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RESPONSIVE  
LOCAL  
GOVERNMENT  
TOOLKIT

# RESPONSIVE LOCAL GOVERNMENT

## Participant's Workbook

A Participant's Workbook for  
Service Improvement in Local Government  
in South Africa, Namibia and Botswana

**EDITORIAL NOTES**

TEXTS

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**EXERCISE 1**

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**Expectations**

My expectations for this workshop:

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**EXERCISE 2**

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**Service Please!**



**Discussion**

Think about a time when you experienced bad service delivery.

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What do you think caused it?

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What are the consequences of these experiences?

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**EXERCISE 4**

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Alternative exercise for TOP MANAGEMENT 

**Read** the following quote and respond to the questions that follow.

“A customer is the most important visitor on our premises. He is not dependent on us. We are dependent on him. He is not an interruption in our work – he is the purpose of it. We are not doing him a favour by serving him. He is doing us a favour by giving us the opportunity to serve him.”

**Questions**

1. Is this how you feel about the communities that your Municipality serves?

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2. Is this how your staff feels about the communities your Municipality serves?

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3. What impact does how the staff views the communities have on how they do their work?

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4. Are there any changes you would like to make?

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5. How does referring to the people who need the services of your Municipality as ‘customers’ change how you think about them?

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# EXERCISE 5

## Inputs/outputs

**JOB TITLE:** Printing Machine Clerk  
**DEPARTMENT:** Engineering, Section: Drawing Office

- JOB REQUIREMENTS:**
- 1. Experience required: nil
  - 2. Training: one month on the job
  - 3. Mental skills: Checking of materials for ordering in advance
  - 4. Equipment: Variable plan printing machine, guillotine.
  - 5. Control of resources: Plan printing machine requires careful handling.
  - 6. Discomforts: Some fumes

**PURPOSE OF JOB:**  
To operate the plan printing machine attached to the engineer’s drawing office.

- TASKS:**
- 1. Cleans machine and fills with ammonium fluid.
  - 2. Cleans room and removes all waste paper.
  - 3. Files all copies in numerical order in the filing cabinet.
  - 4. Print required number of copies from originals.
  - 5. Cuts plans and prints to size with guillotine.
  - 6. Stamp copies with date stamp and pass to administrative clerk to distribute to the engineers.
  - 7. Polishes and cleans the drawing offices.
  - 8. Requisitions paper and ink supplies in advance.

What are the outputs of this job description?

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➡ continued **EXERCISE 5**

**JOB TITLE:** Senior Training Officer  
**DEPARTMENT:** Supply Chain Management

**JOB REQUIREMENTS:**

1. Experience required: NQF 6 or equivalent training qualification
2. Training: Ongoing training is provided
3. Knowledge: Thorough understanding of training methodology, NQF, adult education and training methods.
4. Responsibility: Responsible for one training officer, and the training facility.

**PURPOSE OF JOB:**

To provide technical training of administrative staff in SCM to ensure efficient and effective service to internal customers.

**TASKS:**

1. Responsible for training of new staff and existing administrative staff.
2. Ensure staff have been trained and kept up to date in administration, procedures, regulations and compliance.
3. Identify training needs and compile Annual Training Plan
4. Plan training priorities for individuals and the department.
5. Plan and co-ordinate training events.
6. Procure external training services when necessary.
7. Ensure that training operates within budget.
8. Monitor and evaluate quality of training.
9. Monitor and report on attendance.
10. Implement induction programmes for new employees.
11. Control own training budget.
12. Complete administration and record keeping related to training conducted.

 What are the outputs of this job description?

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## EXERCISE 6

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### Silo Thinking

- In the Mymuni Municipality, there is a task to complete the cutting of the verges.
- This is done by the *Department of Parks and Forests*.
- However, once the verges are cut, the *Dept of Parks and Forests* sweep up and clean the cut grass which is left lying on the verges. Some of the cut grass lands up in the gulleys on the road verge, or around the storm water drains.
- The *Cleansing Dept* is responsible for sweeping up grass which lies in the gulleys.
- The *Drainage Dept* is responsible for sweeping up the grass which gathers in the storm-water drain.
- Therefore one task of cutting verges, involves *three different departments* to sweep up the grass cuttings.

What are your recommendations for breaking down these silo's?

