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Acknowledgement

The Department of Public Administration (DPA) was commissioned to undertake the Public Satisfaction Survey as a follow-up of a similar study carried out in 2003. The department received technical support from the National Bureau of Statistics. A team of temporary staff was also hired to assist with data collection. The Bureau would like to acknowledge and place on record the invaluable input of all teams in the implementation of this project.

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Executive summary

The Government undertook a survey in 2003 to gauge public satisfaction vis-à-vis public service delivery. In its endeavour to monitor and evaluate progress in service delivery, a follow-up survey was conducted in 2014 to gauge public opinion on how they perceive the quality and adequacy of the various services.

The Department of Public Administration was commissioned to undertake the Public Satisfaction Survey with the assistance of National Bureau of Statistics.

Public opinion was sought about 62 services of which 4 were private services like general clinics, dental services and schools. The survey was household-based and targeted adults aged 18 years or more from a sample of 1500 households and in addition individuals from all public sector organisations and a sample of 50 organisations in the private sector were sent the same questionnaire to complete on behalf of their organisation.

Besides demographic characteristics, the respondents were asked to give a general rating for the selected services. Evaluation was also sought on individual aspects of service. Furthermore, opinions were sought on areas needing the most improvement in all aspects of service.

General findings

The overall mean score for all services surveyed was 64.1%. The "low scoring" group had an average of 56%; the "medium scoring" group had a mean score of 64.6% and the 'high scoring' category's mean score was 73.5%.

Low score services

Among the "low scoring" group, the services that were rated the lowest are the police with just below 50%, followed by the District Administration offices (50.3%), ambulance service (51.6%), and government clinics (53.6%). At the high end of this group are Land Transport Agency, Lawyers, Fair Trading Commission and Seychelles Revenue Commission all scoring around 59%.

High score services

The highest scoring (public) services are Fire & Rescue Services Agency (77.1%), Civil Status Office (76.9%) and International Airport (SCAA) (70.9%).

The overall average satisfaction on services selected in both surveys is higher in 2014 than in 2003 with an increase of 9% from 55% in 2003 to 64% in 2014. Out of the 32 similar services, 21 services in 2014 were rated higher than in 2003. All but one service in 2014 scored below 50% compared to 2003 where 16 services scored lower than 50%.

Eight services have shown remarkable improvements in terms of public satisfaction in the 2014 survey where improvements in ratings are above 20% compared to 2003. The service with the greatest marginal improvement is SPTC with a margin of 28.6%.

Although the Police Department was ranked lower when compared with all other services in 2014, it has shown remarkable improvement from 32.4% in 2003 to 49.8% in 2014. The same can be said about Planning Authority, from 37.7% in 2003 to 56.2% in 2014. The Ministry of Land Use and Housing has also shown significant improvement from 43.3% in 2003 to 60.3% in public rating. The Seychelles Agricultural Agency (in the Ministry of National Resources) recorded satisfactory improvement from 47.7% in 2003 to 63.2% in 2014. Other services which received a noticeably improved rating (above 15%) in 2014 are Land Transport Agency and Seychelles Broadcasting Corporation (Radio & Television).

On the other hand, there is also some decline in the level of satisfaction based on general ratings for services such as PUC Electricity (-17.9%), PUC Water (-12.5%) and government dental services (-12.5%).

The level of satisfaction was sought on six aspects of service compared to five in the previous survey. Using a Likert-type scale, the investigation considered the following drivers for public satisfaction which are commonly used in other countries for measuring level of public satisfaction, and these are: *accessibility, timeliness, staff competency, fairness, attitude* and *adequacy* of service delivery. Considering the individual dimensions of service, in general there was more satisfaction than dissatisfaction. However, levels of agreement differ among the various aspects of service examined.

Fire & Rescue Services Agency provided the highest level of satisfaction in all 6 aspects of service, while Energy services and ID Card Unit were always in the top 4 for all 6 aspects. At the other extreme, Public Procurement Unit had the lowest scores for all 6 aspects of service. The police are among the bottom 4 lowest performers in timeliness, staff competency, fairness, staff attitude and adequacy & effectiveness while the District Administration offices scored poorly in timeliness and fairness and ambulance service scored among the poorest in the aspect of timeliness. The lowest scores are generally below 50% for individual dimensions of service.

To provide an insight into the overall performance of the selected services as assessed by the public, a Service Index (SI) score was computed using the agreement responses. The SI score

provides a scale indicator of overall performance with the lowest scores indicating the poorest overall performance level.

The SI for the services in the low-scoring group ranges from 40 to 50 (percentage of respondents agreeing to statements). However, some services obtained higher scores for individual aspects of service as in the cases of Police and NDEA who scored 70% and 63% respectively, for the *accessibility* aspect.

For the same category, the service with the lowest overall SI score is the Public Procurement Unit with a score of 40% followed by Industrial services and SIB both scoring 47%. The Police and Attorney General's office both scored 48% and at the top end of this group is NDEA with an SI score of 50%.

The services in the upper-end of SI scores are Fire & Rescue Services Agency, Energy services, ID Card Unit, Civil Status Office, SBC Radio & Television, International Airport service (SCAA) and PUC Electricity all scoring between 83% and 88%.

Given the frequent disgruntlement in the general public about specific areas of service, special attention was given to specific service as a group. Such service groups include: *Health & related services*, *Education & related services*, and *Legal & related services*.

Health & related services

The services include providers from both the public and private sector to facilitate comparison. Private clinics have the highest scores with a total score of 81% for overall performance. The second best performer in this area is government dental service. On average, three quarters of respondents who rated the government dental services agreed that they were providing a good service in all aspects. The public dental service obtained better scores than corresponding services in the private sector. Hospital wards got a score of 64% for overall service delivery and scored 78% for the accessibility aspect. Similarly, the Emergency service obtained an overall score of 63%, but scored a high 75% for accessibility. The lowest performer in the health services group is the ambulance service. Only 55% of respondents agreed that the overall ambulance service is up to scratch.

An analysis of the individual aspects of service delivery for the 5 public health service components reveal the following scores, high on *accessibility* (75%), average on both *competency* (64%) and *adequacy & effectiveness* (64%) and lowest on *timeliness* (54%).

Education & related services

The 2014 survey included private schools, post secondary, secondary and primary schools and the Ministry of Education (head quarters) as separate components of education. Public primary schools have the highest ratings in all aspects of service with an overall score of 77%. The public agreed on good performance of primary schools with scores of 83% for accessibility, 78% for timeliness, 75% for competency, 76% for staff attitude, 75% for fairness and 75% for adequacy and effectiveness. In general, the public does not have a very high opinion of service delivery in private schools except in the aspect of competency. The overall SI score for private schools was 57% but they were rated 76% for competency. Post secondary schools averaged an SI score of 63% but were obtained a relatively higher score for *accessibility* (71%).

Legal & related services

Services in the legal domain are generally low scorers in all aspects. The average service index ranges from 47% for Industrial relations to 58% for Judiciary. Accessibility was found to be the most satisfactory aspect (63%) in service delivery in all the legal areas evaluated and the least satisfactory aspect was timeliness (47%). Looking at the services individually vis-à-vis the individual aspects, Judiciary had the highest score (80%) in accessibility followed by the police (70%). Probation services, public prosecution (AG's Office) and Industrial services fell below average in accessibility aspect. With regards to timeliness, only Family Tribunal and lawyers were above the group average, scoring 50% and 51% respectively.

On the question of whether the public thinks the government educates and informs them on realistic delivery, 70% of respondents either agree or strongly agree that the government lets the people know of what it can realistically deliver. The levels of agreement differed for male and female respondents. Looking at this question from a different angle, 1 in every 3 citizens feel that they are not sufficiently advised on what services the government can provide.

While there were no significant differences in ratings for male and female respondents, there was a difference in scores given by different age groups. The respondents in elderly ages seemed to give higher average scores than respondents in younger ages.

1. Introduction

Many countries around the world such as Canada, Australia, and many more, conduct regular public satisfaction surveys or Citizen Satisfaction Surveys to measure the extent to which the public are satisfied with the quality services that the public service organisations are delivering to the people. This is against the backdrop that citizens as recipients of government services are better positioned to advise government on their needs and expectations.

Needless to say, as the primary provider of services to constituents, government ministries and agencies are expected to ensure a high quality of services and responsiveness at all times.

In Canada, the need for a public benchmarking system remains an issue of high priority. At the federal level, the Treasury Board of Canada Service Improvement Initiative (May 2000) requires all public service agencies to measure client satisfaction at least annually and to track their own progress over time in improving client satisfaction, and to benchmark their results with other public organisations.

Countries in the region, such as Mauritius, Kenya, South Africa and others undertake public satisfaction surveys for specific services which the public or citizen tend to access more such as, health services, police, education, land use and housing, social services, and justice.

The Seychelles Government conducted its first Public Satisfaction Survey in 2003 and it has found it timely and important for another one to be conducted following several interventions which have taken place as well as part the implementation of several reforms that had been introduced during the past decade, with the recent one in 2008/09 which is the “Public Administration and Public Sector Reform” which is still ongoing.

1.1. Background and context

In 2003 a Public Satisfaction Survey was undertaken. This was an initiative of the then Ministry of Administration & Manpower Development, and followed on from a Presidential call for all public sector organisations to undertake a performance audit of their respective functions in 2001.

The President and Cabinet subsequently initiated a series of initiatives *‘to improve timeliness and effectiveness of the delivery of Government services to the people’*, among which a public satisfaction survey was approved (in 2002) *‘to study ways in which to take customer service delivery to new heights’*.

The then Ministry of Administration & Manpower Development undertook the survey in 2003 with preliminary results delivered in February 2004.

The results of the Public Service Delivery Survey (2004) revealed some critical challenges in service delivery across government, in particular with respect to *access and timeliness of services*, and *management of public perception*. A number of essential recommendations were also made with the aim of a significant improvement in public service delivery.

It is obviously sensible, after more than a decade of development, changes and public administration reforms, for Government now to review the situation and to undertake another Public Service Delivery Survey to compare the satisfaction level of the 2003 survey to that of 2014. The results will enable government to assess the effectiveness of the implementation of the set of recommendations, and to find what further improvements are desired.

Further this survey will be part of the strategic analysis and to allow government ministries, department and agencies to identify and assess the needs and perceptions of their customers and to enable the Government to establish priorities and to better serve the needs of the general public.

For the Public Service Delivery Survey 2014, the Department of Public Administration was commissioned to solicit the assistance of National Bureau of Statistics to undertake the Survey on behalf of the Government.

1.2. Previous studies

The 2003 survey 930 Seychellois adult representatives where 62 services from both public sector (44 services) and private businesses (12 services) were considered. For the Public Delivery Survey 2014 also included 62 services were considered but are mostly all government services except for 4 which are Private clinics, Private dental services, Private school and lawyers.

1.3. Objectives

The main objectives of this survey are to:

- 1) Measure the level of effectiveness of the services provided by government's ministries and agencies by establishing the level of customers satisfaction;
- 2) Compare the level of customers' satisfaction between:
 - i. the year 2003 and 2012;
 - ii. services provided by the public and private sectors;

- iii. ministries and agencies.
- 3) Provide a set of recommendations aim at helping government develop strategies to significantly improve public service delivery in the short, medium and long term.

2. Methodology

2.1. Survey design and sampling

The survey was household based targeting adults aged 18 years or more. A sample of 1500 households was drawn to proportionately cover all 25 districts based on the number of households counted in the 2010 Population and Housing Census. The intention was to spread interviewing over a 3-month period. The sampling was a 2-stage stratified sampling design with Enumeration Areas (EAs) used as primary sampling units and within each selected EA, 10 households were selected at the second stage using systematic random sampling.

2.2. Selection approach

Prior to the pilot exercise, the intention was to interview all adult persons in the households. After the pilot exercise however, it was found that the interviews were too long and it would not be practical to cover all eligible persons in the given time frame for data collection. It was later decided to adopt the following approach. For each sampled household, the interviewers were asked to attempt to interview 2 members of the household aged 18 years or more, one of whom should be the head of household. If the head of household were a male, then the second adult person should be a female. If the head were a female, then the second person should be a male. If all household members were of the same sex, then the head plus one more adult would be interviewed.

In the following circumstances, only one interview would be obtained:

- Single person households
- Where there is only one adult aged 18 years or more in the household

Call backs were made where necessary to get at least 2 interviews per household where applicable.

Apart from the respondents selected from households, administration officers in all public sector organisations and a sample of 50 organisations in the private sector were sent the same questionnaire to complete on behalf of their organisation. These were sent either by email or

hand delivered to the respondents. The rationale for this parallel exercise is that not all services are accessed directly by households (e.g. Public Procurement Unit is used only by public sector organisations) and yet others are accessed at a relatively lower level by household members (e.g. Treasury). The questionnaires completed by administrative officers or equivalent personnel responsible for administrative duties in their respective organisations represent 4% of all returned questionnaires.

2.3. Training and preparations

A total of 4 training workshops were conducted on Mahe and Praslin. The first training workshop was conducted on 5th April, 2014 and was used not only to prepare staff for data collection, but served as a thorough review session of the draft questionnaire which had not yet been piloted. During the first training workshop, the field tool was also pre-tested and later revised considerably so that the version after the first training workshop was used for the pilot exercise which took place from 7th to 11th April 2014. After the pilot test during which around 100 households were interviewed on Mahe only, the questionnaire was further revised and minor modifications were also made in the operations.

Two other training workshops were held on 6th and 10th May 2014 to train additional staff for Mahe. The 4th workshop was conducted on Praslin to train staff who would be collecting data on Praslin and La Digue.

The workshops entailed explanations on survey operations and logistics, going over the field tools in detail and conducting role plays to get used to the questionnaire and interview flow. All workshops were facilitated by officers from the National Bureau of Statistics with support from the Department of Administration.

2.4. Field operations

Teams of 5 to 6 interviewers were assigned to 1 supervisor in each designated supervisory area. Table 1 presents the distribution of households selected in each area and final numbers of interviews obtained in each. Since the questionnaires were anonymous, the forms that were self-administered could not be edited for item-non-response. Several of the administrative officers who participated in the parallel exercise preferred not to reveal some demographic details like district of residence, sex and age. It was felt that it was more important to get their views on service delivery. Therefore, the respondents who were not comfortable divulging demographic information were allowed to complete only the 3 subsequent sections of the questionnaire rather than risk losing the whole interview.

2.5. Response

A total of 1835 questionnaires were completed, 4% of which are accounted for by those completed by administrative officers both in the public and private sector. It is estimated that about 60% of questionnaires sent out to administrative officers were returned.

