

Presidential Frontline Service Delivery Monitoring

FSD Case Study¹

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Document Owner	DPME: FSDM	Version	1

Case Study Title: An analysis of the incorporation of Frontline Service Delivery Monitoring into the strategic operations of the South African Police Service

Purpose: The purpose of the study is to share with other FSDM stakeholders the goals, processes, challenges, lessons learned and recommendations stemming from the strategic elevation of the Frontline Service Delivery Programme by the South African Police Service.

Target Audience: Department of the Premier, National Sector Departments, Provincial Sector Departments, Agencies and Department of Planning, Monitoring and Evaluation, South African Police Service

Glossary:

FSDM	Frontline Service Delivery Monitoring
DPME	Department of Planning, Monitoring and Evaluation
M&E	Monitoring and Evaluation
MTSF	Medium Terms Strategic Framework
NDP	National Development Plan
OBP	Outcomes-based Priorities
SAPS	South African Police Service

EXECUTIVE SUMMARY

The FSDM Programme aims to improve the quality of service delivery at frontline facilities through various assessment and planning processes. The Programme collaborates with several sector Departments, one of these being the South African Police Service. The SAPS has embarked on their own FSDM project, as based on the assessment criteria utilized by the DPME: FSDM Programme. This project of the SAPS, still being implemented, aims at improving service delivery through the standardization of infrastructural aspects, skills development and capacity building of SAPS officials, as well as the enhancement of stakeholder relationships. Through the positioning of the project at several strategic levels, the project has been able to improve accountability across National, Provincial and local levels. This project, and its eventual impact, serves as an important guideline for other departments, as well as the DPME in refining its own processes going forward.

1. Basic Information

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Municipality	City of Tshwane Metropolitan Municipality
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Key Themes	Strategic Management, Accountability, Strategic Planning, Monitoring and Evaluation, Service Delivery Improvement

2. The Strategic Elevation of FSDM in the SAPS

Background / Context:	<p>The South African Government made a commitment to its citizens to improve the quality of service delivery at its facilities. This is emphatically stated in Outcome 12 of the Outcomes-based Approach that was adopted in 2010.</p> <p>Outcome 12 focuses on an efficient, effective and development-oriented public service. As part of building a capable and developmental state, this outcome aims to address the unevenness in the capacity of government services which leads to uneven performance in the public sector.</p>
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	<p>In order to achieve some of the goals of this outcome, the Department of Planning, Monitoring and Evaluation (DPME) launched the Frontline Service Delivery Monitoring Programme in 2011. This programme aims to facilitate improvements in public service facilities by assessing the quality of services and assisting facilities in the development and implementation of improvement plans. Eight (8) key sectors were identified for monitoring, and the South African Police Service (SAPS) was one of these.</p> <p>The SAPS has incorporated the FSDM Programme into its strategic operations across various levels. A dedicated FSDM Project has been developed and launched by SAPS in response to the initial FSDM findings made to Cabinet in 2012. This projects aims at standardizing the quality of service delivery across all police stations, and is set to continue up to 2019.</p>
Problem statement	<p>The processes by which the FSDM programme was elevated into the strategic structures of the SAPS can serve as good practice or benchmarks for other Departments and organizations. This case study seeks to trace those processes, assessing the various successes, challenges and developments of the SAPS FSDM project and the piloting of this project.</p>
Approach to the Case Study	<p>The Strategic Elevation of FSDM in the SAPS was assessed via the following methods:</p> <ul style="list-style-type: none"> • Desktop research; • Semi-structured questionnaires completed by relevant SAPS officials; and • Semi-structured focus group discussion with relevant SAPS officials.
What is the FSMD Project in the SAPS?	<p>This project is about improving service at the frontline facilities of the SAPS. It serves as a response to government policies on the transformation of the public service. It is one of the key vehicles of the SAPS to operationalize various government policies.</p>
Legislative context for the FSDM Programme	<p>The FSMD Programme stems from several legislative and policy documents, all aimed at improving service delivery and transforming the public service. The following documents form part of the framework utilized in the development of the FSDM Pilot:</p> <ul style="list-style-type: none"> • The Constitution of the Republic of South Africa; • The White Paper on Transforming of the Public Service; • Chapters 12 and 13 of the National Development Plan (2030); and • Batho Pele Principles.
What does the FSDM project look like?	<p>The project, as developed by the SAPS in line with the assessment areas of the DPME's FSDM programme, is aimed at improving the quality of services to users at its frontline points. The programme also aims to improve the back-office operations of the SAPS.</p> <p>The programme, though not fully institutionalized as yet, is being piloted, and aims to:</p> <ul style="list-style-type: none"> • Ensure that SAPS service points are accessible and standardized to adequately support professional policing • To provide professional, standard, quality-based and accountable services to the people of South Africa • To ensure that personnel operate in a professional environment.