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## EXERCISE 7

### Process Management



#### Task:

You are required to simulate a production line to manufacture paper aircrafts. The production line will be considered effective when it returns a profit i.e. when the income exceeds the expenses. We will need 6 staff members for the production line, the supplier and a buyer/customer (8 volunteers) and a time keeper. The rest of the participants will be the shareholders.

**BACKGROUND:** The production line must be effective within a week (three minutes).

Three criteria will apply:

- The profitability of the production line (income must be more than expenses)
- The aeroplane must look the same as the original design
- Effectiveness of the aircrafts i.e. the aeroplane must be able to fly.

#### GROUND RULES:

1. The company must make a profit after a week (three minutes).
2. Costs will be calculated as follows:
  - Every blank sheet (the material) that is purchased costs R1 million
  - Every completed product (aeroplane) will be sold for R2 million
  - Staff salaries of R3 million must be paid weekly.
3. The staff will go on training.

#### EXPENSE SHEET

Week	No of aero-planes sold (supplier)	Total income (no. of planes x R2m)	Total cost of sheets bought (no. of sheets x R1m each) (customer)	Staff salary @ R3m per week	Total expenditure (Cost of sheets + staff salary)	Profit/Loss (Income – Expenditure)
1						
2						
3						
4						

## EXERCISE 8

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### Catalogue of Services

How do your customers know what services the municipality offer?

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Where can they go to find out?

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Who can they talk to, to find out?

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How can your municipality make it easier for them to find out?

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## EXERCISE 9

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### Feedback and Complaints Mechanism

Who is your customer?

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Why is it important to communicate with our customers?

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On a scale from 1 to 5, how important is it that customers are “heard” by our municipalities?

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Why do you say so?

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How do you get feedback from your customers?

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Which of the following methods do you use to get feedback from your customers?  
Place a tick (✓) in the relevant box.

Method	always	sometimes	never
Suggestion box			
Recommendation box			
Call centre			
Customer care centre			
Sms's			
website			
Phone calls to a department			
Face to face complaints 1-to-1			
Questionnaires			
Filling in forms			
Public meetings			
Suggestion/comments book			
Interviews			
other			
other			

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continued ➡ **EXERCISE 9**

From the always column that was ticked, do you think those methods have been very successful? Why? Why not?

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Which of the other methods (above) do you think can also assist in getting more feedback from the customers?

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What can you do to get these implemented into the system?

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Draw a process map to show how you receive feedback /complaints from your customer until you give feedback to your customer. You may use the template on page 16 or do your own.

**ADDITIONAL EXERCISES**

**EXERCISE A**

**Feedback and Complaints – Checklist to rate service improvement**  
for TOP MANAGEMENT 

- The following checklist can be used to rate the service performance of staff and management in your department.
- Rate each of the items in terms of current performance: 1 = Low 5 = High

**Aspects of Service**

<b>Service Staff</b>	<b>Rating</b>
Receive regular feedback from customers	
Respond effectively to feedback and complaints	
Continually improve the service we offer	
Provide efficient and effective service	
Is helpful and satisfies customer needs	
Communicate effectively and provide all relevant information	
Respect citizens and their perceptions and opinions	
Consider the human aspects of service delivery	
Pay attention to cultural values and perceptions	
Give special assistance to citizens with special needs, e.g. literacy level, disability, age, language, financial circumstances, individual situation, etc.	

Other – please add other factors you think are important:

