



**Department of Economic
Development
Umnyango Wezokuthuthukiswa
Komnotho**

KWAZULU - NATAL

*NO TEMPLATE
&
KEY SERVICES*

SERVICE DELIVERY IMPROVEMENT PLAN

Brief introduction:

KwaZulu-Natal Department of Economic Development is part of the Provincial Administration and its core mandate is to help facilitate economic development and growth in the province. To achieve this, each year the department reviews its strategy, which relates to its vision and mission. The following Service Delivery Improvement Plan is based on the Strategic Plan document that was developed for the period 2004-2006 for the KwaZulu-Natal Department of Economic Development. However, the main thrust of the plan is to meet the expectations of the department's clients – members of the public and other stakeholders and partners.

1. Customers

KwaZulu-Natal Department of Economic Development has many and various customers and can be categorized as follows:

PRIMARY	SECONDARY
<ul style="list-style-type: none"> ○ Local authorities ○ Rural communities, especially women ○ Liquor license applicants and SARS ○ Emerging entrepreneurs ○ Potential Investors (domestic & international) ○ Public entities 	<ul style="list-style-type: none"> ○ Directorates within the Department ○ Trade associations ○ Statutory bodies ○ Business sector ○ National government ○ Other provincial government departments ○ Local government structures ○ Media

1.1 Customer needs

- Different clients for the department will have different needs such as:
 - ✓ Access to private sector investment,
 - ✓ Poverty alleviation,
 - ✓ Job creation,
 - ✓ Compliance with legal imperatives,
 - ✓ Educational information to influence their attitude and actions, and hence media liaison and other forms of communication are essential,
 - ✓ Access to finance, business and trade information,



- ✓ Comprehensive and professional service.

2 Current service baseline

- There are delays in:
 - ✓ Processing funds and license applications,
 - ✓ Responding to project applications
 - ✓ Finalizing misconduct cases
 - ✓ Finalizing job descriptions,
 - ✓ Responding to queries,
 - ✓ Processing contracts,
 - ✓ Engaging service providers;
 - ✓ Finalizing procurement systems
 - ✓ Processing payment services rendered.

3 Improvement gap

- There is a need for the following:
 - ✓ Appropriate action to channel information to relevant departments/business units,
 - ✓ PFMA compliance to be ensured,
 - ✓ Personnel to be increased and deployed to relevant directorates,
 - ✓ Formalized delegation,
 - ✓ Comprehensive customer orientation for the staff of the department,
 - ✓ A comprehensive, up-to-date procedure manual,
 - ✓ A cost-effective use of the workday,
 - ✓ Timeous response to correspondence,
 - ✓ One-stop economic information,
 - ✓ A commitment to streamlining processes,
 - ✓ A commitment to fast-tracking the implementation of projects,
 - ✓ Regular update of the website,
 - ✓ Work schedules should be compiled.

3.1 Response time

- To improve service delivery it is important that sound time management practice are put in place and therefore:
 - ✓ All correspondence should be responded to within seven days of receipt
 - ✓ The telephones should be answered within three rings,
 - ✓ All messages, including official electronic ones must be responded to within two days of receipt,
 - ✓ All project funding applications must be responded to within one month of receipt,
 - ✓ All accounts should be settled within 30 days of reaching the relevant office.

4. To improve departmental services to customers, a set of action has been identified that tries to improve the culture of "Putting People First":

4.1 Consultation

- ✓ Proper consultation will be facilitated by;
- ✓ Channeling appropriate action to relevant Directorate(s)



- ✓ Pre-arranging meetings in response to specific queries,
- ✓ Ensuring maximum access,
- ✓ Ensuring that issue specific-group meetings are held regularly,
- ✓ Interacting through forum meetings and workshops.

4.2 Service delivery standards

This department is committed to develop and regularly update its service delivery improvement plan and service commitment charter,

4.2.1 The department is prepared to:

- ✓ Ensure compliance with all relevant legislation,
- ✓ Address the high labour turnover,
- ✓ Develop evaluation and monitoring procedures,
- ✓ Develop synergies between various programmes,
- ✓ Enforce performance management development systems,

4.2.2 This will be facilitated through:

- ✓ Publication of brochures, pamphlets etc,
- ✓ Newspapers and other mainstream publication,
- ✓ Use a popular media channels like radio,
- ✓ Road shows,
- ✓ The departmental website.

4.3 Access

- ✓ This is facilitated by the announcement of the different communication tools that the department has and this includes among others telephones, e-mails, web site etc,
- ✓ All staff may be consulted during office hours and answering machines are already in place,
- ✓ Cell phones have been purchased for all from manager level upwards including officials who are below the rank but need them as working tools,
- ✓ Requisite partnerships should be established to reach disadvantaged communities.

