



THE PRESIDENCY  
REPUBLIC OF SOUTH AFRICA

DEPARTMENT: PERFORMANCE MONITORING AND EVALUATION

## DPME GUIDELINE No 4.2.2 QUESTIONNAIRE GUIDELINES

<b>Addressed to</b>	Units in Offices of the Premiers responsible for Frontline Service Delivery Monitoring, FSDM Coordinators and Site Monitors.
<b>Purpose</b>	This guidance note is to provide guidelines on the administration of the questionnaire by site monitors, how to complete the questionnaires by site monitors and the how to complete the visit summary reports compiled for each site.
<b>Reference documents</b>	Site Questionnaires
<b>Contact person</b>	Bernadette Leon: Email: <a href="mailto:bernadette@po-dpme.gov.za">bernadette@po-dpme.gov.za</a> Tel: Tel: +27 (0)12 308 1788

### 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 Purpose of the FSDM questionnaire

The FSDM questionnaire is the tool administered on-site to collect baseline data for each facility monitored as part of the FSDM programme. The questionnaire is administered to collect baseline data to assess the quality of Frontline Service Delivery at targeted facilities. In administering the questionnaire, each facility's performance on the public service norms and standards is assessed through ratings by citizens, staff and through monitor's observations. The focus is to assess each facility's performance on the eight (8) public service norms and standards as developed by the Lead department, the DPSA. The objective is to verify if the improvement project (lead by the

DPSA), as set out in the delivery agreements, is showing visible results and to verify if the targets for 2014, as set out in these delivery agreements will be met.

In administering the questionnaire, it is anticipated that baseline data collected for each facility will be used to highlight common challenges and areas where government is doing well in the quality of frontline service delivery. It is also envisaged that data collected through the programme will be used by site management for evidence-based decision making purposes and in directing improvements to the quality of frontline services delivery.

### **3. What is monitored in each performance area**

The questionnaire is aimed at monitoring each facility's performance in the eight key performance areas monitored by the FSDM programme. Each key performance area that is part of the questionnaire has a list of questions that are administered in order to understand how each facility is performing in relation to this performance area. Monitors will administer the citizen and staff questionnaires and undertake observations by asking questions in each of the eight key performance areas as stated below:

## FSDM Key performance areas

KEY PERFORMANCE AREAS, PERFORMANCE AREAS AND STANDARDS								
KEY PERFORMANCE AREAS	KPA 1: ACCESSIBILITY:	KPA 2: VISIBILITY & SIGNAGE	KPA 3: QUEUE MANAGEMENT & WAITING TIMES	KPA 4: DIGNIFIED TREATMENT	KPA 5: CLEANLINESS & COMFORT	KPA 6: SAFETY	KPA 7: OPENING & CLOSING TIMES	KPA 8: COMPLAINTS & COMPLIMENTS SYSTEM
PERFORMANCE AREAS	1.1 External Accessibility	2.1 Visibility	3.1 Queue management	4.1 Dignified treatment	5.1 Cleanliness	6.1 Safety	7.1 Opening & closing times	8.1 Complaints & compliments system
	1.2 Internal Accessibility	2.2 Signage	3.2 Waiting times		5.2 Comfort	6.2 Safety procedures	7.2 Operational disruptions	
STANDARDS	<p>1.1.1 Distance of the facility to surrounding areas</p> <p>1.1.2 Travel time to the facility</p> <p>1.1.3 Facility coverage</p>	<p>2.1.1 Road signage availability.</p> <p>2.1.2 Facility identification signboard placed in front of the facility.</p>	<p>3.1.1 Queue management systems in place.</p> <p>3.1.2 Effectiveness of queuing system.</p> <p>3.1.3 Special provision for elderly and disabled.</p>	<p>4.1.1 Compliance with Batho Pele standards in treatment of citizens.</p> <p>4.1.2 Staff knowledgeable in areas of work.</p> <p>4.1.3 Staff is trained on Batho Pele principles.</p> <p>4.1.4 Address of citizens in language of choice.</p>	<p>5.1.1 Facility is clean.</p> <p>5.1.2 Facility and building is maintained.</p> <p>5.1.3 Ablution facilities are clean.</p> <p>5.1.4 Ablution facilities provided with necessities.</p>	<p>6.1.1 Availability of security guards.</p> <p>6.1.2 Perception of safety in the facility</p>	<p>7.1.1. Displayed of operational hours.</p> <p>7.1.2 Adherence to operational hours</p>	<p>8.1.1. Availability of complaints procedures</p> <p>8.1.2 Availability of complaints box</p> <p>8.1.3 Availability of complaints box stationery</p> <p>8.1.3 Complaints log or register for the month available</p>

