DLTC Monitor tool

planning, monitoring and evaluation

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

The Presidency: Department of Planning, Monitoring and Evaluation		Office of the premier:	Province:
Frontline Service Delivery Monitoring: Questionnaire			Reference Number
Details of FSD Monitoring Site			
Name of Facility			
District			
Municipality			
Street Address			
Date of visit	DD/MM/YYYY		
Name of monitor			
Name and Surname			
Contact Details	Telephone		
	E-mail		
	Other		

_____
Signature of monitor

_____
Date

	Description		Rating Scale - Monitor				
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 1: Location and Accessibility

	KPA 1	Location and accessibility					
1.1	PA Statement	The facility's buildings and premises are accessible to the disabled and the elderly.					
Physical access into facility	Is the facility accessible to the disabled and the elderly from the facility perimeter to the building(s)?	No provision is made to help the disabled or elderly gain access to the building and premises.	Some provision is made to help the disabled or elderly including **either** a handrail, **or** a ramp **or** some form of assistance constructed at the entrance of the facility but not easily accessible **and/or** user-friendly.	Adequate provision is made to help the disabled and elderly by means of ramps (built on an acceptable gradient), handrails **and/or** any other appropriate means, that is easily accessible and user-friendly.	There is a continuous path that enables the disabled and elderly unobstructed access from the facility perimeter to the buildings. This includes clear pathways, ramps and continuous handrails. The ramp's floor is constructed from non-slip material.		
	Is it easy for the disabled and the elderly to navigate their way inside the facility?	No provision is made to help the disabled or elderly navigate their way inside the building(s).	Some provision is made to help the disabled and elderly to navigate their way inside the facility. **Some points** in the facility have sufficient space to allow for ease of movement, and have ramps **and/or** handrails.	Adequate provision is made to help the disable and elderly to navigate their way inside the facility. There are ramps and handrails at **all points** within the facility (where needed) and passages are wide enough to allow ease of movement.	To be determined.		
	In a multi-storey facility, is provision made to help the disabled and the elderly access frontline services?	No provision is made, through the use of lifts or any other means, to help the disabled **and** elderly access services on the floors above ground level.	Some provision is made to help the disabled and elderly, but the lifts are not functional **or other** provisions put in place are not sufficient to enable easy access to frontline services on the floors above ground level.	Adequate provision is made to help the disabled and elderly access frontline services above ground level by means of functional lifts **or other** appropriate mechanisms.	Lifts are functional and disabled-friendly. Handrails and the operating panel are within easy reach of wheelchair users. Braille text or automated voice announcements assist visually-impaired users.		
					PA Score	/	
1.2	PA Statement	The facility is fit for purpose, has sufficient space, resources and equipment to provide the services in line with the volume of users it receives.					
Physical premised fit for purpose	Is there sufficient parking at the DLTCs for users?	There is no parking area demarcated for users of the DLTC.	There is a demarcated parking area for the DLTC's users **but is not** sufficient to accommodate all users, there are cars parked outside on kerbs and the road.	There is a demarcated parking area that accommodates all users, **and** specially designated parking bays for the disabled.	There is a demarcated parking area and demarcated parking bays for the disabled, elderly, mothers and tots as well as additional overflow parking.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Monitor					
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KPA 2: Visibility and Signage							
	KPA 2	Visibility and Signage					
2.1	PA Statement	Users are able to locate the facility quickly and easily by following external signage.					
Signage to the facility	**External signage:** Is there visible signage on the roads or paths leading to the facility?	There is **no** signage leading to the facility.	There is **some** signage, but it is broken, vandalised and/or unclear.	There is **sufficient** signage that is: - **Clear** (if it contains a universally accepted icon or legible text); - **Visible** (if it is sufficiently large and easily read by pedestrians, public and private transport users); - **Useful** if it provides directional and distance information on both sides of the road.	There is **excellent** signage that is **clear, visible, useful, and** is located on the main and feeder roads leading to the facility.		
	External signage: Is the facility identified on the external sign by the main gate/entrance?	There is **no signage** by the main entrance/gate to identify the facility.	There is a sign but it is **not** clear or visible (e.g. the sign is faded, letters are missing and it is too small).	There is a **clear** and **visible** sign at the facility's entrance which describes the name of the facility.	There are clear signs at the facility's entrance **and** on the building which describe the name of the facility.		
					PA Score	/	
2.2	PA Statement	Users are able to navigate their way throughout the facility, by following internal signage to the correct service points and waiting areas.					
Signage within the facility	**Internal signage:** Does the signage inside the facility direct users to the correct service points and waiting areas?	There is **no** internal signage within the facility.	There is **some** internal signage in some areas or the signage is not clear enough to direct users to the correct services points or waiting areas.	There is adequate internal signage that is: **Clear:** contains legible text and is easily understandable; **and** **Visible:** sufficiently large to be read by all users and is placed prominently at key points throughout the facility; **and** **Useful:** provides directional assistance to the correct service points and waiting areas.	There is excellent internal signage (electronic) that is clear, visible, useful and contains additional and up-to-date information on the service points and directs users quickly and efficiently.		
					PA Score	/	
2.3	PA Statement	Users are helped to navigate their way through the facility by signage that contains easy-to-understand iconography and is translated into the local language of the community.					
Signage in main language of local community	**Internal signage:** Is the signage in English and the main language(s) of the surrounding community?	There is no signage.	The signage is written in only one language.	The signage is written in English and the local language of the community.	The signage is written in English and at least two local languages relevant to the community.		
					PA Score	/	

PA heading	Description						
	Description	**Rating Scale - Monitor**					
PA heading	**Questions**	**1 = Not achieved**	**2 = Partially Achieved**	**3 = Fully Achieved**	**4 = Achieved beyond compliance**	**Score**	**Comments**
2.4	**PA Statement**	**The facility provides users with information on its services, fees and management's contact details.**					
Service offering/information	Are the contact details of the facility's manager displayed within the facility?	There are **no** contact details available for the facility's manager.	There is **some** information on the facility manager, but the contact details are incomplete and are not appropriately displayed.	**All** the relevant contact details and name of the facility manager are prominently displayed at the entrance(s) or waiting area(s) of the facility.	**All** the relevant contact details and names of the facility manager and management team are prominently displayed on photo boards at multiple points in the facility. Users are also given the option of texting or emailing the facility management.		
	Information: Is there signage that contains information on services offered at the facility?	There is **no** signposted information on services offered in the facility.	There are signs with **some** information on the services offered at the facility.	The signage describes **all** the services offered in the facility clearly.	The signage contains information about **all** the services, how they can be obtained and requirements for accessing those services.		
	Information: Is the information that describes the fees payable for services displayed in the facility?	**No** information on the service fee is displayed in the facility.	Information on service fees **can only be** accessed at a specific counter in the facility or the helpdesk.	Information on the service fees **is** displayed at the waiting area, **and** outside the facility **and** is available from the helpdesk or counter.	To be determined.		
					PA Score	/	
					KPA Score	/	

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KPA 3: Queue management and waiting times

	KPA 3	Queue Management and Waiting times					
3.1	PA Statement	The facility has in place a queue management system to direct, manage and control the flow of users quickly and efficiently through the service process.					
Queue management systems	Is there an effective queue management system in place? (A system may include: a person or signs directing users where to wait , an electronic system or a numbering system).	There is **no** queue management system in place within the facility.	There **is** a queue management system (i.e. queue marshal, helpdesk), **but it is not** effective in directing, managing and controlling the flow of users throughout the facility.	There **is** a queue management system which works well **and** directs users quickly to the right place (i.e. a person or signs directing users where to wait , pole and rope barriers, an electronic system or a numbering system).	There **is** an electronic queue management system which works well and directs users quickly to the right place, **and** there is a dedicated floor-walker.		
	Is there a reception or helpdesk, manned and situated in a prominent position in the facility (where applicable)?	There is **no** reception or helpdesk.	There **is** an identified reception or helpdesk **but** no official manning it.	There **is** an identified, and manned reception or helpdesk, **with** an assigned official present, **and** situated in a prominent position within the facility.	There is a reception and a separate helpdesk which is identified and manned with an assigned official present, and situated in a prominent position within the facility.		
					PA Score	/	
3.2	PA Statement	The facility keeps users informed of their target waiting times and how long they can be expected to wait before being attended to.					
Waiting times	Does the facility display the target waiting times for users?	There are **no** target waiting times displayed.	The target waiting times **are** displayed **but not** visible to the user or are not displayed at all relevant service points.	The target waiting times **are** visibly displayed in various waiting areas.	There **are** target waiting times displayed at all waiting area **and** delays are communicated to users.		
					PA Score	/	
3.3	PA Statement	The facility's queue management system identifies users with special needs, and makes provision to fast-track service delivery and reduce waiting times.					
Special provisions for users	Are there queues or provisions made for users with special needs (i.e. the disabled, elderly, frail, pregnant women) to reduce waiting times?	There is **no** designated queue(s) or provision(s) made for users with special needs.	There is **no** designated queue(s) or provision(s) made for users with special needs, but preference is given to them if they are identified.	Users with special needs **are** identified promptly and directed towards clearly-marked queues **and/or** given preferential treatment.	To be determined during implementation.		
					PA Score	/	
					KPA Score	/	

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KPA 4: Dignified treatment

	KPA 4	Dignified Treatment					
4.1	PA Statement	The facility's staff treats users with courtesy, dignity and respect and provide services in a friendly manner.					
Courteous, dignified and respectful service	Did the staff treat users with courtesy, friendliness, dignity and respect? (Courtesy = the showing of politeness in one's attitude and behaviour toward others. Respect = to show regard or consideration for users rights. Dignity = quality of being worthy of honour or respect)	**Most** users **are not** treated with courtesy, friendliness, dignity and respect.	**Some** users **are not** treated with courtesy, friendliness, dignity and respect.	**All** users **are** treated with courtesy, friendliness, dignity and respect.	Staff go an **extra mile** to assist users beyond expectations of the service centre.		
					PA Score	/	
4.2	PA Statement	The facility takes reasonable steps to communicate with users in the language of their choice or provide interpretation services, if necessary.					
Language of choice	Did the staff address users in the dominant language(s) of the community?	**None** of the users are spoken to in the dominant language(s) of the community.	**Some** of the users are spoken to in the dominant language(s) of the community.	**All** the users are spoken to in the dominant language(s) of the community.	Best practice to be determined during implementation		
					PA Score	/	
4.3	PA Statement	The facility's staff is able to understand and respond appropriately to questions from users, and promptly process their service requests.					
Efficient and responsive officials	Do staff members process the service request quickly once the user has reached the counter or designated service point?	Services requests are processed **very slowly** by staff.	Service requests are processed **slowly,** some staff are slower than others	Service requests are processed **quickly.**	Service requests are processed **very quickly.**		
					PA Score	/	
4.4	PA Statement	Users recognise the facility's staff by their name tags and/or distinguishing uniforms.					
Easily recognisable staff	Do facility staff wear name tags at all times?	**None** of the staff are wearing name tags.	**Some** of the staff are wearing name tags.	**All** of the staff are wearing name tags.	**All** of the staff are wearing name tags **with** their photographs printed on them.		
					PA Score	/	

PA heading	Description				Rating Scale - Monitor			
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4.5	PA Statement	The facility provides users with information on how to apply for the services including the types of documents needed, the fees payable, and the process for following up on their service request or application.					
Information about application processes or service requests	To what extent does the facility provide information to users to assist them in applying for a service?	There is **no** information available in the facility (e.g. signboards or pamphlets) on the following: - application process - documentary requirements - the fees payable (if applicable) - process of following up (if applicable)	There is **some** information available in the facility (e.g. signboards or pamphlets) on **one** of the following: - application process - documentary requirements - the fees payable (if applicable) - process of following up (if applicable)	There is **adequate** information available in the facility (e.g. signboards or pamphlets) on **all** of the following: - application process - documentary requirements - the fees payable (if applicable) - process of following up (if applicable)	To de determined		
	Are users able to collect, and fill out forms to apply for or make a service request easily?	Forms are not available, **and** there is **no** designated area to fill them out.	Forms are **only** available at the counter, **but** there **is no** designated area where they can be filled in.	There is a designated area where users can collect and fill in their forms **and** assistance is available to help users complete the form.	There is a designated area where users can collect and fill in their forms and assistance is available to help users complete the form. The area contains an exemplar to guide users in filling in the form, pasted on the wall or counter. There is also a notice that identifies the person, counter or helpdesk where assistance in fill out forms can be accessed.		
					PA Score	/	
4.6	PA Statement	The facility publicises its service standards and targets so that users know and understand what to expect during their time at the facility.					
Awareness of service charters and standards	Is the service delivery charter displayed?	The service delivery charter is **not** displayed.	The facility displays a service delivery charter **but** it is not positioned prominently or visible to users.	The facility displays a service delivery charter **and** it is positioned prominently and visible.	The facility displays multiple service delivery charters at **all** key points across the facility.		
	Are sector-specific standards displayed?	The sector-specific standards are **not** displayed.	The facility displays sector-specific standards but it is not positioned prominently or visible to users.	The facility displays sector-specific standards **and** it is positioned prominently and visible.	The facility displays sector-specific standards at **all** key points across the facility.		
					PA Score	/	
					KPA Score	/	

	Description		Rating Scale - Monitor				Score	Comments
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KPA 5: Cleanliness and Comfort

		KPA 5	Cleanliness and Comfort					
5.1		PA Statement	The facility is clean and maintained in a manner that enhances the user's experience and ensures a safe environment for the delivery of frontline services.					
Cleanliness and maintenance of facility	Are the facility's grounds and outside areas kept clean and maintained?	The facility's grounds and outside areas are heavily littered with significant accumulations in bins **and/or** on the grounds, the plants and shrub beds are overgrown and the grass is not mowed.	There is littering with minor accumulations in bins **and/or** on the grounds, the grass and plants have been cut but demonstrate signs of regrowth.	The facility's ground and outside area are clean (i.e. no littering) and maintained (the grass and plants are cut and neat).	To be determined			
	Is the inside of the facility clean ?	If the facility is **very dirty** if **all** of the criteria is met: -the public spaces and waiting areas are heavily littered, **and** - the floors are dirty, **and** - a foul smell is present.	If the facility is **dirty** if **two of three** criteria is met: -the public spaces and waiting areas are heavily littered, **and/or** - the floors are dirty, **and/or** - a foul smell is present.	The inside of the facility is clean (free from litter in public spaces, free from dirt on floors and no foul smells) **and** well kept.	The inside of the facility is clean (free from litter and dirt) and well kept. There is continuous cleaning or it is done frequent intervals throughout the day. There is an mechanism through which users can rate the cleanliness of the facility.			
	Is the facility's buildings, fittings and fixtures well maintained?	The facility is poorly maintained if **five or more** of the following conditions are met: - There is visible water damage on the ceiling - The ceiling is broken - The paint is peeling off the walls - There are cracks on the walls - Electrical wiring is exposed - Lights are broken - Windows are broken - Air-conditioning is not functional.(if available) -Doors are broken - Gutters are blocked	The facility is somewhat maintained if between **one and five** of the conditions are met:: - There is visible water damage on the ceiling - The ceiling is broken - The paint is peeling off the walls - There are cracks on the walls - Electrical wiring is exposed - Lights are broken - Windows are broken - Air-conditioning is not functional.(if available) -Doors are broken - Gutters are blocked	The facility is well maintained if all of the ten conditions are met: - There is no visible water damage on the ceiling; - The ceiling is intact; - The paint is not peeling off the walls; - There are no cracks on the walls; - Electrical wiring is not exposed; - Lights are working; - Windows are not broken; - Air-conditioning is functional (if available); - Doors are intact (not broken); - Gutters are clear.	To be determined during implementation.			
	Is the furniture well maintained?	The furniture is poorly maintained if: - **most** of the chairs are broken, and/or - there is **significant** damage to most of the tables and counters.	The furniture is maintained if: - **some** of the chairs are broken and/or - there is **some** damage to the tables and counters.	The furniture is well maintained if **none** of the chairs, tables or counters are broken or damaged.	To be determined.			
					PA Score	/		

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Description		Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
5.2	PA Statement	The facility has sufficient and comfortable waiting areas that are protected from adverse weather conditions and have enough seating to accommodate the volumes of users it serves.					
Suitable waiting areas	Do the waiting area(s) have adequate seating to cater for the volumes of users?	There is **no** seating in the waiting area.	There is **some** seating but not enough to accommodate all users.	There is **adequate** seating to cater for all users.	To be determined.		
	Is the waiting area protected from adverse weather conditions?	The waiting area is **outside, not** covered **and** exposed to the elements	The waiting area is outside, covered with an overhead awning, **and** offers **some** protection from adverse weather conditions.	The waiting area is **inside,** enclosed, **and** well protected from adverse weather conditions, **and** has suitable ventilation.	The waiting area is inside, enclosed, and well protected from adverse weather conditions, and has suitable ventilation and heating systems.		
	Do users have access to drinking water in the waiting area(s)?	There is **no** drinking water in the waiting area.	There **is** drinking water, **but** only one clean cup available in the waiting areas(s)	There is drinking water, **which is** refilled regularly, **and** clean cups available in the waiting area(s).	There is a drinking water dispensed through a water purifier, **with** disposable cups.		
					PA Score	/	
5.4	PA Statement	The facility provides clean and functioning ablution facilities with the necessary toiletries to prevent the spread of disease.					
Ablution facilities are accessible, clean and in working order	Are the facility's ablution facilities clean and in working order?	The ablution facility is **very dirty** and **broken** if it meets **all** of the following criteria: - is dirty, and - toilets are broken/leaking, and - has no running water, and - doesn't flush.	The ablution facility is dirty, broken but still usable if it meets **one** of the following criteria: - is dirty, and - toilets are broken/leaking but still able to flush.	The ablution facility is clean, **in** working order, **has** running water **and** can be flushed.	To be determined during implementation.		
	Are the ablution facilities supplied with the necessary toiletries (toilet paper, soap, drying equipment)?	The ablution facilities has **none** of the necessary amenities and no provision is made to supply these amenities if there is no: - toilet paper; and - soap; and - hand-drying equipment or paper towels.	The ablution facilities has **some** of the necessary amenities and no provision is made to supply these amenities if there is toilet paper, but no soap, and/or hand-drying equipment or paper towels.	The ablution facility has **all** the necessary amenities if it has: - toilet paper (or toilet paper is made accessible); and - soap; and - hand-drying equipment or a functioning paper towel dispenser; and - appropriate disposal facilities in both male and female toilets.	The ablution facility has **all** amenities if it has: - toilet paper (or toilet paper is made accessible); and - soap and soap dispensers; and - hand-drying equipment or a functioning paper towel dispenser; and - appropriate disposal facilities in both male and female toilets; and - nappy changing facilities.		

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Description			**Rating Scale - Monitor**				
	Do disabled patients have access to suitable ablution facilities?	There are **no** ablution facilities suitable for disabled users	There is an ablution facility **but** it is not suitable for disabled users as it is either too small or the amenities are not suitable for the disabled.	There is an ablution facility suitable for disabled users, **and** it is in working order.	There is an ablution facility suitable for disabled users, **and** it is in working order **and** clearly marked.		
					PA Score	/	
					KPA Score	/	

KPA 6: Safety

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 6		Safety				
6.1	**PA Statement**	**The facility has in place appropriate safeguards to protect users, staff and their possessions from harm and theft.**					
Safety and security measures	Is access to the facility controlled and monitored?	There is **no** access control at the facility.	There is **some** form of access control at the facility if **one** of the following criteria is met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is good access control at the facility if **at least two** of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is **excellent** access control at the facility if **most** of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process; - metal detectors and X-rays; - CCTV.		
	Are the facility's restricted areas signposted to prevent or minimise the risk of unauthorised entry?	Restricted areas are **not** marked or signposted.	There is considerable **variation** in the signposting of restricted areas, some are marked and others are not	All restricted areas are **clearly** marked.	Restricted areas are clearly marked and there is electronic access control or guard services at entrances.		
					PA Score	/	

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
6.2	**PA Statement**	**Facilities have health and safety procedures in place to handle emergencies or when dealing with sensitive user information.**					
Safety procedures	Are emergency procedures (e.g. evacuation plan, marked exits,) and equipment (e.g. fire extinguishers) clearly displayed and signposted within public spaces?	Emergency procedures are not compliant with building regulations if: - the evacuation plan is not displayed at key points within the facility; and - emergency exits are not appropriately signposted; and - fully-serviced fire extinguishers are not available in the public spaces.	Emergency procedures are **partially compliant** with building regulations if **one** of the following criteria is **not met**: - the evacuation plan is displayed at key points within the facility; - emergency exits are appropriately signposted; - fully-serviced fire extinguishers are available in the public spaces.	Emergency procedures are fully compliant with building regulations if: - the evacuation plan is displayed at key points within the facility; and - emergency exits are appropriately signposted; and - fully-serviced fire extinguishers are available in the public spaces.	All building regulations are complied with. Emergency drills are performed at least twice a year to test the safety procedures and plans.		
					PA Score	/	
					KPA Score	/	

KPA 7: Opening and closing times/Service availability and efficiency

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 7	**Opening and closing times/Service availability and efficiency**					
7.1	**PA Statement**	**Governments must ensure that users know the operational hours of the service point in order to access it**					
Operational hours	Are the opening and closing times displayed at the main entrance or within the facility?	There are no opening and closing times displayed	The opening and closing times are displayed, but these are not visible.	Opening and closing times are clearly displayed, and visible at the main entrance of the premises or within the facility	Opening and closing times are clearly displayed and visible at the main entrance to the premises, to the buildings and at specific service points if they differ to that of the main facility.		
					PA Score	/	
7.2	**PA Statement**	**The facility operates in line with the operational hours prescribed in norms and standards, ensures that services are provided on an ongoing basis during these times and has backup systems in place when utilities fail.**					
Adherence to operational hours	Did you observe any disruptions to services due to staff breaks, meetings or system failures?	There were **major disruptions** as a result of staff members taking tea breaks, lunch breaks, attending staff meetings or equipment or power failures, and this impacted heavily on services.	There were **minor disruptions,** when staff chatted to each other or on their cellphones.	There were **no** disruptions at all.	To be determined.		
					PA Score	/	
					KPA Score	/	

	Description	Rating Scale - Monitor					
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KPA 8: Complaints and compliments management							
	KPA 8	Complaints and compliments management					
8.1	PA Statement	The facility displays the complaints procedure in the waiting areas, public spaces and close to the exits.					
Awareness of complaint-lodging mechanisms	Does the facility display the complaints procedure to its users?	The complaints, compliments and suggestion procedure is **not** displayed.	The complaints, compliments and suggestion procedure **is** displayed **but** not prominently.	The complaints, compliments and suggestion procedure **is** displayed prominently.	There complaints procedure is prominently displayed in waiting areas, public spaces and close to exits **and** there are pamphlets available at the helpdesk **and** a staff member is on hand to explain the procedure.		
					PA Score	/	
8.2	PA Statement	The facility provides users with the equipment to lodge a complaint or compliment and tracks these until they are resolved					
Complaint- and compliment-lodging systems	Is there a clearly-marked complaints, compliments and suggestions box at this facility, that is easily accessible to users?	There is **no** complaints, compliments and suggestions box at this facility.	There is **a** complaints, compliments and suggestions box at this facility, but it is not clearly marked.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users. There is also a telephone with a list of hotline numbers as well as a complaints officer on hand to offer assistance.		
					PA Score	/	
					KPA Score	/	

SCHOOL Monitor tool

planning, monitoring and evaluation
Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

The Presidency: Department of Planning, Monitoring and Evaluation		Office of the premier:	Province:
Frontline Service Delivery Monitoring: Questionnaire			Reference Number
Details of FSD Monitoring Site			
Name of Facility			
District			
Municipality			
Street Address			
Date of visit	DD/MM/YYYY		
Name of monitor			
Name and Surname			
Contact Details	Telephone		
	E-mail		
	Other		

_____
Signature of monitor

_____
Date

PA heading	Description					Rating Scale - Monitor		
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KPA 1: Location and Accessibility

	KPA 1	Location and accessibility					
1.1	PA Statement	The facility's buildings and premises are accessible to the disabled and the elderly.					
Physical access into facility	Is the facility accessible to the disabled and the elderly from the facility perimeter to the building(s)?	No provision is made to help the disabled or elderly gain access to the building and premises.	Some provision is made to help the disabled or elderly including **either** a handrail, **or** a ramp **or** some form of assistance constructed at the entrance of the facility but not easily accessible **and/or** user-friendly.	Adequate provision is made to help the disabled and elderly by means of ramps (built on an acceptable gradient), handrails **and/or** any other appropriate means, that is easily accessible and user-friendly.	There is a continuous path that enables the disabled and elderly unobstructed access from the facility perimeter to the buildings. This includes clear pathways, ramps and continuous handrails. The ramp's floor is constructed from non-slip material.		
	Is it easy for the disabled and the elderly to navigate their way inside the facility?	No provision is made to help the disabled or elderly navigate their way inside the building(s).	Some provision is made to help the disabled and elderly to navigate their way inside the facility. **Some points** in the facility have sufficient space to allow for ease of movement, and have ramps **and/or** handrails.	Adequate provision is made to help the disable and elderly to navigate their way inside the facility. There are ramps and handrails at **all points** within the facility (where needed) and passages are wide enough to allow ease of movement.	To be determined.		
	In a multi-storey facility, is provision made to help the disabled and the elderly access frontline services?	No provision is made, through the use of lifts or any other means, to help the disabled **and** elderly access services on the floors above ground level.	Some provision is made to help the disabled and elderly, but the lifts are not functional **or other** provisions put in place are not sufficient to enable easy access to frontline services on the floors above ground level.	Adequate provision is made to help the disabled and elderly access frontline services above ground level by means of functional lifts **or other** appropriate mechanisms.	Lifts are functional and disabled-friendly. Handrails and the operating panel are within easy reach of wheelchair users. Braille text or automated voice announcements assist visually-impaired users.		
					PA Score	/	

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
		Description		**Rating Scale - Monitor**			
1.2	PA Statement	**The facility is fit for purpose, has sufficient space, resources and equipment to provide the services in line with the volume of users it receives.**					
	Are the school's buildings safe for learners?	The school's external walls are made of mud **or** unsafe materials (asbestos, wood, plastic sheeting) and the roof frame is unstable.	The school's external walls are made of bricks **or** cement blocks, but there are cracks in the walls, broken windows and doors.	The school's external walls are made of either bricks, **or** cement blocks, **or** prefabricated material and the roof is stable, supported by a frame.	The school's buildings are safe, appropriately maintained, with clearly illuminated exit signs and emergency lighting.		
	Are the school and its grounds safe for learners?	There is no perimeter fence around the school.	There is a perimeter fence around the school **but it is not** maintained and broken in places.	There is a fence of sufficient height (approx. 1.8m) constructed from appropriate materials (brick wall, palisade, etc.)	There is a fence of sufficient height (approx. 1.8m) constructed from appropriate materials (brick wall, palisade, etc.). Additionally, there are wall raisers (e.g. electric fence), security guards and/or other measures to provide additional security.		
				PA Score		/	
				KPA Score		/	

KPA 2: Visibility and Signage

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 2	**Visibility and Signage**					
2.1	PA Statement	**Users are able to locate the facility quickly and easily by following external signage.**					
Signage to the facility	**External signage:** Is there visible signage on the roads or paths leading to the facility?	There is **no** signage leading to the facility.	There is **some** signage, but it is broken, vandalised and/or unclear.	There is **sufficient** signage that is: - **Clear** (if it contains a universally accepted icon or legible text); - **Visible** (if it is sufficiently large and easily read by pedestrians, public and private transport users); - **Useful** if it provides directional and distance information on both sides of the road.	There is **excellent** signage that is **clear**, **visible**, **useful**, **and** is located on the main and feeder roads leading to the facility.		
	External signage: Is the facility identified on the external sign by the main gate/entrance?	There is **no signage** by the main entrance/gate to identify the facility.	There is a sign but it is **not** clear or visible (e.g. the sign is faded, letters are missing and it is too small).	There is a **clear** and **visible** sign at the facility's entrance which describes the name of the facility.	There are clear signs at the facility's entrance **and** on the building which describe the name of the facility.		

Description			Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments	
						PA Score	/	
2.2	PA Statement	Users are able to navigate their way throughout the facility, by following internal signage to the correct service points and waiting areas.						
Signage within the facility	**Internal signage:** Does the signage inside the facility direct users to the correct service points and waiting areas?	There is **no** internal signage within the facility.	There is **some** internal signage in some areas or the signage is not clear enough to direct users to the correct services points or waiting areas.	There is adequate internal signage that is: **Clear:** contains legible text and is easily understandable; **and** **Visible:** sufficiently large to be read by all users and is placed prominently at key points throughout the facility; **and** **Useful:** provides directional assistance to the correct service points and waiting areas.	There is excellent internal signage (electronic) that is clear, visible, useful and contains additional and up-to-date information on the service points and directs users quickly and efficiently.			
						PA Score	/	
2.3	PA Statement	Users are helped to navigate their way through the facility by signage that contains easy-to-understand iconography and is translated into the local language of the community.						
Signage in main language of local community	**Internal signage:** Is the signage in English and the main language(s) of the surrounding community?	There is no signage.	The signage is written in only one language.	The signage is written in English and the local language of the community.	The signage is written in English and at least two local languages relevant to the community.			
						PA Score	/	
2.3	PA Statement	The facility provides users with information on its services, fees and management's contact details.						
Service offering/information	Are the contact details of the facility's manager displayed within the facility?	There are **no** contact details available for the facility's manager.	There is **some** information on the facility manager, but the contact details are incomplete and are not appropriately displayed.	**All** the relevant contact details and name of the facility manager are prominently displayed at the entrance(s) or waiting area(s) of the facility.	**All** the relevant contact details and names of the facility manager and management team are prominently displayed on photo boards at multiple points in the facility. Users are also given the option of texting or emailing the facility management.			
	Information: Is there signage that contains information on services offered at the facility?	There is **no** signposted information on services offered in the facility.	There are signs with **some** information on the services offered at the facility.	The signage describes **all** the services offered in the facility clearly.	The signage contains information about **all** the services, how they can be obtained and requirements for accessing those services.			
						PA Score	/	
						KPA Score	/	

	Description					Rating Scale - Monitor		Score	Comments

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
KPA 3: Queue management and waiting times							
	KPA 3	Queue Management and Waiting times					
3.1	**PA Statement**	**The facility has in place a queue management system to direct, manage and control the flow of users quickly and efficiently through the service process.**					
Queue management systems	Is there a reception or helpdesk, manned and situated in a prominent position in the facility (where applicable)?	There is **no** reception or helpdesk.	There **is** an identified reception or helpdesk **but** no official manning it.	There **is** an identified, and manned reception or helpdesk, **with** an assigned official present, **and** situated in a prominent position within the facility.	There is a reception and a separate helpdesk which is identified and manned with an assigned official present, and situated in a prominent position within the facility.		
					PA Score	/	
3.2	**PA Statement**	**The facility's queue management system identifies users with special needs, and makes provision to fast-track service delivery and reduce waiting times.**					
Special provisions for users	Are there queues or provisions made for users with special needs (i.e. the disabled, elderly, frail, pregnant women) to reduce waiting times?	There is **no** designated queue(s) or provision(s) made for users with special needs.	There is **no** designated queue(s) or provision(s) made for users with special needs, but preference is given to them if they are identified.	Users with special needs **are** identified promptly and directed towards clearly-marked queues **and/or** given preferential treatment.	To be determined during implementation.		
					PA Score	/	
3.3	**PA Statement**	**The school has education support areas with clearly-marked assembly areas for learners.**					
Education support areas	Is there an education support area (assembly area) in the school?	There is **no** assembly area in the school?	There **is** an assembly area, **but it** is uncovered and not paved or tarred, **or** unmarked.	There is a clearly-marked assembly area, **that is** paved or tarred, **and** sheltered from adverse weather conditions.	There **is** a clearly-marked assembly hall **with** sufficient seating, **and** that provides shelter from adverse weather conditions.		
					PA Score	/	
					KPA Score	/	

	Description	Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 4: Dignified treatment

	KPA 4	Dignified Treatment					
4.1	PA Statement	The facility's staff treats users with courtesy, dignity and respect and provide services in a friendly manner.					
Courteous, dignified and respectful service	Did the staff treat users with courtesy, friendliness, dignity and respect? (Courtesy = the showing of politeness in one's attitude and behaviour toward others. Respect = to show regard or consideration for users rights. Dignity = quality of being worthy of honour or respect)	**Most** users **are not** treated with courtesy, friendliness, dignity and respect.	**Some** users **are not** treated with courtesy, friendliness, dignity and respect.	**All** users **are** treated with courtesy, friendliness, dignity and respect.	Staff go an **extra mile** to assist users beyond expectations of the service centre.		
					PA Score	/	
4.2	PA Statement	The facility takes reasonable steps to communicate with users in the language of their choice or provide interpretation services, if necessary.					
Language of choice	Did the staff address users in the dominant language(s) of the community?	**None** of the users are spoken to in the dominant language(s) of the community.	**Some** of the users are spoken to in the dominant language(s) of the community.	**All** the users are spoken to in the dominant language(s) of the community.	Best practice to be determined during implementation		
					PA Score	/	
4.3	PA Statement	The facility's staff is able to understand and respond appropriately to questions from users, and promptly process their service requests.					
Efficient and responsive officials	Do staff members process the service request quickly once the user has reached the counter or designated service point?	Services requests are processed **very slowly** by staff.	Service requests are processed **slowly,** some staff are slower than others	Service requests are processed **quickly.**	Service requests are processed **very quickly.**		
					PA Score	/	
4.4	PA Statement	Users recognise the facility's staff by their name tags and/or distinguishing uniforms.					
Easily recognisable staff	Do facility staff wear name tags at all times?	**None** of the staff are wearing name tags.	**Some** of the staff are wearing name tags.	**All** of the staff are wearing name tags.	**All** of the staff are wearing name tags **with** their photographs printed on them.		
					PA Score	/	

	Description						
PA heading	**Questions**	**1 = Not achieved**	**2 = Partially Achieved**	**3 = Fully Achieved**	**4 = Achieved beyond compliance**	**Score**	**Comments**
4.5	**PA Statement**	**The facility provides users with information on how to apply for the services including the types of documents needed, the fees payable, and the process for following up on their service request or application.**					
Information about application processes or service requests	To what extent does the facility provide information to users to assist them in applying for a service?	There is **no** information available in the facility (e.g. signboards or pamphlets) on the following: - application process - documentary requirements - the fees payable (if applicable) - process of following up (if applicable)	There is **some** information available in the facility (e.g. signboards or pamphlets) on **one** of the following: - application process - documentary requirements - the fees payable (if applicable) - process of following up (if applicable)	There is **adequate** information available in the facility (e.g. signboards or pamphlets) on **all** of the following: - application process - documentary requirements - the fees payable (if applicable) - process of following up (if applicable)	To de determined		
					PA Score	/	
4.6	**PA Statement**	**The facility publicises its service standards and targets so that users know and understand what to expect during their time at the facility.**					
Awareness of service charters and standards	Is the service delivery charter displayed?	The service delivery charter is **not** displayed.	The facility displays a service delivery charter **but** it is not positioned prominently or visible to users.	The facility displays a service delivery charter **and** it is positioned prominently and visible.	The facility displays multiple service delivery charters at **all** key points across the facility.		
	Are sector-specific standards displayed?	The sector-specific standards are **not** displayed.	The facility displays sector-specific standards but it is not positioned prominently or visible to users.	The facility displays sector-specific standards **and** it is positioned prominently and visible.	The facility displays sector-specific standards at **all** key points across the facility.		
					PA Score	/	
					KPA Score	/	

	Description			Rating Scale - Monitor			
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
KPA 5: Cleanliness and Comfort							
	KPA 5		Cleanliness and Comfort				
5.1	**PA Statement**	**The facility is clean and maintained in a manner that enhances the user's experience and ensures a safe environment for the delivery of frontline services.**					
Cleanliness and maintenance of facility	Are the facility's grounds and outside areas kept clean and maintained?	The facility's grounds and outside areas are heavily littered with significant accumulations in bins **and/or** on the grounds, the plants and shrub beds are overgrown and the grass is not mowed.	There is littering with minor accumulations in bins **and/or** on the grounds, the grass and plants have been cut but demonstrate signs of regrowth.	The facility's ground and outside area are clean (i.e. no littering) and maintained (the grass and plants are cut and neat).	To be determined		
	Is the inside of the facility clean ?	If the facility is **very dirty** if **all** of the criteria is met: -the public spaces and waiting areas are heavily littered, **and** - the floors are dirty, **and** - a foul smell is present.	If the facility is **dirty** if **two of three** criteria is met: -the public spaces and waiting areas are heavily littered, **and/or** - the floors are dirty, **and/or** - a foul smell is present.	The inside of the facility is clean (free from litter in public spaces, free from dirt on floors and no foul smells) **and** well kept.	The inside of the facility is clean (free from litter and dirt) and well kept. There is continuous cleaning or it is done frequent intervals throughout the day. There is an mechanism through which users can rate the cleanliness of the facility.		
	Is the facility's buildings, fittings and fixtures well maintained?	The facility is poorly maintained if **five or more** of the following conditions are met: - There is visible water damage on the ceiling - The ceiling is broken - The paint is peeling off the walls - There are cracks on the walls - Electrical wiring is exposed - Lights are broken - Windows are broken - Air-conditioning is not functional.(if available) -Doors are broken - Gutters are blocked	The facility is somewhat maintained if between **one and five** of the conditions are met:: - There is visible water damage on the ceiling - The ceiling is broken - The paint is peeling off the walls - There are cracks on the walls - Electrical wiring is exposed - Lights are broken - Windows are broken - Air-conditioning is not functional.(if available) -Doors are broken - Gutters are blocked	The facility is well maintained if all of the ten conditions are met: - There is no visible water damage on the ceiling; - The ceiling is intact; - The paint is not peeling off the walls; - There are no cracks on the walls; - Electrical wiring is not exposed; - Lights are working; - Windows are not broken; - Air-conditioning is functional (if available); - Doors are intact (not broken); - Gutters are clear.	To be determined during implementation.		
	Is the furniture well maintained?	The furniture is poorly maintained if: - **most** of the chairs are broken, and/or - there is **significant** damage to most of the tables and counters.	The furniture is maintained if: - **some** of the chairs are broken and/or - there is **some** damage to the tables and counters.	The furniture is well maintained if **none** of the chairs, tables or counters are broken or damaged.	To be determined.		
					PA Score	/	

PA heading	Description				Rating Scale - Monitor			Score	Comments
	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance			Score	Comments
5.2	**PA Statement**	The facility has sufficient and comfortable waiting areas that are protected from adverse weather conditions and have enough seating to accommodate the volumes of users it serves.							
Suitable waiting areas	Do the waiting area(s) have adequate seating to cater for the volumes of users?	There is **no** seating in the waiting area.	There is **some** seating but not enough to accommodate all users.	There is **adequate** seating to cater for all users.	To be determined.				
	Is the waiting area protected from adverse weather conditions?	The waiting area is **outside, not** covered **and** exposed to the elements	The waiting area is outside, covered with an overhead awning, **and** offers **some** protection from adverse weather conditions.	The waiting area is **inside,** enclosed, **and** well protected from adverse weather conditions, **and** has suitable ventilation.	The waiting area is inside, enclosed, and well protected from adverse weather conditions, and has suitable ventilation and heating systems.				
	Do users have access to drinking water in the waiting area(s)?	There is **no** drinking water in the waiting area.	There **is** drinking water, **but** only one clean cup available in the waiting areas(s)	There is drinking water, **which is** refilled regularly, **and** clean cups available in the waiting area(s).	There is a drinking water dispensed through a water purifier, **with** disposable cups.				
							PA Score	/	
5.3	**PA Statement**	The facility provides clean and functioning ablution facilities with the necessary toiletries to prevent the spread of disease.							
Ablution facilites are accessible, clean and in working order	Are the facility's ablution facilities clean and in working order?	The ablution facility is **very dirty** and **broken** if it meets **all** of the following criteria: - is dirty, and - toilets are broken/leaking, and - has no running water, and - doesn't flush.	The ablution facility is dirty, broken but still usable if it meets **one** of the following criteria: - is dirty, and - toilets are broken/leaking but still able to flush.	The ablution facility is clean, **in** working order, **has** running water **and** can be flushed.	To be determined during implementation.				
	Are the ablution facilities supplied with the necessary toiletries (toilet paper, soap, drying equipment)?	The ablution facilities has **none** of the necessary amenities and no provision is made to supply these amenities if there is no: - toilet paper; and - soap; and - hand-drying equipment or paper towels.	The ablution facilities has **some** of the necessary amenities and no provision is made to supply these amenities if there is toilet paper, but no soap, and/or hand-drying equipment or paper towels.	The ablution facility has **all** the necessary amenities if it has: - toilet paper (or toilet paper is made accessible); and - soap; and - hand-drying equipment or a functioning paper towel dispenser; and - appropriate disposal facilities in both male and female toilets.	The ablution facility has **all** amenities if it has: - toilet paper (or toilet paper is made accessible); and - soap and soap dispensers; and - hand-drying equipment or a functioning paper towel dispenser; and - appropriate disposal facilities in both male and female toilets; and - nappy changing facilities.				
	Do disabled patients have access to suitable ablution facilities?	There are **no** ablution facilities suitable for disabled users	There is an ablution facility **but** it is not suitable for disabled users as it is either too small or the amenities are not suitable for the disabled.	There is an ablution facility suitable for disabled users, **and** it is in working order.	There is an ablution facility suitable for disabled users, **and** it is in working order **and** clearly marked.				
							PA Score	/	
							KPA Score	/	

PA heading	Description		Rating Scale - Monitor				
	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 6: Safety

PA heading							
	KPA 6	**Safety**					
6.1	**PA Statement**	**The facility has in place appropriate safeguards to protect users, staff and their possessions from harm and theft.**					
Safety and security measures	Is access to the facility controlled and monitored?	There is **no** access control at the facility.	There is **some** form of access control at the facility if **one** of the following criteria is met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is good access control at the facility if **at least two** of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is **excellent** access control at the facility if **most** of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process; - metal detectors and X-rays; - CCTV.		
	Are the facility's restricted areas signposted to prevent or minimise the risk of unauthorised entry?	Restricted areas are **not** marked or signposted.	There is considerable **variation** in the signposting of restricted areas, some are marked and others are not	All restricted areas are **clearly** marked.	Restricted areas are clearly marked and there is electronic access control or guard services at entrances.		
					PA Score	/	
6.2	**PA Statement**	**Facilities have health and safety procedures in place to handle emergencies or when dealing with sensitive user information.**					
Safety procedures	Are emergency procedures (e.g. evacuation plan, marked exits,) and equipment (e.g. fire extinguishers) clearly displayed and signposted within public spaces?	Emergency procedures are not compliant with building regulations if: - the evacuation plan is not displayed at key points within the facility; and - emergency exits are not appropriately signposted; and - fully-serviced fire extinguishers are not available in the public spaces.	Emergency procedures are **partially compliant** with building regulations if **one** of the following criteria is **not met**: - the evacuation plan is displayed at key points within the facility; - emergency exits are appropriately signposted; - fully-serviced fire extinguishers are available in the public spaces.	Emergency procedures are fully compliant with building regulations if: - the evacuation plan is displayed at key points within the facility; and - emergency exits are appropriately signposted; and - fully-serviced fire extinguishers are available in the public spaces.	All building regulations are complied with. Emergency drills are performed at least twice a year to test the safety procedures and plans.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
KPA 7: Opening and closing times/Service availability and efficiency							
	KPA 7	Opening and closing times/Service availability and efficiency					
7.1	**PA Statement**	**The facility has access to stable, reliable services that facilitates the education and development of its learners**					
Access to services	Does this school have access to a reliable power supply that adheres to presribedt laws?	The school does not have access to a reliable power supply	The school does have access to a power supply, but it does not comply with laws	The school has access to a reliable power supply that complies to all laws			
	Does this school have access to a reliable water supply that adheres to prescribed laws?	The school does not have access to a reliable water supply	The school does have access to a water supply, but it does not comply with laws	The school has access to a reliable water supply that complies to all laws			
	Does the school have access to sports facilities?	The school does not have access to sports facilities	The school has made arrangements to use external sports facilities	The school has its own sports facilities			
	Does the school have access to a science lab, library and a computer lab?	The school does not have any science lab, library or computer lab	The school has a science lab, a library OR a computer lab	The school has a sience lab, a library **AND** a comupter lab			
	Does the school have a School Nutrtion Programme? (if applicable)	The school does not have a functional programme in place	The school has a programme in place, but it is not always operational or resourced	The school has a well-resourced, functional programme in place			
					PA Score	/	
7.2	**PA Statement**	**The facility operates in line with the operational hours prescribed in norms and standards, ensures that services are provided on an ongoing basis during these times and has backup systems in place when utilities fail.**					
Adherence to operational hours	Did you observe any disruptions to services due to staff breaks, meetings or system failures?	There were **major disruptions** as a result of staff members taking tea breaks, lunch breaks, attending staff meetings or equipment or power failures, and this impacted heavily on services.	There were **minor disruptions,** when staff chatted to each other or on their cellphones.	There were **no** disruptions at all.	To be determined.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
KPA 8: Complaints and compliments management							
	KPA 8	Complaints and compliments management					
8.1	PA Statement	**The facility displays the complaints procedure in the waiting areas, public spaces and close to the exits.**					
Awareness of complaint-lodging mechanisms	Does the facility display the complaints procedure to its users?	The complaints, compliments and suggestion procedure is **not** displayed.	The complaints, compliments and suggestion procedure **is** displayed **but** not prominently.	The complaints, compliments and suggestion procedure **is** displayed prominently.	There complaints procedure is prominently displayed in waiting areas, public spaces and close to exits **and** there are pamphlets available at the helpdesk **and** a staff member is on hand to explain the procedure.		
					PA Score	/	
8.2	PA Statement	**The facility provides users with the equipment to lodge a complaint or compliment and tracks these until they are resolved**					
Complaint- and compliment-lodging systems	Is there a clearly-marked complaints, compliments and suggestions box at this facility, that is easily accessible to users?	There is **no** complaints, compliments and suggestions box at this facility.	There is **a** complaints, compliments and suggestions box at this facility, but it is not clearly marked.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users. There is also a telephone with a list of hotline numbers as well as a complaints officer on hand to offer assistance.		
					PA Score	/	
					KPA Score	/	

planning, monitoring and evaluation

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

SASSA Monitor tool

The Presidency: Department of Planning, Monitoring and Evaluation		Office of the premier:	Province:
Frontline Service Delivery Monitoring: Questionnaire			Reference Number
Details of FSD Monitoring Site			
Name of Facility			
District			
Municipality			
Street Address			
Date of visit	DD/MM/YYYY		
Name of monitor			
Name and Surname			
Contact Details	**Telephone**		
	E-mail		
	Other		

_____   _____

Signature of monitor   **Date**

	Description					Score	Comments
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance		

KPA 1: Location and Accessibility

		Description		Rating Scale - Monitor		Score	Comments
	KPA 1	Location and accessibility					
1.1	PA Statement	The facility's buildings and premises are accessible to the disabled and the elderly.					
Physical access into facility	Is the facility accessible to the disabled and the elderly from the facility perimeter to the building(s)?	No provision is made to help the disabled or elderly gain access to the building and premises.	Some provision is made to help the disabled or elderly including **either** a handrail, **or** a ramp **or** some form of assistance constructed at the entrance of the facility but not easily accessible **and/or** user-friendly.	Adequate provision is made to help the disabled and elderly by means of ramps (built on an acceptable gradient), handrails **and/or** any other appropriate means, that is easily accessible and user-friendly.	There is a continuous path that enables the disabled and elderly unobstructed access from the facility perimeter to the buildings. This includes clear pathways, ramps and continuous handrails. The ramp's floor is constructed from non-slip material.		
	Is it easy for the disabled and the elderly to navigate their way inside the facility?	No provision is made to help the disabled or elderly navigate their way inside the building(s).	Some provision is made to help the disabled and elderly to navigate their way inside the facility. **Some points** in the facility have sufficient space to allow for ease of movement, and have ramps **and/or** handrails.	Adequate provision is made to help the disable and elderly to navigate their way inside the facility. There are ramps and handrails at **all points** within the facility (where needed) and passages are wide enough to allow ease of movement.	To be determined.		
	In a multi-storey facility, is provision made to help the disabled and the elderly access frontline services?	No provision is made, through the use of lifts or any other means, to help the disabled **and** elderly access services on the floors above ground level.	Some provision is made to help the disabled and elderly, but the lifts are not functional **or other** provisions put in place are not sufficient to enable easy access to frontline services on the floors above ground level.	Adequate provision is made to help the disabled and elderly access frontline services above ground level by means of functional lifts **or other** appropriate mechanisms.	Lifts are functional and disabled-friendly. Handrails and the operating panel are within easy reach of wheelchair users. Braille text or automated voice announcements assist visually-impaired users.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 2: Visibility and Signage

	KPA 2	Visibility and Signage					
2.1	PA Statement	Users are able to locate the facility quickly and easily by following external signage.					
Signage to the facility	**External signage:** Is there visible signage on the roads or paths leading to the facility?	There is **no** signage leading to the facility.	There is **some** signage, but it is broken, vandalised and/or unclear.	There is **sufficient** signage that is: - **Clear** (if it contains a universally accepted icon or legible text); - **Visible** (if it is sufficiently large and easily read by pedestrians, public and private transport users); - **Useful** if it provides directional and distance information on both sides of the road.	There is **excellent** signage that is **clear, visible, useful, and** is located on the main and feeder roads leading to the facility.		
	External signage: Is the facility identified on the external sign by the main gate/entrance?	There is **no signage** by the main entrance/gate to identify the facility.	There is a sign but it is **not** clear or visible (e.g. the sign is faded, letters are missing and it is too small).	There is a **clear** and **visible** sign at the facility's entrance which describes the name of the facility.	There are clear signs at the facility's entrance **and** on the building which describe the name of the facility.		
					PA Score	/	
2.2	PA Statement	Users are able to navigate their way throughout the facility, by following internal signage to the correct service points and waiting areas.					
Signage within the facility	**Internal signage:** Does the signage inside the facility direct users to the correct service points and waiting areas?	There is **no** internal signage within the facility.	There is **some** internal signage in some areas or the signage is not clear enough to direct users to the correct services points or waiting areas.	There is adequate internal signage that is: **Clear:** contains legible text and is easily understandable; **and** **Visible:** sufficiently large to be read by all users and is placed prominently at key points throughout the facility; **and** **Useful:** provides directional assistance to the correct service points and waiting areas.	There is excellent internal signage (electronic) that is clear, visible, useful and contains additional and up-to-date information on the service points and directs users quickly and efficiently.		
					PA Score	/	
2.3	PA Statement	Users are helped to navigate their way through the facility by signage that contains easy-to-understand iconography and is translated into the local language of the community.					
Signage in main language of local community	**Internal signage:** Is the signage in English and the main language(s) of the surrounding community?	There is no signage.	The signage is written in only one language.	The signage is written in English and the local language of the community.	The signage is written in English and at least two local languages relevant to the community.		
					PA Score	/	

Description		Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
2.4	PA Statement	The facility provides users with information on its services, fees and management's contact details.					
Service offering/information	Are the contact details of the facility's manager displayed within the facility?	There are **no** contact details available for the facility's manager.	There is **some** information on the facility manager, but the contact details are incomplete and are not appropriately displayed.	**All** the relevant contact details and name of the facility manager are prominently displayed at the entrance(s) or waiting area(s) of the facility.	**All** the relevant contact details and names of the facility manager and management team are prominently displayed on photo boards at multiple points in the facility. Users are also given the option of texting or emailing the facility management.		
	Information: Is there signage that contains information on services offered at the facility?	There is **no** signposted information on services offered in the facility.	There are signs with **some** information on the services offered at the facility.	The signage describes **all** the services offered in the facility clearly.	The signage contains information about **all** the services, how they can be obtained and requirements for accessing those services.		
					PA Score	/	
					KPA Score	/	

KPA 3: Queue management and waiting times

	KPA 3	Queue Management and Waiting times					
3.1	PA Statement	The facility has in place a queue management system to direct, manage and control the flow of users quickly and efficiently through the service process.					
Queue management systems	Is there an effective queue management system in place? (A system may include: a person or signs directing users where to wait , an electronic system or a numbering system).	There is **no** queue management system in place within the facility.	There **is** a queue management system (i.e. queue marshal, helpdesk), **but it is not** effective in directing, managing and controlling the flow of users throughout the facility.	There **is** a queue management system which works well **and** directs users quickly to the right place (i.e. a person or signs directing users where to wait , pole and rope barriers, an electronic system or a numbering system).	There **is** an electronic queue management system which works well and directs users quickly to the right place, **and** there is a dedicated floor-walker.		
	Is there a reception or helpdesk, manned and situated in a prominent position in the facility (where applicable)?	There is **no** reception or helpdesk.	There **is** an identified reception or helpdesk **but** no official manning it.	There **is** an identified, and manned reception or helpdesk, **with** an assigned official present, **and** situated in a prominent position within the facility.	There is a reception and a separate helpdesk which is identified and manned with an assigned official present, and situated in a prominent position within the facility.		
					PA Score	/	

Description		Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
3.2	PA Statement	The facility keeps users informed of their target waiting times and how long they can be expected to wait before being attended to.					
Waiting times	Does the facility display the target waiting times for users?	There are **no** target waiting times displayed.	The target waiting times **are** displayed **but not** visible to the user or are not displayed at all relevant service points.	The target waiting times **are** visibly displayed in various waiting areas.	There **are** target waiting times displayed at all waiting area **and** delays are communicated to users.		
					PA Score	/	
3.3	PA Statement	The facility's queue management system identifies users with special needs, and makes provision to fast-track service delivery and reduce waiting times.					
Special provisions for users	Are there queues or provisions made for users with special needs (i.e. the disabled, elderly, frail, pregnant women) to reduce waiting times?	There is **no** designated queue(s) or provision(s) made for users with special needs.	There is **no** designated queue(s) or provision(s) made for users with special needs, but preference is given to them if they are identified.	Users with special needs **are** identified promptly and directed towards clearly-marked queues **and/or** given preferential treatment.	To be determined during implementation.		
					PA Score	/	
					KPA Score	/	

KPA 4: Dignified treatment

	KPA 4	Dignified Treatment					
4.1	PA Statement	The facility's staff treats users with courtesy, dignity and respect and provide services in a friendly manner.					
Courteous, dignified and respectful service	Did the staff treat users with courtesy, friendliness, dignity and respect? (Courtesy = the showing of politeness in one's attitude and behaviour toward others. Respect = to show regard or consideration for users rights. Dignity = quality of being worthy of honour or respect)	**Most** users **are not** treated with courtesy, friendliness, dignity and respect.	**Some** users **are not** treated with courtesy, friendliness, dignity and respect.	**All** users **are** treated with courtesy, friendliness, dignity and respect.	Staff go an **extra mile** to assist users beyond expectations of the service centre.		
					PA Score	/	
4.2	PA Statement	The facility takes reasonable steps to communicate with users in the language of their choice or provide interpretation services, if necessary.					
Language of choice	Did the staff address users in the dominant language(s) of the community?	**None** of the users are spoken to in the dominant language(s) of the community.	**Some** of the users are spoken to in the dominant language(s) of the community.	**All** the users are spoken to in the dominant language(s) of the community.	Best practice to be determined during implementation		
					PA Score	/	

Description		Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
4.3	**PA Statement**	**The facility's staff is able to understand and respond appropriately to questions from users, and promptly process their service requests.**					
Efficient and responsive officials	Do staff members process the service request quickly once the user has reached the counter or designated service point?	Services requests are processed **very slowly** by staff.	Service requests are processed **slowly,** some staff are slower than others	Service requests are processed **quickly.**	Service requests are processed **very quickly.**		
					PA Score	/	
4.4	**PA Statement**	**Users recognise the facility's staff by their name tags and/or distinguishing uniforms.**					
Easily recognisable staff	Do facility staff wear name tags at all times?	**None** of the staff are wearing name tags.	**Some** of the staff are wearing name tags.	**All** of the staff are wearing name tags.	**All** of the staff are wearing name tags **with** their photographs printed on them.		
					PA Score	/	
4.6	**PA Statement**	**The facility publicises its service standards and targets so that users know and understand what to expect during their time at the facility.**					
Awareness of service charters and standards	Is the service delivery charter displayed?	The service delivery charter is **not** displayed.	The facility displays a service delivery charter **but** it is not positioned prominently or visible to users.	The facility displays a service delivery charter **and** it is positioned prominently and visible.	The facility displays multiple service delivery charters at **all** key points across the facility.		
	Are sector-specific standards displayed?	The sector-specific standards are **not** displayed.	The facility displays sector-specific standards but it is not positioned prominently or visible to users.	The facility displays sector-specific standards **and** it is positioned prominently and visible.	The facility displays sector-specific standards at **all** key points across the facility.		
					PA Score	/	
					KPA Score	/	

	Description	Rating Scale - Monitor				Score	Comments
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance		

