HSRC
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EXTERNAL, INDEPENDENT CUSTOMER SATISFACTION SURVEY OF SERVICES OFFERED BY CIPRO

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Social science that makes a difference

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ACKNOWLEDGMENTS

This report presents opinions of CIPRO's external clients as well as CIPRO staff members on the quality of services offered by CIPRO. The external clients include individuals, business entities, groups of professionals, financial institutions, and other related institutions. The intermediaries acting on behalf of primary clients also fall in this category. The Socio-Economic Surveys unit of the HSRC and Impact Research International wish to express their appreciation of the willingness and manner in which these groups shared their views on CIPRO by participating in the survey.

Special thanks to the CIPRO Project Steering Committee led by Claude Venter, who unselfishly supported the research team in the planning and implementation of this project. Their guidance and expertise further enriched the report.

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EXECUTIVE SUMMARY

Introduction

In order to realise its vision and mission and to fulfil its strategic goals and efforts to achieve improved service delivery, CIPRO commissioned a customer satisfaction survey to the Human Sciences Research Council (HSRC). For CIPRO to meet its mandate it must understand the needs of its customers; adapt to changing requirements and be aware of its goals for the future and of the opportunities and barriers that lie ahead. One way of achieving this is to collect information frequently on pertinent issues from customers and stakeholders. The survey should be a means of focussing attention on aspects such as transformation, training of staff and possible cultural changes.

The Batho Pele Principles of consultation, service standards, access, courtesy, information, openness and transparency redress and value for money to which CIPRO adheres are based on a people-centred public service to ensure that values are aligned with the needs of the public. As such, CIPRO is required to inform the public on current and new service provision. Ways to consult users of services include customer surveys, interviews with individual users' consultation groups, and meeting with consumer representative bodies, NGOs and CBOs.

CIPRO's primary clients include individuals, business entities, groups of professionals, financial institutions, government, related bodies and their international counterparts. Secondary clients include intermediaries acting on behalf of primary clients. The views of primary clients who interact with CIPRO are important indicators of its performance and improvement. However, CIPRO services such as completion of forms, letters to help with the process of registration, are largely accessed through intermediaries. In some instances, this might unnecessarily increase the cost of conducting business with CIPRO.

The information gathered from both the external and internal survey can be used to evaluate the extent to which CIPRO is able to meet its obligation of rendering high quality services to its customers. The external survey gathered unbiased information on CIPRO's service quality. It also identified areas of opportunity for CIPRO and highlighted possible areas for innovation and change. On the other hand, the internal survey outlined an overview of CIPRO by focussing on CIPRO's internal customers and organisational structure. It also focussed on the perceptions of CIPRO's staff in the various departments of the services offered. This structural analysis provides us with information on how things work within the organisation.

The aim of the study is to evaluate customer satisfaction with the services offered by CIPRO. The results of the study should enable CIPRO effectively and efficiently to improve upon its organisational performance. It is also envisaged that the findings of the survey will be used as a baseline against which future changes in the quality of service delivery can be measured.

Methodology

The study was conducted with four randomly selected categories of respondents:

(i)   Members of the public who visited the CIPRO offices during the fieldwork period;

(ii)   Individuals who assist members of the public outside CIPRO offices (to whom we refer as intermediaries);

(iii)   Professionals and stakeholders; and

(iv)   Employees of CIPRO.

Information from members of the public and intermediaries was obtained through 'face-to-face' interviews, which were conducted outside the CIPRO Client Service Centre in Pretoria as well as at some of the CIPRO regional offices. Telephonic interviews were conducted with professionals and stakeholders drawn from the CIPRO database of registered banks, insurance companies, law firms, company registration firms, and government agencies throughout South Africa. All staff members at CIPRO offices in Pretoria and in some regional offices were invited to complete the staff questionnaire. A total sample of 1212 (80%) was realised out of a targeted sample of 1510.
The sample had fair representation of the various demographic variables.

Four questionnaires were developed, piloted and approved by CIPRO for use for data collection. Completed questionnaires were first coded and captured in EXCEL. The data capturing Excel sheet had validation safeguards to ensure that only the valid values for each variable could be inserted. The captured data was converted into SPSS statistical package for cleaning and incorporation of variable names and value labels. Initial frequency runs for all variables were used to identify errors and correct them before the commencement of statistical analyses. Initially, descriptive statistics were used to describe the sample and the key variables to lay a foundation for the answering of the research questions. The most relevant statistical techniques used were cross-tabulations to test for significant differences in proportions and analysis of variance (ANOVA), to test for mean differences in the values of selected variables. Other techniques are used and explained in the appropriate sections of the report.

The Public

The public survey has showed that CIPRO is committed to providing a high quality service for its customers and the public at large. Most of the respondents that were interviewed agreed that standard levels among the staff are extremely satisfactorily. Respondents also acknowledged that CIPRO's information strategy are diverse and therefore reach a large group of people throughout South Africa. The introduction of the website has further transformed the way CIPRO conduct business with its customers. For example, it has improved CIPRO's accessibility since customers can now reach them 24 hours a day and 7 days a week from anywhere in the country provided that they have access to a computer with the internet. CIPRO's regional offices also made a huge difference because people can visit them within the provinces where they live. It was also recognized by some respondents that CIPRO's offices are well managed, customer friendly and safe to visit.

Despite CIPRO's overall success a big proportion of respondents felt that there are areas where CIPRO need improvement. For instance, some respondents believed that long queues at the offices are one of the biggest challenges that CIPRO should address. Other respondents were unmoved about slow response time to requests and processing of documents. In addition to the delayed service provision some customers reckoned that certain offices of CIPRO is unsafe and lack secure parking facilities. The website also received criticism in terms of difficulty to navigate and long time period to access. It is therefore important that CIPRO understand why some of their customers are satisfied while others are not. Part of this process will be to ask customers directly what they want from CIPRO. The public survey for instance asked respondents to provide some suggestions that would improve the service of CIPRO. In this regard the survey established that a big proportion of the respondents said that more qualified staff is needed to improve service delivery. More specifically they cited that CIPRO should implement staff development programmes which will focus on customer care. To improve the website respondents suggested that CIPRO should upgrade their entire computer system. Others suggested that CIPRO should establish offices in all the provinces and should also do away with intermediaries.

In sum, the public survey revealed that customers were overall satisfied with the services they receive from CIPRO, but that there are areas that need improvement.

Informal intermediaries

Informal intermediaries included individuals or registered entities that are appointed to assist clients to access CIPRO services such as registration. These people usually hang around the CIPRO premises. The informal intermediaries mainly helped members of the public with registration of new companies

and other issues related to registration of companies such as forms and finances as well as attending to general enquiries. They cited the internet/ CIPRO website, DTI and the professionals such as accountants as the most useful source of information about CIPRO. This is not surprising because most of the informal intermediaries access CIPRO services by personally going to the offices everyday and through the CIPRO website. Some of them walked to the CIPRO offices because it is not far from where they stay while some who uses their own transport or public transport were traveling for more than 21 Kms to reach CIPRO offices.

Since the informal intermediaries visit CIPRO offices on a daily basis it is reassuring to learn that they were generally satisfied with the neatness and cleanliness, as well as the signage and instructions guiding them where to get certain services. Moreover, their level of satisfaction regarding the behaviour and attitudes of staff seem to match their assessment of CIPRO premises and how the disabled were accommodated. The satisfaction level about the quality of services as well as the services from CIPRO staff was rated high, e.g. the approachability of staff, the kind of treatment from. CIPRO staff was generally seen as knowledgeable and competent. However, this group did not. The area that was rated low by this group was the treatment of people who can't read and write and the issue of using all the official language.

For some of the informal intermediaries who use the CIPRO web site, half of them accessed it from public internet cafes. They it throughout the day at no specific times, always easy to navigate, updated regularly, safe and secure. However, most of them did not know their internet service provider. The Customer Contact Center received the lowest rating of satisfaction compared to the web site and CIPRO officials working at the counters. There was also a general satisfaction with certain services offered by various departments within CIPRO – registration of companies, CC, and Corporations, deregistration, restoration and amendments.

There were mixed responses with regard to safety and security in CIPRO offices. Most of the intermediaries felt that their safety was guaranteed when they were in CIPRO offices; their cars are safe and they can easily identify CIPRO. However, some felt that the security measures at CIPRO are relaxed. The long queues, long time taken/ slow service from the staff, attitudes and behaviour of some of the staff and the problems with the website were the difficulties experienced by informal intermediaries when doing business with CIPRO. Suggestions to improve the services included.

Professionals and stakeholders

Our definition of professionals and stakeholders for this study includes individuals and companies that provide at least one of the CIPRO services to individuals or companies for a fee; and those that have

interest in CIPRO's activities. These include law firms, attorneys, and financial consultants and institutions, some government departments, agencies, private individuals and institutions. The sample of professionals and stakeholders was mainly female (69%); in Gauteng (46) and in urban areas (95%); white (61%); with degrees and postgraduate degrees (48%).

About 83% of the professionals and stakeholders did business on behalf of CIPRO clients. The number of clients they assisted per day ranged from less than 10 (74%) to between 41 – 50 people (<1%). This group operated mainly from their offices since they provide services such as facilitating registration of CCs, companies, trademark; provision of general information about amendments, change of membership and status; company documents; annual returns; secretarial services; financial services including auditing and accounting; banking issues and services. To provide services to clients professionals and stakeholders had to interact with some of the departments within CIPRO. The departments that they mostly interacted with were companies (64%) and Closed Corporations (64%).

There is no doubt that this group depended on the internet and CIPRO website to do business with CIPRO: 96% received information and updates from the CIPRO website, 56% receive certificates via email. Thus, they cited internet as a very useful source of getting services from CIPRO. Since most of them were operation from their offices 91% indicated that they access the CIPRO website from their office computers. Most of them indicated that M-Web was the main company that provided them with internet services almost a quarter of them did not know who their internet service providers were. ADSL was frequently cited as the preferred internet connection.

Professionals and stakeholders were generally satisfied with the services that they received from the CIPRO, especially the website and Customer Contact Center; as well as with processes such as registration, amendments, deregistration and processing of annual returns. Their ratings of services received from staff was also high, e.g. approachability of staff (54%), friendliness of staff (52%), as well as knowledge and competence of staff (6)%). The highly rated performance of CIPRO was the quality of service provided (69%) which was rated good. Among those who visit CIPRO offices there was a general satisfaction with their security and the security of their cars. Only a few percentage had problem with the processes. The frequently cited reason for dissatisfaction about the services was the slowness/ the long time taken to process their request or help. Since they are used to using the CIPRO website they were not interested in receiving CIPRO information through the sms and other means of communication such as campaigns and imbizos. If CIPRO wants to pursue the sms as a mode of communicating with this group more investigations has to be done in this regard.

Professionals and stakeholders identified several areas where CIPRO still lags in terms of accessibility and provision of services. This included website, documentation, staff/ officials, Customer Contact

Center, safety/ security. The suggestions on how CIPRO can improve were compatible with the identified problem areas, viz., revamp website, training and development of staff, improve/ fast track service provision.

Internal Survey with Staff members

Customer satisfaction surveys cannot be complete without seeking information from employees about pertinent issues that affect their work environment, such as job satisfaction, staff development and training opportunities, work ethics, interpersonal work relationships with other employees and management, individual initiatives and team work.

One of the key factors that influence the efficiency and commitment to work of employees is job satisfaction. A moderate level of satisfaction with current job was reported by 58% of the employees. Using an index of satisfaction with job and work environment, a moderate level of satisfaction with job and work environment was found with a mean score of 2.5 out of a 5.0. Employees who were on contract employment registered significantly higher levels of satisfaction (mean score=2.94) than those on permanent employment (mean score=2.37). Employees that worked for overtime were mostly in senior positions. A significantly higher proportion of permanent (74%) employees than contract employees received compensation for overtime work and about 45% were satisfied with it.

Although only 31% agreed that CIPRO offers adequate training to her staff, 54% agreed that they were adequately trained for their jobs and that their training was adequate. About 48% agreed that their training was relevant to their work. A significantly higher proportion of permanent (72%) and those working directly with clients (68%) disagreed they were motivated to do their work. Employees were more satisfied by training and development opportunities (mean=3.114) than with support they received to do their work (mean=2.647).

Almost seven in ten (69%) agreed that "work processes focused on high quality services to clients and stakeholders". Team work was encouraged according to 45% of the employees while about 42% felt that there were clearly defined supervision and control measures in their divisions. A cross-section of the employees was negative about some of the issues related to work ethics. A large percentage of employees disagreed (72%) that rewards and recognition were used effectively to increase motivation among employees. Employees were more satisfied with work processes in their division than with management of work and communication styles. Employees on contract had significantly higher mean scores than those on permanent employment on satisfaction with work processes and on management style.

Although about half felt that fraud and corruption was a common problem in CIPRO, awareness of CIPRO's fraud and risk policy was only moderate with about 49% being aware. An equivalent proportion (49%) agreed they would report colleagues who were involved in fraud/corruption. Willingness to report colleagues who were involved in fraud/corruption was highest among those who were aged over 50 years (78%) and in high positions (level 13 and above) (100. The proportion of employees that considered punishment against fraud/corruption in CIPRO as effective increased with current job position or level.

Employees were divided over the issue of interpersonal relationships with 49% agreeing that relationships were generally good. Those in the Human Resources division reported the highest proportion of employees who experienced good interpersonal relationships while Intellectual Property division reported the least (38%). Contracts employees had significantly higher mean scores on interpersonal relationships than permanent employees. Another index, on satisfaction with management style of relationships at work place, had a mean score of 2.94 out of a possible score of 5.00. Again, a moderate level of satisfaction with management style of relationships at work place is evident.

Only one in four employees felt that there was trust between management and employees in their division. Employees were most positive about being allowed to take initiative in problem solving in their work with 45% responding in the affirmative. Among the most positive were 58% of those with over 10 years of experience. Permanent employees (45%) were more positive than employees on contract. The issue of personal agendas being more important than organisational goals was mentioned by 47% of employees. This perception was significantly more prevalent among those with 5-10 years of working at CIPRO (58%) compared to the rest. Although team work was encouraged, there was dissatisfaction with the way it was rewarded in CIPRO. Dissatisfaction was most prevalent among permanent (67%) compared to contract (37%) employees. An index of satisfaction with promotion for team work at work place provided a mean score of 2.96 (Std. Dev.=0.670) out of a possible score of 5.00. This confirms a moderate level of satisfaction.

Relationships between staff and management are not good according to 56% of the employees (63% of permanent employees and 34% of contract employees). A further 40% felt that there was not a good relationship between employees themselves across the various divisions.

Overall, only 46% of the employees thought clients found it easy to deal with CIPRO directly, with a slightly higher proportion (49%) of those who deal with clients directly concurring. Over six in ten (62%) employees said most clients relied on intermediaries to get services from CIPRO. This perception was highest amongst females (69%) and employees with a matric level of education

(71%). Only 10% of the employees felt that the role of the intermediaries was unimportant. The majority of employees (84%) admitted receiving complaints from clients. These were mostly employees in permanent employment (91%) and those working directly with clients (92%). The most common complaint was delays in services and loss of documents.

The level of service rendered by customer interface, was good according to 57%, website was rated as good by 55%, call centre as good by 29%. Generally, there was moderate level of satisfaction with the manner in which CIPRO practices the Batho Pele principles. It emerged that a large proportion (62%) of employees agreed that most clients did not know how CIPRO operated. The most frequently suggested change to improve CIPRO's service quality was to improve the efficiency of CIPRO. At the division level, calls for more efficient management and leadership of the division was cited by the highest number of employees.

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SWOT Analysis

SWOT Analysis of the Quality of CIPRO Services: PUBLIC	
Strengths	**Weaknesses**
• Use public interface more often - most people visit CIPRO to register • Satisfaction with time taken to locate the office they wanted to get help from. • Satisfied with the amount they have to pay for service • Overall satisfaction with quality of services • Satisfied with CIPRO officials working at the counters • Trust in CIPRO security • Website provide access to the public 24 hours a day and 7 days a week • CIPRO should 'keep up what they are doing'.	• Long queues are of the biggest challenges that CIPRO should address. • Delays in processing requests especially amendments. • Slow service delivery were attributed to computers that are always down or off line • Takes too long to register • Parking problem when visiting a CIPRO office • Inaccessible website • Safety and security reported by some public respondents as a concern • Identification of CIPRO officials • Incompetent and unfriendly staff • Very few used CIPRO website • Dissatisfied with the quality of service they receive from the Customer Contact Centre • Information campaigns by CIPRO and information dissemination through the Customer Contact Centre received the lowest level of approval
Opportunities	**Threats**
• Need more qualified staff to improve service delivery. • CIPRO to focus on staff development in terms of customer care, training of staff and hiring of new staff. • Respondents suggested that CIPRO should improve its website and improve its computer system • Improvements with regards to the registration period • Establish offices in other or all the provinces. • CIPRO staff should wear name tags for easy identification • CIPRO should do away with intermediaries • General improvement of the office areas in terms of access, signage, neatness and parking.	• Corruption among the intermediaries • Most public respondents have to travel 21km or more to reach a CIPRO office • Big proportion of CIPRO public respondents are dependent on public transport to reach CIPRO • A big proportion of the public respondents do not know whether CIPRO are adequately addressing the needs of disabled customers. • Public respondents were not convince that CIPRO services are friendly to people who cannot read or write • Did not know about deregistration, restoration, liquidation, court orders and annual returns services • Public respondents with lower education were less positive in their evaluation of staff performance than the more educated respondents • Most of the public respondents do not have access to computers with internet – some say it is to expensive while others do not know how to use it • Some criminals might pose as agents

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SWOT Analysis of the Quality of CIPRO Services: INTERMEDIARIES

Strengths	Weaknesses
• Recognise themselves as part of CIPRO • Satisfied with general staff behaviour and attitudes • Satisfied with general physical CIPRO structure and set up of offices and public interface • General satisfaction with quality of services • Assured about security services and security when in CIPRO	• Delays in processing requests especially amendments • Long queues • Backlog of documents • Incompetent are of the biggest challenges that CIPRO should address. • Delays in processing requests especially amendments. • Bad attitudes and unfriendliness of staff • Inaccessible website
Opportunities	**Threats**
• Upgrade computer facilities • Improvement in staff attitude • Training of staff • Open branches in other provinces • Set unit dealing with agents	• Some staff refer clients to intermediaries • Corruption among staff • Competition among each other • Incompetent staff rely on intermediaries • Invisible service for the disabled and those who can't read

SWOT Analysis of the Quality of CIPRO Services: PROFESSIONALS AND STAKEHOLDERS

Strengths	Weaknesses
• Generally satisfied with CIPRO services and quality of services • General satisfaction with web site, e.g. reliable, easy access, clear layout • General satisfaction with Customer Contact Centre and CIPRO staff • Satisfied with general staff behaviour and attitudes • Satisfied with security in CIPRO premises	• Delays in processing requests • No feedback on requests • Long queues • Backlog of documents • Some problems with web site • Errors/ mistakes on documents • Didn't know much about services form the public interface and Customer Contact Centre
Opportunities	**Threats**
• Upgrade computer facilities • Need to improve staffing especially in Customer Contact Center • CIPRO to focus on staff development in terms of customer care, training of staff and hiring of new staff. • Improve some features of website • Improvements with regards to other services such as amendments • Establish offices in other or all the provinces.	• Rely more on professionals (Accountants, lawyers and business consultants) than on CIPRO staff • Mainly rely on website • CIPRO inefficiencies impact on rendering services to their clients

SWOT Analysis of the Quality of CIPRO Services: STAFF MEMBERS	
Strengths	**Weaknesses**
• Satisfaction with work environment • Generally satisfied with staff development and training • Positive about work processes and focus on high service quality • Customer interface and CIPRO website rated high	• Dissatisfied with the way they were managed • Problems dealing with colleagues in other departments • Customer Contact Centre rated low
Opportunities	**Threats**
• Awareness of fraud and risk policy but through media • Allowed opportunities to take initiatives and solve problems • Team work existed and recognised • Not convincing positive attitudes about interpersonal relationships • Role played by intermediaries to help clients acknowledged as important • Training of staff a • Improve interpersonal relations • Establishment of CIPRO offices in other provinces	• Perceptions on prevalence of fraud • Fraud not dealt with • Meetings and red tapes impact negatively on work • No trust among CIPRO employees • Rating of management low • Relationship between management and staff not good • Most clients did not know how CIPRO works • Corruption, discrimination and unfair treatment of staff might impede service delivery

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INTRODUCTION AND BACKGROUND

The Companies and Intellectual Property registration Office (CIPRO) was formed as a customer driven business agency on March 2002 because of the merger of two former directorates of the DTI, namely (i) SACRO – the South African Companies Registration Office and (ii) SAPTO – the South African Patents & Trademarks Office. Since the merger, there has been an increase of more than 100% in the total number of registrations of companies, closed corporations, cooperatives and intellectual property. The introduction of new products such as E-lodgement has also resulted in a significant service improvement. The realisation of these efforts is congruent with the principles of Batho Pele service delivery as well as the CIPRO mission of facilitating economic participation through the following:

- Achieving and maintaining world-class status

- Efficiency, service excellence and customer satisfaction

- Stimulating economic growth and promoting investor confidence in synergy with the DTI

- Synchronising relationships and partnering with stakeholders on issues of common goal

- Providing consolidated products and services from a central point

- Registration, promoting and maintaining of Intellectual Property Rights and Business Entities through a legal framework that provides protection and the flow of information

- Generating, protecting and disclosing information

- Optimising opportunity for personal growth of staff and providing organisational development that facilitates a culture of performance

In order to realise its vision and mission and to fulfil its strategic goals and efforts to achieve improved service delivery, CIPRO commissioned the Human Sciences Research Council's Socio-Economic Surveys Unit (SES) to conduct a customer satisfaction survey. For CIPRO to meet its mandate it must understand the needs of its customers; adapt to changing requirements and be aware of its goals for the future and of the opportunities and barriers that lie ahead. One way of achieving this is to collect information frequently on pertinent issues from customers and stakeholders. An annual or six monthly survey of customer satisfaction is a useful means of meeting this requirement. Developing a customer satisfaction programme is not only about conducting a survey. The survey should be a means of focussing attention on aspects such as transformation, training of staff and possible cultural changes (Hague & Hague).

The Batho Pele Principles of consultation, service standards, access, courtesy, information, openness and transparency redress and value for money to which CIPRO adheres are based on a people-centred public service to ensure that values are aligned with the needs of the public. As such, CIPRO is required to inform the public on current and new service provision. Ways to consult users of services include customer surveys, interviews with individual users' consultation groups, and meeting with consumer representative bodies, NGOs and CBOs (The White Paper on Transforming Public Service Delivery, 1997). The survey thus formed part of the assessment of CIPRO's service delivery.

CIPRO's primary clients include individuals, business entities, groups of professionals, financial institutions, government, related bodies and their international counterparts. Secondary clients include intermediaries acting on behalf of primary clients. The views of primary clients who interact with CIPRO are important indicators of its performance and improvement. However, CIPRO services such as completion of forms, letters to help with the process of registration, are largely accessed through intermediaries. In some instances, this might unnecessarily increase the cost of conducting business with CIPRO.

The information gathered from both the external and internal survey can be used to evaluate the extent to which CIPRO is able to meet its obligation of rendering high quality services to its customers. The external survey gathered unbiased information on CIPRO's service quality. It also identified areas of opportunity for CIPRO and highlighted possible areas for innovation and change. On the other hand, the internal survey outlined an overview of CIPRO by focussing on CIPRO's internal customers and organisational structure. It also focussed on the perceptions of CIPRO's staff in the various departments of the services offered. This structural analysis provides us with information on how things work within the organisation.

Customer satisfaction surveys are important analytical tools that measure the customer's perception of how well an organisation delivers its services. Customer satisfaction surveys that are implemented correctly can produce high quality information to monitor service delivery and to develop programmes for improvement. The results of the study will allow CIPRO to gain clarity in its understanding customer perceptions. This will empower CIPRO to enhance its performance in service delivery.

AIM AND OBJECTIVES OF THE STUDY

The aim of the study is to evaluate customer satisfaction with the services offered by CIPRO. The results of the study should enable CIPRO effectively and efficiently to improve upon its

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organisational performance. It is also envisaged that the findings of the survey will be used as a baseline against which future changes in the quality of service delivery can be measured.

The key objectives of the survey are:

a)   To determine clients' expectations and/or needs from the CIPRO services and product offerings;

b)   To assess the level of satisfaction with current services aligned to CIPRO's vision, mission and values statement, including Batho Pele principles;

c)   To identify the strengths, weaknesses, opportunities and threats (SWOT Analysis) of service delivery;

d)   To determine what improvements are necessary to enhance effectiveness and efficiency towards providing genuine quality service;

e)   To ascertain client segmentation, selection and determine an overall client index for CIPRO;

f)   To determine the implications CIPRO's channel and service performance has on the corporate image and brand reputation;

g)   To obtain demographic and biographical data on clients and groups/stakeholders; and

h)   To provide baseline information that would be used as a tool for comparison with future surveys.

METHODOLOGY

In this section of the report, a description of the methodology that was used to collect data for the survey is provided.

Study Design

In consultation with members of the Reference Group that was established by CIPRO to oversee project activities, it was decided to conduct surveys of four categories of respondents:

(v)   Members of the public who visited the CIPRO offices during the fieldwork period;

(vi)   Individuals who assist members of the public outside CIPRO offices (to whom we refer as intermediaries);

(vii)   Professionals and stakeholders; and

(viii) Employees of CIPRO.

Information from members of the public and intermediaries was obtained through 'face-to-face' interviews, which were conducted outside the CIPRO Client Service Centre in Pretoria as well as at some of the CIPRO regional offices. Professionals and stakeholders were drawn from the CIPRO database of registered banks, insurance companies, law firms, company registration firms, and government agencies throughout South Africa. All staff members at CIPRO offices in Pretoria and in some regional offices were invited to complete the staff questionnaire.

All ethical issues relating to the confidential nature of the survey were carefully addressed through an introductory letter that was signed by the CIPRO CEO, encouraging respondents to take part in the independent survey. The questionnaires for professionals and stakeholders were sent to respondents in advance, so that by the time the actual interview took place, the respondents were already aware of the questions. This speeded up the actual interview process and shortened the time it took to complete each interview.

Sample

For members of the public and intermediaries, potential respondents were approached by the fieldworkers outside the CIPRO Client Service Centre, and asked to assist by participating in the survey. Thus, for both groups, data were obtained using a non-probability sampling method. However, since respondents were approached randomly, there is no reason to believe that only certain individuals with specific characteristics were approached. Nevertheless, the fact that participation was voluntary, means that the issue of self-selection bias could have influenced the type of responses

obtained (e.g. it remains unknown whether responses from people who declined to participate would have differed significantly from responses obtained from those who agreed to participate).

In contrast, respondents from the professional and the stakeholder categories were drawn from the CIPRO database using a stratified random sampling procedure. This procedure involved first determining the proportions of entities, which belonged to each of the sub-groups within each category. The proportions were used as weights to determine the relative contribution of each category to the overall sample, using a procedure known as simple systematic random sampling.

This procedure was achieved using a computer-based sample selection programme that was written specifically for the project. A number of controls were built into the programme to ensure that the final sample of professionals and stakeholders was as representative of CIPRO's clients as possible.

In each company (e.g. bank, law firm, government agency), the respondent had to be an individual who dealt with CIPRO on a regular basis. The majority of these respondents were senior employees in their organisations (i.e. CEOs, Administrators, Managers, Section Heads, etc).

All CIPRO employees were approached and invited to participate in the study through a formal letter. Respondents who agreed to participate completed the staff questionnaire in a quiet room designated for the purpose at a convenient time during the fieldwork. As was the case with members of the public and intermediaries, the issue of self-selection bias cannot be ruled out, as there is no objective way of establishing whether employees who declined participation would have expressed different views from those who participated.

Table 1 shows the target and realised sample sizes and percentages for each category of respondent.

Table 1:   Targeted and realised sample sizes for the CIPRO Client Satisfaction Survey

Category of Respondents	Target Sample	Attained Sample	Percentage % Sample
Public	600	523	87
Intermediary	300	119	40
Professional	300	348	116
Stakeholder	50	51	102
Staff member	200	171	86
Total	**1510**	**1212**	**Overall = 80**

Table 1 shows that, except for intermediaries, the realised sample sizes ranged from 86% - 116% of the target sub-samples. The reason for a low realised sample size for the intermediaries' category is

simply that, the number of intermediaries who work outside the CIPRO offices is much smaller than had been expected.

Table 2 shows the demographic characteristics of the members of the public, intermediaries, professionals/stakeholders and CIPRO staff members who took part in the survey. The valid percentage values were rounded off to the ***nearest whole number***.

Table 2: Demographic characteristics of respondents in CIPRO survey (2007) (%)

CHARACTERISTICS	Members of the Public	Intermediaries	Stakeholders/ Professionals	CIPRO Staff Members
Gender				
Male	74	59	31	34
Female	26	41	69	66
Residential Area				
Urban	89	83	95	100
Rural	11	17	5	0
Educational level				
Below Matric	10	12	-	8
Matric	33	52	25	38
Diploma/Cert.	22	22	27	26
Degree	20	11	29	22
Postgraduate Degree	15	3	19	6
Racial Group				
Black African	83	88	25	66
Coloured	4	3	6	6
Indian/Asian	2	2	8	2
White	11	7	61	26
Age Group				
Less than 25 years	22	24	13	12
26 – 35	36	41	34	44
36 – 40	15	20	19	16
41 – 50	16	10	21	17
51 – 60	9	3	11	11
More than 60 years	2	2	2	
Province				
Gauteng	74	76	46	99
Western Cape	4	1	15	1
KwaZulu-Natal	3	1	12	
Limpopo	4	5	7	
Mpumalanga	6	11	6	
Free State	1	2	5	
Eastern Cape	1	-	4	
North West	7	4	4	
Northern Cape	0	-	2	

Survey Instruments

On the basis of our understanding of the terms of reference and meetings that were subsequently held with members of the CIPRO Reference Group for the project, three questionnaires were developed and approved by CIPRO for use with external respondents. For the internal evaluation, a single staff questionnaire was used. The first external questionnaire was used for interviewing members of the public (*see Appendix A*). The second was used for interviewing intermediaries (*see Appendix B*). The third questionnaire was used for both professionals and stakeholders (*Appendix C*). Employees completed the staff questionnaire (*see Appendix D*).

Although the questionnaires shared some similarities, they differed in terms of the nature and type of information requested from each of the three different categories of respondents. In all three external questionnaires, questions on respondents' demographic details were included at the end of the questionnaire (e.g. gender, residential area, age group, race, etc). Also, most of the questions utilised the closed response format (i.e. respondents had to select options provided).

In order to gain additional information regarding the respondents' choices, open-ended questions were included directly below some of the closed questions (e.g. reason for being extremely dissatisfied with a particular aspect of CIPRO services). Additionally, at the end of each questionnaire, respondents were asked three general questions relating to suggestions on what they thought should be done to improve the quality of service provided by CIPRO. The questionnaires were translated into Afrikaans, English, isiZulu, isiXhosa, Setswana and Sepedi.

