**STAGE 1: PREPARATION**

This is the first step in the process for OoP to register their Annual Visit Schedule with the FSD national. The standard Annual Schedule Template will guide the OoP through the targeting strategy and require information about location, sector, and focus area. Should this stage of the process prove successful, the next step in the collaboration will be initiated to sign off the annual visit schedule. Submission will take place between January & March of every year.

**STAGE 2: BASELINE VISIT**

This stage will start with a process of conducting an unannounced FSD Monitoring visit which is collection of baseline data from the citizen, staff & the monitor. This will be the first step in monitoring the improvements in the quality of service delivery. Then to prepare an improvement plan for implementation & monitoring.

**STAGE 3: FEEDBACK VISIT**

This stage will involves conducting of a feedback meeting with site management to discuss the findings & recommendations of the baseline visit and agree on improvement monitoring plan.

**STAGE 4: IMPROVEMENT MONITORING**

The purpose of this stage is to alert the Department that intensive monitoring will commence. If 3 out 7 scores are “red”, alert department that intensive monitoring will commence. Report on findings to responsible national department. Meet with department to agree on improvements & timeframes for the improvements per site. Conduct a monitoring visit within 12 months. Report on findings to responsible national department.

**STAGE 5: REPORTING**

The purpose of this stage is to report to all stakeholders affected, site management, Provincial EXCO, Sector Departments & to Cabinet on the FSD finding & recommendation for mitigation & improvements monitoring and best practice.
STAGE 1: PREPARATION

**PROCESS**

**DESCRIPTION**

The purpose of this stage is to plan for the year for the joint FSD monitoring visits. The standard Annual Schedule Template requires the following information type of facility, name of facility, location, type of monitoring, DPME & OoP monitoring teams.

(i) Production of an Annual Visit Schedule for each province in line with Targeting Strategy.
(ii) Allocating monitoring teams for each visit and doing the logistic for preparation for the monitoring visits.
(iii) Pre-visit briefing meeting for the monitoring team.

- Prepare & Submit FSD Visit Schedule
- Forward to National & Sectors for input
- Acknowledge draft Visit Schedule
- Monitoring Team Selection & Orientation
- Complete & Submit Visit Schedule
- Adjustments & Additional Information to Visit Schedule
- Final Approval from FSD

**PROGRAMME MANAGEMENT ROLE**

**GUIDE:**
Support in preparing & reviewing Visit Schedules Submission (may include combined Provincial workshops)

**APPROVE:**
Annual Visit Schedule.

**GUIDE:**
Guidance on way forward in respect of processes & Procedures to be followed.

**SUPPORT MATERIAL**

**Inputs**
- FSD Annual Visit Schedule Template
- Targeting Strategy
- Data Base of all service points
- FSD Guidance Notes, GIS Maps, Teams Contacts.

**Outputs**
- Approved Annual Visit Schedule
- Briefing packs & guidance notes
- Daily monitoring itinerary: Site & team details

Submission period is between January & March Annually

Preparation Checkpoint: Approved Annual Visit Schedule
STAGE 2: BASELINE VISIT
(Conduct an unannounced 1st FSD monitoring visit)

DESCRIPTION

The purpose of this stage is to conduct an unannounced FSD Monitoring visit which is the collection of baseline data from the citizen, staff & the monitor. This will be the first step in monitoring the improvements in the quality of service delivery. Then to prepare an improvement plan for implementation & monitoring.

(i) Meet the service site manager & brief him/her about the intended monitoring visit.
(ii) Conduct an unannounced baseline monitoring visit - Administer 3 Questionnaires: Staff, Service User & Monitor
(iii) Compile the summary report with draft improvements monitoring plan
(iv) Quality checking by the team leader and electronic capturing of the scores

FSD Monitoring Questionnaire

THIS STEP INVOLVES:

• Filling in the questionnaires: Monitor, Staff & Service User
• Quality assurance of all filled in questionnaires
• Photographic evidence of the findings
• Produce a Summary Report: draft Improvement Monitoring Plan

OUTPUTS:

• Filled Questionnaires.
• Summary Report.
• Evidence (Photo’s & other documents)
• Stakeholder Engagement Report

GUIDE:

Provide guidance in respect of FSD monitoring Visits & will assist as Monitors

GUIDE:

Guidance Note Preparation:
• Questionnaire, Visit Preparation,
• Monitoring Visit Reporting

Review QA:

Filled Questionnaire, Summary Report & Draft Improvement Plan

GUIDE:

Guidance on way forward in respect of Processes & Procedures to be followed.

