



THE PRESIDENCY
REPUBLIC OF SOUTH AFRICA

DEPARTMENT: PERFORMANCE MONITORING AND EVALUATION

DPME Frontline Service Delivery Monitoring Guideline 4.2.7

A guide about the Frontline Service Delivery Monitoring Improvements Monitoring

Addressed to	DPME (FSDM), Offices of the Premier and Sector Departments
Purpose	The purpose of this guide is to provide standard operating procedures for how to conduct improvements monitoring meetings and re-scoring
Reference documents	FSDM Improvements Monitoring Template, FSDM Summary Report
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1. Introduction

The Improvements monitoring guidelines are aimed at providing a set of standard operating procedures for Improvements monitoring within the context of the DPME and Offices of the Premiers in the implementation of the Frontline Service Delivery Monitoring programme. The guidelines set out the rationale for improvements monitoring, the intended outcomes and the detailed approach for conducting improvements monitoring meetings and re-scoring visits.

2. Problem statement

Research conducted by the DPME shows that M&E has historically been a compliance activity, undertaken for vertical reporting, and not for improving performance. The FSDM's approach which is based on collecting baseline data, making follow up visits to develop improvement plans and lastly, the monitoring of improvements is therefore implemented to strengthen the M&E practices and to encourage the use of evidence for quick and decisive decision making as well as for systemic changes.

FSDM visits to facilities identified for improvements monitoring has over time indicated that after some time, the improvements implemented are not maintained nor monitored and things revert back (regress) to the original state found at the baseline stage. This practice is attributed to the lack of monitoring at the frontline and absence of accountability for quality of service rendered at the facility level. In addition, there is a high probability that

findings from the FSDM monitoring visits may not be acted on and that blockages identified may not be addressed in a quick and decisive manner.

Due to this, the FSDM initiative is progressively shifting its focus to the monitoring of improvements, to facilitate and monitor that the agreed actions are implemented. It is through this that the FSDM programme will continuously monitor those facilities selected for improvements monitoring to ensure sustainability of improvements.

3. Objective of the Improvements monitoring

The objective of FSDM in improvements monitoring is to facilitate improvements in the performance of targeted frontline service delivery sites and to drive the implementation of improvements at those facilities targeted for improvements monitoring due to poor findings. The focus is on facilitating a culture of change in government towards increasing use of evidence in policy making, planning and monitoring to inform improvements to plans and policies. Improvements monitoring focuses on identifying areas of weakness and to develop improvement plans with facility, district and provincial managers. Despite developing these plans with the assistance of the DPME, line departments are responsible for implementing the corrective measures.

Specific FSDM improvements objectives are:

- Instituting improvements urgently in severe cases identified through the FSDM monitoring visits, as a means of strengthening service delivery;
- Monitoring the implementation of improvement plans as developed by the line department together with DPME and OoP; and
- Monitoring the improvements in scores from the initial baseline visit scores with the scores after the implementation of improvement plans. The severity of the findings will however determine the level of DPME/OoP improvements monitoring oversight required over the implementation of improvement plans.

4. The approach and criteria for improvement monitoring¹

The Improvements Monitoring approach consists of 3 activities:

- Firstly, the DPME informs the national department (head office) senior management that a facility has been selected for improvements monitoring because of poor scores. The intention is for senior management to create an enabling and supportive environment in which facility-level managers can address the identified challenges.
- Secondly: a meeting is held at facility-level (led by DPME and OoP) to obtain progress with agreed improvements. The intention with this meeting is to facilitate acting on findings and to facilitate problem solving between the different role players.
- Thirdly: The unannounced monitoring of improvements are conducted, applying the same scoring questionnaire tool used for the first visit. A new score card is produced for the facility which reflects a longitudinal view of the scores, for each KPA, over time.

4.1 Criteria for selecting improvements monitoring facilities

The criterion for selecting facilities improvements monitoring is updated and reviewed yearly. This is in line with the fact that the process for improvements monitoring is influenced by the following factors:

- APP targets: The FSDM's APP targets for 15/16 state that 120 improvements monitoring visits (improvements meetings and re-scoring visits) will be undertaken. This includes new improvements monitoring facilities and old (previously re-monitored) improvements facilities.
- The dominant trends of the baseline monitoring visits. This means that each year, this section will be updated in line with the baseline findings and trends from the

¹ Not the same stakeholders who developed improvements plans attend the announced improvements meetings. The likelihood of interviewing the same citizens and staff is low. The timeframes is a minimum and provinces can motivate for longer periods.

current data collected from the baseline monitoring visits. In this regard, the 2015/16 approach will be influenced by the outcomes of the 2014/15 monitoring findings. Improvements monitoring processes of this current year (2014/15) will therefore be undertaken in the following FY year (2015/16). Only the selection of improvements monitoring sites will take place in this current year.

For 2015/16 for new improvements monitoring facilities, only those facilities that meet the following criteria will be monitored for improvements. Facilities that have the following scores:

- Staff scores will not be considered in selecting facilities that should be monitored for improvements as it is assumed that staff scoring creates room for biasness.
- If three (3) or more poor average (of citizen and monitor’s ratings) KPA ratings are achieved in one facility, then that facility will be re-monitored for improvements.
 - This is illustrated in the example as per below using visibility and signage, queue management and complaints management as average KPA ratings for facility X:
- An average KPA rating of between 1-1.4 (Poor) as rated by both citizens and monitors counts as 1 poor KPA rating as below:

Citizen								Monitor							
Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System	Location & accessibility	Visibility & Signage	Queue Management & Waiting Times	Dignified Treatment	Cleanliness & Comfort	Safety	Opening & closing times	Complaint Management System
3.0	1.3	1.3	3.7	2.0	2.0	2.7	1.3	3.0	1.3	1.3	3.7	2.0	2.0	2.7	1.3

- As per above :
 - Location and Accessibility average KPA rating =1.3 (Poor)
 - Visibility and signage average KPA rating = 1.3 (Poor)
 - Complaints and compliments system average KPA rating = 1.3 (Poor)

4.2 Improvements monitoring statistics for 2015/16

Based on the 2015/16 selection criteria for improvements monitoring these are the statistics for improvements monitoring facilities.

- New improvements monitoring facilities: 24 facilities were selected from the 2014/15 baseline visits (123 facilities). These facilities are as per the table below:

