Western Cape Government

Western Cape Education Department

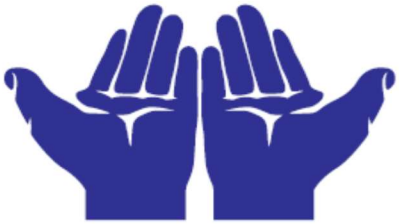
Service Delivery Improvement Plan

2025/26 – 2029/30

Improve Head-Office Client Services to Citizens / Residents of the Western Cape

WE CARE

WE BELONG



WE SERVE

Pw B3 Social Work Policy Manager Grade 1

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ACRONYMS AND ABBREVIATIONS

AI	Artificial Intelligence
APP	Annual Performance Plan
AR	Annual Report
CC	Call Centre
CS	Corporate Services
CSS	Customer Satisfaction Survey
DBSSM	Directorate: Business Strategy and Stakeholder Management
DotP	Department of the Premier (Western Cape)
DPSA	Department of Public Service and Administration
H/O	Head-Office
HoD	Head of Department
ICT	Information and Communication Technology
MEC	Member of Executive Council
NSC	National Senior Certificate
oHoD	Office of the Head of Department
OHS	Occupational Health and Safety
POE	Portfolio of Evidence
PMP	People Management Practices
PPF	Provincial Principals' Forum
SC	Senior Certificate
SDIP	Service Delivery Improvement Plan
SOP	Standard Operating Procedure
SP	Strategic Plan
TOPCO	Top Management Committee
WCED	Western Cape Education Department
WCG	Western Cape Government

OFFICIAL SIGN OFF

It is hereby certified that this Service Delivery Improvement Plan:

- Was developed by the management of the **Western Cape Education Department** under the guidance of the **Provincial Minister of Education, David Maynier.**
- Was prepared in line with the current draft Strategic Plan (**2025-2030**) and the draft Annual Performance Plan (**2025/2026**) of the **Western Cape Education Department.**
- Is compiled with the latest available information from departmental business units and (**state other statutory sources**).

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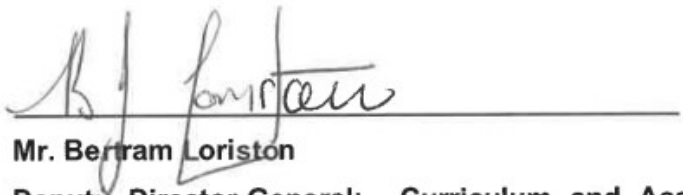

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ANNEXURE A: SDIP TEMPLATE

PART 1: SUMMARY OF THE SDIP TEMPLATE TO BE USED BY ALL DEPARTMENTS ACCORDING TO THE SDI DIRECTIVE):

PREREQUISITES

A. Attach/Send a link of the Departmental Strategic plan, Service Delivery Model, Set Norms & Standards and the Service Standards for all services offered by the Department

AIM: Identify service offering of the departments which outlines quality and quantity of the department

*Note: The Department do not have a SDM in place but is in the process of developing an implementation/Project Plan demonstrating how and when it will be implemented.
https://www.westerncape.gov.za/education/wced-reports

B. 1. Frontline/ Service Delivery departments:
Identify the Key services through synthesis of internal and external analysis of departmental service delivery
(Attach/Send a link of the integrated complaints/ Queries/ Enquiries/Litigation/ Poor performing service reports and/or Satisfaction survey results and any other documents required in the SDI Directive and Template as POE)

AIM: to identify service delivery weaknesses within your department or agencies or public entities providing services on behalf of the department

https://www.westerncape.gov.za/education/wced-reports

2. Oversight Departments:
List SDI focus areas identified through synthesis of internal and external analysis of departmental service delivery
(Attach the integrated results and other documents required in the SDI Directive and Template as POE)

AIM: to identify service delivery weaknesses within the department and across a Province/SOE/ Public Entities/sectors/clusters

