



Department of Performance Monitoring  
and Evaluation

## **FRONTLINE SERVICE DELIVERY MONITORING (FSDM)**

### **UPDATE 2 July 2014**

This update reports progress made in the FSDM project, which is led by the Department of Performance Monitoring & Evaluation (DPME) in the Presidency in partnership with the Offices of the Premier in all nine provinces.

In April 2013, Update 1 provided information on the findings from the monitoring visits conducted from the programme's inception in 2011 until 2012. Since 2011, 536 facilities have been monitored. These include 40 drivers licence testing centres (DLTC), 95 schools, 131 health facilities, 46 offices of Home Affairs, 43 courts, 38 municipal customer care centres (MCCCs), 75 police stations and 68 SASSA facilities.

This latest Update 2 provides information on FSDM visits conducted during 2013/14, including the findings from 186 facilities being monitored for the first time and 77 facilities being monitored for improvement.

#### **1. Brief background and programme objectives**

The Frontline Service Delivery Monitoring (FSDM) programme is a joint initiative of the DPME-Presidency and Offices of the Premiers and commenced in June 2011. The project uses unannounced monitoring visits to assess the quality of service delivery in frontline services facilities, using structured questionnaires to guide interviews with citizens and staff, as well as observations by monitors. The questionnaires assess the quality of service against eight performance areas. Score cards are produced for each facility and results are discussed at facility level and presented to senior management of responsible departments as well as to Cabinet. Since 2012, Improvements monitoring has commenced, with the focus on convening working sessions to facilitate

putting the agreed improvement plan for a facility into action, followed by a yearly unannounced monitoring visit to the facility to assess the conditions.

In response to numerous studies highlighting M&E weaknesses within the practice of government officials, such as “problems are not treated as an opportunity for learning and improvement” and “M&E is regarded as the job of the M&E unit and not all managers”, the FSDM initiative endeavours to strengthen the M&E practices of field-level managers and their supporting decision makers in head offices, encouraging them to (i) value regular on-site monitoring as a source of evidence for decision making and (ii) use the evidence for quick and decisive decision making as well as for systemic changes.

## 2. Summary of findings from the 2013-2014 monitoring activities

### 2.1 Unannounced (baseline) monitoring

Between April 2013 and December 2013, 186 baseline visits were conducted in service delivery facilities through the country.

New facilities monitored 2013	EC	FS	GP	KZN	LP	MP	NW	NC	WC	TOTALS PER SECTOR
<b>DLTC</b>	1	1	4	1	4	1	1	1	1	15
<b>Education</b>	0	3	8	1	4	3	4	4	3	30
<b>Health</b>	4	4	8	4	4	3	4	4	3	38
<b>Home Affairs</b>	3	2	4	1	3	2	2	1	2	20
<b>Justice</b>	1	2	4	2	4	2	1	1	1	18
<b>MCCC</b>	2	0	4	2	4	1	1	1	1	16
<b>SAPS</b>	2	2	4	2	4	2	4	2	2	24
<b>SASSA</b>	3	2	4	2	4	3	3	2	2	25
<b>TOTALS PER PROVINCE</b>	16	16	40	15	31	17	20	16	15	186

The information below is derived from the individual findings of each facility, which have been averaged into single scores for each Key Performance Area and for each sector/type of facility:

RATING FOR ASSESSMENT OF QUALITY OF SERVICE DELIVERY KEY PERFORMANCE AREAS: 186 FACILITIES																									
Ratings for Assessment Areas	Location & accessibility			Visibility & signage			Queue management & waiting times			Dignified treatment			Cleanliness & comfort			Safety			Opening & closing times			Complaints management			Sector
	Type and number of facilities)	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	User	Staff	Monitor	Ave		
DLTC (15)	3	2	2	2	2	2	2	2	2	3	3	3	3	2	2	2	3	2	2	2	2	2	2	2	
Education (30)	3	2	2	2	2	2	N/A	N/A	N/A	3	3	3	2	2	2	2	2	2	2	2	2	2	1	2	
Health (38)	3	3	3	2	2	2	2	3	2	3	3	3	3	3	3	3	2	2	3	3	3	2	3	2	
Home Affairs (20)	3	2	2	2	2	2	3	3	2	3	3	3	3	2	2	3	2	2	3	3	3	2	2	2	
Justice (18)	3	3	3	3	2	2	2	3	2	3	3	3	3	3	3	3	3	3	2	3	2	2	2	2	
MCCC (16)	3	3	3	2	2	2	2	2	2	3	3	3	3	3	2	3	2	2	3	3	3	2	2	2	
SAPS (24)	3	3	3	2	2	2	2	3	2	3	3	3	2	3	3	2	2	2	3	3	3	2	2	2	
SASSA (25)	2	2	2	2	2	2	2	3	2	3	3	3	3	3	2	3	2	2	2	3	3	2	2	2	
<b>Ave</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	

