



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

DPME Frontline Service Delivery Monitoring Guideline 4.2.2

Questionnaire Guideline

Updated 2015/02/11

Addressed to	Units in Offices of the Premiers responsible for Frontline Service Delivery Monitoring, FSDM Coordinators and Site Monitors.
Purpose	This guidance note is to provide guidelines on the administration of the questionnaire by site monitors, how to complete the questionnaires by site monitors and the how to complete the visit summary reports compiled for each site.
Reference documents	Site Questionnaires
Contact person	Bernadette Leon: Head of Presidential Frontline Service Delivery E-mail: bernadette@po-dpme.gov.za Tel: 012 312 0323

1 INTRODUCTION

The Department of Planning, Monitoring and Evaluation in the Presidency developed the Presidential Frontline Service Delivery Monitoring (FSDM) programme in 2011 to undertake hands-on monitoring of the quality of service delivery at targeted service delivery sites. This programme was developed in line with the delivery agreement related to improvements in the public service (outcome 12), where there is an important intergovernmental project dealing with improvements to the quality of service delivery received by citizens at service site level. The DPME-Offices of the Premiers (OoP) joint monitoring programme was designed around this project with an intention to conduct on-site verification of the outputs and outcomes of this project. Using monitoring tools designed in-house by the DPME and OoP, joint DPME and OoP monitoring teams conduct monitoring visits to service sites to assess if the improvement project, as set out in the delivery agreements, is showing visible results.

The FSDM/ OoP monitoring activities are aimed at facilitating improvements in the performance of targeted frontline service delivery sites and to address systemic weaknesses that constrain frontline service delivery. The focus is on identifying areas of weakness and implementing corrective and improvement plans in conjunction with the line departments. The severity of the findings will however determine the level of DPME/ OoP

improvements monitoring oversight required over the implementation of improvement plans. Implementation of the improvements plans lies with the line department and the DPME/ OoP and National Sector Department will provide implementation oversight.

2 PURPOSE OF THE FSDM QUESTIONNAIRE

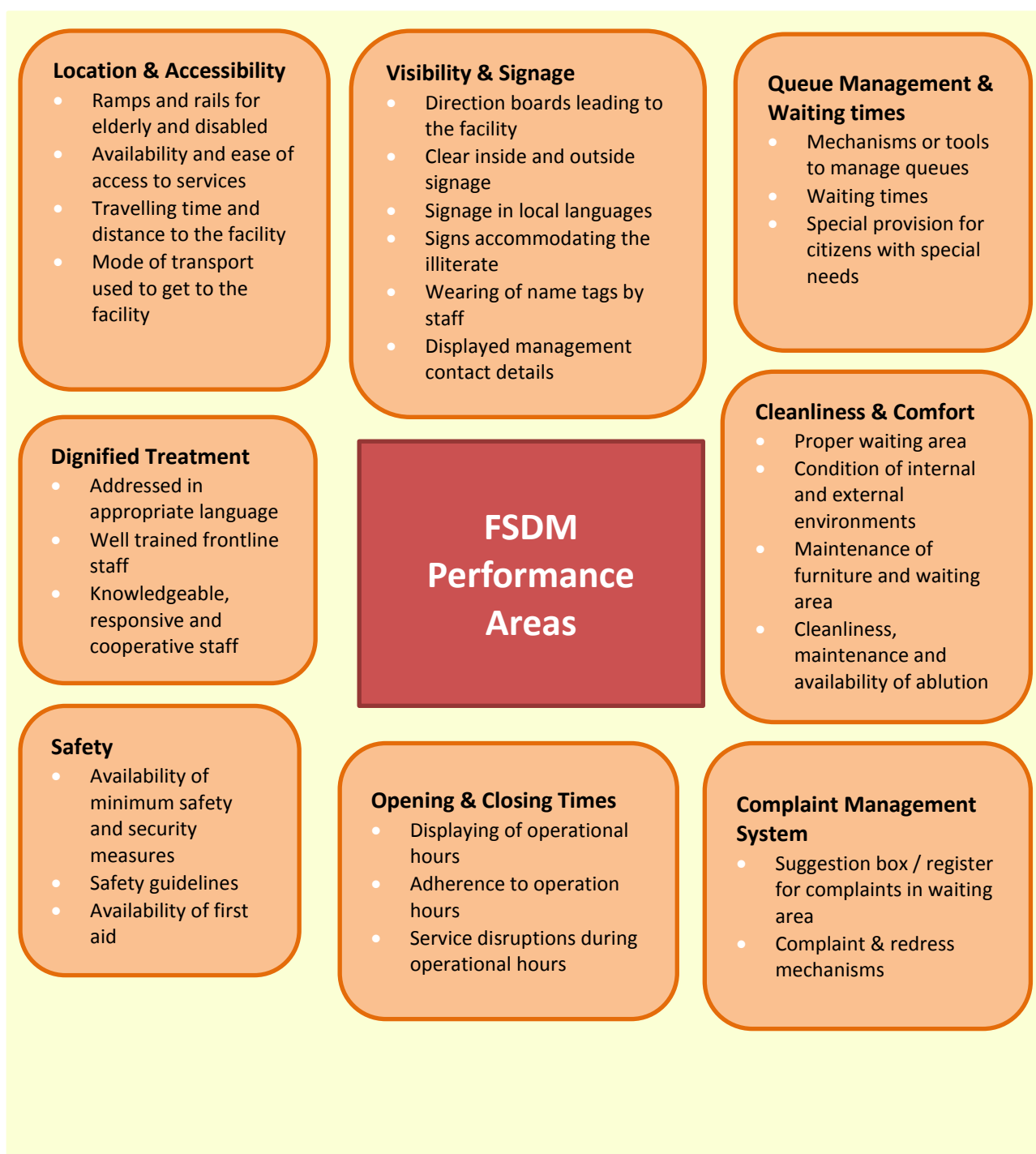
The FSDM questionnaire is the tool administered on-site to collect baseline data as part of the FSDM programme. The questionnaire is also administered to assess the quality of Frontline Service Delivery at the targeted monitoring facilities. In administering the questionnaire, each facility's performance on the eight key performance areas is assessed through ratings by citizens, staff and through monitor's observations. The focus is to assess each facility's performance on the eight key performance areas as monitored by the programme.

