

1. INTRODUCTION

The Department of Public Service and Administration (DPSA) has embarked on a programme to revitalize the practice of Batho Pele in the Public service. In an effort to enhance the implementation of Batho Pele, the DPSA undertook a study to determine the extent to which progress is being made by various spheres of Government in the implementation and promotion of the Batho Pele. The overall findings of the study provided clear indications of lack of understanding in the interpretation of the requirements of the transformation programme by the majority of Municipalities which resulted in differing implementation approaches by the Municipalities.

Batho Pele has its roots in a series of policies and legislative frameworks, which have been categorized into three themes namely: those that are overarching or transversal, those that deal with access to information and those that deal with transformation of service delivery:

- The Constitution of the Republic of South Africa of 1996 (as amended).

Section 32 of the Constitution provides for the universal right of access to information held by the State to facilitate the exercise or protection of any right by citizens. e.g. the right to access Public services in an equitable, convenient and cost-effective manner.

- The White Paper on the Transformation of the Public Service of 1995 (WPTPS)
- Public Service Regulations of 1999 and 2001

According to these two legislative frameworks, all government Municipalities both national and provincial are compelled to align their service delivery mandates and service delivery improvement plans with the overall service delivery priorities of the government based on the needs of the citizens.

The legislative frameworks call for the setting up of service standards, defining outputs and targets, and benchmarking performance indicators against international standards. Similarly, it also calls for the introduction of monitoring and evaluation mechanism and structures to measure progress on a continuous basis. Other requirements include:

- The alignment of staffing plans, human resources development processes and organisational capacity building with the needs of citizens;
- The development of financial plans that link budgets directly to service needs and personnel plans;
- Identifying and entering into partnership agreements with the private sector, non-governmental organisations (NGOs) and Community-Based

Organisations (CBOs) which will provide more effective forms of service delivery;

- The development, particularly through training, of a culture of customer care and sensitivity towards the diversity of citizens in terms of race, gender and disability;

The following pieces of legislation bind government institutions to have information available and regularly updated to meet the changing needs of the citizens:

- Open Democracy Act of 2000
- Promotion of Access to Information Act of 2000
- Electronic Communications and Transactions Bill of 2002
- E-Government Strategy of 2001

The legislative prescripts promote the harnessing of innovative IT based solutions to make service as well as information on services within and across government Municipalities more accessible in an integrated manner, particularly to people in under-serviced areas. These include e-government services, electronic communications and transactions with public/private bodies, institutions and citizens and development of electronic transactions services, which are responsive to the needs of citizens and consumers.

The legislative prescripts that promote efficient administration and good governance in the Public sector and Municipality are:

- White Paper on Transforming Public Service Delivery of 1997
- Promotion of Administration Justice Act (AJA) of 2000
- Public Finance Management Act of 1999
- Municipal Finance Management Act 56 of 2003

2. Definition

Batho Pele, or 'People First', is an initiative to get Municipal servants to be service orientated, to strive for excellence in service delivery and to commit to continuous service delivery improvement. It is a simple and transparent mechanism, which allows citizens to hold Municipal servants accountable for the level of services they deliver. It is a way of delivering services by putting citizens at the centre of Municipal service planning and operations.

3. BATHO PELE PRINCIPLES

3.1. Consultation

All stakeholders should be consulted of the nature, quantity and quality of the services to be provided in order to determine the needs and expectations of the end users. Stakeholders can be consulted through the following:

- ✦ Stakeholder and Citizen forums;
- ✦ Customer satisfaction surveys;
- ✦ Workshops and summits;
- ✦ Road shows;
- ✦ Izimbizo;
- ✦ Exhibitions; and
- ✦ Joint management meetings with service partners.

3.2. Service Standards

Citizens should be informed of what level and quality of Municipal services they will receive so that they are aware of what to expect.

3.3. Access

All citizens should have equal access to the services to which they are entitled.

- The use of better signage;
 - The name of the department or service organisation.
 - Lists of types of services provided.
 - Cost of services (if applicable).
 - Office/business hours.
 - Telephone & fax numbers, email and website address.
 - Contact person(s).
 - Physical and postal address.
 - Front office wearing name badges (all staff should wear name badges but specifically front office staff).
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- ◆ The use of mobile units and shared facilities such as multi-purpose community centres (MPCCs).
 - ◆ Decentralised offices.
 - ◆ Establishment of call centres, toll free lines, websites, e-mail and help desks.
 - ◆ Simplification of procedures.
 - ✦ The growing use of Information and Communication Technologies (ICT) and the media for information dissemination.
 - ✦ The greater use of indigenous languages.
 - ✦ Partnering with external services providers.
 - ✦ Establishment of more regional offices/clinics.
 - ✦ Extended business hours.