Table 1: Number of households selected and total interviews obtained

District	Interviews (individual respondents)				Households selected
	Female	Male	Not Stated	Total	
Anse Aux Pins	43	34	0	77	80
Anse Boileau	25	18	0	43	60
Au Cap	43	31	0	74	60
Anse Etoile	50	35	0	85	70
Anse Royale	39	36	0	75	60
Bel Air	40	36	0	76	50
Baie Lazare	45	31	0	76	60
Belombre	30	41	0	71	60
Baie Sainte Anne	48	32	0	80	80
Beau Vallon	56	28	0	84	70
Cascade	48	28	0	76	60
English River	77	36	0	113	80
Glacis	49	30	0	79	70
Grand Anse Mahe	35	24	0	59	60
Grand Anse Praslin	43	38	0	81	60
La Digue	39	26	1	66	60
Les Mamelles	29	20	0	49	50
Mont Buxton	33	20	0	53	40
Mont Fleuri	36	23	0	59	50
Plaisance	37	24	0	61	60
Port Glaud	43	22	0	65	60
Pointe Larue	29	21	0	50	30
Roche Caiman	35	26	1	62	50
Saint Louis	42	31	0	73	60
Takamaka	43	32	0	75	60
Not stated	46	15	12	73	
Total	1083	738	14	1835	1500

Source: Public Service Delivery Survey, 2014 (DPA/NBS)

Note: (1). English River district includes Perseverance 1 and Perseverance 2 which were not identified as separate districts in the 2010 Census. (2). 'Not stated' in the table above implies that the respondent's gender was not captured or the district was not entered in the questionnaire for some respondents.

2.6. Questionnaire

The questionnaire constituted 4 sections. The first part covered demographic characteristics; part 2 asked the respondents to give a general rating on a series of selected services mostly offered by the public sector with a few private sector services that also offered similar services to those provided by the public sector to allow for comparison. The third part of the questionnaire focused in a more detailed way on 6 individual aspects of service. Likert-type (1) scales were used to evaluate levels of satisfaction or dissatisfaction for each aspect and for each service. The last part sought to identify which services the public felt needed improvement in the same 6 aspects of service as a matter of priority.

2.7. Data processing and analysis

The questionnaires did not require any post coding. After edit checks, the data was captured using a customized software written in Standard Query Language. Tabulations and charts were done using SPSS and Microsoft EXCEL.

2.8. References

For comparative purposes, both the design and analyses draw from previous similar studies conducted. This survey also makes important reference to the 2003 Seychelles Public Service Delivery Survey report as far as possible. Although the tool used this time around is substantially different from the previous one, it seeks to measure progress or otherwise over the past decade by looking at similar dimensions of service delivery. In this regard, it can be looked at as a follow-up on the evaluation exercise carried out some 10 years ago. Other documents consulted include reports from similar studies such as *Citizens first 2000, Canada* and *Ipsos MORI Consumer Focus, 2010*.

3. General findings

3.1. Mean ratings of services in general

For ease of analysis, services are grouped in 3 separate categories by score level: 'Low', 'Medium' and 'High' scoring. The overall mean score for all services surveyed was 64.1% with a range of 21 (between the lowest and the highest scores) (see Figure 1). Taking into account only public services that were included, the mean score was one percent lower (63%). The range for 'Low' scoring group was 9.8% with an average of 56% for all services classified in that group. The range for 'Medium' scoring group was 9.7% with a mean score of 64.6% and the range for 'High' scoring category was 6.6% with a mean score of 73.5%. If the 4 private sector services were to be excluded, it would not change the group mean scores significantly.

Figure 1: Mean scores for general rating of individual services

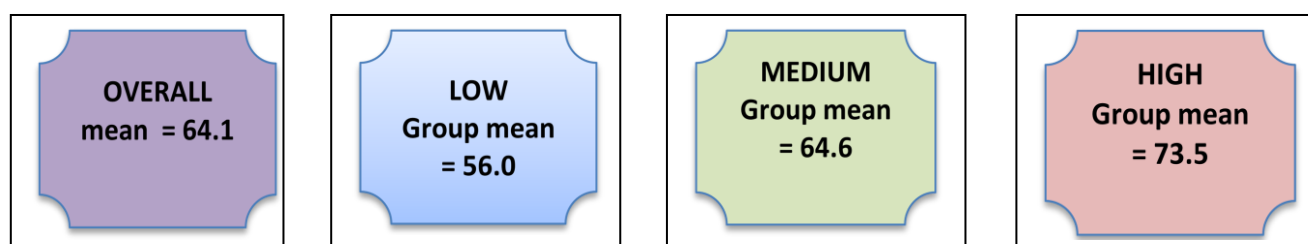


Table 2: Mean scores for Low service satisfaction ratings (less than 60%)

Services surveyed	Mean score
Police	49.8
District Administration Offices (DA)	50.3
Ambulance Service	51.6
Government Clinics	53.6
NDEA	54.8
Public Prosecution (AG's Office)	55.0
Planning Authority	56.2
Agency for Social Protection (Welfare)	56.8
Hospital Wards	57.4
Casualty	57.5
Public Procurement Unit	58.1
NATCOF (Consumer rights protection)	58.2
Judiciary	58.9
Seychelles Revenue Commission (SRC)	58.9
Fair Trading Commission (FTC)	59.0
Lawyers	59.2
Land Transport Agency	59.6

Source: Public Service Delivery Survey, 2014 (DPA/NBS)

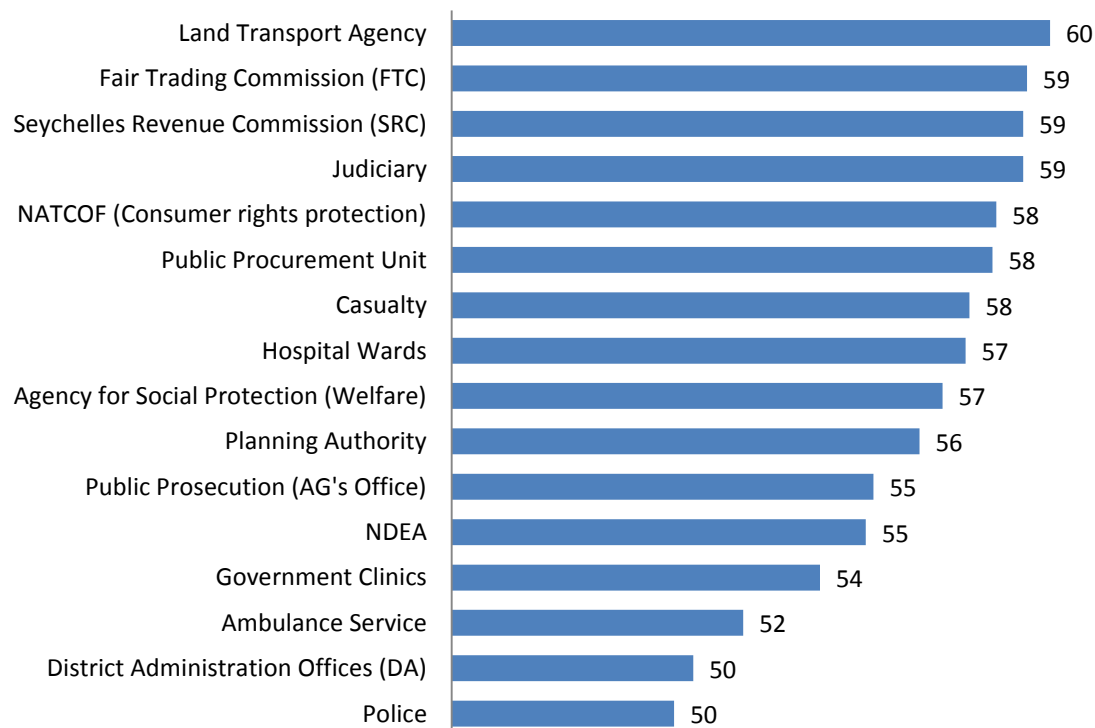
3.2. 'Low' score services

Among the 'Low' scoring group, the services that were rated the lowest are the Police Department with just below 50%, followed by the District Administration offices (50.3%), Ambulance service (51.6%) and government clinics (53.6%), (see Table 2 above). At the high end of this group are Land Transport Agency, Lawyers, Fair Trading Commission and Seychelles Revenue Commission all scoring around 59%.

It has been observed in other studies on user satisfaction conducted elsewhere (2) that services in the low scoring group usually constitute those that users generally access out of necessity or when experiencing undesirable or difficult situations. Such services usually entail law enforcement, social care and support, social housing and the like. It is thus suggested that the very nature of such services and interactions between the service providers and the users contribute partly to their lower rating.

The reader is cautioned that the differences in scores between services at the high end of each category and lower end of the adjacent category are quite close (less than 1% apart). Determination of the boundaries of score groups is purely arbitrary and executed for convenience of analysis only. Figure 2 presents the percentage distribution of mean scores for the low-scoring group.

Figure 2: Public services in the 'Low' scoring category – Mean scores (50% < 60%)



3.3. Medium score services

In the 'Medium' score category, the services that did least well were Industrial Services (labour related disputes), Ministry of Land Use and Housing (MLUH), Probation Services and SPTC bus service, all with mean scores between 60.2% and 60.6% (Table 2). The services in the medium group are a mix of social services and others of a transactional nature. The 4 top scorers in this group are National Library (69.9%), Air Seychelles (69.7%), Energy services (69%) and Seychelles Licensing Authority with a mean score of 68.9%. Again in this category, certain services that are accessed through necessity or are law enforcing in nature are listed among those with lowest scores. 42% of the services listed in the medium score category have scores below the overall mean score of 64.1%.

Table 2: Mean scores for Medium service satisfaction ratings (60% < 70%)

Services surveyed	Mean score	Mean score
Industrial Services (Labour Related disputes)	60.2	PUC Electricity 64.7
Ministry of Land Use and Housing	60.3	Ministry of Employment 64.8
Probation Services	60.4	Waste management (Waste disposal) 65.2
SPTC Bus Service	60.6	Ministry of Education (HQ) 66.0
Customs	60.8	Environment Enforcement Unit 66.9
Property Management Corporation (PMC) MLUH	61.2	Seychelles Commercial Bank (Ex SSB) 67.2
Registration Division	61.6	Development Bank of Seychelles (DBS) 68.1
Family Tribunal	61.7	Post Secondary Schools 68.2
Department of Public Administration (DPA)	61.7	SBC (Radio & Television) 68.3
PUC Sewerage	62.3	Nouvobanq 68.3
PUC Water	62.8	Seychelles Licensing Authority (SLA) 68.9
Housing Finance Corporation (HFC)	62.9	Energy 69.0
Seychelles Agricultural Agency (MNRI)	63.2	Air Seychelles (Airline) 69.7
Government Dental Services	64.0	National Library 69.9
Treasury	64.4	
Telecommunication (DICT)	64.5	
Secondary school	64.5	
Seychelles Investment Board (SIB)	64.5	

Source: Public Service Delivery Survey, 2014

3.4. High score services

The highest scoring among the government services only are: *Fire & Rescue Services Agency (77.1%)*, *Civil Status Office (76.9%)* and *International Airport (SCAA) (72.5%)*. This group also includes other services with tangible outcomes of a desirable nature. This finding confirms those from similar studies that have identified that services desirable in nature tend to fetch higher scores from the public. While secondary and post secondary schools have been identified among the medium scoring group, Public Primary school service is listed among the top scorers together with Private schools, albeit at the lower end of the top-scoring scale.

Table 3: Mean scores for High service satisfaction ratings (70% +)

Services surveyed	Mean score
Primary school	70.5
Division of Risk and Disaster Management (DRDM)	70.8
Domestic Airport service (SCAA)	70.9
Small Enterprise Promotion Agency (SEnPA)	71.0
Dept. of Immigration	72.1
International Airport service (SCAA)	72.5
Postal Services	73.5
Private Dental Clinics	74.1
ID Card Unit	74.5
<i>Private school</i>	75.0
<i>Private Clinics</i>	76.2
Civil Status Office	76.9
Fire & Rescue Services Agency (Ex Fire Brigade)	77.1

Source: Public Service Delivery Survey, 2014 (DPA/NBS)

3.5. Comparative analysis

As shown in Table 4 below, the overall average satisfaction on similar services is higher in 2014 than in 2003 which are 64.0% and 55.1%, respectively. Out of the 32 similar services, 21 services in 2014 were rated higher than in 2003. The comparative analysis below is expressed in absolute terms of percentage changes.

It must be highlighted that all but one service in 2014 scored above 50% compared to 2003 where 16 services scored lower than 50%.

When comparing the average rating for the Ministry of Health with regards to the overall services between 2014 and 2003 (i.e. combining all components of health services surveyed),

the level of satisfaction rating is 1.6% lower than it was at the 2003 survey. However, in 2003, in addition to considering the individual components under the Ministry of Health, the whole ministry was rated as one unit and scored (60.3%). Though most of the services under the Ministry of Health for 2003 were rated higher than in 2014, the Ambulance Services in 2014 obtained a higher rating of 51.6% compared to 36.3% in 2003 which shows an improvement of 15.3% in their rating as assessed by the public.

Eight services have shown remarkable improvements in terms of public satisfaction in the 2014 survey. This is as highlighted in Table 2 (p.16), where improvements in ratings are above 20% compared to 2003. The service with the greatest marginal improvement is SPTC with a margin of 28.6%.

It is worth noting that though Police Department was ranked lower when compared with all other services in 2014 it has shown remarkable improvement from 32.4% in 2003 to 49.8% in 2014 (or a 17.4% improvement). The same can be said about Planning Authority, from 37.7% in 2003 to 56.2% in 2014. The Ministry of Land Use and Housing has also shown significant improvement from 43.3% in 2003 to 60.3% or a 17% improvement in public rating. The Seychelles Agricultural Agency (in the Ministry of National Resources) recorded satisfactory improvement of 15.5% from 47.7% in 2003 to 63.2% in 2014.

Other services which received a noticeably improved rating (above 15%) in 2014 are:

- Land Transport Agency, 15.9% above the 2003 rating;
- SBC (Radio & Television), 15.7% above 2003 rating.

On the other hand, there is also some decline in the level of satisfaction based on general ratings for services such as PUC Electricity (-17.9%), PUC Water (-12.5%) and government dental services (-12.5%).

