

FRONTLINE SERVICE DELIVERY MONITORING (FSDM) UPDATE 4: SEPTEMBER 2015



planning, monitoring
and evaluation

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA



DEPUTY MINISTER CONDUCTS UNANNOUNCED FRONTLINE SERVICE DELIVERY MONITORING

Deputy Minister, Mr Buti Manamela together with the FSDM team have conducted monitoring visits at frontline facilities as part of government initiatives to improve the quality of service delivery. National Youth Development Agency offices were also monitored and few identified beneficiaries that are currently receiving funding from the agency were visited.



Deputy Minister interacting with officials at Modimolle Police Station

The monitoring visits are currently underway and the strong message that the Deputy Minister is emphasising is that officials responsible for the implementation of the improvement agreements should be held accountable for actioning the monitoring findings. He indicated that government has made services available and citizens are entitled to receive these services in a fair and dignified manner. He added that allegations of corruption, bribery and fraud in Drivers Licensing and Testing Centres cannot be tolerated and officials involved in such activities will be dealt with accordingly. Other facilities that have been monitored by the DM includes Mabopane DLTC, FH Odendaal Hospital, Solomon Mahlangu High School, Modimolle Police Station, Eersterus Police Station, Eersterus Clinic and Simunye Community Health Centre in Westonaria.

Deputy Minister also conducts walk-about within these facilities and interact with the citizens to get their lived experiences and views on the quality of frontline service delivery they are receiving. “ Minister, we are elders and we are not given priority, instead there are some agents that takes people from outside and through to the counters, whilst we are still queuing, this is not right and we cannot challenge it for the fear of victimisation. Queue management is chaos in this centre and we hope that you can change this” alluded a senior citizen at Mabopane DLTC.

CONTACT INFORMATION FOR DPME PROVINCIAL COORDINATORS FOR FSDM

MPUMALANGA AND NORTHERN CAPE

Ms Rudzani Mashangu

rudzani@presidency-dpme.gov.za

LIMPOPO AND KWAZULU NATAL

Ms Musiwalwo Mapholi

musiwalwo@presidency-dpme.gov.za

FREE STATE AND NORTH WEST

Ms Mantsie Motsepe

mantsie@presidency-dpme.gov.za

WESTERN CAPE AND EASTERN CAPE

Mr. Tshepo Sejeng

tshepoS@presidency-dpme.gov.za

GAUTENG

Ms Mathabo Molapo

mathabo@presidency-dpme.gov.za



LIVED EXPERIENCES OF FRONTLINE SERVICE DELIVERY FROM THE CITIZENS



"I am used to having a medical aid and now as a pensioner coming down you always think government hospitals are not good". Brits hospital is different; excellent service, caring staff and the environment is neat and very clean. Regarding the management of queues and waiting times, you just need to be patient especially in the consulting rooms because there are only few doctors - just have a book to read or a game to play while you wait. Other service points are very quick with a maximum of ten to fifteen minutes. I have recommended the hospital to a few of my family and friends. **Mrs. Groenewalt—Brits**

"I am used to having a medical aid and now as a pensioner coming down you always think government hospitals are not good." But Brits hospital is different.



THREE MONTHS WAITING FOR A SMART ID CARD

Ms Sophy Mthombeni from Sterkfontein in Limpopo, applied for her smart ID card in Groblersdal Home Affairs on the 11 May 2015, after the amendment of her date of birth, she was told to come back for collection after three weeks. After three weeks she was told head office is still busy with the application and she must go back home and keep checking with the local office. She enquired effortlessly until her neighbour informed the DPME: FSDM team that was at the facility. The team contacted the Home Affairs head office and a response was that her application had challenges with fingerprints and could not be finalised within the set turnaround time. The delay was also caused by the fact that she had applied for both date of birth rectification and the smart card ID. The matter was followed up and she was updated regularly until the application was finalised. Ms Mthombeni was very excited to receive an sms from Home Affairs on 06 August 2015, notifying her to come and collect her smart card ID. "I could not wait for the next day, I was the first in the queue the following morning to collect my ID card and went straight to SASSA office to apply for my old age grant". She said with great excitement.



"Opening a file and triage is very efficient. Elders, infants and people who are very sick are given first preference and we understand that as patients. Once you are seen by the doctor you don't wait long at the pharmacy as they are also quick and efficient. The hospital is also clean and well taken care of. We really like this new hospital". Ms Jeritta Moinooi—Brits.



