



HSRC
Human Sciences
Research Council



Service Delivery

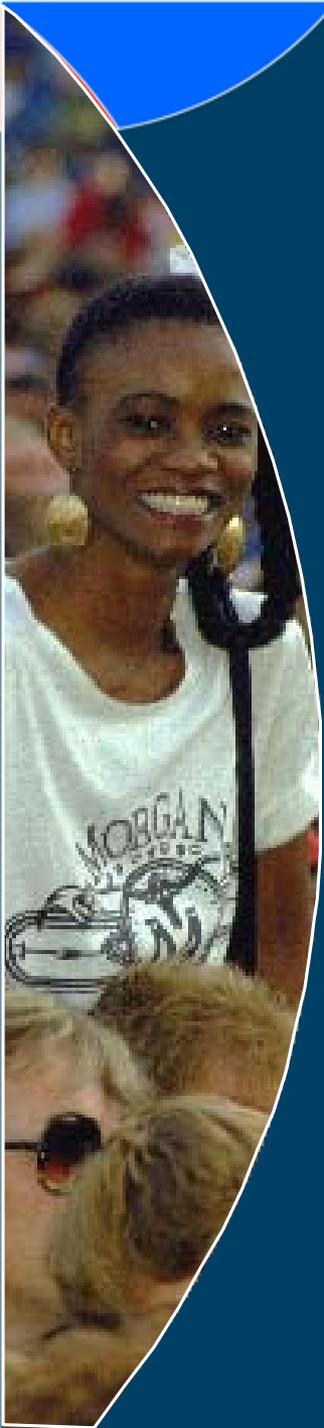
Presentation to Parliament
by Dr Olive Shisana, CEO of the HSRC
12 May 2010



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Outline

1. Introduction
2. Looking at service delivery
3. HSRC responses to the challenge
4. Surveys and data analyses
5. Research studies
 - Analysing issues
 - Community engagement
 - Planning for optimal impact
 - Innovative approaches to improve delivery
6. Conclusions