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**ADDITIONAL EXERCISES**

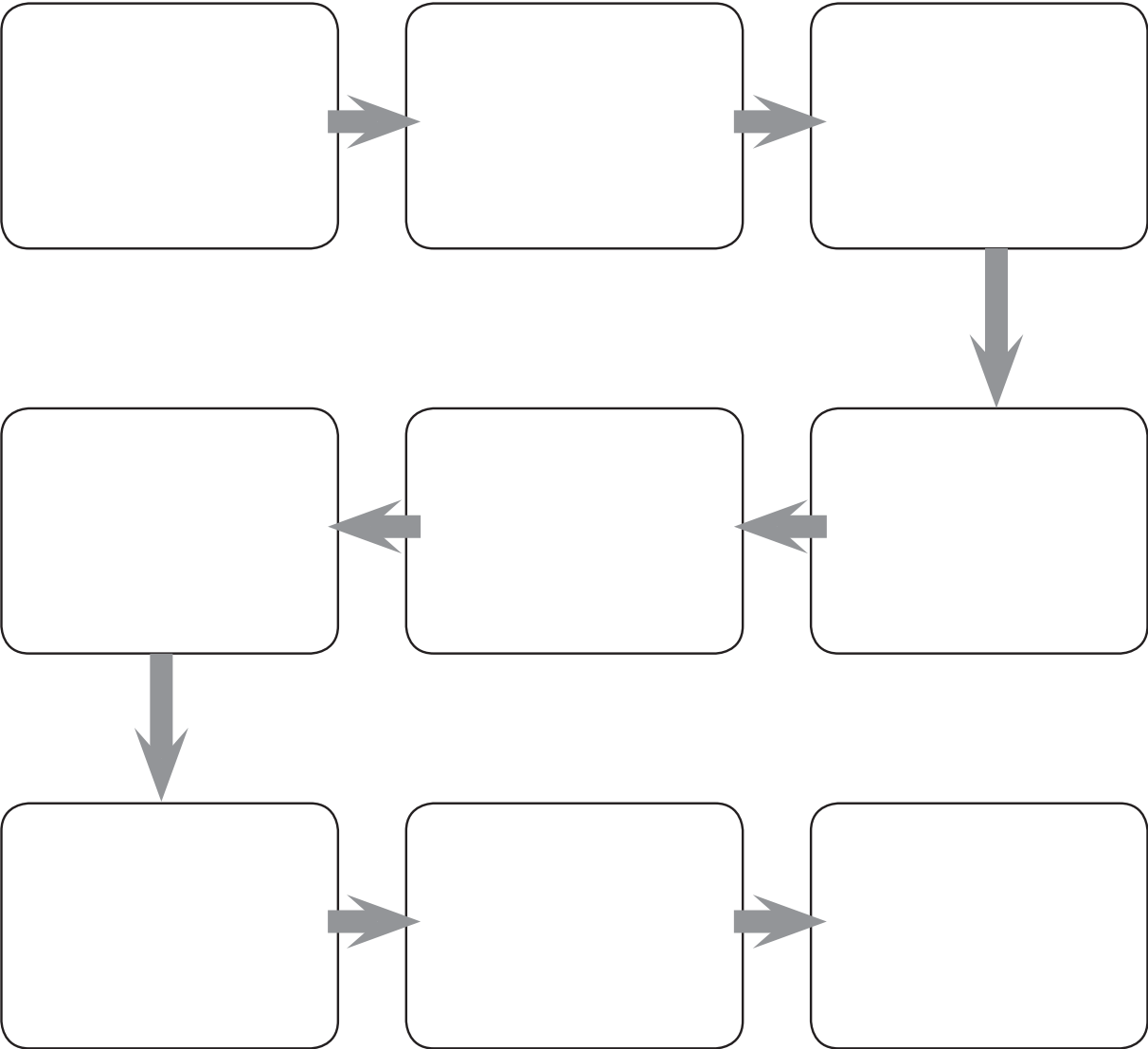
**TEMPLATE: PROCESS MAPPING AND WORK DESIGN**

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Task:

Name/Team

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Output – Customer – Service Standards



**ADDITIONAL EXERCISES**

**EXERCISE B**

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**Mapping a Process**

Think about an application process which needs to be made in your section or department.  
What tasks need to be completed for the application to be made?

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**Reflecting on your own process:**

What is the input of the process?

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What is the output of the process?

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Who responsibility is the operational process?

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What support staff or processes are needed?

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➡ continued **EXERCISE B**

Is each business process necessary?

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Are the responsibilities located correctly?

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Does it support the municipality's mission?

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Does it meet the customer's needs?

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Is the process efficient?

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Are there any time delays?

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Is the process cost effective?

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**ADDITIONAL EXERCISES**

**EXERCISE C**

**A Tool for rating Aspects of Service Management**  
for TOP MANAGEMENT 

Rate each of the items in terms of current performance: 1 = Low 5 = High

<b>Service Managers and Supervisors</b>	<b>Rating</b>
Improve service performance and productivity	
Support personnel training and development	
Encourage personnel to improve quality	
Control costs and improve efficiency	
Ensure that staff focus on satisfying customers	
Clearly define customer needs and expectations	
Define service quality goals and standards	
Monitor service standards	
Encourage continuous improvement	
Foster a collective commitment to quality	
Improve the efficiency of service delivery	

Other – please add other factors you think are important:

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**ADDITIONAL EXERCISES**

**EXERCISE D**

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**Service Standards**

Describe the current service and service standards.

