

SERVICE DELIVERY IMPROVEMENT PLAN 2007/2008

DEPARTMENT HOUSING AND LOCAL GOVERNMENT

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- **Vision:** Sustainable, integrated human settlements within municipalities that are developmental local government and adhere to good governance
- **Mission:** The mission of the department of Housing and Local Government is as follows:
  1. To promote and facilitate sustainable, integrated human settlements and infrastructure development for effective service delivery.
  2. To facilitate, monitor and support the consolidation and sustainability phases at municipalities for integrated, sustainable service delivery.
  3. To promote and support inter-sphere engagement for integrated planning and co-ordination.
  4. To facilitate, develop and support systems and structures to enhance traditional leadership.
  5. To ensure the efficient, effective and economic utilization of departmental resources to maximise service delivery

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KEY SERVICE	SERV BEN	CURRENT STANDARD		DESIRED STANDARD	
Consumer Education <i>R</i>	Beneficiaries of housing projects	Quantity:	10 % of all beneficiaries	Quantity:	100 % of beneficiaries
		Quality:		Quality:	
		• Consultation	Further consultation with municipal managers and housing officials in municipalities. Steering committee meetings bi-monthly.	• Consultation	In addition: One on one with beneficiaries through CDW's Questionnaires Customer satisfaction survey
		• Access	Consultation with district and provincial steering committees quarterly. Staff being able to communicate in relevant local languages.	• Access	In addition: Physical visits by steering committee to regional offices and project sites. Improved signage on departmental premises Ensure that all departmental offices are disabled friendly Make use of community radio stations including the Xu and Khwe communities

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		<ul style="list-style-type: none"> <li>Courtesy</li> </ul>	Training of front line staff on customer care.	<ul style="list-style-type: none"> <li>Courtesy</li> </ul>	<p>Monthly analysis of feed back from suggestion boxes. Monthly reports from field workers Re-training of all officials and beneficiaries on consumer education.</p>
		<ul style="list-style-type: none"> <li>Openness &amp; Transparency</li> </ul>	Monthly and quarterly reports from field workers and national project manager.	<ul style="list-style-type: none"> <li>Openness &amp; Transparency</li> </ul>	In addition: Introduce service charter
		<ul style="list-style-type: none"> <li>Information</li> </ul>	Pamphlet, posters, radio talk shows	<ul style="list-style-type: none"> <li>Information</li> </ul>	In addition: Introduce the resource booklet for beneficiaries
		<ul style="list-style-type: none"> <li>Redress</li> </ul>	Queries are handled in an ad hoc manner by the housing help desk	<ul style="list-style-type: none"> <li>Redress</li> </ul>	In addition: Introduce a toll free line for feed back and monitor and analyse complaints monthly
		<ul style="list-style-type: none"> <li>Value for Money</li> </ul>	Unstructured planning leads to duplication	<ul style="list-style-type: none"> <li>Value for Money</li> </ul>	In addition: An approved implementation plan on consumer education. Cross functional team to coordinate planning of activities. Survey analysis outcome would inform whether department is providing value for money and improve accordingly.
			Time:		
			Cost:		
			HR:		
Eradication of Buckets	Community		Quantity: 25 %		Quantity: 100 % (6846)
			Quality:		Quality:

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		<ul style="list-style-type: none"> <li>• Consultation</li> </ul>	<p>Monthly progress meetings and steering committee meetings Ward committee meetings Community meetings held with Community Liaison Officers monthly</p>	<ul style="list-style-type: none"> <li>• Consultation</li> </ul>	<p>In addition: Conduct information sessions through Community Liaison Officers to new users of services (former cross boundary and Rural areas)</p>
		<ul style="list-style-type: none"> <li>• Access</li> </ul>	<p>Physical visits to projects Awareness campaigns Staff able to communicate in relevant local languages</p>	<ul style="list-style-type: none"> <li>• Access</li> </ul>	<p>In addition: Establishment of regional offices in former cross boundary municipalities</p>
		<ul style="list-style-type: none"> <li>• Courtesy</li> </ul>	<p>Questionnaires and suggestion box Usage of customers preferred languages</p>	<ul style="list-style-type: none"> <li>• Courtesy</li> </ul>	<p>Training of Community Liaison Officers on customer care, with service provider. Introduce feedback mechanism to beneficiaries</p>
		<ul style="list-style-type: none"> <li>• Openness &amp; Transparency</li> </ul>	<p>Awareness programmes conducted annually Customers to sign happy letters on being satisfied with product. Retention periods of one year introduced to ensure defects are dealt with if any.</p>	<ul style="list-style-type: none"> <li>• Openness &amp; Transparency</li> </ul>	<p>In addition: Public introduction of CDW's as service entry point. Publish information booklet for beneficiaries on the product provided. Monthly compliance reports to HOD and MEC as required by the Division of Revenue Act</p>
		<ul style="list-style-type: none"> <li>• Information</li> </ul>	<p>Pamphlets</p>	<ul style="list-style-type: none"> <li>• Information</li> </ul>	<p>Use community radio station, exhibitions and departmental news letter</p>