NEW FACILITIES FOR IMPROVEMENTS MONITORING SELECTED FROM 2014/15 BASELINE MONITORING VISITS (24)																													
Province	Sector	Facility Name	Date of baseline visit	Location and accessibility			Visibility and signage			Queue management & waiting times			Dignified treatment			Cleanliness & comfort			Safety			Opening and closing times			Complaints management system			Comments/ selection criteria	
				User	Staff	onitor	User	Staff	onitor	User	Staff	onitor	User	Staff	onitor	User	Staff	onitor	User	Staff	onitor	User	Staff	onitor	User	Staff	onitor		
EC	Education	Jikindaba Secondary School	23/07/2014	2.3	1.3	1.3	2.3	1.3	2.0	2.7	2.0	2.7	1.7	2.0	3.3	1.7	1.7	3.0	2.0	2.0	1.3	1.7	2.7	1.0	1.7	2.7	1.3	Met improvements criteria	
EC	Education	Tholang High School	29/07/2014	2.3	1.3	1.3	2.7	1.0	2.7	2.3	1.0	2.0	1.3	1.3	2.0	1.0	2.3	2.7	1.0	2.3	1.3	1.7	2.3	1.0	2.7	2.3	1.3	Met improvements criteria	
EC	SAPS	Bizana Police Station	24/07/2014	1.7	2.0	1.0	2.0	1.3	1.7	2.3	1.0	1.3	2.3	2.3	2.7	2.0	2.0	3.0	1.7	1.7	3.0	2.0	2.3	1.3	1.3	2.0	1.0	Met improvements criteria	
EC	SASSA	Ntabankulu SASSA	31/07/2014	2.3	1.3	1.7	2.0	2.0	2.0	1.7	1.0	2.3	1.3	3.0	3.3	1.7	2.0	3.0	1.7	1.7	1.3	2.0	2.7	1.3	2.0	2.0	1.0	Met improvements criteria	
EC	Education	Siwali JS School	22/07/2014	2.7	2.0	1.3	3.3	1.7	2.7	2.7	1.7	2.0	2.7	1.3	2.7	1.7	1.7	3.0	1.7	2.7	3.0	1.3	3.3	1.3	1.7	2.3	1.0	Proposed based on poor findings	
EC	Home Affairs	Mount Frere HA	25/07/2014	3.0	2.3	3.0	3.0	2.3	2.7	3.0	2.3	2.0	2.3	2.3	3.3	2.0	1.3	3.0	3.0	2.7	2.0	2.3	3.0	1.7	2.3	2.7	2.7	Proposed based on poor findings	
LP	DLTC	Ephraim Mogale DLTC	30/09/2014	2.0	1.3	1.0	3.0	1.7	1.7	2.0	1.3	2.3	1.7	1.0	3.3	2.7	1.3	2.7	1.0	2.3	1.7	1.3	1.7	1.7	1.3	1.3	1.0	Met improvements criteria	
NW	Education	Marikana Combined School	13/08/2014	2.0	1.0	1.7	2.0	1.0	1.7	2.3	1.0	1.7	1.3	1.3	1.7	1.0	1.3	2.0	2.0	1.7	1.3	1.7	2.3	1.0	1.3	1.3	2.0	Met improvements criteria	
NW	Education	Boijane High School	13/08/2014	2.0	1.3	1.0	3.0	1.0	2.0	2.3	1.0	1.7	1.3	1.3	3.0	1.0	2.0	2.3	2.0	1.5	1.0	1.5	2.5	1.0	2.0	1.5	2.0	Proposed based on poor findings	
NW	Education	Mmatope Primary School	13/08/2014	2.3	1.3	1.7	2.7	2.3	2.0	2.0	1.0	1.4	1.2	1.2	2.8	1.6	1.8	2.6	2.0	2.2	1.2	1.2	3.0	2.0	1.6	2.4	2.0	Proposed based on poor findings	
NW	Health	Dryharts Clinic	26/08/2014	1.7	2.0	2.0	1.3	1.0	1.7	1.7	2.0	1.3	2.7	3.0	2.7	1.7	1.5	1.3	1.3	2.0	1.7	1.7	2.5	2.3	1.0	2.0	2.0	Proposed based on poor findings	
NW	MCCC	Madibeng MCCC	19/06/2014	2.5	2.3	2.3	1.5	1.5	1.0	2.0	1.8	2.0	2.8	3.0	2.8	2.0	1.8	1.5	1.8	2.5	2.0	2.0	2.3	2.3	1.5	1.3	1.5	Proposed based on poor findings	
NW	MCCC	Kagisano Molapo MCCC	25/08/2014	2.0	2.0	2.5	1.5	1.3	1.8	1.0	1.0	2.0	2.5	3.0	2.8	2.5	2.0	2.0	2.0	2.0	2.3	2.0	2.0	2.0	2.0	1.3	1.5	1.8	Proposed based on poor findings
NW	Home Affairs	Brits Home Affairs	28/08/2014	1.5	2.7	2.0	1.5	2.0	2.0	1.5	2.7	1.7	2.8	3.0	2.7	1.3	1.7	1.0	2.3	2.0	1.3	2.0	2.3	2.3	1.0	2.3	1.0	Proposed based on poor findings	

NEW FACILITIES FOR IMPROVEMENTS MONITORING SELECTED FROM 2014/15 BASELINE MONITORING VISITS (24)																												
Province	Sector	Facility Name	Date of baseline visit	Location and accessibility			Visibility and signage			Queue management & waiting times			Dignified treatment			Cleanliness & comfort			Safety			Opening and closing times			Complaints management system			Comments/ selection criteria
				User	Staff	onitor	User	Staff	onitor	User	Staff	onitor	User	Staff	onitor	User	Staff	onitor	User	Staff	onitor	User	Staff	onitor	User	Staff	onitor	
FS	Home Affairs	Kroonstad Home Affairs	25/08/2014	2.7	2.0	2.0	2.0	2.0	2.0	2.3	2.3	1.5	2.7	3.0	3.0	1.7	2.0	2.0	2.7	2.0	2.0	2.3	2.5	2.5	1.0	2.0	2.0	Proposed based on poor findings
FS	Education	Tswelapele Ka Thuto Intermediate School	13/08/2014	2.3	2.0	2.0	1.0	1.0	1.0	2.3	1.7	2.0	2.7	2.7	2.5	2.0	1.3	1.0	1.7	2.0	1.5	1.7	2.0	2.0	1.0	2.0	2.0	Proposed based on poor findings
FS	DLTC	Sasolburg DLTC	18/08/2014	1.7	1.7	1.7	1.7	1.0	1.3	2.3	2.3	1.7	2.7	3.0	3.0	1.7	1.7	1.3	2.3	2.0	2.0	2.0	2.0	2.7	1.7	1.7	1.7	Proposed based on poor findings
FS	MCCC	Ngwate MCCC	11/07/2014	2.3	1.0	2.7	3.3	1.3	1.7	2.0	1.0	2.5	1.0	2.0	3.0	1.5	1.0	1.5	1.0	2.3	1.3	2.3	2.7	1.3	1.0	1.7	1.3	Proposed based on poor findings
MP	Education	Tshepeha Secondary School	19/08/2014	2.0	2.0	2.7	1.0	1.3	2.0	2.0	1.3	2.3	3.3	3.7	3.0	1.0	1.7	1.3	2.3	2.0	2.0	2.7	3.3	3.0	1.0	2.0	1.3	Proposed based on poor findings
MP	DLTC	Mkhondo DLTC	16/07/2014	3.0	1.7	3.0	3.7	2.0	2.7	2.7	1.0	2.3	1.0	2.7	4.0	2.0	3.0	3.7	1.0	2.7	2.0	2.7	3.0	2.0	2.0	3.0	1.0	Proposed based on poor findings
WC	Education	Langabuya Primary School	12/09/2014	2.3	2.0	2.3	3.3	2.3	2.7	3.0	2.7	2.0	2.3	2.7	3.0	2.0	2.0	3.3	2.0	2.3	1.3	2.0	3.0	1.7	2.7	2.7	1.7	Proposed based on poor findings
NC	Justice	Springbok Magistrate Court	14/08/2013	3	2	3	2	2	2	2	2	4	3	3	3	3	3	2	2	2	1	4	3	3	1	2	1	Proposed based on poor findings
NC	SAPS	Modderfontein Police Station	13/08/2014	1.4	2.0	2.2	2.2	2.2	1.8	2.6	1.2	1.5	2.0	1.8	3.3	2.5	2.3	3.3	2.3	1.7	1.7	2.3	3.0	1.7	2.3	3.0	1.0	Proposed based on poor findings
NC	SASSA	Mothibistad SASSA (Joe Morolong)	02/07/2014	2.7	1.3	1.7	3.0	1.3	2.3	1.7	1.3	3.0	1.0	2.7	3.3	2.0	1.7	3.0	2.3	2.7	1.0	2.0	2.3	2.0	2.0	1.7	1.3	Proposed based on poor findings