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Write up a detailed description of each service standard applicable for the current process.

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- Key Service Standards Include
- Quality
  - Quantity
  - Time taken/speed
  - Cost
  - Accessibility
  - Flexibility
  - Other
  - Other

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➡ continued **EXERCISE D**

**Service Standards for:** \_\_\_\_\_

Quality:

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Quantity:

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Time/Speed:

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Cost Effectiveness:

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Flexibility:

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Other:

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**ADDITIONAL EXERCISES**

**EXERCISE E**

**Implementation and Monitoring**  
for TOP MANAGEMENT 

The new and improved process must be implemented through planned changes in practice.

1. Draw an action plan for the implementation for the Catalogue of Services
2. Using the example below (or your own), do an action plan for the implementation of the new process and standards

Action	Agreed Tasks/steps	Who will do this?	Who to be involved	Agreed Time frame
Catalogue of Services	Develop a CoS brochure Communication to staff Communication with councillors Communication with citizens/clients			
Feedback and Complaints	Develop a policy for FB&C Communication of policy to staff and councillors Implementation Communication of implementation to citizens/clients			

 Who will monitor the implementation?

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When will this be done?

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Who will be involved?

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CASE STUDY From MYMUNI



Mymuni has launched a campaign for homeowners to convert to prepaid electricity meters. As it is a new campaign there is only a small fee of Af50 to pay. After the 3 months campaign is over, it will cost Af500 to install the meter.

Mr and Mrs Munipapa want to apply for a prepaid meter. They phone the municipality to enquire what must be done and are told to come into the civic centre to make an application.

The next day they go to the municipal office. They are not too sure where to go and there is no signage to help them. After standing in the wrong queue they are directed to the electricity department. They queue for attention, only to be told they need to go back to the reception area where they will find an application form. There are only two people dealing with queries and applications, and there are a number of people with all sorts of queries. Because of the campaign there are at least 6 other people wanting to apply for their meters as well. Once Mr & Mrs Munipapa have

completed the application form they return to the counter.

They have not filled in the form correctly, as Mr Munipapa 'For Office Use'. So they need to fill in a new form...

Confusing for Mr Munipapa is also that the form refers to a fee of Af1500 and not the special fee offered in this campaign. He is quite concerned as he cannot afford the higher fee and has together with his wife decided to do this based on the lower fee. The municipal staff member also needs a copy of the their rates account, ID book, and the deposit.

As Mr & Mrs Munipapahave not brought the rates account with them, they cannot proceed with the application. Another customer has got all the documents but has not paid the Af50 fee, which is payable at the building next door (the customer can then return with the receipt, the completed form, all the necessary documents, and then their application can be accepted).

**REFLECT**

- How would you feel as the customer?
- What did the customer want?
- Why was service delivery a problem?
- What could be improved to rectify these problems?

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## THREE CASE STUDIES

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### Instructions

Choose a case study which is appropriate to the group you are working with. Read the case study to the group and then let the groups answer the questions that follow.

### 1. SAVING THEMBI – A true story

THE CLINIC SISTER looked sadly at the young mother sitting opposite her with a small baby lying listlessly in her lap.

– I am so sorry Mrs Siwisa, Thembi is very sick and she has a high fever. She needs medicine now to get her fever down quickly but we do not have that medicine here. Maybe you can go across to the chemist in the mall and buy some there for now. I think we will have the right medicine tomorrow or on Monday. If Thembi gets worse over the weekend, you must take her to the hospital.

The mother bowed her head slightly, gathered her child up and left the room. She had no idea where she was going to get the money for the taxi home, let alone to buy medicine from the chemist. If Thembi did not get better by herself she would not be able to get her to the hospital either because she had no money for transport.

The clinic sister watched the small defeated figure through the window and sighed. She thought she had become a nurse to help people!