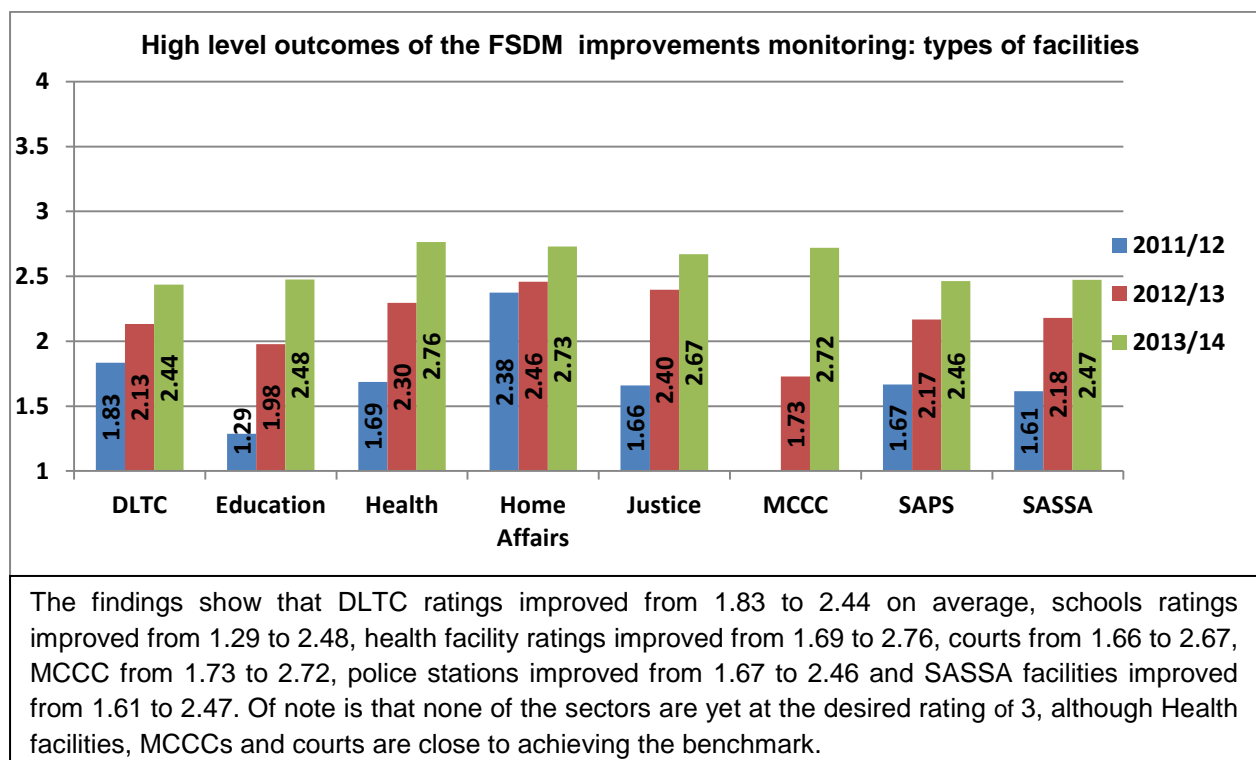
Performance areas that require intervention across all the types of facilities are: Complaints Management, Visibility and Signage, Queue Management and Safety. A high-level summary of all ratings in a sector highlights that there are five types of facilities that are rated on average 2 (fair) – DLTCs, schools, Home Affairs, MCCCs and SASSA. A high-level summary of all ratings for facility type shows there are three types of facilities that are rated on average 3 (good) – health, justice (courts) and SAPS.

## 2.2 Improvement monitoring

Based on the research on M&E practices in government, 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. Hence, the FSDM initiative is progressively shifting its focus to the monitoring of improvements, to facilitate and monitor that the agreed actions are implemented. Annually, facilities that achieved low assessment scores during the first monitoring are selected for improvements monitoring. The responsible departments are informed of the facilities that will be re-monitored to assess if conditions improved, but the actual monitoring is also done unannounced.