Training of Fieldworkers and Pilot Study

A total of 26 fieldworkers and three fieldwork supervisors were recruited, trained and involved in the data collection process. A one-day training workshop for fieldworkers and fieldwork supervisors was held at the HSRC offices on the 20th April 2007. As part of the training, a number of activities were undertaken, including:

- *a presentation by CIPRO on CIPRO's vision, mission, operational structure, expectations, goals and objectives of the survey;*

- *presentations by the core project team members on various aspects of the data collection process;*

- *Extensive scrutiny, analysis and discussions of all the questionnaires aimed at ensuring that all fieldworkers and fieldwork supervisors gained a detailed understanding of the reasons behind the questions included in the questionnaire;*

- *role-playing, which enabled the fieldworkers to practice some of the skills covered during the training session.*

Some of the key issues that were discussed during the training workshop are:

- *the responsibilities of the field workers;*

- *the data collection process;*

- *key issues to be borne in mind when conducting the interviews; and*

- *practical interviewing skills, confidential record keeping and data storage.*

During training, fieldworkers discussed each of the questionnaires in detail, enabling them to be thoroughly familiar with the nature of the information that was sought from each question. Selected fieldworkers were subsequently involved in questionnaire translation.

As part of the training, all the fieldworkers were involved in the pilot study so as to familiarise themselves with the actual data collection process and to ensure that the questionnaire functioned optimally. The core project team members also conducted some pilot interviews in order to develop effective strategies for mitigating the impact of some of the problems that fieldworkers were likely to encounter during the main data collection process. The pilot study was conducted during May 2007.

Data Collection Process

Data collection through telephonic interviews commenced on the 14th May 2007 and ended on the 8th June 2007, while face-to-face interviews were conducted from the 16th May 2007 to the 31st May 2007. The face-to-face interviews with members of the public and with intermediaries had to be stopped prematurely as a result of the Public Sector Strike that commenced on the 1st June 2007. However, by that time a sufficiently large sample of respondents from both groups had already taken part in the survey.

For the sake of clarity, the data collection process for each of the four categories of respondents will be described separately in this section.

Interviews with Members of the Public & Intermediaries

Face-to-face interviews were conducted with members of the public and intermediaries outside the CIPRO offices that were visited during the course of data collection. The majority of these respondents were interviewed outside the CIPRO Client Service centre in Pretoria (Sunnyside). Two

interview desks were set up at designated points. The fieldworkers, who wore blue HSRC bibs clearly marked <u>INTERVIEWER</u> and Impact Research (IRI) name tags, approached members of the public as they left the Client Service Centre, and invited them to take part in the survey. Intermediaries who were present on the days that the fieldwork took place were also approached and invited to participate in the survey. Intermediaries were easily identified by their attire, demeanour and various copies of CIPRO forms and documents which they waved to potential clients, indicating their readiness to provide assistance. Members of the public and intermediaries who agreed to participate were invited to the interview desk where the interview was conducted. A banner (see appendix E) was prepared and displayed at a strategic point in order to inform members of the public about the on-going independent survey of CIPRO services. The banner that was used is reproduced in Figure 1 below.

Figure 1:   Banner
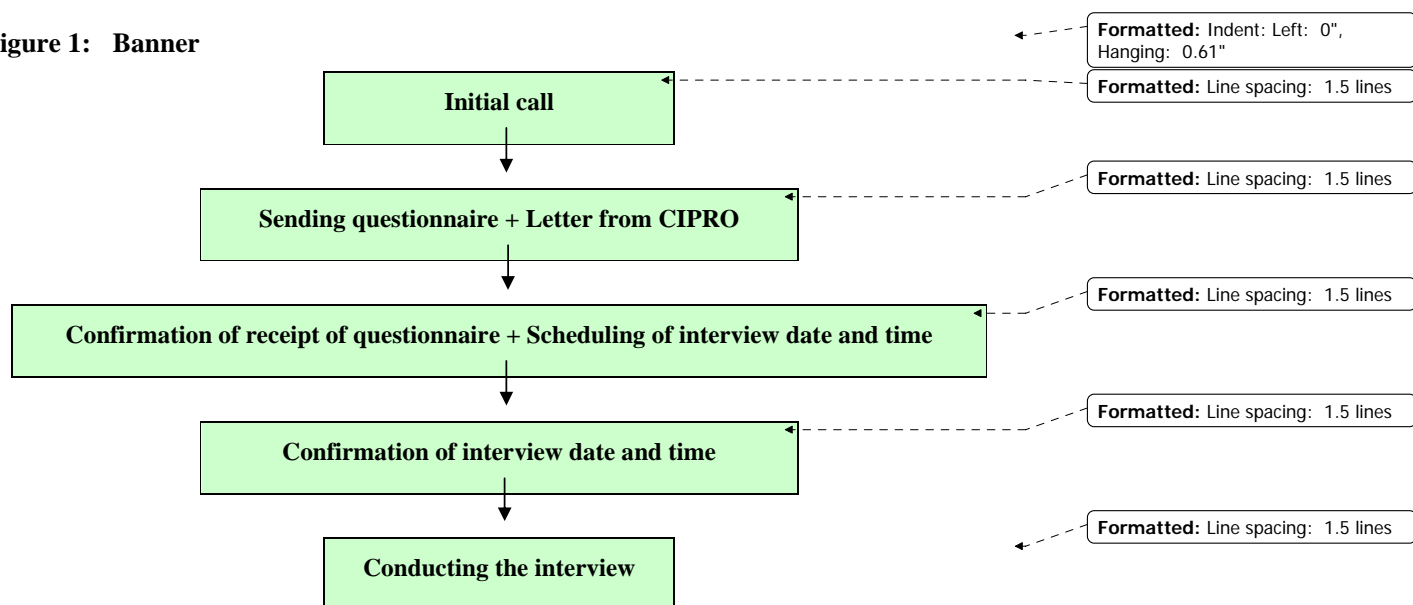
While the majority of respondents were interviewed by the fieldworkers who completed the questionnaires, in some cases respondents opted to complete the questionnaires themselves. However, none of the questionnaires were handed out for completion either at home or elsewhere – all questionnaires were completed at the interview desk, regardless of whether or not the respondent opted for self-completion. Data collection by fieldworkers was closely monitored and supervised by a senior member of the research team, who also scrutinised completed questionnaires on an on-going basis as part of quality control. Completed questionnaires were dropped into a white large box that was clearly marked <u>STRICTLY CONFIDENTIAL</u>, to emphasise to respondents the anonymous nature of the study.

Telephonic interviews with professionals and stakeholders

All telephonic interviews were conducted from the same call centre, under the close supervision of senior project team members. Each fieldworker followed the following steps to secure and conduct an interview:

The initial call sought to confirm the existence of the organisation and to establish contact with the person who dealt mostly with CIPRO. Once the target person had been contacted, an invitation to participate in the study was extended and depending on the outcome of the discussion, a formal e-mail/fax, together with the questionnaire was sent to the respondent.

The second call was to discuss and agree with the respondent on a suitable date and time of the interview. Closer to the agreed date and time (in cases where there was a long time lag), a re-confirmation proved to be vital as this served both as a reminder and a way of getting the respondent's commitment. In a few instances, appointments were re-scheduled owing to a variety of reasons (e.g. other, unexpected engagements on the part of the respondent), but every effort was made at this stage to agree on a fixed date and time for the interview. In general, there was a very high degree of willingness among respondents to take part in the survey, which is why the target sample size was exceeded in this category.

Early in the research process, it became clear that re-sampling would have to be done in cases where either the potential respondent refused to participate in the survey (very few cases) or the company had closed down and/or contact details had changed. Reasons for non-participation varied widely but the few respondents who declined participation indicated that they simply did not have time to take part or that they did not deal directly with CIPRO but through a compliance consultant. The re-sampling process was performed carefully, to ensure that the relative contributions of each category to the final sample did not deviate substantially from the intended proportion.

Sending the questionnaire in advance and re-confirmation of appointments for the actual telephonic interview facilitated the interview process and shortened the time that was spent conducting the actual interview (approx 15 – 20 minutes for each respondent). Respondents were re-assured of the confidential nature of the study throughout the research process. A logbook of all calls made was kept, which facilitated the monitoring processes and quality control mechanisms (e.g. check backs).

Also, as part of quality control processes, completed questionnaires were randomly selected and the information checked for completeness. Feedback sessions were held with the fieldworkers throughout

the research process, thus ensuring an effective data collection process. Regular communication with CIPRO was maintained throughout the data collection process.

Administration of CIPRO Staff Questionnaires

All CIPRO staff members who agreed to take part in the survey were invited to a quiet room that is located outside the main CIPRO Building, where they could complete the questionnaires at a convenient time. Throughout the data collection period for staff members, senior HSRC staff were present in the room to ensure that each respondent received the correct questionnaire and to collect all completed questionnaires. The HSRC staff member on duty also answered any concerns and issues that were raised by the CIPRO staff during the questionnaire completion process.

Data Analysis

Completed questionnaires were first coded and captured in EXCEL. The data capturing Excel sheet had validation safeguards to ensure that only the valid values for each variable could be inserted. This was important to reduce capturing errors. The captured data was converted into SPSS statistical package for cleaning and incorporation of variable names and value labels. Initial frequency runs for all variables were used to identify errors and correct them before the commencement of statistical analyses.

Initially, descriptive statistics were used to describe the sample and the key variables to lay a foundation for the answering of the research questions. The most relevant statistical techniques used were cross-tabulations to test for significant differences in proportions and analysis of variance (ANOVA), to test for mean differences in the values of selected variables. Other techniques are used and explained in the appropriate sections of the report.

MAIN RESULTS OF THE STUDY

EXTERNAL SURVEY

PUBLIC PERCEPTION OF CIPRO

Type of service provided by CIPRO

To understand the types of service customers require from CIPRO, the survey asked respondents to state reasons for visiting CIPRO. The results showed that the overwhelming majority (61%) of respondents visited CIPRO to 'register / register a CC'. About 5% indicated that they had to 'Collect Company Certificate', 4% said they were coming for 'business', and 3% mentioned that they wanted to 'change membership of company'. Fewer respondents (2%) indicated that 'name reservation' was the main reason why they visited CIPRO and others said they wanted to 'complete forms for an application', while a minority (1%) wanted general information.

Table 3:   What is the purpose for your visit to CIPRO today?

	N	%
Register, register CC	332	61
Collect CC	27	5
Business	24	4
Change of membership of company	15	3
For amendment	10	2
Submit forms	10	2
Name reservation	8	2
Complete forms, application	6	1
General Information	6	1

Accessibility of CIPRO

A key question often asked is whether geographic location impacts on an organisation's efficiency, service excellence and customer satisfaction. More specifically, does easy access for the customers to its service providers contribute to customer satisfaction. The answer to this question is, however, much more complex and raises various issues. These include whether the organisation operates nationally or regionally and the types of products sold by the organisation. In this regard, it is well known that most successful organisations offer more than one or even multiple avenues for their customers to contact them.

The public survey therefore asked respondents to indicate how they normally access the services of CIPRO. The results showed that the overwhelming majority (91%) of respondents prefer to 'visit the CIPRO offices' in person. It was also found that 54% of the respondents access CIPRO through its website. Other respondents indicated that they opt to call CIPRO (18%) or contact them through e-

mail (17%). It is interesting to note that about 11% of the respondents mentioned that they contact CIPRO through the Customer Contact Centre (CCC). Finally, fewer respondents said that they contact CIPRO through their bank (5%), public campaigns / road shows (3%) or through professionals such as lawyers (7%).

Table 4:   How do you access CIPRO services?

	N	%
Visits to CIPRO offices	498	91
Calling CIPRO Offices	100	18
Through e-mail	95	17
Through CIPRO's website	299	54
Through the Customer Contact Centre	59	11
Through professionals e.g. lawyers, attorneys	36	75
Through my bank	29	5
Public Campaigns/shows	14	3

How often do you visit CIPRO?

Next we asked respondents to indicate 'how often do you visit the CIPRO offices?' The biggest proportion of respondents indicated that they visit CIPRO offices about once every week (24%) or about once a month (22%). Some respondents also said that they visit CIPRO twice a month (10%) or more than two times a month (5%). The survey also asked respondents to specify other times that they have visited CIPRO offices. For instance, 48% of the respondents who selected the 'other category' said it was their 'first time' that they visited a CIPRO office.

Distance from CIPRO offices

To further assess the accessibility of the CIPRO offices the public survey asked respondents to indicate how far they stay from the nearest offices. They survey showed that most of the respondents (63%) have to travel 21km or more to reach a CIPRO office. About 14% of the respondents said they can find a CIPRO office less than 5km from where they live, while 8% indicated a distance of 5 to 10km from where they live.

Figure 2: How far are the nearest CIPRO offices from where you stay? (%)
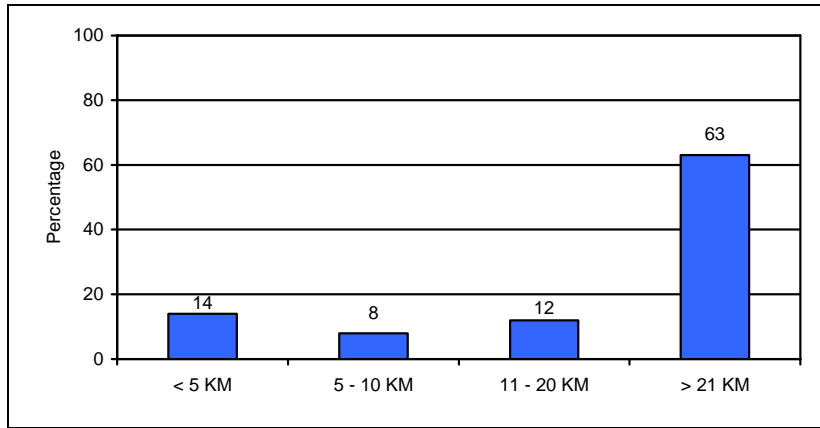
Mode of transport to CIPRO

Next, the public survey respondents were asked about the mode of transport they use to get to CIPRO offices. The majority of respondents indicated that they use their own transport (48%) to visit a CIPRO office. Another big proportion of respondents said that they use public transport (39%) compared to 12% who indicated that they walk to the CIPRO offices. Less than 1% of the respondents said that they used air transport to visit a CIPRO office.

The public survey showed that 13% of the urban respondents walk to the offices of CIPRO compared to 8% of rural respondents. Public transport is used more frequently by rural (55%) than urban (37%) respondents to get to the offices of CIPRO. It was also established that more urban (49%) than rural (36%) respondents use their own transport to get to CIPRO. Unsurprisingly, we found that older people are less likely to walk (2%) to the offices of CIPRO, than are younger respondents (23% for the 25 years and younger group). Conversely, the survey indicated that the older respondents made more use of public transport (44%) than do those aged 25 years or younger (38%). Older respondents (54% for the 51 years and older group) also made more use of their own transport than did the 25 years and younger group (40%). More educated people are more likely to use their own transport while less educated people make more use of public transport. For example, 75% of the respondents with less than a matriculation certificate use public transport to get to CIPRO in contrast to 21% of those with a postgraduate degree.

Table 5:   How do you go to CIPRO offices? (%)

	Walk	Public Transport	Own Transport
Gender			
Male	12	40	47
Female	13	38	47
Locale			
Urban	13	37	49
Rural	8	55	36
Age			
25 and younger	23	38	39
26 – 35 years	14	43	41
36 – 40 years	9	33	58
41 – 50 years	5	40	54
51 years and older	2	44	54
Education			
Less than matric	4	75	20
Matric	8	52	39
Diploma / Certificate	17	33	49
Degree	15	22	63
Postgraduate degree / diploma	13	21	65

Last visit to CIPRO

The public survey requested respondents to indicate when last they visited a CIPRO office. Most had visited CIPRO offices either within a week (50%) or within a month (18%) of their previous visit. Far fewer respondents had visited a CIPRO office more than a month since their previous visit. It is interesting to note that 11% of the respondents said that they 'never visited CIPRO offices'. These respondents would have used other communication modes such e-mails or telephones to contact CIPRO offices.

General levels of satisfaction with regards to access

To establish general levels of satisfaction among the respondents with regards to the accessibility of CIPRO offices, the respondents were asked to share their opinion about 'how long it took to locate the CIPRO offices' and whether the 'signage at the CIPRO office they visited was clearly marked'. The results showed that the overwhelming majority were satisfied (75%) with the time they took to locate the office from which they required assistance. About 24% of the respondents said that they were 'dissatisfied' with the time it took them to locate the office from which they wanted to get help. Similar results are found in terms of the signage about where to go for service at the CIPRO offices. Almost two-thirds (62%) said they were 'satisfied' and 36% that they were 'dissatisfied'.

When the data is disaggregated the results show that slightly more urban (76%) than rural (72%) respondents are satisfied with the time it took them to locate the office from which they wanted to get help. Respondents aged 51 years and older (72%) were more satisfied with the instructions and

signage about where to go for service at the CIPRO offices, than were respondents aged 25 years old or younger (63%).

Figure 3: Satisfaction with time and signage to access CIPRO Offices (% saying 'satisfied' and 'dissatisfied')
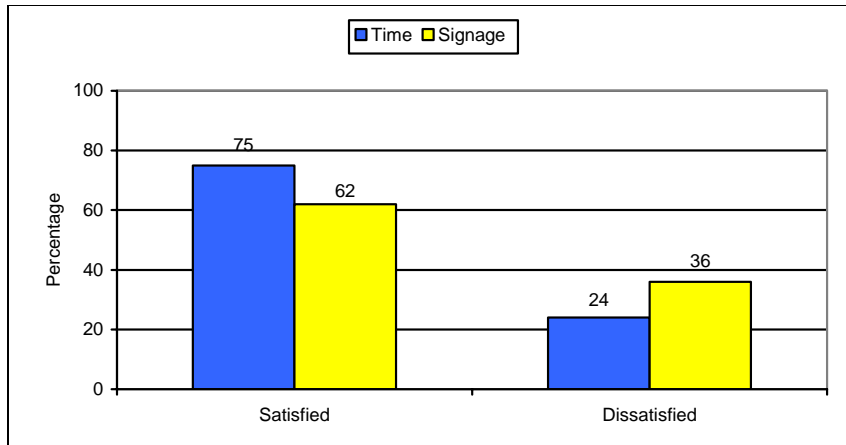
Access to CIPRO for people with Disabilities

Respondents were also asked whether CIPRO offices are easily accessible to people with disabilities. The results were somewhat mixed, with 49% saying they do not know, 39% agreeing and 12% disagreeing that CIPRO offices are easily accessible to people with disabilities.

To determine whether CIPRO has made its offices more user-friendly to people with disabilities the survey asked respondents whether they were satisfied or dissatisfied with how CIPRO is catering for disabled people. Again a large proportion does not know (48%) whether CIPRO are adequately addressing the needs of disabled customers. About 40% said they were 'satisfied' and 12% that they were 'dissatisfied'.

The disaggregated data show that respondents who are 51 years and older (37%) are less satisfied with the way CIPRO caters for disabled people than are the 25 years old and younger group (43%).

Affordability of service

Customers have to pay for some of the services that CIPRO delivers. The survey thus asked respondents to comment on the amount they have to pay for a service. The vast majority (80%) said that they were 'satisfied'; 16% revealed that they were 'dissatisfied'.

Service Quality

Overall service quality

In this section the public survey elicits respondents' opinions on the overall quality of service they receive from CIPRO. Respondents are first asked on the whole how they rate the quality of service they receive from CIPRO. The results indicate that the overwhelming majority believe that CIPRO provides a good service (85%). Respondents are positive about the time CIPRO takes to respond to queries. In this instance, only 53% of the respondents said that it is 'good'.

In terms of the provision of correct/accurate information to clients the survey found that 75% of the respondents said it is 'good'. Related to the provision of accurate and correct information is how well an organisation does quality checks. The production of error-free documents is another crucial part of an organisation's overall performance. The survey in this regard learned that 65% of the respondents think that CIPRO's quality checks are 'good' and 67%, that they produce error-free documents.

More than two-thirds (68% saying 'good') of the respondents indicated that CIPRO is delivering on its mandate. About 69% indicated that CIPRO is 'good' at maintaining an acceptable standard in performing its tasks. The results of the survey also indicated that 63% of the respondents thought that CIPRO is 'good' in terms of ownership / commitment.

Table 6:   Overall performance of CIPRO (%)

	Very good	Good	Poor	Very poor	Don't know
Quality of service provided by CIPRO	24	61	8	5	2
The time CIPRO takes to respond to queries	15	38	24	16	7
Provision of correct/accurate information to clients	18	57	14	6	5
The extent to which CIPRO fulfils its mandate	15	52	13	5	14
Adherence to standards	16	53	13	6	13
Error-free documents	20	47	12	7	13
Quality checks	18	46	15	6	14
Ownership/ commitment	16	48	14	8	15

Variation among the demographic variables in terms of CIPRO's Overall Performance

To assess whether there are any significant variations among the demographic variables (gender, education, locale, age and race) on how they view the overall performance of CIPRO, responses to the above eight statements (questions) were combined into an Overall Performance CIPRO Index (see Table 6 for question items). Respondents rated the overall performance of CIPRO on this index from 1 (very good) to 4 (very poor). The index was verified through statistical procedures known as Factor

Analysis and Reliability Analysis. The eight overall performance questions formed a single factor that explains 47.8% of the common variance. The index is reliable with Cronbach's Alpha = .89. We are therefore confident that the index measures the overall performance of CIPRO.

The next step was to conduct an analysis of variance (ANOVA) to determine whether there were any significant differences in the mean scores on the Overall Performance CIPRO Index across categories of demographic variables. The ANOVA revealed that there were significant differences in mean performance index scores across age categories, while no significant differences in mean performance index scores were found across categories of other demographic variables.

However, we wanted to know which of the age categories differ significantly from each other. We therefore conducted a multiple comparisons test called Tukey's test, the results of which are presented in Table 7. We found that respondents aged 25 years or younger significantly (.043) differ from those in the 26 to 35 years old category in their assessment of the overall performance of CIPRO. The results also demonstrate that the 26 to 35 year olds differed significantly (.045) from those in the age group 51 years and older. We can therefore conclude that the 26 – 35 year old respondents viewed the overall performance of CIPRO more positively than did the 25 years or younger group. It can also be argued that the 26 to 35 year old respondents are more positive about the overall performance of CIPRO than are the 51 years or older group.

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Table 7:   CIPRO Overall Performance by age category

Age category	Age groups	Mean difference	Std. Error	Significance
25 years and younger	26 – 35 years	-.29428*	.10534	.043*
	36 – 40 years	-.26104	.12849	.253
	41 – 50 years	-.09318	.12744	.949
	51 years and older	.06515	.13920	.990
26 – 35 years	25 years and younger	.29428*	.10534	.043*
	36 – 40 years	.03324	.11802	.999
	41 – 50 years	.20110	.11688	.422
	51 years and older	.35943*	.12960	.045*
36 – 40 years	25 years and younger	.26104	.12849	.253
	26 – 35 years	-.03324	.11802	.999
	41 – 50 years	.16786	.13811	.742
	51 years and older	.32619	.14903	.186
41 – 50 years	25 years and younger	.09318	.12744	.949
	26 – 35 years	-.20110	.11688	.422
	36 – 40 years	-.16786	.13811	.742
	51 years and older	.15833	.14812	.822
51 years and older	25 years and younger	-.06515	.13920	.990
	26 – 35 years	-.35943*	.12960	.045*
	36 – 40 years	-.32619	.14903	.186
	41 – 50 years	-.15833	.14812	.822

The mean difference is significant at the .05 level.

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Satisfaction with language use by CIPRO

Further assessment of the quality of service provided by CIPRO revealed that 45% of the respondents 'agree' that CIPRO services are friendly to people who cannot read or write, compared to 20% who 'disagreed'. The results also indicated that 35% of the respondents 'do not know' if CIPRO's services are 'friendly to people who cannot read or write'. More than a third (43%) of the respondents 'agree' that CIPRO does not communicate in all official languages, while 33% disagreed with this view.

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Table 8:   **Level of satisfaction with language use by CIPRO (%)**

	Strongly Agree	**Agree**	**Disagree**	**Strongly disagree**	**Don't know**
CIPRO services are friendly to people who cannot read or write	13	32	14	7	35
CIPRO does not use all official languages to communicate with its clients	16	27	24	9	24

Finally, the survey asked respondents about the neatness and cleanliness of CIPRO offices. The vast majority (95%) indicated that they are satisfied with the offices of CIPRO in terms of neatness and cleanliness.

Service quality of various departments

In the previous section we discussed the overall service quality by CIPRO while this section reviews whether respondents are satisfied with the performance of the various departments within CIPRO. The survey first asked respondents to indicate with which department they interact mostly. Respondents were allowed to select more than one answer from the options in Table 9. The results reported here reflect the percentage of the number of cases in our sample for each option. We found that most of the respondents (83%) indicated that they interact with the Department dealing with Closed Corporations. Another large proportion (44%) of respondents interacts with Companies. Fewer respondents interact with the Customer Contact Centre (12%), Co-operatives (12%) or Revenue departments (12%). The survey also revealed that even smaller numbers interact with the Trademarks (10%), Copyright (7%) and Finance (5%) departments.

Table 9*:***   Which department within CIPRO do you interact mostly with?**

	N	**%**
Revenue	61	12
Patents	33	6
Trademarks	50	10
Designs	19	4
Copyright	35	7
Companies	228	44
Co-operatives	62	12
Closed Corporations	435	83
Customer Contact Centre	64	12
Information and Technology	17	3
Human resources	6	1
Marketing and communication	20	4
Finance	24	5
Legal/admin	20	4
Total quality management	9	2
Corporate Information (Disclosure)	16	3

	N	%
Data Sales	5	1

Satisfaction with Registration

A greater proportion of respondents are satisfied (74%) with CIPRO's registration of Companies, CC's and Corporations, while a smaller proportion is dissatisfied (22%). Those who were dissatisfied argued that it takes too long to approve a name (18%); some said it has taken too long to register an NGO (14%) and others said it takes too long for services to be rendered (14%).

Satisfaction with amendments

Just over half of the respondents (52%) were satisfied with CIPRO's amendments process for Companies, CC's and Corporations, while 22% were dissatisfied. It should be emphasised that 26% of the respondents said they 'don't know'. The survey revealed that more males (54%) were satisfied with CIPRO's amendments process than were females (46%). The dissatisfied respondents again argued that it takes too long (76%) for CIPRO's amendments process for Companies, CC's and Corporations.

Satisfaction with deregistration

Very few respondents seem to have had experience with deregistration of Companies, CC's or Corporations. For instance, 53% of the respondents indicated that they 'don't know' if they are satisfied or dissatisfied with the deregistration process of CIPRO. The survey further established that 39% of respondents were satisfied with CIPRO's deregistration process, while 9% were dissatisfied.

Satisfaction with restoration

When asked about the performance of CIPRO in terms of the restoration of Companies, CC's and Corporations, 36% of respondents indicated satisfaction and 8%, dissatisfaction. It is interesting to note that 53% said they 'don't know' if they are satisfied or dissatisfied with the restoration of Companies, CC's and Corporations. As in the previous instances, the respondents (44%) that were dissatisfied said CIPRO 'takes too long' to process requests for deregistration.

Satisfaction with liquidation

About 22% of the respondents said that they were 'satisfied' with CIPRO's liquidation of Companies, CC's and Corporations, while 6% were dissatisfied. The majority of the respondents indicated that they 'don't know'.

Satisfaction with court orders

Satisfaction with the processing of court orders for Companies, CC's and Corporations by CIPRO received a similar response from the respondents. More than 75% of the respondents indicated that they 'don't know'. It was found that 21% of the respondents were 'satisfied' with CIPRO's court orders for Companies, CC's and Corporations compared to 3% who said they were 'dissatisfied'.

Satisfaction with annual returns

The survey results show that 38% of the respondents were 'satisfied' with CIPRO's processing of the annual returns of Companies, CC's and Corporations in contrast with 6% who were 'dissatisfied'. It should be emphasised that just more than half of the respondents (57%) indicated that they 'don't know'. The results of the survey showed that more males (41%) were satisfied with CIPRO's annual returns process than were females (30%).

Table 10:   Quality of specific services rendered by CIPRO (%)

Specific service	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied	Don't know
Registration	20	54	15	7	4
Amendments process	12	40	15	7	26
Deregistration	10	29	5	3	53
Restoration	8	29	3	2	59
Liquidation	5	17	4	3	72
Court orders	4	17	2	1	76
Annual returns	6	32	4	2	57

Please indicate whether you are very satisfied, satisfied, dissatisfied or very dissatisfied with CIPRO's [_____] of Companies, CC's and Corporations?

Satisfaction with the performance of the Customer Contact Centre

Next we assessed whether respondents were satisfied or dissatisfied with the performance of the Customer Contact Centre. Just over half (52%) of respondents' were satisfied with the quality of service they receive from the Customer Contact Centre, while a smaller proportion (19%) was dissatisfied. It should be mentioned that 29% of the respondents indicated that they 'do not know'. More males (55%) were satisfied with the service of the Customer Contact Centre than were females (47%). The older respondents seem to be more satisfied with the Customer Contact Centre than the younger group. For example, 58% of 51 year and older respondents said that they satisfied with the quality of the Customer Contact Centre compared to 47% of the 25 year and younger group.

The survey also determined whether the respondents were satisfied with the time taken to receive a service from the Customer Contact Centre. The results revealed that 41% of the respondents were

satisfied with the time taken to receive a service from the Customer Contact Centre compared to 24% who were dissatisfied.

Figure 4: Satisfaction with the Customer Contact Centre (% saying 'satisfied' and 'dissatisfied')
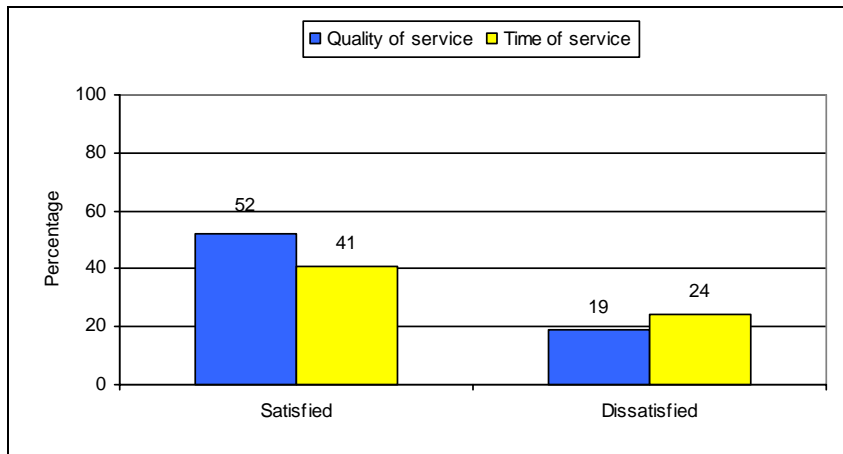
Staff Performance

According to CIPRO there is a mood of excitement among its employees. The CIPRO management indicated that staff is motivated and encouraged and ready to move forward. It is believed that this optimism among CIPRO staff can be attributed to a number of new appointments, especially in support service sectors. Further, these appointments enabled existing personnel who were responsible for some of these support services, to concentrate on the actual duties for which they were appointed. How have the new appointments and optimism translated into improved service quality? To answer this question we review a number of survey questions that assessed the performance of CIPRO staff. The results indicate that a greater proportion of respondents are satisfied with the service quality of the staff of CIPRO. For instance, 72% of the respondents said that they are 'satisfied' with the manner in which CIPRO officials treated them. Similar levels of satisfaction were recorded for the friendliness (72%) and helpfulness (73%) of CIPRO staff.

The disaggregated data reveal that slightly more males (74%) than females (70%) are satisfied with the manner in which CIPRO officials treated them. The survey also showed that more males (75%) than females (69%) are satisfied with the helpfulness of CIPRO staff. Older respondents perceived the staff of CIPRO to be friendly, while younger respondents were less convinced. Whereas 85% of 51 year and older respondents said that they satisfied with the friendliness of CIPRO staff, this was the case with only 69% of the 25 years or younger group. Older respondents (83%) were also more satisfied than were the younger group (72%) with the helpfulness of CIPRO staff.

