



SERVICE DELIVERY IMPROVEMENT PLAN POLICY 2018-2019

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ABBREVIATION	MEANING
APSD	African Public Service Day
APP	Annual Performance Plan
BP	Batho Pele
BP Principles	Batho Pele Principles1
DCSR	Department of Culture, Sport and Recreation
MPSA	Minister of Public, Service Administration
EA	Executive Authority (MEC)
HOD	Head of the Department
MEC	Member of Executive Council
M&E	Monitoring & Evaluation
OP	Operational Plan
OTP	Office of the Premier
SDIP	Service Delivery Improvement Plan
SMART	Specific, Measurable, Achievable, Realistic and Time bound

1. INTRODUCTION

Since 1994 the democratic government targeted the acceleration of service delivery to communities, to eradicate the inequalities of the past. The Department should therefore set SMART standards that will ensure steady and continuous improvement in service delivery, committed in the service beneficiaries' priorities for service delivery improvement.

The Department of Culture, Sport and Recreation SDIP is simply another version of an operational plan, it helps one to focus on those KEY services within the operational plan which have been identified for special attention and improvement.

2. DEFINITIONS

- 2.1 **Service Delivery Improvement Plan-** is the engine room that provide the push for incremental improvement in service delivery within the broad context of Public Service transformation.
- 2.2 **Service:** Action/process of serving. Actions that fulfil a function. To supply the needs of the public by performing specific tasks; performance of work for another.
- 2.3 **Standard:** Level, grade, calibre, merit, yardstick, benchmark, measurement, criterion, touchstone, such as a code of behaviour, code of honour, principle, ideal, ethics, seniority levels at work, etc. For our purposes, a standard is something specific, measurable and realistic that can be achieved within a given time-frame.
- 2.4 **Target:** A person, object or place selected as an aim of an attack or an objective or result towards which efforts are directed.

For the purposes of Service Delivery Improvement Standards and Targets may be differentiated as follows:

- **Standards** set measurable levels of Service Performance; and
 - **Targets** set measurable levels of Citizen Satisfaction.
- 2.5 **Improvement:** To become or make better in quality, to achieve better standards or to increase in quantity, in comparison with existing conditions
 - 2.6 **Quantity:** How often or how much?
 - 2.7 **Quality:** Professional standards PLUS BP Principles – How will you behave?
 - 2.8 **Consultation:** How do you consult your service beneficiaries? And How are your beneficiaries consulting you?
 - 2.9 **Access:** How do our service beneficiaries accessing you? And how do you access your service beneficiaries?



- 2.10 **Information:** Information about your services that you provide, how do you provide it your service beneficiaries? And how do your service beneficiaries find the information about services that you provide?
- 2.11 **Openness and Transparency:** How open and transparent are you when providing services?
- 2.12 **Courtesy:** How courteous are you when providing the services? Courtesy can be measured through Complaints Desk, Customer Satisfaction Surveys, etc.
- 2.13 **Redress:** In case of a grievance, how is it going to be resolved. What mechanisms are in place to ensure redress?
- 2.14 **Value for Money:** How do you gauge value for money for your service beneficiaries?
- 2.15 **Time:** By when or how much per hour, day, month, year?
- 2.16 **Cost:** Rand value amount that is budgeted for and it usually found in your operational plan or annual performance plan and it is therefore, within budget.
- 2.17 **Service gap:** is a difference between your current service standards and your desired service standards that is where you are currently and where you want to move to. The identification of this gap is very important in developing your SDIP.
- 2.18 **Address the gap:** The service delivery gap is overcome through development of SDIP as the SDIP focused on service delivery improvement because SDIP address the 'gap' between current states of affairs and desired state.
- 2.19 **Specific,** it will not be measurable. For example, if we simply state that we should be more courteous to our service beneficiaries, we will not be able to measure the level of courtesy: we need to unpack courtesy in terms of response times, reduced complaints, etc, in order for it to be measurable.
- 2.20 **Achievable:** Is the standard achievable with the current resources, or are additional resources available and affordable in order to achieve the standard. For example, if we set a standard of processing social grant applications within two days, it certainly is specific and measurable, but is it achievable with the available human and financial resources?
- 2.26 **Realistic:** Is the standard realistic in terms of current or past performance? If we look at the previous example of processing social grant applications within two days, is this realistic, knowing what procedures and protocols have to be followed?
- 2.27 **Time-bound:** Does the standard specify a clear time-frame or deadline, such as having to be completed by a specific date, or within a specific period?

3. LEGISLATIVE MANDATES

- a. White paper on Transforming Public Service Delivery (Batho Pele), 1997
- b. The Public Service Regulations, 2001, Part III.C.I

4. PURPOSE

To provide guidelines, processes and procedure in the implementation of the Service Delivery improvement plan

5. SCOPE OF APPLICABILITY

This policy applies and is binding to all DCSR Employees and Stakeholders

6. SERVICE DELIVERY IMPROVEMENT PLAN

The goal of SDIPs is to provide a mechanism for continuous, incremental improvement in service delivery. For this reason, SDIPs should be credible, effective and, above all, realistic. The plan Service Delivery Improvement Plan, should include the following:

6.1 A Service Delivery Plan with:

- A service vision;
- Clearly identified service beneficiaries;
- Existing and proposed KEY services with current and desired SMART service standards.