Improve Head-Office Client Services to Citizens / Residents of the Western Cape

SUMMARY OF THE SDIP CRITICAL (KEY) SERVICES

C. Populate the table below

AIM: identify service delivery improvement interventions

OUTCOME **Extract outcome linked to the identified service from SP**	**KEY SERVICES** (Should be based on the department's resource capability & competencies)	**KEY PERFORMANCE INDICATORS (KPI)** Qualitative & Quantitative indicators	**DEPARTMENT SPECIFIC SET STANDARD** (Set measurable performance standard/s with indicators that will lead to a realized acceptable improvement level/s)	**BASELINE: YEAR 0** (Capture the current level/ extent of the problem reflected in your problem identification matrix)	**OVERALL SDIP CYCLE TARGET** (Outline the desired target of 5 years which should be aimed towards column 4 based on the problem and process analysis conducted)					**PORTFOLIO OF EVINDENCE** (Provide names of documents used to populate this template & relevant
					Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**	

ANNEXURE A: SDIP TEMPLATE

										page numbers)
(WCG PSP) Innovation, Culture, and Governance **(WCED SP)** Outcome 6: Improved corporate governance and accountability	H/O Client Services Centre (PMP & Finance) provide frontline enquiry services.	All Clients (citizens) who visit the H/O Client Services Centre (PMP & Finance) queries are resolved.	All Clients (citizens) who visit the H/O Client Services Centre (PMP & Finance) queries are resolved.	*To be confirmed	100%	100%	100%	100%	100%	
(WCG PSP) Innovation, Culture, and Governance **(WCED SP)** Outcome 6: Improved corporate governance and accountability	H/O Client Services Call Centre (PMP & Finance) provide frontline enquiry services.	To reduce the percentage dropped calls against the successfully answered calls from clients (citizens) to the H/O Call Centre for PMP & Finance.	All of Clients (citizens) who call the H/O Call Centre (PMP & Finance) queries are answered.	80%	90%	90%	90%	90%	90%	
(WCG PSP) Innovation, Culture, and Governance **(WCED SP)** Outcome 6: Improved corporate governance and accountability	H/O Client Services Call Centre (PMP & Finance) provide frontline enquiry services.	% of Clients (citizens) who called the H/O Call Centre (PMP & Finance) queries are resolved.	All Clients (citizens) who call the H/O Call Centre (PMP & Finance) queries are resolved.	*To be confirmed	80%	80%	80%	80%	80%	

ANNEXURE A: SDIP TEMPLATE

(WCG PSP) Innovation, Culture, and Governance **(WCED SP)** Outcome 6: Improved corporate governance and accountability	Offer National Senior Certificate (NSC)/ Senior Certificate (SC) Examinations Registrations and Certification Support services.	To reduce the percentage of propped calls against the successfully answered calls from clients to the H/O Call centre for National Senior Certificate (NSC)/ Senior Certificate (SC) Examinations Registrations and certification Support services.	All clients (citizens) who called the H/O Call Centre for National Senior Certificate (NSC)/ Senior Certificate (SC) Examinations Registrations and certification Support services to citizens are logged.	80%	90%	90%	90%	90%	90%	
(WCG PSP) Innovation, Culture, and Governance **(WCED SP)** Outcome 6: Improved corporate governance and accountability	Offer National Senior Certificate (NSC) / Senior Certificate (SC) Examinations and certification client Services Support	% of clients (citizens) who called the H/O Call Centre for National Senior Certificate (NSC)/ Senior Certificate (SC) Examinations Registrations and certification Support services to citizens are resolved.	All clients (citizens) who called the H/O Call Centre for National Senior Certificate (NSC)/ Senior Certificate (SC) Examinations Registrations and certification Support services to citizens are resolved.	80%	90%	90%	90%	90%	90%	
(WCG PSP) Innovation, Culture, and Governance **(WCED SP)** Outcome 6: Improved corporate governance and accountability	Offer National Senior Certificate (NSC) / Senior Certificate (SC) Examinations and certification client Services Support	% of clients (citizens) who visited the H/O Walk-in Centre for National Senior Certificate (NSC)/ Senior Certificate (SC) Examinations Registrations and certification Support services to citizens are resolved.	All clients (citizens) who visited the H/O Walk-in Centre for National Senior Certificate (NSC)/ Senior Certificate (SC) Examinations Registrations and certification Support services to citizens are resolved.	80%	90%	90%	90%	90%	90%	
(WCG PSP) Safety and Innovation,	Offer H/O Client Service (Safe	To reduce the number of dropped	All clients (citizens) who called the H/O	6 237 as at end Feb 2025	6 300	6 300	6 300	6 300	6 300	