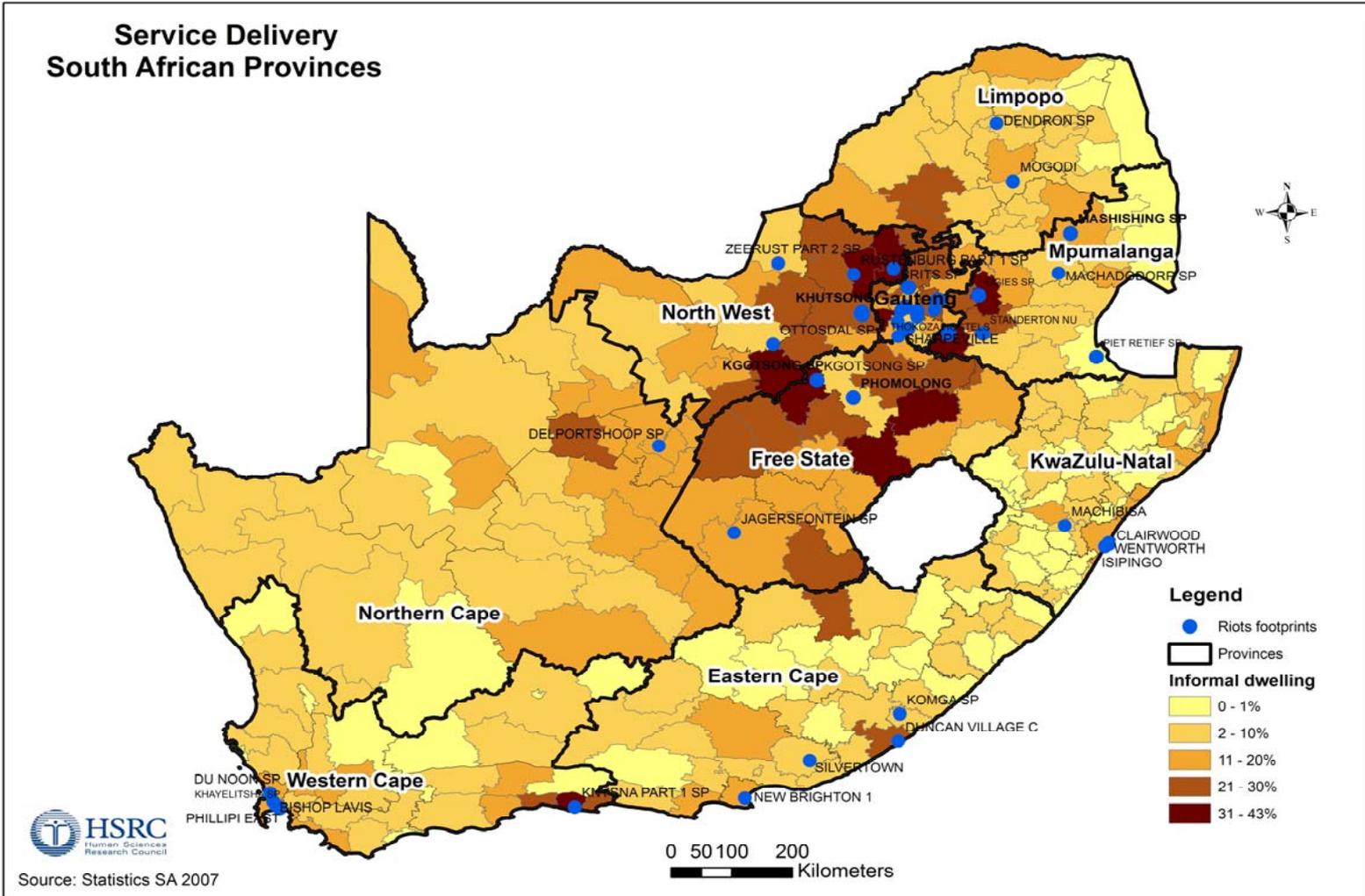
Introduction



Service delivery: A “burning” issue

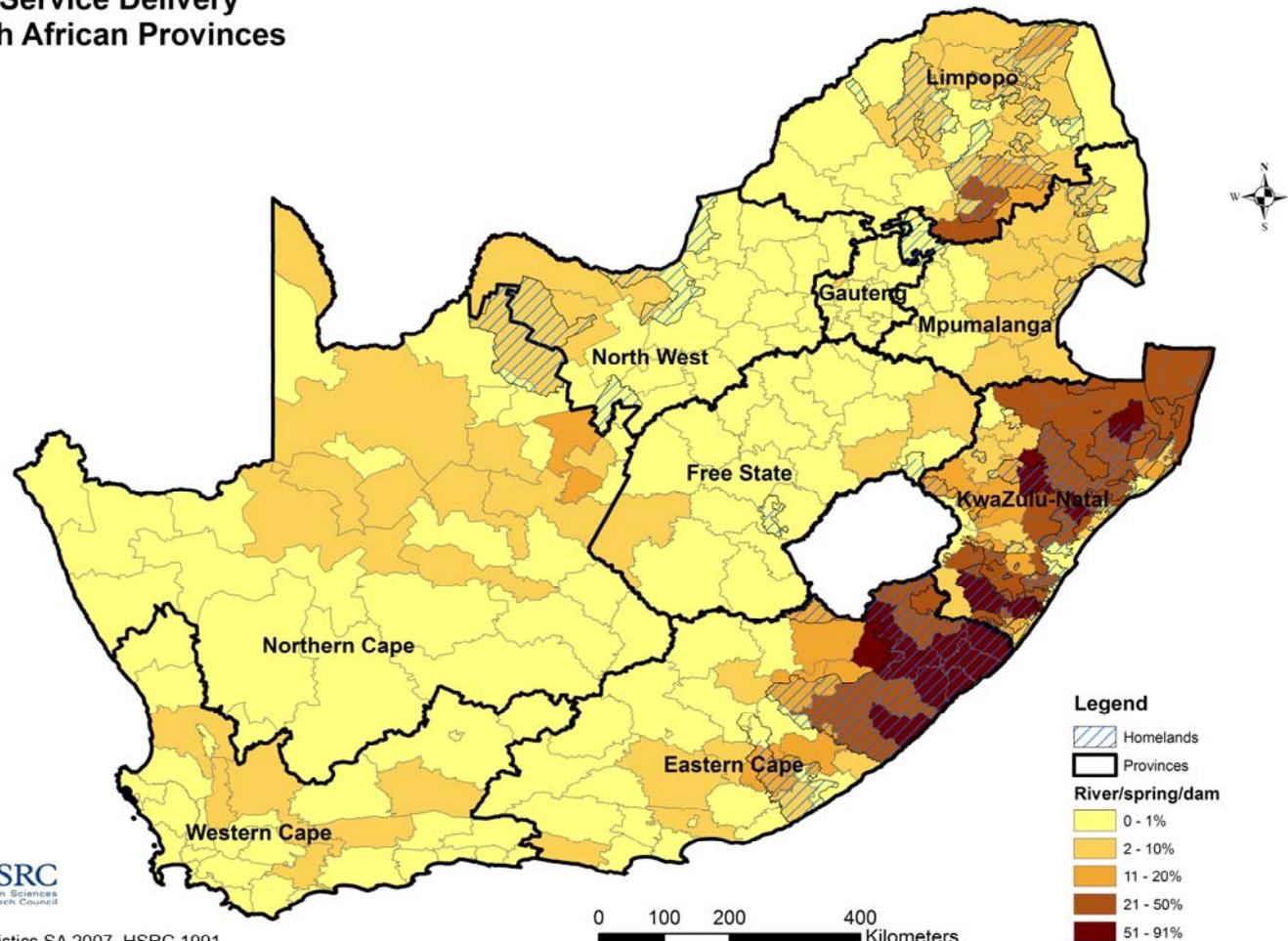
- Delivery (“supply”)
 - Commitments made
 - Problems with delivery
- Demand
 - Expectations and perceptions
 - Other factors
- Mismatch may lead to dissatisfaction, protests

Recent riots on service delivery (2009-2010)



Compare: (Non-) access to tap water

Service Delivery South African Provinces



Looking at Service delivery



Principles of service delivery

- Batho Pele:
 - Consultation
 - Service standards
 - Access
 - Courtesy
 - Information
 - Transparency
 - Redress
 - Value for money

Monitoring and evaluation

Monitoring:

- Relatively easy to measure delivery on infrastructure
- Surveys and mapping – to monitor actual levels
- Surveys on perceptions: Based on “facts” as well as “feelings”
- Evaluation:
 - Service delivery has a human interface
 - Role of Research

*HSRC responses
to the challenge*

HSRC response

- Service delivery a priority area for research
Dedicated research unit to focus on service delivery established
- Regular surveys – to monitor delivery, perceptions over time
 - Surveys covering various areas of delivery
 - Master sample – longitudinal studies, to track trends over time
 - Some datasets publicly available for further analyses
- Research projects – demonstration projects and best practice (including examples of innovation)



