasonable time. The study sought to determine if outcome is important to service users in service delivery. The findings show that 99.3% of the service users were of the view that obtaining outcome is important. The finding demonstrates that ultimately, obtaining the service or product that service users visit service points of Departments to get, is considered a key driver of citizen satisfaction.

### 7.13.2 Citizens' level of satisfaction with obtaining outcome in service delivery

Given the views of the service users regarding the receipt of outcome during service delivery as key driver of citizen satisfaction, the study further sought to establish service users' experience of the receipt of outcome during service delivery. To this end, service users had to indicate to what extent they agree with selected statements, namely 'in the end, you got what you needed' and 'the service experience met your expectations'. **Figure 40** on the following page shows service users' views in this regard.

**Figure 40: Rating the experience pertaining to the outcome of a public service**



**Figure 40** above shows that 93.2% of service users indicated that they agree to strongly agree with the statement ‘in the end, you got what you needed’. This was followed by 89.4% of users that agreed to strongly agree with the statement ‘the service experience met your expectation’. The findings show that in general service users are happy that they manage to get the services rendered by the Departments of Transport. Public Service institutions are created to offer services to the public and therefore it is critical that when service users visit the service points, are provided with such services.

The overall findings from provinces show that the majority of service users (100%) interviewed in Gauteng, Eastern Cape, KwaZulu-Natal and the Limpopo rated obtaining outcome good compared to other provinces and 63.4% of those in Western Cape rated the aspects good. The findings suggest that in general service users are mostly obtaining the services and products from the Departments.

## 7.14 RECOMMENDATIONS

Based on the findings, the following recommendations are made:

Key areas	Recommendations
<b>Accessibility</b>	<ul style="list-style-type: none"><li>• The Departments should review its operating hours to allow for service users that work during the day, to be able to access service after hours.</li><li>• The functioning and manning of call-centres be investigated at service points, as these are the entry point for many service users for assistance and information gathering. Systems need to be upgraded to ensure that service users can be assisted telephonically within reasonable time.</li><li>• Service points need to be upgraded to ensure accessibility by the elder and disabled.</li></ul>
<b>Timeliness</b>	<ul style="list-style-type: none"><li>• Systems need to be implemented to track and monitor the time it takes before a service user is attended to. This includes monitoring of call centre response times.</li><li>• Processes need to be reviewed to ensure a timely delivery of services at service points.</li></ul>
<b>Information</b>	<ul style="list-style-type: none"><li>• Information desks at service centres should at all times be manned with trained and informed staff. These desks are a focal point for assisting and directing service users.</li><li>• The Departments need to ensure that all service points have information boards that inform service users of where services can be obtained.</li><li>• Service points should ensure that forms are available for service users.</li><li>• Forms should be designed to promote a user-friendly layout and the capturing of relevant information needed for assisting service users.</li><li>• Officials need to be trained and informed in order to provide service users with the correct information.</li></ul>
<b>Facilities</b>	<ul style="list-style-type: none"><li>• Waiting areas need to be maintained as all times and where necessary upgraded to be conducive for assisting service users. The areas should also provide a suitable atmosphere for service users to contribute towards their overall service experience.</li></ul>
<b>Redress</b>	<ul style="list-style-type: none"><li>• The Departments should develop mechanisms to ensure that formal records of complaints are captured and attended to in an effective and efficient manner.</li></ul>

# Chapter Eight

## Key Findings: Department of Police

## 8.1 INTRODUCTION

This chapter presents the key findings of the survey in relation to the services rendered by the Department of Police. Findings on the demographic profile of the service users that participated in the study are presented first, followed by the findings on the ten South African-specific drivers of citizen satisfaction model described in Chapter Two. In this regard, service users' views on the importance of the drivers and the ratings of service users' level of satisfaction with the aspects of the drivers are presented. The chapter also presents the challenges experienced by service users with regard to the aspects of the drivers of citizen satisfaction.

## 8.2 DEMOGRAPHIC PROFILE

A total of 155 interviews were conducted with service users of the Department of Police in all nine provinces. Interviews were conducted at service points located both in the urban and rural areas. Fifty five percent (55%) of the respondents were male and 45% were female. Thirty six percent (36%) of the service users were between the ages of 25 and 34 years. Thirty five percent (35%) were between the ages of 35 and 54 years. Eighteen percent (18%) of service users were younger than 25 years, with the remaining 10.8% of service users being older than 55 years. With regard to the educational level of service users, 45.9% indicated that they had completed some schooling, whereas 31.1% had a matric certificate, and 23% had a post matric qualification.

## 8.3 KEY FINDINGS

The findings show that all ten South African-specific drivers of citizen satisfaction were considered as important to very important by service users. The rating of the drivers in their order of importance is shown in **Table 16** below.

**Table 16: Overall rating the importance of the drivers of citizen satisfaction by the service users of the Department of Police**

Drivers of Citizen Satisfaction	Importance of the Drivers
Accessibility	96.8%
Timeliness	95.8%
Information	94.9%
Outcome	94.2%
Knowledge and Competence of officials	93.9%
Redress	93.6%
Facilities	93.4%
Courtesy	92.6%
Fairness and Equity	91.8%
Value for Money	79.2%

**Table 16** above shows that 96.7% of the service users rated **accessibility** to public services as the most important driver of citizen satisfaction. **Value for money** was also rated as an important driver with 79.2% of the service users rating it as important.

The findings further show that overall, 78% of the service users of the Department of Police were satisfied with serviced rendered by the Department. This highlight an improvement of 8% in the overall satisfaction rating compared to the findings of the PSC's 2005 Citizen Satisfaction Survey where 70% of the service users were satisfied with the services rendered by the Department<sup>44</sup>. **Table 17** below highlights service users' level of satisfaction according to the drivers of satisfaction.

**Table 17: Service users' level of satisfaction with services rendered by the Department of Police**

Drivers of Citizen Satisfaction	Satisfaction Rating
Fairness and Equity	91.8%
Outcome	85.4%
Value for Money	87.6%
Knowledge and Competence of officials	77.4%
Courtesy	76.4%
Facilities	75.7%
Accessibility	77.1%
Information	62%
Timeliness	68.2%
<b>Average Rating</b>	<b>78%</b>

## 8.4 ACCESS

### 8.4.1 The importance of accessibility to public services

Facilities of Public Service institutions should provide citizens with equal access to the services to which they are entitled<sup>45</sup>. The study sought to determine how important accessibility to services rendered by the Department of Police is to the service users. The finding shows that 96.8% of the service users rated accessibility to public services as important. Based on such findings, accessibility to services can be considered as a key driver of citizen satisfaction. In a country like South Africa that has high levels of crime, accessibility to services rendered by the Department of Police is key to crime prevention and safer neighbourhoods.

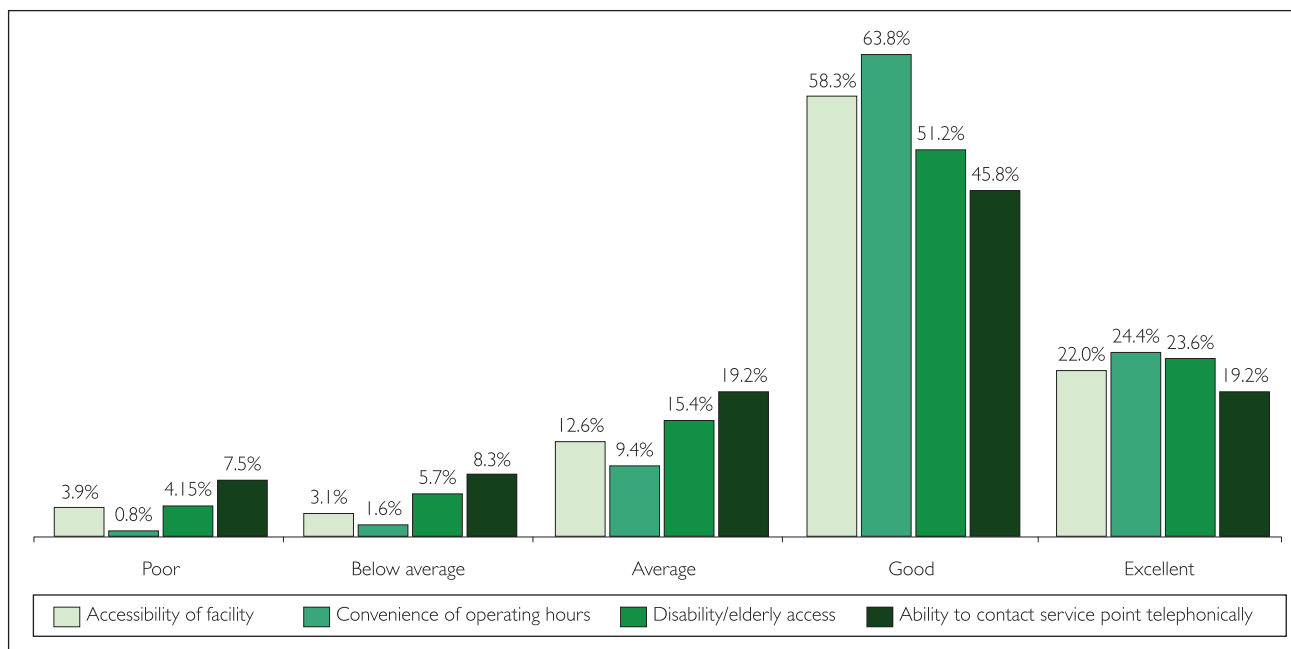
### 8.4.2 Citizens' level of satisfaction with accessibility to public services

Based on the views of service users regarding accessibility to services as a key driver of citizen satisfaction, the study sought to establish service users' level of satisfaction with regard to accessing services rendered by the Department. To this end, four aspects relating to the accessibility of services were assessed, namely, 'accessibility to facility', 'convenience of operating hours', 'disability/elderly access', and 'ability to contact the service point telephonically'. **Figure 41** on the following page shows how service users rated the various aspects of accessibility to services.

<sup>44</sup> Republic of South Africa. Public Service Commission. Citizen Satisfaction Survey: Criminal Justice Sector. 2005.

<sup>45</sup> Republic of South Africa. Department of Public Service and Administration. Batho Pele Handbook: Service Delivery Improvement Guide. 2003.

**Figure 4I: Rating the experience pertaining to accessibility to public services**



**Figure 4I** above shows that service users were most satisfied with the aspect of 'convenience of operating hours', with 88.2% rating it good to excellent, followed by 'accessibility to facility' rated good to excellent by 80.3% of the service users. 'Disability/elderly' was rated good to excellent by 74.8% of the service users and the 'ability to contact the service point telephonically' obtained the lowest overall rating as compared to the other aspects with only 65.0% of the service users rating it good to excellent. The finding suggests that in general, service users were satisfied with accessibility to the service rendered by the Department of Police. However, there is a need to improve accessibility at the Department of Police via a phone, more especially because citizens call Police Stations for assistance when they are in danger. Lack of accessibility of Police Stations via phone hampers service delivery, particularly where crime could be prevented as the result of Police officers being called to the scenes of crime.

Overall, findings from the provinces show that the majority of service users (100%) interviewed in Limpopo rated all aspects of access good compared to other provinces and 65.5% of those interviewed in Northern Cape rated the aspect lowest good. The finding suggests that service users are satisfied with accessibility to the Police services.

### 8.4.3 Challenges experienced by service user in relation to accessibility to services

Key challenges identified by service users are:

- Unavailability of Police vehicles when reporting crimes that need Police officers to visit the scene of crime and
- Being assisted by officials who do not understand service users' language and as a result, critical information relating to a reported case being lost.

## 8.5 COURTESY

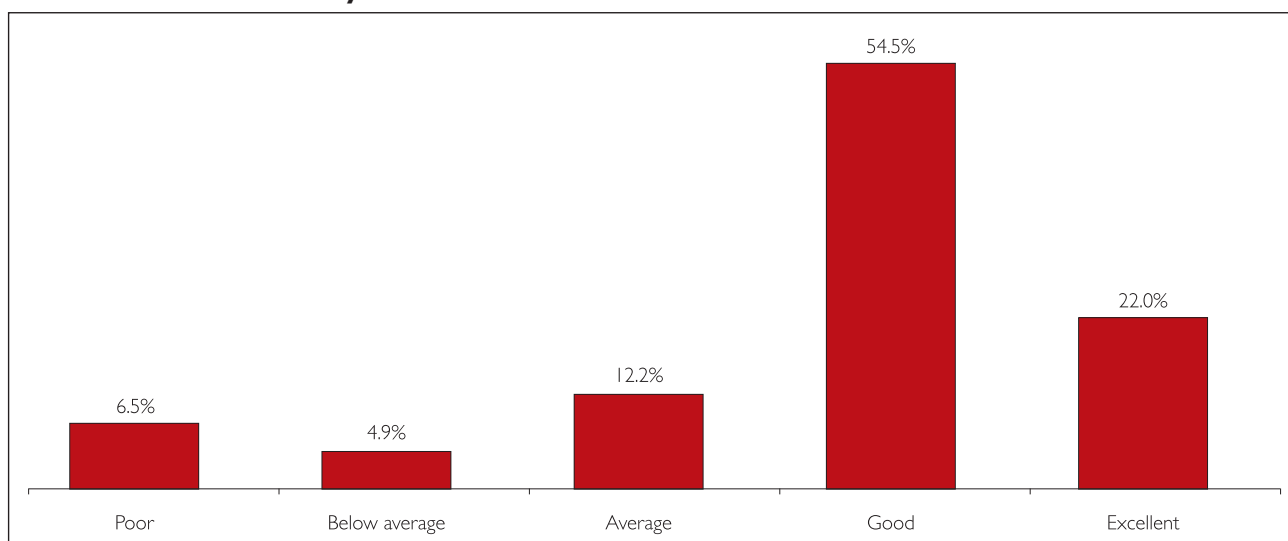
### 8.5. The importance of displaying courtesy by officials when interacting with citizens

Public Service officials should treat citizens with courtesy and consideration, and should always be polite towards them<sup>46</sup>. The study sought to establish if service users regarded courtesy displayed by Police officials is important. The findings show that 92.6% of the service users were of the view that courtesy displayed by Police officials is important. The finding demonstrates that the display of courtesy by officials when interacting with service users is considered as a key driver of citizen satisfaction. Indeed, the display of courtesy by officials is likely to make citizens and key stakeholders feel welcomed and respected in service delivery process.

#### 8.5.2 Citizens' level of satisfaction with courtesy displayed by officials

Given the views of the service users on the display of courtesy by officials during service delivery as a key driver of citizen satisfaction, the study wanted to establish service users' level of satisfaction with the courtesy displayed by the officials of the Department. **Figure 42** below shows how service users rated the level of courtesy displayed by Police officials.

**Figure 42: Rating the experience pertaining to courtesy displayed by public officials in service delivery**



**Figure 42** above shows that 54.5% of service users rated the courteousness of officials to be good, with an additional 22% that rated it as excellent. This finding suggests that the average service user can therefore be considered satisfied with the courtesy shown by Police officials. In comparison with the 2005 PSC's Citizen Satisfaction Survey, the findings of the study show a significant decrease (12.5%) of service users who are happy with the courtesy displayed by Police official as 89% of service users who participated in that survey indicated that they were satisfied with the level of courtesy displayed by Police officials<sup>47</sup>.

