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Cooperative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL



A LOGICAL SERVICE DELIVERY PLANNING PROCEDURE

TOGETHER WE HAVE MADE KZN A BETTER PROVINCE TO LIVE IN, TOGETHER WE WILL MOVE SOUTH AFRICA FORWARD



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PRESENTATION OUTLINE

- **PURPOSE OF THE PRESENTATION**
- **THE STRATEGIC THRUST OF THE PRESENTATION**
- **APPROACH TO THINKING**
- **A GENERIC CONCEPTUAL FRAMEWORK**
- **ASSUMPTIONS OF A HOLISTIC OPERATIONS FRAMEWORK**
- **APPLICATION OF HOLISTIC OPERATIONS FRAMEWORK TO A SERVICE DELIVERY SITUATION**
- **ENABLING ORGANISATIONAL DESIGN**
- **A SIMPLIFIED SERVICE DELIVERY PLANNING PROCEDURE**
- **ENGAGEMENT**



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1. PURPOSE

- **THE PURPOSE IS TO SHARE AND ENGAGE- LOGICAL SERVICE DELIVERY PLANNING PROCEDURE**
- **IT WILL BE ARGUED THAT THE SOME ASPECTS OF THE CURRENT SERVICE DELIVERY PLANNING PROCEDURE ARE NOT COHERENT**



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2. THE STRATEGIC THRUST OF THE PERFORMANCE MEASUREMENT FRAMEWROK

- **IDP MINIMUM REQUIREMENTS AS PER THE MSA ARE AS FOLLOWS:**
- ✓ **VISION FOER LONG TERM DEVELOPMENT**
- ✓ **ASSESSMENT OF EXISTING LEVEL OF DEVELOPMENT**
- ✓ **DEVELOPMENT STRATEGIES ALIGNED TO NATIONAL OR PROVINCIAL SECTORAL PLANS AND BINDING PLANNING REQUIREMENTS**
- ✓ **SPATIAL DEVELOPMENT FRAMEWORK INCLUDING LUMS**
- ✓ **OPERATIONAL STRATEGIES**
- ✓ **DISASTER MANAGEMENT PLANS**
- ✓ **FINANCIAL PLAN**
- ✓ **KEY PERFORMANCE INDICATORS AND PERFORMANCE TARGETS**



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2. THE STRATEGIC THRUST OF THE PERFORMANCE MEASUREMENT FRAMEWROK (CONT)

- **THE PRESENTATION WILL ONLY COVER SERVICE DELIVERY ASPECTS AND EXCLUDE :**
- ✓ **OPERATIONAL STRATEGIES**
- ✓ **DISASTER MANAGEMENT PLANS**
- ✓ **FINANCIAL PLANS**
- ✓ **KPI'S AND TARGETS**



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3. APPROACH TO THINKING

- **“ALL MANAGERS HAVE A PERSONAL THEORY OF ORGANISATIONS THAT THEY USE TO MAKE SENSE OF THEIR ORGANANISATIONAL LIVES” KOLB DA ET AL**
- **“IN THE ABSENCE OF A PARADIGM (THEORY) OR SOME CANDIDATE FOR A PARADIGM , ALL OF THE FACTS THAT COULD POSSIBLY PERTAIN TO THE DEVELOPMENT OF A GIVEN SCIENCE ARE LIKELY TO SEEM EQUALLY RELEVANT” KUHN TS**
- **KNOW HOW SOMETHING WORKS AND DEVELOP AN APPROACH ALIGNED WITH HOW IT NATURALLY WORKS**
- **A ROBUST GENERIC CONCEPTUAL FRAMEWORK-FACILITATES INTERPRETING AND UNDERSTANDING**
- **A GENERIC FRAMEWORK MUST BE ADAPTABLE**

