



**UNANNOUNCED SITE
VISITS REPORT
23 JUNE 2005**

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EXECUTIVE SUMMARY

Following the Cabinet decision and the State of the nation address, the unannounced site visits were piloted coincidental with Africa Public Service Day on 23 June 2005. As a build-up to this project the Department of Public Service and Administration developed a checklist and a Reporting template, and circulated same to all national and provincial departments as well as to members of Parliament for use during their visits.

Participation was not satisfactory but the following portfolios conducted the unannounced site visits:

2 National Department Ministers from Departments of Public Service and Administration and Education

1 Premier of Kwa-Zulu/Natal;

7 Members of Provincial Executive Committee from Limpopo; 1 from Eastern Cape; 1 from Northern Cape and the other one Free State;

1 Member of Parliament from Democratic Alliance;

1 Acting Head of Department in the Free State Province;

1 Head of Ministerial Services from National Department of Education; and

1 Acting HOD from the Department of Local Government in Limpopo; and

1 Manager from the Department of Agriculture in Limpopo.

Observations made indicate that queue management, name badges, general conditions of buildings including proper signage and help desk staffing arrangements need to be attended to in the visited sites. However, it was observed that Polokwane Hospital in Limpopo and Licensing Department of Kwa-Zulu/Natal complained with all dimensions to gain the status of Model Service Delivery points. All participants need to be complimented for their involvement in the project. The report below provides details on these issues.

1. BACKGROUND

The recent unannounced visits by Executing Authorities, Members of Parliament and Members of the Provincial Executive is a result of the Cabinet decision of August 2004 related to the revitalisation of the Batho Pele Strategy, and the subsequent call by the President to have the project implemented in this year. In preparation for the project, the Department of Public Service and Administration developed a checklist and a reporting template for use during the site visits. These documents were subsequently circulated to the Executing Authorities for their information and use.

In order to optimize efforts, the project was arranged to coincide with the commemoration of the Africa Public Service Day on 23 June 2005. All government departments, both nationally and provincially were encouraged to participate in this exercise.

This report is intended to provide information on findings from the visits and it offers some recommendations for future similar projects.

2. FINDINGS BY PARTICIPATING DEPARTMENTS

The table below provides some information on who conducted the unannounced site visits (USV) during APSD on 23 June 2005:

Name of the person conducting USV	Province visited	Institution visited	Place
Min Geraldine Fraser-Moleketi	Western Cape		
Min Naledi Pandor & Head of Min Services N Fuzani	Western Cape	District office of the Department of Education	Mowbray
MEC for Safety, Security & Liaison, F Morule & Acting HoD, Adv CJF Ontong	Free State	Department of Home Affairs & its Regional office	Bloemfontein
MEC for the Provincial Department of Finance, W H Nel	Eastern Cape	Beacon Bay – Municipal Clinic	East London
Media Liaison Officer from Provincial Treasury, Cecile Greyling	Eastern Cape	Beacon Bay Clinic	East London
MEC for Northern Cape Provincial Department of Tourism and	Northern Cape	Tourism Authority	Kimberley

Conservation, PW Saaiman			
MP, R Ntuli	Gauteng	Kgabo Clinic	Winterveldt
Premier for the Province Kwa-Zulu/Natal Mr. S Ndebele accompanied by Deputy Director for Public Service and Administration, Johan Nel	Kwa-Zulu/Natal	Home Affairs (Church Street) & Transport Department (License Section)	Pietermaritzburg
MEC for the Department of Health & Social Development, Charles Sekoati	Limpopo	Polokwane Provincial Hospital; Rethabile Health Centre and Seshego Clinic.	Polokwane
MEC for the Department Roads and Public Transport Mr. Stanley Motimele	Limpopo	Lebowakgomo Hospital and Lebowakgomo Police Station.	Lebowakgomo
MEC for Department of Economic Development, Environment and Tourism Mr. Collins Chabane	Limpopo	Polokwane Police Station and Department of Home Affairs (Library Gardens Polokwane).	Polokwane
Acting HOD from the Department of Local Government in Limpopo, Ms Pinkie Maesela	Limpopo	Polokwane Municipality and Polokwane Magistrate offices	Polokwane
Manager from the Department of Agriculture in Limpopo, Ms Veronica Motswi	Limpopo	Cornelia Agricultural Centre; Knobel Hospital and Aganang Municipality.	Polokwane

The following sections record the observations that the Ministers, MEC, MPs and other public servants made during their visits to various service delivery points.