The findings further show that the majority of service users (100%) interviewed in Eastern Cape and Free State provinces rated courtesy displayed by officials good compared to other provinces, and 40% of those interviewed in Northern Cape rated courtesy good. The finding suggest that service users in Eastern Cape and Free State were most satisfied with the courtesy displayed by the officials, whilst those in Northern Cape are least satisfied.

<sup>46</sup> Republic of South Africa. Department of Public Service and Administration. *Batho Pele Handbook: Service Delivery Improvement Guide*. 2003.

<sup>47</sup> Republic of South Africa. Public Service Commission. *Citizen Satisfaction Survey: Criminal Justice Sector*. 2005.



### 8.5.3 Challenges experienced by service users in relation to the officials' display of courtesy

A key challenge identified by service users is the officials' lack of friendliness and sympathy towards them.

## 8.6 TIMELINESS

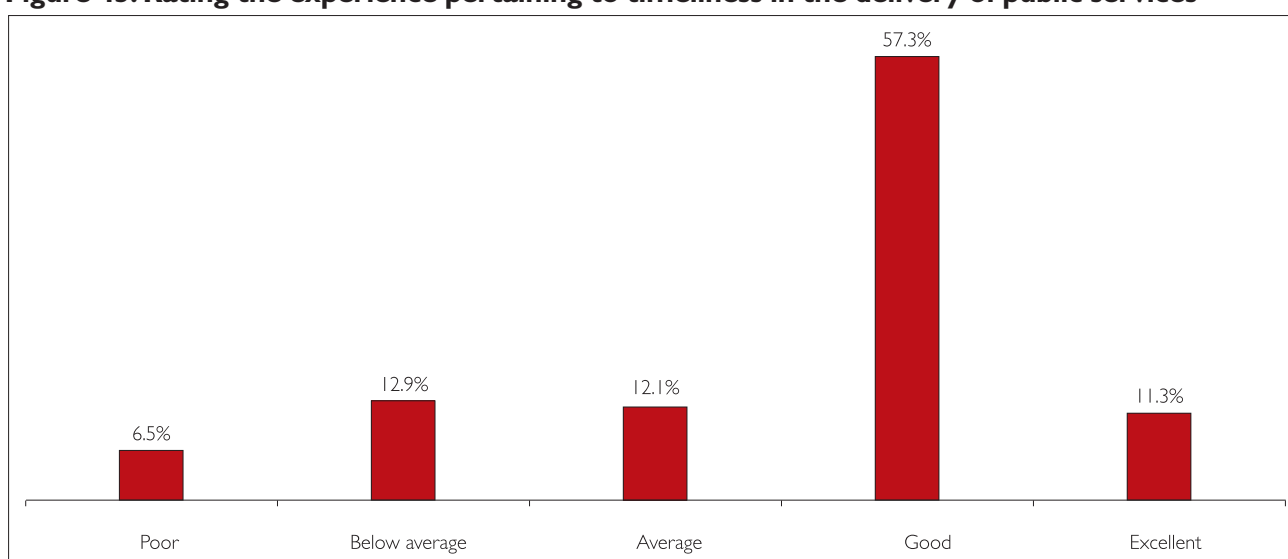
### 8.6.1 The importance of timeliness in service delivery

Public services should be provided swiftly and within reasonable time. The study sought to determine if timeliness is important to the service users of the Department of Police. The findings show that 95.8% of service users rated timeliness in service delivery important. This finding shows that timeliness in the delivery of services is considered as a key driver of citizen satisfaction.

### 8.6.2 Citizens' level of satisfaction with timeliness in service delivery

Based on the views of service users regarding timeliness as a key driver of citizen satisfaction, the study further sought to establish the service users' level of satisfaction with timeliness experienced during the delivery of the services rendered at the Department of Police. **Figure 43** below shows how service users rated timeliness in service delivery.


**Figure 43: Rating the experience pertaining to timeliness in the delivery of public services**



**Figure 43** above shows that 68.6% of the service users rated timeliness in service delivery good to excellent. The findings further show that 31.4% of the service users rated timeliness in service delivery average to poor. In comparison with the findings of the 2005 PSC's survey, no difference could be detected with the turn-around time at the Department of Police as (67%) of the service user rated turn-around time good to excellent<sup>48</sup>.

Overall, findings from the provinces show that the majority of service user (100%) interviewed in Eastern Cape rated all aspects of timeliness good compared to other provinces, and only 37.6% of those interviewed in

<sup>48</sup> Republic of South Africa. Public Service Commission. Citizen Satisfaction Survey: Department of Home Affairs, Department of Trade and Industry, Transport Services by Provincial Departments. 2007.



Northern Cape rated aspects good. The finding suggests that service users in Eastern Cape were most satisfied the performance of the Police officials on timeliness, whereas service users in Northern Cape were least satisfied with the Department's performance on timeliness in service delivery.

### 8.6.3 Challenges experienced by service users in relation to timeliness

A key challenge identified by service users is that some officials sometimes seem disorganised in the provision of services.

## 8.7 INFORMATION

### 8.7.1 The importance of providing accurate information in service delivery

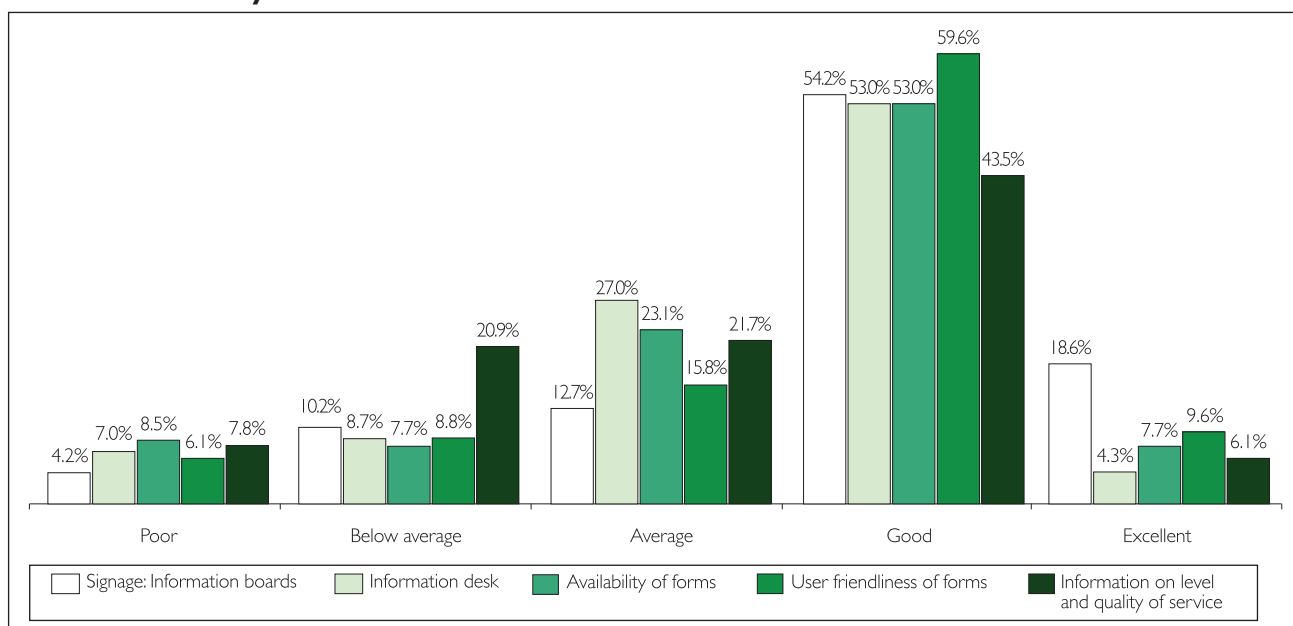
Comprehensive and accurate information should be provided to citizens on where and how services can be accessed<sup>49</sup>. This includes information on the applicable requirements prior to accessing the services. The study sought to establish if the provision of accurate and comprehensive information by officials is important to service users during service delivery. The findings show that 94.9% of the service users were of the view that the provision of accurate information was important. The finding demonstrates that the provision of accurate information to service users is considered as a key driver of citizen satisfaction in public service delivery. Having accurate information about government services is not only empowering to the service users, but it also assists in improving access to the much needed services by the deserving service users, which in turn improves their livelihood.

### 8.7.2 Citizens' level of satisfaction with the provision of information in service delivery

Given the views of service users on the provision of accurate and comprehensive information by government officials as a key driver of citizen satisfaction, the study further sought to establish service users' level of satisfaction with their experience on the accuracy of information provided by the Department. Five aspects relating to the provision of information were assessed, namely, 'signage/information boards', 'information desk', 'availability of forms', 'user friendliness of forms', and 'information on level and quality of service'. **Figure 44** on the following page shows how service users rated the various aspects of the provision of information.

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

**Figure 44: Rating of experience pertaining to the provision of information in public service delivery**



**Figure 44** above shows that service users were most satisfied with 'signage/information boards', with 72.8% of service users rating it good to excellent, followed by 'user friendliness of forms' with 69.2% rating it good to excellent, 'availability of forms' was rated by 60.7% of service users as good to excellent and 'information desk' was rated by 57.3% as good to excellent. However, 'information on level and quality of service' obtained the lowest rating, with only 49.6% of users rating it good to excellent.

Overall, the findings show that 61.9% of service users were satisfied with the provision of information, showing an increase of 30.9% in the level of satisfaction, compared to the 2005 PSC's Citizen Satisfaction Survey where only 31% of service users indicated that they were satisfied with the provision of information<sup>50</sup>. Sharing of accurate information is critical in ensuring that service users understand and comply with the service process. Failure to provide accurate information could leave service users misinformed, frustrated and confused, resulting in failure to receiving the right service the first time.

The study also wanted to establish if service users were informed by officials about processes involved in accessing services. The majority of service users (72.6%) interviewed acknowledged that officials did inform them of the process involved in accessing the service whereas 27.4% indicated that they were not informed.

The findings further show that the majority of service users (90%) interviewed in Gauteng province rated all aspects of the provision of information good compared to other provinces, and only 23.8% of those interviewed in Western Cape rated aspects of the driver good. The finding suggests that service users interviewed in Gauteng were most satisfied with the condition of public facilities, whilst those interviewed in Western Cape were least satisfied.

<sup>50</sup> Republic of South Africa. Public Service Commission. Citizen Satisfaction Survey: Criminal Justice Sector. 2005.

8.7.3 Challenges experienced by service users with obtaining information

Key challenges identified by service users are:

- Lack of information desks from which information can be obtained and
- Insufficient signage at service points.

8.8 KNOWLEDGE AND COMPETENCE

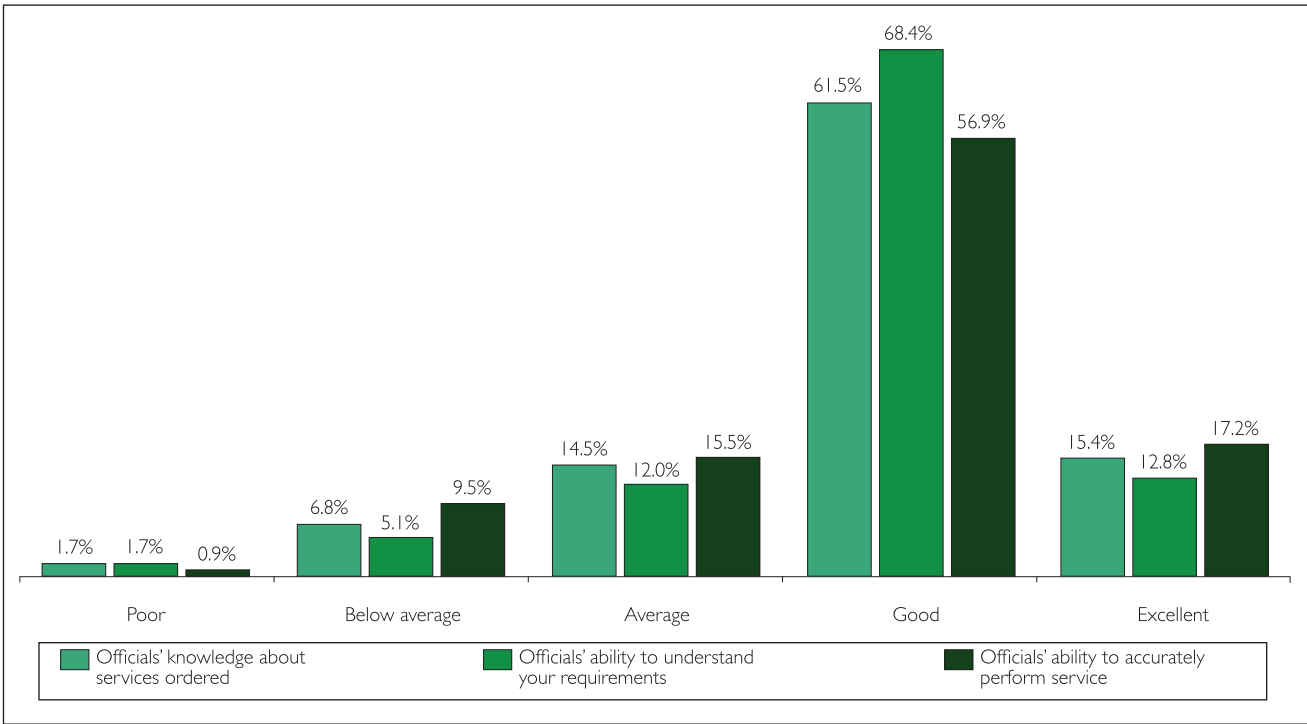
8.8.1 The importance of interacting with knowledgeable and competent officials


Competence is a standard requirement for an individual to properly perform a specific job, and it encompasses the knowledge utilised to improve performance. The study sought to determine if interacting with knowledgeable and competent officials of the Department was important for service users during service delivery. The findings show that 93.9% of service users rated the knowledge and competence of government officials important. This finding shows that interacting with knowledgeable and competent public servants is considered as a key driver of citizen satisfaction. Indeed officials' competence and knowledge about their work enables them to perform their duties effectively.

8.8.2 Citizens' level of satisfaction with the knowledge and competency of officials

Informed by the views of service users regarding officials' competence and knowledge in service delivery as a key driver of citizen satisfaction, the study further wanted to determine service users' level of satisfaction with the knowledge and competence displayed by officials of the Department. Three aspects relating to knowledge and competence of staff were assessed, namely, 'officials' knowledge about services offered', 'officials' ability to understand your requirements', and 'officials' ability to accurately perform the services rendered'. **Figure 45** below shows how service users rated the various aspects of officials' competency and knowledge.

Figure 45: Rating the experience pertaining to knowledge and competence of officials





**Figure 45** on the previous page shows that 81.2% of the service users rated 'officials' ability to understand your requirements' good to excellent, followed by 76.9% that rated 'officials' knowledge about services good to excellent and 74.1% that rated 'officials' ability to accurately perform the services rendered' good to excellent. In general, the findings show that service users were pleased with all aspects of knowledge and competence of officials. Indeed, competent and knowledgeable official are likely to do their work effectively and provide excellent service, which in turn promotes service delivery. Officials in the front-line of service delivery represent a very important element of the Public Service delivery chain as they interact directly with citizens. As a result, they should be seen as knowledgeable and competent in the delivery of services.