3.4. Courtesy

Citizens should be treated with courtesy and consideration.

- ♥ Development of a Customer Care Plan that sets out clear standards and guidelines to be followed in order to achieve better service delivery.
- ♥ Appointment of customer care staff.
- ♥ Customer care units.
- ♥ Ubuntu pledges by staff.
- ♥ Training in diversity management and customer relations.
- ♥ Responses to queries in official language of choice.
- ♥ Right attitudes

3.5. Information

Citizens should be given full, accurate information about the Municipal services they are entitled to receive

- ✦ The dissemination of information on service offerings.
- ✦ The distribution of the Municipal health, social development, education and related information
- ✦ Help desks
- ✦ Annual reports, newsletters, media releases, magazines, posters.
- ✦ Radio and TV talks, websites, etc
- ✦ Public Information Terminals.
- ✦ Road shows
- ✦ Publishing/distributing of all major events

3.6. Openness and Transparency

Citizens should be told how national and provincial departments are run, how they cost and who is in charge.

- Regular meetings, workshops, seminars and stakeholders forums
- Annual Reports/statements
- Open days
- Awareness campaigns.
- Strategic plans available of stakeholder
- Consultative forums with partners
- Citizen's reports
- Name and photograph of institution managers displayed
- The improved use of ICT e.g. updated and user-friendly websites.

3.7. Redress

If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy. When complaints are made, citizens should receive a satisfactory, prompt and positive response

- Introductions of formalised mechanisms for handling complaints.
- Redress issue recorded to keep statistic and identify trends.
- Management intervention in complaints and disputes.
- Independent complaints investigation, e.g. the Public Protector and the Public Service Commission
- Suggestion boxes internal and external
- Toll free numbers
- Fraud prevention help lines
- Appeal mechanisms in place
- Disciplinary procedures for staff in support of redress to the public

3.8. Value for Money

Public services should be provided economically and efficiently in order to give citizens the best possible value for money.

- The use of expenditure controls
- Improved internal controls on the private use of official telephones, vehicles and facilities.
- More stringent adherence to tender procedures
- Budget reviews
- The removal of affordability as a constraint to information and services
- Adherence to the Public Finance Management Act.
- Improve/change to satisfy customers
- Determine costs per unit for services delivered

3.9 encouraging innovation and Rewarding Excellence

The Municipality will ensure that an environment conducive to the delivery of Services is created to enhance the capacity of their staff to deliver services. The municipality will do the following:

- Establish Municipal Service Awards for Departments;
- Participate in the Premier Service Excellence awards; and
- establish Learning Networks within the Municipality to share best practice

3.10 Leadership and Strategic Direction

All leaders in the service delivery chain will provide direction, create alignment, engage staff, create effective partnership and demonstrate ethical and sound values.

3.11 Service Delivery Impact

The municipality will annually measure and report regularly, using the sum total of all Batho Pele initiatives, the impact of the Batho Pele based service delivery on the lives of the Ugu DM internal and external customers.

4. Belief set

In order for the revitalization of Batho Pele to succeed, organizational culture has to be changed to accommodate Batho Pele as a way of life. This means that Municipalities should take stock of their values, as well as behaviours and attitudes of employees. The New Belief Set namely "we belong, we care, we serve" is a value system that clearly captures the revitalized Batho Pele culture. The Belief Set is intended to endorse the eight Batho Pele Principles. The belief set mainly serves the purpose of enforcing the 8 principles, and not to replace them.

4.1. We belong – means Ugu DM servants are recognized and rewarded for living Batho Pele. They consequently develop a spirit of patriotism towards the country and will also feel a sense of belonging. Furthermore, this Belief Set is also about:

- Encouraging a spirit, culture and practice of collaboration, teamwork and collegiality among all Ugu DM servants thereby fostering effective intergovernmental relations.
- Building a learning Ugu DM
- Fostering partnerships with the recipients and beneficiaries of services and thus ensuring that the service is responsive to people's needs in line with the notion of "Putting People First".
- The principles enforced here are: **Access** – by offering integrated service delivery; **Openness and Transparency** – by creating a culture of collaboration.

4.2. We care – means we are courteous when providing services to the people by listening to their problems, apologizing when necessary, and serving people with a smile. Servants care because they are devoted to doing a job to the end, ensuring that they deliver beyond customer expectations. We should respect all citizens irrespective of background, gender, colour or creed. The principles enforced by this phrase are: **CONSULTATION** - by listening to customer

problems; **REDRESS** – Apologizing when necessary; **COURTESY** – Service with a smile.