*Surveys and
data analyses*

Monitoring Service Delivery Using Citizen Report Cards

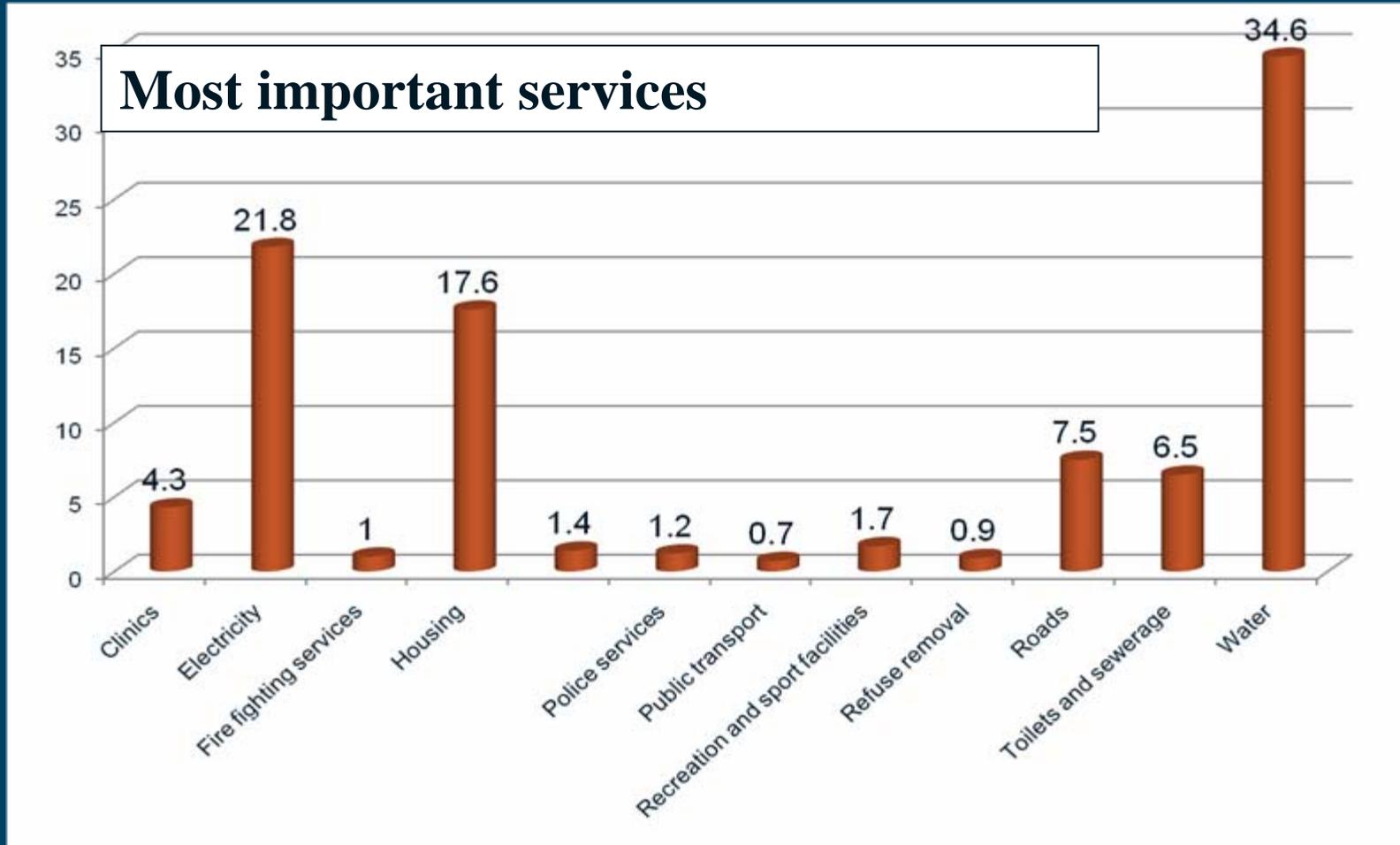
Citizen Report Cards: Background

- Two case studies, rural and urban:
 - OR Tambo District Municipality (Eastern Cape)
 - Tshwane Metro Municipality (Gauteng)
- Collected baseline information on people's levels of satisfaction with service delivery and quality
- Citizens engaged with government officials to develop a social compact in addressing concerns regarding delivery or quality of services
- Fieldwork in 2006 (Tshwane) and 2007 (ORTP). Follow up focus groups in November 2008

Citizen Report Cards (II)

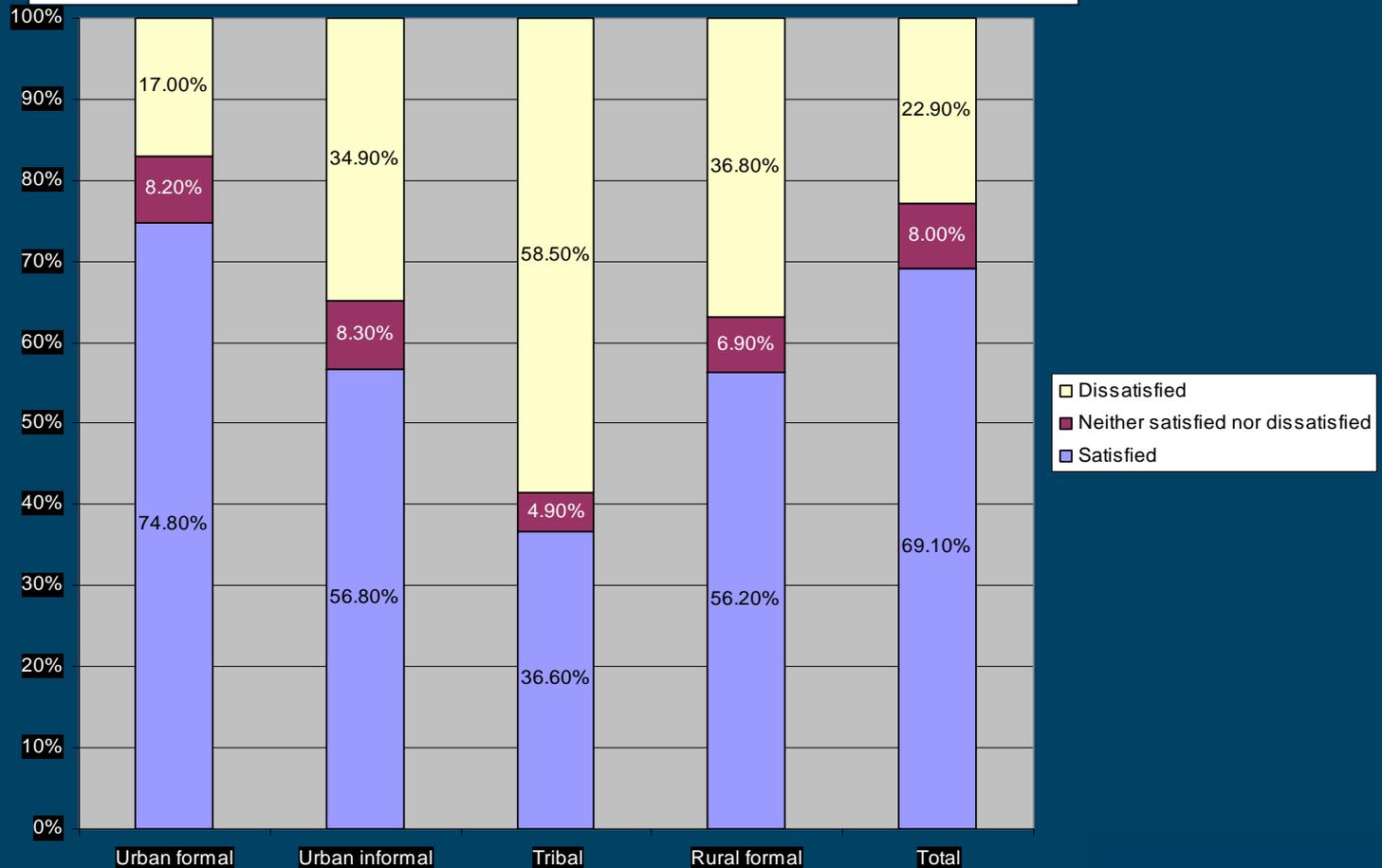
- Surveys collected information on topics such as:
 - Access to services
 - Payment for services
 - Billing for services
 - Free basic services received
 - Complaints about services
 - Satisfaction with services
 - Perceptions of the municipality