Overall, finding from the provinces show that the majority of service users (100%) interviewed in Limpopo rated all aspect of officials' knowledge and competence good compared to other provinces and only 38% of those interviewed in North West rated the aspects good. The finding suggests that service users interviewed in Limpopo were most satisfied with the officials' knowledge and competence and those in North West were least satisfied.

## 8.9 FACILITIES

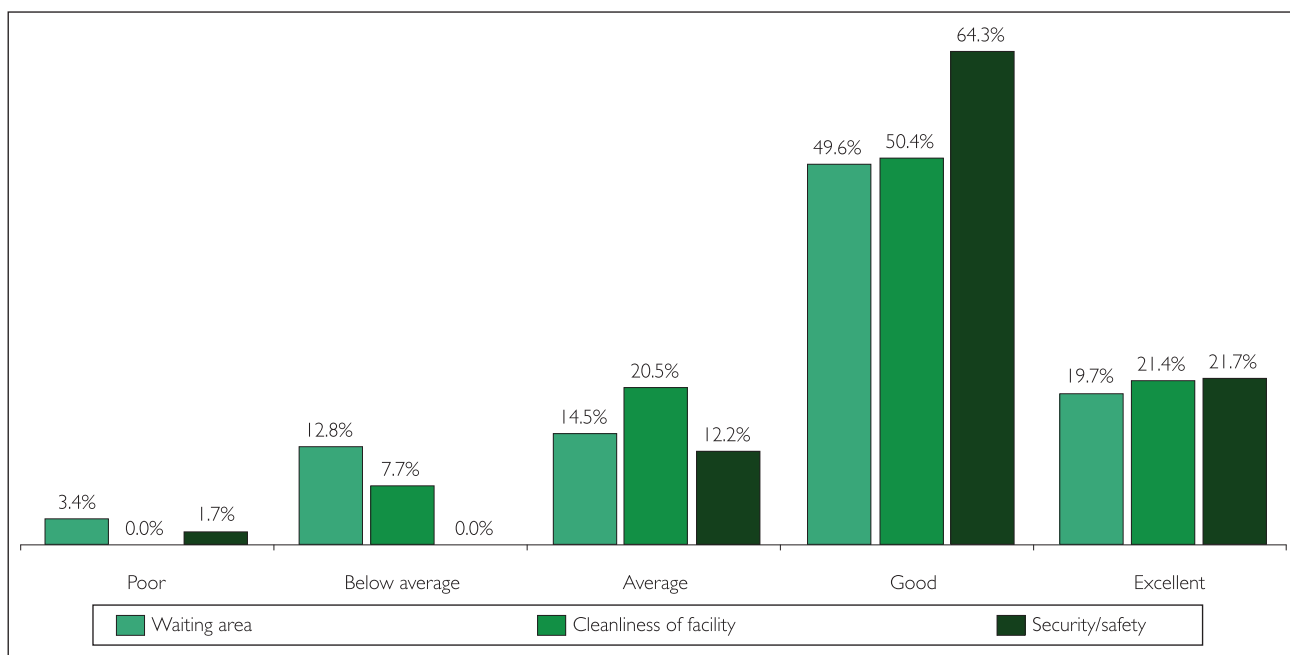
### 8.9.1 The importance of the condition of public facilities

The condition of public facilities should always be welcoming and cater for the needs of citizens. The study sought to establish if the conditions of public facilities was important to service users during service delivery. The findings show that 93.4% of the service users were of the view that the condition of public facilities is important. The finding demonstrates that the condition of public facilities is considered as a key driver of citizen satisfaction. It is critical that citizens feel comfortable inside public facilities and that such public facilities comply with health and safety standards for the provision of public services.

### 8.9.2 Citizens' level of satisfaction with the condition of public facilities

Given the views of service users regarding the condition of public facilities as a key driver of citizen satisfaction, the study further sought to determine service users' level of satisfaction with the condition of the facilities at the Department of Police. Three aspects relating to the condition of facilities were assessed, namely, 'waiting area', 'cleanliness of facilities', and 'security/safety'. **Figure 46** on the following page shows how service users rated the various aspects of the condition of the public facilities.

**Figure 46: Rating the experience pertaining to the condition of public facilities**



**Figure 46** above shows that 86.0% of service users rated 'security/safety' good to excellent, followed by 71.8% of users that rated the 'cleanliness of facilities' good to excellent, and 'waiting area' (69.3%). Compared to the findings of the 2005 PSC's survey, there has been a significant increase in the percentage of service users who are satisfied with the conditions of facilities at the Department of Police as only 29% of service users were satisfied with the condition of the facilities at the department of Police in the above-mentioned survey<sup>51</sup>.

Overall, findings from provinces show that the majority of service users (100%) interviewed in Eastern Cape and Limpopo rated all aspects of the condition of facilities at the Department of Police good compared to other provinces and only 34.7% of those interviewed in North West rated aspects of the condition of the facilities of the Department of Police good. The finding suggests that service users in the Eastern Cape and Limpopo are satisfied with the condition of facilities at the Department of Police, whilst those in the North West are least satisfied.

## 8.10 FAIRNESS AND EQUITY

### 8.10.1 The importance of displaying fairness and equity by government officials when interacting with service users

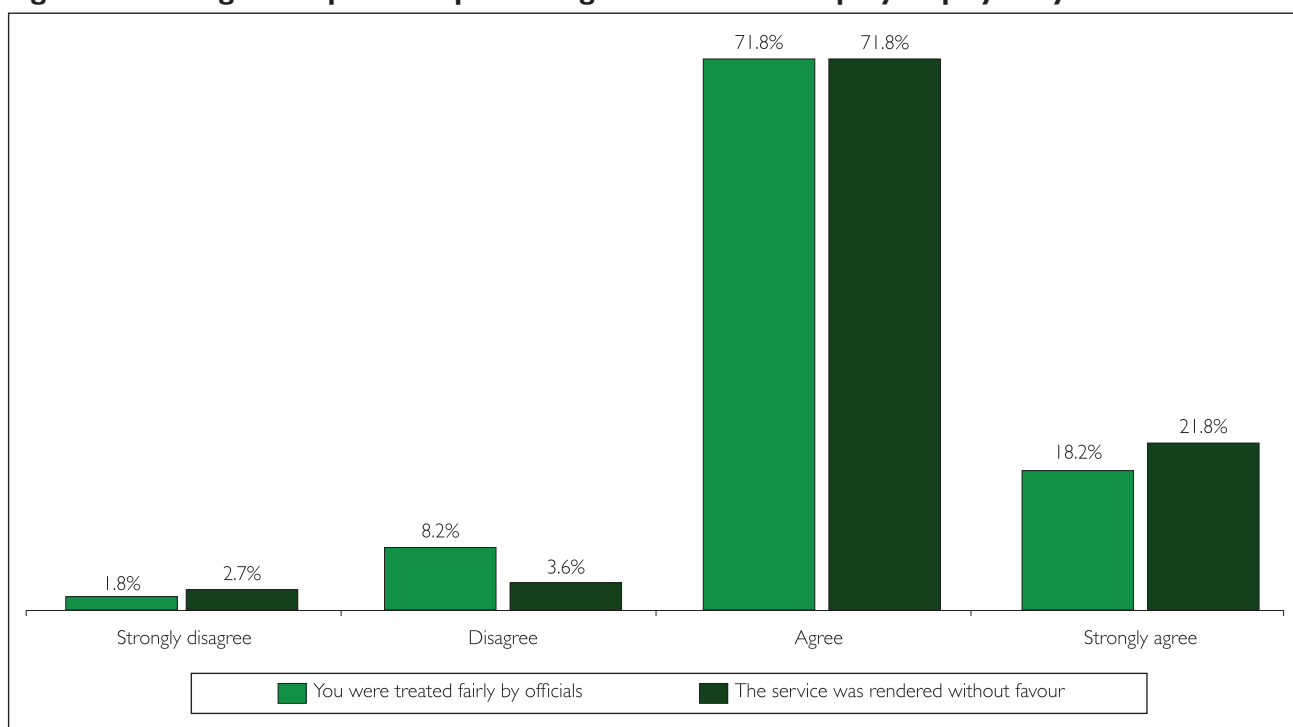
Public services should be rendered equally and fairly without prejudice or favour. The study sought to determine if fairness and equity displayed by government officials is important when interacting with service users. The findings show that 91.8% of the service users rated the display of fairness and equity by government officials important. The finding shows that the display of fairness and equity by Police officials is considered as a key driver of citizen satisfaction. Surely service users should be provided with quality service regardless of their socio-economic status and their geographic location.

<sup>51</sup> Republic of South Africa. Public Service Commission. Citizen Satisfaction Survey: Criminal Justice Sector. 2005.

### 8.10.2 Citizens' level of satisfaction with officials' display of fairness and equity by government officials when interacting with service users

Based on the views of service users regarding the display of fairness and equity by government officials as a key driver of citizen satisfaction, the study further aimed to determine service users' experience with regard to the fairness and equity displayed by the officials at the Department of Police. Service users had to indicate to what extent they agree with the following statements, namely, 'you were treated fairly by officials' and 'the service was rendered without favour'. **Figure 47** below shows service users' views with the above-mentioned statements.

**Figure 47: Rating the experience pertaining to fairness and equity displayed by officials**



**Figure 47** above shows that 93.6% of service users agreed to strongly agree with the statement 'the service was rendered without favour'. An equally high percentage of service users (90.0%) agreed to strongly agree with the statement 'you were treated fairly by officials'. These findings suggest that service users are satisfied with the fairness and equity displayed by officials of the Department during the delivery of services. In general, the findings suggest that service users were satisfied that they received a fair treatment and that services were rendered without favour.

The findings further show that in general, the majority of service users from all provinces were satisfied with the fairness and equity displayed by Police officials with 100% of the service users from Gauteng, Mpumalanga, Eastern Cape and Limpopo provinces rating aspects of the driver good compared to other provinces, and 50% of those in Free State also rating it good.

## 8.11 VALUE FOR MONEY

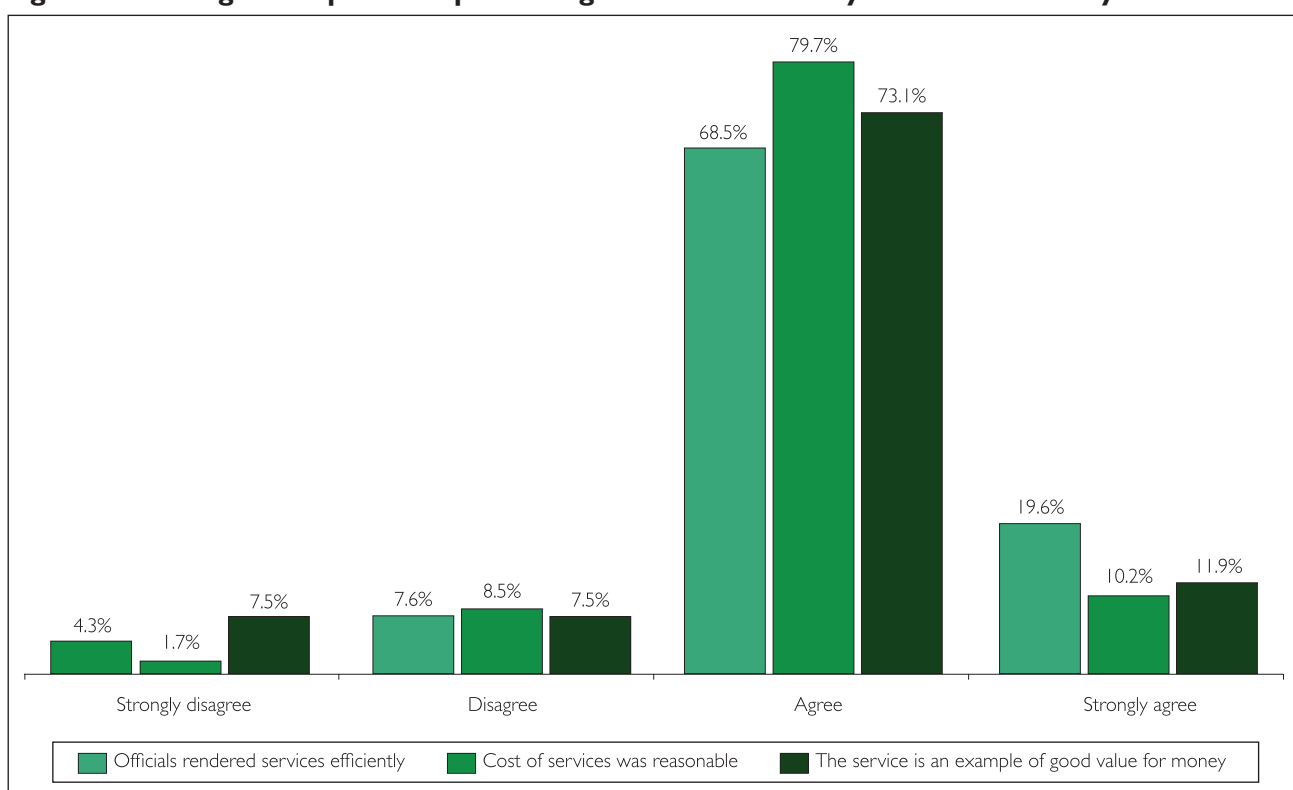
### 8.11.1 The importance of value for money in service delivery

Public services have to be delivered economically and efficiently in order to give citizens the best value for money<sup>52</sup>. The study sought to establish if value for money is important to service users in the delivery of services. The findings show that 79.2% of service users were of the view that value for money in service delivery is important. This finding demonstrates that value for money in service delivery is considered as a key driver of citizen satisfaction.

### 8.11.2 Citizens' level of satisfaction with value for money in service delivery

Given the views of service users regarding value for money in service delivery as a key driver of citizen satisfaction, the study further aimed to determine service users' level of satisfaction with their experience on value for money in service delivery. In this regard, service users had to indicate to what extent they agree with the following statements, 'officials rendered services efficiently', 'cost of services was reasonable', and 'the service is an example of good value for money'. **Figure 48** below shows the views of service users on the above-mentioned statement.

**Figure 48: Rating the experience pertaining to value for money in service delivery**



**Figure 48** above show that 89.9% of users agreed to strongly agree with the statement: 'cost of service was reasonable', followed by 88.1% of users that agreed/strongly agree with the statement 'officials rendered services efficiently' and the statement 'the service is an example of good value for money' was rated good to excellent by 85% of the service users. The findings suggest that in general, service users were satisfied that there was value

<sup>52</sup> Republic of South Africa. Department of Public Service and Administration. Batho Pele Handbook: Service Delivery Improvement Guide. 2003.



for money in the delivery of services of the Department of Police. This finding suggests that service users are of the view that they were getting value for money from services provided by the Department.