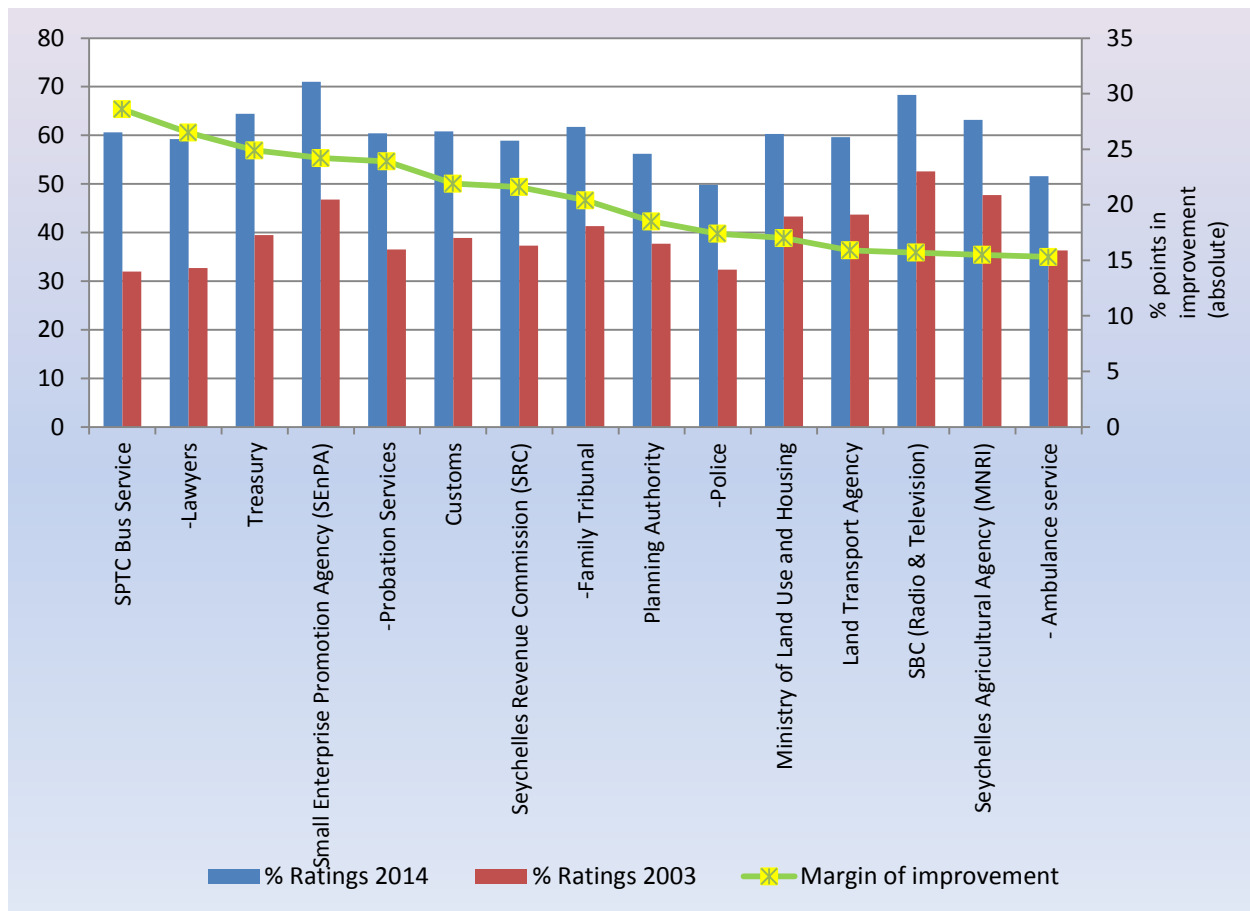
A graphical representation of the services with the most improved ratings is shown in **Figure 3**, p. 20.

**Table 4: Comparison between satisfactory ratings for similar services in both 2003 and 2014
Service Delivery Surveys**

Services 2014	2014 Ratings (%)	Services 2003	2003 Ratings (%)	Margin of improvement between the 2 surveys
PUC Electricity	64.7	PUC Electricity	82.6	-17.9
PUC Water	62.8	PUC Water	75.3	-12.5
Private clinics	76.2	Private clinics	82.8	-6.6
Ministry of Health	-----	Ministry of Health	60.3	
-Government clinics	53.6	Government clinics	55.9	-2.3
- Hospital ward	57.4	Hospital Ward	62.6	-5.2
- Casualty	57.5	Casualty	62.3	-4.8
- Ambulance service	51.6	Ambulance	36.3	15.3
- Government dental services	64.0	Government Dental Services	75.2	-11.2
Postal Services	73.5	Postal Services	77.5	-4
Government School	-----	Government School	73.7	
-Post Secondary	68.2	Polytechnic	62.3	5.9
Ministry of Education (Headquarters)	66.0	Ministry of Education	68.7	-2.7
National Library	69.9	National Library	70.7	-0.8
Waste Management – waste disposal services	65.2	STAR/SWAC - Waste Disposal Services	69.2	-4
Justice System	-----	Court System	41.6	
-Police	49.8	The Police	32.4	17.4
-Lawyers	59.2	Private Lawyers	32.7	26.5
-Probation Services	60.4	Probation Services	36.5	23.9
-Family Tribunal	61.7	Family Tribunal	41.3	20.4
Seychelles Revenue Commission (SRC)	58.9	Taxation	37.3	21.6
Customs	60.8	Customs	38.9	21.9
Planning Authority	56.2	Planning Authority	37.7	18.5
Small Enterprise Promotion Agency (SEnPA)	71.0	Small Business start-up/SIDEC	46.8	24.2
Fire & Rescue Services Agency	77.1	Fire Brigade	63.4	13.7
Seychelles Licensing Authority	68.9	Seychelles Licensing Authority	56.5	12.4
SBC (Radio & Television)	68.3	SBC	52.6	15.7
Ministry of National Resources– Seychelles Agricultural Agency	63.2	Ministry of Agriculture	47.7	15.5
District Administration Offices	50.3	District Administration Office	46.0	4.3
Ministry of Land Use and Housing	60.3	Housing	43.3	17
Treasury	64.4	Treasury	39.5	24.9
Air Seychelles (Airline)	69.7	Air Seychelles	70.1	-0.4
International Airport Services (SCAA)	72.5	Seychelles International Airport	72.4	0.1
Land Transport Agency	59.6	Land Transport	43.7	15.9
SPTC Bus Service	60.6	SPTC	32.0	28.6
Average	64.1	Average	55.1	

Source: Public Service Delivery Survey, 2014 (DPA/NBS)

Figure 3: Services with the most improved ratings in 2014



4. Details by aspects of services

4.1. Dimensions of satisfaction

Aspects of service investigated were selected so as to be comparable to those used in the 2003 survey as far as possible. However, these were extended from 5 to 6 dimensions compared to the previous survey. Panel 1 presents the questions (or rather statements) as they were actually read in the interview. Using a Likert-type scale, the investigation considered *accessibility, timeliness, staff competency, fairness, attitude and adequacy of service delivery* as the drivers for public satisfaction. The reference period for experiencing the services was the last 12 months preceding the survey and the items in the scale had five choices with four levels of agreement and an option for “Don’t know”.

Panel 1: Individual aspects of service examined

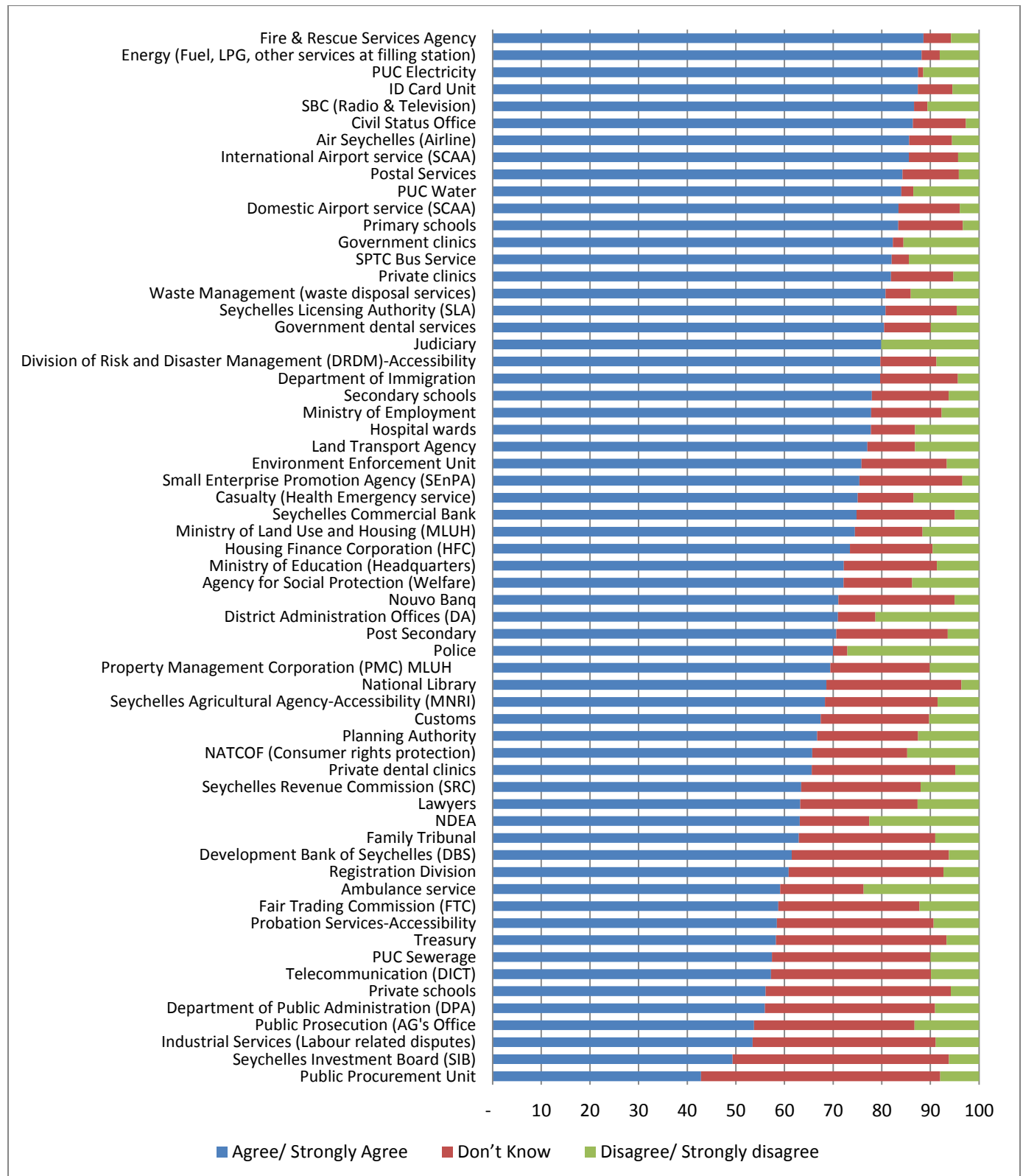
Aspect of service	Statement
✚ <i>Accessibility</i>	✚ The service was easily accessible (physical or otherwise)
✚ <i>Timeliness</i>	✚ The service was provided in a timely manner
✚ <i>Staff competency</i>	✚ Staff were competent
✚ <i>Fairness</i>	✚ Staff treated customers fairly
✚ <i>Staff attitude</i>	✚ Staff made an extra effort to provide friendly service
✚ <i>Adequacy and effectiveness of service delivery</i>	✚ Problems were adequately dealt with and resolved
Responses	Strongly agree; Agree; Disagree; Strongly disagree

Figures 4 to 9 present the responses by agreement level obtained for the services evaluated for each of the 6 aspects of service. The responses “*Agree*” and “*Strongly agree*” have been collapsed and responses “*Disagree*” have been combined with those of “*Strongly disagree*” to form 2 categories. The neutral responses “*Don’t know*” form a third category. The 6 charts show the percentage distribution of responses to statements read out as shown in Panel 1. From the charts, one can perceive a general sense of the level of agreement with the various statements on aspect of service. It can be seen that for all aspects, there is more satisfaction than dissatisfaction. However, levels of agreement differ among the various aspects of service examined.

Fire & Rescue Services Agency provided the highest level of satisfaction in all 6 aspects of service, while Energy services and ID Card Unit were always in the top 4 for all 6 aspects. At the other extreme, Public Procurement Unit had the lowest scores for all 6 aspects of service. The police are among the bottom 4 lowest performers in timeliness, staff competency, fairness, staff attitude and adequacy & effectiveness while the District Administration offices scored poorly in timeliness and fairness and ambulance service scored among the poorest in the aspect of timeliness. The lowest scores are generally below 50% for individual dimensions of service.