KPA 5: Cleanliness and Comfort

	KPA 5	Cleanliness and Comfort					
5.1	PA Statement	The facility is clean and maintained in a manner that enhances the user's experience and ensures a safe environment for the delivery of frontline services.					
Cleanliness and maintenance of facility	Are the facility's grounds and outside areas kept clean and maintained?	The facility's grounds and outside areas are heavily littered with significant accumulations in bins **and/or** on the grounds, the plants and shrub beds are overgrown and the grass is not mowed.	There is littering with minor accumulations in bins **and/or** on the grounds, the grass and plants have been cut but demonstrate signs of regrowth.	The facility's ground and outside area are clean (i.e. no littering) and maintained (the grass and plants are cut and neat).	To be determined		
	Is the inside of the facility clean ?	If the facility is **very dirty** if **all** of the criteria is met: -the public spaces and waiting areas are heavily littered, **and** - the floors are dirty, **and** - a foul smell is present.	If the facility is **dirty** if **two of three** criteria is met: -the public spaces and waiting areas are heavily littered, **and/or** - the floors are dirty, **and/or** - a foul smell is present.	The inside of the facility is clean (free from litter in public spaces, free from dirt on floors and no foul smells) **and** well kept.	The inside of the facility is clean (free from litter and dirt) and well kept. There is continuous cleaning or it is done frequent intervals throughout the day. There is an mechanism through which users can rate the cleanliness of the facility.		
	Is the facility's buildings, fittings and fixtures well maintained?	The facility is poorly maintained if **five or more** of the following conditions are met: - There is visible water damage on the ceiling - The ceiling is broken - The paint is peeling off the walls - There are cracks on the walls - Electrical wiring is exposed - Lights are broken - Windows are broken - Air-conditioning is not functional.(if available) -Doors are broken - Gutters are blocked	The facility is somewhat maintained if between **one and five** of the conditions are met:: - There is visible water damage on the ceiling - The ceiling is broken - The paint is peeling off the walls - There are cracks on the walls - Electrical wiring is exposed - Lights are broken - Windows are broken - Air-conditioning is not functional.(if available) -Doors are broken - Gutters are blocked	The facility is well maintained if all of the ten conditions are met: - There is no visible water damage on the ceiling; - The ceiling is intact; - The paint is not peeling off the walls; - There are no cracks on the walls; - Electrical wiring is not exposed; - Lights are working; - Windows are not broken; - Air-conditioning is functional (if available); - Doors are intact (not broken); - Gutters are clear.	To be determined during implementation.		
	Is the furniture well maintained?	The furniture is poorly maintained if: - **most** of the chairs are broken, and/or - there is **significant** damage to most of the tables and counters.	The furniture is maintained if: - **some** of the chairs are broken and/or - there is **some** damage to the tables and counters.	The furniture is well maintained if **none** of the chairs, tables or counters are broken or damaged.	To be determined.		
					PA Score	/	

Description		Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
5.2	PA Statement	The facility has sufficient and comfortable waiting areas that are protected from adverse weather conditions and have enough seating to accommodate the volumes of users it serves.					
Suitable waiting areas	Do the waiting area(s) have adequate seating to cater for the volumes of users?	There is **no** seating in the waiting area.	There is **some** seating but not enough to accommodate all users.	There is **adequate** seating to cater for all users.	To be determined.		
	Is the waiting area protected from adverse weather conditions?	The waiting area is **outside, not** covered **and** exposed to the elements	The waiting area is outside, covered with an overhead awning, **and** offers **some** protection from adverse weather conditions.	The waiting area is **inside,** enclosed, **and** well protected from adverse weather conditions, **and** has suitable ventilation.	The waiting area is inside, enclosed, and well protected from adverse weather conditions, and has suitable ventilation and heating systems.		
	Do users have access to drinking water in the waiting area(s)?	There is **no** drinking water in the waiting area.	There **is** drinking water, **but** only one clean cup available in the waiting areas(s)	There is drinking water, **which is** refilled regularly, **and** clean cups available in the waiting area(s).	There is a drinking water dispensed through a water purifier, **with** disposable cups.		
					PA Score	/	
5.3	PA Statement	The facility provides clean and functioning ablution facilities with the necessary toiletries to prevent the spread of disease.					
Ablution facilities are accessible, clean and in working order	Are the facility's ablution facilities clean and in working order?	The ablution facility is **very dirty** and **broken** if it meets **all** of the following criteria: - is dirty, and - toilets are broken/leaking, and - has no running water, and - doesn't flush.	The ablution facility is dirty, broken but still usable if it meets **one** of the following criteria: - is dirty, and - toilets are broken/leaking but still able to flush.	The ablution facility is clean, **in** working order, **has** running water **and** can be flushed.	To be determined during implementation.		
	Are the ablution facilities supplied with the necessary toiletries (toilet paper, soap, drying equipment)?	The ablution facilities has **none** of the necessary amenities and no provision is made to supply these amenities if there is no: - toilet paper; and - soap; and - hand-drying equipment or paper towels.	The ablution facilities has **some** of the necessary amenities and no provision is made to supply these amenities if there is toilet paper, but no soap, and/or hand-drying equipment or paper towels.	The ablution facility has **all** the necessary amenities if it has: - toilet paper (or toilet paper is made accessible); and - soap; and - hand-drying equipment or a functioning paper towel dispenser; and - appropriate disposal facilities in both male and female toilets.	The ablution facility has **all** amenities if it has: - toilet paper (or toilet paper is made accessible); and - soap and soap dispensers; and - hand-drying equipment or a functioning paper towel dispenser; and - appropriate disposal facilities in both male and female toilets; and - nappy changing facilities.		
	Do disabled patients have access to suitable ablution facilities?	There are **no** ablution facilities suitable for disabled users	There is an ablution facility **but** it is not suitable for disabled users as it is either too small or the amenities are not suitable for the disabled.	There is an ablution facility suitable for disabled users, **and** it is in working order.	There is an ablution facility suitable for disabled users, **and** it is in working order **and** clearly marked.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 6: Safety

	KPA 6	Safety					
6.1	PA Statement	The facility has in place appropriate safeguards to protect users, staff and their possessions from harm and theft.					
Safety and security measures	Is access to the facility controlled and monitored?	There is **no** access control at the facility.	There is **some** form of access control at the facility if **one** of the following criteria is met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is good access control at the facility if **at least two** of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is **excellent** access control at the facility if **most** of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process; - metal detectors and X-rays; - CCTV.		
	Are the facility's restricted areas signposted to prevent or minimise the risk of unauthorised entry?	Restricted areas are **not** marked or signposted.	There is considerable **variation** in the signposting of restricted areas, some are marked and others are not	All restricted areas are **clearly** marked.	Restricted areas are clearly marked and there is electronic access control or guard services at entrances.		
					PA Score	/	
6.2	PA Statement	Facilities have health and safety procedures in place to handle emergencies or when dealing with sensitive user information.					
Safety procedures	Are emergency procedures (e.g. evacuation plan, marked exits,) and equipment (e.g. fire extinguishers) clearly displayed and signposted within public spaces?	Emergency procedures are not compliant with building regulations if: - the evacuation plan is not displayed at key points within the facility; and - emergency exits are not appropriately signposted; and - fully-serviced fire extinguishers are not available in the public spaces.	Emergency procedures are **partially compliant** with building regulations if **one** of the following criteria is **not met**: - the evacuation plan is displayed at key points within the facility; - emergency exits are appropriately signposted; - fully-serviced fire extinguishers are available in the public spaces.	Emergency procedures are fully compliant with building regulations if: - the evacuation plan is displayed at key points within the facility; and - emergency exits are appropriately signposted; and - fully-serviced fire extinguishers are available in the public spaces.	All building regulations are complied with. Emergency drills are performed at least twice a year to test the safety procedures and plans.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
KPA 7: Opening and closing times/Service availability and efficiency							
	KPA 7	Opening and closing times/Service availability and efficiency					
7.1	PA Statement	Governments must ensure that users know the operational hours of the service point in order to access it					
Operational hours	Are the opening and closing times displayed at the main entrance or within the facility?	There are no opening and closing times displayed	The opening and closing times are displayed, but these are not visible.	Opening and closing times are clearly displayed, and visible at the main entrance of the premises or within the facility	Opening and closing times are clearly displayed and visible at the main entrance to the premises, to the buildings and at specific service points if they differ to that of the main facility.		
					PA Score	/	
7.2	PA Statement	The facility operates in line with the operational hours prescribed in norms and standards, ensures that services are provided on an ongoing basis during these times and has backup systems in place when utilities fail.					
Adherence to operational hours	Did you observe any disruptions to services due to staff breaks, meetings or system failures?	There were **major disruptions** as a result of staff members taking tea breaks, lunch breaks, attending staff meetings or equipment or power failures, and this impacted heavily on services.	There were **minor disruptions,** when staff chatted to each other or on their cellphones.	There were **no** disruptions at all.	To be determined.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
KPA 8: Complaints and compliments management							
	KPA 8	Complaints and compliments management					
8.1	PA Statement	The facility displays the complaints procedure in the waiting areas, public spaces and close to the exits.					
Awareness of complaint-lodging mechanisms	Does the facility display the complaints procedure to its users?	The complaints, compliments and suggestion procedure is **not** displayed.	The complaints, compliments and suggestion procedure **is** displayed **but** not prominently.	The complaints, compliments and suggestion procedure **is** displayed prominently.	There complaints procedure is prominently displayed in waiting areas, public spaces and close to exits **and** there are pamphlets available at the helpdesk **and** a staff member is on hand to explain the procedure.		
					PA Score	/	
8.2	PA Statement	The facility provides users with the equipment to lodge a complaint or compliment and tracks these until they are resolved					
Complaint- and compliment-lodging systems	Is there a clearly-marked complaints, compliments and suggestions box at this facility, that is easily accessible to users?	There is **no** complaints, compliments and suggestions box at this facility.	There is **a** complaints, compliments and suggestions box at this facility, but it is not clearly marked.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users. There is also a telephone with a list of hotline numbers as well as a complaints officer on hand to offer assistance.		
					PA Score	/	
					KPA Score	/	

SAPS Monitor tool

planning, monitoring and evaluation
Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

The Presidency: Department of Planning, Monitoring and Evaluation		Office of the premier:	Province:
Frontline Service Delivery Monitoring: Questionnaire			Reference Number

Details of FSD Monitoring Site

Name of Facility	
District	
Municipality	
Street Address	
Date of visit	DD/MM/YYYY

Name of monitor

Name and Surname		
Contact Details	**Telephone**	
	E-mail	
	Other	

_____   _____
Signature of monitor   **Date**

PA heading	Description					Rating Scale - Monitor		Score	Comments
	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance				

KPA 1: Location and Accessibility

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 1		Location and accessibility				
1.1	**PA Statement**	The facility's buildings and premises are accessible to the disabled and the elderly.					
Physical access into facility	Is the facility accessible to the disabled and the elderly from the facility perimeter to the building(s)?	No provision is made to help the disabled or elderly gain access to the building and premises.	Some provision is made to help the disabled or elderly including **either** a handrail, **or** a ramp **or** some form of assistance constructed at the entrance of the facility but not easily accessible **and/or** user-friendly.	Adequate provision is made to help the disabled and elderly by means of ramps (built on an acceptable gradient), handrails **and/or** any other appropriate means, that is easily accessible and user-friendly.	There is a continuous path that enables the disabled and elderly unobstructed access from the facility perimeter to the buildings. This includes clear pathways, ramps and continuous handrails. The ramp's floor is constructed from non-slip material.		
	Is it easy for the disabled and the elderly to navigate their way inside the facility?	No provision is made to help the disabled or elderly navigate their way inside the building(s).	Some provision is made to help the disabled and elderly to navigate their way inside the facility. **Some points** in the facility have sufficient space to allow for ease of movement, and have ramps **and/or** handrails.	Adequate provision is made to help the disable and elderly to navigate their way inside the facility. There are ramps and handrails at **all points** within the facility (where needed) and passages are wide enough to allow ease of movement.	To be determined.		
	In a multi-storey facility, is provision made to help the disabled and the elderly access frontline services?	No provision is made, through the use of lifts or any other means, to help the disabled **and** elderly access services on the floors above ground level.	Some provision is made to help disabled and elderly, but the lifts are not functional **or other** provisions put in place are not sufficient to enable easy access to frontline services on the floors above ground level.	Adequate provision is made to help the disabled and elderly access frontline services above ground level by means of functional lifts **or other** appropriate mechanisms.	Lifts are functional and disabled-friendly. Handrails and the operating panel are within easy reach of wheelchair users. Braille text or automated voice announcements assist visually-impaired users.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 2: Visibility and Signage

	KPA 2	Visibility and Signage					
2.1	PA Statement	Users are able to locate the facility quickly and easily by following external signage.					
Signage to the facility	**External signage:** Is there visible signage on the roads or paths leading to the facility?	There is **no** signage leading to the facility.	There is **some** signage, but it is broken, vandalised and/or unclear.	There is **sufficient** signage that is: - **Clear** (if it contains a universally accepted icon or legible text); - **Visible** (if it is sufficiently large and easily read by pedestrians, public and private transport users); - **Useful** if it provides directional and distance information on both sides of the road.	There is **excellent** signage that is **clear, visible, useful, and** is located on the main and feeder roads leading to the facility.		
	External signage: Is the facility identified on the external sign by the main gate/entrance?	There is **no signage** by the main entrance/gate to identify the facility.	There is a sign but it is **not** clear or visible (e.g. the sign is faded, letters are missing and it is too small).	There is a **clear** and **visible** sign at the facility's entrance which describes the name of the facility.	There are clear signs at the facility's entrance **and** on the building which describe the name of the facility.		
					PA Score	/	
2.2	PA Statement	Users are able to navigate their way throughout the facility, by following internal signage to the correct service points and waiting areas.					
Signage within the facility	**Internal signage:** Does the signage inside the facility direct users to the correct service points and waiting areas?	There is **no** internal signage within the facility.	There is **some** internal signage in some areas or the signage is not clear enough to direct users to the correct services points or waiting areas.	There is adequate internal signage that is: **Clear:** contains legible text and is easily understandable; **and** **Visible:** sufficiently large to be read by all users and is placed prominently at key points throughout the facility; **and** **Useful:** provides directional assistance to the correct service points and waiting areas.	There is excellent internal signage (electronic) that is clear, visible, useful and contains additional and up-to-date information on the service points and directs users quickly and efficiently.		
					PA Score	/	
2.3	PA Statement	Users are helped to navigate their way through the facility by signage that contains easy-to-understand iconography and is translated into the local language of the community.					
Signage in main language of local community	**Internal signage:** Is the signage in English and the main language(s) of the surrounding community?	There is no signage.	The signage is written in only one language.	The signage is written in English and the local language of the community.	The signage is written in English and at least two local languages relevant to the community.		
					PA Score	/	

	Description			Rating Scale - Monitor			
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
2.4	PA Statement	The facility provides users with information on its services, fees and management's contact details.					
Service offering/information	Are the contact details of the facility's manager displayed within the facility?	There are **no** contact details available for the facility's manager.	There is **some** information on the facility manager, but the contact details are incomplete and are not appropriately displayed.	**All** the relevant contact details and name of the facility manager are prominently displayed at the entrance(s) or waiting area(s) of the facility.	**All** the relevant contact details and names of the facility manager and management team are prominently displayed on photo boards at multiple points in the facility. Users are also given the option of texting or emailing the facility management.		
	Information: Is there signage that contains information on services offered at the facility?	There is **no** signposted information on services offered in the facility.	There are signs with **some** information on the services offered at the facility.	The signage describes **all** the services offered in the facility clearly.	The signage contains information about **all** the services, how they can be obtained and requirements for accessing those services.		
					PA Score	/	
					KPA Score	/	

KPA 3: Queue management and waiting times

	KPA 3		Queue Management and Waiting times				
3.1	PA Statement	The facility has in place a queue management system to direct, manage and control the flow of users quickly and efficiently through the service process.					
Queue management systems	Is there an effective queue management system in place? (A system may include: a person or signs directing users where to wait , an electronic system or a numbering system).	There is **no** queue management system in place within the facility.	There **is** a queue management system (i.e. queue marshal, helpdesk), **but it is not** effective in directing, managing and controlling the flow of users throughout the facility.	There **is** a queue management system which works well **and** directs users quickly to the right place (i.e. a person or signs directing users where to wait , pole and rope barriers, an electronic system or a numbering system).	There **is** an electronic queue management system which works well and directs users quickly to the right place, **and** there is a dedicated floor-walker.		
	Is there a reception or helpdesk, manned and situated in a prominent position in the facility (where applicable)?	There is **no** reception or helpdesk.	There **is** an identified reception or helpdesk **but** no official manning it.	There **is** an identified, and manned reception or helpdesk, **with** an assigned official present, **and** situated in a prominent position within the facility.	There is a reception and a separate helpdesk which is identified and manned with an assigned official present, and situated in a prominent position within the facility.		
					PA Score	/	

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
3.2	**PA Statement**	**The facility's queue management system identifies users with special needs, and makes provision to fast-track service delivery and reduce waiting times.**					
Special provisions for users	Are there queues or provisions made for users with special needs (i.e. the disabled, elderly, frail, pregnant women) to reduce waiting times?	There is **no** designated queue(s) or provision(s) made for users with special needs.	There is **no** designated queue(s) or provision(s) made for users with special needs, but preference is given to them if they are identified.	Users with special needs **are** identified promptly and directed towards clearly-marked queues **and/or** given preferential treatment.	To be determined during implementation.		
					PA Score	/	
					KPA Score	/	

KPA 4: Dignified treatment

	KPA 4	Dignified Treatment					
4.1	**PA Statement**	**The facility's staff treats users with courtesy, dignity and respect and provide services in a friendly manner.**					
Courteous, dignified and respectful service	Did the staff treat users with courtesy, friendliness, dignity and respect? (Courtesy = the showing of politeness in one's attitude and behaviour toward others. Respect = to show regard or consideration for users rights. Dignity = quality of being worthy of honour or respect)	**Most** users **are not** treated with courtesy, friendliness, dignity and respect.	**Some** users **are not** treated with courtesy, friendliness, dignity and respect.	**All** users **are** treated with courtesy, friendliness, dignity and respect.	Staff go an **extra mile** to assist users beyond expectations of the service centre.		
					PA Score	/	
4.2	**PA Statement**	**The facility takes reasonable steps to communicate with users in the language of their choice or provide interpretation services, if necessary.**					
Language of choice	Did the staff address users in the dominant language(s) of the community?	**None** of the users are spoken to in the dominant language(s) of the community.	**Some** of the users are spoken to in the dominant language(s) of the community.	**All** the users are spoken to in the dominant language(s) of the community.	Best practice to be determined during implementation		
					PA Score	/	
4.3	**PA Statement**	**The facility's staff is able to understand and respond appropriately to questions from users, and promptly process their service requests.**					
Efficient and responsive officials	Do staff members process the service request quickly once the user has reached the counter or designated service point?	Services requests are processed **very slowly** by staff.	Service requests are processed **slowly,** some staff are slower than others	Service requests are processed **quickly.**	Service requests are processed **very quickly.**		
					PA Score	/	
4.4	**PA Statement**	**Users recognise the facility's staff by their name tags and/or distinguishing uniforms.**					
Easily recognisable staff	Do facility staff wear name tags at all times?	**None** of the staff are wearing name tags.	**Some** of the staff are wearing name tags.	**All** of the staff are wearing name tags.	**All** of the staff are wearing name tags **with** their photographs printed on them.		

Description		Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
						PA Score /	
4.5	**PA Statement**	**The facility provides users with information on how to apply for the services including the types of documents needed, the fees payable, and the process for following up on their service request or application.**					
Information about application processes or service requests	To what extent does the facility provide information to users to assist them in applying for a service?	There is **no** information available in the facility (e.g. signboards or pamphlets) on the following: - application process - documentary requirements - the fees payable (if applicable) - process of following up (if applicable)	There is **some** information available in the facility (e.g. signboards or pamphlets) on **one** of the following: - application process - documentary requirements - the fees payable (if applicable) - process of following up (if applicable)	There is **adequate** information available in the facility (e.g. signboards or pamphlets) on **all** of the following: - application process - documentary requirements - the fees payable (if applicable) - process of following up (if applicable)	To de determined		
						PA Score /	
4.6	**PA Statement**	**The facility publicises its service standards and targets so that users know and understand what to expect during their time at the facility.**					
Awareness of service charters and standards	Is the service delivery charter displayed?	The service delivery charter is **not** displayed.	The facility displays a service delivery charter **but** it is not positioned prominently or visible to users.	The facility displays a service delivery charter **and** it is positioned prominently and visible.	The facility displays multiple service delivery charters at **all** key points across the facility.		
	Are sector-specific standards displayed?	The sector-specific standards are **not** displayed.	The facility displays sector-specific standards but it is not positioned prominently or visible to users.	The facility displays sector-specific standards **and** it is positioned prominently and visible.	The facility displays sector-specific standards at **all** key points across the facility.		
						PA Score /	
						KPA Score /	

PA heading	Description	Rating Scale - Monitor				Score	Comments
	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance		

KPA 5: Cleanliness and Comfort

	KPA 5	Cleanliness and Comfort					
5.1	**PA Statement**	**The facility is clean and maintained in a manner that enhances the user's experience and ensures a safe environment for the delivery of frontline services.**					
Cleanliness and maintenance of facility	Are the facility's grounds and outside areas kept clean and maintained?	The facility's grounds and outside areas are heavily littered with significant accumulations in bins **and/or** on the grounds, the plants and shrub beds are overgrown and the grass is not mowed.	There is littering with minor accumulations in bins **and/or** on the grounds, the grass and plants have been cut but demonstrate signs of regrowth.	The facility's ground and outside area are clean (i.e. no littering) and maintained (the grass and plants are cut and neat).	To be determined		
	Is the inside of the facility clean ?	If the facility is **very dirty** if **all** of the criteria is met: -the public spaces and waiting areas are heavily littered, **and** - the floors are dirty, **and** - a foul smell is present.	If the facility is **dirty** if **two of three** criteria is met: -the public spaces and waiting areas are heavily littered, **and/or** - the floors are dirty, **and/or** - a foul smell is present.	The inside of the facility is clean (free from litter in public spaces, free from dirt on floors and no foul smells) **and** well kept.	The inside of the facility is clean (free from litter and dirt) and well kept. There is continuous cleaning or it is done frequent intervals throughout the day. There is a mechanism through which users can rate the cleanliness of the facility.		
	Is the facility's buildings, fittings and fixtures well maintained?	The facility is poorly maintained if **five or more** of the following conditions are met: - There is visible water damage on the ceiling - The ceiling is broken - The paint is peeling off the walls - There are cracks on the walls - Electrical wiring is exposed - Lights are broken - Windows are broken - Air-conditioning is not functional.(if available) -Doors are broken - Gutters are blocked	The facility is somewhat maintained if between **one and five** of the conditions are met:: - There is visible water damage on the ceiling - The ceiling is broken - The paint is peeling off the walls - There are cracks on the walls - Electrical wiring is exposed - Lights are broken - Windows are broken - Air-conditioning is not functional.(if available) -Doors are broken - Gutters are blocked	The facility is well maintained if all of the ten conditions are met: - There is no visible water damage on the ceiling; - The ceiling is intact; - The paint is not peeling off the walls; - There are no cracks on the walls; - Electrical wiring is not exposed; - Lights are working; - Windows are not broken; - Air-conditioning is functional (if available); - Doors are intact (not broken); - Gutters are clear.	To be determined during implementation.		
	Is the furniture well maintained?	The furniture is poorly maintained if: - **most** of the chairs are broken, and/or - there is **significant** damage to most of the tables and counters.	The furniture is maintained if: - **some** of the chairs are broken and/or - there is **some** damage to the tables and counters.	The furniture is well maintained if **none** of the chairs, tables or counters are broken or damaged.	To be determined.		
					PA Score	/	

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
		Description		**Rating Scale - Monitor**			
5.2	**PA Statement**	The facility has sufficient and comfortable waiting areas that are protected from adverse weather conditions and have enough seating to accommodate the volumes of users it serves.					
Suitable waiting areas	Do the waiting area(s) have adequate seating to cater for the volumes of users?	There is **no** seating in the waiting area.	There is **some** seating but not enough to accommodate all users.	There is **adequate** seating to cater for all users.	To be determined.		
	Is the waiting area protected from adverse weather conditions?	The waiting area is **outside, not** covered **and** exposed to the elements	The waiting area is outside, covered with an overhead awning, **and** offers **some** protection from adverse weather conditions.	The waiting area is **inside,** enclosed, **and** well protected from adverse weather conditions, **and** has suitable ventilation.	The waiting area is inside, enclosed, and well protected from adverse weather conditions, and has suitable ventilation and heating systems.		
	Do users have access to drinking water in the waiting area(s)?	There is **no** drinking water in the waiting area.	There **is** drinking water, **but** only one clean cup available in the waiting areas(s)	There is drinking water, **which is** refilled regularly, **and** clean cups available in the waiting area(s).	There is a drinking water dispensed through a water purifier, **with** disposable cups.		
					PA Score	/	
5.3	**PA Statement**	The facility provides clean and functioning ablution facilities with the necessary toiletries to prevent the spread of disease.					
Ablution facilities are accessible, clean and in working order	Are the facility's ablution facilities clean and in working order?	The ablution facility is **very dirty** and **broken** if it meets **all** of the following criteria: - is dirty, and - toilets are broken/leaking, and - has no running water, and - doesn't flush.	The ablution facility is dirty, broken but still usable if it meets **one** of the following criteria: - is dirty, and - toilets are broken/leaking but still able to flush.	The ablution facility is clean, **in** working order, **has** running water **and** can be flushed.	To be determined during implementation.		
	Are the ablution facilities supplied with the necessary toiletries (toilet paper, soap, drying equipment)?	The ablution facilities has **none** of the necessary amenities and no provision is made to supply these amenities if there is no: - toilet paper; and - soap; and - hand-drying equipment or paper towels.	The ablution facilities has **some** of the necessary amenities and no provision is made to supply these amenities if there is toilet paper, but no soap, and/or hand-drying equipment or paper towels.	The ablution facility has **all** the necessary amenities if it has: - toilet paper (or toilet paper is made accessible); and - soap; and - hand-drying equipment or a functioning paper towel dispenser; and - appropriate disposal facilities in both male and female toilets.	The ablution facility has **all** amenities if it has: - toilet paper (or toilet paper is made accessible); and - soap and soap dispensers; and - hand-drying equipment or a functioning paper towel dispenser; and - appropriate disposal facilities in both male and female toilets; and - nappy changing facilities.		
	Do disabled patients have access to suitable ablution facilities?	There are **no** ablution facilities suitable for disabled users	There is an ablution facility **but** it is not suitable for disabled users as it is either too small or the amenities are not suitable for the disabled.	There is an ablution facility suitable for disabled users, **and** it is in working order.	There is an ablution facility suitable for disabled users, **and** it is in working order **and** clearly marked.		
					PA Score	/	
					KPA Score	/	

PA heading	Questions	Rating Scale - Monitor				Score	Comments
		1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance		

KPA 6: Safety

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 6	Safety					
6.1	PA Statement	The facility has in place appropriate safeguards to protect users, staff and their possessions from harm and theft.					
	Are the facility's restricted areas signposted to prevent or minimise the risk of unauthorised entry?	Restricted areas are **not** marked or signposted.	There is considerable **variation** in the signposting of restricted areas, some are marked and others are not	All restricted areas are **clearly** marked.	Restricted areas are clearly marked and there is electronic access control or guard services at entrances.		
				PA Score		/	
6.2	PA Statement	Facilities have health and safety procedures in place to handle emergencies or when dealing with sensitive user information.					
Safety procedures	Are emergency procedures (e.g. evacuation plan, marked exits,) and equipment (e.g. fire extinguishers) clearly displayed and signposted within public spaces?	Emergency procedures are not compliant with building regulations if: - the evacuation plan is not displayed at key points within the facility; and - emergency exits are not appropriately signposted; and - fully-serviced fire extinguishers are not available in the public spaces.	Emergency procedures are **partially compliant** with building regulations if **one** of the following criteria is **not met**: - the evacuation plan is displayed at key points within the facility; - emergency exits are appropriately signposted; - fully-serviced fire extinguishers are available in the public spaces.	Emergency procedures are fully compliant with building regulations if: - the evacuation plan is displayed at key points within the facility; and - emergency exits are appropriately signposted; and - fully-serviced fire extinguishers are available in the public spaces.	All building regulations are complied with. Emergency drills are performed at least twice a year to test the safety procedures and plans.		
				PA Score		/	
				KPA Score		/	

KPA 7: Opening and closing times/Service availability and efficiency

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 7	Opening and closing times/Service availability and efficiency					
7.2	PA Statement	The facility operates in line with the operational hours prescribed in norms and standards, ensures that services are provided on an ongoing basis during these times and has backup systems in place when utilities fail.					
Adherence to operational hours	Did you observe any disruptions to services due to staff breaks, meetings or system failures?	There were **major disruptions** as a result of staff members taking tea breaks, lunch breaks, attending staff meetings or equipment or power failures, and this impacted heavily on services.	There were **minor disruptions,** when staff chatted to each other or on their cellphones.	There were **no** disruptions at all.	To be determined.		
				PA Score		/	
				KPA Score		/	

	Description	Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
KPA 8: Complaints and compliments management							
	KPA 8	Complaints and compliments management					
8.1	PA Statement	The facility displays the complaints procedure in the waiting areas, public spaces and close to the exits.					
Awareness of complaint-lodging mechanisms	Does the facility display the complaints procedure to its users?	The complaints, compliments and suggestion procedure is **not** displayed.	The complaints, compliments and suggestion procedure **is** displayed **but** not prominently.	The complaints, compliments and suggestion procedure **is** displayed prominently.	There complaints procedure is prominently displayed in waiting areas, public spaces and close to exits **and** there are pamphlets available at the helpdesk **and** a staff member is on hand to explain the procedure.		
					PA Score	/	
8.2	PA Statement	The facility provides users with the equipment to lodge a complaint or compliment and tracks these until they are resolved					
Complaint- and compliment-lodging systems	Is there a clearly-marked complaints, compliments and suggestions box at this facility, that is easily accessible to users?	There is **no** complaints, compliments and suggestions box at this facility.	There is **a** complaints, compliments and suggestions box at this facility, but it is not clearly marked.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users. There is also a telephone with a list of hotline numbers as well as a complaints officer on hand to offer assistance.		
					PA Score	/	
					KPA Score	/	

NYDA Monitor tool

The Presidency: Department of Planning, Monitoring and Evaluation	Office of the premier:	Province:
Frontline Service Delivery Monitoring: Questionnaire		Reference Number

Details of FSD Monitoring Site

Name of Facility	
District	
Municipality	
Street Address	
Date of visit	DD/MM/YYYY

Name of monitor

Name and Surname		
Contact Details	**Telephone**	
	E-mail	
	Other	

_____
Signature of monitor

_____
Date

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
Description		**Rating Scale - Monitor**					

KPA 1: Location and Accessibility

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 1	**Location and accessibility**					
1.1	**PA Statement**	**The facility's buildings and premises are accessible to the disabled and the elderly.**					
Physical access into facility	Is the facility accessible to the disabled and the elderly from the facility perimeter to the building(s)?	No provision is made to help the disabled or elderly gain access to the building and premises.	Some provision is made to help the disabled or elderly including **either** a handrail, **or** a ramp **or** some form of assistance constructed at the entrance of the facility but not easily accessible **and/or** user-friendly.	Adequate provision is made to help the disabled and elderly by means of ramps (built on an acceptable gradient), handrails **and/or** any other appropriate means, that is easily accessible and user-friendly.	There is a continuous path that enables the disabled and elderly unobstructed access from the facility perimeter to the buildings. This includes clear pathways, ramps and continuous handrails. The ramp's floor is constructed from non-slip material.		
	Is it easy for the disabled and the elderly to navigate their way inside the facility?	No provision is made to help the disabled or elderly navigate their way inside the building(s).	Some provision is made to help the disabled and elderly to navigate their way inside the facility. **Some points** in the facility have sufficient space to allow for ease of movement, and have ramps **and/or** handrails.	Adequate provision is made to help the disable and elderly to navigate their way inside the facility. There are ramps and handrails at **all points** within the facility (where needed) and passages are wide enough to allow ease of movement.	To be determined.		
	In a multi-storey facility, is provision made to help the disabled and the elderly access frontline services?	No provision is made, through the use of lifts or any other means, to help the disabled **and** elderly access services on the floors above ground level.	Some provision is made to help the disabled and elderly, but the lifts are not functional **or other** provisions put in place are not sufficient to enable easy access to frontline services on the floors above ground level.	Adequate provision is made to help the disabled and elderly access frontline services above ground level by means of functional lifts **or other** appropriate mechanisms.	Lifts are functional and disabled-friendly. Handrails and the operating panel are within easy reach of wheelchair users. Braille text or automated voice announcements assist visually-impaired users.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
KPA 2: Visibility and Signage							
	KPA 2	Visibility and Signage					
2.1	PA Statement	Users are able to locate the facility quickly and easily by following external signage.					
Signage to the facility	**External signage:** Is there visible signage on the roads or paths leading to the facility?	There is **no** signage leading to the facility.	There is **some** signage, but it is broken, vandalised and/or unclear.	There is **sufficient** signage that is: - **Clear** (if it contains a universally accepted icon or legible text); - **Visible** (if it is sufficiently large and easily read by pedestrians, public and private transport users); - **Useful** if it provides directional and distance information on both sides of the road.	There is **excellent** signage that is **clear**, **visible**, **useful, and** is located on the main and feeder roads leading to the facility.		
	External signage: Is the facility identified on the external sign by the main gate/entrance?	There is **no signage** by the main entrance/gate to identify the facility.	There is a sign but it is **not** clear or visible (e.g. the sign is faded, letters are missing and it is too small).	There is a **clear** and **visible** sign at the facility's entrance which describes the name of the facility.	There are clear signs at the facility's entrance **and** on the building which describe the name of the facility.		
					PA Score	/	
2.2	PA Statement	Users are able to navigate their way throughout the facility, by following internal signage to the correct service points and waiting areas.					
Signage within the facility	**Internal signage:** Does the signage inside the facility direct users to the correct service points and waiting areas?	There is **no** internal signage within the facility.	There is **some** internal signage in some areas or the signage is not clear enough to direct users to the correct services points or waiting areas.	There is adequate internal signage that is: **Clear:** contains legible text and is easily understandable; **and** **Visible:** sufficiently large to be read by all users and is placed prominently at key points throughout the facility; **and** **Useful:** provides directional assistance to the correct service points and waiting areas.	There is excellent internal signage (electronic) that is clear, visible, useful and contains additional and up-to-date information on the service points and directs users quickly and efficiently.		
					PA Score	/	
2.3	PA Statement	Users are helped to navigate their way through the facility by signage that contains easy-to-understand iconography and is translated into the local language of the community.					
Signage in main language of local community	**Internal signage:** Is the signage in English and the main language(s) of the surrounding community?	There is no signage.	The signage is written in only one language.	The signage is written in English and the local language of the community.	The signage is written in English and at least two local languages relevant to the community.		
					PA Score	/	

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	**Description**		**Rating Scale - Monitor**	**Score**	**Comments**
2.4	**PA Statement**		The facility provides users with information on its services, fees and management's contact details.		
Service offering/information	Are the contact details of the facility's manager displayed within the facility?	There are **no** contact details available for the facility's manager.	There is **some** information on the facility manager, but the contact details are incomplete and are not appropriately displayed.	**All** the relevant contact details and name of the facility manager are prominently displayed at the entrance(s) or waiting area(s) of the facility.	**All** the relevant contact details and names of the facility manager and management team are prominently displayed on photo boards at multiple points in the facility. Users are also given the option of texting or emailing the facility management.		
	Information: Is there signage that contains information on services offered at the facility?	There is **no** signposted information on services offered in the facility.	There are signs with **some** information on the services offered at the facility.	The signage describes **all** the services offered in the facility clearly.	The signage contains information about **all** the services, how they can be obtained and requirements for accessing those services.		
					PA Score	/	
					KPA Score	/	

KPA 3: Queue management and waiting times

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 3		**Queue Management and Waiting times**		
3.1	**PA Statement**		The facility has in place a queue management system to direct, manage and control the flow of users quickly and efficiently through the service process.		
Queue management systems	Is there an effective queue management system in place? (A system may include: a person or signs directing users where to wait , an electronic system or a numbering system).	There is **no** queue management system in place within the facility.	There **is** a queue management system (i.e. queue marshal, helpdesk), **but it is not** effective in directing, managing and controlling the flow of users throughout the facility.	There **is** a queue management system which works well **and** directs users quickly to the right place (i.e. a person or signs directing users where to wait , pole and rope barriers, an electronic system or a numbering system).	There **is** an electronic queue management system which works well and directs users quickly to the right place, **and** there is a dedicated floor-walker.		
	Is there a reception or helpdesk, manned and situated in a prominent position in the facility (where applicable)?	There is **no** reception or helpdesk.	There **is** an identified reception or helpdesk **but** no official manning it.	There **is** an identified, and manned reception or helpdesk, **with** an assigned official present, **and** situated in a prominent position within the facility.	There is a reception and a separate helpdesk which is identified and manned with an assigned official present, and situated in a prominent position within the facility.		

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
Description		**Rating Scale - Monitor**					
						PA Score	/	
3.2	PA Statement	The facility keeps users informed of their target waiting times and how long they can be expected to wait before being attended to.					
Waiting times	Does the facility display the target waiting times for users?	There are **no** target waiting times displayed.	The target waiting times **are** displayed **but not** visible to the user or are not displayed at all relevant service points.	The target waiting times **are** visibly displayed in various waiting areas.	There **are** target waiting times displayed at all waiting area **and** delays are communicated to users.		
						PA Score	/	
3.3	PA Statement	The facility's queue management system identifies users with special needs, and makes provision to fast-track service delivery and reduce waiting times.					
Special provisions for users	Are there queues or provisions made for users with special needs (i.e. the disabled, elderly, frail, pregnant women) to reduce waiting times?	There is **no** designated queue(s) or provision(s) made for users with special needs.	There is **no** designated queue(s) or provision(s) made for users with special needs, but preference is given to them if they are identified.	Users with special needs **are** identified promptly and directed towards clearly-marked queues **and/or** given preferential treatment.	To be determined during implementation.		
						PA Score	/	
						KPA Score	/	

KPA 4: Dignified treatment

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 4		**Dignified Treatment**				
4.1	PA Statement	The facility's staff treats users with courtesy, dignity and respect and provide services in a friendly manner.					
Courteous, dignified and respectful service	Did the staff treat users with courtesy, friendliness, dignity and respect? (Courtesy = the showing of politeness in one's attitude and behaviour toward others. Respect = to show regard or consideration for users rights. Dignity = quality of being worthy of honour or respect)	**Most** users **are not** treated with courtesy, friendliness, dignity and respect.	**Some** users **are not** treated with courtesy, friendliness, dignity and respect.	**All** users **are** treated with courtesy, friendliness, dignity and respect.	Staff go an **extra mile** to assist users beyond expectations of the service centre.		
						PA Score	/	
4.2	PA Statement	The facility takes reasonable steps to communicate with users in the language of their choice or provide interpretation services, if necessary.					
Language of choice	Did the staff address users in the dominant language(s) of the community?	**None** of the users are spoken to in the dominant language(s) of the community.	**Some** of the users are spoken to in the dominant language(s) of the community.	**All** the users are spoken to in the dominant language(s) of the community.	Best practice to be determined during implementation		
						PA Score	/	

	Description						
		Rating Scale - Monitor					
PA heading	**Questions**	**1 = Not achieved**	**2 = Partially Achieved**	**3 = Fully Achieved**	**4 = Achieved beyond compliance**	**Score**	**Comments**
4.3	**PA Statement**	The facility's staff is able to understand and respond appropriately to questions from users, and promptly process their service requests.					
Efficient and responsive officials	Do staff members process the service request quickly once the user has reached the counter or designated service point?	Services requests are processed **very slowly** by staff.	Service requests are processed **slowly,** some staff are slower than others	Service requests are processed **quickly.**	Service requests are processed **very quickly.**		
					PA Score	/	
4.4	**PA Statement**	Users recognise the facility's staff by their name tags and/or distinguishing uniforms.					
Easily recognisable staff	Do facility staff wear name tags at all times?	**None** of the staff are wearing name tags.	**Some** of the staff are wearing name tags.	**All** of the staff are wearing name tags.	**All** of the staff are wearing name tags **with** their photographs printed on them.		
					PA Score	/	
4.5	**PA Statement**	The facility provides users with information on how to apply for the services including the types of documents needed, the fees payable, and the process for following up on their service request or application.					
Information about application processes or service requests	To what extent does the facility provide information to users to assist them in applying for a service?	There is **no** information available in the facility (e.g. signboards or pamphlets) on the following: - application process - documentary requirements - the fees payable (if applicable) - process of following up (if applicable)	There is **some** information available in the facility (e.g. signboards or pamphlets) on **one** of the following: - application process - documentary requirements - the fees payable (if applicable) - process of following up (if applicable)	There is **adequate** information available in the facility (e.g. signboards or pamphlets) on **all** of the following: - application process - documentary requirements - the fees payable (if applicable) - process of following up (if applicable)	To de determined		
					PA Score	/	
4.6	**PA Statement**	The facility publicises its service standards and targets so that users know and understand what to expect during their time at the facility.					
Awareness of service charters and standards	Is the service delivery charter displayed?	The service delivery charter is **not** displayed.	The facility displays a service delivery charter **but** it is not positioned prominently or visible to users.	The facility displays a service delivery charter **and** it is positioned prominently and visible.	The facility displays multiple service delivery charters at **all** key points across the facility.		
	Are sector-specific standards displayed?	The sector-specific standards are **not** displayed.	The facility displays sector-specific standards but it is not positioned prominently or visible to users.	The facility displays sector-specific standards **and** it is positioned prominently and visible.	The facility displays sector-specific standards at **all** key points across the facility.		
					PA Score	/	
					KPA Score	/	

PA heading	Description		Rating Scale - Monitor				Score	Comments
	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance			

KPA 5: Cleanliness and Comfort

PA heading		KPA 5	Cleanliness and Comfort					
5.1		PA Statement	The facility is clean and maintained in a manner that enhances the user's experience and ensures a safe environment for the delivery of frontline services.					
Cleanliness and maintenance of facility	Are the facility's grounds and outside areas kept clean and maintained?	The facility's grounds and outside areas are heavily littered with significant accumulations in bins **and/or** on the grounds, the plants and shrub beds are overgrown and the grass is not mowed.	There is littering with minor accumulations in bins **and/or** on the grounds, the grass and plants have been cut but demonstrate signs of regrowth.	The facility's ground and outside area are clean (i.e. no littering) and maintained (the grass and plants are cut and neat).	To be determined			
	Is the inside of the facility clean ?	If the facility is **very dirty** if **all** of the criteria is met: -the public spaces and waiting areas are heavily littered, **and** - the floors are dirty, **and** - a foul smell is present.	If the facility is **dirty** if **two of three** criteria is met: -the public spaces and waiting areas are heavily littered, **and/or** - the floors are dirty, **and/or** - a foul smell is present.	The inside of the facility is clean (free from litter in public spaces, free from dirt on floors and no foul smells) **and** well kept.	The inside of the facility is clean (free from litter and dirt) and well kept. There is continuous cleaning or it is done frequent intervals throughout the day. There is an mechanism through which users can rate the cleanliness of the facility.			
	Is the facility's buildings, fittings and fixtures well maintained?	The facility is poorly maintained if **five or more** of the following conditions are met: - There is visible water damage on the ceiling - The ceiling is broken - The paint is peeling off the walls - There are cracks on the walls - Electrical wiring is exposed - Lights are broken - Windows are broken - Air-conditioning is not functional.(if available) -Doors are broken - Gutters are blocked	The facility is somewhat maintained if between **one and five** of the conditions are met:: - There is visible water damage on the ceiling - The ceiling is broken - The paint is peeling off the walls - There are cracks on the walls - Electrical wiring is exposed - Lights are broken - Windows are broken - Air-conditioning is not functional.(if available) -Doors are broken - Gutters are blocked	The facility is well maintained if all of the ten conditions are met: - There is no visible water damage on the ceiling; - The ceiling is intact; - The paint is not peeling off the walls; - There are no cracks on the walls; - Electrical wiring is not exposed; - Lights are working; - Windows are not broken; - Air-conditioning is functional (if available); - Doors are intact (not broken); - Gutters are clear.	To be determined during implementation.			
	Is the furniture well maintained?	The furniture is poorly maintained if: - **most** of the chairs are broken, and/or - there is **significant** damage to most of the tables and counters.	The furniture is maintained if: - **some** of the chairs are broken and/or - there is **some** damage to the tables and counters.	The furniture is well maintained if **none** of the chairs, tables or counters are broken or damaged.	To be determined.			

PA heading	Questions	Description — Rating Scale - Monitor				Score	Comments
		1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance		
						PA Score	/
5.2	PA Statement	The facility has sufficient and comfortable waiting areas that are protected from adverse weather conditions and have enough seating to accommodate the volumes of users it serves.					
Suitable waiting areas	Do the waiting area(s) have adequate seating to cater for the volumes of users?	There is **no** seating in the waiting area.	There is **some** seating but not enough to accommodate all users.	There is **adequate** seating to cater for all users.	To be determined.		
	Is the waiting area protected from adverse weather conditions?	The waiting area is **outside, not** covered **and** exposed to the elements	The waiting area is outside, covered with an overhead awning, **and** offers **some** protection from adverse weather conditions.	The waiting area is **inside,** enclosed, **and** well protected from adverse weather conditions, **and** has suitable ventilation.	The waiting area is inside, enclosed, and well protected from adverse weather conditions, and has suitable ventilation and heating systems.		
	Do users have access to drinking water in the waiting area(s)?	There is **no** drinking water in the waiting area.	There **is** drinking water, **but** only one clean cup available in the waiting areas(s)	There is drinking water, **which is** refilled regularly, **and** clean cups available in the waiting area(s).	There is a drinking water dispensed through a water purifier, **with** disposable cups.		
						PA Score	/
5.4	PA Statement	The facility provides clean and functioning ablution facilities with the necessary toiletries to prevent the spread of disease.					
Ablution facilities are accessible, clean and in working order	Are the facility's ablution facilities clean and in working order?	The ablution facility is **very dirty** and **broken** if it meets **all** of the following criteria: - is dirty, and - toilets are broken/leaking, and - has no running water, and - doesn't flush.	The ablution facility is dirty, broken but still usable if it meets **one** of the following criteria: - is dirty, and - toilets are broken/leaking but still able to flush.	The ablution facility is clean, **in** working order, **has** running water **and** can be flushed.	To be determined during implementation.		
	Are the ablution facilities supplied with the necessary toiletries (toilet paper, soap, drying equipment)?	The ablution facilities has **none** of the necessary amenities and no provision is made to supply these amenities if there is no: - toilet paper; and - soap; and - hand-drying equipment or paper towels.	The ablution facilities has **some** of the necessary amenities and no provision is made to supply these amenities if there is toilet paper, but no soap, and/or hand-drying equipment or paper towels.	The ablution facility has **all** the necessary amenities if it has: - toilet paper (or toilet paper is made accessible); and - soap; and - hand-drying equipment or a functioning paper towel dispenser; and - appropriate disposal facilities in both male and female toilets.	The ablution facility has **all** amenities if it has: - toilet paper (or toilet paper is made accessible); and - soap and soap dispensers; and - hand-drying equipment or a functioning paper towel dispenser; and - appropriate disposal facilities in both male and female toilets; and - nappy changing facilities.		
	Do disabled patients have access to suitable ablution facilities?	There are **no** ablution facilities suitable for disabled users	There is an ablution facility **but** it is not suitable for disabled users as it is either too small or the amenities are not suitable for the disabled.	There is an ablution facility suitable for disabled users, **and** it is in working order.	There is an ablution facility suitable for disabled users, **and** it is in working order **and** clearly marked.		
						PA Score	/
						KPA Score	/

PA heading	Description	Rating Scale - Monitor				Score	Comments
	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	**Score**	**Comments**

KPA 6: Safety

PA heading						Score	Comments
	KPA 6	Safety					
6.1	PA Statement	**The facility has in place appropriate safeguards to protect users, staff and their possessions from harm and theft.**					
Safety and security measures	Is access to the facility controlled and monitored?	There is **no** access control at the facility.	There is **some** form of access control at the facility if **one** of the following criteria is met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is good access control at the facility if **at least two** of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is **excellent** access control at the facility if **most** of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process; - metal detectors and X-rays; - CCTV.		
	Are the facility's restricted areas signposted to prevent or minimise the risk of unauthorised entry?	Restricted areas are **not** marked or signposted.	There is considerable **variation** in the signposting of restricted areas, some are marked and others are not	All restricted areas are **clearly** marked.	Restricted areas are clearly marked and there is electronic access control or guard services at entrances.		
					PA Score	/	
6.2	PA Statement	**Facilities have health and safety procedures in place to handle emergencies or when dealing with sensitive user information.**					
Safety procedures	Are emergency procedures (e.g. evacuation plan, marked exits,) and equipment (e.g. fire extinguishers) clearly displayed and signposted within public spaces?	Emergency procedures are not compliant with building regulations if: - the evacuation plan is not displayed at key points within the facility; and - emergency exits are not appropriately signposted; and - fully-serviced fire extinguishers are not available in the public spaces.	Emergency procedures are **partially compliant** with building regulations if **one** of the following criteria is **not met**: - the evacuation plan is displayed at key points within the facility; - emergency exits are appropriately signposted; - fully-serviced fire extinguishers are available in the public spaces.	Emergency procedures are fully compliant with building regulations if: - the evacuation plan is displayed at key points within the facility; and - emergency exits are appropriately signposted; and - fully-serviced fire extinguishers are available in the public spaces.	All building regulations are complied with. Emergency drills are performed at least twice a year to test the safety procedures and plans.		
					PA Score	/	
					KPA Score	/	

Description			Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments	

KPA 7: Opening and closing times/Service availability and efficiency

	KPA 7	Opening and closing times/Service availability and efficiency					
7.1	PA Statement	Governments must ensure that users know the operational hours of the service point in order to access it					
Operational hours	Are the opening and closing times displayed at the main entrance or within the facility?	There are no opening and closing times displayed	The opening and closing times are displayed, but these are not visible.	Opening and closing times are clearly displayed, and visible at the main entrance of the premises or within the facility	Opening and closing times are clearly displayed and visible at the main entrance to the premises, to the buildings and at specific service points if they differ to that of the main facility.		
					PA Score	/	
7.2	PA Statement	The facility operates in line with the operational hours prescribed in norms and standards, ensures that services are provided on an ongoing basis during these times and has backup systems in place when utilities fail.					
Adherence to operational hours	Did you observe any disruptions to services due to staff breaks, meetings or system failures?	There were **major disruptions** as a result of staff members taking tea breaks, lunch breaks, attending staff meetings or equipment or power failures, and this impacted heavily on services.	There were **minor disruptions,** when staff chatted to each other or on their cellphones.	There were **no** disruptions at all.	To be determined.		
					PA Score	/	
					KPA Score	/	

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
Description		**Rating Scale - Monitor**					
KPA 8: Complaints and compliments management							
	KPA 8	Complaints and compliments management					
8.1	PA Statement	**The facility displays the complaints procedure in the waiting areas, public spaces and close to the exits.**					
Awareness of complaint-lodging mechanisms	Does the facility display the complaints procedure to its users?	The complaints, compliments and suggestion procedure is **not** displayed.	The complaints, compliments and suggestion procedure **is** displayed **but** not prominently.	The complaints, compliments and suggestion procedure **is** displayed prominently.	There complaints procedure is prominently displayed in waiting areas, public spaces and close to exits **and** there are pamphlets available at the helpdesk **and** a staff member is on hand to explain the procedure.		
					PA Score	/	
8.2	PA Statement	**The facility provides users with the equipment to lodge a complaint or compliment and tracks these until they are resolved**					
Complaint- and compliment-lodging systems	Is there a clearly-marked complaints, compliments and suggestions box at this facility, that is easily accessible to users?	There is **no** complaints, compliments and suggestions box at this facility.	There is **a** complaints, compliments and suggestions box at this facility, but it is not clearly marked.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users. There is also a telephone with a list of hotline numbers as well as a complaints officer on hand to offer assistance.		
					PA Score	/	
					KPA Score	/	

MCCC Monitor tool

planning, monitoring and evaluation

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

The Presidency: Department of Planning, Monitoring and Evaluation		Office of the premier:	Province:
Frontline Service Delivery Monitoring: Questionnaire			Reference Number
Details of FSD Monitoring Site			
Name of Facility			
District			
Municipality			
Street Address			
Date of visit	DD/MM/YYYY		
Name of monitor			
Name and Surname			
Contact Details	**Telephone**		
	E-mail		
	Other		

_____
Signature of monitor

_____
Date

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
		Description		**Rating Scale - Monitor**			

KPA 1: Location and Accessibility

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 1	**Location and accessibility**					
1.1	**PA Statement**	**The facility's buildings and premises are accessible to the disabled and the elderly.**					
Physical access into facility	Is the facility accessible to the disabled and the elderly from the facility perimeter to the building(s)?	No provision is made to help the disabled or elderly gain access to the building and premises.	Some provision is made to help the disabled or elderly including **either** a handrail, **or** a ramp **or** some form of assistance constructed at the entrance of the facility but not easily accessible **and/or** user-friendly.	Adequate provision is made to help the disabled and elderly by means of ramps (built on an acceptable gradient), handrails **and/or** any other appropriate means, that is easily accessible and user-friendly.	There is a continuous path that enables the disabled and elderly unobstructed access from the facility perimeter to the buildings. This includes clear pathways, ramps and continuous handrails. The ramp's floor is constructed from non-slip material.		
	Is it easy for the disabled and the elderly to navigate their way inside the facility?	No provision is made to help the disabled or elderly navigate their way inside the building(s).	Some provision is made to help the disabled and elderly to navigate their way inside the facility. **Some points** in the facility have sufficient space to allow for ease of movement, and have ramps **and/or** handrails.	Adequate provision is made to help the disable and elderly to navigate their way inside the facility. There are ramps and handrails at **all points** within the facility (where needed) and passages are wide enough to allow ease of movement.	To be determined.		
	In a multi-storey facility, is provision made to help the disabled and the elderly access frontline services?	No provision is made, through the use of lifts or any other means, to help the disabled **and** elderly access services on the floors above ground level.	Some provision is made to help the disabled and elderly, but the lifts are not functional **or other** provisions put in place are not sufficient to enable easy access to frontline services on the floors above ground level.	Adequate provision is made to help the disabled and elderly access frontline services above ground level by means of functional lifts **or other** appropriate mechanisms.	Lifts are functional and disabled-friendly. Handrails and the operating panel are within easy reach of wheelchair users. Braille text or automated voice announcements assist visually-impaired users.		
					PA Score	/	
					KPA Score	/	

	Description			Rating Scale - Monitor			
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
KPA 2: Visibility and Signage							
	KPA 2			Visibility and Signage			
2.1	PA Statement	Users are able to locate the facility quickly and easily by following external signage.					
Signage to the facility	**External signage:** Is there visible signage on the roads or paths leading to the facility?	There is **no** signage leading to the facility.	There is **some** signage, but it is broken, vandalised and/or unclear.	There is **sufficient** signage that is: - **Clear** (if it contains a universally accepted icon or legible text); - **Visible** (if it is sufficiently large and easily read by pedestrians, public and private transport users); - **Useful** if it provides directional and distance information on both sides of the road.	There is **excellent** signage that is **clear**, **visible**, **useful, and** is located on the main and feeder roads leading to the facility.		
	External signage: Is the facility identified on the external sign by the main gate/entrance?	There is **no signage** by the main entrance/gate to identify the facility.	There is a sign but it is **not** clear or visible (e.g. the sign is faded, letters are missing and it is too small).	There is a **clear** and **visible** sign at the facility's entrance which describes the name of the facility.	There are clear signs at the facility's entrance **and** on the building which describe the name of the facility.		
					PA Score	/	
2.2	PA Statement	**Users are able to navigate their way throughout the facility, by following internal signage to the correct service points and waiting areas.**					
Signage within the facility	**Internal signage:** Does the signage inside the facility direct users to the correct service points and waiting areas?	There is **no** internal signage within the facility.	There is **some** internal signage in some areas or the signage is not clear enough to direct users to the correct services points or waiting areas.	There is adequate internal signage that is: **Clear:** contains legible text and is easily understandable; **and** **Visible:** sufficiently large to be read by all users and is placed prominently at key points throughout the facility; **and** **Useful:** provides directional assistance to the correct service points and waiting areas.	There is excellent internal signage (electronic) that is clear, visible, useful and contains additional and up-to-date information on the service points and directs users quickly and efficiently.		
					PA Score	/	
2.3	PA Statement	Users are helped to navigate their way through the facility by signage that contains easy-to-understand iconography and is translated into the local language of the community.					
Signage in main language of local community	**Internal signage:** Is the signage in English and the main language(s) of the surrounding community?	There is no signage.	The signage is written in only one language.	The signage is written in English and the local language of the community.	The signage is written in English and at least two local languages relevant to the community.		
					PA Score	/	