Table 11: Performance of CIPRO Staff (%)

	Very satisfied	Satisfied	Dissatis-fied	Very dissatis-fied	Cannot remember	Do not know
The manner in which CIPRO officials treated you?	26	46	13	11	0.4	4
Friendliness of CIPRO staff	25	47	12	10	0.2	6
Helpfulness of CIPRO staff	28	45	15	8	0.0	4

Variation among the demographic variables in terms of Staff Performance

To assess whether there are any significant variations among the demographic variables (gender, education, locale, age and race) on how they view the overall staff performance of CIPRO the above three statements (questions) were combined and a Staff Performance Index was computed (see Table 12 for question items). Respondents rated the staff performance of CIPRO on this index from 1 (very satisfied) to 4 (very dissatisfied). The index was verified through statistical procedures known as Factor Analysis and Reliability Analysis. The three staff performance questions formed a single factor that explains 71.8% of the common variance. The index is reliable with Cronbach's Alpha = .88.

The next step was to conduct an analysis of variance (ANOVA) to determine whether there were any significant differences in mean scores on the Staff Performance Index across categories of the demographic variables. The AVOVA revealed that there were significant differences in mean staff performance index scores across age and education categories, while no significant differences in mean performance index scores were found across categories of other demographic variables.

However, we wanted to know which of the age or education categories differ significantly from each other. We therefore conducted a multiple comparisons test called Tukey's test. The results of the multiple comparisons Tukey's test are presented in Tables 12 and 13. In terms of age we found that respondents aged 26 to 35 years differ significantly from those aged 41 to 50 years (.025). The results also indicate that the 26 to 35 year olds differ significantly from those in the 51 years or older group. One can conclude that the 26 to 35 year old respondents were more positive about the staff performance of CIPRO than those aged 41 to 50 years or 51+ years.

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Table 12: CIPRO Staff Performance by age category

Age category	Age groups	Mean difference	Std. Error	Significance
25 years and younger	26 – 35 years	-.17196	.13678	.718
	36 – 40 years	-.03193	.16925	1.000
	41 – 50 years	.28548	.16794	.435
	51 years and older	.36604	.18234	.264
26 – 35 years	25 years and younger	.17196	.13678	.718
	36 – 40 years	.14004	.15492	.895
	41 – 50 years	.45744*	.15349	.025*
	51 years and older	.53800*	.16912	.013*
36 – 40 years	25 years and younger	.03193	.16925	1.000
	26 – 35 years	-.14004	.15492	.895
	41 – 50 years	.31740	.18302	.414
	51 years and older	.39797	.19632	.254
41 – 50 years	25 years and younger	-.28548	.16794	.435
	26 – 35 years	-.45744*	.15349	.025*
	36 – 40 years	-.31740*	.18302	.414
	51 years and older	.08056	.19519	.994
51 years and older	25 years and younger	-.36604	.18324	.264
	26 – 35 years	-.53800*	.16912	.013*
	36 – 40 years	-.39797	.19632	.254
	41 – 50 years	-.08056	.19519	.994

The mean difference is significant at the .05 level.

In terms of education we found that respondents with less than a matriculation certificate differ significantly from those with a degree (.038). Respondents with less than a matriculation certificate also differ significantly from those with a post graduate degree / diploma (.003). The results also demonstrate that those respondents with a matric significantly differ compared to those with a degree (.016). Finally, the results indicate that those with a matriculation certificate are significantly different from those with a postgraduate degree / diploma (.000). On the basis of these results one can conclude that respondents with less education were less positive in their evaluation of staff performance than their more educated counterparts.

Table 13: CIPRO Staff Performance by education category

Age category	Age groups	Mean difference	Std. Error	Significance
Less than matric	Matric	-.13392	.18744	.980
	Diploma / Certificate	-.35999	.19645	.446
	Degree	-.59069*	.19950	.038*
	Postgraduate degree/diploma	-.78639*	.21041	.003*
Matric	Less than matric	.13392	.18744	.980
	Diploma / Certificate	-.22606	.13661	.562
	Degree	-.45676*	.14095	.016*
	Postgraduate degree/diploma	-.65246*	.15602	.000*

Age category	Age groups	Mean difference	Std. Error	Significance
Diploma / Certificate	Less than matric	.35999	.19645	.446
	Matric	.22606	.13661	.562
	Degree	-.23070	.15274	.658
	Postgraduate degree/diploma	-.42640	.16675	.110
Degree	Less than matric	.59069*	.19950	.038*
	Matric	.45676*	.14095	.016*
	Diploma / Certificate	.23070	.15274	.658
	Postgraduate degree/diploma	-.19570	.17032	.860
Post. degree / diploma	Less than matric	.78639*	.21041	.003*
	Matric	.65246*	.15602	.000*
	Diploma / Certificate	.42640	.16675	.110
	Degree	.19570	.17032	.860

The mean difference is significant at the .05 level.

Knowledge and competency of staff

The survey also asked respondents to indicate whether CIPRO staff is generally knowledgeable and competent. Most (76%) respondents agreed that CIPRO staff is generally knowledgeable and competent, while a smaller proportion (17%) disagreed.

When the data is disaggregated the results show that 67% of 51 year and older respondents agree that CIPRO staff is generally knowledgeable and competent, while 87% of the 25 year and younger group have this view. The survey also showed that respondents with a postgraduate degree or diploma feel less confident about whether CIPRO staff are generally knowledgeable and competent. For example, about 65% of those with a postgraduate degree / diploma agree that CIPRO staff is generally knowledgeable and competent compared to 88% of those with less than a matriculation certificate.

Figure 5: Knowledge and competency of CIPRO staff (%)
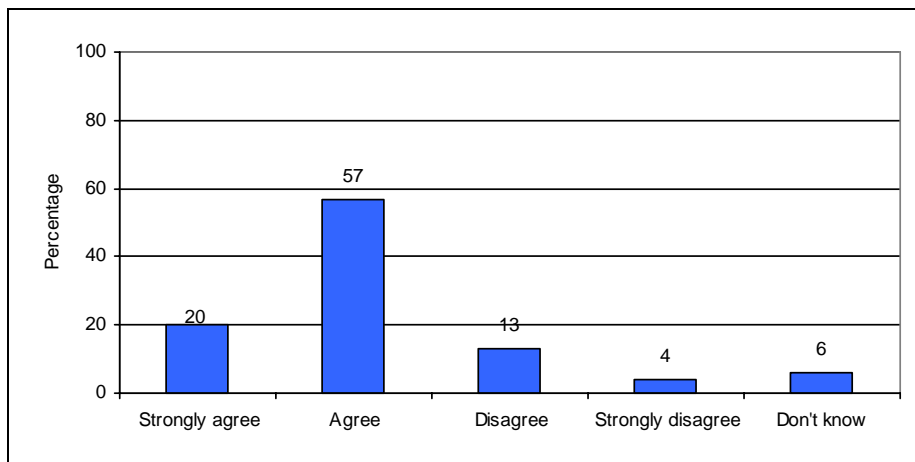
Urgency and commitment among CIPRO staff

Next, we assessed respondent's opinions on the sense of urgency among CIPRO staff as well as the commitment to excellence among CIPRO staff. The survey found that 53% of the respondents believe that the urgency among CIPRO staff is 'good' compared to 40% who said it is 'poor'. In terms of the commitment to excellence among CIPRO staff the results revealed that 63% of the respondents indicated it is good', while 29% said it is 'poor'.

Figure 6: Urgency and excellence among CIPRO staff (% saying 'good' and 'poor')
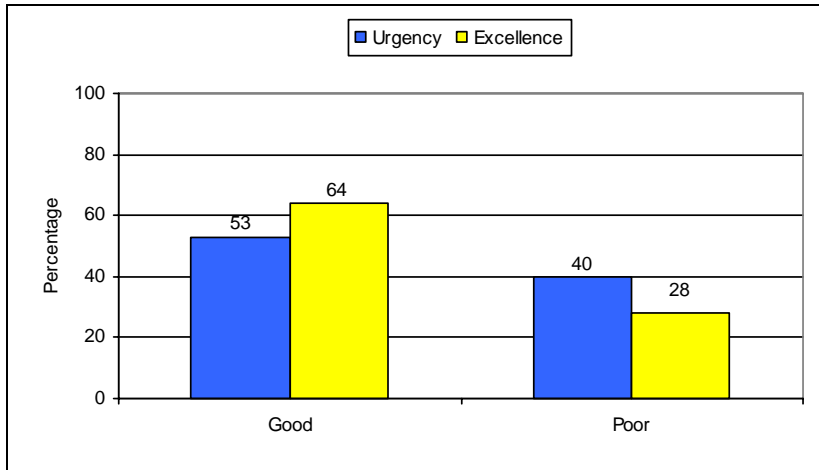
Satisfaction with CIPRO officials working at the counters

Lastly, we assessed whether respondents are satisfied or dissatisfied with the performance of the CIPRO officials working at the counters. Seven out of ten (70%) were satisfied with CIPRO officials working at the counters and 27% were dissatisfied. The older respondents seem to be more satisfied with the officials working at the counters than the younger group. For example, 85% of 51 year and older respondents expressed satisfaction with the quality of the service by the officials at the counters compared to 67% of the 25 year and younger group.

The survey also determined whether the respondents were satisfied with the time taken to receive service from officials working at the counter. The CIPRO officials working at the counter received the most positive response in terms of providing a fast service, with 70% of the respondents saying they are 'satisfied' and 26% that they are 'dissatisfied'.

Figure 7: Satisfaction of officials working at counters (% saying 'satisfied' and 'dissatisfied')
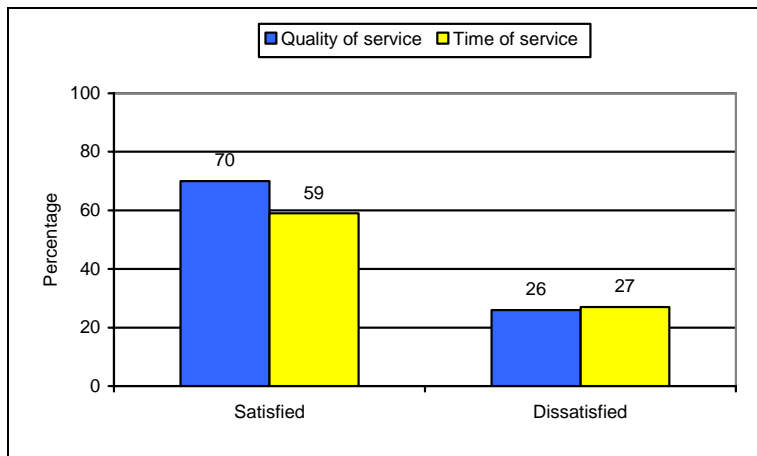
Overall quality service delivery by CIPRO

In the previous sections we have presented the public's view on the overall performance of CIPRO as well as the performance of the staff of CIPRO. This section reviews the public's perception with regards to the overall quality of service delivery by CIPRO. More specifically this section will assess public opinion with regards to 1) the time it took people to locate the offices they wanted help from, 2) instruction and signage about where for the service people require, 3) the amount of money people have to pay for a service, 4) the manner in which CIPRO officials treated you, 5) the neatness and cleanliness of CIPRO offices, 6) catering for disabled people, 7) friendliness of CIPRO staff and 8) helpfulness of CIPRO staff. These eight statements (questions) were added and a Service Delivery Index was computed. Respondents rated the service delivery of CIPRO on this index from 1 (very satisfied) to 5 (cannot remember). The index was verified through statistical procedures known as Factor Analysis and Reliability Analysis. The index is reliable with Cronbach's Alpha = .85.

The effect of age and education on Service delivery

To assess whether there are any significant variations among the demographic variables (gender, education, locale, age and race) on how they view the overall service delivery by CIPRO an analysis of variance (ANOVA) was conducted. The ANOVA determined whether there were any significant differences in mean scores on the Service Delivery Index across categories of the demographic variables. The AVOVA revealed that there were significant differences in mean service delivery

index scores across age and education categories, while no significant differences in mean performance index scores were found across categories of other demographic variables.

However, we wanted to know which of the age categories significantly differ from each other. We therefore conducted a multiple comparisons test called Tukey's test. The results of the multiple comparisons Tukey's test are presented in Table 14. In terms of age we found that those respondents 26 – 35 years significantly differ compared to respondents 41 – 50 years (.019) and 51 years and older (.027). One can conclude that the 26 – 35 year old respondents were less satisfied about the service delivery by CIPRO compared to the 41 – 50 year old and the 51 plus year old respondents.

Table 14: CIPRO service delivery by age category

Age category	Age groups	Mean difference	Std. Error	Significance
25 years and younger	26 – 35 years 36 – 40 years 41 – 50 years 51 years and older	.12398 .02521 -.10852 -.12860	.06835 .08397 .08278 .09186	.367 .998 .685 .628
26 – 35 years	25 years and younger 36 – 40 years 41 – 50 years 51 years and older	-.12398 -.09877 -.23250* -.25258*	.06835 .07705 .07576 .08558	.367 .703 .019 .027
36 – 40 years	25 years and younger 26 – 35 years 41 – 50 years 51 years and older	-.02521 .09877 -.13373 -.15381	.08397 .07705 .09010 .09850	.998 .703 .573 .523
41 – 50 years	25 years and younger 26 – 35 years 36 – 40 years 51 years and older	.10852 .23250* .13373 -.02008	.08278 .07576 .09010 .09749	.685 .019 .573 1.000
51 years and older	25 years and younger 26 – 35 years 36 – 40 years 41 – 50 years	.12860 .25258* .15381 .02008	.09186 .08558 .09850 .09749	.628 .027 .523 1.000

The mean difference is significant at the .05 level.

In terms education we found that those respondents with less than matriculation certificate significantly differ compared to those with a degree (.029) or postgraduate degree (.001). We can therefore conclude that those respondents with less than matriculation certificate were more satisfied with the service delivery by CIPRO. See Table 15 for the results of the multiple comparisons Tukey's test of service delivery by education.

The results also showed that respondents with a matriculation certificate differed significantly from those with a post graduate degree / diploma (.001). The results demonstrate that those respondents

with a matriculation certificate were more satisfied with service delivery compared to those with a postgraduate degree.

Finally, the results indicate that those with a diploma differed significantly from those with a postgraduate qualification (.042). We can therefore conclude that those respondents with a diploma were more satisfied with service delivery by CIPRO than the respondents with a postgraduate qualification.

Table 15: CIPRO Service Delivery by education category

Age category	Age groups	Mean difference	Std. Error	Significance
25 years and younger	26 – 35 years 36 – 40 years 41 – 50 years 51 years and older	.11751 .18484 .28606(*) .42035(*)	.09123 .09619 .09744 .10323	.699 .307 .029 .001
26 – 35 years	25 years and younger 36 – 40 years 41 – 50 years 51 years and older	-.11751 .06732 .16854 .30284(*)	.09123 .06895 .07068 .07847	.699 .866 .121 .001
36 – 40 years	25 years and younger 26 – 35 years 41 – 50 years 51 years and older	-.18484 -.06732 .10122 .23552(*)	.09619 .06895 .07699 .08419	.307 .866 .682 .042
41 – 50 years	25 years and younger 26 – 35 years 36 – 40 years 51 years and older	-.28606(*) -.16854 -.10122 .13430	.09744 .07068 .07699 .08562	.029 .121 .682 .518
51 years and older	25 years and younger 26 – 35 years 36 – 40 years 41 – 50 years	-.42035(*) -.30284(*) -.23552(*) -.13430	.10323 .07847 .08419 .08562	.001 .001 .042 .518

The mean difference is significant at the .05 level.

Information Dissemination

Views on CIPRO's Information Dissemination Strategies

The responses shown in Figure 8 make it clear that CIPRO provides range of services and therefore needs to employ various strategies to inform its customers. The survey asked respondents to indicate how they received information from CIPRO and whether the information through that particular medium was 'useful' or 'not useful at all'. The results revealed that more than two-thirds (66%) found

brochures to be 'very useful' while 10% said they are 'not useful at all'. The most positively rated medium of information is the CIPRO website. Three-quarters (75%) of the respondents said that the website of CIPRO is 'very useful' compared to 73% who preferred 'face-to-face' interaction with CIPRO offices. Newspaper adverts (74% saying they are 'very useful') and communication through the Department of Trade and Industry (74%) were other forms of information dissemination that the customers of CIPRO valued most highly. Television programmes /adverts (73%) are another strategy of information dissemination highly rated among the respondents.

It is interesting to note that the information campaigns by CIPRO and information dissemination through the Customer Contact Centre received the lowest level of approval from the public. For instance, only 55% of the respondents said that information campaigns by CIPRO are 'very useful'. Also compare 54% of the respondents who indicated that the Customer Contact Centres are 'very useful' at disseminating information. The use of the radio (68%) was rated a better performer than the Customer Contact Centre and the Campaigns in terms of information dissemination.

The survey also asked respondents to mention what other forms of information strategies they use to learn about CIPRO. The results showed that respondents get information on CIPRO through a friend (49%), companies (35%) and fliers (11%). Very few respondents said that they get information about CIPRO from SARS (2%), Red Door (2%) and colleagues (2%).

Figure 8:   Information dissemination by CIPRO (% saying 'very useful')
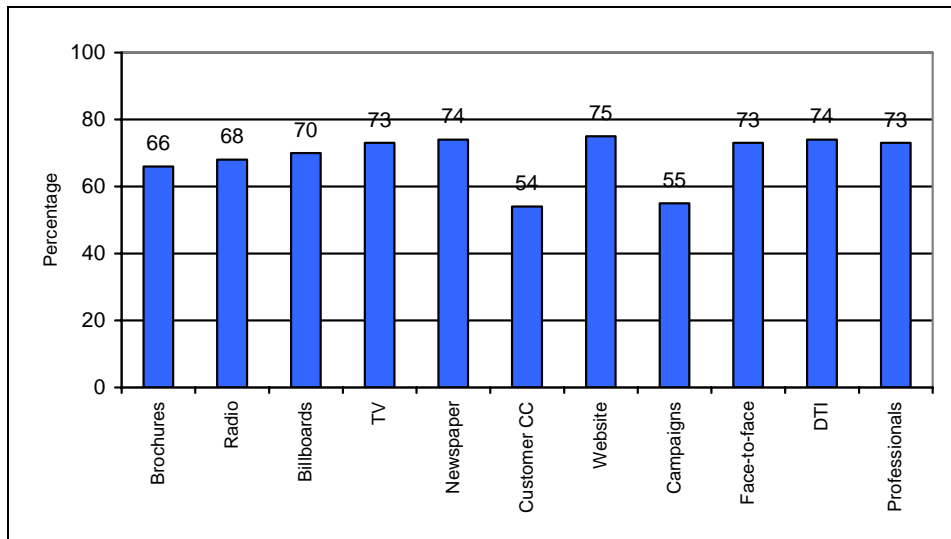
Gender differences

When we disaggregate the data by gender we learn that 50% of the males believe the information through campaigns is 'very useful' compared 70% of the females who share this view. More females (82%) than males (71%) think that information through the Department of Trade and Industry is 'very useful'. Females (83%) also outscore the males (69%) in terms of their preference for information by CIPRO through television programmes and adverts.

Locale differences

The rural respondents are much more positive about the way CIPRO provides information to the public. For example, 81% of the rural respondents indicated that brochures are a 'very useful' information strategy compared to 63% of the urban respondents who shared this view. Rural respondents also rated the radio higher with 83% indicating it is 'very useful', in comparison with only 64% for urban respondents. The Customer Contact Centre received a more positive response from rural (77%) than urban (51%) respondents. More rural (80%) than urban (70%) respondents indicated that they prefer 'face-to-face' interaction with CIPRO offices. The Department of Trade and Industry also received a more positive response from the rural (83%) than urban (71%) respondents.

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Age differences

Older respondents are the most positive about the way CIPRO disseminates information to the public. For instance, 85% of the older respondents (51 years and older) said that information through brochures is 'very useful' compared to only 54% of the 26 to 35 years group. Most (78%) of the older respondents (51 years and older) also prefer to access information through the Customer Contact Centre, as opposed to only 51% of the much younger respondents (25 years and younger). The same pattern exists in relation to face-to-face interaction with CIPRO; 81% of the 51 year plus group and 68% of the 26 to 35 year group find this method useful. It is interesting to note that the 25 years and younger age group respondents (80%) prefer to receive information from CIPRO through the website more than any other method of dissemination.

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Table 16:   Usefulness of information dissemination by Locale and Age (%)

	Urban	Rural	25 years & younger	26-35 years	36-40 years	51-50 years	51 years & older
Brochures	63	81	67	54	68	65	86
Radio	64	83	58	66	71	77	73
Billboards	69	69	57	69	77	74	73
Television	71	70	67	67	77	80	75
Newspaper	73	75	70	71	79	78	78

	Urban	Rural	25 years & younger	26-35 years	36-40 years	51-50 years	51 years & older
Customer Contact Centre	51	77	51	48	42	70	78
CIPRO Website	74	82	80	72	67	71	78
Campaigns	50	82	64	54	41	40	87
Face-to-face	70	80	73	68	71	74	81
Department of Trade and industry	71	83	72	63	84	71	95
Professional people	69	87	61	71	82	63	90

% saying 'very useful'

Educational differences

The survey results indicate that those with higher education such as a degree or postgraduate diploma / degree are much more negative about the strategies used by CIPRO to disseminate information. For example, 59% of the respondents with a postgraduate diploma / degree indicated that information from CIPRO through brochures is 'very useful', in comparison with 84% of respondents with less than a matriculation certificate. Respondents with a postgraduate diploma / degree also rated the information through the Customer Contact Centre as poor with 39% saying they were 'satisfied compared to the 73% of respondents with less than a matriculation certificate, who have this view.

Information dissemination through SMS messages

Finally, with regards to information dissemination the survey asked respondents 'Would you like to access CIPRO services (information on progress of your application) through SMS messages sent directly to your cell phone?' The vast majority (85%) of respondents said that they would like to receive messages sent directly to their cell phones; only 15% indicated 'no'.

Disaggregating the data reveal that slightly more males (86%) than females (79%) would like to receive an SMS about CIPRO services. The public survey also show that the age group 51 and older (75%) is less keen on receiving SMS messages from CIPRO than the younger respondents (88% for the age group 26 – 35 years). About 79% of the respondents with a postgraduate diploma / degree indicated that they would like to receive CIPRO services through SMS messages, while 89% was recorded for respondents with less than a matriculation certificate.

Certificate application

Most of the respondents (63%) indicated that they personally collect their certificate from the offices of CIPRO. Others said that they prefer to download it from the internet (14%), receive it via e-mail (11%) or getting it through the post (12%).

Figure 9: Mode of receiving certificate (%)
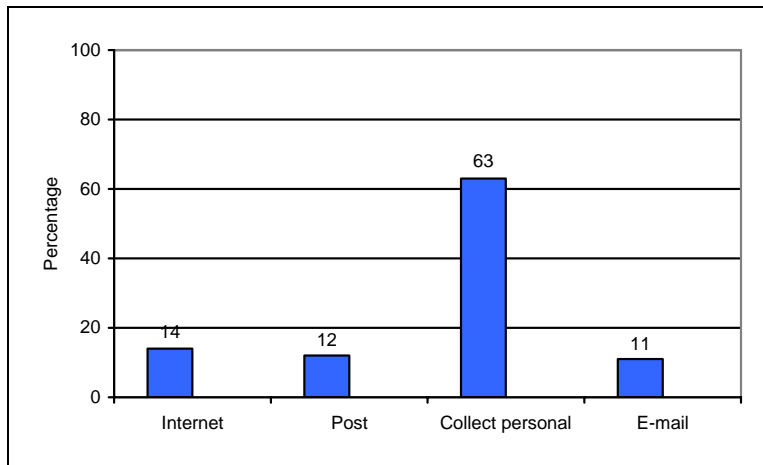
CIPRO's Website

The website was developed to be a service delivery channel for CIPRO. It is envisaged that the website will be used by customers and stakeholders as an easy point of entry to get information 24 hours a day and 7 days a week. CIPRO management argues that the website gives a new dimension to the way CIPRO customers and stakeholders will do business with their office. According to CIPRO the website contains user-friendly directives as well as up-to-date information that will keep customers and stakeholders informed about the latest developments.

Use of CIPRO website

This section examines the views the public in terms of the effectiveness and efficiency of the CIPRO website. The survey first establishes whether respondents have used or visited the website. The results show that 55% of the respondents accessed the CIPRO website while 45% said they had not used the website.

The survey also indicated that slightly more males (57%) than females (51%) have used the website, as well as more urban (56%) than rural (50%) respondents. When the data is disaggregated by age the results show that younger respondents are more inclined than older ones, to use the website. For

example, 32% of the respondents who are 51 years and older indicated that they have used the CIPRO website compared to 63% of the respondents who are 25 years old and younger. The overwhelming majority of respondents with a postgraduate degree / diploma (73%) have made used of the website in contrast with only 18% of those with less than a matriculation certificate.

Figure 10: Use of website by age % saying 'yes'
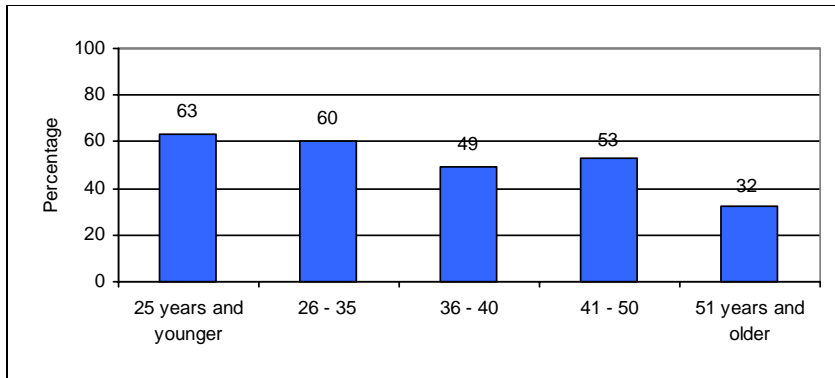
Reasons for not using CIPRO website

Most of the respondents who indicated that they had not used the website argued that they 'do not have a computer with internet access' (81%). A further about 10% said that they 'do not know how to use the Internet' and another 9% indicated that 'Internet access is expensive for me'.

The survey results revealed that fewer males (78%) do not have access to a computer with Internet than do females (84%). It was also learned that 13% of the males do not access the CIPRO website because they do not know how to use the website compared to 5% of the females who indicated that the lack knowledge on how to use the website. In terms of locale the survey established that more females (88%) than males (79%) have access to a computer with Internet. The survey also indicated that slightly more females (12%) than males (9%) do not know how to use the Internet.

The survey also asked respondents to indicate reasons other than the ones listed in Table 15 for not using the website. The responses for the other category reveal that 21% said they 'not aware of the CIPRO website', 19% said they 'do not have the time', and another 19% indicated that they 'never bother'.

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Figure 11: Reasons for not using CIPRO website (%)
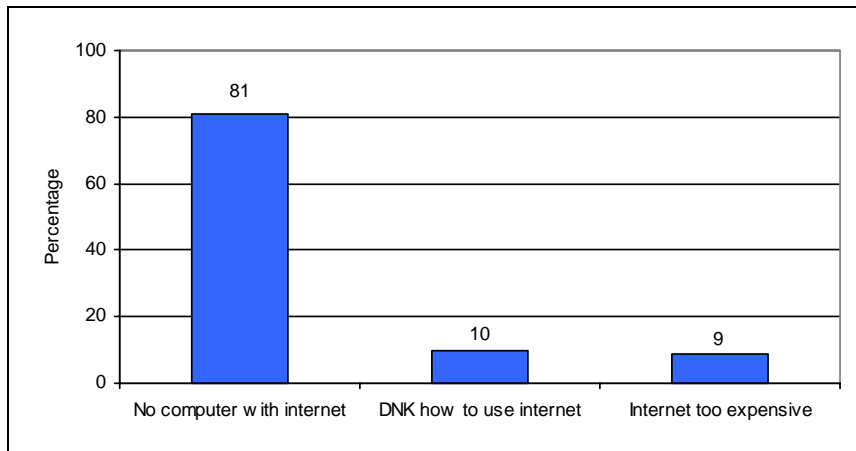
Where do you access CIPRO website

The survey also asked respondents to indicate from where they get access to the CIPRO website. Respondents were allowed to select more than one answer from the options in Table 15. The results reported here reflect the percentage of the number of cases in our sample for each option. We found that almost half of the respondents (49%) have access the website from their office computer, 40% said they make use of a public internet café, and 34% reported using their home computer.

More rural (54%) than urban (35%) respondents said that they make use of a pubic internet café to access the CIPRO website. However, far fewer rural (19%) than urban (37%) respondents have access to the CIPRO website from home. A similar result is found in terms of access to the CIPRO website from urban (50%) and rural (31%) respondents' offices. The survey indicated that respondents aged 25 years or younger (39%) are more likely to access the CIPRO website from an internet café than those aged 51 years or older (26%).

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Figure 12: Where do you access the CIPRO website? (%)
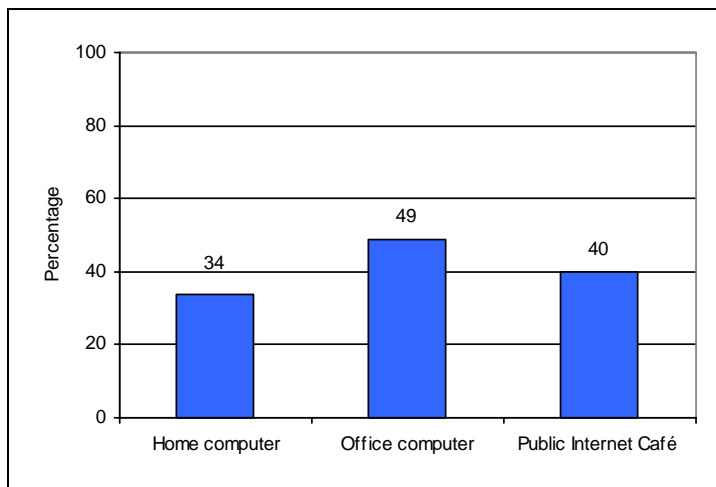
Connection method to website

It was found that most of the respondents connect to the CIPRO website using ADSL (32%), dial-up (24%), modem (10%) and Wi-Fi/3G (7%). About 27% of the respondents said that they 'do not know' what method they use to connect to the CIPRO website.

Purpose why you use the website

It was also important to establish why customers use the website, what time of the day they visit the website and how often they use the website. To determine why people are using the website the respondents were requested to select more than one answer from the options in Table 15. The results reported here reflect the percentage response for each option. It was found that most respondents (67%) use the website to register a business; others make use of a website to get general information (51%). Some respondents also indicated that they use the website to make enquiries (37%), to do a status check (34%), checking the status of an application (33%), and to make amendments (30%). Fewer respondents said that they use the website to access legal information and to do research.

When the data is disaggregated the results show that 70% of males used the CIPRO website to register a business compared to 59% of females. It is also found that more females (45%) used the website for enquiries than males (35%). In terms of locale, more rural (45%) respondents used the website for amendments than did urban (30%) respondents.

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Table 17:   For which of the following do you use the website? (%)

	N	%
Registration	223	67
Amendments	102	31
Status check	113	34
General Information	170	51
Enquiries	123	37
Legal Information and Research	79	24
Checking status of an application	110	33

Multiple response questions

When and how frequently people access the website

The respondents use the website mostly throughout the day (32%), in the afternoon (30%) and in the morning (25%). Some of the respondents said that they use the website in the evenings (12%). It is clear that far fewer respondents use the website in the evening than in the day. This links with the finding that many respondents obtain access to a computer with the internet from their office.