4.3. We serve - We serve by delivering quality services and making citizens look forward to receiving world-class integrated service delivery. This is achieved by:

- Anticipating customer needs through the introduction of regular customer surveys on the type of services citizens want to receive.
- Offering integrated service delivery through institutions like MPCCs and other innovative forms of service delivery in communities.
- Going beyond the call of duty even under difficult circumstances where there are limited resources. The Principles are : **SERVICE STANDARDS** – anticipating customer needs; **INFORMATION** - and **VALUE FOR MONEY**

5. BATHO PELE COMPLIANCE

The following are some of the characteristics of a Batho Pele compliant organisations:

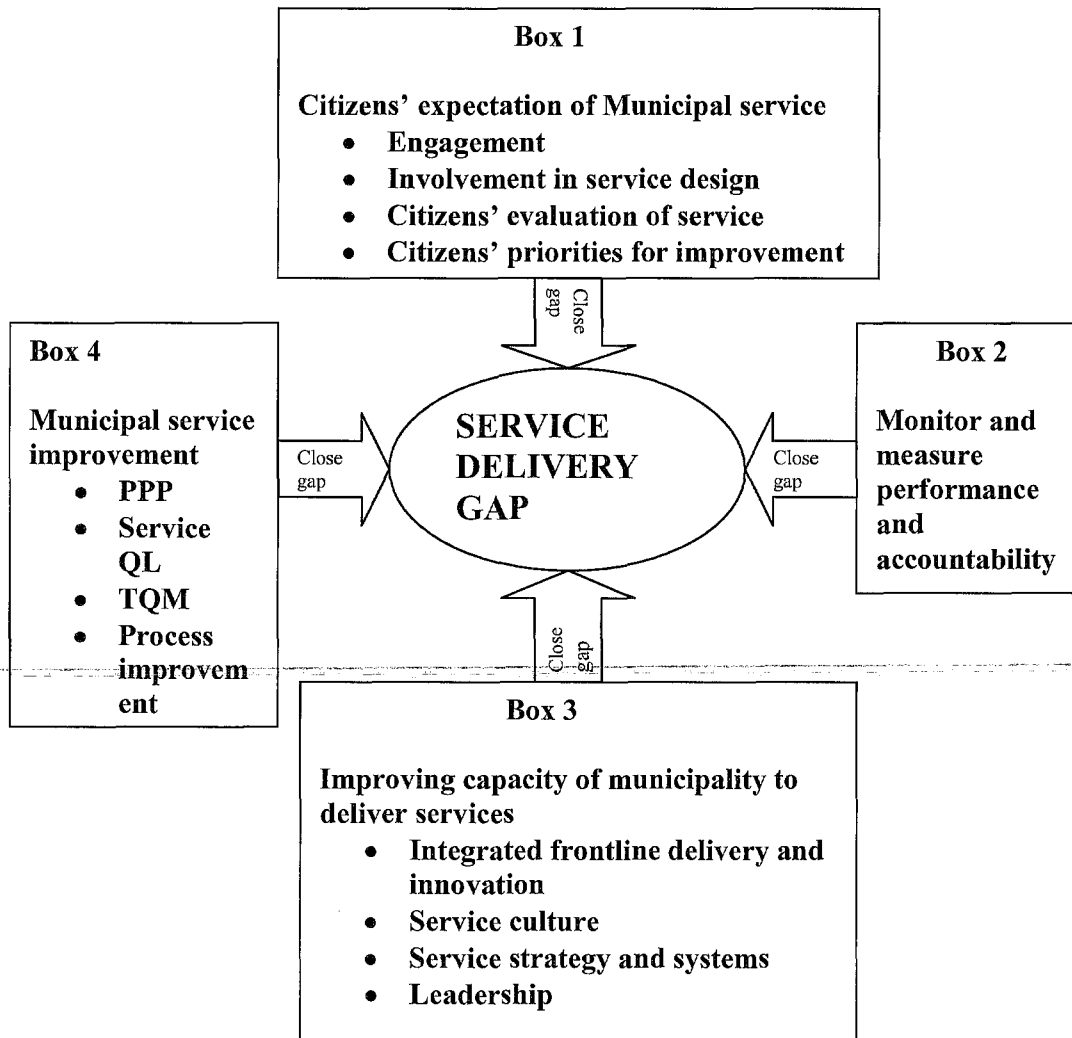
- They are infused with reinforcing values, norms and beliefs strongly focused on the Municipality and beneficiaries of their services.
- Top management leadership is critical to building and sustaining a Batho Pele, people-oriented culture.
- A people-oriented service fosters open and consultative relationship with the Municipalities, for example, in the design of new policies or services.
- Municipalities value their managers and staff and engender attitudes that encourage empowerment, participation, delegation and trust.
- Municipalities monitor how the citizens feel about the quality of the services received, with a view to making improvements wherever required.
- Municipalities place a high premium on effective service management and public's impressions of the quality of these services.
- Municipalities make effective use of information technology to enhance service delivery.

