



Citizen satisfaction our priority

When we took office in 2009, we resolved to improve and change how government works, how it delivers services to our people and most importantly how people interface with government. We have now successfully put systems in place which are outcomes-focused. We are now shifting gear to the customers, the citizens of our country who on a daily basis use government services.

Our Performance Monitoring and Evaluation Framework emphasises the collection of performance information from among other things, citizens' views about how they experience government, especially on selected frontline service delivery areas. This is a critical area which should enable government to respond better to people's needs and turn citizens into satisfied customers.

Government has in the past introduced a number of initiatives which include Batho Pele principles that are meant to ensure that citizens are treated with respect and dignity

and served with humility. However, most of our frontline service lacks norms and standards which should inform properly what citizens are entitled to. These initiatives have not been able to ensure that customer satisfaction against the set norms and standards is prioritised.

Collecting information directly from users of government services and directly from the points of service is critical for us to continuously verify if we are meeting the expectations of our citizens. It is also critical to establish where government is doing well and where improvements should be targeted.

We have, working simultaneously on the outcomes and monitoring of departmental performance, produced the Frontline Service Delivery Monitoring Plan. This plan consists of initiatives to assess the state of our frontline service delivery programmes using surprise visits by officials and visits by members of the Executive. On the other hand, the plan involves engaging with civil society to develop

a structured approach for citizens to monitor the service rendered.

The objective is to both affirm good performance and assist departments, municipalities and entities to improve service delivery points which are performing poorly. The main question that arises is: how are we going to achieve this objective? In our implementation, recognising that frontline service is mostly at provincial and local level, we work in collaboration with the premiers' offices.

Joint teams from the Department of Performance Monitoring and Evaluation and premiers' offices conduct monitoring visits at facilities such as clinics, South African Social Security Agency offices, police stations, courts, schools and licence centres. We interview staff and users of these services to obtain their views about

the quality of the service they receive. The monitoring visits have already started in three provinces, Free State, Limpopo and Gauteng, and more than 50 monitoring visits have been undertaken to date. The findings of these visits are being documented and we will use this information as government to ensure that we bring improvement in the quality of service.

In a way, we are following in the footsteps of President Jacob Zuma who has already commenced his monitoring visits in the provinces. We will ensure that monitoring by citizens takes place. The feedback of citizens will help government to develop plans which are relevant to the specific area of delivery rather than adopting a one-size-fits-all approach.

Our frontline service delivery monitoring is consistent with the five key priorities of government, namely Education, Health, Crime, Job Creation, Rural Development and Agrarian Reform. As we said, performance can only be measured against agreed targets. This is intended to ensure strategic focus of government's work.

In health, we will concentrate on waiting times in queues in hospitals and clinics, the availability of medicines and other basic supplies, and cleanliness and safety of health facilities. In education, we will focus on timely textbook and workbook availability, cleanliness and safety of schools, and teachers in schools teaching for seven hours per day. In the area of employment, we pay attention to the payment of suppliers within 30 days of receipt of a legitimate invoice, queues at vehicle licensing centres and turnaround times for vehicle and driving

licences and other related documentation, and the issuing of work permits.

In the area of crime, we want to reduce the average turnaround times to calls for assistance and provision of feedback regarding progress with cases to members of the public by the police. In rural development, we want to ensure availability and quality of agricultural extension support to communities. These aspects were identified through a consultative process with all departments and provinces and all the relevant line-function directors-general are committed to improving these aspects of service delivery.

In addition to the priority areas, we will be monitoring social grants to ensure turnaround times for applications for social grants from the current average of 30 days to

21 days, and service delivery standards at grant distribution centres. Municipal services such as refuse removal, maintenance and repair of municipal infrastructure, including water supply, sanitation, roads and electricity distribution will also be prioritised, including issues emerging from the Presidential Hotline.

Executive visits of pre-identified sites form part of our department's broader strategy of monitoring and evaluating frontline service delivery. The specific purpose of these executive visits is to visibly demonstrate to the public that government cares about the quality of service they get from government. The visits have in the past proved to be critical in unlocking service delivery lock jams. For instance, in Limpopo, the President's visit ensured that the community of Siloam have a new health facility to the value of R250 million.

