

“The City of Heritage”



SERVICE DELIVERY IMPROVEMENT PLAN 2018/2019

Vision

“A developmental city of heritage focusing on good governance, socio-economic development and upholding tradition to promote sustainable service delivery”

Mission

- To develop the institution and to facilitate institutional transformation
- To provide infrastructure and services to all, with emphasis on rural communities, in a sustainable manner
- To develop and support sustainable local economic development, through focusing on tourism development, and incorporating the youth
- To develop and support social development initiatives, particularly those focused on the youth and the vulnerable
- To ensure good governance through leadership excellence and community participation
- To ensure continued sound financial management
- To ensure effective and efficient Land Use Management, taking cognizance of sound environmental practices

1. Local Economic Development (LED): Corporate Services

Vision

By 2020, Ulundi Local Municipality will have a diversified economy, leading in the Zululand District and enhance cultural and heritage facilities for tourism development

Mandate

To create a conducive environment for businesses to thrive
Promote local economic development by uplifting the SMME's
Increase business confidence through red-tape reduction

Key Service

Coordination of inclusive and transparent Local Economic Development

Problem Statement

- Lack of external funding to implement the LED catalytic projects.

- Shortage of business skills.
- Shortage of municipal-owned land for economic development.
- High levels of unemployment.
- Sub-optimal outcomes due to unco-ordinated LED Effort.
- Lack of common understanding of LED by internal and external stake holders.

Process for Technical Support

To aggressively promote LED Coordination with LED Practitioners and LED role-players with the district thereby facilitating and maintaining a platform for sharing of programs expertise and optimal strategies and approaches to LED implementation.

KEY SERVICES	SERVICE BENEFICIARIES	CURRENT STANDARD		DESIRED STANDARD
LED Co-ordination	Direct: LMs, Ulundi Entities and Sector Departments Indirect: Ulundi community	Quantity:		
		Quality:	5%	30%
		Consultation	<ul style="list-style-type: none"> • LED stakeholders' meetings • ED/IDP Road shows • LED workshops; • The State of the City address or Mayoral budget inputs are the tools that we use for consultation 	<ul style="list-style-type: none"> • Ulundi Municipality has 5 Nodal points; it is LED's desire to host workshops in all the Nodal Points. • Foster positive working relationship between public and private sectors.
		Service Standards	<ul style="list-style-type: none"> • It is benchmarked by provision of similar resources in all 24 Wards in terms of LED interventions and funding; • All Wards are represented in Economic emancipation structures such as Ward Committees, Informal traders, Co-orps and subsistence farmers 	<ul style="list-style-type: none"> • The study has shown that Ulundi Municipal area has a great potential in agriculture and tourism therefore, all our economic efforts are focussed primarily on these sectors and secondarily in enhancing other business sectors
		Access	<ul style="list-style-type: none"> • Emails, Telephones, Walk-ins, Workshops, Training, LED Roadshows, Municipal Website 	<ul style="list-style-type: none"> • Maintain the standard.

		Courtesy	<ul style="list-style-type: none"> Customers are treated with courtesy e.g. staff members are internally work-shopped on Batho Pele and Customer Care policy 	<ul style="list-style-type: none"> Translate documents to IsiZulu
		Openness & Transparency	<ul style="list-style-type: none"> LED projects are identified at a Ward level by community members and the Municipality invites the community for budget inputs 	<ul style="list-style-type: none"> Maintain the standard.
		Information	<ul style="list-style-type: none"> Information shared through meetings, forums, Municipal newsletter, newspapers, local and national radio stations, Ulundi Facebook page and web page 	<ul style="list-style-type: none"> Translate documents to IsiZulu
		Redress / Dealing with Complaints	<ul style="list-style-type: none"> Complaints received are registered in the Complaints Register. A complaint is acknowledged by way of telephone. Complaint is attended within 2 hours. 	<ul style="list-style-type: none"> Follow-up courtesy call or sms to confirm customer satisfaction.
		Value for Money	<ul style="list-style-type: none"> Ensure that the time spent in LED co-ordination leads to tangible outcomes 	<ul style="list-style-type: none"> Maintain the current standard
		Encouraging innovation and recognition	<ul style="list-style-type: none"> The Municipality encourages innovation in the community by outlining business opportunities such as registration of co-orps, business licenses, funding of co-orps, workshops for co-orps and linking the SMME's & co-ops with the relevant funders. 	<ul style="list-style-type: none"> Our desire as Ulundi is to strengthen the Intergovernmental relations with the external stakeholders. It is also to obtain more potential funders for LED catalytic projects.

