



human settlements

Department:
Human Settlements
North West Provincial Government
REPUBLIC OF SOUTH AFRICA



HUMAN RESOURCE MANAGEMENT

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DEPARTMENT OF HUMAN SETTLEMENTS

SERVICE DELIVERY MODEL



DEPARTMENT OF HUMAN SETTLEMENTS: SERVICE DELIVERY MODEL

DEPARTMENT OF HUMAN SETTLEMENTS: HEAD OF DEPARTMENT SUPPORT

HEAD OF DEPARTMENT							
A. GENERAL MANDATE	B. SPECIFIC MANDATE	C. STRATEGIC OBJECTIVES	D. SERVICES	E. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS	H. AGREED SDM
(Document capturing mandate)	(Relevant section, subsections capturing mandate)	(List the functions you perform, emanating from the specific mandate listed in B.)	(List the services you provide, emanating from the functions/roles and responsibilities listed in C)	(List the recipients of your services – are they internal or external?)	(Specify how the service is currently rendered: centralised through Head Office; decentralised through regional offices; outsourced, etc)	(List the advantage/disadvantages, risks/assumptions of the current mode of delivery; and specify the degree to which ICT is currently used and how it can be improved)	(After consultation with internal and external stakeholders)
Constitution of SA 1996 . PFMA, Treasury Regulations, Division of Revenue Act (DORA), Public Sector Risk	Chapter 10 of the Constitution stipulates "Public administration must be governed by the democratic values and principles	Provide strategic leadership and effective implementation of integrated and sustainable Human Settlements in the North-West Province.	Monitor administrative processes for effective development of strategic documents (strategic plan,	Programme/Senior Management Member of Executive Council (MEC)	The service is centralised at Head Office	Advantages/ Benefits Good governance and oversight. Improved relations with external stakeholders Effective implementation of the mandate of the	Status Quo The service is centralised at Head Office

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Management Framework	enshrined in the Constitution" PFMA To regulate financial management in the national government and provincial governments; to ensure that all revenue, expenditure, assets and liabilities of those governments are managed efficiently and effectively		business plan, annual performance plan e.t.c) Monitor effective implementation of Human Settlements projects and programmes in line with relevant prescripts and within the allocated budget. Monitor expenditure and	Departmental Employees <u>External</u> Sector Departments Municipalities Beneficiaries National Department of Human Settlements Provincial Treasury Public Entities, Housing Agencies, State Organisations Professional Resource Team		Department in line with Provincial targets and allocated budget <u>Disadvantages/ Challenges</u> Changes in Management Structures. Lack of accountability and ineffective implementation of consequence management <u>Risks</u>

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			reporting of allocated Provincial Equitable Share and Provincial Conditional Grants	National Housing Builders Regulation Council (NHBRC) Service providers/Contractors/Developers		Possible underperformance. Assumptions The Department is able to provide improved quality of household life through implementation of Human Settlements programmes and projects The Department achieves a clean audit
						H. AGREED SDM

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PROGRAMME 1: ADMINISTRATION (CORPORATE AND FINANCIAL MANAGEMENT SERVICES)

RISK, INTEGRITY AND FRAUD MANAGEMENT							
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Public Finance Management Act (PFMA) Treasury Regulations, PFMA,	PFMA – Chapter 5 section 39 (1-2) stipulates the responsibility of the Accounting officer in terms of Budget Control	Oversee the implementation of risk and integrity management services and	Develop and implement risk and integrity management systems.	Internal Programme/Senior Management Head of Department Member of Executive Council (MEC)	The service is centralised at Head Office	Advantages/Benefits Ability to detect and manage fraud in the Department Consistency in the application of risk	Status quo The service is centralised at Head office

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Public Sector Risk Management Framework, Public Service Anti-Corruption Strategy	PFMA-Chapter 5 Section 40 enforces Accounting Officers' reporting responsibilities Treasury Regulations Part 2 Section 3.2 which is about Internal Controls and Internal Audit Public Service Anti-Corruption strategy	internal control systems.	Develop and implement corruption and anti-fraud management strategies.	Departmental Employees Risk Management committee <u>External</u> Provincial Audit Committee Portfolio Committee Risk management Forum Auditor General		management processes Improved knowledge and skills of management of the Department on risk management issues through awareness and capacity building Improvement in performance of employees in terms of meeting	

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	Promotes and encourages active citizenry, whistleblowing, integrity, and transparency			Department of Justice		Departmental mandate <u>Disadvantages/Challenges</u> Non submission of progress reports Lack of accountability Non implementation of consequence management <u>Risks</u> Non-disclosure of senior management	

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						and employees which may result in conflict of interest <u>Risk / Assumption</u> s Effective implementation of risk mitigation strategies Achievement of clean audit	

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FINANCIAL MANAGEMENT SERVICES						
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Public Finance Management Act 1 of 1999 (PFMA) Treasury Regulations	PFMA – Chapter 5 Section 39 (1-2) which is about the responsibility of the Accounting Officer about Budget Control	Oversee provision of Financial Management Services in the Department in compliance with all relevant legislation, policies, regulations,	Budget planning Debt Management Suspense and control accounts Salary Management	<u>Internal</u> Departmental Management Committee Head of Department	The service is centralised at Head Office	<u>Advantages/ Benefits</u> Compliance to the PFMA Acts and Treasury Regulations <u>Status quo</u> The service is centralised at Head Office

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FINANCIAL MANAGEMENT SERVICES						
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	PFMA – Chapter 5 Section 40 which about accounting officer's reporting responsibilities	frameworks and guidelines	BAS User and Account Security Internal Control	Departmental Employees External Creditors Auditor General Other Departments Provincial and National Treasury State Attorney GEPF Agencies		Ability to monitor expenditure against budget Ability to identify the need to reprioritise budget to cater for underfunded items and new priorities Proper management of financial resources. Monitoring of budget deviations Ability to address over/under-spending
	PFMA – Chapter 5 Section 43 (1-6) which about virements between main division within votes					
	PFMA – Chapter 4 Section 27 which about national annual budget					
	PFMA – Chapter 4 Section 28 which					

