Consultative Workshop:
Service Delivery Planning Framework

14 March 2011
Presentation Outline

- Background
- Service Delivery Context
- Conceptual Framework for SDOT
- Outcome 12 Deliverables
- Methodology
- Process
- Discussions on presentations
1. Background
Objectives

1. Present an understanding of the Service Delivery Planning Framework and its relationship to the SDOT Strategic Framework
2. Unpack the building blocks of the value chain for Service Delivery Planning
3. Provide practical implementation examples of some components of SDP.
4. Present work in progress on the draft component frameworks of SDP.
5. Consolidate inputs from departments to the SDP framework
Context to Batho Pele

- It is a Commitment and Orientation to service excellence in **HOW** we deliver services to citizens in our day-to-day operations.

- It is not any additional task to our daily tasks, but the manner in **HOW** we approach delivering our tasks in a professional, efficient and organised manner which ensures predictable services to **ALL** citizens **ALL** of the time.

- Batho Pele is about **REAL** professionals doing **REAL** jobs, addressing **REAL** issues, which affect **REAL** people, the citizen
BATHO PELE PRINCIPLES

1. Consultation
2. Service Standards
3. Access
4. Courtesy
5. Information
6. Openness and Transparency
7. Redress
8. Value for Money
2. Service Delivery
Context
Step 1: Conduct Review with Stakeholder Depts

Step 2: Design Conceptual Framework for Service Delivery Planning focus areas

Step 3: Revise Legal Framework

Step 4: Design Guidelines and Toolkits

Step 5: M&E and Impact Assessment Tools

Step 6: Annual Performance Plans

Step 7: Quarterly Reviews and Surveys

Step 8: SDOT Steering Committee

Step 9: Annual SDOT Consultative Conference

Step 10: Annual Performance Review Report on Service Delivery

Legal and Political Mandate (WHAT and HOW)
Input / output Service Delivery Value Chain

EXTERNAL ENVIRONMENT
- Parliament, Cabinet Portfolio
- Presidency, PME, National Planning Comm
- National / Provincial Treasury AG/AUDIT
- Annual Performance Reports

INPUTS
- Resources
- Physical
- Human
- Financial
- Mandates/Functions
- Constitution
- MPSA: PS Act
- MF: PFMA
- Dept Policies Delegations

INTERNAL ENVIRONMENT
- Governance & Management
- Programme Performance
- Financial Performance
- Employees, Systems & Processes

PILLAR 1
- Governance & Mgt Structures
  - Mgt Structures: EXCO; MANCO; BRANCO; FORA

PILLAR 2
- Strategic Planning
  - STRATEGIC & OPERATIONAL PLAN, AP/PLAN

PILLAR 3
- Financial Planning
  - AUDIT REPORT: FMT; BUDGET COM.; IN-YEAR

PILLAR 4
- Strategic Control
  - PMDS: BPQM; IT; POLICIES; SOPS; SDIP; HRP

Operating platforms and environment
- Leadership Styles + Decision-making Processes, Organisational Structure, Culture, Values + Ethics, Batho Pele

MONITORING & EVALUATION OF COMPLIANCE & IMPLEMENTATION

FEEDBACK LOOP

OUTCOMES
- societal
- impact

IMPROVED SERVICE DELIVERY
3. Conceptual Framework for SDOT
Pro-cyclic Service Delivery and Organisational Transformation Delivery Value Chain for the Public Service

Pillar 1: Service Delivery Planning and Implementation
Pillar 2: Organisational Development and Access
Pillar 3: Change Management and Batho Pele
Pillar 4: Community Development and Participation
4. Focus Areas
PILLAR 1: SERVICE DELIVERY
PLANNING AND IMPLEMENTATION

- Business Process Quality Management and Optimisation
- Setting Service Standards
- Determining Unit Costing
- Standard Operating Procedures
- Service Charters
- Service Delivery Models
- Service Delivery Improvement Plans
PILLAR 1: SERVICE DELIVERY PLANNING AND IMPLEMENTATION

- Service Delivery Improvement Forums (SDIF)
- SDOT Steering Committee
- Knowledge & Information Management Strategy
- Best Practice Case Studies
- Service Delivery Awards and APSD
- Service Delivery Impact and Capacity Assessments using Diagnostic tools
PILLAR 2: ORGANISATIONAL DEVELOPMENT AND ACCESS

- Access Strategy and Citizen Segmentation
- Spatial Planning and Geographic Information System (GIS) for Service Delivery Points
- Macro Organisation of the State
- Modernisation of the State 2025
- Queue Management Systems
- Workflow Planning and Ergonomics
- Joined-up Service Delivery Strategy
- Organizational Restructuring and Design Tools
- Functional Analysis
- Branding and Signage of Services
- Job Evaluation, Grading and Post Provisioning System
PILLAR 3: CHANGE MANAGEMENT AND BATHO PELE

- Batho Pele Principles
- Orientation Programmes for Service Delivery best practice- Khaedu
- Change Management Strategy: People, Systems and Processes
- Productivity and Efficiency Management
- Workspace and Ergonomic Layout
- Culture and Organisational Behaviour Change Management
- Systems and Processes Readiness Assessment for Change
- BP Impact Assessments and Learning Networks
- Complaints and Compliments Management and Call Centre Strategy
- Organisational Lifecycle and Maturity Management
PILLAR 4 : COMMUNITY DEVELOPMENT AND PARTICIPATION

- Citizen Participation Strategy
- Citizen Care and Link-up to Access Service Delivery Points
- Strategy for Integrated & Inter-sectoral structures for Participation
- Service Delivery Improvement Forums (SDIF)
- Capacity Development of Citizens for Service Delivery Improvement
- Service Delivery Environment Management Strategy
- Know Your Service Rights and Responsibility Strategy
- Promotion of Volunteerism to Enhance Service Delivery
- Volunteerism
**A Vision for Service Delivery and Organisational Transformation**

