



planning, monitoring & evaluation

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

Frontline Service Delivery Monitoring: Case Study

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Case Study Title: Deployment of Senior Management in the Department of Justice and Constitutional Development to service delivery facilities

Purpose: The case study is intended to explore the methodology employed by the DoJ&CD to deploy trained senior management to service points of the department with the mandate to address service delivery challenges on site as per Project Khaedu requirements.

Target Audience:

Glossary:

FSDM	Frontline Service Delivery Monitoring
DPME	Department of Planning, Monitoring and Evaluation
DoJ&CD	Department of Justice and Constitutional Development

EXECUTIVE SUMMARY

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1. Basic Information

Institution Name	Department of Justice & Constitutional Development
Town	Pretoria
Municipality	Nationally applicable
Province	Nationally
Contact	Ms Emily Mlangeni Organisation: DoJ&CD Telephone: 0123151956 Email: emlangeni@justice.gov.za
Key Themes	Strategic Management, Accountability, Strategic Planning, Monitoring and Evaluation, Service Delivery Improvement

2. BACKGROUND

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> <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 Department of Justice and Constitutional Development, as represented by Magistrate Courts, was one of these.</p> <p>The Department of Justice & Constitutional Development has developed an effective mechanism through which senior management of the department is deployed to address challenges in service points as part of the Project Khaedu.</p>
Problem Statement and Rationale for Project Khaedu	<p>The Cabinet mandate of 4 August 2004 mandated that all SMS members should, during each performance review cycle, spend time observing and solving service delivery issues at the 'coal face' as part of the senior management service delivery challenge. 3.5 In order to make the deployment meaningful should undergo 5 days of theoretical training as well as another 5 days practical through the Khaedu Service Delivery Challenge which will precede the coal face deployment.</p> <p>In the absence of a strategy to guide the deployments within the Department, such deployments would be futile and not be controlled.</p>
Approach to the Case Study	<p>The best practices in the deployment of senior management by the DoJ&CD was assessed via the following methods:</p>

	<ul style="list-style-type: none"> • Desktop research; • Semi structured interviews with officials;
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3. DISCUSSION

<p>Service Delivery Improvement in DoJ&CD</p>	<p>The Service Delivery Improvement Programme for DoJ&CD has the primary purpose of establishing mechanisms for continuous improvement of service delivery, monitoring and evaluation of the set standards for implementation of service delivery within the Department. The programme is structured as follows:</p> <div style="text-align: center;"> </div>
<p>Linkages to NDP, MTSF, SDIP (Khaedu)</p>	<ul style="list-style-type: none"> • Section 32 of the Constitution of the Republic of South Africa, 1996 (as amended) provides for the universal rights to information held by the state to facilitate the exercise or protection of any right by citizens. For example, the right to access public services in an equitable, convenient and cost effective manner. • The Batho Pele White Paper on Transforming Public Service Delivery 1997, states that a transformed South African public service will be judged by one criterion above all: its effectiveness in delivering services which meet the basic needs of all South African citizens. Improving service delivery is therefore, the ultimate goal of the public service transformation programme. The Batho Pele White Paper therefore seeks to introduce a customer-orientated approach that puts people first. • The Project Khaedu contextual framework was designed around the need to address the problem of service delivery in the country by exposing SMS/MMS members from all national and provincial departments to the service delivery

	<p>challenges at the coalface. It was envisaged that this will ensure that the policies they formulate and develop in future will be sensitive to the realities on the ground. It was also meant to equip senior managers with a basic management toolkit for problem identification, analysis and resolution of the service delivery problems at the coalface, with an understanding that the knowledge and experiences gained will be effectively used at their workplaces after the deployment from the coalface where they were expected to only spend a week during each performance review cycle.</p> <ul style="list-style-type: none"> • Chapter 4 of the SMS Handbook in (Performance Management and Development) states that “As part of development as well as to strengthen Batho Pele, all SMS members must be exposed to the coalface of service delivery for a period of at least 5 days in a particular financial year. This must be incorporated into their Performance Agreements as one of their Key Performance Areas accounting at least for 5% of the overall performance areas.
Strategy	<p>Training of the Senior Management was the precursor to successful deployment. A plan to have all senior managers trained was discussed with the Office of the CFO and the budget was made available over a 2 –year period.</p> <p>The Department needed a contingent of Senior Managers to facilitate Deployments and four Senior Managers were identified to take up this role. A strategy was developed in consultation with the facilitators and approved by EXCO.</p> <p>The strategy has the following primary objectives as part of change management:</p> <ul style="list-style-type: none"> • All SMS members to incorporate compulsory deployment in their performance agreements as an integral part of their KRAs in line with the Cabinet Decision of 2004 and Chapter 4 of the SMS Handbook. • Deployment teams to implement interventions on site and monitor progress on the implementation of recommendations on a quarterly basis. • All Project Khaedu reports to be publicised on the Departmental intranet site as part of knowledge management as well as sharing of best practices, where applicable. • Monitoring of progress on a continuous basis
Deployment of senior management	<p>Annually, a deployment calendar is developed by the coordinating office, with each deployment allocated a deployment facilitator. The calendar is spread over a “deployment season” starting from July – February (over a financial year). The calendar is communicated early in the year so that managers can book such dates. The sites are identified in consideration of factors such as complaints, service delivery and performance challenge. The sites are determined in conjunction with the Regional Heads, Branch Heads and other relevant stakeholders. Over the past 3 years, the Department has been able to identify, based on the deployment reports, the top problematic areas and these are factored into all deployments e.g. collation of performance information.</p> <p>Prior to each deployment senior managers are provided with relevant information to guide the deployment</p> <p>The deployments take place over 5 days and on the 5th day, the report is tabled to the</p>

	management of the service point as well as the Region/ Branch.
Successes	<ul style="list-style-type: none"> • 80%¹ of senior managers are trained and have been successfully deployed • The department has transcended from just developing and tabling reports during Project Khaedu deployments, however during deployments senior managers are expected to implement interventions and follow-up. • Senior Managers identifying best practices and thus facilitating learning network visits outside the deployment
Challenges	<p>Some of the challenges experienced in the implementation of this initiative includes:</p> <ul style="list-style-type: none"> • Budgetary constraints, impacting on travel arrangements; • Changes in dates for the deployment of senior managers due to conflicting commitments; • The implementation of recommendations, in some instances; • Monitoring the progress of all sites already visited; and • Follow-through by deployed senior managers
Lesson Learned	<ul style="list-style-type: none"> • Project Khaedu should also focus on sharing best practices implemented at some service points to promote a learning network
Recommendations	<ul style="list-style-type: none"> • Project Khaedu to be incorporated into Performance Agreements • Develop a strategy to guide the processes • Sites chosen should not only focus on challenge but should also be used to draw best practices for replication to other sites

4. References

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¹ Percentage will fluctuate at any given time as a result of resignations/ retirements and new appointments.