6. MODEL TO IDENTIFY AND CLOSE SERVICE GAPS

This is a conceptual framework which concerns the gap between the service that citizens and clients expect, and the service they actually receive. The Canadian Service Gap model comprises four components:

1. Knowing what citizens and clients expect in terms of service, including how they want to be engaged and what their priorities are for service improvements (box 1).
2. Measuring progress in closing the service gap using a variety of tools, and ensuring accountability for results (box 2).
3. Improving the capacity of the municipality to provide the service that citizens expect (box 3)
4. And using the appropriate mix of tools to help close the service gaps (box 4).

Figure 1: The Service Gap Model



7. SERVICE DELIVERY IMPROVEMENT PLANS (SDIP)

7.1. Background

The Public Service Regulations 2001 states the following with regard to service delivery improvement programmes:

- Part III.C.1 - an executing authority shall establish and sustain a service delivery improvement programme for his or her department; and
- Part III.C.2 - the executing authority shall publish an annual statement of Public service commitment which will set out the department's service

standards which citizens and customers/clients can expect and which will serve to explain how the department will meet each of the standards.

The White paper on the Transformation of Service Delivery (Batho Pele), 1997 also emphasizes in paragraph 7.1.2 that administrative heads of Municipalities are responsible for Service Delivery Improvement Programmes and that this responsibility should be clearly assigned to a person or group of people, accountable directly to the administrative head of department.

According to these policy documents the SDIP is required to -

- specify the main services to be provided to the different types of actual and potential customers, based on an assessment of their needs;
- contain the consultation arrangements with actual and potential customers to determine their needs;
- specify the mechanism or strategies to be utilized progressively to remove the barriers so that access to services is increased; with due regard to the customers' means of access to the services and the existing barriers to increased access,
- contain arrangements as to how information about services is to be provided; and
- Stipulate a system or mechanism for handling complaints.

7.2. SERVICE STANDARDS

Municipalities are required to publish their service standards in an annual Statement of Service Charter. These service standards must specify the level (quantity) and quality of services, and they may cover processes, outputs and outcomes. They must be set at a demanding but realistic level to be reached by adopting more efficient and customer-focused working practices.

Service standards are required to be operational for one year and be subject to an annual performance review. These should be progressively raised and ideally may not be reduced, except to accommodate changed priorities based on changing customer needs. Service standards are furthermore to be benchmarked against other Municipal and international standards.

Service standards or performance related issues is governed by the Municipal Finance Management Act 56 of 2003 (read together with regulations), the Municipal Systems Act, 2000 (no 32 Of 2000) and the Municipal Structures Act, 1998 (no 117 of 1998).

In setting service standards, it is important that service delivery also be viewed from the customer's viewpoint and judged from criteria that he or she might use. For most customers, services must conform to the following measurable criteria:

- **Quantity:** Are the services and products supplied in sufficient volume and diversity to sustain basic needs?
- **Quality:** Are the services and products of such quality that they will last for an appropriate period of time so that they do not have to be re-supplied at additional cost?
- **Time/Timeliness:** Are the services and products rendered on time so that customers can derive maximum benefit from them?
- **Value for money:** Is the cost of the product or service balanced against the value derived by the recipient?
- **Access:** Are the services and products being delivered at the ideal locality to relevant customers to enable them to make best use of them, without incurring undue cost to gain access to the point of delivery?
- **Equity:** Are the services and products provided without discrimination?

7.2.1 VISION:

A non-discriminatory society of healthy and empowered people, living in a safe, transformed and sustainable environment, underpinned by a thriving and growing economy in which all participate and benefit fairly and equitably”.

7.2.1 MISSION:

Enhancing our performance and work ethic to reach world-class standards, by placing emphasis on customer satisfaction and total quality management of all resources at our disposal.

7.3 Service Delivery Improvement Plan

VISION

A non-discriminatory society of healthy and empowered people, living in a safe, transformed and sustainable environment, underpinned by a thriving and growing economy in which all participate and benefit fairly and equitably.

