THE PRESIDENCY
REPUBLIC OF SOUTH AFRICA

DEPARTMENT: PERFORMANCE MONITORING AND EVALUATION

DPME GUIDELINE No 4.2.1(3) SCORES CONSOLIDATION REPORT

Addressed to	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 use of the visit summary report and scores consolidation templates. This guideline illustrates how to complete the visit summary reports and how to utilise the scores consolidation template during the site visit de-briefing.
Reference documents	Site Questionnaires
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1   Introduction

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 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   What is the scores consolidation template?

The scores consolidation template is the tool used by the monitoring team following a monitoring visit to consolidate site scores per the three sources. The scores consolidation template consolidates and averages out the multiple scores per key performance area, for each site. This means that in instances where 3 citizens are interviewed, the scores consolidation will automatically average the 3 citizen's scores for each performance area into single scores per performance area as per the illustration below:

Insert 1: averaging of scores per performance area

A: Key Performance areas	citizen1	citizen2	citizen3	citizen4	citizen5	citizen6	citizen av	monitor1	monitor2	monitor3	monitor4	monitor5	monitor6	monitor av	staff 1	staff 2	staff 3	staff 4	staff 5	staff 6	staff av
1. Location & Accessibility		2	2	3			2.3	2	1	2	2			1.8	4	1	2	3			2.5
2. Visibility & Signage		2	2	2			2.0	1	1	2	2			1.5	3	1	3	2			2.3
3. Queue Management & Waiting Times		2	2	3			2.3	1	1	2	3			1.8	3	2	2	3			2.5
4. Dignified Treatment		3	3	4			3.3	2	2	3	3			2.5	4	2	4	4			3.5
5. Cleanliness & Comfort		3	2	2			2.3	2	2	3	3			2.5	3	2	3	4			3.0
6. Safety		2	3	3			2.7	2	2	3	3			2.5	4	2	3	4			3.3
7. Opening & closing times		2	3	3			2.7	3	2	2	3			2.5	3	2	3	3			2.8
8. Complaint Management System		1	1	3			1.7	2	1	2	3			2.0	3	1	3	3			2.5

The scores consolidation template also provides space for consolidating monitors' qualitative findings and narrative regarding each site monitored. Space for summarising what was observed by monitors during the site monitoring visit is provided in this template as per below:

MONITORS' SUMMARY NARRATIVE ON THE SITE FINDINGS- For completion during the De-briefing

This summary of findings narrative space as provided, needs to be captured in this template and it will automatically be transferred to the visit summary report for each site monitored, provided the correct template is utilised.

3. The need for scores consolidation template?

The scores consolidation template is aimed at standardising the process for calculating averages per performance area, for each site and to minimise errors in calculating average scores. The scores consolidation template is also aimed at highlighting the policy stance that a minimum of three (3) citizens & staff should be interviewed and a minimum of 3 monitor's observations should be captured before deriving at an average rating for each key performance area.

The scores consolidation template is automated hence the monitors have to enter the scores and the averages are calculated automatically. This allows for ease of use for the monitors as well as for documenting the averaging process.

The scores consolidation template allows for second entry capturing of site ratings, after completing the questionnaire. Scores consolidation and the summary of findings present the initial processing point for site data and findings. The initial analysis of data in the step is to enable the development of the visit summary report, to be detailed in the next guideline.

Each site monitored for baseline and improvements monitoring, therefore, needs to have completed scores consolidation reports and all ratings by citizens, staff and monitors are to be captured in the designated areas to automatically calculate the average score to allow for this initial data analysis step. For each scores consolidation template completed, the monitor's views on what was observed or found during the site visit are to be captured in the space provided.

3. At which stage is the scores consolidation report completed?

The scores consolidation template is for use during the de-briefing session after a baseline monitoring visit and for consolidating scores after the improvements monitoring visit. The scores consolidation template is one of the tools used in the de-briefing session for the consolidation of multiple ratings into average scores for staff, monitors and citizens, per performance area. A complete scores consolidation template is therefore one of the outputs of the de-briefing session where, multiple ratings are captured into average scores and where an overview of the monitor's findings and observations are captured.

4. Use of the scores consolidation template

4.1 The scores consolidation template is designed to automatically calculate the average ratings per key performance area and to document the consolidation of ratings process. It is therefore recommended that the electronic copy of this template be used during the de-briefing to minimise error in the calculation of averaging ratings.

4.2 During the de-briefing, the team leader as assisted by the monitoring team is to capture the ratings from all questionnaires into the scores consolidation template.

4.3 After capturing the average ratings, the team needs to have discussions about the summary of findings and the agreed upon views to be captured to summarise the site findings.

4.4 Once all the scores and the summary of findings narrative have been captured, the team leader and the Provincial Coordinator are to ensure that all ratings and average ratings are correct.

4.5 When the capturing is complete, the average scores per performance area should be reflected on the visit summary report or the improvements monitoring report following a re-scoring visit. The site findings should be automatically reflected on the visit summary report and improvements monitoring report.

5. Who is responsible for the capturing of the scores?

The FSDM Provincial Coordinator and the Team leader for the day are responsible for capturing the scores from the questionnaires into the scores consolidation. The monitoring team has to assist with the calling out of scores to be captured or in taking turns in completing the scores consolidation template. The quality of the scores captured on the scores consolidation template has to be checked by the FSDM Provincial Coordinator before the team proceeds to the development of the visit summary report or the improvements monitoring visit.

6. Next steps

When the capturing of scores and narrative on summary findings is complete and the scores consolidation template has been checked for correctness, the next step will be to verify that all the average scores and narrative has been transferred to the visit summary report or the improvements monitoring report.

Annexure 1: Scores consolidation template

		THE PRESIDENCY: DEPARTMENT OF PERFORMANCE MONITORING & EVALUATION															
		FRONTLINE SERVICE DELIVERY MONITORING PROGRAMME - BASELINE SITE VISIT CONSOLIDATION REPORT															

Name of Facility	Tonga Magistrate Court		type of facility (level)				
Province	Mpumalanga		Visit Reference Number				
Sector	Justice		Name of Monitor	Sibongile			
Date of baseline visit			Reviewer of consolidation Report				X Province
Total number of citizens interviewed	1	Number of males interviewed	2	Number of females interviewed	3		

A: Key Performance areas	citizen1	citizen 2	citizen 3	citizen 4	citizen5	citize n6	citizen av	monitor1	monitor 2	monitor 3	monitor 4	monitor 5	monitor 6	monitor av	staff 1	staff 2	staff 3	staff 4	staff 5	staff 6	staff av
1. Location & Accessibility		2	2	3			2.3	2	1	2	2			1.8	4	1	2	3			2.5
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MONITORS' SUMMARY NARRATIVE ON THE SITE FINDINGS- For completion during the De-briefing