	<p>1.2.1 Provision of outside ramps</p> <p>1.2.2 Provision of internal ramps.</p>	<p>2.2.1 Facility signboard with costs &amp; services placed in front of building.</p> <p>2.2.2 Signage provisions for the illiterate available internally</p>	<p>3.2.1 Availability of standard waiting times</p> <p>3.2.2 Actual waiting times</p>		<p>5.2.1 Working environment conducive</p> <p>5.2.2 Working equipment is in working order</p>	<p>6.2.1 Availability of internal &amp; external security measures.</p> <p>6.2.2 Compliance with Health &amp; safety requirements</p>	<p>7.2.1 Disruptions to operations</p>	
--	---	--	---	--	---	---	--	--

#### 4. Questionnaire administration protocol

4.1 On the day of the visit, before administering the questionnaire, the monitoring team arrives and meets with site management to brief them on the purpose of the visit. They take them through the programme objective, the FSDM key performance areas and the site monitoring approach and methodology.

4.2 After briefing site management, the monitoring team disperses to the allocated areas and collects information from citizens and staff and conduct their own observations.

- Each monitor needs to interview a minimum of 3 staff members and 3 citizens and then complete their own observations (X3). ***This means that as a minimum, each monitor needs to complete 9 sets of questionnaires for each facility.***

4.3 All questions contained in the questionnaire need to be administered and at the end of the monitoring visit, all sections of the questionnaire need to be complete, including the site information details, details of the interviewer, number of citizens interviewed, Section A (Performance Areas), B (Sector specific standards) and C (Summary of findings and recommendations).

- Site monitoring details in the questionnaire should be completed before the monitoring visit and when on site, these details re to be confirmed with site management.
- Details of staff and citizens interviewed are to be captured before capturing other areas of the questionnaire
- For Section A: The appropriate responses per sub questions, i.e. 1.1 should be ticked (selected)
- After selecting the appropriate sub-options, an overall rating for the each KPA should be selected.
- For section B (Sector Specific Targets), it is important that at least 1 member of management or supervisor is interviewed on the sector targets.
- Section C (findings and recommendations) is only available on the monitor's questionnaire and is for completion by the monitor at the end of the site monitoring visit.

**4.4**The scoring format: Each monitor is responsible for capturing scores in full, reflecting the performance of each site in each of the 8 performance areas in the questionnaire. The four system rating system is used in allocating scores in both the questionnaire and in completing the visit summary report. ***In order to allocate the correct scores, monitors should only enter the ratings (scores) based on the responses given by citizens and staff. This means that monitors will enter the scores and indicate to the citizen& staff that based on your responses, the facility scores a 1=poor or 2=fair in this performance area, do you agree? If the citizens don't agree amend both the response & scores to suit the preferred score.***

- In generating scores for section A of the questionnaire, these should be informed by the following four rating system:

Score	Rating	Coding
1	Poor	1
2	Fair	2
3	Good	3
4	Very good	4

4.5 Photos are to be taken during the visits as evidence, and to illustrate some of the findings. Photos are to be taken for each performance area highlighting weaknesses or good performance in each of the eight (8) key performance areas.

4.6 When the monitoring team has concluded completing the citizen and staff questionnaires, and the monitor's observations questionnaires, the findings are to be discussed with site management.

- When the monitoring visit is complete, DPME/ OoP need to leave their contact details with site management and communicate next steps.