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	about multi-year budget projections			Entities		Management of Revenue
	PFMA – Chapter 4 Section 31 which about provincial adjustment budget			Other departments		Recovery of state money
	PFMA – Chapter 5 – Section 38 (1)(c)(i) – General			Banking institutions		Ability to ensure elimination of ghost employees
	Responsibilities of the accounting officer			National Department of Human Settlements		
	Treasury Reg. – Chapter 11 which is about management of debtors			Ex-Employees of the Department		Late submission of claims
						Use of incorrect rates and tariffs

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	PFMA Chapter 9 section 76 (2) (b) which is about the charging of expenditure against particular votes Treasury Regulation , Section 8.3 which deals with Compensation of Employees					Compliance of BAS guidelines by the users Proper application of and access to the system Ability to perform financial transactions appropriately and accurately <u>Disadvantages/ Challenges</u> Periodic downtime of IT systems due to load

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FINANCIAL MANAGEMENT SERVICES						
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						Department of Finance causing a delay Risks Under /Overspending Budget deviations Loss of assets Assumptions Managers provide correct information. The department is in line with the MTEF budget. Achievement of clean audit

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SUPPLY CHAIN MANAGEMENT						
GENERAL MANDATE	A. SPECIFIC MANDATE	B. STRATEGIC OBJECTIVE	C. SERVICES	D. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS
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Public Finance Management Act, 1 of 1999 Preferential Procurement Policy	PFMA Sect 38 (1) (c) requires an accounting officer to take effective and appropriate steps to, amongst others,	Management of supply chain management services compliance with all relevant legislation, policies, regulations, frameworks and guidelines	Compilation of Procurement Plan (Demand Management) Procurement of goods and services	<u>Internal</u> Programme/Senior Managers Head of Department	The service is centralised at Head Office	<u>Advantages/ Benefits</u> Alignment both demand and procurement plan with budget Fair bidding process
						<u>Status quo</u> The service is centralised at Head Office

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SUPPLY CHAIN MANAGEMENT						
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Framework Act of 2017	prevent irregular expenditure.		through quotation and tender process	Departmental Employees		Compliance with SCM prescripts and treasury regulations
Treasury Regulations	Treasury Regulations Part 8 (2) (3) "All payments due to creditors must be paid within 30 days from receipt of invoice"		Payment of service providers within 30 days of receipt of invoice.	<u>External</u> Provincial Treasury		<u>Disadvantages/Challenges</u>
Practice/Instruction Notes			Logistics and Transport Management Services	Service Providers		Late submission of inputs by programme managers
			Effective Contract Management	National Department of Human Settlements		Late submission of request forms by end users
			Asset and Disposal Management	Department of Community Safety and Transport		Non-attendance of bid committee members

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SUPPLY CHAIN MANAGEMENT						
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						G. ANALYSIS Availability of sufficient budget to cater for departmental needs. Achievement of clean audit

CORPORATE COMMUNICATIONS AND ICT SERVICES						
A. GENERAL MANDATE	B. SPECIFIC MANDATE	C. STRATEGIC OBJECTIVE	D. SERVICES	E. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	H. AGREED SDM
(Document capturing mandate)	(Relevant section, subsections capturing mandate)	(List the functions you perform, emanating from the	(List the services you provide, emanating from the functions/roles and	(List the recipients of your services –	(Specify how the service is currently rendered: centralised through Head Office;	G. ANALYSIS (List the advantage/disadvantages, risks/assumptions of the current mode of (After consultation with internal and

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		specific mandate listed in B.)	responsibilities listed in C	are they internal or external?)	decentralised through regional offices; outsourced, etc)	delivery; and specify the degree to which ICT is currently used and how it can be improved)	external stakeholders)
Corporate Governance of Information Technology Framework The intergovernmental Relations Framework Act (IRFA) 2005 (Act 13 of 2005	<u>Communications</u> IRF Act 13 of 2005 intends to establish a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations;	Management of information technology, communication and events management services in line with relevant legislation, policies, regulations, frameworks and guidelines	Promote uniform corporate identity of the Department Produce internal and external Departmental publications Manage Departmental information on the website and social media platforms	<u>Internal</u> Programme/Seni or Managers Head of Department Member of Executive Council (MEC) Departmental Employees	The service is centralised at Head Office	<u>Advantages/ Benef its</u> Compliance to the Communications strategy framework and CGICT framework Improved reach to wide targeted audiences	<u>Status quo</u> The service is centralised at Head Office

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Government Communication Handbook (GCIS) Information, Communication and Technology Act (ICT) of 2006	ICT Act (38) of 2002 seeks to provide for the establishment of a company that will provide information technology, information systems and related services to, or on behalf of, participating departments		Coordinate events management services in the Department Provide media relations services for the Department Promote effective stakeholder engagements Implement effective ICT Governance Develop and maintain Departmental of systems and website	External Private sector Media houses Academia Service Providers Other Departments Municipalities		Provides coordinated and integrated communication of Departmental programmes Access to government online services. Improved security of information CGICT governance structures established and policies developed
CGICT Assessment Standard COBIT 5 ISO/IEC 38500	COBIT 5 is a government and management framework for information and IT					

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	ISO/IEC 38500 standards intends to determine evaluation, directing and monitoring of the use if information technology		ICT Service level agreements Plan, manage and monitor ICT projects Ensure compliance to ICT best practices and regulatory frameworks			Disadvantages/Challenges Budget for communications and IT not centralised to the unit (each programme manager has their own allocation) Commitment of budget to ICT Planned projects Delay in getting information to populate on the events Calendar for	

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CORPORATE COMMUNICATIONS AND ICT SERVICES							
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						proper planning and support , <u>Risks</u> Lack of current ICT infrastructure Delay in the procurement of ICT Tools Procurement of ICT tools not in line with prescribed ICT specifications Negative public comments on social media platforms affecting	