ANNEXURE A: SDIP TEMPLATE

Culture, and Governance **(WCED SP)** <u>Outcome 4:</u> Promote social cohesion through multi stakeholder collaboration. <u>Outcome 6</u>: Improved corporate governance and accountability	Schools programme) Call centre – enquiries Services.	calls against the successfully answered calls from clients (citizens) to the H/O Call Centre Safe Schools Programme.	Call Centre for Safe Schools programme enquiries are answered.							
(WCG PSP) Growth for Jobs. Innovation, Culture, and Governance **(WCED SP)** <u>Outcome 2:</u> Improved learning outcomes across grades. <u>Outcome 6:</u> Improved corporate governance and accountability	Provide H/O Client Services for Learner Application and Placement.	All Clients (citizens) who visit the Walk-in Centre for Learner Application and Placement enquiries resolved.	All Clients (citizens) who visit the Walk-in Centre for Learner Application and Placement enquiries resolved.	100%	100%	100%	100%	100%	100%	
(WCG PSP) Growth for Jobs. Innovation, Culture, and Governance **(WCED SP)** <u>Outcome 2:</u> Improved learning outcomes across grades. <u>Outcome 6:</u> Improved corporate governance and accountability	Provide H/O Client Services for Learner Application and Placement.	% of Client (citizens) who called the Call Centre for Learner Application and Placement. enquiries resolved.	% of Client (citizens) who called the Call Centre for Learner Application and Placement. enquiries resolved.	*To be confirmed	100%	100%	100%	100%	100%	
To be confirmed = represent a new system (Call Centre solution or Query tracking) for reporting, which influences the baselines.										

ANNEXURE A: SDIP TEMPLATE

PART 2: SUMMARY ON THE IMPROVEMENT OF BATHO PELE (SERVICE QUALITY) STANDARDS

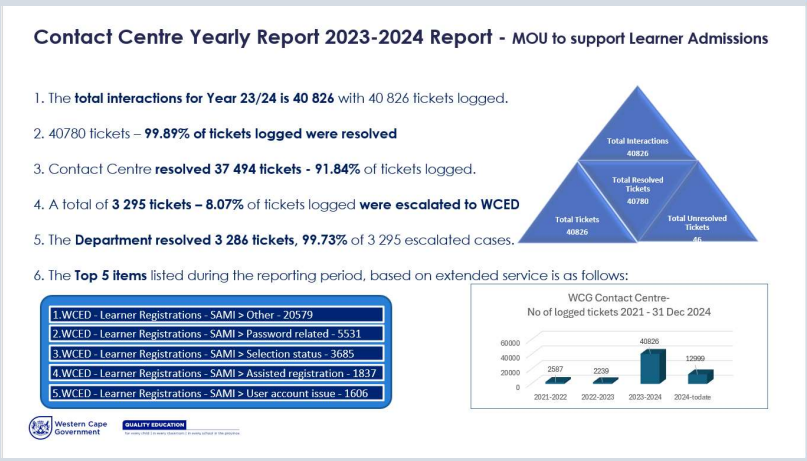
PREREQUISITES

A. Attachment/link to the analyzed Batho Pele standards based on complaints/ other performance measures

AIM: Identify the status of the quality of services

Data collated from the respective Client Services centres for the period 1 April 2024 – 28 February 2025

