



## EMBRACING COMPLEXITY: FOSTERING INCLUSION AND STRENGTHENING CITIZEN VOICE

*How can we ensure citizen inclusion and multifaceted views are reflected in  
complex times?*

STREAM B

### FRONTLINE SERVICE DELIVERY MONITORING AS A CITIZEN CENTRIC EVALUATION APPROACH: THE CASE OF SOUTH AFRICA



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# FRONTLINE SERVICE DELIVERY MONITORING

## Introduction

- The DPME forms one of the departments in the South African government; with an oversight responsibility of ensuring **effective planning, monitoring and evaluation** of government initiatives / programmes.
- It ensures alignment to the country's developmental priorities through monitoring systems designed to **generate accurate, timely and reliable reports** for informed policy-making and program adjustments.
- Frontline Service Delivery Monitoring (FSDM) is one of the systems used for **evaluating policy impact at the coalface of service delivery** - informed by Batho Pele principles (People First) that advocate for active citizenry and participation.
- FSDM **complements existing government-wide performance tracking systems** by amplifying citizens voice and experience.

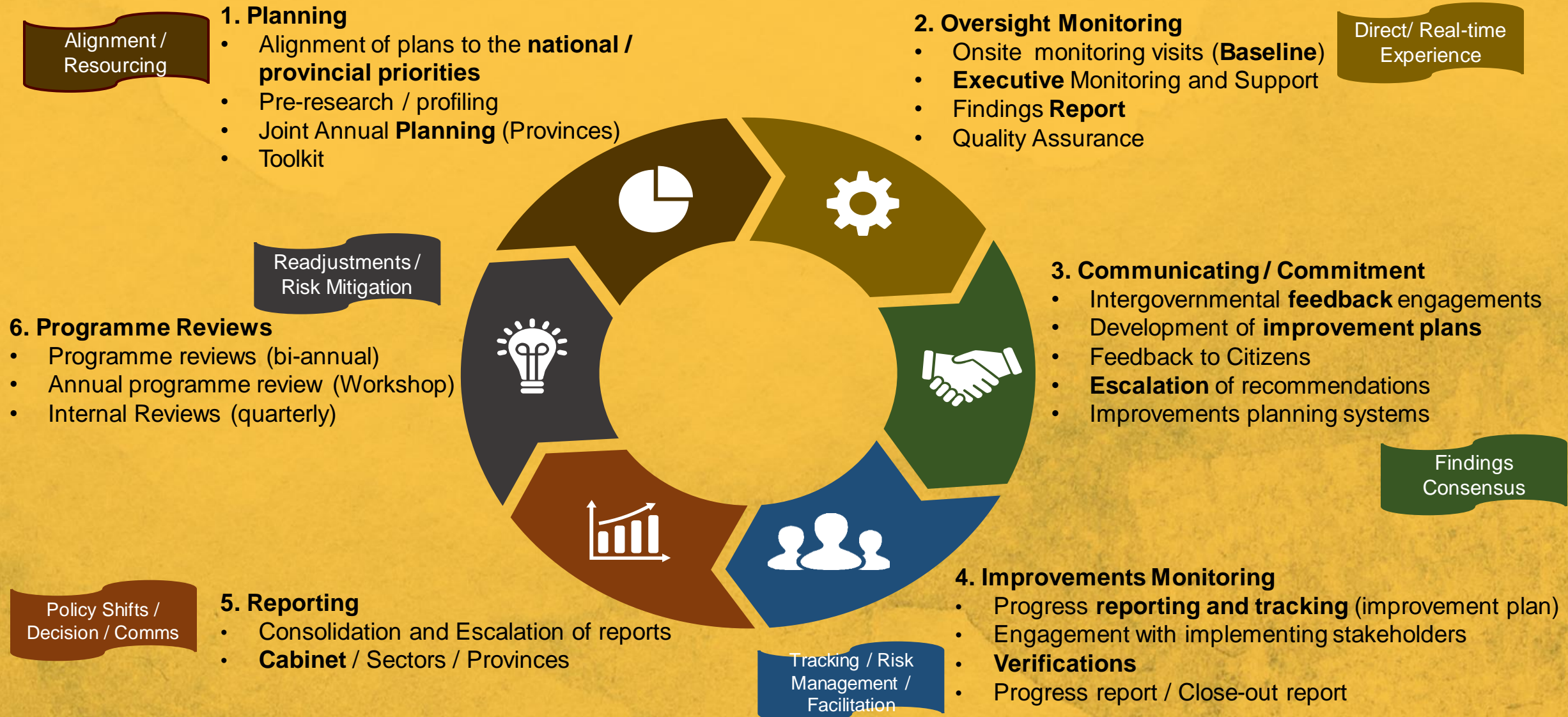
## Background

- FSDM, launched 2011, is an **onsite monitoring and evaluation system** implemented at project/facility level through unannounced & announced visits.
- This onsite approach is designed to: **a)** collect **real-time** data on the level of service satisfaction by citizens; **b)** provide policy makers and programme implementers **credible evidence** on the status of service delivery initiatives implemented on the ground; **c)** partner with citizens for **practical local-based solutions** to existing challenges.
- Structured **methods of data collection (tools)** are developed, customized according to focus area or government priority.
- Implementation approach is three-fold: i) engagement with **management** (*to understand systemic challenges hindering service provision*), ii) inclusive **citizens participation** through one-on-one interviews or focus groups, and iii) monitor **observations** (*for evidence collection/data verification*)
- Monitors are trained on data collection prior implementation.