4. GENERIC CONCEPTUAL FRAMEWORK

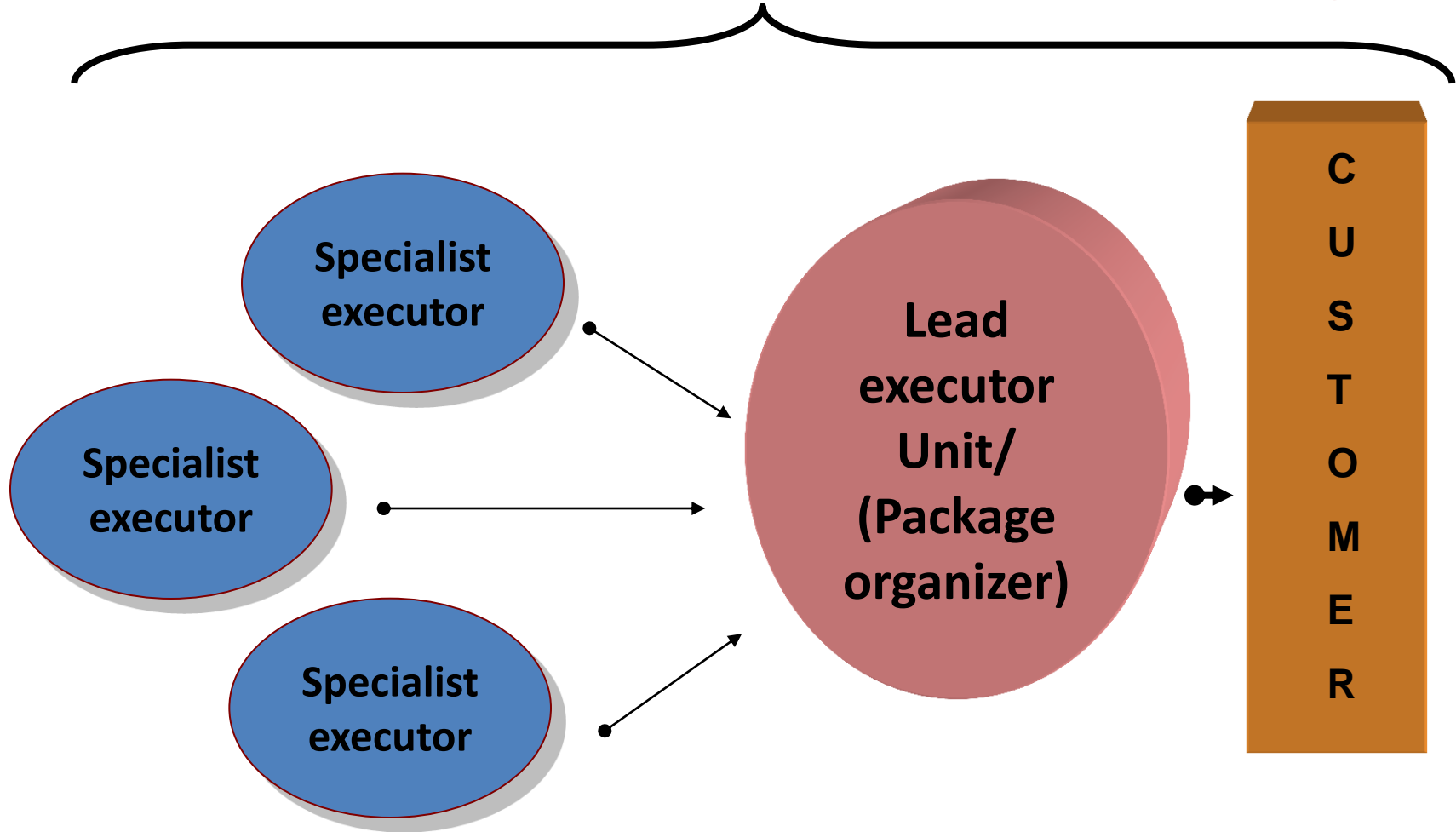
- **FOR ORGANISATIONS TO FUNCTION EFFECTIVELY –THEY REQUIRE A DESIGN**
- **TWO TOOLS FOR TWO PURPOSES-CONTROL RESOURCES EFFICIENTLY AND FLOWS TO THE CLIENTS**
- **STRUCTURE/ORGANOGRAM (VERTICAL) AND FLOW DESIGN (HORIZONTAL)**
- **SERVICE DELIVERY IS A PROCESS AND REQUIRES TO BE ANCHORED ON FLOW DESIGN TOOLS**
- **SERVICE DELIVERY IS AN OPERATION BECAUSE IT PRODUCES THINGS HENCE A HOLISTIC OPERATIONS MANAGEMENT FRAMEWORK**
- **CURRENTLY WE USE MANLY THE ORGANISATIONAL STRUCURE AND WE USE THE CONCEPT OF SECTOR-IT IS INAPPROPRITATE AND LEADS TO MISSYNCHRONISASTION OF SERVICE DELIVERY**

THE ANNUAL DEPARTMENTAL PROCESS FROM PLANNING TO PERFORMANCE AGREEMENTS (CYCLE)

