



DEPARTMENT: PERFORMANCE MONITORING AND EVALUATION

Update - April 2013

Frontline Service Delivery Monitoring Programme

The Frontline Services Delivery Monitoring (FSDM) programme consists of three initiatives aimed at generating evidence, analysis and reporting on the performance of service delivery improvements at the coalface of delivery, whilst simultaneously strengthening the monitoring capabilities of government departments. The initiatives are: (i) the unannounced monitoring visits to selected frontline service delivery facilities and the annual monitoring of improvements at selected sites, also known as the Frontline Service Delivery Monitoring Project, (ii) The management of the Presidential Hotline and (iii) a new project called Strengthening Citizen-Based Monitoring. Progress on these three projects is detailed below.

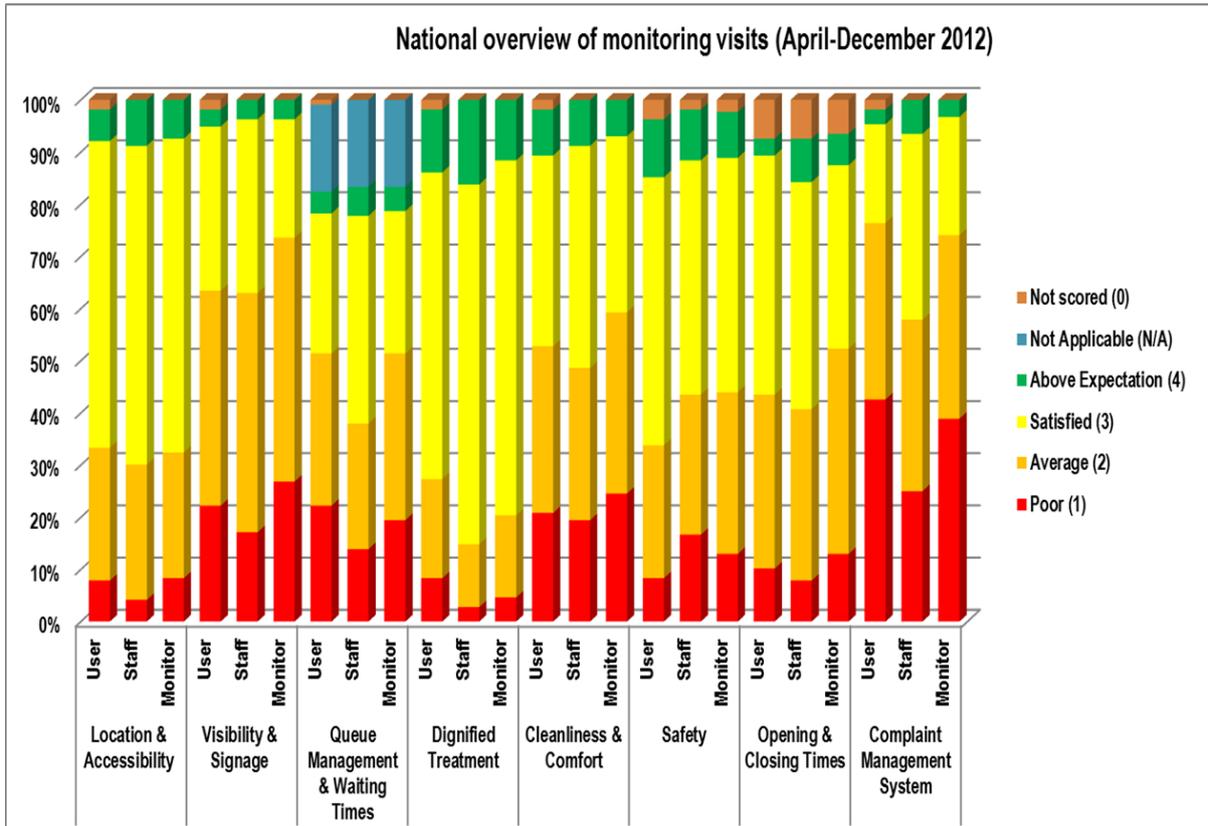
The Frontline Service Delivery Monitoring Project

A second annual report on findings from the frontline service delivery monitoring visits, conducted by the Department of Performance Monitoring and Evaluation (DPME) in the Presidency and the Offices of the Premier (OoP), was presented to the Governance and Administration (G&A) Cabinet Committee and Presidential Coordinating Council (PCC) in March 2013. The report presents findings from 215 facilities monitored for the first time during 2012 and from the 29 poorly performing facilities revisited to assess progress on agreed improvements.

The objectives of these monitoring visits are to demonstrate to sector departments the value of on-site monitoring as a tool to assess quality of service delivery, verify the impact of service delivery improvement programmes; to demonstrate the value of obtaining the views of citizens during monitoring; to highlight successes and failures at service facility level and to support departments to use the findings for performance improvements.