6.2 Mechanisms for monitoring and reporting service delivery standards –for example, citizen satisfaction surveys, complaints analysis, etc;

6.3 Management support systems, such as IT systems, policies and procedures, etc;

6.4 Complaint-handling mechanisms and suggestion boxes;

6.5 Existing and future arrangements for providing information about the type and frequency of the services to be provided, for example, newsletters, posters, radio broadcasts, community meetings, community outreach programmes, road shows, house calls, etc;

6.6 Financial management systems to ensure prioritisation of key services and standards;

6.7 A statement on human resources, for example, the need to appoint a stakeholder relations staff and community liaison officers, the use of a public relations initiatives.

6.8 The need for training and supervision as well as appraisal initiatives and developmental performance management systems, so that staff can be developed to improve service delivery; and

6.9 A rewards and incentives programme to ensure that good performance is recognised and rewarded.

7. MANAGEMENT OBJECTIVES

The SDIP should be seen as part of the department strategic planning process, it is a continuous process that runs in cycles, similar to strategic planning. The SDIP focuses on the strategies to bring Batho Pele principles to life and makes service delivery a reality. The SDIP will help achieve many management objectives, such as:

- 7.1 Improving communications with employees to encourage them to focus on continuous, improved service delivery;
- 7.2 Motivating employees to improve their performance levels;
- 7.3 Providing information to facilitate monitoring by the various government departments involved in transformation; and
- 7.4 Providing a basis for publishing a document which sets out the departmental service standards, service delivery goals and commitments, namely a Service Delivery Charter.

8. GUIDELINES FOR DEVELOPING A SDIP

a) Preparation Phase

Before the Department embark on any action/activities should do the following:

- Obtain a buy in from all stakeholders involved,
- Obtain a buy in and approval from Executing Authority and Senior Management, so that there is an understanding, support and funding for developing service delivery charter.
- Appoint a champion who will run with the development of service delivery standards within the Department and be able to understand issues and challenges
- Develop change management programme in order to ensure that the roll out of the SDIP initiative takes place successfully in the department.
- Develop a policy on service delivery standards that is accepted by all in a government department.

b) Develop the SDIP

In the developing phase, the department must follow the following steps:

- Determine who are the Service Beneficiaries
- Identify Departmental key services and products delivered
- Determine current standards of services and products (reflect the current performance of the department and desired state of affair) in relation to: Quantity, Quality, Consultation, Access, Information, Openness and Transparency, Courtesy, Redress, Value for Money, Time, Cost
- Determine what is the service 'gap'
- Determine how will the 'gap' be addressed

9. IMPLEMENT THE SDIP

Once the SDIP is signed and approved by both the Executing Authority and the Head of Department, it must be implemented through an implementation plan which talks about steps to be taken, tasks and responsibilities assigned to specific individuals in order to action the SDIP.

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10. MONITOR AND REPORT ON SDIP

The SDIP must be developed every three years and be approved then submitted to the MPSA on/or before 31 March of every three years. It needs to be embraced as an integral part of all management activities to ensure that every management process and citizen interface is aimed at improving service delivery and citizen satisfaction.

The SDIP should be constantly monitored by management and the progress made on Implementation and reported to OTP by the 15th of the month following the end of each quarter.

The approved SDIP must be monitored by management and the progress made on Implementation must be reported to DPSA by 31 May of every year for annual progress reporting to Legislature in terms of paragraph 7.1.5 of the White Paper on Transforming Public Service Delivery of 1997 (through a prescribed template).

The Department must ensure that the SDIP is communicated/cascaded to the three regions and Service beneficiaries through local community radio stations where government department/s allocated a slot, meetings with local community, Izimbizo, focus groups, one-one meetings and through Public Service Week where government address the community on issues pertaining service delivery.

11. REVIEW SDIP

The SDIP should be seen as part of the departments' strategic planning; it is a continuous process that runs in cycles, similar to strategic planning. The SDIP should be constantly monitored, in line with the inputs from the service beneficiaries to determine relevancy. In case of the department's mandate changes due to political changes (when new minister is appointed) or change in the strategic plan, change from service beneficiaries, the SDIP should also be amended to reflect the change of focus or mandate. Amendments/changes to the SDIP should be signed and approved by the relevant EA.

12. CONCLUSION

The development of an SDIP for a department ensures that a department is continuously addressing the improvement of service delivery. The SDIP also forms the last step in the Service delivery planning value chain and as such need to feed into the first step of the value chain again by making inputs into the strategic planning process and the service delivery model design step.

This Policy will be reviewed annually or when the need arises.

APPROVED



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