## **5. The scoring (ratings ) descriptions:**

In allocating a score (rating) for each of the performance areas monitors should be aware of what it is that the performance area is monitoring as per the FSDM performance area table above. In allocating a score, monitors

- Should understand each what each of the key performance areas and sub-standards is monitoring

5.1 In allocating a KPA rating, it is assumed that all responses for the sub-standards (questions under each key performance area) have an equal weighting.

5.2 In rating each key performance area, the Yes and No responses are to influence the score for each KPA.

## **7. Who can administer the FSDM questionnaire?**

All DPME and OoP employees that have been trained by a member of the FSDM implementation team or that Province's coordinator can administer the questionnaire as part of the FSD monitoring visits. For Offices of the Premiers, only Provincial Coordinators trained by a DPME-FSDM staff member can train other office of the Premier staff to administer the questionnaire.

## **8. Quality of assurance of completed questionnaire**

The first point of the quality assurance is at the end of the monitoring visit where questionnaires need to be checked by the team leader for completeness and correctness. During the de-briefing, all monitors are to also ensure that all questionnaires are appropriately completed. The following quality checks are to be undertaken during the de-briefing:

- Spell checks, language and grammar corrections.
- Correctness & consistency checks where the focus should be on ensuring that there is alignment in scores & descriptions
- When the quality assurance is complete, the scores can then be captured on the visit summary report for the site monitored
- No scores are to be altered, except, on agreement between the manager and monitors that there present to verify that an error had occurred.

## **9. Next Reporting processes**

In completing the questionnaire processes, the next step is the development of the visit summary report which will be detailed in the next guideline.

## Annexure 1: FSDM 2014/15 Questionnaire

## DLTCs staff:


The Presidency: Department of Performance Monitoring and Evaluation		Office of The Premier: _____ Province	
Frontline Service Delivery Monitoring: Transport (DLTC) Staff Questionnaire			Visit Reference Number
<b>Details of FSD Monitoring Site</b>			
Name of Facility			Type of office (level)
District			
Municipality			
Street Address			
GIS coordinates			Date of monitoring visit DD/MM/YYYY
Type visit	Baseline <input type="checkbox"/>	Improvements monitoring visit 1 <input type="checkbox"/>	Improvements visit 2 <input type="checkbox"/> Improvements monitoring visit 3 <input type="checkbox"/>
<b>Details of Staff Member</b>			
First Name			
Last Name			Telephone
Gender	Male <input type="checkbox"/>	Female <input type="checkbox"/>	Contact Details
Designation (Level)			E-mail
Race	African <input type="checkbox"/>	Coloured <input type="checkbox"/>	Asian <input type="checkbox"/> White <input type="checkbox"/>
Disability	Yes <input type="checkbox"/> No <input type="checkbox"/>		
Name of monitor			
<b>A. GENERIC PUBLIC SERVICE QUALITY OF SERVICE PERFORMANCE AREAS</b>			
<b>A. Performance Areas</b>			Comments
<b>1. Location &amp; Accessibility</b>			
1.1	According to your knowledge, how long does it take the citizens from the surrounding areas to get to this facility?	<15 min <input type="checkbox"/>	16-30 min <input type="checkbox"/> 31-45 min <input type="checkbox"/> 46-1 hr <input type="checkbox"/> > 1 hr <input type="checkbox"/>
1.2	According to your knowledge, how far do citizens from the surrounding areas generally have to travel to get to the facility?	1-5 km <input type="checkbox"/>	6-10 km <input type="checkbox"/> 11-16km <input type="checkbox"/> 17-20 km <input type="checkbox"/> > 20 km <input type="checkbox"/>
1.3	According to your knowledge, what mode of transport do most citizens take to get to this facility?	Walk <input type="checkbox"/>	Private <input type="checkbox"/> Public <input type="checkbox"/> Other <input type="checkbox"/>
1.4	Is there a ramp with rails at the entrance of the building to assist citizens with disabilities & the elderly to access the building?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
1.5	When inside the facility, are there provisions to allow ease of movement for the elderly & the disabled?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
<b>Location &amp; Accessibility</b>		1 <input type="checkbox"/>	2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/>
How would you rate accessibility and location of this facility Score: 1 - 4 (1 Poor, 2 Fair, 3 Good, 4 Very good)			
<b>2. Visibility &amp; Signage</b>			
2.1	<b>External signage:</b> Is there visible signage on the roads or paths leading to this facility?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2.2	<b>External signage:</b> Is there facility identification signage at the main gate/entrance of this facility?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2.3	<b>External signage:</b> Does the outside signboard contain information on services & costs?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2.4	<b>Internal signage:</b> Does the signage make provision to accommodate citizens that are illiterate?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2.5	<b>Internal signage:</b> Does the signage inside direct citizens where to go & for what service?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2.6	Do facility staff wear name tags at all times?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2.7	Are the contact details of the facility management clearly displayed in the facility ?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
<b>Visibility &amp; Signage</b>		1 <input type="checkbox"/>	2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/>
How would you rate the visibility & signage of this facility Score: 1 - 4 (1 Poor, 2 Fair, 3 Good, 4 Very good)			
<b>3. Queue Management &amp; Waiting Times</b>			
3.1	Does this facility have a queue management system in place? If yes, specify what kind of system.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
3.2	If you answered yes above, Is the queue management system effective (e.g. are the queues moving quickly)?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
3.3	Does the queue management make provision for the elderly, citizens with disabilities & sickly (including pregnant women)?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
3.4	Is there a help desk to assist citizens in filling forms?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
<b>Queue Management &amp; Waiting Times</b>		1 <input type="checkbox"/>	2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/>
How would you rate queue management & waiting times of this facility Score: 1 - 4 (1 Poor, 2 Fair, 3 Good, 4 Very good)			