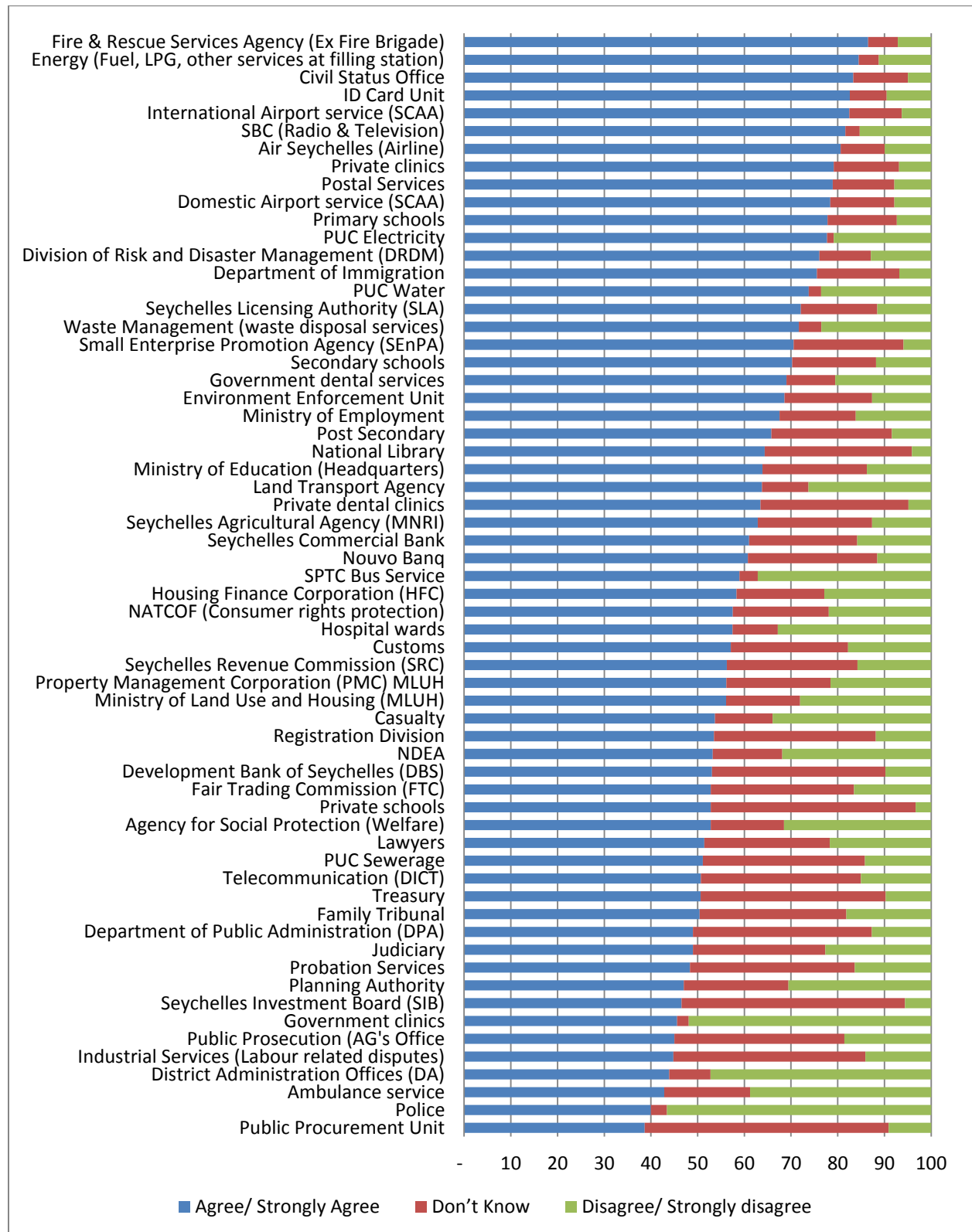
Aspect 1: Accessibility

Figure 4: Percentage distribution of opinions on **Accessibility** to services, PSDS 2014



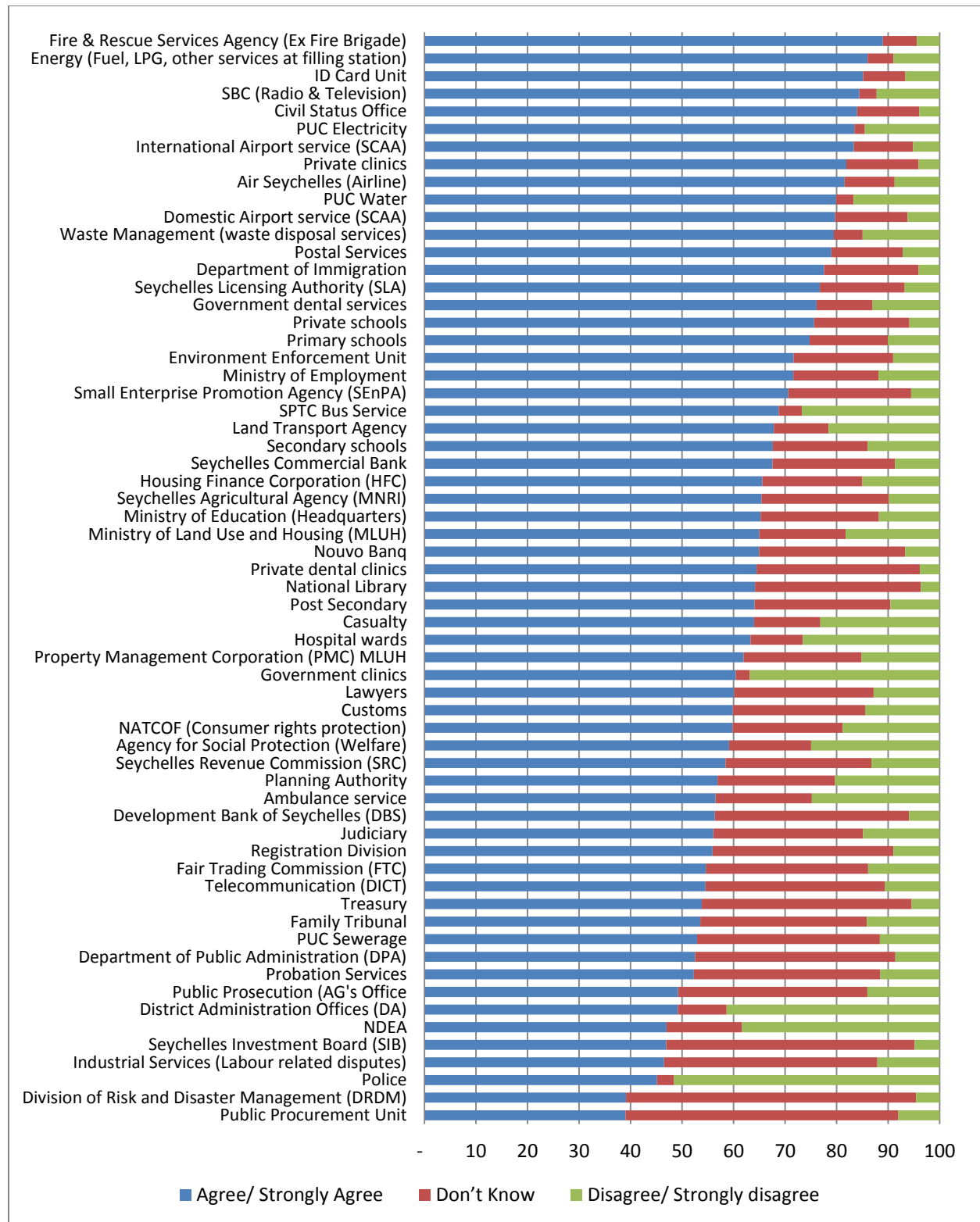
Aspect 2: Timeliness

Figure 5: Percentage distribution of opinions on **Timeliness** in service delivery, PSDS 2014



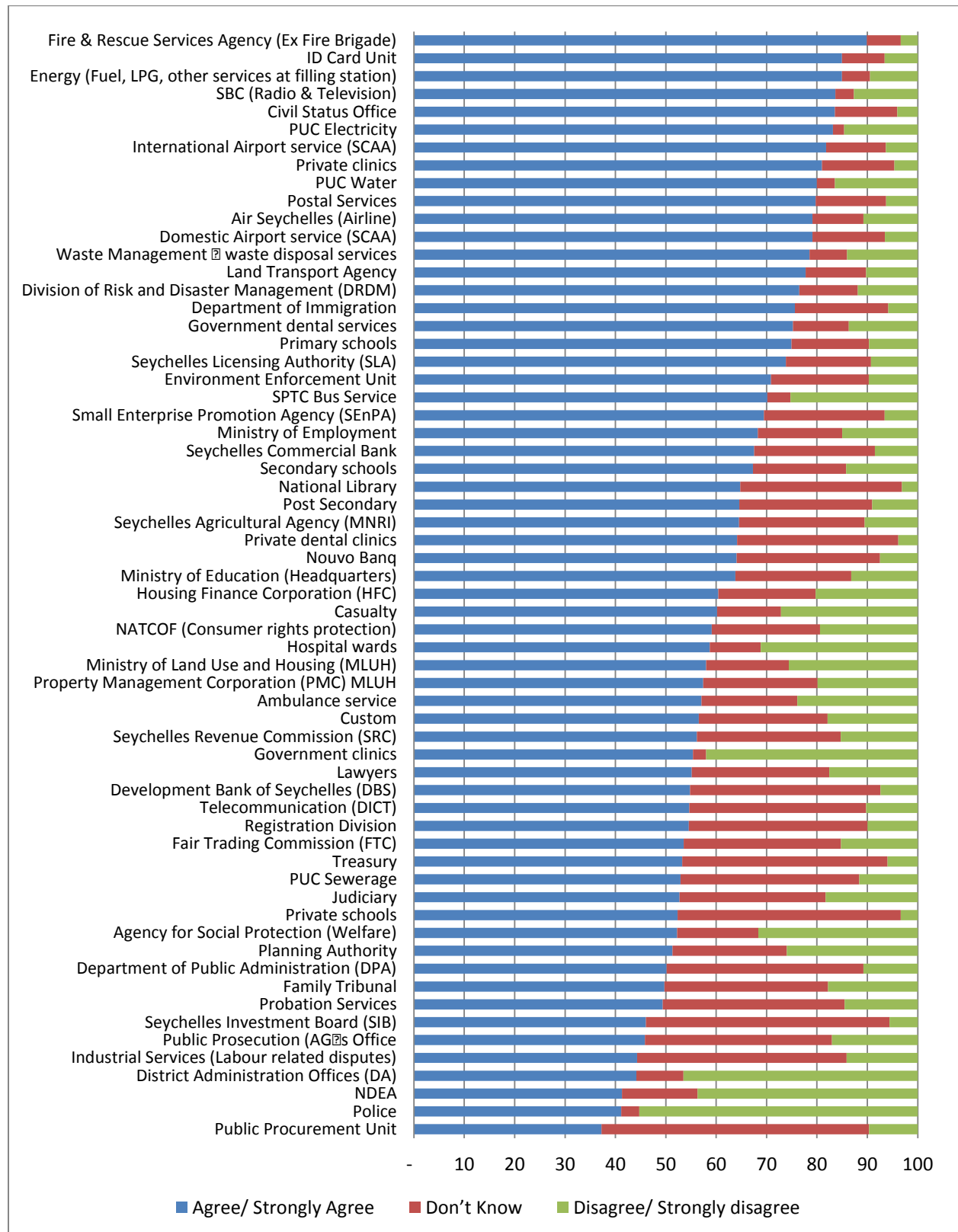
Aspect 3: Staff competency

Figure 6: Percentage distribution of opinions on **Staff competency** in service delivery, PSDS 2014



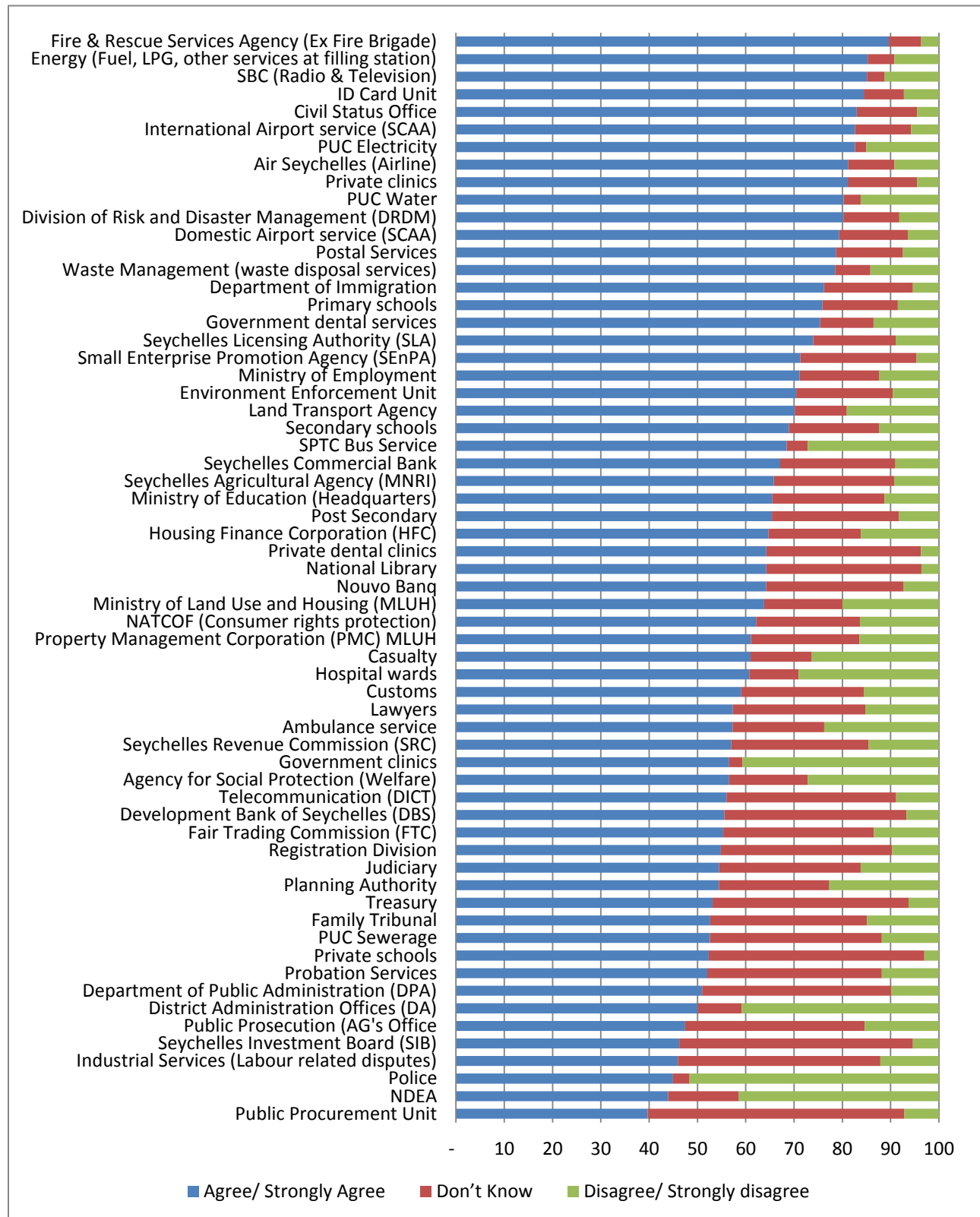
Aspect 4: Fairness

Figure 7: Percentage distribution of opinions on Fairness in service delivery, PSDS 2014



