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Final Draft

Evaluation Report

IMPLEMENTATION OF THE MYSTERY SHOPPER PROGRAMME

FINANCIAL YEAR 2019/2020

PROJECT 2 (AUGUST – SEPTEMBER 2019)

PROJECT 3 (MARCH 2020 – MARCH 2021)

Prepared for:

ETHEKWINI MUNICIPALITY

Sizakala customer service unit

Date: 06 April 2021

*Driven by **PASSION!***

Document Control Sheet

DOCUMENT REFERENCE:

DOCUMENT NO.	DESCRIPTION	DATE
Version No. 001	Final Draft Evaluation Report	12 March 2021
Version No. 002		06 April 2021

DISTRIBUTION AND COMMUNICATION:

NAME	ORGANISATION AND PROJECT ROLE	DATE OF ISSUE
Ms Zinhle Gwala	eThekwini Municipality, Regional Centres Unit, Project Manager	06 April 2021

QUALITY CONTROL:

CREATED AND PREPARED BY:	PROJECT ROLE	SIGNATURE	DATE
Mondli Mbambo	Project Manager (Mageza Project Management)		31 March 2021
APPROVED FOR ISSUE BY:	**PROJECT ROLE**	**SIGNATURE**	**DATE**
Mondli Mbambo	Project Manager (Mageza Project Management)		06 April 2021
CREATED FOR:	**PROJECT ROLE**	**SIGNATURE**	**DATE RECEIVED**
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1. PURPOSE OF THIS DOCUMENT

This document is the Final Evaluation Report, which serves the purpose of presenting findings for the Mystery Shopper Programme 2019/2020 (Project 2 and 3). The findings are based on two rounds of evaluations conducted in each centre. The first round of evaluation (Project 2) took place from August to October 2019 whereas the second round of evaluation (Project 3) took place from March 2020 to March 2021.

This report has two (2) annexures. The first annexure is the list of all centres evaluated during Project 2 and 3. The second annexure has two sets of research questionnaires used for walk-in evaluations (for both municipal and comparison centres) and evaluation tool for contact centres (telephonic evaluations).

2. EXECUTIVE SUMMARY

The Mystery Shopper Programme 2019/2020 was executed during the period of August 2019 to March 2021. There were two projects or rounds of evaluation that were conducted during the survey period. The survey covered twenty-two sections from eighteen (18) units. The evaluation covered customer service centres, which are also referred to as municipal shops and comparison shops. Walk-in and telephonic evaluations were conducted for both municipal and comparison shops.

The findings for 2019/20 evaluations are compared with 2017 and 2018/19 (Project 1) findings. The findings show improvement in all municipal departments and in all dimensions on customer service or care. All twenty-two (22) departments (sections) have achieved evaluation results that are not below the standard threshold of 85%. Departments that were leading with negative variance in the previous survey period have recovered as they are now leading with positive variance.

Comparison shops have declined as compared with 2019 evaluation results. The main contributors on this decline are public sector centres. The private sector (e.g. banks) have performed better on customer service compared with the municipal and other government departments.

COVID-19 has definitely changed the environment of doing business. It is therefore recommended that municipal officials who are in the forefront of servicing customers must go beyond knowing the services or products. The time is now to show that eThekwini Municipality cares. To do this, customer service provision has to be coupled with emotional intelligence skills. Also, there should be ongoing motivational talks to officials so that Batho Pele Principles and other ethos of doing business do not evaporate.

3. INTRODUCTION AND CONTEXTUAL OVERVIEW

"People do not care how much you know until they know how much you care." - Teddy Roosevelt

Corona virus (COVID-19) that surfaced in South Africa in March 2020 makes it imperative to shift from the usual ways of doing business. Customer service needs to be coupled with emotional intelligence so that customers can feel cared for.

The quote by Teddy Roosevelt is inspiring because it is a simple reminder to those who serve customers that it is imperative to listen more than to talk, show empathy, and try to look at the situation from the customer's perspective. The goal is not to wear them down or impress them with your smarts. The goal is to solve the problem and make things right. This is indeed in line with the eThekwini's 2030 vision.

By 2030, eThekwini will enjoy the reputation of being Africa's most caring and liveable city, where all citizens live in harmony. Being the most caring municipality entails providing excellent customer service that makes every customer feel special and cared for. New trends in customer service are emerging day by day and one cannot simply overlook that. The Municipality needs to get prepared, update the skills and knowledge of customer service centres officials, and use the latest tools and technology in order to provide the best customer service to the customers.

Realising organisational vision has a variety of tenets of which effective implementation of eThekwini Customer Care Policy is one of them. This policy was developed with the purpose of ensuring the provision of excellent and customer focused service for all customers and citizens of the eThekwini Municipality. The effective implementation of Customer Care Policy together with related strategy and procedures must ensure that the citizens and customers of eThekwini Municipality enjoy their rights as stipulated in the Bill of Rights, Consumer Protection Act and the eleven (11) *Batho Pele* Principles.

So, how customer-centric is eThekwini Municipality? As one of the policy monitoring and evaluation tools, the mystery shopper programme where all customer service points are visited, evaluated and scored on objective basis is executed on an annual basis.

The essence of the Local Government Strategy called Back-to-Basics puts people and their concerns first and ensure constant contact with communities through effective public participation platforms is ensured. As part of this new approach, the National Government through the Department of Co-operative Governance and Traditional Affairs (COGTA) has committed to conduct regular national citizen satisfaction surveys and assist municipalities in developing community engagement plans targeting hotspots and potential hotspots areas.

COMMITMENT IN RELATION TO BATHO PELE PRINCIPLES

As we are inspired and pursuing the vision of our Municipality and committed to continuously improve the lives of our citizens; we shall live and breathe Batho Pele and abide by the following principles:

- Consultation
- Service Standards
- Access
- Courtesy
- Information
- Openness and Transparency
- Redress
- Value for money
- Encouraging Innovation and Rewarding Excellence
- Service Delivery Impact
- Leadership and Stratergic Direction

GENERIC SERVICE STANDARDS

- We will communicate with our customers in a friendly and professional manner
- We will treat our customers with respect and dignity at all times
- We will communicate in dominant languages used by our customers mainly IsiZulu; English and other languages to meet up with tourists and investors communication demands, embracing cultural and city diversity environment.
- We will deliver effective and efficient services to our customers at all times
- We will acknowledge any written correspondence within 2 working days
- We will check emails and reply promptly, acknowledge within 24 hours and respond within 5 days
- All calls will be answered within 3 rings
- We will use document templates that reflect the Municipal identity and ensure consistency and uniformity
- In emails all our officials will use auto–forward or reply function when an official is away from their work place, with contact name/s and number/s for urgent queries
- We will take particular care in maintaining confidentiality when replying Ensuring that we are aware of all recipients that the email is going to and only send to people who require the information
- We will standardise our greetings, closing formats, and email signatures to bring uniformity and maintain professionalism at all times
- We will address inequality of services mainly in previously disadvantaged communities
- We will produce written documents in clear readable print

Source: Extract - eThekwini Municipal Service Delivery Charter

Experts argue that in this epoch, businesses need a new understanding of what excellent customer service means: navigating the customer to a final destination. The definition of customer service excellence is making that navigation smooth, personal, and respectful. Anything that stands in the way is customer service failure (DiNardi, 2018). The same is expected from eThekwini Municipality as there are a lot of customers interacting with municipal officials on a day-to-day basis. The big question is: "are we there yet?"

The findings for the 2019 Mystery Shopper Programme (Project 1 - used as the baseline in this report) revealed that some customer service centres are doing well in providing customers with best service whilst others are

lacking in doing the same. Whereas the findings to be presented in this report portray great improvements as all departments have gone up compared to 2019 ratings.

For the eThekwini Municipality to realise the vision to be the most caring and liveable city by 2030, customers who utilise services of the municipality must be treated with care and dignity. Within the context of customer care, the Sizakala Customer Service Unit has developed policy that guides and directs the desired behaviour for the municipal personnel interfacing with customers. One way of measuring whether the municipality is succeeding in providing customers with desired and excellent service is by making use of the Mystery Shopper programme where all Customer Service Centres are evaluated and scored on an objective basis.

It is against this milieu that the mystery shopper programme is viewed as the vital strategic intervention within the eThekwini organization context. The programme can be regarded as the 'litmus paper' that seeks to alert management of either intended or unintended culture of customer service.

4. STRUCTURE OF THE REPORT

This report comprises of three (3) sections:

- ***Section A*** is based on walk-in evaluations conducted from August 2019 to October 2020. The report will outline all twenty-two (22) municipal departments or sections as well as 12 comparison shops. The total number of walk-in evaluations conducted in municipal shops or customer service centres is four hundred and twenty-nine (441). Comparison shops are centres that fall outside of eThekwini core business and or boundaries. What was key in evaluating these centres was how customers are being serviced so that eThekwini Municipality can learn from their good practices.

- ***Section B*** presents findings based on telephonic evaluations that were conducted in twenty-five (25) municipal call centres and five (5) comparison contact centres.

- ***Section C*** presents findings based on observations and policy understanding. To mark the end of this report, recommendations will be made so that some findings can be actioned.

5. DIMENSIONS EVALUATED – WALK-INS AND TELEPHONIC

5.1. Dimensions for walk-in evaluations

Four hundred and twenty-nine (429) municipal shops and twelve (12) comparison shops were evaluated on six (6) dimensions. Both municipal shops and comparison shops were evaluated through face-to-face interactions as part of walk-in evaluations. The figure below provides all dimensions and key indicators for each dimension.

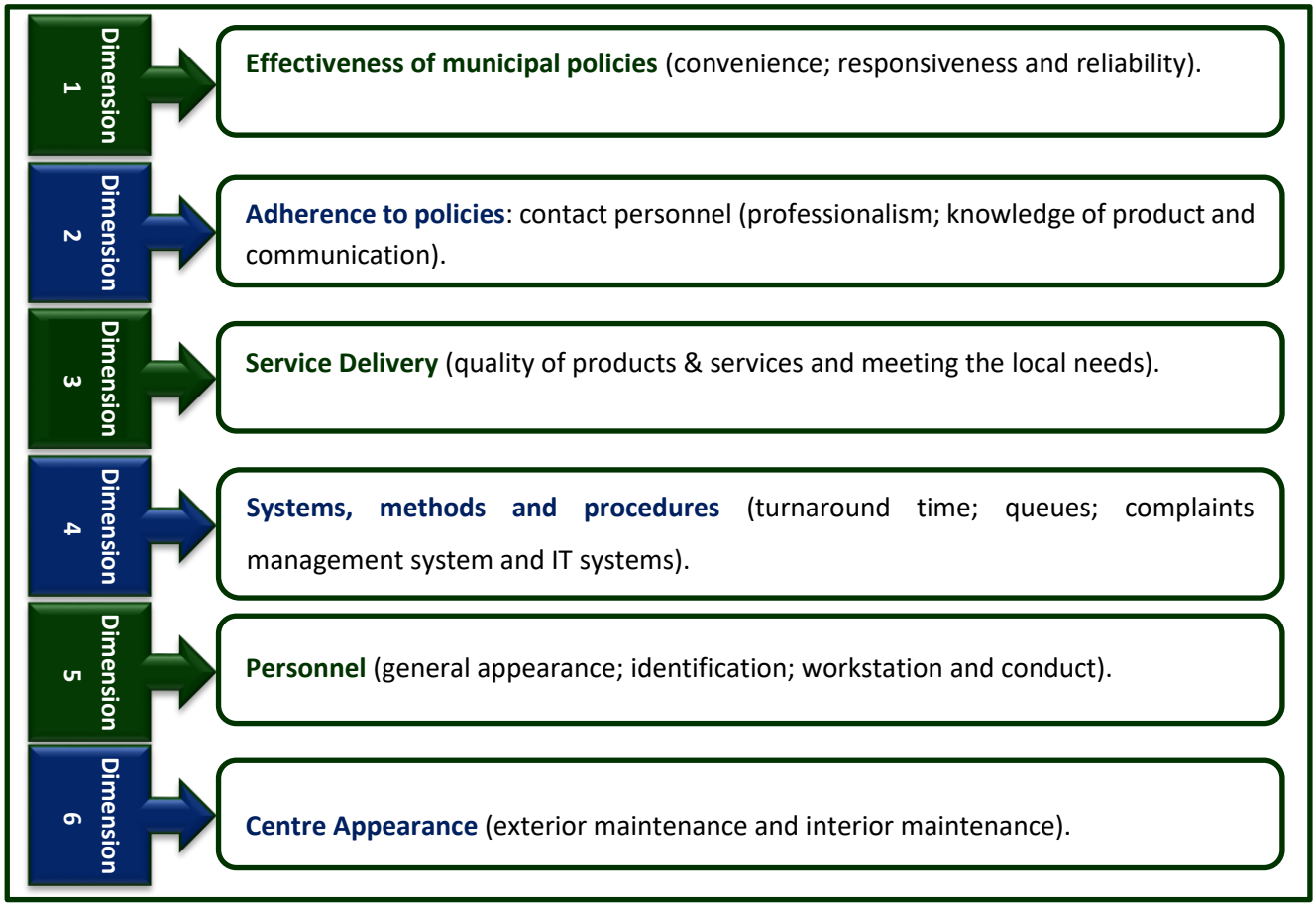

Figure 1 – Dimensions for walk-in evaluations

5.2. Dimensions for telephonic evaluations

The entire survey has seven (7) dimensions. The seventh dimension focuses on contact or call centres. Thirty (30) call centres were evaluated as part of the seventh dimension. Twenty-five (25) call centre were from eThekwini Municipality and five (5) call centres were evaluated for comparison purpose. Specific sub-dimensions were used to evaluate municipal call centres. The following figure outlines four (4) sub-dimensions that were used together with key indicators for each dimension.

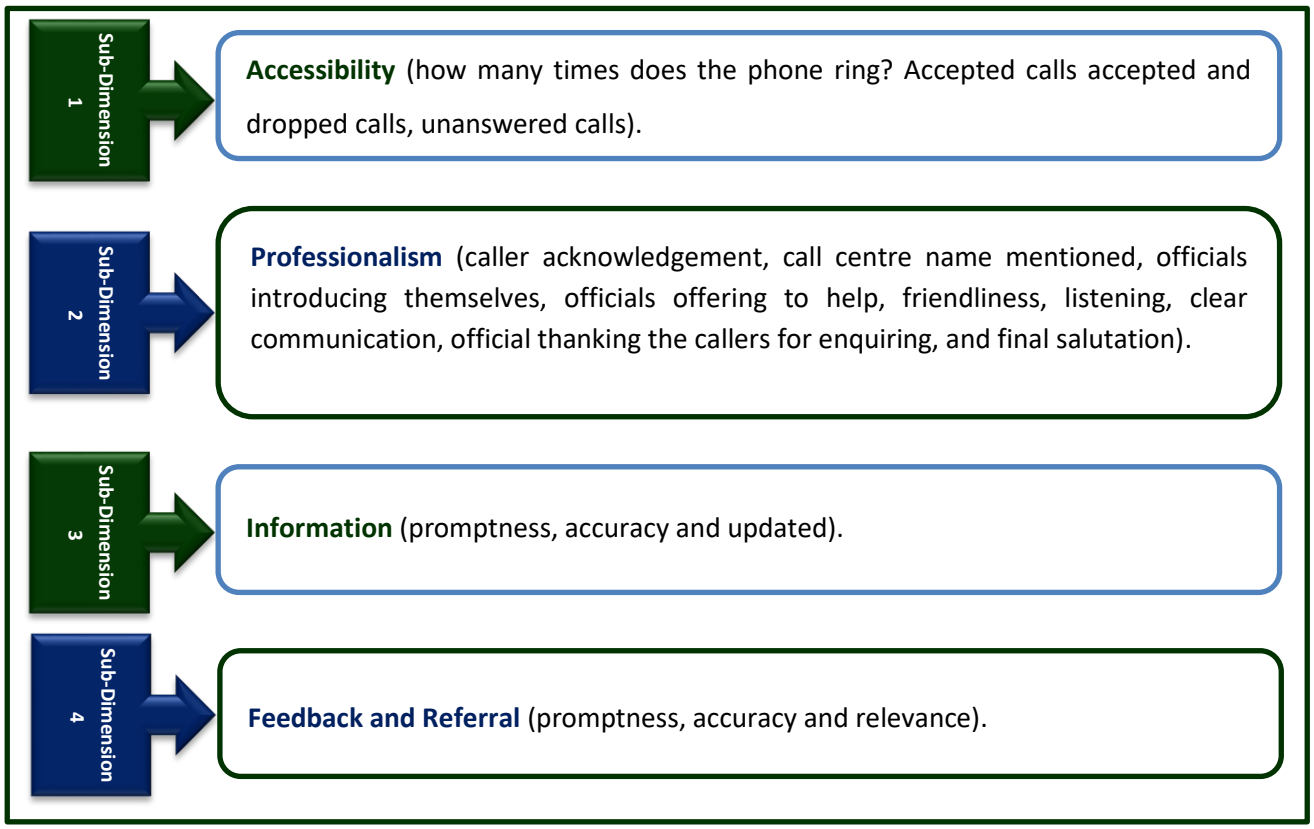

Figure 2 – Sub-Dimensions for telephonic evaluations

6. UNITS AND DEPARTMENTS EVALUATED

Four hundred and seventy-one (471) evaluations were conducted during the research period. This evaluation report is based on 429 walk-in evaluations done in municipal shops; 12 comparison shops, 5 comparison shops contact centres and 25 telephonic evaluations conducted in municipal contact centres. The report uses historical data as the baseline and for comparison purposes. The history data used in this report is derived from the Mystery Shopper 2017 report compiled by Pride and Joy (Pty) Ltd and 2019 (Project 1) report compiled by Mageza Project Management.