3. PROVINCIAL DEPARTMENTS

3.1 Western Cape

3.1.1 Western Cape District Office of Department of Education

Visited by The Minister of Education, Naledi Pandor and Head of Ministerial Services, Mr. N Fuzani and the following observations were made:

i). Facilities

- Signage, service rendered were properly displayed, and the building and furniture condition were in a good condition, ramps for disabled were available and the facility was clean. However, the business hours and the cost of the service were not displayed.

ii). Access to information

- Management of queues was effective, the help desk was appropriately staffed and had stock of appropriate material. However, there was no service charter and no complaints register.

iii). Observing staff

- All staff members were not wearing name badges. However, they were efficient and friendly to the service recipients.

iv). Talking to citizens

- Turnaround time in queues and traveling time to the clinic was minimal (5-10 minutes)

v). Talking to staff

- The district office was properly equipped counters, staff and computers, back office supported the front office hence service delivery was remarkable.

vi). General observation

- Generally, facilities like toilets, availability of drinking water, air conditioning, facilities for people with disability, safety of the location of the clinic and parking bays are sufficient except for the facility for mothers with babies, which was not provided for.

3.2 FREE STATE

3.2.1 Department of Home Affairs

Visited by Member of the Executive Committee (MEC) F Morule.

The following observations were made during the visit:

i). Facilities

- Signage (outside and inside) was visible; condition of the building and office furniture was satisfactory; ramps for people with disability were available and premises were clean. However, business hours, service rendered and service costs were displayed.

ii). Access to information

- Manning the queues, service charter in the dominant language of the region and its display were available.

iii). Observing staff

- Some of the staff members had their name badges on, while others did not
- The staff members were not happy because they are understaffed

iv). Talking to citizens

- The turnaround time for service delivery seemed acceptable as most citizens said that they wait for thirty to forty-five minutes.

v). General observation

- The location of the office is not suitable and there are no parking bays for citizens
- Toilet facilities, seating arrangements for pensioners and people with disability are not available.

3.2.2 Regional Office of Home Affairs

Visited by Adv CJF Ontong, Director Crime Prevention from the Department of Safety, Security & Liaison. The following observations were made:

i). Facilities

- Regarding signage, it was observed that the name of the Department and menu of services rendered were visible. However, there were no ramps for a person with disability, the office furniture was not in good condition and the facility was found to be dirty.

ii). Access to information

- There was proper queue management. However, there was no service charter. Although the help desk service was available, it was not properly stocked with forms and material.

iii). Observing staff

Although not all staff members wore their name badges, they were friendly and efficient in rendering service to the public.

iv). Talking to citizens

Turnaround time was minimal in that citizens spent less hours on queues and traveling to the service point.

v). General observation

Generally access to drinking water and seating arrangements for the elderly and people with disability were available and in a satisfactory state. However, no facilities for mothers with babies, toilets for people with disabilities and no sufficient parking bays.

3.3 EASTERN CAPE

3.3.1 Eastern Cape Clinic

Visited by WH Nel from the Department of Finance, and The following observations were made:

i). Facilities

Signage (outside and inside) was visible; conditions of the building and office furniture were satisfactory; ramps for people with disability were available and premises were clean. However, business hours, service rendered and service costs were not displayed.

ii). Access to information

- Access to information reflected problems in the help desk services and the station did not have a complaints register or suggestion box.

iii). Observing staff

- Staff members were efficient and friendly towards the citizens and were wearing their name badges. However, the site appeared understaffed.

iv). Talking to citizens

- Turnaround time for service delivery is unacceptable in that citizens spent hours traveling to service points and also spent long hours on queues.

v). General observation

Generally the office is impressive because facilities like toilets, drinking water, seating arrangements for the elderly and people with disability, parking bays are available.

3.3.2 Beacon Bay Clinic

Visited by Cecile Greyling, Media liaison Officer from Provincial Treasury and the following observations were made:

i). Facilities

- Proper signage and business hours were displayed; ramps for the disabled were available; cleanliness of the building and condition of the building and furniture were impressive. However, the cost of services was not displayed.

ii). Access to information

- Access to information in terms of the queue management, service charter with dominant language in the region was displayed, information desk, stocked with appropriate forms and material were available. However, the help desk service was not well staffed and there was no suggestion box available.

iii). Observing staff

- Staff members wore name badges, and they appeared efficient in delivering services. However, there seemed to be a shortage of personnel at the clinic.

iv). Talking to citizens

- Turnaround time in queues and traveling time to the clinic was two to three hours, which appeared to long for citizens.

v). General observation

- The clinic was equipped with computers, lunch breaks did not interfere with service delivery and back office provided support for efficient service delivery.