The overall findings from the provinces show that in general, service users interviewed in all provinces were satisfied with the value for money in service delivery with 100% of the in Gauteng, Eastern Cape and Western Cape respectively rating the aspects good and 73.1% of those in North West also rating it good.

## 8.12 REDRESS

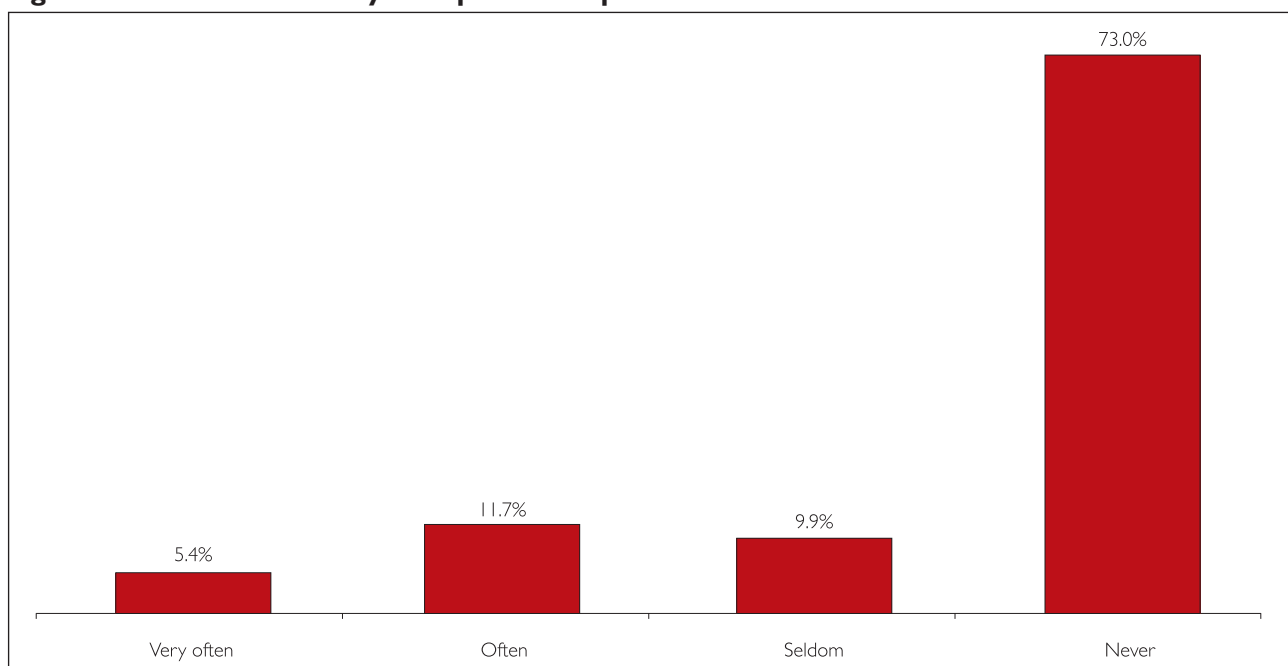
### 8.12.1 The importance of providing redress in service delivery

Public Service institutions should ensure that a swift and sympathetic response through apology and full explanation is offered to citizens where a promised standard of service is not delivered<sup>53</sup>. The study sought to determine if the provision of redress is important to service users during service delivery. The findings show that 93.6% service users rated the provision of redress as important. This findings show that redress is considered a key driver of citizen satisfaction. Surely, the Public Service has a responsibility to rectify any unjust administrative action on the part of citizens. Such practice demonstrates that government cares and does not take its citizens for granted.

### 8.12.2 Citizens' level of satisfaction with the provision of redress in service delivery

Based on the views of service users regarding the provision of redress as a key driver of citizen satisfaction, the study sought to determine service users' experience with regard to redress shown by the Department. To this end, service users were asked to indicate if they have ever experienced any problems with the services of the Department in the past. **Figure 49** below shows service users' response in this regard.

**Figure 49: How often have you experienced problems with the service?**



<sup>53</sup> Republic of South Africa. Department of Public Service and Administration. Batho Pele Handbook: Service Delivery Improvement Guide. 2003.



**Figure 49** on the previous page shows that the majority of service users (73%) interviewed has never experienced a problem with the services of the Department, whereas 27% have experienced problems with the service in the past. The prevalence of problems experienced was highest amongst service users interviewed in Western Cape and Free State provinces. The following are the problems experienced with regard to the services at the Department of Police:

- Time taken to finalise processes to access services (65.6%)
- Uncommitted staff (21.9%)
- Unavailability of information (21.9%)
- Unavailability of forms (12.5%)
- Complexity of the process to access services (12.5%)

The findings further show that of the 27% of service users who indicated that they had experienced problems, 23.5% mentioned that they did lodge complaints. The popular method of lodging complaints applied by most of the service users of the Department of Police was verbal. The verbal lodging of complaints suggests that there are no other mechanisms in place through which service users can lodge their complaints. In the absence of such mechanisms, it therefore becomes difficult to follow-up on the verbal reported complaint cases. Service users that did not lodge a complaint cited the following reasons:

- Did not know how/where to lodge a complaint (48.1%)
- Felt it was not worthwhile (44.4%)
- Nothing to complain about (14.8%)

When asked if officials were willing to assist them with lodging of their complaints, 50% of service users said no. The finding suggests that the service users viewed the officials of the Department less helpful.

## 8.13 OUTCOME

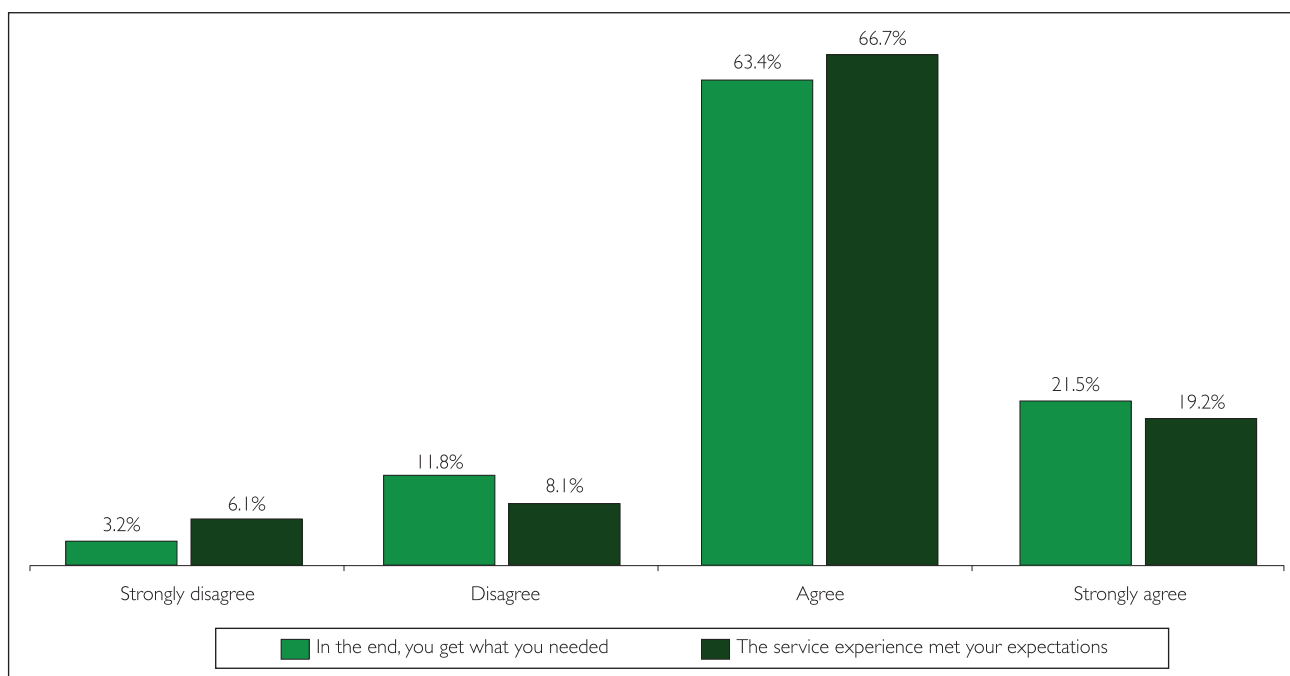
### 8.13.1 The importance of obtaining an outcome in service delivery

Government Departments should ensure that the products/services that citizens visit their service delivery point to obtain are available and provided to them within reasonable time. The study sought to determine if outcome is important to service users in service delivery. The findings show that 94.2% of the service users were of the view that obtaining outcome is important. The finding demonstrates that ultimately, obtaining the service or product that service users visit service points of the Department to get, is considered as a key driver of citizen satisfaction.

### 8.13.2 Citizens' level of satisfaction with obtaining outcome in service delivery

Given the views of service users with regards to acquiring outcome as a key driver of citizen satisfaction, the study also sought to establish service users' experience on the receipt of outcome during service delivery. To this end, service users had to indicate to what extent they agree with selected statements, namely, 'in the end, you got what you needed' and 'the service experience met your expectations'. **Figure 50** on the following page shows service users' views on the above-mentioned statements.

**Figure 50: Rating the experience pertaining to obtaining outcome in service delivery**



**Figure 50** above shows that 84.9% of service users agreed to strongly agree with the statement ‘in the end, you got what you needed’. An equally high percentage of users (85.9%) agreed to strongly agree with the statement ‘the service experience met your expectation’. The findings show that in general service users are happy that they manage to get the services rendered by the Department of Police. Public Service institutions are created to offer services to the public and therefore it is critical that when service users visit the service points, are provided with such services.

Overall, findings from provinces show that the majority of service users (100%) interviewed in Eastern Cape rated aspects of outcome good compared to provinces and 57.8% of those interviewed in North West also rated the aspects good. The finding suggests that service users are obtaining the services and products from the Department of Police.

## 8.14 RECOMMENDATIONS

Based on the findings, the following recommendations are made:

Key areas	Recommendations
<b>Access</b>	<ul style="list-style-type: none"><li>• The Department should ensure that staff is available on a 24-hour basis to assist service users.</li><li>• The functioning and manning of call-centres be investigated at service points, as these are the entry point for many service users for assistance and information gathering. Systems need to be upgraded to ensure that service users can be assisted telephonically within reasonable time.</li><li>• Service points need to be upgraded to ensure accessibility by the elder and disabled.</li></ul>
<b>Timeliness</b>	<ul style="list-style-type: none"><li>• Systems need to be implemented to track and monitor the time it takes before a service user is attended to. This includes monitoring of call centre response times.</li><li>• Processes need to be reviewed to ensure a timely delivery of services at service points. This includes staff training in service processes.</li></ul>
<b>Information</b>	<ul style="list-style-type: none"><li>• Information desks at service centres should at all times be manned with trained and informed staff. These desks are a focal point for assisting and directing service users.</li><li>• Officials need to be trained and informed in order to provide service users with the correct information.</li></ul>
<b>Redress</b>	<ul style="list-style-type: none"><li>• The Department should develop mechanisms to ensure that formal records of complaints are captured and attended to in an effective and efficient manner.</li></ul>

# Chapter Nine

## Key Findings: Department of Justice and Constitutional Development

## 9.1 INTRODUCTION

This chapter presents the key findings of the survey in relation to the services rendered by the Department of Justice and Constitutional Development. Findings on the demographic profile of the service users that participated in the study are presented first, followed by the findings on the ten South African-specific drivers of citizen satisfaction model described in Chapter Two. In this regard, service users' views on the importance of the drivers and the ratings of service users' level of satisfaction with the aspects of the drivers are presented. The chapter also presents the challenges experienced by service users with regard to the aspects of the drivers of citizen satisfaction.

## 9.2 DEMOGRAPHIC PROFILE

A total of 162 interviews were conducted with service users of the Department of Justice and Constitutional Development in all nine provinces. Interviews were conducted at service points located in both the urban and rural areas. Sixty six percent (66%) of the respondents were female and 34% were male. Forty three percent (43%) of the service users were between the ages of 35 and 54 years. Thirty two percent (32%) of service users were between the ages of 25 and 34 years. Eighteen percent (18%) of service users were younger than 25 years, with the remaining 7.3% of service users being older than 55 years. With regard to the educational level of service users, 53.1% indicated that they had completed some schooling, whereas 28.3% had a matric certificate, and 18.6% had a post matric qualification.

## 9.3 KEY FINDINGS

The overall findings show that service users of the Department of Justice and Constitutional Development were of the view that all ten South African-specific drivers of citizen satisfaction were important. The rating of the drivers in their order of importance is shown in **Table 18** below.

**Table 18: Overall rating of the importance of the drivers of citizen satisfaction by service users of the Department of Justice and Constitutional Development**

Drivers of Citizen Satisfaction	Importance of the Drivers
Timeliness	91.4%
Information	88.6%
Outcome	88.4%
Courtesy	88.1%
Knowledge and Competence of Officials	87.2%
Redress	84.8%
Fairness and Equity	81.5%
Facilities	81.1%
Accessibility	80.5%
Value for Money	73.3%

**Table 18** above shows that 91.4% of the service users rated **timeliness** in service delivery as the most important driver of citizen satisfaction. **Value for money** was also rated as an important driver by 73.3% of the service users.

The findings further show that overall, 61.5% of the service users of the Department of Justice and Constitutional Development are satisfied with services rendered by the Department. Although this Department has scored

the overall lowest satisfaction rating compared to the other Department that participated in this study, the findings shows an improvement of 17.5% in the satisfaction rating of the services provided by the Department when compared to the findings of the PSC's 2007 Citizen Satisfaction Survey where 44% of the service users were satisfied with the services rendered by the Department<sup>54</sup>. **Table 19** below highlights service users' level of satisfaction according to the drivers of satisfaction.

**Table 19: Service users' level of satisfaction with services rendered by the Department of Justice and Constitutional Development**

Drivers of Citizen Satisfaction	Satisfaction Rating
Fairness and Equity	83.5%
Value for Money	79.9 %
Facilities	66.2%
Outcome	65.6%
Courtesy	61.6%
Accessibility	61.5%
Knowledge and Competence of Staff	55.1%
Information	46%
Timeliness	33.8%
<b>Average Rating</b>	<b>61.5%</b>

**Table 19** above shows that service users were highly satisfied with **fairness and equity** displayed by officials and they were least satisfied with **timeliness** in service delivery. Detailed findings on the service users' views regarding the importance of each driver and their views on the level of satisfaction with each driver are presented below.

## 9.4 ACCESS

### 9.4.1 The importance of accessibility to public services

Facilities of Public Service institutions should provide citizens with equal access to the services to which they are entitled<sup>55</sup>. The study sought to determine how accessibility to services rendered by the Department of Justice and Constitutional Development is important to the service users. The finding shows 80.5% rated accessibility to public services as important. Based on such findings accessibility to services can be considered as a key driver of citizen satisfaction.

