



employment & labour

Department:
Employment and Labour
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF EMPLOYMENT AND LABOUR

Service Delivery Improvement Plan for the Financial Years 2022 -2024

Version 3: 2 March 2022

OFFICIAL SIGN OFF

It is hereby certified that this Service Delivery Improvement Plan was:

- Developed in consultation with the relevant management of the Department of Employment and Labour.
- Prepared in line with the approved Strategic Plan and the Annual Performance Plan of the Department.
- Compiled with the latest available performance information from the Branch and Provincial Operations as well as the statutory framework.

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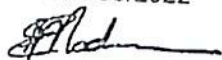


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Item	TABLE OF CONTENT	PAGE
	Official Sign Off	2
	Document Control	3-4
	Acronyms	6
1.	Summary of Overall Service Delivery Improvement Targets (Quantity)	7
2.	Detailed 2 Year Service Delivery Improvement Targets and Interventions	8
2.1.	Key Service 1- Place workseekers in employment opportunities	8-12
3.	Summary of Batho Pele Standards (Quality)	13-18
4.	Communication Plan	19
4.1.	Communication activities	20
5.	Change Management Plan	21-22
6.	Annual Implementation Plan	23
7.	Monitoring/Evaluation and Reporting	23
8.	Review	23

ACROYNM	DESCRIPTION
APP	Annual Performance Plan
BP	Business Process
AG	Auditor General
CDPO	Chief Director: Provincial Operations
COO	Chief Operations Officer
DD	Deputy Director
DDG	Deputy Director-General
DG	Director-General
DM	Deputy Minister
DPSA	Department of Public Services and Administration
EC	Eastern Cape
ESA	Employment Services Act
ESSA	Employment Services for South Africa
FS	Free State
FY	Financial Year
GP	Gauteng Province
HPCSA	Health Professions Council of South Africa
ICT	Information and Communications Technology
KZN	KwaZulu Natal
LC	Labour Centre
LP	Limpopo Province
MIN	Minister
MP	Mpumalanga Province
MTEF	Medium-Term Expenditure Framework
MTSF	Medium- Term Strategic Framework
NDP	Nationa; Development Plan
NC	Northern Cape
NW	North West
OCOO	Office of the Chief Operations Officer
OHS	Occupational Health and Safety
PES	Public Employment Services
PO	Provincial Office
SC	Service Charter
SDIP	Service Delivery Improvement Plan
SOP	Standard Operating Procedures
SP	Strategic Plan
SS	Service Standards
WC	Western Cape

1. Summary of Overall Service Delivery Improvement Targets for 2 FYs (Quantity)

SDI KEY SERVICE BASED ON DEPARTMENT'S RESOURCE CAPABILITY AND COMPETENCIES	KEY PERFORMANCE INDICATOR (KPI)	NORMS AND STANDARDS	BASELINE YEAR (FY2020/21-Q3)	OVERALL 2 YEAR TARGET	PORTFOLIO EVIDENCE	OF
Key Service 1: Placement of workseekers in registered employment opportunities.	Number of registered employment opportunities filled by registered work seekers per year.	Registered employment opportunities shall be filled by registered work-seekers within 30 working days of receipt	37 193 employment opportunities were filled by registered work-seekers within 30 working days of receipt	115 000 (55 000 + 60 000) registered employment opportunities filled by registered work-seekers per year	Strategic Plan, Service Delivery Model, Service Standards, BP and SOP and Performance report	