Table 18:   What time of day do you usually use internet to access CIPRO website? (%)

Mostly mornings	25
Mostly afternoons	30
Mostly in the evenings	12
Throughout the day	32

We received a mix response in terms of how often people use the CIPRO website. Just under one-third (32%) said that they use it 'about once every week' (32%), some indicated 'every day' (25%) and others 'about once a month (16%). Smaller proportions also use it 'about twice a month' (10%), 'about once every six months' (8%) and 'about once a year' (5%).

Table 19:   How often do you use the CIPRO website? (%)

Every day	25
About once every week	32
About once a month	16
About twice a month	10
More than two times a month	5
About once every six months	8
About once a year	5

Overall effectiveness and efficiency of the CIPRO website

Respondents were asked to comment on a number of questions ranging from how difficult it is to log into the CIPRO website to whether the systems of CIPRO caters for top range integration with other software/ applications such as FireFox. The results indicate that the majority of the respondents

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believe that it is easy to log into the CIPRO website (i.e. 25% say that it is difficult to log into the CIPRO website, while 72% disagree with this view). The survey also revealed that 71% of the respondents agreed that the website is reliable, 73% (% saying agree) indicated it is easy to use to get information needed and 74% reasoned that the website has a clear layout (easy to navigate). Two-thirds of respondents (66%) disagreed that the CIPRO website is not user-friendly. In other words the respondents considered the website to be user-friendly rather than difficult to use.

Respondents were divided on whether the website is fast and secure. For example, 42% of the respondents agreed that the CIPRO website is quite fast, compared to 52% who disagreed with this view. Although 58% of the respondents agreed that the CIPRO website is secure, 13% said they disagreed and a further 29% indicated that they 'do not know.' Views on how regular CIPRO updates its website vary greatly. For instance, 41% agreed that this is done regularly while 52% disagreed with this perspective and 32% recorded that they 'do not know'. In terms of the language usage of the website an overwhelming majority (78%) disagreed that the website uses a language that is difficult to understand. About 46% of the respondents also agreed that most of the CIPRO forms can be completed while working offline. Almost one-third (31%) of respondents disagreed and 23% said they 'do not know'. Most of the respondents 'don't know' (52%) whether 'CIPRO systems caters for top range integration with other software'.

Next we assessed how promptly CIPRO responds to request for information. Less than half of the respondents said that they agree that 'when I request my password to be e-mailed I receive it promptly' (48%) and 'I receive customer confirmation letter promptly on request' (49%). Just more than half (59%) of the respondents agreed that that 'I am aware of CIPRO's current/new products and services'.

Table 20: Please indicate whether you strongly agree, agree, disagree, or strongly disagree with each of the following statements about CIPRO website? (%)

	Strongly Agree	Agree	Disagree	Strongly disagree	Don't know
It is difficult to log into the CIPRO website	8	17	51	22	3
The CIPRO website is reliable	19	52	17	9	3
The CIPRO website is not user-friendly	9	23	50	16	3
The CIPRO website is easy to use to get information needed	20	53	20	3	3
The CIPRO website has a clear layout (easy to navigate)	20	55	17	5	3
The CIPRO website is quite fast	13	28	41	11	6
The CIPRO website is updated on a regular basis	10	32	18	8	33
The CIPRO website is secure	15	43	7	6	29

	Strongly Agree	Agree	Disagree	Strongly disagree	Don't know
Most of the CIPRO forms can be completed while working offline	13	33	20	10	23
The CIPRO website uses a language that is difficult to understand	4	12	55	23	6
When I request my password to be e-mailed I receive it promptly	14	34	14	7	31
I receive customer confirmation letter promptly on request	14	35	15	8	28
CIPRO systems caters for top range integration with other software/ applications such as FireFox	7	27	9	5	52
I am aware of CIPRO's current/new products and services	14	45	15	9	17

Satisfaction with the CIPRO website

The public survey also assessed whether respondents are satisfied or dissatisfied with the performance of the CIPRO website. About 52% of the respondents indicated their satisfaction with the CIPRO website compared to 11% who were dissatisfied. It was found that more males (48%) were satisfied with the time taken to receive a service from the CIPRO website than were females (42%).

The survey also determined whether the respondents were satisfied with the time taken to receive a service from the CIPRO website. About 46% of the respondents were satisfied with the time taken to get a service from the CIPRO website, while 8% were dissatisfied. The survey also showed that the 25 year and younger respondents (53%) were more satisfied with the time taken to receive service from the CIPRO website than the 51 year and older respondents (22%).

Figure 13: Satisfaction with website (% saying 'satisfied' and 'dissatisfied')
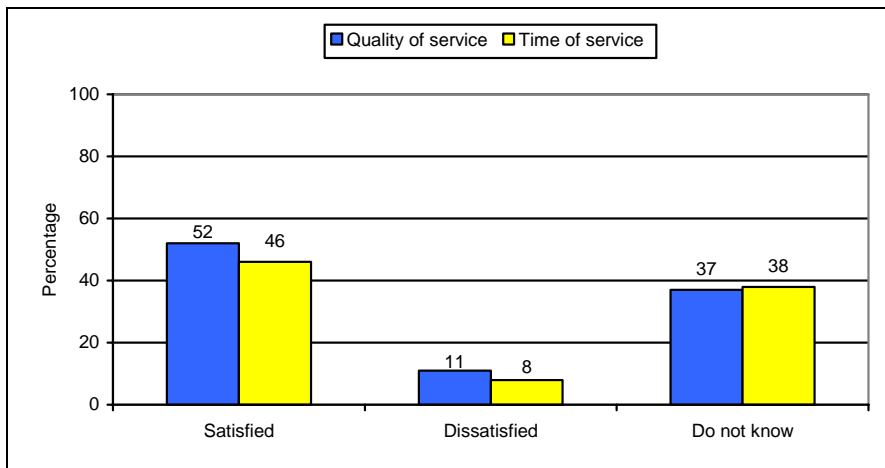
Safety and Security

Do people feel safe and secure when they visit the offices of CIPRO? This section reports on a number of questions which addresses concerns of the public in terms of safety and security when they visit an office of CIPRO. Very few people (35% agree) feel that their privacy is invaded when they are at the CIPRO offices. About 80% agree that 'my safety is guaranteed when I am at CIPRO's premises'.

On the other hand more than half of the respondents indicated that 'Security measures in CIPRO premises are relaxed' (55%), while just less than half of the respondents said that they 'can easily get defrauded at CIPRO offices' (47%). The survey found that slightly more females (58% 'agree') than males (54% 'agree') believe that security measures at CIPRO are relaxed. It is also reported that just more than half (51%) of the respondents said that 'my car is always safe at CIPRO offices'.

Although 52% of the respondents agreed that 'I can easily identify a CIPRO official', 68% also agreed that they 'feel that some people who pretend to help might be criminals'. In spite of the uncertainties, 51% of the respondents said agreed that they 'seek information from people whom I am not sure whether they are CIPRO officials or not'.

Table 21: Safety and Security in CIPRO (%)

	Strongly Agree	Agree	Disagree	Strongly disagree
I feel that my privacy is invaded when I am at CIPRO premises	11	24	53	13
I feel that my safety is guaranteed when I am at CIPRO's premises	20	59	16	4
Security measures in CIPRO premises are relaxed	12	43	36	9
My car is always safe at CIPRO offices	13	37	28	22
I can easily get defrauded at CIPRO offices	17	30	40	13
I feel that some people who pretend to help might be criminals	28	40	25	7
I can easily identify a CIPRO official	16	37	35	13
I seek information from people whom I am not sure whether they are CIPRO officials or not	15	36	37	12

Please indicate whether you strongly agree, agree, disagree or strongly disagree with each of the following statements about Safety and Security in CIPRO?

Shortcomings and recommendations

Difficulties customers experience when doing business with CIPRO

This section reports on the respondents views with regards to the difficulties they have encountered when dealing with CIPRO and their suggestion to help CIPRO improve their overall performance. Respondents were asked to list three difficulties they experience when doing business with CIPRO. The first, second and third responses of the respondents are summarised in Table 20.

The results on the first response indicate that most of the respondents believed that 'long queues' (15%) are one of the biggest challenges that CIPRO should address. Respondents were also critical about the time CIPRO takes to respond to requests (3%) and to process documents (7%). Other issues related to slow service delivery were 'computers are always down or off line' (3%) and 'takes too long to register CC' (3%). The respondents also complained about the parking problem when visiting a CIPRO office (4%), that they are unable to access the CIPRO website (4%) and about corruption among the intermediaries (2%).

The results of those who provided a second response indicate that 'long queues' (7%) is a major concern of the public when they deal with CIPRO. Coupled with the long queues respondents also said that 'it takes too long to get my documents' (7%) and it 'takes too long to get service done' (3%). It is interesting to note that safety and security (4%) and identification of CIPRO officials (3%) are also mentioned as concerns that CIPRO should address. In other words apart from slow service provision, some customers also feel unsafe when they are at the CIPRO offices.

A summary of the respondents' third responses reveal that most of them complain about staffing matters. For instance, 5% of the respondents indicated that the 'staff is not friendly', 3% said 'staff is not knowledgeable', another 3% reported that the 'CIPRO officials are careless in checking documents' and 'staff is incompetent' (3%).

Table 22:   Difficulties you experience when doing business with CIPRO (%)

First response		Second response		Third response	
Response	*%*	*Response*	*%*	*Response*	*%*
Long queues	15	Long queues	7	Bribe within CIPRO staff intermediaries	10
It takes long to get my documents	7	It takes long to get my documents	7	Staff is not friendly	5
Staff is not friendly	5	Staff is incompetent	7	It takes long to get my documents	3
Website is unreachable	4	Service is poor	5	Staff is not knowledgeable	3
Parking problem	4	Staff is not friendly	5	Website is unreachable	3

First response		Second response		Third response	
Response	*%*	*Response*	*%*	*Response*	*%*
Takes too long to get service done / Long too process requests	3	Parking problem	5	CIPRO officials are careless on checking documents	3
Service is poor	3	Safety, security in CIPRO	4	Staff is incompetent	3
Computers are always down or off line	3	Takes too long to get service done	3	Identification of CIPRO officials	3
Staff is incompetent	3	Website is unreachable	3	Parking problem	3
Takes too long to register CC	3	Staff is not enough	3	Long queues	3
Getting information	3	Identification of CIPRO officials	3		
Corruption from intermediaries	2	Bribe within CIPRO staff intermediaries	3		
		Unable to use cell phone in office	2		
		Computers are always down or off line	2		

Suggestions on how to improve CIPRO's services

The survey asked respondents to provide suggestions on how to improve CIPRO's services. The results of the respondents are summarised in Table 21. Most of the respondents provided us with one or two suggestions which were grouped into categories for both the first and second response options. The big proportion of the respondents (11%) cited that CIPRO need 'more qualified staff' to improve service delivery. It is therefore not surprising that some response categories focus on staff development in terms of customer care (6%), training of staff (3%) and hiring of new staff (4%). In response to the website difficulties mentioned, respondents suggested that CIPRO should 'improve its website' (3%) and 'improve its computer system' (3%). Respondents also wanted to see improvements with regards to the 'period it takes to register' (4%) and that CIPRO should establish offices in other or all the provinces (4%). It was recommended that CIPRO should do away with intermediaries (2%) and that all CIPRO staff should wear name tags for easy identification (2%). It is interesting to note that 4% of respondents said that CIPRO should 'keep up what they are doing'.

The second set of responses again highlighted the need for staff development, expansion of offices, and general improvement of the office areas in terms of access, signage, neatness and parking.

Table 23: Suggestions on how to improve CIPRO's services (%)

First response		Second response	
Response	*%*	*Response*	*%*
More qualified staff	11	Improve period it takes to do registration	7
Train staff on customer care	6	Train staff on customer care	5
Improve period it takes to do registration	4	Expand offices	5
Keep up what they are doing	4	CIPRO officials should wear name tags for easy identification	4
Take offices in other provinces	4	Have more signboards at the entrance	3
Hire new staff	4	Increase parking area, make it secure	3
Increase parking area, make it secure	3	Staff should improve in friendliness	3
Staff should be well trained	3	More qualified staff	3
Improve website	3	Do away with intermediaries	2
Do away with intermediaries	3	Improve website	2
CIPRO officials should wear name tags for easy identification	2		
Improve computer system	2		

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INTERMEDIARIES

Type of services offered to clients

The respondents were asked to indicate the kinds of services they offer their clients from the following list of possible services: registration of new company, close corporation, co-operative etc.; attending to basic enquiries, offer mostly legal advice, issuing out CIPRO forms, financial and related services; or assisting people who come to CIPRO for various services. It should be noted that respondents were permitted to choose or give more than one response to this question.

Figure 14: What type of service do you offer to clients? (%)
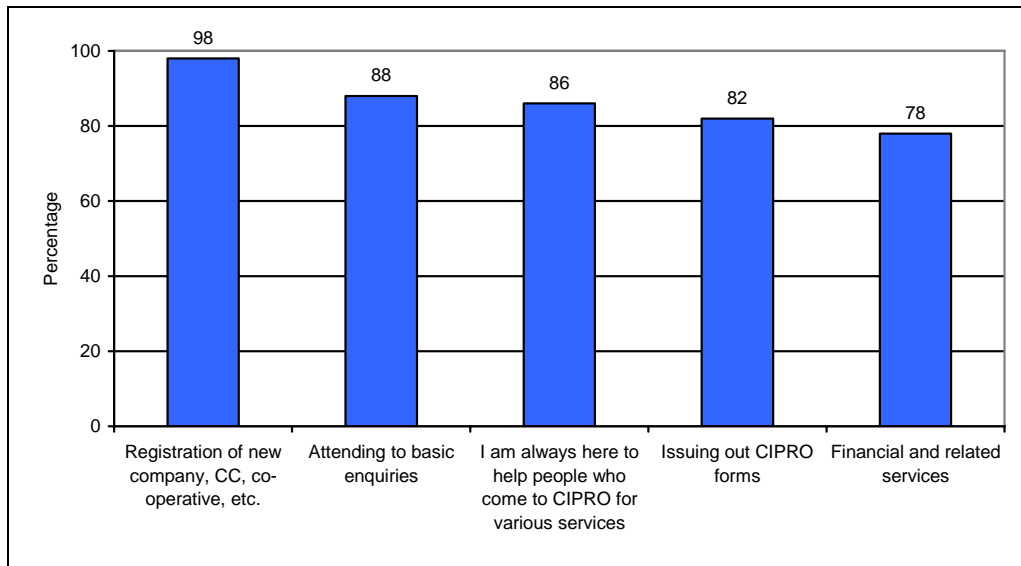
The most frequently cited service offered by the intermediaries is 'registration of new company, close corporation, cooperative, etc'. Hence, almost all the respondents (98%) indicated that they assist with registrations. Nearly nine out of ten (88%) respondents indicated that they attend to basic enquiries. This was followed by an almost equal proportion of respondents (86%) who said they always go to CIPRO offices to help people with various services. Just over eight out of ten (82%) indicated that they deal with issuing out of CIPRO forms. Over three-quarters (78%) offer financial and related services. Notably, people with degrees or post graduate degrees or diplomas were overrepresented (92%) amongst those providing this service.

Figure 15: The extent to which the information received through different media channels is useful (%)
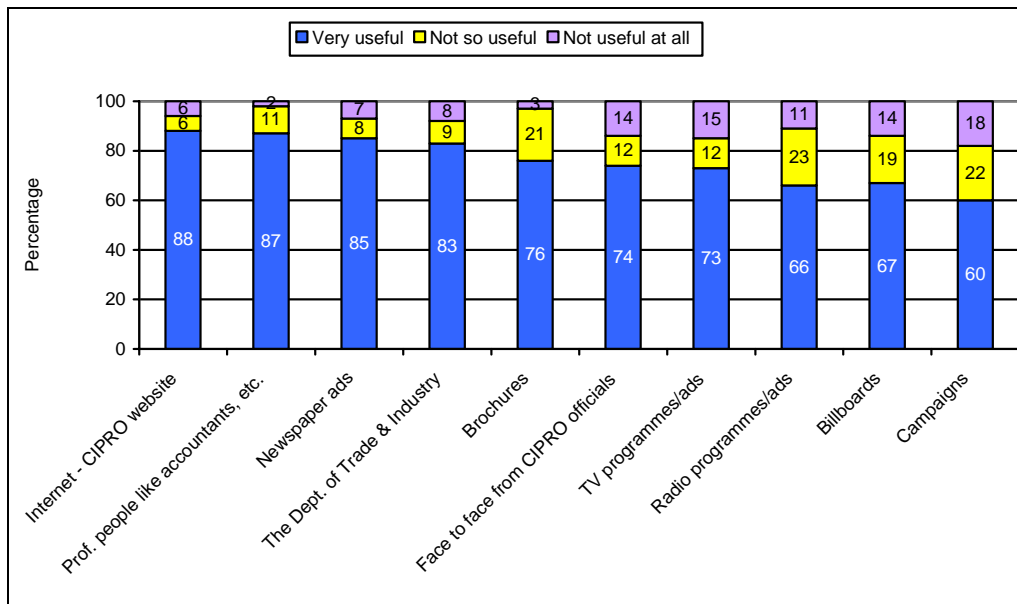
Respondents were asked to indicate the extent to which information provided by different media and other sources is useful. Almost all channels received very high mentions, with the exception of 'campaigns' and 'customer contact centre'. The *Internet CIPRO website* was the most frequently cited (88%) as the provider of the very useful information. Conversely, 6% found the information posted on the CIPRO website as 'not so useful' and 6%, 'not useful at all'.

The website was closely followed by the professional groups. The professional groups such as accountants, lawyers or business consultants were mentioned by nearly nine out of ten (87%) respondents as providing 'very useful' information. Conversely just over a tenth (11%) was of a perception that this source provides information that is 'not so useful'.

Newspaper adverts were also mentioned frequently by 85% as providing 'very useful' information. On the contrary, just over one in ten respondents (12%) said the information provided by this source is not useful. Trade and Industry was also frequently cited (83%) as providing 'very useful' information, with just under one fifth (18%) of the respondents thinking otherwise. Black people (84%) were more likely than other race groups to say that the information from the Department of Trade and Industry is useful.

Over three quarters (76%) of the respondents felt that information from brochures is 'very useful'. Conversely, a rather higher proportion (24%) thought that information provided through brochures is

not useful. An overwhelming 92% of people with diplomas or certificates indicated that brochures provide useful information.

There were almost an equal proportion of people saying CIPRO officials and television adverts provide useful information. About 74% of the respondents thought that information received from the CIPRO officials through face to face interactions was 'very useful'. Just over a quarter (26%) felt that the information provided through such encounters is not useful. This was comprised of nearly an equal split of 12% saying 'not so useful' and a further 14% saying 'not useful at all'. Almost three-quarters (73%) found the information from television adverts as 'very useful'. About 12% felt this information was just not so useful, whilst a further 15% felt it was 'not useful at all'.

Two-thirds (66%) found the radio adverts to be providing 'very useful' information and one-third (33%) found the information as not being useful. The latter comprised 23% who said 'not so useful' and a further tenth (10%) saying 'not useful at all'. About 67% felt that the information posted on billboards was useful, nearly a fifth (19%) said 'not so useful' and the remaining 14% said 'not useful at all'. Six out of ten (60%) found the information distributed through the campaigns as 'very useful', whilst a sizeable 41% stated otherwise.

The customer contact centre received the lowest number of mentions in this regard. Over half (52%) of the respondents were of the perception that the information provided through the customer contact centre is not useful. On a positive note, 48% of the respondents held that information provided through the customer contact centre is 'very useful'.

**Figure 16: Mode of accessing CIPRO services (%)**
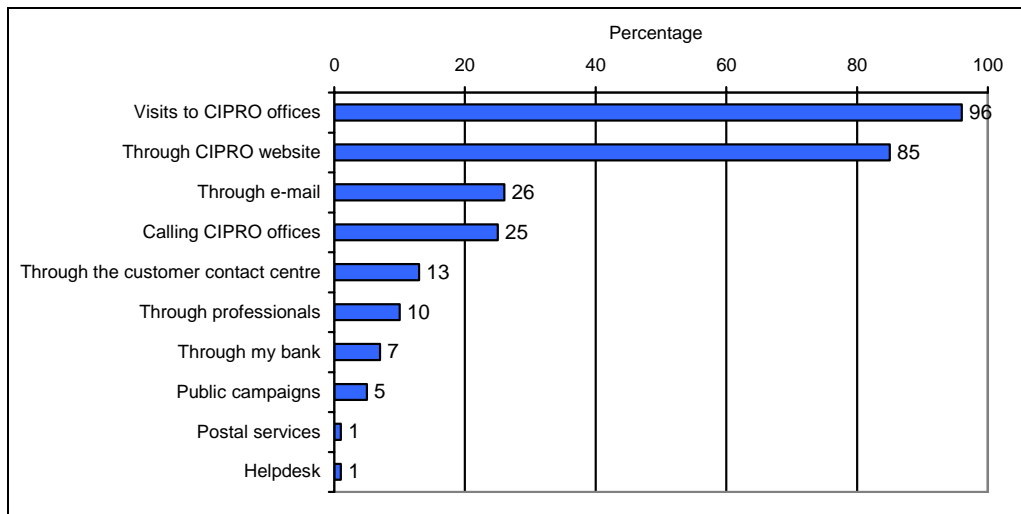
Based on the responses of 106 individuals, Figure 16 reveals that a large majority (96%) of intermediaries access the CIPRO services through personally visiting the CIPRO offices. Another large proportion (85%) accesses CIPRO services through the CIPRO website. It is interesting to note that the proportion of the people accessing CIPRO services through the website was much larger amongst people aged between twenty and thirty five years old than those aged from thirty six upwards. The older group was more likely to access CIPRO services through professionals. Nearly equal proportions access services through e-mails (26%) or by calling the offices (25%). Thirteen percent access these services through the customer contact centre, whilst exactly a tenth (10%) consult professionals such as accountants or lawyers for assistance with CIPRO services. About 7% access the services through banks. A rather small proportion (5%) accesses the services as a result of the campaigns, whilst others use postal services or consult the helpdesk.

Figure 17: How often do you visit CIPRO offices? (%)
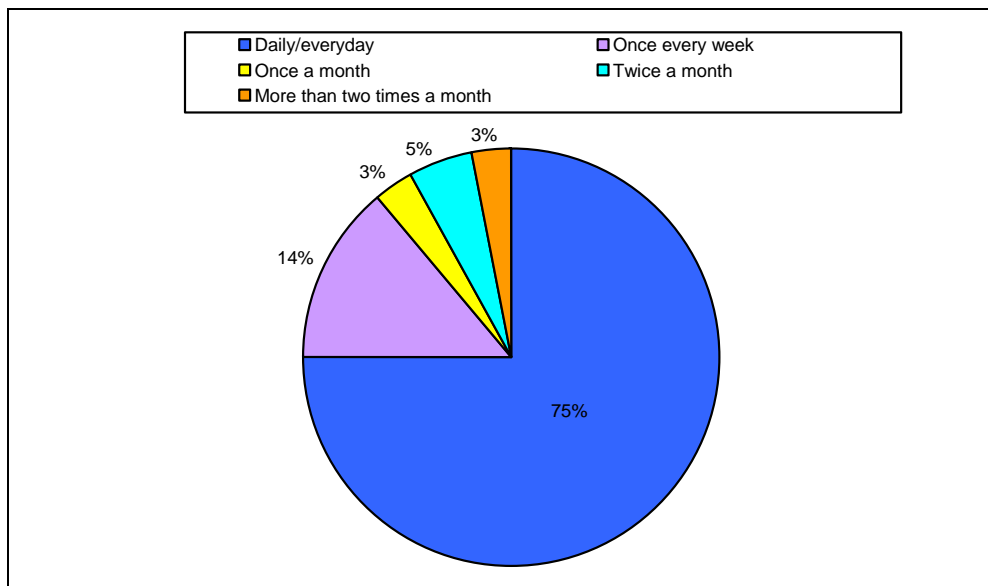
Upon being asked how often they visit CIPRO offices, a large majority (75%) of the intermediaries indicated that they go to CIPRO offices everyday. About 14% go to the offices every week. The remaining eleven percent was divided amongst those who visits offices at least once a month (3%), at least twice (5%) or more than twice (3%) a month. Females (85%) are more likely to be visiting CIPRO on a daily basis that their male counterparts. In addition, Blacks (81%) were also more likely to be going to CIPRO everyday than were other groups.

Figure 18: How far are the nearest CIPRO offices from where you stay? (%)
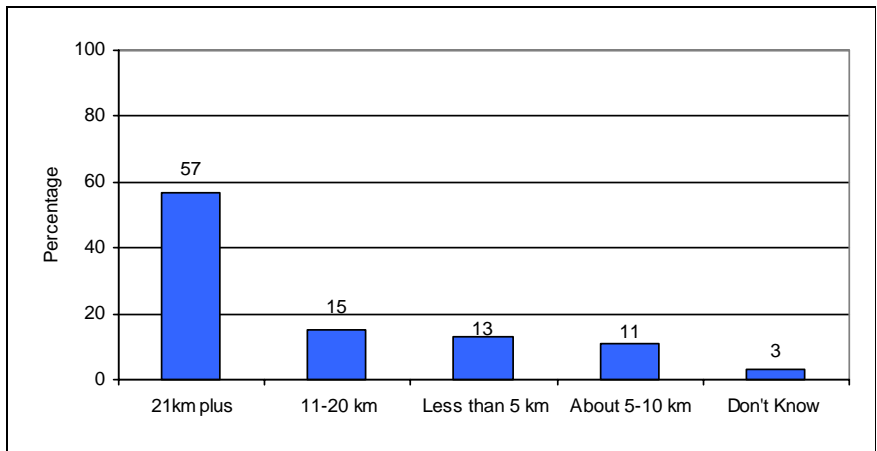
When asked how far they stay from the CIPRO offices, nearly six out of ten respondents (57%) indicated that they live more than 20 kilometres away. One seventh (15%) stay between eleven and twenty kilometres away from the offices. About 13% are less than five kilometres away, with just over a tenth (11%) staying between five to ten kilometres away from the offices. Another three percent were not sure. As expected, those in rural areas were more likely (79%) than urban residents, to live more than 20 kilometres away from CIPRO offices.

Figure 19: How do you go to CIPRO offices? (%)
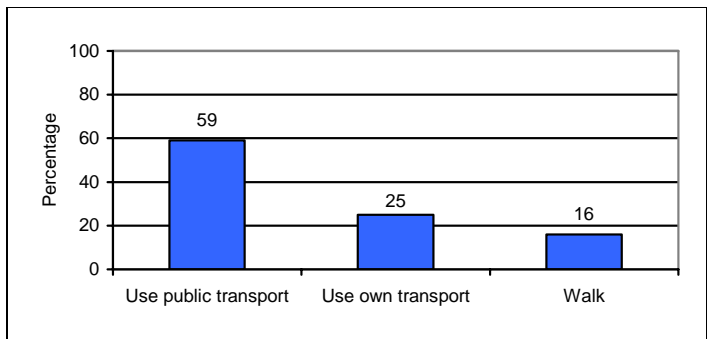
Respondents were also asked just how they get to CIPRO offices. Six in ten (60%) respondents use public transport, exactly a quarter (25%) use their own transport and a further 16% walks to get to CIPRO offices. Notably, people aged forty one and above were more likely (40%) to report that they 'use own transport' compared to the younger age groups. In addition, as expected, people in rural areas were also more likely (94%) to use public transport to get to CIPRO offices when compared to those from urban areas (54%).

Figure 20: When last did you visit the CIPRO office? (%)
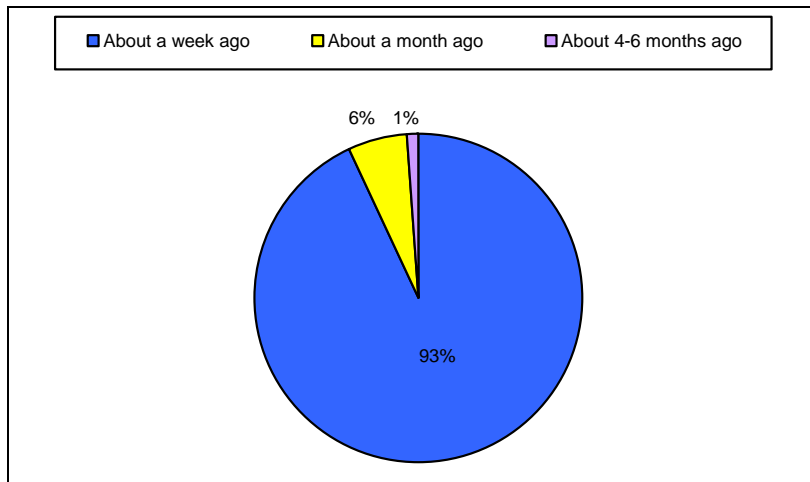
Upon being asked when they last visited CIPRO offices, nearly all (93%) respondents said they were at the CIPRO offices about a week ago. It should be noted that this category comprised people who had visited the offices anything from one day ago to a week ago. Only a 6% had gone a month ago, whilst one percent had been there between four and six months ago.

Figure 21: Levels of satisfaction with CIPRO services (%)
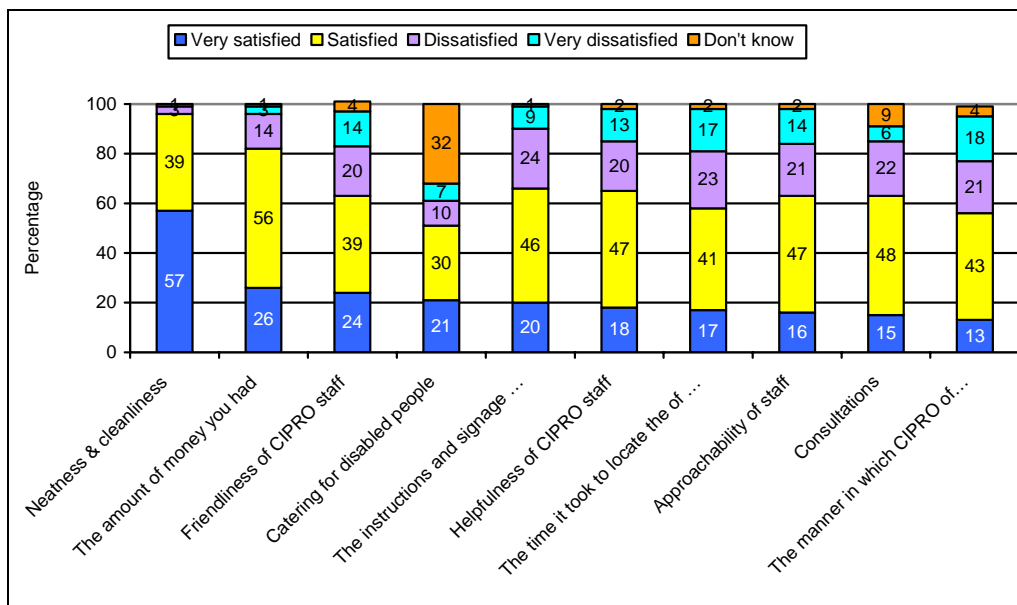
The respondents were also given a series of statements on which to indicate their extent of satisfaction. It is encouraging to note that almost all respondents (96%) were satisfied with the level of

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neatness and cleanliness of CIPRO premises. That is made up of a 57% who were 'very satisfied' and a further 39% who were 'satisfied'. Only 4% registered dissatisfaction.

This was followed by the 82% who were satisfied with the amount they had to pay for CIPRO services. Of these, 24% indicated that they were very satisfied and 56%, satisfied. Conversely, 17% were dissatisfied in this regard and 2% said 'don't know'.