#### 9.4.2 Citizens' level of satisfaction with accessibility to public services

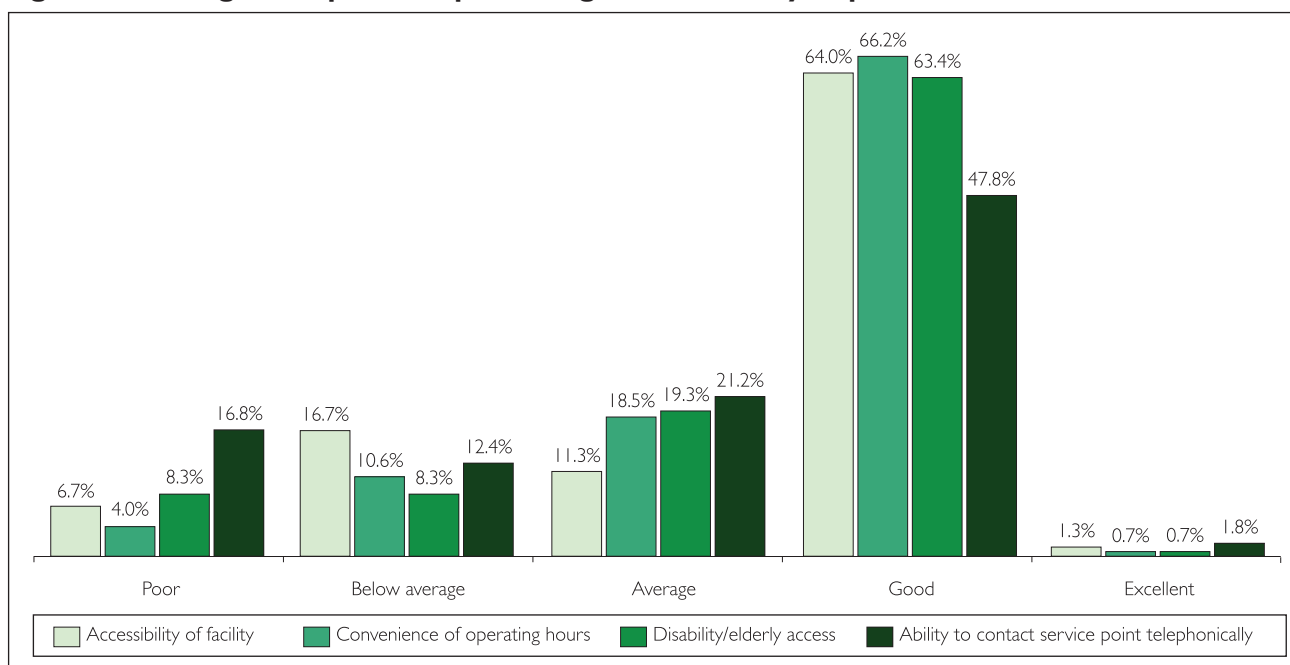
Based on the views of service users regarding accessibility to services as a key driver of citizen satisfaction, the study sought to establish service users' level of satisfaction with regard to accessing services rendered by the Department. To this end, four aspects relating to the accessibility of services were assessed, namely, 'accessibility to facility', 'convenience of operating hours', 'disability/elderly access', and 'ability to contact the service point telephonically'.

**Figure 51** on the following page shows how service users rated the various aspects of accessibility to services.

54 Republic of South Africa. Public Service Commission. Citizen Satisfaction Survey: Department of Home Affairs, Department of Trade and Industry, Transport Services by Provincial Departments. 2007.

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

**Figure 51: Rating the experience pertaining to accessibility to public services**



**Figure 51** above shows that service users were most satisfied with the 'conveniences of operating hours', with 66.9% rating it good to excellent, followed by 65.3% of users that rated 'accessibility to facility' good to excellent, and 64.1% that rated 'disability/elderly access' good to excellent. The 'ability to contact the service point telephonically', obtained the lowest satisfaction score as compared to the other aspect with only 49.6% of service users rating it good to excellent. The finding suggests that it is not easy for service users to contact the Department telephonically.

The findings further show that the majority of service users (86.6%) interviewed in North West province rated all aspects of accessibility to services good compared to other provinces, and 40.7% of those interviewed in Free State rated the aspect good. The findings suggest that service users in North West are most satisfied with accessibility to services rendered by the Department, whilst those in Free State province are least satisfied.

## 9.5 COURTESY

### 9.5.1 The importance of displaying courtesy by government officials when interacting with citizens

Public Service officials should treat citizens with courtesy and consideration, and should always be polite towards them<sup>56</sup>. The study sought to establish if service users regarded courtesy displayed by officials of the Department of Justice and Constitutional Development is important. The findings show that 88.1% of the service users were of the view that courtesy displayed by officials is important. The finding suggests that the display of courtesy by officials when interacting with service users is considered as a key driver of citizen satisfaction. Indeed, the display of courtesy by officials is likely to make citizens and key stakeholders feel welcomed and respected in service delivery process.

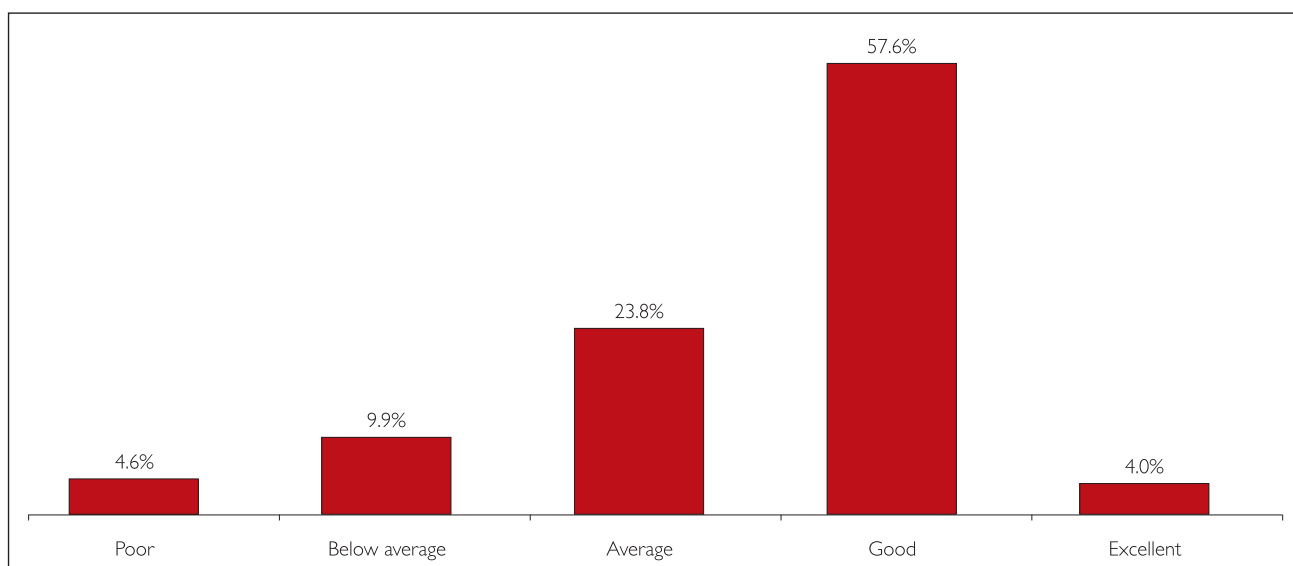
<sup>56</sup> Republic of South Africa. Department of Public Service and Administration. Batho Pele Handbook: Service Delivery Improvement Guide. 2003.



## 9.5.2 Citizens' level of satisfaction with courtesy displayed by officials

Given the views of the service users on the display of courtesy by officials during service delivery as a key driver of citizen satisfaction, the study wanted establish service users' level of satisfaction with the courtesy displayed by the officials of the Department. **Figure 52** below shows how service users rated the level of courtesy displayed by officials.

**Figure 52: Rating the experience pertaining to courtesy displayed by public officials in service delivery**



**Figure 52** above shows that 61.6% of the service users perceived the courteousness of officials as good to excellent. The finding suggests that the average service user can be considered satisfied with the courtesy shown by officials of the Department at the sampled service delivery points.

The findings further show that the majority of service users (84%) interviewed in North West province rated courtesy displayed by officials higher compared to other provinces, and only 36.4% of those interviewed in Limpopo province rated the courtesy displayed by officials good. The finding suggests that service users in North West are satisfied with the displayed of courtesy by officials, whilst those in Limpopo are least satisfied.

## 9.6 TIMELINESS

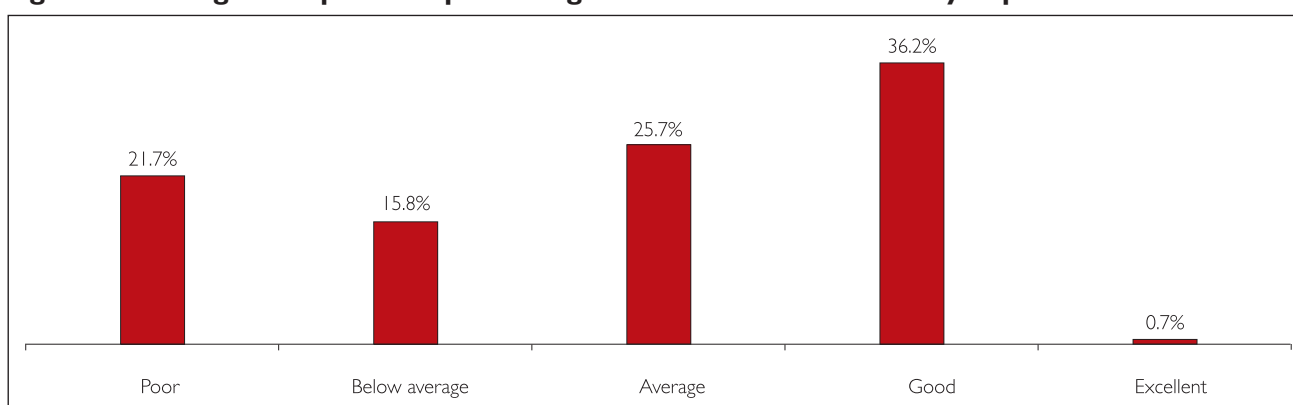
### 9.6.1 Importance of timeliness in service delivery

Public services should be provided swiftly and within reasonable time. The study sought to determine if timeliness is important to the service users of the Department in service delivery. The findings show that 91.4% of service users rated timeliness in service delivery important. The finding shows that prompt service delivery is considered as a key driver of citizen satisfaction.

## 9.6.2 Citizens' level of satisfaction with timeliness in service delivery

Based on the views of service users regarding timeliness as a key driver of citizen satisfaction, the study further sought to establish the service users' level of satisfaction with timeliness experienced during the delivery of the services of the Department. **Figure 53** below shows how service users rated timeliness in service delivery.

**Figure 53: Rating the experience pertaining to timeliness in the delivery of public services**



**Figure 53** above show that 38.9% of the service users rated timeliness in service delivery good to excellent. The findings further show that 61.1% of the service users rated timeliness in service delivery average to poor. Compared to the findings of the 2005 PSC's Citizen Satisfaction Survey, an improvement of 14.9% could be detected as only 24% of the service users were satisfied with waiting time then<sup>57</sup>. However, the overall findings suggest that service users are dissatisfied with the turn-around time at the Department.

The findings further show that 59.1% of the service users interviewed in North West province rated all aspects of timeliness in service delivery good compared to other provinces and only 4.2% of those interviewed in Western Cape province rated aspects of timeliness in service delivery good. The findings suggest that service users in North West were the satisfied with the performance of Department on timeliness. On the other hand, service users in Western Cape were least satisfied with the performance of the Department on timeliness in service delivery.

## 9.6.3 Challenges experienced by service users in relation to timeliness of services

Key challenges identified by service users are that:

- Officials took unreasonably long lunch breaks and
- Officials sometimes seem disorganised.

## 9.7 INFORMATION

### 9.7.1 The importance of providing accurate information in service delivery

Comprehensive and accurate information should be provided to citizens on where and how services can be accessed<sup>58</sup>. This includes information on the applicable requirements prior to accessing the services. The

<sup>57</sup> Republic of South Africa. Public Service Commission. *Citizen Satisfaction Survey: Criminal Justice Sector*. 2005.

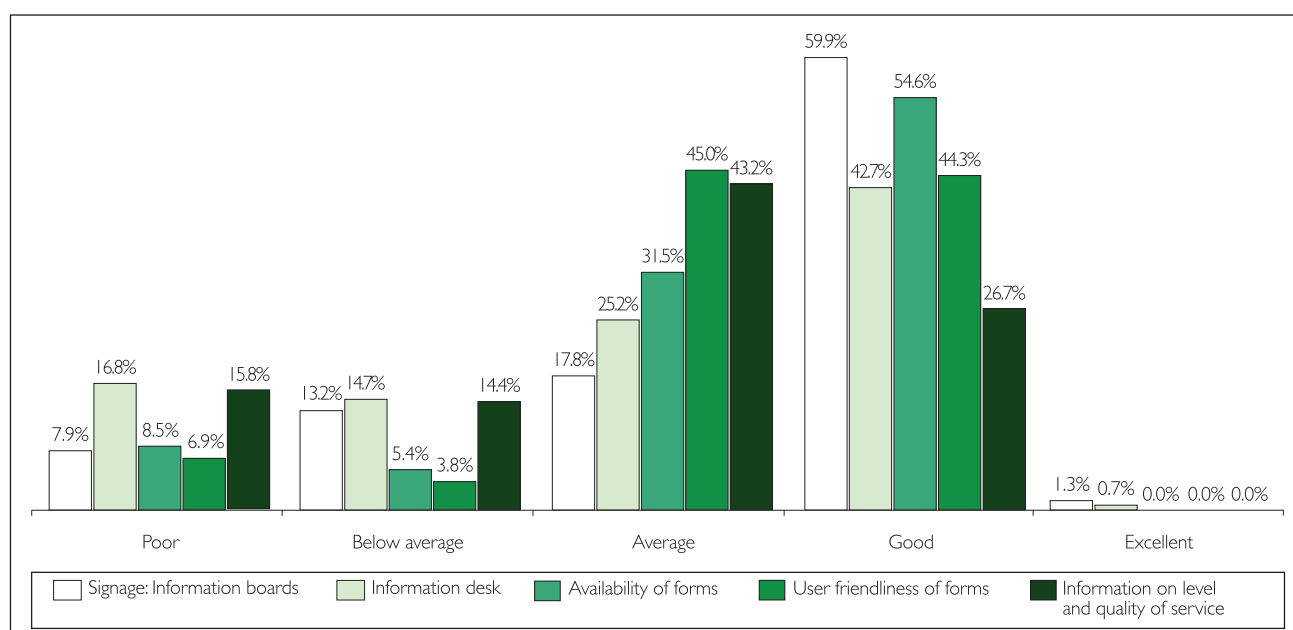
<sup>58</sup> Republic of South Africa. Department of Public Service and Administration. *Batho Pele Handbook: Service Delivery Improvement Guide*. 2003.

study sought to establish if the provision of accurate and comprehensive information by officials is important to service users during service delivery. The findings show that 88.6% of the service users were of the view that the provision of accurate information is important. The finding demonstrates that the provision of accurate information to service users is considered as a key driver of citizen satisfaction in the Public Service delivery. Having accurate information about government services is not only empowering to the service users, but it also assists in improving access to the much needed services by the deserving service users, which in turn improves their livelihoods.