		Service Delivery impact	<ul style="list-style-type: none"> • Creation of job opportunities; • Community has acquired business and financial management skills through workshops and training. 	<ul style="list-style-type: none"> • To conduct 4 – 8 workshops for SMME's and Co-op's annually. • To conduct 4 – 8 agricultural workshops concentrating on food security. • Double the number of jobs created through these training workshops, focusing on agriculture and tourism
		Leadership and strategic direction	<ul style="list-style-type: none"> • LED Portfolio Committee where all • LED matters are dealt with 	<ul style="list-style-type: none"> • Maintain the standard
		Time:	2018	2019
		Cost:	R 7 350 000	R 11 850 000
		Human Resources:	4	6

2. Electrical: Technical Services

Vision

Delivering safe and easily accessible electricity service to all.

Mission

To provide excellent high quality of safe electricity with no interruption and ensure everyone has an access to electricity in accordance with NRS 048 AND NRS 047 Standards.

Mandate:

Provision of safe uninterrupted electricity supply to all customers in accordance with OHS Act.

Key Service

Provision of electricity, monitoring electricity theft, power failures, new installations and customer complaints.

Problem Statement

- Power Failures
- Electricity meter tempering
- Electricity-related accidents.
- Ageing electrical infrastructure.
- Huge electrification backlog in rural areas.

Process for Technical Support

Upgrading of existing infrastructure.
 Implementation of meter auditing system
 Monthly Planned Maintenance
 Conducting Awareness campaigns

KEY SERVICES	SERVICE BENEFICIARIES	CURRENT STANDARD		DESIRED STANDARD
Provision of electricity	Community	QUANTITY	11170	15000
		QUALITY	98%	100%
		Consultation	<ul style="list-style-type: none"> • Meetings • Workshops • Trainings • Local media 	<ul style="list-style-type: none"> • Maintain NRS 047 standard (Notification of customers on power interruption, network upgrading, tariffs ,safety
		Service Standards	<ul style="list-style-type: none"> • Repair electrical infrastructure breakdown within 3 hrs. • Repair minor power failure within 45min. 	<ul style="list-style-type: none"> • Avoid minor power failures • Repair electrical. Breakdowns within 1 hour.
		Access	<ul style="list-style-type: none"> • 98% of people have access to electricity. 	<ul style="list-style-type: none"> • 100% of people to have access to electricity

		Courtesy	<ul style="list-style-type: none"> • Treating people with dignity and respect • Help desk personal 	<ul style="list-style-type: none"> • After hours phone to be diverted to standby personal
		Open & Transparency	<ul style="list-style-type: none"> • Maintain works order system and work done by each employee. • Community Meetings conducted regularly. 	<ul style="list-style-type: none"> • Maintain current standard.
		Redress / Dealing with Complaints	<ul style="list-style-type: none"> • Complaints received from the customer care. • We insure to attend customer complaints within 24hrs • Any emergency or unattended customers in 3hrs are automatically prioritized 	<ul style="list-style-type: none"> • Maintain current standard
		Value for Money	<ul style="list-style-type: none"> • Customer complaints are attended free of charge unless if it's a new application. • Work carried out according to work management processes. • Our electricity rate/ tariffs charged according to NERSA standard 	<ul style="list-style-type: none"> • Maintain standard
		Encouraging innovation and recognition	<ul style="list-style-type: none"> • Training of staff (cable testing machinery) • New technology and new ideas from staff are encouraged (relays testing machinery) 	<ul style="list-style-type: none"> • Vending electricity through ATM'S
		Service Delivery impact	<ul style="list-style-type: none"> • Improving lives of community 	<ul style="list-style-type: none"> • All citizen have an access to electricity

		Leadership and strategic direction	<ul style="list-style-type: none"> Leading by example 	<ul style="list-style-type: none"> Maintain current standard.
		Time:	June 2018	June 2023
		Cost:	Maintenance and Repairs = 6% of the Operational budget	Required: 12% of budget

3. Waste Management: Community Services

Vision

To provide a leading integrated waste management through responsible solid waste management best practices and recognizing solid waste as a useful resource in improving Ulundi economy.