- For 2011/12 29 facilities were identified for improvements monitoring from the 135 facilities reported on. Due to the need for continuous improvements, these facilities have been re-monitored again in 2013/14;
- For 2012/13, 51 facilities were identified for improvements monitoring from 215 facilities monitored. These facilities have also been re-monitored in 2013/14 together with the 29 from 2011/12;
- From the 13/14 baseline visits, 43 facilities were identified for improvements monitoring.
- In 2014/15 (current year) 123 facilities were therefore re-monitored for improvements and this includes an additional 3 improvements facilities.
- In 2015/16 there's a target of 120 improvements facilities to be re-monitored by the FSDM programme. Due to the fact that there are already 123 improvements facilities that will need to be re-monitored from the historical list (2011-2013) in order to meet this target, some of the facilities will not be re-monitored by the FSDM programme (DPME) base on their performance since the first baseline.
 - These facilities are therefore taken out of the improvements monitoring list on the basis that they have shown improvements in scores over the 3 improvements monitoring cycle and significant improvements in terms of implementing improvement plans.
 - It is noted that should Provinces wish to re-monitor these facilities, they will need to utilise FSDM tools and follow the necessary quality assurance steps, if they are to be included as part of DPME reporting.

The following facilities will therefore, be taken out of the improvements monitoring list for 2015/16.

PROVINCE	SECTOR	FACILITY NAME	DATE OF BASELINE VISIT
Gauteng	Health	Rethabiseng Clinic	2012/06/21
Gauteng	Health	Ratanda Clinic	2012/09/25
Gauteng	SASSA	Springs SASSA	2011/07/03
Gauteng	SASSA	Bekkersdal SASSA	2011/07/27
Gauteng	Health	Ya Rona Clinic	2013/06/13
Mpumalanga	DLTC	Mapulaneng Testing Centre	2011/08/31
Mpumalanga	DLTC	Lydenburg DLTC	2011/08/30
Mpumalanga	Health	Prince Mkolishi CHC	2011/08/30
Mpumalanga	Justice	Arconhoek Magistrate Court	2011/08/31
Mpumalanga	SAPS	Mbuzini Police Station	2011/10/11
Northern Cape	Justice	Kimberly Magistrate Court	2011/11/10
Eastern Cape	Health	Komani Psychiatric Hospital	2013/05/20
Western Cape	Justice	Khayelitsha Magistrate Court	2012/04/23
Western Cape	Health	Strandfontein Clinic	2012/04/21
Western Cape	SASSA	Khayelitsha SASSA	2012/04/23
Western Cape	SAPS	T hembalethu Point Police Station	2012/04/23
Free State	SAPS	Fouriesburg Police Station	2012/08/02
Free State	MCCC	T swelopele MCCC	2012/09/13
Free State	MCCC	Kopanong MCCC	2012/09/14
North West	Health	Brits Hospital	2012/03/28
North West	DLTC	Ottosdal Traffic Office	2012/03/28
North West	SASSA	Wolmaranstad SASSA	2012/09/07
KZN	Home Affairs	Umzimkhulu Home Affairs	2012/06/18
Limpopo	MCCC	Makhado Municipality MCCC	2012/06/12
Limpopo	Health	Dilokong Hospital	2011/07/15
Limpopo	Health	Maphutha Malatji Hospital	2011/07/26
Limpopo	DLTC	Blouberg DLTC	2013/11/14

The table below highlights that the total for improvements monitoring visits for 2015/16 is 120. This is in line with the fact that from the historical list, 27 facilities were removed from a total of 123 improvements monitoring facilities and new improvements facilities (24) from the 2014/15 baseline visits were added. This is in line with the DPME target of 120 improvements visits in 2015/16.

Provinces are encouraged to do more improvements monitoring visits, should there be a need to do more. For DPME to report on these facilities, FSDM tools and quality assurance processes will need to be followed.

Figure 1: Total number of Improvements monitoring facilities 2015/16

Year	Number of improvements visits	Total
2011/12	29 (minus 10)	19
2012/13	51 (minus 14)	37
2013/14	43 (minus 3)	40
2014/15	24	24
Total improvements facilities for 2015/16		120

A detailed list is attached as annexure 4 below

4.3 Conducting Improvements monitoring visits

Improvements monitoring approach consists of the following two independent but related steps/processes.

- Improvements meeting: – a pre-arranged engagement with all stakeholders focusing on problem solving, uncovering of systemic challenges, confirming of short, medium, long term improvement actions, initial progress checking – walk about and collecting reports. An Improvements Monitoring Template must be used in the meeting to track progress and for walk about activities.
- Improvements re-scoring: - un-announced interviews of users and staff and scoring by monitors using the Improvements Monitoring Template.

For the two interdependent stages, tools that are utilised are listed in Annexure 2 attached. Improvements monitoring facilities are identified using selection criteria developed in line with findings of the preceding year and dominant trends across the sites monitored. Improvements monitoring is therefore undertaken in the year following that of the baseline

visits, and it is recommended that a **minimum of six (6) months** should pass before monitoring the facilities identified for improvements monitoring for the first time. Each facility identified for improvements will be visited twice, as part of the improvements monitoring processes described below:

4.4 Announced improvements monitoring meetings

The announced improvements monitoring meetings should take place at least six (6) months after the baseline monitoring visits. This is to ensure that enough time is allocated for the line departments to institute corrective measures as detailed in the improvement plans.

The announced improvements monitoring meeting should focus on tracking progress of the improvement plans developed as part of the feedback meetings and unearthing systemic challenges that may be hampering progress. The following stakeholders should be invited to be part of this meeting using the letter of invitation attached hereto as Annexure 1:

- Facility management;
- DPME/OoP;
- Sector district/regional management;
- Provincial management/representative from Provincial Management; and
- Official responsible for action item/s on the improvement plan (unless it is covered by the facility management).

In the improvements monitoring meeting, progress should be given by officials responsible for the action items. In instances where items have not been actioned, motivation and reasons will be documented. Items that have been implemented should be signed off at this meeting. Improvements monitoring meetings should be aimed at showing progress against identified items that need improvement. Attention should be paid to the following:

- Where all items as identified in the improvement plan have been fulfilled, that is, there has been progress to the satisfaction of all parties, there should be an agreement to sign off certification that the facility has improved in all areas identified. In this regard, the facility should be removed from the list of facilities identified for improvements monitoring.
- Where new items/issues (which were not listed as part of improvement plan) emerge during the improvements meeting, these issues should be packaged into the improvements re-scoring so as not to prolong the process of improvements

monitoring. These new issues should then be assessed with the facility management, which should write a report to the national and provincial management regarding the progress.

