



THE PRESIDENCY  
REPUBLIC OF SOUTH AFRICA

DEPARTMENT: PERFORMANCE MONITORING AND EVALUATION

**Update – November 2014**

# Strengthening Citizen-Government Monitoring Partnerships

This report provides an overview of outputs and activities for DPME's citizen-based monitoring (CBM) programme. The report covers the six months to November 2014.

The Department of Performance Monitoring and Evaluation (DPME) is developing a citizen-based monitoring programme which aims to strengthen the involvement of citizens in monitoring government services. This is required by the *Framework for Strengthening Citizen-Government Partnerships of Monitoring Frontline Service Delivery*<sup>1</sup>. A key part of this programme is a pilot aimed at developing and testing methods to institutionalise citizen-based monitoring. The pilot is supported with funding from the DFID-funded Strengthening PM&E for the Poor in South Africa.

The pilot, which might better be described as a prototyping process, aims to develop workable approaches with government departments/agencies to assess service delivery from the perspective of citizens and then improve that performance. The pilot involves a series of learning cycles carried out at a number of police stations, health facilities, SASSA offices and DSD offices. The timeframe for the pilot has been extended from March 2015 to September 2015, after an extension for the DFID programme was approved. Expanding the pilot to include municipal services is under consideration for the third phase of the pilot.

## Summary

Since the last *Update* (June 2014) the following has been achieved:

- Sector steering committee meetings held for participating departments/agencies (South African Social Services Agency (SASSA), Department of Social Development (DSD), Department of Health (DoH) and South African Police Services (SAPS))
- Review of Phase 1 pilot and development of Phase 2 method
- Completion of first cycle of pilot in Msinga and Phuthaditjhaba.
  - Report back and improvement planning process with facility management, staff and user groups on monitoring findings for eight facilities in Phase 1 sites.
  - Phase 1 close-out community learning events, and related activities.
- Start-up of Phase 2 pilot cycle
  - Meetings with Offices of Premier in North West, Limpopo, Gauteng
  - Inception weeks and surveying in Phase 2 sites Temba, Burgersfort and Jouberton
  - Version 2 survey instruments developed
- Progress report presented to Cabinet

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<sup>1</sup> Approved by Cabinet in August 2013

- Various engagements with civil society and social entrepreneurial initiatives – Soul City, SPII, Social Justice Coalition, Ndifun'ukwazi, Making All Voices Count (MAVC), Black Sash, Yellowwoods Trust Change Team, PILO, FUEL, Yowzit, Wits Journalism, J&J Trust, Health-e News.
- Submission to Open Government Awards
- CBM pilot programme included in National Evaluation Plan 2015/16
- Presentations to National and Provincial M&E Forums
- CBM Directorate Staffing – new appointments
  - Deputy Director appointed
  - Intern appointed

### **Additional details on activities**

Sector steering committee meetings held for SASSA, DSD, DoH and SAPS	Half day workshops were held with the SAPS, Health, DSD and SASSA steering committees. These meetings were used to present progress on the pilot and to discuss and get input on the Phase 2 instruments and approach. The meetings were held on 21 May (Health), 10 June (SAPS), 22 July (DSD) and 24 July (SASSA)
Review of Phase 1 pilot and development of Phase 2 method	A week long review of the Phase 1 pilot experience was held at the Seriti Institute. This involved the Seriti CBM team, DPME's CBM directorate, String Communication (two days) and was also attended by representatives from Black Sash (two days). The review produced a refined model for Phase 2, based on reflection and brainstorming by the team. The model that emerged is being used in the Phase 2 pilot. Key insights from the review included the inadequate involvement of citizens in Phase 1 analysis and planning for improvement steps, and the need to limit the contact time at the pilot sites. The Phase 2 model follows a three week programme, implemented over four months, with an emphasis on deepening community involvement in the feedback and improvement process.
Completion of first cycle of pilot in Msinga and Phuthaditjhaba (Phase 1 sites)	The following took place in the Phase 1 pilot sites during the six months under review: <ol style="list-style-type: none"> <li>1. Report backs of monitoring findings and improvement planning process with facility management, staff and user groups on monitoring findings for eight facilities in Phase 1 sites. At each of the eight participating facilities (police stations, health facilities, SASSA local offices and DSD service points) discussions were held on the results of the community and staff surveys. These discussions were convened by the Seriti team and involved provincial, district and facility management, as well as staff and community user groups. These discussions focussed on improvement interventions to respond to feedback. These were captured in facility action plans. This process was conducted in both sites during June</li> <li>2. <i>Phase 1 Close-Out Community Learning events, and related activities.</i> A week long process was conducted in Msinga and Phuthaditjhaba from 15 – 19 September. This process involved working with the facility management to reflect on progress in implementing plans and preparing for reporting to local stakeholders and discussing progress and plans. The process included preliminary meetings with municipalities and traditional leaders. The community learning events - which took place in both sites on the Friday, involved the officials (management and staff) from each of the four facilities, municipal officials (Msinga only), traditional leaders, the community survey teams and the facility user groups (CPFs, clinic committees, hospital boards, pension committees, and NPOs.) In Msinga the meeting was also attended by the chairperson of the Operation Sakhumasakhe District Task Team.</li> </ol>
Start-up of Phase 2 pilot cycle	<i>Meetings with Offices of Premier in North West, Limpopo, Gauteng.</i> Meetings were held in Mahikeng, Polokwane and Johannesburg to plan for the start-up

of the Phase 2 pilot in Jouberton, Burgersfort and Temba.