Baseline Visit Checkpoint:
Filled Questionnaire, Summary Report & Draft Improvement Plan

SUPPORT MATERIAL

Inputs
FSD Questionnaire
Guidance Notes
• Questionnaire Template
• Guidance Note on Preparation
• Guidance Note on FSD Monitoring Visit
• Guidance Note on FSD Report
Summary Report
• Summary Report Template
Improveent Plan
• Improvement Monitoring Plan Template
Outputs
• Completed questionnaires from the teams
• Quality checked excel field questionnaires
• Summary report with draft Improvements Plan
• Stakeholder Engagement Report
• Visit Analysis Checklist
STAGE 3: FEEDBACK VISIT

PROCESS

DESCRIPTION

The purpose of this stage is to conduct a feedback meeting with site management to discuss the findings & recommendations of the baseline visit and agree on improvement monitoring plan.

(i) Alert site management about the planned feedback meeting.
(ii) Send draft findings at least 5 days before the meeting.
(iii) Conduct the feedback meeting - discuss the findings & agree on improvement monitoring plan.
(iv) Update the baseline report if needed.

FSD Monitoring Feedback Visit

THIS STEP INVOLVES:

• Visit Summary Report
• Draft Improvements Plan
• Set up meeting with site management & relevant stakeholders
• Circulate visit summary report to site management (at least 5 days)
• Discuss findings at the meeting and make changes to the summary report, if necessary
• Agree on the improvement monitoring plan

PROGRAMME MANAGEMENT ROLE

GUIDE:

• Guidance in respect of Feedback Visit

GUIDE:

• Preparation of Visit Summary Report
• Preparation of draft Improvement Plan

REVIEW & APPROVE:
Final Improvement Plan

GUIDE:

Guidance on way forward in respect of Processes & Procedures to be followed

SUPPORT MATERIAL

Inputs

• Visit Summary Report
• Draft Improvements Plan

Outputs

• Final Improvements Plan
• Feedback Report

Adjust and Submit Final Improvement Plan

Feedback Visit Checkpoint: Final Improvement Plan

Sign Off Required
STAGE 4: IMPROVEMENT MONITORING

PROCESS

DESCRIPTION

The purpose of this stage is to alert the site management that improvement monitoring is required. During this stage also key success case studies are identified and give recognition to good frontline service delivery practice

(i) Meet with service site to agree on improvements and timeframes for the improvements per site.
(ii) Conduct a second visit within 6 months.
(iii) Produce a score card to assess improvements in scores after baseline visit.
(iv) Report on findings to responsible site management, national department & to Cabinet

THIS STEP INVOLVES:

• Identification of sites for improvements support (Criteria 3 or more out 7 red)
• Meetings with departments & OoP agree on intensive support
• Undertake unannounced monitoring Visit & produce Summary Report
• Report back to sectors department

PROGRAMME MANAGEMENT ROLE

GUIDE:
• Guidance in respect of Improvement Monitoring Plan

GUIDE:
• Preparation of Improvement Monitoring Plan

REVIEW & APPROVE:
Final Improvement Plan

GUIDE:
Guidance on way forward in respect of Processes & Procedures to be followed.

SUPPORT MATERIAL

Inputs
• Targeting Strategy
• Annual Visit Schedule
• Case Study Template

Outputs
• Improvements Monitoring Report
• Case Study
• Progress Report in the Annual Cabinet Report

Improvement Monitoring Checkpoint: Final Improvement Monitoring Plan

Intensive Improvement Monitoring 4.1
STAGE 4.1: INTENSIVE IMPROVEMENT MONITORING

PROCESS

DESCRIPTION

The purpose of this stage is to alert the sector department that intensive improvement monitoring is required. During this stage also key success case studies are identified and give recognition to good frontline service delivery practice.

