

9.0 MONITORING AND EVALUATION

The monitoring and evaluation of the Thusong Service Centre programme is the responsibility of all spheres of government as partners in the roll-out. Several key areas are critical with regard to monitoring and evaluation if the roll-out of centres is to achieve the strategic objectives of the business plan. Firstly, there is a need to measure the impact of the business plan on the roll-out of Thusong Service Centres countrywide. In this regard, the FOUR PILLARS of the business plan are taken as a point of departure. Secondly, there is a need to conduct detailed monitoring and evaluation of the impact of Thusong Service Centres on a local level to assess on whether the centres are operating effectively and delivering the information and services to the extent and in the manner that communities needed.

Care should be taken to ensure that the monitoring and evaluation system developed aligns with the emerging government-wide monitoring and evaluation system.

9.1 Broad programme monitoring and evaluation

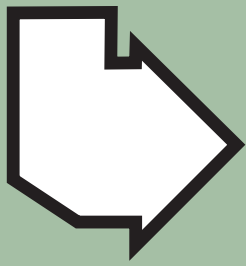
GCIS will be responsible for the overall monitoring and evaluation of the programme, including the co-ordination of research and data collection.

9.1.1 Indicators and data collection

Indicators are broadly linked to the specific objectives of the second-generation business plan and the strategies reflected in each of the FOUR PILLARS. Each indicator has been set to provide specific information regarding the output and outcomes of the programme.

Table 9.1: Thusong Service Centre programme indicators

Indicator	Data-collection tool/ technique	Frequency of collection	Responsibility
Services and infrastructure			
Number of new centres that have been developed and location	ISSC/GCIS internal communication	Continuous updating	GCIS
Number of citizens living within one hour of a centre	GIS monitoring system	Annual	HSRC/GCIS
Type of services offered at each centre in terms of the Six Block Services Model	Individual centre reporting template reflecting in GIS monitoring system	Monthly update	GCIS/centre management and ISSC structures
Frequency of service provision	Individual centre reporting template reflecting in GIS monitoring system	Monthly update	GCIS/centre management
Number of services that have been added to the portfolio of services at existing centres	Individual centre reporting	Monthly update	GCIS/centre management and ISSC structures
Number of service-providers that have left the centres	Individual centre reporting	Monthly update	GCIS/centre management and ISSC structures
Number of people who are serviced by Thusong Service Centres and most significant services	Individual centre reporting	Annual update	GCIS/centre management
Number of centres that have all-day connectivity to ICT networks	Individual centre reporting	Monthly update	GCIS/centre management and ISSC structures
Degree to which centre design: <ul style="list-style-type: none"> • caters for income-generation opportunities • caters for socially marginalised groups • reflects use of sustainable building material and construction methods 	Specific site research	Bi-annual	GCIS/NISSC/PISSCs

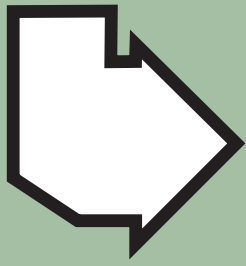


THUSONG SERVICE CENTRES

Indicator	Data-collection tool/ technique	Frequency of collection	Responsibility
Institutional and governance			
Number and type of elements not reflected in individual centre establishment processes as per process proposed by the second-generation business plan	Business plan evaluation and ISSC reporting	Annual (linked to financial year)	GCIS and ISSC structures
Number of functioning LISSCs and DISSCs	ISSC reporting templates	Quarterly	PISSCs/GCIS
The degree to which ISSCs are performing their mandated roles	Specific research	Bi-annual	GCIS/dpsa
Percentage of service-providers with signed SLAs at Thusong Service Centres	Business plan evaluation and ISSC reporting	Annual	GCIS and ISSC structures
Number of centres that spatially correlate with strategies/priorities as reflected in PGDS and IDPs/SDFs	ISSC reporting	Annual	GCIS and ISSC structures
Communication, marketing and promotions			
Number of new Thusong Service Centre national partners (private-sector and other non-governmental stakeholders)	GCIS internal communication	Annual review	GCIS
Number of internal departments with services at the centres	Individual centre reporting template reflected in GIS monitoring system	Monthly update	HSRC/GCIS
Levels of awareness of Thusong Service Centre programme among targets (samples)	Specific market research	Bi-annual	GCIS
Resources			
Number of Thusong Service Centre staff through training programme	ISSC reporting	Annual	PISSCs and GCIS
Number of centres serviced by: <ul style="list-style-type: none"> • CDWs • learnerships • volunteers 	Individual centre reporting	Monthly update	GCIS/centre management and ISSC structures
Capital funding spent on Thusong Service Centre (per province)	Individual centre and ISSC reporting	Annual (linked to financial year)	GCIS/centre management and ISSC structures
Operational funding committed to Thusong Service Centres (per province)	Individual centre and ISSC reporting	Annual	GCIS/centre management and ISSC structures
Number of centres reflecting full cost recovery from service-providers and other revenue sources (sustainability)	Individual centre reporting template	Annual (linked to financial year)	GCIS/centre management and ISSC structures
Number of rental defaults and linked centres	Individual centre reporting template	Monthly update	GCIS/centre management and ISSC structures
Challenges associated with operational sustainability at Thusong Service Centres	Specific research	Bi-annual	GCIS/NT

Various data-collection means in relation to the above indicators are proposed. These will feed into overall programme monitoring and evaluation and include:

- Individual centre reporting on a monthly basis as per developed reporting templates and associated indicators. Reports will be made available to GCIS and ISSC structures.
- ISSC reporting on a quarterly basis. Reports will reflect common indicators to assist in the overall monitoring and evaluation of the programme.
- Business plans.
- Specific research, which will generally occur at national level or through co-ordination with specific provinces.
- GCIS Internal Communication – other programme level data will be available and internally linked to specific GCIS activities.