The breakdown of centres per units and departments is presented hereunder: *Also see Annexure A*

The Mystery Shopper Programme 2019/20 (Project 2 and 3) was executed during the period of August 2019 to October 2020. The survey covered twenty-two departments from eighteen (18) units. The following table presents units and departments that participated in the survey.

Units and Departments	***No. of centres evaluated***		***No. of centres evaluated***
Section A – Municipal Centres and Comparison Shops			
1. Business Support, Markets and Tourism Unit (Business Licensing)	4	12. Miscellaneous • City Hall Reception • Florence Mkhize- Rate Clearance Certificate • Kingsburgh DSW • Old Fort Place – ETA • Old Fort Place – First Aid Station (OHS) • Old Fort Road – HIV/AIDS (OHS) • Old Fort Rd – Procurement (SCM) • Public Reclaim – Florence Mkhize 6th Floor • Sport amenities –PRC • Springfield- DSW • Valuations- Real Estates Unit • Warwick Ave- Emergency Services • Winder St – Marine Safety (PRC)	13
2. Business Support, Markets and Tourism Unit (Business Support)	7	13. Parks, Recreation and Culture Unit (Cemeteries)	10
3. Business Support, Markets and Tourism Unit (Tourism)	9	14. Parks, Recreation and Culture Unit (Hall Bookings)	14
4. Development Management and Planning (Building Inspectorate)	14	15. Parks, Recreation and Culture Unit (Libraries)	87
5. Development Management and Planning (Plan Submissions)	6	16. Parks, Recreation and Culture Unit (Museums)	8
6. Electricity Unit (Electricity)	12	17. Parks, Recreation and Culture Unit (Swimming Pools)	49
7. Engineering Unit (City Engineers)	4	18. Regional Centres Unit (Registries)	6
8. Health Unit (Clinics)	73	19. Regional Centres Unit (Sizakala)	36
9. Human Settlements Unit (Human Settlements)	10	20. Revenue Management Unit (Cashiers)	21
10. Metro Police Unit (Metro Police)	15	21. Revenue Management Unit (Rates)	16
11. Metro Police Unit (Motor Vehicle Licensing)	5	22. Water and Sanitation Unit (Water)	10

Units and Departments	*No. of centres evaluated*		*No. of centres evaluated*
TOTAL			**429**
Comparison Shops Walk-in Evaluations			**12**
Section B – Municipal Contact Centres			**25**
Comparison Contact Centres Evaluations			**5**
TOTAL			**471**

Table 1 – Breakdown of centres evaluated according to Units and Sections

7. EVALUATION METHODOLOGY

In conducting the Mystery Shopper Programme 2019/20 (Project 2 and 3), researchers used the questionnaires which served as observation and assessment tools. There were two types of questionnaires. The first questionnaire targeted municipal shops and comparison shops (*See Annexure B*). Researchers recorded the dates and times for each evaluation. Where possible, names of officials whom the mystery shoppers interacted with were recorded as well. In other cases, municipal officials refused to reveal their identities and they do not have nametags displayed. Different scenarios were prepared for different departmental customer service centres. The second questionnaire was designed for contact centres evaluations. *See Annexure C*.

7.1. Limitations

The limitations of the study are those characteristics of design or methodology that impacted or influenced the interpretation of the findings from the research. Limitations are the constraints on generalizability, applications to practice, and/or utility of findings that are the result of the ways in which a researcher initially chose to design the study or the method used to establish internal and external validity or the result of unexpected challenges that emerged during the study.

The following can be listed as the limitations for Mystery Shopper Survey Project 2019/20:

- ***Corona virus (COVID-19):*** The virus was one major limitation especially during the execution of Project 3 which commenced in March 2020. Many centres were closed from the second week of March 2020 until September or October 2020. The other limitation were the regulations issued by Government to curb the pandemic; for example: social distancing and limited numbers to access various centres impacted on turnaround times for service rendering.

One department which was impacted by COVID-19 Regulations is Parks and Recreation (Swimming Pools). The project had to be closed with some swimming pools having not been accessed.

- ***One round evaluation:*** Though all centres were visited more than once, there were those who could not be evaluated twice because of various reasons (stated in this report – ***Section B***). This limitation has been addressed by using the results of one evaluation to score a centre affected. This has also been taken into account when averaging scores for departments or centres.

- ***Early Closure of some Centres:*** There are centres or departments (e.g. Building Inspectorate, Library and Plan Submission) that close at 12H30. As a result of this, information ends up being provided by security officers (if it were a general enquiry) or not obtained at all (if it were a technical enquiry). The centres that could not be evaluated were not included in coming up with departmental overall results.

7.2. Delimitations and Assumptions

Delimitations include among other things variables of the survey, statistical analysis and focus of the research. Within the research proposal, the researcher includes explanations for previous theoretical approaches not under review. Delimitations provide the scope within which researchers conclude findings and determine a study's reliability or external validity.

The following can be listed as the delimitations and assumptions for Mystery Shopper Survey Project 2019/20:

- The six (6) survey dimensions (as outlined in 2.1.) pre-designed for the study (walk-in evaluations).
- The sub-dimensions that made up the seventh dimension (contact centres).
- All municipal employees in customer service environment are familiar with:
    - Batho Pele;
    - Back to Basics;
    - Customers Relations Management Strategy;
    - Customer Care Policy and
    - Service Delivery Charter.

8. Overall Evaluation Results – Municipal Shops

Despite the challenges faced by many customer service centres during the new normal caused by COVID 19, the citywide picture is very good as all sectors performed above the minimum threshold of 85%. The overall score for eThekwini Municipality is 97%.

Sections from various units have been ranked into four (4) tiers. The first-tier is made up of four (4) sections who scored 99%. The second-tiers comprises of seven (7) sections who scored 98%. The third-tier last tier is also made up of seven (7) sections that score 97%. The fourth-tier comprises of four (4) sections that have scored from 94% to 96%.

Ranking		%
1st Tier	Business Licensing	99
	Registries	99
	Rates	99
	Water	99

Ranking	%
2nd Tier	
Tourism	98
Plan Submission	98
Human Settlements	98
Cemeteries	98
Hall Booking	98
Sizakala	98
Cashiers	98

96% Comparison Shops

97% Citywide Score

Ranking	%
3rd Tier	
Business Support	97
Engineers	97
Metro Police	97
Motor Vehicle Licensing	97
Miscellaneous	97
Libraries	97
Swimming Pools	97

Ranking	%
4th Tier	
Electricity	96
Clinics	96
Museums	95
Building Insp	94

Table 2 – Overall evaluation results – 4 tiers

It is pleasing to report that all dimensions are also above the minimum threshold of 85%. It is however worrying that municipal officials score low on the very simple dimension – Personnel (general appearance, identification, work station and conduct). One most common shortfall here is the failure to have identification tags.

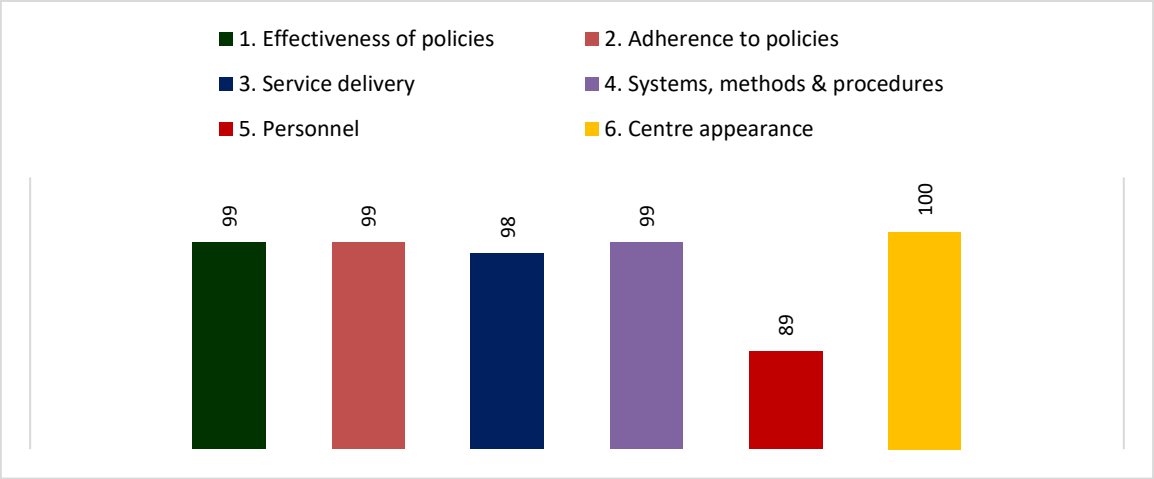

Figure 1 – Overall evaluation results – Based on Dimensions

All twenty-two (22) sections have achieved evaluation results that are higher than the standard threshold of 85%. Great improvers include the following:

- Miscellaneous has improved by 23% thereby recovering from a negative variance (-24%) of 2017 versus 2019. This sector was leading with negative variance in the previous survey period.
- Plan Submissions has improved by 19% thereby recovering from a negative variance (-17%) of 2017 versus 2019. This sector was the third with negative variance in the previous survey period.
- Building Inspectorate has improved by 17% thereby recovering from a negative variance (-19%) of 2017 versus 2019. This sector was the second with negative variance in the previous survey period.
- Human Settlements and Tourism have improved by 13% thereby recovering from a negative variances (-13% and -12% respectively) of 2017 versus 2019. Human Settlements and Tourism were the fourth and fifth (respectively) with negative variances in the previous survey period.
- Business Licensing has improved by 10% thereby recovering from a negative variance (-10%) of 2017 versus 2019. This sector was the sixth with negative variance in the previous survey period.

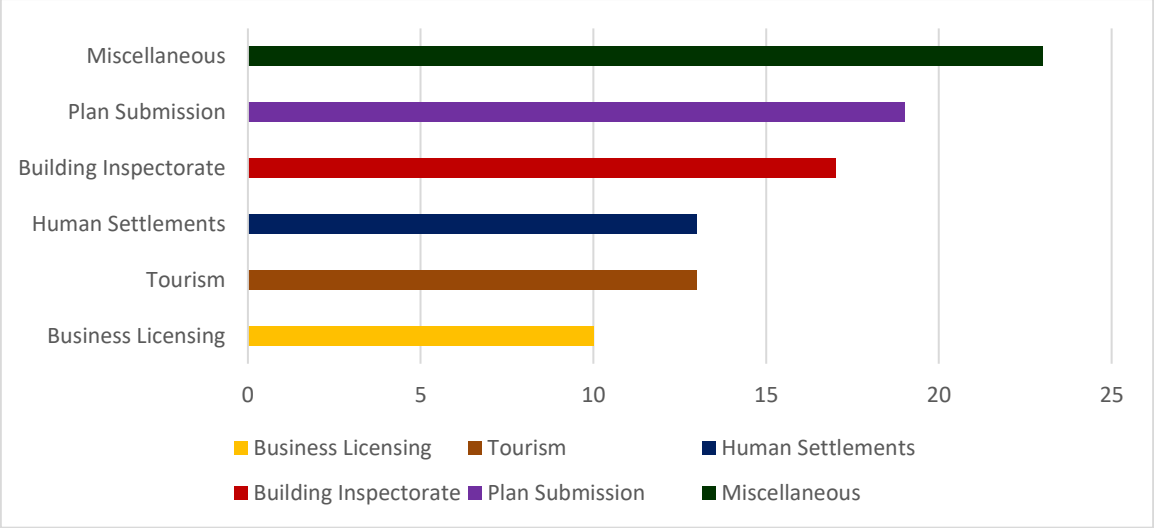

Figure 2 – Sectors with significant improvement (above 10% variance)

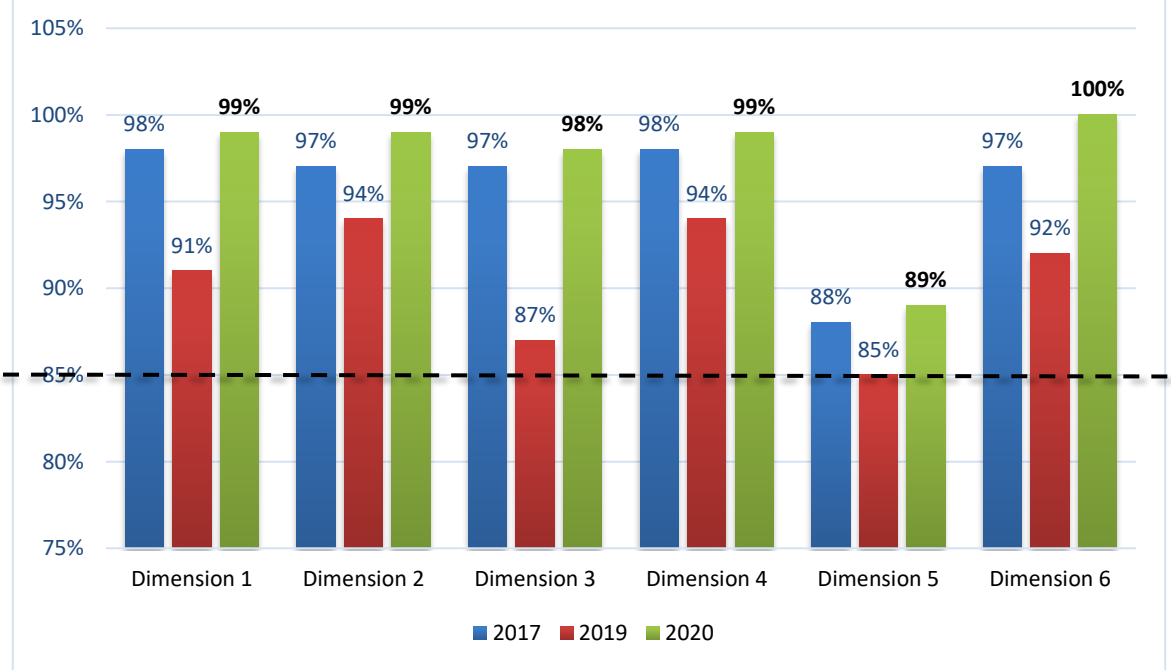

Figure 3 – Comparative Overall Evaluation Results

Overall Evaluation Results

Sectors	D1 Effectiveness of policies	D2 Adherence to policies	D3 Service Delivery	D4 Systems, Methods & Procedures	D5 Personnel	D6 Centre Appearance	2017 Results	2018/19 Results	2019/20 Results	Variance
Business Licensing	100	100	100	96	100	100	99	89	99	10
Business Support	100	100	99	85	100	100	95	94	97	3
Tourism	100	100	100	90	100	100	97	85	98	13
Building Inspectorate	97	95	91	85	100	97	99	80	93	17
Plan Submissions	100	100	100	91	100	100	97	80	99	19

Sectors	D1 Effectiveness of policies	D2 Adherence to policies	D3 Service Delivery	D4 Systems, Methods & Procedures	D5 Personnel	D6 Centre Appearance	2017 Results	2018/19 Results	2019/20 Results	Variance
Electricity	97	94	95	92	100	97	96	94	96	2
City Engineers	99	100	99	85	100	99	99	93	97	4
Clinics	98	96	95	87	98	98	94	93	95	2
Human Settlements	100	100	99	90	100	100	98	85	98	13
Metro Police	100	97	98	88	98	100	89	96	97	1
Motor Vehicle Licensing	100	100	97	82	100	100	90	91	97	6
Miscellaneous	98	99	99	87	100	98	98	74	97	23
Cemeteries	100	100	97	91	100	100	98	96	98	2
Hall Bookings	100	99	96	93	100	100	98	96	98	2
Libraries	99	99	100	85	99	99	97	94	97	3
Museums	96	93	92	89	97	96	97	89	95	6
Swimming Pools	100	99	99	84	98	100	96	97	97	0
Registries	100	100	100	92	100	100	98	93	99	6
Sizakala	100	98	98	92	100	100	96	91	98	7
Cashiers	100	100	99	90	100	100	96	95	98	3
Rates	100	100	100	92	100	100	97	92	99	7
Water	100	100	99	93	100	100	96	94	99	5
Dimensions Averages 2017	**98**	**97**	**97**	**98**	**88**	**97**	**96**	**91**	**97**	**6**
Dimensions Averages 2018/19	***91***	***94***	***87***	***94***	***85***	***92***				
Dimensions Averages 2019/20	***99***	***99***	***98***	***99***	***89***	***100***				
Comparison Shops 2017	***100***	***100***	***99***	***99***	***90***	***99***				
2019	***99***	***98***	***95***	***96***	***84***	***95***				
2020	**96**	**98**	**93**	**95**	**95**	**100**				

ALL dimensions have improved compared to 2018/19. Comparison shops dropped on dimension 1; 3 and 4. Main contributors for decline are public sector centres.

