



The Presidency  
Department of Performance Monitoring and Evaluation

**COMMUNITY-BASED MONITORING IN THE  
CONTEXT OF GOVERNMENT'S  
PERFORMANCE MONITORING AND EVALUATION  
FUNCTION**

Date: 29 August 2011

# Introduction

- The President created the Department of Performance Monitoring and Evaluation in the Presidency to:
  - Facilitate the development of plans for the cross cutting priorities or outcomes of government and monitor and evaluate these plans
  - Monitor the performance of individual national and provincial government departments and municipalities
  - Monitor frontline service delivery
  - Promote good M&E practices in government
  - Carry out interventions to address blockages in delivery, in partnership with delivery institutions





**M&E of front  
line service  
delivery**

- Focus on monitoring of experience of citizens when obtaining services
- Collaboration between DPME, DPSA, Premiers' Offices, departments, municipalities, civil society and citizens
- Results feed into initiatives to improve frontline service delivery

**Departmental  
performance  
M&E**

- Focus on strategic and operational performance of individual departments and municipalities
- Collaboration between DPME, DPSA, NT, AG, OPSC, Premiers' Offices
- Reports provide management information to assist departments to improve
- Support offered to departments to develop and implement improvement plans to address key areas of weakness

**M&E of national  
priority outcomes**

- Cuts across departments and spheres of government
- Progress reports are prepared by outcome coordinating departments on behalf of outcome sectors
- POA makes progress against delivery agreements visible to public
- Summary reports enable Cabinet Committees to oversee achievement of outcomes
- Cabinet Committees unblock blockages to achievement of outcomes



# Monitoring of frontline service delivery

- Focus on monitoring of experience of citizens when obtaining services
- Is also one of the sub-outputs in the Outcome 12 Delivery Agreement
- Commitment from the Executive to focus on frontline service delivery monitoring – the President and Ministers are visiting institutions such as hospitals, schools, police stations and municipalities on an ongoing basis
- Programme is being implemented jointly with the provinces
- Programme comprises of two components:
  - Sub-programme 1: visits by officials in DPME and the Offices of the Premier to service delivery points to assess the state of frontline service delivery
  - Sub-programme 2: engaging with civil society to develop a structured approach for citizen-based monitoring of frontline service delivery



# Aims of frontline service delivery monitoring

- Verify if government is meeting the expectations of the citizens
- Assist DPME and Offices of the Premier to collect and analyse data on service delivery at local level and to identify where improvement initiatives should be targeted, and gauge if:
  - service delivery standards are in place and being monitored
  - basic minimum management systems and practices are in place to enable officials to improve quality of service
  - basic information is available for users of the service
- Identify and give recognition to good front line service delivery practice
- Outputs are reports on quality of frontline service delivery (provided to management of relevant departments and municipalities and political principals)
- Catalyse improvements in management of service delivery



## Sub-programme 1: visits by officials to service delivery points

- Focus is on government's five key priority areas and improvement targets set out in the Outcome 12 Delivery Agreement
- Pilot phase July – Sept 2011 - first visits commenced in June 2011
- Officials in the DPME and the Offices of the Premier are being trained to carry out these assessments
  - A number of assessment tools to be used by the monitors have been developed, including questionnaires and checklists, which we are currently piloting
- Although these take the form of surprise visits, we also engage with the management of the service delivery departments both before and after the visits with the aim of providing them with useful management information resulting from the visits, which can be used by them to improve service delivery
- Not intended to be a comprehensive and statistically representative sample of the state of FSD



## Sub-programme 2: citizen-based monitoring

- DPME starting to develop plan for citizen-based monitoring
- DPME intends to initiate a partnership with civil society, for citizens to monitor selected frontline service delivery against agreed standards
  - All service delivery departments and municipalities should be setting and communicating service delivery standards for all their services
  - Citizens have responsibility to both hold government accountable and to work with government to ensure good practices are highlighted and poor quality services are identified and communicated to service points
- Role of DPME, in partnership with other departments, would be to work with the civil society community to:
  - Develop the monitoring instruments
  - Agree on the process of receiving analysed reports and agree on how the information will be used for dialogue between citizens and government regarding improvements
  - Government would use this information to assess its progress against standards and to identify best and worst service points, for more targeted improvement initiatives



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Go to <http://www.thepresidency.gov.za/dpme.asp> for PME documents including narrative guide to outcomes approach, outcomes documents and delivery agreement guide