Services	Calls received	Calls answered	Calls unanswered	% Calls answered	% Calls unanswered	Context Comments	% of total calls answered	Annual calls per staff member	Workdays of the year	Tickets per day
Safe Schools CC (A/E/X)	9 817	7 009	2 808	71%	29%	"4 Access points"	**6%**	**1752**	**229**	**8**
Learner Application & Placement CC	45 963	37 305	8 658	81%	19%	"24 Access points"	**28%**	**1554**	**229**	**7**
HR and Finance CC	72 054	59 829	12 225	83%	17%	10 Dedicated agents	**44%**	**5983**	**229**	**26**
Exams & Registration CC	36 440	34 414	2 016	94%	6%	4 Dedicated agents	**22%**	**8604**	**229**	**38**
Totals	**165 554**	**137 785**	**27 759**	**83%**	**17%**	**Switchboard not included**	100%			



ANNEXURE A: SDIP TEMPLATE

Walk-in Centre: Exams and Certification	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Totals	% of total
Application for Certificate Reprint	647	703	413	484	429	500	559	552	75	1094	1146	6602	21%
Statement of Results	359	410	501	374	683	575	377	397	112	451	320	4559	15%
SC/NSC/ASC Combinations	209	176	125	250	520	400	405	352	26	873	234	3570	11%
Registration applications / enquiries	691	498	147	169	289	235	335	217	35	307	228	3151	10%
Collections	652	1258	1289	666	1011	1028	657	1312	305	695	613	9486	30%
Re-Issues	67	85	99	81	80	60	44	60	24	62	56	718	2%
Verifications/ Applications in progress	160	108	47	73	66	64	65	43	46	49	65	786	3%
Refund	25	12	3	4	8	9	16	9	0	16	19	121	0%
General Enquiry	201	208	261	177	217	169	190	220	12	235	235	2125	7%
TOTALS	3011	3458	2885	2278	3303	3040	2648	3162	635	3782	2916	31118	100%

Selected Customer Satisfaction Survey (CSS) data reflecting Safe Schools Examinations, Corporate Services and Learner admission related services rated over the years. The 5-point rating scale (Exceptionally Poor, Poor, Satisfied, Good and Excellent) is used and acceptable ratings are summed (Satisfied, Good and Excellent) and expressed as a percentage of all ratings per service.

No	Service area	2017	2018	2019	2020	2021	2022	2023	2024	Ave
7	WCED Safe Schools Call Centre	89%	89%	89%	89%	92%	90%	91%	91%	90%
8	Safe Schools Support	82%	83%	82%	84%	88%	86%	87%	86%	85%
9	H/O Examinations walk-in centre						93%	93%	92%	93%
18	Matric Support Programme	90%	90%	91%	92%	94%	89%	94%	94%	92%
29	Examinations and assessment support	91%	90%	91%	92%	94%	93%	94%	94%	92%
35	Online system to support Learner Placement	90%	92%	86%	88%	90%	87%	86%	88%	88%
38	Post Provisioning service and issuance of staff establishments					90%	89%	90%	85%	88%
39	Access and experience of the Employee Wellness service (toll free number)					86%	83%	91%	91%	88%
40	Functionality and support of PERMIS (Staff Performance System for Public Service Staff)					84%	89%	92%	93%	90%