9.1.2 Supporting tools to assist in evaluation and reporting

To be useful, data needs to be packaged, sorted, processed and presented in a co-ordinated and accessible manner. The business plan proposes the use of a number of tools to ensure that these requirements are met:

- The GIS tool to assist in monitoring and reporting
- Alignment to the government-wide monitoring and evaluation system, including the use of a web-based portal for reporting purposes to ensure access to all decision-makers across all spheres of government, and the development of an electronic monitoring and evaluation tool that will assist those responsible for reporting on progress and ensure a coherent and uniform reporting system.
- Co-ordination of research to avoid duplication of effort and to ensure that synergies are achieved among role-players. Sector departments who wish to conduct research at either a programme or specific centre level should ensure that proposals are tabled at ISSC meetings. These proposals should be shared across the spheres of government through ISSC reporting on a quarterly basis. The outcomes of the research should similarly be shared through the ISSC structures.

9.1.3 Evaluation framework

Evaluation of the broader roll-out should occur at various times to make adjustments to actions and strategy. To this end, several time-based points of evaluation are proposed as part of the monitoring and evaluation framework.

- 'Immediate' and monthly evaluation: This involves evaluation of available data on a month-to-month or more immediate basis. It would focus on enabling the identification and execution of the short-term actions necessary to remove blockages in delivery (e.g. addressing rental defaults at a specific centre by sector departments).
- Annual evaluation and issues: This involves the annual evaluation of progress with the Thusong Service Centre roll-out. The focus should be on progress made toward the objectives of all four pillars of the business plan and should be linked to the financial year-end. It is proposed that a national progress report be prepared, presented and discussed at the annual national Thusong Service Centre workshop. GCIS and the PISSCs should contribute to the preparation of the report. Apart from highlighting progress, annual evaluation should:
 - Point out deeper structural concerns that may be hampering the roll-out of the programme and identify initiatives to be undertaken to address concerns.
 - Update cost projections reflecting on business plans submitted.
 - Feed directly into the annual review of the short-term action plan (broad-level support and costs) prepared as part of this business plan. The annual report should also be submitted to the African Peer Review Mechanism as part of the process of learning from experience to improve governance.
- Periodic evaluation: This will be conducted in relation to specific components of the roll-out where necessary, and will be co-ordinated by GCIS.
- Major mid-term evaluation and business plan review (2010): This evaluation should involve a comprehensive review of progress on all fronts of the roll-out reflected by the four pillars of the business plan.

9.2 Thusong Service Centre performance monitoring and impact assessment

It is proposed that each centre develops a performance monitoring and impact assessment component as part of its business plan. This should be aligned with the requirements of municipal performance monitoring systems and reporting requirements of the broader programme as outlined in Section 9.1.



9.2.1 Indicators and data collection

The focus should be on collecting information to monitor the progress of the centre in meeting the service needs of the local population. Key indicators are outlined in Table 9.1 – these are required to assist in broad-level programme monitoring and are supplemented by additional indicators focusing on the impact of individual centres and areas for improvement in service delivery (these should be based on achievement of the Batho Pele principles). Data collection should occur through:

- local centre staff-administered surveys
- suggestion boxes
- other engagements such as focus-group meetings with service-providers
- standardised reporting templates.

9.2.2 Evaluation framework

Evaluation of the performance of individual centres should occur at various times:

- 'Immediate' and monthly evaluation: This is aimed at enabling rapid action to rectify issues that may be hampering service delivery or the efficient operation of the Thusong Service Centre. To assist this process, clear lines of reporting should occur to expediently address any issues related to service delivery. In addition, centre management should prepare monthly reports (based on reporting templates) for the LISSC structure.
- Annual evaluation: Annual evaluation at the level of the centre provides an opportunity to reflect on deeper issues that may be hampering operations. An annual report/evaluation of the centre operations, linked to the financial year-end, should be prepared by centre management and/or LISSC structures.

9.3 Thusong Service Centre grading

To provide a tangible reflection of progress in terms of levels of service at Thusong Service Centres, the business plan proposes implementing a grading system for centres. This could be similar to the tourism grading system where establishments are evaluated according to set criteria and assigned a star rating. It is proposed that indicators be developed around the Thusong principles, and that the grading of centres could thus be reflected as a 'Thusong star rating'. It should involve a reflection on service delivery by centre management as well as by service-providers at the centre.

The annual evaluation of Thusong Service Centre performance, levels and quality of service delivery could provide the basis for allocating and reviewing the grading for each centre. A grading system would also assist in ensuring that centres strive to improve and maintain levels of service and could be linked to the local Thusong Service Centre marketing strategy. As part of the grading process, Thusong Service Centres could be nominated for provincial or national Thusong Service Centre awards presented on an annual basis. As part of the investigation into implementing the grading system, institutional capacity and responsibilities as part of implementing the system should be reviewed and the proposal tested through a pilot study, initially in one province.