



THE PRESIDENCY  
REPUBLIC OF SOUTH AFRICA

DEPARTMENT: PERFORMANCE MONITORING AND EVALUATION

**DPME GUIDELINE No 4.2.1 SCORES  
CONSOLIDATION REPORT**

<b>Addressed to</b>	Units in Offices of the Premiers responsible for Frontline Service Delivery Monitoring, FSDM Coordinators and Site Monitors.
<b>Purpose</b>	This guidance note is to provide guidelines on the use of the visit summary report and scores consolidation templates. This guideline illustrates how to complete the visit summary reports and how to utilise the scores consolidation template during the site visit de-briefing.
<b>Reference documents</b>	Site Questionnaires
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## 1. Introduction

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

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

## 2. Purpose of the visit summary report

The visit summary report is the tool used to communicate site monitoring findings and to communicate the site monitoring scores. The summary report is intended at summarising the baseline monitoring visit findings and consists of the site score card with site ratings as rated by the three sources: citizens, staff and monitors. The visit summary report also provides a snapshot of the recommendations, summary of the findings and to present the site improvements plan.

The visit summary report is developed to capture and communicate baseline data and findings at the time of the monitoring visit. Each facility monitored by the DPME-FSDM programme must have a visit summary report developed. The summary report contents include: improvement plan, score card, narrative of monitor's findings and photographs. The information captured in this report is captured in the monitoring of improvements.

The visit summary report becomes the main document through which site baseline findings are communicated to the site manager, provincial and national stakeholders. It serves as the main reference document regarding the site conditions before the DPME's monitoring activities and before the implementation of corrective measures.

### **3. Protocol for completing the visit summary report (during the de-briefing & post the baseline monitoring visit)**

3.1 The visit summary needs to be completed after the de-briefing session by the team leader, Provincial Coordinator or designated team member on agreement by the monitoring team.

3.2 The visit summary report should represent the views of the entire monitoring team and when the team member responsible for developing this report is done, they should forward it to the rest of the team for their input.

3.3. All sections of the visit summary report: section A scores, narrative of summary findings, recommendations, high level action plan and site/ monitoring details to be completed.

3.4 The Provincial Coordinator needs to quality assure the visit summary report scores, findings, recommendations and draft improvement plan before saving it as a final draft on the DPME M-drive.

3.5 The visit summary report should be placed on the DPME M-drive within two (2) weeks of the baseline monitoring visit.

3.6 Three (3) weeks after the baseline visit, the visit summary report should be quality assured by the FSDM quality assurer and approved by the Implementation team manager to ascertain if it meets the FSDM quality assurance standards.

3.7 In instances where the visit summary report is not approved, the quality assurer and/ or approver must send it back to the Provincial Coordinator for correction/ completion until it is correct for approval.

3.8 Four (4) weeks after the baseline visit, the visit summary report should be circulated to the site manager and the OoP in preparation for the feedback visit. The final visit summary report should be stored in the DPME M drive.

3.9 In instances where severe findings were found during the baseline monitoring visit, the draft visit summary report should be circulated to site management and regional/ district stakeholders in order to convene the feedback meeting within a month of the baseline monitoring visit. Before circulating the report, the Implementation unit manager should ensure that the visit summary report is suitable for circulation.

### **4. Protocol for completing the improvement plan (during the feedback meeting)**

4.1 During the feedback meeting, the detailed action plan section needs to be completed between the DPME, site management, district and regional stakeholders.

4.2 The DPME Provincial Coordinator/ Team leader on that day should facilitate the discussions and the session.

4.3 In completing the detailed action plan the following needs to be captured by the Provincial Coordinator/ team leader, as per the commitments by site management, district and regional managers in the space provided in the feedback section of the visit summary report:

- **The recommendations:** These talks to the recommended action steps that should be taken by the responsible parties to correct the area of weakness. The recommendations should come from the high level action completed by the monitoring team after the baseline visit.
- **The output:** this should talk to the desired end product
- **The activities:** This should talk to the process steps for reaching the end goal/ product
- **Time frame:** site management/ district and regional stakeholders are to indicate if the corrective measures will be implemented within the short, medium or long term
- **Responsibility:** the person responsible for the implementation of the corrective measures' details and contacts are to be captured for follow up processes
- **Planned completion date:** the envisaged completion date for the implementation of corrective measures needs to be provided by the individual responsible for the implementation of corrective measures.
- **Budget implications:** The facility manager/ responsible stakeholders should indicate if the corrective actions have any budget implications

4.4 In capturing the details on the improvement plan, the provincial coordinator/ team leader should go through all the performance areas and in instances where no corrective measures are required, this needs to be captured as not applicable. The improvement plan summary needs to be completed at the end of the feedback meeting.

4.5 When the entire improvement plan is complete, the Provincial Coordinator needs to verify with those in attendance that the visit summary report is final and that there is agreement that the improvement plans are approved.

4.6 In closing the feedback meeting the Provincial Coordinator/ team leader should communicate the follow up monitoring processes and likely dates for forwarding the quality assured final visit summary report to site management and regional stakeholders.

4.7 The provincial Coordinator/ team leader for the day should communicate that implementation of the corrective measures can start following the agreed to discussions.

