



THE PRESIDENCY  
REPUBLIC OF SOUTH AFRICA

DEPARTMENT: PERFORMANCE MONITORING AND EVALUATION

**Update – June 2014**

# Strengthening Citizen-Government Monitoring Partnerships

This is a progress report on work done in implementing the *Framework for Strengthening Citizen-Government Partnerships for Monitoring Frontline Service Delivery*. The framework was approved by Cabinet in August 2013 and aims to support the institutionalisation of citizen-based monitoring (CBM) in government's M&E systems.

## Summary

Since the last *Update* (November 2013) the following has been achieved:

- Key focus of this period has been the first phase piloting of a citizen-based monitoring approach for monitoring police stations, clinics and SASSA and DSD services. The piloting in this phase was focussed on Tugela Ferry (Msinga LM, KZN) and Phuthaditjhaba (Maluti-a-Phofung LM, Free State). Activities included:
  - Presentations to full sittings of municipal councils for Msinga and Maluti-a-Phofung.
  - Presentations to, and discussion with, traditional leaders from both areas.
  - Focus group meetings with management, staff and citizen groups for police stations, health facilities, South African Social Services Agency (SASSA) and Department of Social Development (DSD) offices in the above sites.
  - First version citizen and staff survey instruments developed for SAPS, Health, DSD (Service centres and NPOs) and SASSA (Service sites and paypoints).
  - Approximately 5 000 citizens interviewed on the performance of Tugela Ferry Police Station, Church of Scotland Hospital (Msinga), Phuthaditjhaba Clinic and Police Station, the two SASSA service centres and paypoints and DSD (service centres and NPOs)
  - Reporting format developed and reports produced (staff and citizen feedback reports)
  - First iteration “reporting back” protocols developed for turning the citizen and staff reports into action plans, and first cycle of meetings with facility management, staff and user groups completed.
- A review undertaken on experiences and lessons learned from the pilot to date
- SAPS and DoH steering committees held (SASSA and DSD to be held in July)
- Introductory meetings and discussions held with Offices of Premier representatives for Phase 2 sites (North West, Limpopo and Gauteng)
- Deputy Director and Senior Admin Officer appointed to strengthen CBM directorate
- Discussions on ITC support for data collection, housing, analysis and reporting
- MoU signed with Black Sash for piloting of CBM model through a CSO mechanism

**Additional details on activities****Piloting underway in Tugela Ferry (Msinga LM) and Phuthaditjhaba (Maluti-a-Phofung LM)**

Phase 1 piloting began in Tugela Ferry in Msinga LM (KZN) and Phuthaditjhaba in Maluti-a-Phofung LM (FS) at the end of October 2013. The process began with initial presentations to the managers of the participating facilities, followed by more detailed engagements with management, staff and community groups, to identify performance areas that should be monitored. The initial introductions were done by DPME and the Offices of the Premier in KZN, with the follow up workshops conducted by the implementing support agent – Seriti Institute.

Presentations introducing the pilot were made to both local **municipal councils** for the Phase 1 sites. These presentations were made by DPME, together with representatives from the respective Offices of the Premier and the implementing support agent – Seriti Institute.

**Traditional leaders** in both sites were briefed about the pilot activities and purpose. In Msinga these briefings took place in small groups or individually. At Phuthaditjhaba a presentation was made to a large group of members of various local traditional councils. This was arranged by the provincial Department of Traditional Affairs and held at the municipal chamber of Maluti-a-Phofung