<p>Deliverables of the project</p>	<p>The SAPS FSDM Project focuses on the following service delivery improvement dimensions</p> <ul style="list-style-type: none"> • Individual officers as employees • Physical touch points (the environments) • Quality of services delivered • Stakeholder engagements <p>The project has four key deliverables:</p> <p>(i) Accessibility to all communities: This focuses on making police services accessible to all communities, and entails improvements in terms of internal and external signage of the stations, CSC monitor displays, and the supply of victim friendly facilities.</p> <p>(ii) Provision of professional and accountable service: This deliverable focuses on capacitating police officials to deliver improved, quality services. The areas of attention here include training and development on key aspects such as change management and customer service, development and implementation of service delivery charters, implementation of technological developments to facilitate service delivery, and improvement of queue management and complaints management systems.</p> <p>(iii) Improvement of station facilities: This focuses on improving the infrastructure of police stations. This could be the improvement of existing police stations (in line with the Capital Works Programme of the SAPS), building new stations where necessary, and prioritisation of rural police stations. All stations will be improved to adhere to certain standards, such as accessible CSC's, standardized signage, provision of back up services, etc.</p> <p>(iv) Effective Engagement of Relevant Stakeholders: This deliverable entails the mobilization of stakeholders to improve service delivery. This will be done through the establishment of functional community police forums, engagements and mobilization of business, traditional leaders and civil society as well as other government departments. Customer satisfaction also plays a key role here, such as community engagements through the Citizen-Based Monitoring model.</p>
<p>Timelines of the project</p>	<p>The project has a lifespan of 5 years, starting in 2014/2015. At the conclusion, it would have been implanted across all the police stations across the county.</p> <p>The pilot stage runs during 2014/2015 and 2015/2016, focusing on 9 pilot stations, one in each province. This pilot phase will inform the rest of the project going forward.</p> <p>The second phase of the project will be implemented in approximately 500 stations during the 2014/2015 – 2018/2019 MTSF period. These will be provincially prioritized stations, based on several considerations in terms of the service delivery dimensions as mentioned above.</p> <p>The final stage, which comprises 631 stations, will also be implemented during the 2014/2015 – 2018/2019 MTSF period.</p> <p>An evaluation of the project will be carried out – this is still being planned.</p>

<p>The impact of FSDM project on SAPS</p>	<p>The programme, thus far, has had the following impacts on the SAPS:</p> <p>(i) At National level, the Programme has focused the Department on the development of a viable service model to ensure smarter, professional policing and an appropriate, supportive service environment. The establishment of a dedicated FSDM unit within the CD: Strategic Management ensures that the activities and strategic planning activities of the SAPS are aligned to improve service delivery at the coal face of interaction. This can be seen in the recognition of the programme in the Annual Performance Plans of the SAPS, as well as the Strategic Plan of the SAPS</p> <p>(ii) At a provincial level, the pilot stations have been provided with more resources, as well as training opportunities for staff. The programme has also led to improved relationships between stations and local stakeholders, such as other Government Departments, Community Policing Forums, traditional leaders, etc.</p>
<p>Managerial Arrangements</p>	<p>The programme is managed by the Chief Directorate: Strategic Management in the National SAPS. Thus CD reports to the National Police Commissioner, who is accountable for the programme.</p> <p>At a provincial level, station commanders report the Provincial Police Commissioners, who in turn are accountable to the National Office;</p>
<p>Reporting structures</p>	<p>The programme is driven from the National Office, and this office is responsible for providing directives, policies and guidelines for the implementation of the programme. This office developed the project framework to guide the implementation of the programme.</p> <p>Provincial offices are responsible for the implementation and monitoring of the programme at station level. The provincial offices provide guidance to the Police Stations.</p> <p>The Stations are responsible for the implementation of the programme, and reporting to the Provincial offices. This is done by the Station Commanders.</p>
<p>Successes</p>	<p>Although the programme is still being implemented, and the pilot has not been finalized, some of the successes of the programme in the pilot stations include:</p> <ul style="list-style-type: none"> • Pilot stations have been provided with more resources (human and physical), and have been improved in line with SAPS Corporate Standards; • Installation of internal and external signage to enhance visibility; • Establishment of functional community policing forums; • Roll-out of a Change Management Programme to staff members as supported by Old Mutual; • Roll-out of a Project Management Programme for all station commanders; • Completion of Data Integrity initiatives in all stations; • Internal climate study of staff morale; and • Improved relationships with local stakeholders;

Challenges	This is a resource intensive project that requires financial and human resources to successfully implement it. The project has created significant expectations both within the SAPS as well as community members, which have to be carefully managed as the project is to be implemented in phases due to the resource constraints experienced by the SAPS.
Lessons learned	Some of the key lessons learned during this investigation: <ul style="list-style-type: none"> • A focus on local service delivery facilities can assist oversight bodies to understand local challenges better. This consequently leads to improved planning and strategic decision making that in turn improves quality of service delivery at grass-roots level; • Proper planning of improvement projects, and the elevation of these projects to strategic planning and executive levels facilitate the implementation of these projects and contribute to their successes; • Engagements with internal and external stakeholders play a crucial role in the implementation of improvement projects
Recommendations	It is recommended that an evaluation be done on the project after the conclusion of the pilot. This will not only inform the project and its implementation going forward, but will also serve as an informational resource for other departments, including the DPME. It can be used to inform resource allocation and strategic decision making. It is also recommended that the DPME: FSDM programme participate in some of the visits conducted by SAPS National to some of these police stations to observe the project in action, and also utilize the information for its own planning purposes. The outcomes of the project should be monitored by both DPME and the SAPS as this will inform the improvement processes and projects of both institutions going forward.

3. References

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Further Reading:	<ol style="list-style-type: none"> 1. DPME Frontline Service Delivery Monitoring Guideline 4.2.8: Guidelines for selecting, collecting data and drafting case studies; 2. The National Development Plan 3. Concept Document: Frontline Service Delivery in the South African Police Service 4. South African Police Service Strategic Plan: 2014-2019 5. FSDM Programme Framework Plan 2015

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