(i) Findings from the 215 facilities monitored in 2012/13

FSD monitoring visits: number of visits (2012)										
	EC	FS	GP	KZN	LP	MP	NW	NC	WC	TOTALS PER SECTOR
SASSA	3	1	5	1	2	3	3	1	4	23
SAPS	4	2	6	2	2	1	4	3	6	30
Education	0	6	18	0	0	4	3	3	3	37
Health	7	0	19	3	0	4	4	6	8	51
Courts	2	1	3	2	2	0	2	3	4	19
DLTC	2	0	4	1	2	1	1	1	2	14
MCCC	3	4	6	1	2	0	0	4	2	22
Home Affairs	2	2	3	2	2	1	0	3	4	19
TOTAL	23	16	64	12	12	14	17	24	33	215



The four assessment areas where performance was scored the lowest were (i) Complaints and Compliment Management, (ii) Visibility and Signage and (iii) Cleanliness and Comfort (iv) Queue Management and Waiting Times.

Complaint and compliment management: In more than 70% of cases, citizens rated this assessment area as poor and average (red and orange). Poor responsiveness and poor feedback to citizens may have contributed to citizens losing trust in complaint systems.

Cleanliness and comfort: The 50% poor to average rating highlights the continuing challenges with facility management and maintenance. Site-level managers need to be provided with the necessary budgets and delegations of authority to take responsibility for this, as well being held accountable for failures in day-to-day maintenance and cleanliness.

Queue management and waiting times: An average rating of 50% by citizens indicates that there is a need for improvements in this area. In police and health facilities, queue management and waiting times were rated by citizens as an area of high priority for improvement.

Visibility and signage: The monitoring visits recorded a rating of poor to average for this assessment area, from over 60% of respondents. More can be done by facility managers to ensure that signage in a facility directs people to where they need to be, and facility managers need to be clear that this is their responsibility.

(ii) Improvements Monitoring

In 2013 improvements monitoring will be conducted in 52 of the 215 facilities monitored in 2012. These 52 facilities scored red (poor) in three or more of the eight key performance areas. In the 29 facilities targeted for improvements monitoring in 2012, it was found that agreed improvement actions were implemented in some of the facilities, but the general trend was poor actioning of improvement plans. It appears that the culture of acting on findings from monitoring activities is not sufficiently entrenched in many national and provincial departments. However, the positive impacts of service delivery improvement programmes in SASSA, Home Affairs and Health facilities could be observed, with standardised work processes, measurement of service delivery indicators, standardised look and layout of offices and the active involvement of management in driving and monitoring improvements being evident.

The Annual Visit Schedules for 2013 are now approved for all provinces . Offices of the Premier and sector departments are encouraged to intensify monitoring of the implementation of improvement plans.

The Presidential Hotline

Improvement of citizen satisfaction is an output in the Outcome 12 delivery agreement and improving the Presidential Hotline case resolution rate is a priority initiative identified in the Forum for South African Directors General plan for improving the way government works.

The Presidential Hotline is a mechanism for citizens to interact directly with government. It also serves to monitor the responsiveness of government to the concerns of citizens. The hotline provides insights into the concerns of citizens and the information collected should be used by departments to inform service delivery improvements.

PRESIDENTIAL HOTLINE PERFORMANCE REPORT AS OF 31 JANUARY 2013							
Summary						Trend	
Assigned to	No of Open Calls	No of Resolved Calls	Avg. Time to Resolve (Gov. bus. hours)	Total Calls	% Resolved 31 January 2013	% Resolved 31 January 2012	Resolution trends January 2012 to 31 January 2013
National Departments and Agencies	4 001	36 427	1 047	40 428	90.10%	82.88%	7.22%
Presidency (First Line and Second Line)	36	74 883	48	74,919	99.95%	98.72%	1.23%
Province	13 301	25 901	2 781	39 202	66.07%	44.90%	21.17%
Total	17 338	137 211	829	154 549	88.78%	79.89%	8.89%

For the 154 549 cases logged as of 31 January 2013, the overall case resolution rate increased from 79.89% to 88.78% between January 2012 and January 2013. This is encouraging given that the Presidential Hotline started with a case resolution rate of 39% in

November 2009. Although an overall resolution rate of 88.78% is relatively good, the majority of the 17 338 unresolved cases are with provinces and a small group of national departments. Efforts will have to be intensified to improve the case resolution rate further.

Of the 40 428 cases referred to national departments, the Departments of Home Affairs, Human Settlements, Labour, Justice, South African Social Security Agency (SASSA) and Social Development can be singled out as departments that receive high volumes of queries, but have consistently been performing well in terms of responsiveness. Departments dealing with high numbers of cases and have shown significant improvements in the period 31 January 2012 to 31 January 2013 are: Rural Development (improved from 56.92% to 83.02%), South African Police Service (SAPS) (improved from 47.25% to 80.74%), Correctional Services (improved from 41.25% to 98.68%), and Public Enterprises (improved from 65.02% to 99.01%).