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PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
			Rating Scale - Monitor				
2.4	**PA Statement**	The facility provides users with information on its services, fees and management's contact details.					
Service offering/information	Are the contact details of the facility's manager displayed within the facility?	There are **no** contact details available for the facility's manager.	There is **some** information on the facility manager, but the contact details are incomplete and are not appropriately displayed.	**All** the relevant contact details and name of the facility manager are prominently displayed at the entrance(s) or waiting area(s) of the facility.	**All** the relevant contact details and names of the facility manager and management team are prominently displayed on photo boards at multiple points in the facility. Users are also given the option of texting or emailing the facility management.		
	Information: Is there signage that contains information on services offered at the facility?	There is **no** signposted information on services offered in the facility.	There are signs with **some** information on the services offered at the facility.	The signage describes **all** the services offered in the facility clearly.	The signage contains information about **all** the services, how they can be obtained and requirements for accessing those services.		
					PA Score	/	
					KPA Score	/	

KPA 3: Queue management and waiting times

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 3	Queue Management and Waiting times					
3.1	**PA Statement**	The facility has in place a queue management system to direct, manage and control the flow of users quickly and efficiently through the service process.					
Queue management systems	Is there an effective queue management system in place? (A system may include: a person or signs directing users where to wait , an electronic system or a numbering system).	There is **no** queue management system in place within the facility.	There **is** a queue management system (i.e. queue marshal, helpdesk), **but it is not** effective in directing, managing and controlling the flow of users throughout the facility.	There **is** a queue management system which works well **and** directs users quickly to the right place (i.e. a person or signs directing users where to wait , pole and rope barriers, an electronic system or a numbering system).	There **is** an electronic queue management system which works well and directs users quickly to the right place, **and** there is a dedicated floor-walker.		
	Is there a reception or helpdesk, manned and situated in a prominent position in the facility (where applicable)?	There is **no** reception or helpdesk.	There **is** an identified reception or helpdesk **but** no official manning it.	There **is** an identified, and manned reception or helpdesk, **with** an assigned official present, **and** situated in a prominent position within the facility.	There is a reception and a separate helpdesk which is identified and manned with an assigned official present, and situated in a prominent position within the facility.		
					PA Score	/	

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
Description				**Rating Scale - Monitor**			
3.2	**PA Statement**	The facility keeps users informed of their target waiting times and how long they can be expected to wait before being attended to.					
Waiting times	Does the facility display the target waiting times for users?	There are **no** target waiting times displayed.	The target waiting times **are** displayed **but not** visible to the user or are not displayed at all relevant service points.	The target waiting times **are** visibly displayed in various waiting areas.	There **are** target waiting times displayed at all waiting area **and** delays are communicated to users.		
					PA Score	/	
3.3	**PA Statement**	The facility's queue management system identifies users with special needs, and makes provision to fast-track service delivery and reduce waiting times.					
Special provisions for users	Are there queues or provisions made for users with special needs (i.e. the disabled, elderly, frail, pregnant women) to reduce waiting times?	There is **no** designated queue(s) or provision(s) made for users with special needs.	There is **no** designated queue(s) or provision(s) made for users with special needs, but preference is given to them if they are identified.	Users with special needs **are** identified promptly and directed towards clearly-marked queues **and/or** given preferential treatment.	To be determined during implementation.		
					PA Score	/	
					KPA Score	/	

KPA 4: Dignified treatment

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
KPA 4				**Dignified Treatment**			
4.1	**PA Statement**	The facility's staff treats users with courtesy, dignity and respect and provide services in a friendly manner.					
Courteous, dignified and respectful service	Did the staff treat users with courtesy, friendliness, dignity and respect? (Courtesy = the showing of politeness in one's attitude and behaviour toward others. Respect = to show regard or consideration for users rights. Dignity = quality of being worthy of honour or respect)	**Most** users **are not** treated with courtesy, friendliness, dignity and respect.	**Some** users **are not** treated with courtesy, friendliness, dignity and respect.	**All** users **are** treated with courtesy, friendliness, dignity and respect.	Staff go an **extra mile** to assist users beyond expectations of the service centre.		
					PA Score	/	
4.2	**PA Statement**	The facility takes reasonable steps to communicate with users in the language of their choice or provide interpretation services, if necessary.					
Language of choice	Did the staff address users in the dominant language(s) of the community?	**None** of the users are spoken to in the dominant language(s) of the community.	**Some** of the users are spoken to in the dominant language(s) of the community.	**All** the users are spoken to in the dominant language(s) of the community.	Best practice to be determined during implementation		
					PA Score	/	

	Description					
		Rating Scale - Monitor				
PA heading	**Questions**	**1 = Not achieved**	**2 = Partially Achieved**	**3 = Fully Achieved**	**4 = Achieved beyond compliance**	**Score** / **Comments**
4.3	**PA Statement**	The facility's staff is able to understand and respond appropriately to questions from users, and promptly process their service requests.				
Efficient and responsive officials	Do staff members process the service request quickly once the user has reached the counter or designated service point?	Services requests are processed **very slowly** by staff.	Service requests are processed **slowly,** some staff are slower than others	Service requests are processed **quickly.**	Service requests are processed **very quickly.**	
					PA Score	/
4.4	**PA Statement**	Users recognise the facility's staff by their name tags and/or distinguishing uniforms.				
Easily recognisable staff	Do facility staff wear name tags at all times?	**None** of the staff are wearing name tags.	**Some** of the staff are wearing name tags.	**All** of the staff are wearing name tags.	**All** of the staff are wearing name tags **with** their photographs printed on them.	
					PA Score	/
4.5	**PA Statement**	The facility provides users with information on how to apply for the services including the types of documents needed, the fees payable, and the process for following up on their service request or application.				
Information about application processes or service requests	To what extent does the facility provide information to users to assist them in applying for a service?	There is **no** information available in the facility (e.g. signboards or pamphlets) on the following: - application process - documentary requirements - the fees payable (if applicable) - process of following up (if applicable)	There is **some** information available in the facility (e.g. signboards or pamphlets) on **one** of the following: - application process - documentary requirements - the fees payable (if applicable) - process of following up (if applicable)	There is **adequate** information available in the facility (e.g. signboards or pamphlets) on **all** of the following: - application process - documentary requirements - the fees payable (if applicable) - process of following up (if applicable)	To de determined	
					PA Score	/
4.6	**PA Statement**	The facility publicises its service standards and targets so that users know and understand what to expect during their time at the facility.				
Awareness of service charters and standards	Is the service delivery charter displayed?	The service delivery charter is **not** displayed.	The facility displays a service delivery charter **but** it is not positioned prominently or visible to users.	The facility displays a service delivery charter **and** it is positioned prominently and visible.	The facility displays multiple service delivery charters at **all** key points across the facility.	
	Are sector-specific standards displayed?	The sector-specific standards are **not** displayed.	The facility displays sector-specific standards but it is not positioned prominently or visible to users.	The facility displays sector-specific standards **and** it is positioned prominently and visible.	The facility displays sector-specific standards at **all** key points across the facility.	
					PA Score	/
					KPA Score	/

	Description	Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
KPA 5: Cleanliness and Comfort							
	KPA 5	Cleanliness and Comfort					
5.1	PA Statement	**The facility is clean and maintained in a manner that enhances the user's experience and ensures a safe environment for the delivery of frontline services.**					
Cleanliness and maintenance of facility	Are the facility's grounds and outside areas kept clean and maintained?	The facility's grounds and outside areas are heavily littered with significant accumulations in bins **and/or** on the grounds, the plants and shrub beds are overgrown and the grass is not mowed.	There is littering with minor accumulations in bins **and/or** on the grounds, the grass and plants have been cut but demonstrate signs of regrowth.	The facility's ground and outside area are clean (i.e. no littering) and maintained (the grass and plants are cut and neat).	To be determined		
	Is the inside of the facility clean ?	If the facility is **very dirty** if **all** of the criteria is met: -the public spaces and waiting areas are heavily littered, **and** - the floors are dirty, **and** - a foul smell is present.	If the facility is **dirty** if **two of three** criteria is met: -the public spaces and waiting areas are heavily littered, **and/or** - the floors are dirty, **and/or** - a foul smell is present.	The inside of the facility is clean (free from litter in public spaces, free from dirt on floors and no foul smells) **and** well kept.	The inside of the facility is clean (free from litter and dirt) and well kept. There is continuous cleaning or it is done frequent intervals throughout the day. There is a mechanism through which users can rate the cleanliness of the facility.		
	Is the facility's buildings, fittings and fixtures well maintained?	The facility is poorly maintained if **five or more** of the following conditions are met: - There is visible water damage on the ceiling - The ceiling is broken - The paint is peeling off the walls - There are cracks on the walls - Electrical wiring is exposed - Lights are broken - Windows are broken - Air-conditioning is not functional.(if available) -Doors are broken - Gutters are blocked	The facility is somewhat maintained if between **one and five** of the conditions are met:: - There is visible water damage on the ceiling - The ceiling is broken - The paint is peeling off the walls - There are cracks on the walls - Electrical wiring is exposed - Lights are broken - Windows are broken - Air-conditioning is not functional.(if available) -Doors are broken - Gutters are blocked	The facility is well maintained if all of the ten conditions are met: - There is no visible water damage on the ceiling; - The ceiling is intact; - The paint is not peeling off the walls; - There are no cracks on the walls; - Electrical wiring is not exposed; - Lights are working; - Windows are not broken; - Air-conditioning is functional (if available); - Doors are intact (not broken); - Gutters are clear.	To be determined during implementation.		
	Is the furniture well maintained?	The furniture is poorly maintained if: - **most** of the chairs are broken, and/or - there is **significant** damage to most of the tables and counters.	The furniture is maintained if: - **some** of the chairs are broken and/or - there is **some** damage to the tables and counters.	The furniture is well maintained if **none** of the chairs, tables or counters are broken or damaged.	To be determined.		
					PA Score	/	

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
		Description		**Rating Scale - Monitor**			
5.2	PA Statement	The facility has sufficient and comfortable waiting areas that are protected from adverse weather conditions and have enough seating to accommodate the volumes of users it serves.					
Suitable waiting areas	Do the waiting area(s) have adequate seating to cater for the volumes of users?	There is **no** seating in the waiting area.	There is **some** seating but not enough to accommodate all users.	There is **adequate** seating to cater for all users.	To be determined.		
	Is the waiting area protected from adverse weather conditions?	The waiting area is **outside, not** covered **and** exposed to the elements	The waiting area is outside, covered with an overhead awning, **and** offers **some** protection from adverse weather conditions.	The waiting area is **inside,** enclosed, **and** well protected from adverse weather conditions, **and** has suitable ventilation.	The waiting area is inside, enclosed, and well protected from adverse weather conditions, and has suitable ventilation and heating systems.		
	Do users have access to drinking water in the waiting area(s)?	There is **no** drinking water in the waiting area.	There **is** drinking water, **but** only one clean cup available in the waiting areas(s)	There is drinking water, **which is** refilled regularly, **and** clean cups available in the waiting area(s).	There is a drinking water dispensed through a water purifier, **with** disposable cups.		
					PA Score	/	
5.3	PA Statement	The facility provides clean and functioning ablution facilities with the necessary toiletries to prevent the spread of disease.					
Ablution facilities are accessible, clean and in working order	Are the facility's ablution facilities clean and in working order?	The ablution facility is **very dirty** and **broken** if it meets **all** of the following criteria: - is dirty, and - toilets are broken/leaking, and - has no running water, and - doesn't flush.	The ablution facility is dirty, broken but still usable if it meets **one** of the following criteria: - is dirty, and - toilets are broken/leaking but still able to flush.	The ablution facility is clean, **in** working order, **has** running water **and** can be flushed.	To be determined during implementation.		
	Are the ablution facilities supplied with the necessary toiletries (toilet paper, soap, drying equipment)?	The ablution facilities has **none** of the necessary amenities and no provision is made to supply these amenities if there is no: - toilet paper; and - soap; and - hand-drying equipment or paper towels.	The ablution facilities has **some** of the necessary amenities and no provision is made to supply these amenities if there is toilet paper, but no soap, and/or hand-drying equipment or paper towels.	The ablution facility has **all** the necessary amenities if it has: - toilet paper (or toilet paper is made accessible); and - soap; and - hand-drying equipment or a functioning paper towel dispenser; and - appropriate disposal facilities in both male and female toilets.	The ablution facility has **all** amenities if it has: - toilet paper (or toilet paper is made accessible); and - soap and soap dispensers; and - hand-drying equipment or a functioning paper towel dispenser; and - appropriate disposal facilities in both male and female toilets; and - nappy changing facilities.		
	Do disabled users have access to suitable ablution facilities?	There are **no** ablution facilities suitable for disabled users	There is an ablution facility **but** it is not suitable for disabled users as it is either too small or the amenities are not suitable for the disabled.	There is an ablution facility suitable for disabled users, **and** it is in working order.	There is an ablution facility suitable for disabled users, **and** it is in working order **and** clearly marked.		
					PA Score	/	
					KPA Score	/	

	Description		Rating Scale - Monitor				
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
KPA 6: Safety							
	KPA 6	Safety					
6.1	**PA Statement**	**The facility has in place appropriate safeguards to protect users, staff and their possessions from harm and theft.**					
Safety and security measures	Is access to the facility controlled and monitored?	There is **no** access control at the facility.	There is **some** form of access control at the facility if **one** of the following criteria is met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is good access control at the facility if **at least two** of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is **excellent** access control at the facility if **most** of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process; - metal detectors and X-rays; - CCTV.		
	Are the facility's restricted areas signposted to prevent or minimise the risk of unauthorised entry?	Restricted areas are **not** marked or signposted.	There is considerable **variation** in the signposting of restricted areas, some are marked and others are not	All restricted areas are **clearly** marked.	Restricted areas are clearly marked and there is electronic access control or guard services at entrances.		
					PA Score	/	
6.2	**PA Statement**	**Facilities have health and safety procedures in place to handle emergencies or when dealing with sensitive user information.**					
Safety procedures	Are emergency procedures (e.g. evacuation plan, marked exits,) and equipment (e.g. fire extinguishers) clearly displayed and signposted within public spaces?	Emergency procedures are not compliant with building regulations if: - the evacuation plan is not displayed at key points within the facility; and - emergency exits are not appropriately signposted; and - fully-serviced fire extinguishers are not available in the public spaces.	Emergency procedures are **partially compliant** with building regulations if **one** of the following criteria is **not met**: - the evacuation plan is displayed at key points within the facility; - emergency exits are appropriately signposted; - fully-serviced fire extinguishers are available in the public spaces.	Emergency procedures are fully compliant with building regulations if: - the evacuation plan is displayed at key points within the facility; and - emergency exits are appropriately signposted; and - fully-serviced fire extinguishers are available in the public spaces.	All building regulations are complied with. Emergency drills are performed at least twice a year to test the safety procedures and plans.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
KPA 7: Opening and closing times/Service availability and efficiency							
	KPA 7	Opening and closing times/Service availability and efficiency					
7.1	PA Statement	Governments must ensure that users know the operational hours of the service point in order to access it					
Operational hours	Are the opening and closing times displayed at the main entrance or within the facility?	There are no opening and closing times displayed	The opening and closing times are displayed, but these are not visible.	Opening and closing times are clearly displayed, and visible at the main entrance of the premises or within the facility	Opening and closing times are clearly displayed and visible at the main entrance to the premises, to the buildings and at specific service points if they differ to that of the main facility.		
					PA Score	/	
7.2	PA Statement	The facility operates in line with the operational hours prescribed in norms and standards, ensures that services are provided on an ongoing basis during these times and has backup systems in place when utilities fail.					
Adherence to operational hours	Did you observe any disruptions to services due to staff breaks, meetings or system failures?	There were **major disruptions** as a result of staff members taking tea breaks, lunch breaks, attending staff meetings or equipment or power failures, and this impacted heavily on services.	There were **minor disruptions,** when staff chatted to each other or on their cellphones.	There were **no** disruptions at all.	To be determined.		
					PA Score	/	
					KPA Score	/	

Description			Rating Scale - Monitor				
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 8: Complaints and compliments management

	KPA 8	Complaints and compliments management					
8.1	PA Statement	The facility displays the complaints procedure in the waiting areas, public spaces and close to the exits.					
Awareness of complaint-lodging mechanisms	Does the facility display the complaints procedure to its users?	The complaints, compliments and suggestion procedure is **not** displayed.	The complaints, compliments and suggestion procedure **is** displayed **but** not prominently.	The complaints, compliments and suggestion procedure **is** displayed prominently.	There complaints procedure is prominently displayed in waiting areas, public spaces and close to exits **and** there are pamphlets available at the helpdesk **and** a staff member is on hand to explain the procedure.		
					PA Score	/	
8.2	PA Statement	The facility provides users with the equipment to lodge a complaint or compliment and tracks these until they are resolved					
Complaint- and compliment-lodging systems	Is there a clearly-marked complaints, compliments and suggestions box at this facility, that is easily accessible to users?	There is **no** complaints, compliments and suggestions box at this facility.	There is **a** complaints, compliments and suggestions box at this facility, but it is not clearly marked.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users. There is also a telephone with a list of hotline numbers as well as a complaints officer on hand to offer assistance.		
					PA Score	/	
					KPA Score	/	

HEALTH Monitor tool

planning, monitoring and evaluation
Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

The Presidency: Department of Planning, Monitoring and Evaluation		Office of the premier:	Province:
Frontline Service Delivery Monitoring: Questionnaire			Reference Number

Details of FSD Monitoring Site	
Name of Facility	
District	
Municipality	
Street Address	
Date of visit	DD/MM/YYYY

Name of monitor		
Name and Surname		
Contact Details	**Telephone**	
	E-mail	
	Other	

_____
Signature of monitor

_____
Date

PA heading	Description					Rating Scale - Monitor		Score	Comments
	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance				

KPA 1: Location and Accessibility

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 1	**Location and accessibility**					
1.1	**PA Statement**	**The facility's buildings and premises are accessible to the disabled and the elderly.**					
Physical access into facility	Is the facility accessible to the disabled and the elderly from the facility perimeter to the building(s)?	No provision is made to help the disabled or elderly gain access to the building and premises.	Some provision is made to help the disabled or elderly including **either** a handrail, **or** a ramp **or** some form of assistance constructed at the entrance of the facility but not easily accessible **and/or** user-friendly.	Adequate provision is made to help the disabled and elderly by means of ramps (built on an acceptable gradient), handrails **and/or** any other appropriate means, that is easily accessible and user-friendly.	There is a continuous path that enables the disabled and elderly unobstructed access from the facility perimeter to the buildings. This includes clear pathways, ramps and continuous handrails. The ramp's floor is constructed from non-slip material.		
	Is it easy for the disabled and the elderly to navigate their way inside the facility?	No provision is made to help the disabled or elderly navigate their way inside the building(s).	Some provision is made to help the disabled and elderly to navigate their way inside the facility. **Some points** in the facility have sufficient space to allow for ease of movement, and have ramps **and/or** handrails.	Adequate provision is made to help the disable and elderly to navigate their way inside the facility. There are ramps and handrails at **all points** within the facility (where needed) and passages are wide enough to allow ease of movement.	To be determined.		
	In a multi-storey facility, is provision made to help the disabled and the elderly access frontline services?	No provision is made, through the use of lifts or any other means, to help the disabled **and** elderly access services on the floors above ground level.	Some provision is made to help the disabled and elderly, but the lifts are not functional **or other** provisions put in place are not sufficient to enable easy access to frontline services on the floors above ground level.	Adequate provision is made to help the disabled and elderly access frontline services above ground level by means of functional lifts **or other** appropriate mechanisms.	Lifts are functional and disabled-friendly. Handrails and the operating panel are within easy reach of wheelchair users. Braille text or automated voice announcements assist visually-impaired users.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
KPA 2: Visibility and Signage							
	KPA 2	Visibility and Signage					
2.1	PA Statement	Users are able to locate the facility quickly and easily by following external signage.					
Signage to the facility	**External signage:** Is there visible signage on the roads or paths leading to the facility?	There is **no** signage leading to the facility.	There is **some** signage, but it is broken, vandalised and/or unclear.	There is **sufficient** signage that is: - **Clear** (if it contains a universally accepted icon or legible text); - **Visible** (if it is sufficiently large and easily read by pedestrians, public and private transport users); - **Useful** if it provides directional and distance information on both sides of the road.	There is **excellent** signage that is **clear**, **visible**, **useful, and** is located on the main and feeder roads leading to the facility.		
	External signage: Is the facility identified on the external sign by the main gate/entrance?	There is **no signage** by the main entrance/gate to identify the facility.	There is a sign but it is **not** clear or visible (e.g. the sign is faded, letters are missing and it is too small).	There is a **clear** and **visible** sign at the facility's entrance which describes the name of the facility.	There are clear signs at the facility's entrance **and** on the building which describe the name of the facility.		
					PA Score	/	
2.2	PA Statement	Users are able to navigate their way throughout the facility, by following internal signage to the correct service points and waiting areas.					
Signage within the facility	**Internal signage:** Does the signage inside the facility direct users to the correct service points and waiting areas?	There is **no** internal signage within the facility.	There is **some** internal signage in some areas or the signage is not clear enough to direct users to the correct services points or waiting areas.	There is adequate internal signage that is: **Clear:** contains legible text and is easily understandable; **and** **Visible:** sufficiently large to be read by all users and is placed prominently at key points throughout the facility; **and** **Useful:** provides directional assistance to the correct service points and waiting areas.	There is excellent internal signage (electronic) that is clear, visible, useful and contains additional and up-to-date information on the service points and directs users quickly and efficiently.		
					PA Score	/	

	Description		Rating Scale - Monitor				
PA heading	**Questions**	**1 = Not achieved**	**2 = Partially Achieved**	**3 = Fully Achieved**	**4 = Achieved beyond compliance**	**Score**	**Comments**
2.3	**PA Statement**	Users are helped to navigate their way through the facility by signage that contains easy-to-understand iconography and is translated into the local language of the community.					
Signage in main language of local community	**Internal signage:** Is the signage in English and the main language(s) of the surrounding community?	There is no signage.	The signage is written in only one language.	The signage is written in English and the local language of the community.	The signage is written in English and at least two local languages relevant to the community.		
Signage for the illiterate	Does the signage make provision for users that are illiterate to find the correct service points and waiting areas?	**None** of the signs have pictures and symbols.	**Some** of the signs are accompanied by icons, symbols, visualisations or pictures directing users to the main service points **or** waiting areas.	**All** of the signs contains icons, symbols, visualisations and pictures directing users to the main service points **and** waiting areas.	**All** of the signs contains icons, symbols, visualisations and pictures directing users to the main service points and waiting areas, **and** are colour-coded and illuminated for maximum visibility.		
					PA Score	/	
2.4	**PA Statement**	The facility provides users with information on its services, fees and management's contact details.					
Service offering/information	Are the contact details of the facility's manager displayed within the facility?	There are **no** contact details available for the facility's manager.	There is **some** information on the facility manager, but the contact details are incomplete and are not appropriately displayed.	**All** the relevant contact details and name of the facility manager are prominently displayed at the entrance(s) or waiting area(s) of the facility.	**All** the relevant contact details and names of the facility manager and management team are prominently displayed on photo boards at multiple points in the facility. Users are also given the option of texting or emailing the facility management.		
	Information: Is there signage that contains information on services offered at the facility?	There is **no** signposted information on services offered in the facility.	There are signs with **some** information on the services offered at the facility.	The signage describes **all** the services offered in the facility clearly.	The signage contains information about **all** the services, how they can be obtained and requirements for accessing those services.		
					PA Score	/	
					KPA Score	/	

	Description	Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 3: Queue management and waiting times

	KPA 3	Queue Management and Waiting times					
3.1	PA Statement	The facility has in place a queue management system to direct, manage and control the flow of users quickly and efficiently through the service process.					
Queue management systems	Is there an effective queue management system in place? (A system may include: a person or signs directing users where to wait , an electronic system or a numbering system).	There is **no** queue management system in place within the facility.	There **is** a queue management system (i.e. queue marshal, helpdesk), **but it is not** effective in directing, managing and controlling the flow of users throughout the facility.	There **is** a queue management system which works well **and** directs users quickly to the right place (i.e. a person or signs directing users where to wait , pole and rope barriers, an electronic system or a numbering system).	There **is** an electronic queue management system which works well and directs users quickly to the right place, **and** there is a dedicated floor-walker.		
	Is there a reception or helpdesk, manned and situated in a prominent position in the facility (where applicable)?	There is **no** reception or helpdesk.	There **is** an identified reception or helpdesk **but** no official manning it.	There **is** an identified, and manned reception or helpdesk, **with** an assigned official present, **and** situated in a prominent position within the facility.	There is a reception and a separate helpdesk which is identified and manned with an assigned official present, and situated in a prominent position within the facility.		
					PA Score	/	
3.2	PA Statement	The facility keeps users informed of their target waiting times and how long they can be expected to wait before being attended to.					
Waiting times	Does the facility display the target waiting times for users?	There are **no** target waiting times displayed.	The target waiting times **are** displayed **but not** visible to the user or are not displayed at all relevant service points.	The target waiting times **are** visibly displayed in various waiting areas.	There **are** target waiting times displayed at all waiting area **and** delays are communicated to users.		
					PA Score	/	
3.3	PA Statement	The facility's queue management system identifies users with special needs, and makes provision to fast-track service delivery and reduce waiting times.					
Special provisions for users	Are there queues or provisions made for users with special needs (i.e. the disabled, elderly, frail, pregnant women) to reduce waiting times?	There is **no** designated queue(s) or provision(s) made for users with special needs.	There is **no** designated queue(s) or provision(s) made for users with special needs, but preference is given to them if they are identified.	Users with special needs **are** identified promptly and directed towards clearly-marked queues **and/or** given preferential treatment.	To be determined during implementation.		
					PA Score	/	
					KPA Score	/	

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
Description		**Rating Scale - Monitor**					

KPA 4: Dignified treatment

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
KPA 4			**Dignified Treatment**				
4.1	**PA Statement**	The facility's staff treats users with courtesy, dignity and respect and provide services in a friendly manner.					
Courteous, dignified and respectful service	Did the staff treat users with courtesy, friendliness, dignity and respect? (Courtesy = the showing of politeness in one's attitude and behaviour toward others. Respect = to show regard or consideration for users rights. Dignity = quality of being worthy of honour or respect)	**Most** users **are not** treated with courtesy, friendliness, dignity and respect.	**Some** users **are not** treated with courtesy, friendliness, dignity and respect.	**All** users **are** treated with courtesy, friendliness, dignity and respect.	Staff go an **extra mile** to assist users beyond expectations of the service centre.		
					PA Score	/	
4.2	**PA Statement**	The facility takes reasonable steps to communicate with users in the language of their choice or provide interpretation services, if necessary.					
Language of choice	Did the staff address users in the dominant language(s) of the community?	**None** of the users are spoken to in the dominant language(s) of the community.	**Some** of the users are spoken to in the dominant language(s) of the community.	**All** the users are spoken to in the dominant language(s) of the community.	Best practice to be determined during implementation		
					PA Score	/	
4.3	**PA Statement**	The facility's staff is able to understand and respond appropriately to questions from users, and promptly process their service requests.					
Efficient and responsive officials	Do staff members process the service request quickly once the user has reached the counter or designated service point?	Services requests are processed **very slowly** by staff.	Service requests are processed **slowly,** some staff are slower than others	Service requests are processed **quickly.**	Service requests are processed **very quickly.**		
					PA Score	/	
4.4	**PA Statement**	Users recognise the facility's staff by their name tags and/or distinguishing uniforms.					
Easily recognisable staff	Do facility staff wear name tags at all times?	**None** of the staff are wearing name tags.	**Some** of the staff are wearing name tags.	**All** of the staff are wearing name tags.	**All** of the staff are wearing name tags **with** their photographs printed on them.		
					PA Score	/	
4.5	**PA Statement**	The facility publicises its service standards and targets so that users know and understand what to expect during their time at the facility.					
Awareness of service charters and standards	Is the service delivery charter displayed?	The service delivery charter is **not** displayed.	The facility displays a service delivery charter **but** it is not positioned prominently or visible to users.	The facility displays a service delivery charter **and** it is positioned prominently and visible.	The facility displays multiple service delivery charters at **all** key points across the facility.		
	Are sector-specific standards displayed?	The sector-specific standards are **not** displayed.	The facility displays sector-specific standards but it is not positioned prominently or visible to users.	The facility displays sector-specific standards **and** it is positioned prominently and visible.	The facility displays sector-specific standards at **all** key points across the facility.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 5: Cleanliness and Comfort

	KPA 5	Cleanliness and Comfort					
5.1	PA Statement	The facility is clean and maintained in a manner that enhances the user's experience and ensures a safe environment for the delivery of frontline services.					
Cleanliness and maintenance of facility	Are the facility's grounds and outside areas kept clean and maintained?	The facility's grounds and outside areas are heavily littered with significant accumulations in bins **and/or** on the grounds, the plants and shrub beds are overgrown and the grass is not mowed.	There is littering with minor accumulations in bins **and/or** on the grounds, the grass and plants have been cut but demonstrate signs of regrowth.	The facility's ground and outside area are clean (i.e. no littering) and maintained (the grass and plants are cut and neat).	To be determined		
	Is the inside of the facility clean ?	If the facility is **very dirty** if **all** of the criteria is met: -the public spaces and waiting areas are heavily littered, **and** - the floors are dirty, **and** - a foul smell is present.	If the facility is **dirty** if **two of three** criteria is met: -the public spaces and waiting areas are heavily littered, **and/or** - the floors are dirty, **and/or** - a foul smell is present.	The inside of the facility is clean (free from litter in public spaces, free from dirt on floors and no foul smells) **and** well kept.	The inside of the facility is clean (free from litter and dirt) and well kept. There is continuous cleaning or it is done frequent intervals throughout the day. There is an mechanism through which users can rate the cleanliness of the facility.		
	Is the facility's buildings, fittings and fixtures well maintained?	The facility is poorly maintained if **five or more** of the following conditions are met: - There is visible water damage on the ceiling - The ceiling is broken - The paint is peeling off the walls - There are cracks on the walls - Electrical wiring is exposed - Lights are broken - Windows are broken - Air-conditioning is not functional.(if available) -Doors are broken - Gutters are blocked	The facility is somewhat maintained if between **one and five** of the conditions are met:: - There is visible water damage on the ceiling - The ceiling is broken - The paint is peeling off the walls - There are cracks on the walls - Electrical wiring is exposed - Lights are broken - Windows are broken - Air-conditioning is not functional.(if available) -Doors are broken - Gutters are blocked	The facility is well maintained if all of the ten conditions are met: - There is no visible water damage on the ceiling; - The ceiling is intact; - The paint is not peeling off the walls; - There are no cracks on the walls; - Electrical wiring is not exposed; - Lights are working; - Windows are not broken; - Air-conditioning is functional (if available); - Doors are intact (not broken); - Gutters are clear.	To be determined during implementation.		
	Is the furniture well maintained?	The furniture is poorly maintained if: - **most** of the chairs are broken, and/or - there is **significant** damage to most of the tables and counters.	The furniture is maintained if: - **some** of the chairs are broken and/or - there is **some** damage to the tables and counters.	The furniture is well maintained if **none** of the chairs, tables or counters are broken or damaged.	To be determined.		

PA heading	Description				Rating Scale - Monitor			Score	Comments
	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance				

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
						PA Score /	
5.2 — PA Statement		The facility has sufficient and comfortable waiting areas that are protected from adverse weather conditions and have enough seating to accommodate the volumes of users it serves.					
Suitable waiting areas	Do the waiting area(s) have adequate seating to cater for the volumes of users?	There is **no** seating in the waiting area.	There is **some** seating but not enough to accommodate all users.	There is **adequate** seating to cater for all users.	To be determined.		
	Is the waiting area protected from adverse weather conditions?	The waiting area is **outside, not covered and** exposed to the elements	The waiting area is outside, covered with an overhead awning, **and** offers **some** protection from adverse weather conditions.	The waiting area is **inside,** enclosed, **and** well protected from adverse weather conditions, **and** has suitable ventilation.	The waiting area is inside, enclosed, and well protected from adverse weather conditions, and has suitable ventilation and heating systems.		
	Do users have access to drinking water in the waiting area(s)?	There is **no** drinking water in the waiting area.	There **is** drinking water, **but** only one clean cup available in the waiting areas(s)	There is drinking water, **which is** refilled regularly, **and** clean cups available in the waiting area(s).	There is a drinking water dispensed through a water purifier, **with** disposable cups.		
						PA Score /	
5.3 — PA Statement		The facility provides clean and functioning ablution facilities with the necessary toiletries to prevent the spread of disease.					
Ablution facilities are accessible, clean and in working order	Are the facility's ablution facilities clean and in working order?	The ablution facility is **very dirty** and **broken** if it meets **all** of the following criteria: - is dirty, and - toilets are broken/leaking, and - has no running water, and - doesn't flush.	The ablution facility is dirty, broken but still usable if it meets **one** of the following criteria: - is dirty, and - toilets are broken/leaking but still able to flush.	The ablution facility is clean, **in** working order, **has** running water **and** can be flushed.	To be determined during implementation.		
	Are the ablution facilities supplied with the necessary toiletries (toilet paper, soap, drying equipment)?	The ablution facilities has **none** of the necessary amenities and no provision is made to supply these amenities if there is no: - toilet paper; and - soap; and - hand-drying equipment or paper towels.	The ablution facilities has **some** of the necessary amenities and no provision is made to supply these amenities if there is toilet paper, but no soap, and/or hand-drying equipment or paper towels.	The ablution facility has **all** the necessary amenities if it has: - toilet paper (or toilet paper is made accessible); and - soap; and - hand-drying equipment or a functioning paper towel dispenser; and - appropriate disposal facilities in both male and female toilets.	The ablution facility has **all** amenities if it has: - toilet paper (or toilet paper is made accessible); and - soap and soap dispensers; and - hand-drying equipment or a functioning paper towel dispenser; and - appropriate disposal facilities in both male and female toilets; and - nappy changing facilities.		
	Do disabled users have access to suitable ablution facilities?	There are **no** ablution facilities suitable for disabled users	There is an ablution facility **but** it is not suitable for disabled users as it is either too small or the amenities are not suitable for the disabled.	There is an ablution facility suitable for disabled users, **and** it is in working order.	There is an ablution facility suitable for disabled users, **and** it is in working order **and** clearly marked.		
						PA Score /	
						KPA Score /	

Description		Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
KPA 6: Safety							
	KPA 6	Safety					
6.1	PA Statement	**The facility has in place appropriate safeguards to protect users, staff and their possessions from harm and theft.**					
Safety and security measures	Is access to the facility controlled and monitored?	There is **no** access control at the facility.	There is **some** form of access control at the facility if **one** of the following criteria is met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is good access control at the facility if **at least two** of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is **excellent** access control at the facility if **most** of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process; - metal detectors and X-rays; - CCTV.		
	Are the facility's restricted areas signposted to prevent or minimise the risk of unauthorised entry?	Restricted areas are **not** marked or signposted.	There is considerable **variation** in the signposting of restricted areas, some are marked and others are not	All restricted areas are **clearly** marked.	Restricted areas are clearly marked and there is electronic access control or guard services at entrances.		
					PA Score	/	
6.2	PA Statement	**Facilities have health and safety procedures in place to handle emergencies or when dealing with sensitive user information.**					
Safety procedures	Are emergency procedures (e.g. evacuation plan, marked exits,) and equipment (e.g. fire extinguishers) clearly displayed and signposted within public spaces?	Emergency procedures are not compliant with building regulations if: - the evacuation plan is not displayed at key points within the facility; and - emergency exits are not appropriately signposted; and - fully-serviced fire extinguishers are not available in the public spaces.	Emergency procedures are **partially compliant** with building regulations if **one** of the following criteria is **not met**: - the evacuation plan is displayed at key points within the facility; - emergency exits are appropriately signposted; - fully-serviced fire extinguishers are available in the public spaces.	Emergency procedures are fully compliant with building regulations if: - the evacuation plan is displayed at key points within the facility; and - emergency exits are appropriately signposted; and - fully-serviced fire extinguishers are available in the public spaces.	All building regulations are complied with. Emergency drills are performed at least twice a year to test the safety procedures and plans.		
					PA Score	/	
					KPA Score	/	

Description			Rating Scale - Monitor				
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 7: Opening and closing times/Service availability and efficiency

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 7	Opening and closing times/Service availability and efficiency					
7.1	PA Statement	Governments must ensure that users know the operational hours of the service point in order to access it					
Operational hours	Are the opening and closing times displayed at the main entrance or within the facility?	There are no opening and closing times displayed	The opening and closing times are displayed, but these are not visible.	Opening and closing times are clearly displayed, and visible at the main entrance of the premises or within the facility	Opening and closing times are clearly displayed and visible at the main entrance to the premises, to the buildings and at specific service points if they differ to that of the main facility.		
					PA Score	/	
7.2	PA Statement	The facility operates in line with the operational hours prescribed in norms and standards, ensures that services are provided on an ongoing basis during these times and has backup systems in place when utilities fail.					
Adherence to operational hours	Did you observe any disruptions to services due to staff breaks, meetings or system failures?	There were **major disruptions** as a result of staff members taking tea breaks, lunch breaks, attending staff meetings or equipment or power failures, and this impacted heavily on services.	There were **minor disruptions,** when staff chatted to each other or on their cellphones.	There were **no** disruptions at all.	To be determined.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 8: Complaints and compliments management

	KPA 8	Complaints and compliments management					
8.1	PA Statement	The facility displays the complaints procedure in the waiting areas, public spaces and close to the exits.					
Awareness of complaint-lodging mechanisms	Does the facility display the complaints procedure to its users?	The complaints, compliments and suggestion procedure is **not** displayed.	The complaints, compliments and suggestion procedure **is** displayed **but** not prominently.	The complaints, compliments and suggestion procedure **is** displayed prominently.	There complaints procedure is prominently displayed in waiting areas, public spaces and close to exits **and** there are pamphlets available at the helpdesk **and** a staff member is on hand to explain the procedure.		
					PA Score	/	
8.2	PA Statement	The facility provides users with the equipment to lodge a complaint or compliment and tracks these until they are resolved					
Complaint- and compliment-lodging systems	Is there a clearly-marked complaints, compliments and suggestions box at this facility, that is easily accessible to users?	There is **no** complaints, compliments and suggestions box at this facility.	There is **a** complaints, compliments and suggestions box at this facility, but it is not clearly marked.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users. There is also a telephone with a list of hotline numbers as well as a complaints officer on hand to offer assistance.		
					PA Score	/	
					KPA Score	/	

COURTS Monitor tool

The Presidency: Department of Planning, Monitoring and Evaluation		Office of the premier:	Province:
Frontline Service Delivery Monitoring: Questionnaire			Reference Number

Details of FSD Monitoring Site

Name of Facility	
District	
Municipality	
Street Address	
Date of visit	DD/MM/YYYY

Name of monitor

Name and Surname		
Contact Details	Telephone	
	E-mail	
	Other	

_____
Signature of monitor

_____
Date

Description			Rating Scale - Monitor				Score	Comments
PA heading	**Questions**	**1 = Not achieved**	**2 = Partially Achieved**	**3 = Fully Achieved**	**4 = Achieved beyond compliance**			

KPA 1: Location and Accessibility

PA heading		KPA 1	Location and accessibility					
		PA Statement	**The facility's buildings and premises are accessible to the disabled and the elderly.**					
1.2								
Physical access into facility	Is the facility accessible to the disabled and the elderly from the facility perimeter to the building(s)?	No provision is made to help the disabled or elderly gain access to the building and premises.	Some provision is made to help the disabled or elderly including **either** a handrail, **or** a ramp **or** some form of assistance constructed at the entrance of the facility but not easily accessible **and/or** user-friendly.	Adequate provision is made to help the disabled and elderly by means of ramps (built on an acceptable gradient), handrails **and/or** any other appropriate means, that is easily accessible and user-friendly.	There is a continuous path that enables the disabled and elderly unobstructed access from the facility perimeter to the buildings. This includes clear pathways, ramps and continuous handrails. The ramp's floor is constructed from non-slip material.			
	Is it easy for the disabled and the elderly to navigate their way inside the facility?	No provision is made to help the disabled or elderly navigate their way inside the building(s).	Some provision is made to help the disabled and elderly to navigate their way inside the facility. **Some points** in the facility have sufficient space to allow for ease of movement, and have ramps **and/or** handrails.	Adequate provision is made to help the disable and elderly to navigate their way inside the facility. There are ramps and handrails at **all points** within the facility (where needed) and passages are wide enough to allow ease of movement.	To be determined.			
	In a multi-storey facility, is provision made to help the disabled and the elderly access frontline services?	No provision is made, through the use of lifts or any other means, to help the disabled **and** elderly access services on the floors above ground level.	Some provision is made to help the disabled and elderly, but the lifts are not functional **or other** provisions put in place are not sufficient to enable easy access to frontline services on the floors above ground level.	Adequate provision is made to help the disabled and elderly access frontline services above ground level by means of functional lifts **or other** appropriate mechanisms.	Lifts are functional and disabled-friendly. Handrails and the operating panel are within easy reach of wheelchair users. Braille text or automated voice announcements assist visually-impaired users.			
					PA Score		/	
					KPA Score		/	

	Description	Rating Scale - Monitor				Score	Comments
PA heading	**Questions**	**1 = Not achieved**	**2 = Partially Achieved**	**3 = Fully Achieved**	**4 = Achieved beyond compliance**	**Score**	**Comments**
**KPA 2: Visibility and Signage**
	KPA 2		**Visibility and Signage**		
2.1	**PA Statement**		**Users are able to locate the facility quickly and easily by following external signage.**		
Signage to the facility	**External signage:** Is there visible signage on the roads or paths leading to the facility?	There is **no** signage leading to the facility.	There is **some** signage, but it is broken, vandalised and/or unclear.	There is **sufficient** signage that is: - **Clear** (if it contains a universally accepted icon or legible text); - **Visible** (if it is sufficiently large and easily read by pedestrians, public and private transport users); - **Useful** if it provides directional and distance information on both sides of the road.	There is **excellent** signage that is **clear**, **visible**, **useful, and** is located on the main and feeder roads leading to the facility.		
	External signage: Is the facility identified on the external sign by the main gate/entrance?	There is **no signage** by the main entrance/gate to identify the facility.	There is a sign but it is **not** clear or visible (e.g. the sign is faded, letters are missing and it is too small).	There is a **clear** and **visible** sign at the facility's entrance which describes the name of the facility.	There are clear signs at the facility's entrance **and** on the building which describe the name of the facility.		
					PA Score	*I*	
2.2	**PA Statement**		**Users are able to navigate their way throughout the facility, by following internal signage to the correct service points and waiting areas.**		
Signage within the facility	**Internal signage:** Does the signage inside the facility direct users to the correct service points and waiting areas?	There is **no** internal signage within the facility.	There is **some** internal signage in some areas or the signage is not clear enough to direct users to the correct services points or waiting areas.	There is adequate internal signage that is: **Clear:** contains legible text and is easily understandable; **and** **Visible:** sufficiently large to be read by all users and is placed prominently at key points throughout the facility; **and** **Useful:** provides directional assistance to the correct service points and waiting areas.	There is excellent internal signage (electronic) that is clear, visible, useful and contains additional and up-to-date information on the service points and directs users quickly and efficiently.		
					PA Score	*I*	
2.3	**PA Statement**		**Users are helped to navigate their way through the facility by signage that contains easy-to-understand iconography and is translated into the local language of the community.**		
Signage in main language of local community	**Internal signage:** Is the signage in English and the main language(s) of the surrounding community?	There is no signage.	The signage is written in only one language.	The signage is written in English and the local language of the community.	The signage is written in English and at least two local languages relevant to the community.		
					PA Score	*I*	

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
Description		**Rating Scale - Monitor**					
2.3	**PA Statement**	**The facility provides users with information on its services, fees and management's contact details.**					
Service offering/information	Are the contact details of the facility's manager displayed within the facility?	There are **no** contact details available for the facility's manager.	There is **some** information on the facility manager, but the contact details are incomplete and are not appropriately displayed.	**All** the relevant contact details and name of the facility manager are prominently displayed at the entrance(s) or waiting area(s) of the facility.	**All** the relevant contact details and names of the facility manager and management team are prominently displayed on photo boards at multiple points in the facility. Users are also given the option of texting or emailing the facility management.		
	Information: Is there signage that contains information on services offered at the facility?	There is **no** signposted information on services offered in the facility.	There are signs with **some** information on the services offered at the facility.	The signage describes **all** the services offered in the facility clearly.	The signage contains information about **all** the services, how they can be obtained and requirements for accessing those services.		
				PA Score		/	
				KPA Score		/	

KPA 3: Queue management and waiting times

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 3	**Queue Management and Waiting times**					
3.1	**PA Statement**	**The facility has in place a queue management system to direct, manage and control the flow of users quickly and efficiently through the service process.**					
Queue management systems	Is there an effective queue management system in place? (A system may include: a person or signs directing users where to wait , an electronic system or a numbering system).	There is **no** queue management system in place within the facility.	There **is** a queue management system (i.e. queue marshal, helpdesk), **but it is not** effective in directing, managing and controlling the flow of users throughout the facility.	There **is** a queue management system which works well **and** directs users quickly to the right place (i.e. a person or signs directing users where to wait , pole and rope barriers, an electronic system or a numbering system).	There **is** an electronic queue management system which works well and directs users quickly to the right place, **and** there is a dedicated floor-walker.		
	Is there a reception or helpdesk, manned and situated in a prominent position in the facility (where applicable)?	There is **no** reception or helpdesk.	There **is** an identified reception or helpdesk **but** no official manning it.	There **is** an identified, and manned reception or helpdesk, **with** an assigned official present, **and** situated in a prominent position within the facility.	There is a reception and a separate helpdesk which is identified and manned with an assigned official present, and situated in a prominent position within the facility.		
				PA Score		/	

PA heading	Description					Rating Scale - Monitor			
	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
3.2	PA Statement	The facility keeps users informed of their target waiting times and how long they can be expected to wait before being attended to.					
Waiting times	Does the facility display the target waiting times for users?	There are **no** target waiting times displayed.	The target waiting times **are** displayed **but not** visible to the user or are not displayed at all relevant service points.	The target waiting times **are** visibly displayed in various waiting areas.	There **are** target waiting times displayed at all waiting area **and** delays are communicated to users.		
					PA Score	/	
3.3	PA Statement	The facility's queue management system identifies users with special needs, and makes provision to fast-track service delivery and reduce waiting times.					
Special provisions for users	Are there queues or provisions made for users with special needs (i.e. the disabled, elderly, frail, pregnant women) to reduce waiting times?	There is **no** designated queue(s) or provision(s) made for users with special needs.	There is **no** designated queue(s) or provision(s) made for users with special needs, but preference is given to them if they are identified.	Users with special needs **are** identified promptly and directed towards clearly-marked queues **and/or** given preferential treatment.	To be determined during implementation.		
					PA Score	/	
					KPA Score	/	

KPA 4: Dignified treatment

PA heading	KPA 4	Dignified Treatment					
4.1	PA Statement	The facility's staff treats users with courtesy, dignity and respect and provide services in a friendly manner.					
Courteous, dignified and respectful service	Did the staff treat users with courtesy, friendliness, dignity and respect? (Courtesy = the showing of politeness in one's attitude and behaviour toward others. Respect = to show regard or consideration for users rights. Dignity = quality of being worthy of honour or respect)	**Most** users **are not** treated with courtesy, friendliness, dignity and respect.	**Some** users **are not** treated with courtesy, friendliness, dignity and respect.	**All** users **are** treated with courtesy, friendliness, dignity and respect.	Staff go an **extra mile** to assist users beyond expectations of the service centre.		
					PA Score	/	
4.2	PA Statement	The facility takes reasonable steps to communicate with users in the language of their choice or provide interpretation services, if necessary.					
Language of choice	Did the staff address users in the dominant language(s) of the community?	**None** of the users are spoken to in the dominant language(s) of the community.	**Some** of the users are spoken to in the dominant language(s) of the community.	**All** the users are spoken to in the dominant language(s) of the community.	Best practice to be determined during implementation		
					PA Score	/	

Description		Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
4.3	**PA Statement**	**The facility's staff is able to understand and respond appropriately to questions from users, and promptly process their service requests.**					
Efficient and responsive officials	Do staff members process the service request quickly once the user has reached the counter or designated service point?	Services requests are processed **very slowly** by staff.	Service requests are processed **slowly,** some staff are slower than others	Service requests are processed **quickly.**	Service requests are processed **very quickly.**		
					PA Score	/	
4.4	**PA Statement**	**Users recognise the facility's staff by their name tags and/or distinguishing uniforms.**					
Easily recognisable staff	Do facility staff wear name tags at all times?	**None** of the staff are wearing name tags.	**Some** of the staff are wearing name tags.	**All** of the staff are wearing name tags.	**All** of the staff are wearing name tags **with** their photographs printed on them.		
					PA Score	/	
4.6	**PA Statement**	**The facility publicises its service standards and targets so that users know and understand what to expect during their time at the facility.**					
Awareness of service charters and standards	Is the service delivery charter displayed?	The service delivery charter is **not** displayed.	The facility displays a service delivery charter **but** it is not positioned prominently or visible to users.	The facility displays a service delivery charter **and** it is positioned prominently and visible.	The facility displays multiple service delivery charters at **all** key points across the facility.		
	Are sector-specific standards displayed?	The sector-specific standards are **not** displayed.	The facility displays sector-specific standards but it is not positioned prominently or visible to users.	The facility displays sector-specific standards **and** it is positioned prominently and visible.	The facility displays sector-specific standards at **all** key points across the facility.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
KPA 5: Cleanliness and Comfort							
	KPA 5	Cleanliness and Comfort					
5.1	**PA Statement**	**The facility is clean and maintained in a manner that enhances the user's experience and ensures a safe environment for the delivery of frontline services.**					
Cleanliness and maintenance of facility	Are the facility's grounds and outside areas kept clean and maintained?	The facility's grounds and outside areas are heavily littered with significant accumulations in bins **and/or** on the grounds, the plants and shrub beds are overgrown and the grass is not mowed.	There is littering with minor accumulations in bins **and/or** on the grounds, the grass and plants have been cut but demonstrate signs of regrowth.	The facility's ground and outside area are clean (i.e. no littering) and maintained (the grass and plants are cut and neat).	To be determined		
	Is the inside of the facility clean ?	If the facility is **very dirty** if **all** of the criteria is met: -the public spaces and waiting areas are heavily littered, **and** - the floors are dirty, **and** - a foul smell is present.	If the facility is **dirty** if **two of three** criteria is met: -the public spaces and waiting areas are heavily littered, **and/or** - the floors are dirty, **and/or** - a foul smell is present.	The inside of the facility is clean (free from litter in public spaces, free from dirt on floors and no foul smells) **and** well kept.	The inside of the facility is clean (free from litter and dirt) and well kept. There is continuous cleaning or it is done frequent intervals throughout the day. There is an mechanism through which users can rate the cleanliness of the facility.		
	Is the facility's buildings, fittings and fixtures well maintained?	The facility is poorly maintained if **five or more** of the following conditions are met: - There is visible water damage on the ceiling - The ceiling is broken - The paint is peeling off the walls - There are cracks on the walls - Electrical wiring is exposed - Lights are broken - Windows are broken - Air-conditioning is not functional.(if available) -Doors are broken - Gutters are blocked	The facility is somewhat maintained if between **one and five** of the conditions are met:: - There is visible water damage on the ceiling - The ceiling is broken - The paint is peeling off the walls - There are cracks on the walls - Electrical wiring is exposed - Lights are broken - Windows are broken - Air-conditioning is not functional.(if available) -Doors are broken - Gutters are blocked	The facility is well maintained if all of the ten conditions are met: - There is no visible water damage on the ceiling; - The ceiling is intact; - The paint is not peeling off the walls; - There are no cracks on the walls; - Electrical wiring is not exposed; - Lights are working; - Windows are not broken; - Air-conditioning is functional (if available); - Doors are intact (not broken); - Gutters are clear.	To be determined during implementation.		
	Is the furniture well maintained?	The furniture is poorly maintained if: - **most** of the chairs are broken, and/or - there is **significant** damage to most of the tables and counters.	The furniture is maintained if: - **some** of the chairs are broken and/or - there is **some** damage to the tables and counters.	The furniture is well maintained if **none** of the chairs, tables or counters are broken or damaged.	To be determined.		
					PA Score	/	

	Description				Rating Scale - Monitor			
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
5.2	**PA Statement**	**The facility has sufficient and comfortable waiting areas that are protected from adverse weather conditions and have enough seating to accommodate the volumes of users it serves.**					
Suitable waiting areas	Do the waiting area(s) have adequate seating to cater for the volumes of users?	There is **no** seating in the waiting area.	There is **some** seating but not enough to accommodate all users.	There is **adequate** seating to cater for all users.	To be determined.		
	Is the waiting area protected from adverse weather conditions?	The waiting area is **outside, not** covered **and** exposed to the elements	The waiting area is outside, covered with an overhead awning, **and** offers **some** protection from adverse weather conditions.	The waiting area is **inside,** enclosed, **and** well protected from adverse weather conditions, **and** has suitable ventilation.	The waiting area is inside, enclosed, and well protected from adverse weather conditions, and has suitable ventilation and heating systems.		
	Do users have access to drinking water in the waiting area(s)?	There is **no** drinking water in the waiting area.	There **is** drinking water, **but** only one clean cup available in the waiting areas(s)	There is drinking water, **which is** refilled regularly, **and** clean cups available in the waiting area(s).	There is a drinking water dispensed through a water purifier, **with** disposable cups.		
					PA Score	/	
5.3	**PA Statement**	**The children's court has child-friendly facilities to improve the experience of children, mothers and babies.**					
Child-friendly facilities	Does the court have a child-friendly waiting area?	There is **no** child-friendly waiting area at the court.	There is a waiting area **but** it is not child-friendly. There are no kid-sized table(s) and chairs or activities within the waiting area.	There is a waiting area for children with kid-sized table(s) **and** chairs **and** age-appropriate games.	There is separate waiting area for children, **and** this is equipped with tables, chairs and age-appropriate games, **and** overseen by a child-minder.		
					PA Score	/	

Description						Rating Scale - Monitor		
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments	
5.4	PA Statement	The facility provides clean and functioning ablution facilities with the necessary toiletries to prevent the spread of disease.						
Ablution facilities are accessible, clean and in working order	Are the facility's ablution facilities clean and in working order?	The ablution facility is **very dirty and broken** if it meets **all** of the following criteria: - is dirty, and - toilets are broken/leaking, and - has no running water, and - doesn't flush.	The ablution facility is dirty, broken but still usable if it meets **one** of the following criteria: - is dirty, and - toilets are broken/leaking but still able to flush.	The ablution facility is clean, **in** working order, **has** running water **and** can be flushed.	To be determined during implementation.			
	Are the ablution facilities supplied with the necessary toiletries (toilet paper, soap, drying equipment)?	The ablution facilities has **none** of the necessary amenities and no provision is made to supply these amenities if there is no: - toilet paper; and - soap; and - hand-drying equipment or paper towels.	The ablution facilities has **some** of the necessary amenities and no provision is made to supply these amenities if there is toilet paper, but no soap, and/or hand-drying equipment or paper towels.	The ablution facility has **all** the necessary amenities if it has: - toilet paper (or toilet paper is made accessible); and - soap; and - hand-drying equipment or a functioning paper towel dispenser; and - appropriate disposal facilities in both male and female toilets.	The ablution facility has **all** amenities if it has: - toilet paper (or toilet paper is made accessible); and - soap and soap dispensers; and - hand-drying equipment or a functioning paper towel dispenser; and - appropriate disposal facilities in both male and female toilets; and - nappy changing facilities.			
	Do disabled users have access to suitable ablution facilities?	There are **no** ablution facilities suitable for disabled users	There is an ablution facility **but** it is not suitable for disabled users as it is either too small or the amenities are not suitable for the disabled.	There is an ablution facility suitable for disabled users, **and** it is in working order.	There is an ablution facility suitable for disabled users, **and** it is in working order **and** clearly marked.			
					PA Score	/		
					KPA Score	/		

	Description		Rating Scale - Monitor				
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 6: Safety