- Facilities like toilets, seating arrangements for the elderly and the disabled and access to drinking water were impressive.

3.4 NORTHERN CAPE

3.4.1 Tourism Authority

Visited by PW Saaiman, the MEC for Tourism, Environment and Conservation.

The following observations were made during the visit:

i). Facilities

- Signage, business hours, service displays and ramps for people with disabilities at the facility are unacceptable.

ii). Access to information

- Queue management was effective, but no service charter was displayed
- A well-staffed help desk, stocked with forms and relevant material was available and a complaints register and a suggestion box were available.

iii). Observing staff

- Staff members were not wearing their name badges and the office appeared understaffed.

iv). Talking to citizens

- Turnaround time was impressive, waiting period on queues and traveling to service points took two to ten minutes per citizen.

v). General observation

- Access to drinking water and facilities for people with disability are available but safety of the service point, toilet facilities seating

arrangements for the elderly and people with disability appeared unacceptable.

3.5 GAUTENG PROVINCE

3.5.1 Kgabo Clinic at Winterveldt

Visited by Richard Ntuli, the Member of Parliament from Democratic Alliance, made the following observations:

i). Facilities

- Signage (outside and inside); business hours; cost of the services and service rendered were properly displayed, building condition was in a good condition and the facility was clean. However, there were no ramps for people with disability and the office furniture was not in good condition.

ii). Access to information

- Service charter, manning of the queues, staffed help desk which is stocked with appropriate material were available. However, there was no complaints register.

iii). Talking to staff

- All staff members were not wearing name badges. However, they were efficient and friendly to the service recipients;
- The clinic was not properly equipped with counters, staff and computers), back office supports the front office.

iv). Talking to citizens

- Turnaround time in queues and traveling time to the clinic appeared minimal (30-45 minutes)

v). General observation

- Drinking water and parking bays for the public were available but other facilities like conditioning, facilities for people with disability were not acceptable.

3.6 KWA-ZULU/NATAL

3.6.1 Department of Home Affairs (Church Street)

Visited by the Premier Mr S Ndebele, accompanied by Johan Nel, a Deputy Director from the DPSA. The following observations were made during the visit:

i). Facilities

- Signage (outside) was visible, office furniture and the building condition was good however; services rendered; cost of services; and business hours were not displayed. There were no ramps for people with disability, and the office premises were dirty.

ii). Access to information

- There was no one managing the queues; service charter was not displayed;
However, there was a help desk, which was not well staffed and had no appropriate material; no complaints register.

iii). Observing staff

- Both front and back office staff were wearing name badges and they were efficient in rendering services;
- Service counters were appropriately equipped with computers but the office seemed understaffed and appeared to affect service delivery during lunch breaks.

iv). Talking to citizens

- Turnaround time in terms of time spent on queues and traveling to the service centre was long (almost three hours).
- Location of the office appeared suitable and in a safe area.

v). Talking to staff

- Counters were well equipped (computers and necessary paraphernalia); the office is under staffed but lunch breaks did not affect service delivery and back office was conducive to support front office functions.

v). General observation

- Generally facilities like toilets, access to drinking water (only in the bathroom) were available. There were no seating arrangements for the elderly and people with disability and the parking bays.

3.6.2 Department of Transport-License department

Also visited by the Premier and the following observations were made

i). Facilities

- Signage (outside and inside) was visible, office furniture and the building condition was good; services rendered, cost of services and business hours properly displayed. There were ramps for people with disability, office and building condition was good and the office premises were dirty.

ii). Access to information

- There was someone managing the queues; service charter in Isizulu was displayed and was visible to the citizens; there was a well-staffed help desk, and citizens' complaints were referred to the station manager for follow-up.

iii). Observing staff

- Front office staff were not wearing name badges however, d back office staff were wearing them; they were efficient and friendly when rendering services.

iv). Talking to citizens

- Turnaround time in terms of time spent on queues and traveling to the service centre was minimal (less than fifteen minutes).
- Location of the office appeared suitable and in a safe area.

v). Talking to staff

- Counters were well equipped (computers and necessary paraphernalia); the office was well staffed; lunch breaks did not affect service delivery and back office was conducive to support front office functions.

v). General observation

- Generally facilities like air conditioner; access to drinking water were available. Facilities for mothers with babies, seating arrangements for the elderly and people with disability and the parking bays were available.