After the improvements monitoring meeting, in addition to tracking (ticking against) the actions on the improvement plan, the monitors should do a walk about at the facility and verify if the items as discussed in the improvements meeting were implemented or not.

The findings of the observation are to be recorded on the improvements monitoring comments section as these comments are to be referred to when the monitor goes for the un-announced improvements re-scoring visit.

4.5 Un-announced improvements monitoring re-scoring visit

Un-announced improvements monitoring visits (re-scoring) will be undertaken to improvements facilities after the announced improvements monitoring meeting. The purpose of this visit is to monitor the facility through re-scoring the eight key performance areas in the questionnaire. In re-administering the questionnaire the focus is on getting a second score (rating) for the facility, after the implementation of improvements.

In re-scoring the facility, **all key performance areas will be re-monitored (re-scored)**, **however, when it comes KPAs with action plans, progress since the baseline or previous monitoring is to be provided**. When new scores are entered into the new improvements monitoring template, a regression, no change or improvement analysis will be detailed as per the table below:

Figure 2: Improvements rating table

Rating	Baseline score	Improvement score	Description	Symbol
Poor	1	1	No change	→
		2	Improvement	↑
		3	Improvement	↑
		4	Improvement	↑
Fair	2	1	Regression	↓
		2	No change	→
		3	Improvement	↑
		4	Improvement	↑
Good	3	1	Regression	↓
		2	Regression	↓
		3	No change	→
		4	Improvement	↑
Very Good	4	1	Regression	↓
		2	Regression	↓
		3	Regression	↓
		4	No change	→

In re-scoring the facility, the outcomes of the improvements meeting, that is, what the monitor observed regarding progress on the implementation of corrective measures during the improvement meetings, will influence the rating that the monitor allocates to each performance area in the re-scoring un-announced visit. This means that the monitor's re-scoring ratings have more weight than the staff and citizen views. In other words, the monitor's second monitoring scores will have more influence of the improvements re-scoring outcome: they are considered more credible than staff and citizen scores at this stage.²

The improvements monitoring visits (re-scoring) should be un-announced and only the DPME and OoP are to be part of this visit. Facility management will be handed the re-scoring findings **before the FSDM monitors leave the facility** and District and Provincial management will be forwarded the re-scoring findings at least 7 days after the un-announced improvements monitoring visit. The un-announced improvements monitoring visits should be preceded by baseline visits and announced improvements monitoring meetings. For clarification of what should be included in the improvements monitoring exercise, refer to the checklist attached as Annexure 3.

4.6 Improvements monitoring facilities with severe findings

Improvements monitoring facilities that are found to have severe findings following a baseline visit will be immediately (within a month) followed up for the development of corrective measures and for setting up a task team to drive the development of the improvement plans. Facilities with severe findings will consist of the following:

- Facility findings indicate total operational system collapse³ and the findings are not the norm for that sector;
- Facilities with severe findings with scores of **ONLY** poor and fair in all eight key performance areas;
- Facility findings (*state of buildings, internal and external environment*) warrants immediate action due to posing a health and safety risk⁴ to the lives of citizens and staff.

² This is to recognise the fact that in most cases, citizens interviewed may not have an idea of what the facility was like during the first visit as the possibility of new citizens being interviewed are large.

³ The site operates totally different from the expected norm, that is, SASSA office has no grants application processes in place or pay-out system administration.

Improvements monitoring processes for facilities with severe findings are outside the normal FSDM exercises and will be driven by a task team consisting of DPME, OoP, facility management and regional stakeholders. These stakeholders are required to meet regularly - at least once a month, until the completion of the process to ensure the planning and implementation of the improvements plans. The line department is responsible for the implementation of improvements while DPME and OoP will provide leadership in terms of driving the planning process and will provide oversight over the implementation process. The implementation of these service delivery improvements will also depend on the availability of budgets in the implementing department.

5. Reporting

The DPME is responsible for drafting the summary report after the improvements monitoring re-scoring, which must be submitted to the facility management. The facility management is responsible for submitting the report to its stakeholders, especially the principals. It should be standard practice for such reports to reach the provincial management, as they were part of improvements monitoring meeting.

When high-level reports, such as mid-year and annual reports, are distributed, the provincial management of the line department should receive copies as they are decision makers. Notwithstanding the protocols, facility management also need to be kept abreast of the findings that affect their facility.

⁴ For example, black water leaking into service site, collapsed and leaking ceilings and piles of solid waste littered on facilities.

ANNEXURE 1: LETTER OF INVITATION TO IMPROVEMENTS MEETING**THE PRESIDENCY
REPUBLIC OF SOUTH AFRICA****DEPARTMENT: PERFORMANCE MONITORING AND EVALUATION**

**The DG
FSDM
Office of the Premier: Eastern Cape
Bhisho
Eastern Cape
Tel:
Fax:**

**Attention: Mr/s/Dr/
CC: Mr/s/Dr (District Manager and Facility Manager)**

REQUEST FOR IMPROVEMENT MONITORING MEETING: 24 JUNE 2014

The Frontline Service Delivery Monitoring Programme is a joint Department of Performance Monitoring and Evaluation in the Presidency (DPME) and Office of the Premier (OoP) initiative. Unannounced monitoring visits are conducted to assess the quality of service delivery in selected facilities.

On ..., unannounced monitoring visit was conducted at ...

Report on findings was produced and presented to the facility on ... During the feedback meeting an improvement plan was developed at the facility. It was indicated to the facility that another follow up meeting would be arranged in 2014 to allow the facility to give progress on the milestones as per the improvement plan.

It is therefore against this background that DPME is requesting a follow up meeting with your management:

Proposed date:**Time:**

This improvement meeting will be done by officials from the DPME-Presidency and the OoP Eastern Cape. We attach the copy of the findings report with the improvement plan for discussion. You are kindly requested to invite the relevant persons at the District Office. For any enquiries, please contact Ms Nonkululeko Solontsi @ 012 308 1443/078 019 4176.

Yours Sincerely

**Ms. B Leon
Head: Frontline Service Delivery Monitoring**

Date: -----

ANNEXURE 2: LIST OF TOOLS TO BE UTILISED FOR ANNOUNCED IMPROVEMENTS MONITORING EXERCISE

	Tool	Content	Purpose	Expected Outcome
1	Invitation letter	List of stakeholders invited and details of improvements monitoring meeting	To invite relevant stakeholders	Relevant stakeholders are represented
2	Improvements monitoring template	Improvement plans from feedback meeting	To have a reference point in tracking progress	For tracking milestones in improvements plans
3	Progress report	Comments made at walk about after the improvements monitoring meeting	To record observed progress immediately after improvements monitoring meeting	Link commitments from improvements monitoring meeting with improvements monitoring re-scoring
4	Improvements monitoring template	Scores and comments	To show improvements through ratings	Tracking of improvements after baseline visits
5	Improvements monitoring report	Report with scores and comments of the findings of a facility	To inform line departments of improvements/regression in a facility	Decision and action regarding the status of the facility