Citizen Report Cards (III)

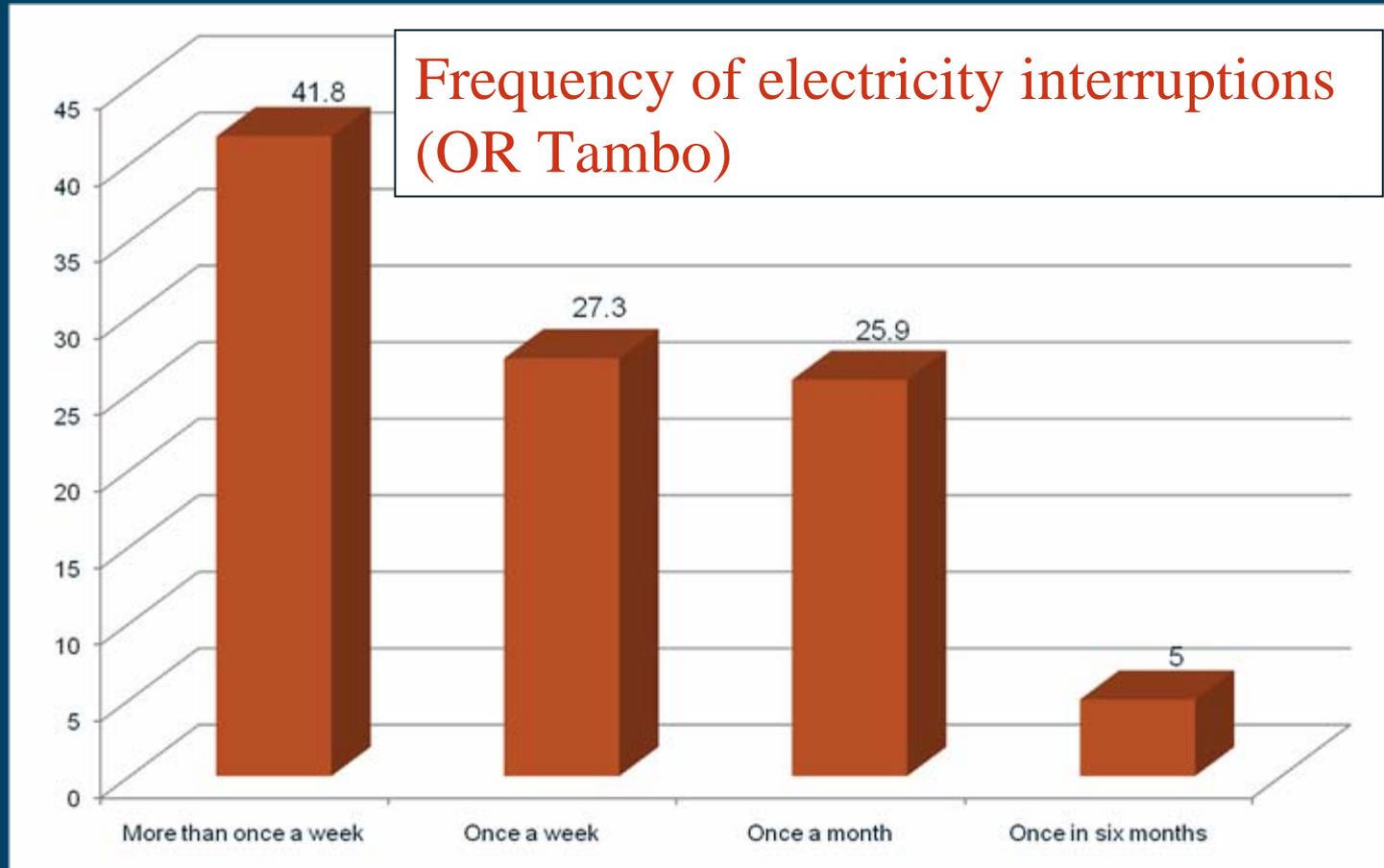


Citizen Report Cards (IV)

Tshwane: Satisfaction with water supply



Citizen Report Cards (IV)



Citizen Report Cards (V)

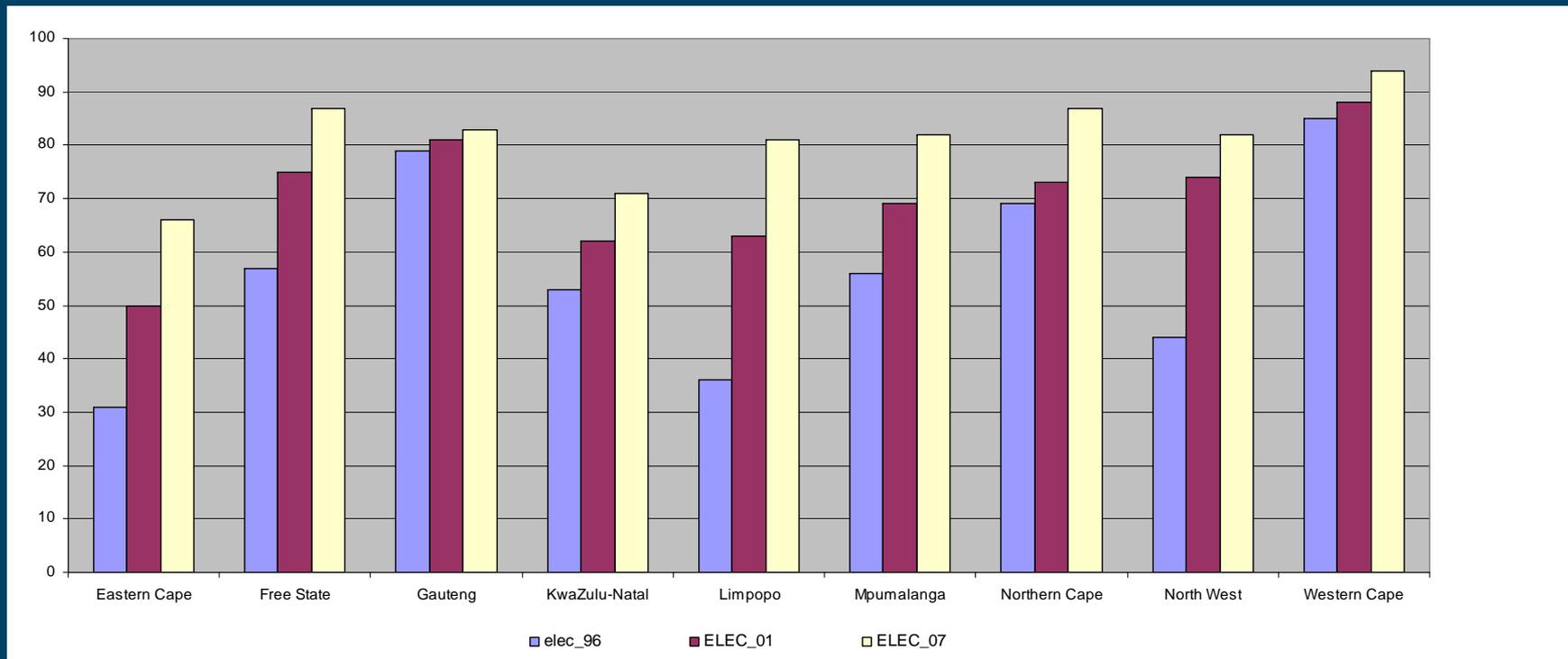
- Levels of satisfaction with services are generally quite low in OR Tambo when compared to Tshwane
- Levels of dissatisfaction are generally higher in the more informal urban and deep rural areas
- Overall, lowest level of satisfaction is with access to water – this is the people's priority
- People are generally not complaining
- People are directing their problems mainly to the ward councillors

