planning, monitoring
& evaluation

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

FRONTLINE SERVICE DELIVERY MONITORING (FSDM)

OPERATIONAL GUIDELINES 2017-2018

2030
NDP

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Frontline Service Delivery Monitoring Operational Guidelines - 2017-2018   1

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LIST OF ABBREVIATIONS AND ACRONYMS

COGTA	Department of Cooperative Governance and Traditional Affairs
DLTC	Driver's License Testing Centres
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
FMPPI	Framework for Management of Programme Performance Information
FSDM	Frontline Service Delivery Monitoring
GWMES	Government-Wide Monitoring and Evaluation System
JAP	Joint Annual Plan
KPA	Key Performance Area
MCCC	Municipal Customer Care Centre
M&E	Monitoring and Evaluation
NDP	National Development Plan
NEPF	National Evaluation Policy Framework
NT	National Treasury
NYDA	National Youth Development Agency
NYP	National Youth Policy
OTP	Office of the Premier
PA	Performance Area
PME	Performance Monitoring and Evaluation
SAPS	South African Police Service
SASQAF	South African Statistical Quality Assessment Framework
SASSA	South African Social Security Agency
SOP	Standard Operating Procedure

GLOSSARY OF TERMS

Frontline Service Delivery Monitoring Programme:

In its simplicity is about monitoring government policy where policy meets the needs of its citizens. The programme monitors government institutions within the three spheres, including State Owned Enterprises (SOEs) and Development Finance Institutions (DFIs), in order to provide intelligence or insight from the ground for improved quality of service delivery.

Baseline visit:

The initial monitoring visit to the targeted service delivery institutions and programmes. During this monitoring visit, baseline data is collected and used to monitor the quality of service delivery at that service point. Baseline monitoring visits are conducted by the Department of Planning, Monitoring and Evaluation's (DPME) Frontline Service Delivery Monitoring (FSDM) unit in partnership with the Offices of the Premiers (OTPs)/ Department of the Premiers. The baseline data is compiled to describe the situation **"As Is"** prior to the development or implementation of improvement plans.

Executive Monitoring Visits:

These are monitoring visits that still conforms to the FSDM approach in terms of the baseline or improvement monitoring visits, but not limited to the FSDM approach and are largely conducted in preparation for the executive monitoring visits by our Executive; President, Deputy President, Minister and Deputy Minister.

Facility:

Facility refers to a service delivery point where frontline services are delivered directly to users. In relation to the FSDM, these include, but are not limited to schools, clinics, hospitals, community health centres, police stations, SASSA offices, Home Affairs offices, Magistrate courts, Drivers' License Testing Centres, Municipal Customer Care Centres, and National Youth Development Agency offices.

Facility scorecard:

This is a performance dashboard for a facility monitored against the FSDM key performance areas. The display on the dashboard is shown in various colours and scores indicating quantitative performance rating from poor to very good, and qualitative performance information through the summarised findings and recommendations.

Feedback meeting:

This is a meeting with the responsible management team whereby the monitoring team provides and discusses the findings generated during the baseline monitoring visit. The feedback process aims to verify the findings of the baseline monitoring visit and agree on how to address the gaps identified during monitoring in a form of an

improvement plan. Feedback meetings are conducted for all monitored service delivery institutions and programmes; these can be conducted for a for individually, or as a group of institutions or programmes.

FSDM Tools   The FSDM Tools refer to the templates used for data management (data collection, analysis, reporting and documentation of FSDM stories).

Improvement plan: This is a corrective plan developed by the management of the affected areas, facilitated by the DPME, and the OTP. The plans put measures in place to address gaps identified during monitoring visit and are developed for all institutions or programmes monitored.

Improvements monitoring: A process during which FSDM undertakes to re-monitor activities at a service delivery institution or programme where a baseline-monitoring visit has taken place and an improvement plan has been developed. The monitoring activities include a meeting in which progress is tracked against the agreed improvement plan with the management.

Improvement monitoring findings: Findings that focus on the improvements monitoring and show trends between the baseline monitoring visits and subsequent monitoring visits.

Improvements verification: An unannounced monitoring visit to conduct on-site verification of reported progress received against the improvement plans on the agreed upon activities. This process is used to confirm improvements.

Joint Annual Plan: A plan that contains all the FSDM activities and engagements for joint implementation of the programme by the DPME and OTPs annually.

Key Performance Areas: The standards or performance areas on which the monitoring is based.

Measures: The measureable criteria for each Performance Area. The measures are validated through a set of questions that collect evidence on critical elements of a particular aspect of frontline services embodied in the Performance Area.

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Monitor: An official from the DPME or OTP, who collects data by interviewing citizens and staff, as well as conduct observations during the monitoring visit. In some provinces the officials will include teams from Community Development Workers (CDWs).

Monitor checklist: This checklist contains the 'measures' that is the questions that guide the actions, observations and behaviours of the monitor in collecting evidence, and progress and it ensures that all required data points are collected.

Monitoring visit findings: Results compiled following a monitoring visit reflecting the actual situation at the time of the monitoring visit.

Performance Area: This is a sub section of the KPA and acts as a heading to divide the KPA into more understandable/relevant sections.

Performance area statement: A statement that defines the expected level of performance in terms of service delivery and expected quality for a service. It is the statement against which the monitor will conduct assessments.

Photographic evidence: Photographs about the institution or programme monitored per key performance area reflecting the current status. These photographs are used as evidence during reporting as baseline evidence or comparative evidence to reflect improved status of service delivery.

Questionnaire: A tool used to gather baseline data at service delivery points. A paper questionnaire is administered to staff and citizens including the observation by the monitors. After each monitoring visit, the questionnaires are captured electronically.

Scoring: This refers to the approach to rating a measure. Scoring is done on a progressive basis through the use of a four-point scale where (1) is the lowest score (poor) and (4) is the best score (very good) achievable.

Staff questionnaire: This questionnaire is administered by the monitor to the staff member on-site. It contains questions that are relevant to staff and it elicit information specifically related to the knowledge of the staff.

Summary report: A report with summarised information about a service delivery site, sourced and consolidated from the monitor, staff and citizens' questionnaires. It indicates the performance of the performance areas monitored, with photographs and an improvement plan.

Standard Operating Procedure A set of step-by-step instructions that guide the implementation of the programmes routine activities.

User: The person(s) who requires some form of services at frontline service delivery points, whether a resident or citizen, and regardless of whether their visits are regular or once-off.

User questionnaire: This questionnaire is administered by the monitor to citizens on-site and contains questions for the user of the public service. It seeks to obtain information on their experience of the frontline service.

1 STRATEGIC REFERENCE FRAMEWORK

1.1 The Constitution

The Constitution of the Republic of South Africa, Chapter 10, talks to the following key principles for service delivery by government institutions:

i   A high standard of professional ethics must be promoted and maintained;

ii   Efficient, economic and effective use of resources must be promoted;

iii   Services must be provided impartially, fairly, equitably and without bias;

iv   People's needs must be responded to, and the public must be encouraged to participate in policy-making;

v   Public administration must be accountable; and

vi   Transparency must be fostered by providing the public with timely, accessible and accurate information.

1.2 The National Development Plan

The National Development Plan (NDP) points out that the creation of a developmental and capable state is a prerequisite for addressing South Africa's development challenges. The NDP states that the State must be "capable in that it has the capacity to formulate and implement policies that serve the national interest; developmental in that those policies focus on overcoming the root causes of poverty and inequality," and build "the State's capacity to fulfil this role." Further, on page 474 of the NDP talks to the need for an active citizenry and strong leadership. All spheres of government "can enhance citizen's participation through a variety of two-way information gathering and sharing forums and platforms between citizens and government. While these platforms can enable government to inform, they also enable citizens to give feedback to government and monitor performance… Active citizenship requires inspirational leadership at all levels of society."

The NDP continues to talks to "an efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship". The capability of government institutions remains weak in terms of management practices, quality of frontline service delivery, effective complaints management and community/citizen involvement in monitoring. This results in service delivery failures and drives citizen dissatisfaction and poor staff morale.

1.3 Medium Term Strategic Framework (MTSF): The outcome approach

Outcome 12 of the MTSF emphasises the importance of improving management practices and the quality of services provided to citizens. In addition, a number of other outcomes (such as outcomes 1, 2 and 3, focusing on basic education, health and crime respectively) contain targets for the improvement of the quality of services provided to citizens. The work of Frontline Service Delivery Monitoring (FSDM) Programme contributes towards the achievement of these targets.

1.4 Batho Pele Principles

The South African government has displayed tireless commitment to achieving universal access to public services. In the first two decades of democracy, emphasis was placed on redressing the historical inequalities in service delivery, improving access to services and eradicating backlogs. The Batho Pele Policy Framework was an initial attempt to translate the imperatives set out in the Constitution into tractable principles that would govern the interactions between

government and citizens during service delivery process. These principles are aligned with the Constitutional values of governing departments for service delivery which includes consultation, service standards, access to services, information, openness and transparency, redress and value for money. The FSDM seeks to encourage the more rigorous monitoring of sector standards that govern all matters that influence service received by the users at facility level.

1.5   Other Prescripts

Since 1994, monitoring and evaluation has been introduced to government as part of a series of reforms to strengthen its systems and operations, backed by a range of statutes and other prescripts. For example:

i   The Department of Public Service and Administration introduced an employee Performance Management and Development System.

ii   Through regulations, National Treasury (NT) introduced the use of output targets and performance reporting against output targets in departmental strategic plans, Annual Performance Plans, and annual reports. The regulations are supported by various NT guidelines on the formulation of performance targets and reporting against these, such as the Framework for Managing Programme Performance Information (FMPPI). It should be noted that this function has since been transferred to DPME. These guidelines are results-based and require departments to identify activities leading to outputs, outcomes, and finally impacts on citizens. The NT guidelines emphasise the need for strong theories of change between the activities and the intended outcomes and impacts.

iii   The Auditor General through the audited reported performance against the pre-determined objectives in the annual performance plans, which is included in the annual report of departments.

Cabinet adopted the Government-Wide Monitoring and Evaluation System (GWMES) in 2005, and, in 2007, the Presidency released the Policy Framework on the GWMES. The GWMES Framework is supported by National Treasury's Framework for Managing Programme Performance Information, Statistics South Africa's South African Statistical Quality Assessment Framework (SASQAF), the 2011 National Evaluation Policy Framework (NEPF) produced by DPME, and the Policy Discussion document: Performance Monitoring and Evaluation (Principles and Approaches 2014) by DPME.

1.6   FSDM Annual Workshop 2016/17 resolutions

After six years of FSDM, a strategic focus on the monitoring of policy priorities has emerged very strongly from our executive for the 2017/18 year and beyond, including the following;

i   Fostering relations with OTPs;

ii   Communicating the evolving vision of FSDM;

iii   Assessing the extent to which the FSDM programme is catalysing service delivery improvements;

iv   Intensifying monitoring above the tools and approaches in order to tackle the poor service delivery issues.

v   Prioritising adaptive, flexible approaches (the risk based approach) to monitoring in order to maintain and enhance relevance;

vi   Exploring greater impact for a responsive quality service delivery to the needs of the recipients of government services;

vii Strengthening frontline monitoring of the National Youth Policy 2015 – 2020; and

viii Monitoring what matters most in relations to policies priorities.

2   BACKGROUND

2.1   *Purpose of the Department of Planning, Monitoring and Evaluation*

The purpose of the DPME has been described as "*To advance the development goals and objectives of government as embodied in the NDP through effective and dynamic planning, monitoring, evaluation and implementation support*".

Within the context of its strategic purpose, the Minister has spelt out a clear set of political responses that should be weaved into the work of DPME. These can be summarised as follows:

i   Alignment of the National budget to the NDP goals;

ii   Extensive on the ground monitoring and intelligence;

iii Mainstreaming youth development in the work of the department;

iv   Monitoring and reporting on the obligation to pay suppliers within 30 days of receiving a valid invoice;

v   Reforming the mining sector;

vi   Ensure sector plans for strategic sectors are developed and implemented; and

vii Monitoring the performance and effectiveness of DFI's and directing their resources towards the country's development goals and objectives. Some of the issues identified will be implemented incrementally starting in the financial year 2017/18.

Full implementation of the revised departmental strategy, service delivery model and the revised organisational structure will be implemented in the financial year 2017/18 and beyond.