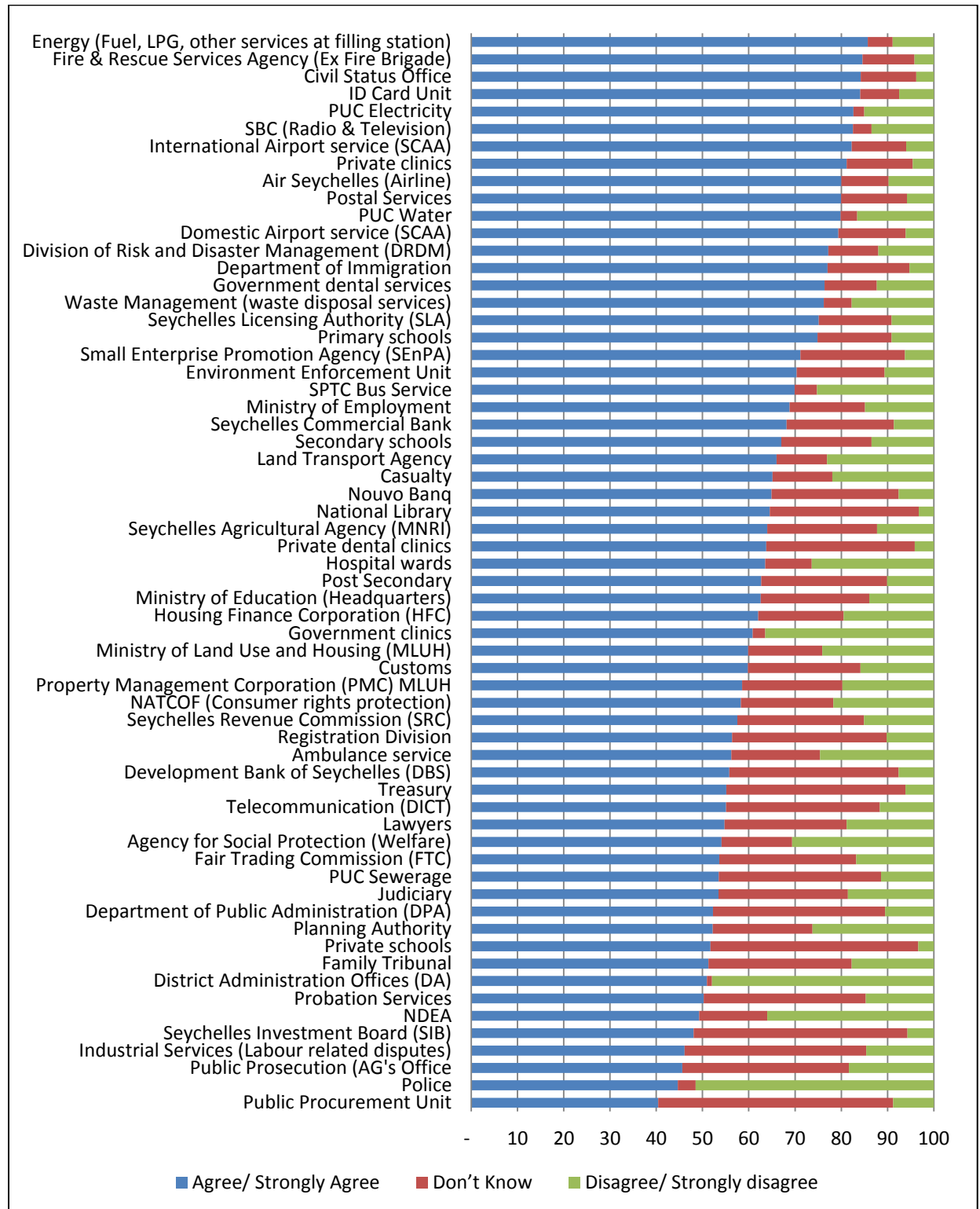
Aspect 5: Staff attitude

Figure 8: Percentage distribution of opinions on **Staff attitude** in service delivery, PSDS 2014



Aspect 6: Adequacy and effectiveness

Figure 9: Percentage distribution of opinions on Adequacy and effectiveness in service delivery, PSDS 2014



4.2. The Service Index (SI) score

To provide an insight into the overall performance of the selected services as assessed by the public, an index is computed using the agreement responses. Since all statements in the scale were presented in the positive, one can use the “agree/ strongly agree” category as a gauge of positive assessments of service levels. To do this, the percentage of responses for “Strongly agree” and “Agree” that have been combined is used as a “score” for each aspect of service. The 6 scores are then combined to produce a total Service Index (SI) score out of 600. The SI score provides a scale indicator of overall performance with the lowest scores indicating the poorest overall performance level.

4.3. Low overall scorers

Figure 10 presents the scores for each service aspect of the bottom 6 overall scorers in service index. The SI for the services in this group ranges from 40 to 50 (percentage of respondents agreeing to statements). However, as can be seen in Figure 10, some services may have obtained higher scores for individual aspects of service as in the cases of Police and NDEA who scored 70% and 63% respectively, for the accessibility aspect.

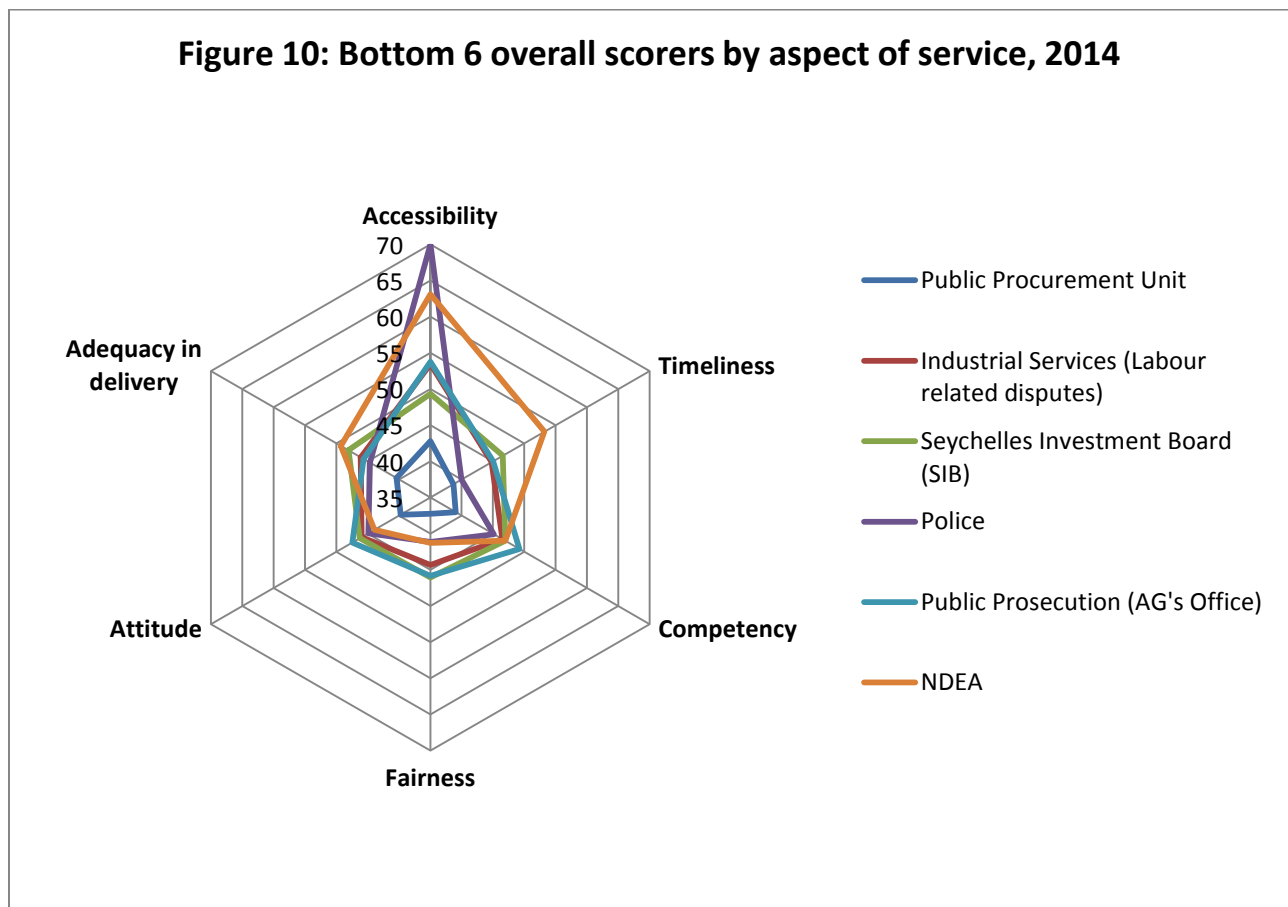
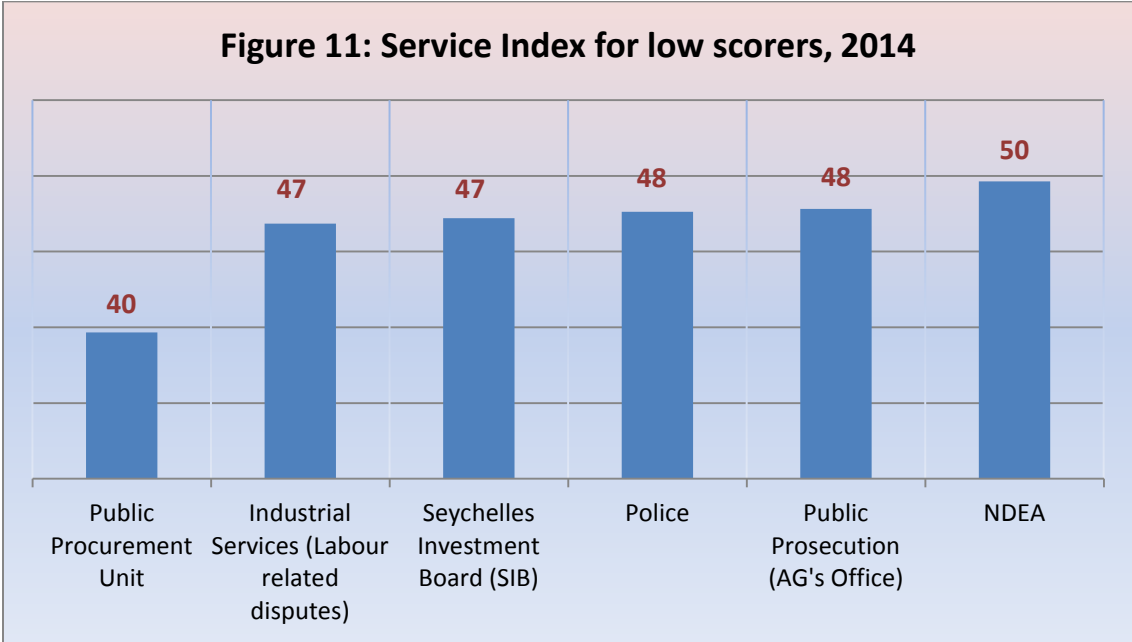
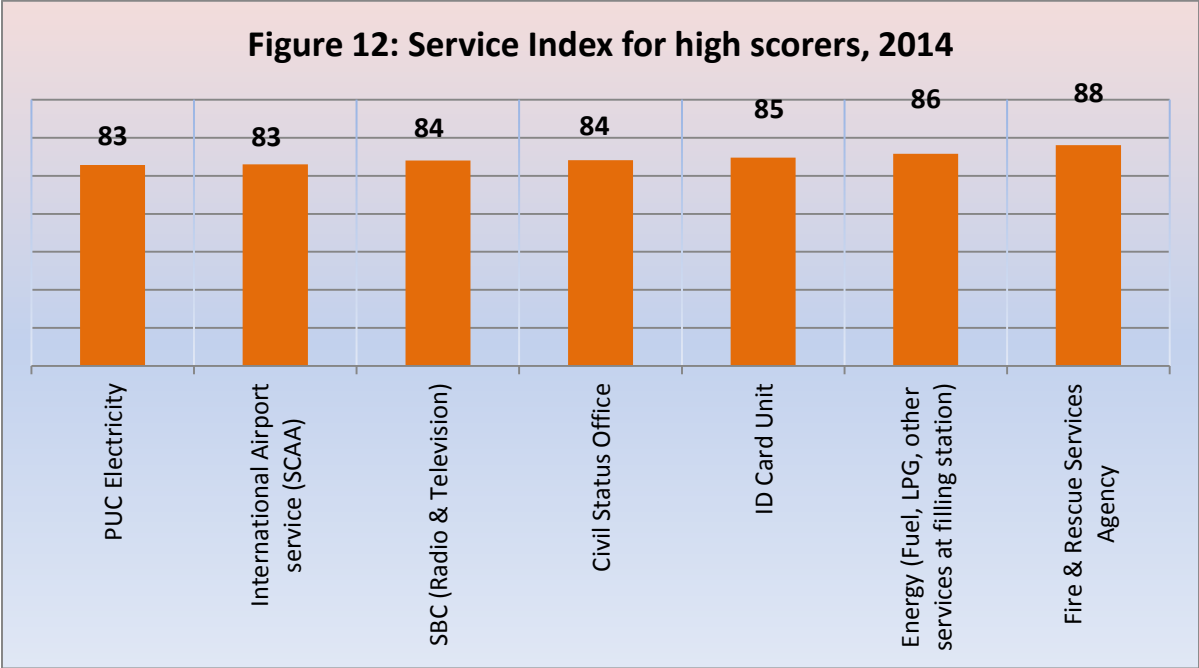


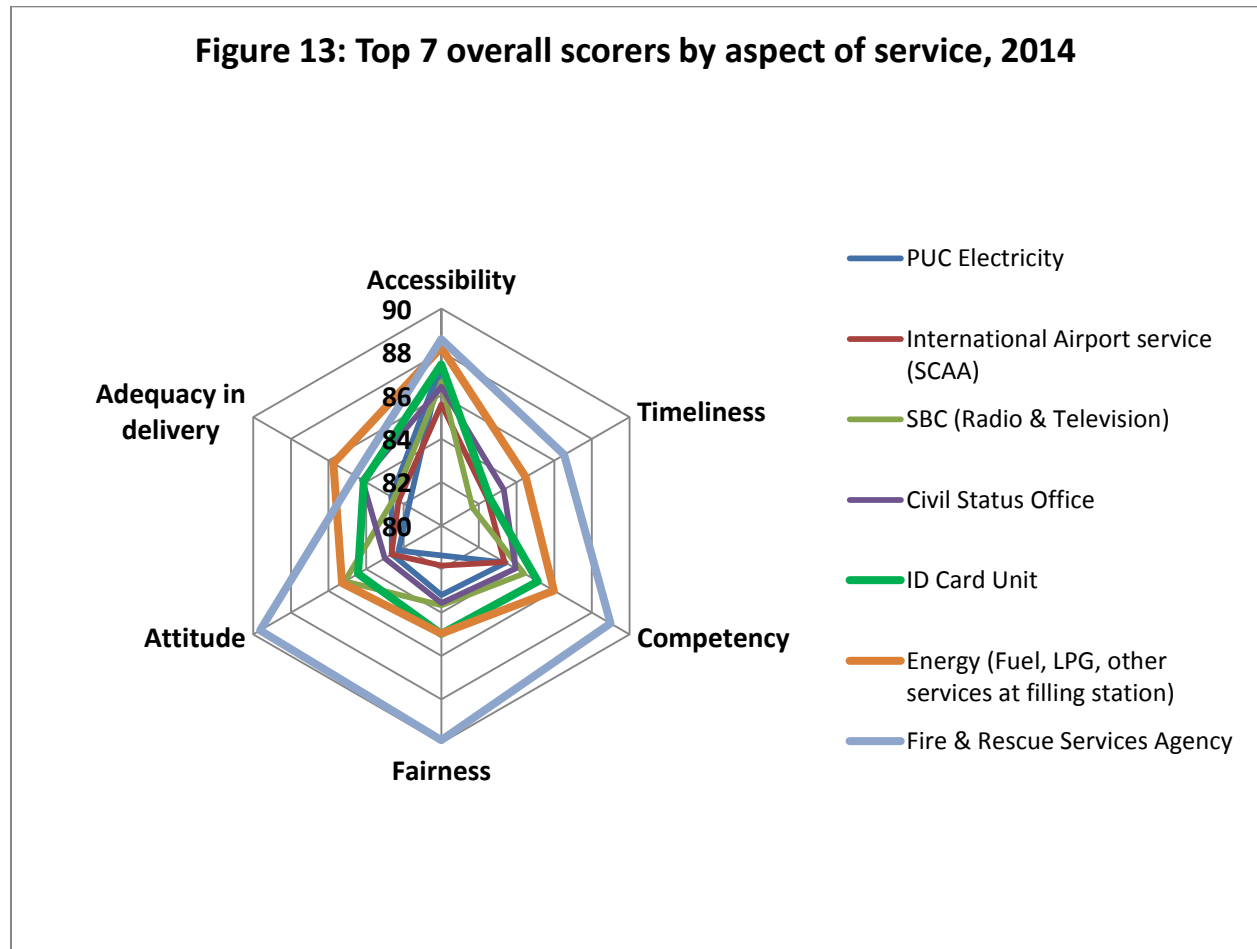
Figure 11 presents the total SI for the same group of services. The service with the lowest overall SI score is the Public Procurement Unit with a score of 40% followed by Industrial services and SIB both scoring 47%. The Police and Attorney General’s Office both scored 48% and at the top end of this group is NDEA with an SI score of 50%.