Table 1: Summary of Overall Service Delivery Improvement Targets

2. Detailed 2 Year Service Delivery Improvement Targets

2.1. Key Service 1- Placement of workseekers in registered employment opportunities.

	KPI	NORMS AND STANDARDS	BASELINE YEAR (FY2020/21)	YEAR 1 TARGET (FY2022/23)	YEAR 2 TARGET (FY2023/24)	PORTFOLIO OF EVIDENCE
Performance Target	Number of registered employment opportunities filled by registered work seekers per year.	Registered employment opportunities shall be filled by registered work-seekers within 30 working days of receipt	37 193 employment opportunities were filled by registered work-seekers within 30 working days of receipt	55 000 registered employment opportunities filled by registered work-seekers per year.	60 000 registered employment opportunities filled by registered work-seekers per year.	Strategic Plan, Service Delivery Model, Service Standards, Performance report, BP and SOP
Service Standards				We shall place 55 000 workseekers in employment opportunities per year	We shall place 60 000 workseekers in employment opportunities per year	Service Standards report
Level of Complaints Received iro the key service	Percentage of complaints tolerated per service	5% of complaints tolerated per service	N/A (0 complaints were received) **The prioritization of the said service is not based on level of complaints received but the new mandate of the Department pertaining to contribution towards reduction of high unemployment rate in the country (see the problem statement in page 9 and the attached Portfolio of Evidence iro	3% of complaints tolerated per service	2% of complaints tolerated per service	Complaints register and Complaints resolution report Problem statement

KPI	NORMS AND STANDARDS	BASELINE YEAR (FY2020/21)	YEAR 1 TARGET (FY2022/23)	YEAR 2 TARGET (FY2023/24)	PORTFOLIO OF EVIDENCE
		<i>problem analysis</i>			
Percentage of complaints acknowledged within 24 hours of receipt.	92% acknowledgment rate within 24 hours of receipt.	N/A (0% complaints were received)	93% of complaints acknowledged within 24 hours of receipt	94% of complaints acknowledged within 24 hours of receipt	Complaints register and Complaints resolution report
Percentage of complaints resolved within 14 working days of receipt.	92% of complaints resolved within 14 working days of receipt.	N/A (0% complaints were received)	93% of complaints resolved within 14 working days of receipt.	94% of complaints resolved within 14 working days of receipt.	Complaints register and Complaints resolution report
Problem identified South Africa is faced with a high unemployment rate accompanied by insufficient work and learning opportunities to place workseekers. This means that the education and training sectors are not providing the skills demanded in the labour market or that the economy does not create jobs that correspond to the skills of employable individuals. Skills obsolescence arising from digitalization and technological advancement, employable individuals being over-qualified and under-skilled or job losses due to the effect of COVID-19 pandemic are some of the contributing factors. The Department is mandated by the Employment Services Act 4 of 2014 to forge relationships with both public and private sectors to source employment opportunities and to place suitable workseekers. SWOT analysis was utilised to assess the Public Employment Services operational environment which led to the prioritisation of the "placement of work seekers to employment opportunities" as the selected service area to be improved. It is against this backdrop that the Department has developed the plan aimed at placing the work seeker to employment opportunities with a view to reduce the unemployment rate in the country.	Problem statement: Introduction List of problematic areas Prioritisation score SWOT analysis Problem Analysis Logical Result Framework				

	KPI	NORMS AND STANDARDS	BASELINE YEAR (FY2020/21)	YEAR 1 TARGET (FY2022/23)	YEAR 2 TARGET (FY2023/24)	PORTFOLIO OF EVIDENCE
Business Process Improvement Areas	Percentage of PES key services reviewed to eliminate non-value adding BP activities/steps per annum.	80% of PES key services to be reviewed to eliminate non-value adding BP activities/steps per annum.	60% of PES key services were reviewed to eliminate non-value adding BP activities/steps.	20% of PES key services (incl recruitment and selection) reviewed to eliminate non-value adding BP activities/steps by 31 March 2023	20% of PES key services (incl recruitment and selection) reviewed to eliminate non-value adding BP activities/steps by 31 March 2024	PES BPM and SOPs
	ESSA system enhanced in line with the revised business process activities/steps	New norm and standard	New target	ESSA system enhanced to include uploading and downloading of attachment and auto sending of communication (email/sms) to the matched workseekers by 31 March 2023.		System enhancement report. (New) To be provided once available.
Legal/ Standard Operating Procedures (SOP)	Percentage compliance with the promulgated Employment Services Act No 4 of 2014	100% compliance with the promulgated Employment Services Act No 4 of 2014	100% compliance with the promulgated Employment Services Act No 4 of 2014 was achieved	100% compliance with Employment Services Act No 4 of 2014, Section 14	100% compliance with Employment Services Act No 4 of 2014, Section 14	AG report
	ES Regulations on reporting of vacancies and filling of positions, once promulgated.	New norm and standard	New target	Employment Service Regulations on reporting of vacancies and filling of positions/vacancies developed by 31 March 2023	Regulations on reporting of vacancies and filling of positions/vacancies promulgated by March 31 2024	Employment Services Act 4 of 2014