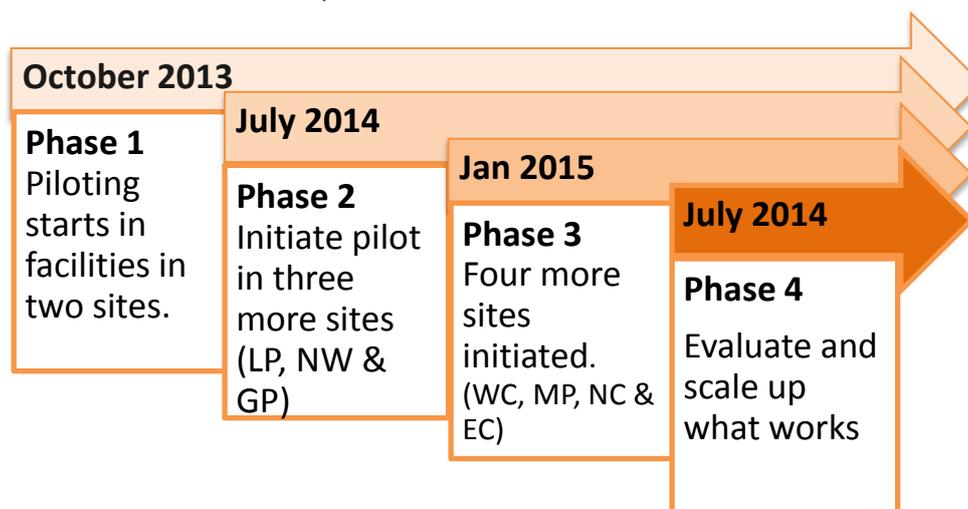
**Focus group meetings** with management, staff and citizen groups (for police stations, health facilities, SASSA and DSD offices in above sites) informed the design and content of the survey instruments used in the first round of surveying. They were also useful in identifying stakeholders and developing strategies for subsequent steps of the pilot. A reflection session with the Seriti team following these encounters was held in order to incorporate learning for the next steps of the process (designing the instruments and collecting feedback).

**Instruments** were developed for feedback, based on the inputs from the focus groups as well as a review of sector norms and standards. These were short (one-page) surveys, covering a range of performance areas, as well as space for opened ended responses. A first round of **surveying** (policing and health services) was done in the last week of February and first week of March in the two sites, using teams of Community Works Programme volunteers. The training and monitoring process was conducted over two weeks and involved a total of about 80 volunteers in across the two sites. A second round (SASSA and DSD) was conducted in May, using the same approach. A total of +/- 5000 citizens were surveyed. Based on observations of a **very low morale amongst frontline staff** during the focus group discussions it was decided to include a feedback loop from staff to management as part of the first phase piloting. The data from the surveys were then compiled as citizen and staff reports for each participating facility. These reports form the basis for a series of sense-making dialogues and planning sessions to respond to issues highlighted in feedback. These dialogues are taking place with managers, staff and citizens, with the aim of agreeing to a set of actions to address problem areas in service delivery.

A process of refining and improving instruments and method, based on the field testing experience and inputs from the sector departments, will be the focus of preparations for Phase 2.

Meetings were held with the M&E functions in the **Offices of the Premier** in North West, Limpopo and Gauteng. These meetings aimed to lay the basis for Phase 2 of the CBM pilot, which would expand the pilot sites into the above provinces. Slower than expected progress on implementing the first cycle of monitoring in the Phase 1 sites has required a decision to delay start up in the Phase 2 sites until the completion of the first phase. The Phase 2 sites are as follows: Jouberton in the North West, Temba in Gauteng and Burgersfort in Limpopo.

Figure 1: Revised timeframes for the pilot



An **MoU** has been signed between DPME and the Black Sash for Black Sash to pilot the approach and tools in an additional 20 sites. This will provide an opportunity to understand the role of civil society in the emerging CBM model.

**Two new staff members were recruited to the CBM directorate:**

Phathiswa Kambe – Senior Admin Officer (Started 1 March 2014)

Nonkululeko Solonsi – Deputy Director (Started 1 May 2014)

**Plans for 2014/15 financial year up to September 2014**

- Complete first monitoring cycle in Phase 1 sites (turning feedback into improvements and reporting back to communities)
- Initiate pilot in Phase 2 sites and start up second cycle in Phase 1 sites
- Convene sector steering committee meetings to prepare for Phase 2
- Produce Phase 2 version of instruments, methods, reporting formats and communication materials
- Report to Cabinet
- Research on social audit for contracted municipal services.

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