Citizen Report Cards (VI)

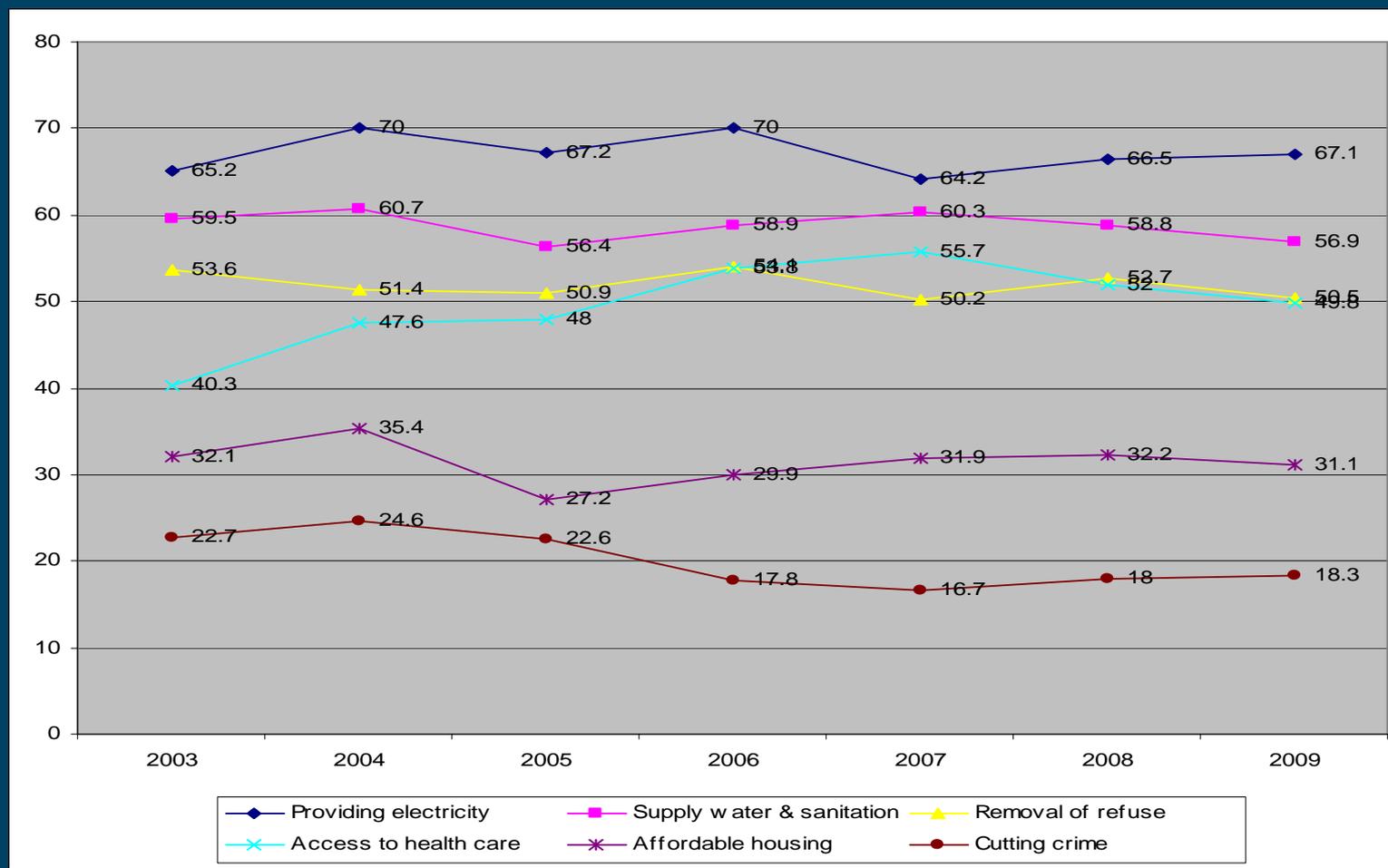
- Many residents unaware that they are entitled to free basic of electricity and water
- People generally not involved in the IDP
- 94% of people said they wanted to be informed
- Municipalities need to communicate more about:
 - What they are doing
 - What has been accomplished
 - What are their priority areas
 - Bottlenecks in programmes

South African Social Attitudes Survey (SASAS)