Mission:

- To provide sustainable and innovative waste management solutions that exceed stakeholder expectations and Ulundi residents.
- Offer effective and economically viable waste solutions
- Focused on enhancing customer sustainability
- Provide environmental peace of mind

Key Service to be addressed

Waste Management

Service Beneficiary:

Community and Business Sector

Mandate:

Provision of effective waste management services

Key Service:

Ensure proper waste collection and disposal

Problem Statement:

- Non availability of the Landfill site
- High cost of transportation for final disposal
- High cost of maintenance of the waste transfer station
- Low level of recycling
- Unavailability of refuse collection trucks
- Unavailability of budget to expand waste collection service to all wards
- Illegal dumping

Process for Technical Support:

- Enforcement of waste management by- laws
- Provision of the Landfill site by the Zululand District Municipality
- Proper implementation of Integrated Waste Management Plan and Recycling Policy

KEY SERVICES	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD
Waste collection and disposal	Ulundi community	Quantity:	6924 (households & businesses)	17599 (households & businesses)
		Quality:	20%	50%
		Consultation	<ul style="list-style-type: none"> • 1 awareness campaign per quarter • Meetings with beneficiaries 	<ul style="list-style-type: none"> • 2 awareness campaigns per quarter • 2 meetings annually with beneficiaries

		<ul style="list-style-type: none"> • Tariffs and budget are made available for public comments 	<ul style="list-style-type: none"> • Tariffs and budget should be made available for public comments
	Service Standards	<ul style="list-style-type: none"> • Waste transfer station • Waste collection and transportation 	<ul style="list-style-type: none"> • Maintenance of transfer station at least once quarterly • Provision of compactor trucks • Servicing of compactor trucks as per service schedule
	Access	<ul style="list-style-type: none"> • 20% of Ulundi population receiving waste collection services 	<ul style="list-style-type: none"> • 50% of Ulundi population to receive waste collection services
	Courtesy	<ul style="list-style-type: none"> • Both Field and Administrative Staff is treating community with courtesy 	<ul style="list-style-type: none"> • Continuous treatment community with courtesy by both fields and administration • Follow-up courtesy call or sms to confirm satisfaction.
	Open ness & Transparency	<ul style="list-style-type: none"> • Tariffs and budget are made available for public comments 	<ul style="list-style-type: none"> • Tariffs and budget should be made available for public comments
	Information	<ul style="list-style-type: none"> • Waste collection schedule through notices 	<ul style="list-style-type: none"> • Waste collection schedule through website, sms and emails
	Redress	<ul style="list-style-type: none"> • Complaints received are registered in the Complaints Register. • Complaint is acknowledged by way of telephone. • Complaint is attended within 2 hours. 	<ul style="list-style-type: none"> • Follow-up courtesy call or sms to confirm satisfaction.
	Value for Money	<ul style="list-style-type: none"> • Provision of quality waste collection service • High cost of final waste disposal 	<ul style="list-style-type: none"> • Continuous provision of quality waste collection service and monitoring of service providers. • Replacement of ageing vehicles for the department • Establishment of Landfill site
	Encouraging innovation	<ul style="list-style-type: none"> • Section meetings conducted. 	<ul style="list-style-type: none"> • Section visits to operational units by the HoD