(i) If 3 out 7 scores are "red", alert department that intensive monitoring will commence.
(ii) Meet with department to agree on improvements and timeframes for the improvements per site.
(iii) Conduct a second visit within 6 months.
(iv) Produce a score card to assess improvements in scores after baseline visit.
(v) Report on findings to responsible national department & to Cabinet.

THIS STEP INVOLVES:

• In a case of severe dysfunctionality OR if 3 out 7 scores are red an Intensive Improvement Plan is to be developed, and alert department that intensive monitoring will commence.
• National & Provincial Task Team to be established
• Intensive Improvement Plan to be prepared, agreed on & Implemented.
• OoP & DPME to Monitor the Intensive Improvement Plan
• Undertake unannounced Monitoring Visit (2nd Visit) & produce Summary Report
• Report back to sectors department

PROGRAMME MANAGEMENT ROLE

GUIDE:
• Guidance in respect of Intensive Improvement Monitoring.

GUIDE:
• Preparation of Intensive Improvement Monitoring Plan

REVIEW & APPROVE:
Final Intensive Improvement Plan

GUIDE:
Guidance on way forward in respect of Processes & Procedures to be followed.

SUPPORT MATERIAL

Inputs
• Targeting Strategy
• Annual Visit Schedule
• Case Study Template

Outputs
• Intensive Improvements Monitoring Report
• Case Study
• Progress Report in the Annual Cabinet Report

Memorandum of Agreement
STAGE 5: REPORTING

DESCRIPTION
The purpose of this stage is to report to all stakeholder affected, site management, Provincial EXCO, Sector Departments & to Cabinet on the FSD finding & recommendation for mitigation & Improvements monitoring and best practice.

(i) Produce monthly, quarterly & annual report: per sector, per province
(ii) Table reports for discussion and actioning: quarterly to Provincial Management Teams, Bi-Anually to each National Sector Department, Annually Reporting to G&A Cluster and Cabinet.

FSD Monitoring Reporting
• Develop Summary Report
• Analyse Summary Report & Questionnaire Data
• Compile a stakeholder engagement report after visit
• Aggregate monthly & quarterly data
• Compile sector bi-annual reports
• Compile cabinet annual report

Quarterly Reporting
Bi-Annual Sector Reporting
Annual Cabinet Reporting

THIS STEP INVOLVES:
• Set up meeting with Sector Department’s management
• Circulate Sector findings report to management
• Discuss the national findings & agree on Improvement Monitoring Plan.

THIS STEP INVOLVES:
• Draft Annual Report for programme for DG’s comments.
• Finalise report, obtain
• Approval from management team & submit to provincial M&E Forum, G&A cluster & Cabinet.

GUIDE:
• Preparation of monthly, quarterly, Bi-Annual Sector Report, & Annual Cabinet Report

GUIDE:
• Guidance in respect of Monitoring Reporting

REVIEW & APPROVE:
EXCO – Quarterly Report
DG’s – Annual Cabinet Report

GUIDE:
Guidance on way forward in respect of Processes & Procedures to be followed.

SUPPORT MATERIAL
Inputs
• Monitoring Visit Data (web based)
• Stakeholders Engagement Template
• Sector Reporting Template
• Cabinet Reporting Template

Outputs
• Monthly Report (internal)
• Stakeholders Engagement Report
• Quarterly top management reports
• National Sector Reports
• Cabinet Report

