



SOP File Number: **25/2019/33**

SOP Version: **V.001**

Document Owner: **Director: Strategic Planning and Policy Development**

STANDARD OPERATING PROCEDURE: KHABU PROCESS

Approval Date	28 February 2019
Commencement Date	28 February 2019
Review Date	28 February 2020
Periodical Review	Annual
Resources	Internal staff, Budget, ICT equipment, Mobile offices
Intent of SOP	To document the Standard Operating Procedure (SOP) to be taken for the implementation of the Khabu Programme which is aimed at deploying Senior and Middle Management at service Delivery sites to identify challenges affecting service delivery at the coal face and to be familiar with difficulties experienced by officials on day to day business, and to utilize information gathered to inform future planning of the Department (APP and SDIP).
Process Objective(s)	To provide integrated strategic direction and support to achieve good governance at all times.
Scope	This SOP applies to all departmental Senior and Middle Management to play a vital role in the identification of bottlenecks at service delivery sites and provide their expertise in resolving the bottlenecks.
Definitions	<ul style="list-style-type: none"> • APP – Annual Performance Plan • OPS – Operational Plan • SDIP – Service Delivery Improvement Plan • SWS – Senior Management • DG – Director General • HdD – Head of Department

Desired Performance	The aim is to ensure proper implementation and monitoring of all pre-determined objectives of the Department through credible plans and reports to improve service delivery.
Key Performance Indicator	Number of statutory documents developed.
Principles & values	<p>The following are the principles to be adhere to for the Khasadu Project as listed in the Khasadu Strategy Framework :</p> <ul style="list-style-type: none"> • Efficient, economic and effective use of resources must be promoted. • Services must be provided impartially, fairly, equitably and without bias. • People's needs must be responded to, and the public must be encouraged to participate in policy making. • Public administration must be accountable. • Transparency must be fostered by providing the public with timely, accessible and accurate information.
Compliance Measures	<p>The following standards are assured through a code of conduct as listed in the Khasadu Strategy Framework :</p> <ul style="list-style-type: none"> • Evaluate objectively, be impartial and evaluate evidence without fear or favour. • Carry out their work with integrity, treating all those they meet with courtesy, respect and sensitivity. • Endeavour to minimize the stress on those involved in the deployment. • Present during the entire deployment days. • Evaluate evidence in line with frameworks, national standards or regulatory requirements. • Report honestly and clearly, ensuring that findings are fair and reliable. • Maintain purposeful and productive dialogue with those being interviewed, and communicate findings clearly and frankly. • Respect the confidentiality of information, particularly about individuals and their work. • Take prompt and appropriate action on any safeguarding or health and safety issues.
Performance Measures	<ul style="list-style-type: none"> • Development of plans that are responsive to the material realities and magnitude of service delivery challenges in service delivery sites. • Effective utilization of the KHAEDU portal
Process Input Data	<ul style="list-style-type: none"> • Findings of site visits • KHAEDU implementation targets
Process Output Data	<ul style="list-style-type: none"> • Improved performance • Motivated personnel • Better decision making

No.	Task Name	Task Procedure	Responsibility	Supporting Documentation	Service Standard
1	Identify Khasadu Deployment Sites	<ul style="list-style-type: none"> Identify the sites that are experiencing service delivery challenges by analyzing performance information contained in the following documents: <ul style="list-style-type: none"> ✓ Annual reports ✓ MPAT report ✓ Audit Reports ✓ Customer Care Report. ✓ SDP 	Director: Strategic Planning and Policy Development	<ul style="list-style-type: none"> Annual reports, MPAT report Audit Reports Customer Care Report SDP Implementation Checked 	1 month
2	Identify focus areas	<ul style="list-style-type: none"> Use the list of challenges to determine the focus areas that will inform the development of the deployment plan informed by previous service delivery improvement interventions and support. 	Top Management	<ul style="list-style-type: none"> SDP Previous years various service delivery improvement interventions implementation plan 	1 month
3	Determine the deployment period	<ul style="list-style-type: none"> Develop a Khasadu deployment plan with clear interventions and time frames. 	Director: Strategic Planning and Policy Development	<ul style="list-style-type: none"> Analysis Report Deployment Plan 	1 month
4	Identify Khasadu Deployment Teams	<ul style="list-style-type: none"> Deploy SMS / MMS members that were trained on Khasadu to attend to issues and gaps identified during the analysis of information and the performance of a service delivery site will guide on the types of skills and expertise that are required to solve the challenges that are at the sites. Draft appointment letters and Deployment Plan Recommend Deployment Plan Sign Appointment letters 	Director: Strategic Planning and Policy Development	<ul style="list-style-type: none"> Recommended Deployment plan Khasadu signed Appointment letters 	1 month
5	Approve the Deployment Plan	<ul style="list-style-type: none"> Approve of the Deployment Plan 	HOD	<ul style="list-style-type: none"> Approved Khasadu Deployment plan 	1 month
6	Prepare Site Information sheet	<ul style="list-style-type: none"> Source data from relevant sources. Create the relevant maps and Reports. Create the relevant documents including the resource allocation, performance and budget information. 	Deputy Director: BIC&IS	<ul style="list-style-type: none"> Site information sheet. 	1 week