		and recognition	<ul style="list-style-type: none"> • Skilled personnel given an opportunity to educate junior staff / transfer of skills 	<ul style="list-style-type: none"> • Have a schedule of meetings and conduct section meetings on a monthly basis.
		Customer impact	<ul style="list-style-type: none"> • Functional buy-back centre • Awareness campaigns on waste minimization and recycling • Increase number of complaints due to illegal dumps 	<ul style="list-style-type: none"> • Form cooperative engagement with focus groups e.g. rate payers • To have buy back-centres in all nodal points • Increase of awareness campaigns on waste minimization, recycling and proper disposal of waste
		Leadership and strategic direction	<ul style="list-style-type: none"> • Currently there is engagement with senior managers 	<ul style="list-style-type: none"> • Section visits to operational units by the departmental head
		Time:	<ul style="list-style-type: none"> • June 2018 	<ul style="list-style-type: none"> • June 2023
		Cost:	<ul style="list-style-type: none"> • Current Budget R8 240 844 p.a. 	<ul style="list-style-type: none"> • Budget required R8 652 886 p.a.

4. Revenue: Financial Services

Vision:

A Developmental City of Heritage underpinned by sound financial management and sustainable revenue collection

Mission:

- To develop and maintain a sound financial management system
- To develop and implement revenue policies, internal controls and operating procedures (manuals)
- To develop and implementation of measures to expand the revenue base
- To collect outstanding debt
- To manage cash flow

KEY SERVICES	SERVICE BENEFICIARY	CURRENT STANDARD	DESIRED STANDARD
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Revenue collection	Ulundi Local Municipality Citizens, Business and Council	Quantity:	R141 501 000	R148 712 000
		Quality:	70%	95%
		Consultation	<ul style="list-style-type: none"> • Customer care and Indigent unit roadshows • Finance portfolio committee • Izimbizo • Adverts, Radio slots • Twitter, face book and WhatsApp 	<ul style="list-style-type: none"> • Maintain the standard
		Service Standards	<ul style="list-style-type: none"> • Customers are serviced in a dignified manner 	<ul style="list-style-type: none"> • Maintain the standard
		Access	<ul style="list-style-type: none"> • All satellite offices; offices and Outlets • Website and internet banking • Email and telephone 	<ul style="list-style-type: none"> • Maintain the standard
		Courtesy	<ul style="list-style-type: none"> • Staff are identified by name tags. • Staff training on Batho Pele done • Queries are resolved timeously 	<ul style="list-style-type: none"> • Maintain the standard
		Open & Transparency	<ul style="list-style-type: none"> • Policies and information available on the website, newspaper, Government Gazette, all municipal offices on request 	<ul style="list-style-type: none"> • Translation of documents to Isizulu
		Information	<ul style="list-style-type: none"> • Billing statements; notices, letters of demands; use of email, hand delivery 	<ul style="list-style-type: none"> • Providing mobile and digital information
Redress	<ul style="list-style-type: none"> • Manual updating of customer personal information 	<ul style="list-style-type: none"> • Use of technology to update personal information 		

		Value for Money	<ul style="list-style-type: none"> Customers can pay through ATM, Internet and Cell phone banking saving time Emailing statements 	<ul style="list-style-type: none"> Maintain the Standard Increase digital communication and payment channels
		Encouraging innovation and recognition	<ul style="list-style-type: none"> Enter into agreement with Government and business for annual billing and payment. Customers are not acknowledge for consistent payments 	<ul style="list-style-type: none"> Recognise and encourage customers who have not defaulted in accounts; by email or sms. An employee who comes up with innovative ideas to receive a recognition award.
		Service Delivery impact	<ul style="list-style-type: none"> Collection ratio = 70% 	<ul style="list-style-type: none"> Collection ratio = 95%
		Leadership and strategic direction	<ul style="list-style-type: none"> Revenue Steering Committee is currently in operation to enhance revenue collection 	<ul style="list-style-type: none"> Maintain the standard
		Time:	<ul style="list-style-type: none"> July 2018 	<ul style="list-style-type: none"> June 2019
		Cost:	<ul style="list-style-type: none"> R5 773 318 	<ul style="list-style-type: none"> R6 177 450
		Human Resources:	20	20

5. Drivers Licence Testing Centre (DLTC): Protection Services

Vision

To promote a safe, reliable, effective, efficient, coordinated, integrated, and environmentally friendly land passenger transport system in Ulundi urban and rural areas, managed in an accountable manner to ensure that people experience improved levels of mobility, safety and accessibility.

