



Department of Planning, Monitoring and Evaluation

FRONTLINE MONITORING ANNUAL WORKSHOP

POSITIONING FRONTLINE MONITORING TO ADDRESS SERVICE DELIVERY BARRIERS

Date: 20 - 21 November 2017 | Venue: Birchwood Hotel and Conference Centre, Kempton Park, Gauteng



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Since 2011, DPME has implemented frontline monitoring in

70



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Since 2011, DPME has implemented frontline monitoring in

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FRONTLINE SERVICE DELIVERY MONITORING (FSDM)



Frontline Service Delivery Monitoring (FSDM) programme is a facility monitoring exercise collaborating with the Offices of the Premiers in all nine provinces. It commenced its monitoring activities in 2011, the focus being on the frontline service standards that are aimed at improving service delivery and to date over 900 facilities have been monitored. The intention of the FSDM Programme is not to cover all facilities, but to demonstrate the value of on-site monitoring to selected facilities. The key message from the FSDM initiative is that responsible departments need to strengthen planning and monitoring for facility-level service delivery by ensuring that norms and standards are in place, realistic and monitored daily.

The implementation of the Frontline Service Delivery Monitoring Programme has evolved since its inception in 2011, accounting for some of the reformed frontline operations in creating a responsive public service that is caring to the needs of the public. FSDM augments and verifies other routine monitoring systems in government by highlighting basic weaknesses in management and operations systems, need for interdepartmental coordination and the needed synergies between the frontline and back office staff for greater responsiveness and accountability of the state. This is done by consciously building and sustaining the efficiency and effectiveness of management and operation systems at the frontline point of service delivery in support of outcome 7 and 12 respectively; and the related sub-outcomes and outputs through monitoring visits to service delivery facilities that directly interface with the public.

How the FSDM programme works?

The Frontline Service Delivery Monitoring (FSDM) initiative is aimed at strengthening the monitoring practices of field-level managers and their supporting decision makers in head offices. The programme is implemented jointly with all nine Offices of the Premier.

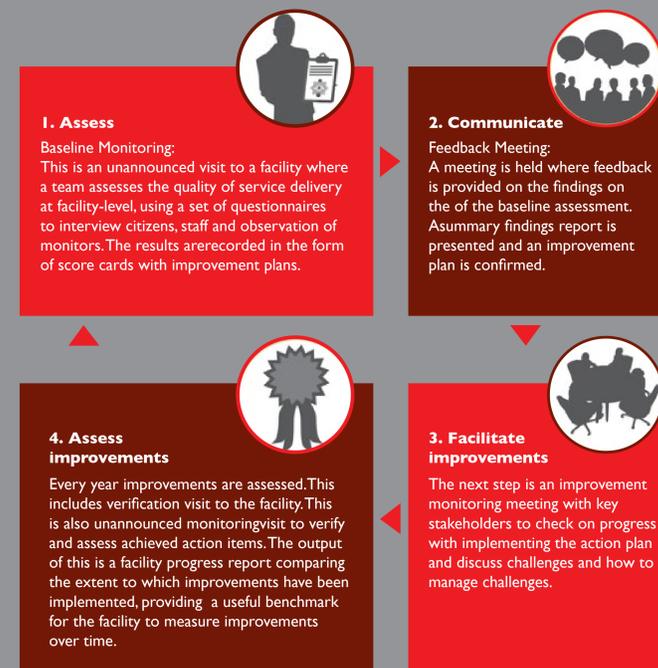
The initiative:

- Demonstrates to Offices of the Premier and sector departments the value of on-site verification of reported results.
- Demonstrates the value of collecting monitoring information from different sources including users, staff and monitors.
- Demonstrates how to use evidence collected at facility level for catalysing improvements.

Conducting improvement monitoring encourages a culture of valuing regular on-site monitoring and verification as a source of evidence for decision making and using the evidence for quick decision making as well as systemic changes. Facilities that are monitored:

We monitor nine types of frontline service delivery sites:

Courts, Drivers licence testing centres, Home Affairs offices, Hospitals and clinics, Municipal customer care centres, Police stations, SASSA offices, Schools, NYDA



The focus on facility monitoring

| | | |
|--|---|--|
| Location and Accessibility <ol style="list-style-type: none"> 1. Accessible distance 2. Physical premises fit for purpose 3. Resource to provide service | Visibility & Signage <ol style="list-style-type: none"> 1. Signage to facility 2. Signage within facility 3. Signage in local language 4. Service offering information | Queue Management & Waiting times <ol style="list-style-type: none"> 1. Queue management systems 2. Waiting times 3. Special provision for users with special needs |
| Dignified Treatment <ol style="list-style-type: none"> 1. Courteous, dignified and respectful service 2. Language of choice 3. Efficient and responsive officials 4. Easily recognisable staff 5. Information about service requirements and processes 6. Awareness of service charters and standards | FSDM TOOL KPA AND PA | Cleanliness & Comfort <ol style="list-style-type: none"> 1. Cleanliness and maintenance of facility 2. Suitable waiting area 3. Child friendly services (courts only) 4. Accessible, clean and functional ablution facilities |
| Safety <ol style="list-style-type: none"> 1. Safety and security measures 2. Safety procedures 3. Safety of records 4. Access control | Service availability and efficiency <ol style="list-style-type: none"> 1. Display of operational hours 2. Adherence to operational hours 3. Service efficiency | Complaints and compliments/ Citizen experience <ol style="list-style-type: none"> 1. Awareness of complaint lodging mechanisms 2. Availability of complaints and compliments lodging systems 3. Citizen satisfaction |