MISSION

Enhancing our performance and work ethic to reach the world class standards, by placing emphasis on customer satisfaction and total quality management of all resources at our disposal.

1. Office of the Municipal Manager



Ugu District Municipality **SERVICE DELIVERY IMPROVEMENT PLAN**

2009/10

Prepared by: Strategy and Shared Services

VISION

A non-discriminatory society of healthy and empowered people, living in a safe, transformed and sustainable environment, underpinned by a thriving and growing economy in which all participate and benefit fairly and equitably.

MISSION

Enhancing our performance and work ethic to reach the world class Standards, by placing emphasis on customer satisfaction and total quality management of all resources at our disposal

1. OFFICE OF THE MUNICIPAL MANAGER

1.1

Key Service	Service Beneficiary	Current Standard		Desired Standard		Progress made	Intervention/ comments
		Quantity		Quantity			
Provide strategic direction	All Ugu DM staff, EXCO members, Councillors, LM and community	Quantity	6LM, 35 councillors, 1020	Quantity	6LM, 35 CLLRS,1020		
		Quality		Quality			
		Consultation	<ul style="list-style-type: none"> ▪ EXCO– bi-monthly ▪ Councillors monthly ▪ HOD’s – weekly ▪ IDPRF bi monthly. ▪ 21 budget Roadshow per annum, Public 	Consultation	<ul style="list-style-type: none"> ▪ Maintain same standard ▪ Evidence of feedback on public comments during Road shows, done within the first quarter of the financial year 		

			<ul style="list-style-type: none"> meetings ▪ LLF 			
		Access	<ul style="list-style-type: none"> ▪ Employees are not wearing name tags all the time ▪ main office has disability lift ▪ HIV/AIDS, special programmes, youth unit ensures ensure access to services ▪ some documents are in both English and isiZulu 	Access	<ul style="list-style-type: none"> ▪ new oslo beach office to be disability friendly ▪ simplified IDP in isiZulu available to communities ▪ evidence that vulnerable groups are included in service provision 	
		Courtesy	<ul style="list-style-type: none"> ▪ Fully functional helpdesk in MMs office and Mayoralty. ▪ Municipality has a courtesy code 	Courtesy	<ul style="list-style-type: none"> ▪ Maintain Helpdesk, proof of customer care training of staff on these helpdesks, once a year ▪ Monitoring of frontline staff, register of services from unannounced visits ▪ .evidence of Courtesy Code as an item in Monthly Departmental meetings. 	
		Openness & transparency	<ul style="list-style-type: none"> ▪ HODs attending Road shows. ▪ All Managers to take part in MSW ▪ Service Charter adopted 	Openness & Transparency	<ul style="list-style-type: none"> ▪ Maintain same standards ▪ Service Charter signed by MM and displayed in all Work stations in both English and isiZulu 	
		Information	<ul style="list-style-type: none"> ▪ Newsletters, circulars, 	Information	<ul style="list-style-type: none"> ▪ Maintain current standard 	

		n	notice boards, local newspapers, izimbizo and campaigns, meetings, emails		<ul style="list-style-type: none"> ▪ Service Charter in isiZulu ▪ Copy of bi laws in isiZulu ▪ SDBIP published in local newspapers ▪ Councils resolutions a standing item in all section meetings ▪ A standing item for council resolutions in all section meetings 	
		Redress	<ul style="list-style-type: none"> ▪ Suggestion boxes are collected by internal audit. ▪ External redress is done through Mayoralty 	Redress	<ul style="list-style-type: none"> ▪ Ensure front offices have visible, clearly marked complaints boxes. ▪ Complaints handling assigned to a special unit ▪ Report on trends presented to TM Quarterly 	
		Best Value	•	Best Value	<ul style="list-style-type: none"> ▪ Maintain fruitful expenditure 	
		Encouraging Innovation and Rewarding Excellence	<ul style="list-style-type: none"> ▪ Departmental award ▪ PMS Policy in place ▪ No Employee of the month Award. 	Encouraging Innovation and Rewarding Excellence	<ul style="list-style-type: none"> ▪ Evidence of Implementation of employee of the month award according to PMS ▪ Evidence of Implementation of DSEA 	