The services in the upper-end of SI scores are Fire & Rescue Services Agency, Energy services, ID Card Unit, Civil Status Office, SBC Radio & Television, International Airport service (SCAA) and PUC Electricity all scoring between 83% and 88%.



Again, the overall scores conceal the difference in performance for the individual aspects of service. As can be observed from Figure 7, some services at the lowest end of the group scale may perform better in specific aspects of service than those with highest overall scores. It is to be noted however that the range of scores in this group are not widely different.



4.4. Details by area of service

Given the frequent disgruntlement in the general public about specific areas of service, it is worth looking at a few of such areas of service as a group. This section will look at three particular areas as separate groups: *Health & related services*, *Education & related services*, and *Legal & related services*.

4.4.1 Health & related services

Table 5 below presents the scores given for each aspect of service in health and related areas. The services include providers from both the public and private sector to facilitate comparison.

As can be observed, private clinics have the highest scores with a total score of 81% for overall performance. The second best performer in this area is government dental service. On average, three quarters of respondents who rated the government dental services agreed that they were providing a good service in all aspects. Interestingly, the public dental service obtained better scores than corresponding services in the private sector. One possible factor that could explain this rating is the fact that more people make use of the public dental services as private dental care is expensive relative to other health services offered by the private sector. Hospital wards got a score of 64% for overall service delivery and scored 78% for the accessibility aspect. Similarly, the Emergency service obtained an overall score of 63%, but scored a high 75% for accessibility. The lowest performer in the health services group is the ambulance service. Only 55% of respondents agreed that the overall ambulance service is up to scratch. Nevertheless, as noted in Table 4, there is significant improvement in the rating for this service in the 2014 survey compared to the rating in the 2003.

An analysis of the individual aspects of service delivery for the 5 public health service components reveal the following scores, high on *accessibility* (75%), average on both *competency* (64%) and *adequacy & effectiveness* (64%) and lowest on *timeliness* (54%).

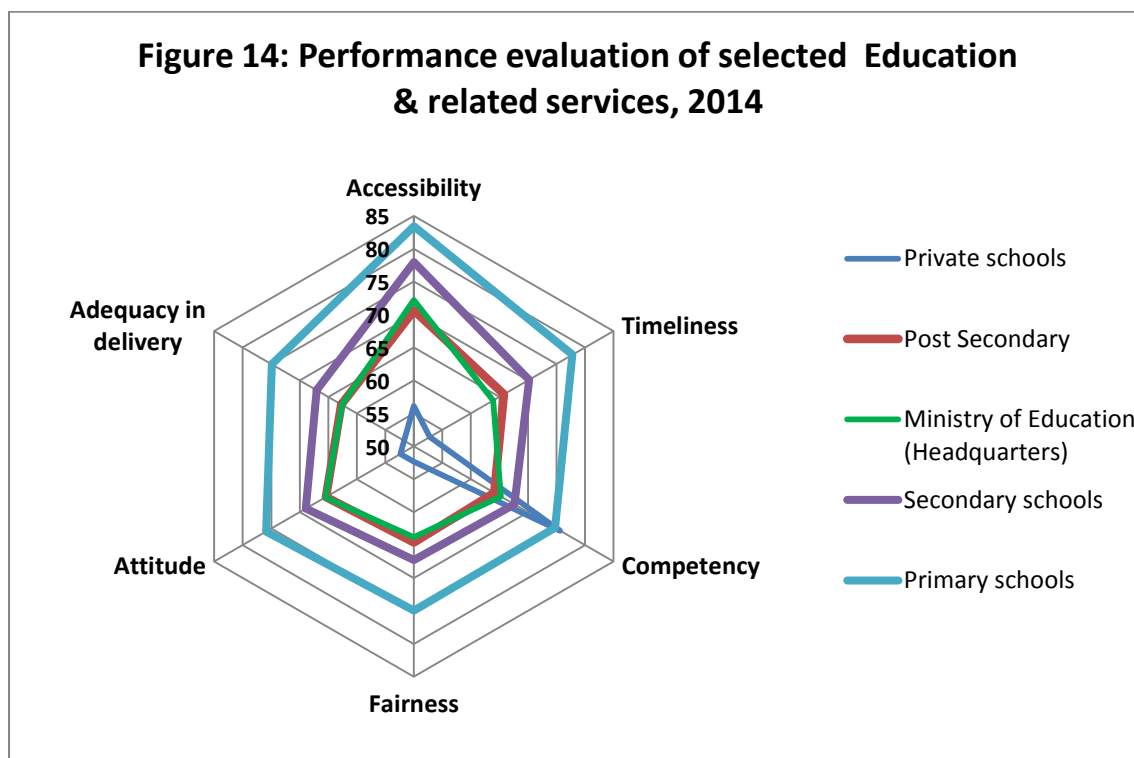
Table 5: Performance evaluation of selected Health & related services, 2014

Health related services	Accessibility	Timeliness	Competency	Fairness	Attitude	Adequacy & effectiveness	Service Index (SI)
Private clinics	82	79	82	81	81	81	81
Government dental services	80	69	76	75	75	76	75
Hospital wards	78	57	63	59	61	64	64
Private dental clinics	66	63	64	64	64	64	64
Casualty (Health Emergency service)	75	54	64	60	61	65	63
Government clinics	82	46	60	55	57	61	60
Ambulance service	59	43	57	57	57	56	55

Source: Public Service Delivery Survey, 2014 (DPA/NBS)

4.4.2 Education & related services

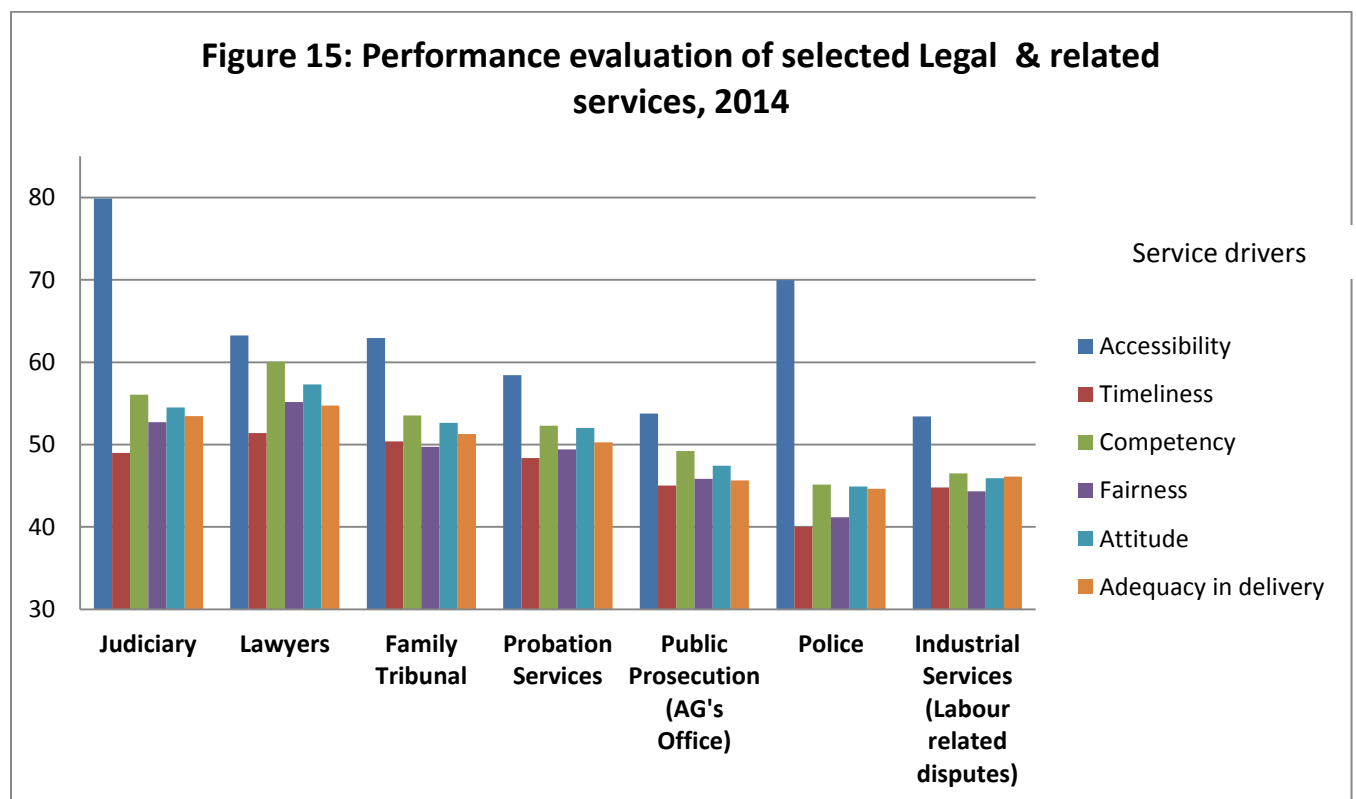
The second group of services we examine is that related to education. The 2014 survey included private schools, post secondary, secondary and primary schools and the Ministry of Education (head quarters) as separate components of education. Figure 14 presents an interesting picture of the public's perception of service delivery in education related institutions. The public does not have a very high opinion of service delivery in private schools except in the aspect of competency. The overall SI score for private schools was 57% but they were rated 76% for competency. Again, it is worth noting that the use of private schools by the majority of the population is relatively minimal, although between 75% and 95% of respondents provided their opinion on these schools. The second lowest overall scorer in this sub-group is the post secondary schools which averaged an SI score of 63% but was given a relatively higher score for accessibility (71%). Public primary schools have the highest ratings in all aspects of service with an overall score of 77%. The public agreed on good performance of primary schools with scores of 83% for accessibility, 78% for timeliness, 75% for competency, 76% for staff attitude, 75% for fairness and 75% for adequacy and effectiveness.



4.4.3 Legal & related services

Services in the legal domain are generally low scorers in all aspects. The average service index ranges from 47% for Industrial relations to 58% for Judiciary. Accessibility was found to be the most satisfactory aspect (63%) in service delivery in all the legal areas evaluated and the least satisfactory aspect was timeliness (47%). Looking at the services individually vis-à-vis the individual aspects, Judiciary had the highest score (80%) in accessibility followed by the police (70%). Probation services, public prosecution (AG’s Office) and Industrial services fell below average in accessibility aspect.

With regards to timeliness, only Family Tribunal and lawyers were above the group average, scoring 50% and 51% respectively.



5. Consistency in public evaluation

During the questionnaire design stage, consideration was given to allow for checking for consistency in the public assessment of the services being evaluated. While the first section requested for a general rating for each service, the same services were listed in the subsequent section and requested public opinion on individual aspects of service. Thirdly, the respondents

were asked to specify particular areas they felt needed the most improvement as first, second and third priority.

The following section will bring together summaries from the 3 sections to assess consistency in the public assessment. Tables 6a and 6b below, list services that appeared in the top scoring group and in the bottom scoring group based on the general ratings given by the public and according to levels of satisfaction from the statements (*Panel 1*, p. 21). Table 7 (p.35) lists out services that have been named with the highest frequency as priority number one in needing improvement in various aspects of service delivery. Some of the services appear as priority number one for all 6 aspects, and others were named for only some of the satisfaction drivers examined.

Examining the summaries from the two tables, it can be observed that the majority of the services listed have been named under all three approaches of gauging satisfaction, indicating consistency in evaluation. The starred (**) services in Table 7 indicate those appearing under all three approaches as services that scored the least in terms of service delivery.

Table 6a: Services among the bottom 17 that scored the *lowest* both in general ratings and considering individual aspects of service

Low scoring services (among bottom 17)	General rating	Average on 6 aspects of service
Ambulance Service	52	55
District Administration Offices (DA)	50	52
Fair Trading Commission (FTC)	59	55
NDEA	55	50
Planning Authority	56	55
Police	50	48
Public Procurement Unit	58	40
Public Prosecution (AG's Office)	55	48

Source: Public Service Delivery Survey, 2014 (DPA/NBS)

Table 6b: Services among the top 11 that scored the *highest* both in general ratings and considering individual aspects of service

High scoring services (among top 11)	General rating	Average on 6 aspects of service
Civil Status Office	77	84
Domestic Airport service (SCAA)	71	80
Fire & Rescue Services Agency (Ex Fire Brigade)	77	88
ID Card Unit	75	85
International Airport service (SCAA)	73	83
Postal Services	74	80
Private Clinics	76	81

Source: Public Service Delivery Survey, 2014 (DPA/NBS)

Table 7: Areas named as priority one for improvement in service delivery, 2014

Services with the highest frequency named as priority one for improvement	Area needing improvement
Agency for Social Protection (Welfare)	All aspects
District Administration (DA)**	All aspects
Government Clinics	All aspects
Hospital Wards	All aspects
Police**	All aspects
PUC	All aspects
SPTC	All aspects
NDEA**	Staff competence, Fairness and Staff attitude
Ambulance Services**	Accessibility and Timeliness
Air Seychelles Airline	Staff attitude

Source: Public Service Delivery Survey, 2014 (DPA/NBS)

6. Public expectations

Public expectations are often influenced by what the government portrays or advocates to be the ideals or goals for the welfare of the general population. The public naturally expects the government to put in place programmes and strategies that respond to current needs and challenges in effective, transparent and accountable ways. However, in the fast pace development of today where most governments have to do more with less resources, the public needs to recognize and appreciate the limitations imposed by the scarcity of resources.