As government, we are of the view that a user of a government service, the citizen, has a right to a good standard of service and has a responsibility to hold government accountable, through providing credible information about the quality of the service, both good and bad. The President, our department and premiers' offices will be out in the field visiting your local service facility to monitor if citizens are getting the quality of service they deserve. We look forward to your cooperation and valuable feedback. ☺



Omm-Gollins Chabane

Minister for Performance, Monitoring, Evaluation and Administration

Honouring sacrifices for freedom

8 September 1990. Kampala, Uganda.

The occasion: the Fifth Session of the Organisation of African Unity (OAU) Ad Hoc Committee on Southern Africa.

On the podium: Nelson Mandela (seven months after his release from prison).

The message: "The danger is very great, because although we are determined to do everything to create an atmosphere whereby a peaceful settlement can be reached, we are not prepared to do so indefinitely.

"We are not prepared to witness the death of our people. The carrying on of negotiations and rhetoric on peace while at the same time the government is conducting a war against us is a position we cannot accept.

"We have warned the government several times on this matter. And if they fail to take effective action, the whole of South Africa, unfortunately and very much against our will, will be drowned in blood. That is the responsibility of the government.

"We will do everything in our power to avoid that disaster and to press on with peace."

Twenty-one years after Madiba's chilling outlook, a free and democratic South Africa is able to dedicate Heritage Month to "Celebrating the Heroes and Heroines of the Liberation Struggle in South Africa".

Amid all the progress we are making as a nation that has grown in unity at home and stature internationally, Heritage Month is also a time for reflection; reflection on the men, women and youth whose resolve, fearlessness and dedication to "watering the tree of liberation" laid the foundations for the life we enjoy today.

Some watered the tree of liberation without surviving the harvest, paying instead with their

lives in police cells, barren fields, cross-border raids by the South African Defence Force and the ultimate, immoral indignity of the gallows at Pretoria Central.

They were the true public service of their time; people who campaigned tirelessly and selflessly to improve the social and economic conditions of a majority of citizens who lived as exiles in the land of their birth.

It was a struggle waged by political dynasties and anonymous activists alike; from the Sisulus and the Mbekis, to those who printed protest pamphlets in secret or soothingly poured water over the burning faces of teargas victims.

Courting the brutality of the apartheid regime, some sneaked around their street blocks and home towns campaigning for a better life, while others slipped across our borders to pursue their ideals in exile.

Some waged it from the platforms of the United Nations and the OAU, while others sang, painted, sculpted, documented and dramatised the struggle for accessible comprehension domestically and elsewhere.

Patriots and partners in the international solidarity movement helped to isolate the apartheid state and neutralise those groups and individuals who went into the world trying to put a gloss on the indefensible crime against

humanity that was apartheid.

Against this backdrop, this September edition of Public Sector Manager magazine is dedicated to the memory of those heroes and heroines who paid the ultimate price for freedom.

We acknowledge the sacrifices and contributions of the veterans who fortunately still walk among us today and remain engaged in creating a better life for all.

The achievements and developments we cover in this edition illustrate the advances we have been able to make as a country and as a public service because of the sacrifices of the past and the continued commitment of the present. 🇿🇦



A stylized, handwritten signature in black ink, appearing to read 'Jimmy Manyi'.

Jimmy Manyi
GCIS: CEO
Cabinet Spokesperson



We hear you!

Write and win The winning letter will receive an advanced driving course worth R800, courtesy of BMW SA.

This month's winning letter!!

Dear Sir/Madam

Your magazine plays a critical role in providing a mirror to ourselves as managers in the Public Service and at the same time projecting us to society. I am sure it will influence many young people (if you can get it to them) to choose careers in the Public Service. The image of the Public Service as populated by lazy civil servants who live off the public purse without being productive must be challenged. There are people within the Public Service who are, as demonstrated by your magazine, doing a good job for the country. Let us celebrate them.

Ronald Pooe, Mafikeng

Dear Sir/Madam

I've just received my second edition of *Public Sector Manager* and am thrilled at the quality of the content and lay-out. I am a freelance motoring journalist working for the Road Traffic Management Corporation, an agency of the Department of Transport. I would like to do your motoring articles for you at no cost. Allow me to add value to your publication.

PS: In 2009, I won the Motoring Journalist of the Year, Category – National Radio.

**Ashref Ismail
Senior Manager:
Enforcement
Coordination**

Dear Sir

Thank you for a wonderful August edition. You celebrated South African women in general, and women in the public sector in general, in a manner I have not seen before. Your Women's Month edition was full of history, perspectives from women in the public sector and those sisters who are shaking things up in government. I was greatly inspired by the articles on Minister Lindiwe Sisulu and Doreen Kosi, who works at The Presidency. Keep up the good work.

Sheila Mashego, Soweto



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