<b>4. Dignified Treatment</b>					
4.1	Do you treat citizens with friendliness, dignity and respect?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
4.2	When attending to citizens, do you address them in the language of their choice?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
4.3	Are you knowledgeable in your respective areas of expertise?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
4.4	When attending to the citizens, are you efficient (i.e., did what they needed to do promptly)?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
<b>Dignified Treatment</b>		1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
How would you rate dignified treatment in this facility Score: 1 - 4 (1 Poor, 2 Fair, 3 Good, 4 Very good)					
<b>5. Cleanliness &amp; Comfort</b>					
5.1	Is the facility clean ?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
5.2	Is the facility well maintained?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
5.3	Does the facility have a waiting area?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
5.4	Is the office equipment (faxes, telephones, computers, air conditioning) in working condition?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
5.5	Are the ablution facilities/ toilets clean?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
5.6	Are the ablution facilities provided with the necessary toiletries?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
<b>Cleanliness &amp; Comfort</b>		1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
How would you rate cleanliness & comfort of this facility Score: 1 - 4 (1 Poor, 2 Fair, 3 Good, 4 Very good)					
<b>6. Safety</b>					
6.1	Are there security guards at the facility?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
6.2	Do you feel safe in and around the facility?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
6.3	Are there health & safety guidelines displayed at the facility, to assist in an emergency situation?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
6.4	Are there internal access control measures around places such as the cashier work stations, filling rooms, server & strong rooms?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
<b>Safety</b>		1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
How would you rate safety of this facility Score: 1 - 4 (1 Poor, 2 Fair, 3 Good, 4 Very good)					
<b>7. Opening &amp; Closing Times</b>					
7.1	Are there opening and closing times displayed on the main entrance of the facility?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
7.2	Are the opening & closing times adhered to?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
7.3	Are there disruptions (to services) as a result of staff members taking tea breaks, lunch breaks or attending staff meetings?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
<b>Opening &amp; Closing Times</b>		1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
How would you rate opening & closing times of this facility Score: 1 - 4 (1 Poor, 2 Fair, 3 Good, 4 Very good)					


