

Presidential Frontline Service Delivery Monitoring

FSD Mini-Case Study¹

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Case Study Title: Provincial improvement and innovation in the implementation of FSDM programme, in the Free State Province

Purpose: The purpose of the study is to share with other FSDM stakeholders the beneficial innovative alternative in the implementation of the FSDM programme. It includes but not limited to effective and efficient management of the annual visits schedule, bridging the gap between facility management and top management as well as the support to other governmental programmes such as MPAT.

Target Audience: Department of the Premier, National Sector Departments, Provincial Sector Department and DPME

Glossary:

FSDM Frontline Service Delivery Monitoring
 DPME Department of Performance Monitoring and Evaluation
 FS Free State
 DoP Department of the Premier
 M&E Monitoring and Evaluation
 MPAT Management Performance Assessment Tool
 OBP Outcome Based Priorities

1 Basic Information

Institution Name	Frontline Service Delivery Monitoring Unit, Department of the Premier: Free State
Town	Bloemfontein
Municipality	Mangaung Metro Municipality
Province	Free State
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Key Themes	Improvement and innovation

2 The Case Study Story

Background / Context:	The Department of the Premier in Free State is carrying-out an innovative approach to the national approach for the implementation of the Frontline Service Delivery Monitoring. This case study is based on the positive impact that the approach has made in driving the improvement of service delivery at frontline facilities.
Problem statement	The FSDM programme is implemented in 9 provinces. DPME noticed the alternative approaches that some provinces are using to implement the programme for the same results if not more. It is important to share the impact that these approaches are having on the improvement of service delivery.
Improvement and innovation	<p>FSDM conducted an interview session with the Department of Police, Roads and Transport in the Free Street to understand the thinking behind their approach. Below are the summarised findings:</p> <p>1. What prompted the Department of Police, Roads and Transport in Free State to implement the innovative approach, in support to the findings on recommendations suggested by FSDM?</p> <p>The response was as follows;</p> <p>1.1 They took their lead from findings based on an unannounced visit conducted on 11 July 2012 by teams from officials of FSDM: Premier and DPME: Presidency. They implemented</p>

recommendations that was made for improvements and also followed departmental policy documents (Mandate, Strategy and Framework) as the baseline for innovations and improvements.

- 1.2 They realised they needed to add value to the implementation of the recommendations to improve service delivery to citizens,
- 1.3 They were given the opportunity to be one of the first departments where the FSDM programme was piloted. During implementation of the programme, they started seeing the gaps in the way they deliver services to citizens. They then started asking questions of **“how”** and **“what “can** be done to improve services with the little resources at their disposal available.
- 1.4 Some of the innovations were practically identified by means of brain storming sessions. The initiative took by management and officials in realising that budget constraints and cost containment measures was not part to the process when service delivery improvements had to be made.

“In realising during the pilot visit the name of the department has changed since 2009 to the Department of Police Roads and Transport, but external and internal signage still displays the previous name of the department of Public Works Roads and Transport.

Management then rethink about what can be done to save the department from embarrassment in terms of correspondence with the public. They then started a process to interact with their stakeholders by asking assistance from Number Plates and Signs to sponsor a board with the correct name of the department

External signage



2. The *Value-add*

2.1 The sector specific standards questions added value in the way

management was looking at visibility and signage. They extended their vision by not only looking at internal and external signage on the walls, but signage that are direct linked to citizens when conducting tests for drivers licenses, for example road signage on the route where citizens had to pass when tested for drivers licenses. They also focus their scope on signage erected on national roads (N1) to be visible and clearly marked for road users. Lastly they started planning the work programmes of Traffic Officers in terms of visible policing patrols on the road to be more visible for road users. Including conducting roads blocks. Although not all recommendations have been implemented, the few that they are monitored have brought about change. For example the accident rate has dropped the facility has become user friendly to citizens.

2.2 During renovations at the facility, management invited the officials from FSDM to attend their stakeholder forum meeting.

2.3 This move allowed for the improvement findings to be implemented at all other testing centres in the districts across the province .This ensures service delivery improvement across visited facilities and facilities not visited.



3. Queue management and waiting times

3.1 The facility was faced with challenges of long queues and waiting time for applicants to be tested for learner/ driver licenses. The facility also experienced backlogs in testing duties due to shortages of Grade A testing officers resulting in learners licenses of some citizens to expire. Group interview of citizens led to practical implementation of solutions. The said method has helped them in understanding the frustrations of the community not only citizens that are at a facility. For all complaints raised by citizens they asked them what can be done differently and amazingly so, they had the answers. For example mass tests has been conducted with the assistance of all relevant Grade A Testing Officers in all districts being deployed to assist the facility to speed up the backlog

3.2 Based on recommendations made by the FSDM the management also identify capable officers and send them for training to become Grade A Testing Officers



4. Cleanliness and comfort

4.1 The facility was also faced with the challenge of seating arrangements, there not enough chairs for citizens to sit, no desks to complete forms. There were also no chairs in the cash hall and citizens had to stand in long queues to make payments for transactions. New desks and chairs were procured and installed in the cash hall and the applications sections.