Table 3 – Overall Evaluation Results

- Effectiveness of policies (Dimension 1) has improved by 8% compared to 2019.
- Adherence to policies (Dimension 2) has improved by 5% compared to 2019.
- Service delivery at walk-in centres (Dimension 3) has improved by 11% compared to 2019.
- Systems, methods and procedures (Dimension 4) has improved by 5% compared to 2019.
- Personnel (Dimension 5) has increased by 5% compared to 2019. This dimension remains the lowest among all. The main contributing factor in this case is the failure of municipal officials to wear or display their identity in the form of nametags.
- Centre appearance (Dimension 6) has improved by 8% (reaching 100%) compared to 2019.

The following sections present the individual evaluation results for walk-in evaluations on municipal centres, comparison shops and call centres.

Section A

9. Evaluation Results – Departmental Based and Comparison Shops

9.1. Business Support, Markets and Tourism Unit (Business Licensing)

Centre Name and Ref #	Dimension 1 Effectiveness on policies	Dimension 2 Adherence to policies	Dimension 3 Service Delivery	Dimension 4 Systems, Methods & Procedures	Dimension 5 Personnel	Dimension 6 Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
Hillcrest (#001)	100	100	100	100	100	100	97	100	100
	100	100	100	100	100	100			
Kingsburgh (#002)	100	100	100	100	83	100	97	97	99
	100	100	100	100	100	100			
Pinetown (#003)	100	100	100	100	100	100	100	97	99
	100	100	100	100	83	100			
Verulam (#004)	100	100	100	100	100	100	100	63	100
	100	100	100	100	100	100			
Dimensions Averages	**100**	**100**	**100**	**100**	**96**	**100**	**96**	**89**	**99**
									Increased by 10%

Table 4 –Evaluation Results – Business Licensing

Business Licensing could have been scored more should officials have been consistent with wearing of nametags or any form of identification (dimension 5). Great improvements have been made on three (2) dimensions that were scored low during the previous survey period. Effectiveness on policies (dimension 1) has improved by 20% compared to 2019 and service delivery (dimension 3) has improved by 25% compared to 2019. Dimension 5 increased by 9% - as the department scored 87% in 2019.

9.2. Business Support, Markets and Tourism Unit (Business Support)

Business Support could have been scored more should officials have been consistent with wearing of nametags or any form of identification (dimension 5).

Centre Name and Ref #	Dimension 1 Effectiveness on policies	Dimension 2 Adherence to policies	Dimension 3 Service Delivery	Dimension 4 Systems, Methods & Procedures	Dimension 5 Personnel	Dimension 6 Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
Coastal Areas (#005)	100	100	100	100	83	100	97	96	97
	100	100	100	100	83	100			
Embassy (#006)	100	100	100	100	83	100	N/A	N/A	96
	100	100	90	100	83	100			
Isipingo (#007)	100	100	100	100	83	100	80	89	96
	100	100	100	90	83	100			
KwaMashu (#008)	100	100	100	100	58	100	97	93	94
	100	100	100	90	83	100			
Pinetown (#009)	100	100	100	100	100	100	97	97	100
	100	100	100	100	100	100			
Verulam (#010)	100	100	100	100	83	100	100	98	99
	100	100	100	100	100	100			
Warwick Junction (#011)	100	100	100	100	83	100	97	94	97
	100	100	100	100	83	100			
Dimensions Averages	**100**	**100**	**99**	**99**	**85**	**100**	**95**	**94**	**97**

Table 5 –Evaluation Results – Business Support

Increased by 3%

This is the only dimension that dropped from 89% (2019) to 85% (2020). Isipingo has significant increase 7% compared to 2019.

9.3. Business Support, Markets and Tourism Unit (Tourism)

Centre Name and Ref #	Dimension 1 Effectiveness on policies	Dimension 2 Adherence to policies	Dimension 3 Service Delivery	Dimension 4 Systems, Methods & Procedures	Dimension 5 Personnel	Dimension 6 Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
Botha's Hill (#012)	100	100	100	100	83	100	94	100	97
	100	100	100	100	83	100			
Florida Rd (#013)	100	100	100	100	83	100	97	97	97
	100	100	100	100	83	100			
Gateway (#014)	100	100	100	100	83	100	97	44	97
	100	100	100	100	83	100			
Inanda (#015)	100	100	100	100	100	100	N/A	100	100
	100	100	100	100	83	100			
KwaMuhle (#016)	100	100	100	100	100	100	N/A	83	100
	100	100	100	100	83	100			
North Beach (#017)	100	100	100	100	100	100	97	100	97
	100	100	100	100	83	100			
Ohlange (#018)	Centre could not be evaluated as the official was on leave.						N/A	63	97
	100	100	100	100	83	100			
Saphire Coast (#019)	100	100	100	100	100	100	N/A	89	100

Centre Name and Ref #	Dimension 1 Effectiveness on policies	Dimension 2 Adherence to policies	Dimension 3 Service Delivery	Dimension 4 Systems, Methods & Procedures	Dimension 5 Personnel	Dimension 6 Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
	100	100	100	100	100	100			
uShaka (#020)	100	100	100	100	100	100	97	97	100
	100	100	100	100	100	100			
Dimensions Averages	**100**	**100**	**100**	**100**	**90**	**100**	**97**	**85**	**98**
								Increased by 13%	

Table 6 – Evaluation Results – Tourism

Tourism's improvement is because of better scores on two (2) centres (Gateway and Ohlange) that were scored low previously. In addition, the overall improvement on different dimensions is notable as this department managed to get maximum score in five dimensions (dimension 1, 2, 3, 4 and 6) moving from 83%, 86%, 77%, 88% and 96% respectively.

9.4. Development Management and Planning Unit (Building Inspectorate)

Centre Name and Ref #	Dimension 1 Effectiveness on policies	Dimension 2 Adherence to policies	Dimension 3 Service Delivery	Dimension 4 Systems, Methods & Procedures	Dimension 5 Personnel	Dimension 6 Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
Bester (#021)	100	100	100	100	100	100	N/A	N/A	100
	The centre could not be evaluated. Shopper was referred to KwaMashu E Sizakala as they don't have building inspectorate services								
Chatsworth (#022)	100	100	90	100	83	100	N/A	92	96
	100	100	100	100	83	100			
Hillcrest (#023)	100	100	100	100	100	100	100	63	100
	100	100	100	100	100	100			
Isipingo (#024)	100	100	100	100	83	100	N/A	N/A	97
	Building inspectorate services are no longer available in this centre								
Jeff Tailor (#025)	100	100	100	100	83	100	N/A	100	97
	100	100	100	100	83	100			
Kingsburgh (#026)	100	100	100	100	83	100	100	100	99
	100	100	100	100	100	100			
Mpumalanga (#027)	The centre could not be evaluated as officials work on specific days						N/A	97	100
	100	100	100	100	100	100			
Old Fort Place (#028)	100	100	100	100	83	100	97	97	80
	57	100	20	22	83	100			
Pinetown (#029)	100	100	100	100	75	100	N/A	N/A	97
	100	100	100	100	83	100			
Pinetown (Hill Street) (#030)	100	100	100	100	83	100	N/A	97	97
	The centre could not be evaluated. Services are no longer offered in the centre – referred to Pinetown Civic Centre								

Centre Name and Ref #	Dimension 1 Effectiveness on policies	Dimension 2 Adherence to policies	Dimension 3 Service Delivery	Dimension 4 Systems, Methods & Procedures	Dimension 5 Personnel	Dimension 6 Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
Tongaat (#031)	83	0	0	0	17	100	100	23	65
	100	100	100	100	83	100			
Umhlanga (#032)	100	100	90	100	83	100	100	96	98
	100	100	100	100	100	100			
Umlazi (#033)	The centre could not be evaluated as officials work on specific days						99	97	N/A
	Services have been moved to Durban								
Verulam (#034)	100	100	100	100	83	100	N/A	7	99
	100	100	100	100	100	100			
Dimensions Averages	**97**	**95**	**91**	**92**	**85**	**100**	**99**	**80**	**94**
							Increased by 14%		

Table 7 –Evaluation Results – Building Inspectorate

This department made significant improvement of 14% as compared to 2019 where it received 80%. There are

two (2) centres that scored lower than the threshold of 85%. These centres are Old Fort Place and Tongaat. The security personnel attended the customer and that contributed to a lower score because security does not have technical knowledge of municipal products or services. The customer was not allowed entry because of COVID-19 regulations. Tongaat received lower score because there was no one at the point of service when the mystery shopper arrived – hence the scores are based on workstation and centre appearance dimensions.

9.5. Development Management and Planning Unit (Plan Submissions)

Centre Name and Ref #	Dimension 1 Effectiveness on policies	Dimension 2 Adherence to policies	Dimension 3 Service Delivery	Dimension 4 Systems, Methods & Procedures	Dimension 5 Personnel	Dimension 6 Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
Hillcrest (#035)	100	100	100	100	100	100	100	47	100
	100	100	100	100	100	100			
Kingsburgh (#036)	100	100	100	100	83	100	96	98	97
	100	100	100	100	83	100			
Pinetown (#037)	100	100	100	100	75	100	94	64	98
	100	100	100	100	100	100			
Tongaat (#038)	100	100	100	100	83	100	97	N/A	99
	100	100	100	100	100	100			
Umhlanga (#039)	100	100	100	100	83	100	93	97	99
	100	100	100	100	100	100			
Verulam (#040)	100	100	100	100	83	100	100	98	99
	100	100	100	100	100	100			
Dimensions Averages	**100**	**100**	**100**	**100**	**91**	**100**	**97**	**80**	**98**
							Increased y 18%		

Table 8 –Evaluation Results – Plan Submissions

Plan Submissions improved by 18% - from 80% (2019) to 98% (2020). The centres that have contributed to this increase are Hillcrest and Pinetown as they recovered from lower scores received in 2019. Hillcrest improved by 53% whereas Pinetown improved by 34%.

9.6. Electricity Unit (Electricity)

Centre Name and Ref #	*Dimension 1* Effectiveness on policies	*Dimension 2* Adherence to policies	*Dimension 3* Service Delivery	*Dimension 4* Systems, Methods & Procedures	*Dimension 5* Personnel	*Dimension 6* Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
Besters (#041)	100	100	100	100	100	100	100	89	86
	79	8	50	100	100	100			
Chatsworth (#042)	100	100	100	100	83	100	96	100	96
	100	100	80	100	83	100			
Florence Mkhize (#043)	100	100	100	100	83	100	N/A	N/A	97
	100	100	100	100	83	100			
Isipingo (#044)	100	100	100	100	83	100	100	92	96
	100	100	100	89	83	100			
Jeff Taylor (#045)	100	100	100	100	100	100	97	96	99
	100	100	100	100	83	100			
Kingsburgh(#046)	100	100	100	100	83	100	N/A	N/A	99
	100	100	100	100	100	100			
KwaMnyandu (#047)	100	100	100	100	100	100	N/A	N/A	100
	100	100	100	100	100	100			
Lamontville (#048)	100	100	100	100	100	100	N/A	97	100
	100	100	100	100	100	100			
Megacity (#049)	100	100	100	100	100	100	N/A	N/A	99
	100	100	100	100	83	100			
Pinetown (#050)	43	42	70	100	83	100	100	94	85
	100	100	80	100	100	100			
Umhlanga (#051)	100	100	100	100	100	100	N/A	92	99
	100	100	100	100	83	100			
Verulam (#052)	100	100	100	100	100	100	N/A	N/A	99
	100	100	100	100	83	100			
Dimensions Averages	**97**	**94**	**95**	**100**	**92**	**100**	**96**	**94**	**96**
							Increased by 2%		

Table 9 –Evaluation Results – Electricity

As much as this department improved by 2% as compared to 2019 scoring of 94%, some interventions are needed for Pinetown as this centre inhibited the department from getting more scores and it is the only centre sitting at 85%. During the first evaluation dropped the score because the official who was assisting the mystery shopper paid more attention to her cell phone.

9.7. Engineering Unit (City Engineers)

Centre Name and Ref #	Dimension 1 Effectiveness on policies	Dimension 2 Adherence to policies	Dimension 3 Service Delivery	Dimension 4 Systems, Methods & Procedures	Dimension 5 Personnel	Dimension 6 Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
City Engineers – Roads Provision 3rd Floor (#053)	100	100	100	100	83	100	97	82	97
	100	100	100	100	83	100			
City Engineers – Storm Water (#054)	93	100	100	100	83	100	97	93	97
	100	100	100	100	83	100			
Hillcrest (#055)	100	100	100	100	83	100	100	97	96
	100	100	90	100	83	100			
Pinetown (#056)	100	100	100	100	100	100	100	100	99
	100	100	100	100	83	100			
Dimensions Averages	**99**	**100**	**99**	**100**	**85**	**100**	**99**	**93**	**97**
							Increased by 4%		

Table 10 – Evaluation Results – City Engineers

This department has improved by 4% - moving from 93% (2019) to 97%. There is room for improvement with dimension 5. Out of eight interactions with the department, only once there was an official displaying his identity.

9.8. Health Unit (Clinics)

Centre Name and Ref #	Dimension 1 Effectiveness on policies	Dimension 2 Adherence to policies	Dimension 3 Service Delivery	Dimension 4 Systems, Methods & Procedures	Dimension 5 Personnel	Dimension 6 Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
Adams Mission (#057)	100	100	100	100	100	100	100	100	100
	100	100	100	100	100	100			
Amanzimtoti (#058)	100	100	100	100	100	100	100	N/A	99
	100	100	100	100	100	83			
Athlone Park (#059)	100	100	100	100	83	100	100	95	97
	100	100	100	100	83	100			
Austerville (#060)	100	100	100	100	100	100	90	97	99

Centre Name and Ref #	*Dimension 1* Effectiveness on policies	*Dimension 2* Adherence to policies	*Dimension 3* Service Delivery	*Dimension 4* Systems, Methods & Procedures	*Dimension 5* Personnel	*Dimension 6* Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
	100	100	100	100	83	100			
Bayview (#061)	100	100	100	100	83	100	97	96	97
	100	100	100	100	83	100			
Besters (#062)	100	100	100	100	83	50	84	89	93
	100	100	100	100	83	100			
Bluff (#063)	100	100	100	100	83	100	100	N/A	99
	100	100	100	100	100	100			
Buffelsdraai (#064)	100	100	100	100	83	100	N/A	100	97
	The clinic is closed. The community use Trenence Park and mobile clinic								
Caneside (Phoenix) (#065)	100	100	100	100	83	100	N/A	94	97
	100	100	100	100	75	100			
Cato Manor (#066)	100	100	100	100	83	100	85	56	99
	100	100	100	100	100	100			
Chatsworth (#067)	100	100	100	100	100	100	82	97	96
	100	100	80	89	83	100			
Chesterville (#068)	100	100	100	100	100	100	97	76	99
	100	100	100	100	83	100			
Clermont (#069)	100	100	100	100	83	100	N/A	97	99
	100	100	100	100	100	100			
Cragieburn (#070)	100	100	100	100	83	100	N/A	N/A	99
	100	100	100	100	100	100			
Folweni (#071)	100	100	100	100	100	100	N/A	N/A	97
	100	100	90	100	75	100			
Glen Earle (Newlands E) (#072)	100	100	100	100	100	100	100	97	99
	100	100	100	100	83	100			
Grove End (#073)	100	100	100	100	83	100	100	97	99
	100	100	100	100	100	100			
Hambanathi (#074)	100	100	100	100	100	100	94	94	93
	36	92	100	100	83	100			
Inanda Seminary (Trauma Centre) (#075)	100	100	100	100	83	100	100	97	97
	100	100	100	100	83	100			
Isipingo (#076)	This clinic could not be evaluated because the security official said they do not take patients after 14h00						95	96	100
	100	100	100	100	100	100			
Kingsburgh (#077)	100	100	100	100	83	100	100	97	94
	100	58	100	100	83	100			
Klaarwater (#078)	100	100	100	100	100	83	100	100	96
	100	100	90	100	83	100			
Kloof (#079)	100	100	100	100	83	100	80	86	99
	100	100	100	100	100	100			
KwaMashu B (#080)	100	100	100	100	83	100	97	97	97
	100	100	100	100	83	100			