	KPI	NORMS AND STANDARDS	BASELINE YEAR (FY2020/21)	YEAR 1 TARGET (FY2022/23)	YEAR 2 TARGET (FY2023/24)	PORTFOLIO OF EVIDENCE
	Percentage compliance with the approved SOP on recruitment and placement	100% compliance with the approved SOP on recruitment and placement	100% compliance with the approved SOP on recruitment and placement was achieved.		Review the approved SOP on recruitment and placement in line with Regulations on reporting of vacancies and filling of positions/vacancies by March 2024	AG report
Professional Standards set by Professional Bodies:	Employment Counsellors who are registered with Health Professional Council of South Africa (HPCSA) be appointed	Appoint Employment Counsellors who are registered with Health Professional Council of South Africa (HPCSA)	137 out of 140 Employment Counsellors are registered with Health Professional Council of South Africa (HPCSA) were appointed	Appoint Employment Counsellors registered with HPCSA	Appoint Employment Counsellors registered with HPCSA	Statistical report on Employment Counsellors registered with HPCSA
Interventions Required to Meet Professional Standards	100% compliance with the requirement of HPCSA registration to be mandatory when appointing the Employment counsellors by 31 March 2023			100% compliance with the requirement of HPCSA registration to be mandatory when appointing the Employment counsellors by 31 March 2023	100% compliance with the requirement of HPCSA registration to be mandatory when appointing the Employment counsellors by 31 March 2024	Statistical report on Employment Counsellors registered with HPCSA
Value For Money (Efficiency Measures)	Percentage of clients to utilise PES online services per annum	10% of clients to utilise PES online services per annum	10% of clients utilise PES online services by 31 March 2021	10% of clients to utilise PES online services by 31 March 2023.	12% of clients to utilise PES online services by 31 March 2024.	Performance report
Interventions: Required to Meet	ESSA system enhanced to allow uploading and	New norm and standard	New target	Paperless recruitment and placement	ESSA system enhanced to allow uploading and	ESSA enhancement User

KPI	NORMS AND STANDARDS	BASELINE YEAR (FY2020/21)	YEAR 1 TARGET (FY2022/23)	YEAR 2 TARGET (FY2023/24)	PORTFOLIO OF EVIDENCE
value for Money Standards	downloaded of attachments i.e. proof of qualifications		process by 31 March 2023	downloading of attachments i.e. proof of qualifications by 31 March 2024.	Testing Report (New) To be provided once available.
	The ESSA system enhanced to send communication/notification to matched work seekers via email/sms	New norm and standard	Instant SMS/email notification sent to matched work seekers by 31 March 2023	The ESSA system enhanced to send communication/notification to matched work seekers via email/sms by 31 March 2024.	ESSA enhancement User Testing Report. (New) To be provided once available.
Intended Impact	Improved placement of workseekers in to either learning or employment opportunities				

Table 2: Placement of workseekers in registered employment opportunities.

3. Summary of Batho Pele Standards (Quality)

BATHO PELE PRINCIPLES & SET STANDARDS	GENERIC STANDARDS	KPI	DEPARTMENTAL NORMS & STANDARDS	BASELINE YEAR (FY2020/21):	YEAR 1 TARGET (FY2022/23)	YEAR 2 TARGET (FY2023/24)	PORTFOLIO OF EVIDENCE
(a) PROFESSIONAL STANDARDS BY PUBLIC SERVANTS:	All officials shall strive to be familiar with and abide by all statutory, standards and principles as well as other prescripts applicable to his/her conduct and duties	Percentage of officials to sign/acknowledge a pledge of commitment on professional standards as a promise to abide by the Code of Conduct for the Public Service, Code of Ethics in the Public Service, Service Charter, Service Standards and Batho Pele Principles	New norm and standard	New target	30% of employees to sign/acknowledge a pledge of commitment on professional standards as a promise to abide by the Code of Conduct for the Public Service, Code of Ethics in the Public Service, Service Charter, Service Standards and Batho	50% of employees to sign/knowledge a pledge of commitment certificate on professional standards as a promise to abide by the Code of Conduct for the Public Service, Code of Ethics in the Public Service, Service Charter, Service Standards and	(New) To be provided once available.