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CORPORATE COMMUNICATIONS AND ICT SERVICES						
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						corporate identity of the Department Assumptions The Department is able to produce and publicise information about Departmental programmes The Department successfully implements information security strategies to safeguard Departmental records

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						The Department successfully implements the Electronic document management system (e-submission, e-recruitment, e-complaints and e-leave)	

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HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT							
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Public Service Act	Section 195 (b) PSR-Chapter 1 Part III (D) (1)(a - d)	Manage the provision of strategic human resource management and development services	Facilitate recruitment of new employees and horizontal transfer	Internal Programme/Senior Managers	The service is centralised at Head Office	Advantages/ Benefits Polices and processes are in place	Status quo The service is centralised at Head Office
Public Service Regulations	PSR-Chapter 1 Part III (I1-I3 and I5) COREs						

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Labour Relations Act 66 of 1995	PSR – Chapter 1 Part IV B3		Facilitate terminations (resignation , pension and death)	Head of Department		Appointment of qualified employees
Skills development Act 97 of 1998	PSR-Chapter I Part III D I(i-iii) White Paper on HRM- Chapter 1(2)		Administer conditions of service benefits	Member of Executive Council (MEC)		increases level of productivity
	WPTPS - Chapter 1 1.1.2		Promote safe working environment	Departmental Employees		Processing of employee benefits within the prescribed time frames (e.g. pensions)
	Skills Development Act- Chapter 1 (2) 1		Promote sound labour relations practices in the Department	External		Functional Labour Relations Office
	GPSSBC, PSCBC resolutions		Capacitate and enhance skills of employees through skills development programs	Department of Public Service and Administration (DPSA)		Effective implementation of

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	MPSA directives SMS Handbook (Chapter 4) Ministerial Handbook The Public Service Regulations, 2001 The National Skills Development Strategy for South Africa The Internship Framework for the Public Service, 2001		Manage human resource planning, strategies and systems Manage implementation of employee health and wellness programmes.	Provincial Treasury Provincial and national departments, Government Employee Pension Fund (GEPP) Government Employee Medical Aid Scheme (GEMS)		work skills programme Effective employee performance management Achievement of employment equity targets Implementation of human resource plan Effective implementation of employee and wellness programmes	

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	The Skills Development Act, 1998 White Paper on Affirmative Action in the Public Service, 1998 White the Public Service, 1998			Department of Labour National School of Government (NSG) Public Service Education and Training Authority (PSETA) Academic Institutions		<u>Disadvantages / Challenges</u> No-compliance with recruitment and selection policy Lack of leave audit strategies Delays in completion of labour related cases (grievances, disputes and litigations) Non-spending of the prescribed budget for HRD and EHWPP
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				Labour court, Trade Unions, Bargaining Council, State Attorney Service Providers		Non adherence to Occupational Health and Safety (OHS) Act <u>Risks</u> High absenteeism rate High vacancy rate due to insufficient budget to fill posts Office accommodation not complying with the OHS Act <u>Assumptions</u>

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						Managers and employees of the Department are aware of their responsibilities and comply with relevant HR prescripts
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Institution of Legal proceedings against certain Organs of State Act	Act 40 of 2002 provides for special requirements, particularly with regards to giving notice, when a party wishes to	Manage the provision of professional legal services in the Department	Drafting of contracts and legislation Provision of legal opinions Manage litigations	Internal Programme/ Senior Management Head of Department	The service is centralised at Head Office	Advantages / Benefits Prompt legal services Availability of in-house professional legal
						Status quo The service is centralised at Head Office

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Prescription Act Promotion of Administrative Justice Act (PAJA)	institute legal proceedings against certain organs of state to recover a debt. Prescription Act governs the acquisition of rights through prescription PAJA 3 of 2002 is the law passed to give effect" to the right to just administrative			Member of Executive Council (MEC) Departmental Employees		Effective contract management Disadvantages/Challenges Delays in implementation of court orders/outcomes Risks An increase in litigations against the Department due to non-compliance with relevant government prescripts which results in

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	action in the Bill of Rights					payment of awards to complainants <u>Assumptions</u> All Departmental contracts are legally sound in line with relevant prescripts and mandate of the Department Implementation of an electronic contract management system that will indicate when a contract is to expire and provides a reminder to

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						ensure that the process to extend is finalised before it expires. All cases for/against the Department processed within the prescribed time frames

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Public Service Regulations 2001 as amended (PSR)	PSR – Chapter 1 Part 3 B1 (a – g) which indicates Strategic planning processes PFMA – Chapter 7 Section 65 which	Manage the provision of strategic management and to monitor and evaluate the impact of the departmental projects, programmes and initiatives.	Facilitate the strategic planning process Monitor and evaluate of Departmental performance. Implement transformation and	<u>Internal</u> Programme/Seni or Management Head of Department	The service is centralised at Head Office	<u>Advantages/ Benefits</u> Enhance decision -making, transparency, accountability, value for money and oversight management Key objectives are budgeted for and achieved
						<u>Status quo</u> The service is centralised at Head Office

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Public Finance Management Act No1 of 1999 (PFMA)	indicates the Tabling of Strategic Plan in Legislatures		service delivery improvement plans	Member of Executive Council (MEC)		
Treasury Regulations Part 3	Treasury Regulations Part 3		Provide organisational development services	Departmental Employees		
Employment Equity Act, 55 of 1998 (EEA)	Section 5.1 – 5.2 which deal with development of Strategic Plans			External		towards improving operational effectiveness
	EEA-Chapter II			Office of the Premier		Link successive plans and strategic priorities to budget allocations and performance indicators, to track delivery over the medium to long term
White Paper on Transforming Public Service Delivery (WPTPS) of 1997	Section (5)-which is about elimination of unfair discrimination in any employment policies or practice.			Provincial Treasury		Clarify the relationship between broader policies and programmes, and institutional budgets
				Provincial legislature		Assist the Department to prioritise and plan the progressive implementation
				Department of Public Service and		