FSDM Coverage

| Province | DLTC | Education | Health | Home Affairs | Justice | MCCC | SAPS | SASSA | Youth | Totals |
|---------------|-----------|------------|------------|--------------|-----------|-----------|------------|------------|-----------|------------|
| EC | 5 | 8 | 18 | 8 | 7 | 7 | 10 | 10 | 2 | 75 |
| FS | 10 | 25 | 17 | 9 | 10 | 12 | 10 | 7 | 1 | 101 |
| GP | 12 | 57 | 63 | 13 | 9 | 18 | 30 | 23 | 4 | 228 |
| KZN* | 5 | 7 | 14 | 8 | 7 | 5 | 6 | 6 | 1 | 59 |
| LP | 12 | 14 | 22 | 10 | 9 | 9 | 11 | 9 | 2 | 98 |
| MP | 12 | 13 | 20 | 11 | 9 | 4 | 13 | 13 | 1 | 96 |
| NC | 4 | 12 | 22 | 7 | 9 | 11 | 8 | 10 | 1 | 84 |
| NW* | 5 | 15 | 18 | 4 | 5 | 5 | 11 | 11 | 1 | 75 |
| WC | 5 | 13 | 18 | 9 | 8 | 6 | 11 | 11 | 1 | 81 |
| Totals | 70 | 164 | 212 | 79 | 73 | 77 | 110 | 100 | 14 | 899 |

* Monitoring started in 2012



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THE DEPARTMENT OF PLANNING, MONITORING AND EVALUATION FRONTLINE MONITORING SYSTEMS

In response to several emergent needs, DPME has undergone a strategic reorganisation and streamlining of its programmes in line with the dynamic landscape to improve the efficiency and ability to deliver on its mandate. As a result all four monitoring programmes of DPME namely (i) Presidential Hotline, (ii) Frontline Service Delivery Monitoring, (iii) Citizen-based Monitoring and (iv) Izimbizo/Siyahlola have been strategically reorganised to facilitate frontline service delivery collaboratively to augment and verify other routine monitoring systems in DPME and in government.



Presidential Special Projects

The special projects unit was established to provide support to political principals in the following programmes across all the nine provinces:

- **Siyahlola:** Focused monitoring in line with government's priority outcomes
- **Izimbizo:** Direct engagement with communities on needs and quality of government services
- **Youth Development and Career Expos:** Platform for young people to connect with public and private institutions and be exposed to developmental opportunities
- **Monitoring visits:** On-site monitoring of active projects to unlock challenges and launch completed projects.
- **Service Delivery Complaints:** Investigation of critical/ key service delivery issues around the country, including pro-active monitoring approach.

How Presidential Special Projects works?

Preparatory Arrangements

- Undertake preliminary assessment of the critical issues relating to the area and government priority outcome
- Participate / coordinate the planning meetings to scope the visit, identify sites and prepare programme for the day
- Prepare briefing notes / environmental scan report for the political principals

The Visit

- Anchor the Presidential / Ministerial delegation
- Prepare a detailed report on the visit

Sustainable Intervention / Post Monitoring

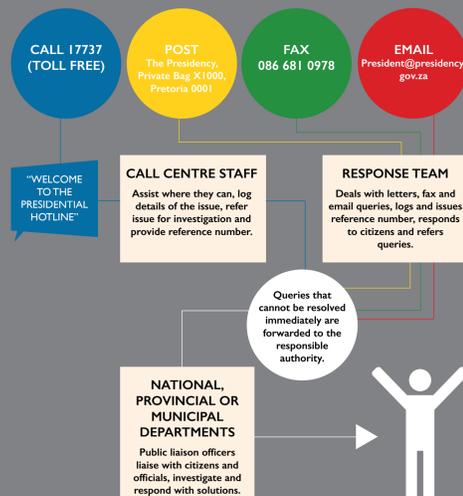
- Develop an action plan on commitments made, community concerns raised, with time frames
- Communicate commitments made and recommended interventions to relevant departments / municipalities.
- Establish intergovernmental structures to monitor commitments and issues raised
- On-site monitoring visits for verification
- Quarterly reports to the offices of the political principals and management structures on projects performance
- Facilitate formal handover and closure of projects



Presidential Hotline

Presidential Hotline, established in 2009, is a platform for citizens to lodge service delivery complaints, make enquiries, offer suggestions, compliments and continue to impact positively on the lives of ordinary citizens. Presidential Hotline has a very established and well-coordinated stakeholder network in the form of Public Liaison Officers posted in all provinces, government departments and municipalities to promote cooperation and collaboration between stakeholders. Presidential Hotline also conducts awareness campaigns during Presidential Izimbizo and outreach programmes.

How Presidential Hotline works?



Citizen-based Monitoring (CBM)

DPME's citizen-based monitoring (CBM) programme supports government departments to focus on the views and experiences of communities when they monitor plans and programmes. The CBM programme responds to the following problem statements:

- Monitoring systems and practices of sector departments are largely dependent on government monitoring itself
- Citizen-government monitoring mechanisms at service delivery site level are generally weak or absent
- Low levels of trust currently exist between organised civil society and government around service delivery monitoring

How CBM works?

Community and staff feedback

Responding to citizen priorities

Monitoring commitments

Tools for 3-step method:

1. Questionnaires for police, health, SASSA and DSD facilities, Local government planning, CBM Tools
2. Guidance on how to implement 3-step CBM method (see www.dpme.gov.za/cbm) including:
 - Recruiting and training community survey team
 - Producing citizen feedback reports
 - Facilitating root cause analyses and development of commitment charters
3. On-line report generating tool
4. Video presenting DPME CBM fieldwork



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How FSDM works?



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