2.2   *Revisions to legislative and other mandates*

The mandate of the DPME is derived from section 85(2) (b-c) of the Constitution of the Republic of South Africa, which states that the President exercises executive authority, together with the other members of the Cabinet, by developing and implementing national policy and coordinating the functions of state departments and administrations. This has been given concrete expression by the President in his 2010 and 2011 State of the Nation Addresses as well as various Cabinet decisions, and by the "Policy Framework on Performance Monitoring and Evaluation - Our Approach" document and the "Revised Green Paper: National Planning Commission," which were tabled in Parliament.

2.3   *Frontline Service Delivery Monitoring*

The Frontline Service Delivery Monitoring Programme enables the DPME to physically monitor service delivery on the ground in order to verify service delivery outputs and outcomes as per the policies priorities. This is done through unannounced monitoring visits to monitor the quality of service delivery with the intent to catalyse service delivery

improvements. For 2017/18 the programme will be extending its monitoring to government programmes and SOEs to heighten government's oversite and supervisory role on government wide activities. The monitoring findings are presented to the relevant provincial departments, sector departments, the Governance & Administration Cluster Structures and Cabinet at least once a year. DPME together with OTPs works with the relevant government departments to ensure that corrective actions are taken where the results are found to be poor, further intervention by executive might be required if changes are not being effected for lasting impact.
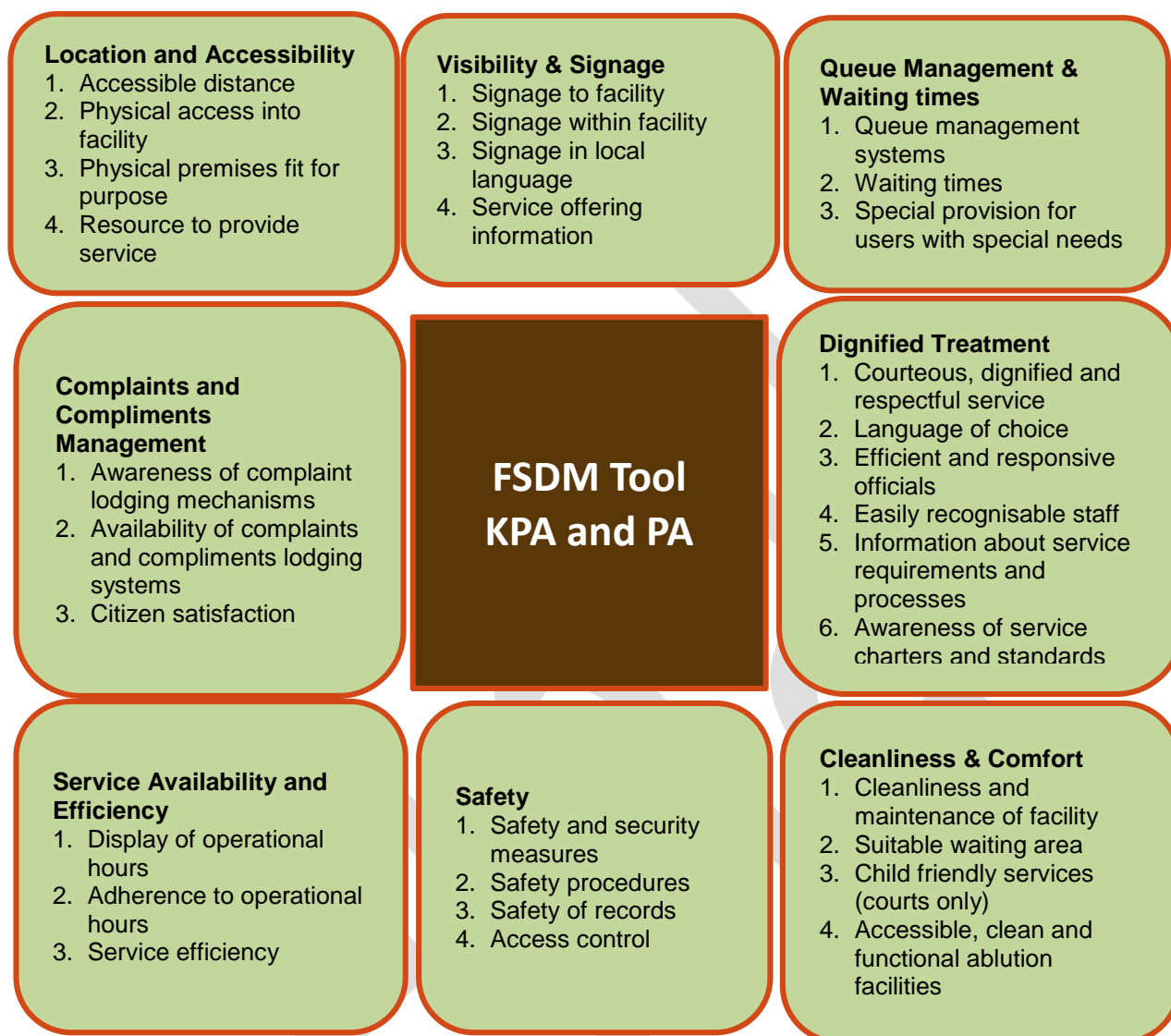
FSDM Programme is **NOT:**

i.   Intended to replace the responsibility of line departments for frontline service delivery improvements and for their monitoring of these improvements, or

ii.   A complaints management service – this is sufficiently addressed by the various hotlines and call centres already provided by the Presidency, Premiers' Offices, and line departments; or

iii.   Intended to be a comprehensive and representative sample size.

In general, frontline service delivery is the 'user-facing' part of delivering public services. When viewed through a broad lens, this definition can cover all interactions between users and government that happen during the course of service delivery. There are a variety of policies, legislation, frameworks and standards that influences the interface between the users of public services and government during service delivery. The Department of Public Service and Administration (DPSA), for instance, requires that all government departments develop service charters that inform the users of what they can expect from government departments. The user's journey through the frontline service delivery is a complex one, but best thought of as a process that culminates with receipt of a public service that improves their social or economic wellbeing.

The FSDM is neither punitive nor a regulatory function; however, the programme must deliver robust assessments that ultimately translate into improved quality of frontline services, and this goal is being implemented through the FSDM programme tools that measures frontline service delivery standards as put in place by the relevant policy departments. The FSDM focus is on a progressive assessment methodology that assesses the following eight Key Performance Areas (KPAs) and their associated Performance Areas (PAs) as well as standards for quality of service delivery daily in line with the policies and regulations of the Department of Public Service and Administration and the responsible line departments:

Figure 1: Key Performance Areas Monitored

Location and Accessibility
1. Accessible distance
2. Physical access into facility
3. Physical premises fit for purpose
4. Resource to provide service

Visibility & Signage
1. Signage to facility
2. Signage within facility
3. Signage in local language
4. Service offering information

Queue Management & Waiting times
1. Queue management systems
2. Waiting times
3. Special provision for users with special needs

Complaints and Compliments Management
1. Awareness of complaint lodging mechanisms
2. Availability of complaints and compliments lodging systems
3. Citizen satisfaction

FSDM Tool KPA and PA

Dignified Treatment
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

Service Availability and Efficiency
1. Display of operational hours
2. Adherence to operational hours
3. Service efficiency

Safety
1. Safety and security measures
2. Safety procedures
3. Safety of records
4. Access control

Cleanliness & Comfort
1. Cleanliness and maintenance of facility
2. Suitable waiting area
3. Child friendly services (courts only)
4. Accessible, clean and functional ablution facilities

The strategic focus in 2017/18 for the programme is to monitor the quality of services provided by government to users at various points where government deliver services to its citizens. The sectors to be monitored will not be limited to the below sectors. Additional sectors will be included as per the direction of the executive and this will include SOEs and DFIs.

Education (Schools):   Availability of textbooks, workbooks and stationery, cleanliness and safety of schools, and teacher attendance.

Health (CHC, Clinics, Hospitals):   Management of queues and waiting times in hospitals and clinics, availability of medicines and other basic supplies, cleanliness and the safety of health facilities.

Home Affairs: Turnaround times for issuing identity documents.

Justice (Magistrate Courts):   Turnaround times for feedback to public regarding progress with their case and service charter.

SAPS (Police Stations):   Adherence to average turnaround times to calls for assistance, availability of vehicles, and provision of feedback regarding progress with cases to members of the public by the police.

SASSA (Local Offices):   Turnaround times for applications of social grants.

Transport (DLTCs):   Service delivery in drivers' licence and testing centres (DLTCs) with respect to the turnaround times for issuing licences.

COGTA (DLTCs & MCCC):   Service delivery in Municipal Customer Care Centres (MCCCs) and DLTCs with respect to turnaround times for various service request.

National Youth Policy: Availability of capacity development programmes and employment creation initiatives within sectors in response to the implementation and mainstreaming of the National Youth Policy (NYP).

Whilst retaining its focus on the sector departments, the FSDM programme will also provide monitoring to more public service facilities and government priority projects as required by the Executives of the Department. This "on-demand" monitoring will also assess core issues specific to each sector, facility, or project being monitored, and providing additional information in terms of challenges that can be utilised to address strategic issues. Interventions must be strengthened over and above facilitation and support to implement corrective measures.

3   PURPOSE

The purpose of these guidelines are to outline the systems and processes of the FSDM Programme. It clarifies the various roles and responsibilities, the tools, and approaches for implementing the Programme. These guidelines are guided through the following components of the programme namely, (i) planning, (ii) monitoring, (iii) reporting and (iv) knowledge management. The programme continues to be a model for on-site monitoring. The work of the FSDM programme can be replicated and mainstreamed with any department on-site monitoring approaches. DPME has developed a guide "*HOW TO DEVELOP MEASUREABLE STANDARDS AND USE THEM FOR DELIVERING QUALITY FRONTLINE SERVICES"*. This document can assist departments in developing quality frontline service delivery standards (available on DPME website).
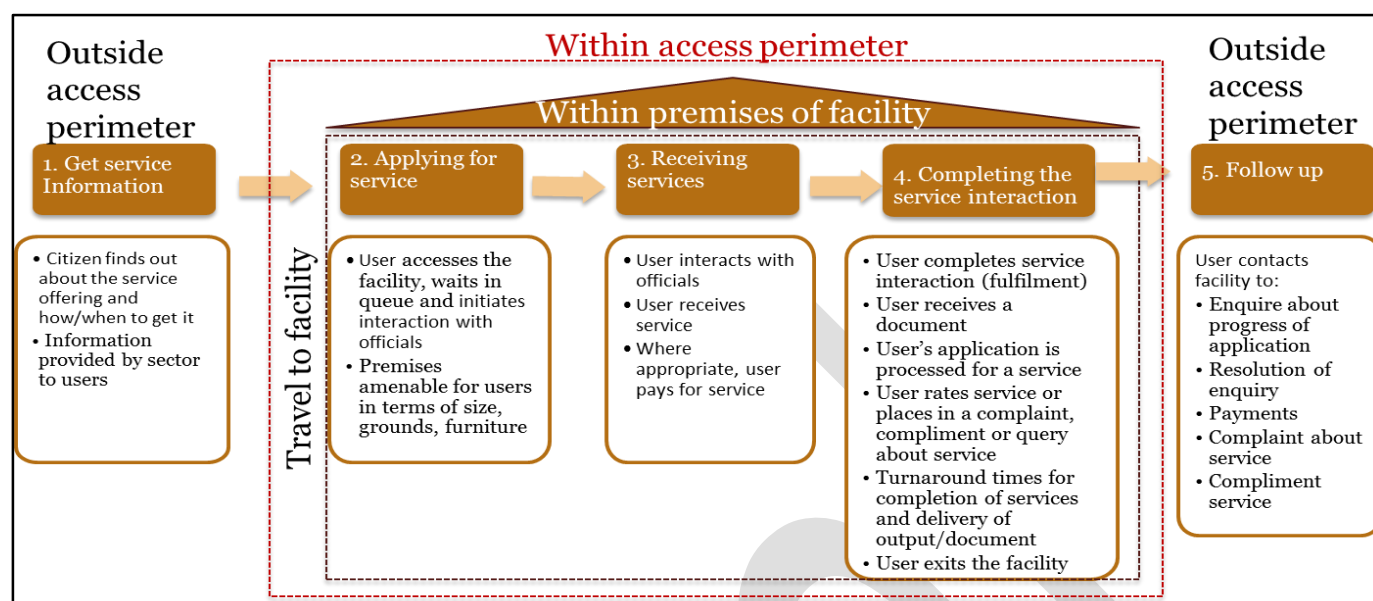
FSDM is about ensuring government policies are implemented to enhance and drive service delivery in line with policy intentions. The monitoring visits are conducted to encourage continuous and sustained improvements in services delivered at frontline. The programme facilitates the development of improvement plans and the implementation of these plans, where gaps exist.