ANNEXURE A: SDIP TEMPLATE

41	Support and training provided in relation to QMS (Quality Management System for Educator performance)							93%		93%
42	The functionality of the Contract Application System on the People Management Practices System (PMPS)								93%	93%
44	The functionality of the Contract Application System on the People Management Practices System (PMPS)					84%	89%	89%	93%	89%
45	Advise, support and training in relation to the management of sick leave and long-term sick leave, including PILIR					92%	92%	89%	89%	90%
46	Pension service / Exit management support								87%	87%
47	Advise and support for disciplinary matters					90%	88%	83%	82%	86%
48	Labour Relations Training Interventions					82%	82%	80%	80%	81%
49	Vacancy management					90%	89%	86%		88%
50	Experience and functionality of the E-recruitment system	88%	90%	90%	89%	92%	90%	88%	88%	89%
51	Financial Management Support	90%	91%	91%	89%	91%	90%	90%	91%	90%
52	Administration of Salaries and Pay slip matters								90%	90%
56	Training and support for Gender Based Violence						76%	75%	76%	76%

Data from the 2024 CSS data-dump – extracts for selected services as comments, complaints, complements received.

Links to Client Services	Services	COMMENT	COMPLAINT	COMPLIMENT	Total	% of total
Safe schools	Safe Schools Support	253	155	185	593	6,0%
Safe schools	WCED Safe Schools Call Centre	84	48	88	220	2,2%
Exams & Assessments	Matric Support Programme	64	15	103	182	1,8%
Corporate services (Fin)	Financial Management Support	41	15	49	105	1,1%
Corporate services (PMP)	Experience and functionality of the E-recruitment system	35	55	15	105	1,1%
CD: Districts	Online system to support Learner Placement	32	38	10	80	0,8%
Corporate services (PMP)	Training and support for Gender Based Violence	31	9	1	41	0,4%
Corporate services (PMP)	Advise and support for disciplinary matters	30	21	2	53	0,5%
Corporate services (PMP)	Post Provisioning service and issuance of staff establishments	25	43	2	70	0,7%
Corporate services (PMP)	Labour Relations Training Interventions	23	6	4	33	0,3%
Corporate services (PMP)	Pension service / Exit management support	18	20	17	55	0,6%

Corporate services (PMP)	Advise support and training in relation to the management of sick leave and long-term sick leave including PILIR	18	9	6	33	0,3%
Corporate services (PMP)	The functionality of the Contract Application System on the People Management Practices System (PMPS)	13	17	6	36	0,4%
Corporate services (PMP)	Access and experience of the Employee Wellness service (toll free number - 0800 11 011)	13	11	10	34	0,3%
Corporate services (PMP)	Functionality and support of PERMIS (Staff Performance System for Public Service Staff)	11	11	11	33	0,3%
Exams & Assessments	H/O Examinations walk-in centre	9	3	10	22	0,2%
Exams & Assessments	Examinations and assessment support	3		5	8	0,1%

B. Attachment/link to the problem analysis conducted

AIM: to identify the weaknesses on the quality of services provided with a department/ institution

COMPONENT	KEY WEAKNESSES	COMPONENT	KEY WEAKNESSES
Corporate Services (CS)	Unstable network	**Examinations Registration and Certification (CS)**	Unstable network
	Staff shortages in the Call Centre		Staff shortages in the Call Centre
IMG (Safe Schools CC)	Unstable network	**Learner Application & Placement**	Staff shortages in the Clients Centre
	Staff shortages		

WCED Strategic Plan 2025-2030 and Annual Performance Plan 2025-2026 (extracts below)

3. **Institutional Policies and Strategies over the 5-year planning period**

Service Delivery Improvement Plan (SDIP) (pg. 7)

Values: The guiding principles that define the department's mission and our core beliefs constitute our fundamental values. ***These values fortify professional accountability, operational endeavours to enhance client services, administration, support services, and quality teaching and learning****. (Caring, Integrity, Competence, Innovation, Accountability and Responsiveness)* (pg. 18)

4. Situational Analysis pg. 18-82

5. Strategic focus 2025 to 2029 (pg. 82-94)

1. Institutional performance information

1.1. Measuring outcomes (pg. 96)

2. Explanation of enablers to achieve the five-year targets: - The key enablers that will drive the achievement of WCED's strategic outcomes: (pg. 100)