Centre Name and Ref #	*Dimension 1* Effectiveness on policies	*Dimension 2* Adherence to policies	*Dimension 3* Service Delivery	*Dimension 4* Systems, Methods & Procedures	*Dimension 5* Personnel	*Dimension 6* Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
KwaNdengezi (#081)	100	83	100	89	87	100	97	97	95
	100	100	100	100	83	100			
La Lucia (#082)	36	0	0	0	50	86	100	100	63
	100	100	100	100	83	100			
Lamontville (#083)	100	100	100	100	83	100	95	97	93
	100	100	100	100	83	100			
Lancers (#084)	100	100	100	100	100	100	97	7	99
	100	100	100	100	83	100			
Lovu (#085)	This centre could not be evaluated as there was nobody at the reception for almost 15 minutes						98	100	97
	100	100	100	100	83	100			
Luganda (#086)	100	100	100	100	83	100	100	100	96
	100	100	90	100	83	100			
Malvern (#087)	100	100	100	100	100	100	N/A	N/A	99
	100	100	100	100	83	100			
Mariannridge (#088)	100	100	100	100	100	100	100	100	98
	100	100	90	100	83	100			
Maphephethweni (#089)	71	17	30	89	58	100	N/A	95	78
	93	100	100	100	83	100			
Mbumbulu (#090)	100	100	90	100	83	100	N/A	N/A	96
	The centre could not be evaluated. Patients were not allowed to get inside as they were cleaning, even though the floor was dry								
Merebank (#091)	100	100	100	100	100	100	N/A	97	94
	100	100	60	89	75	100			
Motala Heights (#092)	100	100	100	100	83	100	92	97	97
	100	100	100	100	83	100			
Mpola (#093)	100	100	100	100	100	100	100	100	98
	100	100	90	100	83	100			
Mpumalanga (#094)	100	100	100	100	100	100	N/A	70	96
	100	100	80	89	83	100			
Nagina (#095)	100	100	100	100	100	100	N/A	100	99
	100	100	100	100	92	100			
New Germany (#096)	100	100	100	100	83	100	86	92	99
	100	100	100	100	100	100			
Newlands West (#097)	100	100	100	100	83	100	89	97	96
	100	100	100	100	67	100			
Nirvana Hills (#098)	100	100	100	100	83	100	N/A	100	97
	100	100	100	100	83	100			
Ntuzuma (#099)	100	100	100	100	83	100	N/A	N/A	96
	100	100	80	100	83	100			
Old Fort Place (Headquarters) (#100)	100	100	100	100	83	100	N/A	96	96
	100	100	80	100	83	100			
Ottawa (#101)	100	100	100	100	100	100	97	100	100

Centre Name and Ref #	*Dimension 1* Effectiveness on policies	*Dimension 2* Adherence to policies	*Dimension 3* Service Delivery	*Dimension 4* Systems, Methods & Procedures	*Dimension 5* Personnel	*Dimension 6* Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
	100	100	100	100	100	100			
Overport (#102)	100	100	100	100	83	100	100	100	99
	100	100	100	100	100	100			
Pinetown (#103)	100	100	100	100	83	100	100	95	97
	100	100	100	100	83	100			
Prince Cyril Zulu Communicable Disease Centre (#104)	100	100	100	100	83	100	97	98	97
	100	100	100	100	83	100			
Queensburg (#105)	100	100	100	100	83	100	98	97	97
	100	100	100	100	83	100			
Redcliffe (#106)	100	100	100	100	83	100	97	97	99
	100	100	100	100	100	100			
Redhill (#107)	100	100	100	100	83	100	100	55	94
	100	100	70	100	75	100			
Reservoir Hills (#108)	100	100	100	100	83	100	100	97	97
	100	100	100	100	83	100			
Shallcross (#109)	100	100	100	100	100	100	75	97	100
	100	100	100	100	100	100			
Sivananda – Inanda (#110)	100	100	100	100	100	100	N/A	N/A	98
	93	100	100	100	100	83			
St Wendolins (#111)	100	100	100	100	83	100	100	97	99
	100	100	100	100	100	100			
Stanmore (#112)	100	100	100	100	83	100	N/A	N/A	81
	57	50	0	100	83	100			
Stonebridge (#113)	100	100	100	100	83	100		97	99
	100	100	100	100	100	100			
Sydenham (#114)	100	100	100	100	75	100	100	100	97
	100	100	100	100	83	100			
Trenance Park (#115)	28	7	0	56	50	100	97	100	69
	100	100	100	100	83	100			
Umhlanga (#116)	100	100	100	100	83	100	93	98	97
	100	100	100	100	83	100			
Umkomaas (#117)	100	100	100	100	83	100	97	100	93
	93	67	90	100	83	100			
Umlazi AA (#118)	100	100	100	100	100	100	96	100	95
	100	92	80	89	75	100			
Umlazi G (#119)	100	100	100	100	83	100	100	100	99
	100	100	100	100	100	100			
Umlazi N (#120)	100	100	100	100	100	100	94	97	100
	100	100	100	100	100	100			
Umlazi Q (#121)	100	100	100	100	100	100	N/A	N/A	96
	100	100	100	100	100	50			

Centre Name and Ref #	*Dimension 1* Effectiveness on policies	*Dimension 2* Adherence to policies	*Dimension 3* Service Delivery	*Dimension 4* Systems, Methods & Procedures	*Dimension 5* Personnel	*Dimension 6* Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
Umlazi U (#122)	100	100	100	100	83	100	N/A	N/A	99
	100	100	100	100	100	100			
Umzinyathi (#123)	100	100	100	100	100	100	N/A	N/A	85
	79	33	80	100	58	67			
Verulam (#124)	100	100	100	100	100	100	87	100	100
	100	100	100	100	100	100			
Waterfall (#125)	100	100	100	100	100	100	79	97	98
	100	100	90	100	83	100			
Waterloo (#126)	100	100	100	100	100	100	97	100	97
	100	100	100	100	83	83			
Westville (#127)	100	100	100	100	100	100	93	97	95
	100	100	80	89	75	100			
Woodhurst (#128)	100	100	100	100	100	100	97	100	99
	100	100	100	100	83	100			
Wybank (#129)	100	100	100	78	42	100	87	97	91
	100	100	90	100	83	100			
Dimensions Averages	**98**	**96**	**95**	**98**	**87**	**98**	**95**	**93**	**96**
								Increased by 3%	

Table 11 –Evaluation Results – Clinics

This section has improved by 3%. In 2019, the department scored 93% and in 2020 it scored 96%. The current score could have been better if it was not for three (3) centres that scored below the minimum threshold. The centres that scored lower than others are La Lucia (63%), Maphephethweni (78%) and Stanmore (81%).

9.9. Human Settlements Unit (Human Settlements)

Centre Name and Ref #	Dimension 1 Effectiveness on policies	Dimension 2 Adherence to policies	Dimension 3 Service Delivery	Dimension 4 Systems, Methods & Procedures	Dimension 5 Personnel	Dimension 6 Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
Chatsworth (#130)	100	100	100	100	83	100	N/A	N/A	99
	100	100	100	100	100	100			
Craigieburn (#131)	100	100	100	100	83	100	100	96	99
	100	100	100	100	100	100			
KwaMnyandu (#132)	100	100	100	100	83	100	N/A	100	97
	100	100	100	100	83	100			
Lamontville (#133)	100	100	100	100	83	100	100	96	99
	100	100	100	100	100	100			
Phoenix (#134)	100	100	100	100	100	100	88	74	99
	100	100	100	100	83	100			
Pinetown (#135)	100	100	100	100	100	100	100	96	100
	100	100	100	100	100	100			
Shell House (#136)	100	100	100	100	83	100	97	100	96
	100	100	90	100	83	100			
Tongaat (#137)	100	100	100	100	83	100	N/A	75	96
	100	100	90	100	83	100			
Umlazi Megacity (#138)	100	100	90	100	83	100	97	96	98
	100	100	100	100	100	100			
Verulam (#139)	100	100	100	100	100	100	100	48	99
	100	100	100	100	83	100			
Dimensions Averages	**100**	**100**	**99**	**100**	**90**	**100**	**98**	**87**	**98**
								Increased by 11%	

Table 12 –Evaluation Results – Human Settlement

This department made a significant improvement of 11% - moving from 87% (2019) to 98% (2020). Major improvement of 51% made by Verulam centre is notable. Verulam was scored at 48% (2019) and currently sitting at 99% (2020).

9.10. Metro Police Unit (Metro Police)

Centre Name and Ref #	Dimension 1 Effectiveness on policies	Dimension 2 Adherence to policies	Dimension 3 Service Delivery	Dimension 4 Systems, Methods & Procedures	Dimension 5 Personnel	Dimension 6 Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
Cato Ridge (#140)	100	100	100	100	83	100	94	99	97
	100	100	100	100	83	100			
Chatsworth (#141)	100	100	100	100	100	100	97	89	100
	100	100	100	100	100	100			
Clermont (#142)	100	100	100	100	50	100	86	100	94
	100	100	100	100	83	100			
Gillits (#143)	100	100	100	100	83	100	85	100	98

Centre Name and Ref #	Dimension 1 Effectiveness on policies	Dimension 2 Adherence to policies	Dimension 3 Service Delivery	Dimension 4 Systems, Methods & Procedures	Dimension 5 Personnel	Dimension 6 Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
	100	100	100	100	92	100			
Isipingo (#144)	100	100	100	100	100	100	92	97	99
	100	100	100	100	83	100			
KwaMashu (#145)	100	100	100	100	100	50	95	88	91
	100	100	70	100	75	100			
Mpumalanga (#146)	100	100	100	100	100	100	N/A	100	100
	100	100	100	100	100	100			
New Germany (#147)	100	100	100	100	100	100	73	100	98
	100	92	100	100	83	100			
Old Fort Place (#148)	100	100	100	100	83	100	97	96	97
	100	100	100	100	83	100			
Pinetown (Alcohol evidence centre) (#149)	100	92	100	100	75	100	95	96	97
	100	100	100	100	100	100			
Queensburgh (#150)	100	100	100	100	83	100	94	100	99
	100	100	100	100	100	100			
Umlazi Megacity (#151)	100	25	90	100	83	100	49	97	92
	100	100	100	100	100	100			
Umlazi stadium (#152)	100	100	100	100	100	100	N/A	N/A	100
	100	100	100	100	100	100			
Verulam (#153)	100	100	100	100	83	100	100	93	96
	100	100	90	100	83	100			
Westville (#154)	100	100	100	100	83	100	91	97	97
	100	92	100	100	83	100			
Dimensions Averages	**100**	**97**	**98**	**100**	**88**	**98**	**89**	**96**	**97**
									Increased by 1%

Table 13 – Evaluation Results – Metro Police

Metro Police was the only section that had significant improvement of 7% in 2019. The section continues on the positive trajectory as in 2020 made an increase on 1%.

9.11. Metro Police Unit (Motor Vehicle Licensing)

Centre Name and Ref #	Dimension 1 Effectiveness on policies	Dimension 2 Adherence to policies	Dimension 3 Service Delivery	Dimension 4 Systems, Methods & Procedures	Dimension 5 Personnel	Dimension 6 Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
Kingsburgh (#155)	100	100	100	100	83	100	100	100	97
	100	100	100	100	83	100			
Umhlanga (#156)	100	100	100	100	83	100	100	92	99
	100	100	100	100	100	100			
Verulam (#157)	100	97	100	100	83	100	93	94	95
	100	100	90	100	67	100			
Verulam Testing Ground (#158)	100	100	100	100	83	100	59	73	96

Centre Name and Ref #	*Dimension 1* Effectiveness on policies	*Dimension 2* Adherence to policies	*Dimension 3* Service Delivery	*Dimension 4* Systems, Methods & Procedures	*Dimension 5* Personnel	*Dimension 6* Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
	100	100	90	100	83	100			
Winkelspruit Testing Ground (#159)	100	100	100	100	83	100	100	97	96
	100	100	90	100	75	100			
Dimensions Averages	**100**	**100**	**97**	**100**	**82**	**100**	**90**	**91**	**97**
							Increased by 6%		

Table 14 –Evaluation Results – Motor Vehicle Licensing

Motor Vehicle Licensing has improved by 6% compared to 2019. It must be noted that this section scored less than the expected threshold on dimension five (personnel). Otherwise they could have got more scoring.

9.12. Miscellaneous

Unit Names	Departments or Sections evaluated
a. City Hall Administration	1. City Hall Reception
b. Revenue Management	2. Florence Mkhize- Rate Clearance Certificate
c. Real Estate	3. Valuation
d. eThekwini Transport Authority	4. Old Fort Place – ETA
e. Occupational Health and Safety	5. Old Fort Place – First Aid Station
	6. Old Fort Rd – HIV/ AIDS Enquiries
f. Supply Chain Management	7. Old Fort Rd – Procurement
g. Finance and Insurance	8. Public Reclaim – Florence Mkhize 6th Floor
h. Durban Solid Waste	9. Kingsburgh DSW
	10. Springfield- DSW
i. Fire and Emergency	11. Warwick Ave- Emergency Services
j. Parks, Recreation and Culture	12. Winder St – Marine Safety
	13. Sports Amenities

Table 15 – Units and Departments or Sections under 'Miscellaneous'

The following table presents the findings for departments under miscellaneous:

Centre Name and Ref #	*Dimension 1* Effectiveness on policies	*Dimension 2* Adherence to policies	*Dimension 3* Service Delivery	*Dimension 4* Systems, Methods & Procedures	*Dimension 5* Personnel	*Dimension 6* Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
City Hall Reception (#160)	100	100	100	89	83	100	97	100	98
	100	100	100	100	100	100			
Florence Mkhize- Rate Clearance Certificate (#161)	100	100	100	100	83	100	100	54	99
	100	100	100	100	100	100			
Kingsburgh DSW (#162)	100	100	100	100	83	100	97	93	97
	100	100	100	100	75	100			
Old Fort Place – ETA (#163)	100	100	100	100	100	100	97	100	94
	93	75	90	100	75	100			
Old Fort Place – First Aid Station (#164)	64	100	80	100	83	100	100	36	93
	100	100	100	100	83	100			
Old Fort Road – HIV/AIDS (#165)	The security guard could not let the mystery shopper in because there was no appointment made						100	36	N/A
	The mystery shopper refused entry. The security officer indicated that they stock delivered medicine for HIV/AIDS and conduct workshops								
Old Fort Rd – Procurement (#166)	100	100	100	100	83	100	97	81	97
	100	100	100	100	83	100			
Public Reclaim – Florence Mkhize 6th Floor (#167)	100	100	100	100	100	100	99	83	99
	100	100	100	100	83	100			
Sport Amenities (#168)	100	100	100	100	100	100	N/A	N/A	100
	100	100	100	100	100	100			
Springfield- DSW (#169)	100	100	100	100	83	100	100	90	97
	100	100	100	100	83	100			
Valuations (#170)	100	100	100	100	83	100	N/A	N/A	97
	100	100	100	100	83	100			
Warwick Ave- Emergency Services (#171)	100	100	100	100	83	100	97	97	97
	100	100	100	100	83	100			
Winder St – Marine Safety (#172)	100	100	100	100	83	100	100	47	97
	100	100	100	100	83	100			
Dimensions Averages	**98**	**99**	**99**	**100**	**87**	**100**	**98**	**74**	**97**
							Increased by 23%		

Table 16 – Evaluation Results – Miscellaneous

This section is the most improved compared to all 21 other sectors or departments. There are three (3) centres that have made significant improvements as compared to 2019 findings. Florence Mkhize- Rate Clearance Certificate increased from 54% (2019) to 99% (2020). Old Fort Place – First Aid Station improved by 575 as the centre increased from 36% (2019) to 93% (2020). Winder St – Marine Safety centre improved by 50% as the centre received 47% in 2019 and it now sits at 97%.

9.13. Parks, Recreation and Culture Unit (Cemeteries)

Centre Name and Ref #	*Dimension 1* Effectiveness on policies	*Dimension 2* Adherence to policies	*Dimension 3* Service Delivery	*Dimension 4* Systems, Methods & Procedures	*Dimension 5* Personnel	*Dimension 6* Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
Chatsworth (#173)	100	100	70	100	83	100	100	93	92
	100	100	70	100	83	100			
KwaMashu (#174)	100	100	100	100	83	100	92	93	99
	100	100	100	100	100	100			
KwaMnyandu (#175)	100	100	100	100	100	100	98	100	100
	100	100	100	100	100	100			
Lamontville (#176)	100	100	100	100	100	100	100	96	99
	100	100	100	100	83	100			
Newlands (#177)	100	100	100	100	83	100	N/A	N/A	97
	100	100	100	100	83	100			
Phoenix (#178)	100	100	100	100	100	100	100	100	100
	100	100	100	100	100	100			
Pinetown (#179)	100	100	100	100	100	100	100	92	100
	100	100	100	100	100	100			
Umhlanga/ Redhill (#180)	100	100	100	100	83	100	N/A	80	97
	100	100	100	100	83	100			
Umlazi Mega City (#181)	100	100	100	100	100	100	93	99	99
	100	100	100	100	83	100			
Winder Street (#182)	100	100	100	100	83	100	97	96	95
	100	100	90	89	83	100			
Dimensions Averages	**100**	**100**	**97**	**99**	**91**	**100**	**98**	**94**	**98**
								Increased by 4%	

Table 17 – Evaluation Results – Cemeteries

This section has made a correction from the previous evaluation period as it has increased by 4% moving back to 98% which was obtained in 2017. It is commendable that this section is balanced in all dimensions that were evaluated.