FSD Reporting Checkpoint: Summary Reports, Aggregate Monthly & Quarter Reports, Sector Bi-Annual Reports & Cabinet Annual Reports
<table>
<thead>
<tr>
<th>STAGE 1</th>
<th>PREPARATION</th>
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<tbody>
<tr>
<td>• Draft annual schedule</td>
<td></td>
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<tr>
<td>• Forward draft schedule to provinces &amp; sectors for input</td>
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<tr>
<td>• Team selection &amp; orientation</td>
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<tr>
<td>• Plan visit logistics</td>
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<td>• Compile daily itinerary</td>
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<tr>
<th>STAGE 2</th>
<th>BASELINE VISIT</th>
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<tbody>
<tr>
<td>• Conduct visit: fill in questionnaires: monitor, staff &amp; service user</td>
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<tr>
<td>• Consolidate team questionnaires</td>
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<tr>
<td>• Produce summary report</td>
<td></td>
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<tr>
<td>• Q.A reports</td>
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<td>• Capture reports electronically</td>
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<tr>
<th>STAGE 3</th>
<th>FEEDBACK VISIT</th>
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<tbody>
<tr>
<td>• Set up meeting with site management &amp; stakeholders</td>
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<tr>
<td>• Circulate visit summary report (at least 5 days before)</td>
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<tr>
<td>• Table visit findings</td>
<td></td>
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<tr>
<td>• Agree on draft improvement plan</td>
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<td>• Sign off on final improvement plan</td>
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<th>STAGE 4</th>
<th>IMPROVEMENTS MONITORING</th>
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<tr>
<td>• Identify improvements sites</td>
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<tr>
<td>• Meet departments &amp; OoP by May 2012 &amp; agree on intensive monitoring programme</td>
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<tr>
<td>• Undertake improvements visits by October 2012</td>
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<td>• Report back to sectors &amp; Cabinet</td>
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<th>STAGE 5</th>
<th>REPORTING</th>
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<tr>
<td>• Aggregate monthly &amp; quarterly scores</td>
<td></td>
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<tr>
<td>• Produce monthly, quarterly, bi-annual &amp; annual reports</td>
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<tr>
<td>• Arrange meetings with departments &amp; table findings</td>
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**FSD PROCESS MAP**

**INPUTS**

1. **1.1 Annual schedule template**
   1.1.1 Site selection approach
   1.1.2 Database of national service points
   1.1.3 Guidance notes, GIS maps, team contacts
   1.1.4 Travel motivation template
   1.1.5 Daily itinerary template

2. **2.1 Questionnaire templates**
   2.1.1 Summary report template
   2.1.2 Visit analysis checklist

3. **3.1 Visit summary report & draft improvement plan**
   3.1.1 Visit questionnaires
   3.1.2 Feedback visit template

4. **4.1 Selection criteria**
   4.1.1 Improvements monitoring template (outstanding)
   4.1.2 Improvements case study template

5. **5.1 Monthly scores aggregation sheet**
   5.1.1 Monthly reporting template
   5.1.2 Quarterly reporting template
   5.1.3 Bi-annual sector template
   5.1.4 Annual reporting template

6. **6.1 Approved annual visit Schedule**
   6.1.1 Briefing packs
   6.1.2 Approved Travel plan
   6.1.4 Daily monitoring itinerary

7. **7.1 Completed questionnaires**
   7.1.1 Summary report
   7.1.2 Q.A questionnaires & summary report
   7.1.3 Electronically captured reports

8. **8.1 Questionnaire templates**
   8.1.1 Summary report template
   8.1.2 Visit analysis checklist

9. **9.1 Selection criteria**
   9.1.1 Improvements monitoring template (outstanding)
   9.1.2 Improvements case study template

**OUTPUTS**

1. **1.2 Approved annual visit Schedule**
   1.2.1 Briefing packs
   1.2.2 Approved Travel plan
   1.2.4 Daily monitoring itinerary

2. **2.2 Completed questionnaires**
   2.2.1 Summary report
   2.2.2 Q.A questionnaires & summary report
   2.2.3 Electronically captured reports

3. **3.2 Final Improvement plan**
   3.2.1 Final scores
   3.2.2 Process improvement plan
   3.2.3 Final improvement plan

4. **4.2 Improvements monitoring report**
   4.2.1 Improvements case study
   4.2.2 Progress report in the annual report

5. **5.2 Monthly aggregated scores**
   5.2.1 Monthly report
   5.2.2 Quarterly management reports
   5.2.3 Bi-annual sector reports
   5.2.4 Annual report

**TIMELINES**

**Planning**
- **January - March:** Planning for new visits & Identification of Improvements sites
- **April - October:** Baseline, Feedback & improvements monitoring visits to be undertaken
- **November - February:** Improvements sites from 2012/13 visits to be visited six months after the baseline visit: 2013/14
- **November:** Annual & Bi-Annual Reports Stakeholder Engagements Report

**Stakeholder Engagements Report**

**Aggregated monthly & quarterly scores**

**Approval Required**

**Sign Off Required**