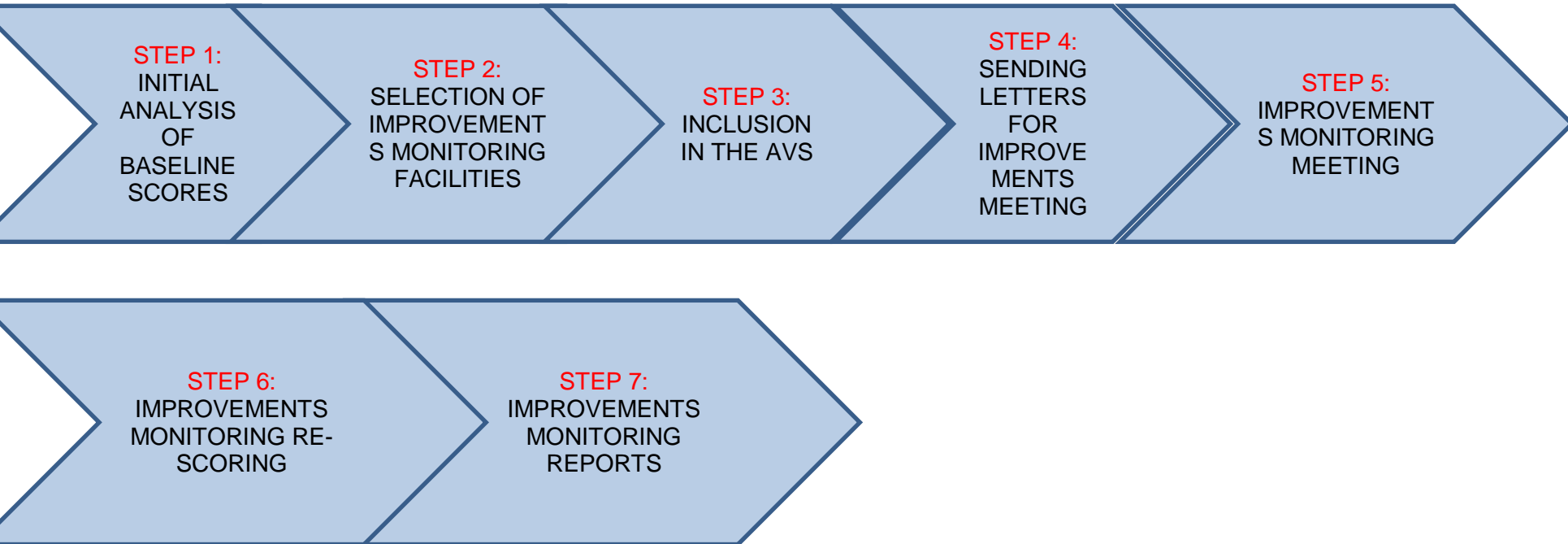
ANNEXURE 3: CHECKLIST FOR IMPROVEMENTS MONITORING EXERCISE

	Event	Purpose	Activities	Responsibility	Expected outcome	When to do it
1	Selection of facilities at which improvements monitoring will be conducted	List of facilities and number of facilities for improvements monitoring	Analysing scores for identification of poor and fair scores	DPME	Selection of facilities for improvements monitoring	In the year in which baseline visits are conducted
2	Inclusion of improvements monitoring facilities in the AVS	Coordinated and integrated planning	Draft a list of visits with dates, place and cost	DPME	Information of relevant stakeholders timeously	When AVS is drafted – prior to commencement of baseline visits
3	Sending of letters of invitation for improvements meetings	Invite all relevant stakeholders	Send letters to relevant stakeholders	DPME	Representation of relevant stakeholders	At least four weeks before the improvements monitoring meeting
4	Improvements monitoring meeting	Progress report of the commitments in the improvement plans	Tracking progress through improvement plan	DPME/Oop/Line Departments	Enhanced problem solving and a culture of responsibility	After a minimum of six months after the feedback meeting
5	Confirming progress (walk about in facilities)	Check progress against	Walk about and tick	DPME	Practical commitments	After the improvements

	Event	Purpose	Activities	Responsibility	Expected outcome	When to do it
		commitments in the improvements meeting				meeting
6	Improvements monitoring report (progress report after improvements monitoring meeting)	Recorded progress	Record progress against commitments	DPME	Achievable commitments	After the walk about
7	Circulation of improvements monitoring report ⁵					
8	Improvements monitoring re-scoring	Re-rating of the facility after baseline visits	Administration of the questionnaire	DPME	Inform policy makers of progress	At least a month after the improvements meeting
9	Drafting of improvements monitoring report	Indication of progress/regression of the facility	Draft report	DPME	Record of re-scoring	On the same day of the improvements re-scoring
10	Circulation of improvements monitoring report	Inform decision makers	Submit reports to line departments	DPME	Evidence for decision makers	Within seven days after improvements re-scoring

⁵ When the situation is out of the norm at the time of the meeting, this may call for the earlier circulation of preliminary reports

ANNEXURE 4: PROCESS FLOW FOR IMPROVEMENTS MONITORING EXERCISE



ANNEXURE 5: FINAL IMPROVEMENT MONITORING LIST

2015/16 IMPROVEMENT MONITORING FACILITIES (120)																												
Province	Sector	Facility Name	Date of baseline visit																									
Gauteng	SAPS	Alexandra police Station	28/07/2011	2	3	3	1	3	3	3	3	3	3	2	3	3	2	3	3	1	3	2	2	1	1	1	2	1
Gauteng	Education	Sapphire Secondary School	26/09/2012	3	3	3	2	2	1	N/A	N/A	N/A	3	3	3	2	2	1	3	3	2	2	2	2	1	1	1	1
Gauteng	Health	Sebokeng Hospital	25/09/2012	3	3	3	2	2	2	1	1	1	3	3	3	2	3	1	1	3	2	3	3	2	2	3	2	2
Gauteng	Health	Mohlakeng Clinic	23/10/2012	3	3	2	2	2	2	2	3	3	3	3	3	1	2	1	2	2	1	2	2	2	2	1	2	1
Gauteng	SAPS	Hammanskraal Police Station	21/06/2012	2	2	3	1	1	2	1	2	2	3	4	3	3	2	3	3	1	1	1	1	2	1	3	1	1
Gauteng	SAPS	Cullinan Police Station	22/06/2012	1	2	1	1	1	1	1	3	3	3	3	4	3	1	1	1	1	1	1	2	2	2	1	1	1
Gauteng	Justice	Heidelberg Magistrate Court	25/09/2012	3	3	3	2	2	1	1	1	1	3	3	3	3	3	3	3	3	3	3	1	1	1	1	1	1
Gauteng	SASSA	Tembisa SASSA	22/06/2012	3	3	2	1	2	1	2	2	1	3	4	3	2	1	2	3	1	3	3	3	3	1	2	1	1
Gauteng	Home Affairs	Alexandra Thusong Centre- Home Affairs	21/06/2012	3	3	3	2	2	1	3	3	3	3	3	3	1	1	1	2	2	2	1	1	1	1	1	2	1
Gauteng	SASSA	Soshanguve SASSA	17/08/2011	3	3	3	1	1	1	1	1	1	1	1	1	3	3	3	4	4	4	1	1	1	2	2	2	2
Gauteng	SAPS	Laudium Police Station	2011/11/08	3	3	3	1	1	1	2	2	2	3	3	3	1	1	1	1	1	1	3	3	3	2	2	2	2
Gauteng	SAPS	Ratanda Police Station	2011/11/08	1	1	1	1	1	1	1	1	1	3	3	3	2	2	2	1	1	1	3	3	3	2	2	2	2
Gauteng	SAPS	Etwatwa Police Station	2011/03/08	1	1	1	2	2	2	3	3	3	3	3	3	1	1	1	1	1	1	3	3	3	1	1	1	1
Gauteng	DLTC	Benoni Testing Centre	13/06/2013	1	1	1	2	3	2	4	2	1	4	4	3	1	2	2	1	3	1	3	4	4	1	3	1	1
Gauteng	Home Affairs	Alberton Home Affairs	14/06/2013	1	1	1	1	1	1	3	3	2	2	4	3	1	1	1	2	2	1	4	2	3	1	2	2	2
Gauteng	Home Affairs	Westonaria (Randfontein) Home Affairs	14/06/2013	3	4	3	2	2	2	3	4	3	3	4	4	1	1	2	2	1	2	2	1	1	1	1	1	1
Gauteng	MCCC	Toekomsrus Customer Care Centre	2013/01/07	2	3	3	1	1	1	3	1	1	3	3	3	2	2	1	3	2	2	3	4	2	1	1	1	1
Gauteng	SASSA	Orange Farm SASSA	23/04/2013	2	2	2	1	1	1	1	2	1	3	3	2	1	2	1	1	1	1	2	2	2	1	1	1	1