	KPA 6	Safety					
6.1	PA Statement	The facility has in place appropriate safeguards to protect users, staff and their possessions from harm and theft.					
Safety and security measures	Is access to the facility controlled and monitored?	There is **no** access control at the facility.	There is **some** form of access control at the facility if **one** of the following criteria is met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is good access control at the facility if **at least two** of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is **excellent** access control at the facility if **most** of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process; - metal detectors and X-rays; - CCTV.		
	Are the facility's restricted areas signposted to prevent or minimise the risk of unauthorised entry?	Restricted areas are **not** marked or signposted.	There is considerable **variation** in the signposting of restricted areas, some are marked and others are not	All restricted areas are **clearly** marked.	Restricted areas are clearly marked and there is electronic access control or guard services at entrances.		
					PA Score	/	
6.2	PA Statement	Facilities have health and safety procedures in place to handle emergencies or when dealing with sensitive user information.					
Safety procedures	Are emergency procedures (e.g. evacuation plan, marked exits,) and equipment (e.g. fire extinguishers) clearly displayed and signposted within public spaces?	Emergency procedures are not compliant with building regulations if: - the evacuation plan is not displayed at key points within the facility; and - emergency exits are not appropriately signposted; and - fully-serviced fire extinguishers are not available in the public spaces.	Emergency procedures are **partially compliant** with building regulations if **one** of the following criteria is **not met**: - the evacuation plan is displayed at key points within the facility; - emergency exits are appropriately signposted; - fully-serviced fire extinguishers are available in the public spaces.	Emergency procedures are fully compliant with building regulations if: - the evacuation plan is displayed at key points within the facility; and - emergency exits are appropriately signposted; and - fully-serviced fire extinguishers are available in the public spaces.	All building regulations are complied with. Emergency drills are performed at least twice a year to test the safety procedures and plans.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
KPA 7: Opening and closing times/Service availability and efficiency							
	KPA 7	Opening and closing times/Service availability and efficiency					
7.1	**PA Statement**	**Governments must ensure that users know the operational hours of the service point in order to access it**					
Operational hours	Are the opening and closing times displayed at the main entrance or within the facility?	There are no opening and closing times displayed	The opening and closing times are displayed, but these are not visible.	Opening and closing times are clearly displayed, and visible at the main entrance of the premises or within the facility	Opening and closing times are clearly displayed and visible at the main entrance to the premises, to the buildings and at specific service points if they differ to that of the main facility.		
					PA Score	/	
7.2	**PA Statement**	**The facility operates in line with the operational hours prescribed in norms and standards, ensures that services are provided on an ongoing basis during these times and has backup systems in place when utilities fail.**					
Adherence to operational hours	Did you observe any disruptions to services due to staff breaks, meetings or system failures?	There were **major disruptions** as a result of staff members taking tea breaks, lunch breaks, attending staff meetings or equipment or power failures, and this impacted heavily on services.	There were **minor disruptions,** when staff chatted to each other or on their cellphones.	There were **no** disruptions at all.	To be determined.		
					PA Score	/	
					KPA Score	/	

	Description	Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
KPA 8: Complaints and compliments management							
	KPA 8	Complaints and compliments management					
8.1	PA Statement	The facility displays the complaints procedure in the waiting areas, public spaces and close to the exits.					
Awareness of complaint-lodging mechanisms	Does the facility display the complaints procedure to its users?	The complaints, compliments and suggestion procedure is **not** displayed.	The complaints, compliments and suggestion procedure **is** displayed **but** not prominently.	The complaints, compliments and suggestion procedure **is** displayed prominently.	There complaints procedure is prominently displayed in waiting areas, public spaces and close to exits **and** there are pamphlets available at the helpdesk **and** a staff member is on hand to explain the procedure.		
					PA Score	/	
8.2	PA Statement	The facility provides users with the equipment to lodge a complaint or compliment and tracks these until they are resolved					
Complaint- and compliment-lodging systems	Is there a clearly-marked complaints, compliments and suggestions box at this facility, that is easily accessible to users?	There is **no** complaints, compliments and suggestions box at this facility.	There is **a** complaints, compliments and suggestions box at this facility, but it is not clearly marked.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users. There is also a telephone with a list of hotline numbers as well as a complaints officer on hand to offer assistance.		
					PA Score	/	
					KPA Score	/	

HOME AFFAIRS Monitor tool

Department: Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

The Presidency: Department of Planning, Monitoring and Evaluation		Office of the premier:	Province:
Frontline Service Delivery Monitoring: Questionnaire			Reference Number
Details of FSD Monitoring Site			
Name of Facility			
District			
Municipality			
Street Address			
Date of visit	DD/MM/YYYY		
Name of monitor			
Name and Surname			
Contact Details	Telephone		
	E-mail		
	Other		

_____   _____
Signature of monitor   **Date**

	Description	Rating Scale - Monitor				Score	Comments
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 1: Location and Accessibility

	KPA 1	Location and accessibility					
1.1	PA Statement	The facility's buildings and premises are accessible to the disabled and the elderly.					
Physical access into facility	Is the facility accessible to the disabled and the elderly from the facility perimeter to the building(s)?	No provision is made to help the disabled or elderly gain access to the building and premises.	Some provision is made to help the disabled or elderly including **either** a handrail, **or** a ramp **or** some form of assistance constructed at the entrance of the facility but not easily accessible **and/or** user-friendly.	Adequate provision is made to help the disabled and elderly by means of ramps (built on an acceptable gradient), handrails **and/or** any other appropriate means, that is easily accessible and user-friendly.	There is a continuous path that enables the disabled and elderly unobstructed access from the facility perimeter to the buildings. This includes clear pathways, ramps and continuous handrails. The ramp's floor is constructed from non-slip material.		
	Is it easy for the disabled and the elderly to navigate their way inside the facility?	No provision is made to help the disabled or elderly navigate their way inside the building(s).	Some provision is made to help the disabled and elderly to navigate their way inside the facility. **Some points** in the facility have sufficient space to allow for ease of movement, and have ramps **and/or** handrails.	Adequate provision is made to help the disable and elderly to navigate their way inside the facility. There are ramps and handrails at **all points** within the facility (where needed) and passages are wide enough to allow ease of movement.	To be determined.		
	In a multi-storey facility, is provision made to help the disabled and the elderly access frontline services?	No provision is made, through the use of lifts or any other means, to help the disabled **and** elderly access services on the floors above ground level.	Some provision is made to help the disabled and elderly, but the lifts are not functional **or other** provisions put in place are not sufficient to enable easy access to frontline services on the floors above ground level.	Adequate provision is made to help the disabled and elderly access frontline services above ground level by means of functional lifts **or other** appropriate mechanisms.	Lifts are functional and disabled-friendly. Handrails and the operating panel are within easy reach of wheelchair users. Braille text or automated voice announcements assist visually-impaired users.		
					PA Score	/	
					KPA Score	/	

	Description	Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
KPA 2: Visibility and Signage							
	KPA 2	Visibility and Signage					
2.1	PA Statement	Users are able to locate the facility quickly and easily by following external signage.					
Signage to the facility	**External signage:** Is there visible signage on the roads or paths leading to the facility?	There is **no** signage leading to the facility.	There is **some** signage, but it is broken, vandalised and/or unclear.	There is **sufficient** signage that is: - **Clear** (if it contains a universally accepted icon or legible text); - **Visible** (if it is sufficiently large and easily read by pedestrians, public and private transport users); - **Useful** if it provides directional and distance information on both sides of the road.	There is **excellent** signage that is **clear**, **visible**, **useful, and** is located on the main and feeder roads leading to the facility.		
	External signage: Is the facility identified on the external sign by the main gate/entrance?	There is **no signage** by the main entrance/gate to identify the facility.	There is a sign but it is **not** clear or visible (e.g. the sign is faded, letters are missing and it is too small).	There is a **clear** and **visible** sign at the facility's entrance which describes the name of the facility.	There are clear signs at the facility's entrance **and** on the building which describe the name of the facility.		
					PA Score	/	
2.2	PA Statement	Users are able to navigate their way throughout the facility, by following internal signage to the correct service points and waiting areas.					
Signage within the facility	**Internal signage:** Does the signage inside the facility direct users to the correct service points and waiting areas?	There is **no** internal signage within the facility.	There is **some** internal signage in some areas or the signage is not clear enough to direct users to the correct services points or waiting areas.	There is adequate internal signage that is: **Clear:** contains legible text and is easily understandable; **and** **Visible:** sufficiently large to be read by all users and is placed prominently at key points throughout the facility; **and** **Useful:** provides directional assistance to the correct service points and waiting areas.	There is excellent internal signage (electronic) that is clear, visible, useful and contains additional and up-to-date information on the service points and directs users quickly and efficiently.		
					PA Score	/	

Description			Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
2.3	PA Statement	Users are helped to navigate their way through the facility by signage that contains easy-to-understand iconography and is translated into the local language of the community.					
Signage in main language of local community	**Internal signage:** Is the signage in English and the main language(s) of the surrounding community?	There is no signage.	The signage is written in only one language.	The signage is written in English and the local language of the community.	The signage is written in English and at least two local languages relevant to the community.		
Signage for the illiterate	Does the signage make provision for users that are illiterate to find the correct service points and waiting areas?	**None** of the signs have pictures and symbols.	**Some** of the signs are accompanied by icons, symbols, visualisations or pictures directing users to the main service points **or** waiting areas.	**All** of the signs contains icons, symbols, visualisations and pictures directing users to the main service points **and** waiting areas.	**All** of the signs contains icons, symbols, visualisations and pictures directing users to the main service points and waiting areas, **and** are colour-coded and illuminated for maximum visibility.		
					PA Score	/	
2.4	PA Statement	The facility provides users with information on its services, fees and management's contact details.					
Service offering/information	Are the contact details of the facility's manager displayed within the facility?	There are **no** contact details available for the facility's manager.	There is **some** information on the facility manager, but the contact details are incomplete and are not appropriately displayed.	**All** the relevant contact details and name of the facility manager are prominently displayed at the entrance(s) or waiting area(s) of the facility.	**All** the relevant contact details and names of the facility manager and management team are prominently displayed on photo boards at multiple points in the facility. Users are also given the option of texting or emailing the facility management.		
	Information: Is there signage that contains information on services offered at the facility?	There is **no** signposted information on services offered in the facility.	There are signs with **some** information on the services offered at the facility.	The signage describes **all** the services offered in the facility clearly.	The signage contains information about **all** the services, how they can be obtained and requirements for accessing those services.		
	Information: Is the information that describes the fees payable for services displayed in the facility?	**No** information on the service fee is displayed in the facility.	Information on service fees **can only be** accessed at a specific counter in the facility or the helpdesk.	Information on the service fees **is** displayed at the waiting area, **and** outside the facility **and** is available from the helpdesk or counter.	To be determined.		
					PA Score	/	
					KPA Score	/	

PA heading	Description	Rating Scale - Monitor				Score	Comments
	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance		

KPA 3: Queue management and waiting times

PA heading	Description	Rating Scale - Monitor				Score	Comments
	KPA 3	Queue Management and Waiting times					
3.1	PA Statement	The facility has in place a queue management system to direct, manage and control the flow of users quickly and efficiently through the service process.					
Queue management systems	Is there an effective queue management system in place? (A system may include: a person or signs directing users where to wait , an electronic system or a numbering system).	There is **no** queue management system in place within the facility.	There **is** a queue management system (i.e. queue marshal, helpdesk), **but it is not** effective in directing, managing and controlling the flow of users throughout the facility.	There **is** a queue management system which works well **and** directs users quickly to the right place (i.e. a person or signs directing users where to wait , pole and rope barriers, an electronic system or a numbering system).	There **is** an electronic queue management system which works well and directs users quickly to the right place, **and** there is a dedicated floor-walker.		
	Is there a reception or helpdesk, manned and situated in a prominent position in the facility (where applicable)?	There is **no** reception or helpdesk.	There **is** an identified reception or helpdesk **but** no official manning it.	There **is** an identified, and manned reception or helpdesk, **with** an assigned official present, **and** situated in a prominent position within the facility.	There is a reception and a separate helpdesk which is identified and manned with an assigned official present, and situated in a prominent position within the facility.		
					PA Score	/	
3.2	PA Statement	The facility keeps users informed of their target waiting times and how long they can be expected to wait before being attended to.					
Waiting times	Does the facility display the target waiting times for users?	There are **no** target waiting times displayed.	The target waiting times **are** displayed **but not** visible to the user or are not displayed at all relevant service points.	The target waiting times **are** visibly displayed in various waiting areas.	There **are** target waiting times displayed at all waiting area **and** delays are communicated to users.		
					PA Score	/	
3.3	PA Statement	The facility's queue management system identifies users with special needs, and makes provision to fast-track service delivery and reduce waiting times.					
Special provisions for users	Are there queues or provisions made for users with special needs (i.e. the disabled, elderly, frail, pregnant women) to reduce waiting times?	There is **no** designated queue(s) or provision(s) made for users with special needs.	There is **no** designated queue(s) or provision(s) made for users with special needs, but preference is given to them if they are identified.	Users with special needs **are** identified promptly and directed towards clearly-marked queues **and/or** given preferential treatment.	To be determined during implementation.		
					PA Score	/	
					KPA Score	/	

Description			Rating Scale - Monitor				
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 4: Dignified treatment

	KPA 4	Dignified Treatment					
4.1	PA Statement	The facility's staff treats users with courtesy, dignity and respect and provide services in a friendly manner.					
Courteous, dignified and respectful service	Did the staff treat users with courtesy, friendliness, dignity and respect? (Courtesy = the showing of politeness in one's attitude and behaviour toward others. Respect = to show regard or consideration for users rights. Dignity = quality of being worthy of honour or respect)	**Most** users **are not** treated with courtesy, friendliness, dignity and respect.	**Some** users **are not** treated with courtesy, friendliness, dignity and respect.	**All** users **are** treated with courtesy, friendliness, dignity and respect.	Staff go an **extra mile** to assist users beyond expectations of the service centre.		
					PA Score	/	
4.2	PA Statement	The facility takes reasonable steps to communicate with users in the language of their choice or provide interpretation services, if necessary.					
Language of choice	Did the staff address users in the dominant language(s) of the community?	**None** of the users are spoken to in the dominant language(s) of the community.	**Some** of the users are spoken to in the dominant language(s) of the community.	**All** the users are spoken to in the dominant language(s) of the community.	Best practice to be determined during implementation		
					PA Score	/	
4.3	PA Statement	The facility's staff is able to understand and respond appropriately to questions from users, and promptly process their service requests.					
Efficient and responsive officials	Do staff members process the service request quickly once the user has reached the counter or designated service point?	Services requests are processed **very slowly** by staff.	Service requests are processed **slowly,** some staff are slower than others	Service requests are processed **quickly.**	Service requests are processed **very quickly.**		
					PA Score	/	
4.4	PA Statement	Users recognise the facility's staff by their name tags and/or distinguishing uniforms.					
Easily recognisable staff	Do facility staff wear name tags at all times?	**None** of the staff are wearing name tags.	**Some** of the staff are wearing name tags.	**All** of the staff are wearing name tags.	**All** of the staff are wearing name tags **with** their photographs printed on them.		
					PA Score	/	

Description			Rating Scale - Monitor				
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
4.5	PA Statement	The facility provides users with information on how to apply for the services including the types of documents needed, the fees payable, and the process for following up on their service request or application.					
Information about application processes or service requests	To what extent does the facility provide information to users to assist them in applying for a service?	There is **no** information available in the facility (e.g. signboards or pamphlets) on the following: - application process - documentary requirements - the fees payable (if applicable) - process of following up (if applicable)	There is **some** information available in the facility (e.g. signboards or pamphlets) on **one** of the following: - application process - documentary requirements - the fees payable (if applicable) - process of following up (if applicable)	There is **adequate** information available in the facility (e.g. signboards or pamphlets) on **all** of the following: - application process - documentary requirements - the fees payable (if applicable) - process of following up (if applicable)	To de determined		
					PA Score	/	
4.6	PA Statement	The facility publicises its service standards and targets so that users know and understand what to expect during their time at the facility.					
Awareness of service charters and standards	Is the service delivery charter displayed?	The service delivery charter is **not** displayed.	The facility displays a service delivery charter **but** it is not positioned prominently or visible to users.	The facility displays a service delivery charter **and** it is positioned prominently and visible.	The facility displays multiple service delivery charters at **all** key points across the facility.		
	Are sector-specific standards displayed?	The sector-specific standards are **not** displayed.	The facility displays sector-specific standards but it is not positioned prominently or visible to users.	The facility displays sector-specific standards **and** it is positioned prominently and visible.	The facility displays sector-specific standards at **all** key points across the facility.		
					PA Score	/	
					KPA Score	/	

	Description	Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 5: Cleanliness and Comfort

	KPA 5	Cleanliness and Comfort					
5.1	**PA Statement**	**The facility is clean and maintained in a manner that enhances the user's experience and ensures a safe environment for the delivery of frontline services.**					
Cleanliness and maintenance of facility	Are the facility's grounds and outside areas kept clean and maintained?	The facility's grounds and outside areas are heavily littered with significant accumulations in bins **and/or** on the grounds, the plants and shrub beds are overgrown and the grass is not mowed.	There is littering with minor accumulations in bins **and/or** on the grounds, the grass and plants have been cut but demonstrate signs of regrowth.	The facility's ground and outside area are clean (i.e. no littering) and maintained (the grass and plants are cut and neat).	To be determined		
	Is the inside of the facility clean ?	If the facility is **very dirty** if **all** of the criteria is met: -the public spaces and waiting areas are heavily littered, **and** - the floors are dirty, **and** - a foul smell is present.	If the facility is **dirty** if **two of three** criteria is met: -the public spaces and waiting areas are heavily littered, **and/or** - the floors are dirty, **and/or** - a foul smell is present.	The inside of the facility is clean (free from litter in public spaces, free from dirt on floors and no foul smells) **and** well kept.	The inside of the facility is clean (free from litter and dirt) and well kept. There is continuous cleaning or it is done frequent intervals throughout the day. There is an mechanism through which users can rate the cleanliness of the facility.		
	Is the facility's buildings, fittings and fixtures well maintained?	The facility is poorly maintained if **five or more** of the following conditions are met: - There is visible water damage on the ceiling - The ceiling is broken - The paint is peeling off the walls - There are cracks on the walls - Electrical wiring is exposed - Lights are broken - Windows are broken - Air-conditioning is not functional.(if available) -Doors are broken - Gutters are blocked	The facility is somewhat maintained if between **one and five** of the conditions are met:: - There is visible water damage on the ceiling - The ceiling is broken - The paint is peeling off the walls - There are cracks on the walls - Electrical wiring is exposed - Lights are broken - Windows are broken - Air-conditioning is not functional.(if available) -Doors are broken - Gutters are blocked	The facility is well maintained if all of the ten conditions are met: - There is no visible water damage on the ceiling; - The ceiling is intact; - The paint is not peeling off the walls; - There are no cracks on the walls; - Electrical wiring is not exposed; - Lights are working; - Windows are not broken; - Air-conditioning is functional (if available); - Doors are intact (not broken); - Gutters are clear.	To be determined during implementation.		
	Is the furniture well maintained?	The furniture is poorly maintained if: - **most** of the chairs are broken, and/or - there is **significant** damage to most of the tables and counters.	The furniture is maintained if: - **some** of the chairs are broken and/or - there is **some** damage to the tables and counters.	The furniture is well maintained if **none** of the chairs, tables or counters are broken or damaged.	To be determined.		

PA heading		Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
Description			**Rating Scale - Monitor**					
						PA Score	/	
5.2		**PA Statement**	**The facility has sufficient and comfortable waiting areas that are protected from adverse weather conditions and have enough seating to accommodate the volumes of users it serves.**					
Suitable waiting areas		Do the waiting area(s) have adequate seating to cater for the volumes of users?	There is **no** seating in the waiting area.	There is **some** seating but not enough to accommodate all users.	There is **adequate** seating to cater for all users.	To be determined.		
		Is the waiting area protected from adverse weather conditions?	The waiting area is **outside, not** covered **and** exposed to the elements	The waiting area is outside, covered with an overhead awning, **and** offers **some** protection from adverse weather conditions.	The waiting area is **inside**, enclosed, **and** well protected from adverse weather conditions, **and** has suitable ventilation.	The waiting area is inside, enclosed, and well protected from adverse weather conditions, and has suitable ventilation and heating systems.		
		Do users have access to drinking water in the waiting area(s)?	There is **no** drinking water in the waiting area.	There **is** drinking water, **but** only one clean cup available in the waiting areas(s)	There is drinking water, **which is** refilled regularly, **and** clean cups available in the waiting area(s).	There is a drinking water dispensed through a water purifier, **with** disposable cups.		
						PA Score	/	
5.4		**PA Statement**	**The facility provides clean and functioning ablution facilities with the necessary toiletries to prevent the spread of disease.**					
Ablution facilities are accessible, clean and in working order		Are the facility's ablution facilities clean and in working order?	The ablution facility is **very dirty** and **broken** if it meets **all** of the following criteria: - is dirty, and - toilets are broken/leaking, and - has no running water, and - doesn't flush.	The ablution facility is dirty, broken but still usable if it meets **one** of the following criteria: - is dirty, and - toilets are broken/leaking but still able to flush.	The ablution facility is clean, **in** working order, **has** running water **and** can be flushed.	To be determined during implementation.		
		Are the ablution facilities supplied with the necessary toiletries (toilet paper, soap, drying equipment)?	The ablution facilities has **none** of the necessary amenities and no provision is made to supply these amenities if there is no: - toilet paper; and - soap; and - hand-drying equipment or paper towels.	The ablution facilities has **some** of the necessary amenities and no provision is made to supply these amenities if there is toilet paper, but no soap, and/or hand-drying equipment or paper towels.	The ablution facility has **all** the necessary amenities if it has: - toilet paper (or toilet paper is made accessible); and - soap; and - hand-drying equipment or a functioning paper towel dispenser; and - appropriate disposal facilities in both male and female toilets.	The ablution facility has **all** amenities if it has: - toilet paper (or toilet paper is made accessible); and - soap and soap dispensers; and - hand-drying equipment or a functioning paper towel dispenser; and - appropriate disposal facilities in both male and female toilets; and - nappy changing facilities.		
		Do disabled users have access to suitable ablution facilities?	There are **no** ablution facilities suitable for disabled users	There is an ablution facility **but** it is not suitable for disabled users as it is either too small or the amenities are not suitable for the disabled.	There is an ablution facility suitable for disabled users, **and** it is in working order.	There is an ablution facility suitable for disabled users, **and** it is in working order **and** clearly marked.		
						PA Score	/	
						KPA Score	/	

Description		Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 6: Safety

	KPA 6	Safety					
6.1	**PA Statement**	**The facility has in place appropriate safeguards to protect users, staff and their possessions from harm and theft.**					
Safety and security measures	Is access to the facility controlled and monitored?	There is **no** access control at the facility.	There is **some** form of access control at the facility if **one** of the following criteria is met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is good access control at the facility if **at least two** of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is **excellent** access control at the facility if **most** of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process; - metal detectors and X-rays; - CCTV.		
	Are the facility's restricted areas signposted to prevent or minimise the risk of unauthorised entry?	Restricted areas are **not** marked or signposted.	There is considerable **variation** in the signposting of restricted areas, some are marked and others are not	All restricted areas are **clearly** marked.	Restricted areas are clearly marked and there is electronic access control or guard services at entrances.		
					PA Score	/	
6.2	**PA Statement**	**Facilities have health and safety procedures in place to handle emergencies or when dealing with sensitive user information.**					
Safety procedures	Are emergency procedures (e.g. evacuation plan, marked exits,) and equipment (e.g. fire extinguishers) clearly displayed and signposted within public spaces?	Emergency procedures are not compliant with building regulations if: - the evacuation plan is not displayed at key points within the facility; and - emergency exits are not appropriately signposted; and - fully-serviced fire extinguishers are not available in the public spaces.	Emergency procedures are **partially compliant** with building regulations if **one** of the following criteria is **not met**: - the evacuation plan is displayed at key points within the facility; - emergency exits are appropriately signposted; - fully-serviced fire extinguishers are available in the public spaces.	Emergency procedures are fully compliant with building regulations if: - the evacuation plan is displayed at key points within the facility; and - emergency exits are appropriately signposted; and - fully-serviced fire extinguishers are available in the public spaces.	All building regulations are complied with. Emergency drills are performed at least twice a year to test the safety procedures and plans.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
KPA 7: Opening and closing times/Service availability and efficiency							
	KPA 7	Opening and closing times/Service availability and efficiency					
7.1	PA Statement	Governments must ensure that users know the operational hours of the service point in order to access it					
Operational hours	Are the opening and closing times displayed at the main entrance or within the facility?	There are no opening and closing times displayed	The opening and closing times are displayed, but these are not visible.	Opening and closing times are clearly displayed, and visible at the main entrance of the premises or within the facility	Opening and closing times are clearly displayed and visible at the main entrance to the premises, to the buildings and at specific service points if they differ to that of the main facility.		
					PA Score	/	
7.2	PA Statement	The facility operates in line with the operational hours prescribed in norms and standards, ensures that services are provided on an ongoing basis during these times and has backup systems in place when utilities fail.					
Adherence to operational hours	Did you observe any disruptions to services due to staff breaks, meetings or system failures?	There were **major disruptions** as a result of staff members taking tea breaks, lunch breaks, attending staff meetings or equipment or power failures, and this impacted heavily on services.	There were **minor disruptions,** when staff chatted to each other or on their cellphones.	There were **no** disruptions at all.	To be determined.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Monitor					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
KPA 8: Complaints and compliments management							
	KPA 8	Complaints and compliments management					
8.1	**PA Statement**	**The facility displays the complaints procedure in the waiting areas, public spaces and close to the exits.**					
Awareness of complaint-lodging mechanisms	Does the facility display the complaints procedure to its users?	The complaints, compliments and suggestion procedure is **not** displayed.	The complaints, compliments and suggestion procedure **is** displayed **but** not prominently.	The complaints, compliments and suggestion procedure **is** displayed prominently.	There complaints procedure is prominently displayed in waiting areas, public spaces and close to exits **and** there are pamphlets available at the helpdesk **and** a staff member is on hand to explain the procedure.		
					PA Score	/	
8.2	**PA Statement**	**The facility provides users with the equipment to lodge a complaint or compliment and tracks these until they are resolved**					
Complaint- and compliment-lodging systems	Is there a clearly-marked complaints, compliments and suggestions box at this facility, that is easily accessible to users?	There is **no** complaints, compliments and suggestions box at this facility.	There is **a** complaints, compliments and suggestions box at this facility, but it is not clearly marked.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users. There is also a telephone with a list of hotline numbers as well as a complaints officer on hand to offer assistance.		
					PA Score	/	
					KPA Score	/	

DLTC Staff tool

The Presidency: Department of Planning, Monitoring and Evaluation		Office of the premier:		
			Province:	
Frontline Service Delivery Monitoring: Questionnaire			Reference Number	
Details of FSD Monitoring Site				
Name of Facility				
District				
Municipality				
Street Address				
Date of visit	DD/MM/YYYY			
Details of Staff Member				
First Name				
Last Name				
Gender	**Male**		**Female**	
Race	**African**	**Coloured**	**Asian**	**White**
Designation (level)				
Contact Details	**Email**			
	Telephone			
	Other			
Disability		**Yes**	**No**	
Name of monitor				
Name and Surname				
Contact Details	**Email**			
	Telephone			
	Other			

_____   _____
Signature of monitor   **Date**

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 1: Location and Accessibility

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 1	Location and accessibility					
1.1	PA Statement	The facility is accessible to all users in line with travel distance norms set by national or provincial government.					
Accessible distance	How far do most users travel to reach this facility?	Most users travel more than 30 kilometres.	Most users travel between 10 and 30 kilometres.	Most users travel between 5 and 10 kilometres.	Most users travel 5 kilometres or less.		
					PA Score	/	
1.2	PA Statement	The facility's buildings and premises are accessible to the disabled and the elderly.					
Physical access into facility	To what extent is provision made to assist the disabled and the elderly to access the facility building(s)?	No provision is made to help the disabled or elderly gain access to the building and premises.	Some provision is made to help the disabled or elderly including either a handrail, a ramp or some form of assistance constructed at the entrance of the facility but not easily accessible and/or user-friendly.	Adequate provision is made to help the disabled and elderly by means of ramps (built on an acceptable gradient), handrails and/or any other appropriate means, that is easily accessible and user-friendly.	There is a continuous path that enables the disabled and elderly unobstructed access from the facility perimeter to the buildings. This includes clear pathways, ramps and continuous handrails. The ramp's floor is constructed from non-slip material.		
	Is it easy for the disabled and the elderly to navigate their way inside the facility?	No provision is made to help the disabled or elderly navigate their way inside the building(s).	Some provision is made to help the disabled and elderly navigate their way inside the facility. Some points in the facility have sufficient space to allow for ease of movement, and have ramps and/or handrails.	Adequate provision is made to help the disable and elderly navigate their way inside the facility. There are ramps and handrails at **all points** within the facility (where needed) and passages are wide enough to allow ease of movement.	To be determined.		
	In a multi-storey facility, is provision made to help the disabled and the elderly access frontline services?	No provision is made, through the use of lifts or any other means, to help the disabled or elderly access services on the floors above ground level.	Some provision is made to help the disabled and elderly, but the lifts are not functional **or other** provisions put in place are not sufficient to enable easy access to frontline services on the floors above ground level.	Adequate provision is made to help the disabled and elderly access frontline services above ground level by means of functional lifts **or other** appropriate mechanisms.	Lifts are functional **and** disabled-friendly. Handrails and the operating panel are within easy reach of wheelchair users. Braille text or automated voice announcements assist visually-impaired users.		
					PA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
1.3	PA Statement	The facility is fit for purpose, has sufficient space, resources and equipment to provide the services in line with the volume of users it receives.					
Physical premised fit for purpose	Is there sufficient parking at the DLTCs for users?	There is no parking area demarcated for users of the DLTC.	There is a demarcated parking area for the DLTC's users **but it is not** sufficient to accommodate all users, there are cars parked outside on kerbs and the road.	There is demarcated parking area that accommodates all users, **and** specially designated parking bays for the disabled.	There is a demarcated parking area and demarcated parking bays for the disabled, elderly, mothers and tots as well as additional overflow parking.		
	To what extent is this facility able to provide all the services it is meant to?	We are not able to provide **most** of the frontline services specified in terms of sector norms and standards.	We are not able to provide **some** of the frontline services specified in terms of sector norms and standards.	We are able to provide **all** the frontline services specified in terms of sector norms and standards.	We provide **all** services we are required to provide in terms of sector norms and standards, **and** have added additional services to meet the specific needs of the community.		
					PA Score	/	
1.4	PA Statement	The facility has the minimum equipment necessary for its staff to perform their functions and deliver a reliable, efficient and quality service to users.					
Adequacy and availability of equipment and staff to provide services	To what extent are the facility's computers, telephones, and faxes functional?	**None** of the facility's computers, telephones and faxes are functional.	**Some** of the facility's computers, telephones and faxes are functional.	**All** the facility's computers, telephones and faxes are functional.	**All** the facility's computers, telephones and faxes are functional, **and** there is a reliable internet connection at the time of the visit.		
					PA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
					KPA Score	/	

KPA 2: Visibility and Signage

PA heading		KPA 2	Visibility and Signage				
2.1	PA Statement	Users are able to locate the facility quickly and easily by following external signage.					
Signage to the facility	**External signage:** Is there visible signage on the roads or paths leading to the facility?	There is **no** signage leading to the facility.	There are **some** signage but they are not clear **or** they don't accurately show the distance and direction.	There is **sufficient** and **clear** signage showing directions leading to the facility.	There is **a lot of** signage that clearly shows the direction and distance to the facility from far away.		
	External signage: Is the facility identified on the external sign by the main gate/entrance?	There is **no signage** by the main entrance/gate to identify the facility.	There is a sign but it is **not** clear or visible (e.g. the sign is faded, letters are missing and it is too small).	There is **clear** and **visible** sign at the facility's entrance which describes the name of the facility.	There is clear sign at the facility's entrance **and** on the building which describes the name of the facility.		
					PA Score	/	
2.2	PA Statement	The facility provides users with information on its services, fees and management's contact details.					
Service offering/information	Are the contact details of the facility's manager displayed within the facility?	There are **no** contact details available for the facility's manager.	There is some information on the facility manager, but the contact details are incomplete and are not appropriately displayed.	**All** the relevant contact details and name of the facility manager are prominently displayed at the entrance(s) or waiting area(s) of the facility.	**All** the relevant contact details and names of the facility manager and management team are prominently displayed on photo boards at multiple points in the facility. Users are also given the option of texting or emailing the facility management.		
	Information: Is there signage that contains information on services offered at the facility?	There is **no** signposted information on services offered in the facility.	There are signs with **some** information on the services offered at the facility.	The signage describes **all** the services offered in the facility clearly.	The signage contains information about **all** the services, how they can be obtained and requirements for accessing those services.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 3: Queue management and waiting times

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 3	Queue Management and Waiting times					
3.1	PA Statement	The facility has in place a queue management system to direct, manage and control the flow of users quickly and efficiently through the service process.					
Queue management systems	Is there an effective queue management system in place? (A system may include: a person or signs directing users where to wait , an electronic system or a numbering system).	There is **no** queue management system in place within the facility.	There **is** a queue management system (i.e. queue marshal, helpdesk), **but it is not** effective in directing, managing and controlling the flow of users throughout the facility.	There **is** a queue management system which works well **and** directs users quickly to the right place (i.e. a person or signs directing users where to wait , pole and rope barriers, an electronic system or a numbering system).	There **is** an electronic queue management system which works well and directs users quickly to the right place, **and** there is a dedicated floor-walker.		
					PA Score	/	
3.2	PA Statement	The facility keeps users informed of their target waiting times and how long users can be expected to wait before being attended to.					
Waiting times	Does the facility display the target waiting times for users?	There are no target waiting times displayed.	The target waiting times are displayed but are not visible to the user or are not displayed at all relevant service points.	The target waiting times are visibly displayed in various waiting areas.	There are target waiting times displayed at all waiting areas and delays are communicated to users.		
					PA Score	/	
3.3	PA Statement	The facility's queue management system identifies users with special needs, and makes provision to fast-track service delivery and reduce waiting times.					
Special provisions for users	Are there queues or provisions made for users with special needs (i.e. the disabled, elderly, frail, pregnant women) to reduce waiting times?	There is **no** designated queue(s) or provision(s) made for users with special needs.	There is **no** designated queue(s) or provision(s) made for users with special needs, but preference is given to them if they are identified.	Users with special needs **are** identified promptly and directed towards clearly-marked queues **and/or** given preferential treatment.	To be determined during implementation.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 4: Dignified treatment

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 4	Dignified Treatment					
4.1	PA Statement	The facility takes reasonable steps to communicate with users in the language of their choice or provide interpretation services, if necessary.					
Language understood by users	Does the facility make provision to translate or interpret information into a language understood by users, if needed?	There are no efforts made to translate or interpret information for users.	There are some efforts made to translate or interpret information for users, but it is incumbent on users to ask for or pre-arrange these services.	Provision is made to translate or interpret information in the facility without causing delays to users (e.g. staff members are designated to help translate or there is an interpreter on hand).	To be determined.		
					PA Score	/	
4.2	PA Statement	The facility's staff is able to understand and respond appropriately to questions from users, and promptly process their service requests.					
Efficient and responsive officials	Do staff members process the service request quickly once the user has reached the counter or designated service point?	Services requests are processed **very slowly** by staff.	Service requests are processed **slowly**, some staff are slower than others.	Service requests are processed **quickly**.	Service requests are processed **very quickly**, and the time taken is monitored by the facility.		
					PA Score	/	
4.3	PA Statement	Users recognise the facility's staff by their name tags and/or distinguishing uniforms.					
Easily recognisable staff	Do facility staff wear name tags at all times?	We **never** wear our name tags.	We **sometimes** wear our name tags **or** some staff wear them while others don't.	We wear our name tags at **all** times.	We wear our name tags at **all** times, **and** each tag has a photo of the staff member on it.		
					PA Score	/	
4.4	PA Statement	The facility provides users with information on how to apply for the services including the types of documents needed, the fees payable, and the process for following up on their service request or application.					
Information about application processes or service requests	To what extent does the facility provide information to users on what is needed to apply for a service and what fees are payable?	There is **no** information available in the facility (e.g. signboards or pamphlets) on the following: - application process; - documentary requirements; - the fees payable (if applicable); - process of following up (if applicable).	There is **some** information available in the facility (e.g. signboards or pamphlets) on **one** of the following: - application process; - documentary requirements; - the fees payable (if applicable); - process of following up (if applicable).	There is **adequate** information available in the facility (e.g. signboards or pamphlets) on **all** of the following: - application process; - documentary requirements; - the fees payable (if applicable); - process of following up (if applicable).	To de determined.		
					PA Score	/	

	Description	Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
4.5	PA Statement	The facility publicises its service standards and targets so that users know and understand what to expect during their time at the facility.					
Awareness of service charters and standards	Is the service delivery charter prominently displayed and visible?	The service delivery charter is **not** displayed.	The facility displays a service delivery charter **but** it is not positioned prominently or visible to users.	The facility displays a service delivery charter **and** it is positioned prominently and visible to users.	The facility displays multiple service delivery charters at **all** key points across the facility.		
	Are sector-specific standards prominently displayed and visible?	The sector-specific standards are **not** displayed.	The facility displays sector-specific standards but these are not positioned prominently or visible to users.	The facility displays sector-specific standards **and** these are positioned prominently and visible to users.	The facility displays sector-specific standards at **all** key points across the facility.		
					PA Score	/	
					KPA Score	/	

KPA 5: Cleanliness and Comfort

	KPA 5	Cleanliness and Comfort					
5.1	PA Statement	The facility has sufficient and comfortable waiting areas that are protected from the elements and have enough seating to accommodate the volumes of users it serves.					
Suitable waiting areas	Does the waiting area(s) have adequate seating to cater for the volumes of users?	There is no seating in the waiting area.	There is some seating but not enough to accommodate all users.	There is adequate seating to cater for all users.	To be determined.		
					PA Score	/	
5.2	PA Statement	The facility provides clean and functioning ablution facilities with the necessary toiletries to prevent the spread of disease.					
Ablution facilities are accessible, clean and in working order	Does the facility make available the necessary toiletries to users?	No amenities are supplied.	Only toilet paper is made available but only when asked for.	All toiletries (toilet paper, soap and hand-drying equipment /paper) are made available, and users are aware of how to access them (in the case of toilet paper).	To be determined.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 6: Safety

	KPA 6	Safety					
6.1	PA Statement	The facility has in place appropriate safeguards to protect users, staff and their possessions from harm and theft.					
Safety and security measures	Do you feel safe in and around the facility with the current safety measures?	I don't feel safe.	I feel safe sometimes.	I always feel safe.	Best practice to be determined during implementation.		
	Is access to the facility controlled and monitored?	There is **no** access control at the facility.	There is **some** form of access control at the facility if **one** of the following criteria is met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is good access control at the facility if at least two of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is excellent access control at the facility if most of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process; - metal detectors and X-rays; - CCTV.		
	Are the facility's restricted areas clearly marked to prevent or minimise the risk of unauthorised entry?	**None** of the restricted areas are marked.	**Some** of restricted areas are marked and others are not.	All restricted areas are clearly marked.	All restricted areas are clearly marked and there is electronic access control or guard services at these entrances.		
					PA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
6.2	PA Statement	Facilities have health and safety procedures in place to handle emergencies or when dealing with sensitive user information.					
Safety procedures	Does this facility have a fully-stocked first aid kit in a marked location?	There is no first aid kit.	There is a first aid kit but it is not well stocked.	There is a fully-stocked first aid kit in a marked location with a checklist.	There are several fully-stocked first aid kits in all key points, and several staff members are trained on how to use them to treat injuries.		
	Are emergency procedures (e.g. evacuation plan, marked exits) and equipment (e.g. fire extinguishers) clearly displayed and signposted within public spaces?	Emergency procedures are not compliant with building regulations if: - the evacuation plan is not displayed at key points within the facility; and - emergency exits are not appropriately signposted; and - fully-serviced fire extinguishers are not available in the public spaces.	Emergency procedures are **partially compliant** with building regulations if **one** of the following criteria is **not met**: - the evacuation plan is displayed at key points within the facility; - emergency exits are appropriately signposted; - fully-serviced fire extinguishers are available in the public spaces.	Emergency procedures are fully compliant with building regulations if: - the evacuation plan is displayed at key points within the facility; and - emergency exits are appropriately signposted; and - fully-serviced fire extinguishers are available in the public spaces.	All building regulations are complied with. Emergency drills are performed at least twice a year to test the safety procedures and plans.		
					PA Score	/	
6.3	PA Statement	The facility stores all user records in a secure location from where they can be retrieved quickly, and puts in place safeguards to prevent loss and unauthorised access and protect the confidentiality of users.					
Safety of records	Are user records stored securely, protected from unauthorised access, and classified for easy retrieval?	There is **no** secure place to store user records.	There is a records storage area **but** it doesn't appear secured or there is no restricted access to the area.	There is a restricted-access area where user documentation is stored **and** classified for easy retrieval.	All user records are stored electronically, easily retrieved **and** are kept safe through access controls and passwords.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 7: Opening and closing times/Service availability and efficiency

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 7	Opening and closing times/Service availability and efficiency					
7.1	PA Statement	The facility operates in line with the operational hours prescribed in norms and standards, ensures that services are provided on an ongoing basis during these times, and has backup systems in place when utilities fail.					
Adherence to operational hours	Are the opening times adhered to?	We **never** open on time.	We **sometimes** open on time.	We **always** open on time.	We open **earlier** than our advertised opening times.		
	Does service start on time as soon as the facility opens?	Service never starts on time.	Service sometimes starts on time.	Service always starts on time.	Service always starts earlier than our opening times.		
	Are closing times adhered to?	We always close the doors before closing time.	We sometimes close the doors before closing time.	We only close the doors at closing time but don't stop serving users.	We often close the doors, and stop service after closing time.		
	Do you have a backup system to continue providing services when the electricity or water is interrupted?	There is **no** backup, we have to turn users away.	There is backup, **but** it doesn't always work or it doesn't last sufficiently long for the service to continue.	There is a good backup **and** it allows us to continue doing our work.	To be determined.		
	If the facility's computers and networks are offline, are there alternative systems for staff to use?	There is **no** manual or alternative system to use so service delivery has to stop.	There is **an** alternative system but it is not implemented or followed.	There is **an** alternative system which allows the staff to continue providing services.	To be determined.		
7.2	PA Statement	Government must ensure that users receive services within the turnaround times as defined in the sector-specific standards or service delivery charter					
Service efficiency and availability	Was the service delivered within the turnaround time as described in the service standards while in the facility?	We **never** deliver within the timeframes specified in norms and standards.	We **sometimes** deliver within the timeframes specified in norms and standards.	We **always** deliver within the timeframes specified in norms and standards.	We deliver **faster** than the timeframes specified in norms and standards.		
	Does this centre process licence applications within the prescribed 10 day period?	We **never** process licence applications within the prescribed 10 day period	We **sometimes** process licence applications within the prescribed 10 day period	We **always** process licence applications within the prescribed 10 day period	We process licence applications **faster** than the prescribed 10 day period		
	Do you monitor the turnaround times for service delivery?	We **never** monitor service delivery turnaround times.	We **sometimes** monitor service delivery turnaround times.	We **always** monitor service delivery turnaround times.	We monitor service delivery turnaround times and regularly track our progress towards achieving the targets.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 8: Complaints and compliments management

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 8	Complaints and compliments management					
8.1	PA Statement	The facility displays the complaints procedure in the waiting areas, public spaces and close to the exits.					
Awareness of complaint-lodging mechanisms	Does the facility prominently display the complaints procedure to its users?	The complaints, compliments and suggestion procedure is **not** displayed.	The complaints, compliments and suggestion procedure **is** displayed **but** not prominently.	The complaints, compliments and suggestion procedure **is** displayed prominently.	The complaints, compliments and suggestion procedure is prominently displayed in waiting areas, public spaces and close to exits **AND** there are pamphlets available at the helpdesk **and** a staff member is on hand to explain the procedure.		
				PA Score		/	
8.2	PA Statement	The facility provides users with the equipment to lodge a complaint or compliment and tracks these until they are resolved					
Complaint- and compliment-lodging systems	Is there a clearly marked complaints, compliments and suggestions box at this facility, with stationery available for users?	There is **no** complaints, compliments and suggestions box at this facility.	There is **a** complaints, compliments and suggestions box at this facility, but it is not clearly marked.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users. There is also telephone with a list of hotline numbers as well as a complaints officer on hand to offer assistance.		
	Does the facility have an internal system of managing lodged complaints and compliments?	There is no internal system to manage lodged complaints and compliments.	There is an internal system to manage lodged complaints, but it is managed by one person (the facility manager).	There is a complaints register which documents: the date, nature and severity of the complaint and who is responsible for following up or resolving the complaint.	All complaints are logged onto an electronic system and referred to a dedicated case manager.		
	Has the facility's frontline staff received training on how to record and resolve a complaint?	**No** training on how to record and resolve a complaint was received.	**Some** training on how to record but not resolve a complaint was received.	**Regular** training is received on how to record and resolve a complaint.	**Continuous** and extensive training was received on how to record and resolve a complaint.		
				PA Score		/	
				KPA Score		/	

SCHOOL Staff tool

planning, monitoring and evaluation
Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

The Presidency: Department of Planning, Monitoring and Evaluation		Office of the premier:	
			Province:
Frontline Service Delivery Monitoring: Questionnaire			Reference Number
Details of FSD Monitoring Site			
Name of Facility			
District			
Municipality			
Street Address			
Date of visit	DD/MM/YYYY		
Total number of enrolled learners		**Quintile Classification**	
Pass rate	2013 2014 2015		
Details of Staff Member			
First Name			
Last Name			
Gender	Male		Female
Race	African	Coloured	Asian	White
Designation (level)			
Contact Details	Email		
	Telephone		
	Other		
Disability		Yes	No
Name of monitor			
Name and Surname			
Contact Details	Email		
	Telephone		
	Other		

_____
Signature of monitor

_____
Date

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 1: Location and Accessibility

	KPA 1	Location and accessibility					
1.1	**PA Statement**	The facility is accessible to all users in line with travel distance norms set by national or provincial government.					
Accessible distance	How far do most users travel to reach this facility?	Most users travel more than 30 kilometres.	Most users travel between 10 and 30 kilometres.	Most users travel between 5 and 10 kilometres.	Most users travel 5 kilometres or less.		
					PA Score	/	
1.2	**PA Statement**	The facility's buildings and premises are accessible to the disabled and the elderly.					
Physical access into facility	To what extent is provision made to assist the disabled and the elderly to access the facility building(s)?	No provision is made to help the disabled or elderly gain access to the building and premises.	Some provision is made to help the disabled or elderly including either a handrail, a ramp or some form of assistance constructed at the entrance of the facility but not easily accessible and/or user-friendly.	Adequate provision is made to help the disabled and elderly by means of ramps (built on an acceptable gradient), handrails and/or any other appropriate means, that is easily accessible and user-friendly.	There is a continuous path that enables the disabled and elderly unobstructed access from the facility perimeter to the buildings. This includes clear pathways, ramps and continuous handrails. The ramp's floor is constructed from non-slip material.		
	Is it easy for the disabled and the elderly to navigate their way inside the facility?	No provision is made to help the disabled or elderly navigate their way inside the building(s).	Some provision is made to help the disabled and elderly navigate their way inside the facility. Some points in the facility have sufficient space to allow for ease of movement, and have ramps and/or handrails.	Adequate provision is made to help the disable and elderly navigate their way inside the facility. There are ramps and handrails at **all points** within the facility (where needed) and passages are wide enough to allow ease of movement.	To be determined.		
	In a multi-storey facility, is provision made to help the disabled and the elderly access frontline services?	No provision is made, through the use of lifts or any other means, to help the disabled or elderly access services on the floors above ground level.	Some provision is made to help the disabled and elderly, but the lifts are not functional **or other** provisions put in place are not sufficient to enable easy access to frontline services on the floors above ground level.	Adequate provision is made to help the disabled and elderly access frontline services above ground level by means of functional lifts **or other** appropriate mechanisms.	Lifts are functional **and** disabled-friendly. Handrails and the operating panel are within easy reach of wheelchair users. Braille text or automated voice announcements assist visually-impaired users.		
					PA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
1.3	PA Statement	**The facility is fit for purpose, has sufficient space, resources and equipment to provide the services in line with the volume of users it receives.**					
	Is there sufficient space for learners in the classrooms?	There are more than 40 **but no** less than 10 learners per Grade R classroom.	There are between 31 and 40 learners per Grade R classroom **but no** less than 10 learners per Grade R classroom.	There are 30 learners per Grade R classroom.	There are between 10 and 29 learners per Grade R classroom.		
		There are more than 50 learners per classroom.	There are between 41 and 50 leaners per classroom.	There are 40 learners per classroom.	There are less than 40 learners per classroom.		
	Are the school's buildings safe for learners?	The school's external walls are made of mud or unsafe materials (asbestos, wood, plastic sheeting) and the roof frame is unstable.	The school's external walls are made of bricks or cement blocks, but there are cracks in the walls, broken windows and doors.	The school's external walls are made of either bricks, **or** cement blocks, **or** prefabricated material and the roof is stable, supported by a frame.	The school's buildings are safe, appropriately maintained, with clearly illuminated exit signs and emergency lighting.		
	Are the school and its grounds safe for learners?	There is no perimeter fence around the school.	There is a perimeter fence around the school **but it is not** maintained and broken in places.	There is a fence of sufficient height (approx. 1.8m) constructed from appropriate materials (brick wall, palisade, etc.).	There is a fence of sufficient height (approx. 1.8m) constructed from appropriate materials (brick wall, palisade, etc.). Additionally, there are wall raisers (e.g. electric fence), security guards and/or other measures to provide additional security.		
	To what extent is this facility able to provide all the services it is meant to?	We are not able to provide **most** of the frontline services specified in terms of sector norms and standards.	We are not able to provide **some** of the frontline services specified in terms of sector norms and standards.	We are able to provide **all** the frontline services specified in terms of sector norms and standards.	We provide **all** services we are required to provide in terms of sector norms and standards, **and** have added additional services to meet the specific needs of the community.		
					PA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
1.4	PA Statement	The facility has the minimum equipment necessary for its staff to perform their functions and deliver a reliable, efficient and quality service to users.					
Adequacy and availability of equipment and staff to provide services	To what extent are the facility's computers, telephones, faxes and internat connections functional?	**None** of the facility's computers, telephones and faxes are functional.	**Some** of the facility's computers, telephones and faxes are functional.	**All** the facility's computers, telephones faxes and internet connections are functional.	**All** the facility's computers, telephones,faxes and internet connections are functional, and the learners have access to thd internet		
	Are there enough desks and chairs in the classrooms?	We have **no** desks and chairs.	We have **some** desks and chairs but it is not enough to accommodate all learners.	We have **all** the desks and chairs we need to accommodate learners.	We have **all** the desks and chairs we need to accommodate learners, **and** some spares in the store room.		
	Are the desks and chairs in good condition?	**None** of the desks and chairs are in good condition, they are broken, dilapidated **and** unsafe.	**Some** desks and chairs are in good condition, **but** others are broken, dilapidated and unsafe.	**All** desks and chairs are in good condition (i.e. not broken or dilapidated or unsafe).	**All** desks and chairs are in good condition, cleaned and maintained regularly.		
					PA Score	/	
					KPA Score	/	

KPA 2: Visibility and Signage

	KPA 2	Visibility and Signage					
2.1	PA Statement	Users are able to locate the facility quickly and easily by following external signage.					
Signage to the facility	**External signage:** Is there visible signage on the roads or paths leading to the facility?	There is **no** signage leading to the facility.	There are **some** signage but they are not clear **or** they don't accurately show the distance and direction.	There is **sufficient** and **clear** signage showing directions leading to the facility.	There is **a lot of** signage that clearly shows the direction and distance to the facility from far away.		
	External signage: Is the facility identified on the external sign by the main gate/entrance?	There is **no signage** by the main entrance/gate to identify the facility.	There is a sign but it is **not** clear or visible (e.g. the sign is faded, letters are missing and it is too small).	There is **clear** and **visible** sign at the facility's entrance which describes the name of the facility.	There is clear sign at the facility's entrance **and** on the building which describes the name of the facility.		