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STRATEGIC MANAGEMENT SERVICES						
A. GENERAL MANDATE	B. SPECIFIC MANDATE	C. STRATEGIC OBJECTIVE	D. SERVICES	E. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS
Public Service Regulations (PSR) 2016, as amended	WTPS - Chapter 1 1.1.2 - which is about provision of policy framework and practical implementation strategy for the transformation of public service delivery.			Administration (DPSA) National Department of Human Settlements Entities Auditor General Service Providers		of its Legislative mandates, policies and programmes Effective implementation of transformation programmes through advocacy, capacity building and monitoring & evaluation. <u>Disadvantages/Challenges</u> Budgets tend to be short term, whilst planning is generally long term Sector indicators by the national Department not being SMART
	PSR 2016 as amended Part (32) (35-36), stipulates organisational and functional arrangements,			Non-Government Organisations (retirement homes, orphanage homes)		

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STRATEGIC MANAGEMENT SERVICES						
A. GENERAL MANDATE	B. SPECIFIC MANDATE	C. STRATEGIC OBJECTIVE	D. SERVICES	E. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS
	organisational functionality assessment, operations management framework, job design and job evaluation			Public Schools		Lack of sufficient budget to develop and implement a fit for purpose organisational structure that will respond to the mandate of the Department Lack of championship for transformation and service delivery improvement programmes Risk Lack of buy in will result in ineffective implementation of policies and procedures

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STRATEGIC MANAGEMENT SERVICES						
A. GENERAL MANDATE	B. SPECIFIC MANDATE	C. STRATEGIC OBJECTIVE	D. SERVICES	E. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS
						Late submissions of reports and strategic plans will result to late submission to relevant stakeholders Inadequate evidence to justify reported output result in poor credibility and validity of the departmental reports Assumptions The departmental mandate is carried out effectively and efficiently in compliance with the approved strategic plan

11)

DEPARTMENT OF HUMAN SETTLEMENTS: SERVICE DELIVERY MODEL

			responsibilities listed in C		Head Office; decentralised through regional offices; outsourced, etc)	specify the degree to which ICT is currently used and how it can be improved)	and external stakeholders)
National Archives & Records Service of South Africa (NARSA) Act	NARSA Act 43 of 1996 provides sound, proper management and security of both information and physical records	Effective management of mandatory Security management Systems.	Implementation of physical and information security measures in line with Minimum Physical Security Standards (MPSS) & Minimum Information Security Standards (MISS)	Internal Programme/Senior Management Head of Department Member of Executive Council (MEC) Departmental Employees External General Public State Security Agency	The service is centralised at Head Office	Advantages / Benefits The department is able to develop its own Security Management Systems and policies in line with the mandate. Disadvantages / Challenges Departmental employees not complying with prescribed physical and information security measures Lack of lockable cabinets in offices to safely store documents Lack of financial and human resources to implement effective records and knowledge management strategies Lack of office space for safeguarding of Departmental records	Status quo The service is centralised at Head Office
Control of Access to Public Premises & Vehicles (CAPPV) Act, 1985.	CAPPV Act Section 2 (1-4) provides for the safeguarding of certain public premises and vehicles		Develop and maintain Electronic Records Management system.				
Promotion of Access to Information Act, 2000.	PAIA Act, 2000 Part 2, Chapter 1, 2, 4, stipulates		Develop and implement knowledge management strategy				
Protection of Information Act, 84 of 1982							

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the right of access to information to information and specific application provisions			South African Police- Services Other Departments Provincial Archives	Risks Leakage of Confidential Information Loss and theft of Departmental Assets Non-availability of disaster recovery plan Assumptions Departmental management and employees to be fully aware of relevant physical and information security measures The Department is able to commit financial resources to ensure effective implementation of security management systems
Protection of Information Act 84 of 1982 is designed to protect certain information from disclosure				

DEPARTMENT OF HUMAN SETTLEMENT: SERVICE DELIVERY MODEL

PROGRAMME 2: HUMAN SETTLEMENTS NEEDS RESEARCH, AND STAKEHOLDER MANAGEMENT

HUMAN SETTLEMENTS STAKEHOLDER ENGAGEMENTS AND CAPACITY DEVELOPMENT						
A. GENERAL MANDATE	B. SPECIFIC MANDATE	C. STRATEGIC OBJECTIVES	D. SERVICES	E. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS
(Document capturing mandate)	(Relevant section, subsections capturing mandate)	(List the functions you perform, emanating from the specific mandate listed in B.)	(List the services you provide, emanating from the functions/roles and responsibilities listed in C)	(List the recipients of your services – are they internal or external?)	(Specify how the service is currently rendered: centralised through Head Office; decentralised through regional offices; outsourced, etc)	(List the advantage/disadvantages, risks/assumptions of the current mode of delivery; and specify the degree to which ICT is currently used and how it can be improved)
Municipal Accreditation Framework, 2012	Municipal Accreditation Framework of 2012 the process of managing the incremental	Optimise stakeholder engagement and develop human settlements capacity	Provide Consumer education to beneficiaries and other external stakeholders	Internal Programme/Seni or Management	The service is centralised at Head Office	Advantages/Benefit Effective provision of consumer education Priority is given to empower for the designated groups
						Status quo The service is centralised at Head Office

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The Constitution of the Republic of South Africa, 1996	delegation of housing functions to local government		Capacity building for all Human Settlement stakeholders and emerging contractors	Head of Department	achieved through consideration for HS projects and provision of consumer education
Housing Act 107 of 1997	The Constitution of RSA, 1996: The overall provision for the assignment of functions to municipalities is set out clearly in the Constitution.		Facilitate the Accreditation of Municipalities	Member of Executive Council (MEC)	The Department has managed to accredit two (2) Municipalities which comply with the requirements for accreditation.
Spatial Planning and Land Use Management Act, 16 of 2008			Advocate for the Empowerment of Youth, Women and People with Disabilities	Departmental Employees	
				External	
Spatial Planning and Land Use Management Act, 16 of 2013	Section 156(4) of the Constitution provides that the National government must assign to a municipality, by agreement, and subject to any conditions, the administration of a			General Public	Disadvantages/Challenges
Municipal Accreditation Framework, 2012				Emerging contractors	Municipalities not in a state of readiness to deliver housing services. This is due to the lack of sufficient professional/technical capacity
				Designated groups (Youth, Women, People with Disabilities)	
				Municipalities	

