

DEPARTMENT OF PERFORMANCE MONITORING AND EVALUATION (DPME)

FREQUENTLY ASKED QUESTIONS AND ANSWERS (FAQs) ON FRONTLINE SERVICE DELIVERY MONITORING PROGRAMME

	QUESTION	ANSWER
1	What is the Frontline Service Delivery Monitoring programme?	<p>The Frontline Service Delivery Monitoring (FSDM) Programme was developed by the DPME in The Presidency to undertake hands-on monitoring at targeted service delivery facilities. The programme is a joint initiative between the Offices of the Premiers and DPME and involves collecting data directly from users of government services at service delivery facilities. The programme was developed to continuously verify (1) if government is meeting the expectations of the citizens; (ii) where government is doing well; assist government departments to direct scarce resources where they are needed and (iii) to direct improvements where needed.</p> <p>This FSD monitoring initiatives of the DPME and the OoP IS NOT:</p> <ul style="list-style-type: none"> - A complaints management service¹ - these are sufficiently addressed by the various hotlines and call centres services already offered by the Presidency, Premiers' Offices, and line departments. - The FSD monitoring initiative of the DPME and the Offices of the Premier is also not intended to be a comprehensive and representative sample. - It is not intended to replace the responsibility of line departments for FSD improvements and for their monitoring of these improvements.
2	Why focus on Frontline Service Delivery Monitoring?	<p>The 2009 Policy Paper on Performance Monitoring and Evaluation focuses on the outcomes approach and, between the start of the new administration in April 2009 and now, the focus has been on establishing outcomes-focussed Delivery Agreements, which are now in place. In an era which is marred by service delivery concerns, it became necessary for government to have programmes in place that will</p>

¹ **Complaint service:** this normally refers to a citizen reporting, to the responsible department, of a faulty or inadequate service (for example, potholes, account queries, water or electricity service outages) and it is the expectation of the user to get a response quickly. Examples of existing tools are: municipal customer care hotlines, Presidential hotline, customer care centres. Complaints are mostly received via a telephone call from the user to a call centre agent. The call centre agent logs the query and provides the user with a ref number and the call centre agent refers the call to a responsible line function person for resolution. The line function person has to resolve the issue and report back to the customer care centre agent who registers progress with the query. The review of the presidential hotline (DPME, 2010: 31) recommended that a 'Government-wide initiative should be undertaken to identify and review all call centres across all levels of Government across all provinces and an attempt to; assess the performance of each, close down the inefficient and non-performing ones, consolidate technologies, share efficient practices and drive down costs, and improve public liaison'.

		<p>monitor services at government service points and document citizens' experiences of services delivered. With the realisation that sector departments cannot monitor the quality of their own services, it is vital to have this function within the Presidency, so as to maintain its independence from departments and its principal role.</p> <p>The FSDM programme thus focuses on assessing performance and affirming good performance and assist departments and municipalities to improve service delivery points which are performing poorly. This is in line with the realisation that collecting information directly from users of government services and directly from the points of service is critical for government to continuously verify if (i) it is meeting the expectations of the citizens (ii) where government is doing well and (iii) where improvements should be targeted.</p>
3	What are the focus areas of the FSD monitoring programme?	<p>In line with broad priorities of government, the focus of the programme for the period 2011 – 2014 will be on the five key priorities, being Education, Health, Crime, Job Creation, Rural Development & Agrarian Reform. Within these five priorities, particular attention will be paid to monitoring the quality of frontline service delivery in the following sectors, with reference to the sector-specific standards highlighted in the following sectors:</p> <p>COGTA, which oversees service delivery in Municipal Customer Care Centres (whose sector-specific standards are under development);</p> <p>Education: timeous textbook and workbook availability, cleanliness and safety of schools, teachers in schools teaching for 7 hours per day;</p> <p>Health: waiting times in queues in hospitals and clinics, availability of medicines and other basic supplies, cleanliness and safety of health facilities;</p> <p>Home Affairs: turnaround times for issuing Identity Documents (IDs);</p> <p>Justice: turnaround times: feedback to public regarding progress with their case;</p> <p>Police: reducing average turnaround times to calls for assistance and provision of feedback regarding progress with cases to members of the public by the police;</p> <p>SASSA: turnaround times for applications for social grants from current average of 30 days to 21 days; and</p> <p>Transport, which oversees service delivery in Drivers' Licence and Testing Centres (DLTC): turnaround times for issuing licenses.</p> <p>The FSDM programme monitors these sectors, in particular, actual service delivery against service delivery standards put in place by the DPSA. Performance areas monitored include: Location & Accessibility, Visibility & Signage, Queue Management and Waiting Times, Dignified Treatment, Cleanliness & Comfort, Safety, Opening & Closing Times and Complaints & Compliments Systems.</p>
4	How is the DPME's (FSDM) mandate different from that of	<p>In 2009, The President emphasised that it is expected of the Department of Performance Monitoring and Evaluation (DPME) in the Presidency to be involved in visible monitoring and evaluation of service</p>