	Description	Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
					PA Score	/	
2.2	PA Statement	The facility provides users with information on its services, fees and management's contact details.					
Service offering/information	Are the contact details of the facility's manager displayed within the facility?	There are **no** contact details available for the facility's manager.	There is some information on the facility manager, but the contact details are incomplete and are not appropriately displayed.	**All** the relevant contact details and name of the facility manager are prominently displayed at the entrance(s) or waiting area(s) of the facility.	**All** the relevant contact details and names of the facility manager and management team are prominently displayed on photo boards at multiple points in the facility. Users are also given the option of texting or emailing the facility management.		
	Information: Is there signage that contains information on services offered at the facility?	There is **no** signposted information on services offered in the facility.	There are signs with **some** information on the services offered at the facility.	The signage describes **all** the services offered in the facility clearly.	The signage contains information about **all** the services, how they can be obtained and requirements for accessing those services.		
					PA Score	/	
					KPA Score	/	

KPA 3: Queue management and waiting times

	KPA 3	Queue Management and Waiting times					
3.1	PA Statement	The facility has in place a queue management system to direct, manage and control the flow of users quickly and efficiently through the service process.					
Queue management systems	Is there an effective queue management system in place? (A system may include: a person or signs directing users where to wait , an electronic system or a numbering system).	There is **no** queue management system in place within the facility.	There **is** a queue management system (i.e. queue marshal, helpdesk), **but it is not** effective in directing, managing and controlling the flow of users throughout the facility.	There **is** a queue management system which works well **and** directs users quickly to the right place (i.e. a person or signs directing users where to wait , pole and rope barriers, an electronic system or a numbering system).	There **is** an electronic queue management system which works well and directs users quickly to the right place, **and** there is a dedicated floor-walker.		
					PA Score	/	
3.2	PA Statement	The facility's queue management system identifies users with special needs, and makes provision to fast-track service delivery and reduce waiting times.					
Special provisions for users	Are there queues or provisions made for users with special needs (i.e. the disabled, elderly, frail, pregnant women) to reduce waiting times?	There is **no** designated queue(s) or provision(s) made for users with special needs.	There is **no** designated queue(s) or provision(s) made for users with special needs, but preference is given to them if they are identified.	Users with special needs **are** identified promptly and directed towards clearly-marked queues **and/or** given preferential treatment.	To be determined during implementation.		
					PA Score	/	

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
Description		**Rating Scale - Staff**					
3.4	PA Statement	The school has designated break areas and clearly-marked assembly points for learners.					
Education support areas	Is there an education support area (assembly area) in the school?	There is **no** assembly area in the school.	There **is** an assembly area, **but it** is uncovered and not paved or tarred, **or** unmarked.	There is a clearly-marked assembly area, **that is** paved or tarred, **and** sheltered from adverse weather conditions.	There **is** a clearly-marked assembly hall **with** sufficient seating, **and** that provides shelter from adverse weather conditions.		
					PA Score	/	
					KPA Score	/	

KPA 4: Dignified treatment

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 4	**Dignified Treatment**					
4.1	PA Statement	The facility takes reasonable steps to communicate with users in the language of their choice or provide interpretation services, if necessary.					
Language understood by users	Does the facility make provision to translate or interpret information into a language understood by users, if needed?	There are no efforts made to translate or interpret information for users.	There are some efforts made to translate or interpret information for users, but it is incumbent on users to ask for or pre-arrange these services.	Provision is made to translate or interpret information in the facility without causing delays to users (e.g. staff members are designated to help translate or there is an interpreter on hand).	To be determined.		
					PA Score	/	
4.2	PA Statement	The facility's staff is able to understand and respond appropriately to questions from users, and promptly process their service requests.					
Efficient and responsive officials	Do staff members process the service request quickly once the user has reached the counter or designated service point?	Services requests are processed **very slowly** by staff.	Service requests are processed **slowly,** some staff are slower than others.	Service requests are processed **quickly**.	Service requests are processed **very quickly,** and the time taken is monitored by the facility.		
					PA Score	/	
4.3	PA Statement	Users recognise the facility's staff by their name tags and/or distinguishing uniforms.					
Easily recognisable staff	Do facility staff wear name tags at all times?	We **never** wear our name tags.	We **sometimes** wear our name tags **or** some staff wear them while others don't.	We wear our name tags at **all** times.	We wear our name tags at **all** times, **and** each tag has a photo of the staff member on it.		
					PA Score	/	

	Description	Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
4.4	PA Statement	The facility provides users with information on how to apply for the services including the types of documents needed, the fees payable, and the process for following up on their service request or application.					
Information about application processes or service requests	To what extent does the facility provide information to users on what is needed to apply for a service and what fees are payable?	There is **no** information available in the facility (e.g. signboards or pamphlets) on the following: - application process; - documentary requirements; - the fees payable (if applicable); - process of following up (if applicable).	There is **some** information available in the facility (e.g. signboards or pamphlets) on **one** of the following: - application process; - documentary requirements; - the fees payable (if applicable); - process of following up (if applicable).	There is **adequate** information available in the facility (e.g. signboards or pamphlets) on **all** of the following: - application process; - documentary requirements; - the fees payable (if applicable); - process of following up (if applicable).	To de determined.		
				PA Score		/	
4.5	PA Statement	The facility publicises its service standards and targets so that users know and understand what to expect during their time at the facility.					
Awareness of service charters and standards	Is the service delivery charter prominently displayed and visible?	The service delivery charter is **not** displayed.	The facility displays a service delivery charter **but** it is not positioned prominently or visible to users.	The facility displays a service delivery charter **and** it is positioned prominently and visible to users.	The facility displays multiple service delivery charters at **all** key points across the facility.		
	Are sector-specific standards prominently displayed and visible?	The sector-specific standards are **not** displayed.	The facility displays sector-specific standards but these are not positioned prominently or visible to users.	The facility displays sector-specific standards **and** these are positioned prominently and visible to users.	The facility displays sector-specific standards at **all** key points across the facility.		
				PA Score		/	
				KPA Score		/	

	Description	Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 5: Cleanliness and Comfort

	KPA 5	Cleanliness and Comfort					
5.1	PA Statement	The facility has sufficient and comfortable waiting areas that are protected from the elements and have enough seating to accommodate the volumes of users it serves.					
Suitable waiting areas	Does the waiting area(s) have adequate seating to cater for the volumes of users?	There is no seating in the waiting area.	There is some seating but not enough to accommodate all users.	There is adequate seating to cater for all users.	To be determined.		
					PA Score	/	
5.2	PA Statement	The facility provides clean and functioning ablution facilities with the necessary toiletries to prevent the spread of disease.					
Ablution facilities are accessible, clean and in working order	Does the school have sufficient toilet facilities for the enrolled number of learners?	There are no toilet facilities in the school	The school has enough toilets for the original number of learners planned for (overcroweded)	The school has enough toilet facilities for all learners			
	Does the facility make available the necessary toiletries to users?	No amenities are supplied.	Only toilet paper is made available but only when asked for.	All toiletries (toilet paper, soap and hand-drying equipment /paper) are made available, and users are aware of how to access them (in the case of toilet paper).	To be determined.		
					PA Score	/	
					KPA Score	/	

KPA 6: Safety

	KPA 6	Safety					
6.1	PA Statement	The facility has in place appropriate safeguards to protect users, staff and their possessions from harm and theft.					
Safety and security measures	Do you feel safe in and around the facility with the current safety measures?	I don't feel safe.	I feel safe sometimes.	I always feel safe.	Best practice to be determined during implementation.		
	Is access to the facility controlled and monitored?	There is **no** access control at the facility.	There is **some** form of access control at the facility if **one** of the following criteria is met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is good access control at the facility if at least two of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is excellent access control at the facility if most of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process; - metal detectors and X-rays; - CCTV.		
	Are the facility's restricted areas clearly marked to prevent or minimise the risk of unauthorised entry?	**None** of the restricted areas are marked.	**Some** of restricted areas are marked and others are not.	All restricted areas are clearly marked.	All restricted areas are clearly marked and there is electronic access control or guard services at these entrances.		
					PA Score	/	

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
6.2	PA Statement	Facilities have health and safety procedures in place to handle emergencies or when dealing with sensitive user information.					
Safety procedures	Does this facility have a fully-stocked first aid kit in a marked location?	There is no first aid kit.	There is a first aid kit but it is not well stocked.	There is a fully-stocked first aid kit in a marked location with a checklist.	There are several fully-stocked first aid kits in all key points, and several staff members are trained on how to use them to treat injuries.		
	Are emergency procedures (e.g. evacuation plan, marked exits) and equipment (e.g. fire extinguishers) clearly displayed and signposted within public spaces?	Emergency procedures are not compliant with building regulations if: - the evacuation plan is not displayed at key points within the facility; and - emergency exits are not appropriately signposted; and - fully-serviced fire extinguishers are not available in the public spaces.	Emergency procedures are **partially compliant** with building regulations if **one** of the following criteria is **not met**: - the evacuation plan is displayed at key points within the facility; - emergency exits are appropriately signposted; - fully-serviced fire extinguishers are available in the public spaces.	Emergency procedures are fully compliant with building regulations if: - the evacuation plan is displayed at key points within the facility; and - emergency exits are appropriately signposted; and - fully-serviced fire extinguishers are available in the public spaces.	All building regulations are complied with. Emergency drills are performed at least twice a year to test the safety procedures and plans.		
				PA Score		/	
6.3	PA Statement	The facility stores all user records in a secure location from where they can be retrieved quickly, and puts in place safeguards to prevent loss and unauthorised access and protect the confidentiality of users.					
Safety of records	Are user records stored securely, protected from unauthorised access, and classified for easy retrieval?	There is **no** secure place to store user records.	There is a records storage area **but** it doesn't appear secured or there is no restricted access to the area.	There is a restricted-access area where user documentation is stored **and** classified for easy retrieval.	All user records are stored electronically, easily retrieved **and** are kept safe through access controls and passwords.		
				PA Score		/	
				KPA Score		/	

KPA 7: Opening and closing times/Service availability and efficiency

	KPA 7	Opening and closing times/Service availability and efficiency					
7.1	PA Statement	The facility operates in line with the operational hours prescribed in norms and standards, ensures that services are provided on an ongoing basis during these times, and has backup systems in place when utilities fail.					
Adherence to operational hours	Do you have a backup system to continue providing services when the electricity or water is interrupted?	There is **no** backup, we have to turn users away.	There is backup, **but** it doesn't always work or it doesn't last sufficiently long for the service to continue.	There is a good backup **and** it allows us to continue doing our work.	To be determined.		
				PA Score			

	Description	Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
7.2	PA Statement	**Government must ensure that users receive services within the turnaround times as defined in the sector-specific standards or service delivery charter**					
	What percentage of the funded posts are filled in this school?	Less than half	More than half	All funded posts are filled	100% + SGB funded and volunteer posts		
	How many learners have been supplied with the necessary workbooks / textbooks?	Less than 50%	Between 50% and 75% of learners	Between 75% and 100% of learners			
	On average, what is the rate of teacher attendance per day?	Less than half of teachers are here everyday	Between half and 90% of teachers are here everyday	Almost all teacher are here everyday			
	If the facility's computers and networks are offline, are there alternative systems for staff to use?	There is **no** manual or alternative system to use so service delivery has to stop.	There is **an** alternative system but it is not implemented or followed.	There is **an** alternative system which allows the staff to continue providing services.	To be determined.		
Service efficiency and availability	Does this school have access to a reliable power supply that adheres to prescribed laws?	The school does not have access to a reliable power supply	The school does have access to a power supply, but it does not comply with laws	The school has access to a reliable power supply that complies to all laws			
	Does this school have access to a reliable water supply that adheres to prescribed laws?	The school does not have access to a reliable water supply	The school does have access to a water supply, but it does not comply with laws	The school has access to a reliable water supply that complies to all laws			
	Does the school have access to a science lab, library and a computer lab?	The school does not have any science lab, library or computer lab	The school has a science lab, a library **OR** a computer lab	The school has a science lab, a library **AND** a computer lab			
	How often is the school visited by Subject Advisors?	Never	Less than once per quarter	Once per quarter	More than once per quarter		
	How often is the school visited by District officials for monitoring and support purposes?	Never	Once per year	Twice per year	More than twice per year, including a documented improvement plan		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 8: Complaints and compliments management

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 8		Complaints and compliments management				
8.1	**PA Statement**	**The facility displays the complaints procedure in the waiting areas, public spaces and close to the exits.**					
Awareness of complaint-lodging mechanisms	Does the facility prominently display the complaints procedure to its users?	The complaints, compliments and suggestion procedure is **not** displayed.	The complaints, compliments and suggestion procedure **is** displayed **but** not prominently.	The complaints, compliments and suggestion procedure **is** displayed prominently.	The complaints, compliments and suggestion procedure is prominently displayed in waiting areas, public spaces and close to exits **AND** there are pamphlets available at the helpdesk **and** a staff member is on hand to explain the procedure.		
				PA Score		/	
8.2	**PA Statement**	**The facility provides users with the equipment to lodge a complaint or compliment and tracks these until they are resolved**					
Complaint- and compliment-lodging systems	Is there a clearly marked complaints, compliments and suggestions box at this facility, with stationery available for users?	There is **no** complaints, compliments and suggestions box at this facility.	There is **a** complaints, compliments and suggestions box at this facility, but it is not clearly marked.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users. There is also telephone with a list of hotline numbers as well as a complaints officer on hand to offer assistance.		
	Does the facility have an internal system of managing lodged complaints and compliments?	There is no internal system to manage lodged complaints and compliments.	There is an internal system to manage lodged complaints, but it is managed by one person (the facility manager).	There is a complaints register which documents: the date, nature and severity of the complaint and who is responsible for following up or resolving the complaint.	All complaints are logged onto an electronic system and referred to a dedicated case manager.		
	Has the facility's frontline staff received training on how to record and resolve a complaint?	**No** training on how to record and resolve a complaint was received.	**Some** training on how to record but not resolve a complaint was received.	**Regular** training is received on how to record and resolve a complaint.	**Continuous** and extensive training was received on how to record and resolve a complaint.		
				PA Score		/	
				KPA Score		/	

SASSA Staff tool

planning, monitoring and evaluation

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

The Presidency: Department of Planning, Monitoring and Evaluation	Office of the premier:		
			Province:
Frontline Service Delivery Monitoring: Questionnaire			Reference Number
Details of FSD Monitoring Site			
Name of Facility			
District			
Municipality			
Street Address			
Date of visit	DD/MM/YYYY		
Details of Staff Member			
First Name			
Last Name			
Gender	**Male**		**Female**
Race	**African**	**Coloured**	**Asian**	**White**
Designation (level)			
Contact Details	**Email**		
	Telephone		
	Other		
Disability	**Yes**		**No**
Name of monitor			
Name and Surname			
Contact Details	**Email**		
	Telephone		
	Other		

_____
Signature of monitor

_____
Date

	Description					Description	
				Rating Scale - Staff			
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 1: Location and Accessibility

	KPA 1		**Location and accessibility**				
1.1	**PA Statement**	**The facility is accessible to all users in line with travel distance norms set by national or provincial government.**					
	How far do most users travel to reach this facility?	Most users travel more than 60 kilometres.	Most users travel between 30 and 60 kilometres.	Most users travel between 15 and 30 kilometres.	Most users travel 15 kilometres or less.		
					PA Score	/	
1.2	**PA Statement**	**The facility's buildings and premises are accessible to the disabled and the elderly.**					
Physical access into facility	To what extent is provision made to assist the disabled and the elderly to access the facility building(s)?	No provision is made to help the disabled or elderly gain access to the building and premises.	Some provision is made to help the disabled or elderly including either a handrail, a ramp or some form of assistance constructed at the entrance of the facility but not easily accessible and/or user-friendly.	Adequate provision is made to help the disabled and elderly by means of ramps (built on an acceptable gradient), handrails and/or any other appropriate means, that is easily accessible and user-friendly.	There is a continuous path that enables the disabled and elderly unobstructed access from the facility perimeter to the buildings. This includes clear pathways, ramps and continuous handrails. The ramp's floor is constructed from non-slip material.		
	Is it easy for the disabled and the elderly to navigate their way inside the facility?	No provision is made to help the disabled or elderly navigate their way inside the building(s).	Some provision is made to help the disabled and elderly navigate their way inside the facility. Some points in the facility have sufficient space to allow for ease of movement, and have ramps and/or handrails.	Adequate provision is made to help the disable and elderly navigate their way inside the facility. There are ramps and handrails at **all points** within the facility (where needed) and passages are wide enough to allow ease of movement.	To be determined.		
	In a multi-storey facility, is provision made to help the disabled and the elderly access frontline services?	No provision is made, through the use of lifts or any other means, to help the disabled or elderly access services on the floors above ground level.	Some provision is made to help the disabled and elderly, but the lifts are not functional **or other** provisions put in place are not sufficient to enable easy access to frontline services on the floors above ground level.	Adequate provision is made to help the disabled and elderly access frontline services above ground level by means of functional lifts **or other** appropriate mechanisms.	Lifts are functional **and** disabled-friendly. Handrails and the operating panel are within easy reach of wheelchair users. Braille text or automated voice announcements assist visually-impaired users.		
					PA Score	/	
1.3	**PA Statement**	**The facility is fit for purpose, has sufficient space, resources and equipment to provide the services in line with the volume of users it receives.**					

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	To what extent is this facility able to provide all the services it is meant to?	We are not able to provide **most** of the frontline services specified in terms of sector norms and standards.	We are not able to provide **some** of the frontline services specified in terms of sector norms and standards.	We are able to provide **all** the frontline services specified in terms of sector norms and standards.	We provide **all** services we are required to provide in terms of sector norms and standards, **and** have added additional services to meet the specific needs of the community.		
					PA Score	/	
1.4	PA Statement	The facility has the minimum equipment necessary for its staff to perform their functions and deliver a reliable, efficient and quality service to users.					
Adequacy and availability of equipment and staff to provide services	To what extent are the facility's computers, telephones, and faxes functional?	**None** of the facility's computers, telephones and faxes are functional.	**Some** of the facility's computers, telephones and faxes are functional.	**All** the facility's computers, telephones and faxes are functional.	**All** the facility's computers, telephones and faxes are functional, **and** there is a reliable internet connection at the time of the visit.		
					PA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
					KPA Score	/	

KPA 2: Visibility and Signage

	KPA 2	Visibility and Signage					
2.1	PA Statement	Users are able to locate the facility quickly and easily by following external signage.					
Signage to the facility	**External signage:** Is there visible signage on the roads or paths leading to the facility?	There is **no** signage leading to the facility.	There are **some** signage but they are not clear **or** they don't accurately show the distance and direction.	There is **sufficient** and **clear** signage showing directions leading to the facility.	There is **a lot of** signage that clearly shows the direction and distance to the facility from far away.		
	External signage: Is the facility identified on the external sign by the main gate/entrance?	There is **no signage** by the main entrance/gate to identify the facility.	There is a sign but it is **not** clear or visible (e.g. the sign is faded, letters are missing and it is too small).	There is **clear** and **visible** sign at the facility's entrance which describes the name of the facility.	There is clear sign at the facility's entrance **and** on the building which describes the name of the facility.		
					PA Score	/	
2.3	PA Statement	The facility provides users with information on its services, fees and management's contact details.					
Service offering/information	Are the contact details of the facility's manager displayed within the facility?	There are **no** contact details available for the facility's manager.	There is some information on the facility manager, but the contact details are incomplete and are not appropriately displayed.	**All** the relevant contact details and name of the facility manager are prominently displayed at the entrance(s) or waiting area(s) of the facility.	**All** the relevant contact details and names of the facility manager and management team are prominently displayed on photo boards at multiple points in the facility. Users are also given the option of texting or emailing the facility management.		
	Information: Is there signage that contains information on services offered at the facility?	There is **no** signposted information on services offered in the facility.	There are signs with **some** information on the services offered at the facility.	The signage describes **all** the services offered in the facility clearly.	The signage contains information about **all** the services, how they can be obtained and requirements for accessing those services.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 3: Queue management and waiting times

	KPA 3	Queue Management and Waiting times					
3.1	PA Statement	The facility has in place a queue management system to direct, manage and control the flow of users quickly and efficiently through the service process.					
Queue management systems	Is there an effective queue management system in place? (A system may include: a person or signs directing users where to wait , an electronic system or a numbering system).	There is **no** queue management system in place within the facility.	There **is** a queue management system (i.e. queue marshal, helpdesk), **but it is not** effective in directing, managing and controlling the flow of users throughout the facility.	There **is** a queue management system which works well **and** directs users quickly to the right place (i.e. a person or signs directing users where to wait , pole and rope barriers, an electronic system or a numbering system).	There **is** an electronic queue management system which works well and directs users quickly to the right place, **and** there is a dedicated floor-walker.		
					PA Score	/	
3.2	PA Statement	The facility keeps users informed of their target waiting times and how long users can be expected to wait before being attended to.					
Waiting times	Does the facility display the target waiting times for users?	There are no target waiting times displayed.	The target waiting times are displayed but are not visible to the user or are not displayed at all relevant service points.	The target waiting times are visibly displayed in various waiting areas.	There are target waiting times displayed at all waiting areas and delays are communicated to users.		
					PA Score	/	
3.3	PA Statement	The facility's queue management system identifies users with special needs, and makes provision to fast-track service delivery and reduce waiting times.					
Special provisions for users	Are there queues or provisions made for users with special needs (i.e. the disabled, elderly, frail, pregnant women) to reduce waiting times?	There is **no** designated queue(s) or provision(s) made for users with special needs.	There is **no** designated queue(s) or provision(s) made for users with special needs, but preference is given to them if they are identified.	Users with special needs **are** identified promptly and directed towards clearly-marked queues **and/or** given preferential treatment.	To be determined during implementation.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 4: Dignified treatment

	KPA 4	Dignified Treatment					
4.1	PA Statement	The facility takes reasonable steps to communicate with users in the language of their choice or provide interpretation services, if necessary.					
Language understood by users	Does the facility make provision to translate or interpret information into a language understood by users, if needed?	There are no efforts made to translate or interpret information for users.	There are some efforts made to translate or interpret information for users, but it is incumbent on users to ask for or pre-arrange these services.	Provision is made to translate or interpret information in the facility without causing delays to users (e.g. staff members are designated to help translate or there is an interpreter on hand).	To be determined.		
					PA Score	/	
4.2	PA Statement	The facility's staff is able to understand and respond appropriately to questions from users, and promptly process their service requests.					
Efficient and responsive officials	Do staff members process the service request quickly once the user has reached the counter or designated service point?	Services requests are processed **very slowly** by staff.	Service requests are processed **slowly**, some staff are slower than others.	Service requests are processed **quickly**.	Service requests are processed **very quickly,** and the time taken is monitored by the facility.		
					PA Score	/	
4.3	PA Statement	Users recognise the facility's staff by their name tags and/or distinguishing uniforms.					
Easily recognisable staff	Do facility staff wear name tags at all times?	We **never** wear our name tags.	We **sometimes** wear our name tags **or** some staff wear them while others don't.	We wear our name tags at **all** times.	We wear our name tags at **all** times, **and** each tag has a photo of the staff member on it.		
					PA Score	/	
4.4	PA Statement	The facility publicises its service standards and targets so that users know and understand what to expect during their time at the facility.					
Awareness of service charters and standards	Is the service delivery charter prominently displayed and visible?	The service delivery charter is **not** displayed.	The facility displays a service delivery charter **but** it is not positioned prominently or visible to users.	The facility displays a service delivery charter **and** it is positioned prominently and visible to users.	The facility displays multiple service delivery charters at **all** key points across the facility.		
	Are sector-specific standards prominently displayed and visible?	The sector-specific standards are **not** displayed.	The facility displays sector-specific standards but these are not positioned prominently or visible to users.	The facility displays sector-specific standards **and** these are positioned prominently and visible to users.	The facility displays sector-specific standards at **all** key points across the facility.		
					PA Score	/	
					KPA Score	/	

	Description	Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 5: Cleanliness and Comfort

	KPA 5	Cleanliness and Comfort					
5.1	PA Statement	The facility has sufficient and comfortable waiting areas that are protected from the elements and have enough seating to accommodate the volumes of users it serves.					
Suitable waiting areas	Does the waiting area(s) have adequate seating to cater for the volumes of users?	There is no seating in the waiting area.	There is some seating but not enough to accommodate all users.	There is adequate seating to cater for all users.	To be determined.		
					PA Score	/	
5.2	PA Statement	The facility provides clean and functioning ablution facilities with the necessary toiletries to prevent the spread of disease.					
Ablution facilities are accessible, clean and in working order	Does the facility make available the necessary toiletries to users?	No amenities are supplied.	Only toilet paper is made available but only when asked for.	All toiletries (toilet paper, soap and hand-drying equipment /paper) are made available, and users are aware of how to access them (in the case of toilet paper).	To be determined.		
					PA Score	/	
					KPA Score	/	

KPA 6: Safety

	KPA 6	Safety					
6.1	PA Statement	The facility has in place appropriate safeguards to protect users, staff and their possessions from harm and theft.					
Safety and security measures	Do you feel safe in and around the facility with the current safety measures?	I don't feel safe.	I feel safe sometimes.	I always feel safe.	Best practice to be determined during implementation.		
	Is access to the facility controlled and monitored?	There is no access control at the facility.	There is some form of access control at the facility if one of the following criteria is met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is good access control at the facility if at least two of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is excellent access control at the facility if most of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process; - metal detectors and X-rays; - CCTV.		
	Are the facility's restricted areas clearly marked to prevent or minimise the risk of unauthorised entry?	None of the restricted areas are marked.	Some of restricted areas are marked and others are not.	All restricted areas are clearly marked.	All restricted areas are clearly marked and there is electronic access control or guard services at these entrances.		
					PA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
6.2	**PA Statement**	**Facilities have health and safety procedures in place to handle emergencies or when dealing with sensitive user information.**					
Safety procedures	Does this facility have a fully-stocked first aid kit in a marked location?	There is no first aid kit.	There is a first aid kit but it is not well stocked.	There is a fully-stocked first aid kit in a marked location with a checklist.	There are several fully-stocked first aid kits in all key points, and several staff members are trained on how to use them to treat injuries.		
	Are emergency procedures (e.g. evacuation plan, marked exits) and equipment (e.g. fire extinguishers) clearly displayed and signposted within public spaces?	Emergency procedures are not compliant with building regulations if: - the evacuation plan is not displayed at key points within the facility; and - emergency exits are not appropriately signposted; and - fully-serviced fire extinguishers are not available in the public spaces.	Emergency procedures are **partially compliant** with building regulations if **one** of the following criteria is **not met**: - the evacuation plan is displayed at key points within the facility; - emergency exits are appropriately signposted; - fully-serviced fire extinguishers are available in the public spaces.	Emergency procedures are fully compliant with building regulations if: - the evacuation plan is displayed at key points within the facility; and - emergency exits are appropriately signposted; and - fully-serviced fire extinguishers are available in the public spaces.	All building regulations are complied with. Emergency drills are performed at least twice a year to test the safety procedures and plans.		
					PA Score	/	
6.3	**PA Statement**	**The facility stores all user records in a secure location from where they can be retrieved quickly, and puts in place safeguards to prevent loss and unauthorised access and protect the confidentiality of users.**					
Safety of records	Are user records stored securely, protected from unauthorised access, and classified for easy retrieval?	There is **no** secure place to store user records.	There is a records storage area **but** it doesn't appear secured or there is no restricted access to the area.	There is a restricted-access area where user documentation is stored **and** classified for easy retrieval.	All user records are stored electronically, easily retrieved **and** are kept safe through access controls and passwords.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 7: Opening and closing times/Service availability and efficiency

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 7	Opening and closing times/Service availability and efficiency					
7.1	**PA Statement**	**The facility operates in line with the operational hours prescribed in norms and standards, ensures that services are provided on an ongoing basis during these times, and has backup systems in place when utilities fail.**					
Adherence to operational hours	Are the opening times adhered to?	We **never** open on time.	We **sometimes** open on time.	We **always** open on time.	We open **earlier** than our advertised opening times.		
	Does service start on time as soon as the facility opens?	Service never starts on time.	Service sometimes starts on time.	Service always starts on time.	Service always starts earlier than our opening times.		
	Are closing times adhered to?	We always close the doors before closing time.	We sometimes close the doors before closing time.	We only close the doors at closing time but don't stop serving users.	We often close the doors, and stop service after closing time.		
	Do you have a backup system to continue providing services when the electricity or water is interrupted?	There is **no** backup, we have to turn users away.	There is backup, **but** it doesn't always work or it doesn't last sufficiently long for the service to continue.	There is a good backup **and** it allows us to continue doing our work.	To be determined.		
	If the facility's computers and networks are offline, are there alternative systems for staff to use?	There is **no** manual or alternative system to use so service delivery has to stop.	There is **an** alternative system but it is not implemented or followed.	There is **an** alternative system which allows the staff to continue providing services.	To be determined.		
7.2	**PA Statement**	**Government must ensure that users receive services within the turnaround times as defined in the sector-specific standards or service delivery charter**					
Service efficiency and availability	Was the service delivered within the turnaround time as described in the service standards while in the facility?	We **never** deliver within the timeframes specified in norms and standards.	We **sometimes** deliver within the timeframes specified in norms and standards.	We **always** deliver within the timeframes specified in norms and standards.	We deliver **faster** than the timeframes specified in norms and standards.		
	Does this SASSA office achieve the target of three days turn-around time on applications for social grants?	We **never** achieve this target for three days turn-around time	We **sometimes** achieve this target of three days turn-around time	We **always** achieve this target of three days turn-around time			
	Do you monitor the turnaround times for service delivery?	We **never** monitor service delivery turnaround times.	We **sometimes** monitor service delivery turnaround times.	We **always** monitor service delivery turnaround times.	We monitor service delivery turnaround times and regularly track our progress towards achieving the targets.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 8: Complaints and compliments management

	KPA 8	Complaints and compliments management					
8.1	PA Statement	The facility displays the complaints procedure in the waiting areas, public spaces and close to the exits.					
Awareness of complaint-lodging mechanisms	Does the facility prominently display the complaints procedure to its users?	The complaints, compliments and suggestion procedure is **not** displayed.	The complaints, compliments and suggestion procedure **is** displayed **but** not prominently.	The complaints, compliments and suggestion procedure **is** displayed prominently.	The complaints, compliments and suggestion procedure is prominently displayed in waiting areas, public spaces and close to exits **AND** there are pamphlets available at the helpdesk **and** a staff member is on hand to explain the procedure.		
					PA Score	/	
8.2	PA Statement	The facility provides users with the equipment to lodge a complaint or compliment and tracks these until they are resolved					
Complaint- and compliment-lodging systems	Is there a clearly marked complaints, compliments and suggestions box at this facility, with stationery available for users?	There is **no** complaints, compliments and suggestions box at this facility.	There is **a** complaints, compliments and suggestions box at this facility, but it is not clearly marked.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users. There is also telephone with a list of hotline numbers as well as a complaints officer on hand to offer assistance.		
	Does the facility have an internal system of managing lodged complaints and compliments?	There is no internal system to manage lodged complaints and compliments.	There is an internal system to manage lodged complaints, but it is managed by one person (the facility manager).	There is a complaints register which documents: the date, nature and severity of the complaint and who is responsible for following up or resolving the complaint.	All complaints are logged onto an electronic system and referred to a dedicated case manager.		
	Has the facility's frontline staff received training on how to record and resolve a complaint?	**No** training on how to record and resolve a complaint was received.	**Some** training on how to record but not resolve a complaint was received.	**Regular** training is received on how to record and resolve a complaint.	**Continuous** and extensive training was received on how to record and resolve a complaint.		
					PA Score	/	
					KPA Score	/	

SAPS Staff tool

The Presidency: Department of Planning, Monitoring and Evaluation		Office of the premier:		
			Province:	
Frontline Service Delivery Monitoring: Questionnaire			Reference Number	
Details of FSD Monitoring Site				
Name of Facility				
District				
Municipality				
Street Address				
Date of visit	DD/MM/YYYY			
Details of Staff Member				
First Name				
Last Name				
Gender	Male		Female	
Race	African	Coloured	Asian	White
Designation (level)				
Contact Details	Email			
	Telephone			
	Other			
Disability		Yes	No	
Name of monitor				
Name and Surname				
Contact Details	Email			
	Telephone			
	Other			

_____   _____
Signature of monitor   Date

	Description			Rating Scale - Staff			
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 1: Location and Accessibility

	KPA 1	Location and accessibility					
1.1	PA Statement	The facility is accessible to all users in line with travel distance norms set by national or provincial government.					
Accessible distance	How far do most users travel to reach this facility?	Most users travel more than 30 kilometres.	Most users travel between 10 and 30 kilometres.	Most users travel between 5 and 10 kilometres.	Most users travel 5 kilometres or less.		
					PA Score	/	
1.2	PA Statement	The facility's buildings and premises are accessible to the disabled and the elderly.					
Physical access into facility	To what extent is provision made to assist the disabled and the elderly to access the facility building(s)?	No provision is made to help the disabled or elderly gain access to the building and premises.	Some provision is made to help the disabled or elderly including either a handrail, a ramp or some form of assistance constructed at the entrance of the facility but not easily accessible and/or user-friendly.	Adequate provision is made to help the disabled and elderly by means of ramps (built on an acceptable gradient), handrails and/or any other appropriate means, that is easily accessible and user-friendly.	There is a continuous path that enables the disabled and elderly unobstructed access from the facility perimeter to the buildings. This includes clear pathways, ramps and continuous handrails. The ramp's floor is constructed from non-slip material.		
	Is it easy for the disabled and the elderly to navigate their way inside the facility?	No provision is made to help the disabled or elderly navigate their way inside the building(s).	Some provision is made to help the disabled and elderly navigate their way inside the facility. Some points in the facility have sufficient space to allow for ease of movement, and have ramps and/or handrails.	Adequate provision is made to help the disable and elderly navigate their way inside the facility. There are ramps and handrails at **all points** within the facility (where needed) and passages are wide enough to allow ease of movement.	To be determined.		
	In a multi-storey facility, is provision made to help the disabled and the elderly access frontline services?	No provision is made, through the use of lifts or any other means, to help the disabled or elderly access services on the floors above ground level.	Some provision is made to help the disabled and elderly, but the lifts are not functional **or other** provisions put in place are not sufficient to enable easy access to frontline services on the floors above ground level.	Adequate provision is made to help the disabled and elderly access frontline services above ground level by means of functional lifts **or other** appropriate mechanisms.	Lifts are functional **and** disabled-friendly. Handrails and the operating panel are within easy reach of wheelchair users. Braille text or automated voice announcements assist visually-impaired users.		
					PA Score	/	

	Description	Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
1.3	PA Statement	The facility is fit for purpose, has sufficient space, resources and equipment to provide the services in line with the volume of users it receives.					
	To what extent is this facility able to provide all the services it is meant to?	We are not able to provide **most** of the frontline services specified in terms of sector norms and standards.	We are not able to provide **some** of the frontline services specified in terms of sector norms and standards.	We are able to provide **all** the frontline services specified in terms of sector norms and standards.	We provide **all** services we are required to provide in terms of sector norms and standards, **and** have added additional services to meet the specific needs of the community.		
					PA Score	/	
1.4	PA Statement	The facility has the minimum equipment necessary for its staff to perform their functions and deliver a reliable, efficient and quality service to users.					
Adequacy and availability of equipment and staff to provide services	To what extent are the facility's computers, telephones, and faxes functional?	**None** of the facility's computers, telephones and faxes are functional.	**Some** of the facility's computers, telephones and faxes are functional.	**All** the facility's computers, telephones and faxes are functional.	**All** the facility's computers, telephones and faxes are functional, **and** there is a reliable internet connection at the time of the visit.		
					PA Score	/	
					KPA Score	/	

KPA 2: Visibility and Signage

	KPA 2	Visibility and Signage					
2.1	PA Statement	Users are able to locate the facility quickly and easily by following external signage.					
Signage to the facility	**External signage:** Is there visible signage on the roads or paths leading to the facility?	There is **no** signage leading to the facility.	There are **some** signage but they are not clear **or** they don't accurately show the distance and direction.	There is **sufficient** and **clear** signage showing directions leading to the facility.	There is **a lot of** signage that clearly shows the direction and distance to the facility from far away.		
	External signage: Is the facility identified on the external sign by the main gate/entrance?	There is **no signage** by the main entrance/gate to identify the facility.	There is a sign but it is **not** clear or visible (e.g. the sign is faded, letters are missing and it is too small).	There is **clear** and **visible** sign at the facility's entrance which describes the name of the facility.	There is clear sign at the facility's entrance **and** on the building which describes the name of the facility.		
					PA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
2.4	PA Statement	The facility provides users with information on its services, fees and management's contact details.					
Service offering/information	Are the contact details of the facility's manager displayed within the facility?	There are **no** contact details available for the facility's manager.	There is some information on the facility manager, but the contact details are incomplete and are not appropriately displayed.	**All** the relevant contact details and name of the facility manager are prominently displayed at the entrance(s) or waiting area(s) of the facility.	**All** the relevant contact details and names of the facility manager and management team are prominently displayed on photo boards at multiple points in the facility. Users are also given the option of texting or emailing the facility management.		
	Information: Is there signage that contains information on services offered at the facility?	There is **no** signposted information on services offered in the facility.	There are signs with **some** information on the services offered at the facility.	The signage describes **all** the services offered in the facility clearly.	The signage contains information about **all** the services, how they can be obtained and requirements for accessing those services.		
					PA Score	/	
					KPA Score	/	

KPA 3: Queue management and waiting times

	KPA 3	Queue Management and Waiting times					
3.1	PA Statement	The facility has in place a queue management system to direct, manage and control the flow of users quickly and efficiently through the service process.					
Queue management systems	Is there an effective queue management system in place? (A system may include: a person or signs directing users where to wait , an electronic system or a numbering system).	There is **no** queue management system in place within the facility.	There **is** a queue management system (i.e. queue marshal, helpdesk), **but it is not** effective in directing, managing and controlling the flow of users throughout the facility.	There **is** a queue management system which works well **and** directs users quickly to the right place (i.e. a person or signs directing users where to wait , pole and rope barriers, an electronic system or a numbering system).	There **is** an electronic queue management system which works well and directs users quickly to the right place, **and** there is a dedicated floor-walker.		
					PA Score	/	
	PA Statement	The facility's queue management system identifies users with special needs, and makes provision to fast-track service delivery and reduce waiting times.					
Special provisions for users	Are there queues or provisions made for users with special needs (i.e. the disabled, elderly, frail, pregnant women) to reduce waiting times?	There is **no** designated queue(s) or provision(s) made for users with special needs.	There is **no** designated queue(s) or provision(s) made for users with special needs, but preference is given to them if they are identified.	Users with special needs **are** identified promptly and directed towards clearly-marked queues **and/or** given preferential treatment.	To be determined during implementation.		
					PA Score	/	
					KPA Score	/	

	Description	Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 4: Dignified treatment

	KPA 4	Dignified Treatment					
4.1	PA Statement	The facility takes reasonable steps to communicate with users in the language of their choice or provide interpretation services, if necessary.					
Language understood by users	Does the facility make provision to translate or interpret information into a language understood by users, if needed?	There are no efforts made to translate or interpret information for users.	There are some efforts made to translate or interpret information for users, but it is incumbent on users to ask for or pre-arrange these services.	Provision is made to translate or interpret information in the facility without causing delays to users (e.g. staff members are designated to help translate or there is an interpreter on hand).	To be determined.		
					PA Score	/	
4.2	PA Statement	The facility's staff is able to understand and respond appropriately to questions from users, and promptly process their service requests.					
Efficient and responsive officials	Do staff members process the service request quickly once the user has reached the counter or designated service point?	Services requests are processed **very slowly** by staff.	Service requests are processed **slowly**, some staff are slower than others.	Service requests are processed **quickly**.	Service requests are processed **very quickly**, and the time taken is monitored by the facility.		
					PA Score	/	
4.3	PA Statement	Users recognise the facility's staff by their name tags and/or distinguishing uniforms.					
Easily recognisable staff	Do facility staff wear name tags at all times?	We **never** wear our name tags.	We **sometimes** wear our name tags **or** some staff wear them while others don't.	We wear our name tags at **all** times.	We wear our name tags at **all** times, **and** each tag has a photo of the staff member on it.		
					PA Score	/	
4.4	PA Statement	The facility provides users with information on how to apply for the services including the types of documents needed, the fees payable, and the process for following up on their service request or application.					
Information about application processes or service requests	To what extent does the facility provide information to users on what is needed to apply for a service and what fees are payable?	There is **no** information available in the facility (e.g. signboards or pamphlets) on the following: - application process; - documentary requirements; - the fees payable (if applicable); - process of following up (if applicable).	There is **some** information available in the facility (e.g. signboards or pamphlets) on **one** of the following: - application process; - documentary requirements; - the fees payable (if applicable); - process of following up (if applicable).	There is **adequate** information available in the facility (e.g. signboards or pamphlets) on **all** of the following: - application process; - documentary requirements; - the fees payable (if applicable); - process of following up (if applicable).	To de determined.		
					PA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
4.5	PA Statement	The facility publicises its service standards and targets so that users know and understand what to expect during their time at the facility.					
Awareness of service charters and standards	Is the service delivery charter prominently displayed and visible?	The service delivery charter is **not** displayed.	The facility displays a service delivery charter **but** it is not positioned prominently or visible to users.	The facility displays a service delivery charter **and** it is positioned prominently and visible to users.	The facility displays multiple service delivery charters at **all** key points across the facility.		
	Are sector-specific standards prominently displayed and visible?	The sector-specific standards are **not** displayed.	The facility displays sector-specific standards but these are not positioned prominently or visible to users.	The facility displays sector-specific standards **and** these are positioned prominently and visible to users.	The facility displays sector-specific standards at **all** key points across the facility.		
					PA Score	/	
					KPA Score	/	

KPA 5: Cleanliness and Comfort

	KPA 5	Cleanliness and Comfort					
5.1	PA Statement	The facility has sufficient and comfortable waiting areas that are protected from the elements and have enough seating to accommodate the volumes of users it serves.					
Suitable waiting areas	Does the waiting area(s) have adequate seating to cater for the volumes of users?	There is no seating in the waiting area.	There is some seating but not enough to accommodate all users.	There is adequate seating to cater for all users.	To be determined.		
					PA Score	/	
5.2	PA Statement	The facility provides clean and functioning ablution facilities with the necessary toiletries to prevent the spread of disease.					
Ablution facilities are accessible, clean and in working order	Does the facility make available the necessary toiletries to users?	No amenities are supplied.	Only toilet paper is made available but only when asked for.	All toiletries (toilet paper, soap and hand-drying equipment /paper) are made available, and users are aware of how to access them (in the case of toilet paper).	To be determined.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 6: Safety

	KPA 6	Safety					
6.1	**PA Statement**	The facility has in place appropriate safeguards to protect users, staff and their possessions from harm and theft.					
Safety and security measures	Do you feel safe in and around the facility with the current safety measures?	I don't feel safe.	I feel safe sometimes.	I always feel safe.	Best practice to be determined during implementation.		
	Are the facility's restricted areas clearly marked to prevent or minimise the risk of unauthorised entry?	**None** of the restricted areas are marked.	**Some** of restricted areas are marked and others are not.	All restricted areas are clearly marked.	All restricted areas are clearly marked and there is electronic access control or guard services at these entrances.		
					PA Score	/	
6.2	**PA Statement**	Facilities have health and safety procedures in place to handle emergencies or when dealing with sensitive user information.					
Safety procedures	Does this facility have a fully-stocked first aid kit in a marked location?	There is no first aid kit.	There is a first aid kit but it is not well stocked.	There is a fully-stocked first aid kit in a marked location with a checklist.	There are several fully-stocked first aid kits in all key points, and several staff members are trained on how to use them to treat injuries.		
	Are emergency procedures (e.g. evacuation plan, marked exits) and equipment (e.g. fire extinguishers) clearly displayed and signposted within public spaces?	Emergency procedures are not compliant with building regulations if: - the evacuation plan is not displayed at key points within the facility; and - emergency exits are not appropriately signposted; and - fully-serviced fire extinguishers are not available in the public spaces.	Emergency procedures are **partially compliant** with building regulations if **one** of the following criteria is **not met**: - the evacuation plan is displayed at key points within the facility; - emergency exits are appropriately signposted; - fully-serviced fire extinguishers are available in the public spaces.	Emergency procedures are fully compliant with building regulations if: - the evacuation plan is displayed at key points within the facility; and - emergency exits are appropriately signposted; and - fully-serviced fire extinguishers are available in the public spaces.	All building regulations are complied with. Emergency drills are performed at least twice a year to test the safety procedures and plans.		
					PA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
6.3	PA Statement	The facility stores all user records in a secure location from where they can be retrieved quickly, and puts in place safeguards to prevent loss and unauthorised access and protect the confidentiality of users.					
Safety of records	Are user records stored securely, protected from unauthorised access, and classified for easy retrieval?	There is **no** secure place to store user records.	There is a records storage area **but** it doesn't appear secured or there is no restricted access to the area.	There is a restricted-access area where user documentation is stored **and** classified for easy retrieval.	All user records are stored electronically, easily retrieved **and** are kept safe through access controls and passwords.		
					PA Score	/	
					KPA Score	/	

KPA 7: Opening and closing times/Service availability and efficiency

	KPA 7	Opening and closing times/Service availability and efficiency					
7.1	PA Statement	The facility operates in line with the operational hours prescribed in norms and standards, ensures that services are provided on an ongoing basis during these times, and has backup systems in place when utilities fail.					
	Do you have a backup system to continue providing services when the electricity or water is interrupted?	There is **no** backup, we have to turn users away.	There is backup, **but** it doesn't always work or it doesn't last sufficiently long for the service to continue.	There is a good backup **and** it allows us to continue doing our work.	To be determined.		
	If the facility's computers and networks are offline, are there alternative systems for staff to use?	There is **no** manual or alternative system to use so service delivery has to stop.	There is **an** alternative system but it is not implemented or followed.	There is **an** alternative system which allows the staff to continue providing services.	To be determined.		
					PA Score	/	

	Description	Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
7.2	PA Statement	Government must ensure that users receive services within the turnaround times as defined in the sector-specific standards or service delivery charter					
Service efficiency and availability	Was the service delivered within the turnaround time as described in the service standards while in the facility?	We **never** deliver within the timeframes specified in norms and standards.	We **sometimes** deliver within the timeframes specified in norms and standards.	We **always** deliver within the timeframes specified in norms and standards.	We deliver **faster** than the timeframes specified in norms and standards.		
	Does this SAPS office meet the target of 19 min turn around time on Alpha Calls?	We **never** meet this target for Alpha Calls	We **sometimes** meet this target for Alpha Calls	We **always** meet this target for Alpha Calls			
	Does this SAPS office meet the target of 24 min turn around time on Brave Calls?	We **never** meet this target for Bravo Calls	We **sometimes** meet this target for Bravo Calls	We **always** meet this target for Bravo Calls			
	Does this SAPS office meet the target of 21 min turn around time on Charlie Calls?	We **never** meet this target for Charlie Calls	We **sometimes** meet this target for Charlie Calls	We **always** meet this target for Charlie Calls			
	Does this SAPS Office have sufficient vehicles that are suitable for the terrain?	We do not have sufficient vehicles for the station	We have vehicles, but not sufficient or suitable for the terrain	We have sufficient vehicles that are adequate for the terrain			
	Does this SAPS office have a sufficient filing system? (Electronic or physical)	We have no filing system in place.	We have a filing system / e-docket system in place, but it does not have enough space or it does not always work	We have a reliable, sufficient system filing system in place			
	Does this station have victim friendly rooms available that are resourced for sexual assaults, domestic violence, etc.?	We do not have any rooms available	We have rooms available, but they are not resources accordingly	We have rooms available, and they are resourced accordingly			
	Does this station have holding cells for males, females and juveniles?	We do not have any holding cells	We have holdings that is used for all types of individuals	We have separate holdings cells for males, females and juveniles			
	Do you monitor the turnaround times for service delivery?	We **never** monitor service delivery turnaround times.	We **sometimes** monitor service delivery turnaround times.	We **always** monitor service delivery turnaround times.	We monitor service delivery turnaround times and regularly track our progress towards achieving the targets.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 8: Complaints and compliments management

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 8	**Complaints and compliments management**					
8.1	**PA Statement**	**The facility displays the complaints procedure in the waiting areas, public spaces and close to the exits.**					
Awareness of complaint-lodging mechanisms	Does the facility prominently display the complaints procedure to its users?	The complaints, compliments and suggestion procedure is **not** displayed.	The complaints, compliments and suggestion procedure **is** displayed **but** not prominently.	The complaints, compliments and suggestion procedure **is** displayed prominently.	The complaints, compliments and suggestion procedure is prominently displayed in waiting areas, public spaces and close to exits **AND** there are pamphlets available at the helpdesk **and** a staff member is on hand to explain the procedure.		
					PA Score	/	
8.2	**PA Statement**	**The facility provides users with the equipment to lodge a complaint or compliment and tracks these until they are resolved**					
Complaint- and compliment-lodging systems	Is there a clearly marked complaints, compliments and suggestions box at this facility, with stationery available for users?	There is **no** complaints, compliments and suggestions box at this facility.	There is **a** complaints, compliments and suggestions box at this facility, but it is not clearly marked.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users. There is also telephone with a list of hotline numbers as well as a complaints officer on hand to offer assistance.		
	Does the facility have an internal system of managing lodged complaints and compliments?	There is no internal system to manage lodged complaints and compliments.	There is an internal system to manage lodged complaints, but it is managed by one person (the facility manager).	There is a complaints register which documents: the date, nature and severity of the complaint and who is responsible for following up or resolving the complaint.	All complaints are logged onto an electronic system and referred to a dedicated case manager.		
	Has the facility's frontline staff received training on how to record and resolve a complaint?	**No** training on how to record and resolve a complaint was received.	**Some** training on how to record but not resolve a complaint was received.	**Regular** training is received on how to record and resolve a complaint.	**Continuous** and extensive training was received on how to record and resolve a complaint.		
					PA Score	/	
					KPA Score	/	

NYDA Staff tool

The Presidency: Department of Planning, Monitoring and Evaluation		Office of the premier:	
			Province:
Frontline Service Delivery Monitoring: Questionnaire			Reference Number
Details of FSD Monitoring Site			
Name of Facility			
District			
Municipality			
Street Address			
Date of visit	DD/MM/YYYY		
Details of Staff Member			
First Name			
Last Name			
Gender	**Male**	**Female**	
Race	**African**	**Coloured**	**Asian** **White**
Designation (level)			
Contact Details	**Email**		
	Telephone		
	Other		
Disability	**Yes**	**No**	
Name of monitor			
Name and Surname			
Contact Details	**Email**		
	Telephone		
	Other		

_____   _____
Signature of monitor   **Date**

	Description			Rating Scale - Staff			
PA heading	**Questions**	**1 = Not achieved**	**2 = Partially Achieved**	**3 = Fully Achieved**	**4 = Achieved beyond compliance**	**Score**	**Comments**

KPA 1: Location and Accessibility

PA heading	Questions	KPA 1		Location and accessibility		Score	Comments
1.1	**PA Statement**	The facility is accessible to all users in line with travel distance norms set by national or provincial government.					
Accessible distance	How far do most users travel to reach this facility?	Most users travel more than 30 kilometres.	Most users travel between 10 and 30 kilometres.	Most users travel between 5 and 10 kilometres.	Most users travel 5 kilometres or less.		
					PA Score	/	
1.2	**PA Statement**	The facility's buildings and premises are accessible to the disabled and the elderly.					
Physical access into facility	To what extent is provision made to assist the disabled and the elderly to access the facility building(s)?	No provision is made to help the disabled or elderly gain access to the building and premises.	Some provision is made to help the disabled or elderly including either a handrail, a ramp or some form of assistance constructed at the entrance of the facility but not easily accessible and/or user-friendly.	Adequate provision is made to help the disabled and elderly by means of ramps (built on an acceptable gradient), handrails and/or any other appropriate means, that is easily accessible and user-friendly.	There is a continuous path that enables the disabled and elderly unobstructed access from the facility perimeter to the buildings. This includes clear pathways, ramps and continuous handrails. The ramp's floor is constructed from non-slip material.		
	Is it easy for the disabled and the elderly to navigate their way inside the facility?	No provision is made to help the disabled or elderly navigate their way inside the building(s).	Some provision is made to help the disabled and elderly navigate their way inside the facility. Some points in the facility have sufficient space to allow for ease of movement, and have ramps and/or handrails.	Adequate provision is made to help the disable and elderly navigate their way inside the facility. There are ramps and handrails at **all points** within the facility (where needed) and passages are wide enough to allow ease of movement.	To be determined.		
	In a multi-storey facility, is provision made to help the disabled and the elderly access frontline services?	No provision is made, through the use of lifts or any other means, to help the disabled or elderly access services on the floors above ground level.	Some provision is made to help the disabled and elderly, but the lifts are not functional **or other** provisions put in place are not sufficient to enable easy access to frontline services on the floors above ground level.	Adequate provision is made to help the disabled and elderly access frontline services above ground level by means of functional lifts **or other** appropriate mechanisms.	Lifts are functional **and** disabled-friendly. Handrails and the operating panel are within easy reach of wheelchair users. Braille text or automated voice announcements assist visually-impaired users.		
					PA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
1.3	PA Statement	The facility is fit for purpose, has sufficient space, resources and equipment to provide the services in line with the volume of users it receives.					
	To what extent is this facility able to provide all the services it is meant to?	We are not able to provide **most** of the frontline services specified in terms of sector norms and standards.	We are not able to provide **some** of the frontline services specified in terms of sector norms and standards.	We are able to provide **all** the frontline services specified in terms of sector norms and standards.	We provide **all** services we are required to provide in terms of sector norms and standards, **and** have added additional services to meet the specific needs of the community.		
					PA Score	/	
1.4	PA Statement	The facility has the minimum equipment necessary for its staff to perform their functions and deliver a reliable, efficient and quality service to users.					
Adequacy and availability of equipment and staff to provide services	To what extent are the facility's computers, telephones, and faxes functional?	**None** of the facility's computers, telephones and faxes are functional.	**Some** of the facility's computers, telephones and faxes are functional.	**All** the facility's computers, telephones and faxes are functional.	**All** the facility's computers, telephones and faxes are functional, **and** there is a reliable internet connection at the time of the visit.		
					PA Score	/	
					KPA Score	/	

KPA 2: Visibility and Signage

	KPA 2	Visibility and Signage					
2.1	PA Statement	Users are able to locate the facility quickly and easily by following external signage.					
Signage to the facility	**External signage:** Is there visible signage on the roads or paths leading to the facility?	There is **no** signage leading to the facility.	There are **some** signage but they are not clear **or** they don't accurately show the distance and direction.	There is **sufficient** and **clear** signage showing directions leading to the facility.	There is **a lot of** signage that clearly shows the direction and distance to the facility from far away.		
	External signage: Is the facility identified on the external sign by the main gate/entrance?	There is **no signage** by the main entrance/gate to identify the facility.	There is a sign but it is **not** clear or visible (e.g. the sign is faded, letters are missing and it is too small).	There is **clear** and **visible** sign at the facility's entrance which describes the name of the facility.	There is clear sign at the facility's entrance **and** on the building which describes the name of the facility.		
					PA Score	/	
2.2	PA Statement	The facility provides users with information on its services, fees and management's contact details.					