*Inception weeks in Phase 2 sites: Temba, Burgersfort and Jouberton.* Using the Phase 2 model inception weeks were conducted in Temba, Burgersfort and Jouberton. This involved meetings with the management teams, staff and community representative structures at each participating facility. The week also involved meetings with municipal stakeholders (councillors and officials), traditional leaders, community organisations and interviews with community members. The purpose of the week was to introduce the process in the target facilities and communities and to plan for the community survey weeks.

*Version 2 survey instruments developed* – Using feedback from the field teams and the steering committee, a second version of survey instruments were developed for the participating sectors. These will be used in the Phase 2 pilot.

*Surveying in Phase 2 sites:* The surveying in the three sites was completed in the beginning of November. This involved recruiting and training 40 community each site to undertake a week of surveying, conducting approximately 600 interviews for each of the services being assessed. This phase also experimented with using local community radio stations to raise awareness. This is an area that warrants further exploration for use in enabling dialogue and accountability on service delivery improvements.

Report to Cabinet drafted and presented	The first annual progress report to Cabinet on the CBM pilot was presented in October. The presentation was well received. Presentations were also made to the G&A Working Group, G&A Cluster and the Provincial and National M&E Forums.
Various engagements with civil society initiatives – MAVC, Black Sash, Yowzit, Wits Journalism, Health-e News, PILO Soul City Community Based Monitoring Seminar, SPIL, Social Justice Coalition, Ndifun'ukwazi, FUEL, J&J Trust.	<p>The CBM programme continues a lively engagement with various civil society and non-governmental monitoring initiatives. Over the past six months these have included:</p> <ol style="list-style-type: none"> <li>1. Engagements with a number of initiatives receiving funding from the recently launched global development challenge – <b>Making All Voices Count</b>. This fund, which is supported by a number of international donors, has made grants to a number of South African initiatives. These include: Black Sash, Wits Journalism, Yowzit and Health-e News. Various discussions and engagements have been held with MAVC and the supported initiatives to explore areas of commonality and share information. These have included presentations to citizen-journalist training (<b>Health-E News</b>), scoping IT support or CSOs (<b>Wits Journalism</b>), discussions around sharing findings and possible collaboration on developing ICT platform (<b>Yowzit</b>); and an MoU with <b>Black Sash</b> to collaborate on piloting citizen-based monitoring. This will complement the DPME pilot and provide additional learning.</li> <li>2. Following initial engagements with Mary Metcalf of the PILO Project (Promoting Improved Learning Outcomes), the CMB team is embarking on a method design process with the <b>Yellowwoods Business Trust</b> change team that aims to distil a generic method for using monitoring data to drive improvements. This will draw on a number of data/monitoring driven initiatives in the public sector supported by the Yellowwoods Business Trust. The plan is to pilot the method as part of the CBM pilot.</li> <li>3. The CBM team travelled to Khayelitsha in Cape Town to attend the presentation of the findings from a social audit looking at the City of Cape Town's Janitorial Services for communal toilets in Khayelitsha's informal settlements. This was at the invitation of the Social Justice Coalition and Ndifun'ukwazi.</li> </ol>
Submission to Open Government Awards	The <i>Framework for Strengthening Citizen-Government Partnerships of Monitoring Frontline Service Delivery</i> was entered as South Africa's submission to the Open Government Awards. This was following the nomination by DPISA, which is responsible for managing South Africa's commitments under the Open Government Partnership.

CBM pilot programme included in National Evaluation Plan 2015/16	The CBM pilot and programme are included for a diagnostic/implementation evaluation as part of the 2015/16 National Evaluation Plan (subject to Cabinet approval). This process will provide the insights and evidence to inform a five year strategic for DPME role in strengthening citizen-based monitoring.
CBM Directorate Staffing -	This period saw the recruitment of two new staff members in the directorate. These are Deputy Director: Nonkululeko Solontsi, who started on 1 May and Intern Botshelo Makena who began on 7 August 2014.

### **Plans for 2014/15 financial year up to March 2015**

- Complete pilot in Phase 2 sites (Jouberton, Temba, Burgersfort)
- Review of Phase 2
- Design and initiate Phase 3 of pilot
- Begin evaluation of pilot.

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