Almost two-thirds (63%) stated their satisfaction with regard to the friendliness of staff. On the other side, just over a third (34%) expressed dissatisfaction in this regard. About 4% said 'don't know'. It is evident that older people (41 years and older) tended to respond positively, i.e. they were more likely to state that they were satisfied with the friendliness of staff (80%) than the younger age group categories.

Just over half (51%) of the respondents were satisfied with the way CIPRO's catered for disabled people. About 17% voiced dissatisfaction. A sizeable 32% said 'don't know'. It is likely that they are unaware of such facilities because they do not use them. Notably, older persons (41 years and older) were less likely (14%) to indicate dissatisfaction in this regard than the other age group categories.

Two-thirds (66%) were satisfied with the instructions and signage showing and guiding them where to go for various services. One-third (33%) said they were dissatisfied. Almost two-thirds (65%) of the respondents was satisfied with the helpfulness of the CIPRO staff, one-third (33%) expressed dissatisfaction in this regard. About 58% were happy with the time it took them find the offices for which they were looking. A considerable 40% were unhappy with the time they wasted looking for relevant offices.

Over three-fifths (63%) felt that the staff is approachable, whilst a further 35% argued otherwise. There is some evidence that people aged between thirty six and forty were more likely (57%) to state that the staff is approachable than the other age group categories. About 63% were satisfied with their consultations with CIPRO officials. Almost three out of ten (28%) registered dissatisfaction in this regard and 9% said 'don't know'.

A low 56% (when compared to the rating received in the other statements) indicated satisfaction with the way they were treated by CIPRO officials. Nearly two-fifths (39%) were dissatisfied and 4% said they 'don't know'. It is evident that people in the older age group category (41 and above) were less likely to be dissatisfied with the way they were treated by staff compared to the other age group categories.

Figure 22: Levels of satisfaction with CIPRO staff (%)
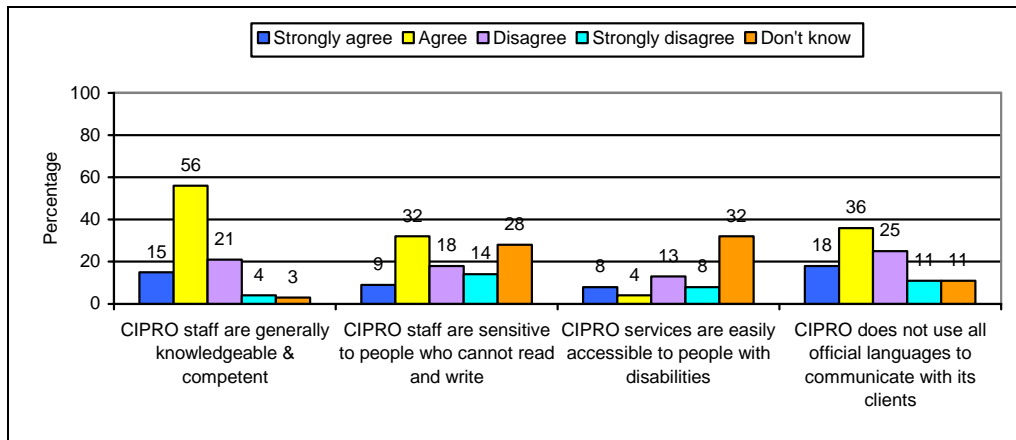
Respondents were given a further series of statements related to CIPRO staff and services as depicted in Figure 22.

Encouragingly, upon being asked whether they think CIPRO staff are knowledgeable and competent, almost six out of ten responded positively. This comprised 16% who 'strongly agreed' and an overwhelming 56% who 'agreed'. Conversely, one quarter (25%) did not think so. A further three percent said 'don't know'.

A little over two-fifths (42%) concurred that CIPRO staff are sensitive to people who cannot read and write. On the other side, almost a third (32%) thought that CIPRO staff members are insensitive to illiterate people, whilst 28% said 'don't know'. Nearly half (48%) of the respondents agreed that CIPRO services are indeed easy to access for people with disabilities. Just over a fifth (21%) did not think so, whilst a further sizeable 32% said 'don't know'.

Over half (54%) of the respondents stated that CIPRO does not use all official languages in its communication with clients. Just over a third (36%) argued otherwise, that CIPRO does in fact use all official languages to communicate with clients. The remaining 11% said 'don't know'. Respondents were also asked about their attitudes towards the quality of service provided by CIPRO, the time taken to respond to queries, sense of urgency, and commitment to excellence amongst staff, as well as the accuracy of information distributed to clients.

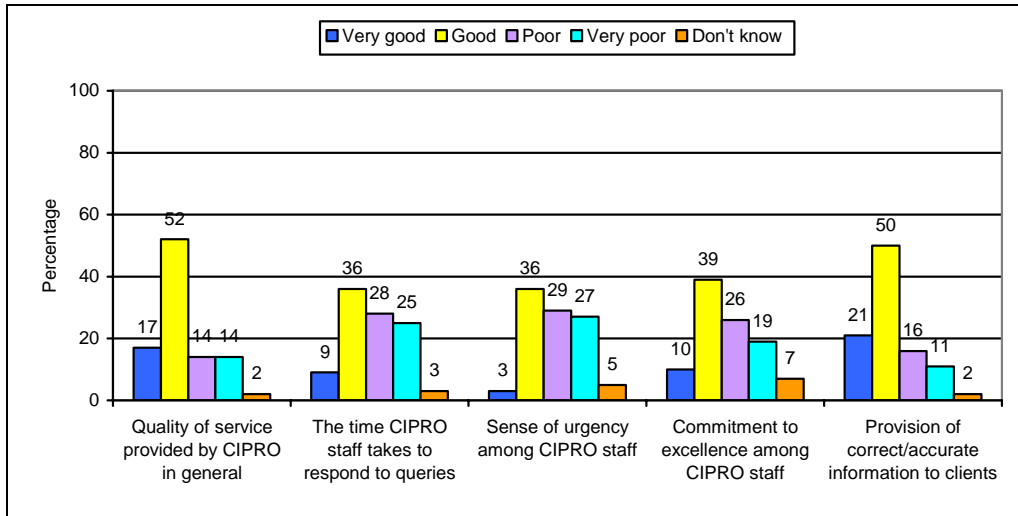**Figure 23: Rating of the overall performance of CIPRO (%)**

Figure 23 illustrates that 69% were satisfied with the quality of service provided by CIPRO in general. On the contrary, just over a quarter (28%) indicated dissatisfaction with the quality of CIPRO services. Less than half (45%) felt that the response time to queries by CIPRO staff is good. This comprised of 9% who said 'very good' and about 36% who said 'good'. Notably, more than half (53%) felt that the response time was not too good. About 3% said 'don't know'. Remarkably, people in the younger age group (20-25 years old) were more likely (52%) to register dissatisfaction in this regard than the other age group categories.

Under a fifth (39%) was impressed with the sense of urgency among CIPRO staff, whilst a significant 56% responded negatively. About 5% said 'don't know'. Just under half (49%) of the respondents felt that CIPRO staff are indeed committed to excellence. A sizeable 45% argued otherwise, with a further 7% saying 'don't know'. Encouragingly, 71% of the respondents indicated satisfaction with the accuracy of information provided by CIPRO. About one quarter (27%) expressed dissatisfaction and 2% said 'don't know'.

CIPRO website

Respondents were asked questions relating to access to computers, internet access, and more specifically, access to the CIPRO website.

Upon being asked where they get access to the CIPRO website most of the time, more than half (53%) said they access the CIPRO website in Public internet cafes. About one quarter (27%) access it at work through office computers. One fifth (20%) indicated that they access the website at home on

their home computers. Interestingly, people aged 41 years and older were more likely (33%) to use home computers to access the CIPRO website than were people in other age categories. In addition, these were also people who by and large reported using office computers to access the website compared to using public internet cafes (only 11% used internet cafes, compared to 64% of those aged 25-35).

Respondents were further asked to state the internet service providers they use most of the time. Most of the respondents were not sure (48%) of the specific internet service provider they use (maybe those using public internet terminals). A substantial 15% use M-web. Just over a tenth (11%) uses Telkom. There was an equal split in proportions between those using IBM (5%) and Polka (5%). Vodacom and Google were also each used by 5%. The other service providers mentioned included I-burst, Jetline, Sentec and central ITD.

When asked about the specific time when they usually access the CIPRO website; about 62% indicated that they use it throughout the day, at no specific time. About a quarter (26%) usually accesses the CIPRO website in the mornings. About 8% usually access the website in the afternoons, whilst the remaining 4% visits the website in the evenings. Upon being asked about the frequency of visiting the CIPRO website, nearly eight out of ten respondents (79%) said they access the website everyday. About 16% said they access the website at least once every week. The remaining 4% visit the site between twice a month and about once a year.

Respondents were asked about the type of internet connection. More than half (51%) of those respondents indicated that they use ADSL internet connection. Another sizeable 42% uses Dial-up, whilst others use AEGE (6%). There were also few mentions of Data cards and Inter wap.

In addition, respondents were given a series of statements pertaining to the CIPRO website and were to indicate their attitudes.

Figure 24: Level of satisfaction with services from CIPRO website (%)
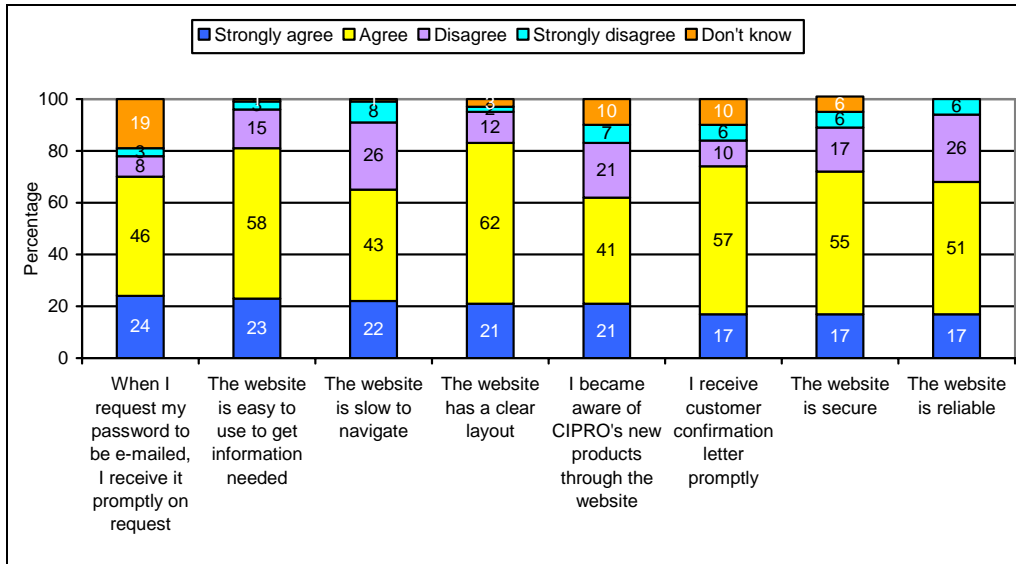
An overwhelming 70% said passwords are delivered promptly when requested via e-mail, as illustrated in Figure 24. This can be interpreted as a very positive finding as only a tenth (11%) of the respondents disagreed that passwords are delivered promptly on request. Nearly a fifth (19%) said 'don't know' (possibly those have not made use of the service).

About 81% concurred that the website is indeed easy to navigate in order to obtain the required information. Only 18% stated otherwise. However, almost two-thirds (65%) said the website is a bit slow to navigate, whilst a third (34%) disagreed with this. A further 8% said 'don't know'.

Most (84%) agreed that the website has a clear layout. Conversely, 14% disagreed. More than six out of ten (62%) said they were alerted to CIPRO's new products through the website. Just more than one-quarter (28%) were not, whilst about 11% said 'don't know'. About 74% said customer confirmation letters are delivered promptly. One on eight (16%) had the contrary view whilst a tenth (10%) said 'don't know'.

Seven out of ten (72%) respondents concurred that the website is indeed secured. A third (33%) disagreed, and the remaining 6% said 'don't know'. Just over two-thirds (68%) of the respondents believed that the CIPRO website is reliable. Nearly a third (32%) argued otherwise.

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Figure 25: Satisfaction with CIPRO website (%)
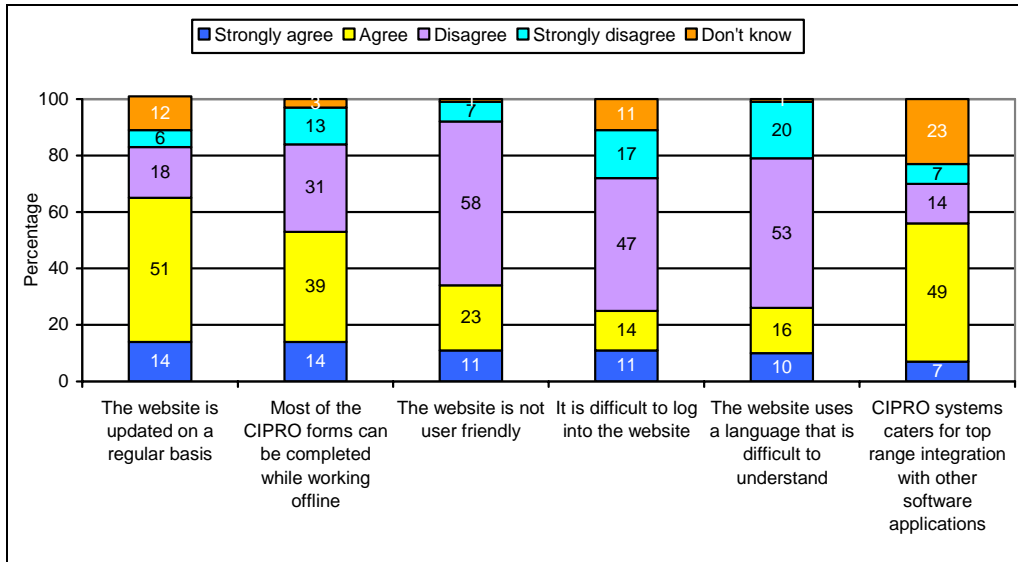
A 65% proportion agreed that the website is indeed updated on a regular basis. Just under a quarter of the respondents were not convinced that the website is updated regularly. Over a tenth (12%) of the respondents said they do not know whether the website is indeed updated on a regular basis.

Just over half (54%) of the respondents said forms could be completed while working offline. On the contrary, about 44% of the respondents disagreed, and a further 5% did not know. Encouragingly again, only a third (34%) of the respondents were of the perception that the website is not user-friendly. On the positive note, 65% stated that the website can be used with ease. Exactly a quarter (25%) were of the opinion that it is difficult to log into the website. Notably, 64% had the opposite opinion, with a rather bigger proportion (17%) of people saying 'don't know'.

One in eight (16%) respondents argued that the website uses language that is difficult to understand. However, the majority (75%) indicated that the language used is not difficult at all to comprehend. More than half (56%) agreed that CIPRO uses systems that cater for top range integration with other software applications. Over one-firth (22%) argued otherwise and the remaining 23% said 'don't know'.

Mode of receiving certificates

Respondents were asked to indicate whether they receive certificates via internet downloads, postal address, e-mail, or whether they collect them personally from the offices.

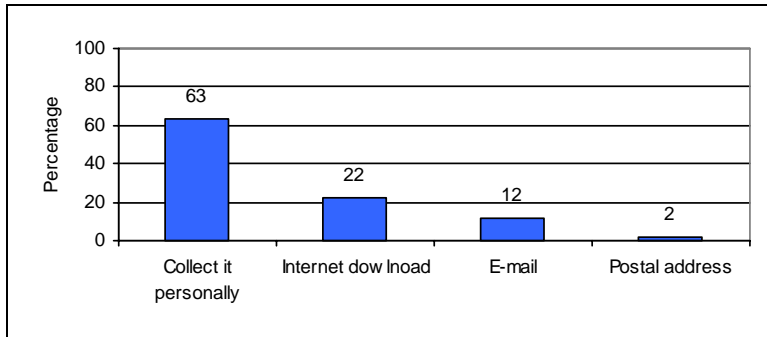**Figure 26: Mode of receiving certificates (%)**

Figure 26 shows that the most frequently used method of collection is 'personal collections' (63%). Just a little above one-fifth (22%) download the certificate from the internet. Just over one in ten (12%) respondents gets them via e-mail. Postal addresses appeared to be rarely used (2%). When looking at the distribution of the responses by different age categories, it is interesting to note that people aged 41 and above are more likely to collect the certificates personally from CIPRO offices compared to other age group categories.

Figure 27: Reasons for using CIPRO website (%)
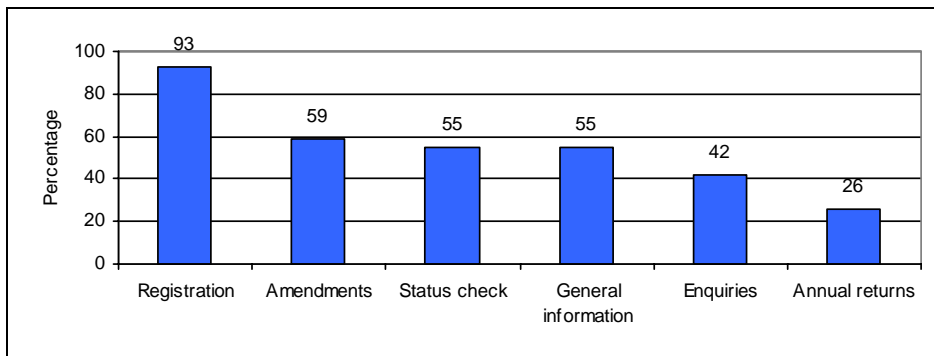
Almost all the respondents (93%) use the website for registrations. Nearly six out of ten (59%) respondents use the website for amendments. A similar proportion (55%) uses the website to check the status of their applications or for general information. Just over two-fifths (42%) use the website to make enquiries, whilst a further quarter (26%) uses the website to prepare annual returns.

Figure 28: Levels of satisfaction with the quality of services received through different CIPRO channels (%)
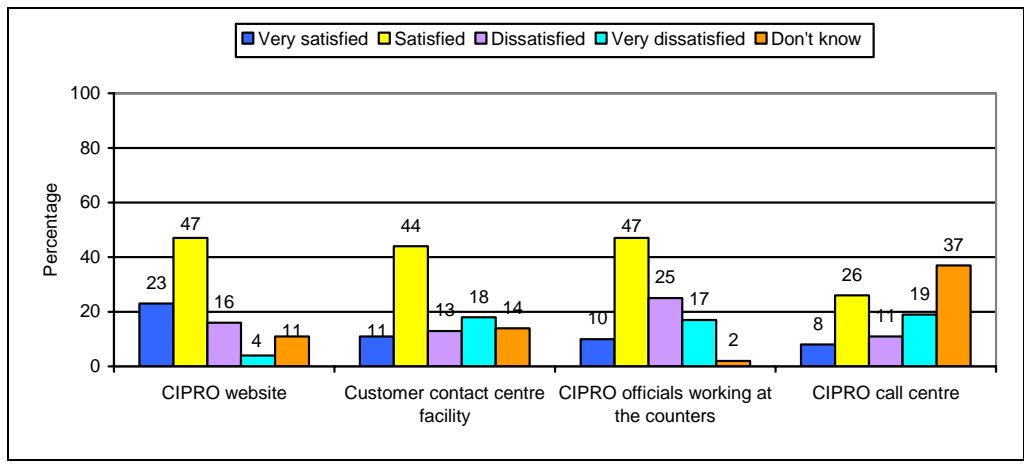
Figure 28 shows that the CIPRO website received the highest ratings in terms of satisfaction levels, with 70% saying they are satisfied with the quality of its service. Only a fifth expressed dissatisfaction in this regard. Just over a tenth (11%) said 'don't know'.

The customer contact centre and CIPRO officials at the counters received almost equal satisfaction ratings. More than half (55%) expressed satisfaction with the quality of service received at the customer contact centre. Three in ten (31%) indicated dissatisfaction with the service received through this channel. One in seven (14%) said 'don't know'. Nearly six out of ten (57%) expressed satisfaction with regard to the quality of service received from the CIPRO officials working at the counters. However, disappointingly this channel recorded the highest dissatisfaction levels (42%). Notably, 'don't know' or 'uncertain' levels were very low at 2% showing that people were taking firmer positions (either being satisfied or dissatisfied).

The call centre received the lowest rating in comparison with the website, contact centre and officials at the counters. Only a third (34%) of respondents expressed satisfaction with the quality received from the call centre. One in three (30%) respondents indicated dissatisfaction regarding the service they received from the call centre. More than one-third (37%) said 'don't know'.

Figure 29: Levels of satisfaction with time taken to receive the service from different CIPRO units (%)
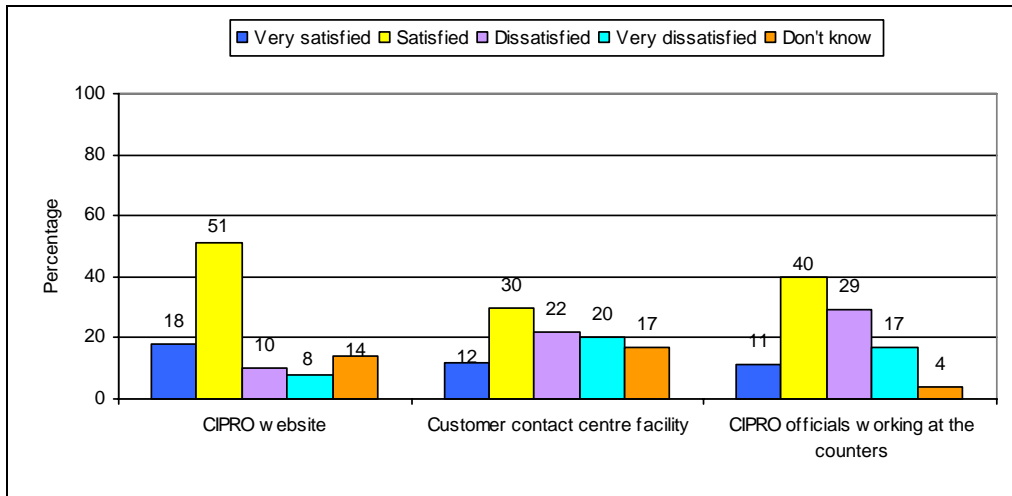
Respondents were further asked whether they are satisfied with the time taken to receive service from the customer contact centre, CIPRO website, and CIPRO officials working at the counters. The website received the highest satisfaction ratings in terms of being able to render requested services within a satisfactory time period. Nearly seven out of ten (69%) respondents indicated satisfaction with the turn around time of the website. Only 18% were dissatisfied in this regard. A further 14% said 'don't know'.

In terms of the time taken to receive service from the customer centre, there was an equal split between those who were satisfied (42%) and those who were dissatisfied (42%). A sizeable 17% said 'don't know'. Only just over half (51%) of the respondents expressed satisfaction with the time taken to receive service from CIPRO officials working at the counters. A rather considerable proportion (46%) said they were dissatisfied, whilst a further 4% said 'don't know'.

Figure 30: CIPRO department they interact with most of the time (%)
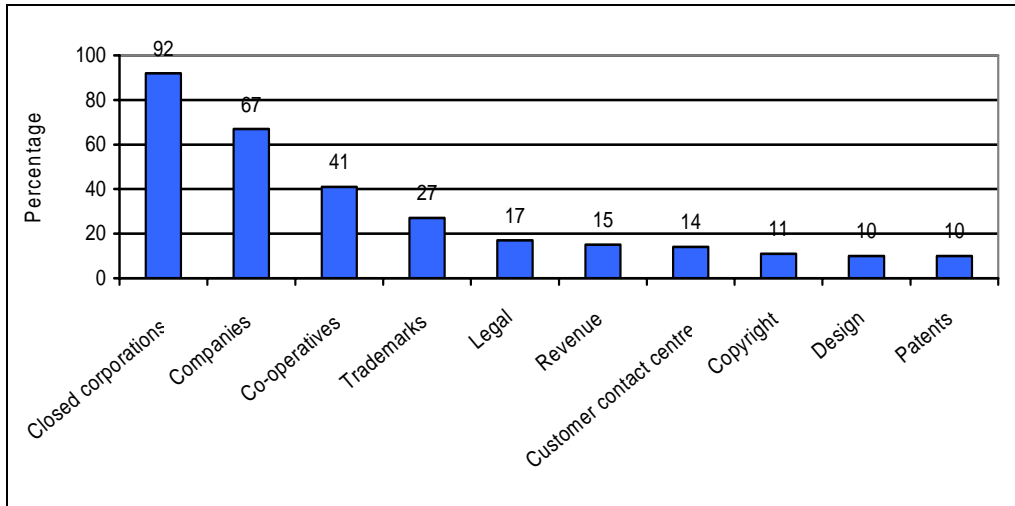
When asked to indicate the department at CIPRO with which they interact with most of the time, almost all (92%) said they work with Closed Corporations. This was followed at some distance by Companies (67%). Co-operatives were the next most frequently mentioned (41%).

Figure 31: Satisfaction with specific services offered by CIPRO (%)
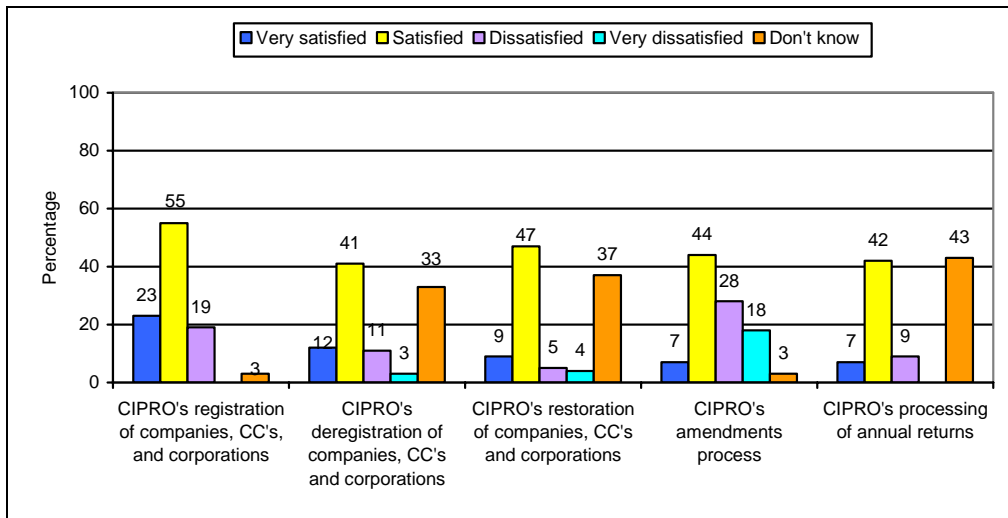
Respondents were asked to show their level of satisfaction regarding CIPRO's registration, deregistration or restoration of companies, CC's or Co-operations, CIPRO's amendments process, processing of annual returns, court orders for Companies, CC's and corporations, CIPRO's Corporate Information of Companies, and Data Sales of Companies and liquidation of Companies, CC's and

Corporations. Most of the people (78%) expressed satisfaction with CIPRO's registration of Companies, CC's and corporations. Only 19% registered dissatisfaction, and a further 3% said 'don't know'. Those who said they were dissatisfied were asked to give reasons. Most of the respondents mentioned that the process 'takes too long' and that it is 'too slow'. Others also mentioned that the system is sometimes offline making it impossible to make registrations. Some of the reasons mentioned by those who are dissatisfied included: staff is incompetent, service is poor, the queues are long, or that the data or information captured incorrectly.

About 53% were satisfied with CIPRO's deregistration of Companies, CC's and Corporations. About 14% were dissatisfied in this regard, with a significant 33% saying 'don't know'. When asked to state reasons for dissatisfaction, a few also complained about the process taking too long. Some of the single mentions included: 'CIPRO never return documents to the clients', 'the process is extremely slow' and 'clients are kept in the dark regarding the progress of applications'.

Over half (56%) of the respondents were satisfied with CIPRO's restoration of Companies, CC's and corporations. Under a tenth (9%) expressed dissatisfaction, whilst nearly two fifths said 'don't know'. Reasons stated for dissatisfaction included complaints such as 'the process takes too long', 'there are always delays', 'lack of security', and 'staff is unfriendly'.

Just over half (51%) were satisfied with CIPRO's amendments process. Over two-fifths indicated dissatisfaction in this regard. Reasons stated for dissatisfaction included protests that this process also takes too long and is slow. Other single mentions included; 'errors takes too long to be rectified', 'poor service from staff', 'computers are often offline', and 'sometimes changes don't show'.

Nearly half (49%) of the respondents expressed satisfaction with regard to CIPRO's processing of annual returns. A very large proportion (43%) said 'don't know'. Reasons stated for dissatisfaction included complaints that the process also takes 'too long' and that 'the website is unreliable'.

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Figure 32: Level of Satisfaction with CIPRO services (%)
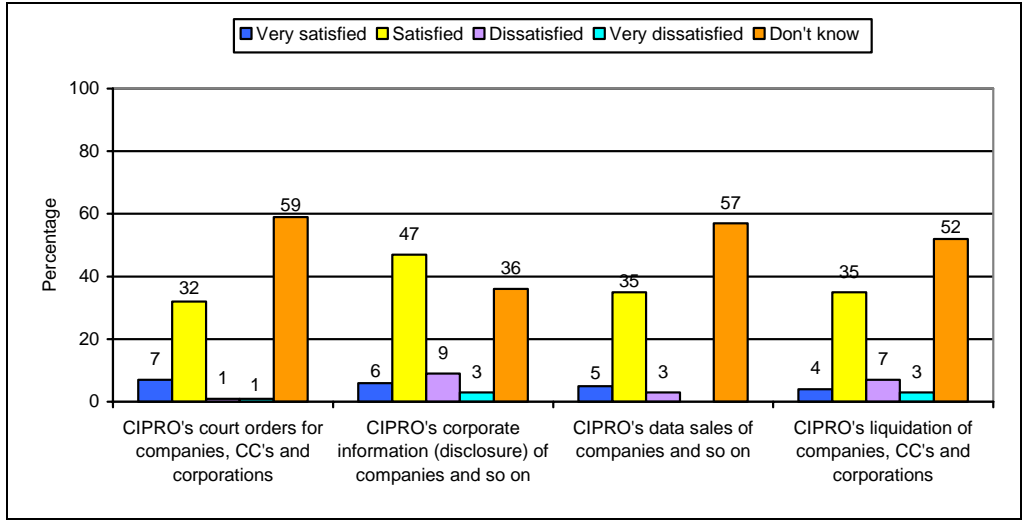
Nearly two-fifths (39%) of the respondents indicated satisfaction with CIPRO's court orders for Companies, CC's and corporations. A very high proportion (59%) said 'don't know'.

Over half (53%) of the respondents stated that they were satisfied with CIPRO's Corporate Information of Companies, CC's and corporations. Just over one in ten (12%) registered dissatisfaction, whilst another sizeable 36% said 'don't know'. When asked about reasons for dissatisfaction, some people mentioned that the 'process is too slow'. Two-fifths (40%) recorded satisfaction with CIPRO's Data Sales of Companies, CC's and corporations. An overwhelming 57% said 'don't know', probably because most are not aware of this specific service offered by CIPRO.