ANNEXURE A: SDIP TEMPLATE

Annexure B: Strategic Digitalisation Interventions - extract (pg. 119)

Strategic Outcome		Description of the Digitalisation Intervention	Responsible Lead
Outcome 4:	Promote Social Cohesion Through Multi-Stakeholder Collaboration	Several digital interventions have been developed and explored to improve access to information, service delivery and accountability. The AI chatbot on the WCED website provides easy access to information for users, including brief explanations on policies that determine the basic rights of learners. Most queries relate to online admissions information and NSC examinations registration and certification. The online tracking tool allows for the tracking of employee queries in terms of pensions, salaries and service benefits. A communication tool will be launched with the aim to improve communication to staff and parents, particularly in disaster management.	Directorate: Communication

Potential Citizen Centric Services alignment exercise with the Draft WCED Strategic Plan 2025-2030.

WCED SDIP: Services	Responsibility Managers	Needs of the Citizen	Citizen centric	Benchmarked Satisfaction level*	MTDP Alignment	WCG SP priorities	World Bank Report alignment	Integrated into WCED SP	Aligned indicators	Linked indicators	Comments
Client Services	Directorate: Communications: Corporate Services (HR & Finance) Directorate: Exams Admin (Matrics) Directorate: IMGP (Safe Schools) CD: Districts (Learner Admissions)	Yes	Yes/ No	Yes	Yes	Yes	Yes	Yes	Yes/ No	Yes/ No	Client Services for HR & Finance are mainly Non-Citizen centric (staff) service. Only for Matric learners: Learner Admissions and Safe Schools communities are Citizen Centric. WCED SP Outcome 4: Promote social cohesion through multi stakeholder collaboration and Outcome 6: Improved corporate governance and accountability. Outcome Indicator (OCI 4:1) Number of school community engagements to combat racism, sexism, hate speech, GBV and other forms of intolerance and address inter-generational violence and trauma across society. Outcome Indicator (OCI 4:2) Percentage of Public Schools that have Contingency Plans Outcome Indicator (OCI 6:1) Improved corporate governance and accountability by 2030.

ANNEXURE A: SDIP TEMPLATE

C. Attachment/link to the identified interventions

AIM: identify quality of service delivery improvement interventions

(DCO, IMGP, CD:D and DEA)

COMPONENT	KEY INTERVENTIONS	COMPONENT	KEY INTERVENTIONS
DCO	Digitization in line with current/ next ICT plans.	**DEA**	Electronic Que management system for peak and valley times of delivery for respective services within the client services centre(s).
	Regular Communiques on policies and guidelines in respect of relevant client service to citizens.		Additional resourcing at peak Application and enquiries service's needs.
IMG	There is an APP on which issues could be logged.	**CD: D**	Pop-up services at shopping malls for application of learners and placement services.

SUMMARY OF THE BATHO PELE STANDARDS

D. Populate the table below

Departments shall identify the applicable indicators as outlined in the guidelines in order for them to improve on the quality of services they provide.