#### HOW DOES SOMETHING LIKE THIS HAPPEN?

- There are 17 clinics in the Municipality where Thembi and her mother live.
- There are 2 supporting medical stores (1 Provincial, one Municipal), and 1 non-medical store
- Each store plays a very critical role in supplying the clinics with their much-needed medicines and other products.
- The budget for the 17 clinics is managed at the head office administration section.
- Head office is given a substantial medicine grant from Province for the essential medicines.
- The pharmacist manages the whole process of supplying the clinics with medicine.
- She undertakes the following tasks:
  - requesting medicines from the stores
  - authorising requests from clinics
  - requesting authorization for payment from the admin department
  - liaising with suppliers and buyers
  - managing the Municipal medical storeroom
  - managing the staff
  - dispensing medicines
- The pharmacist is overwhelmed by the burden of her duties
- Staff have offered to learn some of her jobs but she is clear that she is the professional and therefore they cannot do what she does.
- At the pharmacy, staff relationships are at an all time low.
- Despite this, the staff are all doing their jobs.
  - The couriers are delivering the mail at the right times and distributing the medicines when re-



quired. When not occupied they wait at the store until it is time to go home.

- The TB x-ray van drivers drive the vans 3 days a week.
- The delivery van drivers would deliver the goods to the clinics as and when required.
- The storekeeper keeps his stock up to date.
- The clinics are stretched over an area of approximately 200 km in 4 directions.
- The deliveries are done on an ad hoc basis.
- The clinic managers do not predict their monthly usage but order when they run short.
- The clinic sisters operate independently of each other e.g.: TB sister requests TB medicines; Family planning sister requests family planning medicines etc.
- While the Municipal medical store and the procurement section are next door to each other, the couriers have to drive 40 km to the admin section for expenditure approval. They also have to drive 40 km in the other direction to the Provincial medical store.
- Due to the huge demand for certain supplies the clinic managers request more than they need “just in case”.
- If the first few clinics get these large orders in, the next orders cannot be filled because the medicine is finished.
- Because clinics order more than they can use, medicines expire and are thrown away by the truck load.
- Because the demand is unpredictable, the storekeeper requests more than is needed “just in case”
- The admin office staff and the buyers, concerned about the huge quantities being requested to “prioritise” the requests based on no medical expertise and governed by what is cheapest.
- Requisitions are coming into the stores from the same clinics at different times and are in no way linked to each other or based on current demand.

AND THAT IS WHY THERE IS NO MEDICINE FOR THEMBI!

### Questions

Who are the customers of this department?

What do the customers want from the department?

What is preventing them from delivering this service?

Whose fault it is that the country lost an important investment opportunity?

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## 2. THE LOG – A true story

**ONE SUNNY DAY** in one of the leafy suburbs of Kwa Zuma, Leonora Harlington-Stubbs was walking her Afghan hound, Shamir, in the park. Everything was peaceful and quiet except for the singing of the birds in the oak trees.

Leonora looked around and saw that she and Shamir apparently had the park to themselves so she decided to let the dog off the leash to have good run.

Shamir was joyful at the freedom and sped off to run around the trees. Suddenly, she stopped and stiffened and began to bark furiously.

Leonora hurried over to see what had disturbed her dog. To her surprise, she came across a group of about 5 men in orange overalls fast asleep in the shade of a tree. A pot on a primus stove beside them was gently steaming and, at the bottom of a small hill she could just see a group of 6 men in red overalls sweating profusely as they slaved away cutting the grass in the garden. In the middle of the immaculately mowed area behind them lay a large log. It was surrounded by long straggly grass and litter and stood out like a sore thumb against the pristine surroundings.

Leonora had never been a shy person so she demanded of one of the men – Why are you not cleaning up that log? – Madam, he replied, – I am a grass cutter, moving logs and picking up litter is not my job. Nonplussed, Leonora asked testily – Well, whose job is it then. Very respectfully, the man grinned at her and said, – You must rather ask one of them, indicating the group of sleeping men.

Clipping her dog on the leash, Leonora strode over to the group and shook one of the men awake.

– Why have you not cleaned up that log? she asked. Yawning and scratching his belly, the man began to wake the sleeping figures around him. After a loud conversation accompanied by much

shrugging of shoulders it became apparent to Leonora that they clearly did not feel at all responsible for the removal of the log. She stormed off furiously vowing to have the log removed if it was the last thing she did.

She immediately called the Municipality. The switchboard operator heard approximately 1 second of her story before putting her through.

*Parks Receptionist:*

– Hello parksthankeyouforyourcallMelissaspeak-  
inghowcanIhelp?

*Leonora:* – I beg your pardon?