The objectives of the programme are to:

iv.   Provide insight on the issues that matters on the ground (risk monitoring);

v.   Identify developmental areas in service delivery and facilitate improvement by encouraging problem solving and systemic changes;

vi.   Strengthen the role of the DPME and the OTPs in the verification of monitoring results in order to improve the quality of service delivery at frontline facilities;

vii.   Document case studies/stories of good practice for information sharing and capacity building.

4   MONITORING SCOPE OF THE FSDM PROGRAMME

Figure 2: Current scope of the FSDM Programme

The monitoring scope of FSDM has a focus on eight KPAs. However, from the 2017/18 financial year the monitoring might be broadened to cover an unlimited scope in terms of the policy priorities and the NDP. For the above scope, the current FSDM tools will be used. New approaches and tools will be researched, developed, piloted for any new focus areas (expanded scope) of the programme.

An effective FSDM programme is about bringing meaningful, sustainable improvements to the quality of frontline services: it must measure the critical aspects of service delivery that affect the user's experience and reflect on the standards set by government departments. Encouraging adherence to service standards is an important responsibility for the FSDM programme, as these standards set out the levels of service that government has committed to delivering.

5   FSDM APPROACH AND METHODOLOGY

The approach and methodology of the FSDM Programme are summarised below:

i   A set of standardised paper-based data collection tools are used to obtain the views of service users, staff and monitors' observations;

ii   The tools consist of eight generic KPAs with standards that are assessed at each facility monitored in different sectors, including the mainstreaming of the National Youth Policy;

iii   Officials carry out unannounced monitoring visits to service delivery institutions which interact directly with the public- (baseline assessments);

iv   The findings are documented and presented to facility management and relevant provincial stakeholders during a feedback meeting;

v   Monitoring of improvements on identified gaps through the improvement plans;

vi   OTP and DPME facilitate the implementation of the improvement plans through follow up with relevant facilities/ sectors; and

vii Reporting to various Executives at local, provincial and national levels.

6   FRONTLINE SERVICE DELIVERY MONITORING PROGRAMME OPERATIONAL COMPONENTS

The FSDM programme is centralised within the below four (4) components that circumscribe all the programme activities;

i   Programme Planning and Review;

ii   Programme Implementation;

iii Data Analysis and Reporting; and

iv   Knowledge Management.

2017/18 FSDM cycle of events/components are summarised in the below table;

Table 1: FSDM Joint Annual Plan Guideline 2017/2018

FSDM Activity	Objectives	Timelines	Outputs	Additional guidance on the activity
(i) Programme Planning and Reviews				
a. Programme planning meetings	Approval of Joint Annual Plans between DPME and OTP's	Jan 2018 – Mar 2018	Approved Joint FSDM 2018/19 Plan	Information regarding facilities visited that will influence the annual planning process should be gathered throughout the year of implementation.
b. Programme review meetings	Obtain progress on the management and the implementation of the programme	Sep 2017 – Mar 2018	Programme review minutes, Attendance registers, Issue log document	Issues affecting the implementation of the programme should be dealt with and escalated immediately
c. Annual FSDM Workshop between DPME, OTPs & Sectors	Reflect, review and share knowledge to shape the strategic direction of the FSDM programme	Oct 2017 – Dec 2017 (20-21 Nov 2017)	Workshop report	Provinces are encouraged to propose topics for the annual workshop until July 2017
d. Training of Monitors DPME & OTPs	To capacitate monitors on the FSDM processes and tool kit	Jan 2017 to Mar 2018 and as required.	List of trained monitors / Attendance registers	All new monitors should be trained before executing frontline monitoring visits.
(ii) Programme Implementation				
a. Baseline Monitoring (unannounced, feedback) including	To assess the baseline status of government	Apr 2017 – Mar 2018	Summary reports and Improvement plans	It is important that reports are done during the visits for the participation of all team members

FSDM Activity	Objectives	Timelines	Outputs	Additional guidance on the activity
Executive monitoring visits	facilities/programmes against policy priorities		(Inclusive of briefing notes, post visit report for the executive visits).	in quality assurance of questionnaires and debriefs. Reports to focus and reflect on the sector core functions and state of compliance
b. Improvement Monitoring (meetings & verifications) this will include Executive Monitoring Visits	To support selected government facilities to implement improvement plans	Apr 2017 – Feb 2018	Facilitated consultation with the facilities. Progress on the implementation of the improvement plans (Updated improvement reports with pictures as evidence)	Facilitate the implementation of the improvement plans to unblock hindrances where progress is not realised through further consultations with affected and relevant stakeholders. Reports to focus and reflect on the sector core functions and state of compliance/ non-compliance.
(iii) Analysis and Reporting				
a. Quarterly provincial reports.	Progress reporting on findings for decision making in preparation for the mid-year and annual reports.	7 working days after close of a quarter	9 provincial reports	Reports to be produced by programme implementation. These are activity reports covering key findings, challenges and recommendations with regard to state of compliance/ non-compliance to sector standards at facility level.
b. Programme mid-year and annual reports for sectors and provinces.	Report and present findings on the status of government services/programmes against policy priorities to inform decision making for sectors and provinces.	May/Jun 2017 Oct/Nov 2017	9 provincial reports/ 9 sector reports/ One overview report.	Broad information regarding facilities assist in reflecting what is happening in the field, it is therefore important to ensure that a brief summary about the facility are captured accurately and detailed. Compilation of these reports should be in consultation with Provincial Coordinators.
c. Facility reports	Structured documentation of findings and data collected at facilities to inform decision-making and manage risks.	After a monitoring visit has been concluded-same day and not later than three days	Briefing notes for Executives, Executive visit report, Summary reports and improvement plans	Challenges faced by facility management in delivering core quality services should be documented in these reports to assist escalation of the issues.
d. Facility data analysis: (facility, sector, provincial level) and/ or other categories such	Report and present findings for decision making/use and inputs into annual planning.	As per request	Targeted reports	Triangulation of FSDM data and link the analysis with other existing monitoring system is critical for credibility.

FSDM Activity	Objectives	Timelines	Outputs	Additional guidance on the activity
as gender, KPA, info source (citizens, staff & monitors).				
(iv) Knowledge Management				
a. Practice notes on the FSDM findings	To identify, document experiences and practices during the monitoring assessments. These may be on a specific indicator within the FSDM and not limited to the following strategic levers: • Innovation, • Leadership and empowerment, • Stakeholder involvement, • Regression after improvement.	Continuous - To be included in quarterly reports indicating key issues that need attention or to be highlighted.	Minimum of 18 practice notes from interesting findings during monitoring assessments is recommended- however, this target is dependent on the actual situation during monitoring. (at least two per province)	This is about recognising the good/bad experiences observed during monitoring processes and it is important that this observation be documented to allow in-depth research into what has been noted to be outstanding.
b. Development of case studies at least 2 per year (stories to be written must be proposed before the end of current financial year, unless something worth writing emanates during 2017/18 implementation).	To share learning and experiences. Case studies are critical in bringing out key qualitative information from a facility/ sector that are not necessarily captured elsewhere. They are useful for setting standards for operational procedures to guide improvements in service delivery.	Annually	2 case studies published by DPME in consultation with Provinces.	Selection of case studies must be based on the practise notes above. This is a process that will allow in-depth analysis of monitoring findings. In preparation for the mid-term report, case studies should be highlighted.
c. Communication products about the FSDM programme activities and Executive engagements with the community.	To document and communicate news worthy programme progress to external stakeholders through publications.	As required	As required	There are various platforms Nationally and Provincially that can be utilised to share the work of FSDM, for e.g., my district managed by GCIS. This work should be both internal and external. Submission of publication content as guided by the Communications unit

FSDM Activity	Objectives	Timelines	Outputs	Additional guidance on the activity
d. Creation a database of all the facilities we have monitored jointly and otherwise.	To have a reliable repository of the monitoring visits conducted both jointly and non-jointly. To enable role players like PSC, DPSA, Treasury, Public Works to upload reports and evidence when needed.	Continuous	Monitored Facilities database	This can be linked to the profile of these monitored facilities, opportunities to work with GIS and CSIR should be explored.

6.1   Programme Planning and Review

Planning is one of the success factors in improving PME, and it is important that planning for the implementation of the FSDM programme is done comprehensively. Annually, the DPME: FSDM and OTPs are expected to plan together for activities of the next financial year and this process is based on the joint annual planning (JAP) standard operating procedures (SOP) document. The JAP SOP consist of annual targets, selection criteria for facilities (baseline and improvement monitoring), approval process of the joint annual plans (OTP & DPME), standard operating procedures for the implementation of the monitoring visits / assessments, reporting and knowledge management for joint implementation in 2017/18.

The review processes allow for the programme management and implementation of reviews. The intention is to reflect on the management and the implementation of the FSDM programme between DPME and OTPs. These reflections are done through the issues log database, through the programme reviews meetings, sectors championing and the annual workshop. The primary use of the above reflection platforms is to address challenges experienced through overall programme management and implementation; to discuss new programme developments, innovations, planning and used as write shops for the programme knowledge/communication materials. The FSDM programme is developmental and responsive in nature, and critical reflection is necessary to ensure relevance, adherence to standards operating procedures and programme improvements.

6.1.1   Provincial review meetings

Programme review meetings will be held in respective provinces and the responsibilities of these meetings will be shared between DPME and OTP in terms of logistical arrangements. The review process is also a build-up process to the FSDM Annual Workshop. Each province may have at least one programme review meeting and a second, combined review meeting will also be held during which planning takes place for the next financial year and this review will be led by DPME. The importance of these review meetings is in unblocking critical programme challenges, otherwise a

motivation for the meeting to not take place can be provided. The 2017/18 programme review meeting dates should be agreed upon between DPME & OTP and documented in the Joint Annual Plan (JAP) for sign-off. It is further proposed that where possible, provinces be grouped together for these meetings to maximise on discussions, time and resources. **NB: The joint annual planning and review meeting for all provinces and DPME will be held on 19-20 February 2018.**

6.1.2 Sector championing

The programme has scheduled engagements with the sector departments that are monitored through the programme where facilities findings reports (mid-year and annual) and issues for escalations are reported and discussed. The objective of these engagements is to highlight strategic findings for consideration and/or to influence policy, decision making and operations where necessary. The engagements are in the form of meetings; however, there are other unscheduled engagements which are on either bilateral or regular updates between the sector champions within DPME and Departments on sector development/forums/meetings. Decisions and actions from these engagements are used to inform the systems and processes of the programme. Over and above these arrangements, sector champions are expected to do research on the latest trends and development for each sector/department on annual basis to inform the review process, especially with regard to the tools and approaches. This process will also be extended to cover SOEs and DFIs as optional sectors to explore. FSDM, through sector engagements, is also expected to give inputs through consultation process on policies based on the FSDM evidence and experiences. These are request that come from sectors as and when there are developments of review of service delivery standards.

In summary, engagements with sectors are conducted through:

i   Scheduled engagements (mid-year and annually reporting, Annual FSDM Workshop);
ii Participation in sector forums;
iii Consultation on sector developments (policy review, standards development, standard review etc.);
iv Sector research; and
v   Bilateral / ad hoc engagements.

All the above activities inform the development and review of the FSDM systems and processes through the management of the FSDM Issue Log, which is done on annual basis to ensure the programme's relevance and alignment with sector specific standards.

6.1.3 FSDM Annual Workshop

The FSDM Review Workshop is held annually and coordinated by DPME in collaboration with OTPs. The main purpose of the annual workshop is to review and reflect on the experiences of implementing the programme, milestones and challenges through lesson sharing with amongst the partners (DPME: FSDM, OTPs, National Departments. The workshop will be inclusive to relevant programmes within DPME. This is the annual event of the programme where strategic vision and leadership is sought and discussed.

NB: The 2017/18 annual workshop will be held on 20 and 21 November 2017.

