

SERVICE DELIVERY GOVERNMENT

A Government That Plans. Delivers. Accounts.

PUBLIC EDITION | SERVICE DELIVERY PARTY

THE PROBLEM

Government can announce a housing programme without building houses. It can allocate money to sanitation without fixing a single sewer. It can buy buses without making your trip to work more reliable.

That distance between what government promises and what people actually experience is the **Delivery Gap**. Service Delivery Government exists to close it.

THE SOLUTION

Government exists to solve public problems. Its purpose is to convert public resources into measurable improvements in people's lives.

South Africa does not lack plans or capable people. What is often missing is a disciplined connection between planning, budgeting, implementation, measurement and public accountability.

Service Delivery Government builds that connection. It replaces promise without measurement with **government by proof**.

THE SDP SERVICE DOCTRINE

	Every plan must have a budget.	Every budget must have measurable outcomes.	Every outcome must be measurable.
	Every variance must have a reason and every material variance must have a remedy.	Every claimed completion must have verification.	Every lesson must be learned.

WHAT RESIDENTS WILL SEE

For every major programme, residents will be able to see the problem, the evidence, the baseline, the target, the budget, the responsible institution, the critical path, the milestones, the current position and the remedy when things go wrong.

Housing: the pipeline from serviced site to occupation. **Water and sanitation:** sewer failures and water-loss evidence. **Electricity:** outages and restoration times. **Transport:** reliability and cancellations. **Pensioner support:** waiting times and simpler processes. **Safety and youth:** safe spaces, participation and employment linkages. **Infrastructure:** whether the City maintains what it has already built.

THE SIX DASHBOARD QUESTIONS

Where are we?	Why are we here?	What is late?
Who is responsible?	What happens next?	When will it happen?

A SIMPLE WORKED EXAMPLE

Ward X sewer programme: baseline 42 failures per month. Target: fewer than 15 by December. Budget: R14.2 million. Owner: Director: Water and Sanitation.

Milestone 1: Jet 10 km by March, complete and verified. **Milestone 2:** Replace 2 km by June, late because of supplier delay. **Remedy:** new contractor appointed with a revised completion date. **Outcome:** fewer than 15 failures per month, verification pending.

The example is illustrative. A resident should be able to understand the position without reading a report hundreds of pages long.

WHAT HAPPENS WHEN THINGS GO WRONG

Complex projects can fail for legitimate reasons. Land constraints, procurement disputes, legal challenges, technical problems and intergovernmental dependencies can all affect delivery.

The commitment is not that everything will succeed. The commitment is that material failure will be identified early, explained honestly and followed by corrective action. Every material variance must have a reason, a remedy, an owner and a deadline.

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TURNING PUBLIC COMMITMENTS INTO PUBLIC RESULTS

HOW THE SYSTEM WORKS

The Delivery Unit is a small administrative function within the municipality. It does not replace departments, manage tenders or create a parallel government.

It connects existing planning, budgeting, performance and reporting systems. The Municipal Manager remains responsible for the administration. Line departments remain responsible for implementation.

The public dashboard makes the information understandable. The Delivery Contract translates an approved commitment into a clear public record of the problem, budget, owner, milestones, deadline, current position and verification.

EVERY RAND MUST HAVE A JOB

Every major programme must show its approved budget and actual expenditure. Budget information must be traceable to the municipality's official financial records.

The Delivery Unit does not create a second set of financial records. It makes existing information understandable to the public. Every rand must have a job, including the rand spent on the system that watches the rands.

VERIFICATION

Government should not mark its own homework. Municipal reporting must be distinguished from independently verified information.

Community verification panels will be piloted for selected programmes. Panels can examine whether a programme is delivering what was promised. Where their findings differ materially from official information, the discrepancy must be investigated.

Community verification supplements formal assurance. It does not replace professional, financial, technical or statutory oversight. The Auditor-General must never be described as having verified a result unless the Auditor-General has actually done so.

WHAT IT IS NOT

Not government by spreadsheet. Numbers matter. However public value also includes quality, dignity, safety and lived experience.

Not privatisation. Responsibility for public services remains with democratic government.

Not another bureaucracy. The Delivery Unit connects existing systems and reduces duplication. It does not become a second administration.

CAPE TOWN FIRST

The first implementation is Cape Town. The initial delivery portfolio will focus on housing, water and sanitation, electricity, transport, community safety and youth development, pensioner support, infrastructure maintenance and municipal financial sustainability.

Each major programme will have a defined problem, baseline, budget, responsible institution, critical path, milestones, public deadline and method of verification.

THE IMPLEMENTATION PATH

FOUNDATION	Establish the delivery architecture and identify the first major programmes.
SIX MONTHS	Publish the first Delivery Contracts showing what is being delivered, who is responsible and the key milestones.
TWELVE MONTHS	Operate the full public dashboard for the major programmes in the delivery portfolio.

FROM CAPE TOWN TO GOVERNMENT

The model begins at municipal level because this is where many services people experience every day are delivered. It should be tested, measured and refined before it is scaled.

Once proven, the principles can be adapted to other municipalities. They can also inform provincial and national government where appropriate.

YOUR RIGHTS

Residents already have rights under the Constitution and the Municipal Systems Act. These include participation in the IDP process and access to municipal information subject to applicable law.

Service Delivery Government does not create new constitutional rights. It makes existing rights more useful by making government information more accessible and understandable.

THE FINAL TEST

Government does not need to promise that everything will work. It needs to build a system capable of knowing what is working, what is not working and what must happen next.

Did the promised improvement actually happen?

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