3.7 LIMPOPO PROVINCE

3.7.1 Polokwane Provincial Hospital

Visited by MEC Mr. Charles Sekoati

i). Facilities

- Signage outside the building was not visible.
- Other facilities like ramps for people with disability and inside signage were available. The hospital was also clean.

ii). Access to information

- Queue management was impressive and the service charter written in the dominant language of the region was displayed. There was an unmanned help desk, but it was appropriately stocked with forms and relevant material. There is also a complaints register. The general condition of the office furniture and the building appeared good.

iii). Observing staff

- Staff members wore name badges, staff members were friendly and efficient.

3.7.2 Rethabile Health Centre

Visited by MEC Mr. Charles Sekoati

The following observations were made

i). Facilities

Signage indicating the name of the institution, business hours, ramps for people with disability were not available. The building was not in good condition, office furniture seemed dilapidated and the premises were also dirty.

ii). Access to information

- There was no service charter, no proper management of the queues and no help desk. Nonetheless, there was complaints register.

iii). Observing and talking to staff

- All staff members were not wearing name badges. However, they were efficient and friendly to the service recipients;

3.7.3 Lebowakgomo Hospital

Visited by MEC Mr. Stanley Motimele

i). Facilities

Services rendered were displayed, the hospital was clean and had ramps for people with disability. However, there was no signage reflecting the name of the institution and the cost of services.

ii). Access to information

➤ Service charter was displayed, the queues were effectively managed, the help desk was stocked with appropriate material and there was also a complaints register.

iii). Observing and talking to staff

➤ All staff members were wearing name badges and were efficient and friendly to the service recipients.

3.7.4 Seshego Clinic

Visited by MEC Mr. Charles Sekoati

The following observations were made:

i). Facilities

There was no outside signage indicating the name of the clinic; services rendered; cost of services; ramps for people with disability are not provided for in the building; the building and office furniture were not in good condition and the premises were also dirty.

ii). Access to information

There was proper management of queues; a well-staffed help desk and well-stocked information desk were available. A complaints register was

available although it was not properly displayed. However, service standards were not displayed.

iii). Observing and talking to staff

Some of the staff members had their name badges on.

3.7.5 Home Affairs (Library Gardens)

Visited by the MEC for Economic Development, Tourism and Environment, Mr Collins Chabane

The following observations were made during the visit:

i). Facilities

➤ Outside signage indicating the name of the office was available; the building was clean; building and furniture were in good condition however, and there are no ramps for people with disability.

ii). Access to information

➤ The queues were properly managed; a well staffed information desk was available and there was also a complaints register. However the help desk was not well staffed and was not well stocked with material.

iii). Observing and talking to staff

➤ All staff members were wearing name badges and were efficient and friendly to the service recipients.

3.7.6 Knobel Hospital

Visited by Manager from the Department of Agriculture Ms Veronica Motswi

The following observations were made:

i). Facilities

- Outside signage was visible and reflected the cost of services available; the clinic was clean, building and furniture were in a good condition. However, there were no business hours reflected outside the building and no ramps for people with disability are provided for.

ii). Access to information

- Service standards and Batho Pele posters were displayed in the dominant language of the region; help desk was available with enough materials, including bulletins; the help desk was available but was not properly staffed; a complaints register was available; the suggestion box was available but was not visible to the public.

iii). Observing and talking to staff

Some of the staff members were wearing their name badges.

3.7.7 Polokwane Police Station

Visited by the MEC for Economic Development, Tourism and Environment, Mr Collins Chabane

The following observations were made during the visit:

i). Facilities

- There was a signage indicating the name of the institution and proper information inside; there are ramps for people with disability; the building and office furniture were in good condition and the building was clean. However, business hours were not displayed.

ii). Access to information

- There was proper management of the queues and the service standards were displayed. However, service standards were written mostly in English and not in the dominant languages of the Province.

There was a well stocked and well staffed information desk; and a complaint register.

iii). Observing and talking to staff

- All staff members were wearing their name badges.

3.7.8 Lebowakgomo Police Station

Visited by MEC Mr. Stanley Motimele

i). Facilities

- There was an outside signage indicating the name of the institution and services rendered; there were ramps for people with disability; the building was in good condition and the premises were clean. However, the office furniture was old.

ii). Access to information

- The queues were properly manned; service standards were displayed in English only; there was an information desk that was properly staffed; and a suggestion box as well as a complaint register was available.

iii). Observing and talking to staff

- All staff members were wearing name badges.