Table 24: Safety and security at CIPRO (%)

	Strongly agree	Agree	Disagree	Strongly disagree
I feel that my safety is guaranteed when I am at CIPRO premises	28	53	16	4
I feel that some people who pretend to help might be criminals	26	37	33	4
My car is always safe at CIPRO offices	22	45	22	11
Security measures at CIPRO premises are relaxed	19	33	38	9
I feel that my privacy is invaded when I am at CIPRO premises	19	31	37	13
I can get easily get defrauded at CIPRO offices	19	31	41	9
I can easily identify a CIPRO official	18	58	16	8
I seek information from people whom I am not sure whether they are CIPRO officials	17	31	43	9

Encouragingly, eight in ten respondents (81%) responded positively when asked to indicate the extent to which they agree that their safety is guaranteed when they are at CIPRO offices. This comprised of over a quarter (28%) that 'strongly agreed' and more than half (53%) who 'agreed'. Of concern is that over six in ten (63%) indicated that sometimes they think that some of the people helping might be criminals pretending. On the contrary, one-third (33%) disagreed. Nearly seven out ten (67%) respondents believed that their cars are safe at CIPRO premises. There was an exact equal split (50%) between who felt that their privacy might be invaded when they are at the offices and those who did not or did not know. A little more than half (52%) perceived that security measures at CIPRO premises are relaxed. Notably, the disagreement levels in this regard were significantly high at 47%. On a positive note, an overwhelming 72% were confident that they can easily identify a CIPRO official. Paradoxically, about 54% indicated that they often seek information from people whom they are not sure are in fact CIPRO officials.

Table 25: Indexes of satisfaction levels

		N	Mean	Std. Deviation	Std. Error
Q17 INDEX 1: Website	Total	86	2.7897	.36103	.03893
Q11 INDEX 2 Overall Cipro Performance	Total	98	2.4872	.71578	.07230
Q9 INDEX 3: Service Delivery Index	Total	100	2.8226	.53748	.05375
Q32 INDEX 4: Safety and Security	Total	101	2.6048	.55273	.05500

Several indexes were constructed using responses to different questions as follows:

*Index of satisfaction with CIPRO website:*It is difficult to log into the CIPRO website ,the CIPRO website is reliable,The CIPRO website is not user friendly,The CIPRO website is easy to use to get information needed,The CIPRO website has a clear layout (easy to navigate),The CIPRO website is quite slow to navigate,The CIPRO website is updated on a regular basis,The CIPRO website is secure,Most of the CIPRO forms can be completed while working offline,The CIPRO website uses a language that is difficult to understand,When I request my password to be e-mailed I receive it promptly,I receive customer confirmation letter promptly on request,CIPRO systems caters for top range integration with other software/ applications such as FireFox,I became aware of CIPRO's current/new products and services through its website.

*Index of satisfaction with overall CIPRO performance:*Quality of service provided by CIPRO in general,The time CIPRO staff takes to respond to queries, Sense of urgency among CIPRO staff,Commitment to excellence among CIPRO staff, Provision of correct/accurate information to clients.

Index of satisfaction with service delivery: CIPRO staff are generally knowledgeable and competent,CIPRO staff are sensitive to people who cannot read or write,CIPRO services are easily accessible to people with disabilities,CIPRO does not use all official languages to communicate with its clients.

Index of satisfaction with safety and security at CIPRO: I feel that my privacy is invaded when I am at CIPRO premises,I feel that my safety is guaranteed when I am at CIPRO's premises,Security measures in CIPRO premises are relaxed,My car is always safe at CIPRO offices,I can easily get defrauded at CIPRO offices,I feel that some people who pretend to help might be criminals,I can easily identify a CIPRO official,I seek information from people whom I am not sure whether they are CIPRO officials or not.

Results shows that people are moderately satisfied with the website, overall performance of CIPRO, service delivery and safety and security at CIPRO with mean scores between 2.4 and 2.7. No significant differences were found when the mean scores of all indexes were compared to the demographic variables.

Difficulty experienced when doing business with CIPRO

A diversity of additional comments arose in response to the question where people were asked about difficulties they have experienced when doing business with CIPRO. Most of the challenges cited were related to the system being offline (N=26), the waiting period for service (N=17), amendments, bad behaviour of CIPRO staff (N=12) and corruption (N=3). In broad terms, the major recurring complaint that emerged was regarding the 'system as being often offline'. They stated that when computers are offline, they can not perform to the optimum This was also denoted by a number of specific comments such as 'system not upgraded',' computers always down', 'server always down' or 'website has a problem- not reliable'.

Long queues were also frequently mentioned as making it difficult for the intermediaries to perform and to deliver efficiently. A general remark was that all processes tend to take too long. Specific comments that recurred continuously included: 'everything takes too long', delay of approvals' or 'backlog of documents'. Closely related was a direct complaint about the 'Amendments section': 'time taken to do amendments is too long' or 'changes take too long to reflect'.

On the issue of bad behaviour of staff, a number of respondents commented that 'CIPRO staff is incompetent'. In addition there were direct comments such as the following: 'Staff cannot identify errors in documents', 'Inconsistencies by staff' or some saying they make 'mistakes and omissions while filling in the forms'. There were also a number of comments on the bad attitude of staff: 'staff is unfriendly', 'staff is slow and lazy', 'they leave counters empty', 'staff is not professional', 'staff is

corrupt', 'staff is very rude', 'time wastage by staff.', or 'staff leave early on pay day'. Some comments were related to the shortage of staff: 'not enough staff'.

In explaining the nature of their relationship with CIPRO staff, comments were primarily negative. Some stated that *CIPRO* staff does not treat them (agents) well. There were also some concerns about the level of corruption as staff continues to take bribes from the agents. Ironically, some of the respondents were not happy that sometimes 'staff refers people to agents on the street' when requiring some services.

In addition, some comments highlighting their frustrations included the following: 'money paid to CIPRO keeps getting lost', 'inadequate correspondence to agents', 'should have chairs', 'some forms available, some are not' , 'card payment sometimes not possible' or 'offices close early'.

Interestingly, another respondent saw having 'too *many agents'* as a challenge.

Suggestions on how to improve CIPRO services

Suggestions mentioned were direct responses to the challenges mentioned. Some of the most frequently mentioned were:

1) Improve customer service: 'staff to change attitude', 'staff should be friendly', 'hire reliable staff that will be more cooperative', 'staff should not be allowed to use cell phones when attending to clients,' 'staff should not go out to lunch at the same time', 'interchange employees to improve efficiency', 'improve staff competence', 'staff should be committed', 'take care in entering customer details', 'staff need monitoring', 'get staff that can assist with different official languages', 'better identification of staff', 'train staff on customer care' and 'hire more staff'.

2) Upgrade computers: 'update website regularly', 'make website more reliable', 'update system', and 'need more languages on the CIPRO website'.

3) Hire more staff

4) Improve long queues

4) Open more branches: 'Decentralise the system'

5) Improve time taken to process documents: 'improve speed of doing things', 'filing department to be upgraded', 'improve the effectiveness of the Amendments' department' and 'give me more information or updates, proper information'.

Some of the less frequently mentioned comments were: 'increase office hours', 'improve security at CIPRO premises', 'allow more forms per customer', 'let those who know how to do registrations do it

themselves, and 'stop nepotism'. Some of the comment related specifically to agents themselves. Some felt that CIPRO should 'set up a unit that deals with agents', 'relate well with agents', 'CIPRO should set up rules for agents'. Some felt that CIPRO 'should recognise agents and offer us working contracts' and 'CIPRO should be recognise us and give us discounts'.

In spite of all challenges mentioned above, on the positive note, one respondent's comment was 'generally happy with the service, keep up the good work'.

PROFESSIONALS AND STAKEHOLDERS

Professionals consisted of individuals or companies that provide at least one of the CIPRO services to individuals or companies for a fee, including law firms, banks, attorney, and financial consultants. Stakeholders include organisations and individuals that have an interest in CIPRO's activities (e.g. other government departments and agencies, private individuals and institutions.

Where the professionals and stakeholders are based

Table 26: In which of the following institutions are you employed? (%)

Institution	%
Accounting	44
Financial services	23
Government	10
Law firm	6
Secretarial services	3
Community development organisation	1
Property management	1
Other – health care, parastatal, provincial municipality, own company, property management, publishing, motor industry, investment, transport, furniture, construction, mining, property management, architects, tourism, auditors, insurance, bank, training development, logistics, business consultants,	16

The professionals and stakeholders were spread over various institutions and companies as employees or business owners. The majority were accountants (44%), followed by those in financial services (23%). A further 10% who were in government and 6% were in law firms.
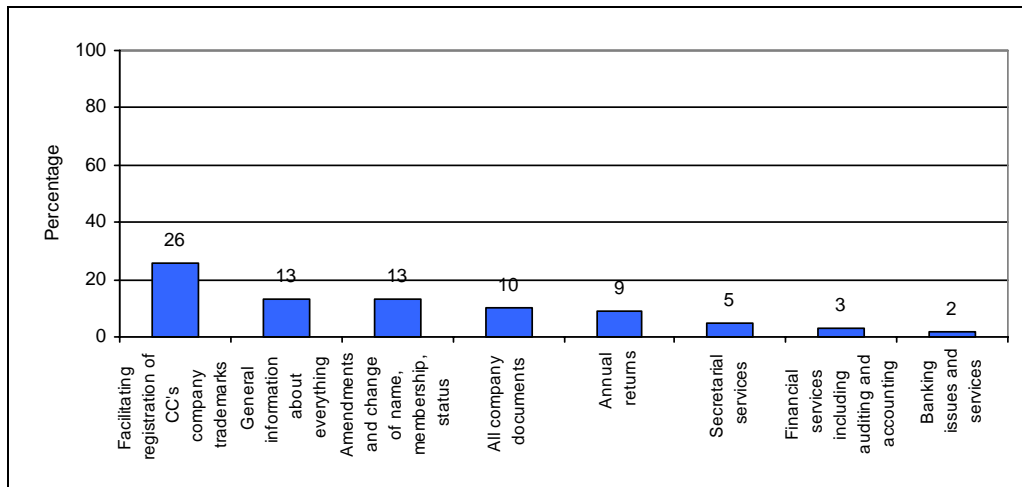
Provision of services to CIPRO clients

The majority of professionals and stakeholders (83%) do CIPRO business on behalf of clients.

Figure 33: What type of service do you provide to CIPRO clients (%)

Just over one-quarter (26%) of those who provided services to clients help mostly with registration or facilitation of registration of CCs, companies and trademarks, with only 2% helping with issues and services related to banking. There were no major differences in terms of the level of education, age group and gender. However, the provincial breakdowns show that 53% of the professionals and stakeholders in the North West province help clients with registration as do 50% of Black African service providers.

Among those who did CIPRO business on behalf of the client, 74% indicated that they assisted less than 10 clients per day, 16% assisted 11 – 20 people per day; 6% assisted 21 – 30 people; 4% assisted more than 50 people, and less than one percent assisted between 31 – 40 and 41-50 people respectively.

Table 27: Approximately how many CIPRO clients do you assist per day by province? (%)

| Number of clients	WC	EC	NC	FS	KZN	NW	GT	MP	LP	Total
Less than 10	86	73	71	83	78	81	69	68	67	74
11 – 20	4	27	29	6	14	6	19	23	24	16
21 – 30	2	-	-	11	6	-	6	9	10	6
31 – 40	2	-	-	-	-	-	0.6	-	-	4
41 – 50	2	-	-	-	-	-	-	-	-	<1
51+	2	-	-	-	3	6	6	-	-	<1

Table 24 shows that most professionals and stakeholders across all the provinces assisted less than 10 clients per day. The same pattern was observed by area, race, gender, and age breakdown of these service providers.

CIPRO departments that with which professionals and stakeholders interacted mostly

Figure 34: Which department within CIPRO do you interact mostly with? (%)
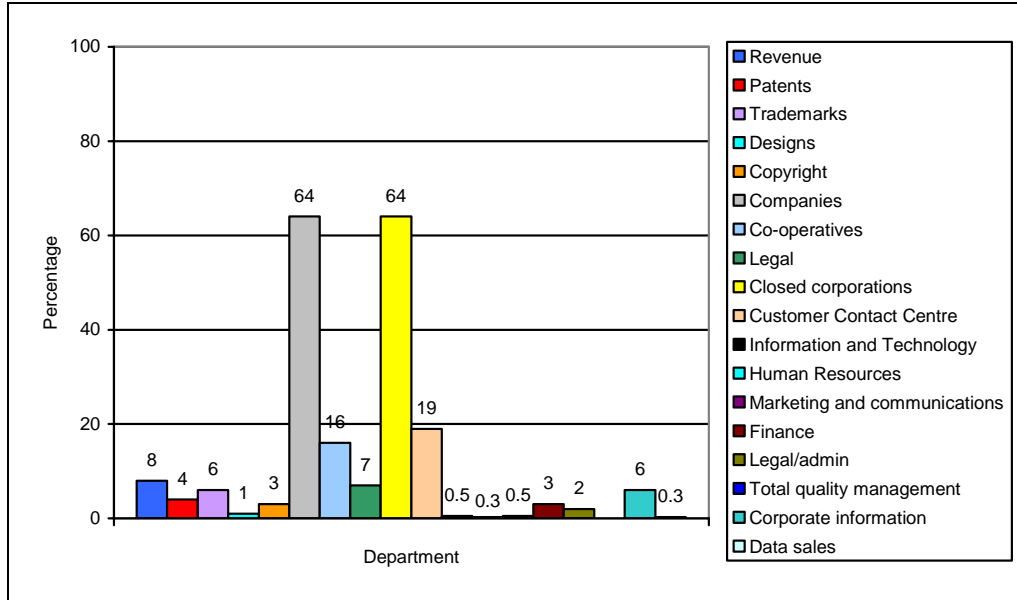
Respondents were asked to state the departments within CIPRO with which they interacted mostly when providing services to their clients. Most of them indicated that they dealt with the companies (64%) and closed corporations (64%) departments. None of them interacted with quality management.

Access to CIPRO information and services

Table 28: If you have received information about/from CIPRO through any of the following, to what extent did you find the information useful (%)

Communication mode	Very Useful	Not so useful	Not useful at all
Brochures	40	22	38
Radio programmes/ adverts	21	33	47
Billboards	15	38	47
TV adverts	21	32	47
Newspaper adverts	42	27	31
Internet – CIPRO website	91	6	3
Campaigns	21	35	44
Face-to-face from CIPRO officials	48	31	22

Communication mode	Very Useful	Not so useful	Not useful at all
The DTI	40	26	35
Professional persons like accountants, lawyers or business consultants	63	23	14
Other(Clients, friends)	40	60	-

Professionals and stakeholders who either used the internet (91%) or services of professionals such as accounts, lawyers and business consultants (63%) to get information about CIPRO think the internet is the most reliable source of information. Nine out of ten professionals and stakeholders who used the website find it very useful compared to other modes of communication used by CIPRO.

Figure 35: Where do you get new information/updates about CIPRO? (%)
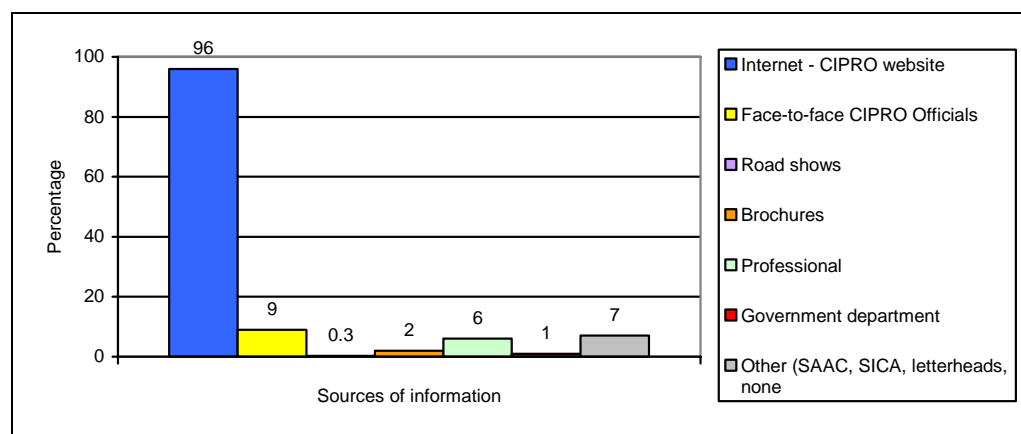
To update clients, CIPRO often use various channels of communication to disseminate new information to their clients. Figure 35 shows that an overwhelming 96% of professionals and stakeholders get new information about CIPRO from the internet. None of them got new information or updates through campaigns or izimbizo.

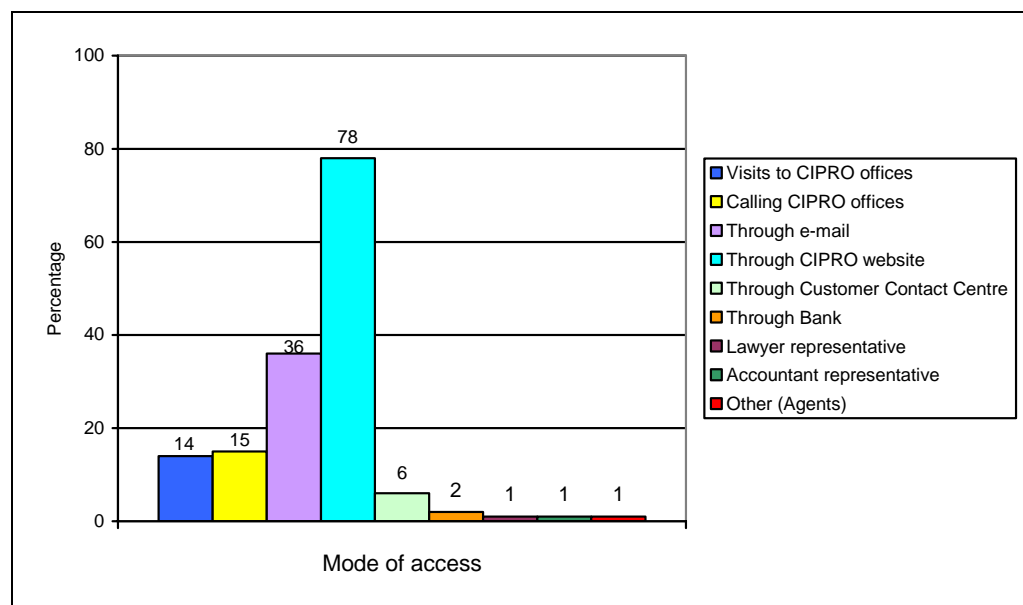**Table 29: Sources of information by race – Very useful (%)**

	Black African	Coloured	Indian/ Asian	White
Brochures	50	67	33	35
Radio programmes	17	-	60	18
Billboards	-	-	20	21
TV adverts	10	-	20	26
Newspaper adverts	39	60	33	41
Internet-CIPRO website	91	89	96	91
Campaigns	36	-	25	16
Face-to-face with CIPRO officials	57	50	40	39
DTI	46	100	33	35
Professional persons	36	100	80	64

For professionals and stakeholders the most cited source of information from CIPRO was through the CIPRO website. Table 26 shows that there was racial difference in how respondents rated the usefulness of the information they got from various sources. Black Africans rated brochures (50%), and CIPRO officials (57%) as very useful compared to other sources of information. Coloureds rated brochures (67%), newspaper adverts (60%), DTI (100%) and professional persons (100%) as very useful. Indians/ Asians (80%) and Whites (64%) rated professional persons as very useful. However, respondents across all four racial groups indicated that the internet is the most useful source of getting new information/updates about CIPRO.

Means of accessing CIPRO services

Figure 36: How do you access CIPRO services (%)

Figure 36 confirms that the professionals and stakeholders were generally comfortable accessing CIPRO services through their website (78%). This shows that most operated from their offices instead of going personally to CIPRO.

Almost three-quarter (72%) of the professionals and stakeholders indicated that they were not interested in getting information about CIPRO through SMS. Most companies in South Africa are using SMS to communicate with their clients. A question was asked to CIPRO clients to find out if they would be interested in getting CIPRO information through SMS. The breakdown by race shows that mostly whites (76%), 75% Indian/Asian, 63% Coloured and 59% Black Africans said they did

not want to get information by SMS. There were also no differences in terms of province, area, gender and level of education.

Figure 37: How often do you or your personnel visit CIPRO offices (%)
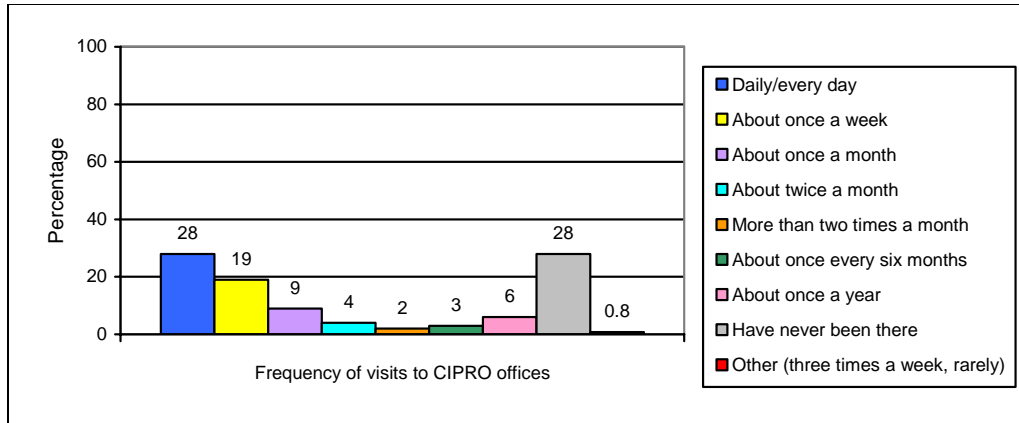
Since this group use the internet to deal with CIPRO it is not surprising that more than one-quarter of them (28%) have not physically been to the CIPRO offices. Among those who go to the CIPRO offices, relatively few went daily (28%).

Table 30:   Frequency of visits to CIPRO offices by province (%)

Frequency of visits	Province								
	WC	EC	NC	FS	KZN	NW	GT	MP	LP
Daily/Everyday	31	37	-	-	26	36	23	56	18
About once a week	6	12	-	25	3	18	26	25	12
About once a month	3	-	-	25	10	-	13	13	6
About twice a month	-	-	-	-	-	-	6	-	6
More than two times a month	3	-	-	-	-	-	4	-	-
About once every six months			25	-	-	-	5	-	-
About once a year	3	-	-	13	13	9	9	-	6
Never been there	54	50	75	37	52	36	13	-	47
Other (Rarely, three times weekly	-	-	-	-	-	-	0.8	-	6

Table 27 shows that the majority of professionals and stakeholders indicated that they had never been to CIPRO offices, rising to a high 75% of those in Northern Cape. Although more than half (56%) of professionals and stakeholders in Mpumalanga visited CIPRO offices daily; the pattern elsewhere was

that a large proportion have never been to the offices (Northern Cape (75%); Western Cape (54%); KwaZulu-Natal (52%) and Eastern Cape (50%)).

The reason given why most of the stakeholders have not been to CIPRO offices is that their offices are more than 21 kilometres away from where they work. Only 6% are situated 11 to 20 km from CIPRO offices and four percent, between 5 and 10 km away from CIPRO offices. However, more than a third (37%) stated that they do not know how far the distance is from CIPRO to their workplace.

Among those who go to CIPRO offices for services, 74% indicated that they use their own transport. More people in urban areas (76%) used their own transport compared to 14% in rural areas. More females (75%) than males (70%) used their own transport.

CIPRO Website

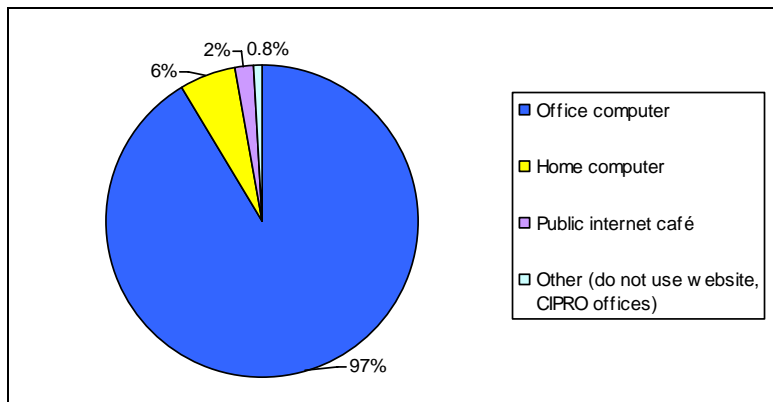**Figure 38: From where do you access the CIPRO website most of the time? (%)**

Figure 38 illustrates the various places from which professionals and stakeholders access the CIPRO website. The overwhelming majority get access from their office computers (97%). The following is a list of institutions and organisations that provided them with internet service:

- M-web (21%)
- TELCOMSA net (19%)
- Banks (FNB, ABSA, NEDBANK) (5%)
- Vodacom and I-burst (2% respectively)
- Google, Internet Solutions, I-Africa (1% respectively)
- Data Pro and Tiscali (0.6% respectively)

- Enterprise, Sky Africa, Future set, Internal, branded internet, intercom, U I play, Sentech SA, Authentic, X-net, Pivots, SAI, East Cape net, multiple, wireless provide, ADSL, Kingsley, Africa website, Sorm, crop law, I-net, MSN, Atlantic, DTI, Adapt, Fibre trade, PC, Sky Net, Imaginet, Internet explorer (0.3% respectively)

About a third (35% did not know their internet provider and 2% were not sure. More than seven in ten (72%) stated that they use the internet to access CIPRO website throughout the day and 66% said they use the CIPRO website everyday.

Type of internet connection

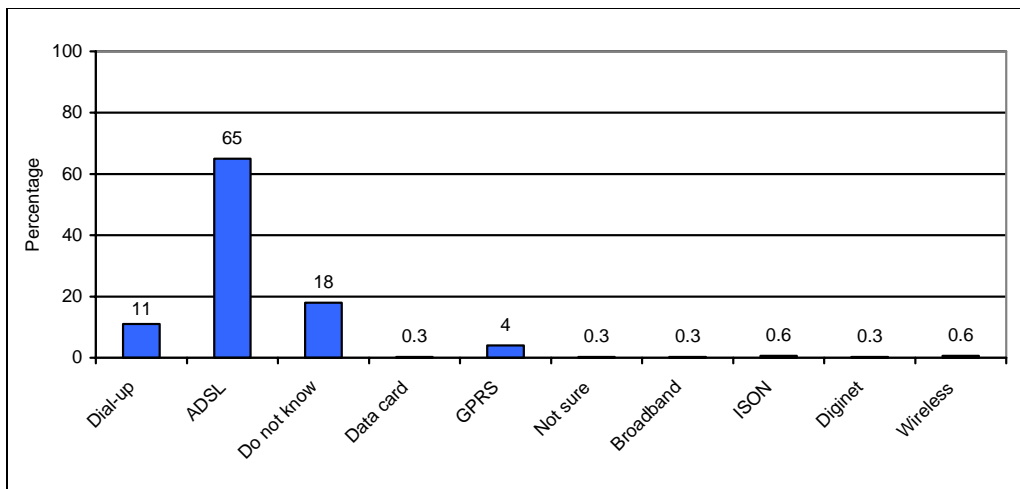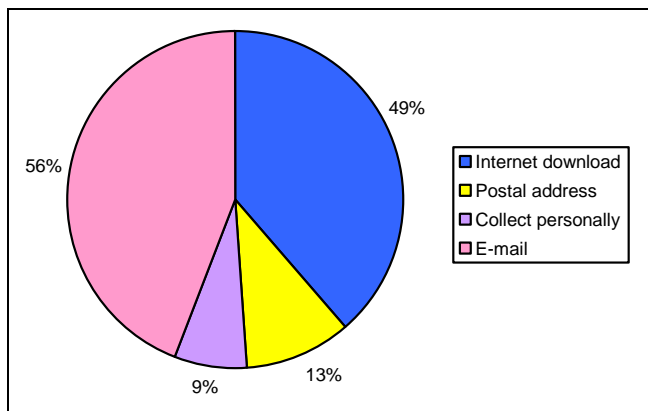**Figure 39: What type of internet connection do you have? (%)**

Figure 39 shows that almost two-thirds (65%) of professionals and stakeholders have an ADSL connection, with 18% expressing ignorance about the type of connection that they had to the Internet.

Certificate applications

Figure 40: Mode of receiving certificate (%)

Figure 40 shows that the most cited mode of receiving certificates for professionals and stakeholders was e-mail (56%).

There were conspicuous differences regarding the mode of receiving certificates in terms of province, area, race, gender, level of education as depicted in Tables 28 to 33.

Table 31: Mode of receiving certificate by province (%)

Mode of receiving certificate	Province								
	WC	**EC**	**NC**	**FS**	**KZN**	**NW**	**GT**	**MP**	**LP**
Internet download	75	56	57	59	59	40	39	32	48
Postal address	11	-	29	6	23	7	15	9	-
Collect personally	2	-	-	-	-	7	15	-	13
E-mail	38	63	57	59	61	73	56	86	52

The most cited mode of receiving certificates for professionals and stakeholders in Western Cape, Eastern Cape, Northern Cape, Free State and KwaZulu-Natal was internet download (highest in Western Cape). More than half of the professionals and stakeholders in all the provinces except the Western Cape said that they received certificates via e-mail.

Table 32:   Mode of receiving certificate by area (%)

Mode of receiving certificate	Area	
	Urban	Rural
Internet download	48	61
Postal address	13	11
Collect personally	8	6
E-mail	59	28

Professionals and stakeholders in the rural areas cited the internet download (61%) as the most frequent mode of receiving certificates, with 59% of those in rural areas receiving certificates through e-mail.

Table 33:   Mode of receiving certificate by race (%)

Mode of receiving certificate	Race			
	Black African	Coloured	Indian/Asian	White
Internet download	38	50	41	52
Postal address	8	15	19	14
Collect personally	14	5	7	6
E-mail	51	50	63	56

Coloured (50%) and white professionals and stakeholders (52%) were more likely to receive certificates by internet download than were black Africans or Indians/Asians. Professionals and stakeholders of all races indicated that they receive certificates via e-mail, this being most common amongst the Indian/Asian group (63%).

Table 34:   Mode of receiving certificate by gender (%)

Mode of receiving certificate	Gender	
	Male	Female
Internet download	56	46
Postal address	9	15
Collect personally	15	6
E-mail	52	58

More male (56%) than female (46%) professionals and stakeholders received certificates through the internet download; with similar proportions of males and females receiving certificates via e-mail.

Table 35: Mode of receiving certificate by age group (%)

Mode of receiving certificate	Age group					
	25 years and less	26–35 years	36-40 years	41-50 years	51-60 years	More than 60 years
Internet download	40	46	45	54	67	63
Postal address	7	12	6	20	12	25
Collect personally	16	5	11	7	3	38
E-mail	53	64	58	58	43	13

More older professionals and stakeholders (ages 41 and older) got their certificates via internet download than those aged 40 or less. Amongst the younger group, email was the most common method of receiving certificates. Irrespective of age, reliance on the website is high.

Table 36: Mode of receiving certificate by level of education (%)

Mode of receiving certificate	Level of Education			
	Grade8 - Matric	Diploma/ Certificate	Degree	Post-graduate
Internet download	44	50	55	49
Postal address	15	8	12	19
Collect personally	6	9	8	10
E-mail	58	56	53	61

Table 33 shows that more than half of professionals and stakeholders of all levels of education get their certificates via e-mail. Those with diplomas (50%) and degrees (55%) are slightly more likely to receive certificates by internet download than other educational categories.