Provision of electricity 1996, 2001, 2007



Survey: Satisfaction levels over time

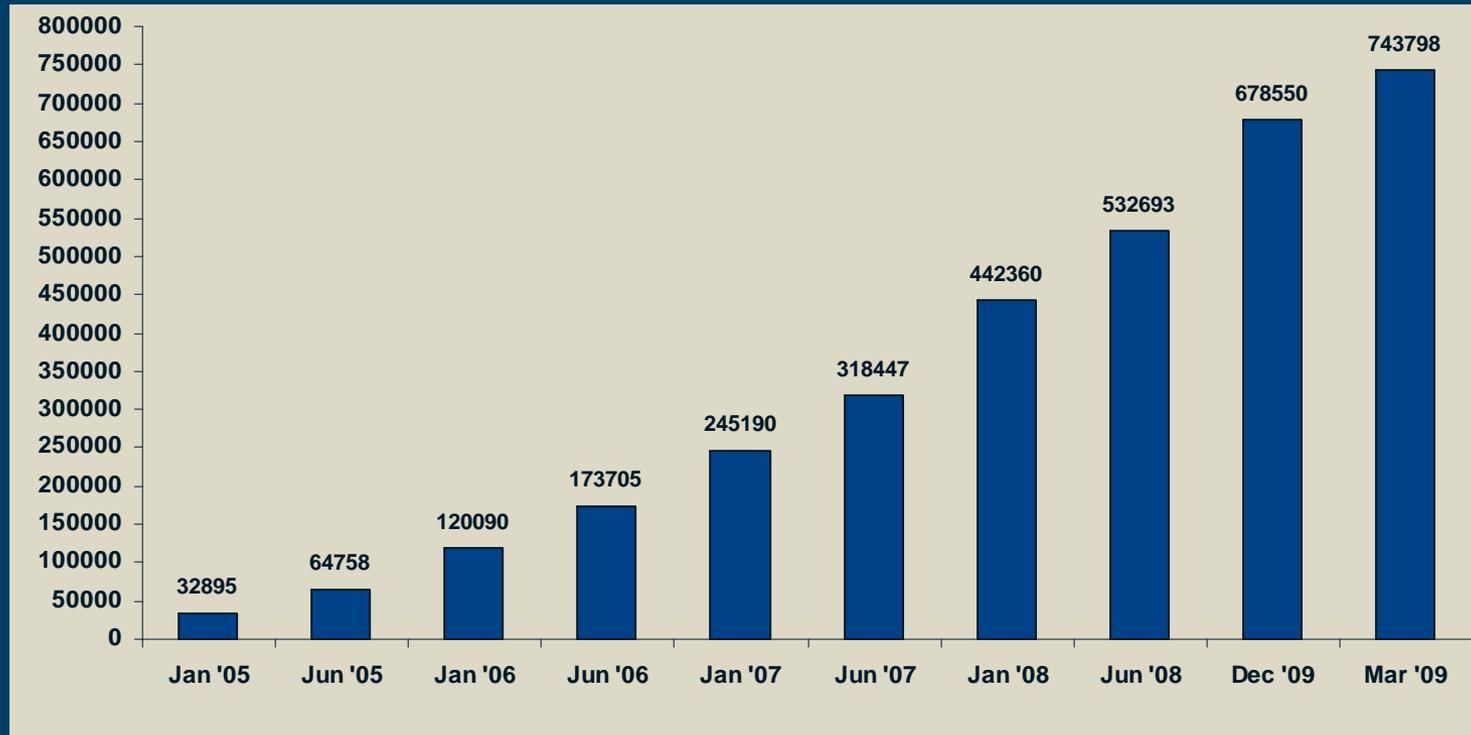


*Some encouraging trends
regarding service delivery*

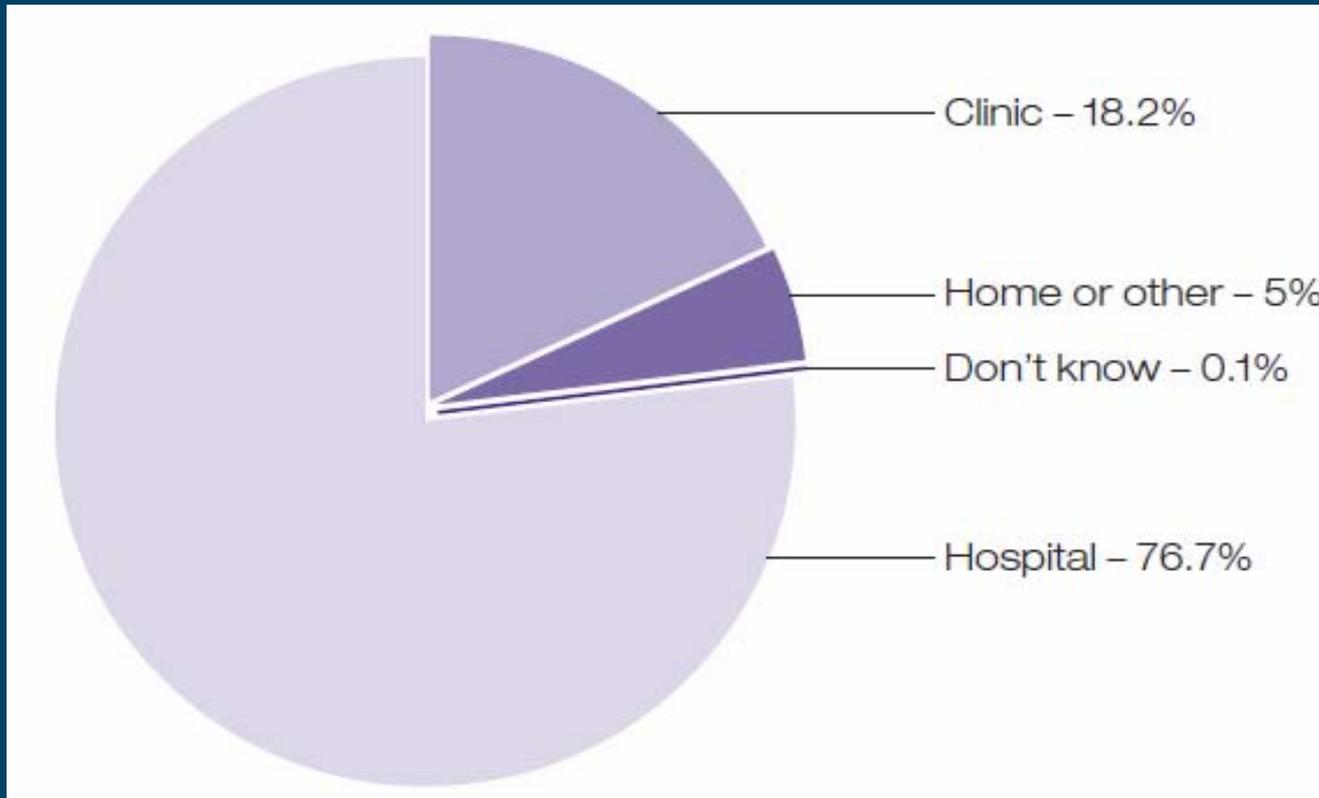
Household income of children 0–18 years, by settlement type, 2008