# BUSINESS PROCESS: LOGICAL FRAMEWORK





# FSDM BENEFITS

- FSDM provides for generation of **real-time data** necessary to ascertain progress in delivery of NDP goals.
  - Facilitates concerted effort in improving service delivery across all spheres of government; amongst technocrats and the Executive (political leadership).
  - Unfiltered status and progress on service delivery.
- It's a citizen-based evaluation mechanism that **determines and measures public satisfaction** on government performance.
  - Partnering with citizens encourages ownership and enables a platform to identifying service delivery gaps collaboratively and finding local solutions.
  - Embracing citizen experiences and perceptions on the status of service delivery complements formal performance tracking and evaluation systems designed to measure delivered government services.
- FSDM promotes ideals of **transparency and accountability**.
  - Bridges the gap between the Executive and the public; thereby building trust and public confidence (*A government that cares for its people*).
- FSDM allows for **immediate programme adjustments and improvements** thereby being results oriented.
  - Improvement plans foster good intergovernmental relations and facilitate integrated intersectoral implementation of priorities for quick improvements
  - Foster collaboration, minimizes silo-working and efficient public spending.

## NDP 2030 objective

*Uniting South Africans of all races and classes around a common programme to eliminate poverty and reduce inequality.  
Encourage citizens to be active in their own development, in strengthening democracy and in holding their government accountable*

# MILESTONES

| Source  | Government Priority   | Projects and Coverage  |
|---|---|--|
| 2030 NDP Targets<br><br>The State of the Nation (SONA) commitments, SOPA commitments, and Imbizo commitments. | Economic Transformation and Job Creation                    | <ul style="list-style-type: none"> <li>Economic Recovery Projects: Industrial Parks and Special Economic Zones to elevating concerns by tenants at economic hubs to create an <b>enabling environment for investment</b></li> </ul>  |
|   | Education / Skills and Health                               | <ul style="list-style-type: none"> <li>Covid-19: <b>Vaccine administration and hesitancy</b></li> <li>National Health Insurance (NHI): Ideal Clinics (124 sites) and Ideal Hospitals (45 Hospitals - 5 in each province) for <b>universal access to healthcare</b> services</li> <li>Sanitation Appropriate for Education (SAFE): monitoring of infrastructure at 158 schools across the country</li> <li>Special Schools: 166 across all provinces (Parents as voice of citizen)</li> </ul>   |
|   | Social Wage through Reliance & Quality basic services       | <ul style="list-style-type: none"> <li>Social Grant Administration: payment system challenges at pay points affecting livelihood (11 sites monitored)</li> </ul>   |
|   | Spatial Integration, Human Settlements and Local Government | <ul style="list-style-type: none"> <li>Flood Disaster: response to <b>disaster stricken areas</b></li> <li>Availability of basic services in Informal Settlements (Human rights)</li> <li>LGMIM Monitoring: assessing <b>capacity of local government to deliver</b> on its mandate for enhanced service delivery, 11 municipalities monitored identified by the Executive (service delivery concerns)</li> <li>District Development Model: Technical Support on integrated planning, budgeting and implementation at a “space”</li> </ul> |
|   | Social Cohesion and Safe Communities                        | <ul style="list-style-type: none"> <li>Gender Based Violence: Thuthuzela Care Centres &amp; One Stop Centres in 30 SAPS Hotspots for <b>reduced secondary victimisation, improved conviction rates</b> and reduced cycle time on finalisation of cases</li> </ul>  |
|   | A better Africa and World                                   | <ul style="list-style-type: none"> <li><b>Community-Based M&amp;E forum</b> (Uganda Baraza and Imbizo in SA)</li> <li>85 participants were on the call from the public servants and civil society organisations from Uganda, Kenya, South Africa, Niger, Benin and Ghana.</li> </ul>   |



# CONCLUSION

- FSDM is a citizen-based evaluation mechanism that allows government to be evaluated from an end-user perspective.
- Strengthening of such platforms cannot be over emphasized as they enhance citizen's voice and increase public participation.
- Adaptability to the changing world should be factored for generation of real time evidence that is required for improved outcomes of programs/policies.

The following **PRINCIPLES** are key in guiding improved citizen-based monitoring:

South Africa being a democratic nation, the voice of citizens is integral to building a capable, ethical and developmental state

FSDM is not a once-off activity, but an on-going process of relationship building and performance improvement

Government must encourage independent monitoring by civil society & other entities

Monitoring mechanisms should be workable and suit the context in which they are applied

Monitoring findings and planned improvements need to be communicated to citizens timeously

Communication / feedback strategies must be informed by the target audience

Government monitoring systems need to include the views and experiences of citizens

Citizen participation in planning strengthens citizen participation in monitoring

FSDM outcomes / findings must form an integral part of service delivery improvement plans and management decision-making processes