	the DPSA?	<p>delivery on the ground. Out of this request, the DPME's Minister & Deputy Minister made commitments for DPME to have a hands-on component as well as to involve citizens in the monitoring of government through the FSDM programme.</p> <p>This FSDM mandate is to also ensure that there is work done and on-going monitoring of the Service Delivery Improvement Programme as part of Outcome 12. The focus of this mandate, related to FSDM, is also to:</p> <ul style="list-style-type: none"> • Monitor frontline service delivery and implement interventions to address development areas and blockages in delivery, in partnership with responsible service delivery institutions. <p>While the standards set by the DPSA are used by FSDM in monitoring frontline services, the DPSA's mandate on the other hand, is broader than setting the norms and standards for the public service and include other areas, such as the development of Community Development Workers Programme and the Geographic Access to Service Delivery Points, among other things. The setting of norms and standards by departments is the initial step towards ensuring that improvement targets set as part of outcome 12 (Improving the Public Service) are met. Batho Pele & Khaedu visits to service delivery facilities are targeted at monitoring departmental compliance with regards to the set norms and standards. Therefore, while FSDM focuses on monitoring and evaluation of frontline services, the DPSA goes beyond this by establishing programmes which departments should use.</p>
5	What criterion is used to identify facilities to be monitored?	<p>The visits are not based on a statistical sample. However, it is assumed that as the programme continues, similar findings will be discovered. During the pilot phase: July-December 2011, facilities monitored were identified by provinces based on issues identified by their Provincial Executive Committees.</p> <p>Facilities that were be monitored in 2012/13 were identified by the DPME using the FSDM Targeting Strategy 2012/13, which notes that the priority for baseline (new) visits will be to:</p> <ul style="list-style-type: none"> • Provinces that are kicking off the FSD programme: KwaZulu-Natal, Western Cape, North West and the Eastern Cape and sectors to be prioritised in these provinces include Courts, Home Affairs, Drivers' Licence and Testing Centres, Municipal Customer Care Centres and Multi-Purpose centres. • Areas identified as "service delivery hotspots" by the Presidential Hotline. • Presidential Priority areas. • Facilities previously monitored by the Office of the Public Service Commission (OPSC) and the DPSA as part of the Project Khaedu visits, as a follow-up to the recommendations made from these monitoring visits. This follow-up is in line with the Cabinet request to follow up on the recommendations made from these previous monitoring visits.
6	What is the rationale for conducting unannounced visits?	<p>While unannounced visits have a potential of discovering bottlenecks regarding service delivery, the main aim is not to expose or police service facilities and sector departments, but to get first-hand information and gather observation about the quality of service delivered the way it is normally delivered to citizens on</p>

		a daily basis. Using this approach, what is gathered has a substantial amount of truth as the amount of tempering is minimised.
7	How are monitoring visit findings communicated to stakeholders?	<p>The DPME has a Communication Strategy indicating lines of reporting for all programmes. However, for the FSDM programme, the FSDM Chief Directorate has made a commitment as per the Strategic Plan 2012/13-2015/16 to:</p> <ul style="list-style-type: none"> • Produce an Annual Report highlighting the state of service delivery at service facilities monitored. This report will be tabled to the Government and Administration (G&A) Cluster & Cabinet in January. • Produce a quarterly report of the monitoring visit findings for tabling to the Provincial M&E Forum. Based on this tabling, the Offices of the Premiers will table the report containing their provincial specific findings through their legitimate provincial structures. • In addition to these reports, the DPME will develop Bi-Annual Sector reports on the monitoring visit findings and these will be presented to National Sector Departments for noting the findings and in order for the departments to provide oversight over the implementation of improvement plans.
8	After the FSDM/OoP monitoring visits, what happens?	<p>After each site visit, all facilities monitored will have improvement plans developed by the DPME/OoP and site management. The responsibility for the implementation of improvement plans lies with the line department. In cases where the monitoring visit findings indicate that the site performed poorly in three of the seven assessment areas, the DPME/OoP will:</p> <ul style="list-style-type: none"> • Develop improvement plans with the site management and regional sector stakeholders and DPME during a feedback visit; • Six months into implementation, the DPME will undertake an improvement monitoring visit to the facility to monitor improvements in scores and to monitor progress on the implementation of the improvement plans. • In cases where severe findings are discovered during a visit, the DPME/OoP and site management will immediately develop an improvement plan and the task team will be formed to provide oversight over the implementation process. Six months into implementation, the DPME/OoP will monitor implementation of improvement plans.
9	What is an FSDM improvement plan?	<p>Improvement Plans are corrective plans developed by the DPME/OoP together with the affected service delivery facility management to address development areas identified during a monitoring visit. Improvement plans highlight areas where the facility is doing well and areas where the facility is not doing well and are developed in order to highlight to management areas in which to focus improvements. Although developed by the DPME/OoP, the responsibility of implementing these improvement plans lies with the sector departments.</p>
10	How is the improvements monitoring conducted?	<p>Improvements monitoring are conducted in a manner in which each site identified for improvements will be visited twice, as part of the improvements monitoring processes. The improvements monitoring</p>

		<p>meetings should take place at least 6 months after the baseline monitoring visits. This is to ensure that enough time is allocated for the departments to institute corrective measures as detailed in the improvement plans. The improvements meetings should focus on tracking progress of the improvement plans developed as part of the feedback meetings. In the improvements monitoring meeting, progress should be given by officials responsible for the action items. In instances where action has not been taken on items identified for action, a motivation and reasons will be documented. Items that have been implemented should be signed off at this meeting.</p> <p>Unannounced improvements monitoring visits will be undertaken to improvements facilities after the announced meetings. The purpose of this visit is to re-score the site by re-administering the questionnaire in the same way in which an unannounced baseline visit is conducted. In re-administering the questionnaire, the focus is on getting a second score (rating) for the facility, after the implementation of improvements.</p>
11	Is there a sustainability plan for the programme?	<p>In facilitating service delivery improvements across government departments, the DPME strives for sustainability of the improvements. This involves encouraging departments to take ownership for the development and implementation of the improvement plans. In addition, in developing improvement plans, the DPME encourages departments to include improvements identified through the FSDM programme into departmental Service Delivery Improvement Plans for decision making and resource allocation and embedding these plans into overall departmental improvement programmes.</p>