2015/16 IMPROVEMENT MONITORING FACILITIES (120)																												
Province	Sector	Facility Name	Date of baseline visit																									
Gauteng	SASSA	Sebokeng SASSA	23/04/2013	2	3	2	2	2	2	2	3	1	1	3	2	2	3	1	2	3	1	3	3	3	1	3	1	
Gauteng	Education	Namedi Secondary School	24/04/2013	1	2	2	1	2	2	N/A	N/A	N/A	2	3	3	2	2	3	3	3	3	2	2	2	1	2	2	
Gauteng	Education	Phineas Xulu Secondary School	2013/12/06	3	2	2	2	1	2	N/A	N/A	N/A	2	2	1	2	1	2	2	2	1	1	2	2	1	1	1	
Gauteng	Education	Ratanda Secondary School	13/06/2013	3	1	1	1	2	1	N/A	N/A	N/A	3	3	3	2	2	2	2	2	1	2	3	1	1	1	1	
Mpumalanga	SASSA	Tonga SASSA	30/08/2011	3	3	3	1	1	1	1	1	1	1	1	1	4	4	4	4	4	4	4	2	2	2	1	1	1
Mpumalanga	SASSA	Siyabuswa SASSA	24/04/2014	2	3	2	2	2	2	1	2	1	3	4	2	2	2	2	2	3	2	2	2	4	3	1	3	2
Mpumalanga	Education	Mathibela High School	23/05/2013	2	2	2	2	2	2	N/A	N/A	N/A	2	2	2	1	1	1	1	1	1	1	2	2	2	1	2	1
Mpumalanga	DLTC	Bethal DLTC	20/05/2013	2	1	2	1	1	1	1	2	2	3	3	2	2	1	2	3	1	2	2	3	2	1	1	1	
Mpumalanga	Education	Mathipe High School	23/05/2013	3	4	4	1	1	1	N/A	N/A	N/A	4	4	4	2	2	2	3	2	3	2	2	1	1	1	1	
Mpumalanga	SASSA	Evander SASSA	26/09/2013	2	2	2	2	2	2	1	2	2	1	2	2	2	3	3	3	1	3	2	3	3	1	2	1	
Mpumalanga	DLTC	Arconhoek Testing Centre	31/08/2011	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Mpumalanga	DLTC	Graskop Testing Centre	30/08/2011	3	3	3	4	4	4	1	1	1	1	4	4	3	1	2	1	1	1	1	1	1	1	1	1	1
Mpumalanga	DLTC	Sabie Testing Centre	30/08/2011	3	3	3	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Mpumalanga	Health	Kanyamazane Clinic	31/08/2011	2	2	2	1	1	1	1	1	1	2	2	2	1	1	1	1	1	1	1	2	2	2	1	1	1
Mpumalanga	Health	Embhuleni Hospital	30/08/2011	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	3	3	3
Mpumalanga	Home Affairs	Kabhokweni Home Affairs	30/08/2011	1	4	1	1	4	1	1	1	1	4	4	4	1	1	1	4	4	4	4	4	4	4	1	1	1
Mpumalanga	Justice	Kabhokweni Magistrate Court	30/08/2011	3	3	3	2	2	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Mpumalanga	Justice	Tonga Magistrate Court	30/08/2011	3	1	3	1	1	1	1	1	1	1	1	1	4	4	4	4	4	4	4	2	2	2	1	1	1

2015/16 IMPROVEMENT MONITORING FACILITIES (120)																											
Province	Sector	Facility Name	Date of baseline visit																								
Mpumalanga	SASSA	Matsamo Tribal Office SASSA	31/08/2011	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
Mpumalanga	SASSA	Kabhokweni SASSA	30/08/2011	4	4	4	1	1	1	1	1	1	4	4	4	3	3	3	3	3	3	1	2	2	1	1	1
Mpumalanga	SASSA	Phola Ntsikazi Office SASSA	20/08/2011	1	1	1	1	1	1	1	1	4	4	4	1	1	1	1	1	1	1	1	1	1	1	1	
Mpumalanga	SASSA	Greylingstad SASSA	19/07/2012	3	3	3	1	1	1	2	3	3	2	3	3	1	1	1	2	2	3	1	2	2	2	2	
Mpumalanga	Education	Tshepeha Secondary School*	19/08/2014	2	2	3	1	1	2	2	1	2	3	4	3	1	2	1	2	2	2	3	3	3	1	2	1
Mpumalanga	DLTC	Mkhondo DLTC*	16/07/2014	3	2	3	4	2	3	3	1	2	1	3	4	2	3	4	1	3	2	3	3	2	2	3	1
Northern Cape	Health	Tshwaragano District Hospital	17/04/2012	3	3	3	3	3	3	1	1	1	1	3	2	1	2	2	2	2	3	-	-	-	2	3	2
Northern Cape	Justice	De Aar Magistrate Court	2012/11/07	2	4	3	3	2	2	1	3	1	1	3	1	3	4	3	2	2	2	3	3	2	1	3	2
Northern Cape	Education	Langerberg High School	2013/05/06	3	3	2	2	2	2	N/A	N/A	N/A	3	4	3	1	3	2	1	1	2	3	3	3	1	2	1
Northern Cape	MCCC	Augrabies MCCC	19/06/2012	3	2	2	3	2	2	1	1	1	1	2	1	1	1	1	1	1	1	1	2	1	1	1	1
Northern Cape	Justice	Springbok Magistrate Court*	14/08/2013	3	2	3	2	2	2	2	2	4	3	3	3	3	3	2	2	2	1	4	3	3	1	2	1
Northern Cape	SAPS	Modderfontein Police Station*	13/08/2014	1	2	2	2	2	2	3	1	2	2	2	3	3	2	3	2	2	2	2	3	2	2	3	1
Northern Cape	SASSA	Mothibistad SASSA* (Joe Morolong)	02/07/2014	3	1	2	3	1	2	2	1	3	1	3	3	2	2	3	2	3	1	2	2	2	2	2	1
Eastern Cape	SAPS	New Brighton Police Station	21/08/2012	1	2	2	2	2	2	2	3	3	2	3	3	1	1	1	1	3	3	-	-	-	1	2	2
Eastern Cape	DLTC	Umtata DLTC	13/08/2012	1	2	1	1	1	1	1	1	1	3	3	3	1	1	1	2	1	1	1	1	1	2	1	1
Eastern Cape	DLTC	Buffalo City DLTC	29/08/2012	1	2	1	1	1	1	1	1	1	3	3	3	1	1	1	3	3	2	1	1	1	2	3	1
Eastern Cape	SASSA	Umtata SASSA	15/08/2012	3	3	2	1	1	1	1	1	2	2	1	3	2	2	3	2	2	2	1	2	1	1	2	2
Eastern Cape	Health	Virginia Shumane Clinic	22/08/2012	2	2	2	2	3	2	1	1	1	1	3	2	1	3	2	1	1	1	2	3	1	2	1	1