- **Consult Executive Authority and national documents on the direction**
- **Consult clients-to seek client's views and share department's views**
- **Hold a branch strategic planning session-Challenges and Goals, Indicators, Targets, Interventions and Allocation of interventions**
- **Chief Directorates develop proposed operational/annual plans and budgets**
- **Finance allocates budgets to proposed operational /annual plans**
- **Branches consult Executive Authority to confirm final operational plans and budgets**
- **Branches finalise plans and budgets based on EA directive**
- **Departmental strategic plan-coordination and alignment session**
- **Final strategic plan/APP concluded**
- **Performance agreements-Head of Department and SGM's/GM's aligned to APP**
- **Deliver on the Performance Agreements and APP**

Holistic operations management framework

Centre designs





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4. A GENERIC CONCEPTUAL FRAMEWORK (CONT)

APPLICATION OF A GENERIC CONCEPTUAL FRAMEWORK

- **HOSPITAL**
- **RESTAURANT**
- **AGRICULTURE**



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5. ASSUMPTIONS OF A HOLISTIC OPERATIONS FRAMEWORK

- **ORGANISATIONS ARE A GROUPING OF DEPARTMENTS FOR EFFICIENCY AND OTHER ORGANISATIONAL DESIGN PRINCIPLES**
- **DEPARTMENTS HAVE DEPENDENCIES THAT NEED TO BE MANAGED-FAILURE TO MANAGE DEPENDENCIES-DISFUNCTIONAL SYSTEM**
- **FAILURE IS MORE OFTEN THAN NEVER THE RESULT OF USE OF ORGANISATIONAL STRUCTURE OR DEPARTMENTS AS THE TOOL-PARTS THINKING**
- **HOLISTIC SERVICE DELIVERY MANAGEMENT VS SECTORAL INTEGRATION**



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6. APPLICATION OF THE GENERIC OPERATIONS FRAMEWORK TO A SERVICE DELIVERY SITUATION

- **LOCAL GOVERNMENT BUSINESS IS ABOUT PEOPLE**
- **PEOPLE EXIST IN SPACES**
- **PEOPLE ACT IN SPACES IN ORDER TO IMPROVE THEIR LIVES**
- **ACTING INVOLVES –WORKING, LIVING , PLAYING AND PRAYING**
- **FOR PEOPLE TO SAFELY AND CONVENIENTLY WORK , LIVE, PLAY AND PRAY –SPACE MUST HAVE SERVICES**
- **SUPERSTRUCTURAL SERVICES-WORKPLACES. HOUSES, RECREATIONAL AND ENTERTAINMENT SERVICES AS WELL AS WORSHIP SITES**
- **DISPERSION OF THESE SERVICES IN SPACE ENABLE CONVENIENCE AND SAFETY FOR THE PEOPLE AS THEY WORK, LIVE, PLAY AND PRAY**
- **FOR SUPERSTRUCTURAL SERVICES TO BE USABLE BY SERVICE DELIVERY AGENTS AND SERVICE USERS-FOUNDATIONAL SERVICES-NEEDED**