In administering the questionnaire, the baseline data collected for each facility is used to highlight areas of improvement and areas where the facility is doing well. The data collected through the questionnaire is also used by site management to inform improvements planning and decision making processes.

3. WHAT IS MONITORED IN EACH PERFORMANCE AREA

The FSDM programme monitors eight key performance areas and the related sub-performance standards. The key performance areas and sub-performance standards monitored are in line with the DPSA's Batho Pele principles and the outcomes monitored as part of the DPSA's service delivery improvement programme, as part of Outcome 12 from the phrased in the form of questions in the FSDM questionnaire. The eight key performance standards and sub-performance standards are detailed in figure 1 below:

Figure 1: FSDM monitoring areas



Each performance area consists of sub-performance standards. Questions are related to the KPA theme and are based on assessing the facility's performance against each KPA. The questionnaire is administered by asking these sub-standard related questions, to citizens and staff. Monitors will also fill in the questionnaires answering the sub-performance standard questions based on their observations.

4. QUESTIONNAIRE ADMINISTRATION PROTOCOL

4.1. On the day of the visit, before administering the questionnaire, the monitoring team arrives and meets with site management to brief them on the purpose of the visit and takes them through the key focus of the questionnaire and brief methodology.

4.2 The monitoring team disperses to the allocated areas and then collects information from 3 sources: citizens, staff and from their own observations.

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

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

4.3.1 Only the monitor's questionnaire consists of section C, and only the staff questionnaires contains Section B, and the monitor needs to ensure that these are also complete.

4.3.2 Site monitoring details in the questionnaire should be completed before the monitoring visit and when on site, these details are to be confirmed with site management.