2015/16 IMPROVEMENT MONITORING FACILITIES (120)																											
Province	Sector	Facility Name	Date of baseline visit																								
Eastern Cape	Justice	Umtata Magistrate Court	24/08/2012	2	2	2	1	2	1	3	2	1	3	3	3	3	2	2	3	3	3	1	3	1	1	2	1
Eastern Cape	SAPS	Fort Beaufort Police station	27/05/2013	2	3	3	1	1	2	2	2	2	3	3	1	3	3	1	1	2	3	3	3	1	2	1	
Eastern Cape	Justice	Fort Beaufort Magistrate Court	28/05/2013	3	2	3	3	1	3	3	2	3	3	3	3	3	2	2	3	2	2	3	2	1	2	3	3
Eastern Cape	Home Affairs	Umtata Home Affairs	16/08/2012	3	2	3	2	3	3	2	3	2	3	3	3	3	2	3	3	3	3	3	3	3	2	3	3
Eastern Cape	Health	Meje Clinic	14/08/2012	3	3	3	3	2	2	1	3	3	3	3	3	2	2	2	1	1	2	1	2	2	2	2	1
Eastern Cape	Education	Siwali JS School*	22/07/2014	3	2	1	3	2	3	3	2	2	3	1	3	2	2	3	2	3	3	1	3	1	2	2	1
Eastern Cape	Home Affairs	Mount Frere Home Affairs*	25/07/2014	3	2	3	3	2	3	3	2	2	2	2	3	2	1	3	3	3	2	2	3	2	2	3	3
Eastern Cape	Education	Jikindaba Secondary School*	23/07/2014	2	1	1	2	1	2	3	2	3	2	2	3	2	2	3	2	2	1	2	3	1	2	3	1
Eastern Cape	Education	Tholang High School*	29/07/2014	2	1	1	3	1	3	2	1	2	1	1	2	1	2	3	1	2	1	2	2	1	3	2	1
Eastern Cape	SAPS	Bizana Police Station*	24/07/2014	2	2	1	2	1	2	2	1	1	2	2	3	2	2	3	2	2	3	2	2	1	1	2	1
Eastern Cape	SASSA	Ntabankulu SASSA*	31/07/2014	2	1	2	2	2	2	2	1	2	1	3	3	2	2	3	2	2	1	2	3	1	2	2	1
Western Cape	Health	Gugulethu CHC	23/04/2012	2	3	2	1	3	1	1	3	1	1	3	1	1	3	1	2	3	3	2	3	2	1	3	1
Western Cape	Education	Delft South Primary School	23/04/2012	3	3	3	1	1	1	3	3	3	3	3	1	1	1	3	1	1	2	2	2	1	1	1	1
Western Cape	Education	Grosvenor Primary School	22/04/2012	3	3	3	1	1	3	N/A	N/A	N/A	3	4	4	1	1	1	1	1	1	1	1	1	1	1	1
Western Cape	Education	Vaartjie Moravian Primary School	29/05/2012	1	3	1	1	1	1	N/A	N/A	N/A	3	4	4	3	3	2	2	2	2	1	1	1	2	3	2
Western Cape	Health	Wesfleur Hospital	23/04/2012	1	2	1	2	4	2	1	1	1	2	3	3	2	1	2	3	1	1	-	-	-	1	3	1
Western Cape	SAPS	Struisbaai Police Station	14/06/2012	-	3	1	-	1	2	-	1	2	-	3	3	-	1	1	-	2	2	-	3	3	-	1	1
Western Cape	Education	Uxolo High School	22/04/2013	2	2	2	2	1	1	N/A	N/A	N/A	3	3	3	2	1	1	1	1	1	2	2	2	1	1	1

2015/16 IMPROVEMENT MONITORING FACILITIES (120)																												
Province	Sector	Facility Name	Date of baseline visit																									
Western Cape	Education	Langabuya Primary School*	09/12/2014	2	2	2	3	2	3	3	3	2	2	3	3	2	2	3	2	2	1	2	3	2	3	3	2	
Free State	SASSA	Tthusanong Centre SASSA	2011/11/07	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
Free State	Education	Polokong Combined School	2012/01/07	1	1	1	1	1	1	N/A	N/A	N/A	3	2	3	1	1	1	1	1	1	1	2	2	1	1	1	
Free State	Education	Lenakeng Secondary School	17/07/2012	2	3	2	1	2	2	N/A	N/A	N/A	2	2	3	1	2	1	1	2	1	2	3	1	1	1	1	
Free State	Education	J.M.B Marokane Primary	28/08/2012	3	2	2	1	2	1	N/A	N/A	N/A	3	3	3	1	2	2	1	2	2	2	3	2	1	2	2	
Free State	Home Affairs	Bethlehem Home Affairs	2012/12/07	2	3	1	2	3	2	2	2	2	3	3	3	2	2	1	2	1	2	3	3	3	2	1	1	
Free State	Justice	Bloemfontein Magistrate Court	2012/07/08	3	3	3	2	2	2	2	1	1	2	2	2	2	1	1	3	2	2	2	2	2	2	2	1	
Free State	Justice	Winburg Magistrate Court	04/07/2013	4	3	3	2	2	1	2	2	3	3	3	3	2	2	2	2	2	2	1	2	2	2	2	1	
Free State	Education	Relekile Secondary School	17/04/2013	3	2	3	2	1	1	N/A	N/A	N/A	3	3	3	2	1	2	2	1	1	2	2	2	2	1	1	
Free State	Health	Jacobsdal Clinic	10/05/2013	2	2	2	1	1	1	1	3	3	3	3	3	1	2	2	2	2	2	1	3	2	2	3	3	
Free State	Home Affairs	Kroonstad Home Affairs*	25/08/2014	3	2	2	2	2	2	2	2	2	3	3	3	2	2	2	3	2	2	2	3	3	1	2	2	
Free State	Education	Tswelapele Ka T huto Intermediate School*	13/08/2014	2	2	2	1	1	1	2	2	2	3	3	3	2	1	1	2	2	2	2	2	2	2	1	2	2
Free State	DLTC	Sasolburg DLTC*	18/08/2014	2	2	2	2	1	1	2	2	2	3	3	3	2	2	1	2	2	2	2	2	3	2	2	2	
Free State	MCCC	Ngwate MCCC*	11/07/2014	2	1	3	3	1	2	2	1	3	1	2	3	2	1	2	1	2	1	2	3	1	1	2	1	
North West	SASSA	Rustenburg SASSA	28/03/2012	3	3	1	2	3	1	1	1	1	3	3	2	2	1	2	2	4	4	3	4	2	1	1	1	
North West	Education	Mashwelwa Primary School	07/09/2012	2	1	1	2	1	3	N/A	N/A	N/A	3	1	3	1	1	1	1	3	1	2	1	2	2	2	2	
North West	SASSA	Jouberton SASSA	2012/07/09	2	3	2	1	1	1	3	3	2	2	3	3	2	2	2	1	3	2	1	2	2	1	1	1	
North West	MCCC	Naledi MCCC	22/04/2013	2	2	2	1	2	1	1	3	1	3	3	3	2	2	2	3	2	2	2	2	2	1	2	1	
North West	SAPS	Taung Police Station	28/04/2013	2	2	3	1	2	2	2	2	2	3	3	3	1	2	3	1	2	2	3	2	3	1	2	2	