An Efficient, Effective and Development Oriented Public Service

**Enhancing Service Delivery Through High Performance, Dedication and Productivity**

**Key Initiatives for High Performance in the Public Service Through Service Delivery**

- **1. Service Delivery Planning & Implementation**
  - SDI Plans and SDI Forums
  - Knowledge & Information Management Strategy
  - Service Delivery Awards and SDIA
  - Capacity Assessment and Diagnostic tools
  - Business Process Mgt and Optimisation
  - Service Standards and SOPS
  - Service Charters and Rights
  - Service Delivery Models

- **2. Organisational Development and Access**
  - Access and GIS for Service Delivery Points
  - MO and Modernisation of the State 2025
  - Queue Mgt and Workflow Planning for Services
  - Joined-up Service Delivery Strategy
  - Organisational Restructuring and Design Tools
  - Citizen Segmentation
  - Branding and Signage of Services
  - Job Evaluation, Grading and Post Provisioning System

- **3. Change Management and Batho Pele**
  - Batho Pele Principles
  - Induction and Orientation Programmes for SD
  - Change Management Strategy
  - Productivity and Culture Change Mgt
  - Systems and Process Readiness Assessment for Change
  - BP Impact assessments and Learning Networks
  - Complaints Management and Call Centre Strategy

- **4. Community Development and Participation**
  - Citizen Participation Strategy and Citizen Care
  - Strategy for Integrated & inter-sectoral structures for Participation
  - Capacity Development of Citizens for SDI
  - Service Delivery Environment Mgt Strategy
  - Know Your Service Rights and Responsibility Strategy
  - Promotion of Volunteerism to Enhance Service Delivery

**10 Core Principles Underpinning the Implementation of SDOT Strategy**

- Focus on all levels of society
- Responding to needs of vulnerable groups (aged, women & disabled)
- Cohesiveness; joined & integrated
- Flexibility and adaptability
- Recognizing contextual differences
- Maintaining a performance focus
- Responding to sectoral differences
- Building learning communities
- Promoting the agenda of developmental state
- Continuity through all spheres of government

**Legislative Frameworks as a Foundation**
FOCUS AREAS

1. CD: Service Delivery Planning
2. CD: Service Delivery Improvement Mechanisms
3. CD: Organisational Development of the Public Sector
4. CD: Integrated Access Mechanism
5. CD: Change Management- Batho Pele
6. CD: Change Management- Systems and Processes
7. CD: Community Development and Participation
4. Methodology
Determining a Value Chain

CCP Principles:
- CONTEXT
- CONTENT
- PROCESS
Policy Pathway

- Constitution
- Act e.g. PSA
- Regulations e.g. PSR
- Determinations or Directives
- Policies
- Frameworks
- Guidelines
- Standard Operating Procedures
- Toolkits/Z-cards/Placemats
5. Outcome 12
Deliverables
OUTCOME 12

“AN EFFICIENT, EFFECTIVE AND DEVELOPMENT ORIENTED PUBLIC SERVICE AND EMPOWERED CITIZENSHIP”
Government identified an outcomes approach to deliver on strategies until 2014.

Each outcome has key measurable outputs with targets and is linked to a set of activities to achieve the targets.

Each of the 12 outcomes has a Delivery Agreement which involves horizontal accountability between Ministers and all spheres of government.

Combined, these agreements reflect government’s delivery and implementation plans for the medium term.
Problem statement

- Outcome 12 focuses on a desire in achieving an efficient, effective and development-oriented public service.

- Key Departments at the centre of government which are responsible for leading oversight processes of improving the efficiency, effectiveness and access to services through resource utilisation have to be development oriented within the public service as a whole. These include the Presidency, the Premiers’ Offices, the DPSA, National Treasury and COGTA.
Problem statement

- Service delivery planning has been a weakness within the Public Service.
- Service delivery planning does not take place within a nationally set of norms and standards and also outside of any set framework regarding the value chain dealing with service delivery planning.
- This means no common orientation exists and therefore service delivery optimisation may not occur. E.g. Gauteng Tollgate issue regarding supplying clients with something they do not need or want.)
Output 1: Service Delivery and Access

Service Delivery and Access with respect to services and products which allow citizens to transact their

- Responsiveness
- Timeliness
- Unit Costs
- Quality, Quantity, Durability/Hardiness, Utility/Convenience
Output 3: Business Process Management

- Delegations and Business Decision Making
- Business Process Management
  - Mapping of Service Delivery loops
  - Processes and Systems
  - Standard Operating Procedures
6. Outcome 12 Deliverables
Recommendation

The legislative amendments to the PSR to enforce compliance with respect to:

- Service delivery modeling
- Business Process Management
- Standard Operating Procedures
- Service Standards
- Service Charters
- Unit Costing
- Service delivery improvement Planning
Recommendation

- Design of a SDP Framework and Methodology for each of the focus areas
- The development of a framework stipulating the minimum required norms and standards for each of the areas
- A review and introduction of the Service Delivery Planning Value Chain
Solution

- Assistance to departments with:
  - Designing of standard operating procedures
  - Setting of service standards
  - Development of service delivery improvement plans

- Consolidation of the SDOT Steering Committee
- Consolidation of Service Delivery Improvement and Transformation Forums
THANK YOU

Access: Offering integrated service delivery
Openness and Transparency: Creating a culture of collaboration

Consultation: Listening to customer problems
Redress: Apologizing when necessary
Courteous: Service with a smile

Service Standards: Anticipating customer needs
Information: Going beyond the call of duty
Value for money: Delivering solutions
Discussion