9.14. Parks, Recreation and Culture Unit (Hall Bookings)

Centre Name and Ref #	*Dimension 1* Effectiveness on policies	*Dimension 2* Adherence to policies	*Dimension 3* Service Delivery	*Dimension 4* Systems, Methods & Procedures	*Dimension 5* Personnel	*Dimension 6* Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
Chatsworth (#183)	100	100	100	100	83	100	97	100	97
	100	100	100	100	83	100			
ICC (Ordinance Rd) (#184)	100	100	100	100	83	100	97	76	96
	100	100	90	100	83	100			
Isipingo (#185)	Hall booking is done at Megacity						98	100	N/A
	Hall booking is done at Megacity								
Kingsburgh (#186)	100	100	100	100	100	100	100	100	100
	100	100	100	100	100	100			
Kwamashu (#187)	100	100	100	100	83	100	N/A	N/A	99
	100	100	100	100	100	100			
KwaMnyandu (#188)	100	100	100	100	83	100	N/A	97	99
	100	100	100	100	100	100			
Lovu (#189)	100	100	100	100	83	100	N/A	97	96
	100	100	90	100	83	100			
Megacity (#190)	100	100	100	100	100	100	96	97	95
	100	100	60	100	83	100			
uMnini (#191)	100	100	100	100	100	100	N/A	100	100
	100	100	100	100	100	100			
Mpumalanga (#192)	100	100	90	100	100	100	94	98	99
	100	100	100	100	100	100			
Phoenix (#193)	100	100	100	100	100	100	100	94	100
	100	100	100	100	100	100			
Pinetown (#194)	100	100	100	100	100	100	100	97	100
	100	100	100	100	100	100			
Tongaat (#195)	100	83	100	100	83	100	97	97	96
	100	100	90	100	100	100			
Verulam (#196)	100	100	100	100	83	100	N/A	N/A	97
	100	100	80	100	100	100			
Dimensions Averages	**100**	**99**	**96**	**100**	**93**	**100**	**98**	**96**	**98**
								Increased by 2%	

Table 18 – Evaluation Results – Hall Bookings

Hall Bookings make a correction from the previous evaluation period. This section made an increase of 2%, moving back to 98% of 2017. It is commendable that this section is balanced in all dimensions evaluated.

9.15. Parks, Recreation and Culture Unit (Libraries)

Centre Name and Ref #	*Dimension 1* Effectiveness on policies	*Dimension 2* Adherence to policies	*Dimension 3* Service Delivery	*Dimension 4* Systems, Methods & Procedures	*Dimension 5* Personnel	*Dimension 6* Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
Adams Mission (#197)	100	100	100	100	83	100	100	N/A	97
	100	100	100	100	83	100			
Amanzimtoti (#198)	100	100	100	100	83	100	100	99	97
	100	100	100	100	83	100			
Athlone (#199)	100	100	100	100	83	100	100	100	99
	100	100	100	100	100	100			
Asherville (#200)	100	100	100	100	100	100	97	97	100
	100	100	100	100	100	100			
Austerville (#201)	100	100	100	100	100	100	97	97	99
	100	100	100	100	83	100			
Bayview (#202)	100	100	100	100	100	100	100	100	99
	100	100	100	100	83	100			
Beach (#203)	100	100	100	100	100	100	100	97	100
	100	100	100	100	100	100			
Besters (#204)	100	100	100	100	83	100	100	97	99
	100	100	100	100	100	100			
Canelands (#205)	100	100	100	100	83	100	100	97	97
	93	100	100	100	83	100			
Caneside (#206)	100	100	100	100	100	100	100	97	100
	100	100	100	100	100	100			
Cato Crest (#207)	100	100	100	100	83	100	97	97	97
	100	100	100	100	83	100			
Cato Ridge (#208)	100	100	100	100	100	100	97	97	99
	100	100	100	100	83	100			
Central Don Africana (#209)	100	100	100	100	83	100	97	95	97
	100	100	100	100	83	100			
Chatsworth (#210)	100	100	100	100	83	100	N/A	100	97
	100	100	100	100	83	100			
Chesterville (#211)	100	100	100	100	83	100	92	52	97
	100	100	100	100	83	100			
Chesterville Ext. (#212)	100	100	100	100	100	100	97	38	99
	100	100	100	100	83	100			
City Hall, Central Lending (#213)	100	100	100	100	100	100	100	97	99
	100	100	100	100	83	100			
Clermont (#214)	100	100	100	100	83	100	96	96	97
	100	100	100	100	83	100			
Craigieburn (#215)	100	100	100	100	83	100	100	96	97
	100	100	100	100	83	100			
Crofdene (#216)	100	100	100	100	83	100	97	100	97
	100	100	100	100	83	100			
Dassenhoek (#217)	100	100	100	100	83	100	100	85	97

Centre Name and Ref #	*Dimension 1* Effectiveness on policies	*Dimension 2* Adherence to policies	*Dimension 3* Service Delivery	*Dimension 4* Systems, Methods & Procedures	*Dimension 5* Personnel	*Dimension 6* Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
	100	100	100	100	83	100			
Durban North (#218)	100	100	100	100	83	100	100	100	97
	100	100	100	100	83	100			
Glanashley (#219)	100	100	100	100	100	100	100	96	99
	100	100	100	100	83	100			
Glenwood (#220)	100	100	100	100	83	100	99	97	97
	100	100	100	100	83	100			
Grosvenor (#221)	100	100	100	100	100	100	100	N/A	100
	100	100	100	100	100	100			
Hambanathi (#222)	100	100	100	100	75	100	100	97	97
	100	100	100	100	83	100			
Havenside (#223)	100	100	100	100	100	100	93	97	100
	100	100	100	100	100	100			
Hillary (#224)	100	100	100	100	83	100	97	97	97
	100	100	100	100	83	100			
Hillcrest (#225)	100	100	100	100	83	100	97	100	97
	100	100	100	100	83	100			
Inanda (Ohlange) (#226)	100	100	100	100	67	100	97	93	97
	100	100	100	100	100	100			
Isipingo Beach (#227)	100	100	100	100	83	100	100	97	97
	Closed for a number of weeks due to corona virus. Three visits conducted in vain								
Isipingo Civic (#228)	100	100	100	100	83	100	98	78	97
	100	100	100	100	83	100			
Kingsburgh (#229)	100	100	100	100	83	100	97	97	99
	100	100	100	100	100	100			
Klaarwater (#230)	100	100	100	100	83	100	100	97	93
	100	100	100	100	83	50			
Kloof (#231)	100	100	100	100	83	100	97	97	97
	100	100	100	100	83	100			
KwaDabeka (#232)	100	100	100	100	75	100	88	96	98
	100	100	100	100	100	100			
KwaMakhutha (#233)	100	100	100	100	83	100	100	97	91
	93	83	80	100	58	100			
KwaMashu (#234)	100	100	100	100	83	100	94	93	97
	100	100	100	100	83	100			
La Lucia (#235)	100	100	100	100	83	100	100	97	97
	100	100	100	100	83	100			
Lamontville (#236)	100	100	100	100	83	100	97	33	97
	100	100	100	100	83	100			
Malvern (#237)	100	100	100	100	83	100	91	97	97
	100	100	100	100	83	100			
Mariannridge (#238)	100	100	100	100	100	100	100	92	100

Centre Name and Ref #	*Dimension 1* Effectiveness on policies	*Dimension 2* Adherence to policies	*Dimension 3* Service Delivery	*Dimension 4* Systems, Methods & Procedures	*Dimension 5* Personnel	*Dimension 6* Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
	Mystery shoppers could not access the library it was closed for stock taking purpose								
Merebank (#239)	The library is still under renovation						95	N/A	100
	100	100	100	100	100	100			
Montford (#240)	100	100	100	100	83	100	100	97	97
	100	100	100	100	83	100			
Montlands (#241)	100	100	100	100	83	100	100	97	97
	100	100	100	100	83	100			
Moorton (#242)	100	100	100	100	83	100	100	97	97
	100	100	100	100	83	100			
Motala Heights (#243)	100	100	100	100	83	100	92	97	97
	100	100	100	100	83	100			
Mpola (#244)	100	100	100	100	83	100	94	80	97
	100	100	100	100	83	100			
Mpumalanga (#245)	100	100	100	100	83	100	97	100	97
	100	100	100	100	83	100			
New Germany (#246)	100	100	100	100	83	100	94	94	97
	100	100	100	100	83	100			
Newlands East (#247)	100	100	100	100	83	50	92	89	93
	100	100	100	100	83	100			
Newlands West (#248)	100	100	100	100	83	100	97	100	97
	100	100	100	100	83	100			
Nirvana Hills (#249)	100	100	100	100	83	100	100	97	97
	100	100	100	100	83	100			
Ntuzuma F (#250)	100	100	100	100	83	100	100	97	96
	100	92	100	100	75	100			
Pinetown (#251)	100	100	100	100	75	100	83	67	97
	100	100	100	100	83	100			
Prince Edward (#252)	100	100	100	100	100	100	100	100	99
	100	100	100	100	83	100			
Redhill (Firwood) (#253)	100	100	100	100	83	100	100	96	97
	100	100	100	100	83	100			
Sastri Park (#254)	100	100	100	100	100	100	100	97	99
	100	100	100	100	83	100			
Shallcross (#255)	Mystery shoppers could not access the library it was closed for stock taking purpose						90	97	97
	100	100	100	100	83	100			
Sparks Estate (#256)	100	100	100	100	100	100	100	97	100
	Mystery shopper could not access the library as it was closed due to renovations								
St Wendolins (#257)	100	100	100	100	83	100	93	100	97
	100	100	100	100	83	100			
Stanmore (#258)	100	100	100	100	83	100	96	97	97
	100	100	100	100	83	100			
Stonebridge (#259)	100	100	100	100	83	100	97	97	97

Centre Name and Ref #	*Dimension 1* Effectiveness on policies	*Dimension 2* Adherence to policies	*Dimension 3* Service Delivery	*Dimension 4* Systems, Methods & Procedures	*Dimension 5* Personnel	*Dimension 6* Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
	100	100	100	100	75	100			
Thornwood (#260)	100	100	100	100	83	100	N/A	N/A	87
	64	33	90	100	75	100			
Tongaat Beach (#261)	100	92	100	100	83	100	96	100	97
	100	100	100	100	83	100			
Tongaat Central (#262)	100	100	100	100	83	100	96	94	97
	100	100	100	100	83	100			
Tongaat South (#263)	100	100	100	100	83	100	97	96	99
	100	100	100	100	100	100			
Trenance Park (#264)	21	100	100	100	100	100	97	96	93
	100	100	100	100	100	100			
Tshelimnyama (#265)	100	100	100	100	83	100	97	83	97
	100	100	100	100	83	100			
Umbilo (#266)	100	100	100	100	83	100	100	97	99
	100	100	100	100	100	100			
Umbumbulu (#267)	100	100	100	100	83	100	N/A	93	97
	100	100	100	100	83	100			
Umdloti (#268)	100	100	100	100	83	100	N/A	97	97
	100	100	100	100	83	100			
Umhlanga (#269)	100	100	100	100	100	100	97	100	100
	Moved to La Lucia Library								
Umkhumbane – Wiggins (#270)	100	100	100	100	83	100	100	97	96
	100	100	100	100	66	100			
Umkomaas (#271)	100	100	100	100	83	100	100	97	97
	100	100	100	100	83	100			
Umlazi AA (#272)	100	100	100	100	83	100	93	97	97
	100	100	100	100	83	100			
Umlazi W (#273)	100	100	100	100	83	100	93	86	97
	100	100	100	100	83	100			
UMnini (#274)	100	100	100	100	83	100	N/A	99	97
	100	100	100	100	83	100			
Umzinyathi (#275)	100	100	100	100	83	100	N/A	N/A	95
	93	100	100	100	83	83			
Verulam (#276)	100	100	100	100	100	100	N/A	92	95
	100	100	100	100	42	100			
Waterfall (#277)	100	100	100	100	83	100	92	100	97
	100	100	100	100	83	100			
Westville (#278)	100	100	100	100	83	100	92	100	97
	100	100	100	100	83	100			
Westville North (#279)	100	100	100	100	83	100	97	100	97
	100	100	100	100	83	100			
Whetstone (Phoenix) (#280)	100	100	100	100	83	100	96	97	97

Centre Name and Ref #	Dimension 1 Effectiveness on policies	Dimension 2 Adherence to policies	Dimension 3 Service Delivery	Dimension 4 Systems, Methods & Procedures	Dimension 5 Personnel	Dimension 6 Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
	100	100	100	100	83	100			
Windermere (#281)	100	100	100	100	83	100	100	97	97
	100	100	100	100	83	100			
Woodhurst (#282)	100	100	100	100	83	100	97	97	97
	100	100	100	100	83	100			
Wyebank (#283)	100	100	100	100	75	100	94	97	97
	100	100	100	100	83	100			
Dimensions Averages	**99**	**99**	**100**	**100**	**85**	**99**	**100**	**94**	**97**
							Increased by 3%		

Table 19 –Evaluation Results – Library

This sector has improved by 3% compared to 2019 results. It is pleasing to see a department with so many centres scoring above the minimum threshold in all centres. Great improvements are notable in three (3) centres. Chesterville improved from 52% (2019) to 97%, Chesterville Extension improved from 38% (2019) to 99% and Lamontville improved from 33% (2019) to 97%.

9.16. Parks, Recreation and Culture Unit (Museums)

Centre Name and Ref #	Dimension 1 Effectiveness on policies	Dimension 2 Adherence to policies	Dimension 3 Service Delivery	Dimension 4 Systems, Methods & Procedures	Dimension 5 Personnel	Dimension 6 Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
City Hall - Art Gallery (#284)	100	100	100	100	83	100	97	84	97
	100	100	100	100	83	100			
City Hall – Natural Science (#285)	100	100	100	100	100	100	97	97	100
	100	100	100	100	100	100			
Esplanade (#286)	100	100	100	100	83	100	N/A	N/A	97
	100	100	90	100	83	100			
Heritage Museum (Old Fort) (#287)	100	100	100	100	83	100	97	97	97
	The centre was not open for public due to corona virus								
History Museum Samora Machel Street (#288)	100	100	100	100	100	100	97	62	100
	100	100	100	100	100	100			
KwaMashu (#289)	100	100	100	100	83	100	100	100	99
	100	100	100	100	100	100			
Ordinance Rd Muhle Museum) (#290)	100	100	90	100	100	100	97	96	99

Centre Name and Ref #	Dimension 1 Effectiveness on policies	Dimension 2 Adherence to policies	Dimension 3 Service Delivery	Dimension 4 Systems, Methods & Procedures	Dimension 5 Personnel	Dimension 6 Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
	100	100	100	100	83	100			
Pinetown (#291)	100	100	100	100	83	50	92	84	70
	36	0	0	100	75	100			
Dimensions Averages	**96**	**93**	**92**	**100**	**89**	**97**	**97**	**89**	**95**
									Increased by 6%

Table 20 –Evaluation Results – Museum

This section has improved by 6%, moving from 89% (2019) to 95% (2020). The only centre that scored below the minimum threshold is Pinetown. The reason why Pinetown was scored low was due to the official who was providing service to the mystery shopper. The official was sitting with her legs on top of a chair facing at the back. When greeted by the mystery shopper, the official responded without looking at the customer. The transaction was not pleasant from beginning until the end.