6.1.4 Review of Tools and Approaches

As part of the ongoing refinement of the programme, during 2017/18 it should be expected that few changes will be introduced to the operations of the programme, which will include the tools and approaches to aid the policy priorities as directed by the NDP and the Executive mandate. Most of these changes will be guided by the strategic focus of the FSDM as it was presented in the 2016/17 Annual Workshop. The following strategic levers will be taken into consideration:

i **Accountability and Ownership:** Sector/line departments remain responsible for implementing corrective actions in terms of gaps identified during the monitoring visits;

ii **Collaboration:** Key stakeholders to implement corrective measures timeously;

iii **Leadership:** DPME and OTP will provide leadership throughout the monitoring visit processes within all spheres of government.

iv **Approach:** The current approaches of FSDM will be utilised otherwise exploratory approached will be implemented to foster service delivery improvements.

v **Sustainability:** Institutionalisation of the monitoring and service delivery programmes as well as a transformed public service in relation to the quality of service delivery provision.

6.2 Programme Implementation

6.2.1 Targets for 2017/18 implementation (baseline and improvement monitoring)

Targets for 2017/18 includes the following:
i   240 new monitoring visits (baseline and feedback);
ii 160 improvement monitoring visits (meetings and verifications);" *if sector approach is used there will be less visits*"
iii Executive monitoring visits: demand-driven, FSDM is expected to provide pre-visits support - aligned to Izimbizo;
iv Proposals and agreements with OTPs on aligning FSDM activities with existing service delivery initiatives within their respective provinces; and
v   Monitoring processes for the implementation of the NYP will further be informed by the M&E Framework once it is finalised, supported by the proposals and agreements with OTPs during the 6th FSDM Annual Workshop held in November 2016.

6.2.2   Selection criteria for baseline monitoring

Selection of monitoring visits for baseline will be guided by the following, but not limited;

i   240 monitoring visits must be planned for jointly, of which 120 will be baseline and 120 for the feedback;

ii   Representation of the FSD sector departments;

iii   Youth development programmes/youth facilities/ youth beneficiaries;

iv   SOEs, DFIs, Correctional Services and Mining (optional);

v   Support to the Executive Monitoring visits including Izimbizo. (*OTP to be informed of these visits as and when mandated-since they are unscheduled*);

vi   Special priorities identified by DPME or OTPs on service delivery improvements (through alignment with existing service delivery initiatives in provinces);

vii   Service delivery complaints logged in the Presidential Hotline, Office of the Public Service Commission (OPSC) reports, Articles in the Media, Complaints lodged directly at the OTPs, etc;

viii   Area based focus, such as mining areas; and

ix   Districts and local municipalities in terms of the geographical spread which did not receive any coverage of the programme, within the available resources – preference to rural areas and or mining towns.

NB1: Provinces are encouraged to independently do more than the planned joint monitoring visits using the FSDM process and quality assurance in order to increase coverage.

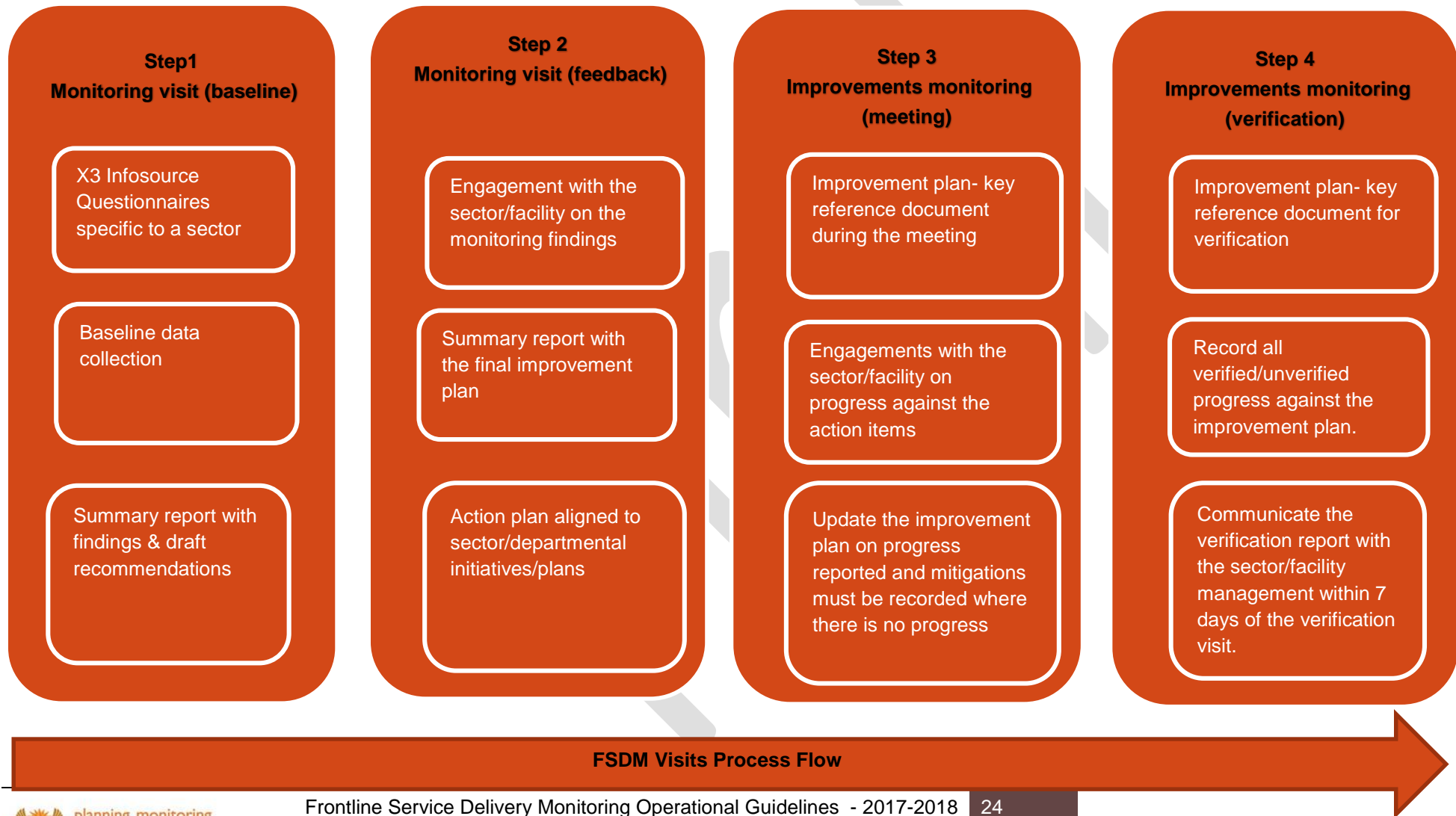### 6.2.3   Selection criteria for improvement monitoring

Selection of improvement monitoring visits will be guided by the following, but not limited;

i   Performance of the facilities that were subjected to improvements monitoring during 2016/17 and did not show progress in the implementation of their respective improvement plans as per the improvement criteria;

ii   Performance outcomes of the 2016/17 baseline monitoring findings based on the critical indicators of FSDM that would render a facility non-functional if not addressed (this will be motivated for by Provincial coordinators);

iii   Monitoring visits responding to service delivery challenges identified spontaneously;

iv   Critical indicators of FSDM that would render a facility non-functional if not addressed;

v   Selected facilities that were selected as part of the executive monitoring visits during 2016/17;

vi   Facility findings on issues that impacts on effective delivery of the core services, but do not meet the selection criteria based on scores (Provincial coordinators/monitors are encouraged to motivate for such facilities based on their field experience).

Facilities that have fully implemented their improvement plans and have sustained improvements since the baseline will not be included for re-monitoring in 2017/18. *A detailed list of these facilities can be found in the Improvement Monitoring Standards Operating Procedure Document.*

6.2.4 FSDM Process Flow

Figure 3: Process flow of FSDM monitoring

Step1
Monitoring visit (baseline)

- X3 Infosource Questionnaires specific to a sector
- Baseline data collection
- Summary report with findings & draft recommendations

Step 2
Monitoring visit (feedback)

- Engagement with the sector/facility on the monitoring findings
- Summary report with the final improvement plan
- Action plan aligned to sector/departmental initiatives/plans

Step 3
Improvements monitoring (meeting)

- Improvement plan- key reference document during the meeting
- Engagements with the sector/facility on progress against the action items
- Update the improvement plan on progress reported and mitigations must be recorded where there is no progress

Step 4
Improvements monitoring (verification)

- Improvement plan- key reference document for verification
- Record all verified/unverified progress against the improvement plan.
- Communicate the verification report with the sector/facility management within 7 days of the verification visit.

FSDM Visits Process Flow

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6.2.5 Implementation roles and responsibilities of the FSDM Programme between DPME and OTPs

Table 2: Roles and Responsibilities of FSDM Implementing Partners

DPME	OFFICE OF THE PREMIER
i Design, review and maintain the monitoring systems and processes in consultation with OTPs,	i Contributes to the design, review and maintain the monitoring systems and processes in consultation with DMPE,
ii Provide training of monitors (train the trainer approach).	ii Provide training to field monitors (train the trainer approach).
iii Jointly conduct the monitoring assessments with OTPs and sectors.	iii Jointly conduct the monitoring assessments with DPME and sectors.
iv Management of the logistical arrangements • Travelling and accommodations arrangements, • Programme implementation documentations: agendas, attendance registers, communication to National Departments, questionnaires, improvement plans.	iv Management of the logistical arrangements • Travelling and accommodation arrangements, • Programme implementation documentations: agendas, attendance registers, communication letter to facility management, questionnaires, improvement plans, • Invitation and confirmations of stakeholders for meetings.
v Mid-term report and annual report to be drafted jointly between DPME and OTP.	v Mid-term report and annual report to be drafted jointly between DPME and OTP.
vi Communicate findings to relevant outcome facilitators, FOSAD, MinMECs and other relevant forums to action the findings. It should be standard practice for such reports to reach the national management, as key decision makers within a department/sector	vi Communication of the monitoring findings to facilities and facility management
vii Monitor adherence to agreed policy priorities and improvements plans at national level to manage and sustain improvements.	vii Communicate findings to respective provincial HODs and MECs and other relevant forums to action the findings, including regional offices of National Departments in Provinces. It should be standard practice for such reports to reach the provincial management, as key decision makers within a department/sector.
viii Liaison with national departments on progress status of facilities that have been removed from the improvement monitoring list at least once in a financial cycle in consultation with the OTP.	viii Monitor adherence to agreed policy priorities and improvements plans at local and provincial level and facilitate sector engagements to manage and sustain improvements.
ix Analyse findings and report to National Sector departments, G&A Cluster/ FOSAD, Presidential Coordinating Committee, Inter Ministerial Committee, Cabinet Committee and Cabinet. M&E forums (on request) in consultation with the OTP.	ix Analyse findings and report to provincial management and IGR structures.
x Communication of strategic matters with regard to FSDM Programme by the Provincial Coordinator to FSDM Units in Provinces.	x Continue to monitor facilities that have been removed from the improvement-monitoring list at least once in a financial cycle and share progress with DPME.
	xi Continue to identify new ways of facilitating improvements that will add more value to FSDM Programme.