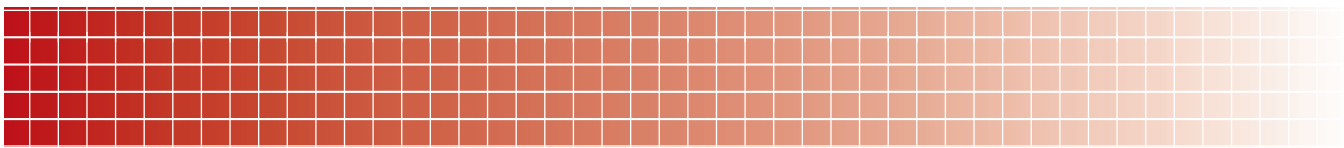
### 9.7.2 Citizens' level of satisfaction with the provision of information in service delivery

Given the views of service users on the provision of accurate and comprehensive information by the officials of the Department as a key driver of citizen satisfaction, the study further sought to establish service users' level of satisfaction with their experience on the accuracy of information provided by the Department. Five aspects relating to the accuracy of information were assessed, namely, 'signage/information boards', 'information desk', 'availability of forms', 'user friendliness of forms', and 'information on level and quality of service'. **Figure 54** below shows how service users rated the various aspects of the provision of information.

**Figure 54: Rating the experience pertaining to the provision of information in service delivery**



**Figure 54** above shows that 61.2% of service users rated 'signage/information boards' good to excellent, followed by 'availability of forms' (54.6%). However, less than 50% of service users rated the remaining aspects good to excellent. For instance, 'user friendliness of forms' was rated good to excellent at 44.3%, 'information desk' was also rated good to excellent by 43.4% and 26.7% of the service users rated 'information on level and quality of service' good to excellent. The finding suggests that service users are not satisfied with the provision information. In any process of service delivery, the availability and sharing of accurate information is critical to ensure that service users understand and comply with the service process. Failure to provide accurate information could leave service users misinformed, frustrated and confused, resulting in failure to receiving the right service the first time. The findings further show that 52% of service users interviewed acknowledged that officials did inform them of the process involved in accessing the service.



Overall, findings from the provinces show that 89.2% of the service users interviewed in North West rated all aspects of information good compared to other provinces, and only 6.9% of those interviewed in Western Cape rated all aspects of information good. The finding suggest that service users interviewed in North West were most satisfied with the provision of information and those interviewed in Western Cape were least satisfied.

9.7.3 Challenges experienced by service users in obtaining information

A key challenge identified by service users is the lack of information desks from which information can be obtained.

9.8 KNOWLEDGE AND COMPETENCE

9.8.1 The importance of interacting with knowledgeable and competent officials

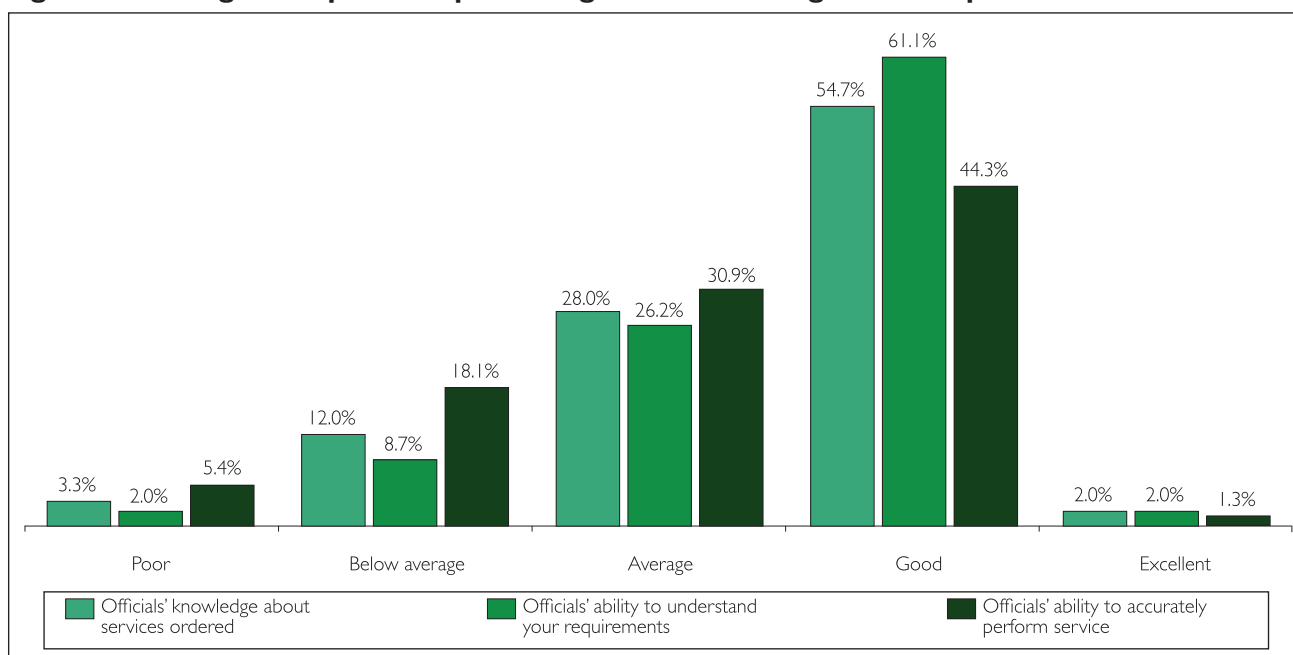
Competence is a standard requirement for an individual to properly perform a specific job, and it encompasses the knowledge utilised to improve performance. The study sought to determine if interacting with knowledgeable and competent government officials was important for service users during service delivery. The findings show that 87.2% of service users rated the knowledge and competence government officials important. This finding shows that interacting with knowledgeable and competent public servants is considered as a key driver of citizen satisfaction. Indeed officials' competence and knowledge about their work enables them to perform their duties effectively.

9.8.2 Citizens' level of satisfaction with the knowledge and competency of officials

Informed by the views of service users regarding officials' competence and knowledge in service delivery as a key driver of citizen satisfaction, the study further wanted to determine service users' level of satisfaction with the knowledge and competence displayed by officials of the Department. Three aspects relating to knowledge and competence of staff were assessed, namely, 'officials' knowledge about services offered', 'officials' ability to understand your requirements', and 'officials' ability to accurately perform the services rendered'. **Figure 55** on the following page shows how service users rated the various aspects of officials' competency and knowledge.



**Figure 55: Rating the experience pertaining to the knowledge and competence of officials**



**Figure 55** above shows that 'officials' ability to understand your requirements' received the highest satisfaction rating, with 63.1% of users that rated it good to excellent, followed by 'officials' knowledge about services offered' (56.7%). The findings also show that 45.6% of service users rated 'officials' ability to accurately perform the services rendered' good to excellent. The finding suggests that whilst service users were satisfied with the ability of the officials to understand their requirement and their knowledge about the services offered, they were not satisfied that officials were performing their duties accurately.

The findings further show that the majority of service users (88.9%) interviewed Gauteng province rated all aspects of officials' knowledge and competence good compared to other provinces, and only 22.2% of those interviewed in the Western Cape province rated aspects good. The finding suggest that service users interviewed in Gauteng were most satisfied with the officials' knowledge and competence of officials and those in the Western Cape were least satisfied.

## 9.9 FACILITIES

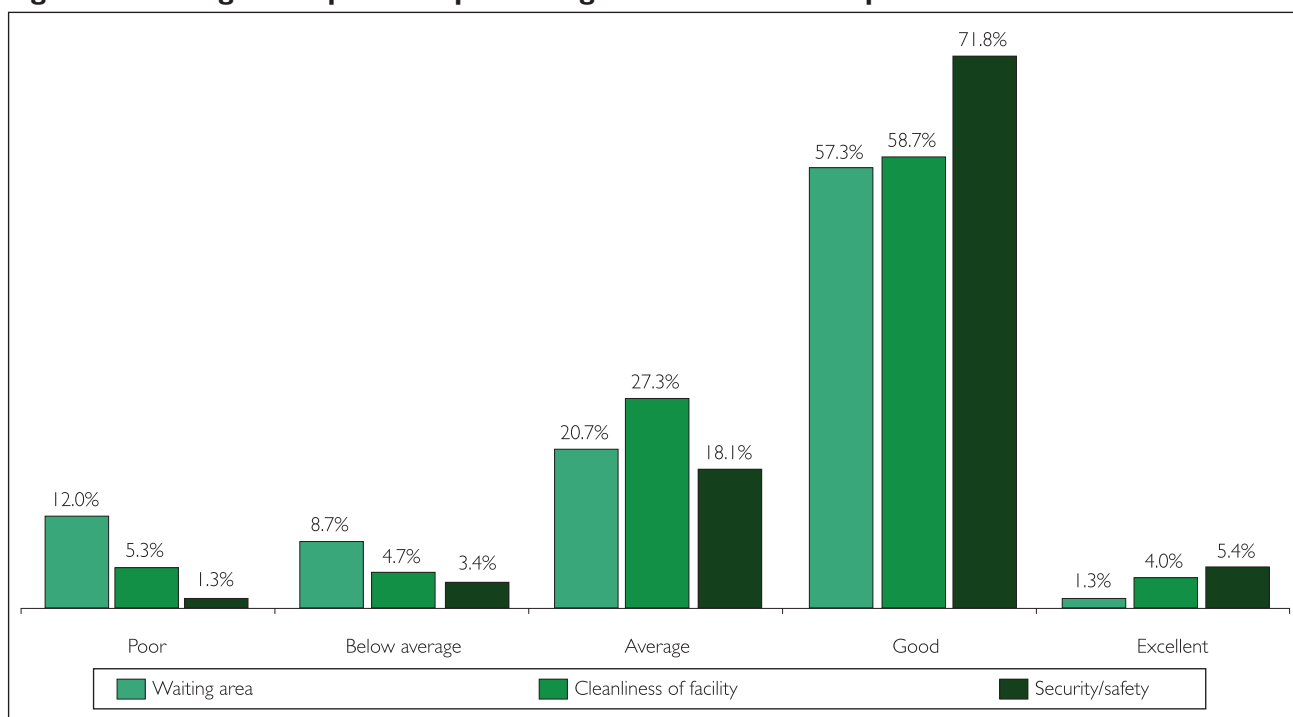
### 9.9.1 The importance of the condition of public facilities

The condition of public facilities should always be welcoming and cater for the needs of citizens. The study sought to establish if the condition of public facilities was important to service users during service delivery. The findings show that 81.1% of the service users were of the view that the condition of public facilities is important. The finding demonstrates that the condition of public facilities is considered as a key driver of citizen satisfaction. It is critical that citizens feel comfortable inside public facilities and that such public facilities comply with health and safety standards for the provision of public services.

### 9.9.2 Citizens' level of satisfaction with the condition of public facilities

Given the views of service users regarding the condition of public facilities as a key driver of citizen satisfaction, the study further sought to determine service users' level of satisfaction with the condition of the facilities of the Department. Three aspects relating to the condition of facilities were assessed, namely 'waiting area', 'cleanliness of facilities', and 'security/safety'. **Figure 56** below shows how service users rated the various aspects of the condition of the public facilities.

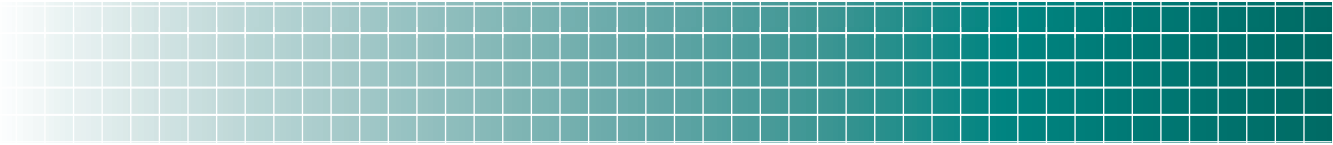
**Figure 56: Rating the experience pertaining to the condition of public facilities**



The findings in **Figure 56** above shows that 77.2% of service users rated 'security/safety' good to excellent, followed by 62.7% of users that rated the 'cleanliness of facilities' good to excellent. The findings show an increase of 22% in the number of service users who are satisfied with security at the service delivery points of the Department when compared to the 55% in the 2005 PSC's Citizen Satisfaction Survey<sup>59</sup>. The 'waiting area' received the lowest rating (58.6%) of good to excellent. The findings suggest that although the facilities are clean and safe, the waiting areas might not be conducive for service delivery.

Overall, findings from provinces show that the majority of service users (96.7%) interviewed in North West rated all aspects of the condition of facilities good compared to other provinces, and only 20.8% of those interviewed in Western Cape rated the aspects good. The finding suggests that service users interviewed in North West were most satisfied with the condition of the facilities of the Department, whilst those interviewed in Western Cape were least satisfied.

<sup>59</sup> Republic of South Africa. Public Service Commission. Citizen Satisfaction Survey: Criminal Justice Sector. 2005.



### 9.9.3 Challenges experienced by service users in relation to the condition of facilities

Key challenges experienced by service users are:

- Lack of sufficient toilets.
- Lack of water points and
- Inadequate ventilation.

## 9.10 FAIRNESS AND EQUITY

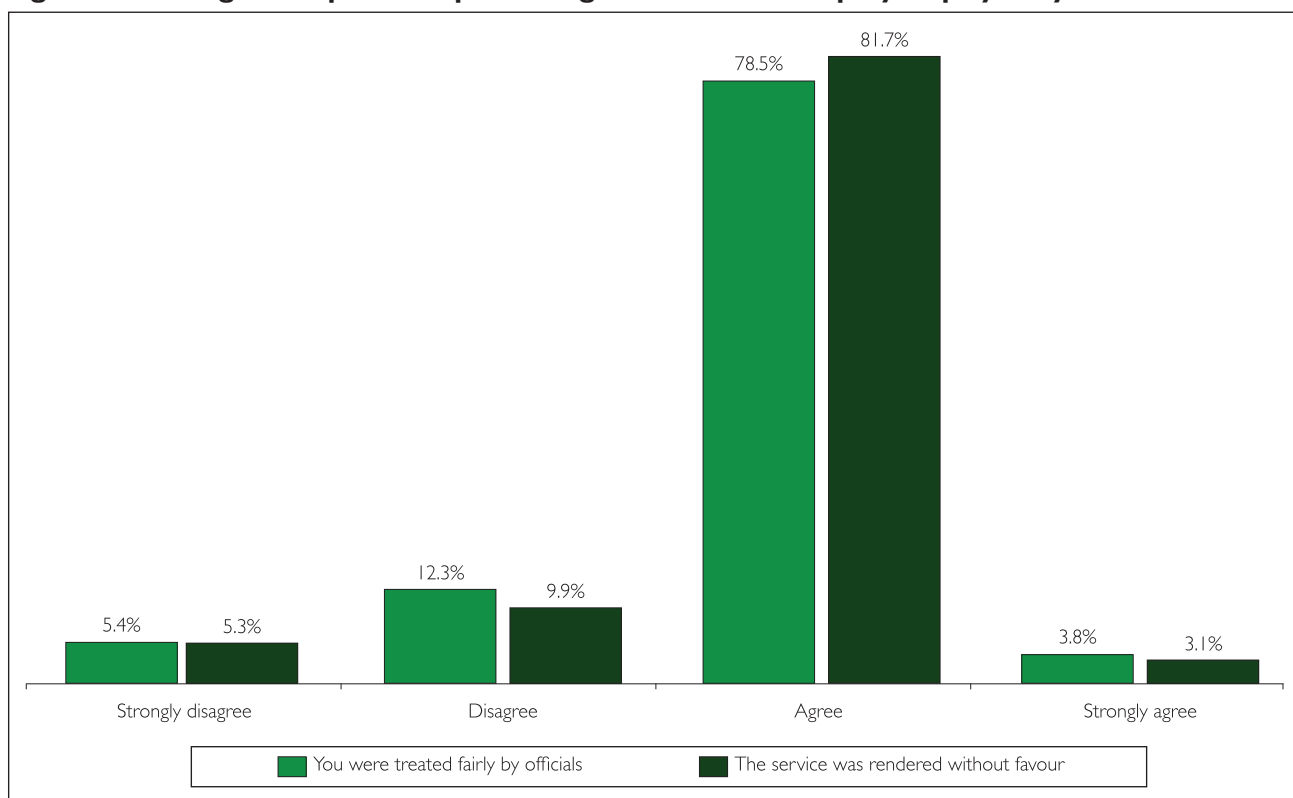
### 9.10.1 The importance of displaying fairness and equity by government officials when interacting with service users

Public services should be rendered equally and fairly without prejudice or favour. The study sought to determine if fairness and equity displayed by government officials is important when interacting with service users. The findings show that 81.5% of the service users rated the display of fairness and equity by government officials important. The finding shows that the display of fairness and equity by government officials is considered as a key driver of citizen satisfaction. Surely service users should be provided with quality service regardless of their socio-economic status and their geographic location.

