



THE PRESIDENCY
REPUBLIC OF SOUTH AFRICA

DEPARTMENT: PERFORMANCE MONITORING AND EVALUATION

FSDM: IMPROVEMENTS MONITORING GUIDELINES

4.2.1 Overview of Improvements monitoring

Audience	Units in Offices of the Premiers responsible for Frontline Service Delivery Monitoring, FSDM Coordinators and Site Monitors.
Purpose	This guidance note is to provide guidelines on the identification of improvements monitoring sites, the types of improvements monitoring visits and the improvements monitoring approach.
Use of guidance note	This is to be used for annual planning processes, reporting and during the implementation of the improvements monitoring processes.
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1 Background

The Department of Performance Monitoring and Evaluation in the Presidency developed the Presidential Frontline Service Delivery (PFSD) Monitoring Programme in 2011 to undertake hands on monitoring of the quality of service delivery at targeted service delivery sites. This programme was developed in line with the delivery agreement related to improvements in the public service (outcome 12), where there is an important intergovernmental project dealing with improvements to the quality of service delivery received by citizens at service site level. The DPME-OoP joint monitoring programme was designed around this project with an intention to conduct on-site verification of the outputs and outcomes of this project. Using monitoring tools designed in-house by the DPME and OoP, joint DPME and OoP monitoring teams conduct monitoring visits to service sites to assess if the improvement project, as set out in the delivery agreements, is showing visible results.

The FSDM/ OoP monitoring activities are aimed at facilitating improvements in the performance of targeted frontline service delivery sites and to address systemic weaknesses that constrain frontline service delivery. The focus is on identifying areas of weakness and implementing corrective and improvement plans in conjunction with the line departments. The severity of the findings will however determine the level of DPME/ OoP improvements monitoring oversight required over the implementation of improvement plans. Implementation of the improvements plans lies with the line department and the DPME/ OoP and National Sector Department will provide implementation oversight.

2. Purpose of improvements monitoring

Improvements monitoring processes are specific to sites identified from the baseline visits with poor scores and findings that are selected for re-monitoring on the basis of these poor scores. The objective of improvements monitoring processes is to facilitate improvements in the key performance areas of the facilities found to be performing poorly during baseline monitoring visits. The focus is to facilitating a culture of using monitoring findings to inform improvements at frontline facilities.

Although the DPME conducts improvements monitoring visits the facility/ department monitored is however responsible for implementing the corrective measures. The FSDM improvements monitoring processes, including improvements meetings and visits are aimed at:

- Instituting improvements urgently in severe cases identified through the FSDM monitoring visits.
- Monitoring the implementation of improvement plans as developed by the department together with DPME and OoP, in cases where urgent implementation is not necessary.
- Monitoring the improvements in scores from the initial baseline visit scores.

3. Process for improvements monitoring

The criteria for selecting improvements monitoring is updated and reviewed yearly. This is in line with the fact that the process for improvements monitoring depends on the dominant trends of the baseline monitoring visits. This means that each year, this section will be updated in line with the baseline findings and trends from the previous year. This means that this guideline, (2014/15) was influenced by the outcomes of the 2013/14 monitoring findings.

Improvements monitoring processes of this current year (2014/15) will therefore be undertaken next year (2015/16). Only the selection of improvements monitoring sites will take place this year.

The criteria for improvements monitoring is discussed in the improvements monitoring guideline in detail.

Each site identified for improvements will be visited twice, as part of the improvements monitoring meeting and improvements monitoring visit (re-scoring monitoring visit). For each of the improvements visits, the improvements monitoring reporting template is to be utilised.

4. Protocol for completing the improvements monitoring report

4.1 Improvements monitoring meeting

As part of the improvements monitoring meetings in 2014, the implementation of improvement plans is to be tracked by completing the following improvements monitoring section of the report template as per below:

IMPROVEMENTS MONITORING REPORT-IMPROVEMENT MONITORING 3-(2014)										
Extract of the Improvement Plan-(Developed during the feedback meeting)						For completion during the improvements meeting				
FSDM improvement performance area	Recommendations	Outputs-to achieve improvement	Activity to achieve output	Implementation target (S/M/L)	By When	Was the improvement recommendation implemented? (Y/N)		Is the implementation of recommendation complete? (Y/N)		Comments
						Y	N	Y	N	
Location & Accessibility	1.1 The improvements monitoring	Ramp	Send letter to public works	Short term	15/10/2014					
Visibility & Signage	2.1	0	0	0						
Queue Management & Waiting Times	3.1	0	0	0						
Dignified Treatment & Consultation	4.1	0	0	0						
Cleanliness & Comfort	5.1	0	0	0						
Safety	6.1	0	0	0						
Opening & closing times	7.1	0	0	0						
Complaint Management System	8.1	0	0	0						
Sector specific standards	9.1	0	0	0						
Other	10.1	0	0	0						
IMPROVEMENTS MONITORING SUMMARY- (For completion at the end of the improvements monitoring meeting)										
Number of improvement recommendations complete				Number of improvement recommendations not complete						
Name & position of lead person				Contacts of lead person						
Monitors' close out comments on progress to date										

- Was the improvements recommendation implemented:** This question should be asked by the monitor during the improvements meeting and the appropriate response ticked as a way of tracking improvements per action plan developed during the baseline stage. This question is aimed at probing whether the action items have been implemented.
- Is the implementation complete:** This question is to be asked during the improvements monitoring meeting as well. This is aimed at probing if the implementation process is complete. The appropriate response is to be ticked by the monitor completing the template.
- Comments:** The comments column is also for completion during the improvements monitoring meeting. Any comments relating to the implementation of the action items and improvement recommendations is to be captured in this column, if available.