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	Description			**Rating Scale - Staff**			
Service offering/information	Are the contact details of the facility's manager displayed within the facility?	There are **no** contact details available for the facility's manager.	There is some information on the facility manager, but the contact details are incomplete and are not appropriately displayed.	**All** the relevant contact details and name of the facility manager are prominently displayed at the entrance(s) or waiting area(s) of the facility.	**All** the relevant contact details and names of the facility manager and management team are prominently displayed on photo boards at multiple points in the facility. Users are also given the option of texting or emailing the facility management.		
	Information: Is there signage that contains information on services offered at the facility?	There is **no** signposted information on services offered in the facility.	There are signs with **some** information on the services offered at the facility.	The signage describes **all** the services offered in the facility clearly.	The signage contains information about **all** the services, how they can be obtained and requirements for accessing those services.		
					PA Score	/	
					KPA Score	/	

KPA 3: Queue management and waiting times

	KPA 3		Queue Management and Waiting times				
3.1	PA Statement	**The facility has in place a queue management system to direct, manage and control the flow of users quickly and efficiently through the service process.**					
Queue management systems	Is there an effective queue management system in place? (A system may include: a person or signs directing users where to wait , an electronic system or a numbering system).	There is **no** queue management system in place within the facility.	There **is** a queue management system (i.e. queue marshal, helpdesk), **but it is not** effective in directing, managing and controlling the flow of users throughout the facility.	There **is** a queue management system which works well **and** directs users quickly to the right place (i.e. a person or signs directing users where to wait , pole and rope barriers, an electronic system or a numbering system).	There **is** an electronic queue management system which works well and directs users quickly to the right place, **and** there is a dedicated floor-walker.		
					PA Score	/	
3.2	PA Statement	**The facility keeps users informed of their target waiting times and how long users can be expected to wait before being attended to.**					
Waiting times	Does the facility display the target waiting times for users?	There are no target waiting times displayed.	The target waiting times are displayed but are not visible to the user or are not displayed at all relevant service points.	The target waiting times are visibly displayed in various waiting areas.	There are target waiting times displayed at all waiting areas and delays are communicated to users.		
					PA Score	/	

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
Description		**Rating Scale - Staff**					
3.3	**PA Statement**	The facility's queue management system identifies users with special needs, and makes provision to fast-track service delivery and reduce waiting times.					
Special provisions for users	Are there queues or provisions made for users with special needs (i.e. the disabled, elderly, frail, pregnant women) to reduce waiting times?	There is **no** designated queue(s) or provision(s) made for users with special needs.	There is **no** designated queue(s) or provision(s) made for users with special needs, but preference is given to them if they are identified.	Users with special needs **are** identified promptly and directed towards clearly-marked queues **and/or** given preferential treatment.	To be determined during implementation.		
				PA Score		/	
				KPA Score		/	

KPA 4: Dignified treatment

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 4	**Dignified Treatment**					
4.1	**PA Statement**	The facility takes reasonable steps to communicate with users in the language of their choice or provide interpretation services, if necessary.					
Language understood by users	Does the facility make provision to translate or interpret information into a language understood by users, if needed?	There are no efforts made to translate or interpret information for users.	There are some efforts made to translate or interpret information for users, but it is incumbent on users to ask for or pre-arrange these services.	Provision is made to translate or interpret information in the facility without causing delays to users (e.g. staff members are designated to help translate or there is an interpreter on hand).	To be determined.		
				PA Score		/	
4.2	**PA Statement**	The facility's staff is able to understand and respond appropriately to questions from users, and promptly process their service requests.					
Efficient and responsive officials	Do staff members process the service request quickly once the user has reached the counter or designated service point?	Services requests are processed **very slowly** by staff.	Service requests are processed **slowly**, some staff are slower than others.	Service requests are processed **quickly**.	Service requests are processed **very quickly**, and the time taken is monitored by the facility.		
				PA Score		/	
4.3	**PA Statement**	Users recognise the facility's staff by their name tags and/or distinguishing uniforms.					
Easily recognisable staff	Do facility staff wear name tags at all times?	We **never** wear our name tags.	We **sometimes** wear our name tags **or** some staff wear them while others don't.	We wear our name tags at **all** times.	We wear our name tags at **all** times, **and** each tag has a photo of the staff member on it.		
				PA Score		/	

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
4.4	PA Statement	The facility provides users with information on how to apply for the services including the types of documents needed, the fees payable, and the process for following up on their service request or application.					
Information about application processes or service requests	To what extent does the facility provide information to users on what is needed to apply for a service and what fees are payable?	There is **no** information available in the facility (e.g. signboards or pamphlets) on the following: - application process; - documentary requirements; - the fees payable (if applicable); - process of following up (if applicable).	There is **some** information available in the facility (e.g. signboards or pamphlets) on **one** of the following: - application process; - documentary requirements; - the fees payable (if applicable); - process of following up (if applicable).	There is **adequate** information available in the facility (e.g. signboards or pamphlets) on **all** of the following: - application process; - documentary requirements; - the fees payable (if applicable); - process of following up (if applicable).	To de determined.		
					PA Score	/	
4.5	PA Statement	The facility publicises its service standards and targets so that users know and understand what to expect during their time at the facility.					
Awareness of service charters and standards	Is the service delivery charter prominently displayed and visible?	The service delivery charter is **not** displayed.	The facility displays a service delivery charter **but** it is not positioned prominently or visible to users.	The facility displays a service delivery charter **and** it is positioned prominently and visible to users.	The facility displays multiple service delivery charters at **all** key points across the facility.		
	Are sector-specific standards prominently displayed and visible?	The sector-specific standards are **not** displayed.	The facility displays sector-specific standards but these are not positioned prominently or visible to users.	The facility displays sector-specific standards **and** these are positioned prominently and visible to users.	The facility displays sector-specific standards at **all** key points across the facility.		
					PA Score	/	
					KPA Score	/	

KPA 5: Cleanliness and Comfort

	KPA 5	Cleanliness and Comfort					
5.1	PA Statement	The facility has sufficient and comfortable waiting areas that are protected from the elements and have enough seating to accommodate the volumes of users it serves.					
Suitable waiting areas	Does the waiting area(s) have adequate seating to cater for the volumes of users?	There is no seating in the waiting area.	There is some seating but not enough to accommodate all users.	There is adequate seating to cater for all users.	To be determined.		
					PA Score	/	
5.2	PA Statement	The facility provides clean and functioning ablution facilities with the necessary toiletries to prevent the spread of disease.					
Ablution facilities are accessible, clean and in working order	Does the facility make available the necessary toiletries to users?	No amenities are supplied.	Only toilet paper is made available but only when asked for.	All toiletries (toilet paper, soap and hand-drying equipment /paper) are made available, and users are aware of how to access them (in the case of toilet paper).	To be determined.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 6: Safety

	KPA 6	Safety					
6.1	PA Statement	The facility has in place appropriate safeguards to protect users, staff and their possessions from harm and theft.					
Safety and security measures	Do you feel safe in and around the facility with the current safety measures?	I don't feel safe.	I feel safe sometimes.	I always feel safe.	Best practice to be determined during implementation.		
	Is access to the facility controlled and monitored?	There is **no** access control at the facility.	There is **some** form of access control at the facility if **one** of the following criteria is met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is good access control at the facility if at least two of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is excellent access control at the facility if most of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process; - metal detectors and X-rays; - CCTV.		
	Are the facility's restricted areas clearly marked to prevent or minimise the risk of unauthorised entry?	**None** of the restricted areas are marked.	**Some** of restricted areas are marked and others are not.	All restricted areas are clearly marked.	All restricted areas are clearly marked and there is electronic access control or guard services at these entrances.		
					PA Score	/	

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
6.2	**PA Statement**	**Facilities have health and safety procedures in place to handle emergencies or when dealing with sensitive user information.**					
Safety procedures	Does this facility have a fully-stocked first aid kit in a marked location?	There is no first aid kit.	There is a first aid kit but it is not well stocked.	There is a fully-stocked first aid kit in a marked location with a checklist.	There are several fully-stocked first aid kits in all key points, and several staff members are trained on how to use them to treat injuries.		
	Are emergency procedures (e.g. evacuation plan, marked exits) and equipment (e.g. fire extinguishers) clearly displayed and signposted within public spaces?	Emergency procedures are not compliant with building regulations if: - the evacuation plan is not displayed at key points within the facility; and - emergency exits are not appropriately signposted; and - fully-serviced fire extinguishers are not available in the public spaces.	Emergency procedures are **partially compliant** with building regulations if **one** of the following criteria is **not met**: - the evacuation plan is displayed at key points within the facility; - emergency exits are appropriately signposted; - fully-serviced fire extinguishers are available in the public spaces.	Emergency procedures are fully compliant with building regulations if: - the evacuation plan is displayed at key points within the facility; and - emergency exits are appropriately signposted; and - fully-serviced fire extinguishers are available in the public spaces.	All building regulations are complied with. Emergency drills are performed at least twice a year to test the safety procedures and plans.		
					PA Score	/	
6.3	**PA Statement**	**The facility stores all user records in a secure location from where they can be retrieved quickly, and puts in place safeguards to prevent loss and unauthorised access and protect the confidentiality of users.**					
Safety of records	Are user records stored securely, protected from unauthorised access, and classified for easy retrieval?	There is **no** secure place to store user records.	There is a records storage area **but** it doesn't appear secured or there is no restricted access to the area.	There is a restricted-access area where user documentation is stored **and** classified for easy retrieval.	All user records are stored electronically, easily retrieved **and** are kept safe through access controls and passwords.		
					PA Score	/	
					KPA Score	/	

KPA 7: Opening and closing times/Service availability and efficiency

	KPA 7	Opening and closing times/Service availability and efficiency					
7.1	**PA Statement**	**The facility operates in line with the operational hours prescribed in norms and standards, ensures that services are provided on an ongoing basis during these times, and has backup systems in place when utilities fail.**					
Adherence to operational hours	Are the opening times adhered to?	We **never** open on time.	We **sometimes** open on time.	We **always** open on time.	We open **earlier** than our advertised opening times.		
	Does service start on time as soon as the facility opens?	Service never starts on time.	Service sometimes starts on time.	Service always starts on time.	Service always starts earlier than our opening times.		
	Are closing times adhered to?	We always close the doors before closing time.	We sometimes close the doors before closing time.	We only close the doors at closing time but don't stop serving users.	We often close the doors, and stop service after closing time.		
	Do you have a backup system to continue providing services when the electricity or water is interrupted?	There is **no** backup, we have to turn users away.	There is backup, **but** it doesn't always work or it doesn't last sufficiently long for the service to continue.	There is a good backup **and** it allows us to continue doing our work.	To be determined.		
	If the facility's computers and networks are offline, are there alternative systems for staff to use?	There is **no** manual or alternative system to use so service delivery has to stop.	There is **an** alternative system but it is not implemented or followed.	There is **an** alternative system which allows the staff to continue providing services.	To be determined.		
					PA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
7.2	PA Statement	Government must ensure that users receive services within the turnaround times as defined in the sector-specific standards or service delivery charter					
Service efficiency and availability	Was the service delivered within the turnaround time as described in the service standards while in the facility?	We **never** deliver within the timeframes specified in norms and standards.	We **sometimes** deliver within the timeframes specified in norms and standards.	We **always** deliver within the timeframes specified in norms and standards.	We deliver **faster** than the timeframes specified in norms and standards.		
	Do you support any youth owned enterprises?	We do not to support any youth owned enterprises	We support some eligible youth owned enterprises	We are able to support all eligible youth owned enterprises			
	Do you provide a platform for the youth to engage in economic activities?	We do not provide any platforms	We provide limited, irregular engagements for the youth	We provide frequent, regular engagements for the youth	We provide frequent, regular engagements for the youth including outreach		
	Do you have a youth job creation Grant Funding programme available?	No, we don't	We are in the process of implementing it	Yes, we do			
	Do you have a Cooperatives and Business Service programme available?	No, we don't	We are in the process of implementing it	Yes, we do			
	Do you have the matric rewrite programme available?	No	The processes are underway to implement the programme	Yes			
	Do you have a job placement programme available?	No	The processes are underway to implement the programme	Yes			
	Do you have any programmes aimed at raising awareness on vocational training?	No	We have an unstructured programme	We have a structured programme	We have several structured programmes		
	Do you provide community development facilitation support services?	No, we don't	We are still assessing what kind of support to provide	Yes, we do			
	Do you have nation building and social cohesions programmes planned for the youth?	No, we don't	It is an unplanned, ad-hoc event / programme	Yes, we do			
	Do you monitor the turnaround times for service delivery?	We **never** monitor service delivery turnaround times.	We **sometimes** monitor service delivery turnaround times.	We **always** monitor service delivery turnaround times.	We monitor service delivery turnaround times and regularly track our progress towards achieving the targets.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 8: Complaints and compliments management

	KPA 8	Complaints and compliments management					
8.1	PA Statement	The facility displays the complaints procedure in the waiting areas, public spaces and close to the exits.					
Awareness of complaint-lodging mechanisms	Does the facility prominently display the complaints procedure to its users?	The complaints, compliments and suggestion procedure is **not** displayed.	The complaints, compliments and suggestion procedure **is** displayed **but** not prominently.	The complaints, compliments and suggestion procedure **is** displayed prominently.	The complaints, compliments and suggestion procedure is prominently displayed in waiting areas, public spaces and close to exits **AND** there are pamphlets available at the helpdesk **and** a staff member is on hand to explain the procedure.		
					PA Score	/	
8.2	PA Statement	The facility provides users with the equipment to lodge a complaint or compliment and tracks these until they are resolved					
Complaint- and compliment-lodging systems	Is there a clearly marked complaints, compliments and suggestions box at this facility, with stationery available for users?	There is **no** complaints, compliments and suggestions box at this facility.	There is **a** complaints, compliments and suggestions box at this facility, but it is not clearly marked.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users. There is also telephone with a list of hotline numbers as well as a complaints officer on hand to offer assistance.		
	Does the facility have an internal system of managing lodged complaints and compliments?	There is no internal system to manage lodged complaints and compliments.	There is an internal system to manage lodged complaints, but it is managed by one person (the facility manager).	There is a complaints register which documents: the date, nature and severity of the complaint and who is responsible for following up or resolving the complaint.	All complaints are logged onto an electronic system and referred to a dedicated case manager.		
	Has the facility's frontline staff received training on how to record and resolve a complaint?	**No** training on how to record and resolve a complaint was received.	**Some** training on how to record but not resolve a complaint was received.	**Regular** training is received on how to record and resolve a complaint.	**Continuous** and extensive training was received on how to record and resolve a complaint.		
					PA Score	/	
					KPA Score	/	

MCCC Staff tool

The Presidency: Department of Planning, Monitoring and Evaluation		Office of the premier:			
				Province:	
Frontline Service Delivery Monitoring: Questionnaire				Reference Number	
Details of FSD Monitoring Site					
Name of Facility					
District					
Municipality					
Street Address					
Date of visit		DD/MM/YYYY			
Details of Staff Member					
First Name					
Last Name					
Gender		**Male**		**Female**	
Race		**African**	**Coloured**	**Asian**	**White**
Designation (level)					
Contact Details	**Email**				
	Telephone				
	Other				
Disability		**Yes**		**No**	
Name of monitor					
Name and Surname					
Contact Details	**Email**				
	Telephone				
	Other				

_____   _____
Signature of monitor   **Date**

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 1: Location and Accessibility

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 1	Location and accessibility					
1.1	PA Statement	The facility is accessible to all users in line with travel distance norms set by national or provincial government.					
Accessible distance	How far do most users travel to reach this facility?	Most users travel more than 30 kilometres.	Most users travel between 10 and 30 kilometres.	Most users travel between 5 and 10 kilometres.	Most users travel 5 kilometres or less.		
					PA Score	/	
1.2	PA Statement	The facility's buildings and premises are accessible to the disabled and the elderly.					
Physical access into facility	To what extent is provision made to assist the disabled and the elderly to access the facility building(s)?	No provision is made to help the disabled or elderly gain access to the building and premises.	Some provision is made to help the disabled or elderly including either a handrail, a ramp or some form of assistance constructed at the entrance of the facility but not easily accessible and/or user-friendly.	Adequate provision is made to help the disabled and elderly by means of ramps (built on an acceptable gradient), handrails and/or any other appropriate means, that is easily accessible and user-friendly.	There is a continuous path that enables the disabled and elderly unobstructed access from the facility perimeter to the buildings. This includes clear pathways, ramps and continuous handrails. The ramp's floor is constructed from non-slip material.		
	Is it easy for the disabled and the elderly to navigate their way inside the facility?	No provision is made to help the disabled or elderly navigate their way inside the building(s).	Some provision is made to help the disabled and elderly navigate their way inside the facility. Some points in the facility have sufficient space to allow for ease of movement, and have ramps and/or handrails.	Adequate provision is made to help the disable and elderly navigate their way inside the facility. There are ramps and handrails at **all points** within the facility (where needed) and passages are wide enough to allow ease of movement.	To be determined.		
	In a multi-storey facility, is provision made to help the disabled and the elderly access frontline services?	No provision is made, through the use of lifts or any other means, to help the disabled or elderly access services on the floors above ground level.	Some provision is made to help the disabled and elderly, but the lifts are not functional **or other** provisions put in place are not sufficient to enable easy access to frontline services on the floors above ground level.	Adequate provision is made to help the disabled and elderly access frontline services above ground level by means of functional lifts **or other** appropriate mechanisms.	Lifts are functional **and** disabled-friendly. Handrails and the operating panel are within easy reach of wheelchair users. Braille text or automated voice announcements assist visually-impaired users.		
					PA Score	/	

	Description	Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
1.3	PA Statement	The facility is fit for purpose, has sufficient space, resources and equipment to provide the services in line with the volume of users it receives.					
	To what extent is this facility able to provide all the services it is meant to?	We are not able to provide **most** of the frontline services specified in terms of sector norms and standards.	We are not able to provide **some** of the frontline services specified in terms of sector norms and standards.	We are able to provide **all** the frontline services specified in terms of sector norms and standards.	We provide **all** services we are required to provide in terms of sector norms and standards, **and** have added additional services to meet the specific needs of the community.		
					PA Score	/	
1.4	PA Statement	The facility has the minimum equipment necessary for its staff to perform their functions and deliver a reliable, efficient and quality service to users.					
Adequacy and availability of equipment and staff to provide services	To what extent are the facility's computers, telephones, and faxes functional?	**None** of the facility's computers, telephones and faxes are functional.	**Some** of the facility's computers, telephones and faxes are functional.	**All** the facility's computers, telephones and faxes are functional.	**All** the facility's computers, telephones and faxes are functional, **and** there is a reliable internet connection at the time of the visit.		
					PA Score	/	
					KPA Score	/	

KPA 2: Visibility and Signage

	KPA 2	Visibility and Signage					
2.1	PA Statement	Users are able to locate the facility quickly and easily by following external signage.					
Signage to the facility	**External signage:** Is there visible signage on the roads or paths leading to the facility?	There is **no** signage leading to the facility.	There are **some** signage but they are not clear **or** they don't accurately show the distance and direction.	There is **sufficient** and **clear** signage showing directions leading to the facility.	There is **a lot of** signage that clearly shows the direction and distance to the facility from far away.		
	External signage: Is the facility identified on the external sign by the main gate/entrance?	There is **no signage** by the main entrance/gate to identify the facility.	There is a sign but it is **not** clear or visible (e.g. the sign is faded, letters are missing and it is too small).	There is **clear** and **visible** sign at the facility's entrance which describes the name of the facility.	There is clear sign at the facility's entrance **and** on the building which describes the name of the facility.		
					PA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
2.3	PA Statement	The facility provides users with information on its services, fees and management's contact details.					
Service offering/information	Are the contact details of the facility's manager displayed within the facility?	There are **no** contact details available for the facility's manager.	There is some information on the facility manager, but the contact details are incomplete and are not appropriately displayed.	**All** the relevant contact details and name of the facility manager are prominently displayed at the entrance(s) or waiting area(s) of the facility.	**All** the relevant contact details and names of the facility manager and management team are prominently displayed on photo boards at multiple points in the facility. Users are also given the option of texting or emailing the facility management.		
	Information: Is there signage that contains information on services offered at the facility?	There is **no** signposted information on services offered in the facility.	There are signs with **some** information on the services offered at the facility.	The signage describes **all** the services offered in the facility clearly.	The signage contains information about **all** the services, how they can be obtained and requirements for accessing those services.		
					PA Score	/	
					KPA Score	/	

KPA 3: Queue management and waiting times

	KPA 3	Queue Management and Waiting times					
3.1	PA Statement	The facility has in place a queue management system to direct, manage and control the flow of users quickly and efficiently through the service process.					
Queue management systems	Is there an effective queue management system in place? (A system may include: a person or signs directing users where to wait , an electronic system or a numbering system).	There is **no** queue management system in place within the facility.	There **is** a queue management system (i.e. queue marshal, helpdesk), **but it is not** effective in directing, managing and controlling the flow of users throughout the facility.	There **is** a queue management system which works well **and** directs users quickly to the right place (i.e. a person or signs directing users where to wait , pole and rope barriers, an electronic system or a numbering system).	There **is** an electronic queue management system which works well and directs users quickly to the right place, **and** there is a dedicated floor-walker.		
					PA Score	/	
3.2	PA Statement	The facility keeps users informed of their target waiting times and how long users can be expected to wait before being attended to.					
Waiting times	Does the facility display the target waiting times for users?	There are no target waiting times displayed.	The target waiting times are displayed but are not visible to the user or are not displayed at all relevant service points.	The target waiting times are visibly displayed in various waiting areas.	There are target waiting times displayed at all waiting areas and delays are communicated to users.		
					PA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
3.3	PA Statement	The facility's queue management system identifies users with special needs, and makes provision to fast-track service delivery and reduce waiting times.					
Special provisions for users	Are there queues or provisions made for users with special needs (i.e. the disabled, elderly, frail, pregnant women) to reduce waiting times?	There is **no** designated queue(s) or provision(s) made for users with special needs.	There is **no** designated queue(s) or provision(s) made for users with special needs, but preference is given to them if they are identified.	Users with special needs **are** identified promptly and directed towards clearly-marked queues **and/or** given preferential treatment.	To be determined during implementation.		
					PA Score	/	
					KPA Score	/	

KPA 4: Dignified treatment

	KPA 4	Dignified Treatment					
4.1	PA Statement	The facility takes reasonable steps to communicate with users in the language of their choice or provide interpretation services, if necessary.					
Language understood by users	Does the facility make provision to translate or interpret information into a language understood by users, if needed?	There are no efforts made to translate or interpret information for users.	There are some efforts made to translate or interpret information for users, but it is incumbent on users to ask for or pre-arrange these services.	Provision is made to translate or interpret information in the facility without causing delays to users (e.g. staff members are designated to help translate or there is an interpreter on hand).	To be determined.		
					PA Score	/	
4.2	PA Statement	The facility's staff is able to understand and respond appropriately to questions from users, and promptly process their service requests.					
Efficient and responsive officials	Do staff members process the service request quickly once the user has reached the counter or designated service point?	Services requests are processed **very slowly** by staff.	Service requests are processed **slowly,** some staff are slower than others.	Service requests are processed **quickly**.	Service requests are processed **very quickly,** and the time taken is monitored by the facility.		
					PA Score	/	
4.3	PA Statement	Users recognise the facility's staff by their name tags and/or distinguishing uniforms.					
Easily recognisable staff	Do facility staff wear name tags at all times?	We **never** wear our name tags.	We **sometimes** wear our name tags **or** some staff wear them while others don't.	We wear our name tags at **all** times.	We wear our name tags at **all** times, **and** each tag has a photo of the staff member on it.		
					PA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
4.4	PA Statement	The facility provides users with information on how to apply for the services including the types of documents needed, the fees payable, and the process for following up on their service request or application.					
Information about application processes or service requests	To what extent does the facility provide information to users on what is needed to apply for a service and what fees are payable?	There is **no** information available in the facility (e.g. signboards or pamphlets) on the following: - application process; - documentary requirements; - the fees payable (if applicable); - process of following up (if applicable).	There is **some** information available in the facility (e.g. signboards or pamphlets) on **one** of the following: - application process; - documentary requirements; - the fees payable (if applicable); - process of following up (if applicable).	There is **adequate** information available in the facility (e.g. signboards or pamphlets) on **all** of the following: - application process; - documentary requirements; - the fees payable (if applicable); - process of following up (if applicable).	To de determined.		
				PA Score		/	
4.5	PA Statement	The facility publicises its service standards and targets so that users know and understand what to expect during their time at the facility.					
Awareness of service charters and standards	Is the service delivery charter prominently displayed and visible?	The service delivery charter is **not** displayed.	The facility displays a service delivery charter **but** it is not positioned prominently or visible to users.	The facility displays a service delivery charter **and** it is positioned prominently and visible to users.	The facility displays multiple service delivery charters at **all** key points across the facility.		
	Are sector-specific standards prominently displayed and visible?	The sector-specific standards are **not** displayed.	The facility displays sector-specific standards but these are not positioned prominently or visible to users.	The facility displays sector-specific standards **and** these are positioned prominently and visible to users.	The facility displays sector-specific standards at **all** key points across the facility.		
				PA Score		/	
				KPA Score		/	

	Description		Rating Scale - Staff				
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 5: Cleanliness and Comfort

	KPA 5	Cleanliness and Comfort					
5.1	PA Statement	The facility has sufficient and comfortable waiting areas that are protected from the elements and have enough seating to accommodate the volumes of users it serves.					
Suitable waiting areas	Does the waiting area(s) have adequate seating to cater for the volumes of users?	There is no seating in the waiting area.	There is some seating but not enough to accommodate all users.	There is adequate seating to cater for all users.	To be determined.		
				PA Score		/	
5.2	PA Statement	The facility provides clean and functioning ablution facilities with the necessary toiletries to prevent the spread of disease.					
Ablution facilities are accessible, clean and in working order	Does the facility make available the necessary toiletries to users?	No amenities are supplied.	Only toilet paper is made available but only when asked for.	All toiletries (toilet paper, soap and hand-drying equipment /paper) are made available, and users are aware of how to access them (in the case of toilet paper).	To be determined.		
				PA Score		/	
				KPA Score		/	

KPA 6: Safety

	KPA 6	Safety					
6.1	PA Statement	The facility has in place appropriate safeguards to protect users, staff and their possessions from harm and theft.					
Safety and security measures	Do you feel safe in and around the facility with the current safety measures?	I don't feel safe.	I feel safe sometimes.	I always feel safe.	Best practice to be determined during implementation.		
	Is access to the facility controlled and monitored?	There is **no** access control at the facility.	There is **some** form of access control at the facility if **one** of the following criteria is met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is good access control at the facility if at least two of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is excellent access control at the facility if most of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process; - metal detectors and X-rays; - CCTV.		
	Are the facility's restricted areas clearly marked to prevent or minimise the risk of unauthorised entry?	**None** of the restricted areas are marked.	**Some** of restricted areas are marked and others are not.	All restricted areas are clearly marked.	All restricted areas are clearly marked and there is electronic access control or guard services at these entrances.		
				PA Score		/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
6.2	PA Statement	Facilities have health and safety procedures in place to handle emergencies or when dealing with sensitive user information.					
Safety procedures	Does this facility have a fully-stocked first aid kit in a marked location?	There is no first aid kit.	There is a first aid kit but it is not well stocked.	There is a fully-stocked first aid kit in a marked location with a checklist.	There are several fully-stocked first aid kits in all key points, and several staff members are trained on how to use them to treat injuries.		
	Are emergency procedures (e.g. evacuation plan, marked exits) and equipment (e.g. fire extinguishers) clearly displayed and signposted within public spaces?	Emergency procedures are not compliant with building regulations if: - the evacuation plan is not displayed at key points within the facility; and - emergency exits are not appropriately signposted; and - fully-serviced fire extinguishers are not available in the public spaces.	Emergency procedures are **partially compliant** with building regulations if **one** of the following criteria is **not met**: - the evacuation plan is displayed at key points within the facility; - emergency exits are appropriately signposted; - fully-serviced fire extinguishers are available in the public spaces.	Emergency procedures are fully compliant with building regulations if: - the evacuation plan is displayed at key points within the facility; and - emergency exits are appropriately signposted; and - fully-serviced fire extinguishers are available in the public spaces.	All building regulations are complied with. Emergency drills are performed at least twice a year to test the safety procedures and plans.		
					PA Score	/	
6.3	PA Statement	The facility stores all user records in a secure location from where they can be retrieved quickly, and puts in place safeguards to prevent loss and unauthorised access and protect the confidentiality of users.					
Safety of records	Are user records stored securely, protected from unauthorised access, and classified for easy retrieval?	There is **no** secure place to store user records.	There is a records storage area **but** it doesn't appear secured or there is no restricted access to the area.	There is a restricted-access area where user documentation is stored **and** classified for easy retrieval.	All user records are stored electronically, easily retrieved **and** are kept safe through access controls and passwords.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 7: Opening and closing times/Service availability and efficiency

	KPA 7	Opening and closing times/Service availability and efficiency					
7.1	PA Statement	The facility operates in line with the operational hours prescribed in norms and standards, ensures that services are provided on an ongoing basis during these times, and has backup systems in place when utilities fail.					
Adherence to operational hours	Are the opening times adhered to?	We **never** open on time.	We **sometimes** open on time.	We **always** open on time.	We open **earlier** than our advertised opening times.		
	Does service start on time as soon as the facility opens?	Service never starts on time.	Service sometimes starts on time.	Service always starts on time.	Service always starts earlier than our opening times.		
	Are closing times adhered to?	We always close the doors before closing time.	We sometimes close the doors before closing time.	We only close the doors at closing time but don't stop serving users.	We often close the doors, and stop service after closing time.		
	Do you have a backup system to continue providing services when the electricity or water is interrupted?	There is **no** backup, we have to turn users away.	There is backup, **but** it doesn't always work or it doesn't last sufficiently long for the service to continue.	There is a good backup **and** it allows us to continue doing our work.	To be determined.		
	If the facility's computers and networks are offline, are there alternative systems for staff to use?	There is **no** manual or alternative system to use so service delivery has to stop.	There is **an** alternative system but it is not implemented or followed.	There is **an** alternative system which allows the staff to continue providing services.	To be determined.		
7.2	PA Statement	Government must ensure that users receive services within the turnaround times as defined in the sector-specific standards or service delivery charter					
Service efficiency and availability	Was the service delivered within the turnaround time as described in the service standards while in the facility?	We **never** deliver within the timeframes specified in norms and standards.	We **sometimes** deliver within the timeframes specified in norms and standards.	We **always** deliver within the timeframes specified in norms and standards.	We deliver **faster** than the timeframes specified in norms and standards.		
	Are all service requests responded to in the prescribed time frames? (Duplicate statements, details on electricity and water consumption, opening municipal accounts)	**None** of the service requests are responded to wiithin the prescribed time frames	**Some** of the service requests are responded to wiithin the prescribed time frames	**All** of the service requests are responded to wiithin the prescribed time frames			
	Do you monitor the turnaround times for service delivery?	We **never** monitor service delivery turnaround times.	We **sometimes** monitor service delivery turnaround times.	We **always** monitor service delivery turnaround times.	We monitor service delivery turnaround times and regularly track our progress towards achieving the targets.		
					PA Score	/	
					KPA Score	/	

	Description			Rating Scale - Staff			
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 8: Complaints and compliments management

	KPA 8	Complaints and compliments management					
8.1	PA Statement	The facility displays the complaints procedure in the waiting areas, public spaces and close to the exits.					
Awareness of complaint-lodging mechanisms	Does the facility prominently display the complaints procedure to its users?	The complaints, compliments and suggestion procedure is **not** displayed.	The complaints, compliments and suggestion procedure **is** displayed **but** not prominently.	The complaints, compliments and suggestion procedure **is** displayed prominently.	The complaints, compliments and suggestion procedure is prominently displayed in waiting areas, public spaces and close to exits **AND** there are pamphlets available at the helpdesk **and** a staff member is on hand to explain the procedure.		
					PA Score	/	
8.2	PA Statement	The facility provides users with the equipment to lodge a complaint or compliment and tracks these until they are resolved					
Complaint- and compliment-lodging systems	Is there a clearly marked complaints, compliments and suggestions box at this facility, with stationery available for users?	There is **no** complaints, compliments and suggestions box at this facility.	There is **a** complaints, compliments and suggestions box at this facility, but it is not clearly marked.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users. There is also telephone with a list of hotline numbers as well as a complaints officer on hand to offer assistance.		
	Does the facility have an internal system of managing lodged complaints and compliments?	There is no internal system to manage lodged complaints and compliments.	There is an internal system to manage lodged complaints, but it is managed by one person (the facility manager).	There is a complaints register which documents: the date, nature and severity of the complaint and who is responsible for following up or resolving the complaint.	All complaints are logged onto an electronic system and referred to a dedicated case manager.		
	Has the facility's frontline staff received training on how to record and resolve a complaint?	**No** training on how to record and resolve a complaint was received.	**Some** training on how to record but not resolve a complaint was received.	**Regular** training is received on how to record and resolve a complaint.	**Continuous** and extensive training was received on how to record and resolve a complaint.		
					PA Score	/	
					KPA Score	/	

HEALTH Staff tool

The Presidency: Department of Planning, Monitoring and Evaluation		Office of the premier:		
			Province:	
Frontline Service Delivery Monitoring: Questionnaire			Reference Number	
Details of FSD Monitoring Site				
Name of Facility				
District				
Municipality				
Street Address				
Date of visit	DD/MM/YYYY			
Details of Staff Member				
First Name				
Last Name				
Gender	Male		Female	
Race	African	Coloured	Asian	White
Designation (level)				
Contact Details	Email			
	Telephone			
	Other			
Disability		Yes	No	
Name of monitor				
Name and Surname				
Contact Details	Email			
	Telephone			
	Other			

_____   _____
Signature of monitor   Date

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 1: Location and Accessibility

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 1	Location and accessibility					
1.1	PA Statement	The facility is accessible to all users in line with travel distance norms set by national or provincial government.					
Accessible distance	How far do most users travel to reach this facility?	Most users travel more than 30 kilometres.	Most users travel between 10 and 30 kilometres.	Most users travel between 5 and 10 kilometres.	Most users travel 5 kilometres or less.		
					PA Score	/	
1.2	PA Statement	The facility's buildings and premises are accessible to the disabled and the elderly.					
Physical access into facility	To what extent is provision made to assist the disabled and the elderly to access the facility building(s)?	No provision is made to help the disabled or elderly gain access to the building and premises.	Some provision is made to help the disabled or elderly including either a handrail, a ramp or some form of assistance constructed at the entrance of the facility but not easily accessible and/or user-friendly.	Adequate provision is made to help the disabled and elderly by means of ramps (built on an acceptable gradient), handrails and/or any other appropriate means, that is easily accessible and user-friendly.	There is a continuous path that enables the disabled and elderly unobstructed access from the facility perimeter to the buildings. This includes clear pathways, ramps and continuous handrails. The ramp's floor is constructed from non-slip material.		
	Is it easy for the disabled and the elderly to navigate their way inside the facility?	No provision is made to help the disabled or elderly navigate their way inside the building(s).	Some provision is made to help the disabled and elderly navigate their way inside the facility. Some points in the facility have sufficient space to allow for ease of movement, and have ramps and/or handrails.	Adequate provision is made to help the disable and elderly navigate their way inside the facility. There are ramps and handrails at **all points** within the facility (where needed) and passages are wide enough to allow ease of movement.	To be determined.		
	In a multi-storey facility, is provision made to help the disabled and the elderly access frontline services?	No provision is made, through the use of lifts or any other means, to help the disabled or elderly access services on the floors above ground level.	Some provision is made to help the disabled and elderly, but the lifts are not functional **or other** provisions put in place are not sufficient to enable easy access to frontline services on the floors above ground level.	Adequate provision is made to help the disabled and elderly access frontline services above ground level by means of functional lifts **or other** appropriate mechanisms.	Lifts are functional **and** disabled-friendly. Handrails and the operating panel are within easy reach of wheelchair users. Braille text or automated voice announcements assist visually-impaired users.		
					PA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
1.3	PA Statement	The facility is fit for purpose, has sufficient space, resources and equipment to provide the services in line with the volume of users it receives.					
	To what extent is this facility able to provide all the services it is meant to?	We are not able to provide **most** of the frontline services specified in terms of sector norms and standards.	We are not able to provide **some** of the frontline services specified in terms of sector norms and standards.	We are able to provide **all** the frontline services specified in terms of sector norms and standards.	We provide **all** services we are required to provide in terms of sector norms and standards, **and** have added additional services to meet the specific needs of the community.		
					PA Score	/	
1.4	PA Statement	The facility has the minimum equipment necessary for its staff to perform their functions and deliver a reliable, efficient and quality service to users.					
Adequacy and availability of equipment and staff to provide services	To what extent are the facility's computers, telephones, and faxes functional?	**None** of the facility's computers, telephones and faxes are functional.	**Some** of the facility's computers, telephones and faxes are functional.	**All** the facility's computers, telephones and faxes are functional.	**All** the facility's computers, telephones and faxes are functional, **and** there is a reliable internet connection at the time of the visit.		
					PA Score	/	
					KPA Score	/	

KPA 2: Visibility and Signage

	KPA 2	Visibility and Signage					
2.1	PA Statement	Users are able to locate the facility quickly and easily by following external signage.					
Signage to the facility	**External signage:** Is there visible signage on the roads or paths leading to the facility?	There is **no** signage leading to the facility.	There are **some** signage but they are not clear **or** they don't accurately show the distance and direction.	There is **sufficient** and **clear** signage showing directions leading to the facility.	There is **a lot of** signage that clearly shows the direction and distance to the facility from far away.		
	External signage: Is the facility identified on the external sign by the main gate/entrance?	There is **no signage** by the main entrance/gate to identify the facility.	There is a sign but it is **not** clear or visible (e.g. the sign is faded, letters are missing and it is too small).	There is **clear** and **visible** sign at the facility's entrance which describes the name of the facility.	There is clear sign at the facility's entrance **and** on the building which describes the name of the facility.		
					PA Score	/	
2.2	PA Statement	Users are helped to navigate their way through the facility by signage that contains easy-to-understand iconography and is translated into the local language of the community.					
Signage for the illiterate	Does the signage make provision for users that are illiterate to find the correct service points and waiting areas?	**None** of the signs have pictures and symbols.	**Some** of the signs are accompanied by icons, symbols, visualisations or pictures directing users to the main service points **or** waiting areas.	**All** of the signs contains icons, symbols, visualisations and pictures directing users to the main service points **and** waiting areas.	**All** of the signs contains icons, symbols, visualisations and pictures directing users to the main service points and waiting areas, **and** are colour-coded and illuminated for maximum visibility.		
					PA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
2.3	PA Statement	The facility provides users with information on its services, fees and management's contact details.					
Service offering/information	Are the contact details of the facility's manager displayed within the facility?	There are **no** contact details available for the facility's manager.	There is some information on the facility manager, but the contact details are incomplete and are not appropriately displayed.	**All** the relevant contact details and name of the facility manager are prominently displayed at the entrance(s) or waiting area(s) of the facility.	**All** the relevant contact details and names of the facility manager and management team are prominently displayed on photo boards at multiple points in the facility. Users are also given the option of texting or emailing the facility management.		
	Information: Is there signage that contains information on services offered at the facility?	There is **no** signposted information on services offered in the facility.	There are signs with **some** information on the services offered at the facility.	The signage describes **all** the services offered in the facility clearly.	The signage contains information about **all** the services, how they can be obtained and requirements for accessing those services.		
					PA Score	/	
					KPA Score	/	

KPA 3: Queue management and waiting times

	KPA 3	Queue Management and Waiting times					
3.1	PA Statement	The facility has in place a queue management system to direct, manage and control the flow of users quickly and efficiently through the service process.					
Queue management systems	Is there an effective queue management system in place? (A system may include: a person or signs directing users where to wait , an electronic system or a numbering system).	There is **no** queue management system in place within the facility.	There **is** a queue management system (i.e. queue marshal, helpdesk), **but it is not** effective in directing, managing and controlling the flow of users throughout the facility.	There **is** a queue management system which works well **and** directs users quickly to the right place (i.e. a person or signs directing users where to wait , pole and rope barriers, an electronic system or a numbering system).	There **is** an electronic queue management system which works well and directs users quickly to the right place, **and** there is a dedicated floor-walker.		
					PA Score	/	
3.2	PA Statement	The facility keeps users informed of their target waiting times and how long users can be expected to wait before being attended to.					
Waiting times	Does the facility display the target waiting times for users?	There are no target waiting times displayed.	The target waiting times are displayed but are not visible to the user or are not displayed at all relevant service points.	The target waiting times are visibly displayed in various waiting areas.	There are target waiting times displayed at all waiting areas and delays are communicated to users.		
					PA Score	/	
3.3	PA Statement	The facility's queue management system identifies users with special needs, and makes provision to fast-track service delivery and reduce waiting times.					
Special provisions for users	Are there queues or provisions made for users with special needs (i.e. the disabled, elderly, frail, pregnant women) to reduce waiting times?	There is **no** designated queue(s) or provision(s) made for users with special needs.	There is **no** designated queue(s) or provision(s) made for users with special needs, but preference is given to them if they are identified.	Users with special needs **are** identified promptly and directed towards clearly-marked queues **and/or** given preferential treatment.	To be determined during implementation.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 4: Dignified treatment

	KPA 4	Dignified Treatment					
4.1	PA Statement	The facility takes reasonable steps to communicate with users in the language of their choice or provide interpretation services, if necessary.					
Language understood by users	Does the facility make provision to translate or interpret information into a language understood by users, if needed?	There are no efforts made to translate or interpret information for users.	There are some efforts made to translate or interpret information for users, but it is incumbent on users to ask for or pre-arrange these services.	Provision is made to translate or interpret information in the facility without causing delays to users (e.g. staff members are designated to help translate or there is an interpreter on hand).	To be determined.		
					PA Score	/	
4.2	PA Statement	The facility's staff is able to understand and respond appropriately to questions from users, and promptly process their service requests.					
Efficient and responsive officials	Do staff members process the service request quickly once the user has reached the counter or designated service point?	Services requests are processed **very slowly** by staff.	Service requests are processed **slowly**, some staff are slower than others.	Service requests are processed **quickly**.	Service requests are processed **very quickly,** and the time taken is monitored by the facility.		
					PA Score	/	
4.3	PA Statement	Users recognise the facility's staff by their name tags and/or distinguishing uniforms.					
Easily recognisable staff	Do facility staff wear name tags at all times?	We **never** wear our name tags.	We **sometimes** wear our name tags **or** some staff wear them while others don't.	We wear our name tags at **all** times.	We wear our name tags at **all** times, **and** each tag has a photo of the staff member on it.		
					PA Score	/	
4.4	PA Statement	The facility publicises its service standards and targets so that users know and understand what to expect during their time at the facility.					
Awareness of service charters and standards	Is the service delivery charter prominently displayed and visible?	The service delivery charter is **not** displayed.	The facility displays a service delivery charter **but** it is not positioned prominently or visible to users.	The facility displays a service delivery charter **and** it is positioned prominently and visible to users.	The facility displays multiple service delivery charters at **all** key points across the facility.		
	Are sector-specific standards prominently displayed and visible?	The sector-specific standards are **not** displayed.	The facility displays sector-specific standards but these are not positioned prominently or visible to users.	The facility displays sector-specific standards **and** these are positioned prominently and visible to users.	The facility displays sector-specific standards at **all** key points across the facility.		
					PA Score	/	
					KPA Score	/	

	Description					Rating Scale - Staff		
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score		Comments

KPA 5: Cleanliness and Comfort

	KPA 5	Cleanliness and Comfort						
5.1	PA Statement	The facility has sufficient and comfortable waiting areas that are protected from the elements and have enough seating to accommodate the volumes of users it serves.						
Suitable waiting areas	Does the waiting area(s) have adequate seating to cater for the volumes of users?	There is no seating in the waiting area.	There is some seating but not enough to accommodate all users.	There is adequate seating to cater for all users.	To be determined.			
					PA Score	/		
5.2	PA Statement	The facility provides clean and functioning ablution facilities with the necessary toiletries to prevent the spread of disease.						
Ablution facilities are accessible, clean and in working order	Does the facility make available the necessary toiletries to users?	No amenities are supplied.	Only toilet paper is made available but only when asked for.	All toiletries (toilet paper, soap and hand-drying equipment /paper) are made available, and users are aware of how to access them (in the case of toilet paper).	To be determined.			
					PA Score	/		
					KPA Score	/		

KPA 6: Safety

	KPA 6	Safety						
6.1	PA Statement	The facility has in place appropriate safeguards to protect users, staff and their possessions from harm and theft.						
Safety and security measures	Do you feel safe in and around the facility with the current safety measures?	I don't feel safe.	I feel safe sometimes.	I always feel safe.	Best practice to be determined during implementation.			
	Is access to the facility controlled and monitored?	There is no access control at the facility.	There is some form of access control at the facility if one of the following criteria is met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is good access control at the facility if at least two of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is excellent access control at the facility if most of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process; - metal detectors and X-rays; - CCTV.			
	Are the facility's restricted areas clearly marked to prevent or minimise the risk of unauthorised entry?	None of the restricted areas are marked.	Some of restricted areas are marked and others are not.	All restricted areas are clearly marked.	All restricted areas are clearly marked and there is electronic access control or guard services at these entrances.			
					PA Score	/		

	Description	Rating Scale - Staff				Score	Comments
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
6.2	PA Statement	Facilities have health and safety procedures in place to handle emergencies or when dealing with sensitive user information.					
	Are emergency procedures (e.g. evacuation plan, marked exits) and equipment (e.g. fire extinguishers) clearly displayed and signposted within public spaces?	Emergency procedures are not compliant with building regulations if: - the evacuation plan is not displayed at key points within the facility; and - emergency exits are not appropriately signposted; and - fully-serviced fire extinguishers are not available in the public spaces.	Emergency procedures are **partially compliant** with building regulations if **one** of the following criteria is **not met**: - the evacuation plan is displayed at key points within the facility; - emergency exits are appropriately signposted; - fully-serviced fire extinguishers are available in the public spaces.	Emergency procedures are fully compliant with building regulations if: - the evacuation plan is displayed at key points within the facility; and - emergency exits are appropriately signposted; and - fully-serviced fire extinguishers are available in the public spaces.	All building regulations are complied with. Emergency drills are performed at least twice a year to test the safety procedures and plans.		
					PA Score	/	
6.3	PA Statement	The facility stores all user records in a secure location from where they can be retrieved quickly, and puts in place safeguards to prevent loss and unauthorised access and protect the confidentiality of users.					
Safety of records	Are user records stored securely, protected from unauthorised access, and classified for easy retrieval?	There is **no** secure place to store user records.	There is a records storage area **but** it doesn't appear secured or there is no restricted access to the area.	There is a restricted-access area where user documentation is stored **and** classified for easy retrieval.	All user records are stored electronically, easily retrieved **and** are kept safe through access controls and passwords.		
					PA Score	/	
					KPA Score	/	

KPA 7: Opening and closing times/Service availability and efficiency

	KPA 7	Opening and closing times/Service availability and efficiency					
7.1	PA Statement	The facility operates in line with the operational hours prescribed in norms and standards, ensures that services are provided on an ongoing basis during these times, and has backup systems in place when utilities fail.					
Adherence to operational hours	Are the opening times adhered to?	We **never** open on time.	We **sometimes** open on time.	We **always** open on time.	We open **earlier** than our advertised opening times.		
	Does service start on time as soon as the facility opens?	Service never starts on time.	Service sometimes starts on time.	Service always starts on time.	Service always starts earlier than our opening times.		
	Are closing times adhered to?	We always close the doors before closing time.	We sometimes close the doors before closing time.	We only close the doors at closing time but don't stop serving users.	We often close the doors, and stop service after closing time.		
	Do you have a backup system to continue providing services when the electricity or water is interrupted?	There is **no** backup, we have to turn users away.	There is backup, **but** it doesn't always work or it doesn't last sufficiently long for the service to continue.	There is a good backup **and** it allows us to continue doing our work.	To be determined.		
	If the facility's computers and networks are offline, are there alternative systems for staff to use?	There is **no** manual or alternative system to use so service delivery has to stop.	There is **an** alternative system but it is not implemented or followed.	There is **an** alternative system which allows the staff to continue providing services.	To be determined.		
					PA Score		

	Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score		Comments
7.2	PA Statement	Government must ensure that users receive services within the turnaround times as defined in the sector-specific standards or service delivery charter						
Service efficiency and availability	Was the service delivered within the turnaround time as described in the service standards while in the facility?	We **never** deliver within the timeframes specified in norms and standards.	We **sometimes** deliver within the timeframes specified in norms and standards.	We **always** deliver within the timeframes specified in norms and standards.	We deliver **faster** than the timeframes specified in norms and standards.			
	Do you monitor the turnaround times for service delivery?	We **never** monitor service delivery turnaround times.	We **sometimes** monitor service delivery turnaround times.	We **always** monitor service delivery turnaround times.	We monitor service delivery turnaround times and regularly track our progress towards achieving the targets.			
					PA Score	/		
					KPA Score	/		

KPA 8: Complaints and compliments management

	KPA 8	Complaints and compliments management						
8.1	PA Statement	The facility displays the complaints procedure in the waiting areas, public spaces and close to the exits.						
Awareness of complaint-lodging mechanisms	Does the facility prominently display the complaints procedure to its users?	The complaints, compliments and suggestion procedure is **not** displayed.	The complaints, compliments and suggestion procedure **is** displayed **but** not prominently.	The complaints, compliments and suggestion procedure **is** displayed prominently.	The complaints, compliments and suggestion procedure is prominently displayed in waiting areas, public spaces and close to exits **AND** there are pamphlets available at the helpdesk **and** a staff member is on hand to explain the procedure.			
					PA Score	/		
8.2	PA Statement	The facility provides users with the equipment to lodge a complaint or compliment and tracks these until they are resolved						
Complaint- and compliment-lodging systems	Is there a clearly marked complaints, compliments and suggestions box at this facility, with stationery available for users?	There is **no** complaints, compliments and suggestions box at this facility.	There is **a** complaints, compliments and suggestions box at this facility, but it is not clearly marked.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users. There is also telephone with a list of hotline numbers as well as a complaints officer on hand to offer assistance.			
	Does the facility have an internal system of managing lodged complaints and compliments?	There is no internal system to manage lodged complaints and compliments.	There is an internal system to manage lodged complaints, but it is managed by one person (the facility manager).	There is a complaints register which documents: the date, nature and severity of the complaint and who is responsible for following up or resolving the complaint.	All complaints are logged onto an electronic system and referred to a dedicated case manager.			
	Has the facility's frontline staff received training on how to record and resolve a complaint?	**No** training on how to record and resolve a complaint was received.	**Some** training on how to record but not resolve a complaint was received.	**Regular** training is received on how to record and resolve a complaint.	**Continuous** and extensive training was received on how to record and resolve a complaint.			
					PA Score	/		
					KPA Score	/		

COURTS Staff tool

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<tr><td colspan="4">Frontline Service Delivery Monitoring: Questionnaire</td><td>Reference Number</td><td></td></tr>
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Signature of monitor   **Date**

	Description						Rating Scale - Staff			
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 1: Location and Accessibility

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 1	Location and accessibility					
1.1	PA Statement	The facility is accessible to all users in line with travel distance norms set by national or provincial government.					
Accessible distance	How far do most users travel to reach this facility?	Most users travel more than 30 kilometres.	Most users travel between 10 and 30 kilometres.	Most users travel between 5 and 10 kilometres.	Most users travel 5 kilometres or less.		
					PA Score	/	
1.2	PA Statement	The facility's buildings and premises are accessible to the disabled and the elderly.					
Physical access into facility	To what extent is provision made to assist the disabled and the elderly to access the facility building(s)?	No provision is made to help the disabled or elderly gain access to the building and premises.	Some provision is made to help the disabled or elderly including either a handrail, a ramp or some form of assistance constructed at the entrance of the facility but not easily accessible and/or user-friendly.	Adequate provision is made to help the disabled and elderly by means of ramps (built on an acceptable gradient), handrails and/or any other appropriate means, that is easily accessible and user-friendly.	There is a continuous path that enables the disabled and elderly unobstructed access from the facility perimeter to the buildings. This includes clear pathways, ramps and continuous handrails. The ramp's floor is constructed from non-slip material.		
	Is it easy for the disabled and the elderly to navigate their way inside the facility?	No provision is made to help the disabled or elderly navigate their way inside the building(s).	Some provision is made to help the disabled and elderly navigate their way inside the facility. Some points in the facility have sufficient space to allow for ease of movement, and have ramps and/or handrails.	Adequate provision is made to help the disable and elderly navigate their way inside the facility. There are ramps and handrails at **all points** within the facility (where needed) and passages are wide enough to allow ease of movement.	To be determined.		
	In a multi-storey facility, is provision made to help the disabled and the elderly access frontline services?	No provision is made, through the use of lifts or any other means, to help the disabled or elderly access services on the floors above ground level.	Some provision is made to help the disabled and elderly, but the lifts are not functional **or other** provisions put in place are not sufficient to enable easy access to frontline services on the floors above ground level.	Adequate provision is made to help the disabled and elderly access frontline services above ground level by means of functional lifts **or other** appropriate mechanisms.	Lifts are functional **and** disabled-friendly. Handrails and the operating panel are within easy reach of wheelchair users. Braille text or automated voice announcements assist visually-impaired users.		
					PA Score	/	

	Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments	
1.3	PA Statement	The facility is fit for purpose, has sufficient space, resources and equipment to provide the services in line with the volume of users it receives.						
	To what extent is this facility able to provide all the services it is meant to?	We are not able to provide **most** of the frontline services specified in terms of sector norms and standards.	We are not able to provide **some** of the frontline services specified in terms of sector norms and standards.	We are able to provide **all** the frontline services specified in terms of sector norms and standards.	We provide **all** services we are required to provide in terms of sector norms and standards, **and** have added additional services to meet the specific needs of the community.			
					PA Score	/		
1.4	PA Statement	The facility has the minimum equipment necessary for its staff to perform their functions and deliver a reliable, efficient and quality service to users.						
Adequacy and availability of equipment and staff to provide services	To what extent are the facility's computers, telephones, and faxes functional?	**None** of the facility's computers, telephones and faxes are functional.	**Some** of the facility's computers, telephones and faxes are functional.	**All** the facility's computers, telephones and faxes are functional.	**All** the facility's computers, telephones and faxes are functional, **and** there is a reliable internet connection at the time of the visit.			
					PA Score	/		

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
					KPA Score	/	

KPA 2: Visibility and Signage

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 2	Visibility and Signage					
2.1	PA Statement	Users are able to locate the facility quickly and easily by following external signage.					
Signage to the facility	**External signage:** Is there visible signage on the roads or paths leading to the facility?	There is **no** signage leading to the facility.	There are **some** signage but they are not clear **or** they don't accurately show the distance and direction.	There is **sufficient** and **clear** signage showing directions leading to the facility.	There is **a lot of** signage that clearly shows the direction and distance to the facility from far away.		
	External signage: Is the facility identified on the external sign by the main gate/entrance?	There is **no signage** by the main entrance/gate to identify the facility.	There is a sign but it is **not** clear or visible (e.g. the sign is faded, letters are missing and it is too small).	There is **clear** and **visible** sign at the facility's entrance which describes the name of the facility.	There is clear sign at the facility's entrance **and** on the building which describes the name of the facility.		
					PA Score	/	
2.2	PA Statement	The facility provides users with information on its services, fees and management's contact details.					
Service offering/information	Are the contact details of the facility's manager displayed within the facility?	There are **no** contact details available for the facility's manager.	There is some information on the facility manager, but the contact details are incomplete and are not appropriately displayed.	**All** the relevant contact details and name of the facility manager are prominently displayed at the entrance(s) or waiting area(s) of the facility.	**All** the relevant contact details and names of the facility manager and management team are prominently displayed on photo boards at multiple points in the facility. Users are also given the option of texting or emailing the facility management.		
	Information: Is there signage that contains information on services offered at the facility?	There is **no** signposted information on services offered in the facility.	There are signs with **some** information on the services offered at the facility.	The signage describes **all** the services offered in the facility clearly.	The signage contains information about **all** the services, how they can be obtained and requirements for accessing those services.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
KPA 3: Queue management and waiting times							
	KPA 3	Queue Management and Waiting times					
3.1	PA Statement	**The facility has in place a queue management system to direct, manage and control the flow of users quickly and efficiently through the service process.**					
Queue management systems	Is there an effective queue management system in place? (A system may include: a person or signs directing users where to wait , an electronic system or a numbering system).	There is **no** queue management system in place within the facility.	There **is** a queue management system (i.e. queue marshal, helpdesk), **but it is not** effective in directing, managing and controlling the flow of users throughout the facility.	There **is** a queue management system which works well **and** directs users quickly to the right place (i.e. a person or signs directing users where to wait , pole and rope barriers, an electronic system or a numbering system).	There **is** an electronic queue management system which works well and directs users quickly to the right place, **and** there is a dedicated floor-walker.		
					PA Score	/	
3.2	PA Statement	**The facility keeps users informed of their target waiting times and how long users can be expected to wait before being attended to.**					
Waiting times	Does the facility display the target waiting times for users?	There are no target waiting times displayed.	The target waiting times are displayed but are not visible to the user or are not displayed at all relevant service points.	The target waiting times are visibly displayed in various waiting areas.	There are target waiting times displayed at all waiting areas and delays are communicated to users.		
					PA Score	/	
3.3	PA Statement	**The facility's queue management system identifies users with special needs, and makes provision to fast-track service delivery and reduce waiting times.**					
Special provisions for users	Are there queues or provisions made for users with special needs (i.e. the disabled, elderly, frail, pregnant women) to reduce waiting times?	There is **no** designated queue(s) or provision(s) made for users with special needs.	There is **no** designated queue(s) or provision(s) made for users with special needs, but preference is given to them if they are identified.	Users with special needs **are** identified promptly and directed towards clearly-marked queues **and/or** given preferential treatment.	To be determined during implementation.		
					PA Score	/	
					KPA Score	/	

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	Description		Rating Scale - Staff				
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
KPA 4: Dignified treatment							
	KPA 4		Dignified Treatment				
4.1	PA Statement	**The facility takes reasonable steps to communicate with users in the language of their choice or provide interpretation services, if necessary.**					
Language understood by users	Does the facility make provision to translate or interpret information into a language understood by users, if needed?	There are no efforts made to translate or interpret information for users.	There are some efforts made to translate or interpret information for users, but it is incumbent on users to ask for or pre-arrange these services.	Provision is made to translate or interpret information in the facility without causing delays to users (e.g. staff members are designated to help translate or there is an interpreter on hand).	To be determined.		
					PA Score	/	
4.2	PA Statement	**The facility's staff is able to understand and respond appropriately to questions from users, and promptly process their service requests.**					
Efficient and responsive officials	Do staff members process the service request quickly once the user has reached the counter or designated service point?	Services requests are processed **very slowly** by staff.	Service requests are processed **slowly,** some staff are slower than others.	Service requests are processed **quickly**.	Service requests are processed **very quickly,** and the time taken is monitored by the facility.		
					PA Score	/	
4.3	PA Statement	**Users recognise the facility's staff by their name tags and/or distinguishing uniforms.**					
Easily recognisable staff	Do facility staff wear name tags at all times?	We **never** wear our name tags.	We **sometimes** wear our name tags **or** some staff wear them while others don't.	We wear our name tags at **all** times.	We wear our name tags at **all** times, **and** each tag has a photo of the staff member on it.		
					PA Score	/	
4.4	PA Statement	**The facility publicises its service standards and targets so that users know and understand what to expect during their time at the facility.**					
Awareness of service charters and standards	Is the service delivery charter prominently displayed and visible?	The service delivery charter is **not** displayed.	The facility displays a service delivery charter **but** it is not positioned prominently or visible to users.	The facility displays a service delivery charter **and** it is positioned prominently and visible to users.	The facility displays multiple service delivery charters at **all** key points across the facility.		
	Are sector-specific standards prominently displayed and visible?	The sector-specific standards are **not** displayed.	The facility displays sector-specific standards but these are not positioned prominently or visible to users.	The facility displays sector-specific standards **and** these are positioned prominently and visible to users.	The facility displays sector-specific standards at **all** key points across the facility.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 5: Cleanliness and Comfort

	KPA 5	Cleanliness and Comfort					
5.1	PA Statement	The facility has sufficient and comfortable waiting areas that are protected from the elements and have enough seating to accommodate the volumes of users it serves.					
Suitable waiting areas	Does the waiting area(s) have adequate seating to cater for the volumes of users?	There is no seating in the waiting area.	There is some seating but not enough to accommodate all users.	There is adequate seating to cater for all users.	To be determined.		
					PA Score	/	
5.2	PA Statement	The facility provides clean and functioning ablution facilities with the necessary toiletries to prevent the spread of disease.					
Ablution facilities are accessible, clean and in working order	Does the facility make available the necessary toiletries to users?	No amenities are supplied.	Only toilet paper is made available but only when asked for.	All toiletries (toilet paper, soap and hand-drying equipment /paper) are made available, and users are aware of how to access them (in the case of toilet paper).	To be determined.		
					PA Score	/	
					KPA Score	/	

KPA 6: Safety

	KPA 6	Safety					
6.1	PA Statement	The facility has in place appropriate safeguards to protect users, staff and their possessions from harm and theft.					
Safety and security measures	Do you feel safe in and around the facility with the current safety measures?	I don't feel safe.	I feel safe sometimes.	I always feel safe.	Best practice to be determined during implementation.		
	Is access to the facility controlled and monitored?	There is no access control at the facility.	There is some form of access control at the facility if one of the following criteria is met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is good access control at the facility if at least two of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is excellent access control at the facility if most of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process; - metal detectors and X-rays; - CCTV.		
	Are the facility's restricted areas clearly marked to prevent or minimise the risk of unauthorised entry?	None of the restricted areas are marked.	Some of restricted areas are marked and others are not.	All restricted areas are clearly marked.	All restricted areas are clearly marked and there is electronic access control or guard services at these entrances.		
					PA Score	/	

	Description		Rating Scale - Staff				
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
6.2	**PA Statement**	**Facilities have health and safety procedures in place to handle emergencies or when dealing with sensitive user information.**					
Safety procedures	Does this facility have a fully-stocked first aid kit in a marked location?	There is no first aid kit.	There is a first aid kit but it is not well stocked.	There is a fully-stocked first aid kit in a marked location with a checklist.	There are several fully-stocked first aid kits in all key points, and several staff members are trained on how to use them to treat injuries.		
	Are emergency procedures (e.g. evacuation plan, marked exits) and equipment (e.g. fire extinguishers) clearly displayed and signposted within public spaces?	Emergency procedures are not compliant with building regulations if: - the evacuation plan is not displayed at key points within the facility; and - emergency exits are not appropriately signposted; and - fully-serviced fire extinguishers are not available in the public spaces.	Emergency procedures are **partially compliant** with building regulations if **one** of the following criteria is **not met**: - the evacuation plan is displayed at key points within the facility; - emergency exits are appropriately signposted; - fully-serviced fire extinguishers are available in the public spaces.	Emergency procedures are fully compliant with building regulations if: - the evacuation plan is displayed at key points within the facility; and - emergency exits are appropriately signposted; and - fully-serviced fire extinguishers are available in the public spaces.	All building regulations are complied with. Emergency drills are performed at least twice a year to test the safety procedures and plans.		
					PA Score	/	
6.3	**PA Statement**	**The facility stores all user records in a secure location from where they can be retrieved quickly, and puts in place safeguards to prevent loss and unauthorised access and protect the confidentiality of users.**					
Safety of records	Are user records stored securely, protected from unauthorised access, and classified for easy retrieval?	There is **no** secure place to store user records.	There is a records storage area **but** it doesn't appear secured or there is no restricted access to the area.	There is a restricted-access area where user documentation is stored **and** classified for easy retrieval.	All user records are stored electronically, easily retrieved **and** are kept safe through access controls and passwords.		
					PA Score	/	
					KPA Score	/	

	Description	Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 7: Opening and closing times/Service availability and efficiency