Use of CIPRO website

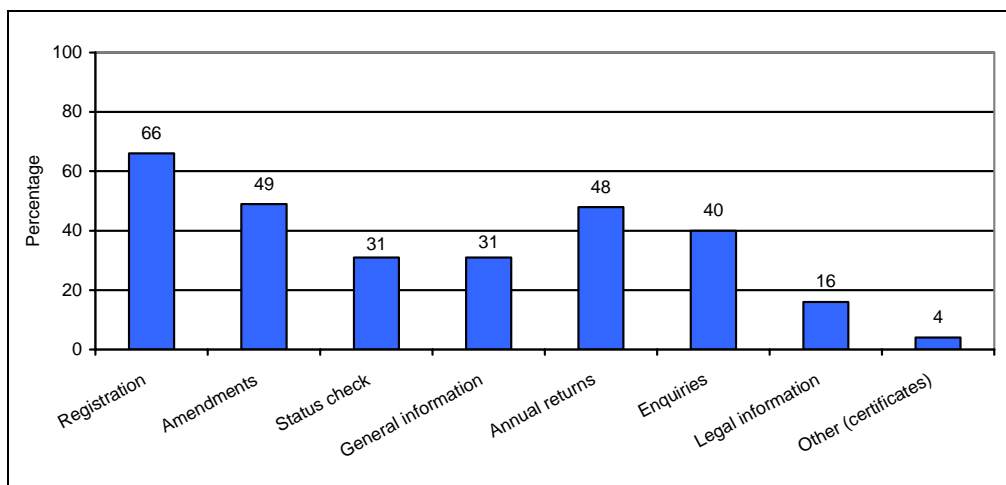**Figure 41: For which of the following do you use CIPRO website? (%)**

Figure 41 shows that the most cited reason for using CIPRO website was registration (66%).

It is clear from the previous tables that most professionals and stakeholders conduct business with CIPRO through the CIPRO website. When asked what they used the CIPRO website for, 66% said that they used it for registration compared to only 4% who used it for other things like certificates.

Customer Contact Centre

More than half of the professionals and stakeholders (58.4%) who used the CIPRO Customer Contact Centre indicated that their calls were answered after they called two to four times

LEVEL OF SATISFACTION

Staff/ officials working in counters

**Table 37:   Level of satisfaction with some of the services (%)**

	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied	Don't know
Approachability of staff	5	54	19	5	18
Consultations	3	39	15	5	38
Neatness and cleanliness of CIPRO offices	5	24	6	0.12	63
Catering for disabled people	1	9	7	1	85
Friendliness of CIPRO staff	5	54	8	4	29
Helpfulness of CIPRO staff	5	52	12	4	26
Availability of CIPRO staff	3	41	20	6	30

Since professionals and stakeholders do CIPRO business for clients, it is important to know their level of satisfaction about services offered by CIPRO. Just above half of the professionals and stakeholders indicated that they were satisfied with the approachability (54%), friendliness (54%) and helpfulness (52%) of CIPRO staff. However, most of them did not know about the neatness and cleanliness of CIPRO offices (63%) as well as how CIPRO catered for disabled people (85%). This is not a surprise since most of them deal with CIPRO through the internet.

Figure 42: Level of satisfaction with customer contact centre, CIPRO website and officials (%)
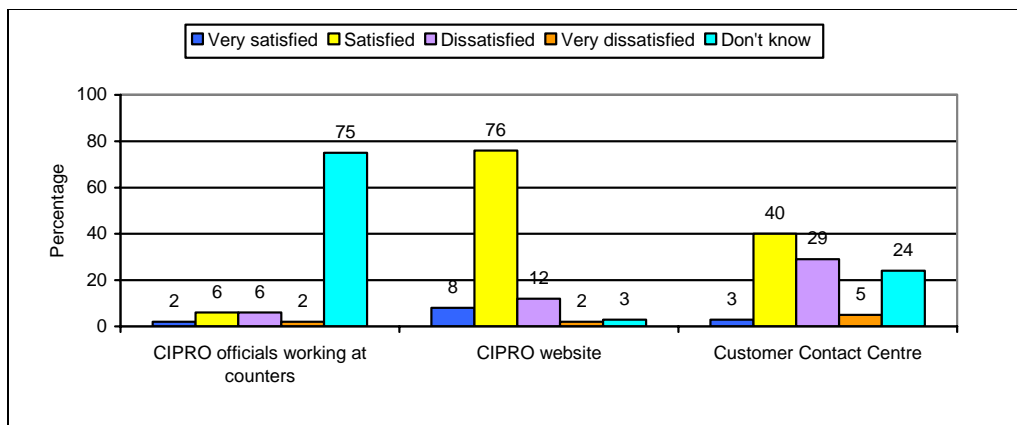
Participants were asked to compare the services that they received from the customer contact centre, CIPRO website and officials and to rate them. Ratings for the level of satisfaction for the contact centre, website and officials showed that three quarters of the professionals and stakeholders who use the CIPRO website were satisfied with this service but that 75% 'don't know' how to rate services

provided by CIPRO officials working at counters. This is not surprising, since most of them indicated that they use the CIPRO website instead of going to the offices.

Table 38: Level of satisfaction with time taken to receive service from Customer Contact Centre, CIPRO website, CIPRO officials working at the counters (%)

	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied	Don't know
Customer Contact Centre	5	36	31	6	26
CIPRO website	6	78	11	2	3
CIPRO officials working at the counters	1	16	7	2	75

Table 35 illustrates professionals and stakeholders' level of satisfaction with regard to time taken to receive service from the Customer Contact Centre, CIPRO website and officials working at counters. Since they mostly dealt with CIPRO through the website, 75% did not know how to rate their level of satisfaction with CIPRO staff working at counters.

The majority (78%) said they were satisfied with the time taken to receive services from the CIPRO website.

Competency and efficiency of staff/ CIPRO officials

Table 39:   Level of satisfaction with some of the services (%)

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
CIPRO staff are knowledgeable and competent	4	60	19	2	14
CIPRO's inefficiency impact negatively on my business	7	44	33	3	13

More than half (60%) of the professionals and stakeholders agree that CIPRO staff is knowledgeable and competent with only a quarter indicating that CIPRO's inefficiency is impacting negatively on their business. The following were explanations were given by 44% who indicated that CIPRO's inefficiency impact negatively on their business, ordered from the most frequently mentioned to the least: Slowness/ delays/ long time taken to register, rectify mistakes, process documents, signing contracts results in loss of customers, inconvenience, inability to deliver on schedule, penalties, increase backlogs, incomplete work and creates work overloads, slows down their business and hence has a negative impact on their business; reflects badly on their business. Another complaint was with regard to the poor quality of certificates. Some of them think that their complaints are not handled efficiently. The back office was also blamed for not being available to answer questions and this causes delays; their clients also get annoyed when they are provided with wrong information by

CIPRO or do not get updates on information. Moreover this made them inefficient, upset clients and sometimes made them look like fools. Some indicated that they never get anything done. With regard to how CIPRO's website impact negatively on their business, some commented on its 'slowness', 'they are always offline', 'website is always down', or 'no response to e-mails'.

Financial losses were also cited as one of the results of the inefficiency of CIPRO. Other reasons were related to services they received from institutions that deal with CIPRO, such as the bank: 'not satisfied with opening of the bank accounts', 'delays in transfers', or 'no update of information'.

Some of the respondents indicated that they were happy with the way things are done in CIPRO: business runs effectively, smoothly and positively; registration is easier through internet, website is accessible and faster, website is reliable, company name change is faster. Some indicated that they were generally satisfied with CIPRO services and procedures.

Only a few indicated that their business was not directly affected, some were not sure of the impact. In sum the competency and efficiency of CIPRO staff had a great impact on the businesses of this group as maintained by one of the respondents "when they are efficient, they make work easier".

Table 40: Rating of the overall performance of CIPRO (%)

	Very good	Good	Poor	Very poor	Don't know
Quality of service provided	7	69	17	6	2
Time taken to respond to queries	4	45	32	15	5
Sense of urgency among the staff	4	4	32	12	11
Commitment to excellence among staff	3	50	25	8	14
Provision of correct/ accurate information to clients	3	63	20	7	7
Extent to which it fulfils its mandate	3	55	17	6	19
Adherence to standards	2	59	14	7	17
Error-free documents	5	55	25	9	6.0
Ownership/ commitment	3	50	15	7	25

Generally, professionals and stakeholders' ratings of CIPRO services as outlined in the Batho Pele principle were positive. Most highly rated were the quality of services provided and the provision of correct or accurate information to clients.

Table 41: Level of satisfaction with CIPRO website (%)

	Strongly agree	Agree	Disagree	Strongly disagree	N.A

	Strongly agree	Agree	Disagree	Strongly disagree	N.A
It is difficult to log into the CIPRO website	2	29	64	4	1
CIPRO website is reliable	4	69	23	4	1
CIPRO website is not user-friendly	1	33	62	3	0.8
CIPRO website is easy to use to get information	5	76	16	1	2
CIPRO website has a clear layout	5	85	8	0.5	1
CIPRO website is quite slow to navigate	4	49	44	3	1
CIPRO website is updated on a regular basis	2	62	15	2	19
CIPRO website is secure	3	71	7	1	18
Most of the CIPRO forms can be completed offline	2	39	18	5	36
CIPRO website uses a language that is difficult to understand	2	13	78	6	2
When I request for my password to be e-mailed I receive it promptly	6	60	7	0.6	27
I receive a confirmation letter promptly on request	5	68	11	2	14
CIPRO systems caters for top range integration with other software or applications such as Fire Fox	-	22	5	2	71
I am aware of all CIPRO's current/ new products and services	2	51	25	5	18

Responses to statements posed to professionals and stakeholders about their level of satisfaction with the website shows that an overwhelming majority have positive views and experiences with the CIPRO website in terms of its reliability (69%); provision of easy access to information (76%); clear layout (85%); being updated regularly (62%); being secure (71%); prompt provision of passwords (60%) and confirmation letters (68%); and awareness of new products (51%). To confirm their satisfaction with the CIPRO website most disagreed with the following statements: it is difficult to log on to the website (64%); website is not user-friendly (62%); and website used language that is difficult to understand (78%).

Customer Contact Centre

Table 42:   Rating of service from Customer Contact Centre (%)

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
My call is answered promptly when I call the Customer Contact Centre within a minute	2	25	47	8	18
My enquiry is resolved with the first agent interaction	1	37	38	7	17
The Customer Contact Centre agent takes ownership of my enquiry and resolve it within 48 hours if immediate resolution is not possible	-	40	34	7	19
The Customer Contact Centre agents are cautious and helpful	1	60	18	3	18
The Customer Contact Centre agents are knowledgeable and competent	1	49	27	4	19
The Customer Contact Centre agent listens carefully to my enquiry and answers appropriately and accurately	1	53	24	10	13

Professionals and stakeholders were asked to rate the services they receive from the customer contact centre. The rating included time taken to respond to calls, competency of staff in resolving the problem and the solution provided to help the client with their problems. The rating for the Customer Contact Centre was most positive on the cautiousness and helpfulness of the agents (61%) as well as the appropriateness and accuracy in dealing with queries (54%). Conversely, several aspects did not receive a high rating, namely promptness of call answering (27%); resolution of enquiry by first agent with whom interaction takes place (38%); and taking ownership of an enquiry (40%).

Table 43: Level of satisfaction with departments within CIPRO (%)

Level of satisfaction	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied	Don't know
Registration of companies, CCs and corporations	3	70	12	2	13
Amendments process for companies, CCs and corporations	2	56	20	3	18
Deregistration of companies, CCs and corporations	2	44	11	4	39
Restoration of companies, CCs and corporations	1	34	3	2	60
Liquidation of companies, CCs and corporations	2	22	2	1	74
Court orders for companies, CCs and corporations	1	17	1	1	81
Processing of annual returns of companies, CCs and corporations	3	50	10	2	35
Corporate information of companies, CCs and corporations	4	53	5	1	36
Data sales of Registration of companies, CCs and corporations	1	27	1	1	70

Professionals and stakeholders were fairly satisfied with the level of services they receive from various departments in CIPRO including registration (70%), amendments (56%), corporate

information (53%). However the majority of the respondents indicated that they did not know the satisfaction offered by the restoration (60%), liquidation (74%) and court orders (81%).

Although only a few registered their dissatisfaction with processes involved in the registration, amendment, deregistration of companies, CC's and corporations, it is important to note their reasons.

The 14% who were dissatisfied/very dissatisfied with the registration processes indicated that the process took long/service was slow, documents often got lost and there were errors in the documents because some of the information with which they were provided was wrong. Some of them indicated that it was difficult for them to track documents online.

Among the 23% who were dissatisfied/very dissatisfied with the amendment process the following reasons were given:

- Long time taken especially for hand deliveries
- Many backlogs
- Errors/mistakes on documents
- Missing documents
- Website not working sometimes and this made it difficult for them to submit forms online
- Inefficiency
- No feedback/updates

Safety and security at CIPRO

Table 44: Safety and Security in CIPRO premises (%)

Level of satisfaction	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
I feel that my privacy is invaded when I am at CIPRO premises	1	15	74	10	-
I feel that my safety is guaranteed when I am at CIPRO premises	6	67	24	4	-
Security measures in CIPRO premises are relaxed	2	49	45	5	-
My car is always safe at CIPRO offices	2.	55	31	12	-
I can easily get defrauded at CIPRO offices	2.	29	61	8	-
I feel that some people who pretend to help might be criminals	1.	36	54	9	-
I can easily identify a CIPRO official	4	57	35	5	-
I seek information from people whom I am not sure whether they are CIPRO officials or not	2	24	64	10	-

The majority of professional and stakeholders responded positively to statements about safety and security in CIPRO premises. Areas of some concern, however, emerged in relation to the perceived 'relaxed' (51%) level of security at CIPRO offices; perceived lack of safety of cars at CIPRO offices (43%); the difficulty in identifying CIPRO officials (40%); the perception that some people who pretend to help might be criminals (37%); and that it would be easy to get defrauded at CIPRO offices (31%).

Table 45: Identified problem area

	Website	Documents	Staff/ officials	Information	Call centre	Safety/ security	Processes/ service
Nature of problem	Logs off	Lost	Incompetence	Old data records	Calls not answered	Safety of cars	Slow services: Registration, amendments, deregistration, restoration, bank transfer
	No proof of electronic launching	Errors/ mistakes: spelling, typing, annual returns	Never responds to questions	Can't get correct information	Unreliable	Safety of clients	Slow response rate
	Not accessible	Processing of applications long	Takes long to respond	Difficult to do corrections	Phones offline		Long queues
	Can't launch documents on internet	Unavailable on request	Inconsistency in operating	Advice not good	Long holds		Poor customer care
	Slow	Shortage	Unprofessional and uncooperative	Poor communication			Reservation of names
	Always down	Always returned	Lacks knowledge				Inconsistency: responding, operating
	Logging on	Poor texture and layout of forms	Inefficient				Losing access codes
	Unreliable	Difficulty in obtaining forms	Attitude: laid back, appalling				No invoice/ statement
	Not user-friendly	Annual returns shocking, no invoice					No follow-ups/ feedback on progress
	Terminology difficult	Unnecessary documentation					Poor service delivery
	Wrong information	Problems with authorisation letter					Failure to refund overpayment
	System overload						
	Limited information						No alternatives given

	Website	Documents	Staff/ officials	Information	Call centre	Safety/ security	Processes/ service
	Not all documents are available electronically						Conflict on names
	E-mail sent to wrong address						Corruption
	Never make payment on internet						
	No updates						
	No response to e-mails						

Table 42 depicts the problem areas that professionals and stakeholders identified when dealing with CIPRO. Since this group mostly used the internet to do business with CIPRO, they mostly identified problems that are related to the website. Problems identified include the processes of logging onto the website, the layout, user-friendliness, information and language used. Some of the problem areas were about documents, CIPRO staff/officials, information, Call Centre, safety and security, and certain services.

Professionals and stakeholders: Suggestions on service improvement

Revamp website

- Upgrade website so that it is faster, easily accessible. It will be easier to submit electronically, to do filing and for bank payments.
- Embrace new technology.
- Put names of companies and owners on website.
- Add more facilities to website.
- Website must be user-friendly with language that is easily understandable.
- Annual returns should be submitted online.
- Special resolutions via internet.

Training and development of staff

- Staff should be trained to deal with clients in an efficient and competent manner. They should be trained on product knowledge.
- They need to be approachable, active and friendly.
- The number of staff should also be increased especially in the call centre; staff that are on leave should be replaced.
- Investigate some staff probably due to corruption.

Improve and fast track services and processes

- Speed up process of registration, amendments, name reservation.
- Improve response time and turnaround.
- Follow-up on queries.
- Improve time to solve problems and find quick solutions to problems.
- Update clients on new products and information.
- Improve customer service by avoiding mistakes on forms and documents.
- Update list.

- Update clients to avoid confusion, inconveniences.
- Improve security in terms of ownership especially at patents office.
- Improve public relations and be more visible.
- Should have an in-house system accessible
- Open satellite offices in all provinces particularly KwaZulu-Natal, Johannesburg, Polokwane
- Hold workshops for clients
- Give correct information to clients

INTERNAL SURVEY - CIPRO STAFF

Employees play an important role in the overall functioning of a given organisation especially those that are involved in service delivery to the public. Customer satisfaction surveys therefore cannot be complete without seeking information from employees about pertinent issues that affect their work environment, such as job satisfaction, staff development and training opportunities, work ethics, interpersonal work relationships with other employees and management, individual initiatives and team work. These various issues were first analysed for the whole sample of 177 employees and compared with the following personal factors:

- Gender

- Age category

- Contract/permanent

- Highest education

- Current position

- If you work directly with external clients

- Work experience in CIPRO

- Division in CIPRO.

We developed various indices using a combination of questions that were measuring similar attributes. The scale for each question was assessed to ensure they were all in a positive direction. For example, a positive statement with a scale ranging from 1=Strongly Agree to 5=Strongly Disagree was reversed to ensure that 1=Strongly Disagree and 5=strongly Agree. We followed the same principle for all questions. Factor analysis, using the principal components technique with a Varimax rotation, was used to cluster questions that were measuring similar attributes. Mean scores for each index were computed by summing the questions identified for the particular index and dividing by the number of questions. Results of the analysis of the indices are reported alongside the other findings.

Given the small number of Indian/Asian (n=4) respondents in the sample no comparisons were made with respect to race.

General Job Satisfaction

One of the key factors that influence the efficiency and commitment to work of employees is job satisfaction. CIPRO Staff members were asked to indicate how satisfied they were with their job and work environment.

Figure 43: General job satisfaction (%)

Only 58% of the employees were satisfied with their current job. However, they were divided over their rating of the work environment with 30% rating it as either excellent or good and 30%, poor. There were no statistically significant differences across the various groups of employees except for employment status where a much larger proportion of those on contract (76%) were satisfied with their current job compared to only 52% of those employed permanently. There were also differences among contract and permanent employees with regard to their rating of the work environment with more of those on contract (46%) rating it more positively than the permanent ones (23%). A significantly larger proportion of male (42%) than female employees rated the environment as good or excellent. It would be interesting to investigate the large proportions of those who remained neutral over the issues.

With regard to the satisfaction with the way one was managed about 36% of the employees were satisfied and the rest indicated dissatisfaction. A significantly higher proportion of contract (63%) employees than permanent (27%) ones were satisfied with the way they were managed.

An index of satisfaction with job and work environment was derived using responses to questions on satisfaction with current job, work environment and the way one was managed. The minimum possible value of this index is one while the maximum is 4.3. The results indicate a moderate level of satisfaction with job and work environment with a mean score of 2.5, and a standard deviation of 0.8. Staff members who were on contract employment had significantly higher levels of satisfaction (mean score=2.94) than those on permanent employment (mean score=2.37). No significant differences were found when the mean scores of this index were compared to other demographic variables.

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More than one-quarter (28%) worked overtime most of the time while about a half (49%) did overtime sometimes. It is evident that about three in every four employees (77%) worked overtime at some point in their employment in CIPRO. There were statistically significant differences between age category, position or level, and type of employment on whether they worked overtime. Over 50% of those aged 50 years and older and 80% in level 13 and above worked over time always or most of the time compared to the rest. About 50% of those in levels 1-4 never worked overtime. A higher proportion of contract employees (31%) compared to 13% of permanent employees never worked overtime.

Over 70% of employees were compensated for working overtime (78% in level 5-8). Conversely, 75% in level 13 indicated that they do not receive any compensation for working overtime. A significantly higher proportion of permanent (74%) employees than contract employees received compensation for overtime work. The majority of those who got compensated for overtime work were found in the Intellectual Property (94%), Legal Services, Companies (73%) and Operations (71%) divisions.

Less than half (45%) of the employees were satisfied with the overtime compensation, a significantly higher proportion (67%) of males than females (35%) indicating satisfaction. The less experienced employees with less than five years in the job had the highest proportion who indicated they were satisfied with the compensation.

Figure 44: Staff Development and Support (%)
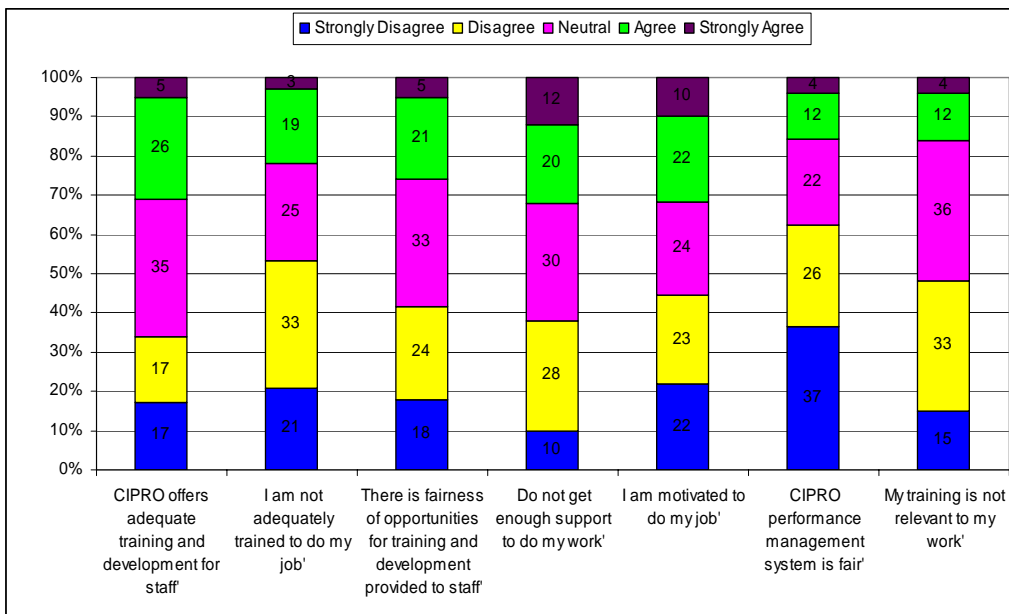
Details provided in Figure 44 indicate divisions of opinion about statements on staff development and support opportunities offered. Although only 31% agreed that CIPRO offers adequate training to her staff, 54% agreed that they were adequately trained for their jobs and their training was adequate and 48% agreed that their training was relevant to their work. Relatively few perceived that there was fairness in the provision of training opportunities (26%) or that the performance management system was fair (16%). Significant age category differences were found with regard to adequacy of training and development of staff with the 41% of employees aged 41-50 years agreeing compared to 48% in the 36-40 age category who disagreed with the assertion that the training was adequate.

Statistically significant differences were found with regard to fairness of opportunities for training and development when employees were compared by age category, type of employment and length of experience working at CIPRO. Those who were 25 years or younger (45%) and those over 50 years (44%) agreed that there was fairness in providing opportunities for training and development. However, a higher proportion of permanent (49%) than contract (23%) employees disagreed with the assertion. Only employees with less than five years at CIPRO agreed compared to over 50% of those with experience of five or more years who disagreed with the statement.

On whether they were motivated to do their work, 60% of the employees with diploma/certificate and 50% with matric qualifications disagreed. A significantly higher proportion of permanent (72%) and those working directly with clients (68%) disagreed they were motivated to do their work. Two indices were developed, one on "satisfaction with training and development" and the other on "satisfaction with support received to do work". The descriptive statistics of these indices are provided in Table 46.

Table 46: Descriptive statistics for indices for "satisfaction with training and development" and "satisfaction with support received to do work".

Index		Mean	Std Deviation	Std. Error	95 Confidence Interval for mean		Min	Max
					Lower Bound	Upper Bound		
Satisfaction with training and development	168	3.114	0.706	0.054	3.007	3.222	1.50	5.00
Satisfaction with support received to do work	169	2.647	0.910	0.070	2.509	2.785	1.00	4.67

Staff members were more satisfied by training and development opportunities (mean=3.114, Std. Dev.=0.706) than with support they received to do their work (mean=2.647, Std Dev.=0.910). Staff members who had less than five years in CIPRO had significantly higher mean score (mean

score=3.25, std. deviation=0.840) in the satisfaction with training and development index. Mean scores of the index on "satisfaction with support received to do work" were significantly higher among staff members aged 25 years and younger (mean=3.140, Std Dev.=1.020) and among those on contract (mean=2.948, Std Dev.=1.002) compared to their counterparts.

Work Ethics

The results presented in Tables 43 and 44 indicate that employees were most positive about work processes. Almost seven in ten (69%) agreed that "work processes focused on high quality services to clients and stakeholders". Half (50%) of the employees agreed that "work processes are clearly defined and everyone knows what is expected of them" while 42% agreed that "work and project deadlines are mostly met in the division". Team work was encouraged according to 45% of the employees while about 42% felt that there were clearly defined supervision and control measures in their divisions. Only 42% felt that there were clear channels of communication in their division while 43% did not think it was the case. Just over one-third (35%) felt that the management was able to deal effectively with disciplinary issues. The majority of those who agreed were 25 years and younger (67%).

A cross-section of the employees was negative about some of the issues related to work ethics. A large percentage of employees disagreed (72%) that rewards and recognition were used effectively to increase motivation among employees. A significantly higher proportion of females (80%) than males (56%) disagreed with the statement. Age differences existed, with those aged 26-35 years more likely to disagree with the statement and 41% of the young employees aged 25 and younger agreeing with the statement. Employees in different levels and types of employment differed significantly in their responses. Levels 5-8 had the highest while Level 13 and above had the lowest proportions of those who disagreed with the statement. A higher proportion of permanent than contract employees disagreed with the statement. About a half felt that decisions were not made quickly in their division.

The proportions of employees who felt that meetings and red tape procedures impact negatively on their work were highest amongst males (31%), those worked directly with clients (27%) and those with a postgraduate degree (44%). Monitoring of budgets to ensure compliance regulations for expenditure are critical for any organisation. One in three of the employees agreed that budgets, in their divisions, were carefully monitored to ensure compliance. The highest proportions of employees who agreed with the statement were found in the Human Resources (62%) and Marketing and communication (75%) divisions.

Only 40% agreed that their division was result–oriented, this view being most prevalent amongst males (45%) and contract employees (46%). According to 44% of the employees, management is not able to deal effectively with corruption.

Table 47: Percentage of employees responding to statements on work ethics- Work processes

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Count
	%	%	%	%	%	N
Decision are not made quickly in my division	12	16	20	32	19	173
Work processes are clearly defined and everyone know what is expected of them	9	22	19	34	17	173
Rewards and recognition are used effectively to increase motivation among employees	40	31	17	8	4	172
Work and project deadlines are mostly met in the division	12	21	25	26	17	168
Work processes focused on high quality services to clients and stakeholders	4	11	17	41	28	173
Meetings and red tape in my division impact work negatively	11	28	40	15	6	169
Team work is not encouraged within my division	20	25	19	21	15	170

Table 48: Percentage of employees responding to statements on work ethics- management

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Count
	%	%	%	%	%	N
Budgets are carefully monitored to ensure compliance	13	20	34	23	10	173
My division is results-oriented	10	17	34	29	11	164
Mistakes are not openly discussed	10	28	25	25	13	174
Uncertainty is dealt with through open communication	17	28	23	25	8	171
Past experiences and mistakes are well documented	14	26	29	25	5	170
No clear channels of communication	17	25	15	29	14	170
There are no clearly defined supervision and control measures	18	25	24	21	14	170
Management is able to deal effectively with staff absenteeism	15	17	32	24	14	170
Management is not able to deal effectively with corruption	12	12	32	21	23	172
Management is able to deal effectively with disregard of policy	12	19	39	21	9	170
Management is able to deal effectively with disciplinary issues	20	13	33	26	9	172

Three indices were developed on issues related to work ethics in the division one worked. These were index of satisfaction with work process in the division, index on satisfaction with management of work and index of satisfaction with communication in the division.

Table 49: **Descriptive statistics for indices on satisfaction with work processes, management of work and communication.**

Index	N	Mean	Std Deviation	Std. Error	95% Confidence Interval for mean		Min	Max
					Lower Bound	Upper Bound		
Satisfaction with work process in the division.	171	2.98	0.725	0.0554	2.87	3.09	1.20	4.60
Satisfaction with management of work	171	2.95	0.639	0.049	2.86	3.05	1.5	4.63
Satisfaction with communication style	170	2.92	0.920	0.071	2.78	3.05	1.0	5.00

Staff members were more satisfied with work processes in their division than with management of work and communication styles. Staff members on contract had significantly higher mean scores than those on permanent employment on satisfaction with work processes and on management style. No significant differences were identified when comparisons were made with other demographic variables. It is again evident that staff members on contract were more positive than their counterparts about issues on work ethics in terms of the processes and management style,

Perceptions about Fraud/Corruption in CIPRO

About 49% were aware of CIPRO's fraud and risk policy while an equivalent proportion agreed they would report colleagues who were involved in fraud/corruption. Awareness of the fraud policy was highest among those aged 36-40 years and over 50 years (67%), females (51%), those in high level positions (9-12) (61%), the permanently employed (59%), in the legal services (67%) division and those with high education (postgraduate) (44%). Willingness to report colleagues who were involved in fraud/corruption was highest among those who were aged over 50 years (78%) and in high

positions (level 13 and above) (100%). Only 30% knew of any measures in place to help with reporting and most of these were aged over 50 years (56%). Employees had problems with the implementation of the fraud/corruption measures in CIPRO with only 18% agreeing that punishment against fraud/corruption in CIPRO was effective. The proportion of employees with this perception increased with current job position or level, with 80% of those in level/position 13 and above having the highest. Only 23% indicated that it was easy to use the CIPRO fraud reporting systems.

Figure 45: Awareness of employees of issues around CIPRO's fraud and corruption policy (%)
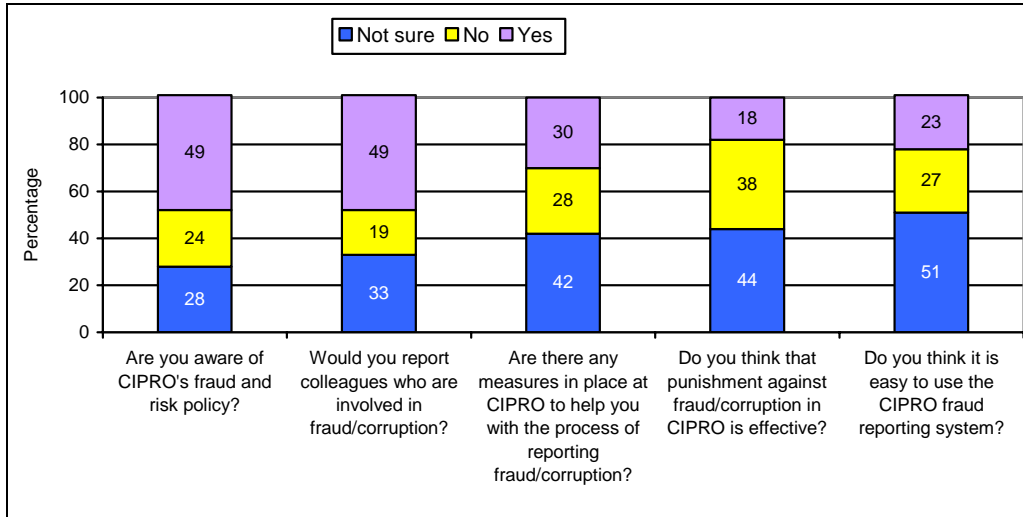
Figure 46: Employees opinion on the level of fraud in CIPRO (%)

Asked about their opinion on the level of fraud within CIPRO, 48% of all the employees who participated in the survey felt that cases of fraud were very high in CIPRO while 14% claimed that they were not aware of any fraud in the organisation and only read or heard about it in the media. Perception of high prevalence of fraud was reported by more than half of the employees aged 36 years and older, males, people in job position/levels 9 and above, those on contract employment, those who work directly with external clients, those employed for less than five years, those with an education level of at least matric, and those working in the Companies' division. One in four of the people felt

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that fraud could be reduced if people involved in it were punished. A further 15% felt that fraud was being dealt with and was under control. However, 18% of the employees indicated that it was difficult to deal with fraud because some of the senior management officials were involved in it. A small proportion (8%) attributed the prevalence of fraud to poor salaries of employees.