The recommendations, outputs, activities, implementation target and completion date (by when) as stated above should be pre-populated before the improvements monitoring meeting. These will be automatically populated into this template from the visit summary report, if the appropriate visit summary report template linked to the improvements monitoring template is used.

At the end of the improvements monitoring meeting, the improvements monitoring summary section is to be completed by the monitor in closing the meeting. Photographic evidence for the

information is a separate process that will be detailed in another document, however, it is important for monitors' to note that there is a process for getting resources to capture historical data into this current improvements monitoring template.

Part of the historical data capturing will include the transfer of photographic evidence over the monitoring periods for each of the improvements monitoring facilities. This evidence is to be captured in the space allocated to that year.

6. Roles & responsibilities of stakeholders

The completion of the improvements monitoring report is the responsibility of the Provincial Coordinator. Two weeks after the improvements monitoring meeting or visit, the Provincial Coordinator is to ensure that the reports are sent to the Offices of the Premiers for input and saved on the DPME M-drive for the start of the quality assurance steps. In completing the quality assurance steps, the reports are to be circulated to facility management and Offices of the Premiers for record keeping purposes.

7. At what stage can you say improvements monitoring processes are complete?

Improvements monitoring processes can only be complete when the following processes have been undertaken:

- An improvements meeting between DPME, OoP and the site management, district and regional stakeholders has taken place and the improvements monitoring report complete.
- An an-announced improvements re-scoring visit has been undertaken and the facility re-scored using the re-scoring section of this template

8. Forward Processes

This guideline is the guideline for the improvements monitoring tools. The other guideline is on the improvements monitoring approach and processes. This guideline is the last guideline for the FSDM monitoring tools and is only for the purposes of detailing how and when to administer the improvements monitoring tools.

IMPROVEMENTS MONITORING REPORT-IMPROVEMENT MONITORING 2(2013)											
Extract of the Improvement Plan-(Developed during the feedback meeting)					For completion during improvements monitoring meeting						
FSDM Improvement key performance area	Recommendations	Activities	Responsibility	Date of completion	Action items complete?		Escalation?		Responsibility	Date	Comments
					Y	N	Y	N			
Location & Accessibility <i>Findings:</i>	Recommendation 1:										
Visibility & Signage <i>Findings:</i>	Recommendation 2:										
Queue Management & Waiting Times <i>Findings:</i>	Recommendation 3:										
Dignified Treatment & Consultation <i>Findings:</i>	Recommendation 4:										
Cleanliness & Comfort <i>Findings:</i>	Recommendation 5:										
Safety <i>Findings:</i>	Recommendation 6:										
Opening & closing times <i>Findings:</i>	Recommendation 7:										
Complaint Management System <i>Findings:</i>	Recommendation 8:										
Sector specific standards <i>Findings:</i>	Recommendation 9:										
Other <i>Findings:</i>	Recommendation 10:										
IMPROVEMENTS MONITORING REPORT-IMPROVEMENT MONITORING 3(2014)											
Extract of the Improvement Plan-(Developed during the feedback meeting)											
FSDM improvement performance area	Recommendations	Outputs-to achieve improvement	Activity to achieve output	Implementation target (S/M/L)	By When	Was the improvement recommendation implemented? (Y/N)		Is the implementation of recommendation complete? (Y/N)		Comments	
						Y	N	Y	N		
Location & Accessibility	1.1 The improvements monitoring	Ramp	Send letter to public works	Short term	15/10/2014						
Visibility & Signage	2.1	0	0	0							
Queue Management & Waiting Times	3.1	0	0	0							
Dignified Treatment & Consultation	4.1	0	0	0							
Cleanliness & Comfort	5.1	0	0	0							
Safety	6.1	0	0	0							
Opening & closing times	7.1	0	0	0							
Complaint Management System	8.1	0	0	0							
Sector specific standards	9.1	0	0	0							
Other	10.1	0	0	0							
IMPROVEMENTS MONITORING SUMMARY- (For completion at the end of the improvements monitoring meeting)											
Number of improvement recommendations complete					Number of improvement recommendations not complete:						
Name & position of lead person			Contacts of lead person								
Monitors' close out comments on progress to date											

PHOTOGRAPHIC EVIDENCE- IMPROVEMENTS MONITORING 1 (2012)
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PHOTOGRAPHIC EVIDENCE- IMPROVEMENTS MONITORING 2 (2013)
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PHOTOGRAPHIC EVIDENCE- IMPROVEMENTS MONITORING 3 (2014)