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Close communication and consultation between DPME and OTPs is necessary throughout the implementation of the programme with reference to the following roles responsibilities.
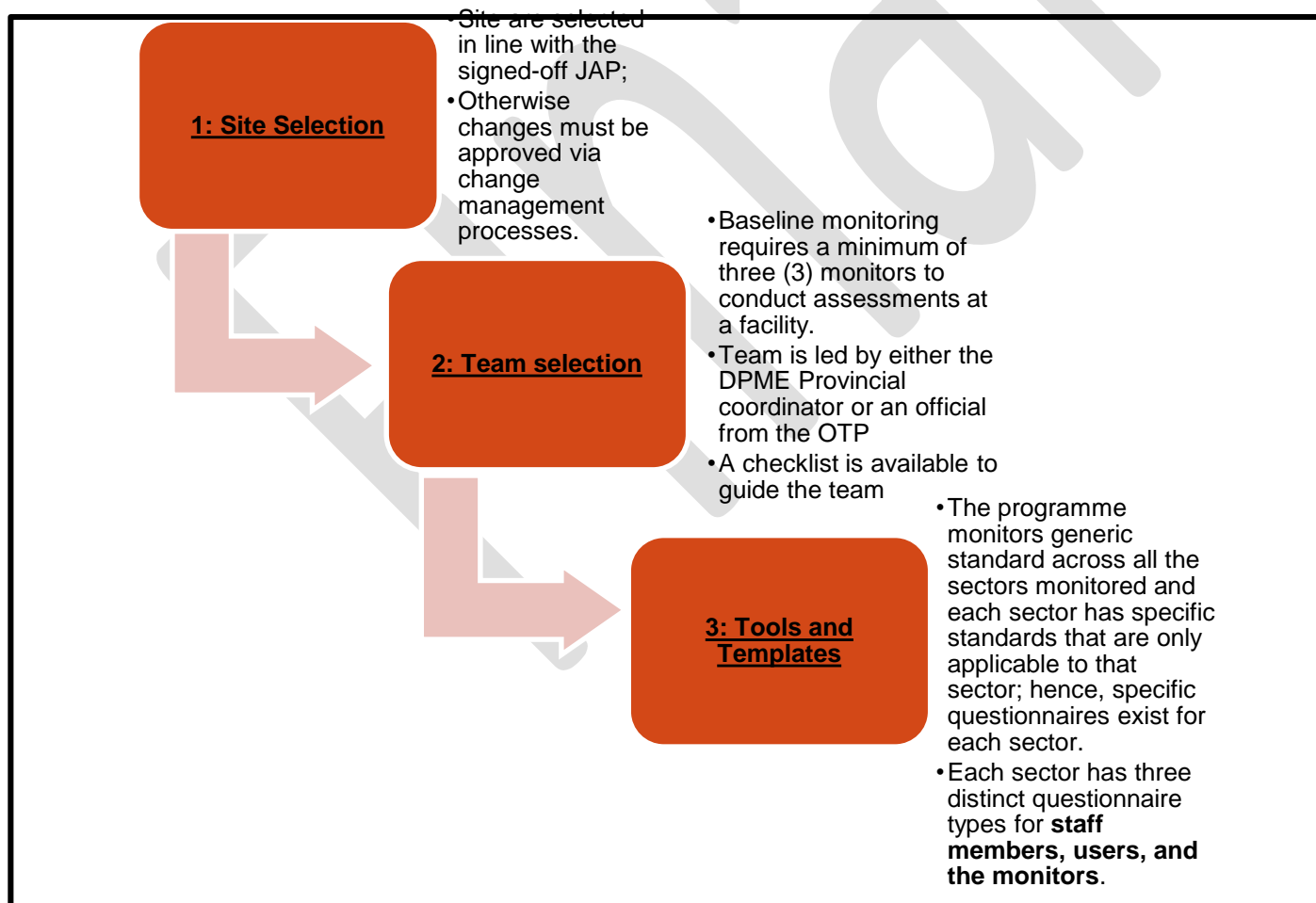
6.2.6 Baseline monitoring: unannounced monitoring visit

The baseline monitoring approach as implemented by the DPME / OTP consists of two (2) interrelated stages. These stages can be spread across several phases. These phases are:

(i) Phase A – Preparation
(ii) Phase B – Implementation
(iii) Phase C – Reporting

(i) PHASE A – PREPARATION

Figure 4: Preparation for FSDM Baseline Monitoring

1: Site Selection
- Site are selected in line with the signed-off JAP;
- Otherwise changes must be approved via change management processes.

2: Team selection
- Baseline monitoring requires a minimum of three (3) monitors to conduct assessments at a facility.
- Team is led by either the DPME Provincial coordinator or an official from the OTP
- A checklist is available to guide the team

3: Tools and Templates
- The programme monitors generic standard across all the sectors monitored and each sector has specific standards that are only applicable to that sector; hence, specific questionnaires exist for each sector.
- Each sector has three distinct questionnaire types for **staff members, users, and the monitors**.

It is imperative that the correct questionnaires be printed and packaged before the day of the actual monitoring.

In preparation for the monitoring visits, a travel motivation indicating the planned visit logistics and monitoring teams is to be sent to the programme manager for approval, a month before the visits based on the approved annual schedule.
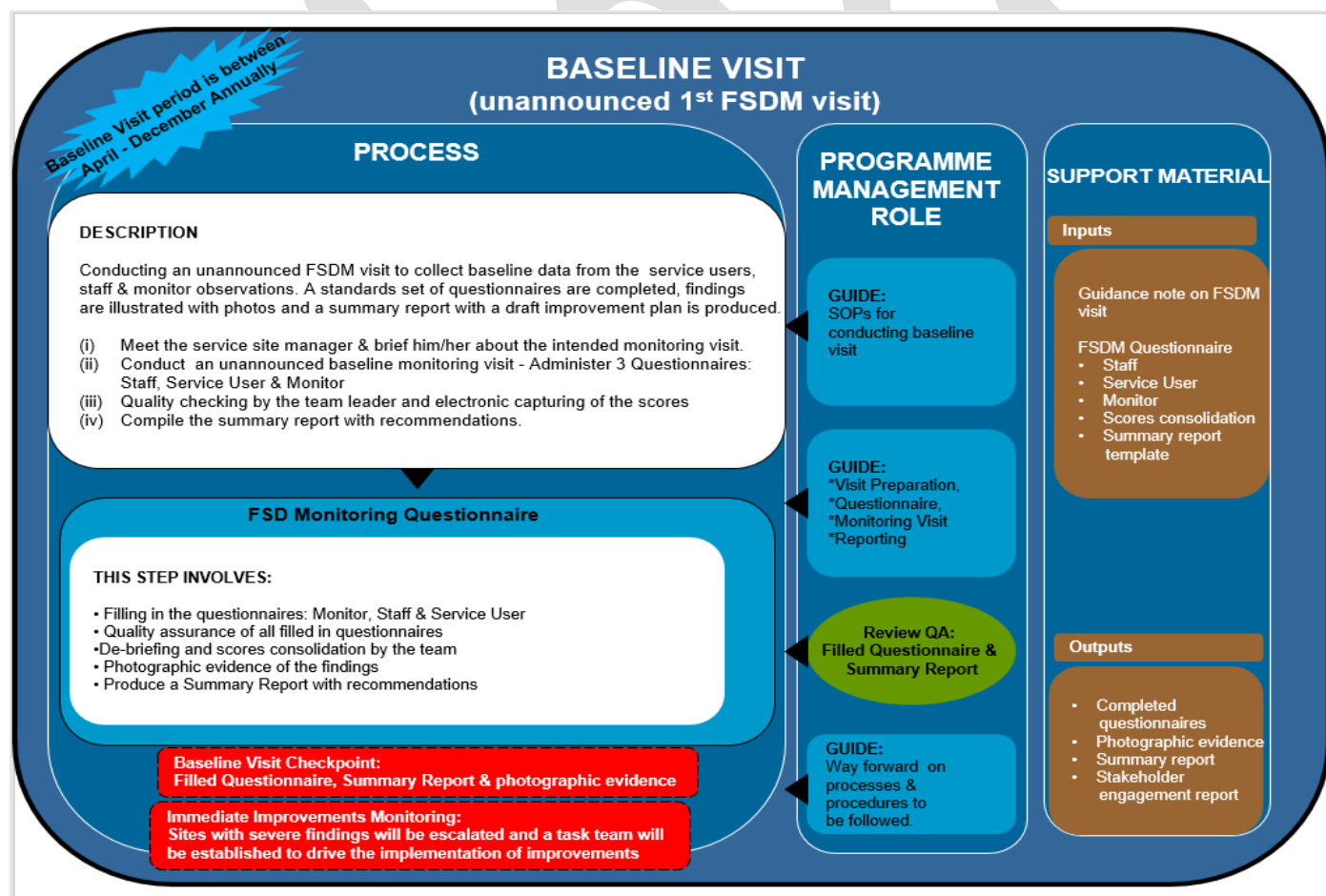
(ii)   PHASE B – IMPLEMENTATION

Baseline Monitoring: Unannounced monitoring

The following guidelines should be considered:

Questionnaire	Minimum number	Recommended number
Monitor	Three (3)	Five (5)
Staff	Three (3)	Five (5)
Users	Five (3)	Ten (10)

In 2017/2018, the FSDM Programme will be expanding its monitoring activities to include SOEs and DFIs, as well as Youth programmes. An exploratory approach will utilised in his regards. There are no tools or structured approaches in place to monitor these sectors, therefore it is crucial that the processes, procedures and tools used are meticulously documented to inform the development of more robust frameworks. This will happen concurrently with research into these sectors.
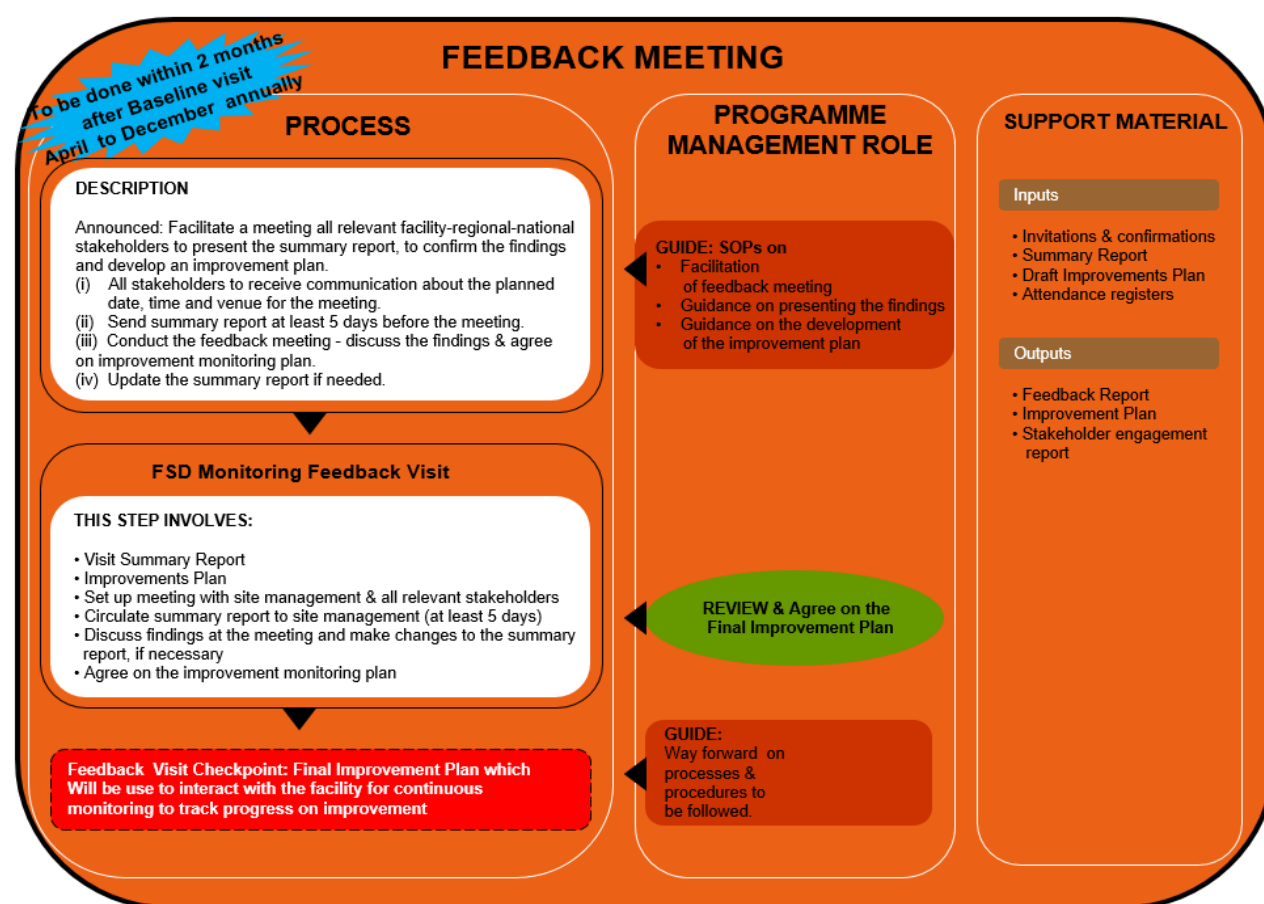
Figure 5: Baseline monitoring

The last part of this step is to close the baseline monitoring. A quick debriefing on the general findings is provided, and the way forward is explained to the service delivery point manager. It is essential to underscore the supportive role to be played by the DPME and the OTP. Furthermore; it is important to capture the qualitative (narrative) data that enriches the summary report. This narrative information, alongside the data, determines the type of monitoring interventions going forward for this facility. This needs to be supported by the photographic evidence to be used during the feedback meeting.

Baseline Monitoring: Feedback Meeting

Figure 6: Feedback Visit

This meeting should be arranged within eight (8) weeks after the unannounced monitoring visit. Participants in this meeting should be representative of all the key stakeholders involved in terms of service delivery point. This included the DPME officials, OTP officials, the management of the service delivery point at facility, district, regional and provincial levels. This will promote ownership in implementing improvements recommendations.