ANNEXURE A: SDIP TEMPLATE

BATHO PELE PRINCIPLES & SET STANDARDS	**KEY PERFORMANCE INDICATORS (KPI)** (Capture the agreed-upon indicators through sector/department specific consultations, guidelines and policies) – see example given Capture indicators in this column	**SET BATHO PELE STANDARDS** (Agreed upon through sector/department specific consultations/guidelines/policies) Set measurable performance standard/s with indicators that will lead to a realized acceptable improvement level/s	**BASELINE: YEAR 0** (Reflect the status of poor performing service indicators as reflected in a matrix of source documents) Capture the current level/ extent of the problem reflected in your problem identification matrix	**OVERALL SDIP CYCLE TARGET** (To be informed by the problem and process analysis) Outline the desired target of 2 years/5 years which should be aimed towards column 3 based on the problem and process analysis conducted					**PORTFOLIO OF EVIDENCE** (Cross reference documents as a cross-cutting team with line managers owning the whole process) Provide names of documents used to populate this template & relevant page numbers
				Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**	
1) PROFESSIONAL STANDARDS - PUBLIC SERVANTS:	N/A								
2) WORKING ENVIRONMENT STANDARDS:	Client services support the WCED Business Continuity plan for H/O.	• WCED manages a Business continuity plan, inclusive of the Client Services centre.	• 4 OHS meetings are held per financial year.	4 meetings	4 meetings	4 meetings	4 meetings	4 meetings	Agenda, Minutes and attendees to meetings.
3) ACCESS STANDARDS:	Clients have access to the Client Services for citizens.	The WCED Client Services offers, A Call and or Walk-in Centre Service for the following services: • Corporate Services. • Examinations Registration. • Safe Schools programme and • Learner Admission & Placement Services.	100%	100%	100%	100%	100%	100%	At WCED Head-Office, Client Services WCED website - operational 24/7 http://wcedonline.westerncape.gov.za,

ANNEXURE A: SDIP TEMPLATE

BATHO PELE PRINCIPLES & SET STANDARDS	**KEY PERFORMANCE INDICATORS (KPI)** (Capture the agreed-upon indicators through sector/department specific consultations, guidelines and policies) – see example given Capture indicators in this column	**SET BATHO PELE STANDARDS** (Agreed upon through sector/department specific consultations/guidelines/policies) Set measurable performance standard/s with indicators that will lead to a realized acceptable improvement level/s	**BASELINE: YEAR 0** (Reflect the status of poor performing service indicators as reflected in a matrix of source documents) Capture the current level/ extent of the problem reflected in your problem identification matrix	**OVERALL SDIP CYCLE TARGET** (To be informed by the problem and process analysis) Outline the desired target of 2 years/5 years which should be aimed towards column 3 based on the problem and process analysis conducted					**PORTFOLIO OF EVIDENCE** (Cross reference documents as a cross-cutting team with line managers owning the whole process) Provide names of documents used to populate this template & relevant page numbers
				Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**	
4) INFORMATION STANDARDS:	The department share the following information with clients.	WCED issue targeted pamphlets, posters, electronic information boards, etc. in line with the strategic delivery.	100%	100%	100%	100%	100%	100%	Picture folder
5) REDRESS STANDARDS:	The Client service Centre offer relevant feedback mechanisms.	All walk-in clients have an opportunity to rate the interaction with agents against friendliness, professionalism, and job knowledge as well as look and feel of Walk-in Centre space All callers to the Call Centre have an opportunity to rate the interaction with agents against friendliness, professionalism, and job knowledge. Follow-ups are conducted to amicably resolve dissatisfied clients. Failing which, clients are directed to the formal complaints process.	100%	100%	100%	100%	100%	100%	Register or spreadsheet of complaints – how many resolved.

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				Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**	
6) CONSULTATION STANDARDS:	N/A								
7) OPENNESS & TRANSPARENCY STANDARDS:	All Clients who access the Client Services Centre have access to accurate and complete information.	All Clients who access the Client Services Centre have access to accurate and complete information.	100%	100%	100%	100%	100%	100%	Client services records/ statistics. Annual Performance Plan and Annual Reports
8) SERVICE STANDARDS	WCED regularly issue/update the Standard Operating Procedures (SOPs) in support of its services.	All issued SOPs are stored on the WCED website as issued Circular and or Minutes to relevant stakeholders.	100%	100%	100%	100%	100%	100%	WECD website https://wcedonline.westerncape.gov.za/wced-circulars-and-minutes

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				Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**	
9) VALUE FOR MONEY	WCED offer value for money services to its clients.	During peak times relevant services are offered closure to the clients, which offer value for money to communities wish to access relevant services.	3 interventions per financial year.	3	3	3	3	3	Screenshots of platforms.