8. Complaints & Compliments Management System					
8.1	Does the facility have the complaints & compliments procedures in place ( how to complain, feedback mechanisms, contact of person dealing with complaints,etc)?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
8.2	Are there guidelines displayed in a place where citizens can easily see or access them?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
8.3	Is there a complaints & compliments box/ register in the facility?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
8.4	Does the facility conduct citizen satisfaction surveys every six months?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
Complaints & Compliments Management System		1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
How would you rate complaints & compliments system of this facility Score: 1 - 4 (1 Poor, 2 Fair, 3 Good, 4 Very good)					
B. Sector Specific Standards					
1 Service standards			Tick the appropriate		Comments
1.1	Do you know about the national norms & standards for DLTCs?		Yes <input type="checkbox"/>	No <input type="checkbox"/>	
1.2	If yes, are there adhered to?		Yes <input type="checkbox"/>	No <input type="checkbox"/>	
2 Turn around times for the issuing of licences			Tick the appropriate		Comments
2.2	Is the 10 days turn around time for processing applications on licenses achievable/ realistic?		Yes <input type="checkbox"/>	No <input type="checkbox"/>	
2.3	Is there a system for monitoring turnaround times on applications?		Yes <input type="checkbox"/>	No <input type="checkbox"/>	

**DLTCs citizens:**

											
The Presidency: Department of Performance Monitoring and Evaluation						Office of The Premier: _____ Province					
Frontline Service Delivery Monitoring: Transport (DLTC) Citizen Questionnaire										Visit Reference Number	
<b>Details of Citizen</b>											
First Name						Contact Details		Telephone			
Last Name								E-mail			
Gender		Male <input type="checkbox"/>		Female <input type="checkbox"/>		Disability		Yes <input type="checkbox"/>		No <input type="checkbox"/>	
Race		African <input type="checkbox"/>	Coloured <input type="checkbox"/>		Asian <input type="checkbox"/>			White <input type="checkbox"/>			
Name of facility											
Type of visit		Baseline Visit <input type="checkbox"/>		Improvements monitoring visit 1 <input type="checkbox"/>		Improvements monitoring visit 2 <input type="checkbox"/>		Improvements monitoring visit 3 <input type="checkbox"/>			
Name of monitor						Date of monitoring visit		DD/MM/YYYY			
<b>A Performance Areas</b>						<b>Comments</b>					
<b>1 Location &amp; Accessibility</b>											
1.1 How long did it take you to get to this facility?		<15 min <input type="checkbox"/>	16-30 min <input type="checkbox"/>	31-45 min <input type="checkbox"/>	46- 1 hr <input type="checkbox"/>	> 1 hr <input type="checkbox"/>					
1.2 How far did you have to travel to get to this facility?		1-5 km <input type="checkbox"/>	6-10 km <input type="checkbox"/>	11-15 km <input type="checkbox"/>	16-20 km <input type="checkbox"/>	> 20 km <input type="checkbox"/>					
1.3 What mode of transport did you use to get to this facility?		Walk <input type="checkbox"/>	Bus <input type="checkbox"/>	Taxi <input type="checkbox"/>	Other <input type="checkbox"/>						
1.4 Is there a ramp with rails at the entrance of the building to assist citizens with disabilities & the elderly to access the building?		Yes <input type="checkbox"/>		No <input type="checkbox"/>							
1.5 When inside the facility, are there internal ramps to allow for ease of movement for the elderly & the disabled?		Yes <input type="checkbox"/>		No <input type="checkbox"/>							
<b>Location &amp; Accessibility</b>		1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	<b>How would you rate accessibility and location of this facility</b> Score: 1 - 4 (1 Poor, 2 Fair, 3 Good, 4 Very good)					
<b>2 Visibility &amp; Signage</b>											
2.1 <b>External signage:</b> Is there visible signage on the roads or paths leading to this facility?		Yes <input type="checkbox"/>		No <input type="checkbox"/>							
2.2 <b>External signage:</b> Is there facility identification/ signboard at the main gate/entrance of this facility?		Yes <input type="checkbox"/>		No <input type="checkbox"/>							
2.3 <b>External signage:</b> Does the outside signboard contain information on services & costs?		Yes <input type="checkbox"/>		No <input type="checkbox"/>							
2.4 <b>Internal signage:</b> Does the signage make provision to accommodate citizens that are illiterate?		Yes <input type="checkbox"/>		No <input type="checkbox"/>							
2.5 <b>Internal signage:</b> Does the signage inside direct citizens where to go & for what service?		Yes <input type="checkbox"/>		No <input type="checkbox"/>							
2.6 Do facility staff wear name tags at all times?		Yes <input type="checkbox"/>		No <input type="checkbox"/>							
2.7 Are the contact details of the facility management clearly displayed in the facility ?		Yes <input type="checkbox"/>		No <input type="checkbox"/>							
<b>Visibility &amp; Signage</b>		1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	<b>How would you rate visibility &amp; signage of this facility</b> Score: 1 - 4 (1 Poor, 2 Fair, 3 Good, 4 Very good)					
<b>3 Queue Management &amp; Waiting Times</b>											
3.1 Does this facility have a queue management system in place? If yes, specify what kind of system.		Yes <input type="checkbox"/>		No <input type="checkbox"/>							
3.2 If you answered yes above, Is this effective (e.g. are the queues moving quickly) ?		Yes <input type="checkbox"/>		No <input type="checkbox"/>							
3.3 Does the queue management make provision for the elderly and citizens with disabilities?		Yes <input type="checkbox"/>		No <input type="checkbox"/>							
3.4 Is there a forms assistant assigned to assisting citizens in filling forms?		Yes <input type="checkbox"/>		No <input type="checkbox"/>							
<b>Queue Management &amp; Waiting Times</b>		1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	<b>How would you rate queue management &amp; waiting times in this facility</b> Score: 1 - 4 (1 Poor, 2 Fair, 3 Good, 4 Very good)					