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The Division of Revenue Act (DORA)	matter listed in Part A of Schedule 4 or Part A of Schedule 5. The Housing Act, 1997: Section 10 of the Act deals explicitly with accreditation: 10 (1) Any municipality may apply in writing to the MEC in the form determined by the MEC to be accredited under subsection (2) for the purposes of administering one or more national					Lack of resources to capacitate emerging contractors <u>Assumptions</u> All beneficiaries of the Department across the Province well informed about the services of the Department All Municipalities are accredited to render services to beneficiaries Emerging contractors fully capacitated with relevant Human Settlement standards and guidelines
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DEPARTMENT OF HUMAN SETTLEMENTS: SERVICE DELIVERY MODEL

	housing programmes.					
	The Division of Revenue Act (DORA): This is an annual legislation which accompanies the national budget and sets the framework for financing arrangements between the various spheres of government.					

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HUMAN SETTLEMENTS RESEARCH AND POLICY DEVELOPMENT						
F. GENERAL MANDATE	G. SPECIFIC MANDATE	H. STRATEGIC OBJECTIVES	I. SERVICES	J. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS
(Document capturing mandate)	(Relevant section, subsections capturing mandate)	(List the functions you perform, emanating from the specific mandate listed in B.)	(List the services you provide, emanating from the functions/roles and responsibilities listed in C)	(List the recipients of your services – are they internal or external?)	(Specify how the service is currently rendered: centralised through Head Office; decentralised through regional offices; outsourced, etc)	(List the advantage/disadvantages, risks/assumptions of the current mode of delivery; and specify the degree to which ICT is currently used and how it can be improved)
Constitution of the Republic of South Africa, Act 108 of 1996 Housing Act, Act 107 of 1997 National Housing Code, 2009	Chapter 2, Sections 26 and 27 of the Constitution states that everyone has a right to have access to adequate housing In terms of the Housing Act, Act 107 of 1997, Part 3, Section 7, Sub-	Manage the implementation of Human Settlements policies, legislation and needs research.	Facilitate human settlements policy development. Facilitate policy awareness to internal employees and external stakeholders	<u>Internal</u> Programme/Senior Management Head of Department Member of Executive Council (MEC)	The service is centralized at the head office.	<u>Advantages/Benefits</u> The ability of the department to identify policy gaps and develop policy guidelines.
						<u>Status quo</u> The service is centralized at the head office

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HUMAN SETTLEMENTS RESEARCH AND POLICY DEVELOPMENT						
F. GENERAL MANDATE	G. SPECIFIC MANDATE	H. STRATEGIC OBJECTIVES	I. SERVICES	J. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS
	sections (1) and (2): Every provincial government, through its EA, must promote and facilitate the provision of adequate housing		Conduct Human Settlements sector research to ensure evidence-based policy making	Departmental Employees External Office of the Premier National Department of Human Settlements Municipalities		Disadvantages / C challenges Non-submission of inputs on draft policy documents by employees and external stakeholders creating a delay in finalisation of policies Non-attendance of policy awareness workshops by employees and external stakeholders
	The National Housing Code, 2009, published in line with Section 4 of the Housing Act, Act 107 of 1997, sets the tone in terms of the underlying policy principles, guidelines, norms			Social Housing Regulatory Authority Statistics South Africa		

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HUMAN SETTLEMENTS RESEARCH AND POLICY DEVELOPMENT						
F. GENERAL MANDATE	G. SPECIFIC MANDATE	H. STRATEGIC OBJECTIVES	I. SERVICES	J. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS
	and standards that apply to government's various housing assistance programmes introduced since 1994.					Risks Non-implementation of approved policy guidelines by relevant employees of the Department/ external stakeholders Assumptions Employees of the Department and external stakeholders comply with approved Human Settlements policies and guidelines

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STATUTORY BODIES SECRETARIAT SUPPORT SERVICES						
A. GENERAL MANDATE	B. SPECIFIC MANDATE	C. STRATEGIC OBJECTIVES	D. SERVICES	E. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS F. AGREED SDM
(Document capturing mandate)	(Relevant section, subsections capturing mandate)	(List the functions you perform, emanating from the specific mandate listed in B.)	(List the services you provide, emanating from the functions/roles and responsibilities listed in C)	(List the recipients of your services – are they internal or external?)	(Specify how the service is currently rendered: centralised through Head Office; decentralised through regional offices; outsourced, etc)	(List the advantage/disadvantages, risks/assumptions of the current mode of delivery; and specify the degree to which ICT is currently used and how it can be improved)
Rental Housing Act 50 of 1999 as amended.	Rental Housing Act 50 of 1999, Chapter (1-5) defines the responsibility of	Provide support to the Rental Housing Tribunal.	Registration of complaints Conduct preliminary investigations	<u>Internal</u> Head of Department	The service is centralised at Head Office	<u>Advantages/Benefits</u> <u>Status quo</u> The service is centralised at Head Office

DEPARTMENT OF HUMAN SETTLEMENTS: SERVICE DELIVERY MODEL

STATUTORY BODIES SECRETARIAT SUPPORT SERVICES						
A. GENERAL MANDATE	B. SPECIFIC MANDATE	C. STRATEGIC OBJECTIVES	D. SERVICES	E. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS
	Government in respect of rental housing property		Resolve rental disputes between landlords and tenants Prepare and serve summons to alleged respondents Deliver rulings to parties and enforce compliance to parties that do not comply with rulings	Member of Executing Authority <u>External</u> Landlords and Tenants State entities Estate Agencies		Timely resolution of complaints between Landlords and Tenants <u>Disadvantages / Challenges</u> External stakeholders (Sheriff, SAPS, Magistrate Courts) not adequately performing their role in terms of ensuring implementation of the services of the Rental Tribunal <u>Risk</u>