During this feedback meeting, the findings of the baseline monitoring are discussed with the management. This space should also be used to agree on recommendations to address the areas of improvement, as well as the timelines and responsibilities of those involved. It is important to align the recommendation with sectors plans for infrastructure and service delivery improvements.

6.2.7   Improvements monitoring

Monitoring of improvements is conducted to address service delivery challenges and unblocked blockages at facilities that rated poorly as per the improvement monitoring selection criteria used by FSDM programme. DMPE has a targeted approach for improvement monitoring in line with resource availabilities to conduct this type of monitoring. The improvement monitoring methodology is fixed for facilities that are part of the JAP, however; OTPs are encouraged to select more facilities than the targeted number as per the JAP to facilitate improvements at facilities.

The objective of FSDM in improvements monitoring is to facilitate improvements in the performance of targeted facilities and to catalyse the implementation of the improvements at facilities. It is important that this approach facilitate a culture of positive change in driving government interventions. Although DPME is central to the FSDM programme the responsibility for implementing the corrective measures/improvement plans remains that of the line/sector departments, with the Offices of the Premiers providing oversight particularly within the provincial and local sphere.

The improvement monitoring process will take place in three independent but related steps and processes as depicted below. *For further information on improvement monitoring, please see the Improvement monitoring SOP document.*

Figure 7: Improvement Monitoring Protocol/Process

Step 1: Consultation
This is a proactive interaction by Provincial Coordinators/OTPs with the facility managers and relevant stakeholders on the implementation of the improvement plan action items. This step is about facilitating and encouraging the implementation of the imporvements at a facility, as well a build up process towards an effective improvement meeting. Output: updated improvement plan

Step 2: Improvement meeting
This is an engagement to discuss and track progress against the improvement plan with key facility management and relevant stakeholders. It is important that during this step, if progress is not satisfactory that root causes be unpacked to assist any challenges that exisits, motivations and mitigation should be documented within the improvement plan. This meeting can be conducted in two ways (i) meeting for one facility or (ii) a sector meeting where, facilities from one sector are discussed in one meeting. Output: Updated improvement plan, challenges and gaps identified and agree on way forward

Step 3: Verification
Physical visit to a facility unannounced to confirm/verify reported progress during improvemnt monitoring consultation and meeting. This step requires that you have an imporvement plan as a reference document for verification, guided by the progress reported from the meeting and the consultation processes. Output: Updated improvement plan with photographic evidence against the photographic evidence of the previous assessment and verification brief summary/summative report. the report must be sent to managemet wthin seven days after the verification.
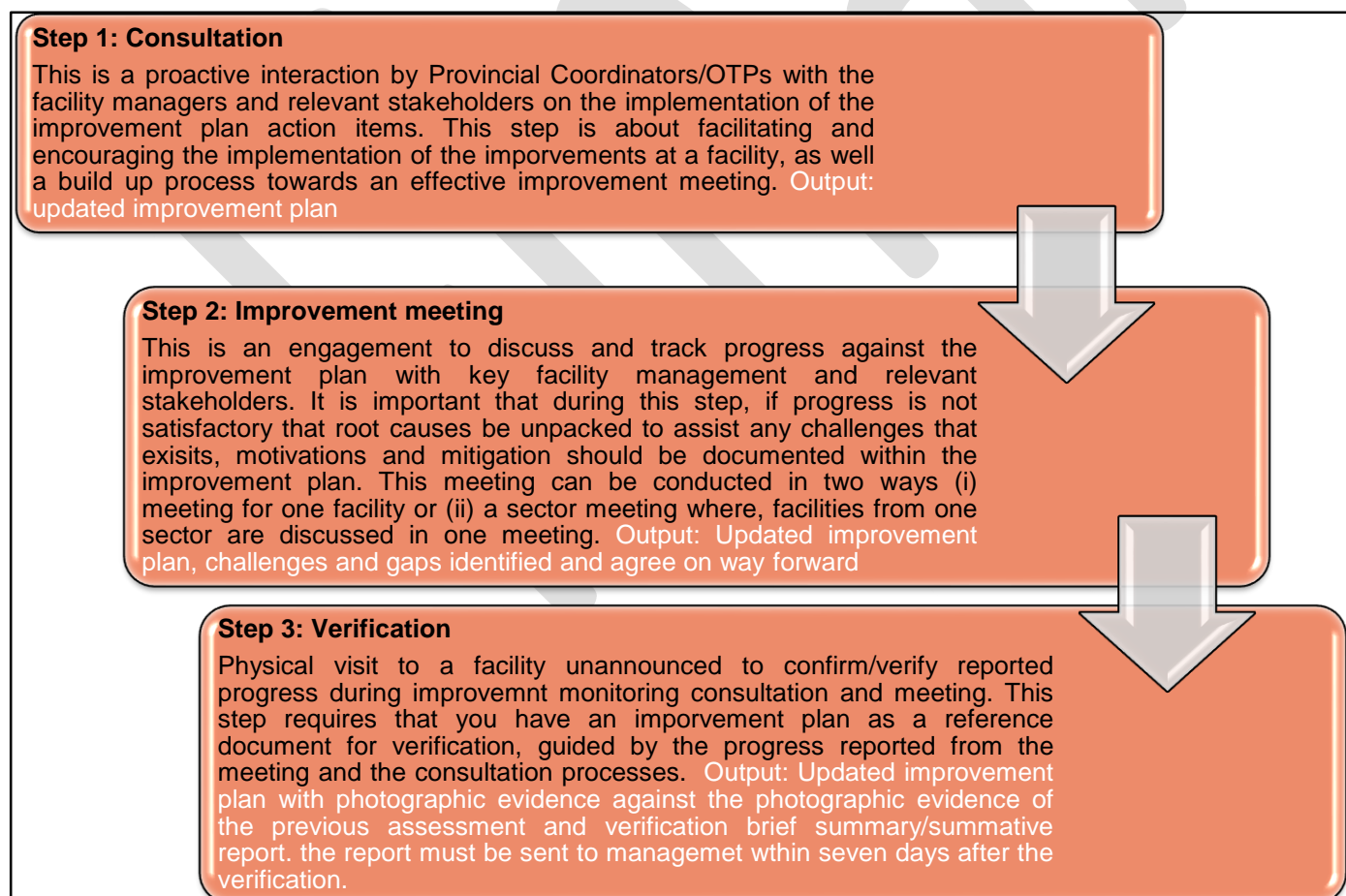
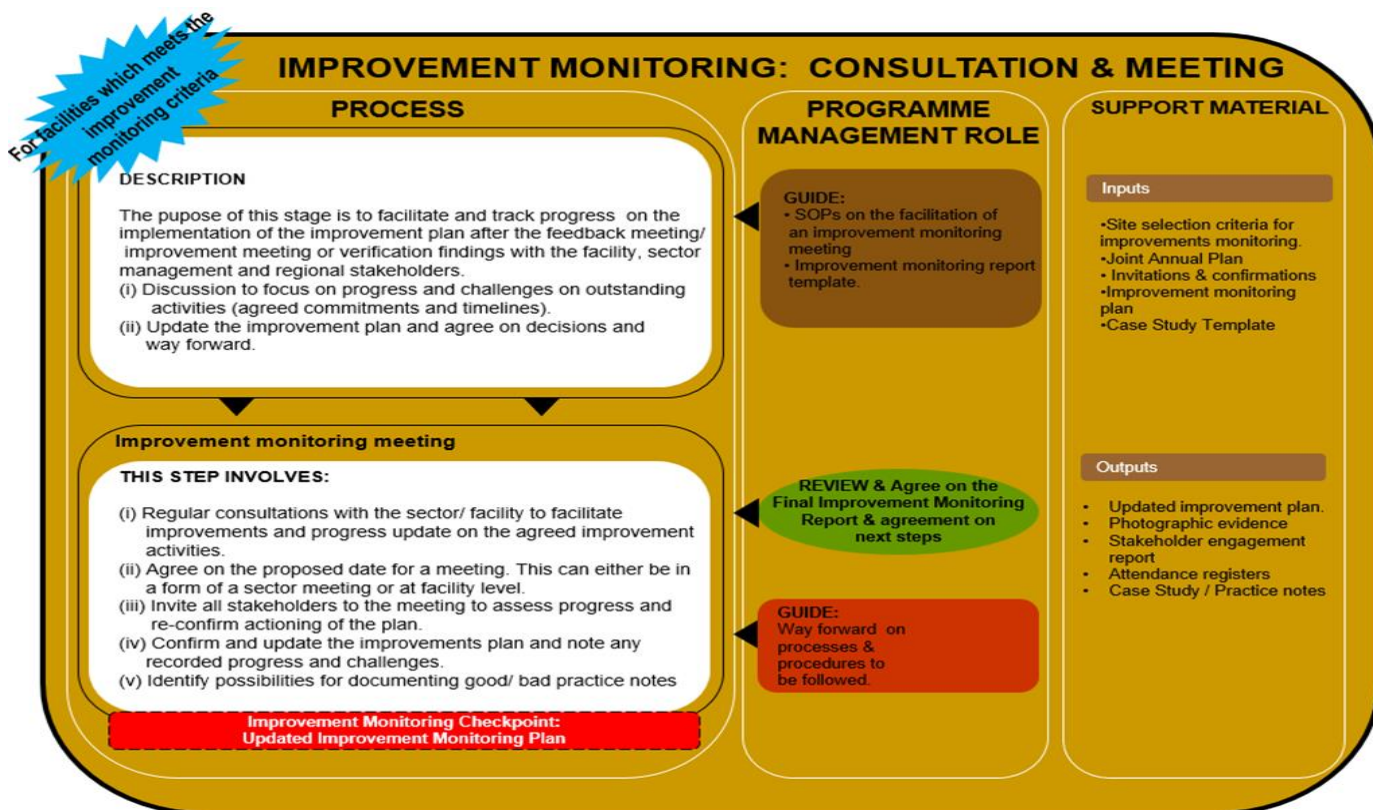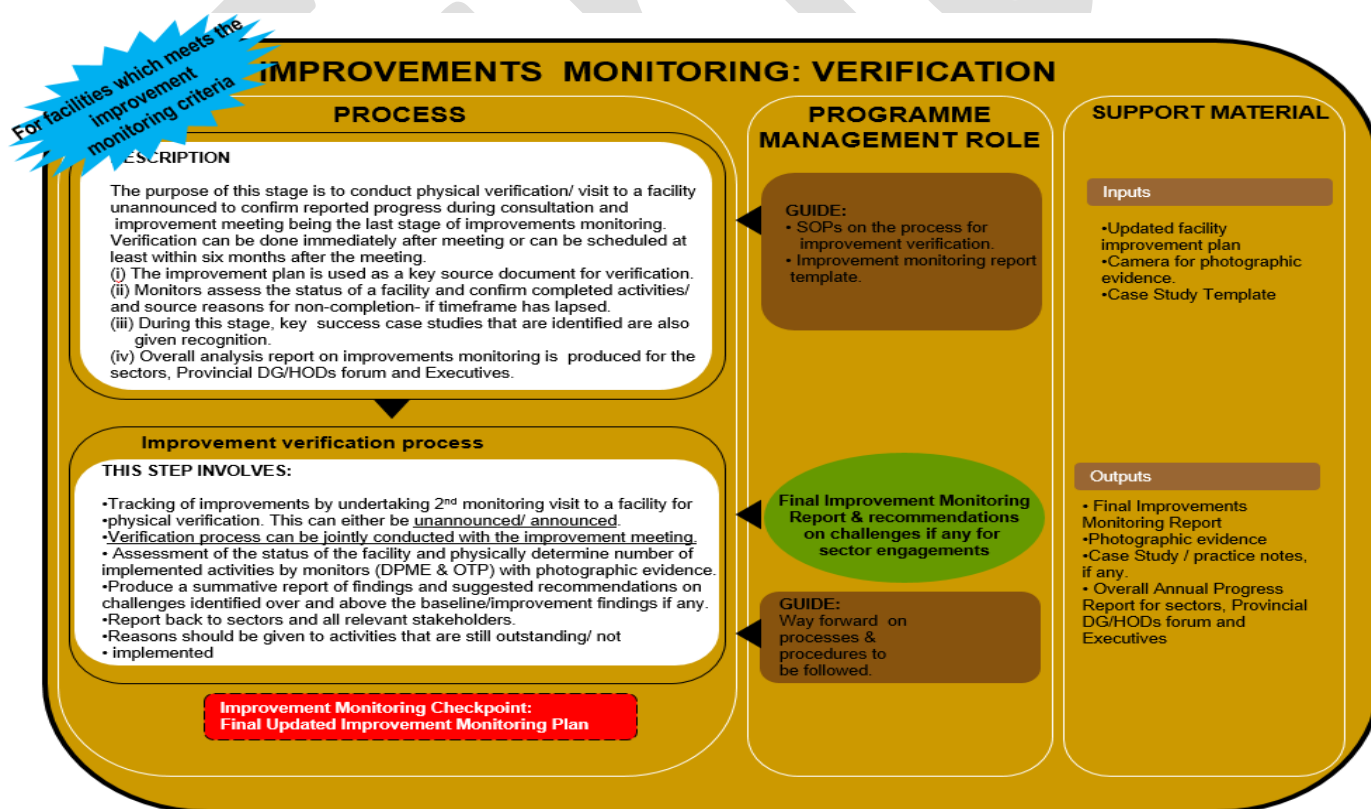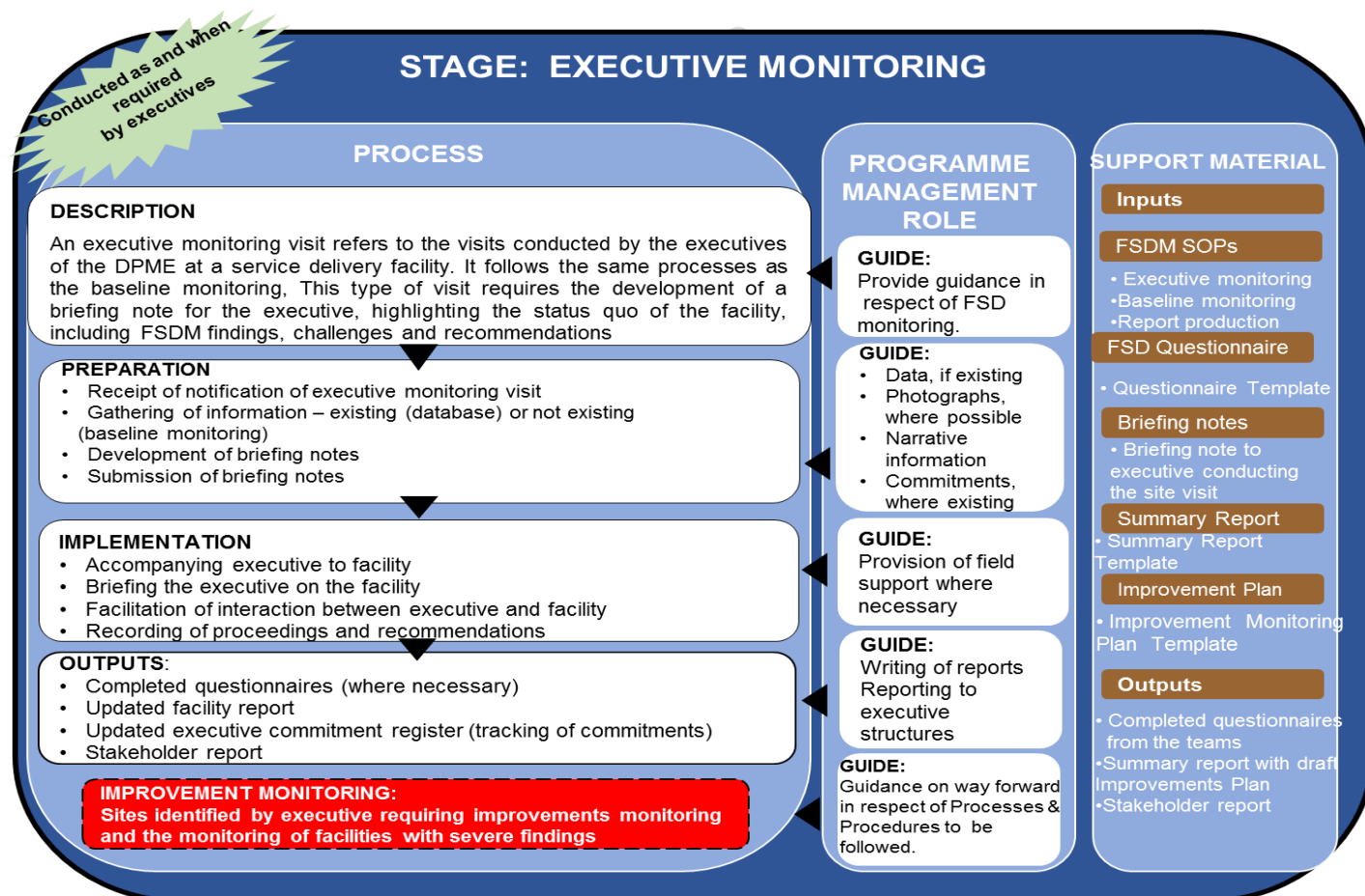Figure 8: Improvement Monitoring Consultation & Meeting Summarised.