Interpersonal Relationships and management styles

Employees were divided on the issue of interpersonal relationships with 49% agreeing that relationships were generally good. A higher proportion of employees on contract (67%) compared to those permanently employed (44%) agreed that the relationship was generally good. Those in the Human Resources division reported the highest proportion of employees who experienced good interpersonal relationships while Intellectual Property division reported the least (38%). Further evidence of good interpersonal relationship was provided by about 40% who indicated that employees look for each other's interests while 29% indicated that a sense of belonging existed among the employees.

Table 50:   Assessment by employees of issues on interpersonal work relations

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Count
	%	%	%	%	%	
Generally good interpersonal relationships in my division	9	15	27	38	12	176
Conflicts are not recognised and dealt with fairly	11	23	31	26	9	174
No strong sense of belonging among employees	11	18	35	26	10	175
There is trust between management and employees	29	25	22	14	10	175
Employees look out for each others interests	12	22	26	29	11	174
Interpersonal conflicts and differences are managed constructively	17	22	34	21	6	173
There is trust among employees of the various divisions	16	28	36	17	4	174
There is no trust among employees in CIPRO	7	8	33	28	25	170

With regard to trust, 53% felt that there was no trust among employees in CIPRO. This negative feeling was most prevalent among female (57%) than male (44%) employees.

Two indices were developed on the level of satisfaction with relationships in the division one worked. One of the index, on satisfaction with interpersonal relationships had a mean score of 2.83 (Std Dev.=0.702) out of 5.00 implying a moderate level of satisfaction with this attribute. There were significant differences in mean scores on interpersonal relationships between contract and permanent employees with contract employees scoring higher than their counterparts. The second index, on satisfaction with management style of relationships at work place had a mean score of 2.94 (Std. Dev.=0.0.508) out of a possible score of 5.00. Again, a moderate level of satisfaction with management style of relationships at work place is evident.

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Table 51: Assessment by employees of management style

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Count
	%	%	%	%	%	
Risk is monitored on continuous basis	13	21	43	19	5	174
Politics and power are not managed well	11	13	35	25	15	173
Business is conducted in an ethical manner	12	16	32	32	9	172
Management style is adaptive to different work situations	14	19	37	25	6	171
Do not have faith in the leadership style of my superiors	14	18	24	20	24	174
Employees encouraged to learn from past mistakes	10	19	34	33	5	172
Competency is not highly recognised in my division	12	16	22	32	18	174
Constructive criticism is encouraged	12	17	39	23	9	172
Calculated risk taking is encouraged	8	22	54	14	3	168
My manager does not treat subordinates fairly	16	17	28	23	17	173

The ratings on employees' assessment of management style were generally low with a large proportion choosing to remain neutral. A moderately high proportion of employees felt that:

- Politics and power were not managed well (40%)

- Business was conducted in an ethical manner (41%)

- They did not have faith in the leadership style of their superiors (44%)

- Competency was not highly recognised in their division (50%)

- Managers did not treat subordinates fairly (39%).

Only one in four employees felt that there was trust between management and employees in their division. However, more (57%) permanent than contract employees disagreed that there was any trust between management and employees in their division. Furthermore, half of the permanent compared to 25% of contract employees did not have faith in the leadership style of their supervisors.

Individual employees' initiative versus team work

Employees were most positive about being allowed to take initiative in problem solving in their work with 45% responding in the affirmative and only 31% disagreeing. Employees with different experience in working at CIPRO differed significantly over the issue, with 58% of those with over 10 years of experience being the most positive. Permanent employees (45%) were more positive than their contract counterparts. Regarding organisation of work, 41% felt that they had the flexibility to do their work while 43% felt that work was organised around individuals.

An overwhelming 65% agreed that employees knew exactly what they were expected to do at all times. However, they were divided over their direct access to all the information they needed to do their work with 36% of them agreeing and an equal proportion disagreeing they did. Those aged 36-40 years had the highest proportions of people who felt they had direct access to the information they needed.

The issue of personal agendas being more important than organisational goals was mentioned by 47% of employees. This perception was significantly more prevalent among those with 5-10 years of working at CIPRO (58%) compared to the rest.

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Table 52: Individual staff initiatives

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Count
Employees are allowed to take initiatives in problem solving	13	17	25	35	10	173
Employees in my division do not have the flexibility to perform their tasks	11	30	31	20	9	173
Work activities are organised around individual employees	8	19	31	32	10	173
Each employee knows exactly what he/she is expected to do at all times	7	16	13	41	24	174
Employees do not have direct access to all information that they need	10	26	28	21	15	175
Personal agendas are more important than organisational goals	9	20	23	25	22	173

An index of satisfaction with space provided for taking individual initiative at work provided a mean score of 3.12 (Std. Dev.=0.696) out of a possible score of 5.00. This confirms that there was a moderately high level of satisfaction on the issue among staff members. Contract staff members had a significantly higher mean score of 3.34 (Std. Dev.=0.684) than permanent (mean =3.05, Std Dev.=0.689).

There is a general perception that team spirit exists in CIPRO with 70% of the employees agreeing that in their division made sure they achieve good results and 48% of them indicating that they relied on each other to accomplish their work. This perception is strengthened by the assertion by 41% of the employees that team work was encouraged in the organisation and a further 36% agreeing that team work was recognised. However, there was dissatisfaction with they way teamwork was rewarded, with 59% disagreeing that teamwork was rewarded in CIPRO. Dissatisfaction with reward was most prevalent among permanent (67%) compared to contract (37%) employees.

Relationships between staff and management are not good according to 56% of the employees (63% of permanent employees and 34% of contract employees). A further 40% felt that there was not a good relationship between employees themselves across the various divisions.

An index of satisfaction with promotion for team work at work place provided a mean score of 2.96 (Std. Dev.=0.670) out of a possible score of 5.00. This confirms a moderate level of satisfaction. Contract staff members with a a mean score of 3.26 (std. Dev.=0.699) had significantly higher mean scores than their permanent counterparts (mean=2.87, Std. Dev.=0.635).

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Table 53:   Teamwork initiatives

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Count
Staff rely on each other to accomplish their work	5	17	30	36	12	174
Employees are capable of responding immediately to changes in the external environment	9	22	31	27	11	172
Team work is rewarded	26	34	20	14	7	172
Management facilitates decision making processes and procedures fairly	22	24	31	17	6	173
Team work is encouraged	8	20	31	29	12	167
Team work is never recognised	11	25	32	20	12	169
In my division we make sure that we achieve good results	4	5	22	44	25	171
Relationship between staff and management is not that good	6	18	20	29	27	172
There is a good relationship between divisions in CIPRO	18	22	34	18	8	172

CIPRO's communication structures and procedures to guide interdepartmental interactions

Only a quarter of the employees were aware of CIPRO's communication structures and procedures to guide interdepartmental interactions. The level of awareness increased with higher job level and education, with 40% of those in levels 13 and above and 56% of those with postgraduate education indicating awareness. Out of those who were aware, 43% felt that the structures and procedures were adequate while 38% considered them as working well. Employees aged less than 25 years (75%) and those with less than five years of experience (50%) had the higher proportions of people who considered them as working well. Details of the results are shown in Figure 47.

Figure 47: CIPRO's communication structures and procedures (%)
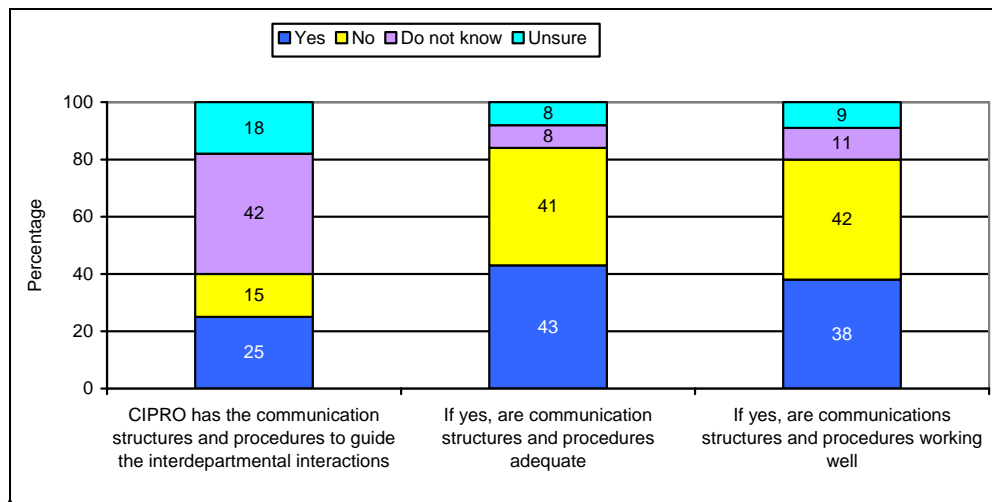
Figure 48: Interpersonal Relations (%)
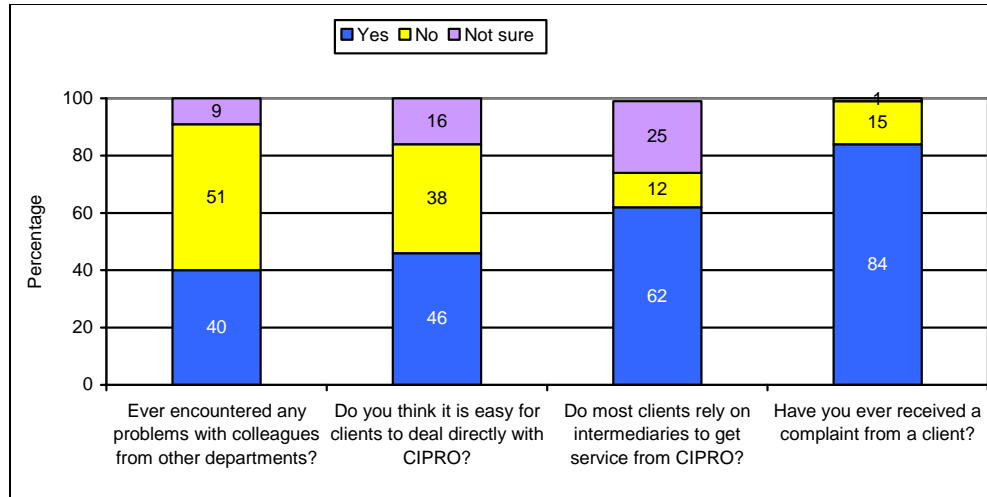
Interpersonal relations of employees were assessed by seeking information about how they felt about their colleagues in other departments, and about the clients they served. Just over half (51%) of employees experienced problems in dealing with their colleagues in the other departments. Overall, only 46% of the employees thought clients found it easy to deal with CIPRO directly, with a slightly higher proportion (49%) of those who deal with clients directly concurring. Over six in ten (62%) employees said most clients relied on intermediaries to get services from CIPRO. This perception was highest amongst females (69%) and employees with a matric level of education (71%). Furthermore, 66% considered the role played by intermediaries in helping clients to access CIPRO services as important. Only 10% of the employees felt that the role of the intermediaries was unimportant.

The majority of employees (84%) admitted receiving complaints from clients. These were mostly employees in permanent employment (91%) and those working directly with clients (92%). The most common complaints received by over 50% of the employees were:

- Delays in service (76%)

- Loss of documents (60%)

- Poor customer services (59%), and

- Customer contact centres (57%).

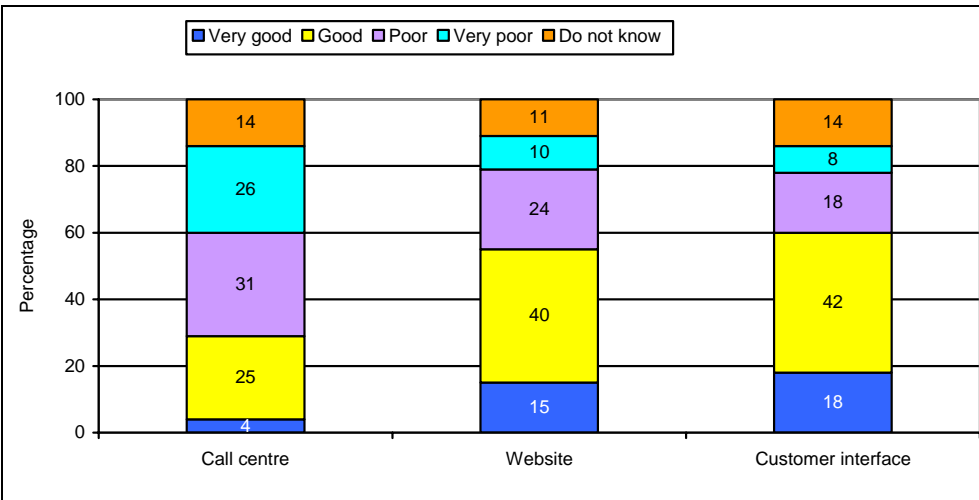Details of the all the types of complaints are provided in Figure 49.

Figure 49: Type of complaints received by employees (%)
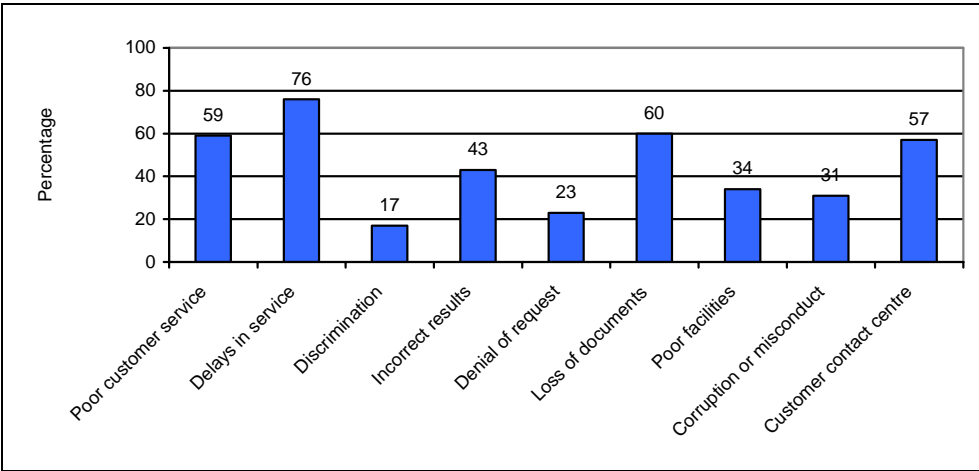
Figure 50: Rating by employees of CIPRO services to the public (%)

Asked to rate the level of service rendered by CIPRO's service outlets, 57% rated customer interface as good, 55% rated the website as good and only 29% rated the call centre as good. Those who rated the customer interface as good were mostly those with less than five years experience (73%), with a diploma/certificate level of education (78%), working in the HR (77%) and customer interface (68%) divisions. As for the call centre, it was rated poor mostly by employees aged over 50 years (83%), females (65%), people in job levels 5-8 (64%) , permanent

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employees (65%) and those working in customer interface (82%) and marketing and communication (100%). The website was most frequently rated as good by those aged 41-50 years (72%), those in level 13 and above, permanent staff (55%) and those working in the legal services.

Assessment of practice of Batho Pele Principles in service delivery

In assessing the perceptions of employees about the level of service delivery according to Batho Pele Principles, it emerged that a large proportion (62%) of employees agreed that most clients did not know how CIPRO operated. A high proportion of those aged over 50 years (88%) concurred with the statement. A third of the employees felt that clients were not adequately consulted about the quality of service, this perception being most frequent amongst males (43%) and those with postgraduate education (56%). Forty seven percent agreed that clients were not provided with full and accurate information about the standard of service they should expect from CIPRO. Over one in three (31%) agreed that "clients were treated with courtesy and consideration" and "CIPRO provides services economically and efficiently", while 38% agreed that "all clients have equal access to all services".

Figure 51: Service delivery (%)
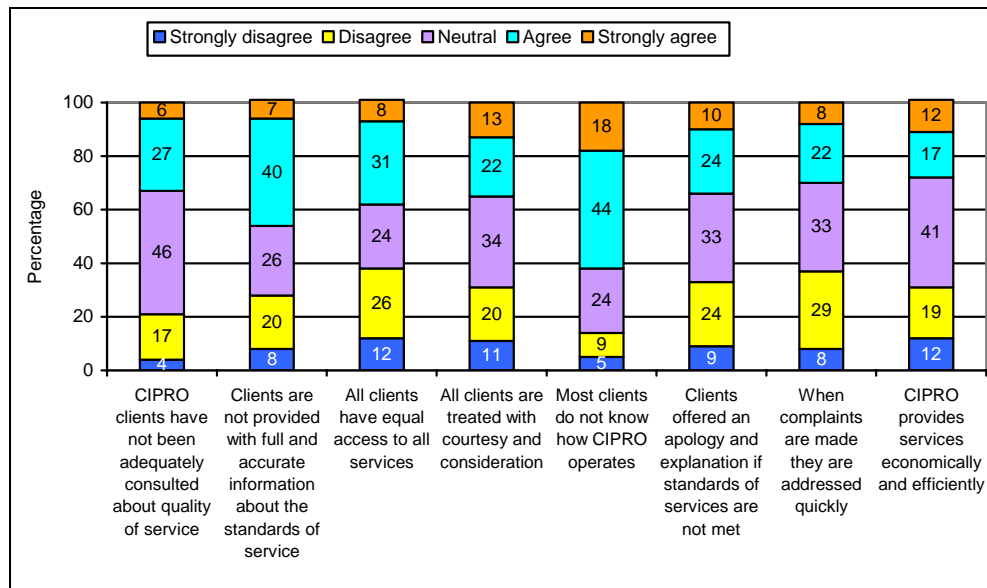
An index of level of practice of Batho Pele principles was computed using the eight statements provided in the questionnaire. The overall mean score was 2.88 (std Dev.=0.734) out of a

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maximum score of 5.00. Only educational qualifications of the staff member had significant differences with this index with those holding a diploma/certificate scoring highest while those with degrees scoring lowest. Generally, there was a moderate level of satisfaction with the manner in which CIPRO practices the Batho Pele principles.

Suggestions for change

The most frequently suggested change to improve CIPRO's service quality was to improve the efficiency of CIPRO. Other suggestions were that more space should be created to accommodate clients, more training was necessary to counter interface employees, staff should be motivated by rewarding hard work and that more efficient IT systems were required. Some staff indicated the need that more staff should be employed, that the services at the call centre needed attention, that favouritism and discrimination should cease and that communications with clients and staff needed improvement.

Table 54: Suggest one change that should be made in CIPRO as a whole to improve quality of service

	Frequency	Percent
CIPRO management should be more efficient	20	16.0
Create more space to accommodate clients	19	15.2
More training for customer interface employees	12	9.6
Motivate staff by rewarding hard work	11	8.8
Attitude of employees towards their work	11	8.8
Provide more efficient computers (IT systems)	9	7.2
Employ more staff	8	6.4
Services at the call centre	7	5.6
Favouritisms & discrimination should stop	6	4.8
Improve on communication with clients and staff	5	4.0
Provide information to clients	5	4.0
Improve or upgrade CIPRO website	5	4.0
Increase staff awareness of operations of all sections	4	3.2
Establish offices in every province	3	2.4
Total	125	100.0

Table 55: Suggest one change that should be made in your division in CIPRO to improve quality of service

	Frequency	Percent
Leadership & management of division	24	19.2
More training	14	11.2
Involve staff more in decision making	14	11.2
Discrimination, unfair treatment	13	10.4
More staff	13	10.4
Communication & feedback to staff	13	10.4
Improve on the operations of the division	9	7.2
Supervision of employees should be improved	9	7.2
More office space	7	5.6
Quality and speed of service	5	4.0
Motivate staff	3	2.4
Market CIPRO services and products to the public	1	.8
Total	125	100.0

At the division level calls for more efficient management and leadership of the division was cited by the highest number of employees. Next in importance were the need for more training and the need to involve staff more in decision-making. Significant numbers mentioned discrimination and unfair treatment as being in need of attention, a similar strength of sentiment emerging in relation to the need for more staff. Communication with staff and their involvement in decision making was also seen as critical in improving services in the divisions. Improvement of service delivery was also seen as closely related to the quality of supervision of employees by their division managers.

References

Hague and Hague,

White Paper on Transforming Public Service Delivery, 1997

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Appendix A: Description of indices for Public used in the report

Index	Mean score	Std Deviation	N	Min	Max	Questions used to derive the index
Staff performance	2.3	3.40	526	2.3	2.3	Q9d: The manner in which CIPRO officials treated you? Q9g: Friendliness of CIPRO staff Q9h: Helpfulness of CIPRO staff
Overall CIPRO Performance	2.5	8.3	465	2.1	2.9	11a. Quality of service provided by CIPRO 11b. The time CIPRO takes to respond to queries 11c. Sense of urgency among CIPRO staff 11d. Commitment to excellence among CIPRO staff 11e. Provision of correct/accurate information to clients 11f. The extent to which CIPRO fulfils its mandate 11g. Adherence to standards 11h. Error-free documents 11i. Quality checks 11j. Ownership/ commitment
Service Delivery Index	3.0	0.58	555	1	4	9a. The time it took you to locate the office you wanted to get help from? 9b. The time it took you to locate the office you wanted

					to get help from?
					9c. The amount of money you had to pay for the service?
					9d. The manner in which CIPRO officials treated you?
					9e. Neatness and cleanliness of CIPRO offices
					9f. Catering for disabled people
					9g. Friendliness of CIPRO staff
					9h. Helpfulness of CIPRO staff

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Description of Indices for Intermediaries used in the report

Index	Mean score	Std Deviation	N	Min	Max	Questions used to derive the index
Service delivery Scale	2.83	0.58	555	1.70	4	**Q11** a) CIPRO staff are generally knowledgeable and competent b) CIPRO staff are sensitive to people who cannot read or write c) CIPRO services are easily accessible to people with disabilities d) CIPRO does not use all official languages to communicate with its clients

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Website index	2.83	0.53	106	1.91	3.79	**Q17**
						a) It is difficult to log into the CIPRO website
						b) The CIPRO website is reliable
						c) The CIPRO website is not user friendly
						d) The CIPRO website is easy to use to get information needed
						e) The CIPRO website has a clear layout (easy to navigate)
						f) The CIPRO website is quite slow to navigate
						g) The CIPRO website is updated on a regular basis
						h) The CIPRO website is secure
						i) Most of the CIPRO forms can be completed while working offline
						j) The CIPRO website uses a language that is difficult to understand
						k) When I request my password to be e-mailed I receive it promptly
						l) I receive customer confirmation letter promptly on request
						m) CIPRO systems caters for top range integration with other software/ applications such as FireFox
						n) I became aware of CIPRO's current/new products and services through its website

Overall Cipro Performance Index	2.48	0.71	102	1	4	Q10
						  a) Quality of service provided by CIPRO in general
						  b) The time CIPRO staff takes to respond to queries
						  c) Sense of urgency among CIPRO staff
						  d) Commitment to excellence among CIPRO staff
						  e) Provision of correct/accurate information to clients

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Safety and security index	2.57	0.44	102	1	4	**Q32** a) I feel that my privacy is invaded when I am at CIPRO premises b) I feel that my safety is guaranteed when I am at CIPRO's premises c) Security measures in CIPRO premises are relaxed d) My car is always safe at CIPRO offices e) I can easily get defrauded at CIPRO offices f) I feel that some people who pretend to help might be criminals g) I can easily identify a CIPRO official h) I seek information from people whom I am not sure whether they are CIPRO officials or not

Description of indices for professionals used in the report

Index	Mean score	Std Deviation	N	Min	Max	Questions used to derive the index
Public Purpose (CIPRO Staff)	2.73	0.55	287	1.00	4.00	**Q15** a) Approachability of staff b) Consultations e) Friendliness of CIPRO staff f) Helpfulness of CIPRO staff g) Availability of CIPRO staff
Public Purpose (CIPRO Offices)	2.89	0.58	114	1.00	4.00	**Q15** c) Neatness and cleanliness of CIPRO offices d) Catering for disabled people
Satisfaction with quality of CIPRO Website	2.76	0.27	375	1.58	3.78	**Q24** a) It is difficult to log into the CIPRO website b) The CIPRO website is reliable c) The CIPRO website is not user friendly d) The CIPRO website is easy to use to get information needed e) The CIPRO website has a clear layout (easy to

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					navigate)
					f) The CIPRO website is quite slow to navigate
					g) The CIPRO website is updated on a regular basis
					h) The CIPRO website is secure
					i) Most of the CIPRO forms can be completed while working offline
					j) The CIPRO website uses a language that is difficult to understand
					k) When I request my password to be e-mailed I receive it promptly
					l) I receive a confirmation letter promptly on request
					m) CIPRO systems caters for top range intergration with other software/ applications such as FireFox
					n) I am aware of all CIPRO's current/new products and services
Satisfaction with Customer Contact	2.42	0.57	294	1.00	3.33	Q27 a) My call is answered promptly when I call the

Centre						Customer Contact Centre within a minute
						b) My enquiry is resolved with the first agent interaction
						c) The Customer Contact Centre agent takes ownership of my inquiry and resolves it within 48 hours if immediate resolution is not possible
						d) The Customer Contact Centre agents are courteous and helpful
						e) The Customer Contact Centre agents are knowledgeable and competent
						f) The Customer Contact Centre agent listens carefully to my enquiry/query and answers appropriately and accurately

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Description of indices for Staff members used in the report

Index	Mean score	Std Deviation	N	Min	Max	Questions used to derive the index
Satisfaction with job and work environment	2.5	0.80	176	1	4.3	1.1　In general are you satisfied with your current job? 1.2　In general how would you rate the work environment within CIPRO? 1.3　In general are you satisfied with the way you are being managed?
Satisfaction with staff training and development	3.11	0.70	173	1.50	5.00	2.1 CIPRO offers adequate training and development for staff 2.2　I am not adequately trained to do my job at CIPRO 2.3　There is fairness of opportunities for training and development provided to staff 2.7　My training is not relevant to my work
Satisfaction with support received to do work	2.66	0.90	174	1.00	4.67	2.4　I do not get enough support to do my work at CIPRO 2.5　I am motivated to do my job

					2.6　I believe that the CIPRO performance management system is fair
Satisfaction with work ethics-work processes	2.99	0.72	176	1.20	4.60	3.1　Decisions are not made quickly (timeously) within my division 3.2　The work processes in my division are clearly defined and everyone knows what is expected of them 3.3　Rewards and recognition are used effectively within my division to increase motivation among employees 3.5　The work processes in my division are focused on delivering high quality service to clients and stakeholders 3.7　Team-work is not encouraged within my division
Satisfaction with work ethics-communication	2.92	0.91	175	1.00	5.00	3.10　Mistakes are not openly discussed within my division 3.11　In my division, uncertainty is dealt with through open communication 3.12　There are no clear communication channels within

					my division
Satisfaction with work ethics-management style)	2.96	0.63	176	1.50	4.63	3.8 In my division, budgets are carefully monitored to ensure compliance 3.9 Mistakes are not openly discussed within my division 3.13 Past experiences and mistakes are well documented 3.14 There are no clearly defined supervision and control measures in my division 3.15 CIPRO management is able to deal effectively with staff absenteeism 3.16 CIPRO management is not able to deal effectively with corruption 3.17 CIPRO management is able to deal effectively with disregard of policy 3.18 CIPRO management is able to deal effectively with disciplinary issues
Satisfaction with relationships-	2.84	0.69	176	1.13	5.00	4.1 There are generally good interpersonal relationships amongst employees in my division

interpersonal relations						4.2 In my division, conflicts are not recognized and dealt with fairly 4.3 There is no strong sense of belonging among employees in my division 4.4 There is trust between management and employees in my division 4.8 Employees in my division look out for each other's interests 4.11 In my division, interpersonal conflicts and differences are managed in a constructive way 4.14 There is trust amongst employees of the various divisions 4.8 Employees in my division look out for each other's interests 4.18 There is no trust among employees in CIPRO
Satisfaction with relationships- Management style	2.94	0.50	176	1.40	4.20	4.5 Risk is monitored on a continuous basis 4.6 Politics and power are not managed well within my division 4.7 Business is conducted in an ethical manner in my division

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						4.8 The management style within my division is adaptive to different work situations
						4.10 I do not have faith in the leadership style of my superiors
						4.12 Employees are encouraged to learn from past mistakes
						4.13 Competency is not highly recognized in my division
						4.15 Constructive criticism is encouraged in my division
						4.16 Calculated risk taking is encouraged
						4.17 My manager does not treat subordinates fairly
Individual initiative	3.12	0.69	175	1.00	4.86	5.1 Employees are allowed to take initiative in problem solving
						5.3 Employees in my division do not have the flexibility to perform their tasks
						5.4 Work activities are organized around individual employees
						5.7 Each employee knows exactly what he/she is expected to do at all times
						5.9 Employees in my division do not have direct

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					access to all the information that they need to do their work 5.10 Personal agendas are more important than organizational goals
Team work	2.97	0.67	175	1.00	4.56	5.2 Staff members rely on each other to accomplish their work 5.5 Employees in my division are capable of responding immediately to changes in the external environment 5.6 Team work is rewarded 5.8 Management facilitates decision making processes and procedures fairly 5.11 Team work is encouraged 5.12 Team work is never recognized 5.13 In my division at CIPRO we make sure that we achieve good results 5.14 The relationship between staff and management is not that good 5.15 There is a good relationship between divisions in CIPRO

Satisfaction of practice of Bathopele principles	2.88	0.73	170	1.00	4.75	6.11 The clients that CIPRO serves have not been adequately consulted about the quality of service they should receive 6.12 Clients are not provided with full and accurate information about the standards of service they are entitled to receive from CIPRO 6.13 All clients have equal access to the services offered by CIPRO 6.14 All clients are treated with courtesy and consideration when coming to CIPRO 6.15 Most clients do not know how CIPRO operates 6.16 When the promised standard of service is not delivered, clients are offered an apology and an explanation 6.17 When complaints are made to CIPRO, they addressed quickly 6.18 Overall, CIPRO provides services economically and efficiently, and gives clients the best value for money

Appendix E: INDEPENDENT CUSTOMER SURVEY OF CIPRO SERVICE DELIVERY

INDEPENDENT CUSTOMER SURVEY
OF CIPRO SERVICE DELIVERY

"**CIPRO STRIVES TO DELIVER THE ULTIMATE REGISTRATION EXPERIENCE**"

Your satisfaction with the efficiency and quality of service provided by CIPRO is important to us. Please spare a moment to participate in this INDEPENDENT SURVEY and provide us with your honest views and expectations regarding the quality of services offered by CIPRO.

The results of the survey will be used to improve
CIPRO's service delivery to you,
our valued customer!