2015/16 IMPROVEMENT MONITORING FACILITIES (120)																												
Province	Sector	Facility Name	Date of baseline visit																									
North West	SASSA	Moretele Local SASSA Office	30/09/2013	2	1	1	1	1	1	2	2	3	3	3	3	2	2	2	2	2	2	2	1	2	1	1	2	
North West	Education	Machakela Motau Middle School	25/10/2013	2	2	2	1	1	1	N/A	N/A	N/A	2	3	3	1	1	1	2	2	1	2	2	2	1	1	1	
North West	Education	Ikaneng High School	26/10/2013	3	2	2	2	1	1	N/A	N/A	N/A	3	3	3	1	1	1	2	2	2	2	2	2	2	1	1	
North West	SASSA	Setlagole SASSA	27/05/2013	3	2	2	1	1	1	3	3	3	3	3	3	2	2	2	3	2	2	2	2	2	1	1	1	1
North West	Health	Makau Clinic	14/08/2013	2	3	2	1	1	1	1	2	1	2	3	3	2	1	1	2	2	2	1	2	1	2	2	2	
North West	Education	Marikana Combined School*	13/08/2014	2	1	2	2	1	2	2	1	2	1	1	2	1	1	2	2	2	1	2	2	1	1	1	2	
North West	Education	Boijane High School*	13/08/2014	2	1	1	3	1	2	2	1	2	1	1	3	1	2	2	2	2	1	2	3	1	2	2	2	
North West	Education	Mmatope Primary School*	13/08/2014	2	1	2	3	2	2	2	1	1	1	1	3	2	2	3	2	2	1	1	3	2	2	2	2	
North West	Health	Dryharts Clinic*	26/08/2014	2	2	2	1	1	2	2	2	1	3	3	3	2	2	1	1	2	2	2	3	2	1	2	2	
North West	MCCC	Madibeng MCCC*	19/06/2014	3	2	2	2	2	1	2	2	2	3	3	3	2	2	2	2	3	2	2	2	2	2	2	1	2
North West	MCCC	Kagisano Molapo MCCC*	25/08/2014	2	2	3	2	1	2	1	1	2	3	3	3	3	2	2	2	2	2	2	2	2	2	1	2	2
North West	Home Affairs	Brits Home Affairs*	28/08/2014	2	3	2	2	2	2	2	3	2	3	3	3	1	2	1	2	2	1	2	2	2	2	1	2	1
KZN	SASSA	Nongoma SASSA	21/05/2013	1	3	3	1	3	3	1	3	1	2	4	3	1	3	1	2	3	2	1	4	3	1	3	2	
KZN	Justice	Pietermaritzburg Magistrate Court	2012/04/05	2	3	2	2	2	3	1	1	2	3	4	3	2	1	1	4	4	4	2	2	1	1	1	2	
KZN	Justice	Umzimkhulu Magistrate Court	19/06/2012	2	1	3	1	2	2	1	2	1	4	2	3	1	1	1	4	1	2	1	2	2	1	1	1	
KZN	DLTC	Umzimkhulu DTLC	18/06/2012	1	4	3	1	2	1	1	3	2	2	3	3	2	3	1	3	3	3	1	2	2	1	3	3	
KZN	SASSA	Umzimkhulu SASSA	18/06/2012	1	1	1	1	1	1	1	2	1	2	2	1	1	2	1	1	1	2	1	2	2	1	2	1	
Limpopo	SASSA	Makhado SASSA	2012/06/12	2	1	1	1	1	1	3	2	1	3	2	3	1	1	1	2	2	2	2	2	2	1	2	3	1

2015/16 IMPROVEMENT MONITORING FACILITIES (120)																												
Province	Sector	Facility Name	Date of baseline visit																									
Limpopo	DLTC	Musina Licensing DLTC	2012/04/07	1	1	2	1	1	1	1	1	1	1	2	2	2	1	1	2	2	1	1	1	2	1	1	1	1
Limpopo	Justice	Thohoyandou Magistrate Court	26/07/2011	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	2	2	2	1	1	1	1
Limpopo	DLTC	Praktiseer Testing Centre	19/10/2011	4	4	4	2	2	2	2	2	2	2	2	2	4	4	4	4	4	4	3	3	3	4	4	4	4
Limpopo	Education	Mamehlabe High School	28/08/2011	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	3	3	3	1	1	1	1
Limpopo	Health	Mphahlele Clinic	24/08/2011	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	3	3	3	1	1	1	1
Limpopo	SASSA	Kgapane SASSA	14/08/2013	3	3	3	1	1	1	2	3	2	3	4	4	2	1	1	2	2	2	2	2	2	1	1	1	2
Limpopo	Home Affairs	Modjadjiskloof Home Affairs	14/08/2013	2	1	1	2	1	1	2	1	1	3	4	3	2	2	3	3	1	3	2	3	2	2	2	2	1
Limpopo	MCCC	Modjadjiskloof MCCC	18/10/2013	3	2	2	1	2	2	2	3	1	3	4	3	2	2	2	3	2	2	3	2	2	1	1	1	1
Limpopo	DLTC	Modjadjiskloof DLTC	16/08/2013	3	2	2	1	2	2	2	3	1	3	4	3	2	2	2	3	2	2	3	2	2	1	1	1	1
Limpopo	Education	Solomon Mahlangu Secondary School	13/05/2013	3	3	3	2	2	2	N/A	N/A	N/A	4	4	4	1	2	1	1	1	1	1	1	2	1	2	2	2
Limpopo	DLTC	Ephraim Mogale DLTC*	30/09/2014	2	1	1	3	2	2	2	1	2	2	1	3	3	1	3	1	2	2	1	2	2	1	1	1	1

* These are all new facilities selected from the 2014/15 baselines

PROVINCE	2014/15 FACILITIES	NO. OF FACILITIES TO BE REMOVED FROM 2014/15	NEW FACILITIES SELECTED FOR 2015/16	TOTAL IMPROVEMENT MONITORING 2015/16
GAUTENG	27	5	0	22
MP	23	5	2	20
NC	5	1	3	7
EC	11	1	6	16
WC	11	4	1	8
FS	12	3	4	13
NW	13	3	7	17
KZN	6	1	0	5
LP	15	4	1	12
TOTAL	123	27	24	120