4.4 Courtesy

- Respect and dignified treatment of customers is a hallmark of a successful organization and therefore:
 - ✓ Telephone etiquette and professional manners should be shown at all times when dealing with members of the public,
 - ✓ Our code of conduct must ensure that all staff members conduct themselves in a professional, responsible and courteous manner and are rendering the best service,
 - ✓ Regular awareness campaigns in the form of road shows that are initiated by the department,
 - ✓ Activating the toll free numbers for customers of the department,
 - ✓ Establishing an environment conducive to two-way communication.

4.5 Information



- The generation and distribution of information is very important and hence:
 - ✓ Pertinent acts, regulations and circulars should be made available to all clients as and when available and necessary,
 - ✓ Information relating to the budget and expenditure will be made available to clients with warning signals where major deviations are identified,
 - ✓ Details to be provided in a variety of media systems and languages,
 - ✓ A contact name and number for additional information must always be provided.

4.5.1 Proper information will be facilitated by:

- ✓ Encouraging client interaction with staff and to promote feed-back on our services,
- ✓ Publishing annual reports,
- ✓ Questionnaires and organization of periodic summits,
- ✓ Printing and distribution of pamphlets,
- ✓ Verbal communication,
- ✓ Printing of newsletters,
- ✓ Liaison with CBOs and NGOs that understand diverse value systems and socio-economic trends of the beneficiary communities,
- ✓ Ensuring that all policies are developed in an open, participative and transparent manner,
- ✓ Staff training should ensure that a professional and responsible service is rendered,
- ✓ Where possible customers should be addressed in the language of their own choice.

4.6 Openness and transparency

- This will be facilitated through:
 - ✓ Response to parliamentary questions in time,
 - ✓ Production of informative brochures and other publications,
 - ✓ Use of popular media channels such as radio and TV,
 - ✓ Organization of road shows in the communities,
 - ✓ Performance agreements with clients,
 - ✓ We need to put in place mechanisms to invite our customers to discuss service delivery issues, service standards and problems,
 - ✓ Annual reports should be made available to all our customers.

4.7 Redress

- In the process of rendering a service, human or technical mistakes or faults could creep in and should be corrected by ensuring that:
 - ✓ All complaints are acknowledged and treated in a professional manner and thoroughly investigated,
 - ✓ Where necessary and where warranted, apologies preferably written ones, are extended to the aggrieved person(s),
 - ✓ Appropriate and prompt action is taken to remedy any wrongful action,
 - ✓ Where necessary, corrective, disciplinary action is initiated to improve service delivery,
 - ✓ The complainant is informed of the outcome of the investigation.

4.8 Value for money (effectiveness, efficiency and economy):



- The quality of services rendered should reciprocate the money invested in it. Appropriate steps have to be implemented to encourage quality performance for excellent service and hence:
 - ✓ We should ensure a department-wide skills audit to determine the correct deployment of individuals and proper utilization of skills and resources,
 - ✓ We need to determine the best possible ways of eliminating non-value adding activities and we need to adhere to a mutually agreed upon time frames by which this must be achieved,
 - ✓ There should be generally agreed upon systems in place to ensure that staff are recognized and rewarded for their contributions towards the improved service delivery,
 - ✓ Merit awards and service excellence certificates should be considered to mark exceptional staff performances,

4.9 Encouraging innovation and rewarding excellence

There will be sound performance management development systems in place and proper mechanisms to reward staff for their contributions towards improved service delivery.

4.10 Service delivery impact

The department commits itself to organizing quarterly information workshops where its customers will be given an opportunity to ask questions, make comments and contributions on how best this department can serve them.

This department will also strengthen its linkage with its customers through the use of suggestion boxes, web site, toll free lines etc - and all these will be properly managed.

4.11 Leadership and strategic direction

The department will ensure that mechanisms are in place that will promote the two-way communication regime within the department like Cultural functions and sports. This organization will strive to be an organization that talks to itself. Leaders will be exposed to continual training on leadership skills and there will also be a regular evaluation of the impact of such programmes.

8. Monitor delivery

- This will be done by:
 - ✓ Encouraging client interaction and comment,
 - ✓ Publishing annual reports,
 - ✓ Questionnaires and organizing of periodic summits.

Conclusion

This SDIP is not cast in stone. As is the case with the Strategic Plan of the department, the SDIP is a flexible, but principled document that has to respond to the needs of both internal and external clients. It is that reason that where there are gaps in terms of the target beneficiaries of the department's programmes and projects, this document would have to try to cover them accordingly.



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