BATHO PELE PRINCIPLES & SET STANDARDS	GENERIC STANDARDS	KPI	DEPARTMENTAL NORMS & STANDARDS	BASELINE YEAR (FY2020/21):	YEAR 1 TARGET (FY2022/23)	YEAR 2 TARGET (FY2023/24)	PORTFOLIO OF EVIDENCE
					Pele Principles by not later than 31 March 2023	Batho Pele Principles by not later than 31 March 2024	
(b) WORKING ENVIRONMENT STANDARDS:	Workplaces shall be suitable for all officials in respect of health and safety, and health and wellness conditions	Percentage compliance with Occupational Health and Safety measures in the work place annually	New norm and standard	New target	100% compliance with Occupational Health and Safety measures in the work place	100% compliance with Occupational Health and Safety measures in the work place	OHS Compliance report (New) To be provided once available.
		Percentage of contact offices have adequate waiting areas with shelter, chairs and rest rooms during waiting times.	New norm and standard	New target	60% of contact offices have adequate waiting areas with shelter, chairs and rest rooms during waiting times.	70% of contact offices have adequate waiting areas with shelter, chairs and rest rooms during waiting times.	
(c) CONSULTATION STANDARDS:	A number of service recipients will be consulted and afforded an opportunity to state their service needs through advocacy and awareness campaigns and surveys.	Number of relevant stakeholders consulted when developing/amending policies and systems including SDIP to factor in their service needs and expectations	New norm and standard	New target	16 000 of relevant stakeholders consulted when developing/amending policies and systems to factor in their service needs and expectations.	17 600 of relevant stakeholders consulted when developing/amending policies and systems including the SDIP to factor in their service needs and expectations.	Attendance register/ Advocacy report Minutes and agenda (New) To be provided once available.

BATHO PELE PRINCIPLES & SET STANDARDS	GENERIC STANDARDS	KPI	DEPARTMENTAL NORMS & STANDARDS	BASELINE YEAR (FY2020/21):	YEAR 1 TARGET (FY2022/23)	YEAR 2 TARGET (FY2023/24)	PORTFOLIO OF EVIDENCE
		Percentage of service recipients informed and educated about the service offerings through advocacy session per annum.	New norm and standard	New target	20% of service recipients informed and educated about the service offerings through advocacy session by 31 March 2023.	30% of service recipients informed and educated about the service offerings through advocacy sessions by 31 March 2024.	Campaigns attendance register System generated report. (New) Tobe provided once available.
(d) ACCESS STANDARDS:	All service recipients should have equal access (online and on-site) to department-specific services on an ongoing basis.	Percentage of service recipients to have access to services through different access channels and within average travel distance as per the approved service delivery model.	New norm and standard	New target	80% of service recipients to have access to services through different access channels and within average travel distance as per the approved service delivery model.	90% of service recipients to have access to services through different access channels and within average travel distance as per the approved service delivery model.	Online services Call centre Service delivery points: Labour Centres, Satellite Offices and Visiting Points (New) Will be provided once available.
		Percentage of service recipients to utilise PES online services per annum	10% of service recipients to utilise PES online services per annum	10% of service recipients to utilise PES online services by 31 March 2021	10% of service recipients to utilise PES online services by 31 March 2023	12% of service recipients to use PES online services by 31 March 2024	Performance report
		Contact details of all service delivery points updated and published on the website by 31 March every year.	Contact details of all service delivery points published on the website by 31 March every year	Contact details of all service delivery points were updated and published on the website.	Updated contact details of all service delivery points published on the website by 31 March 2023.	Updated contact details of all service delivery points published on the website by 31 March 2024	Webpage screenshot List of contact detailed
(e) INFORMATION STANDARDS:	Service recipients should be given full, accurate, and user-	POPIA compliance measure built into data management	New norm and standard	New target	Declaration/ disclaimer on privacy and protection of		Approved declaration/disclaimer