		Leadership and Strategic Direction	<ul style="list-style-type: none"> Through Top Management, EXCO, Portfolio Committees and Council SODA 	Leadership and Strategic Direction	<ul style="list-style-type: none"> Maintain same standards Quartely reviews to take place as planned 		
		Service Delivery Impact	<ul style="list-style-type: none"> Customer satisfaction Survey has been conducted 	Service Delivery Impact	<ul style="list-style-type: none"> Maintain the standards from survey. Conduct internal survey annually 		
		Time:	Year end June 2010	Time:	All improvements to be done by third quarter		
		Cost:		Cost:	Evidence of cost reduction in Rands or quality		
		Human Resource:	MM Office staff	Human Resource:	MM Office staff		

**ERVICE DELIVERY IMPROVEMENT PLAN
2008/09**

**IED
2.1**

Key Service	Service Beneficiary	Current Standard	Desired Standard	Progress made	Intervention/ comments
Provide	Water	Quantity	Quantity		Paul Watson and Brian for
		Quality	Quality		

portable water nfastructure & Economic Development	Services Authority And Local Community	Consultation	<ul style="list-style-type: none"> ▪ Bilateral meetings between PMU and Water services. ▪ Meeting with Ward Committees and Traditional Leaders. ▪ Conduct mass meetings 	Consultation	<ul style="list-style-type: none"> ▪ Maintain same standards ▪ Evidence of feedback on public comments during Road shows, done within the first quarter of the financial year 	Communication - Paul and Vd Walt are having meetings when required
		Access	<ul style="list-style-type: none"> ▪ Established satellite offices and deployed PMU officials per Municipal Area (6 local municipalities) 	Access	<ul style="list-style-type: none"> ▪ PMU officials will be based on their respective local municipality 	
		Courtesy	<ul style="list-style-type: none"> ▪ Projects are implemented without a formal notification of projects commence date ▪ No continuous communication between PMU and the beneficiary 	Courtesy	<ul style="list-style-type: none"> ▪ Formal notification of detailed projects commencement ▪ A clear communication channel between the PMU and consultants ▪ Constant communication with consultants 	
		Openness & transparency	<ul style="list-style-type: none"> ▪ Introducing all projects to the community and 	Openness & Transparency	<ul style="list-style-type: none"> ▪ Maintain same standard. 	

			<ul style="list-style-type: none"> its structures. ▪ Manager participated in MSW 				
		Information	<ul style="list-style-type: none"> ▪ Sod turning ▪ IDP, Budget road shows, some projects were implemented without Sod turning 	Information	<ul style="list-style-type: none"> ▪ Clear program of sod turning ▪ News papers / radio slots etc 		
		Redress	<ul style="list-style-type: none"> ▪ Contracts / SLA between IED and water services are signed inconsistently. ▪ Inconsistent submission of water infrastructure manuals to water services 	Redress	<ul style="list-style-type: none"> ▪ Consistent adherence to the obligations by both parties. ▪ Manuals must be submitted to the beneficiary (WSP) on the date of the hand over. ▪ SLA between PMU & WSA will be signed. 		
		Best Value	<ul style="list-style-type: none"> ▪ Services provided efficiently 	Best Value	<ul style="list-style-type: none"> ▪ Maintain same standard 		
		Encouraging Innovation and Rewarding Excellence	<ul style="list-style-type: none"> ▪ None 	Encouraging Innovation and Rewarding Excellence	<ul style="list-style-type: none"> ▪ Individual award system, departmental award and PSEA 		
		Leadership and Strategic	<ul style="list-style-type: none"> ▪ GM and managers 	Leadership and Strategic	<ul style="list-style-type: none"> ▪ GM and managers meetings, stake holders 		

		Direction	meetings, stakeholders meetings	Direction	meetings ▪ All managers will participate in MSW		
		Service Delivery Impact	▪ none	Service Delivery Impact	▪ Customer Satisfaction Survey		



**SERVICE DELIVERY IMPROVEMENT PLAN
UGU DISTRICT MUNICIPALITY
2008/09
Water Services
4.1**

y Service	Service Beneficiary	Current Standard		Desired Standard		Progress made	Intervention/ comments
		Quantity	Quality	Quantity	Quality		
provide sic water d nitiation	All citizens of Ugu District Municipality	Quantity	97300 House Holds	Quantity	98% Compliant		Nomhle Mvumbi
		Quality	As stated below	Quality	As stated below		
		Consultation	<ul style="list-style-type: none"> ▪ Izimbizo, road shows, public meetings, departmental meetings ▪ ISD Officers are consulting with Public. 	Consultation	<ul style="list-style-type: none"> ▪ Maintain same standards, ensuring that departmental meeting are held monthly. ▪ To give feed back on public comments from 2009 road shows. ▪ ISD Officers quarterly report on feed back to community. 		
	Access	<ul style="list-style-type: none"> ▪ Through visit to offices, 24hr call centre to report water disruptions, by email and in writing. ▪ Media 	Access	<ul style="list-style-type: none"> ▪ Maintain same standard. 			