5. Safety and Security

5.1 Security Guards appointed at the facility were very reluctant and did not perform their duties as prescribed, as they never carried out access control, vehicles searches and patrols. They also did not have proper shelter where they can perform their duties. A guard house was built, they attended training and are now performing their duties at a required level as expected. The facility also erected proper fencing around the facility.



6. Opening and closing time

6.1 Due to the backlog experienced the facility consulted with its officials to do testing duties during Saturdays and Sundays, excluding their normal traffic duties weekends

7. Sector specific standards

7.1 The facility experienced problems with motor vehicle equipment for roadworthiness, machines were out of order, no calibrations were done and some machines were broken. This forces citizens to make use of private motor vehicle testing centres at a high cost. The facility also loses out on revenue collection. The facility replaced all broken equipment and installed new machines. Another challenge also facing the facility was impounded vehicles that were never collected by their owners causing the department not to collect license fees from them. This also creates problems for the facility as it damage the image and cause structural damage to the pavement. With the intervention from the FSDM the management engaged with the Legal Advisory Services within the Department of the Premier. They gave advice and guidance on how these impounded vehicles could be sold on auction scrapped. The department are currently busy with the scrapping of all impounded vehicles.



8. Visible improvements through the implementation of the FSDM programme in FS.

	<p>8.1 Behavioural change (positive attitude) amongst the officials at frontline sites (the spirit of service delivery at frontline sites has ignited)</p> <p>8.2 Continuous engagement between, top management, facility management and frontline officers.</p>
Positive Results	<ol style="list-style-type: none"> 1. Reduction in waiting time and cost associated with testing duties 2. Fast tracking the implementation of the improvement plans 3. Affording the facility manager an opportunity to respond to the findings at an early stage, before the finding are presented to regional managers 4. Bridging the gap between top management and facility management 5. Commitments to the improvement by top management 6. Roll-out of the positive changes (improvements) to all facilities 7. Supporting the evidence of the Management Assessment Performance Tool (MPAT) programme and the Outcome Based Priorities (OBP) 8. Finalising recommendation at sites (eliminating exchanges of opinion between DPME, Site Manager and DoP), before they finalise the summary report.
Challenges	<ol style="list-style-type: none"> 1. DPME representation during the sector forum meetings. The sector forum meetings are chaired by top management in the province, and will add value if the DPME can be present at the Sector Forums. 2. Changes in monitors (Once-off monitors). The casual monitors are trained on how to use the tools, yet they have less understanding of what FSDM is and what it is all about. This is a challenge given the pre planning that is required for the success of the FSDM approach. Attach pre planning template. 3. Monitoring the implementation of the signed improvement plans is now becoming a performance management issue that force the Executive Management of a Department to carefully strategizing on frontline service delivery activities.
Requirements to replicate the solution	<ol style="list-style-type: none"> 1. Pre-planning (per unannounced pack) about the facility to be visited. This allows for hassle free preliminary feedback meeting. <ol style="list-style-type: none"> a. Research about the facility to be visited is critical to the approach. b. Understanding the facility budget, mandate, surroundings, plans, management (fact sheet) and organisational culture about is critical. 2. Buying-in by Heads of Frontline Service Delivery Monitoring Units in other provinces. 3. The involvement and participation of National Sector Department at Provincial Sector Forums 4. The innovative approach to be aligned with the DPME approach 5. Training of monitors to include the mandate of the programme,

	<p>process mapping and its strategic objective.</p> <p>6. Mobile printers to be provided for monitors when visiting frontline offices for the printing of draft intervention Plans.</p>
Lesson Learned	<ol style="list-style-type: none"> 1. Benefits of conducting baseline and feedback visits as one visit 2. The importance of sharing findings with facilities supervisors, on the day of unannounced visit. This improves the relation between monitors and facility managers and creates ownership of improvement plans. 3. Coordination and effective facilitation by officials in the FSDM Unit (Department of the Premier) in the implementation of the FSDM programme ensures practical implementation of Intervention plans at frontline offices. 4. The importance of facilitating changes (developmental approach) in facilities by the FSDM Unit ensures continuity. 5. Understanding the policies, strategies, Annual Performance plans and Acts that govern the frontline service delivery sites 6. The importance of research and pre planning for unannounced visits 7. The developmental approach by the FSDM Unit ensures positive attitude towards service delivery improvements at frontline offices 8. The involvement of Executive Management (decisions makers) in signing-off of the improvement plans ensures accountability with the implementation of Intervention Plans. 9. FSDM programme supports as baseline to other national and provincial priorities through coordination and integration objectives

3 References

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Further Reading:	<ol style="list-style-type: none"> 1. Department of the Premier: FS Process maps. 2. Free State Provincial Frontline Service Delivery Monitoring Strategy. 3. Frontline Service Delivery Monitoring (FS): Defining

	Performance Areas. 4. FSDM Programme Framework Plan 2015
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