BATHO PELE PRINCIPLES & SET STANDARDS	GENERIC STANDARDS	KPI	DEPARTMENTAL NORMS & STANDARDS	BASELINE YEAR (FY2020/21):	YEAR 1 TARGET (FY2022/23)	YEAR 2 TARGET (FY2023/24)	PORTFOLIO OF EVIDENCE
	friendly information about the services they are entitled to receive on a continuous basis.				workseekers data drafted for approval to ensure that the information is used for recruitment purposes only by 31 March 2023		iro POPIA. (New) To be provided once available.
		Selected service information such as know your rights information/ service information published in English and 1 African language that is predominantly spoken in the region by 31 March 2023	Publish service information such as know your rights, services standards, charter, batho pele principles for the benefit of service recipients.	Published and displayed service information such as know your rights, service standards, charter, batho pele principles for the benefit of service recipients every FY	Selected service information published in English and 1 African language that is predominantly spoken in the region by 31 March 2023	Selected service information published in English and 1 African language that is predominantly spoken in the region by 31 March 2024	Translated information pamphlet or article (New) To be provided once available.
		Customer care and call centre contact details published on the website and prominently displayed in all offices by 31 March 2023	Publish customer care and call centre contact details on the website and prominently displayed in all offices.	Customer care and call centre contact details published on the website and prominently displayed in all offices by 31 March 2023	Updated customer care and call centre contact details published on the website and prominently displayed in all offices by 31 March 2023	Updated customer care and call centre contact details published on the website and prominently displayed in all offices by 31 March 2024	Website screenshot Proof of Display

BATHO PELE PRINCIPLES & SET STANDARDS	GENERIC STANDARDS	KPI	DEPARTMENTAL NORMS & STANDARDS	BASELINE YEAR (FY2020/21):	YEAR 1 TARGET (FY2022/23)	YEAR 2 TARGET (FY2023/24)	PORTFOLIO OF EVIDENCE
(f) COURTESY STANDARDS	All service recipients to be treated in a professional manner 100% of the time	Percentage reduction in number of complaints per annum.	New norm and standard	New target	30% reduction in number of complaints per annum	25% reduction in number of complaints per annum	Citizen complaints register and resolution report
(g) SERVICE STANDARDS	Service recipients will be informed about the quantity, quality, access and time deliver department-specific services through publication of service charter and standards that are reviewed annually.	Approved Service charter and service standards published on the website and prominently displayed in all offices.	New norm and standard	New target	Approved service charter and service standards published on the website and prominently displayed in all offices by 30 April every FY	Approved service charter and service standards published on the website and prominently displayed in all offices by 30 April every FY	Approved service charter and standards.
(h) OPENNESS & TRANSPARENCY STANDARDS:	Service recipients should be informed how departments are managed, how much is spent on service delivery to the public, and who is in charge through an annual report to citizens	Approved SDIP and its Annual Performance Report published on the website within the prescribed timeframe.	New norm and standard	New target	Approved SDIP published on the website by 1 April 2022 SDIP Annual Performance Report published on the website within two days of approval	Approved SDIP published on the website by 1 April 2023 SDIP Annual Performance Report published on the website within two days of approval	Proof of publication: Approved SDIP Approved Annual Performance Report
(i) REDRESS STANDARDS:	If the promised standard of service (or product) is not delivered, service beneficiaries should	Percentage of complaints tolerated level per annum	New norm and standard	New target	3% of complaints tolerated per service by 31 March 2023	2% complaints tolerated per service by 31 March 2023	Citizen complaints register and resolution report