<b>4 Dignified Treatment</b>					
4.1	Do staff treat you with friendliness, dignity & respect in this facility?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
4.2	Did the staff member address you in the language of your choice?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
4.3	Did the staff member assisting you seem to be knowledgeable with the work they were doing?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
4.4	When attending to you, was the staff member efficient (i.e., did what they needed to do promptly)?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
<b>Dignified Treatment</b>		1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
<b>How would you rate dignified treatment of this facility Score: 1 - 4 (1 Poor, 2 Fair, 3 Good, 4 Very good)</b>					
<b>5 Cleanliness &amp; Comfort</b>					
5.1	Is the facility clean?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
5.2	Is the facility well maintained?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
5.3	Do the waiting areas have enough seating?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
5.4	Is office equipment (faxes, telephones, computers, air conditioning) in working condition?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
5.5	Are the facility's toilets clean and well maintained?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
5.6	Are the ablution facilities provided with the necessary toiletries?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
<b>Cleanliness &amp; Comfort</b>		1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
<b>How would you rate cleanliness &amp; comfort of this facility Score: 1 - 4 (1 Poor, 2 Fair, 3 Good, 4 Very good)</b>					
<b>6 Safety</b>					
6.1	Are there security guards at the facility?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
6.2	Do you feel safe in and around the facility?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
6.3	Are there health & safety guidelines displayed at the facility, to assist in an emergency situation?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
6.4	Are there access control measures around places such as the cashier work stations?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
<b>Safety</b>		1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
<b>How would you rate safety of this facility Score: 1 - 4 (1 Poor, 2 Fair, 3 Good, 4 Very good)</b>					
<b>7 Opening &amp; Closing Times</b>					
7.1	Are the opening and closing times displayed outside the main gate or entrance of the facility?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
7.2	According to your knowledge, are the opening & closing times adhered to?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
7.3	Did you (now or in the past) experience any disruption to service due to tea breaks, lunch breaks or staff meetings?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
<b>Opening &amp; Closing Times</b>		1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
<b>How would you rate opening &amp; closing times of this facility Score: 1 - 4 (1 Poor, 2 Fair, 3 Good, 4 Very good)</b>					
<b>8 Complaints &amp; Compliments Management System</b>					
8.1	Does the facility have the complaints & compliments procedures in place ( how to complain, feedback mechanisms, contact of person dealing with complaints,etc)	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
8.2	Are there guidelines displayed in a place where you can easily see or access them?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
8.3	Is there a complaints & compliments box/ register in the facility?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
8.4	Have you ever been part of this facility's citizen satisfaction survey?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
<b>Complaints &amp; Compliments Management System</b>		1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
<b>How would you rate complaints &amp; compliments system of this facility Score: 1 - 4 (1 Poor, 2 Fair, 3 Good, 4 Very good)</b>					