Mission

To provide and manage a world-class transport system with a public transport focus, providing high levels of mobility and accessibility for

the movement of people and goods in a safe, sustainable and affordable manner.

Mandate

While delivering on our mandate and addressing the developmental needs of our municipality, this department with our law enforcement section, will strive to provide the public with a road transportation system that is: safe, integrated and regulated.

Key Service

- Examination of Learner Drivers
- Examination of Drivers
- Applications for renewal of drivers' licenses
- Applications for PrDP
- Issuing of temporary drivers licenses
- Issuing of drivers licenses

Problem Statement

- Incomplete paving leading to parking confusion for the public due to unmarked parking.
- Insufficient staff
- Lack of signage to DLTC

Process for Technical Support

- Complete paving and paint road markings and parking.
- Lease with Corporate Services to install signage
- Train current staff members as Examiners in order to assist when required.

KEY SERVICES	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD
Drivers licence testing	Public	Quantity:	234 Learners Licences 306 Drivers Licences tested	300 Learners Licences 560 Drivers Licences tested
		Quality:	78% 55%	100% 100%

		Consultation	<ul style="list-style-type: none"> Limited consultation with customers 	<ul style="list-style-type: none"> To maintain unlimited access to everyone To improve consultation through the introduction of the Help Desk
		Service Standards	<ul style="list-style-type: none"> Comply with the National Road Traffic Act No. 93 of 1996 	<ul style="list-style-type: none"> Maintain the standard
		Access	<ul style="list-style-type: none"> Customers use only cash to make payment at the counter Unlimited access to everyone who qualifies to get a licence in terms of the law 	<ul style="list-style-type: none"> To obtain Treasury approval for introduction of a speed point facility To maintain unlimited access to everyone
		Courtesy	<ul style="list-style-type: none"> Have name tags but some officials do not wear them Departmental service commitment charter is in place 	<ul style="list-style-type: none"> To develop a Standard Procedure to ensure that all officials wear name tags To review and standardise the commitment charter for the DLTC
		Openness & Transparency	<ul style="list-style-type: none"> Started with a Help Desk to assist the public 	<ul style="list-style-type: none"> Placement of tariffs and other information from DoT at strategic places
		Information	<ul style="list-style-type: none"> Limited information available at the Help Desk 	<ul style="list-style-type: none"> Upgrade the Help Desk by obtaining information material from DoT
		Redress	<ul style="list-style-type: none"> Complaints regarding processes and procedures are forwarded to DoT Complaints regarding staff are handled by the Management Rep. 	<ul style="list-style-type: none"> Introduce a Complaints Register system Follow-up on complaints referred to DoT Give feedback to complainants
		Value for Money	<ul style="list-style-type: none"> Charges / tariffs are standardised by national DoT 	<ul style="list-style-type: none"> Maintain standard
		Encouraging innovation and recognition	<ul style="list-style-type: none"> Section meetings conducted Skilled personnel encouraged to train junior staff – transfer of skills 	<ul style="list-style-type: none"> Section visits to operational units by HoD Hold monthly section meetings (schedule of meetings)

				<ul style="list-style-type: none"> • Encourage the public to make suggestions (Suggestion Box)
		Service delivery impact	<ul style="list-style-type: none"> • Ensuring safer drivers on the roads • Less accidents, safer community 	<ul style="list-style-type: none"> • Maintain standard
		Leadership and strategic direction	<ul style="list-style-type: none"> • Consistency, fairness and high ethical standards • Leading by example 	<ul style="list-style-type: none"> • Maintain standard
		Time	<ul style="list-style-type: none"> • July 2018 	<ul style="list-style-type: none"> • June 2019
		Cost	<ul style="list-style-type: none"> • Within budget 	<ul style="list-style-type: none"> • Within budget
		Human Resources	<ul style="list-style-type: none"> • 15 	<ul style="list-style-type: none"> • 20

TOP 3 PRIORITIES OF SDIP 2019/2020

- **INTRODUCTION CUSTOMER CARE SOFTWARE**
- **GAZETTING OF WASTE MANAGEMENT BY-LAWS**
- **DEVELOPMENT BUSINESS RETENTION**