BATHO PELE PRINCIPLES & SET STANDARDS	GENERIC STANDARDS	KPI	DEPARTMENTAL NORMS & STANDARDS	BASELINE YEAR (FY2020/21):	YEAR 1 TARGET (FY2022/23)	YEAR 2 TARGET (FY2023/24)	PORTFOLIO OF EVIDENCE
	be offered an apology, a full explanation and a speedy and effective remedy within 14 working days of their complaint.	Percentage of complaints acknowledged within 24 hours of receipt	92% of complaints acknowledged within 24 hours of receipt	N/A (0% complaints)	93% of complaints acknowledged within 24 hours of receipt	94% of complaints acknowledged within 24 hours of receipt	Citizen complaints register and resolution report
		Percentage of complaints resolved within 14 working days of receipt	92% resolution rate achieved within 14 working days of receipt	N/A (0% complaints)	93% of complaints resolved within 14 working days of receipt	94% of complaints resolved within 14 working days of receipt	Citizen complaints register and resolution report
(i). VALUE FOR MONEY STANDARDS:	Services provided are in line with service user's needs and financial capability.	Percentage of clients to utilise PES online services per annum	10% of clients to utilise PES online services per annum	10% of service recipients utilise PES online services by 31 March 2021	10% of service recipients to utilise PES online services by 31 March 2023	12% of service recipients to utilise PES online services by 31 March 2024	Performance reports
		Paperless recruitment and placement process adopted to optimize the process	Paperless recruitment and placement adopted to optimize the process	New target	The ESSA system enhanced to allow uploading and downloading of attachments (ie Proof of qualifications) by 31 March 2023		Enhancement User Testing Report (New) Will be provided once available.
		Instant sms/email	New norm and	New target	The ESSA system		Enhancement User

BATHO PELE PRINCIPLES & SET STANDARDS	GENERIC STANDARDS	KPI	DEPARTMENTAL NORMS & STANDARDS	BASELINE YEAR (FY2020/21):	YEAR 1 TARGET (FY2022/23)	YEAR 2 TARGET (FY2023/24)	PORTFOLIO OF EVIDENCE
		notification sent to matched work seekers	standard		enhanced to send instant sms/email notification to matched work seekers by 31 March 2023.		Testing Report (New) Will be provided once available.

Table 3: Summary of Batho Pele Standards (Quality)

Link to all SDIP Portfolio of Evidence: https://labournational-my.sharepoint.com/:f:/g/personal/tintswalo_manganyi_labour_gov_za/EpbuboK6AbRIs4x1BkAer3cBSZnr2FZL4b1basLEJsQHFA?e=LMKqtu

4. Communication plan

GENERIC STANDARDS	DEPTAL NORMS & STANDARDS	KPI	BASELINE_Actual Perf	YEAR 1 TARGET (FY2022/23)	YEAR 2 TARGET (FY2023/24)	PORTFOLIO OF EVIDENCE
IDENTIFIED STAKEHOLDER CONSULTATIONS	New norm and standard	Stakeholder database or list updated every year	New norm and standard	Stakeholder database or list updated per annum	Stakeholder database or list updated per annum	List of stakeholders
COMMUNICATION MEASURES REQUIRED:			<ul style="list-style-type: none"> Notification via central email and website Corporate communications (Advocacy sessions) Social media platforms FAQ sheets Meetings/workshops 	<ul style="list-style-type: none"> Notification via central email and website Corporate communications (Advocacy sessions) Social media platforms FAQ sheets Meetings/workshops 	<ul style="list-style-type: none"> Notification via central email and website Corporate communications (Advocacy sessions) Social media platforms FAQ sheets Meetings/workshops 	<ul style="list-style-type: none"> Copy of notification Attendance registers Social media feeds Minutes of the Meetings

Table 4: Communication plan

4.1. Communication Activities

Communication type	Objective of communication	Medium of communication	Frequency	Targeted audience	Responsible person	Dates
Corporate communications (Advocacy sessions)	Educational and know your rights advocacy	Digital, print, meetings and advocacy session	Quarterly	Service Beneficiaries	CD Comm/ Branches	Q1-Q4
Social media	Educational and know your rights advocacy	Facebook, Instagram and Twitter	Quarterly	Service Beneficiaries	CD Comm/ Branches	Q1-Q4
FAQ sheets	Educational and know your rights advocacy	Website	Annually	Service Beneficiaries	CD Comm/ Branches	Q4
Period SDIP implementation reports	Knowledge sharing, educational, awareness campaigns, services delivery improvement and promote compliance with PES regulatory framework	Batho Pele Forum and management meetings	Quarterly	Batho Pele Forum, DEL management	CD Comm/ Branches	Q1- Q4