Locality type	n	Formal salary (%) [95% CI]	Contribution by family members and relatives (%) [95% CI]	Government pensions or grants (%) [95% CI]	Grants/donations by private welfare organisations (%) [95% CI]	Other sources (%) [95% CI]	No income (%) [95% CI]
Urban formal	4 092	55.5 [52.2–8.7]	3.6 [2.8–4.5]	14.4 [12.2–6.9]	1.6 [1.0–2.4]	2.3 [1.6–3.2]	22.7 [20.6–24.9]
Urban informal	774	33.6 [29.3–8.1]	4.3 [2.8–6.3]	16.2 [12.5–0.7]	2.9 [1.9–4.5]	3.7 [2.4–5.7]	39.3 [35.3–43.6]
Rural informal	1 519	22.0 [19.4–4.9]	5.5 [4.3–6.9]	38.0 [34.8–1.2]	5.5 [4.2–7.0]	3.6 [2.8–4.8]	35.5 [22.9–28.2]
Rural formal	368	47.4 [39.4–5.6]	4.1 [2.4–6.9]	9.4 [6.3–13.7]	2.3 [1.14.8]	6.8 [4.3–10.4]	30.1 [24.8–35.9]
Total	6 756	41.9 [39.7–4.1]	4.3 [3.7–5.0]	22.1 [20.4–4.0]	3.0 [2.5–3.7]	3.1 [2.6–3.7]	25.6 [24.1–27.1]

Cumulative number of adults and children on ART (public sector)



Place of birth for children under two years, South Africa 2008



Research Studies



A group of diverse African children, including boys and girls of various ages, are looking out from a vehicle window. The children exhibit a range of expressions, from smiling to serious. The image is framed by a circular border with a white outline. The background of the slide is a dark blue gradient with white curved lines.

*Analysing
issues*



Understanding issues with service delivery

- New project for Department of Cooperative Governance and Traditional Affairs (CoGTA) – diagnostic assessment of service delivery protests 2004-2010
- Tshwane Service Delivery demonstration project – identify blockages, issues to be addressed

Service Delivery Demonstration Project: Municipality of Tshwane

- A diagnostic analysis of institutional blockages to service delivery in the City of Tshwane, to recommend appropriate models for intervention
- Notable blockages identified include
 - Organisational design
 - Conflicting lines of responsibility & accountability
 - Procurement/supply chain management
 - Performance management
 - Operational efficiency
 - Lack of institutional memory & capacity building



Community engagement

Role of intermediaries, communication

- Child care forums –the value of intermediaries, helping people to access services
- Accelerating sustainable water service delivery – technology choice important, must be accepted by social actors, ongoing communication and community engagement essential

Child care forums

- Community-based structures – important mechanism for bringing services closer to vulnerable children & their families
- 400 CCFs were visited & mapped across South Africa
- Results from interviews
 - CCFs were providing much-needed services
 - Facilitating grant & treatment access, psychosocial support
 - Providing food, educational support & home-based care
 - 95% of children were happy with the services they were receiving
- Recommendation
 - A coordinating & funding framework for CCFs is needed



Accelerating sustainable water service delivery

- Innovative intervention to speed delivery to people in water delivery backlog; those in deep rural areas without access to safe drinking water
- Technology developed by CSIR, implementation plan by HSRC
- First interventions in Eastern Cape in 6 communities in two District Municipalities of greatest need: OR Tambo DM and Amathole DM.
- Conclusions:
 - Technology choice critically important and needs close collaboration between social and technical components in early stages of design;
 - Procurement processes: necessary but cumbersome and time consuming; require careful planning
 - Acknowledge capacity constraints;
 - Community initiative can be effective but sensitive oversight is needed;
 - Effective communication difficult to achieve but critically important as decision making is a process.



Safe drinking water

*Planning for
optimal
impact*

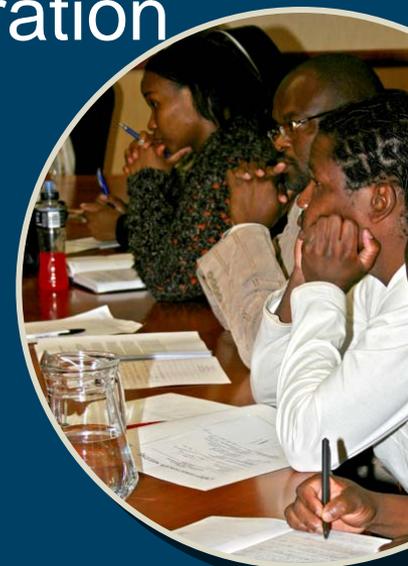


Planning and delivery for real need and optimal impact

- Gender- sensitive planning for optimal benefits
- – Conclusions, perceptions, problems
- Education quintile study

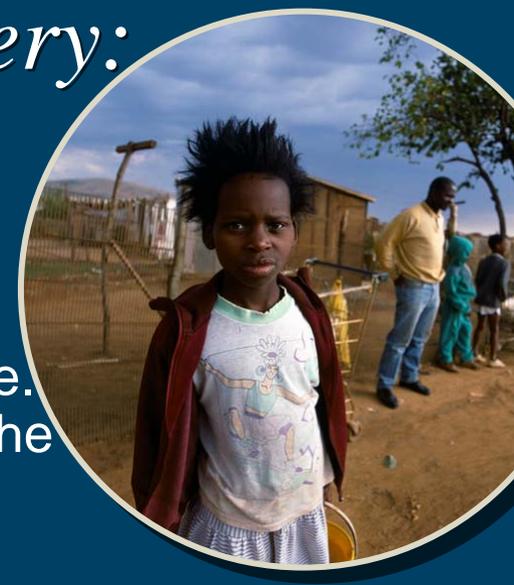
Gender-sensitive planning for optimal benefits

- Important not only to provide services (e.g. housing, transport) but also to plan where and how best
- Current research suggests that there may be a gender bias against female-headed households in the context of urban migration



Housing service delivery: Eastern Cape

- Need for reliable information on the nature and magnitude of the housing demand in the Eastern Cape.
- The study covered 12 different local municipalities in the province
- Results:
 - Some 225 000 households in informal settlements or backyard shacks
 - Communication gaps: Need information on how to apply, feedback on earlier applications, for housing subsidies
 - Only one in ten perceived that there had been progress with the delivery of housing in their area
 - There are discrepancies in the timelines between what local municipalities expect and what the province is able to deliver
 - There is some concern about political interference in the employment process, which is perceived to be affecting all levels of government





Revisiting the quintile system for allocating funds to South African schools?