3.7.9 Polokwane Municipality

Visited by Acting HOD from the Department of Local Government, Ms Pinkie Maesela

i). Facilities

There was an outside signage indicating the name of the Municipality; business hours; services rendered and cost of services. The building and office furniture were in good condition and there was an inside signage giving proper information. However, there are no ramps for people with disability.

ii). Access to information

- There was proper queue management; an information desk stocked with the appropriate forms and material; a complaint register and a help desk. However there were no service standards displayed.

iii). Observing and talking to staff

- Staff members were not wearing their name badges.

3.7.10 Cornelia Agricultural Centre

Visited by the Manager from the Department of Agriculture Ms Veronica Motswi

The following observations were made:

i). Facilities

- Outside signage indicating the name of the centre was available.
- Business hours; services rendered and cost of service were not displayed.
- Inside signage providing proper information was not available
- Ramps for people with disability were not available; office furniture appeared dilapidated and the premises were not clean.

ii). Access to information

- There was no queue management and guidance of visitors to relevant service points;
- No service standards displayed; no help desk and a suggestion box at the centre.

iii). Observing and talking to staff

- Staff member were not wearing their name badges.

3.7.11 Aganang Municipality

Visited by Manager from the Department of Agriculture Ms Veronica Motswi

The following observations were made:

i). Facilities

- There was an outside signage at the entrance point. However, this did not indicate the business hours; services offered by the Municipality and the cost of such service.
- There was no inside signage providing proper information on services; there were no ramps for people with disability;
- The building was clean and there was security staff available to guide visitors on arrival.

ii). Access to information

- There were no service standards displayed, but there were posters on Batho Pele Principles translated into Northern Sotho.
- There was no help desk but there was a complaints register that did not seem effectively utilized.

iii). Observing and talking to staff

- Staff members were not wearing their name badges.

3.7.12 Polokwane Magistrate offices

Visited by Acting HOD from the Department of Local Government, Ms Pinkie Maesela

The following observations were made

i). Facilities

- There was no outside signage indicating the name of the institution,
- business hours; services rendered; cost of services; inside signage did

not provide proper information; ramps for people with disability are not available and the premises were dirty.

ii). Access to information

There was no staff member guiding and directing people on arrival to the appropriate service points; no service standards displayed; no information desk and complaint register.

iii). Observing and talking to staff

- All staff members were not wearing name badges

4. ANALYSIS OF FINDINGS

Problems identified during the unannounced site visits seemed to revolve around the inefficient queue management, lack of proper signage and display of service delivery charters, some buildings not being easily accessible to people with disabilities, Batho Pele principles not being observed (improper wearing of name badges), distance traveled by citizens to points of service delivery and improper staffing of help desks.

The findings cannot be generalized to all the service points due to non-participation by national and provincial departments in the unannounced visit project for the period under review. However, these are indicative of some of the problems government still faces regarding the revitalization of the Batho Pele Strategy, and reaching out to communities in creating a better life for all.

The non-participation of most government departments may be attributed to focus on the Africa Public Service Day activities and/ or short notice provided for various stakeholders to participate in the exercise. A follow-up session is being arranged to take place during Imbizo focus week (01-07 October 2005), for possible reporting for the Cabinet Lekgotla of *January* 2006. It is hoped that there will be an improved participation rate registered due to the current efforts of reminding all departments of this important exercise.

5. CONCLUSIONS AND RECOMMENDATIONS

In light of the above problems, which might have negative impact on service delivery, it is imperative that government departments should:

- Step up the implementation of their service delivery improvement plans, including the display of service charters, service menus, providing for improved mechanisms for accessing information and lodging complaints or compliments;
- Revisit the lay-out of their service points, accessibility to the citizens, provision of facilities, and possible renovation of the service points for more attractive and proud utilisation by citizens;
- Public servants to be encouraged to wear name badges for ease of identification, and in the event of complaints for reference purposes;
- Queue management systems and helped desk facilities should be developed and maintained for quick service delivery to the citizens;
- The relay between back office and front line staff should be re-engineered to ensure an improved system of mutual support, which will enhance the morale of public servants at service delivery points.
- All participants in the recent unannounced site visits should be sent letters of acknowledgement and appreciation from office of the Minister for Public Service and Administration.
- Some service centres of the Department of Home Affairs and some municipalities need special attention regarding proper service delivery management, renovation of the building and office furniture renewal.
- Facilities like KZN Traffic Licensing Department and Polokwane Hospital may be used as best practice models of service delivery in the public service.