9.17. Parks, Recreation and Culture Unit (Swimming Pools)

Centre Name and Ref #	Dimension 1 Effectiveness on policies	Dimension 2 Adherence to policies	Dimension 3 Service Delivery	Dimension 4 Systems, Methods & Procedures	Dimension 5 Personnel	Dimension 6 Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
Allex Bulley (#292)	100	100	100	100	83	100	81	97	97
	The pool was not open for public due to corona virus								
Ansteys (#293)	100	100	100	100	83	100	96	97	97
	The pool was not open for public due to corona virus								
Arena Park (#294)	The pool was closed						97	97	N/A
	The pool was not open for public due to corona virus								
Austerville (#295)	The pool was closed for the day for maintenance						97	97	N/A
	The pool was not open for public due to corona virus								
Balkumar Singh (#296)	100	100	100	100	100	100	100	96	99
	100	100	100	100	83	100			
Bayview (#297)	100	100	100	100	83	100	97	96	97
	The pool was not open for public due to corona virus								
Bellair (#298)	100	100	100	100	100	100	97	97	100
	The pool was not open for public due to corona virus								
Belvedere Flamba (#299)	100	100	100	100	83	100	97	97	97
	The pool was not open for public due to corona virus								
Brighton Beach (#300)	Pool was closed for renovations						95	98	N/A
	The pool was not open for public due to corona virus								
Buffelsdale (#301)	100	100	100	89	83	100	97	95	97
	The pool was not open for public due to corona virus								
Chesterville (#302)	Mystery shoppers could not get inside the pool as the gates were closed but the pool looked functional from a distance.						97	100	N/A
	The pool was not open for public due to corona virus								

Centre Name and Ref #	*Dimension 1* Effectiveness on policies	*Dimension 2* Adherence to policies	*Dimension 3* Service Delivery	*Dimension 4* Systems, Methods & Procedures	*Dimension 5* Personnel	*Dimension 6* Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
Croftdene (#303)	100	100	100	100	100	100	97	97	100
	The pool was not open for public due to corona virus								
Dakota (Isipingo) (#304)	100	100	100	100	83	100	82	97	97
	The pool was not open for public due to corona virus								
Durban North (#305)	100	100	100	100	100	100	97	97	100
	The pool was not open for public due to corona virus								
Firwood (#306)	The pool was closed						100	N/A	N/A
	The pool was not open for public due to corona virus								
Hambanathi (#307)	100	100	100	100	100	100	100	97	99
	100	100	100	100	83	100			
Illovo Beach (#308)	100	100	100	100	83	100	97	97	97
	100	100	60	100	83	100			
Inyoni Beach (#309)	100	100	100	100	83	100	97	95	97
	100	100	100	100	83	100			
Isipingo Hills (#310)	100	100	100	100	83	100	100	97	97
	The pool was not open for public due to corona virus								
Kings Park (#311)	100	100	100	100	83	100	100	100	97
	The pool was not open for public due to corona virus								
KwaMashu D (#312)	The pool was closed						100	N/A	N/A
	The pool was not open for public due to leakage								
KwaMashu G (#313)	100	100	100	100	100	100	100	100	99
	100	100	100	100	83	100			
Laguna (#314)	100	100	100	100	83	100	97	96	97
	The pool was not open for public due to corona virus								
Lahee Park (#315)	100	100	100	100	83	100	97	97	97
	The pool was not open for public due to corona virus								
Lamontville (#316)	100	100	100	100	83	100	92	93	97
	The pool was not open for public due to corona virus								
Lieutenant King (#317)	Pool was closed for renovations						97	97	N/A
	The pool was not open for public due to corona virus								
Mariannridge (#318)	100	100	100	100	83	100	92	97	97
	100	100	100	100	83	100			
Merewent (#319)	100	100	100	100	83	100	86	100	97
	The pool was not open for public due to corona virus								
Nagina (#320)	100	100	100	100	83	100	94	97	97
	100	100	100	100	83	100			
Newlands West (#321)	The pool was not operating						N/A	81	N/A
	The pool was not open for public due to corona virus – or still not operating								
Ntuzuma E (#322)	Pool was closed because of leakage						85	97	N/A
	The pool was not open for public due to corona virus								
Oonagh Whitsitt (#323)	100	100	100	100	83	100	97	97	97
	The pool was not open for public due to corona virus								

Centre Name and Ref #	*Dimension 1* Effectiveness on policies	*Dimension 2* Adherence to policies	*Dimension 3* Service Delivery	*Dimension 4* Systems, Methods & Procedures	*Dimension 5* Personnel	*Dimension 6* Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
Pipeline (#324)	100	100	100	100	83	100	93	97	97
	100	100	100	100	75	100			
Rachel Finlayson (#325)	100	100	100	100	83	100	N/A	N/A	97
	100	100	100	100	83	100			
Rainham Phoenix (#326)	100	100	100	100	83	100	100	100	96
	100	100	100	100	100	67			
Reunion Park (#327)	100	100	100	100	83	100	97	100	97
	The pool was not open for public due to corona virus								
Shallcross (#328)	The pool was closed due to leakage caused by broken pipes						N/A	N/A	N/A
	The pool was not open for public due to corona virus – or still leakage								
South Beach Paddling (#329)	100	100	100	100	83	100	96	97	86
	93	62	90	100	67	33			
Stanmore (#330)	100	100	100	100	58	100	100	97	94
	100	100	100	100	75	100			
Tesoriere (#331)	100	100	100	100	83	100	97	97	97
	100	100	100	100	83	100			
Tiger Rock (#332)	100	100	100	100	83	100	97	97	97
	The pool was not open for public due to corona virus								
Tills Crescent (#333)	100	100	100	100	83	100	97	97	97
	100	100	100	100	83	100			
Umgababa (#334)	The pool was closed as it was under maintenance						N/A	N/A	N/A
	The pool was not open for public due to corona virus – or still under maintenance								
Umlazi BB (#335)	The pool was not operating since it was being renovated						97	N/A	N/A
	The pool was not open for public due to corona virus – or still being renovated								
Umlazi D (#336)	100	100	90	100	75	100	71	93	94
	The pool was not open for public due to corona virus								
Umlazi G (#337)	The pool was not operating since it was being renovated						97	100	N/A
	The pool was not open for public due to corona virus – or still being renovated								
Verulam (#338)	100	100	100	100	100	100	97	88	97
	100	100	100	100	58	100			
Westville (#339)	100	100	100	100	83	100	96	97	97
	The pool was not open for public due to corona virus								
Winkelspruit (#340)	100	100	100	100	83	100	N/A	100	97
	The pool was not open for public due to corona virus								
Dimensions Averages	**100**	**99**	**99**	**100**	**84**	**98**	96	97	97
									Increased by 0%

Table 21 – Evaluation Results – Swimming Pool

This is the only sector which did not record any increase. Thirteen (13) swimming pools could not be evaluated though they have been visited several times. There were two (2) factors that contributed to these centres not

being evaluated. Other swimming pools are still under renovations whereas others were closed due to COVID-19.

9.18. Sizakala Customer Service Unit (Registries)

Centre Name and Ref #	*Dimension 1* Effectiveness on policies	*Dimension 2* Adherence to policies	*Dimension 3* Service Delivery	*Dimension 4* Systems, Methods & Procedures	*Dimension 5* Personnel	*Dimension 6* Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
Hillcrest (#341)	100	100	100	100	83	100	100	83	99
	100	100	100	100	100	100			
Kingsburgh (#342)	100	100	100	100	100	100	96	86	100
	100	100	100	100	100	100			
Old Fort Road (#343)	100	100	100	100	83	100	97	97	97
	100	100	100	100	83	100			
Pinetown (#344)	100	100	100	100	83	100	96	96	97
	100	100	100	100	83	100			
Umhlanga (#345)	100	100	100	100	100	100	100	100	99
	100	100	100	100	83	100			
Verulam (#346)	100	100	100	100	100	100	N/A	93	100
	100	100	100	100	100	100			
Dimensions Averages	**100**	**100**	**100**	**100**	**92**	**100**	**98**	**93**	**99**
							Increased by 6%		

Table 22 – Evaluation Results – Registries

This department has improved by 6% as compared to 2019 evaluation results. This section has improved such that it scores maximum points in five (5) dimensions.

9.19. Sizakala Customer Service Unit (Sizakala Centres)

Centre Name and Ref #	*Dimension 1* Effectiveness on policies	*Dimension 2* Adherence to policies	*Dimension 3* Service Delivery	*Dimension 4* Systems, Methods & Procedures	*Dimension 5* Personnel	*Dimension 6* Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
Besters (#347)	100	100	100	100	100	100	100	87	100
	100	100	100	100	100	100			
Chatsworth (#348)	100	100	100	100	100	100	88	100	99
	100	100	100	100	83	100			
Chesterville (#349)	100	100	100	100	100	100	97	95	100
	100	100	100	100	100	100			
Clermont (#350)	100	100	100	100	83	100	83	91	98
	100	100	100	100	92	100			
Craigieburn (#351)	100	100	100	100	83	100	100	100	99
	100	100	100	100	100	100			
EMaphephethweni (#352)	100	100	100	100	83	100	96	97	90
	100	83	70	89	58	100			
Florence Mkhize (#353)	100	100	100	100	83	100	97	97	95
	100	58	100	100	100	100			
Fredville (#354)	100	100	100	100	100	100	96	81	98
	93	100	100	100	83	100			
Hillcrest (#355)	100	100	100	100	83	100	94	99	99
	100	100	100	100	100	100			
Isipingo (#356)	100	100	100	100	83	100	100	72	96
	100	100	90	100	83	100			
Kingsburg (#357)	100	100	100	100	100	100	97	97	100
	100	100	100	100	100	100			
Klaarwater (#358)	100	100	100	100	83	100	94	97	98
	100	100	90	100	100	100			
KwaDabeka (#359)	100	100	100	100	83	100	90	100	99
	100	100	100	100	100	100			
KwaMashu (#360)	100	100	100	100	83	100	100	86	96
	100	100	90	100	83	100			
KwaNdengezi (#361)	93	58	80	100	83	100	N/A	89	87
	79	75	90	100	83	100			
Lamontville (#362)	100	100	100	100	100	100	100	94	99
	100	100	90	100	100	100			
Lovu (#363)	100	100	100	100	83	100	97	100	97
	100	100	100	100	83	100			
KwaMnyandu (#364)	100	100	100	100	100	100	N/A	100	100
	100	100	100	100	100	100			
Mpumalanga (#365)	100	100	100	100	100	100	94	96	100
	100	100	100	100	100	100			
Nagina (#366)	100	100	100	100	100	100	89	100	100
	100	100	100	100	100	100			

Centre Name and Ref #	*Dimension 1* Effectiveness on policies	*Dimension 2* Adherence to policies	*Dimension 3* Service Delivery	*Dimension 4* Systems, Methods & Procedures	*Dimension 5* Personnel	*Dimension 6* Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
Ntshongweni (#367)	100	100	100	100	83	100	97	96	96
	100	100	100	100	67	100			
Ntuzuma (#368)	100	100	100	100	83	100	100	95	97
	100	100	100	100	83	100			
Phoenix (#369)	100	100	100	100	100	100	100	89	100
	100	100	100	100	100	100			
Pinetown (#370)	100	100	90	100	100	100	97	61	98
	100	100	90	100	100	100			
Sankontshe (#371)	100	100	100	100	75	100	94	100	98
	100	100	100	100	100	100			
Shallcross (#372)	100	100	100	100	100	100	83	97	100
	100	100	100	100	100	100			
South Durban Basin (SDB) (#373)	100	100	100	100	100	100	97	88	99
	100	100	100	100	83	100			
Tongaat (#374)	100	100	100	100	83	100	95	97	96
	100	100	90	100	83	100			
Umbumbulu (#375)	100	100	100	100	100	100	100	100	99
	100	100	90	100	100	100			
Umhlanga (#376)	100	100	100	100	100	100	97	100	100
	100	100	100	100	100	100			
Umlazi Megacity (#377)	100	100	100	100	100	100	100	99	99
	100	100	100	100	83	100			
UMnini (#378)	100	100	100	100	100	100	99	83	100
	100	100	100	100	100	100			
Upper Molweni (#379)	100	100	100	100	83	100	88	47	99
	100	100	100	100	100	100			
Verulam (#380)	100	100	100	100	100	100	97	58	96
	100	100	90	67	100	100			
Warwick Junction (#381)	100	100	100	100	100	100	96	90	99
	100	100	100	100	83	100			
Zwelibomvu (#382)	100	100	100	100	100	100	94	97	99
	100	100	90	100	100	100			
Dimensions Averages	**100**	**98**	**98**	**99**	**92**	**100**	**95**	**91**	**98**
									Increased by 7%

Table 23 – Evaluation Results – Sizakala

Sizakala Centres has improved by 7% - moving from 91% obtained in 2019 to 98%. There has been improvement in all dimensions. Effectiveness on policies as well as adherence to policies (dimension 1 and 2) have moved from 93% (2019) to 100% and 93% (2020) respectively. Dimension 3 (service delivery) improved by 10% as it was

sitting at 88% in 2019 and now at 98%. Sizakala centres maintain centres very well as centre appearance (dimension 6) has improved from 87% (2019) to 100%.

The centre that needs to be monitored is KwaNdengezi. The official working there could not provide satisfactory service. During the first evaluation, she was busy playing with her ruler and paper at the same time talking to other colleagues. During the second evaluation, an identified official could not assist the mystery shopper with detailed information based on service enquiry.

9.20. Revenue Management Unit (Cashiers)

Centre Name and Ref #	*Dimension 1* Effectiveness on policies	*Dimension 2* Adherence to policies	*Dimension 3* Service Delivery	*Dimension 4* Systems, Methods & Procedures	*Dimension 5* Personnel	*Dimension 6* Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
Bester (#383)	100	100	100	100	83	100	N/A	94	99
	100	100	100	100	100	100			
Chatsworth (#384)	100	100	100	100	100	100	79	97	100
	100	100	100	100	100	100			
Chesterville (#385)	100	100	100	100	83	100	97	100	97
	100	100	100	100	83	100			
Clermont (#386)	100	100	90	100	100	100	68	97	98
	100	100	100	100	83	100			
Craigieburn (#387)	100	100	100	100	100	100	100	90	100
	100	100	100	100	100	100			
Florence Mkhize (#388)	100	100	100	100	83	100	97	100	95
	100	100	90	89	83	100			
Hillcrest (#389)	100	100	100	100	83	100	96	100	99
	100	100	100	100	100	100			
Ilovu (#390)	100	100	100	100	92	100	N/A	N/A	98
	100	100	100	100	83	100			
Isipingo (#391)	100	100	100	100	83	100	N/A	100	99
	100	100	100	100	100	100			
Kingsburgh (#392)	100	100	100	100	100	100	97	97	100
	100	100	100	100	100	100			
KwaMashu E (#393)	100	100	100	100	83	100	N/A	92	95
	100	92	90	100	75	100			
KwaMnyandu (#394)	100	100	100	100	83	100	N/A	97	97
	100	100	100	100	83	100			
Mbumbulu (#395)	Cashiers only come on Thursdays						N/A	97	99
	100	100	100	100	92	100			
Mpumalanga (#396)	100	100	100	100	100	100	100	100	100
	100	100	100	100	100	100			
Ntuzuma (#397)	100	100	100	100	100	100	N/A	100	96
	100	100	90	89	75	100			
Phoenix (#398)	100	100	100	100	100	100	100	92	100

Centre Name and Ref #	Dimension 1 Effectiveness on policies	Dimension 2 Adherence to policies	Dimension 3 Service Delivery	Dimension 4 Systems, Methods & Procedures	Dimension 5 Personnel	Dimension 6 Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
	100	100	100	100	100	100			
Pinetown (#399)	100	100	100	100	83	100	100	97	97
	100	100	100	100	75	100			
Tongaat (#400)	100	100	100	100	83	100	97	93	97
	100	92	100	100	83	100			
Umlazi Megacity (#401)	100	100	100	100	100	100	100	97	99
	100	100	100	100	83	100			
Verulam (#402)	100	100	100	100	83	100	100	70	99
	100	100	100	100	100	100			
Warwick (#403)	100	100	100	100	83	100	N/A	100	97
	100	100	100	100	83	100			
Dimensions Averages	**100**	**100**	**99**	**99**	**90**	**100**	**96**	**95**	**98**
									Increased by 3%

Table 24 – Evaluation Results – Cashiers

This section has increased by 3%. The department has set a new baseline for itself as it now at 98%. The balance in all dimensions is commendable.

9.21. Revenue Management Unit (Rates)

Centre Name and Ref #	Dimension 1 Effectiveness on policies	Dimension 2 Adherence to policies	Dimension 3 Service Delivery	Dimension 4 Systems, Methods & Procedures	Dimension 5 Personnel	Dimension 6 Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
Chatsworth (#404)	100	100	100	100	100	100	97	100	100
	100	100	100	100	100	100			
Chesterville (#405)	100	100	100	100	83	100	97	97	97
	100	100	100	100	83	100			
Clermont (#406)	The centre was not evaluated as it was not open.						89	87	
	100	100	100	100	83	100			
Craigieburn (#407)	100	100	100	100	100	100	100	100	99
	93	100	100	100	100	100			
Florence Mkhize (#408)	100	100	100	100	83	100	97	47	97
	100	100	100	100	83	100			
Hillcrest (#409)	100	92	100	100	100	100	100	99	99
	100	100	100	100	100	100			
Isipingo (#410)	100	100	100	100	83	100	N/A	N/A	97
	100	100	100	100	83	100			
Kingsburgh (#411)	100	100	100	100	100	100	97	100	100
	100	100	100	100	100	100			
KwaMnyandu (#412)	100	100	100	100	100	100	N/A	96	100
	100	100	100	100	100	100			
Mpumalanga (#413)	100	100	100	100	100	100	94	96	100
	100	100	100	100	100	100			

Centre Name and Ref #	*Dimension 1* Effectiveness on policies	*Dimension 2* Adherence to policies	*Dimension 3* Service Delivery	*Dimension 4* Systems, Methods & Procedures	*Dimension 5* Personnel	*Dimension 6* Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
Phoenix (#414)	100	100	100	100	100	100	97	93	99
	100	100	100	89	100	100			
Pinetown (#415)	100	100	100	100	83	100	97	96	97
	100	100	100	100	83	100			
Tongaat (#416)	100	100	100	100	83	100	95	96	97
	100	100	100	100	83	100			
Umhlanga (#417)	100	100	100	100	83	100	N/A	N/A	99
	100	100	100	100	100	100			
Umlazi (#418)	100	100	100	100	100	100	97	97	99
	100	100	100	100	83	100			
Verulam (#419)	100	100	100	100	83	100	100	93	99
	100	100	100	100	100	100			
Dimensions Averages	**100**	**100**	**100**	**100**	**92**	**100**	**97**	**93**	**99**
									Increased y 6%

Table 25 – Evaluation Results – Rates

This section has recovered from the decrease of 4% as at 2019. The section has improved by 6%. The balance in all dimensions is commendable.