Figure 9: Improvements Monitoring Verification Summarised

6.2.8 Executive monitoring

The Presidency and DPME Executives are supported through the FSDM Programme for their outreach programmes. The implementation of this support follows the FSDM approaches and the Executive Monitoring approaches. The main outputs for this stage is the briefing notes and the narrative report after the monitoring visit by the Executive.

Figure 10: Executive Monitoring Summarised

6.2.9 Approach to continuous monitoring for facilities that have been removed from the FSDM list

Facilities that have fully implemented their improvement plans and have sustained such improvements since the baseline over a three-year period will not be included for re-monitoring in 2017/18. These facilities will be handed over to OTP for continuous monitoring and oversight to avoid regression guided by the following:

i   Alongside the DPME driven improvements monitoring processes, OTPs should facilitate the improvements monitoring processes through the existing provincial structures (DG/HODS Forum) to fast track the implementation of improvement plans. OTP will have to continue with the monitoring/support to these facilities on ad-hoc basis to avoid regression;

ii   This involves reporting on the improvements monitoring processes at the DG and HODs forums. The FSDM provincial reports, baseline facility reports, feedback and improvements monitoring engagement reports are to be used to provide progress at these forums;

iii   The process to monitor/support facilities should be informed by the FSDM improvements monitoring guidelines and tools including quality assurance and reporting;

iv   It is important that ah-hoc monitoring is documented and planned for by OTP and the update/s on the facilities that have been handed over to OTPs for improvement monitoring will be required on annual basis. Improvements monitoring facilities with severely negative 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:

   a)   Facility findings which indicate total operational system collapse and findings that are not the norm for the sector;[1]

   b)   Facilities with severe findings with scores of only poor and fair in all eight key performance areas; and

   c)   Facility findings, including the state of buildings and the internal and external environment, warrants immediate action as it poses a health and safety risk to the lives of citizens and staff.[2]

Improvements monitoring processes for facilities with severe findings that are outside the normal Frontline Service Delivery Monitoring exercises and will be driven by a task team consisting of the DPME and the Office of the Premier, 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 the DPME and the Office of the Premier will provide leadership to drive the planning process and oversight over the implementation process. The implementation of service delivery improvements will also depend on the availability of budgets in the implementing department.

6.3   Data Analysis and Reporting

6.3.1   Data Analysis

Data Analysis is done at various levels, ranging from facility level to national level. The data is utilised to develop a comprehensive picture of a facility, facilities, province/s and sector/s. Other descriptive, comparative and progressive/longitudinal analyses are done based on the expected disaggregation in line with the audience/stakeholders needs. In line with improving the use of FSDM data, data sector specialists will assist with the data analysis to ensure alignment with policy priorities and the implementation of the NDP.

FSDM data integrity is dependent on the correlation of the quantitative (ratings) data, qualitative (narrative descriptions) data and photographic evidence within the summary reports/improvement plans.

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[1] The site operates totally differently from the expected norm, for example a SASSA office that has no grants application processes in place or pay-out system administration.
[2] For example, black water leaking into the service site, collapsed and leaking ceilings and piles of solid waste littering facilities.

6.3.2 Reporting

DPME and OTPs are jointly responsible for drafting and finalising the summary reports, feedback reports and improvements monitoring reports after every visit/engagement with the facility. These reports must be submitted to the facility management within 7 working days after a monitoring visit has been conducted. In addition to the above, DPME will produce provincial quarterly, mid-year and annual programme reports informed by the provincial quarterly reports which will be submitted to DPME through respective provincial coordinators. Programme reports will include findings of joint visits as well as visits that were not done jointly (only monitoring visits, that meets the joint quality assurance standard will be considered for reporting and analysis purposes). The reports will be submitted to OTPs for comments and inputs by DPME prior to submission and presentations to respective stakeholders and various platforms see reporting flow below.