4.8 In closing the meeting, the Provincial Coordinator/ team leader should ensure that the minutes and attendance register are captured.

## 5. Who is responsible for completing the visit summary report?

The FSDM Provincial Coordinator (DPME) is ultimately accountable for the development and completion of the visit summary report for each site monitored. The Provincial Coordinator is responsible for all monitoring reports and for ensuring that each site monitored within their designated Province has a completed and quality assured visit summary report. The Provincial Coordinator is to also ensure that all visit summary reports are in good quality and can be used in the feedback, reporting and improvements monitoring processes.

The Provincial Coordinator is to ensure that all monitors from DPME and Offices of The Premiers are part of the development of the visit summary reports and that in quality assuring the visit summary report, the OoP monitoring team is consulted for inputs. The Provincial Coordinator should also ensure that final visit summary report is sent to the facility manager and the Offices of the Premiers.

In instances where a DPME staff member could not be part of the monitoring visits, the OoP FSDM Coordinator is responsible for the development of the visit summary report and for ensuring that it is complete before circulating to the DPME two weeks after the baseline monitoring visit. When the visit summary report is sent to the DPME, it will go through all the quality assurance and approval steps to ensure that the report meets all the quality assurance steps.

## 6. Use of the visit summary report after the baseline visit?

6.1 The visit summary is for use ***in all baseline monitoring processes*** and this includes the feedback meeting processes where the final improvement plan is approved by the site manager and the regional stakeholders. The visit summary report is developed after baseline monitoring visit and is only considered a final visit summary report, after the sign off by the site manager and regional stakeholders during the feedback visit.

6.2 The contents of the visit summary report includes the baseline scores for section A and the final improvement plans developed during the feedback visit. The contents of the visit summary report are later used ***in the monitoring of improvements and for monitoring changes in ratings*** for the site following the DPME/OoP monitoring processes.

6.3 The visit summary reports developed for each site are ***the main source of information from which DPME analysis is done for the development of programme reports*** to the multiple stakeholders.

6.4 The visit summary report stored on the DPME M-drive remains the source document for each site monitored that documents the findings from the baseline monitoring visit. The visit summary report remains relevant through all phases of the DPME monitoring, improvements monitoring and reporting processes as it used for reference purposes.

## 7. Which stakeholders will use the visit summary report?

7.1 **DPME:** The DPME as the custodians of all site monitoring reports will keep all copies of the visit summary reports in its programme data base for reporting purposes, as evidence that the baseline visits occurred and information management purposes. The visit summary reports are also circulated to the National Sector departments, on request, in order to follow up on all improvements monitoring processes.

7.2 **OoP:** The Offices of The Premiers should have all copies of the visit summary reports for reporting purposes, as evidence that the baseline visits occurred, information management purposes and for internal improvements monitoring processes, reporting and follow up. The OoP and DPME should have all copies of the visit summary reports, even in instances where DTP or OoP were part of the monitoring team.

7.3 **Facility management:** site management will get the draft visit summary report, three weeks after the baseline visit in order to understand the baseline visit findings for use in internal reporting and planning processes for instituting corrective measures. In cases where severe findings were discovered, the visit summary report will distributed within a week of the baseline visit.

7.4 **District and Regional departmental stakeholders:** Regional and district stakeholders will be forwarded the visit summary reports in instances where there are issues identified through the baseline monitoring visits that requires their attention or for information sharing purposes. Site management will be responsible for forwarding the visit summary reports to their internal stakeholders during all DPME monitoring processes.

## 8. Follow up processes

This is the final guideline for the baseline reporting tools and the next guideline is the improvements monitoring guideline.

***Annexure 1: Visit summary report***



IMPROVEMENT PLAN FOR THE SITE MONITORED (For completion during the feedback visit)								
Improvement plan objective	The improvement plan is developed following an FSDM baseline monitoring visit, it is intended to develop developed and implement corrective measures for key performance areas found to be performing poorly. The improvement plans are to drive improvements in Frontline Service Delivery , to ensure collaboration in instituting improvements and to ensure that key activities out of the improvement plan are approved by the relevant authority, are allocated budgets, where necessary and are embedded on existing plans.							
To be completed after site visit		To be completed during the feedback visit						
FSDM improvement key performance area	Recommendations	Outputs to achieve improvement	Activity to achieve output	Person responsible	Budget implications (Y/N)	Implementation target (Short/ medium/long term)	Completion date	Where can the improvement plan be embedded/aligned?
1. Location & Accessibility	1.1 The improvements monitoring	Ramp	Send letter to public works			Short term	15/10/2014	
	1.2							
2. Visibility & Signage	2.1							
3. Queue Management & Waiting Times	3.1							
4. Dignified Treatment & Consultation	4.1							
5. Cleanliness & Comfort	5.1							
6. Safety	6.1							
7. Opening & closing times	7.1							
8. Complaint Management System	8.1							
9. Sector specific	9.1							
10. Other	10.1							
IMPROVEMENT PLAN SUMMARY (For completion at the end of the feedback meeting)								
Number of recommendations put in place				Date of feedback meeting				
Name & position of lead person				Contact details of lead person				