BACK TO BASICS: SERVING OUR COMMUNITIES BETTER





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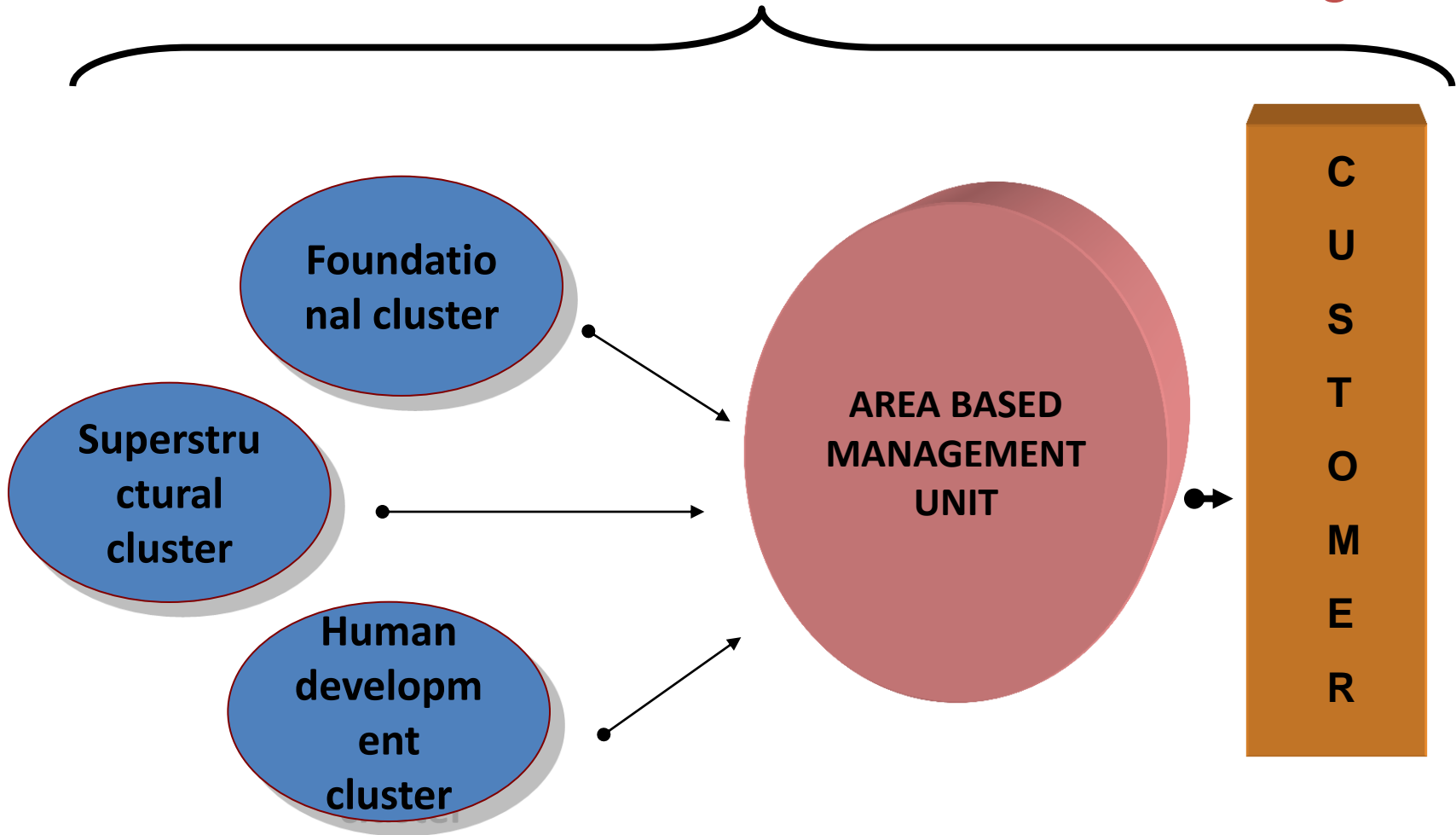
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6. APPLICATION OF THE GENERIC OPERATIONS FRAMEWORK TO A SERVICE DELIVERY SITUATION (CONT)

- **FOUNDATIONAL SERVICES – ALL OF THEM TOGETHER AND NOT IN ISOLATION :**
- ✓ **WATER**
- ✓ **ENERGY**
- ✓ **INFORMATION AND COMMUNICATION TECHNOLOGY**
- ✓ **TRANSPORTATION NETWORKS**

7. ENABLING ORGANISATION DESIGN FRAMEWORK

Centre designs





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8. A SIMPLIFIED SERVICE DELIVERY PLANNING PROCEDURE

- **PLAN FOR THE PEOPLE WHO ARE IN SPACES**
- **DIVIDE UP MUNICIPALITY AREA INTO MANAGEABLE PLANNING REGIONS BUT DEFINITELY BIGGER THAN WARDS**
- **DETERMINE UNSATISFACTORY SITUATION (PROBLEMS) EXPERIENCED BY THE PEOPLE**
- **FORMULATE THE FUTURE SATISFACTORY SITUATION (GOALS) THAT WILL BE EXPERIENCED BY THE PEOPLE**
- **CONSOLIDATE GOALS AT A MUNICIPAL LEVEL AND FORMULATE INDICATORS**
- **DESIGN STRATEGIES OR INTERVENTIONS THAT WILL ENABLE –ACHIEVEMENT – GOALS-TWO PILLARS-PHYSICAL AND HUMAN DEVELOPMENT-PHYSICAL -SDF THE TOOL AND HUMAN- OD AND T THE TOOL**
- **ALL PLANNING HAS BEEN TAKING PLACE MAINLY IN CLUSTERS UP TO NOW, ALLOCATE RESPONSIBILITY FOR PROJECTS TO SECTORAL DEPARTMENTS**



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Outcomes Led Development Process Model (application of systems approach)

Service
Provider

(unsatisfied
needs) →
Inputs

Events

Process

→ Outputs

Service
User

Inputs

Outcome
Process

→

impact
Outputs



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**LETS REFLECT ON THE PROPOSED SERVICE DELIVERY PROCEDURE TO THE
CURRENT INTERGRATION PROCEDURE THAT WE CURRENTLY USE
WHAT ARE YOUR THOUGHTS ? CONCERNS AND SUGGESTIONS**

THANK YOU