### 9.10.2 Citizens' level of satisfaction with officials' display of fairness and equity by government officials when interacting with service users

Based on the views of service users regarding the display of fairness and equity by government officials as a key driver of citizen satisfaction, the study further aimed to determine service users' experience with regard to the fairness and equity displayed by the officials of the Department. Service users had to indicate to what extent they agree with the following statements, namely, 'you were treated fairly by officials' and 'the service was rendered without favour'. **Figure 57** on the following page shows service users' views with the above-mentioned statements.

**Figure 57: Rating the experience pertaining to fairness and equity displayed by officials**



**Figure 57** above shows that 84.8% of service users agreed to strongly agree with the statement 'the service was rendered without favour'. An equally high percentage of service users (82.3%) agreed to strongly agree with the statement 'you were treated fairly by officials'. These findings suggest that service users are satisfied with the fairness and equity displayed by officials of the Department during the delivery of services. In general, the findings suggest that service users were satisfied that they received a fair treatment and that services were rendered without favour.

In comparison with the findings of the 2005 PSC's Citizen Satisfaction Survey, the number of service users who felt that services were rendered fairly has doubled as the findings of the 2005 survey only shows 45% of service users that were of the view that service were rendered fairly and equitably<sup>60</sup>.

Overall, findings from the provinces show that the majority of service users (100%) interviewed in Gauteng and Eastern Cape respectively rated all aspects of fairness and equity good compared to other provinces, and 53.3% of those interviewed in Western Cape rated aspects poor. The finding suggests that service users are satisfied with fairness and equity of officials in service delivery.

## 9.11 VALUE FOR MONEY

### 9.11.1 The importance of value for money in service delivery

Public services have to be delivered economically and efficiently in order to give citizens the best value for money<sup>61</sup>. The study sought to establish if value for money is important to service users in the delivery of services. The findings show that 73.3% of service users were of the view that value for money in service delivery is

<sup>60</sup> Republic of South Africa. Public Service Commission. *Citizen Satisfaction Survey. Criminal Justice Sector. 2005.*

<sup>61</sup> Republic of South Africa. Department of Public Service and Administration. *Batho Pele Handbook: Service Delivery Improvement Guide. 2003.*

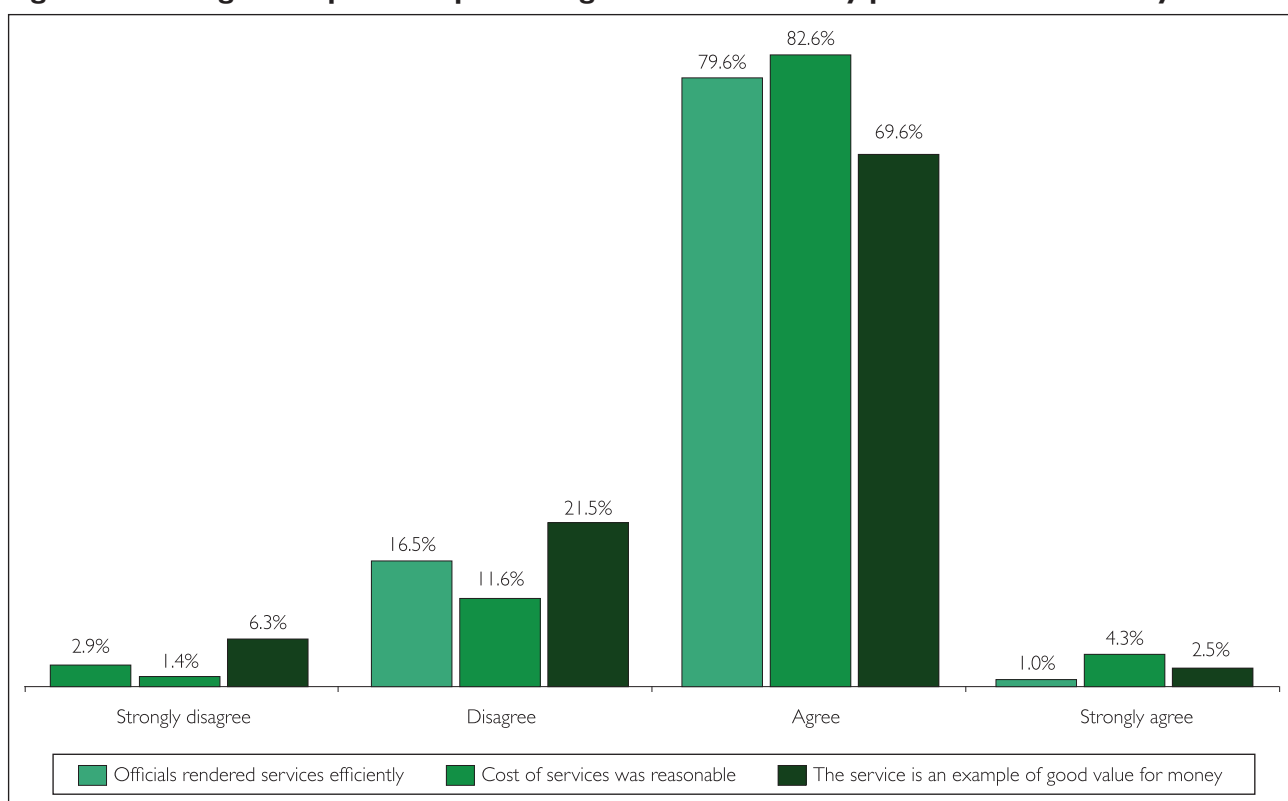


important. The finding demonstrates that value for money in service delivery is considered as a key driver of citizen satisfaction.

### 9.11.2 Citizens' level of satisfaction with value for money in service delivery

Given the views of service users regarding value for money in service delivery as a key driver of citizen satisfaction, the study further wanted to establish service users' level of satisfaction with their experience on value for money in service delivery. In this regard, service users had to indicate to what extent they agree with the following statements, 'officials rendered services efficiently', 'cost of services was reasonable', and 'the service is an example of good value for money'. **Figure 58** below shows the views of service users on the above-mentioned statements.

**Figure 58: Rating the experience pertaining to value for money public service delivery**



**Figure 58** above shows that 86.9% of users agreed to strongly agree with the statement: 'cost of service was reasonable', followed by 80.6% of users that agreed/strongly agreed with the statement 'officials rendered services efficiently'. Users agreed least with the statement 'the service is an example of good value for money' (72.1%). The findings suggest that in general, service users were satisfied that there was value for money in the delivery of services of the Department. This finding suggests that service users are of the view that they were getting value for money from services provided by the Department.

The findings further show that the majority of service users (93.7%) interviewed in Gauteng province rated aspects of value for money good compared to other provinces, and 41.6% of those interviewed in Western Cape rated aspects good. The finding suggest that service users in Gauteng are most satisfied with value for money in service delivery and those in Western Cape are least satisfied.

## 9.12 REDRESS

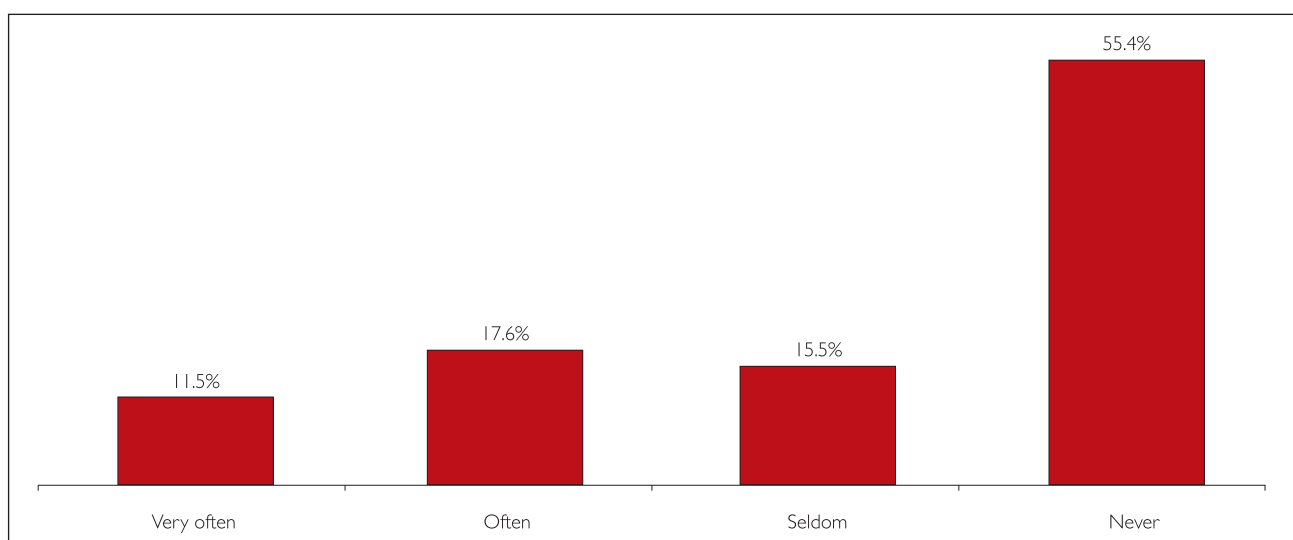
### 9.12.1 The importance of providing redress service delivery

Public Service institutions should ensure that a swift and sympathetic response through apology and full explanation is offered to citizens where a promised standard of service is not delivered<sup>62</sup>. The study sought to determine if the provision of redress is important to service users during service delivery. The findings show that 84.8% service users rated the provision of redress as important. The finding shows that redress is considered as a key driver of citizen satisfaction. Surely, the Public Service has a responsibility to rectify any unjust administrative action on the part of citizens. Such practice demonstrates that government cares and does not take its citizens for granted.

### 9.12.2 Citizens' level of satisfaction with the provision of redress in service delivery

Based on the views of service users regarding the provision of redress as a key driver of citizen satisfaction, the study sought to determine service users' experience with regard to redress shown by the Department. To this end, service users were asked to indicate if they have ever experienced any problems with the services of the Department in the past. **Figure 59** below shows service users' response in this regard.

**Figure 59: How often have you experienced problems with the service?**



**Figure 59** above shows that 55.4% of the service users have never experienced problems with the services of the Department and 44.6% have experienced problems with the services. The prevalence of problems experienced was highest amongst service users interviewed in Western Cape, North West Province and Limpopo provinces. The following are the problems that service users have experienced with regard to the services of the Department of Justice and Constitutional Development:

- Time taken to finalise process of accessing services (53.5%)
- Complexity of the process of accessing service (29.6%)
- Unavailability of information (19.7%)
- Inflexible office hours (9.9%)

<sup>62</sup> Republic of South Africa. Department of Public Service and Administration. *Batho Pele Handbook: Service Delivery Improvement Guide*. 2003.

- Uncommitted staff (8.5%)
- Unavailability of forms (7.0%)
- Lack of resources/staff (1.4%)

The findings show that of the 44.6% of services users who indicated that they had experienced problems with the services of the Department, only 14.1% mentioned that they did lodge complaints with the relevant authorities of the Department. The findings further show that the popular method of lodging complaints applied by most of the service users of the Department is verbal. The verbal lodging of complaints suggests that there are no other mechanisms in place through which service users can lodge their complaints. In the absence of such mechanisms, it therefore becomes difficult to follow-up on the verbal reported complaint cases. Those service users that did not lodge a complaint cited the following reasons:

- Did not know how/where to lodge a complaint (69.6%)
- Felt it was not worthwhile (16.1%)
- Afraid of staff/scared to get in trouble (8.9%)
- Nothing to complain about (3.6%)

The findings further show that only 40.0% of service users who lodged complaints about services indicated that their complaints were dealt with satisfactorily. Furthermore, 78.6% of service users said that officials were not willing to assist them in lodging a complaint. This finding suggests that service users view the officials of the Department as less helpful.

## 9.13 OUTCOME

### 9.13.1 The importance of obtaining an outcome in service delivery

Government Departments should ensure that the products/services that citizens visit their service delivery point to obtain are available and provided to them within reasonable time. The study sought to determine if outcome is important to service users in service delivery. The findings show that 88.4% of the service users were of the view that obtaining outcome is important. The finding demonstrates that ultimately, obtaining the service or product that service users visit service points of the Department to get, is considered as a key driver of citizen satisfaction.

### 9.13.2 Citizens' level of satisfaction with obtaining outcome in service delivery

Given the views of service users with regards to acquiring outcome as a key driver of citizen satisfaction, the study also sought to establish service users' experience on the receipt of outcome during service delivery. To this end, service users had to indicate to what extent they agree with selected statements, namely, 'in the end, you got what you needed' and 'the service experience met your expectations'. **Figure 60** on the following page shows service users' views on the above-mentioned statements.