4.3.3 Details of staff and citizens interviewed are to be captured before the moving on to other areas of the questionnaire

4.3.4 For Section A: Complete the questionnaire by ticking the appropriate answer, writing comments in the allocated slot and by allocating the ratings as per the following:

A Performance Areas						Comments
1 Location & Accessibility						
1.1	According to your knowledge, how far do citizens from the surrounding areas generally have to travel to get to this facility?	1-5 km <input type="checkbox"/>	6-10 km <input type="checkbox"/>	11-15 km <input type="checkbox"/>	16-20 km <input type="checkbox"/>	> 20 km <input type="checkbox"/>
1.2	According to your knowledge, how long does it take the citizens from the surrounding areas to get to this facility?	<15 min <input type="checkbox"/>	16-30 min <input type="checkbox"/>	31-45 min <input type="checkbox"/>	46- 1 hr <input type="checkbox"/>	> 1 hr <input type="checkbox"/>
1.3	According to your knowledge, what mode of transport do citizens take to get to this facility?	Walk <input type="checkbox"/>	Public <input type="checkbox"/>	Private <input type="checkbox"/>	Other <input type="checkbox"/>	
1.4	Is there a ramp with rails in the front of the building to assist citizens with disabilities & the elderly to access the building?	Yes <input type="checkbox"/>	No <input type="checkbox"/>			
1.5	When inside the facility, are there internal ramps to allow for ease of movement for the elderly & the disabled?	Yes <input type="checkbox"/>	No <input type="checkbox"/>			
Location & Accessibility		1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	How would you rate accessibility and location of this facility Score: 1 – 4(1 Poor, 2 Fair, 3 Good, 4 Very good)

4.3.5 For section B (Sector Specific Targets), it is important that at least 1 member of management or supervisor is interviewed on these targets.

B Sector Specific Standards: Policing				
1 Average turnaround time to calls for assistance: Alpha, Bravo & Charlie		Tick the appropriate		Comments
1.1	Do you meet the target of 19 mins turn around time on Alpha calls?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
1.2	Do you meet the target of 24 mins turn around time on Bravo calls?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
1.3	Do you meet the target of 21 mins turn around time on Charlie calls?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
1.4	Are the reaction time targets achievable/ realistic?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
1.5	Is there a monitoring system for these response times?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
2 Vehicles		Tick the appropriate		Comments
2.1	Does this police station have sufficient/adequate vehicles?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
2.2	Is there a schedule for vehicle maintenance?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
3 Services				
3.1	Are forms for the different services offered available?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
3.2	Are there victim friendly rooms that are resourced, i.e for sexual assaults, domestic violence, etc?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
3.3	Are there different holding cells for males, females and juveniles?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
3.4	Are there lockable filing cabinets/ an electronic docket system?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	

4.3.6 For section C: recommendations and findings, each monitor is to complete this section on their own observations.

C Summary of Findings and Recommendations		
Performance Areas	Key Findings	Recommendations
1 Location and Accessibility		
2 Visibility & Signage		
3 Queue Management & Waiting Times		
4 Dignified Treatment		
5 Cleanliness & Comfort		
6 Safety		
7 Opening & Closing Times		
8 Complaints & Compliments Management System		

5. THE SCORING FORMAT

The four rating system (Poor=1, Fair=2, Good=3 & Very Good=4) used is for allocating scores in both the questionnaire and in completing the visit summary report.

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

5.1 Each monitor is responsible for capturing scores in full, reflecting the performance of each site in each of the eight KPAs in the questionnaire. ***In order to allocate the correct scores, monitors should only enter the ratings (scores) based on the responses given by citizens and staff. This means that monitors will enter the scores and indicate to the citizen& staff that based on your responses, the facility scores a 1=poor or 2=fair, etc.?***

5.2 Photos are to be taken during the visits as evidence, and to substantiate some of the monitoring visit findings. Photos are to be taken for each KPA highlighting weaknesses or good performance.

5.3 When the monitoring team has concluded administering the citizen, staff and monitor's observations questionnaires, the preliminary findings can be discussed with local office management where possible and this does not replace the feedback session which needs to be arranged. DPME/ OoP need to leave their contact details with site management and communicate next steps.

6. SCORES CONSOLIDATION

After the monitoring visit, the team must have a session where they can consolidate their scores and discuss overall findings before compiling the visit summary report. This consolidation of scores is to average the responses for section A of the questionnaire into a single score.

The consolidation of scores is done at a minimum of 3 questionnaires for each type of, the 3 respondents: staff, citizens and monitors are to be administered. This means that at the end of each visit, at least 9 questionnaires should have been administered. The scores consolidation sheet, as attached is to be used for this purpose.

6.1 Consolidation of scores should result in a single (1) score for each of the three responses which are to be reflected in the visit summary report, highlighting the 3 responses.