It has therefore become important to inform and educate the public on what can be realistically expected of the government, and in which areas the private and social sectors are expected to collaborate more to bring about desired outcomes.

A separate question was asked about the public’s opinion on whether they think the government educates and informs the public on realistic delivery. The responses were given by levels of agreement and are tabulated below (Table 8). Using the same approach as in the previous section, the valid responses are combined according to positive or negative responses. 70% of respondents either agree or strongly agree that the government lets the people know of what it can realistically deliver. The levels of agreement differed for male and female respondents. Among the female respondents, 72.5% agreed to the statement compared to 66.9% of corresponding male individuals interviewed who concurred that the public was sufficiently informed and educated. Looking at this from a different angle, 1 in every 3 citizens feel that they are not sufficiently advised on what services the government can provide.

Table 8: Responses to whether the government informs and educates the public on what it can realistically deliver

	Response	%
Female	Strongly Agree	8.7
	Agree	63.8
	Disagree	24.7
	Strongly Disagree	2.7
	Don’t Know	0.1
	All responses	100.0
Male	Strongly Agree	7.9
	Agree	59.0
	Disagree	28.5
	Strongly Disagree	4.6
	All responses	100.0
Both sexes	Strongly Agree	8.4
	Agree	61.7
	Disagree	26.4
	Strongly Disagree	3.4
	Don’t Know	0.1
	All responses	100.0

Source: Public Service Delivery Survey, 2014 (DPA/NBS)

7. Sex and age differentials

Table 9 presents a distribution of the general ratings of services by sex. As can be observed, there was no significant differences between ratings for male and female respondents. The largest variation in average scores was 3 and the overall average score was the same for both sexes. However, there was a difference in scores given by different age groups. The respondents in elderly ages seemed to give higher average scores than respondents in younger ages (Table 10).

Table 9: Distribution of general rating scores by sex

Services	Mean General score (%)		Variation in scores
	Female	Male	
PUC Electricity	64	66	(3)
PUC water	62	64	(2)
PUC Sewage	61	64	(2)
Telecommunication (DICT)	63	67	(4)
Energy	68	70	(1)
Private Clinics	77	75	2
Private Dental Clinics	75	73	2
Government Clinics	53	55	(3)
Hospital Wards	56	59	(2)
Casualty	57	59	(3)
Ambulance Service	51	52	(1)
Govt Dental Services	64	64	1
Postal Services	72	75	(2)
Primary school	71	70	1
Secondary school	65	64	0
Post Secondary	69	68	1
Private school	75	75	(1)
Ministry of Education	66	66	(0)
National Library	69	71	(1)
Waste management (Waste disposal)	66	65	1
Dept. of Immigration	72	72	0
Police	50	49	1
Public Prosecution (AG's Office)	56	54	1
Lawyers	60	58	3
Judiciary	59	58	1
Probation Services	60	60	(0)
Family Tribunal	63	60	3
Industrial Services (Labour Related disputes)	60	60	0
NDEA	56	53	2

Services	Mean General score (%)		
	Female	Male	Variation in scores
Ministry of Employment	65	65	0
Seychelles Revenue Commission (SRC)	58	59	(1)
Customs	60	62	(2)
Planning Authority	57	55	1
Registration Division	62	61	1
Seychelles Investment Board (SIB)	65	64	1
Small Enterprise Promotion Agency (SEnPA)	72	70	2
Environment Enforcement Unit	67	67	0
Agency for Social Protection (Welfare)	56	58	(2)
Fire & Rescue Services Agency (Ex Fire Brigade)	77	77	(0)
Division of Risk and Disaster Management (DRDM)	71	70	1
Seychelles Licensing Authority (SLA)	68	70	(2)
SBC (Radio & Television)	69	67	2
Department of Public Administration (DPA)	62	61	1
Ministry of National Resources and Industry	64	63	1
Seychelles Agricultural Agency			
District Administration Offices (DA)	51	51	0
Ministry of Land Use and Housing	61	59	2
Property Management Corporation (PMC) MLUH	62	60	1
Housing Finance Corporation (HFC)	63	62	1
Public Procurement Unit	59	57	1
Treasury	64	65	(0)
NATCOF (Consumer rights protection)	60	56	4
Fair Trading Commission (FTC)	60	58	3
Air Seychelles (Airline)	70	69	1
International Airport service (SCAA)	72	73	(1)
Domestic Airport service (SCAA)	71	71	(1)
Land Transport Agency	61	58	2
SPTC Bus Service	60	61	(1)
Seychelles Commercial Bank (Ex Savings Bank)	67	68	(1)
Nouvo Banq	68	69	(1)
Development Bank of Seychelles (DBS)	68	68	1
Civil Status Office	77	77	(1)
ID Card Unit	74	75	(1)
Average Overall Score	64	64	

Source: Public Service Delivery Survey, 2014 (DPA/NBS)

Table 10: Distribution of general ratings by age group

Age group	Average scores for all services
18 – 30	64.4
31 – 64	64.4
65 and above	67.6

Source: Public Service Delivery Survey, 2014 (DPA/NBS)

8. Conclusions and recommendations

8.1 Conclusions

From the results of the 2014 Public Service Delivery Survey (PSDS), it would seem that the public is generally more satisfied than dissatisfied with the public service. Naturally, there are areas that perform better than others and furthermore all areas need improvement in one or more specific aspects of service delivery. However, compared to the last survey conducted in 2003 where several services were rated below 40%, almost all services scored 50% or above in service delivery in general.

Service providers like *Fire & Rescue Services Agency and Civil Status, Civil Aviation Service, Public Utility (Electricity) and Seychelles Broadcasting Corporation* are the services most highly commended by the public with average scores above 80% (see Table 6b, p.35) for individual aspects of service which include: *accessibility, timeliness, staff competency, fairness, attitude, and adequacy.*

Findings from the survey confirmed substantial improvements in service delivery in several areas such as *public transport services, treasury, legal services and customs, and facilitation for business startup.*

The general public is mostly satisfied with the aspect of *accessibility*, for which 72% of the public agreed as being within reach in terms of physical access or by other means such as information and telecommunication systems. This marks an improvement over the 2003 survey where it was reported that 40% of respondents felt they would have difficulty knowing where to go to get public service.

On average, between 64 to 65 percent of respondents agreed that the outlook on *staff competency, staff attitude, adequacy, and fairness* was satisfactory and up to expectations. However, *timeliness* was highlighted as the most lacking aspect in service delivery. It is worth noting that *timeliness* was also underscored as one aspect the public considered as needing improvement as a matter of priority in the last survey in 2003.

This survey also confirms patterns observed in other studies that, services accessed out of need to address grievances and undesirable circumstances tend to be rated with more stringency as expectations are usually higher. In this regard, services like police, health, judiciary, social housing would be susceptible to low scores in terms of public satisfaction, especially where the service outcomes were not favourable to users. So although the actual service may have been delivered with efficiency, compassion and timeliness, if the outcome was not in favour of the respondent, one might still rate the service poorly and feel unfairly treated.

8.2 Recommendations

The 2014 survey served as a follow-up on the one of 2003 to evaluate improvement or otherwise during the last decade. While such investigative exercises are useful in themselves, there are certain limitations in effectively showing up deficiencies in individual service areas with varying specificities. While it is desirable to be all-inclusive in covering public services and comparable ones from the private sector, it becomes impractical in two main aspects.

Firstly, the data collection tool becomes heavy leading to long interviews which in turn puts data quality in jeopardy because of response burden. Secondly, it becomes difficult to standardise questions to accommodate all service providers.

Apart from that, not all public services are directly accessed by the households that constitute the majority of respondents canvassed. Hence responses in regards to the less used services are diluted among those referring to the more commonly accessed ones.

Additionally, the survey approach used is one of the most expensive.

In light of the above the following are being recommended:

- Government should consider making it mandatory for public service providers to put in place simple and inexpensive mechanisms to continuously and regularly collect data that will assist not only in monitoring public satisfaction but also gauge their own performance in their respective functions. This can be in the form of simple and short questionnaires that can be self administered by clients after services have been accessed. The aggregation of such data will provide a rich source for public performance evaluation in general and also aid in internal management assessments and decision making. The advantages are manifold. Among others:
 - ✚ time series data can be obtained for regular monitoring and evaluation;
 - ✚ report on performance and satisfaction will be based on the experience of clients who actually access the service and hence remove the biases introduced by proxy reporting;

- ✚ the cost of data collection will be minimal and a large proportion will be absorbed in the overhead day-to-day running costs;
 - ✚ the survey can be undertaken regularly and more frequently;
 - ✚ questions can be customised and be more specific to the service being provided;
 - ✚ based on analyses of the data collected, resources can be more efficiently allocated
- When such systems are in place, a more focused approach can be taken to carry out an overall public satisfaction survey every 3 - 5 years (medium term) for selected services considered crucial and accessed by the majority of the public (e.g Health, Education, Police, etc.). In this manner, the questionnaire will be less heavy and contain generalised questions applicable to and comparable across services.

9 Appendices

9.1 Appendix A: Table A1: Services evaluated as “Top” and “Bottom” scorers by aspect of services in 2014

Top 5 on:	Bottom 5 on:
ACCESSIBILITY	
<ul style="list-style-type: none"> • Fire & Rescue Services Agency • Energy (Fuel & other services at filling station) • PUC Electricity • ID Card Unit • SBC (Radio & Television) 	<ul style="list-style-type: none"> • Department of Public Administration • Public Prosecution (AG's Office) • Industrial Services (Labour related disputes) • Seychelles Investment Board (SIB) • Public Procurement Unit
TIMELINESS	
<ul style="list-style-type: none"> • Fire & Rescue Services Agency • Energy (Fuel & other services at filling station) • Civil Status • ID Card Unit • International Airport (SCAA) 	<ul style="list-style-type: none"> • Industrial Services (Labour related disputes) • District Administrative Offices (DA) • Ambulance service • Police • Public Procurement Unit
STAFF COMPETENCY	
<ul style="list-style-type: none"> • Fire & Rescue Services Agency • Energy (Fuel & other services at filling station) • ID Card Unit • SBC (Radio & Television) • Civil Status Office 	<ul style="list-style-type: none"> • Industrial Services (Labour related disputes) • District Administrative Offices (DA) • NDEA • Police • Public Procurement Unit
STAFF ATTITUDE	
<ul style="list-style-type: none"> • Fire & Rescue Services Agency • Energy (Fuel & other services at filling station) • SBC (Radio & Television) • ID Card Unit • Civil Status 	<ul style="list-style-type: none"> • Seychelles Investment Board (SIB) • Industrial Services (Labour related disputes) • Police • NDEA • Public Procurement Unit
FAIRNESS	
<ul style="list-style-type: none"> • Fire & Rescue Services Agency • ID Card Unit • Energy (Fuel & other services at filling station) • SBC (Radio & Television) • Civil Status 	<ul style="list-style-type: none"> • Industrial Services (Labour related disputes) • District Administrative Offices (DA) • NDEA • Police • Public Procurement Unit
ADEQUACY & EFFECTIVENESS	
<ul style="list-style-type: none"> • Energy (Fuel & other services at filling station) • Fire & Rescue Services Agency • Civil Status • ID Card Unit • PUC Electricity 	<ul style="list-style-type: none"> • Seychelles Investment Board (SIB) • Industrial Services (Labour related disputes) • Public Prosecution (AG's Office) • Police • Public Procurement Unit

Source: Public Service Delivery Survey, 2014 (DPA/NBS)

9.2 Appendix B: Table A2: Service Index Scores and Aspect of service scores

Services	Accessibility	Timeliness	Staff Competency	Fairness	Attitude	Adequacy in delivery	Service index
Fire & Rescue Services Agency	89	87	89	90	90	85	88
Energy (Fuel, LPG, other services at filling station)	88	84	86	85	85	86	86
ID Card Unit	87	83	85	85	84	84	85
Civil Status Office	86	83	84	84	83	84	84
SBC (Radio & Television)	87	82	84	84	85	83	84
International Airport service (SCAA)	86	82	83	82	83	82	83
PUC Electricity	87	78	83	83	83	83	83
Air Seychelles (Airline)	86	81	82	79	81	80	81
Private clinics	82	79	82	81	81	81	81
Domestic Airport service (SCAA)	83	78	80	79	79	79	80
Postal Services	84	79	79	80	79	80	80
PUC Water	84	74	80	80	80	80	80
Waste Management (waste disposal services)	81	72	79	79	79	76	78
Department of Immigration	80	76	78	76	76	77	77
Primary schools	83	78	75	75	76	75	77
Government dental services	80	69	76	75	75	76	75
Seychelles Licensing Authority (SLA)	81	72	77	74	74	75	75
Division of Risk and Disaster Management (DRDM)	80	76	39	77	80	77	71
Environment Enforcement Unit	76	69	72	71	70	70	71
Ministry of Employment	78	68	72	68	71	69	71
Small Enterprise Promotion Agency (SEnPA)	75	71	71	69	71	71	71
Land Transport Agency	77	64	68	78	70	66	70
Secondary schools	78	70	68	67	69	67	70
SPTC Bus Service	82	59	69	70	69	70	70
Seychelles Commercial Bank	75	61	68	68	67	68	68
Ministry of Education (Headquarters)	72	64	65	64	66	63	66
Post Secondary schools	71	66	64	65	65	63	66
National Library	69	64	64	65	64	65	65
Nouvobanq	71	61	65	64	64	65	65
Seychelles Agricultural Agency (MNRI)	68	63	65	65	66	64	65
Hospital wards	78	57	63	59	61	64	64