	KPA 7	Opening and closing times/Service availability and efficiency					
7.1	PA Statement	The facility operates in line with the operational hours prescribed in norms and standards, ensures that services are provided on an ongoing basis during these times, and has backup systems in place when utilities fail.					
Adherence to operational hours	Are the opening times adhered to?	We **never** open on time.	We **sometimes** open on time.	We **always** open on time.	We open **earlier** than our advertised opening times.		
	Does service start on time as soon as the facility opens?	Service never starts on time.	Service sometimes starts on time.	Service always starts on time.	Service always starts earlier than our opening times.		
	Are closing times adhered to?	We always close the doors before closing time.	We sometimes close the doors before closing time.	We only close the doors at closing time but don't stop serving users.	We often close the doors, and stop service after closing time.		
	Do you have a backup system to continue providing services when the electricity or water is interrupted?	There is **no** backup, we have to turn users away.	There is backup, **but** it doesn't always work or it doesn't last sufficiently long for the service to continue.	There is a good backup **and** it allows us to continue doing our work.	To be determined.		
	If the facility's computers and networks are offline, are there alternative systems for staff to use?	There is **no** manual or alternative system to use so service delivery has to stop.	There is **an** alternative system but it is not implemented or followed.	There is **an** alternative system which allows the staff to continue providing services.	To be determined.		
					PA Score	/	
7.2	PA Statement	Government must ensure that users receive services within the turnaround times as defined in the sector-specific standards or service delivery charter					
Service efficiency and availability	Was the service delivered within the turnaround time as described in the service standards while in the facility?	We **never** deliver within the timeframes specified in norms and standards.	We **sometimes** deliver within the timeframes specified in norms and standards.	We **always** deliver within the timeframes specified in norms and standards.	We deliver **faster** than the timeframes specified in norms and standards.		
	As per the service charter, citizens at domestic violence & maintenance service points should not wait longer than 2hours in the queue without being attended to. Is this the practice in this facility?	We **never** adhere to this practice	We **sometimes** adhere to this practice	We **always** adhere to this practice			
	For domestic violence, a protection order must to be issued within 1 day of it being granted. Is this practice adhered to?	We **never** adhere to this practice	We **sometimes** adhere to this practice	We **always** adhere to this practice			
	Does this court finalise maintenance orders within the specified 90 days?	We **never** finalize maintenance orders within 90 days	We **sometimes** finalize maintenance orders within 90 days	We **always** finalize maintenance orders within 90 days			
	Do you monitor the turnaround times for service delivery?	We **never** monitor service delivery turnaround times.	We **sometimes** monitor service delivery turnaround times.	We **always** monitor service delivery turnaround times.	We monitor service delivery turnaround times and regularly track our progress towards achieving the targets.		
					PA Score	/	
					KPA Score	/	

	Description	Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 8: Complaints and compliments management

	KPA 8	Complaints and compliments management					
8.1	PA Statement	The facility displays the complaints procedure in the waiting areas, public spaces and close to the exits.					
Awareness of complaint-lodging mechanisms	Does the facility prominently display the complaints procedure to its users?	The complaints, compliments and suggestion procedure is **not** displayed.	The complaints, compliments and suggestion procedure **is** displayed **but** not prominently.	The complaints, compliments and suggestion procedure **is** displayed prominently.	The complaints, compliments and suggestion procedure is prominently displayed in waiting areas, public spaces and close to exits **AND** there are pamphlets available at the helpdesk **and** a staff member is on hand to explain the procedure.		
					PA Score	/	
8.2	PA Statement	The facility provides users with the equipment to lodge a complaint or compliment and tracks these until they are resolved					
Complaint- and compliment-lodging systems	Is there a clearly marked complaints, compliments and suggestions box at this facility, with stationery available for users?	There is **no** complaints, compliments and suggestions box at this facility.	There is **a** complaints, compliments and suggestions box at this facility, but it is not clearly marked.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users. There is also telephone with a list of hotline numbers as well as a complaints officer on hand to offer assistance.		
	Does the facility have an internal system of managing lodged complaints and compliments?	There is no internal system to manage lodged complaints and compliments.	There is an internal system to manage lodged complaints, but it is managed by one person (the facility manager).	There is a complaints register which documents: the date, nature and severity of the complaint and who is responsible for following up or resolving the complaint.	All complaints are logged onto an electronic system and referred to a dedicated case manager.		
	Has the facility's frontline staff received training on how to record and resolve a complaint?	**No** training on how to record and resolve a complaint was received.	**Some** training on how to record but not resolve a complaint was received.	**Regular** training is received on how to record and resolve a complaint.	**Continuous** and extensive training was received on how to record and resolve a complaint.		
					PA Score	/	
					KPA Score	/	

HOME AFFAIRS Staff tool

The Presidency: Department of Planning, Monitoring and Evaluation	Office of the premier:		
			Province:
Frontline Service Delivery Monitoring: Questionnaire			Reference Number

Details of FSD Monitoring Site			
Name of Facility			
District			
Municipality			
Street Address			
Date of visit	DD/MM/YYYY		

Details of Staff Member				
First Name				
Last Name				
Gender	Male		Female	
Race	African	Coloured	Asian	White
Designation (level)				
Contact Details	Email			
	Telephone			
	Other			
Disability		Yes	No	

Name of monitor		
Name and Surname		
Contact Details	Email	
	Telephone	
	Other	

_____
Signature of monitor

_____
Date

	Description	Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 1: Location and Accessibility

	KPA 1	Location and accessibility					
1.1	PA Statement	The facility is accessible to all users in line with travel distance norms set by national or provincial government.					
Accessible distance	How far do most users travel to reach this facility?	Most users travel more than 30 kilometres.	Most users travel between 10 and 30 kilometres.	Most users travel between 5 and 10 kilometres.	Most users travel 5 kilometres or less.		
					PA Score	/	
1.2	PA Statement	The facility's buildings and premises are accessible to the disabled and the elderly.					
Physical access into facility	To what extent is provision made to assist the disabled and the elderly to access the facility building(s)?	No provision is made to help the disabled or elderly gain access to the building and premises.	Some provision is made to help the disabled or elderly including either a handrail, a ramp or some form of assistance constructed at the entrance of the facility but not easily accessible and/or user-friendly.	Adequate provision is made to help the disabled and elderly by means of ramps (built on an acceptable gradient), handrails and/or any other appropriate means, that is easily accessible and user-friendly.	There is a continuous path that enables the disabled and elderly unobstructed access from the facility perimeter to the buildings. This includes clear pathways, ramps and continuous handrails. The ramp's floor is constructed from non-slip material.		
	Is it easy for the disabled and the elderly to navigate their way inside the facility?	No provision is made to help the disabled or elderly navigate their way inside the building(s).	Some provision is made to help the disabled and elderly navigate their way inside the facility. Some points in the facility have sufficient space to allow for ease of movement, and have ramps and/or handrails.	Adequate provision is made to help the disable and elderly navigate their way inside the facility. There are ramps and handrails at **all points** within the facility (where needed) and passages are wide enough to allow ease of movement.	To be determined.		
	In a multi-storey facility, is provision made to help the disabled and the elderly access frontline services?	No provision is made, through the use of lifts or any other means, to help the disabled or elderly access services on the floors above ground level.	Some provision is made to help the disabled and elderly, but the lifts are not functional **or other** provisions put in place are not sufficient to enable easy access to frontline services on the floors above ground level.	Adequate provision is made to help the disabled and elderly access frontline services above ground level by means of functional lifts **or other** appropriate mechanisms.	Lifts are functional **and** disabled-friendly. Handrails and the operating panel are within easy reach of wheelchair users. Braille text or automated voice announcements assist visually-impaired users.		
					PA Score	/	

	Description		Rating Scale - Staff				
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
1.3	PA Statement	The facility is fit for purpose, has sufficient space, resources and equipment to provide the services in line with the volume of users it receives.					
	To what extent is this facility able to provide all the services it is meant to?	We are not able to provide **most** of the frontline services specified in terms of sector norms and standards.	We are not able to provide **some** of the frontline services specified in terms of sector norms and standards.	We are able to provide **all** the frontline services specified in terms of sector norms and standards.	We provide **all** services we are required to provide in terms of sector norms and standards, **and** have added additional services to meet the specific needs of the community.		
					PA Score	/	
1.4	PA Statement	The facility has the minimum equipment necessary for its staff to perform their functions and deliver a reliable, efficient and quality service to users.					
Adequacy and availability of equipment and staff to provide services	To what extent are the facility's computers, telephones, and faxes functional?	**None** of the facility's computers, telephones and faxes are functional.	**Some** of the facility's computers, telephones and faxes are functional.	**All** the facility's computers, telephones and faxes are functional.	**All** the facility's computers, telephones and faxes are functional, **and** there is a reliable internet connection at the time of the visit.		
					PA Score	/	
					KPA Score	/	

KPA 2: Visibility and Signage

	KPA 2	Visibility and Signage					
2.1	PA Statement	Users are able to locate the facility quickly and easily by following external signage.					
Signage to the facility	**External signage:** Is there visible signage on the roads or paths leading to the facility?	There is **no** signage leading to the facility.	There are **some** signage but they are not clear **or** they don't accurately show the distance and direction.	There is **sufficient** and **clear** signage showing directions leading to the facility.	There is **a lot of** signage that clearly shows the direction and distance to the facility from far away.		
	External signage: Is the facility identified on the external sign by the main gate/entrance?	There is **no signage** by the main entrance/gate to identify the facility.	There is a sign but it is **not** clear or visible (e.g. the sign is faded, letters are missing and it is too small).	There is **clear** and **visible** sign at the facility's entrance which describes the name of the facility.	There is clear sign at the facility's entrance **and** on the building which describes the name of the facility.		
					PA Score	/	
2.3	PA Statement	Users are helped to navigate their way through the facility by signage that contains easy-to-understand iconography and is translated into the local language of the community.					
Signage for the illiterate	Does the signage make provision for users that are illiterate to find the correct service points and waiting areas?	**None** of the signs have pictures and symbols.	**Some** of the signs are accompanied by icons, symbols, visualisations or pictures directing users to the main service points **or** waiting areas.	**All** of the signs contains icons, symbols, visualisations and pictures directing users to the main service points **and** waiting areas.	**All** of the signs contains icons, symbols, visualisations and pictures directing users to the main service points and waiting areas, **and** are colour-coded and illuminated for maximum visibility.		
					PA Score	/	

	Description	Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
2.4	PA Statement	The facility provides users with information on its services, fees and management's contact details.					
Service offering/information	Are the contact details of the facility's manager displayed within the facility?	There are **no** contact details available for the facility's manager.	There is some information on the facility manager, but the contact details are incomplete and are not appropriately displayed.	**All** the relevant contact details and name of the facility manager are prominently displayed at the entrance(s) or waiting area(s) of the facility.	**All** the relevant contact details and names of the facility manager and management team are prominently displayed on photo boards at multiple points in the facility. Users are also given the option of texting or emailing the facility management.		
	Information: Is there signage that contains information on services offered at the facility?	There is **no** signposted information on services offered in the facility.	There are signs with **some** information on the services offered at the facility.	The signage describes **all** the services offered in the facility clearly.	The signage contains information about **all** the services, how they can be obtained and requirements for accessing those services.		
					PA Score	/	
					KPA Score	/	

KPA 3: Queue management and waiting times

	KPA 3	Queue Management and Waiting times					
3.1	PA Statement	The facility has in place a queue management system to direct, manage and control the flow of users quickly and efficiently through the service process.					
Queue management systems	Is there an effective queue management system in place? (A system may include: a person or signs directing users where to wait , an electronic system or a numbering system).	There is **no** queue management system in place within the facility.	There **is** a queue management system (i.e. queue marshal, helpdesk), **but it is not** effective in directing, managing and controlling the flow of users throughout the facility.	There **is** a queue management system which works well **and** directs users quickly to the right place (i.e. a person or signs directing users where to wait , pole and rope barriers, an electronic system or a numbering system).	There **is** an electronic queue management system which works well and directs users quickly to the right place, **and** there is a dedicated floor-walker.		
					PA Score	/	
3.2	PA Statement	The facility keeps users informed of their target waiting times and how long users can be expected to wait before being attended to.					
Waiting times	Does the facility display the target waiting times for users?	There are no target waiting times displayed.	The target waiting times are displayed but are not visible to the user or are not displayed at all relevant service points.	The target waiting times are visibly displayed in various waiting areas.	There are target waiting times displayed at all waiting areas and delays are communicated to users.		
					PA Score	/	

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
Description		**Rating Scale - Staff**					
3.3	PA Statement	The facility's queue management system identifies users with special needs, and makes provision to fast-track service delivery and reduce waiting times.					
Special provisions for users	Are there queues or provisions made for users with special needs (i.e. the disabled, elderly, frail, pregnant women) to reduce waiting times?	There is **no** designated queue(s) or provision(s) made for users with special needs.	There is **no** designated queue(s) or provision(s) made for users with special needs, but preference is given to them if they are identified.	Users with special needs **are** identified promptly and directed towards clearly-marked queues **and/or** given preferential treatment.	To be determined during implementation.		
					PA Score	/	
					KPA Score	/	

KPA 4: Dignified treatment

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 4	**Dignified Treatment**					
4.1	PA Statement	The facility takes reasonable steps to communicate with users in the language of their choice or provide interpretation services, if necessary.					
Language understood by users	Does the facility make provision to translate or interpret information into a language understood by users, if needed?	There are no efforts made to translate or interpret information for users.	There are some efforts made to translate or interpret information for users, but it is incumbent on users to ask for or pre-arrange these services.	Provision is made to translate or interpret information in the facility without causing delays to users (e.g. staff members are designated to help translate or there is an interpreter on hand).	To be determined.		
					PA Score	/	
4.2	PA Statement	The facility's staff is able to understand and respond appropriately to questions from users, and promptly process their service requests.					
Efficient and responsive officials	Do staff members process the service request quickly once the user has reached the counter or designated service point?	Services requests are processed **very slowly** by staff.	Service requests are processed **slowly**, some staff are slower than others.	Service requests are processed **quickly**.	Service requests are processed **very quickly**, and the time taken is monitored by the facility.		
					PA Score	/	
4.3	PA Statement	Users recognise the facility's staff by their name tags and/or distinguishing uniforms.					
Easily recognisable staff	Do facility staff wear name tags at all times?	We **never** wear our name tags.	We **sometimes** wear our name tags **or** some staff wear them while others don't.	We wear our name tags at **all** times.	We wear our name tags at **all** times, **and** each tag has a photo of the staff member on it.		
					PA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
4.4	PA Statement	**The facility provides users with information on how to apply for the services including the types of documents needed, the fees payable, and the process for following up on their service request or application.**					
Information about application processes or service requests	To what extent does the facility provide information to users on what is needed to apply for a service and what fees are payable?	There is **no** information available in the facility (e.g. signboards or pamphlets) on the following: - application process; - documentary requirements; - the fees payable (if applicable); - process of following up (if applicable).	There is **some** information available in the facility (e.g. signboards or pamphlets) on **one** of the following: - application process; - documentary requirements; - the fees payable (if applicable); - process of following up (if applicable).	There is **adequate** information available in the facility (e.g. signboards or pamphlets) on **all** of the following: - application process; - documentary requirements; - the fees payable (if applicable); - process of following up (if applicable).	To de determined.		
				PA Score		/	
4.5	PA Statement	**The facility publicises its service standards and targets so that users know and understand what to expect during their time at the facility.**					
Awareness of service charters and standards	Is the service delivery charter prominently displayed and visible?	The service delivery charter is **not** displayed.	The facility displays a service delivery charter **but** it is not positioned prominently or visible to users.	The facility displays a service delivery charter **and** it is positioned prominently and visible to users.	The facility displays multiple service delivery charters at **all** key points across the facility.		
	Are sector-specific standards prominently displayed and visible?	The sector-specific standards are **not** displayed.	The facility displays sector-specific standards but these are not positioned prominently or visible to users.	The facility displays sector-specific standards **and** these are positioned prominently and visible to users.	The facility displays sector-specific standards at **all** key points across the facility.		
				PA Score		/	
				KPA Score		/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 5: Cleanliness and Comfort

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 5	Cleanliness and Comfort					
5.1	PA Statement	The facility has sufficient and comfortable waiting areas that are protected from the elements and have enough seating to accommodate the volumes of users it serves.					
Suitable waiting areas	Does the waiting area(s) have adequate seating to cater for the volumes of users?	There is no seating in the waiting area.	There is some seating but not enough to accommodate all users.	There is adequate seating to cater for all users.	To be determined.		
					PA Score	/	
5.2	PA Statement	The facility provides clean and functioning ablution facilities with the necessary toiletries to prevent the spread of disease.					
Ablution facilities are accessible, clean and in working order	Does the facility make available the necessary toiletries to users?	No amenities are supplied.	Only toilet paper is made available but only when asked for.	All toiletries (toilet paper, soap and hand-drying equipment /paper) are made available, and users are aware of how to access them (in the case of toilet paper).	To be determined.		
					PA Score	/	
					KPA Score	/	

KPA 6: Safety

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 6	Safety					
6.1	PA Statement	The facility has in place appropriate safeguards to protect users, staff and their possessions from harm and theft.					
Safety and security measures	Do you feel safe in and around the facility with the current safety measures?	I don't feel safe.	I feel safe sometimes.	I always feel safe.	Best practice to be determined during implementation.		
	Is access to the facility controlled and monitored?	There is **no** access control at the facility.	There is **some** form of access control at the facility if **one** of the following criteria is met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is good access control at the facility if at least two of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process.	There is excellent access control at the facility if most of the following criteria are met: - a turnstile; - a gate or fence (if applicable); - a security guard; - a registration process; - metal detectors and X-rays; - CCTV.		
	Are the facility's restricted areas clearly marked to prevent or minimise the risk of unauthorised entry?	**None** of the restricted areas are marked.	**Some** of restricted areas are marked and others are not.	All restricted areas are clearly marked.	All restricted areas are clearly marked and there is electronic access control or guard services at these entrances.		
					PA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
6.2	PA Statement	Facilities have health and safety procedures in place to handle emergencies or when dealing with sensitive user information.					
Safety procedures	Does this facility have a fully-stocked first aid kit in a marked location?	There is no first aid kit.	There is a first aid kit but it is not well stocked.	There is a fully-stocked first aid kit in a marked location with a checklist.	There are several fully-stocked first aid kits in all key points, and several staff members are trained on how to use them to treat injuries.		
	Are emergency procedures (e.g. evacuation plan, marked exits) and equipment (e.g. fire extinguishers) clearly displayed and signposted within public spaces?	Emergency procedures are not compliant with building regulations if: - the evacuation plan is not displayed at key points within the facility; and - emergency exits are not appropriately signposted; and - fully-serviced fire extinguishers are not available in the public spaces.	Emergency procedures are **partially compliant** with building regulations if **one** of the following criteria is **not met**: - the evacuation plan is displayed at key points within the facility; - emergency exits are appropriately signposted; - fully-serviced fire extinguishers are available in the public spaces.	Emergency procedures are fully compliant with building regulations if: - the evacuation plan is displayed at key points within the facility; and - emergency exits are appropriately signposted; and - fully-serviced fire extinguishers are available in the public spaces.	All building regulations are complied with. Emergency drills are performed at least twice a year to test the safety procedures and plans.		
					PA Score	/	
6.3	PA Statement	The facility stores all user records in a secure location from where they can be retrieved quickly, and puts in place safeguards to prevent loss and unauthorised access and protect the confidentiality of users.					
Safety of records	Are user records stored securely, protected from unauthorised access, and classified for easy retrieval?	There is **no** secure place to store user records.	There is a records storage area **but** it doesn't appear secured or there is no restricted access to the area.	There is a restricted-access area where user documentation is stored **and** classified for easy retrieval.	All user records are stored electronically, easily retrieved **and** are kept safe through access controls and passwords.		
					PA Score	/	
					KPA Score	/	

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
KPA 7: Opening and closing times/Service availability and efficiency							
	KPA 7	Opening and closing times/Service availability and efficiency					
7.1	PA Statement	**The facility operates in line with the operational hours prescribed in norms and standards, ensures that services are provided on an ongoing basis during these times, and has backup systems in place when utilities fail.**					
Adherence to operational hours	Are the opening times adhered to?	We **never** open on time.	We **sometimes** open on time.	We **always** open on time.	We open **earlier** than our advertised opening times.		
	Does service start on time as soon as the facility opens?	Service never starts on time.	Service sometimes starts on time.	Service always starts on time.	Service always starts earlier than our opening times.		
	Are closing times adhered to?	We always close the doors before closing time.	We sometimes close the doors before closing time.	We only close the doors at closing time but don't stop serving users.	We often close the doors, and stop service after closing time.		
	Do you have a backup system to continue providing services when the electricity or water is interrupted?	There is **no** backup, we have to turn users away.	There is backup, **but** it doesn't always work or it doesn't last sufficiently long for the service to continue.	There is a good backup **and** it allows us to continue doing our work.	To be determined.		
	If the facility's computers and networks are offline, are there alternative systems for staff to use?	There is **no** manual or alternative system to use so service delivery has to stop.	There is **an** alternative system but it is not implemented or followed.	There is **an** alternative system which allows the staff to continue providing services.	To be determined.		
7.2	PA Statement	**Government must ensure that users receive services within the turnaround times as defined in the sector-specific standards or service delivery charter**					
Service efficiency and availability	Was the service delivered within the turnaround time as described in the service standards while in the facility?	We **never** deliver within the timeframes specified in norms and standards.	We **sometimes** deliver within the timeframes specified in norms and standards.	We **always** deliver within the timeframes specified in norms and standards.	We deliver **faster** than the timeframes specified in norms and standards.		
	Does this office adhere to the national standard of issuing ID documents within the prescribed timeframes?	We **never** achieve this standard	We **sometimes** achieve this standard	We **always** achieve this standard			
	Do you monitor the turnaround times for service delivery?	We **never** monitor service delivery turnaround times.	We **sometimes** monitor service delivery turnaround times.	We **always** monitor service delivery turnaround times.	We monitor service delivery turnaround times and regularly track our progress towards achieving the targets.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - Staff					
PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments

KPA 8: Complaints and compliments management

PA heading	Questions	1 = Not achieved	2 = Partially Achieved	3 = Fully Achieved	4 = Achieved beyond compliance	Score	Comments
	KPA 8	**Complaints and compliments management**					
8.1	**PA Statement**	**The facility displays the complaints procedure in the waiting areas, public spaces and close to the exits.**					
Awareness of complaint-lodging mechanisms	Does the facility prominently display the complaints procedure to its users?	The complaints, compliments and suggestion procedure is **not** displayed.	The complaints, compliments and suggestion procedure **is** displayed **but** not prominently.	The complaints, compliments and suggestion procedure **is** displayed prominently.	The complaints, compliments and suggestion procedure is prominently displayed in waiting areas, public spaces and close to exits **AND** there are pamphlets available at the helpdesk **and** a staff member is on hand to explain the procedure.		
					PA Score	**/**	
8.2	**PA Statement**	**The facility provides users with the equipment to lodge a complaint or compliment and tracks these until they are resolved**					
Complaint- and compliment-lodging systems	Is there a clearly marked complaints, compliments and suggestions box at this facility, with stationery available for users?	There is **no** complaints, compliments and suggestions box at this facility.	There is **a** complaints, compliments and suggestions box at this facility, but it is not clearly marked.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users.	There is a complaints, compliments and suggestions box at this facility, that is clearly marked with stationery made available to users. There is also telephone with a list of hotline numbers as well as a complaints officer on hand to offer assistance.		
	Does the facility have an internal system of managing lodged complaints and compliments?	There is no internal system to manage lodged complaints and compliments.	There is an internal system to manage lodged complaints, but it is managed by one person (the facility manager).	There is a complaints register which documents: the date, nature and severity of the complaint and who is responsible for following up or resolving the complaint.	All complaints are logged onto an electronic system and referred to a dedicated case manager.		
	Has the facility's frontline staff received training on how to record and resolve a complaint?	**No** training on how to record and resolve a complaint was received.	**Some** training on how to record but not resolve a complaint was received.	**Regular** training is received on how to record and resolve a complaint.	**Continuous** and extensive training was received on how to record and resolve a complaint.		
					PA Score	**/**	
					KPA Score	**/**	

DLTC User tool

The Presidency: Department of Planning, Monitoring and Evaluation		Office of the premier:		Province:	
Frontline Service Delivery Monitoring: Questionnaire				Reference Number:	
Details of FSD Monitoring Site					
Name of Facility					
Date of visit	DD/MM/YYYY				
Details of user Member					
First Name					
Last Name					
Gender	Male		Female		
Race	African	Coloured	Asian	White	
Designation (level)					
Contact Details	Email				
	Telephone				
	Other				
Disability	Yes No				
Name of monitor					
Name and Surname					
Contact Details	Telephone				
	E-mail				
	Other				

_____   Signature of monitor

_____   Date

	Description	Rating Scale - User				Score	Comments
PA heading	Question	1	2	3	4	Score	Comments

KPA 1: Location and Accessibility

	KPA 1	Location and accessibility					
1.1	PA Statement	The facility is accessible to all users in line with travel distance norms set by national or provincial government.					
Accessible distance	How long did you travel to reach this facility from home?	I travelled for more than 1.5 hours.	I travelled for more than 1 but less than 1.5 hours.	I travelled for about 1 hour.	I travelled for less than 1 hour.		
					PA Score	/	
					KPA Score		

KPA 2: Visibility and Signage

	KPA 2	Visibility and Signage					
2.1	PA Statement	Users are able to locate the facility quickly and easily by following external signage.					
Signage to the facility	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it for you to find the facility using the signage?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
2.2	PA Statement	Users are able to navigate their way throughout the facility, by following internal signage to the correct service points and waiting areas.					
Signage within the facility	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it to find your way to the waiting areas and service points within the facility using the signage?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
2.3	PA Statement	The facility provides users with information on its services, fees and management's contact details.					
Service offering/information	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy is it for you to contact the facility manager, if you ever need to?	Very difficult.	Difficult.	Easy.	Very easy.		
	On a **scale of 1 to 4** where 1 is "I don't know" and 4 is "I know for sure", how well informed are you about the services provided by this facility and any fees payable (if applicable)?	I don't know.	I am not sure.	I know.	I know for sure.		
					PA Score	/	
					KPA Score		

PA heading	Description	Rating Scale - User				Score	Comments
	Question	1	2	3	4		

KPA 3: Queue management and waiting times

PA heading	Question	1	2	3	4	Score	Comments
	KPA 3		Queue Management and Waiting times				
3.1	PA Statement	The facility has in place a queue management system to direct, manage and control the flow of users quickly and efficiently through the service process.					
Queue management systems	Upon arriving at the facility, were you directed to the right queue?	I was not directed to a queue.	I was directed to the wrong queue.	I was directed to the right queue.	I was directed and led to the right queue.		
	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it to get help when you arrived in the facility?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
3.2	PA Statement	The facility keeps users informed of their target waiting times and how long users can be expected to wait before being attended to.					
Waiting times	On a **scale of 1 to 4** where 1 is "I don't know" and 4 is "I am very sure", how long did you expected to wait before being attended to?	I don't know.	I am not sure.	I know.	I know for sure.		
	How long did you wait in the queue?						actual waiting time in minutes
	Monitors to correlate the actual waiting time with displayed waiting times (where available).	Users waited for an exceptionally long time (2X or more than the target waiting time) e.g. *If the target waiting time is 30 minutes, then users waited for 60 minutes or more.*	Users waited for a long time (more than 1X and less than 2X the target waiting time) e.g. *If the target waiting time is 30 minutes, then users waited for more than 30 minutes and less than 60 minutes.*	User waited in line with the target times e.g. *If the target waiting time is 30 minutes, then users waited for about 30 minutes.*	User waited less than half the target waiting time e.g. *if the target waiting time is 30 minutes, then users waited for less than 15 minutes.*		if no waiting time displayed by the facility then the score is a "1"
					PA Score	/	
					KPA Score		

Description		Rating Scale - User				Score	Comments
PA heading	Question	1	2	3	4		

KPA 4: Dignified treatment

PA heading	Question	1	2	3	4	Score	Comments
	KPA 4	Dignified Treatment					
4.1	PA Statement	The facility's staff treats users with courtesy, dignity and respect and provide services in a friendly manner.					
Courteous, dignified and respectful service	On a **scale of 1 to 4** where 1 is "very badly" and 4 is "very well", how well were you treated by staff at the facility?	Poor.	Fair.	Well.	Very well.		
					PA Score		
4.2	PA Statement	The facility takes reasonable steps to communicate with users in the language of their choice or provide interpretation services, if necessary.					
Language of choice	Did the staff speak to you in a language that you can easily understand?	They **did not** speak to me in a language that I am able to easily understand.	They **tried** to speak in my local language, **but** I only understood **some** of what they said.	They spoke to me in my local language, **and** I understood **all** of what they said.	They could speak to me fluently in all the local language(s), and where appropriate explained the service process and translated the forms or instructions for me.		
					PA Score	/	
4.3	PA Statement	The facility's staff is able to understand and respond appropriately to questions from users, and promptly process their service requests.					
Efficient and responsive officials	On a **scale of 1 to 4** where 1 is "very slow" and 4 is "very quick", how quickly were you served once you reached the counter or service point?	Very slow.	Slow.	Quick.	Very quick.		
	Did staff listen to you and respond to your questions correctly?	They **did not** listen to me or respond to my questions.	They listened to me, **but** did not respond to my question(s), **or** they gave me the wrong information.	They listened to me, **and** responded to all my questions.	They listened to me, **and** responded to all my questions, **and** offered additional information to help me.		
					PA Score	/	
4.4	PA Statement	Users recognise the facility's staff by their name tags and/or distinguishing uniforms.					
Easily recognisable staff	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it for you to recognise staff by name?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
4.5	PA Statement	The facility provides users with information on how to apply for the services including the types of documents needed, the fees payable, and the process for following up on their service request or application.					
Information about application processes or service requests	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it for you to complete the forms needed for your application or the service request?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
					KPA Score	/	

Description		Rating Scale - User				Score	Comments
PA heading	Question	1	2	3	4	Score	Comments

KPA 5: Cleanliness and Comfort

PA heading	Question	1	2	3	4	Score	Comments
	KPA 5	Cleanliness and Comfort					
5.1	PA Statement	The facility is clean and maintained in a manner that enhances the user's experience and ensures a safe environment for the delivery of frontline services.					
Cleanliness and maintenance of facility	On a **scale of 1 to 4** where 1 is "very dirty" and 4 is "very clean", how clean were the facility's grounds and outside areas?	Very dirty.	Dirty.	Clean.	Very clean.		
	On a **scale of 1 to 4** where 1 is "very dirty" and 4 is "very clean", how clean was the inside of the facility?	Very dirty.	Dirty.	Clean.	Very clean.		
					PA Score	/	
5.2	PA Statement	The facility has sufficient and comfortable waiting areas that are protected from the elements and have enough seating to accommodate the volumes of users it serves.					
Suitable waiting areas	On a **scale of 1 to 4** where 1 is "very uncomfortable" and 4 is "very comfortable", how comfortable were you in the waiting area?	Very uncomfortable.	Uncomfortable.	Comfortable.	Very comfortable.		
					PA Score	/	
5.3	PA Statement	The facility provides clean and functioning ablution facilities with the necessary toiletries to prevent the spread of disease.					
Ablution facilities are accessible, clean and in working order	If you have used the toilets, on a **scale of 1 to 4** where 1 is "very dirty" and 4 is "very clean", how clean were the toilets?	Very dirty.	Dirty.	Clean.	Very clean.		
	If you have used the toilets, on a **scale of 1 to 4** where 1 is "poor working order" and 4 is "excellent working order", to what extent were the toilets in working order?	Poor working order *(broken and unusable).*	Fair working order *(broken but usable).*	Good working order.	Excellent working order.		
					PA Score	/	
					KPA Score		

Description		Rating Scale - User				Score	Comments
PA heading	Question	1	2	3	4	Score	Comments

KPA 6: Safety

PA heading	Question	1	2	3	4	Score	Comments
	KPA 6	Safety					
6.1	PA Statement	The facility has in place appropriate safeguards to protect users, staff and their possessions from harm and theft.					
Safety and security measures	On a **scale of 1 to 4** where 1 is "very unsafe" and 4 is "very safe", how safe do you feel when you are at the facility?	Very unsafe.	Unsafe.	Safe.	Very safe.		
					PA Score	/	
					KPA Score		

KPA 7: Opening and closing times/Service availability and efficiency

PA heading	Question	1	2	3	4	Score	Comments
	KPA 7	Opening and closing times/Service availability and efficiency					
7.1	PA Statement	Governments must ensure that users know the operational hours of the service point in order to access it					
Operational hours	Are the opening and closing times displayed at the main entrance or within the facility?	I did not see any opening and closing times displayed.	I did see something but the sign was not clear enough to read.	I did see the opening and closing time displayed clearly at the entrance or within the facility.	I saw opening and closing times displayed in multiple places outside and within the facility.		
					PA Score	/	
7.2	PA Statement	The facility operates in line with the operational hours prescribed in norms and standards, ensures that services are provided on an ongoing basis during these times, and has backup systems in place when utilities fail.					
Adherence to operational hours	Does service start on time as soon as the facility opens?	Service never starts on time.	Service sometimes starts on time.	Service always starts on time.	Service always starts earlier than our opening times.		
	Are closing times adhered to?	The facility closes its doors much earlier than closing time.	The facility closes it doors before closing time.	The facility closes it doors at closing time, but continues to serve people who are already inside.	The facility closes it doors later than its closing time.		
	Did you experience disruptions in service at the facility?	There were major disruptions.	There were minor disruptions.	There were no disruptions	There were no disruptions and service was very quick.		
					PA Score	/	
					KPA Score		

	Description	Rating Scale - User				Score	Comments
PA heading	Question	1	2	3	4	Score	Comments

KPA 8: Complaints and compliments management

	Description	Rating Scale - User				Score	Comments
	KPA 8	Complaints and compliments management					
8.1	PA Statement	The facility displays the complaints procedure in the waiting areas, public spaces and close to the exits.					
Awareness of complaint-lodging mechanisms	Do you know how to complain in this facility?	I don't know how to complain about the service at this facility.	I am not sure how to complaint about the service at this facility.	I know how to complain about the service at this facility.	I know for certain how to complain about service at this facility, and will use the complaint system.		
	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy is it for you to complain within the facility?	Very difficult.	Not easy.	Easy.	Very easy.		
	On a **scale of 1 to 4** where 1 is "not very confident" and 4 is "very confident", how confident are you that your complaint will be addressed by the facility?	Not very confident.	Not confident.	Confident.	Very confident.		
User satisfaction	On a **scale of 1 to 4** where 1 is "poor" and 4 is "very good", how would you rate this facility?	Poor.	Fair.	Good.	Very good.		
					PA Score	/	
					KPA Score		

SCHOOL User tool

planning, monitoring and evaluation
Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

The Presidency: Department of Planning, Monitoring and Evaluation		Office of the premier:	Province:	
Frontline Service Delivery Monitoring: Questionnaire			Reference Number:	

Details of FSD Monitoring Site				
Name of Facility				
Date of visit	DD/MM/YYYY			
Details of user Member				
First Name				
Last Name				
Gender	Male		Female	
Race	African	Coloured	Asian	White
Designation (level)				
Contact Details	Email			
	Telephone			
	Other			
Disability	Yes No			
Name of monitor				
Name and Surname				
Contact Details	Telephone			
	E-mail			
	Other			

_____
Signature of monitor

_____
Date

Description		Rating Scale - User					
PA heading	Question	1	2	3	4	Score	Comments
KPA 1: Location and Accessibility							
	KPA 1	Location and accessibility					
1.1	PA Statement	The facility is accessible to all users in line with travel distance norms set by national or provincial government.					
Accessible distance	How long did you travel to reach this facility from home?	I travelled for more than 1.5 hours.	I travelled for more than 1 but less than 1.5 hours.	I travelled for about 1 hour.	I travelled for less than 1 hour.		
					PA Score	/	
					KPA Score		
KPA 2: Visibility and Signage							
	KPA 2	Visibility and Signage					
2.1	PA Statement	Users are able to locate the facility quickly and easily by following external signage.					
Signage to the facility	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it for you to find the facility using the signage?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
2.2	PA Statement	Users are able to navigate their way throughout the facility, by following internal signage to the correct service points and waiting areas.					
Signage within the facility	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it to find your way to the waiting areas and service points within the facility using the signage?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
2.3	PA Statement	The facility provides users with information on its services, fees and management's contact details.					
Service offering/information	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy is it for you to contact the facility manager, if you ever need to?	Very difficult.	Difficult.	Easy.	Very easy.		
	On a **scale of 1 to 4** where 1 is "I don't know" and 4 is "I know for sure", how well informed are you about the services provided by this facility and any fees payable (if applicable)?	I don't know.	I am not sure.	I know.	I know for sure.		
					PA Score	/	
					KPA Score		

Description		Rating Scale - User					
PA heading	Question	1	2	3	4	Score	Comments

KPA 3: Queue management and waiting times

PA heading	Question	1	2	3	4	Score	Comments
	KPA 3	**Queue Management and Waiting times**					
3.1	**PA Statement**	**The facility has in place a queue management system to direct, manage and control the flow of users quickly and efficiently through the service process.**					
Queue management systems	Upon arriving at the facility, were you directed to the right queue?	I was not directed to a queue.	I was directed to the wrong queue.	I was directed to the right queue.	I was directed and led to the right queue.		
	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it to get help when you arrived in the facility?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
					KPA Score		

KPA 4: Dignified treatment

PA heading	Question	1	2	3	4	Score	Comments
	KPA 4	**Dignified Treatment**					
4.1	**PA Statement**	**The facility's staff treats users with courtesy, dignity and respect and provide services in a friendly manner.**					
Courteous, dignified and respectful service	On a **scale of 1 to 4** where 1 is "very badly" and 4 is "very well", how well were you treated by staff at the facility?	Poor.	Fair.	Well.	Very well.		
					PA Score	/	
4.2	**PA Statement**	**The facility takes reasonable steps to communicate with users in the language of their choice or provide interpretation services, if necessary.**					
Language of choice	Did the staff speak to you in a language that you can easily understand?	They **did not** speak to me in a language that I am able to easily understand.	They **tried** to speak in my local language, **but** I only understood **some** of what they said.	They spoke to me in my local language, **and** I understood **all** of what they said.	They could speak to me fluently in all the local language(s), and where appropriate explained the service process and translated the forms or instructions for me.		
					PA Score	/	

Description		Rating Scale - User					
PA heading	Question	1	2	3	4	Score	Comments
4.3	PA Statement	The facility's staff is able to understand and respond appropriately to questions from users, and promptly process their service requests.					
Efficient and responsive officials	On a **scale of 1 to 4** where 1 is "very slow" and 4 is "very quick", how quickly were you served once you reached the counter or service point?	Very slow.	Slow.	Quick.	Very quick.		
	Did staff listen to you and respond to your questions correctly?	They **did not** listen to me or respond to my questions.	They listened to me, **but** did not respond to my question(s), **or** they gave me the wrong information.	They listened to me, **and** responded to all my questions.	They listened to me, **and** responded to all my questions, **and** offered additional information to help me.		
					PA Score	/	
4.4	PA Statement	Users recognise the facility's staff by their name tags and/or distinguishing uniforms.					
Easily recognisable staff	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it for you to recognise staff by name?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
					KPA Score		

KPA 5: Cleanliness and Comfort

	KPA 5	Cleanliness and Comfort					
5.1	PA Statement	The facility is clean and maintained in a manner that enhances the user's experience and ensures a safe environment for the delivery of frontline services.					
Cleanliness and maintenance of facility	On a **scale of 1 to 4** where 1 is "very dirty" and 4 is "very clean", how clean were the facility's grounds and outside areas?	Very dirty.	Dirty.	Clean.	Very clean.		
	On a **scale of 1 to 4** where 1 is "very dirty" and 4 is "very clean", how clean was the inside of the facility?	Very dirty.	Dirty.	Clean.	Very clean.		
					PA Score	/	

Description		Rating Scale - User					
PA heading	Question	1	2	3	4	Score	Comments
5.2	PA Statement	The facility has sufficient and comfortable waiting areas that are protected from the elements and have enough seating to accommodate the volumes of users it serves.					
Suitable waiting areas	On a **scale of 1 to 4** where 1 is "very uncomfortable" and 4 is "very comfortable", how comfortable were you in the waiting area?	Very uncomfortable.	Uncomfortable.	Comfortable.	Very comfortable.		
					PA Score	/	
5.3	PA Statement	The facility provides clean and functioning ablution facilities with the necessary toiletries to prevent the spread of disease.					
Ablution facilities are accessible, clean and in working order	If you have used the toilets, on a **scale of 1 to 4** where 1 is "very dirty" and 4 is "very clean", how clean were the toilets?	Very dirty.	Dirty.	Clean.	Very clean.		
	If you have used the toilets, on a **scale of 1 to 4** where 1 is "poor working order" and 4 is "excellent working order", to what extent were the toilets in working order?	Poor working order *(broken and unusable).*	Fair working order *(broken but usable).*	Good working order.	Excellent working order.		
					PA Score	/	
					KPA Score		

KPA 6: Safety

	KPA 6	Safety					
6.1	PA Statement	The facility has in place appropriate safeguards to protect users, staff and their possessions from harm and theft.					
Safety and security measures	On a **scale of 1 to 4** where 1 is "very unsafe" and 4 is "very safe", how safe do you feel when you are at the facility?	Very unsafe.	Unsafe.	Safe.	Very safe.		
					PA Score	/	
					KPA Score		

	Description	Rating Scale - User				Score	Comments
PA heading	Question	1	2	3	4	Score	Comments

KPA 7: Opening and closing times/Service availability and efficiency

	Description	Rating Scale - User				Score	Comments
	KPA 7	Opening and closing times/Service availability and efficiency					
7.1	PA Statement	The facility operates in line with the operational hours prescribed in norms and standards, ensures that services are provided on an ongoing basis during these times, and has backup systems in place when utilities fail.					
Service availability	Have you recieved the workbooks for all your subjects?	I've received none / very few of my workbooks	I've received most of my workbooks	I've received all of my workbooks			
	Did you experience disruptions in service at the facility?	There were major disruptions.	There were minor disruptions.	There were no disruptions	There were no disruptions and service was very quick.		
					PA Score	/	
					KPA Score		

KPA 8: Complaints and compliments management

	Description	Rating Scale - User				Score	Comments
	KPA 8	Complaints and compliments management					
8.1	PA Statement	The facility displays the complaints procedure in the waiting areas, public spaces and close to the exits.					
Awareness of complaint-lodging mechanisms	Do you know how to complain in this facility?	I don't know how to complain about the service at this facility.	I am not sure how to complaint about the service at this facility.	I know how to complain about the service at this facility.	I know for certain how to complain about service at this facility, and will use the complaint system.		
	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy is it for you to complain within the facility?	Very difficult.	Not easy.	Easy.	Very easy.		
	On a **scale of 1 to 4** where 1 is "not very confident" and 4 is "very confident", how confident are you that your complaint will be addressed by the facility?	Not very confident.	Not confident.	Confident.	Very confident.		
User satisfaction	On a **scale of 1 to 4** where 1 is "poor" and 4 is "very good", how would you rate this facility?	Poor.	Fair.	Good.	Very good.		
					PA Score	/	
					KPA Score	/	

SASSA User tool

Details of FSD Monitoring Site				
Name of Facility				
Date of visit	DD/MM/YYYY			

Details of user Member				
First Name				
Last Name				
Gender	Male		Female	
Race	African	Coloured	Asian	White
Designation (level)				
Contact Details	Email			
	Telephone			
	Other			
Disability	Yes No			

Name of monitor		
Name and Surname		
Contact Details	Telephone	
	E-mail	
	Other	

_____   _____
Signature of monitor   Date

Description		Rating Scale - User				Score	Comments
PA heading	Question	1	2	3	4	Score	Comments

KPA 1: Location and Accessibility

	KPA 1	Location and accessibility					
Accessible distance	How long did you travel to reach this facility from home?	I travelled for more than 1.5 hours.	I travelled for more than 1 but less than 1.5 hours.	I travelled for about 1 hour.	I travelled for less than 1 hour.		
					P/A Score	/	
					KPA Score		

KPA 2: Visibility and Signage

	KPA 2	Visibility and Signage					
2.1	PA Statement	Users are able to locate the facility quickly and easily by following external signage.					
Signage to the facility	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it for you to find the facility using the signage?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
2.2	PA Statement	Users are able to navigate their way throughout the facility, by following internal signage to the correct service points and waiting areas.					
Signage within the facility	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it to find your way to the waiting areas and service points within the facility using the signage?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
2.3	PA Statement	The facility provides users with information on its services, fees and management's contact details.					
Service offering/information	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy is it for you to contact the facility manager, if you ever need to?	Very difficult.	Difficult.	Easy.	Very easy.		
	On a **scale of 1 to 4** where 1 is "I don't know" and 4 is "I know for sure", how well informed are you about the services provided by this facility and any fees payable (if applicable)?	I don't know.	I am not sure.	I know.	I know for sure.		
					PA Score	/	
					KPA Score		

	Description	Rating Scale - User				Score	Comments
PA heading	Question	1	2	3	4	Score	Comments

KPA 3: Queue management and waiting times

	Description	Rating Scale - User				Score	Comments
	KPA 3	Queue Management and Waiting times					
3.1	PA Statement	The facility has in place a queue management system to direct, manage and control the flow of users quickly and efficiently through the service process.					
Queue management systems	Upon arriving at the facility, were you directed to the right queue?	I was not directed to a queue.	I was directed to the wrong queue.	I was directed to the right queue.	I was directed and led to the right queue.		
	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it to get help when you arrived in the facility?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
3.2	PA Statement	The facility keeps users informed of their target waiting times and how long users can be expected to wait before being attended to.					
Waiting times	On a **scale of 1 to 4** where 1 is "I don't know" and 4 is "I am very sure", how long did you expected to wait before being attended to?	I don't know.	I am not sure.	I know.	I know for sure.		
	How long did you wait in the queue?						actual waiting time in minutes
	Monitors to correlate the actual waiting time with displayed waiting times (where available).	Users waited for an exceptionally long time (2X or more than the target waiting time) e.g. *If the target waiting time is 30 minutes, then users waited for 60 minutes or more.*	Users waited for a long time (more than 1X and less than 2X the target waiting time) e.g. *If the target waiting time is 30 minutes, then users waited for more than 30 minutes and less than 60 minutes.*	User waited in line with the target times e.g. *If the target waiting time is 30 minutes, then users waited for about 30 minutes.*	User waited less than half the target waiting time e.g. *if the target waiting time is 30 minutes, then users waited for less than 15 minutes.*		if no waiting time displayed by the facility then the score is a "1"
					PA Score	/	
					KPA Score		

	Description	Rating Scale - User				Score	Comments
PA heading	Question	1	2	3	4	Score	Comments

KPA 4: Dignified treatment

	Description	Rating Scale - User				Score	Comments
	KPA 4	Dignified Treatment					
4.1	PA Statement	The facility's staff treats users with courtesy, dignity and respect and provide services in a friendly manner.					
Courteous, dignified and respectful service	On a **scale of 1 to 4** where 1 is "very badly" and 4 is "very well", how well were you treated by staff at the facility?	Poor.	Fair.	Well.	Very well.		
					PA Score	/	
4.2	PA Statement	The facility takes reasonable steps to communicate with users in the language of their choice or provide interpretation services, if necessary.					
Language of choice	Did the staff speak to you in a language that you can easily understand?	They **did not** speak to me in a language that I am able to easily understand.	They **tried** to speak in my local language, **but** I only understood **some** of what they said.	They spoke to me in my local language, **and** I understood **all** of what they said.	They could speak to me fluently in all the local language(s), and where appropriate explained the service process and translated the forms or instructions for me.		
					PA Score	/	
4.3	PA Statement	The facility's staff is able to understand and respond appropriately to questions from users, and promptly process their service requests.					
Efficient and responsive officials	On a **scale of 1 to 4** where 1 is "very slow" and 4 is "very quick", how quickly were you served once you reached the counter or service point?	Very slow.	Slow.	Quick.	Very quick.		
	Did staff listen to you and respond to your questions correctly?	They **did not** listen to me or respond to my questions.	They listened to me, **but** did not respond to my question(s), **or** they gave me the wrong information.	They listened to me, **and** responded to all my questions.	They listened to me, **and** responded to all my questions, **and** offered additional information to help me.		
					PA Score	/	
4.4	PA Statement	Users recognise the facility's staff by their name tags and/or distinguishing uniforms.					
Easily recognisable staff	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it for you to recognise staff by name?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
					KPA Score		

	Description	Rating Scale - User				Score	Comments
PA heading	Question	1	2	3	4		

KPA 5: Cleanliness and Comfort

		Description	Rating Scale - User				Score	Comments
	KPA 5	Cleanliness and Comfort					
5.1	PA Statement	The facility is clean and maintained in a manner that enhances the user's experience and ensures a safe environment for the delivery of frontline services.					
Cleanliness and maintenance of facility	On a **scale of 1 to 4** where 1 is "very dirty" and 4 is "very clean", how clean were the facility's grounds and outside areas?	Very dirty.	Dirty.	Clean.	Very clean.		
	On a **scale of 1 to 4** where 1 is "very dirty" and 4 is "very clean", how clean was the inside of the facility?	Very dirty.	Dirty.	Clean.	Very clean.		
					PA Score	/	
5.2	PA Statement	The facility has sufficient and comfortable waiting areas that are protected from the elements and have enough seating to accommodate the volumes of users it serves.					
Suitable waiting areas	On a **scale of 1 to 4** where 1 is "very uncomfortable" and 4 is "very comfortable", how comfortable were you in the waiting area?	Very uncomfortable.	Uncomfortable.	Comfortable.	Very comfortable.		
					PA Score	/	
5.3	PA Statement	The facility provides clean and functioning ablution facilities with the necessary toiletries to prevent the spread of disease.					
Ablution facilities are accessible, clean and in working order	If you have used the toilets, on a **scale of 1 to 4** where 1 is "very dirty" and 4 is "very clean", how clean were the toilets?	Very dirty.	Dirty.	Clean.	Very clean.		
	If you have used the toilets, on a **scale of 1 to 4** where 1 is "poor working order" and 4 is "excellent working order", to what extent were the toilets in working order?	Poor working order *(broken and unusable).*	Fair working order *(broken but usable).*	Good working order.	Excellent working order.		
					PA Score	/	
					KPA Score		

Description		Rating Scale - User				Score	Comments
PA heading	Question	1	2	3	4	Score	Comments

KPA 6: Safety

	KPA 6	Safety					
6.1	PA Statement	The facility has in place appropriate safeguards to protect users, staff and their possessions from harm and theft.					
Safety and security measures	On a **scale of 1 to 4** where 1 is "very unsafe" and 4 is "very safe", how safe do you feel when you are at the facility?	Very unsafe.	Unsafe.	Safe.	Very safe.		
					PA Score	/	
					KPA Score		

KPA 7: Opening and closing times/Service availability and efficiency

	KPA 7	Opening and closing times/Service availability and efficiency					
7.1	PA Statement	Governments must ensure that users know the operational hours of the service point in order to access it					
Operational hours	Are the opening and closing times displayed at the main entrance or within the facility?	I did not see any opening and closing times displayed.	I did see something but the sign was not clear enough to read.	I did see the opening and closing time displayed clearly at the entrance or within the facility.	I saw opening and closing times displayed in multiple places outside and within the facility.		
					PA Score	/	
7.2	PA Statement	The facility operates in line with the operational hours prescribed in norms and standards, ensures that services are provided on an ongoing basis during these times, and has backup systems in place when utilities fail.					
Adherence to operational hours	Does service start on time as soon as the facility opens?	Service never starts on time.	Service sometimes starts on time.	Service always starts on time.	Service always starts earlier than our opening times.		
	Are closing times adhered to?	The facility closes its doors much earlier than closing time.	The facility closes it doors before closing time.	The facility closes it doors at closing time, but continues to serve people who are already inside.	The facility closes it doors later than its closing time.		
	Did you experience disruptions in service at the facility?	There were major disruptions.	There were minor disruptions.	There were no disruptions	There were no disruptions and service was very quick.		
					PA Score	/	
					KPA Score		

Description		Rating Scale - User					Description
PA heading	Question	1	2	3	4	Score	Comments

KPA 8: Complaints and compliments management

PA heading	Question	1	2	3	4	Score	Comments
	KPA 8	Complaints and compliments management					
8.1	PA Statement	The facility displays the complaints procedure in the waiting areas, public spaces and close to the exits.					
Awareness of complaint-lodging mechanisms	Do you know how to complain in this facility?	I don't know how to complain about the service at this facility.	I am not sure how to complaint about the service at this facility.	I know how to complain about the service at this facility.	I know for certain how to complain about service at this facility, and will use the complaint system.		
	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy is it for you to complain within the facility?	Very difficult.	Not easy.	Easy.	Very easy.		
	On a **scale of 1 to 4** where 1 is "not very confident" and 4 is "very confident", how confident are you that your complaint will be addressed by the facility?	Not very confident.	Not confident.	Confident.	Very confident.		
User satisfaction	On a **scale of 1 to 4** where 1 is "poor" and 4 is "very good", how would you rate this facility?	Poor.	Fair.	Good.	Very good.		
					PA Score	/	
					KPA Score		

SAPS User tool

The Presidency: Department of Planning, Monitoring and Evaluation		Office of the premier:		Province:	
Frontline Service Delivery Monitoring: Questionnaire				Reference Number:	

Details of FSD Monitoring Site					
Name of Facility					
Date of visit	DD/MM/YYYY				
Details of user Member					
First Name					
Last Name					
Gender	**Male**		**Female**		
Race	**African**	**Coloured**	**Asian**	**White**	
Designation (level)					
Contact Details	**Email**				
	Telephone				
	Other				
Disability	**Yes No**				
Name of monitor					
Name and Surname					
Contact Details	**Telephone**				
	E-mail				
	Other				

_____   **Signature of monitor**   _____   **Date**

	Description	Rating Scale - User				Score	Comments
PA heading	Question	1	2	3	4	Score	Comments

KPA 1: Location and Accessibility

	KPA 1	Location and accessibility					
1.1	PA Statement	The facility is accessible to all users in line with travel distance norms set by national or provincial government.					
Accessible distance	How long did you travel to reach this facility from home?	I travelled for more than 1.5 hours.	I travelled for more than 1 but less than 1.5 hours.	I travelled for about 1 hour.	I travelled for less than 1 hour.		
					PA Score	/	
					KPA Score		

KPA 2: Visibility and Signage

	KPA 2	Visibility and Signage					
2.1	PA Statement	Users are able to locate the facility quickly and easily by following external signage.					
Signage to the facility	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it for you to find the facility using the signage?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
2.2	PA Statement	Users are able to navigate their way throughout the facility, by following internal signage to the correct service points and waiting areas.					
Signage within the facility	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it to find your way to the waiting areas and service points within the facility using the signage?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
2.3	PA Statement	The facility provides users with information on its services, fees and management's contact details.					
Service offering/information	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy is it for you to contact the facility manager, if you ever need to?	Very difficult.	Difficult.	Easy.	Very easy.		
	On a **scale of 1 to 4** where 1 is "I don't know" and 4 is "I know for sure", how well informed are you about the services provided by this facility and any fees payable (if applicable)?	I don't know.	I am not sure.	I know.	I know for sure.		
					PA Score	/	
					KPA Score		

Description		Rating Scale - User				Score	Comments
PA heading	Question	1	2	3	4	Score	Comments

KPA 3: Queue management and waiting times

	KPA 3	Queue Management and Waiting times					
3.1	PA Statement	The facility has in place a queue management system to direct, manage and control the flow of users quickly and efficiently through the service process.					
Queue management systems	Upon arriving at the facility, were you directed to the right queue?	I was not directed to a queue.	I was directed to the wrong queue.	I was directed to the right queue.	I was directed and led to the right queue.		
	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it to get help when you arrived in the facility?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
					KPA Score		

KPA 4: Dignified treatment

	KPA 4	Dignified Treatment					
4.1	PA Statement	The facility's staff treats users with courtesy, dignity and respect and provide services in a friendly manner.					
Courteous, dignified and respectful service	On a **scale of 1 to 4** where 1 is "very badly" and 4 is "very well", how well were you treated by staff at the facility?	Poor.	Fair.	Well.	Very well.		
					PA Score	/	
4.2	PA Statement	The facility takes reasonable steps to communicate with users in the language of their choice or provide interpretation services, if necessary.					
Language of choice	Did the staff speak to you in a language that you can easily understand?	They **did not** speak to me in a language that I am able to easily understand.	They **tried** to speak in my local language, **but** I only understood **some** of what they said.	They spoke to me in my local language, **and** I understood **all** of what they said.	They could speak to me fluently in all the local language(s), and where appropriate explained the service process and translated the forms or instructions for me.		
					PA Score	/	

Description		Rating Scale - User					Description
PA heading	Question	1	2	3	4	Score	Comments
4.3	PA Statement	The facility's staff is able to understand and respond appropriately to questions from users, and promptly process their service requests.					
Efficient and responsive officials	On a **scale of 1 to 4** where 1 is "very slow" and 4 is "very quick", how quickly were you served once you reached the counter or service point?	Very slow.	Slow.	Quick.	Very quick.		
	Did staff listen to you and respond to your questions correctly?	They **did not** listen to me or respond to my questions.	They listened to me, **but** did not respond to my question(s), **or** they gave me the wrong information.	They listened to me, **and** responded to all my questions.	They listened to me, **and** responded to all my questions, **and** offered additional information to help me.		
					PA Score	/	
4.4	PA Statement	Users recognise the facility's staff by their name tags and/or distinguishing uniforms.					
Easily recognisable staff	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it for you to recognise staff by name?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
					KPA Score		

Description		Rating Scale - User				Score	Comments
PA heading	Question	1	2	3	4	Score	Comments