**DLTCs monitor:**

			
The Presidency: Department of Performance Monitoring and Evaluation		Office of The Premier: _____ Province	
Frontline Service Delivery Monitoring: Transport (DLTC) Monitor Questionnaire		Visit Reference Number	
Details of Monitor			
Name			
Department			
Personal Number			
Gender	Male <input type="checkbox"/>	Female <input type="checkbox"/>	
Race	African <input type="checkbox"/>	Coloured <input type="checkbox"/>	Asian <input type="checkbox"/> White <input type="checkbox"/> Disability Yes <input type="checkbox"/> No <input type="checkbox"/>
Contact Details	Telephone		
	E-mail		
	Other		
Name of Facility			
Date of visit	DD/MM/YYYY	Baseline visit <input type="checkbox"/>	Improvements monitoring visit 1 <input type="checkbox"/> Improvements monitoring visit 2 <input type="checkbox"/> Improvements monitoring visit 3 <input type="checkbox"/>
<b>A Performance Areas</b>			<b>Comments</b>
<b>1 Location &amp; Accessibility</b>			
1.1	According to your knowledge, how long does it take the citizens from the surrounding areas to get to this facility?	<15 min <input type="checkbox"/>	16-30 min <input type="checkbox"/> 31-45 min <input type="checkbox"/> 46-1 hr <input type="checkbox"/> >1 hr <input type="checkbox"/>
1.2	According to your knowledge, how far do citizens from the surrounding areas generally have to travel to get to the facility?	1-5 km <input type="checkbox"/>	6-10 km <input type="checkbox"/> 11-15 km <input type="checkbox"/> 16-20 km <input type="checkbox"/> >20 km <input type="checkbox"/>
1.3	According to your observations, what mode of transport do most citizens take to get to this facility?	Walk <input type="checkbox"/>	Public <input type="checkbox"/> Private <input type="checkbox"/> Other <input type="checkbox"/>
1.4	Is there a ramp with rails at the entrance of the building to assist citizens with disabilities & the elderly to access the building?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
1.5	When inside the facility, are there internal ramps to allow for ease of movement for the elderly & the disabled?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
<b>Location &amp; Accessibility</b>		1 <input type="checkbox"/>	2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/>
How would you rate accessibility and location of this facility Score: 1 - 4 (1 Poor, 2 Fair, 3 Good, 4 Very good)			
<b>2 Visibility &amp; Signage</b>			
2.1	<b>External signage:</b> Is there visible signage on the roads or paths leading to this facility?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2.2	<b>External signage:</b> Is there facility identification signboard at the main gate/entrance to this facility?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2.3	<b>External signage:</b> Does the outside signboard contain information on services & costs?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2.4	<b>Internal signage:</b> Does the signage inside direct citizens where to go & for what service?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2.5	<b>Internal signage:</b> Does the signage make provisions to accommodate citizens that are illiterate?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2.6	Are facility staff wearing name tags?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2.7	Are the contact details of the facility management clearly displayed in the facility ?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
<b>Visibility &amp; Signage</b>		1 <input type="checkbox"/>	2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/>
How would you rate visibility & signage of this facility Score: 1 - 4 (1 Poor, 2 Fair, 3 Good, 4 Very good)			
<b>3 Queue Management &amp; Waiting Times</b>			
3.1	Does this facility have a queue management system in place? If yes, specify what kind of system.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
3.2	If you answered yes above, Does it seem to be effective? (e.g. are the queues moving quickly, are people shown the right queues, etc.)	Yes <input type="checkbox"/>	No <input type="checkbox"/>
3.3	Does the queue management make provision for the elderly and citizens with disabilities?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
3.4	Is there a help desk to assist citizens in filling forms?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
<b>Queue Management &amp; Waiting Times</b>		1 <input type="checkbox"/>	2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/>
How would you rate queue management & waiting times in this facility Score: 1 - 4 (1 Poor, 2 Fair, 3 Good, 4 Very good)			