		<ul style="list-style-type: none"> ▪ Indigent Support out in community. 				
	Courtesy	<ul style="list-style-type: none"> ▪ All front line staff trained on Batho Pele and Customer Care. Name tags provided. 	Courtesy	<ul style="list-style-type: none"> • Contact Number for Harding Office to be corrected on statements by first quarter. • All employees to wear name tags during all office hours • Linking Harding and Park Rynie office to register calls with 24hr Call Centre. • Customer Care Policy to be adopted by second quarter. • Linking Park Rynie and Harding telephone lines to Port Shepstone 24 Hr Call Centre for after Hours complaints and queries. 		
	Openness & transparency	<ul style="list-style-type: none"> ▪ Consumers can now reach all Manager's on Cell phones numbers. 	Openness & Transparency	<ul style="list-style-type: none"> ▪ Maintain same standards. 		
	Information	<ul style="list-style-type: none"> ▪ Through izimbizo and meetings, by writing letters and invoices. ▪ Monthly Meetings. ▪ Notice Boards ▪ Media ▪ Two way radio 	Information	<ul style="list-style-type: none"> ▪ Maintain Same Standards. ▪ All Offices to have Info stand available to public. ▪ Bulk sms's for information purposes for staff. 		

		<ul style="list-style-type: none"> ▪ Telephonic voice notification for water interruptions 				
	Redress	<ul style="list-style-type: none"> ▪ 24hr call centre to assist consumers with both accounts and technical queries. ▪ Plumbers and office workers. 	Redress	<ul style="list-style-type: none"> ▪ Maintain same standards ▪ Complaints procedure displayed and made available to public in English and isiZulu. 		
	Best Value	<ul style="list-style-type: none"> ▪ Illegal connection unit in place ▪ Water loss Unit in place ▪ Non revenue water Plan in place ▪ Second Shift workers 	Best Value	<ul style="list-style-type: none"> ▪ Maintain same standard 		
	Encouraging Innovation and Rewarding Excellence	<ul style="list-style-type: none"> ▪ No award system in place 	Encouraging Innovation and Rewarding Excellence	<ul style="list-style-type: none"> ▪ Implement employee of the month award, per section ▪ Individual and departmental awards. ▪ Batho Pele Certificates issued to attendees. 		
	Leadership and Strategic Direction	<ul style="list-style-type: none"> ▪ Attend top management meetings weekly, monthly meeting of managers and supervisors ▪ Managers participate in MSW deployments. 	Leadership and Strategic Direction	<ul style="list-style-type: none"> ▪ Maintain same standard. 		

		Service Delivery Impact	<ul style="list-style-type: none"> Customer satisfaction survey. Implementation of SDIP 	Service Delivery Impact	<ul style="list-style-type: none"> Address weak areas identified by customer survey. Maintain same standards. Implement final Audit action plan 		
		Time:	According to Service Commitment Charter	Time:	According to Service Commitment Charter		
		Cost:	Within Budget	Cost:	Within Budget		
		Human Resource:	Water Services Staff	Human Resource:	Additional Staff		

**SERVICE DELIVERY IMPROVEMENT PLAN
UGU DISTRICT MUNICIPALITY
2008/09
Corporate Services
5.1**

Key Service	Service Beneficiary	Current Standard		Desired Standard		Progress made	Intervention/ comments
		Quantity	Quality	Quantity	Quality		
Provide sound corporate services	All Ugu employees, Departments and Councillors	Quantity	N/A	Quantity	N/A		All managers within section
		Quality	Fair	Quality	Excellent		
		Consultation	E-mails & Circulars	Consultation	<ul style="list-style-type: none"> Maintain service standards. Give feedback on public comments from 2009 road shows 		
		Access	<ul style="list-style-type: none"> Inside directional signage as well as outdoor signage is in 	Access	<ul style="list-style-type: none"> Maintain standards Signage to be put on the new Oslo Beach 		