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STATUTORY BODIES SECRETARIAT SUPPORT SERVICES						
A. GENERAL MANDATE	B. SPECIFIC MANDATE	C. STRATEGIC OBJECTIVES	D. SERVICES	E. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	F. AGREED SDM
			Conduct Rental property inspections			
						Litigation against the Department
						<u>Assumptions</u> All landlords and tenants are fully aware of their rights and obligation
						Rental Tribunal rulings implemented within the prescribed time frames

DEPARTMENT OF HUMAN SETTLEMENT: SERVICE DELIVERY MODEL

PROGRAMME 3: HUMAN SETTLEMENT DEVELOPMENT

HUMAN SETTLEMENT PROJECT MANAGEMENT							
A. MANDATE	B. SPECIFIC MANDATE	C. STRATEGIC OBJECTIVES	D. SERVICES	E. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS	H. AGREED SDM
(Document capturing mandate)	(Relevant section, subsections capturing mandate)	(List the functions you perform, emanating from the specific mandate listed in B.)	(List the services you provide, emanating from the functions/roles and responsibilities listed in C)	(List the recipients of your services – are they internal or external?)	(Specify how the service is currently rendered: centralised through Head Office; decentralised through regional offices; outsourced, etc)	(List the advantage/disadvantages, risks/assumptions of the current mode of delivery; and specify the degree to which ICT is currently used and how it can be improved)	(After consultation with internal and external stakeholders)
The Constitution of the Republic of South	Chapter 2, Sections 26 and 27 of the Constitution states that everyone has a right to have access to adequate housing	Manage the provision of integrated human settlements across the Province	Construction of Human Settlements projects (CRU's, RDP's). Administration of Human Settlement delivery contracts.	<u>Internal</u> Programme/Senior Management Head of Department	The service is rendered at Head Office and decentralised to District Offices	<u>Advantages/Benefits</u> Implementation of Human Settlements projects in line with relevant sector prescripts	<u>Status quo</u> The service is rendered at Head Office and Decentralised

DEPARTMENT OF HUMAN SETTLEMENTS: SERVICE DELIVERY MODEL

HUMAN SETTLEMENTS PROJECT MANAGEMENT						
A. MANDATE	B. SPECIFIC MANDATE	C. STRATEGIC OBJECTIVES	D. SERVICES	E. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS
National Housing Code	In terms of the Housing Act, Act 107 of 1997, Part 3, Section 7, Sub-sections (1) and (2): Every provincial government, through its EA, must promote and facilitate the provision of adequate housing		Manage and monitor the work of contractor/developers Integration with other sector Departments (Public Works & Roads, Water & Sanitation, Social Services, Education, Health e.t.c), State Organisations (Eskom) and Municipalities to ensure sustainable provision of Human Settlements Completion of blocked projects	Member of Executive Council (MEC) Departmental Employees External Sector Departments Municipalities Beneficiaries National Department of Human Settlements Provincial Treasury		Ability to achieve planned targets Disadvantages / Challenges Developing on dolomitic areas Escalating material prices Delays in completion of projects affecting project time frames Increased implementation of
The Housing Consumer Protection Measures Act 95 of 1998						
The Building Manual						
	The National Housing Code,					

DEPARTMENT OF HUMAN SETTLEMENT: SERVICE DELIVERY MODEL

HUMAN SETTLEMENT PROJECT MANAGEMENT						
A. MANDATE	B. SPECIFIC MANDATE	C. STRATEGIC OBJECTIVES	D. SERVICES	E. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS
	2009, published in line with Section 4 of the Housing Act, Act 107 of 1997, sets the tone in terms of the underlying policy principles, guidelines, norms and standards that apply to government's various housing assistance programmes introduced since 1994.			Public Entities, Housing Agencies, State Organisations Professional Resource Team National Housing Builders Regulation Council (NHBRC) Service providers/Contractors/Developers		Variation Orders affecting the overall allocated budget for project implementation Lack of in-house Technical and Professional expertise resulting in the Department outsourcing the services Risks Illegal occupation or land invasion
						H. AGREED SDM

DEPARTMENT OF HUMAN SETTLEMENT: SERVICE DELIVERY MODEL

HUMAN SETTLEMENT PROJECT MANAGEMENT							
A. MANDATE	B. SPECIFIC MANDATE	C. STRATEGIC OBJECTIVES	D. SERVICES	E. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS	H. AGREED SDM
						Townships not proclaimed Late payment of contractors/developers which results in contractors abandoning project sites thus causing destruction of work and community unrest Assumptions The Department's ability to provide improved quality of	

household life

DEPARTMENT OF HUMAN SETTLEMENTS: SERVICE DELIVERY MODEL

HUMAN SETTLEMENT PROJECT MANAGEMENT							
A. MANDATE	B. SPECIFIC MANDATE	C. STRATEGIC OBJECTIVE S	D. SERVICES	E. SERVICE RECIPIENT TS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS	H. AGREED SDM
						through implementation of Human Settlements programmes and projects	

DEPARTMENT OF HUMAN SETTLEMENT: SERVICE DELIVERY MODEL

HUMAN SETTLEMENT SUBSIDY MANAGEMENT						
A. MANDATE	B. SPECIFIC MANDATE	C. STRATEGIC OBJECTIVES	D. SERVICES	E. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS
(Document capturing mandate)	(Relevant section, subsections capturing mandate)	(List the functions you perform, emanating from the specific mandate listed in B.)	(List the services you provide, emanating from the functions/roles and responsibilities listed in C)	(List the recipients of your services – are they internal or external?)	(Specify how the service is currently rendered: centralised through Head Office; decentralised through regional offices; outsourced, etc)	(List the advantage/disadvantages, risks/assumptions of the current mode of delivery; and specify the degree to which ICT is currently used and how it can be improved)
Housing Act 107, 1997 Housing Code 2009	In terms of the Housing Act, Act 107 of 1997, Part 3, Section 7, Sub-	Oversee effective management of Human Settlements Subsidy programmes	Housing subsidy administration for all the human settlements subsidy programmes	Internal Programme/ Senior Management	The service is centralised at Head Office	Advantages/Benefits Coordinated processes to
						Status quo The service is rendered at Head