6.2 All 3 responses: staff, citizens and monitor are important and are weighted equally on the visits summary report. All 3 sets of scores are to be reported on, consolidated and reflected in the visit summary report.

THE PRESIDENCY: DEPARTMENT OF PLANNING MONITORING & EVALUATION FRONTLINE SERVICE DELIVERY MONITORING PROGRAMME - VISIT SUMMARY REPORT																							
		Date of visit																					
Name of Facility	0	Type of facility (level)																					
Province	0	Visit Reference Number																					
Sector	0	Name of Monitor																					
Total number of citizens interviewed		Number of males interviewed						Number of females interviewed															
A. Key Performance areas		citizen 1	citizen 2	citizen 3	citizen 4	citizen 5	citizen 6	citizen ave	monitor 1	monitor 2	monitor 3	monitor 4	monitor 5	monitor 6	monitor ave	staff 1	staff 2	staff 3	staff 4	staff 5	staff 6	staff ave	
1. Location & Accessibility								-							-								-
2. Visibility & Signage								-							-								-
3. Queue Management & Waiting Times								-							-								-
4. Dignified Treatment								-							-								-
5. Cleanliness & Comfort								-							-								-
6. Safety								-							-								-
7. Opening & closing times								-							-								-
8. Complaint Management System								-							-								-
**MONITORS' NARRATIVE ON THE SITE FINDINGS- For completion following Improvement monitoring meeting																							

7. THE SCORING (RATINGS) DESCRIPTIONS:

In allocating a score (rating) for each of the performance areas monitors should be aware of what it is that the performance area is monitoring as per the descriptions on 3 above. In other words in allocating a score, monitors

- Should understand what each performance area is monitoring and
- Understand what underlies (descriptions) for each scoring. In other words in other words what informs your decision to score a facility's visibility & signage performance area a 2=Fair as opposed to 1=Poor.

7.1 In allocating a rating, **it is assumed that all responses have an equal weighting**

7.2 In rating each performance area, **Only Yes and No responses are to be considered in allocating the ratings as per the rating descriptions.**

7.3 **Respondents should therefore be properly guided when asked to rate a specific performance area during the interviews.**

8. WHO CAN ADMINISTER THE FSDM QUESTIONNAIRE?

All DPME and OoP employees that have been trained by a member of the FSDM team on the FSDM monitoring tools and processes can administer the questionnaire. For Offices of the Premiers, only Provincial Coordinators trained by an FSDM team member can train other office of the Premier staff to administer the questionnaire.

9. QUALITY ASSURANCE OF COMPLETED QUESTIONNAIRE

During the de-briefing or at the end of each site visit, **all** site questionnaires (paper based) are to be handed over to the Provincial Coordinator for records keeping and for use during the visit summary report development. The Provincial coordinator is to submit all the captured questionnaires to the Programme Manager/ Quality assurer for quality assurance processes and steps.

The quality assurance processes are aimed at ensuring that the questionnaires from the field are appropriately filled in and are completed in line with FSDM quality assurance standards. The role of the quality assurer is to:

- Undertake spell checks, language and grammar corrections, where necessary.
- Go through the entire questionnaires and check for correctness & inconsistencies between scoring & descriptive responses
- Ensure that no scores are altered, except, on agreement between the manager and monitor responsible
- Ensure that when the quality assurance is complete, the scores can then be captured on the Programme data base and the visit summary report completed.

10. RECORDS KEEPING AND STORAGE

On completing the quality assurance steps on the questionnaire, the physical copies are to be kept in a designated area for FSDM paper questionnaires. The implementation manager is responsible for the management of completed questionnaires following monitoring visits. Once all the steps as noted above are completed, the Provincial coordinator should be informed of where they can access the paper questionnaires in order to be able to complete the next step: the development of the visit summary report.

11. CONCLUSION

This document is aimed at giving guidelines on the FSDM toolkit for monitoring visits and how the tools are designed and administered. The guidelines set out the rationale for administering the questionnaire, the intended outcomes and the detailed approach for conducting monitoring visits. It will be updated to keep abreast with the latest developments in the FSDM Programme as the Rating Standards project is currently underway.

Please refer to the 2015-1016 FSDM Questionnaire as published.