- South African schools are divided into five categories (“quintiles”) based on national census data for school catchment area (EA) regarding Income, Unemployment rate, level of education (literacy rate)
- Funding formula: Schools in most deprived areas (Q1) receive highest subsidy, those in most affluent areas receive least.
- This formula does not take into account the possibility of learner migration, resulting in schools in Quintiles 2, 3 and 4 sometimes being less well off than their counterparts in Quintiles 1 and 5.
- An alternative approach was considered, namely to calculate indicators on deprivation taking into account the Available resources, Percentage of disadvantage children, percentage of affluent children, and an indicator of home-school engagement.

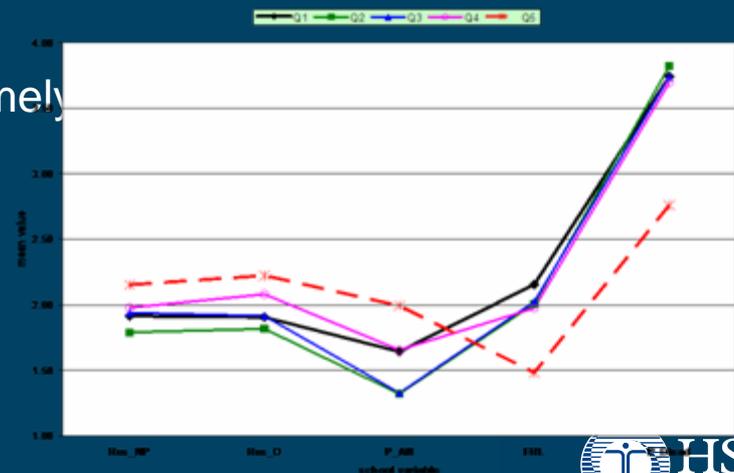
Revisiting the quintile system for allocating funds to South African schools?

Findings:

- Quintile system is effective in identifying schools at the extremes – i.e. Q1 and Q5
- Schools in the middle are often incorrectly identified, thus not benefiting from the funding system as intended.

Recommendations:

- Explore alternative quintile classification based on learner population in schools and Resources in schools
- Reduce number of categories from 5 to 3:, namely
 - Low – include Q1, Q2 & Q3
 - Medium – Q4
 - High – Q5



*Innovative
approaches to
improve*



Innovative / best practice approaches to improve service delivery

- Mental disorders – can save money and have better results with task shifting
- Dietitians – optimal deployment for community service year



Task Shifting - Providing Services for Common Mental Disorders (I)

- Task shifting involves using non-professional staff (e.g., community health workers) to providing health services in resource constrained settings
- The study was undertaken in the district health care system in a resource-constrained rural setting namely Hlabisa, KwaZulu-Natal
- A task-shifting approach to delivery of mental health services for common mental disorders (depression and anxiety) was developed and assessed

Task Shifting - Providing Services for Common Mental Disorders (II)

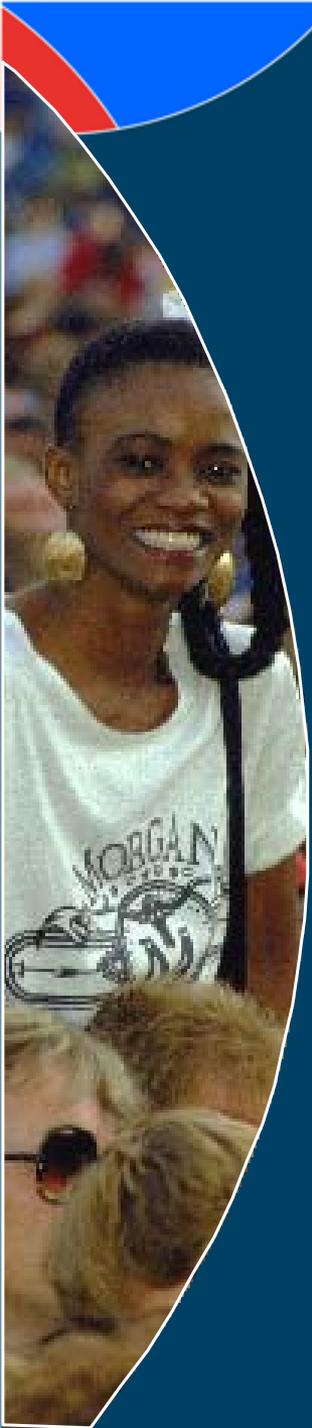
- Results
 - Dramatic and significant improvement on measures of depression and anxiety compared to controls
- Conclusions
 - Task shifting is a viable approach for providing mental health services in resource constrained settings
 - The research-based intervention helped to identify a cost-effective option that will also help to create decent employment for care workers

Developing best practice support for dietitians' community service

- Objectives of study:
 - To develop best practice support for community service dietitians
- Findings and recommendations:
 - Community service by dietitians provides excellent practical work opportunities after graduation
 - Better coordination between various health care providers is required for referrals and most cost-effective professional support
 - Institutional and personal support for hand-over and induction is required
 - More dietitian positions should be created in the health care system

Conclusions

- Service delivery – critical to development and addressing backlogs, inequities
- Complex issues – not mere delivery of products and services
- Constructive engagement and research-based planning required
- No easy gains – there aren't one-size-fits all solutions!
- Trends and principles emerging – compatible with principles for a democratic developmental state



Aluta continua

working together to ensure the delivery of
quality service to communities



*Ke a leboga
Ke a leboha
Ro livhuwa
Thank you
Inkomu
Enkosi
Dankie
Siyabonga
Ngiyabonga
Ngiyathokoza*