All provinces improved their case resolution rate between January 2012 and January 2013, with an average increase of 21.17%. However, this improvement is from a very low performance base of 44.9% in January 2012 to 66.07% as of 31 January 2013. The provinces of Limpopo, Free State, Western Cape and Northern Cape have above 80% resolution rates. KwaZulu-Natal, Gauteng, Eastern Cape, Mpumalanga and North-West receive high volumes of cases and have low resolution rates. KwaZulu-Natal has 4 823 unresolved cases, Gauteng has 2 623 unresolved cases, Eastern Cape has 2 815 unresolved cases, Mpumalanga has 1 433 unresolved cases and North West has 1 250 unresolved cases. It must be noted though that the resolution rates of these provinces is improving month-on-month, although not at the rate required to substantially address the backlog in cases.

During October to December 2012, 9 598 citizens were called to survey their level of satisfaction – many were not contactable on the contact numbers they provided, but 3 211 citizens participated in the survey. The results are that 54% rated their satisfaction as high, 10% as average and 34% as poor. These surveys will now be on-going.

For 2013:

- **All provinces and national departments are encouraged to ensure that appropriate case resolution systems and processes are in place so that the responsiveness of the Presidential Hotline to citizens can be improved.**
- **Hotline information should be regularly analysed by departments, provinces, and municipalities to influence service delivery planning and implementation. Departments and provinces are encouraged to use the electronic case management system not only to report on progress with solving cases, but also as valuable data to determine what the trends are for concerns of citizens, both in terms of what people are concerned about and which locations these concerns emanate from.**
- **Monthly surveys are now conducted to assess the level of citizen satisfaction with case resolution. Departments are encouraged to pay attention to the quality of responses and not compromise on quality in the pursuit of good responsiveness figures.**
- **Regular performance reports per department and province to Cabinet and PCC will continue.**

Strengthening citizen-based monitoring (CBM) in government department

The process of citizens working jointly with government to produce information about service delivery performance, fosters active citizenry and contributes to building a capable and developmental state. To date, the focus has been on putting in place the internal architecture of government's performance monitoring system. The next challenge for strengthening government's monitoring system is the systematic collection of citizens' experience of government services and the systematic use of this evidence to improve performance.

During 2012, DPME has developed a framework to support government departments (in particular those that deliver services to the public) to institutionalise ways to bring the views and experiences of citizens into their monitoring and evaluation systems. Based on this framework, a support programme is being established in 2013. The effort is focused on supporting sector departments to (i) understand the value and importance of the citizen voice in monitoring service delivery, (ii) develop implementable tools and models and (iii) find ways to ensure that this monitoring information drives improvements.

The programme will consist of:

- (i) A policy process that starts with the framework (Framework for Strengthening Citizen Involvement in Monitoring Government Service Delivery) and aims to produce a policy recommendations report in 2015/16. A second draft of the framework was completed at the end of November 2012. It is the product of an intensive consultation process with government and civil society. In summary the consultations involved:
 - One-on-one consultations with 12 government departments and state institutions (SAPS, Health, Home Affairs, DPSA, PSC, DBE, DSD, SASSA, Cogta, DPME and National Treasury)
 - One-on-one consultations with 13 CSOs and non-state organisations (Afesis-Corplan, Black Sash, Cell-Life, Isandla Institute, Good Governance Learning Network, Clear, HIV-911, PlanAct, Seri, Project Lungisa, PARI, World Bank and GIZ)
 - Presentations and discussions with the National and Provincial M&E forums (18 departments)
 - 205 comments received from 11 state and non-state respondents and incorporated into the second draft of the framework.
 - A total of 84 people consulted in the development of the framework

The framework was approved by Minister Collins Chabane for submission to Cabinet.

- (ii) An action learning programme involving pilots with South African Police Services (SAPS), Department of Social Development (DSD) and the Department of Health (DoH). The three Directors General of these departments have formally committed to the pilots and intensive design work has commenced with the three departments. The pilots will provide the opportunity to test ways to give life to the principles set out in the framework and contribute to the emergence of constructive partnerships between citizens, civil society and government. The

model has four equally important focus areas: (i) Tools that are used to gather monitoring data, (ii) processes to analyse this data, (iii) the selection and implementation of actions to respond to the analysis and (iv) feedback to various stakeholders, including citizens, facility officials and the performance monitoring system.

- (iii) A knowledge sharing programme that will create learning opportunities and knowledge products to support the uptake of CBM. CBM practices will be documented and opportunities will be created for sharing lessons and experiences. During 2013, baselines for the pilots will be done, tools for the monitoring partnership will be developed and learning exchanges will be implemented for those involved in the pilots.

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