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HUMAN SETTLEMENT SUBSIDY MANAGEMENT						
A. MANDATE	B. SPECIFIC MANDATE	C. STRATEGIC OBJECTIVES	D. SERVICES	E. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS
The Housing Consumer Protection Measures Act 95 of 1998 Deeds Registries Act	sections (1) and (2): Every provincial government, through its EA, must promote and facilitate the provision of adequate housing		Processing of Human Settlements subsidy claims Provision of Title Deeds to beneficiaries	Head of Department Member of Executive Council (MEC)		ensure effective implementation of Human Settlements Subsidy programmes
	The National Housing Code, 2009, published in line with Section 4 of the Housing Act, Act 107 of 1997, sets the tone in		Management and maintenance of the Housing Subsidy System (HSS)	Departmental Employees External Beneficiaries Sector Departments		Continuous maintenance of the Housing Subsidy System Improvement in Title Deeds administration
						Office and Decentralised to District Offices

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HUMAN SETTLEMENT SUBSIDY MANAGEMENT						
A. MANDATE	B. SPECIFIC MANDATE	C. STRATEGIC OBJECTIVES	D. SERVICES	E. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS
	terms of the underlying policy principles, guidelines, norms and standards that apply to government's various housing assistance programmes introduced since 1994. Deeds Registries Act 47 of 1937 Regulates the registration of			Municipalities Conveyancers Developers and contractors National Department of Human Settlements		Disadvantages / Challenges Delays in processing of Human Settlement subsidy claims due to outstanding documents e.t.c Risk The frequent loss of our intranet and Internet access resulting in
						H. AGREED SDM

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HUMAN SETTLEMENT SUBSIDY MANAGEMENT						
A. MANDATE	B. SPECIFIC MANDATE	C. STRATEGIC OBJECTIVES	D. SERVICES	E. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS
	Deeds in South Africa			Financial Institutions (Banks)		delays in implementing the subsidy programmes
						<u>Assumption</u>
						All beneficiaries of the Department provided with Title Deeds
						All Human Settlements Subsidy programmes implemented in line with

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HUMAN SETTLEMENT SUBSIDY MANAGEMENT						
A. MANDATE	B. SPECIFIC MANDATE	C. STRATEGIC OBJECTIVES	D. SERVICES	E. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS H. AGREED SDM
						relevant prescripts and within prescribed time frames

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HUMAN SETTLEMENTS SPECIAL PROGRAMMES						
A. MANDATE	B. SPECIFIC MANDATE	C. STRATEGIC OBJECTIVES	D. SERVICES	E. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS
(Document capturing mandate)	(Relevant section, subsections capturing mandate)	(List the functions you perform, emanating from the specific mandate listed in B.)	(List the services you provide, emanating from the functions/roles and responsibilities listed in C)	(List the recipients of your services – are they internal or external?)	(Specify how the service is currently rendered: centralised through Head Office; decentralised through regional offices; outsourced, etc)	(List the advantage/disadvantages, risks/assumptions of the current mode of delivery; and specify the degree to which ICT is currently used and how it can be improved)
The Constitution of the Republic of South	Chapter 2, Sections 26 and 27 of the Constitution states that everyone has a right to have access to adequate housing	Manage the implementation of Special Programmes in the Department	Coordinate the provision of emergency housing and shelter for the vulnerable (Institutional housing programme).	<u>Internal</u> Programme/Senior Management Head of Department	The service is centralised at Head Offices	<u>Advantage/Benefit</u> <u>its</u> Provision of emergency housing and shelter for the vulnerable as and when needed
Housing Code						<u>Status quo</u> The service is rendered at Head Office and Decentralised

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HUMAN SETTLEMENTS SPECIAL PROGRAMMES						
A. MANDATE	B. SPECIFIC MANDATE	C. STRATEGIC OBJECTIVES	D. SERVICES	E. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS
The Housing Consumer Protection Measures Act 95 of 1998 The Building Manual	In terms of the Housing Act, Act 107 of 1997, Part 3, Section 7, Sub-sections (1) and (2): Every provincial government, through its EA, must promote and facilitate the provision of adequate housing		Manage the implementation of interventions on Asbestos and Mud house programmes Manage the implementation of Military Veteran housing programme.	Member of Executive Council (MEC) Departmental Employees <u>External</u> Sector Departments Municipalities Beneficiaries National Department of Human Settlements		Improved implementation of Military Veterans Housing programme <u>Disadvantages / Challenges</u> Lack of sufficient capacity to implement Special Programmes services <u>Assumptions</u> The Department's ability to implement asbestos and mud
	The National Housing Code,					to District Offices

DEPARTMENT OF HUMAN SETTLEMENTS: SERVICE DELIVERY MODEL

HUMAN SETTLEMENTS SPECIAL PROGRAMMES							
A. MANDATE	B. SPECIFIC MANDATE	C. STRATEGIC OBJECTIVES	D. SERVICES	E. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS	H. AGREED SDM
	2009, published in line with Section 4 of the Housing Act, Act 107 of 1997, sets the tone in terms of the underlying policy principles, guidelines, norms and standards that apply to government's various housing assistance programmes introduced since 1994.			Provincial Treasury Public Entities, Housing Agencies, State Organisations Professional Resource Team National Housing Builders Regulation Council (NHBRC) Service providers/Contractors/Developers		house programmes across the Province	