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		<ul style="list-style-type: none"> <li>• Redress</li> </ul>	No mechanism in place at present, queries are handled on ad hoc basis	<ul style="list-style-type: none"> <li>• Redress</li> </ul>	Introduce a complaint box that will be analysed and monitored monthly. Dedicated staff to be employed Introduce hot line service
		<ul style="list-style-type: none"> <li>• Value for Money</li> </ul>	Unstructured planning leads to duplication	<ul style="list-style-type: none"> <li>• Value for Money</li> </ul>	Introduce cross functional team (departmental communication Forum) to coordinate planning activities.
		Time:	March 2007	Time:	December 2007
		Cost:	R21,2 m	Cost:	R34 m
		HR:		Hr	
<p>Policy formulation and implementation (transversal)</p> <p><i>FUNCTION</i></p> <p><i>R</i></p>	Staff	<ul style="list-style-type: none"> <li>• Consultation</li> </ul>	Establishment of discussion forum representing all staff from different sections as well as trade union representatives; Distribution of draft policy to all members through both hard copies and electronic versions; discussions with different sections; All regional staff also included in the process; SMS to make comments and finally adopted by the HOD and MEC.		Distribution of draft policy to all members through both hard copies and electronic versions; All regional staff also included in the process; CDW's also participate in the process; SMS to make comments and finally adopted by the HOD and MEC, for publication on departmental website and print media
		<ul style="list-style-type: none"> <li>• Access</li> </ul>	Production of draft policy discussion document send to all staff members; Sectional discussion		In addition: IT section to send electronic version to regions; Municipal visits for discussion of the draft policy with CDW's.

			sessions for further inputs in Head Office; Regional visits for discussions with staff at that level;		
		<ul style="list-style-type: none"> <li>• Courtesy</li> </ul>	Physical visits to all staff members; name – tags for identification with staff		In addition: Input from CDWs
		<ul style="list-style-type: none"> <li>• Openness and transparency</li> </ul>	All versions of the draft policy send to all staff to ensure that all different inputs and comments are presented to staff members all the way of the process; this process will allow staff to easily ask where there are inconsistencies and answers can be provided.		All versions of the draft policy send to all staff to ensure that all different inputs and comments are presented to staff members throughout of the process; this process will allow staff to easily ask where there are inconsistencies and answers can be provided.
		<ul style="list-style-type: none"> <li>• Information</li> </ul>	Regular meetings on the initiation of policies; send draft policies via email		In addition: contact sessions with CDW's at municipal level; still to work on the email communication with CDW's either through municipalities or laptops.
		<ul style="list-style-type: none"> <li>• Redress</li> </ul>	Draft policies always contain phases of constant review and		Draft policies always contain phases of constant review and evaluation of the policy

			evaluation of the policy		
		<ul style="list-style-type: none"> <li>Value for money</li> </ul>	This process re-enforces the element of ownership by all staff members		In addition: the CDW's also feel part of the establishment.
			Time:		Time:
			Cost:		Cost:
			Human resource:		Human Resource:
<p>Deliver completed units (houses)</p> <p>1 G</p>	Communities	Quantity:	<b>70% of houses delivered as per annual commitment of the department</b>	Quantity:	<b>100% houses delivered</b>
		Quality:		Quality:	
		<ul style="list-style-type: none"> <li>Consultation</li> </ul>	<p>Quarterly Information sessions, Public hearings (izimbizo), Road shows, Quarterly surveys through the CDWs</p>	<ul style="list-style-type: none"> <li>Consultation</li> </ul>	<p>In addition: Conduct information sessions through Community Liaison Officers to new users of services (example incorporated areas from former cross boundary municipality and rural areas), Survey questionnaires and inputs via the department's newsletter, One-on-one interviews through CDWs, Conduct ... (indicate how many) Public hearings per annum, Questionnaires</p>

		<ul style="list-style-type: none"> <li>• Access</li> </ul>	<p>Physical visits to regional offices and head offices municipal housing support centres, CDW's, Staff able to communicate in relevant local Languages, Easily accessible buildings,</p>	<ul style="list-style-type: none"> <li>• Access</li> </ul>	<p>In addition: Establishment of other regional offices (Kgalagadi and Frances Baard), Ensure entrance points in offices are disabled-friendly and have proper signage, <b>Improve signage</b></p>
		<ul style="list-style-type: none"> <li>• Courtesy</li> </ul>	<p>Questionnaires and suggestion boxes, Usage of customer's preferred language, Staff have nametags</p>	<ul style="list-style-type: none"> <li>• Courtesy</li> </ul>	<p>In addition: Training all front line staff on customer care, Quarterly analysis of feedback from the suggestion boxes, Introduce feedback mechanism to beneficiaries, Newly staff to have nametags within a month of appointment</p>

		<ul style="list-style-type: none"> <li>Value for Money</li> </ul>	<b>Unstructured planning leads to duplications</b>	<ul style="list-style-type: none"> <li>Value for Money</li> </ul>	<b>Introduce multi-functional team to co-ordinate planning activities.</b> <b>Survey analysis outcome would inform whether the dept is providing value for money and improve accordingly.</b>
		<b>Time:</b>	<b>March 2007</b>	<b>Time:</b>	<b>March 2008</b>
		<b>Cost:</b>	<b>R....</b>	<b>Cost:</b>	<b>R....</b>
		<b>Human Resources:</b>	<b>Number</b>	<b>Human Resources:</b>	<b>Number</b>

Signed: ..... (Minister/MEC)

Date: .....

Signed: ..... (DG/HOD)

Date: *23/03/2007*