3. CHANGE MANAGEMENT PLAN				
IDENTIFIED STAKEHOLDER CONSULTATIONS:	**STAKEHOLDER's NAMES** • Parents • Educators • SC Exam entrants	**STAKEHOLDER's INTERESTS** • Admissions • Safety. Bullying • Service benefits, Salaries, etc. • Rewrites, matric certs	**METRICS (WEIGHTING & RELEVANCE)** None	**EXPECTED BENEFIT/S** Satisfied customers
COMMUNICATION MEASURES REQUIRED:	**IDENTIFIED COMMUNICATIONS MEASURES** • Circulars, • Posters • Media	**FREQUENCY** • Needs driven	**MANNER OF COMMUNICATION** • Admissions – busses	**OBJECTIVES** • Create awareness and call to action amongst

ANNEXURE A: SDIP TEMPLATE

	• Web • Social media			internal and external clients and stakeholders
INTERVENTIONS REQUIRED INTERNALLY:	**IDENTIFIED INTERNAL INTERVENTIONS** • Integrating support to different directorates through the call centre solution. • Integrating HR, EXAMS, ADMISSIONS, ECD, R&S	**SOLUTION REQUIREMENTS** Internal engagements amongst groups quarterly.	**REQUIRED RESOURCES** • Call centre solution/platform • Human resource • Technology • Operating budget • Equipment - headsets	**ACTION PLAN** Integrated planning with all the internal units/sub-directorates.
INTERVENTIONS REQUIRED EXTERNALLY:	**IDENTIFIED EXTERNAL INTERVENTIONS** • Engagements via website • Any roadshows (opening of facilities) • Meetings with relevant stakeholders (PPF, SGBAs, PELRC)	**SOLUTION REQUIREMENTS** • Providing support to clients based on their needs • Ai platform • improving facilities / pop up centres • Agenda items at strategic dates	**RESOURCES REQUIRED** • Human resources, • Technology • Operating budget • Equipment and furniture	**ACTION PLAN** Annual website engagements in terms of planning – admissions – if you want to engage – use platform – how improve product, share on website.

4. MONITORING, REPORTING AND EVALUTION PLANS	
MONITORING PLAN:	• Implementation of the SDIP will be monitored through quarterly and or annual reporting • Progress (implementation) reporting conducted and deliberated at TOP Management meetings to ensure gaps are identified; addressed and intervention improvement suggestions are monitored/ reported upon. • Progress Report and or Annual Assessment will be submitted to DPSA annually (New DPSA template)
REPORTING PLAN:	• Reporting, Monitoring and Evaluation Plan in place to accurately report on progress. • Reporting and Assessment submitted to DPSA annually • The reporting to be conducted on a monthly (end of month) quarterly and annually. Set targets to be assessed. Causes of concerns and gaps will be highlighted, deliberated, and resolved to ensure improved performance. • The Annual progress reporting to be approved by the DG, and Premier for submission be submitted to the Department of Public Service and Administration (DPSA).
EVALUATION PLAN:	• No formal evaluation of the SDIP is penned within the current Strategic Plan 2025-2030 and or the Annual Performance Plan 2025-2026.

ANNEXURE A: SDIP TEMPLATE

	KEY PERFORMANCE INDICATORS (KPI)	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET					PORTFOLIO OF EVINDENCE
			Year 1	Year 2	Year 3	Year 4	Year 5	
SATISFACTION MEASURES:	Annual Customer Satisfaction survey for Institutional staff.	Overall average Satisfaction rate: 85%	>85%	>85%	>85%	>85%	>85%	Extract from the relevant CSS data-dumps and support calculations.
ECONOMY MEASURES:	N/A							
EFFICIENCY MEASURES:	Staff trained (in-house) to ensure quality services provided to citizens.	80%	80%	80%	80%	80%	80%	Management reports.
EFFECTIVENESS MEASURES:	N/A							