<b>4 Dignified Treatment</b>					
4.1	According to your observation, do staff treat citizens with friendliness, dignity & respect in this facility?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
4.2	According to your observation, do staff members address citizens in the language of their choice?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
4.3	According to your observation, do staff members seem to be knowledgeable with their work?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
4.4	When attending to citizens, are staff members efficient (i.e., did what they needed to do promptly)?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
<b>Dignified Treatment</b>		1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
How would you rate dignified treatment of this facility Score: 1 - 4 (1 Poor, 2 Fair, 3 Good, 4 Very good)					
<b>5 Cleanliness &amp; Comfort</b>					
5.1	Does the facility appear clean?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
5.2	Is the facility well maintained?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
5.3	Do the waiting areas have enough seating?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
5.4	Is office equipment (faxes, telephones, computers, air conditioning) in working condition?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
5.5	Are the facility's toilets clean and well maintained?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
5.6	Are the toilets suitably resourced? (e.g. have toilet paper, soap, hand towels)	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
<b>Cleanliness &amp; Comfort</b>		1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
How would you rate cleanliness & comfort of this facility Score: 1 - 4 (1 Poor, 2 Fair, 3 Good, 4 Very good)					
<b>6 Safety</b>					
6.1	Are there security guards at the facility?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
6.2	Do you feel safe in and around the facility?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
6.3	Are there safety guidelines displayed at the facility, to assist citizens in an emergency situation?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
6.4	Are there access control measures around places such as the cashier work stations, filling rooms, server & strong rooms?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
<b>Safety</b>		1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
How would you rate safety of this facility Score: 1 - 4 (1 Poor, 2 Fair, 3 Good, 4 Very good)					
<b>7 Opening &amp; Closing Times</b>					
7.1	Are the opening and closing times displayed outside the main gate or entrance of the facility?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
7.2	According to your observation at the time of the monitoring visit, were the opening & closing times adhered to?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
7.3	Did you observe any disruption to service due to tea breaks, lunch breaks or staff meetings?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
<b>Opening &amp; Closing Times</b>		1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
How would you rate opening & closing times of this facility Score: 1 - 4 (1 Poor, 2 Fair, 3 Good, 4 Very good)					
<b>8 Complaints &amp; Compliments Management System</b>					
8.1	Does the facility have the complaints & compliments procedures in place ( how to complain, feedback mechanisms, contact of person dealing with complaints,etc).	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
8.2	Are there guidelines displayed in a place where citizens can easily see or access them?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
8.3	Is there a complaints & compliments box/ register in the facility?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
8.4	Are there records that this facility continuously undertakes citizen satisfaction surveys?	Yes <input type="checkbox"/>	No <input type="checkbox"/>		
<b>Complaints &amp; Compliments Management System</b>		1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
How would you rate complaints & compliments system of this facility Score: 1 - 4 (1 Poor, 2 Fair, 3 Good, 4 Very good)					
<b>C Summary of Findings and Recommendations ( For completion during de-briefing)</b>					
<b>Performance Areas</b>		<b>Key Findings</b>		<b>Recommendations</b>	
1 Location and Accessibility					
2 Visibility & Signage					
3 Queue Management & Waiting Times					
4 Dignified Treatment					
5 Cleanliness & Comfort					
6 Safety					
7 Opening & Closing Times					
8 Complaints & Compliments Management System					
10 Are there any good practises / procedures to be noted?					