DPME GUILDE NO 4.2.1(3) SCORES CONSOLIDATION REPORT

A guide about the Frontline Service Delivery Monitoring Improvements Monitoring

THE PRESIDENCY
REPUBLIC OF SOUTH AFRICA
DEPARTMENT: PLANNING, MONITORING AND EVALUATION

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
Contact person	Bernadette Leon: Head of Presidential Frontline Service Delivery E-mail: bernadette@po-dpme.gov.za Tel: 012 312 0323

1. INTORDUCTION

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 performance area for each site for the three sources. This means that in instances where 3 citizens were 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 Performance areas	citizen 1	citizen 2	citizen3	citizen4	citizen 5	citizen6	citizenav	monitor 1	monitor 2	monitor 3	monitor 4	monitor5	monitor6	monitor av	staff 1	staff 2	staff 3	staff 4	staff 5	staff 6	staff av
1. Location & Accessibility							-							-							-
2. Visibility & Signage							-							-							-
3. Queue Management & Waiting Times							-							-							-
4. Dignified Treatment							-							-							-
5. Cleanliness & Comfort							-							-							-
6. Safety							-							-							-
7. Opening & closing times							-							-							-
8. Complaint Management System							-							-							-

THE PRESIDENCY: DEPARTMENT OF PLANNIG, MONITORING & EVALUATION

FRONTLINE SERVICE DELIVERY MONITORING PROGRAMME - IMPROVEMENTS MONITORING CONSOLIDATION TEMPLATE

Name of Facility		Type of facility (level)	
Province		Visit Reference Number	
Sector		Name of Monitor	X Province
Total number of citizens interviewed	Number of males interviewed		Number of females interviewed

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. The scores consolidation template is aimed at minimising errors in the calculation of average scores for each site and to document the process for calculating the averages. 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 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 of the averaging process. In the past, the averaging of scores per performance area was a haphazard and undocumented process.

The scores consolidation template allows for the organisation of data (ratings) collected and for initial processing of site data to highlight the dominant ratings (trends) per performance area and priority rating, for each of the sources of data: citizens, staff & monitors. The initial data analysis of data will enable the development of the visit summary report which communicates each site's findings by presenting the dominant view of the data collected for each performance area.

Each site monitored, therefore needs to have a completed scores consolidation template 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.

3.1 At which stage is the scores consolidation report completed?

The scores consolidation template is for use during the de-briefing session after each monitoring visit. The scores consolidation template is one of the tools used in the de-briefing session for the consolidation of multiple ratings, per respondent group, for consolidation into an average (single)

score for staff, monitors and citizens per performance area, per priority ratings, per site. A complete scores consolidation template is therefore one of the outputs of the de-briefing session where, multiple ratings are captured into the scores consolidation template for automatic averaging of the ratings per performance area.

4. USE OF THE SCORES CONSOLIDATION TEMPLATE

4.1 The scores consolidation template is designed to automatically calculate the average ratings per performance, priority ratings and to document the consolidation of ratings process. It is therefore recommended that the electronic 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

4.2 Once all the scores have been captured, the team leader and the Provincial Coordinator are to ensure that all ratings and average ratings and priority ratings are correct.

4.3 When the capturing of scores is complete, the average scores per performance area should be reflected on the visit summary 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.

6. NEXT STEPS

In completing the capturing of scores in the scores consolidation template, the monitoring team will move to the discussions surrounding the completion of the improvements monitoring report. The visit summary report guidelines contain details on this process.

7. CONCLUSION

The accurate capturing of the scores into the scores consolidation sheet is of the utmost importance, as the template has been designed in such a way as to automatically calculate the averages. The scores are linked to the visit summary reports, enabling the tracking of a facility's performance over time.

Annexure 1: Scores consolidation template

A Performance areas	citizen 1	citizen 2	citizen3	citizen4	citizen 5	citizen6	citizenav	monitor 1	monitor 2	monitor 3	monitor 4	monitor5	monitor6	monitor av	staff 1	staff 2	staff 3	staff 4	staff 5	staff 6	staff av
THE PRESIDENCY: DEPARTMENT OF PLANNIG, MONITORING & EVALUATION																					
FRONTLINE SERVICE DELIVERY MONITORING PROGRAMME - IMPROVEMENTS MONITORING CONSOLIDATION TEMPLATE																					
Name of Facility						Type of facility (level)															
Province						Visit Reference Number															
Sector						Name of Monitor												X Province			
Total number of citizens interviewed			Number of males interviewed							Number of females interviewed										
1. Location & Accessibility							-							-							-
2. Visibility & Signage							-							-							-
3. Queue Management & Waiting Times							-							-							-
4. Dignified Treatment							-							-							-
5. Cleanliness & Comfort							-							-							-
6. Safety							-							-							-
7. Opening & closing times							-							-							-
8. Complaint Management System							-							-							-