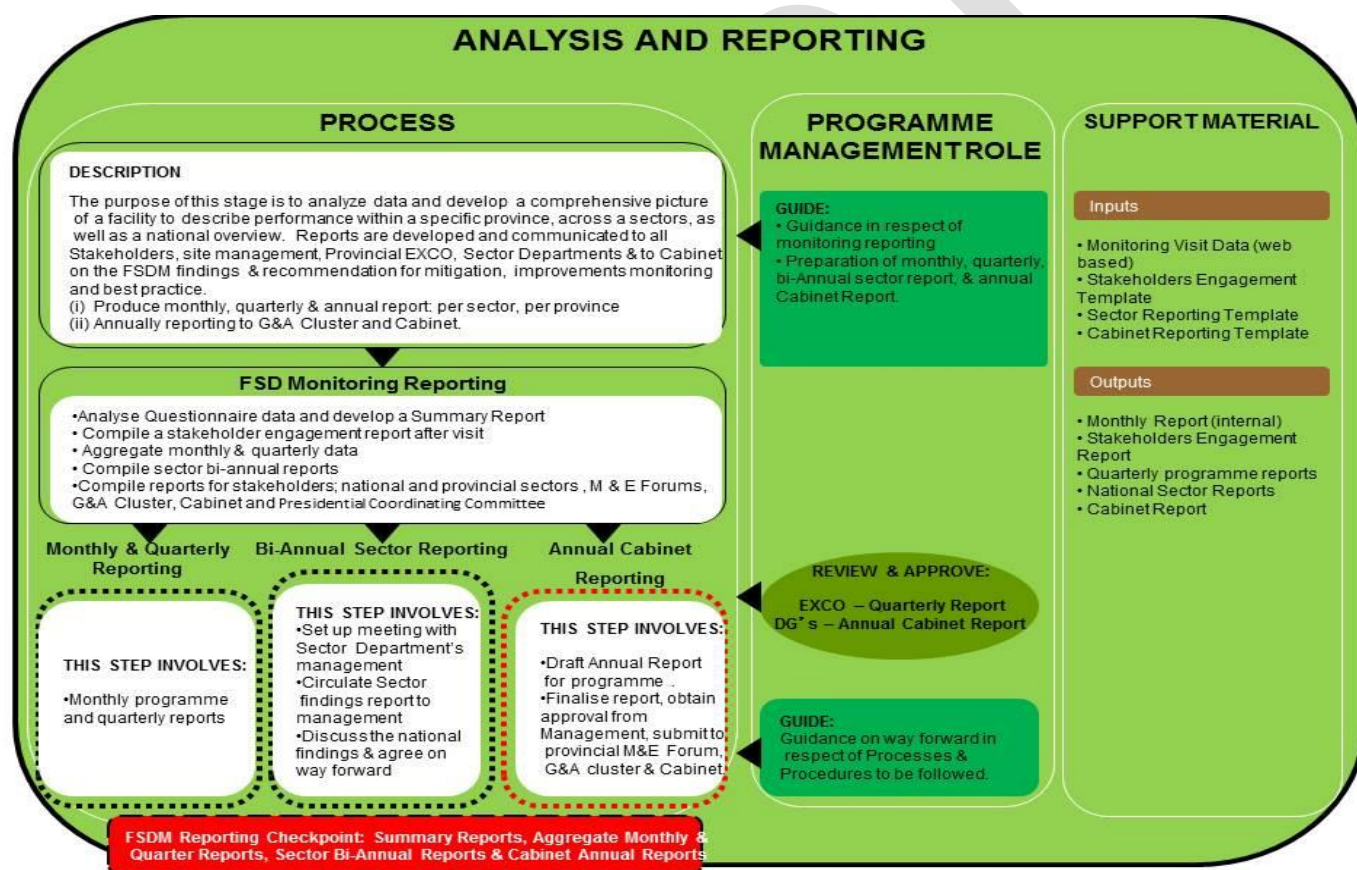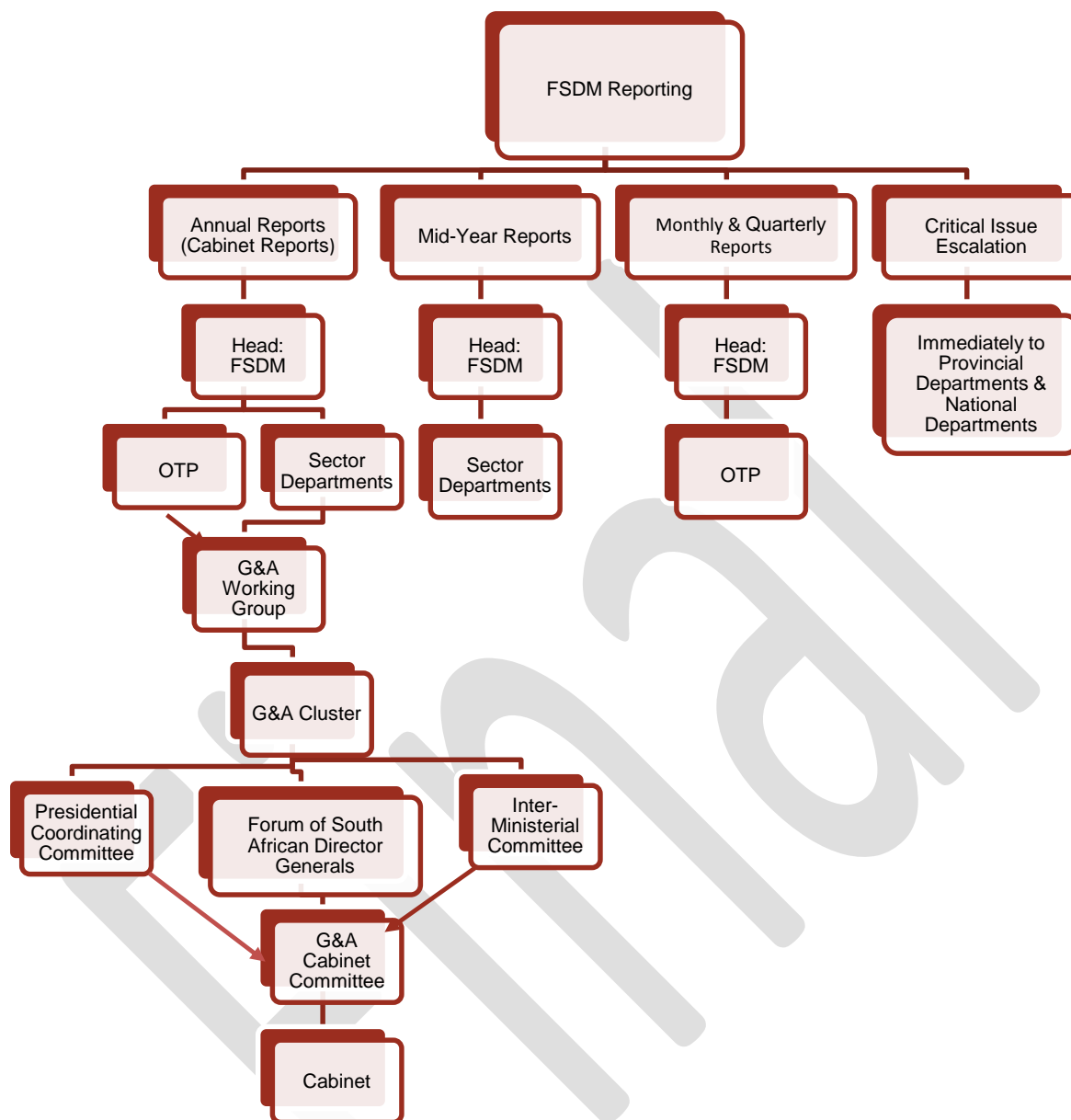Figure 11: FSDM Analysis and Reporting summarised

Figure 13: FSDM Reporting Flow

6.4 Knowledge Management and Communication

FSDM Programme also produces several knowledge products aimed at sharing practices, developments and findings in the field from frontline service delivery. Field-level practices are observed by the monitoring teams throughout the monitoring visits and documented as improvements case studies. These may include the use of innovative systems and tools, good working partnerships, collaboration between service facilities and the private sector, users and inspiring managers and staff. These can be documented, using the case study template or short story template, quotation should be documented to strengthen the findings and case studies.

Knowledge management is essentially about facilitating the processes by which explicit knowledge (structured or unstructured) is created, shared and used in the form of guidelines, standard operating procedures, case studies, good practice notes, lessons learned and research findings to link people with information. It is important to note that the aim of knowledge management in the context of FSDM is to manage all knowledge available which is important to improving performance and service delivery at large. People are often viewed as the most important aspect of knowledge management supported by internal processes and enabled through technology. FSDM is currently using the following tools to facilitate the process of creating, sharing and using knowledge.

Figure 13: FSDM Tools for Knowledge Management

Knowledge bank/ database

- A database of all the facilities that have been monitored, updateds are done quarterly, based on the developments that are taking place in facilities and the implementation of the monitoring activities of the programme. This database is managed and used to draw various types of analyses that can be used for research and reporting throughout the year. The FSDM database of service delivery facilities assessed jointly and also with political executives is available. OTPs are encouraged to have provincial database for knowledge management purpose particularly on monitoring visits that were not conducted jointly with DPME.

Case studies

- Case studies provide an indepth understnding of why things happens as they do on the bases on perceptions/reality of the writer. It is also important to plan how this knowledge will be utilised for communicate, planning and decisin making. Case studies are critical in bringing out key qualitative information from a facility/sector that are not necessarily captured elsewhere. They are useful for setting standards operational procedures for improvements of service delivery. It is vital to bring the most useful and transferable information to the fore for a broader audience. A target of a minimum of two (2) case studies per year has been set for the next financial year. Case studies to be documented, needs to be proposed before the end of the current 2016/2017 financial year. Completed case studies will be circulated to internal and external stakeholders and also published on the DPME website.

Practice notes

- Practice notes on FSDM include interesting findings during the monitoring visits, whether from a baseline or monitoring of improvements. A practice note can be on a specific indicator/key performance area and not limited to the following strategic levers (i) innovation (ii) leadership and empowerment (iii) stakeholder involvement (v) regression after improvement. Practice notes should be aligned with normal standard operating procedures and do not replace normal organizational processes. The process will entail how to embrace best practice and how to deal with issues that may arise/unintended consequences. A target of a minimum eighteen (18) practice notes has been set for the 2017/18 financial year on interesting stories emanating from 2016/17 implementation based on and not limited to the above themes as well as the FSDM Key Performance Areas. Completed practice notes will be circulated to internal and external stakeholders and also published on the DPME website for knowledge sharing.

FSDM Updates/ Newsletter

- This is an activity that is used to capture and communicate various FSDM events including executive engagements with the communities. An update/newsletter will be produced on quarterly basis guided by DPME communications unit on developments and interesting facts about the programme. OTP are also requested to submit provincial articles that are related to FSDM implementation in their respective provinces for inclusion in these updates. These will be edited accordingly, and included in a combined update that also covers Executive Monitoring, CBM and Presidential Hotline. The updates will be posted on the DPME website and distributed to all our stakeholders.

7 TOOLS AND GUIDELINES

The FSDM Programme utilises several tools and guidelines that circumscribe the processes and procedures of the Programme. These tools and guidelines are grouped as per function, and the various templates are available on the DPME Website. Below is a table for referencing each document.

7.1 Tools and Guidelines for Review

Document	Reference
Joint DPME OTP Programme Review Guideline	FSDM DPME and OTP Programme Management Review Meeting 2017/2018
FSDM Issue Log	FSDM Issue Log Template 2017/2018
FSDM SOP - Sector Championing	FSDM - Sector Championing Guideline 2017/2018

7.2 Tools and Guidelines for Planning

Document	Reference
Joint Annual Plan Guideline	FSDM Joint Annual Planning Guideline 2017/2018
Improvement Monitoring Standard Operating Procedure	FSDM Improvements Monitoring Standard Operating Procedure 2017/2018

7.3 Tools and Guidelines for Data Management

Document	Reference
FSDM SOP – Baseline Monitoring	FSDM Standard Operating Procedure – Baseline Monitoring 2017-2018
FSDM Data Collection Tools (Questionnaires)	2017/2018 FSDM Questionnaire
FSDM SOP – Database Management	FSDM Standard Operating Procedure – Database Management 2017-2018

7.4 Tools and Guidelines for Reporting

Document	Reference
Summary Reporting Template	2017/2018 FSDM Summary Report Template
Questionnaire Review Report	FSDM Questionnaire Review Report 2017/2018
FSDM SOP – Data Analysis and Report Production	FSDM Reporting and Report Production Standard Operating Procedure 2017/2018

7.5 Tools and Guidelines for Knowledge Management

Document	Reference
FSDM SOP – Case Study Development	FSDM Case Study Development Standard Operating Procedure 2017/2018
FSDM Case Study Template	FSDM Case Study Template 2017/2018
FSDM Case Study Mini Scope	FSDM Case Study Mini Scope Template – 2017/2018

FSDM SOP – Updating Photo Library	FSDM Standard Operating Procedure – Updating the FSDM Photo Library 2017-2018
FSDM SOP – Updating Website Content	FSDM Standard Operating Procedure – Updating the FSDM Photo Library 2017-2018

8   CODE OF CONDUCT FOR MONITORS

The Code of Conduct for Monitors guides monitors on their conduct. It guides both the individual conduct of monitors and their relationships with others during frontline service delivery visits. Compliance with the Code of Conduct enhances professionalism and helps to ensure confidence in the Frontline Service Delivery Monitoring Programme and the public service.

8.1   Client focus

As monitors we will listen to our clients (citizens and staff) and partners and treat them with dignity and respect, putting them first. As monitors we will at all times:

i   Serve the public in an unbiased and impartial manner to create confidence in the public service;

ii   Be polite, helpful and reasonably accessible in dealings with the public at all times treating members of the public as customers who are entitled to receive high standards of service;

iii Not unfairly discriminate against any person on the basis of race, gender, ethnic or social origin, colour, sexual orientation, age, disability, religion, political persuasion, conscience, belief, culture, or language; and

iv   Never abuse our position to promote or prejudice the interests of any individual or group.

8.2   Professionalism

Monitors must pay attention to the basics which include:

i   Being punctual for monitoring visits and meetings;

ii   Running meetings efficiently;

iii Checking spelling and grammar in all reports and documents;

iv   Responding timeously to e-mails, phone messages and all requests;

v   Promoting a learning culture. This implies not doing the same things over again when they are clearly not working;

vi   Pursuing quality management practices including ensuring value for money, fairness and being efficient and effective.

vii Being accountable, responsive, transparent, and courteous

An ethos of teamwork for monitors entails:

i   Providing support to one another and treating each other with dignity and respect;

ii   Building trusting relationships internally and externally;

iii Using the appropriate channels to air grievances and direct representations; and

iv Not disagreeing in front of our clients.

As monitors we shall, at all times:

i Work effectively and efficiently to meet the legitimate expectations of our clients;

ii Be creative, seek innovative ways to solve problems, and enhance effectiveness and efficiency within the context of the law;

iii Be punctual and reliable in the execution of our duties;

iv Execute our duties in a professional and competent manner;

v Avoid any action that is in conflict with the execution of our official duties;

vi Be honest and accountable in dealing with state funds;

vii Use government property and other resources effectively, efficiently and only for authorised purposes;

viii Promote sound, efficient, effective, transparent and accountable administration;

ix Report all instances of fraud, corruption, nepotism, mal-administration and any other act which constitutes an offence or which is prejudicial to the interests of government;

x Give honest and impartial advice, based on all available relevant information and evidence;

xi Honour the confidentiality of matters, documents and discussions classified or implied as being classified;

xii Set an example to all and maintain high levels of professionalism and integrity.

As monitors, we shall:

i Dress and behave in a manner that enhances the reputation of the Department of Planning, Monitoring and Evaluation and the Offices of the Premiers and shall not do anything that brings these offices into disrepute;

ii Wear name tags at all times;

iii Not be under the influence of alcohol or any other substance with an intoxicating effect whilst at work;

iv Not use or disclose any official information unless specifically authorised to do so; and

v Not release to or discuss any official matter or information with any member of the media unless specifically authorised to do so.

9 REFERENCES

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