Figure 60: Rating the experience pertaining to obtaining outcome in service delivery

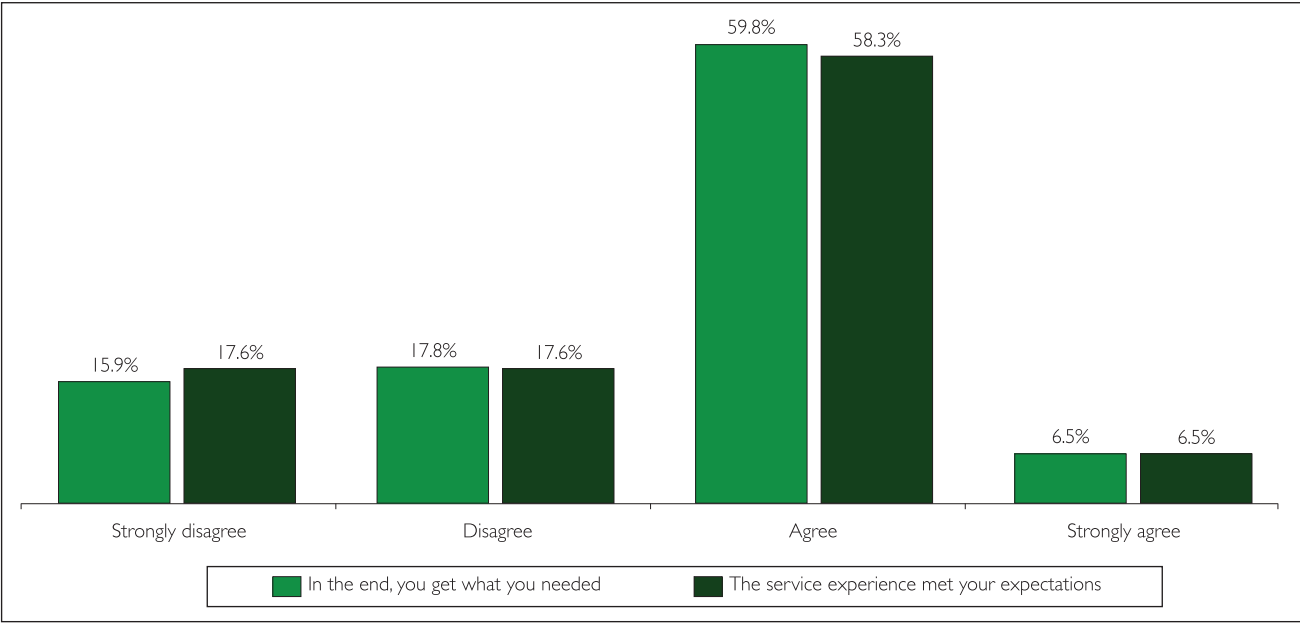


Figure 60 above shows that 66.3% of service users agreed to strongly agree with the statement ‘in the end, you got what you needed’, followed by 64.8% of users that agreed to strongly agreed with the statement ‘the service experience met your expectation’. However, the findings again show a very low proportion of service users that strongly agreed with the statements, suggesting that the service experience have only met the average user’s minimum expectations.

Overall, findings from provinces show that the majority of service users (100%) interviewed in Eastern Cape and Mpumalanga respectively rated aspects of outcome good compared to other provinces and only 25% of those interviewed in Western Cape rated aspects good. The finding suggests that service users in Eastern Cape and Mpumalanga were mostly obtaining the services and products from the Department and those from the Western Cape were not easily obtaining the services and products from the Department.

## 9.14 RECOMMENDATIONS

Based on the findings, the following recommendations are made:

Key areas	Recommendations
Accessibility	<ul style="list-style-type: none"><li>• The functioning and manning of call-centres be investigated at service points, as these are the entry point for many service users for assistance and information gathering. Systems need to be upgraded to ensure that service users can be assisted telephonically within reasonable time.</li></ul>
Timeliness	<ul style="list-style-type: none"><li>• Systems need to be implemented to track and monitor the time it takes before a service user is attended to. This includes monitoring of call centre response times.</li><li>• Processes need to be reviewed to ensure the timely delivery services at the service points. This includes staff training in service processes.</li></ul>
Information	<ul style="list-style-type: none"><li>• Information desks at service centres should at all times be manned with trained and informed officials. These desks are a focal point for assisting and directing service users.</li><li>• Service points should ensure that forms are available for service users.</li><li>• Forms should be designed to promote a user-friendly layout and the capturing of relevant information needed for assisting service users.</li><li>• Officials need to be trained and informed in order to provide service users with the correct information.</li></ul>
Knowledge & competence of staff	<ul style="list-style-type: none"><li>• Officials must be trained and informed to ensure that they have the knowledge and competence to assist service users.</li><li>• Systems need to be implemented to review and ensure the delivery of an accurate service.</li></ul>
Redress	<ul style="list-style-type: none"><li>• The Department should develop mechanisms to ensure that formal records of complaints are captured and attended to in an effective and efficient manner.</li></ul>

# Chapter Ten

## Conclusion and Recommendations

## 10.1 INTRODUCTION

This chapter presents the general conclusion and recommendations of the Citizen Satisfaction Survey conducted in the six selected Departments.

## 10.2 CONCLUSION

The findings of the study show that service delivery experts from the Public Service Departments were of the view that the developed drivers are relevant to the South African context. These key drivers were found to be appropriate to determine what South Africans would regard as satisfaction with services provided by government Departments.

The findings also show that service users who participated in this study were of the view that all ten drivers of citizen satisfaction were appropriate to determine South African's level of satisfaction with Public Service Delivery. Furthermore service users across all six Departments considered the drivers important to very important. **Table 20** below shows the overall ratings of the drivers across the Departments.

**Table 20: Overall rating of the importance of the drivers of citizen satisfaction across Departments**

Drivers of citizen satisfaction	Department						Average Importance
	Home Affairs	Health	Labour	Transport	Police	Justice	
Timeliness	100.0%	92.0%	98.1%	100.0%	95.8%	91.4%	<b>96.2%</b>
Information	100.0%	93.3%	96.2%	98.1%	94.9%	88.6%	<b>95.2%</b>
Outcome	100.0%	91.1%	96.8%	99.3%	94.2%	88.4%	<b>95.0%</b>
Knowledge & competence of staff	100.0%	92.5%	96.8%	99.4%	93.9%	87.2%	<b>95.0%</b>
Redress	100.0%	93.0%	94.2%	96.1%	93.6%	84.8%	<b>93.6%</b>
Accessibility	98.5%	94.5%	90.3%	97.0%	96.8%	80.5%	<b>92.9%</b>
Courtesy	97.8%	91.0%	91.6%	92.7%	92.6%	88.1%	<b>92.3%</b>
Facilities	99.2%	91.4%	89.6%	96.3%	93.4%	81.1%	<b>91.8%</b>
Fairness and equity	96.2%	90.4%	93.0%	91.7%	91.8%	81.5%	<b>90.8%</b>
Value for money	98.3%	73.6%	84.8%	93.4%	79.2%	73.3%	<b>83.8%</b>

**Table 20** above shows that **timeliness** in service delivery (96.2%), provision of accurate **information** (95.2%), **outcome** in service delivery (95%) and **knowledge and competence** of officials (95%) in service delivery were rated to be the most important drivers of citizen satisfaction in the delivery of public services. On the other hand, **value for money** in service delivery was rated to be the least important (83.8%) key driver according to the service users. In general, the finding suggests that service users were of the view that the ten South African-specific drivers of citizen satisfaction are key to the delivery of services.

In addition, various aspects of the ten South African-specific drivers of citizen satisfaction were further used to determine service users' level of satisfaction with the services rendered by the selected Departments. **Table 21** on the following page shows the service users' overall level of satisfaction with the services rendered by the departments based on the drivers of citizen satisfaction.

**Table 21: Service users' level of satisfaction with services rendered by the Departments**

Drivers of citizen satisfaction	Department						Average rating
	Home Affairs	Health	Labour	Transport	Police	Justice	
Fairness and equity	90.0%	84.4%	95.0%	95.9%	91.8%	83.5%	<b>90.1%</b>
Outcome	83.5%	87.6%	90.2%	91.3%	85.4%	65.6%	<b>83.9%</b>
Value for money	79.5%	83.3%	89.0%	79.8%	87.6%	79.9%	<b>83.2%</b>
Knowledge & competence of staff	75.1%	59.2%	76.1%	81.0%	77.4%	55.1%	<b>70.7%</b>
Courtesy	72.3%	54.4%	78.3%	73.2%	76.4%	61.6%	<b>69.4%</b>
Facilities	62.4%	55.4%	70.3%	55.7%	75.7%	66.2%	<b>64.3%</b>
Accessibility	61.4%	61.3%	58.3%	54.1%	77.1%	61.5%	<b>62.3%</b>
Information	65.3%	49.0%	60.5%	46.3%	62.0%	46.0%	<b>54.9%</b>
Timeliness	51.5%	39.0%	60.3%	45.5%	68.2%	33.8%	<b>49.7%</b>
<b>Average rating</b>	<b>71.2%</b>	<b>63.7%</b>	<b>75.3%</b>	<b>69.2%</b>	<b>78.0%</b>	<b>61.5%</b>	<b>69.8%</b>

**Table 21** above shows that overall, service users were satisfied with **fairness and equity** displayed by officials (90.1%), followed by **outcome** in service delivery (83.9%) and **value for money** in service delivery (83.2%). However, service users were least satisfied with **timeliness** (49.7%) in service delivery and the provision of accurate **information** (54.9%) by the selected Departments. The finding suggests that service users were of the view that Departments were not providing swift and prompt services, and were also not providing citizens with accurate information. This is despite the fact that **timeliness** in service delivery and the provision of accurate **information** were rated the most important drivers of citizen satisfaction.

As shown in **Table 21** above, the findings further show that with regard to the overall level of satisfaction with the provision of the Departmental services, service users of the Department of Police were most satisfied (78%) with the Department's performance on various key drivers, whereas service users of the Department of Justice were least satisfied (61.5%) with the Department's performance on various key drivers. The finding suggests that service users of the Department of Police were satisfied with the services being rendered and service users of the Department of Justice and Constitutional Development were less satisfied with the way services are being rendered.

### 10.3 GENERAL RECOMMENDATIONS

The following are the general recommendations of the study. Specific recommendations in relation to the selected Departments are contained at the end of each chapter:

#### TIMELINESS

Departments should ensure that public services are rendered swiftly and promptly. This includes improving the time upon which service users spend waiting to be attended to, the time taken by officials when attending to service users and the overall turn-around time to access the service/products from the Departments.





## INFORMATION

Departments should ensure that accurate and comprehensive information is provided to service users. Inside signage should be erected at service delivery point, information desks should be staffed with officials who understand the services of the Department. Officials should also provide service users with information on the level and quality of services provided by the Departments.

## ACCESSIBILITY

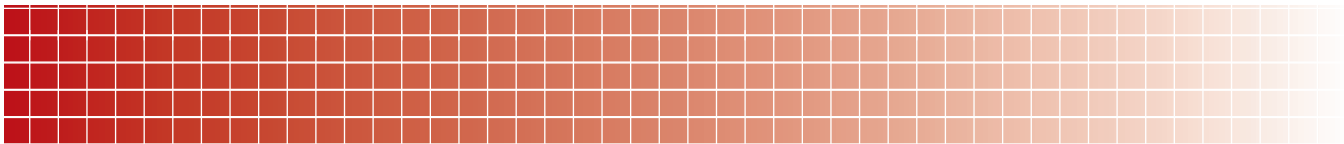
Departments should ensure that their service delivery points are accessible to the communities they serve. Operating hours should be flexible to accommodate all service users. Accessibility to service users with disability should be taken in to account in the planning of service delivery points. Officials of the Departments should also be reachable through phone for inquiries or follow-up on services provided.

## FACILITIES

Departments should ensure that facilities of their service delivery sites are safe, clean and welcoming. Sufficient seating arrangement should also be made to accommodate service users whilst they are waiting to be attended by officials.

## COURTESY

Officials of the Departments should ensure that service users are treated with courtesy, kindness and consideration.



Notes

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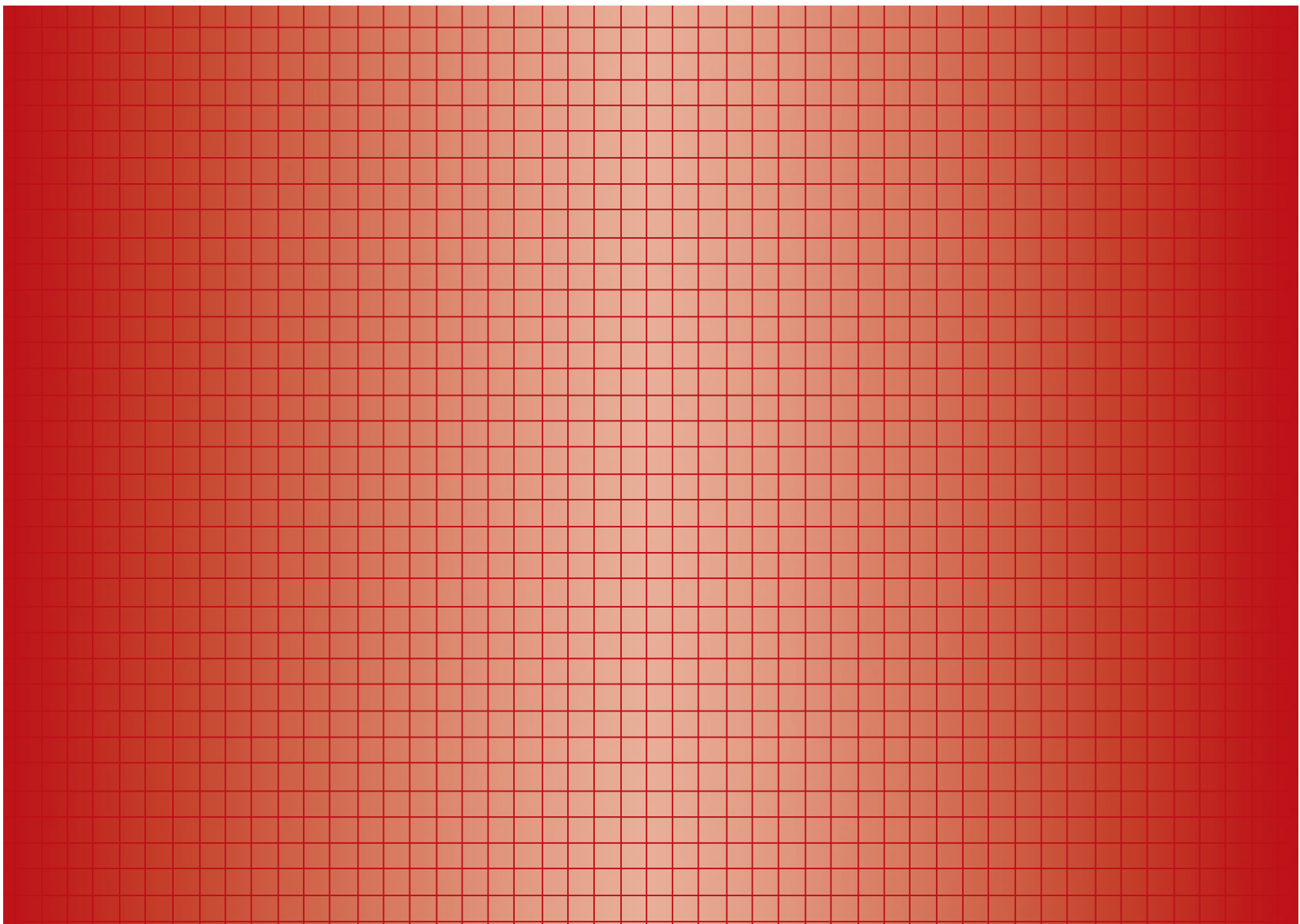
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