9.22. Water and Sanitation Unit (Water)

Centre Name and Ref #	*Dimension 1* Effectiveness on policies	*Dimension 2* Adherence to policies	*Dimension 3* Service Delivery	*Dimension 4* Systems, Methods & Procedures	*Dimension 5* Personnel	*Dimension 6* Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
Bester (#420)	100	100	100	100	100	100	N/A	91	100
	100	100	100	100	100	100			
Hammarsdale (#421)	100	100	100	100	83	100	94	91	97
	100	100	100	100	83	100			
Hillcrest (#422)	100	100	100	100	100	100	N/A	N/A	99
	100	100	100	100	92	100			
Kingsburgh (#423)	100	100	100	100	100	100	84	100	99
	100	100	90	100	100	100			
KwaMnyandu (3424)	100	100	100	100	83	100	N/A	99	99
	100	100	100	100	100	100			
KwaMnyandu Technical (#425)	100	100	100	100	83	100	N/A	N/A	99
	100	100	100	100	100	100			
Mega City (#426)	100	100	100	100	100	100	N/A	N/A	100
	100	100	100	100	100	100			
Pinetown (#427)	100	100	100	100	83	100	100	96	99
	100	100	100	100	100	100			
Prior Rd (#428)	100	100	100	100	83	100	100	89	96
	100	100	90	100	83	100			
Verulam (#429)	100	100	100	100	100	100	100	96	99
	100	100	100	100	83	100			
Dimensions Averages	**100**	**100**	**99**	**100**	**93**	**100**	**96**	**95**	**99**
								Increased by 4%	

Table 26 –Evaluation Results – Water

Water has made improvement as the section increased by 4% as compared to 2019. The section did well in all dimensions that were evaluated and followed the citywide trend on dimension five being lower than others.

The following section will present evaluation results for comparison shops.

10. Evaluation Results – Comparison Shops

Centre Name and Ref #	*Dimension 1* Effectiveness on policies	*Dimension 2* Adherence to policies	*Dimension 3* Service Delivery	*Dimension 4* Systems, Methods & Procedures	*Dimension 5* Personnel	*Dimension 6* Centre Appearance	RESULTS 2017	RESULTS 2019	RESULTS 2020
ABSA - Pinetown (#430)	100	100	100	100	100	100	100	99	100
	100	100	100	100	100	100			
Cashiers – Msunduzi (#431)	100	100	100	100	100	100	97	93	98
	100	100	100	100	75	100			
Department of Labour Durban (#432)	100	100	100	100	100	100	97	41	99
	100	100	90	100	100	100			
Department of Labour Pinetown (#433)	100	100	100	100	83	100	100	97	97
	100	100	100	100	83	100			
FNB Davenport (#434)	100	100	100	100	100	100	100	100	100
	100	100	100	100	100	100			
Home Affairs Pinetown (#435)	100	100	100	100	100	100	97	N/A	92
	100	100	40	78	83	100			
Msunduzi – Housing (#436)	100	100	100	100	100	100	97	27	73
	7	42	0	22	100	100			
Post Office – Hillcrest (#437)	100	100	100	100	100	100	97	100	100
	100	100	100	100	100	100			
SARS Pietermaritzburg (#438)	100	100	100	100	100	100	100	97	98
	100	100	100	78	100	100			
Standard Bank Pinetown (#439)	100	100	100	100	100	100	100	100	100
	100	100	100	100	100	100			
Ugu Water Services (#440)	100	100	100	100	100	100	100	97	99
	100	100	100	100	83	100			
Umhlathuze Civic Centre (#441)	100	100	100	100	100	100	88	97	99
	100	100	100	100	83	100			
Dimensions Averages	**96**	**98**	**93**	**95**	**95**	**100**	**98**	**86**	**96**
									Increased by 10%

Table 27 –Evaluation Results – Comparison Shops

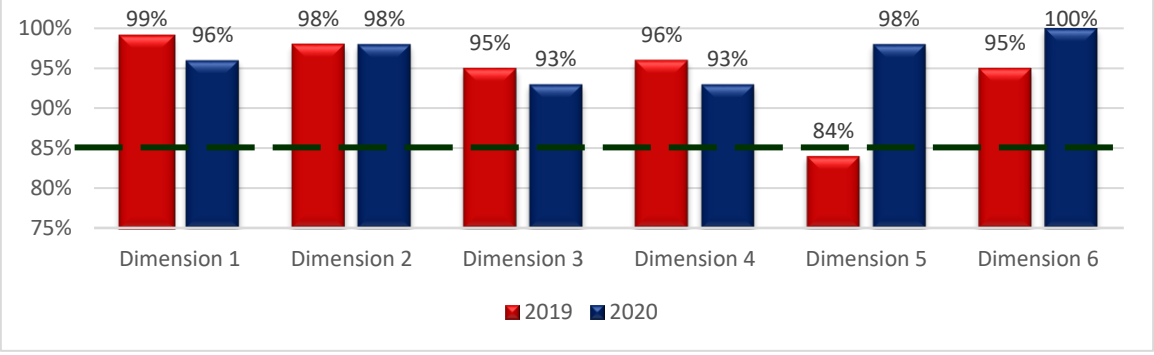

Figure 4 – Evaluation Results – Comparison Shops

Comparison shops increase by 10% as compared to 2019. It's worth noting that the dimension that was not doing well in 2019 (dimension five) has improved by 14% as it moved from 84% to 98%.

Section B

11. Evaluation Results – Municipal Contact Centres

Call centres play a crucial role in service delivery within the local government context. Proper and professional telephone etiquette becomes an imperative for anyone working in the call centre.

Call centres are regarded as the seventh dimension of the whole research. However, it was necessary to breakdown key indicators that form the basis of the call centre evaluations. Thus, the evaluation focused on the following:

- ***Indicator 1*** – Accessibility
- ***Indicator 2*** – Professionalism
- ***Indicator 3*** – Information
- ***Indicator 4*** – Feedback and referral

Call Centre (the seventh dimension) has received undesirable results as is scored less than the standard threshold. The following table presents findings for all municipal call centres that were evaluated.

Centre Name and Ref #	Accessibility %	Professionalism %	Information %	Feedback and Referral %	RESULTS 2017	RESULTS 2019	RESULTS 2020
Advertising and Signage (#442)	100	38	100	100	56	0	92
	100	100	100	100			
Beaches (#443)	100	100	100	100	63	100	100
	100	100	100	100			
Business Support (#444)	100	100	100	100	75	100	100
	100	100	100	100			
Cemetery Reception (#445)	100	100	100	100	94	100	100
	100	100	100	100			
City Fleet 7 Muvo card (#446)	100	38	100	100	63	97	89
	100	75	100	100			
City Integrity and Investigation (#447)	100	100	100	100	94	100	100
	100	100	100	100			
Development & Planning (#448)	100	100	100	100	81	100	50
	0	0	0	0			
Dial N Ride (#449)	100	100	100	100	100	0	97
	100	75	100	100			
District 1 – Parks (#450)	100	100	100	100	50	0	50
	0	0	0	0			
District 2 – Parks (#451)	100	100	100	100	81	88	100
	100	100	100	100			
District 3 – Parks (#452)	100	100	100	100	50	100	50
	0	0	0	0			
Durban Transport (#453)	100	100	100	100	100	100	97
	100	88	100	100			
Electricity (#454)	100	100	100	100	94	88	50
	0	0	0	0			
Emergency (#455)	100	100	100	100	81	100	100
	100	100	100	100			
Engineering (#456)	100	100	100	100	88	100	100
	100	100	100	100			
HR Systems (#457)	100	100	100	100	63	0	100
	100	100	100	100			
Human Settlement (#458)	0	0	0	0	N/A	100	0
	0	0	0	0			
Leisure Facilitation and Stadia (#459)	100	100	100	100	81	97	100
	100	100	100	100			
Libraries (#460)	0	0	0	0	N/A	100	50
	100	100	100	100			
Metro Police (#461)	100	100	100	100	19	100	100
	100	100	100	100			
Parks, Leisure and Cemeteries (#462)	100	100	100	100	69	0	99
	100	88	100	100			
People Mover (#463)	0	0	0	0	56	100	49
	100	88	100	100			
Revenue (#464)	0	0	0	0	88	0	50
	100	100	100	100			
Sizakala Customer Service (#465)	100	100	100	100	81	94	87
	50	50	100	100			
Switchboard (#466)	100	100	100	100	75	100	100
	100	100	100	100			
Average per Dimension	**81**	**77**	**82**	**82**	**68**	**75**	**80**

Table 28 – Evaluation Results – Municipal Contact Centres

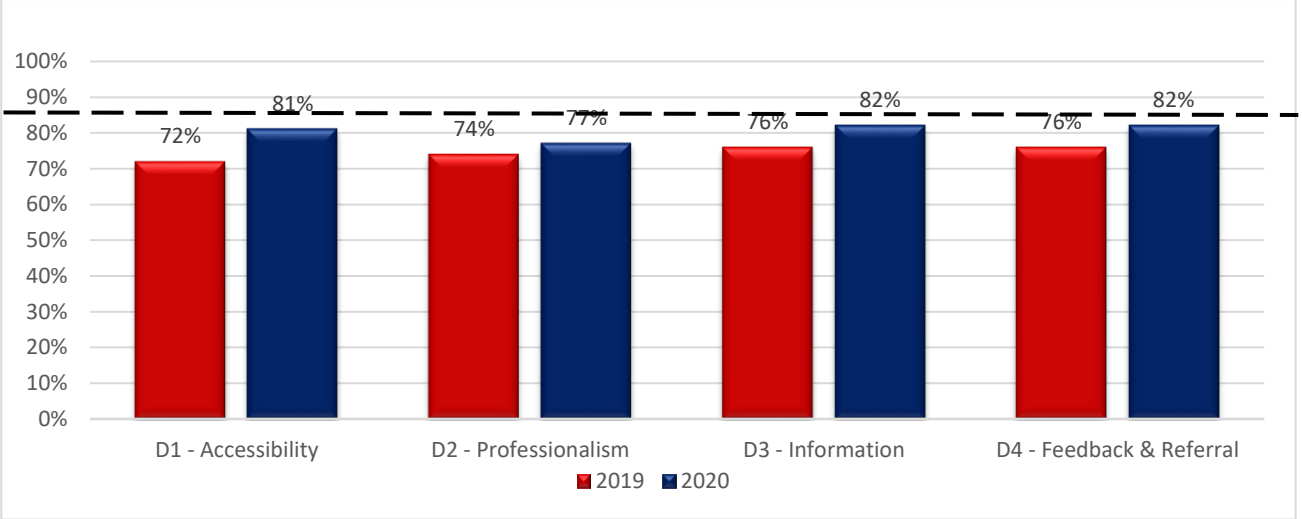

Figure 5 – Evaluation Results – Municipal Contact Centres

Municipal contact centres have improved in all four dimensions as compared to 2019. It is important to also note that the performance of municipal contact centre is much better than the performance of comparison contact centres. The overall score for municipal contact centres is 81% whereas comparison contact centres scored 50%.

Even though the performance is better that comparison contact centres, this sector needs a lot of improvement as it scored below the minimum threshold of 85% in all dimensions. The dimension that has the lowest score is professionalism. The main contributing factor to 77% of professionalism is the failure of municipal officials to introduce themselves when picking up calls. The survey revealed that 66% of officials do introduce themselves when picking up calls.

The following gives account on what transpired with specific contact centres.

- **Advertising and Signage**. This centre received below the minimum threshold of 85% as it scored 83%. There was one official evaluated on both occasions. During the first evaluation, the official lacked professionalism in that she failed to deal with basic telephone etiquettes like acknowledging a caller, mentioning centre name, introducing herself and offering to help. However, it is pleasing that during the second evaluation all these issues were addressed. This centre is historically not performing well as it was scored 56% in 2017 and 0% in 2019.

- **City Fleet – Muvo Card**. This centre received below the minimum threshold of 85% as it scored 77% which marks the decrease of 20% from the 2019 evaluation results. Two officials were evaluated. During the first evaluation, the official who was on the contact centre lacked professionalism in that she failed to deal with basic telephone etiquettes like acknowledging a caller, mentioning centre name,

introducing herself and offering to help. Nevertheless, it is pleasing that during the second evaluation another official covered all these issues. There is a need to upskill the first official who was on duty during the first evaluation.

- **Development Planning**. This centre received below the minimum threshold of 85% as it scored 50%. The centre received 100% during the first evaluation and 0% during the second evaluation. Mystery shopper called the centre three (3) times and nobody picked up the call. The centre has dropped by 50% as compared to 2019 evaluation results.

- **District 1 – Parks**. This centre received 49% that is far below the minimum standard of 85%. The centre did well during the first evaluation as it score maximum points. During the second evaluation, the call was accepted and dropped several times – hence the centre received -1% for that. It must be noted that for the past three evaluations, this centre has not been performing well as it received 50% in 2017 and 0% in 2019.

- **District 3 – Parks**. This centre received 50% that is also below the minimum threshold of 85%. The centre was contacted at least three (3) times during the second evaluation and nobody answered the calls – hence 50% is based on one evaluation. The centre dropped by 50% compared to 2019 evaluation results.

- **Electricity**. This centre received a score of 50%, which is based on the first evaluation. During the second evaluation, the centre could not be reached as the centre was experiencing high call volumes. The centre has recorded the drop of 38% as compared to 2019 results.

- **Human Settlement**. This centre could not be reached during two evaluations. The mystery shopper tried three times to reach the centre during the first evaluation but all was in vain. During the second evaluation, the mystery shopper tried five times at different times to get through, but again it was in vain. This has costed the centre the drop of 100% as compared to 2019 evaluation results.

- **Libraries.** This centre has scored 50%, which is below the minimum threshold. The centre could not be reached during the first evaluation as the mystery shopper tried to call several times without any success. During the second evaluation, the centre scored maximum points. The centre has dropped by 50% as compared to 2019 evaluation results.

- **People Muvo.** The centre was not accessible for evaluation during the first evaluation as the mystery shopper dialled more that than three times without anyone answering. Thee centre did well during the second evaluation in all aspects expect the failure of the official to introduce herself – as a result the centre obtained 47%. The centre has dropped by 53% as compared to 2019 evaluation results.

- **Revenue.** During the first evaluation and after the mystery shopper tried for more than fifteen minutes to make a call, there was no consultant to pick up the call. The centres was only accessible during the second evaluation – hence it scored 50%. Nevertheless, the centre has increased by 50% as compared to 2019 evaluation results.

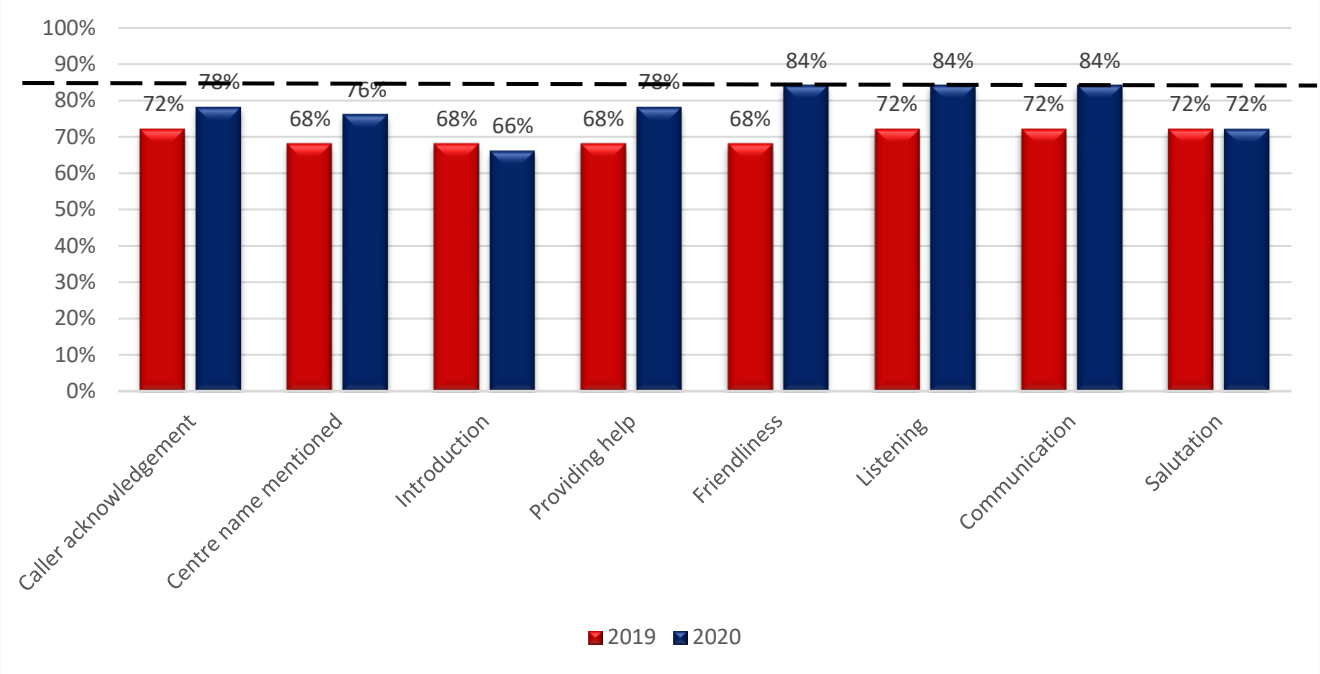

Figure 6 – Municipal Contact Centres Professionalism Results

12. Evaluation Results – Comparison Shops Contact Centres

The private sector performs better compared with the public sector when it comes to contact centre management.