KPA 5: Cleanliness and Comfort

PA heading	Question	1	2	3	4	Score	Comments
	KPA 5	Cleanliness and Comfort					
5.1	PA Statement	The facility is clean and maintained in a manner that enhances the user's experience and ensures a safe environment for the delivery of frontline services.					
Cleanliness and maintenance of facility	On a **scale of 1 to 4** where 1 is "very dirty" and 4 is "very clean", how clean were the facility's grounds and outside areas?	Very dirty.	Dirty.	Clean.	Very clean.		
	On a **scale of 1 to 4** where 1 is "very dirty" and 4 is "very clean", how clean was the inside of the facility?	Very dirty.	Dirty.	Clean.	Very clean.		
					PA Score	/	
5.2	PA Statement	The facility has sufficient and comfortable waiting areas that are protected from the elements and have enough seating to accommodate the volumes of users it serves.					
Suitable waiting areas	On a **scale of 1 to 4** where 1 is "very uncomfortable" and 4 is "very comfortable", how comfortable were you in the waiting area?	Very uncomfortable.	Uncomfortable.	Comfortable.	Very comfortable.		
					PA Score	/	
5.4	PA Statement	The facility provides clean and functioning ablution facilities with the necessary toiletries to prevent the spread of disease.					
Ablution facilities are accessible, clean and in working order	If you have used the toilets, on a **scale of 1 to 4** where 1 is "very dirty" and 4 is "very clean", how clean were the toilets?	Very dirty.	Dirty.	Clean.	Very clean.		
	If you have used the toilets, on a **scale of 1 to 4** where 1 is "poor working order" and 4 is "excellent working order", to what extent were the toilets in working order?	Poor working order *(broken and unusable).*	Fair working order *(broken but usable).*	Good working order.	Excellent working order.		
					PA Score	/	
					KPA Score		

Description		Rating Scale - User				Score	Comments
PA heading	Question	1	2	3	4	Score	Comments

KPA 6: Safety

PA heading	Question	1	2	3	4	Score	Comments
	KPA 6	Safety					
6.1	PA Statement	The facility has in place appropriate safeguards to protect users, staff and their possessions from harm and theft.					
Safety and security measures	On a **scale of 1 to 4** where 1 is "very unsafe" and 4 is "very safe", how safe do you feel when you are at the facility?	Very unsafe.	Unsafe.	Safe.	Very safe.		
					PA Score		
					KPA Score		

KPA 7: Opening and closing times/Service availability and efficiency

PA heading	Question	1	2	3	4	Score	Comments
	KPA 7	Opening and closing times/Service availability and efficiency					
7.2	PA Statement	The facility operates in line with the operational hours prescribed in norms and standards, ensures that services are provided on an ongoing basis during these times, and has backup systems in place when utilities fail.					
	Did you experience disruptions in service at the facility?	There were major disruptions.	There were minor disruptions.	There were no disruptions	There were no disruptions and service was very quick.		
					PA Score	/	
					KPA Score		

KPA 8: Complaints and compliments management

PA heading	Question	1	2	3	4	Score	Comments
	KPA 8	Complaints and compliments management					
8.1	PA Statement	The facility displays the complaints procedure in the waiting areas, public spaces and close to the exits.					
Awareness of complaint-lodging mechanisms	Do you know how to complain in this facility?	I don't know how to complain about the service at this facility.	I am not sure how to complaint about the service at this facility.	I know how to complain about the service at this facility.	I know for certain how to complain about service at this facility, and will use the complaint system.		
	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy is it for you to complain within the facility?	Very difficult.	Not easy.	Easy.	Very easy.		
	On a **scale of 1 to 4** where 1 is "not very confident" and 4 is "very confident", how confident are you that your complaint will be addressed by the facility?	Not very confident.	Not confident.	Confident.	Very confident.		
User satisfaction	On a **scale of 1 to 4** where 1 is "poor" and 4 is "very good", how would you rate this facility?	Poor.	Fair.	Good.	Very good.		
					PA Score	/	
					KPA Score		

NYDA User tool

The Presidency: Department of Planning, Monitoring and Evaluation		Office of the premier:	Province:
Frontline Service Delivery Monitoring: Questionnaire			Reference Number:

Details of FSD Monitoring Site				
Name of Facility				
Date of visit		DD/MM/YYYY		

Details of user Member				
First Name				
Last Name				
Gender	Male		Female	
Race	African	Coloured	Asian	White
Designation (level)				
Contact Details	Email			
	Telephone			
	Other			
Disability	Yes No			

Name of monitor		
Name and Surname		
Contact Details	Telephone	
	E-mail	
	Other	

_____   _____
Signature of monitor   Date

PA heading	Question	1	2	3	4	Score	Comments
	Description	**Rating Scale - User**					

KPA 1: Location and Accessibility

PA heading	Question	1	2	3	4	Score	Comments
	KPA 1	Location and accessibility					
1.1	PA Statement	The facility is accessible to all users in line with travel distance norms set by national or provincial government.					
Accessible distance	How long did you travel to reach this facility from home?	I travelled for more than 1.5 hours.	I travelled for more than 1 but less than 1.5 hours.	I travelled for about 1 hour.	I travelled for less than 1 hour.		
					PA Score	/	
					KPA Score		

KPA 2: Visibility and Signage

PA heading	Question	1	2	3	4	Score	Comments
	KPA 2	Visibility and Signage					
2.1	PA Statement	Users are able to locate the facility quickly and easily by following external signage.					
Signage to the facility	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it for you to find the facility using the signage?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
2.2	PA Statement	Users are able to navigate their way throughout the facility, by following internal signage to the correct service points and waiting areas.					
Signage within the facility	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it to find your way to the waiting areas and service points within the facility using the signage?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
2.4	PA Statement	The facility provides users with information on its services, fees and management's contact details.					
Service offering/information	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy is it for you to contact the facility manager, if you ever need to?	Very difficult.	Difficult.	Easy.	Very easy.		
Service offering/information	On a **scale of 1 to 4** where 1 is "I don't know" and 4 is "I know for sure", how well informed are you about the services provided by this facility and any fees payable (if applicable)?	I don't know.	I am not sure.	I know.	I know for sure.		
					PA Score	/	
					KPA Score		

PA heading	Question	Rating Scale - User				Score	Comments
		1	2	3	4		

KPA 3: Queue management and waiting times

PA heading	Question	1	2	3	4	Score	Comments
	KPA 3	Queue Management and Waiting times					
3.1	PA Statement	The facility has in place a queue management system to direct, manage and control the flow of users quickly and efficiently through the service process.					
Queue management systems	Upon arriving at the facility, were you directed to the right queue?	I was not directed to a queue.	I was directed to the wrong queue.	I was directed to the right queue.	I was directed and led to the right queue.		
	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it to get help when you arrived in the facility?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
3.2	PA Statement	The facility keeps users informed of their target waiting times and how long users can be expected to wait before being attended to.					
Waiting times	On a **scale of 1 to 4** where 1 is "I don't know" and 4 is "I am very sure", how long did you expected to wait before being attended to?	I don't know.	I am not sure.	I know.	I know for sure.		
	How long did you wait in the queue?						actual waiting time in minutes
	Monitors to correlate the actual waiting time with displayed waiting times (where available).	Users waited for an exceptionally long time (2X or more than the target waiting time) e.g. *If the target waiting time is 30 minutes, then users waited for 60 minutes or more.*	Users waited for a long time (more than 1X and less than 2X the target waiting time) e.g. *If the target waiting time is 30 minutes, then users waited for more than 30 minutes and less than 60 minutes.*	User waited in line with the target times e.g. *If the target waiting time is 30 minutes, then users waited for about 30 minutes.*	User waited less than half the target waiting time e.g. *if the target waiting time is 30 minutes, then users waited for less than 15 minutes.*		if no waiting time displayed by the facility then the score is a "1"
					PA Score	/	
					KPA Score		

KPA 4: Dignified treatment

PA heading	Question	1	2	3	4	Score	Comments
	KPA 4	Dignified Treatment					
4.1	PA Statement	The facility's staff treats users with courtesy, dignity and respect and provide services in a friendly manner.					
Courteous, dignified and respectful service	On a **scale of 1 to 4** where 1 is "very badly" and 4 is "very well", how well were you treated by staff at the facility?	Poor.	Fair.	Well.	Very well.		
					PA Score	/	

Description		Rating Scale - User					
PA heading	Question	1	2	3	4	Score	Comments
4.2	PA Statement	The facility takes reasonable steps to communicate with users in the language of their choice or provide interpretation services, if necessary.					
Language of choice	Did the staff speak to you in a language that you can easily understand?	They **did not** speak to me in a language that I am able to easily understand.	They **tried** to speak in my local language, **but** I only understood **some** of what they said.	They spoke to me in my local language, **and** I understood **all** of what they said.	They could speak to me fluently in all the local language(s), and where appropriate explained the service process and translated the forms or instructions for me.		
					PA Score	/	
4.3	PA Statement	The facility's staff is able to understand and respond appropriately to questions from users, and promptly process their service requests.					
Efficient and responsive officials	On a **scale of 1 to 4** where 1 is "very slow" and 4 is "very quick", how quickly were you served once you reached the counter or service point?	Very slow.	Slow.	Quick.	Very quick.		
	Did staff listen to you and respond to your questions correctly?	They **did not** listen to me or respond to my questions.	They listened to me, **but** did not respond to my question(s), **or** they gave me the wrong information.	They listened to me, **and** responded to all my questions.	They listened to me, **and** responded to all my questions, **and** offered additional information to help me.		
					PA Score	/	
4.4	PA Statement	Users recognise the facility's staff by their name tags and/or distinguishing uniforms.					
Easily recognisable staff	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it for you to recognise staff by name?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
4.5	PA Statement	The facility provides users with information on how to apply for the services including the types of documents needed, the fees payable, and the process for following up on their service request or application.					
Information about application processes or service requests	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it for you to complete the forms needed for your application or the service request?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
					KPA Score		

Description		Rating Scale - User				Score	Comments
PA heading	Question	1	2	3	4	Score	Comments

KPA 5: Cleanliness and Comfort

PA heading	Question	1	2	3	4	Score	Comments
	KPA 5	Cleanliness and Comfort					
5.1	PA Statement	The facility is clean and maintained in a manner that enhances the user's experience and ensures a safe environment for the delivery of frontline services.					
Cleanliness and maintenance of facility	On a **scale of 1 to 4** where 1 is "very dirty" and 4 is "very clean", how clean were the facility's grounds and outside areas?	Very dirty.	Dirty.	Clean.	Very clean.		
	On a **scale of 1 to 4** where 1 is "very dirty" and 4 is "very clean", how clean was the inside of the facility?	Very dirty.	Dirty.	Clean.	Very clean.		
					PA Score	/	
5.2	PA Statement	The facility has sufficient and comfortable waiting areas that are protected from the elements and have enough seating to accommodate the volumes of users it serves.					
Suitable waiting areas	On a **scale of 1 to 4** where 1 is "very uncomfortable" and 4 is "very comfortable", how comfortable were you in the waiting area?	Very uncomfortable.	Uncomfortable.	Comfortable.	Very comfortable.		
					PA Score	/	
5.4	PA Statement	The facility provides clean and functioning ablution facilities with the necessary toiletries to prevent the spread of disease.					
Ablution facilities are accessible, clean and in working order	If you have used the toilets, on a **scale of 1 to 4** where 1 is "very dirty" and 4 is "very clean", how clean were the toilets?	Very dirty.	Dirty.	Clean.	Very clean.		
	If you have used the toilets, on a **scale of 1 to 4** where 1 is "poor working order" and 4 is "excellent working order", to what extent were the toilets in working order?	Poor working order *(broken and unusable)*.	Fair working order *(broken but usable)*.	Good working order.	Excellent working order.		
					PA Score	/	
					KPA Score		

Description		Rating Scale - User				Score	Comments
PA heading	Question	1	2	3	4	Score	Comments

KPA 6: Safety

	KPA 6	Safety					
6.1	PA Statement	The facility has in place appropriate safeguards to protect users, staff and their possessions from harm and theft.					
Safety and security measures	On a **scale of 1 to 4** where 1 is "very unsafe" and 4 is "very safe", how safe do you feel when you are at the facility?	Very unsafe.	Unsafe.	Safe.	Very safe.		
					PA Score	/	
					KPA Score		

KPA 7: Opening and closing times/Service availability and efficiency

	KPA 7	Opening and closing times/Service availability and efficiency					
7.1	PA Statement	Governments must ensure that users know the operational hours of the service point in order to access it					
Operational hours	Are the opening and closing times displayed at the main entrance or within the facility?	I did not see any opening and closing times displayed.	I did see something but the sign was not clear enough to read.	I did see the opening and closing time displayed clearly at the entrance or within the facility.	I saw opening and closing times displayed in multiple places outside and within the facility.		
					PA Score	/	
7.2	PA Statement	The facility operates in line with the operational hours prescribed in norms and standards, ensures that services are provided on an ongoing basis during these times, and has backup systems in place when utilities fail.					
Adherence to operational hours	Does service start on time as soon as the facility opens?	Service never starts on time.	Service sometimes starts on time.	Service always starts on time.	Service always starts earlier than our opening times.		
	Are closing times adhered to?	The facility closes its doors much earlier than closing time.	The facility closes it doors before closing time.	The facility closes it doors at closing time, but continues to serve people who are already inside.	The facility closes it doors later than its closing time.		
	Did you experience disruptions in service at the facility?	There were major disruptions.	There were minor disruptions.	There were no disruptions	There were no disruptions and service was very quick.		
					PA Score	/	
					KPA Score		

Description		Rating Scale - User					Description
PA heading	Question	1	2	3	4	Score	Comments

KPA 8: Complaints and compliments management

	KPA 8	Complaints and compliments management					
8.1	PA Statement	The facility displays the complaints procedure in the waiting areas, public spaces and close to the exits.					
Awareness of complaint-lodging mechanisms	Do you know how to complain in this facility?	I don't know how to complain about the service at this facility.	I am not sure how to complaint about the service at this facility.	I know how to complain about the service at this facility.	I know for certain how to complain about service at this facility, and will use the complaint system.		
	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy is it for you to complain within the facility?	Very difficult.	Not easy.	Easy.	Very easy.		
	On a **scale of 1 to 4** where 1 is "not very confident" and 4 is "very confident", how confident are you that your complaint will be addressed by the facility?	Not very confident.	Not confident.	Confident.	Very confident.		
User satisfaction	On a **scale of 1 to 4** where 1 is "poor" and 4 is "very good", how would you rate this facility?	Poor.	Fair.	Good.	Very good.		
					PA Score	/	
					KPA Score		

MCCC User tool

The Presidency: Department of Planning, Monitoring and Evaluation		Office of the premier:		Province:	
Frontline Service Delivery Monitoring: Questionnaire				Reference Number:	

Details of FSD Monitoring Site					
Name of Facility					
Date of visit	DD/MM/YYYY				

Details of user Member					
First Name					
Last Name					
Gender	Male		Female		
Race	African	Coloured	Asian	White	
Designation (level)					
Contact Details	Email				
	Telephone				
	Other				
Disability	Yes No				

Name of monitor		
Name and Surname		
Contact Details	Telephone	
	E-mail	
	Other	

_____   _____
Signature of monitor   **Date**

PA heading	Question	Rating Scale - User				Score	Comments
	Description	1	2	3	4		

KPA 1: Location and Accessibility

	KPA 1	**Location and accessibility**					
1.1	**PA Statement**	**The facility is accessible to all users in line with travel distance norms set by national or provincial government.**					
Accessible distance	How long did you travel to reach this facility from home?	I travelled for more than 1.5 hours.	I travelled for more than 1 but less than 1.5 hours.	I travelled for about 1 hour.	I travelled for less than 1 hour.		
					PA Score	/	
					KPA Score		

KPA 2: Visibility and Signage

	KPA 2	**Visibility and Signage**					
2.1	**PA Statement**	**Users are able to locate the facility quickly and easily by following external signage.**					
Signage to the facility	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it for you to find the facility using the signage?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
2.2	**PA Statement**	**Users are able to navigate their way throughout the facility, by following internal signage to the correct service points and waiting areas.**					
Signage within the facility	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it to find your way to the waiting areas and service points within the facility using the signage?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
2.4	**PA Statement**	**The facility provides users with information on its services, fees and management's contact details.**					
Service offering/information	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy is it for you to contact the facility manager, if you ever need to?	Very difficult.	Difficult.	Easy.	Very easy.		
	On a **scale of 1 to 4** where 1 is "I don't know" and 4 is "I know for sure", how well informed are you about the services provided by this facility and any fees payable (if applicable)?	I don't know.	I am not sure.	I know.	I know for sure.		
					PA Score	/	
					KPA Score		

Description		Rating Scale - User				Score	Comments
PA heading	Question	1	2	3	4	Score	Comments

KPA 3: Queue management and waiting times

PA heading	Question	1	2	3	4	Score	Comments
	KPA 3	**Queue Management and Waiting times**					
3.1	**PA Statement**	The facility has in place a queue management system to direct, manage and control the flow of users quickly and efficiently through the service process.					
Queue management systems	Upon arriving at the facility, were you directed to the right queue?	I was not directed to a queue.	I was directed to the wrong queue.	I was directed to the right queue.	I was directed and led to the right queue.		
	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it to get help when you arrived in the facility?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
3.2	**PA Statement**	The facility keeps users informed of their target waiting times and how long users can be expected to wait before being attended to.					
Waiting times	On a **scale of 1 to 4** where 1 is "I don't know" and 4 is "I am very sure", how long did you expected to wait before being attended to?	I don't know.	I am not sure.	I know.	I know for sure.		
	How long did you wait in the queue?						actual waiting time in minutes
	Monitors to correlate the actual waiting time with displayed waiting times (where available).	Users waited for an exceptionally long time (2X or more than the target waiting time) e.g. *If the target waiting time is 30 minutes, then users waited for 60 minutes or more.*	Users waited for a long time (more than 1X and less than 2X the target waiting time) e.g. *If the target waiting time is 30 minutes, then users waited for more than 30 minutes and less than 60 minutes.*	User waited in line with the target times e.g. *If the target waiting time is 30 minutes, then users waited for about 30 minutes.*	User waited less than half the target waiting time e.g. *if the target waiting time is 30 minutes, then users waited for less than 15 minutes.*		if no waiting time displayed by the facility then the score is a "1"
					PA Score	/	
					KPA Score		

KPA 4: Dignified treatment

PA heading	Question	1	2	3	4	Score	Comments
	KPA 4	**Dignified Treatment**					
4.1	**PA Statement**	The facility's staff treats users with courtesy, dignity and respect and provide services in a friendly manner.					
Courteous, dignified and respectful service	On a **scale of 1 to 4** where 1 is "very badly" and 4 is "very well", how well were you treated by staff at the facility?	Poor.	Fair.	Well.	Very well.		
					PA Score	/	

	Description	Rating Scale - User				Score	Comments
PA heading	**Question**	**1**	**2**	**3**	**4**	**Score**	**Comments**
4.2	**PA Statement**	The facility takes reasonable steps to communicate with users in the language of their choice or provide interpretation services, if necessary.					
Language of choice	Did the staff speak to you in a language that you can easily understand?	They **did not** speak to me in a language that I am able to easily understand.	They **tried** to speak in my local language, **but** I only understood **some** of what they said.	They spoke to me in my local language, **and** I understood **all** of what they said.	They could speak to me fluently in all the local language(s), and where appropriate explained the service process and translated the forms or instructions for me.		
					PA Score	**/**	
4.3	**PA Statement**	The facility's staff is able to understand and respond appropriately to questions from users, and promptly process their service requests.					
Efficient and responsive officials	On a **scale of 1 to 4** where 1 is "very slow" and 4 is "very quick", how quickly were you served once you reached the counter or service point?	Very slow.	Slow.	Quick.	Very quick.		
	Did staff listen to you and respond to your questions correctly?	They **did not** listen to me or respond to my questions.	They listened to me, **but** did not respond to my question(s), **or** they gave me the wrong information.	They listened to me, **and** responded to all my questions.	They listened to me, **and** responded to all my questions, **and** offered additional information to help me.		
					PA Score	**/**	
4.4	**PA Statement**	Users recognise the facility's staff by their name tags and/or distinguishing uniforms.					
Easily recognisable staff	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it for you to recognise staff by name?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	**/**	
					KPA Score		

KPA 5: Cleanliness and Comfort

	KPA 5	**Cleanliness and Comfort**					
5.1	**PA Statement**	The facility is clean and maintained in a manner that enhances the user's experience and ensures a safe environment for the delivery of frontline services.					
Cleanliness and maintenance of facility	On a **scale of 1 to 4** where 1 is "very dirty" and 4 is "very clean", how clean were the facility's grounds and outside areas?	Very dirty.	Dirty.	Clean.	Very clean.		
	On a **scale of 1 to 4** where 1 is "very dirty" and 4 is "very clean", how clean was the inside of the facility?	Very dirty.	Dirty.	Clean.	Very clean.		
					PA Score	**/**	

	Description	Rating Scale - User				Score	Comments
PA heading	Question	1	2	3	4	Score	Comments
5.2	PA Statement	The facility has sufficient and comfortable waiting areas that are protected from the elements and have enough seating to accommodate the volumes of users it serves.					
Suitable waiting areas	On a **scale of 1 to 4** where 1 is "very uncomfortable" and 4 is "very comfortable", how comfortable were you in the waiting area?	Very uncomfortable.	Uncomfortable.	Comfortable.	Very comfortable.		
				PA Score		/	
5.4	PA Statement	The facility provides clean and functioning ablution facilities with the necessary toiletries to prevent the spread of disease.					
Ablution facilities are accessible, clean and in working order	If you have used the toilets, on a **scale of 1 to 4** where 1 is "very dirty" and 4 is "very clean", how clean were the toilets?	Very dirty.	Dirty.	Clean.	Very clean.		
	If you have used the toilets, on a **scale of 1 to 4** where 1 is "poor working order" and 4 is "excellent working order", to what extent were the toilets in working order?	Poor working order *(broken and unusable).*	Fair working order *(broken but usable).*	Good working order.	Excellent working order.		
				PA Score		/	
				KPA Score			

Description		Rating Scale - User				Score	Comments
PA heading	Question	1	2	3	4	Score	Comments

KPA 6: Safety

	KPA 6	Safety					
6.1	PA Statement	The facility has in place appropriate safeguards to protect users, staff and their possessions from harm and theft.					
Safety and security measures	On a **scale of 1 to 4** where 1 is "very unsafe" and 4 is "very safe", how safe do you feel when you are at the facility?	Very unsafe.	Unsafe.	Safe.	Very safe.		
					PA Score	/	
					KPA Score		

KPA 7: Opening and closing times/Service availability and efficiency

	KPA 7	Opening and closing times/Service availability and efficiency					
7.1	PA Statement	Governments must ensure that users know the operational hours of the service point in order to access it					
Operational hours	Are the opening and closing times displayed at the main entrance or within the facility?	I did not see any opening and closing times displayed.	I did see something but the sign was not clear enough to read.	I did see the opening and closing time displayed clearly at the entrance or within the facility.	I saw opening and closing times displayed in multiple places outside and within the facility.		
					PA Score	/	
7.2	PA Statement	The facility operates in line with the operational hours prescribed in norms and standards, ensures that services are provided on an ongoing basis during these times, and has backup systems in place when utilities fail.					
Adherence to operational hours	Does service start on time as soon as the facility opens?	Service never starts on time.	Service sometimes starts on time.	Service always starts on time.	Service always starts earlier than our opening times.		
	Are closing times adhered to?	The facility closes its doors much earlier than closing time.	The facility closes it doors before closing time.	The facility closes it doors at closing time, but continues to serve people who are already inside.	The facility closes it doors later than its closing time.		
	Did you experience disruptions in service at the facility?	There were major disruptions.	There were minor disruptions.	There were no disruptions	There were no disruptions and service was very quick.		
					PA Score	/	
					KPA Score		

Description		Rating Scale - User				Description	
PA heading	Question	1	2	3	4	Score	Comments
KPA 8: Complaints and compliments management							
	KPA 8	Complaints and compliments management					
8.1	PA Statement	The facility displays the complaints procedure in the waiting areas, public spaces and close to the exits.					
Awareness of complaint-lodging mechanisms	Do you know how to complain in this facility?	I don't know how to complain about the service at this facility.	I am not sure how to complain about the service at this facility.	I know how to complain about the service at this facility.	I know for certain how to complain about service at this facility, and will use the complaint system.		
	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy is it for you to complain within the facility?	Very difficult.	Not easy.	Easy.	Very easy.		
	On a **scale of 1 to 4** where 1 is "not very confident" and 4 is "very confident", how confident are you that your complaint will be addressed by the facility?	Not very confident.	Not confident.	Confident.	Very confident.		
User satisfaction	On a **scale of 1 to 4** where 1 is "poor" and 4 is "very good", how would you rate this facility?	Poor.	Fair.	Good.	Very good.		
					PA Score	/	
					KPA Score		

HEALTH User tool

The Presidency: Department of Planning, Monitoring and Evaluation		Office of the premier:	Province:
Frontline Service Delivery Monitoring: Questionnaire			Reference Number:

Details of FSD Monitoring Site					
Name of Facility					
Date of visit	DD/MM/YYYY				
Details of user Member					
First Name					
Last Name					
Gender	Male			Female	
Race	African	Coloured	Asian	White	
Designation (level)					
Contact Details	Email				
	Telephone				
	Other				
Disability		Yes No			
Name of monitor					
Name and Surname					
Contact Details	Telephone				
	E-mail				
	Other				

_____   _____
Signature of monitor   Date

Description		Rating Scale - User					
PA heading	Question	1	2	3	4	Score	Comments

KPA 1: Location and Accessibility

	KPA 1	Location and accessibility					
1.1	PA Statement	The facility is accessible to all users in line with travel distance norms set by national or provincial government.					
Accessible distance	How long did you travel to reach this facility from home?	I travelled for more than 1.5 hours.	I travelled for more than 1 but less than 1.5 hours.	I travelled for about 1 hour.	I travelled for less than 1 hour.		
					PA Score	/	
					KPA Score		

KPA 2: Visibility and Signage

	KPA 2	Visibility and Signage					
2.1	PA Statement	Users are able to locate the facility quickly and easily by following external signage.					
Signage to the facility	On a scale of 1 to 4 where 1 is "very difficult" and 4 is "very easy", how easy was it for you to find the facility using the signage?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
2.2	PA Statement	Users are able to navigate their way throughout the facility, by following internal signage to the correct service points and waiting areas.					
Signage within the facility	On a scale of 1 to 4 where 1 is "very difficult" and 4 is "very easy", how easy was it to find your way to the waiting areas and service points within the facility using the signage?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
2.4	PA Statement	The facility provides users with information on its services, fees and management's contact details.					
Service offering/information	On a scale of 1 to 4 where 1 is "very difficult" and 4 is "very easy", how easy is it for you to contact the facility manager, if you ever need to?	Very difficult.	Difficult.	Easy.	Very easy.		
	On a scale of 1 to 4 where 1 is "I don't know" and 4 is "I know for sure", how well informed are you about the services provided by this facility and any fees payable (if applicable)?	I don't know.	I am not sure.	I know.	I know for sure.		
					PA Score	/	
					KPA Score		

PA heading	Question	1	2	3	4	Score	Comments
Description		**Rating Scale - User**					

KPA 3: Queue management and waiting times

PA heading	Question	1	2	3	4	Score	Comments
	KPA 3	**Queue Management and Waiting times**					
3.1	**PA Statement**	The facility has in place a queue management system to direct, manage and control the flow of users quickly and efficiently through the service process.					
Queue management systems	Upon arriving at the facility, were you directed to the right queue?	I was not directed to a queue.	I was directed to the wrong queue.	I was directed to the right queue.	I was directed and led to the right queue.		
	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it to get help when you arrived in the facility?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
3.2	**PA Statement**	The facility keeps users informed of their target waiting times and how long users can be expected to wait before being attended to.					
Waiting times	On a **scale of 1 to 4** where 1 is "I don't know" and 4 is "I am very sure", how long did you expected to wait before being attended to?	I don't know.	I am not sure.	I know.	I know for sure.		
	How long did you wait in the queue?						actual waiting time in minutes
	Monitors to correlate the actual waiting time with displayed waiting times (where available).	Users waited for an exceptionally long time (2X or more than the target waiting time) e.g. *If the target waiting time is 30 minutes, then users waited for 60 minutes or more.*	Users waited for a long time (more than 1X and less than 2X the target waiting time) e.g. *If the target waiting time is 30 minutes, then users waited for more than 30 minutes and less than 60 minutes.*	User waited in line with the target times e.g. *If the target waiting time is 30 minutes, then users waited for about 30 minutes.*	User waited less than half the target waiting time e.g. *if the target waiting time is 30 minutes, then users waited for less than 15 minutes.*		if no waiting time displayed by the facility then the score is a "1"
					PA Score	/	
					KPA Score		

KPA 4: Dignified treatment

PA heading	Question	1	2	3	4	Score	Comments
	KPA 4	**Dignified Treatment**					
4.1	**PA Statement**	The facility's staff treats users with courtesy, dignity and respect and provide services in a friendly manner.					
Courteous, dignified and respectful service	On a **scale of 1 to 4** where 1 is "very badly" and 4 is "very well", how well were you treated by staff at the facility?	Poor.	Fair.	Well.	Very well.		
					PA Score	/	

	Description	Rating Scale - User				Score	Comments
PA heading	Question	1	2	3	4		
4.2	PA Statement	The facility takes reasonable steps to communicate with users in the language of their choice or provide interpretation services, if necessary.					
Language of choice	Did the staff speak to you in a language that you can easily understand?	They **did not** speak to me in a language that I am able to easily understand.	They **tried** to speak in my local language, **but** I only understood **some** of what they said.	They spoke to me in my local language, **and** I understood **all** of what they said.	They could speak to me fluently in all the local language(s), and where appropriate explained the service process and translated the forms or instructions for me.		
					PA Score	/	
4.3	PA Statement	The facility's staff is able to understand and respond appropriately to questions from users, and promptly process their service requests.					
Efficient and responsive officials	On a **scale of 1 to 4** where 1 is "very slow" and 4 is "very quick", how quickly were you served once you reached the counter or service point?	Very slow.	Slow.	Quick.	Very quick.		
	Did staff listen to you and respond to your questions correctly?	They **did not** listen to me or respond to my questions.	They listened to me, **but** did not respond to my question(s), **or** they gave me the wrong information.	They listened to me, **and** responded to all my questions.	They listened to me, **and** responded to all my questions, **and** offered additional information to help me.		
					PA Score	/	
4.4	PA Statement	Users recognise the facility's staff by their name tags and/or distinguishing uniforms.					
Easily recognisable staff	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it for you to recognise staff by name?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
					KPA Score		

KPA 5: Cleanliness and Comfort

	Description	Rating Scale - User				Score	Comments
	KPA 5	Cleanliness and Comfort					
5.1	PA Statement	The facility is clean and maintained in a manner that enhances the user's experience and ensures a safe environment for the delivery of frontline services.					
Cleanliness and maintenance of facility	On a **scale of 1 to 4** where 1 is "very dirty" and 4 is "very clean", how clean were the facility's grounds and outside areas?	Very dirty.	Dirty.	Clean.	Very clean.		
	On a **scale of 1 to 4** where 1 is "very dirty" and 4 is "very clean", how clean was the inside of the facility?	Very dirty.	Dirty.	Clean.	Very clean.		
					PA Score	/	

Description		Rating Scale - User					
PA heading	Question	1	2	3	4	Score	Comments
5.2	PA Statement	The facility has sufficient and comfortable waiting areas that are protected from the elements and have enough seating to accommodate the volumes of users it serves.					
Suitable waiting areas	On a **scale of 1 to 4** where 1 is "very uncomfortable" and 4 is "very comfortable", how comfortable were you in the waiting area?	Very uncomfortable.	Uncomfortable.	Comfortable.	Very comfortable.		
				PA Score		/	
5.4	PA Statement	The facility provides clean and functioning ablution facilities with the necessary toiletries to prevent the spread of disease.					
Ablution facilities are accessible, clean and in working order	If you have used the toilets, on a **scale of 1 to 4** where 1 is "very dirty" and 4 is "very clean", how clean were the toilets?	Very dirty.	Dirty.	Clean.	Very clean.		
	If you have used the toilets, on a **scale of 1 to 4** where 1 is "poor working order" and 4 is "excellent working order", to what extent were the toilets in working order?	Poor working order *(broken and unusable)*.	Fair working order *(broken but usable)*.	Good working order.	Excellent working order.		
				PA Score		/	
				KPA Score			

KPA 6: Safety

	KPA 6	Safety					
6.1	PA Statement	The facility has in place appropriate safeguards to protect users, staff and their possessions from harm and theft.					
Safety and security measures	On a **scale of 1 to 4** where 1 is "very unsafe" and 4 is "very safe", how safe do you feel when you are at the facility?	Very unsafe.	Unsafe.	Safe.	Very safe.		
				PA Score		/	
				KPA Score			

Description		Rating Scale - User				Description	
PA heading	Question	1	2	3	4	Score	Comments

KPA 7: Opening and closing times/Service availability and efficiency

PA heading	Question	1	2	3	4	Score	Comments
	KPA 7	Opening and closing times/Service availability and efficiency					
7.1	PA Statement	Governments must ensure that users know the operational hours of the service point in order to access it					
Operational hours	Are the opening and closing times displayed at the main entrance or within the facility?	I did not see any opening and closing times displayed.	I did see something but the sign was not clear enough to read.	I did see the opening and closing time displayed clearly at the entrance or within the facility.	I saw opening and closing times displayed in multiple places outside and within the facility.		
					PA Score	/	
7.2	PA Statement	The facility operates in line with the operational hours prescribed in norms and standards, ensures that services are provided on an ongoing basis during these times, and has backup systems in place when utilities fail.					
Adherence to operational hours	Does service start on time as soon as the facility opens?	Service never starts on time.	Service sometimes starts on time.	Service always starts on time.	Service always starts earlier than our opening times.		
	Are closing times adhered to?	The facility closes its doors much earlier than closing time.	The facility closes it doors before closing time.	The facility closes it doors at closing time, but continues to serve people who are already inside.	The facility closes it doors later than its closing time.		
	Did you experience disruptions in service at the facility?	There were major disruptions.	There were minor disruptions.	There were no disruptions	There were no disruptions and service was very quick.		
					PA Score	/	
7.3	PA Statement	Government must ensure that users receive services within the turnaround times as defined in the sector-specific standards or service delivery charter					
Service efficiency	How often do you receive your medicine on the day of your visit?	Never.	Sometimes.	Always.	To be determined.		
					PA Score	/	
					KPA Score		

Description		Rating Scale - User					
PA heading	Question	1	2	3	4	Score	Comments
KPA 8: Complaints and compliments management							
	KPA 8	Complaints and compliments management					
8.1	PA Statement	The facility displays the complaints procedure in the waiting areas, public spaces and close to the exits.					
Awareness of complaint-lodging mechanisms	Do you know how to complain in this facility?	I don't know how to complain about the service at this facility.	I am not sure how to complaint about the service at this facility.	I know how to complain about the service at this facility.	I know for certain how to complain about service at this facility, and will use the complaint system.		
	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy is it for you to complain within the facility?	Very difficult.	Not easy.	Easy.	Very easy.		
	On a **scale of 1 to 4** where 1 is "not very confident" and 4 is "very confident", how confident are you that your complaint will be addressed by the facility?	Not very confident.	Not confident.	Confident.	Very confident.		
User satisfaction	On a **scale of 1 to 4** where 1 is "poor" and 4 is "very good", how would you rate this facility?	Poor.	Fair.	Good.	Very good.		
					PA Score	/	
					KPA Score		

COURTS User tool

The Presidency: Department of Planning, Monitoring and Evaluation		Office of the premier:	Province:
Frontline Service Delivery Monitoring: Questionnaire			Reference Number:

Details of FSD Monitoring Site					
Name of Facility					
Date of visit	DD/MM/YYYY				

Details of user Member					
First Name					
Last Name					
Gender	Male		Female		
Race	African	Coloured	Asian	White	
Designation (level)					
Contact Details	Email				
	Telephone				
	Other				
Disability	Yes No				

Name of monitor		
Name and Surname		
Contact Details	Telephone	
	E-mail	
	Other	

_____   _____
Signature of monitor   **Date**

	Description	Rating Scale - User				Score	Comments
PA heading	Question	1	2	3	4	Score	Comments

KPA 1: Location and Accessibility

	Description	Rating Scale - User				Score	Comments
	KPA 1	Location and accessibility					
1.1	PA Statement	The facility is accessible to all users in line with travel distance norms set by national or provincial government.					
Accessible distance	How long did you travel to reach this facility from home?	I travelled for more than 1.5 hours.	I travelled for more than 1 but less than 1.5 hours.	I travelled for about 1 hour.	I travelled for less than 1 hour.		
					PA Score	/	
					KPA Score		

KPA 2: Visibility and Signage

	Description	Rating Scale - User				Score	Comments
	KPA 2	Visibility and Signage					
2.1	PA Statement	Users are able to locate the facility quickly and easily by following external signage.					
Signage to the facility	On a scale of 1 to 4 where 1 is "very difficult" and 4 is "very easy", how easy was it for you to find the facility using the signage?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
2.2	PA Statement	Users are able to navigate their way throughout the facility, by following internal signage to the correct service points and waiting areas.					
Signage within the facility	On a scale of 1 to 4 where 1 is "very difficult" and 4 is "very easy", how easy was it to find your way to the waiting areas and service points within the facility using the signage?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
2.3	PA Statement	The facility provides users with information on its services, fees and management's contact details.					
Service offering/information	On a scale of 1 to 4 where 1 is "very difficult" and 4 is "very easy", how easy is it for you to contact the facility manager, if you ever need to?	Very difficult.	Difficult.	Easy.	Very easy.		
	On a scale of 1 to 4 where 1 is "I don't know" and 4 is "I know for sure", how well informed are you about the services provided by this facility and any fees payable (if applicable)?	I don't know.	I am not sure.	I know.	I know for sure.		
					PA Score	/	
					KPA Score		

	Description	Rating Scale - User				Score	Comments
PA heading	Question	1	2	3	4	Score	Comments

KPA 3: Queue management and waiting times

	Description	Rating Scale - User				Score	Comments
	KPA 3	Queue Management and Waiting times					
3.1	PA Statement	The facility has in place a queue management system to direct, manage and control the flow of users quickly and efficiently through the service process.					
Queue management systems	Upon arriving at the facility, were you directed to the right queue?	I was not directed to a queue.	I was directed to the wrong queue.	I was directed to the right queue.	I was directed and led to the right queue.		
	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it to get help when you arrived in the facility?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
3.2	PA Statement	The facility keeps users informed of their target waiting times and how long users can be expected to wait before being attended to.					
Waiting times	On a **scale of 1 to 4** where 1 is "I don't know" and 4 is "I am very sure", how long did you expected to wait before being attended to?	I don't know.	I am not sure.	I know.	I know for sure.		
	How long did you wait in the queue?						actual waiting time in minutes
	Monitors to correlate the actual waiting time with displayed waiting times (where available).	Users waited for an exceptionally long time (2X or more than the target waiting time) e.g. *If the target waiting time is 30 minutes, then users waited for 60 minutes or more.*	Users waited for a long time (more than 1X and less than 2X the target waiting time) e.g. *If the target waiting time is 30 minutes, then users waited for more than 30 minutes and less than 60 minutes.*	User waited in line with the target times e.g. *If the target waiting time is 30 minutes, then users waited for about 30 minutes.*	User waited less than half the target waiting time e.g. *if the target waiting time is 30 minutes, then users waited for less than 15 minutes.*		if no waiting time displayed by the facility then the score is a "1"
					PA Score	/	
					KPA Score		

KPA 4: Dignified treatment

	Description	Rating Scale - User				Score	Comments
	KPA 4	Dignified Treatment					
4.1	PA Statement	The facility's staff treats users with courtesy, dignity and respect and provide services in a friendly manner.					
Courteous, dignified and respectful service	On a **scale of 1 to 4** where 1 is "very badly" and 4 is "very well", how well were you treated by staff at the facility?	Poor.	Fair.	Well.	Very well.		
					PA Score	/	

Description		Rating Scale - User				Score	Comments
PA heading	Question	1	2	3	4	Score	Comments
4.2	PA Statement	The facility takes reasonable steps to communicate with users in the language of their choice or provide interpretation services, if necessary.					
Language of choice	Did the staff speak to you in a language that you can easily understand?	They **did not** speak to me in a language that I am able to easily understand.	They **tried** to speak in my local language, **but** I only understood **some** of what they said.	They spoke to me in my local language, **and** I understood **all** of what they said.	They could speak to me fluently in all the local language(s), and where appropriate explained the service process and translated the forms or instructions for me.		
				PA Score		/	
4.3	PA Statement	The facility's staff is able to understand and respond appropriately to questions from users, and promptly process their service requests.					
Efficient and responsive officials	On a **scale of 1 to 4** where 1 is "very slow" and 4 is "very quick", how quickly were you served once you reached the counter or service point?	Very slow.	Slow.	Quick.	Very quick.		
	Did staff listen to you and respond to your questions correctly?	They **did not** listen to me or respond to my questions.	They listened to me, **but** did not respond to my question(s), **or** they gave me the wrong information.	They listened to me, **and** responded to all my questions.	They listened to me, **and** responded to all my questions, **and** offered additional information to help me.		
				PA Score			
4.4	PA Statement	Users recognise the facility's staff by their name tags and/or distinguishing uniforms.					
Easily recognisable staff	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it for you to recognise staff by name?	Very difficult.	Difficult.	Easy.	Very easy.		
				PA Score		/	
				KPA Score			

KPA 5: Cleanliness and Comfort

Description		Rating Scale - User				Score	Comments
	KPA 5	Cleanliness and Comfort					
5.1	PA Statement	The facility is clean and maintained in a manner that enhances the user's experience and ensures a safe environment for the delivery of frontline services.					
Cleanliness and maintenance of facility	On a **scale of 1 to 4** where 1 is "very dirty" and 4 is "very clean", how clean were the facility's grounds and outside areas?	Very dirty.	Dirty.	Clean.	Very clean.		
	On a **scale of 1 to 4** where 1 is "very dirty" and 4 is "very clean", how clean was the inside of the facility?	Very dirty.	Dirty.	Clean.	Very clean.		
				PA Score		/	

Description		Rating Scale - User					
PA heading	Question	1	2	3	4	Score	Comments
5.2	PA Statement	The facility has sufficient and comfortable waiting areas that are protected from the elements and have enough seating to accommodate the volumes of users it serves.					
Suitable waiting areas	On a **scale of 1 to 4** where 1 is "very uncomfortable" and 4 is "very comfortable", how comfortable were you in the waiting area?	Very uncomfortable.	Uncomfortable.	Comfortable.	Very comfortable.		
				PA Score		/	
5.4	PA Statement	The facility provides clean and functioning ablution facilities with the necessary toiletries to prevent the spread of disease.					
Ablution facilities are accessible, clean and in working order	If you have used the toilets, on a **scale of 1 to 4** where 1 is "very dirty" and 4 is "very clean", how clean were the toilets?	Very dirty.	Dirty.	Clean.	Very clean.		
	If you have used the toilets, on a **scale of 1 to 4** where 1 is "poor working order" and 4 is "excellent working order", to what extent were the toilets in working order?	Poor working order *(broken and unusable).*	Fair working order *(broken but usable).*	Good working order.	Excellent working order.		
				PA Score		/	
				KPA Score			

KPA 6: Safety

KPA 6		Safety					
6.1	PA Statement	The facility has in place appropriate safeguards to protect users, staff and their possessions from harm and theft.					
Safety and security measures	On a **scale of 1 to 4** where 1 is "very unsafe" and 4 is "very safe", how safe do you feel when you are at the facility?	Very unsafe.	Unsafe.	Safe.	Very safe.		
				PA Score		/	
				KPA Score			

KPA 7: Opening and closing times/Service availability and efficiency

Description		Rating Scale - User					
PA heading	Question	1	2	3	4	Score	Comments
	KPA 7	Opening and closing times/Service availability and efficiency					
7.1	PA Statement	Governments must ensure that users know the operational hours of the service point in order to access it					
Operational hours	Are the opening and closing times displayed at the main entrance or within the facility?	I did not see any opening and closing times displayed.	I did see something but the sign was not clear enough to read.	I did see the opening and closing time displayed clearly at the entrance or within the facility.	I saw opening and closing times displayed in multiple places outside and within the facility.		
					PA Score	/	
7.2	PA Statement	The facility operates in line with the operational hours prescribed in norms and standards, ensures that services are provided on an ongoing basis during these times, and has backup systems in place when utilities fail.					
Adherence to operational hours	Does service start on time as soon as the facility opens?	Service never starts on time.	Service sometimes starts on time.	Service always starts on time.	Service always starts earlier than our opening times.		
	Are closing times adhered to?	The facility closes its doors much earlier than closing time.	The facility closes it doors before closing time.	The facility closes it doors at closing time, but continues to serve people who are already inside.	The facility closes it doors later than its closing time.		
	Did you experience disruptions in service at the facility?	There were major disruptions.	There were minor disruptions.	There were no disruptions	There were no disruptions and service was very quick.		
					PA Score	/	
					KPA Score		

	Description	Rating Scale - User				Score	Comments
PA heading	Question	1	2	3	4	Score	Comments

KPA 8: Complaints and compliments management

	Description	Rating Scale - User				Score	Comments
	KPA 8	Complaints and compliments management					
8.1	PA Statement	The facility displays the complaints procedure in the waiting areas, public spaces and close to the exits.					
Awareness of complaint-lodging mechanisms	Do you know how to complain in this facility?	I don't know how to complain about the service at this facility.	I am not sure how to complaint about the service at this facility.	I know how to complain about the service at this facility.	I know for certain how to complain about service at this facility, and will use the complaint system.		
	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy is it for you to complain within the facility?	Very difficult.	Not easy.	Easy.	Very easy.		
	On a **scale of 1 to 4** where 1 is "not very confident" and 4 is "very confident", how confident are you that your complaint will be addressed by the facility?	Not very confident.	Not confident.	Confident.	Very confident.		
User satisfaction	On a **scale of 1 to 4** where 1 is "poor" and 4 is "very good", how would you rate this facility?	Poor.	Fair.	Good.	Very good.		
					PA Score	/	
					KPA Score		

HOME AFFAIRS User tool

		Office of the premier:	Province:
The Presidency: Department of Planning, Monitoring and Evaluation			
Frontline Service Delivery Monitoring: Questionnaire			Reference Number:

Details of FSD Monitoring Site					
Name of Facility					
Date of visit	DD/MM/YYYY				
Details of user Member					
First Name					
Last Name					
Gender	Male		Female		
Race	African	Coloured	Asian	White	
Designation (level)					
Contact Details	Email				
	Telephone				
	Other				
Disability		Yes No			
Name of monitor					
Name and Surname					
Contact Details	Telephone				
	E-mail				
	Other				

_____   _____
Signature of monitor   **Date**

	Description	Rating Scale - User				Score	Comments
PA heading	Question	1	2	3	4	Score	Comments

KPA 1: Location and Accessibility

	Description	Rating Scale - User				Score	Comments
	KPA 1	Location and accessibility					
1.1	PA Statement	The facility is accessible to all users in line with travel distance norms set by national or provincial government.					
Accessible distance	How long did you travel to reach this facility from home?	I travelled for more than 1.5 hours.	I travelled for more than 1 but less than 1.5 hours.	I travelled for about 1 hour.	I travelled for less than 1 hour.		
					PA Score	/	
					KPA Score		

KPA 2: Visibility and Signage

	Description	Rating Scale - User				Score	Comments
	KPA 2	Visibility and Signage					
2.1	PA Statement	Users are able to locate the facility quickly and easily by following external signage.					
Signage to the facility	On a scale of 1 to 4 where 1 is "very difficult" and 4 is "very easy", how easy was it for you to find the facility using the signage?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
2.2	PA Statement	Users are able to navigate their way throughout the facility, by following internal signage to the correct service points and waiting areas.					
Signage within the facility	On a scale of 1 to 4 where 1 is "very difficult" and 4 is "very easy", how easy was it to find your way to the waiting areas and service points within the facility using the signage?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
2.3	PA Statement	The facility provides users with information on its services, fees and management's contact details.					
Service offering/information	On a scale of 1 to 4 where 1 is "very difficult" and 4 is "very easy", how easy is it for you to contact the facility manager, if you ever need to?	Very difficult.	Difficult.	Easy.	Very easy.		
Service offering/information	On a scale of 1 to 4 where 1 is "I don't know" and 4 is "I know for sure", how well informed are you about the services provided by this facility and any fees payable (if applicable)?	I don't know.	I am not sure.	I know.	I know for sure.		
					PA Score	/	
					KPA Score		

	Description	Rating Scale - User				Score	Comments
PA heading	Question	1	2	3	4		

KPA 3: Queue management and waiting times

	Description	Rating Scale - User				Score	Comments
	KPA 3	Queue Management and Waiting times					
3.1	PA Statement	The facility has in place a queue management system to direct, manage and control the flow of users quickly and efficiently through the service process.					
Queue management systems	Upon arriving at the facility, were you directed to the right queue?	I was not directed to a queue.	I was directed to the wrong queue.	I was directed to the right queue.	I was directed and led to the right queue.		
Queue management systems	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it to get help when you arrived in the facility?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
3.2	PA Statement	The facility keeps users informed of their target waiting times and how long users can be expected to wait before being attended to.					
Waiting times	On a **scale of 1 to 4** where 1 is "I don't know" and 4 is "I am very sure", how long did you expected to wait before being attended to?	I don't know.	I am not sure.	I know.	I know for sure.		
Waiting times	How long did you wait in the queue?						actual waiting time in minutes
Waiting times	Monitors to correlate the actual waiting time with displayed waiting times (where available).	Users waited for an exceptionally long time (2X or more than the target waiting time) e.g. *If the target waiting time is 30 minutes, then users waited for 60 minutes or more.*	Users waited for a long time (more than 1X and less than 2X the target waiting time) e.g. *If the target waiting time is 30 minutes, then users waited for more than 30 minutes and less than 60 minutes.*	User waited in line with the target times e.g. *If the target waiting time is 30 minutes, then users waited for about 30 minutes.*	User waited less than half the target waiting time e.g. *if the target waiting time is 30 minutes, then users waited for less than 15 minutes.*		if no waiting time displayed by the facility then the score is a "1"
					PA Score	/	
					KPA Score		

KPA 4: Dignified treatment

	Description	Rating Scale - User				Score	Comments
	KPA 4	Dignified Treatment					
4.1	PA Statement	The facility's staff treats users with courtesy, dignity and respect and provide services in a friendly manner.					
Courteous, dignified and respectful service	On a **scale of 1 to 4** where 1 is "very badly" and 4 is "very well", how well were you treated by staff at the facility?	Poor.	Fair.	Well.	Very well.		
					PA Score	/	

Description		Rating Scale - User					
PA heading	Question	1	2	3	4	Score	Comments
4.2	PA Statement	The facility takes reasonable steps to communicate with users in the language of their choice or provide interpretation services, if necessary.					
Language of choice	Did the staff speak to you in a language that you can easily understand?	They **did not** speak to me in a language that I am able to easily understand.	They **tried** to speak in my local language, **but** I only understood **some** of what they said.	They spoke to me in my local language, **and** I understood **all** of what they said.	They could speak to me fluently in all the local language(s), and where appropriate explained the service process and translated the forms or instructions for me.		
					PA Score	/	
4.3	PA Statement	The facility's staff is able to understand and respond appropriately to questions from users, and promptly process their service requests.					
Efficient and responsive officials	On a **scale of 1 to 4** where 1 is "very slow" and 4 is "very quick", how quickly were you served once you reached the counter or service point?	Very slow.	Slow.	Quick.	Very quick.		
	Did staff listen to you and respond to your questions correctly?	They **did not** listen to me or respond to my questions.	They listened to me, **but** did not respond to my question(s), **or** they gave me the wrong information.	They listened to me, **and** responded to all my questions.	They listened to me, **and** responded to all my questions, **and** offered additional information to help me.		
					PA Score	/	
4.4	PA Statement	Users recognise the facility's staff by their name tags and/or distinguishing uniforms.					
Easily recognisable staff	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it for you to recognise staff by name?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
4.5	PA Statement	The facility provides users with information on how to apply for the services including the types of documents needed, the fees payable, and the process for following up on their service request or application.					
Information about application processes or service requests	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy was it for you to complete the forms needed for your application or the service request?	Very difficult.	Difficult.	Easy.	Very easy.		
					PA Score	/	
					KPA Score		

PA heading	Question	Rating Scale - User				Score	Comments
		Description					
		1	2	3	4		

KPA 5: Cleanliness and Comfort

PA heading	Question	1	2	3	4	Score	Comments
	KPA 5	**Cleanliness and Comfort**					
5.1	**PA Statement**	**The facility is clean and maintained in a manner that enhances the user's experience and ensures a safe environment for the delivery of frontline services.**					
Cleanliness and maintenance of facility	On a **scale of 1 to 4** where 1 is "very dirty" and 4 is "very clean", how clean were the facility's grounds and outside areas?	Very dirty.	Dirty.	Clean.	Very clean.		
	On a **scale of 1 to 4** where 1 is "very dirty" and 4 is "very clean", how clean was the inside of the facility?	Very dirty.	Dirty.	Clean.	Very clean.		
					PA Score	/	
5.2	**PA Statement**	**The facility has sufficient and comfortable waiting areas that are protected from the elements and have enough seating to accommodate the volumes of users it serves.**					
Suitable waiting areas	On a **scale of 1 to 4** where 1 is "very uncomfortable" and 4 is "very comfortable", how comfortable were you in the waiting area?	Very uncomfortable.	Uncomfortable.	Comfortable.	Very comfortable.		
					PA Score	/	
5.4	**PA Statement**	**The facility provides clean and functioning ablution facilities with the necessary toiletries to prevent the spread of disease.**					
Ablution facilities are accessible, clean and in working order	If you have used the toilets, on a **scale of 1 to 4** where 1 is "very dirty" and 4 is "very clean", how clean were the toilets?	Very dirty.	Dirty.	Clean.	Very clean.		
	If you have used the toilets, on a **scale of 1 to 4** where 1 is "poor working order" and 4 is "excellent working order", to what extent were the toilets in working order?	Poor working order *(broken and unusable).*	Fair working order *(broken but usable).*	Good working order.	Excellent working order.		
					PA Score	/	
					KPA Score		

	Description	Rating Scale - User				Score	Description / Comments
PA heading	Question	1	2	3	4	Score	Comments

KPA 6: Safety

	KPA 6	Safety					
6.1	PA Statement	The facility has in place appropriate safeguards to protect users, staff and their possessions from harm and theft.					
Safety and security measures	On a **scale of 1 to 4** where 1 is "very unsafe" and 4 is "very safe", how safe do you feel when you are at the facility?	Very unsafe.	Unsafe.	Safe.	Very safe.		
					PA Score	/	
					KPA Score		

KPA 7: Opening and closing times/Service availability and efficiency

	KPA 7	Opening and closing times/Service availability and efficiency					
7.1	PA Statement	Governments must ensure that users know the operational hours of the service point in order to access it					
Operational hours	Are the opening and closing times displayed at the main entrance or within the facility?	I did not see any opening and closing times displayed.	I did see something but the sign was not clear enough to read.	I did see the opening and closing time displayed clearly at the entrance or within the facility.	I saw opening and closing times displayed in multiple places outside and within the facility.		
					PA Score	/	
7.2	PA Statement	The facility operates in line with the operational hours prescribed in norms and standards, ensures that services are provided on an ongoing basis during these times, and has backup systems in place when utilities fail.					
Adherence to operational hours	Does service start on time as soon as the facility opens?	Service never starts on time.	Service sometimes starts on time.	Service always starts on time.	Service always starts earlier than our opening times.		
	Are closing times adhered to?	The facility closes its doors much earlier than closing time.	The facility closes it doors before closing time.	The facility closes it doors at closing time, but continues to serve people who are already inside.	The facility closes it doors later than its closing time.		
	Did you experience disruptions in service at the facility?	There were major disruptions.	There were minor disruptions.	There were no disruptions	There were no disruptions and service was very quick.		
					PA Score	/	
					KPA Score		

Description		Rating Scale - User					
PA heading	Question	1	2	3	4	Score	Comments

KPA 8: Complaints and compliments management

PA heading	Question	1	2	3	4	Score	Comments
	KPA 8	Complaints and compliments management					
8.1	PA Statement	The facility displays the complaints procedure in the waiting areas, public spaces and close to the exits.					
Awareness of complaint-lodging mechanisms	Do you know how to complain in this facility?	I don't know how to complain about the service at this facility.	I am not sure how to complaint about the service at this facility.	I know how to complain about the service at this facility.	I know for certain how to complain about service at this facility, and will use the complaint system.		
	On a **scale of 1 to 4** where 1 is "very difficult" and 4 is "very easy", how easy is it for you to complain within the facility?	Very difficult.	Not easy.	Easy.	Very easy.		
	On a **scale of 1 to 4** where 1 is "not very confident" and 4 is "very confident", how confident are you that your complaint will be addressed by the facility?	Not very confident.	Not confident.	Confident.	Very confident.		
User satisfaction	On a **scale of 1 to 4** where 1 is "poor" and 4 is "very good", how would you rate this facility?	Poor.	Fair.	Good.	Very good.		
					PA Score	/	
					KPA Score		