Table 4: Communication activities

5. Change Management Plan

CHANGE MANAGEMENT PLAN:				
	BASELINE YEAR (FY2020/21:	YEAR 1 TARGET (FY2022/23)	YEAR 2 TARGET (FY2023/24)	PORTFOLIO OF EVIDENCE
Identified Stakeholder Consultations:	New	20% of relevant stakeholders consulted when developing/ amending policies and systems including SDIP to factor in their service needs and expectations.	30% of all relevant stakeholders consulted when developing/ amending policies and systems to factor in their service needs and expectations	Attendance registers, Agenda and approved minutes or sourced inputs. Survey report
Activities:	As per the BPP table above			
Communication Measures Required:	Notification via central email and website Corporate communications (Advocacy sessions) Social media FAQ sheets SDIP implementation reports	Notification via central email and website Corporate communications (Advocacy sessions) Social media FAQ sheets SDIP implementation reports	Notification via central email and website Corporate communications (Advocacy sessions) Social media FAQ sheets SDIP implementation reports	Copy of notification Attendance registers Social media feeds Minutes of the Meetings
Activities:		Service offerings to be popularized through : Digital print and information leaflets Social media platforms Website publication Batho Pele Forum SDI Committee meetings Branch Management Committee meetings per FY	Service offerings to be popularized through: Digital print and information leaflets Social media platforms Website publication Batho Pele Forum SDI Committee meetings Branch Management Committee meetings per FY	Copy of notification Attendance registers Social media feeds Minutes of the Meetings

Openness & Transparency Standards	New target	Issue change notices, circulars and/or Gazettes Publish new enhancement on website	Issue change notices, circulars and/or Gazettes Publish new enhancement on website	Proof publication
Impact Assessment Measures:	New target	Ease the use of ESSA system Performance and productivity improvement on placement of workseekers Client satisfaction Public confidence Reduced turnaround times to render services Ease of service access (onsite and online)	Ease the use of ESSA system Performance and productivity improvement on placement of workseekers Client satisfaction Public confidence Reduced turnaround times to render services Ease of service access (onsite and online)	Impact assessment report
SATISFACTION MEASURES:	New target	Assessment of process/system changes during implementation Customer satisfaction survey Reduction in number of complaints	Assessment of process/system changes during implementation Customer satisfaction survey Reduction in number of complaints	Change management plan report Evaluation results

Table 5: Change Management Plan

6. Annual SDIP Implementation Plan

The responsible Branch with the assistance of the SDI Champion shall compile the annual SDIP implementation plan reflecting the annual and quarter targets. The plan shall be developed for approval by the DDG PES by 30 April every FY.

7. Monitoring/Evaluation and Reporting

Monitoring and reporting shall involve the following mechanisms:

- **Quarterly / Annual Reports.** Regular collection and analysis of performance information to track the implementation and to measure the performance against each target and standard. The reports shall be compiled as per the predetermined dates for submission of performance information to DPSA.
- **Templates and Timelines.** Reporting templates (as per DPSA guidelines) with timelines shall be circulated during Q1 every year.
- **Governance structures.** The implementation reports shall be presented to the Branch Management Committee and Service Delivery Improvement Committee meetings for monitoring and decision-making purposes. The recipients of the report should be able to ascertain progress at a glance:-
 - Did the Fund/PO carry out all the tasks outlined in the implementation?
 - What worked well and why? / What did not work and why not?
 - Are activities leading to outputs, intended outcome and impact?
 - Is the budget expenditure on time?
 - What needs to be adjusted to ensure that activities are implemented and that outputs are produced as planned?
- **Khaedu Deployment and site visit programme.** The annual deployment plan and/or site visit plan shall be developed and adopted. The deployed functionaries shall assess and produce report (findings and recommendations) on the implementation progress of the SDIP against the observed operational activities onsite.

8. Review

The SDIP shall be reviewed every year to ascertain what has or has not been achieved. Where necessary, the SDIP shall be revised to ensure alignment to the approved Strategic Plan, Annual Performance Plan and/or any other emerging service delivery issues. The prescribed SDIP development and approval directive / process shall be adhered to.