Housing Finance Corporation (HFC)	73	58	66	60	65	62	64
Private dental clinics	66	63	64	64	64	64	64
Casualty (Health Emergency service)	75	54	64	60	61	65	63
Ministry of Land Use and Housing (MLUH)	74	56	65	58	64	60	63
Property Management Corporation (PMC) MLUH	69	56	62	57	61	59	61
Customs	67	57	60	57	59	60	60
Government clinics	82	46	60	55	57	61	60
NATCOF (Consumer rights protection)	66	57	60	59	62	58	60
Agency for Social Protection (Welfare)	72	53	59	52	57	54	58
Judiciary	80	49	56	53	55	53	58
Seychelles Revenue Commission (SRC)	63	56	58	56	57	58	58
Lawyers	63	51	60	55	57	55	57
Private schools	56	53	76	52	52	52	57
Development Bank of Seychelles (DBS)	61	53	56	55	56	56	56
Registration Division	61	53	56	55	55	56	56
Ambulance service	59	43	57	57	57	56	55
Fair Trading Commission (FTC)	59	53	55	54	55	54	55
Planning Authority	67	47	57	51	54	52	55
Telecommunication (DICT)	57	51	55	55	56	55	55
Treasury	58	51	54	53	53	55	54
Family Tribunal	63	50	54	50	53	51	53
PUC Sewerage	57	51	53	53	53	54	53
Department of Public Administration (DPA)	56	49	53	50	51	52	52
District Administration Offices (DA)	71	44	49	44	50	51	52
Probation Services	58	48	52	49	52	50	52
NDEA	63	53	47	41	44	49	50
Police	70	40	45	41	45	45	48
Public Prosecution (AG's Office)	54	45	49	46	47	46	48
Industrial Services (Labour related disputes)	53	45	47	44	46	46	47
Seychelles Investment Board (SIB)	49	47	47	46	46	48	47
Public Procurement Unit	43	39	39	37	40	40	40

Source: Public Service Delivery Survey, 2014 (DPA/NBS)

9.3 Appendix C: A3: Percentage distribution of responses on priority number 1 areas needing improvement

Area	Aspect of service needing improvement					
	Accessibility	Timeliness	Staff competency	Fairness	Staff attitude	Adequacy & Effectiveness
Health	28.7	40.2	28.1	23.4	28.2	19.6
Security	17.4	14.2	27.0	26.2	31.5	20.8
Utilities	14.1	8.0	4.5	3.4	2.9	6.2
Administrative Services	11.8	10.3	12.0	16.2	13.9	19.9
Transport	8.5	10.6	7.9	5.0	7.0	6.0
Regulatory	5.4	7.1	6.2	9.2	4.7	8.8
Legal	5.1	2.7	3.2	5.2	3.7	7.3
Information	3.3	1.1	1.1	1.2	0.9	1.4
Education	2.6	0.5	3.7	2.0	2.1	1.6
Social Welfare	2.3	3.3	2.8	6.5	3.9	7.0
Banks	0.8	2.1	3.5	1.5	1.1	1.4
Other Services	7.4	7.6	4.7	7.5	5.4	13.1
Total	100.0	100.0	100.0	100.0	100.0	100.0

Source: Public Service Delivery Survey, 2014 (DPA/NBS)

9.4 Appendix D: Table A4: Classification of service areas in Table A3

Administrative services	District Administration , Department Of Public Administration, Id Card Unit, Ministry Of Employment, Environment Enforcement Unit Department Of Immigration, Registration Division, SEnPA, Treasury, Seychelles Investment Board (SIB), Civil Status
Banks	Nouvobanq, Seychelles Commercial Bank, Seychelles Commercial Bank (Ex Savings Bank), Development Bank Of Seychelles (D.B.S)
Education services	Ministry Of Education (Headquarters), Post Secondary, Primary School, Private School Schools In General, Secondary Schools
Health services	Government Clinic, Ambulance Services, Hospital Ward, Ministry Of Health, Government Dental Clinic, Casualty (Emergency Services), Private Dental Clinic, Private Clinic, Dental Clinic, Government Health Services, Health In General
Information services	Telecommunication (DICT), SBC (Radio & Television)
Legal services	Judiciary, Lawyers, Public Prosecution (AG's Office), Industrial Services, Probation Services, Family Tribunal
Regulatory services	Planning Authority, Customs, Seychelles Agricultural Agency, NATCOF, Seychelles Revenue Commission, Fair Trading Commission, Public Procurement Unit, Ministry of National Resources
Security services	Police, NDEA, Division Of Risk And Disaster Fire & Rescue Services Agency
Transport services	SPTC, Land Transport Agency, Air Seychelles Airline Airport, International Airport Services (SCAA), Seychelles Land Transport Agency
Social welfare	Agency For Social Protection (Welfare)
Utilities	Public Utilities
Other services	Ministry Of Land Use & Housing (MLUH), Waste Management- Waste Disposal Services, Housing Finance Corporation(HFC), Energy(Fuel, LPG and other services at the filling Station, National Library, Property Management Cooperation, Postal Services

9.5 Questionnaire Sample

Public Delivery Survey 2014



Republic of Seychelles

IDENTIFICATION

Serial Number				
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	Code / Date	Signature
District:		
Area/Village:		
Interviewer:		
Date of interview:		
Supervisor:		
Date checked:		

Total number of persons eligible	
Total number of persons interviewed	

Department of Public Administration in collaboration with the National Bureau of Statistics, 2014

Introductory explanation:

The government undertook a survey in 2003 to gauge public satisfaction vis-à-vis public service delivery. In its endeavour to ensure improvement in the effectiveness and timeliness of delivery of government services to the people, a new survey has been sanctioned to compare results from the last survey and also to evaluate to what extent current expectations of the public are being met.

Your views are important in helping to shed light in this enquiry, and as the survey is anonymous, we would appreciate your frank responses to the few questions we will ask about your experience regarding various public services.

Part 1: Demographics:

I will start by asking a few questions on your background to help us group responses in various subgroups of the survey population.

1. District

2. What was your **Age** at your last birthday

3. Sex Male

Female

4. Educational attainment a. No schooling

b. Up to primary

c. Secondary

d. Post Secondary




e. University & Higher

Part 2: Rating of Services in General

I will now read out a list of services and I would like you to rate each one of them using a scale of **0 to 10**, the lowest point being the worst and the highest being the best in terms of service delivery. Your opinion may be based either on your own experience, that of another member of your household or of someone you know. The reference period is the past **12 months**

5. On a scale of **0 to 10**, how would you rate the following organisations in their delivery of services?

Interviewer: write **DK** for Don't Know; **DO NOT LEAVE ANY RESPONSE BOX BLANK AND DO NOT WRITE A DASH**

No.	Services	Rating		Services	Rating
1.	PUC Electricity		17.	Seychelles Revenue Commission (SRC)	
2.	PUC Water		18.	Customs	
3.	PUC Sewerage		19.	Planning Authority	
4.	Telecommunication (DICT)		20.	Registration Division	
5.	Energy (e.g. Fuel, LPG, other services at filling station)		21.	Seychelles Investment Board (SIB)	
6.	Private clinics		22.	Small Enterprise Promotion Agency (SEnPA)	
7.	Private dental clinics		23.	Environment Enforcement Unit	
8.	Ministry of health		24.	Agency for Social Protection (Welfare)	
8a.	-Government clinics		25.	Fire & Rescue Services Agency (Ex Fire Brigade)	
8b.	-Hospital wards		26.	Division of Risk and Disaster Management (DRDM)	
8c.	-Casualty		27.	Seychelles Licensing Authority (SLA)	
8d.	-Ambulance service		28.	SBC (Radio & Television)	
8e.	-Government dental services		29.	Department of Public Administration (DPA)	
9.	Postal Services		30.	Ministry of National Resources and Industry – Seychelles Agricultural Agency	
10.	Schools		31.	District Administration Offices (DA)	
10a.	-Primary		32.	Ministry of Land Use and Housing	
10b.	-Secondary		33.	Property Management Corporation (PMC) MLUH	
10c.	-Post Secondary		34.	Housing Finance Corporation (HFC)	
10d.	-Private schools		35.	Public Procurement Unit	
11.	Ministry of Education (Headquarters)		36.	Treasury	
12.	National Library		37.	NATCOF (Consumer rights protection)	
13.	Waste Management – waste disposal services		38.	Fair Trading Commission (FTC)	
14.	Department of Immigration		39.	Air Seychelles (Airline)	
15.	Justice System		40a.	International Airport service (SCAA)	
15a.	-Police		40b.	Domestic Airport service (SCAA)	
15b.	-Public Prosecution (AG's Office)		41.	Land Transport Agency	
15c.	-Lawyers		42.	SPTC Bus Service	
15d.	-Judiciary		43.	Seychelles Commercial Bank (Ex Savings)	

				Bank)	
15e.	-Probation Services		44.	Nouvobanq	
15f.	-Family Tribunal		45.	Development Bank of Seychelles (DBS)	
15g.	Industrial Services (Labour related disputes)		46.	Civil Status Office	
15h.	NDEA		47.	ID Card Unit	
16.	Ministry of Employment				

Part 3: Experience in specific areas of service

6. I am now going to ask you about your opinion on specific aspects of service delivery for a number of selected services. Your opinion may be based either on your own experience, that of another member of your household or of someone you know. The reference period is the **past 12 months**. For each statement I will read, I would like you to tell me if you:

1. Strongly Agree, 2. Agree, 3. Disagree or 4. Strongly Disagree

Interviewer: write DK for Don't Know and NA for Not Applicable; DO NOT LEAVE ANY RESPONSE BOX BLANK AND DO NOT WRITE A DASH

No.	Services	I. The service was easily accessible (physical or otherwise)	II. The service was provided in a timely manner	III. Staff were competent	IV. Staff treated customers fairly	V. Staff made an extra effort to provide friendly service	VI. Problems were adequately dealt with and resolved (where applicable)
1.	PUC Electricity						
2.	PUC Water						
3.	PUC Sewerage						
4.	Telecommunication (DICT)						
5.	Energy (e.g. Fuel, LPG, other services at filling station)						
6.	Private clinics						
7.	Private dental clinics						
8.	Ministry of health	<hr/>					
8a.	-Government clinics						
8b.	-Hospital wards						
8c.	-Casualty						
8d.	-Ambulance service						
8e.	-Government dental services						
9.	Postal Services						
10.	Schools	<hr/>					
10a.	-Primary						

10b.	-Secondary						
10c.	-Post Secondary						
10d.	-Private schools						
11.	Ministry of Education (Headquarters)						
12.	National Library						
13.	Waste Management – waste disposal services						

Interviewer: write DK for Don't Know and NA for Not Applicable; DO NOT LEAVE ANY RESPONSE BOX BLANK AND DO NOT WRITE A DASH

No.	Services	I. The service was easily accessible (physical or otherwise)	II. The service was provided in a timely manner	III. Staff were competent	IV. Staff treated customers fairly	V. Staff made an extra effort to provide friendly service	VI. Problems were adequately dealt with and resolved (where applicable)
14.	Department of Immigration						
15.	Justice System						
15a.	-Police						
15b.	-Public Prosecution (AG's Office)						
15c.	-Lawyers						
15d.	-Judiciary						
15e.	-Probation Services						
15f.	-Family Tribunal						
15g.	Industrial Services (Labour related disputes)						
15h.	NDEA						
16.	Ministry of Employment						
17.	Seychelles Revenue Commission (SRC)						
18.	Customs						
19.	Planning Authority						
20.	Registration Division						
21.	Seychelles Investment Board (SIB)						
22.	Small Enterprise Promotion Agency (SEnPA)						
23.	Environment Enforcement Unit						
24.	Agency for Social Protection (Welfare)						
25.	Fire & Rescue						

	Services Agency (Ex Fire Brigade)						
26.	Division of Risk and Disaster Management (DRDM)						
27.	Seychelles Licensing Authority (SLA)						
28.	SBC (Radio & Television)						
29.	Department of Public Administration (DPA)						

No.	Services	I. The service was easily accessible (physical or otherwise)	II. The service was provided in a timely manner	III. Staff were competent	IV. Staff treated customers fairly	V. Staff made an extra effort to provide friendly service	VI. Problems were adequately dealt with and resolved (where applicable)
30.	Ministry of National Resources and Industry – Seychelles Agricultural Agency						
31.	District Administration Offices (DA)						
32.	Ministry of Land Use and Housing (MLUH)						
33a.	Property Management Corporation (PMC) MLUH						
33b.	Housing Finance Corporation (HFC)						
35.	Public Procurement Unit						
36.	Treasury						
37.	NATCOF (Consumer rights protection)						
38.	Fair Trading Commission (FTC)						
39.	Air Seychelles (Airline)						
40a.	International Airport service (SCAA)						
40b.	Domestic Airport service (SCAA)						
41.	Land Transport Agency						
42.	SPTC Bus Service						
43.	Seychelles						

	Commercial Bank (Ex Savings Bank)						
44.	Nouvo Banq						
45.	Development Bank of Seychelles (DBS)						
46.	Civil Status Office						
47.	ID Card Unit						

I will read out another statement and I would like you to tell me if you **1. Strongly Agree**, **2. Agree**, **3. Disagree** or **4. Strongly Disagree** *Interviewer: Tick the appropriate box.*

6.

The Government educates and informs the public on what it can realistically deliver.

1. Strongly Agree	2. Agree	3. Disagree	4. Strongly disagree

Part 4: Priority list for improvement

7. Name **3** public service organisations in order of priority that you consider need the most improvement in the following aspects of service delivery:

(a)

Accessibility to service (Physical or otherwise)	
	<i>Rank services in order of improvement priority</i>
1.	
2.	
3.	

(c)

Staff competence	
	<i>Rank services in order of improvement priority</i>
1.	
2.	
3.	

(b)

Timeliness of service delivery	
	<i>Rank services in order of improvement priority</i>
1.	
2.	
3.	

(d)

Fairness in client treatment	
	<i>Rank services in order of improvement priority</i>
1.	
2.	
3.	

(e)

Friendliness, compassion and extra effort of staff	
	<i>Rank services in order of improvement priority</i>
1.	
2.	
3.	

(f)

Problems were adequately dealt with and resolved	
	<i>Rank services in order of improvement priority</i>
1.	
2.	
3.	

We thank you for taking time to answer our questions. Have a good day!

Notes:

- (1) Ipsos MORI, 2010
- (2) A method of ascribing quantitative value to qualitative data, to make it amenable to statistical analysis. A numerical value is assigned to each potential choice and a mean figure for all the responses is computed at the end of the evaluation or survey. Named after its inventor Dr. Rensis Likert (1903-81).