Call centres are regarded as the seventh dimension of the whole research. However, it was necessary to breakdown key indicators that form the basis of the call centre evaluations. Thus, the evaluation focused on the following:

- ***Indicator 1*** – Accessibility
- ***Indicator 2*** – Professionalism
- ***Indicator 3*** – Information
- ***Indicator 4*** – Feedback and referral

The following table presents findings for the comparison contact centres.

Centre Name and Ref #	Accessibility %	Professionalism %	Information %	Feedback and Referral %	RESULTS 2017	RESULTS 2019	RESULTS 2020
Department of Labour UIF (#467)	100	100	100	100	N/A	0	50
	0	0	0	0			
FNB (#468)	100	100	100	100	N/A	100	100
	100	100	100	100			
Home Affairs (#469)	100	100	100	100	N/A	100	50
	0	0	0	0			
Umsunduzi Municipality (#470)	100	100	100	100	N/A	0	50
	0	0	0	0			
SARS (#471)	0	0	0	0	N/A	0	0
	0	0	0	0			
Average per Dimension	**50**	**50**	**50**	**50**	**N/A**	**40**	**50**

Table 29 – Evaluation Results – Comparison Contact Centres

The performance of comparison contact centres is not pleasing. Only one centre (FNB) received rating that is above the municipal standard threshold of 85%. It must be noted as well that out of the five contact centres evaluated, only FNB is in the private sector. The following gives account on what happened to other centres.

- **Department of Labour – UIF**. This centre received 50%, which is lower than the minimum threshold of 85%. The contact centre was not accessible during the second evaluation as the mystery shopper called more than three times without anyone answering the calls.

- **Department of Home Affairs**. This centre received 50%, which is lower than the minimum threshold of 85%. The contact centre was not accessible during the second evaluation as the mystery shopper called and the call was answered and the shopper waited for more than 10 minutes on the line due to high call volumes.

- This centre received 50%, which is lower than the minimum threshold of 85%. The contact centre was not accessible during the second evaluation. After several attempts to call this centre, nobody picked up the phone – even after trying alterative numbers.

- **South African Revenue Services (SARS)**. The centre was not accessible during both evaluations – hence it received 0%.

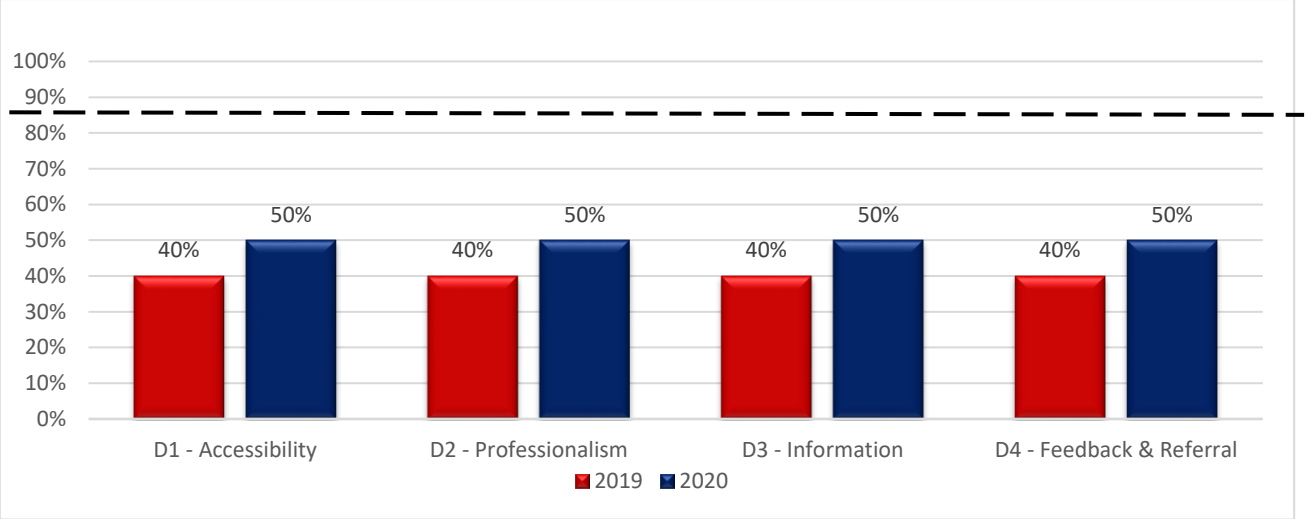

Figure 7 – Evaluation Results – Comparison Contact Centres

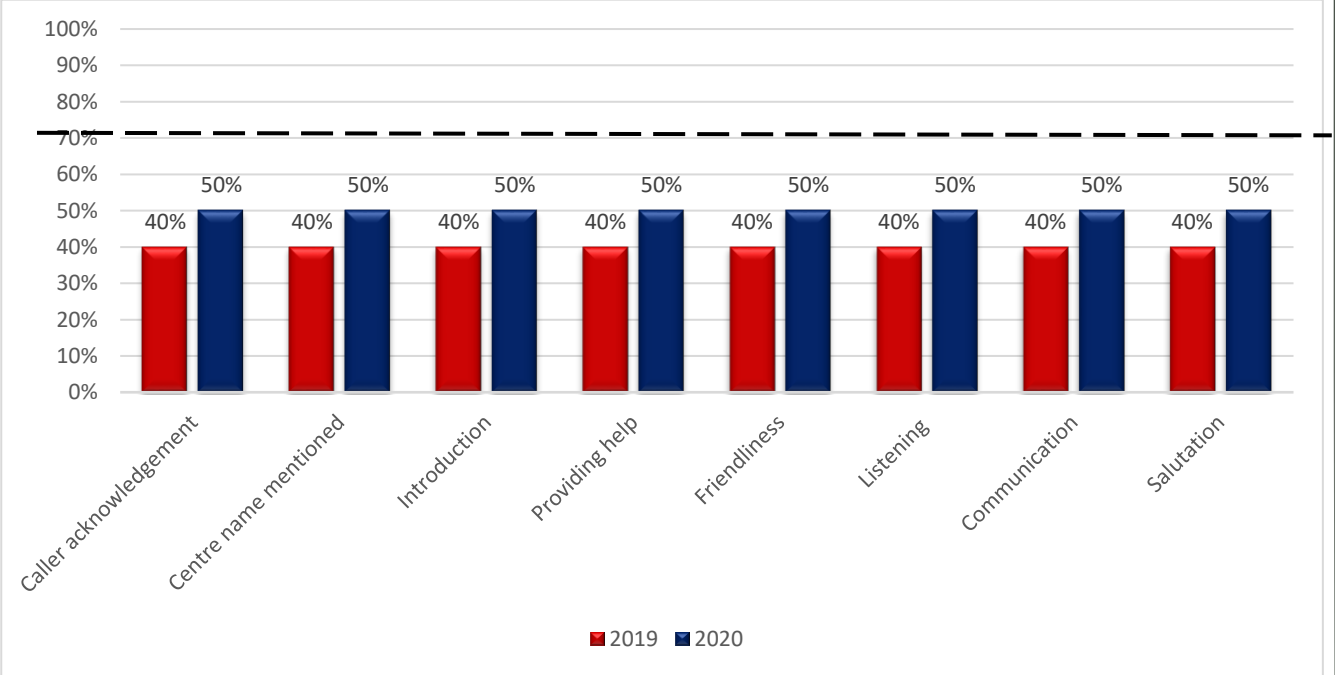

Figure 8 – Comparison Contact Centres Professionalism Results

Section C

13. Observations, Recommendations and Conclusion

This section is informed by researchers' understanding of local government policy environment in general and customer service and customer care in particular.

13.1. Instances of good customer service

There were 95 transactions where mystery shoppers were highly impressed with the service provided by various municipal officials. It is for the first time that such high number of transactions is recorded. This report will not deliberated in all 95 transactions, but a sample of some transactions is reported hereunder.

Section and Official	Service Description
Business Licensing – Hillcrest ***Nqaba Mhlanga***	Mhlanga provided excellent service to the mystery shopper. The official was very good in providing needed information. He provided reliable referrals to the mystery shopper.
Business Licensing – Kingsburgh ***Ntombi Mbatha***	The service was excellent. Mbatha explained everything well with practical examples. The workstation was neat and well managed.
Business Licensing – Pinetown ***Lindiwe***	Lindiwe provided a very service. She was well informed about the services provided. What impressed the mystery shopper was that she was also willing to provide more help.
Business Licensing – Verulam ***Honest Ngobese***	Ngobese provided excellent service to the mystery shopper. He explained everything in detail with exceptional manners and he was well informed about services available in the centre. He was willing to go an mile to impress the mystery shopper.
Business Support – Coastal Areas ***Sonia Chirina***	Sonia provided a world-class service. She answered the mystery shopper satisfactory. She displayed patience as she was explaining to the mystery shopper.
Business Support – Pinetown ***Sphindile Sithole***	Sithole was able to provide satisfactory answers on the questions from the mystery shopper. She displayed a lot of experience regarding the services provided by Business Support. She indeed knows her job undoubtedly.
Tourism – Inanda Ghandi ***Bongani Mthembu (security officer)***	Mthembu's service was good for a security officer. He was well informed and he showed a lot of respect. The mystery shopper was impressed.
Tourism – uShaka ***Sphelele Msomi***	The service was excellent. Msomi explained everything well to the mystery shopper. He took his time to show variety of booklet and brochures available in the centre.
Building Inspectorate – Hillcrest	Thulani showed kindness when providing the service. He explained everything to the satisfaction of the mystery shopper. He took the mystery shopper to his computer and

Section and Official	Service Description
Thulani	showed mystery's shopper's house from the map and discovered that mystery shopper's neighbor used the land that belonged to the mystery shopper. Thulani provided proper advise on how to deal with the matter at hand.
Electricity –Jeff Taylor ***Angel***	Angel was very helpful. She was willing to understand customer's needs. She took her time to explain to the mystery about electricity related queries raised. She provided a list of helplines that are used to all problems that customers come across.
Clinic – Kloof ***VS Mntambo***	Mntambo was so friendly to the customer. She paid undivided attend to the customer during the transaction. She was providing the service wearing a huge smile which made memorable interaction with her.
Clinic – Marriannridge ***Zodwa***	Zodwa gave an excellent service. She was friendly and very caring. She displayed courtesy as she provided a service. She was very courageous to the mystery shopper about the importance of staying healthy. She wanted to learn more about patient's needs.
Clinic – Mpola ***Neliswa Sokhulu***	Sokhulu provided excellent service. She knew her work. She even used her cellphone for assistance that was based on the enquiry.
Clinic – Mzinyathi ***Dr Xaba***	Dr Xaba was very good. Even though she was busy, she gave mystery shopper time to entertain the mystery shopper. She asked other patients who were making noise during the transaction to keep quite in a very polite manner. She looked very professional and displayed a lot of experience.
Metro Police – Chatsworth ***Mr Happer***	Happer welcomed the mystery shopper in a very friendly manner. When the mystery shopper arrived, Happer was still busy with another customer. He asked the mystery shopper politely to take a seat as he was serving another customer. He promised the mystery shopper that he was going to attend to him (mystery shopper) shortly. When Happer assisted the mystery shopper, he did that with exceptional professionalism.
Miscellaneous – Queensburgh DSW ***Thobani Makhanya***	Makhanya provided excellent service as he was assisting the mystery shopper with waste management related query. He provided good advises about DSW related service – how waste is transported and why they don't take certain waste. He provided the mystery shopper with number to call when hiring a skip.
Cemeteries - Pinetown ***Richard Mpanza***	Mpanza answered all questions from the mystery shopper with respect. He provided valid information and wrote down tariffs and addresses where the customer can go. He displayed a lot of experience. Mpanza was very friendly when providing the service.
Library – Beach ***Angel Gumede***	Angel provided an excellent service. She was dressed very professionally. Angela was knowledgeable and willing to help more.
Cashiers - Kingsburg ***Dlamini and Andile Mhlongo***	**Dlamini** provided excellent service to the mystery shopper. He was self-organized and manages himself professionally.

Section and Official	Service Description
	Andile Mhlongo provided excellent service to the mystery shopper. He was patient and willing to go an extra mile to make sure that the customer's needs were met.
Rates – Isipingo ***Nhlangulela***	This official provided a very good service and reliable referrals. Official was in a good dress code and was very respecting. Nhlangulela was explaining in details during the transaction with the customer. The centre was very clean, safe and well secured.

13.2. Instances of bad customer service

Section and Official	Service Description
Electricity – Sizakala Bester ***Duduzile***	The service was very bad. The official was arguing with the customer.
Clinic – Terence Park ***MaNzuza and Za***	MaNzuza and Za did not treat the mystery shopper well. They told the mystery to sit down until they her. The mystery shopper waited for 30 minutes and left without getting any help. During this time, they were not helping anyone at the reception.
Clinic – Phoenix Stanmore ***Rob***	The service was very bad. Rob was at the front desk, yet he did known anything about the clinic.
Clinic – Maphephetheni ***Unidentified***	The three nurses that were working on 30 September 2019 were shouting and screaming to patients without any sense of respect. They even went beyond and talked about patients' personal lives – calling them names. The whole service delivery experience was traumatic.
Clinic – Umzinyathi ***Miss Msomi***	Msomi provided the service without anything that shows adherence to Batho Pele Principles. She asked the mystery shopper very personal and offensive questions. For example, the mystery shopper was enquiring about family planning processes, and the response from Msomi insinuated that people who do family planning do so because they do not use protection and they are not scared of transmitted diseases like HIV/AIDS.
Museum – Pinetown ***Nokuthula***	Nokuthula was not welcoming at all. When the mystery shopper entered, she was sitting with her legs on top of another chair facing backward. When the mystery shopper greeted

Section and Official	Service Description
	her, she responded still facing backward and not looking at the mystery shopper. She only turned when the mystery shopper asked her if she worked there.
Sizakala – KwaNdengezi ***Babalo and/ or Unidentified official***	The official working in this centre could not provide satisfactory service. During the first evaluation, she was busy playing with her ruler and paper at the same time talking to other colleagues. During the second evaluation, an identified official could not assist the mystery shopper with detailed information based on service enquiry

13.3. Recommendations

13.3.1. Going beyond services and products knowledge

COVID-19 has definitely changed the environment of doing business in all sectors. It is therefore recommended that municipal officials who are in the forefront of servicing customers must go beyond knowing the services or products. The time is now to show that eThekwini Municipality cares. To do this, customer service provision has to be coupled with emotional intelligence skills. It is that distinct feeling that the person in front of the customer or on the other end of the phone does not value what matters to the customer or does not possess the basic emotional relationship skills to show they care. Emotionally-intelligent relationships are a powerful way to build engaging and 'wealth-building' customer experiences. The following could be the benefits for eThekwini Municipality:

- Raising officials' awareness;
- Displaying care about the customers and their issues;
- Using positive demeanor;
- Building the relationship basics;
- Listening to the customer;
- Using positive emotional expression; and
- Being solution-oriented.

13.3.2. Ongoing motivational talks

Ongoing motivational talks for municipal officials in the forefront of customer service must be a norm. One of the observations from the mystery shoppers is that some officials are not motivated – as a result they take their frustrations to customers.

13.3.3. Continuous workshops on customer service-related policies

Workshops will go a long way in ensuring that all officials keep policy environment in mind at all times as they service customers. This will alert everyone involved in customer service of key tenets of Customer Care Policy and Back to Basics Approach which puts emphasis on Batho Pele Principles.

13.3.4. Contact centre specific training sessions

Contact centres form the seventh dimension of the mystery shopper programme. The past four (4) evaluation periods revealed poor service on contact centres. All officials who work on contact centres should have

customised course that will empower them with required skills. Contact centres should be the dimension of choice for customers especially with the prevalent of COVID-19.

13.4. Conclusion

This report has presented evaluation results for two rounds of evaluations conducted for 2019/2020 financial year. The project has led the mystery shoppers (project team) to come up with the conclusion that being in the face of customers, needs someone who is fit for that. Other officials need to be placed in back offices not front-line because they fail to separate their personality with job requirements in customer care environment. Good customer care is paramount for this city to realise the 2030 dream.