DEPARTMENT OF HUMAN SETTLEMENTS: SERVICE DELIVERY MODEL

PROGRAMME 4: HUMAN SETTLEMENTS PLANNING AND TECHNICAL SERVICES

HUMAN SETTLEMENTS PLANNING AND TECHNICAL SERVICES						
K. GENERAL MANDATE	L. SPECIFIC MANDATE	M. STRATEGIC OBJECTIVES	N. SERVICES	O. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	F. AGREED SDM
(Document capturing mandate)	(Relevant section, subsections capturing mandate)	(List the functions you perform, emanating from the specific mandate listed in B.)	(List the services you provide, emanating from the functions/roles and responsibilities listed in C)	(List the recipients of your services – are they internal or external?)	(Specify how the service is currently rendered: centralised through Head Office; decentralised through regional offices; outsourced, etc)	(After consultation with internal and external stakeholders)
National Development Plan, 2011	NDP - Chapter 8, Presents the national strategy for the development of sustainable human settlements. It	Oversee human settlements integrated planning, technical services and performance reporting.	Manage human settlement planning and coordination of Infrastructure Development Plan for Human Settlement programmes.	<u>Internal</u> Programme/Senior Management Head of Department	The service is centralised at Head Office	<u>Status quo</u> The service is centralised at Head Office
National Housing Code, 2009					<u>Advantages / Benefits</u> The approach of appointing service providers is to fast-track service delivery	

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HUMAN SETTLEMENTS PLANNING AND TECHNICAL SERVICES						
K. GENERAL MANDATE	L. SPECIFIC MANDATE	M. STRATEGIC OBJECTIVES	N. SERVICES	O. SERVICE RECIPIE NTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS
Housing Act, Act No. 107 of 1997	further notes the impact of apartheid on human settlement patterns and commits the government to address the challenge in an integrated and environmentally sustainable manner		Preparation and submission of HSDG/ISUPG Business Plans.	Member of Executive Council (MEC)		in line with procurement plan
			Manage the provision of professional/technical services, quality control and assurance services for Human Settlement programmes.	Departmental Employees		The MTOP Agreement between the Department and HDA ensures that the Department procures land for addressing informal settlements and attend to other services such as land rezoning and internal services installation.
	The National Housing Code, 2009, published in line with Section 4 of the Housing Act,		Verification of the individual projects confirming the state of	External Sector Departments Municipalities Beneficiaries/C communities across the Province		

DEPARTMENT OF HUMAN SETTLEMENTS: SERVICE DELIVERY MODEL

HUMAN SETTLEMENTS PLANNING AND TECHNICAL SERVICES						
K. GENERAL MANDATE	L. SPECIFIC MANDATE	M. STRATEGIC OBJECTIVES	N. SERVICES	O. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS
	Act 107 of 1997, sets the tone in terms of the underlying policy principles, guidelines, norms and standards that apply to government's various housing assistance programmes introduced since 1994.		readiness in line with the standards of Human Settlements. Confirmation of bulk related infrastructures Manage performance reporting for Human Settlements programmes and projects.	National Department of Human Settlements Provincial Treasury Public Entities, Housing Agencies, State Organisations Professional Resource Team		The district forum where sector Departments are also invited ensures that alignment of the projects is a priority. The approach of one-on-one enables the pressing need at the local level to be brought to the fore ensuring that the need of the community is what the Department is attending to.

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HUMAN SETTLEMENTS PLANNING AND TECHNICAL SERVICES						
K. GENERAL MANDATE	L. SPECIFIC MANDATE	M. STRATEGIC OBJECTIVES	N. SERVICES	O. SERVICE RECIPIE NTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS
	Housing Act Part (3) (5) addresses the preparation of the Human Settlements Provincial business plan			National Housing Builders Regulation Council (NHBRC) Service providers/Contractors/Developers		F. AGREED SDM <u>Disadvantages/Challenges</u> The HDA delivery sometimes can also be slow especially in land acquisition whereby affecting effective service delivery. Sector Departments sometimes have different priority projects from the proposed or planned projects by the DHS.

DEPARTMENT OF HUMAN SETTLEMENTS: SERVICE DELIVERY MODEL

HUMAN SETTLEMENTS PLANNING AND TECHNICAL SERVICES						
K. GENERAL MANDATE	L. SPECIFIC MANDATE	M. STRATEGIC OBJECTIVES	N. SERVICES	O. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS
						Lack of professional and technical in house expertise to fully implement project management from initiation to closure. The Department outsources the services. Non-participation of local municipalities is a risk to project alignment. Risks Municipalities providing beneficiary

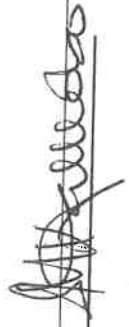
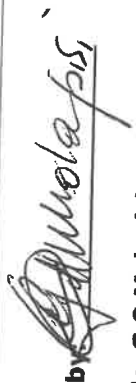
DEPARTMENT OF HUMAN SETTLEMENTS: SERVICE DELIVERY MODEL

HUMAN SETTLEMENTS PLANNING AND TECHNICAL SERVICES						
K. GENERAL MANDATE	L. SPECIFIC MANDATE	M. STRATEGIC OBJECTIVES	N. SERVICES	O. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS
						information that is not verified Delays in land acquisition processes Increase in informal settlements across the Province Assumptions The Department's planning process for the development of the Business Plan in line with the Strategic Plan and allocated budget.

DEPARTMENT OF HUMAN SETTLEMENTS: SERVICE DELIVERY MODEL

HUMAN SETTLEMENTS PLANNING AND TECHNICAL SERVICES						
K. GENERAL MANDATE	L. SPECIFIC MANDATE	M. STRATEGIC OBJECTIVES	N. SERVICES	O. SERVICE RECIPIENTS	F. CURRENT MODE OF DELIVERY	G. ANALYSIS
						Implementation of a full scale of district development model accompanied by provincial one plan with its funding model to ensure delivery of capital infrastructure.
						F. AGREED SDM

DEPARTMENT OF HUMAN SETTLEMENT: SERVICE DELIVERY MODEL

Compiled by: <u></u> Mr. M.E. Magakwe Director: Strategic Management Services	Date: <u>20/06/2023</u>
Recommended by: <u></u> Ms. M.K Mahlobo Head of Department	Date: <u>27/06/2023</u>
Approved by: <u></u> Honourable G.O Molapisi M.E.C: Corporate Governance, Human Settlements & Traditional Affairs	Date: <u>09/07/2023</u>