7	<p>Prepare for District visit</p> <ul style="list-style-type: none"> • Send invites to SUG members and attach the following: <ul style="list-style-type: none"> ✓ agenda ✓ Implementation checklist ✓ Site information sheet • Send the information 2 weeks prior to the visit. 	<p>Deputy Director: Total Quality Management</p>	<ul style="list-style-type: none"> • Invite • Agenda • Implementation checklist • Site office information sheet 	1 day
8	<p>Conduct Khasdu Visit</p> <ul style="list-style-type: none"> • Divide the deployment team into the following groups: <ul style="list-style-type: none"> ✓ Infrastructure ✓ Service delivery and Leadership • Perform the workshop and update the checklist with the findings. • Present the findings to the Deployment team 	<p>Deputy Director: Total Quality Management</p> <p>Deployment Team</p>	<ul style="list-style-type: none"> • Findings report 	1 day
9	<p>Provide Wayforward</p> <ul style="list-style-type: none"> • Issue directives and instructions in line with the findings. 	<p>HOD</p> <p>Team Leader</p>	<ul style="list-style-type: none"> • Instruction document 	1 day
10	<p>Capture Implementation plan on the Khasdu portal</p> <ul style="list-style-type: none"> • Open Khasdu Portal in the Departmental Intranet. • Capture Khasdu actions to be done with the following: <ul style="list-style-type: none"> ✓ Responsible person ✓ Due date 	<p>Deputy Director: Knowledge Management</p>	<ul style="list-style-type: none"> • Implementation Plan • Available Khasdu action plan on the Khasdu Portal 	1 day
11	<p>Monitoring Khasdu Implementation plan and Reporting</p> <ul style="list-style-type: none"> • Open Khasdu Portal in the Departmental Intranet • Access Khasdu Implementation plan • Check progress on assigned tasks • Update progress on assigned tasks • Verify the report with the portfolio of evidence • Validate report through site visit with the portfolio of evidence • Compile report for top management on the progress of assigned task • Present the report to top management 	<p>Deputy Director: Total Quality Management</p>	<ul style="list-style-type: none"> • Available Khasdu action plan on the Khasdu Portal • Compiled Khasdu Progress report 	2 days
12	<p>Evaluation</p> <ul style="list-style-type: none"> • Design structured formal process of ascertaining Khasdu deployment impact and effectiveness • Analyse Khasdu performance reports against feedback from Top Management and Oversight Bodies • Review APP and Operational Plan targets 	<p>Deputy Director: Total Quality Management</p>	<ul style="list-style-type: none"> • Available Khasdu action plan on the Khasdu Portal • Khasdu performance reports • Feedback from Top Management and Oversight Bodies 	Monthly

PROCESS RISKS

Name of the Risk	Risk Description	Probability (H/M/L)	Impact (H/M/L)	Control Description	System / Manual
Budget	Budget for districts visits (Logistics)	H	H	Director: Strategic Planning and Policy Development should make budget available for District Visits.	Manual
Co-ordination Role	Co-ordination for Khasdu Implementation	H	H	Chief Operations Officer must ensure that the Khasdu implementation is monitored periodically.	Manual

LEGISLATION, POLICIES, PROCEDURE, & OTHER DOCUMENTATION (i.e. SOPs)

Document Name	SECTION DESCRIPTION	Effective Date (if applicable)
Act 104 of 1996	The South African Commission of 1994, stipulates that, the public service 'must be governed by the democratic values and principles enshrined in the Constitution. These principles are intended to guide the transformation of the public service, from being a rules-bound bureaucracy, concerned with the administration of rules and regulations, to a dynamic, results-driven organisation, committed to delivering appropriate services to all the people of South Africa.'	1996
Public Service Regulations 2001	<p>The Public Service Regulations of 2001 make service delivery improvement compulsory:</p> <ul style="list-style-type: none"> • Part III.C1 states that 'an executing authority shall establish and sustain a service delivery improvement programme for his or her department'; and • Part III.C2 states that 'the executing authority shall publish and annual statement of public service commitment, which will set out the department's service standards that citizens and customers/clients can expect and which will serve to explain how the department will meet each of the standards.' 	2001
White Paper on Transforming Public Service Delivery (Batho Pele) (MPTPS) 1997	The Act provides a framework to enable national and provincial departments to develop departmental service delivery strategies. These strategies will need to promote continuous improvements in the quantity, quality and equity of service provision.	1997
Outcome 12 of 2010	Outcome 12 focuses on an efficient, effective and development-oriented public service. As part of building a capable and developmental state, the outcome aims to address the unevenness in the capacity of government services which leads to uneven performance in the public sector.	2010
Chapter 4 of SMS Handbook	Chapter 4 states that 'as part of development as well as to strengthen Batho Pele, all SMS members must be exposed to the code of service delivery for a period of at least 5 days in a particular financial year. This must be incorporated in to their Performance Agreement as one of the key Performance Areas accounting for at least 5% of the overall performance areas.	

AUTHORIZATION

Authorization:	Name:	Comments	Signature:	Date:
Quality Checked by: Director: Management Information Services	AA Meedi	This process and SOP must be reviewed and updated annually as per the approval date.		28/06/2019
Recommended by: Director: Strategic Planning and Policy Development	N Madanachari	The implementation for the Khasadu process will be completed quarterly. Duesman 30 months for END-use.		27/02/2019
Approved by: HOD	N Beart			28/06/19
Distribution and Use of SOP	District Directors, Service Office Managers, Area Managers, Assistant Directors and all staff members			