"Good treatment from all the nurses and I think they are doing their best, I brought a sick person at night and we were assisted accordingly". When asked if she could recommend this hospital to anyone she responded: "Because of the shortage of doctors I would recommend to a friend or family member, to go to George Mukhari hospital". Ms Tabea—Brits

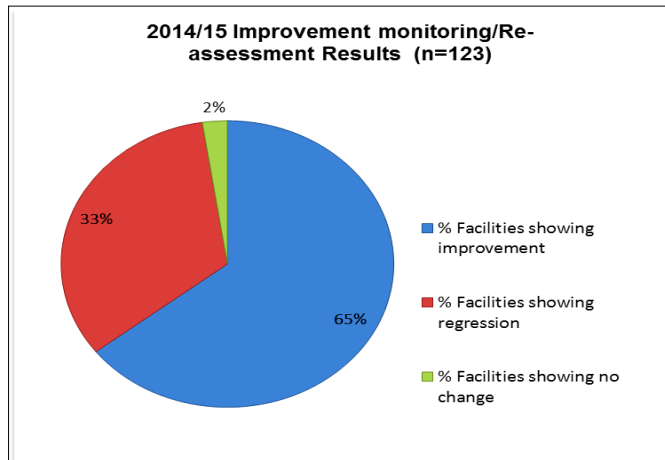


2014/15 ANNUAL FSDM REPORT FINDINGS IN SUMMARY

The fourth FSDM Annual Report was presented and approved by Cabinet on 02 September 2015. The report highlights the lessons learnt in improving the quality of frontline facilities; (i) the need to sustain the realised improvements, (ii) frontline monitoring as a strategic priority of departments, (iii) measurable service standards must be in place and (iv) the actioning of monitoring findings amongst others. It is also anticipated that the 2014/15 findings will assist management in taking informed decision on the challenges and recommendations brought forward. Cabinet also noted that sectors and facilities that are doing well should be recognised and their good practices should be shared. The report is available on the DPME website <http://www.thepresidency-dpme.gov.za/keyfocusareas/flsdSite/Pages/FSDM-Reports.aspx>

2014/15 IMPROVEMENTS MONITORING RESULTS

Although the average improvement trend is good, this



from a low base, none of the facility types are yet at the desired rating of 3 and above. Inadequate investment in managing improvements initiatives at facility level is the major challenge. An experienced Lean Management practitioner said *“Government has projects to improve staff attitudes, but they should rather invest in fixing processes - good processes will result in good staff attitudes and happy clients”*. Continuous operations improvement culture is a requirement for sustaining operations excellence in government departments and facility level for an im-



Special lower counter for disability access: Umzimkhulu Home Affairs

2014/15 BASELINE ASSESSMENT RESULTS

Since 2011, 678 facilities have been monitored: 52 DLTCs, 128 Schools, 158 Health Facilities, 61 Home Affairs offices, 57 Courts, 60 MCCCs, 85 Police Stations, 77 SASSA facilities. Although the sample size represents a small percentage of the total number of facilities in the country, departments are encouraged to increase their on-site monitoring presence so as to deepen their understanding of frontline facilities conditions. A total of 123 facilities were assessed in all nine (9) provinces for 2014/15.

Of the 123 facilities monitored, **Complaints Management, Visibility and Signage, Queue Management, Cleanliness and comfort and Safety** are the five key performance areas that requires intervention across all the types of facilities. A combination of good ratings for **Location and Accessibility, Dignified treatment and Opening and closing times**. Health, Home Affairs and Court facilities achieved average ratings closest to the desired 3 in most KPAs.

One of the lessons learnt throughout the implementation of the FSDM programme is that, solving problems at the frontline produces strategies for tackling systemic challenges. Frontline monitoring by officials as well as the citizen experiences is showing the value of detailed engagement with the specific challenges faced by individual frontline facilities as a way to develop knowledge, strategies and capacity for solving systemic challenges. This is a major point of emphasis in the NDP.



GUIDELINES ON THE QUALITY OF FRONTLINE SERVICE DELIVERY STANDARDS AND ASSESSMENT FRAMEWORK

FSDM programme has an important role to play in improving the quality of frontline service delivery in South Africa. To do this, it must leverage its position at the core of national and provincial government to encourage better frontline service delivery across sectors. This is best achieved through the reliable measurement of quality, efficiency of frontline

services, and through improved planning and continuous monitoring of facilities. Equally important, is the use of monitoring results to promote a discourse on improved quality of service delivery.

We are finalising the guidelines on the quality of frontline service delivery standards and assessment

framework, the guidelines will be made available for all to use as a guide on monitoring frontline facilities. The guidelines together with their associated assessments tools will be available and published on the DPME website before the new financial year 2016/17.



“South African Government has declared enhancement of frontline service delivery as one of the key national priorities with the rationale to institutionalize principles of “Batho Pele” in support of the National Development Plan.”

FSDM ASSESSMENT FRAMEWORK REVIEW: Stakeholders attending the reference group meeting held on 23 April 2015, DPME offices in Grosvenor. Representation included DPSA, National Department of Transport, South African Police Services, National Department of Justice and Constitutional Development, North West, Mpumalanga, Free State and Western Cape Offices of Premiers , DNA economics and DPME .