*Parks Receptionist:* – Hello. Parks. Thank you.  
For. Your. Call. Melissa. Speaking. How. Can. I.  
Help?

*Leonora:* – Ah so that was English. I wish to  
speak to somebody about park cleaning please?

*Parks Receptionist:* – Please hold.

(Music for about 5 minutes)

Leonora finally got through to a Mr Marcus who patiently listened to her whole story and then told her that she had been put through to the wrong extension. Leonora valiantly controlled her temper and asked Mr Marcus to put her through to the right person... please!

He cheerfully agreed and eventually was put through to the Parks Directorate. After 3 more attempts to find the right person Leonora finally found Mr Mthembu. Through clenched teeth, Leonora explained her problem... again!

Mr Mthembu only had one question for her.

– What colour overalls were the workers wearing?

For a second, Leonora was dumbstruck by this response but she searched her memory and said that the sleeping workers were wearing orange and the working workers were wearing red.

– Ah, said Mr Mthembu in a satisfied tone, – that explains everything.

Leonora was silenced briefly by the sheer absurdity of what she had just heard.

– Well, it may explain it to you but it certainly doesn't explain it to me! Leonora noticed that her voice was becoming shrill and that Shamir was becoming alarmed.

Mr Mthembu then explained how they did things around the municipality and this is the story he told:

Looking after the Parks is the responsibility of two different Directorates; the Parks Directorate and the Amenities Directorate. This is based on some historical division of duties that nobody can explain any more. The Parks staff wear orange overalls and the Amenities staff wear red overalls. Each Directorate has a manager who is responsible for clearing the parks and each of these managers has a different approach to managing the process.

The Parks staff (*orange overalls*) are collected by truck from their homes, taken to the depot to collect their tools and then dropped off in teams of 6 at their various sites of work. As they are picked up very early in the morning, the first thing they do when they arrive on site is to have their breakfast break and then begin work. In each team there are specialised workers i.e. lawn mower operators, weed eater operators, leaf blower operators and... litter collectors! By the time the driver has dropped the last team, it is time for him to collect the first team because of the big distances involved.

The Amenities staff (*red overalls*) travels to work at the depot by public transport. They collect their tools, have breakfast and are then taken by

truck to their respective work sites. They too, are comprised of specialists but they do not have any litter collectors. By the time they arrive on site, it is time for them to have their tea break and then they start work.

For both teams, the work has to take place in a particular order. The Weed eater operators trim the edges then the lawn mower operators mow the grass, the leaf blower operators blow the grass and leaves together into neat piles and then they stop.

Once the red team has completed the job, the litter collectors from the orange team can collect the grass, leaves and litter. The rest of the orange team just waits.

Mr. Mthembu, satisfied that he had given as full and helpful an answer as possible, asked Leonora if she had any questions. With super human patience, Leonora replied that she still didn't understand why the men were sleeping when they could have been moving the log.

Patently Mr. Mthembu explained that it was obvious. The Amenities team (red) obviously got to the site first and began their work while the orange team waited. The red team does not pick up litter so the orange team Litter collector would pick up the litter once the red team had completed their portion of the work. The problem with the log is that it could not be considered litter so that it was nobody's job to remove it. Mr. Mthembu suggested that Leonora contacted the Forestry Directorate to see if they could come and remove the log.

LEONORA'S RESPONSE CANNOT BE PRINTED IN ORDER TO AVOID GIVING OFFENCE.

## Questions

Who are the customers of this department?

What do the customers want from the department?

What is preventing them from delivering this service?

Whose fault it is that the log never got moved?

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### 3. BUILDING OUR COUNTRY – A true story

#### JANUARY

It is a warm Friday evening in January at the Dog and Duck, a pub in a Municipality somewhere in South Africa. Work Colleagues James Cilliers and Conrad Tshange are sharing a quiet drink in a dark corner trying to unwind from the week's stresses. Conrad is an architect and James is a quantity surveyor with a large property development company.

Conrad stretches lazily and asks James how his week was.

- Oh man, it was so frustrating!, James replies.
- Oh yeah, old man Schmidt giving you a hard time again?, Conrad teases. – No, replied James.
- This had nothing to do with my work at all. You know I'm building my own house?
- Ja I know. I sent you to my friend for the plans. What's the problem?, asks Conrad.