The Improvements Monitoring approach consists of three 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 the Office of the Premier) to ascertain progress with agreed improvements. The intention with this meeting is to facilitate action being taken 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.

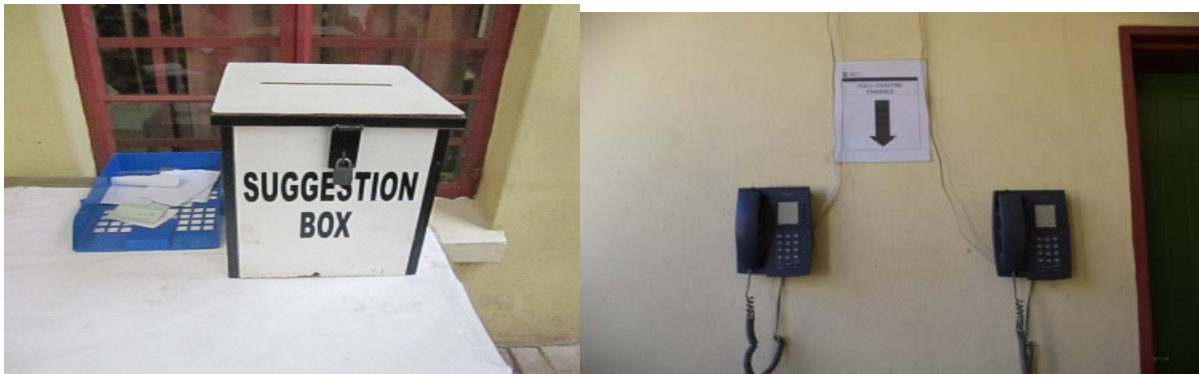


## Improvements

*Exterior of the Thusong Centre, Alexandra, Johannesburg, Gauteng*  
**Before and after:** Surrounding area is cleaner.



*Complaints management system, Home Affairs, Umtata, Eastern Cape*  
**Before and after:** Under-used suggestion box replaced by a book, forms and pens and access to national call centre.



*Waiting areas at clinic in Gugulethu, Cape Town, Western Cape*  
**Before and after:** Waiting areas enlarged with new chairs provided.



### 3. Activities for 2014 2015

In the 2014/2015 financial year, 93 new facilities will be monitored and 123 facilities will be revisited for improvement monitoring. A mid-year FSDM report will be produced and presented to national and provincial departments by November 2014. The FSDM annual workshop will take place in November 2014.

The FSDM team will continue to facilitate improvements within the broader spectrum of the facilities (sector improvement meetings) to ensure a multiplier effect that has the potential of fast-tracking service delivery improvement, including in facilities we have not visited. We will continue to work together with departments and interested departments in improving their monitoring of facilities to improve overall facilities performance on a continuous basis.

#### CONTACTS

Ms Bernadette Leon	Head: Frontline Service Delivery Monitoring Unit	bernadette@po-dpme.gov.za
Ms Dineo Mmako	Director: FSDM Programme Management	dineo@po-dpme.gov.za
Mr Mugivhela Rambado	Director: FSDM Provincial Implementation	mugivhela@po-dpme.gov.za
Ms Musiwalwo Mapholi	Deputy Director: FSDM Provincial Implementation	musiwalwo@po-dpme.gov.za
Ms Stellah Masombuka	Deputy Director: FSDM Provincial Implementation	Stellah.Masombuka@po-dpme.gov.za
Ms Mantsie Motsepe	Deputy Director: FSDM Provincial Implementation	mantsie@po-dpme.gov.za
Ms Mandisa Mathlare	Deputy Director: FSD Programme Management	Mandisa@po-dpme.gov.za
Mr Tshepo Sejeng	Deputy Director: FSD Programme Management	tshepos@po-dpme.gov.za
Mr Edward Tshabalala	Senior Admin Officer: FSD Provincial Implementation	edward@po-dpme.gov.za
Ms Mmathabo Mokebe	Assistant Director: Administration	mmathabom@po-dpme.gov.za
Ms Mabatho Motsifane	Senior Secretary: FSD Programme Management	mabatho@po-dpme.gov.za
Ms Kgomotso Makonyane	Secretary: FSD Provincial Implementation	KgomotsoMo@po-dpme.gov.za