James explains – I'm ready to build the wall around the place now so I went to the Municipality to get the plans approved. I mean, it's only a 1m wall. How long could it take? Anyway, all they could do was take my application fee and tell me to come back in February to see if there is any progress! Now I don't know what to do because my dog keeps getting out and beating up the neighbour's dog.

– How come I never saw you at the Municipality? asked Conrad. – I was there today too. I went to put in the plans for the Sea Tides Shopping Mall. Man! Is that development really going to do something for this area! A R100 million investment from overseas and 1000's of jobs. I am so excited about it. We must move it though. The investors want it up and running in a year or they walk!

James laughed. – Well, I think you are gonna get more action than me china! They gonna leap at

the opportunity. Economic development is the big thing in their IDP.

#### FEBRUARY

The Dog and Duck on the last day of the month. It is buzzing with activity. Two rather mournful-looking men meet at the bar.

– Howzit James!, says Conrad. – Ay, don't ask man!, replies James. – I was back at the Municipality today and they told me that the plans for my wall encroach 50 mm over the boundary. They say I must get the plans re-drawn. You know, I have spent every last cent on this house. Your buddy is cheap but he's not free. If I get new plans I won't be able to build the wall any way!

Conrad took a slow sip of his beer. – Those guys really need to get themselves jacked up. I was there yesterday to check on the application for Sea Tides and they told me that I am 3 signatures short for the motivation so they can't process it any further! I've gotta go back with the extra signatures next week.

#### AUGUST

In the car park outside the Dog and Duck, Conrad and James bump into each other on their way into the pub. The wind is howling around them as they hurry into the shelter of the building. James is looking stressed out and Conrad asks him why. – This whole wall thing has got way out of hand now, he replied. – We kept having hassles with the dogs so I just took the chance and built the wall without plans. I figured that the Municipality is in so much chaos that they would never pick it up anyway – you know what I mean? How was I to know that the guy next door had contacts? Anyway, he was so mad with me about the dog stuff that he reported my wall to the inspectors and now I am charged with illegal building and I have to appear in court. The really lousy part of it is that they say I must demolish the wall!

– Shew!, said Conrad, that’s really heavy man. I can’t believe they got onto it so quickly. I wish they would rather have handled my application with as much energy! – Oh ja, said James, – How is that going?

–You won’t believe me when I tell you! I went back with those signatures the next week and then they told me I must come back in a month to check the progress. I went back in March and they told me that there were some legal problems and the plans had to go to the Chief Plans Officer and that I must come back in another month to check the progress. I went back in April and they told me the plans had to go to Province and to come back in another month. When I went back in May, it still hadn’t made the agenda for the politicians

to look at it and it didn’t make it on to the agenda until July. Then they told me that the politicians wanted a public participation process about it. Well, when I took that back to the investors, they just took their money away and cancelled the project. They are building the mall in Mauritius now. I believe they will be on site next month. What a waste man!

– Ay I so sorry man, said James as he bought Conrad a double Whisky. – I’m sorry for you but I’m also sorry for this country. How can we build South Africa like this?

**BOTH MEN STARED INTO THE DEEP BROWN FLUID AND SIGHED.**

**Questions**

Who are the customers of this department?

What is preventing them from delivering this service?

Whose fault it is that the log never got moved?

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# Notes:

Lined writing area consisting of 22 horizontal lines.



# PARTICIPANT'S WORKBOOK

Part of the **Responsive Local Government** Toolkit: A Participant's Workbook for Service Improvement in Local Government in South Africa, Namibia and Botswana.

This workbook is intended to be used by facilitators in municipalities in a service improvement intervention.

## THE TOOLKIT CONSISTS OF FOUR ELEMENTS

1 A **SERVICE IMPROVEMENT GUIDE** that sets out to explain the concept of Service Improvement, its benefits, and why it's necessary in local government, targeting both officials and politicians. It also provides an overview of the steps that can be taken in a Service Improvement initiative. The guide can be used independently as well as reference material in training.

2 **FACILITATOR'S GUIDE** that outlines the Service Improvement process and steps taken, including some generic material around facilitation. This

facilitator's guide will be used in the training of trainers of facilitators and 'change agents' in municipalities to drive the Service Improvement process.

3 The Participant's **WORKBOOK** is an exercise book that is left with participants in Service Improvement training.

4 A **CD** with instruction videos, and other support material for facilitators.

Part of the  
Responsive Local  
Government  
Toolkit