			<ul style="list-style-type: none"> place Employees visit HR offices for services Other sections accessible via telephone and email and help desk 		<ul style="list-style-type: none"> Building The Human Resources Office to visit workstations and meet employees once a quarter 		
		Courtesy	<ul style="list-style-type: none"> Open plan offices in the Human Resources do not maintain confidentiality Staff do not feel welcome when visiting the HR office 	Courtesy	<ul style="list-style-type: none"> Consultation room for the Human Resources Office is required 		
		Openness & transparency	<ul style="list-style-type: none"> Minimal – people do not know their rights & responsibilities i.t.o. the roles they play. 	Openness & Transparency	<ul style="list-style-type: none"> Maintain the same standard that orientation is done within three months of employment ALL general field workers to have their names printed on the uniforms, instead of name tags Managers participate in the MSW 		
		Information	<ul style="list-style-type: none"> Through management only, information seems to be limited to 	Information	<ul style="list-style-type: none"> Council Resolutions to be a standing item in every Section 		

			<p>those who have access to email and notice boards.</p> <ul style="list-style-type: none"> All Departmental Champions provide information to the ICT Section for the Website Update Section meetings conducted monthly 			<p>Meeting</p> <ul style="list-style-type: none"> All Council Resolutions made available on Website in line with Secretariat Service Standards An electronic comments box to be included in the website 	
		Redress	<ul style="list-style-type: none"> Candidates who applied for advertised positions are not informed of the status of their application after 30 days as per the advertisement No register of complaints is being kept 	Redress		<ul style="list-style-type: none"> After 65 days that the Internal position/s were advertised a notice in the form of a circular informing applicants of the progress on the recruitment process Register of complaints to be kept by sections 	
		Best Value	<ul style="list-style-type: none"> Staff paying for private phone calls. Catering limited to certain meetings. Time sheets and attendance register kept up to date. Letters of reminders to employees with leave days exceeding 37 days are sent 	Best Value		<ul style="list-style-type: none"> Maintain current standard. Skills development to pay Service Provider only, departments to pay for their staff accommodation and travelling. Leave to be approved not later than two days before 	

					<p>commencement, must reach HR within five days and never given back to applicant after signing.</p> <ul style="list-style-type: none"> ▪ Leave trends analysis to be done annually and presented to council ▪ ABET progress analysis to be done annually, staff taking too much off work and never completing 	
		<p>Encouraging Innovation and Rewarding Excellence</p>	<ul style="list-style-type: none"> ▪ No done 	<p>Encouraging Innovation and Rewarding Excellence</p>	<ul style="list-style-type: none"> ▪ Implement Departmental Award ▪ Implement individual award according to PMS Policy 	
		<p>Leadership and Strategic Direction</p>	<ul style="list-style-type: none"> ▪ Participate in MSW. ▪ Departmental awards conducted annually 	<p>Leadership and Strategic Direction</p>	<ul style="list-style-type: none"> ▪ Participate in MSW 	
		<p>Service Delivery Impact</p>	<ul style="list-style-type: none"> ▪ Customer Satisfaction Survey has been done 	<p>Service Delivery Impact</p>	<ul style="list-style-type: none"> ▪ Implement Customer satisfaction survey ▪ Implement Final Audit Recommendations ▪ Implement SDIP 	
		<p>Time:</p>		<p>Time:</p>		

		Cost:	Funds are lost when leave forms are not submitted on time.	Cost:	Reduce expenditure on leave		
		Human Resource:	More Staff Required	Human Resource:	More Staff Required		

CORPORATE SERVICES

5.2

Key Service	Service Beneficiary	Current Standard		Desired Standard		Progress made	Intervention/ comments
To orientate new incumbents	New appointees in all departments within Ugu District Municipality	Quantity	Once a year	Quantity	<ul style="list-style-type: none"> Once a quarter i.e. four times a year 		Acting HR Manager
		Quality	Below Service Charter Standard	Quality	<ul style="list-style-type: none"> Of Service Charter Standard 		
		Consultation	<ul style="list-style-type: none"> Written memoranda & email 	Consultation	<ul style="list-style-type: none"> Maintain current standard. 		
		Access	<ul style="list-style-type: none"> At workshops and when requested. 	Access	<ul style="list-style-type: none"> Maintain current standard. 		
		Courtesy	<ul style="list-style-type: none"> Introduction not done properly. New employees not given name tags 	Courtesy	<ul style="list-style-type: none"> A welcome package to be given on first day of employment: including a name tag, customer courtesy code, a door plate, and suitable resources to be able to start working immediately 		
		Openness & transparency	<ul style="list-style-type: none"> Open to all new employees and time afforded attendees. 	Openness & Transparency	<ul style="list-style-type: none"> Maintain same standard. Orientation to include all departments in presentations 		

		Information	<ul style="list-style-type: none"> Policy manual in English. New incumbents photos in newsletter. 	Information	<ul style="list-style-type: none"> Policy manual to be translated into isiZulu. Presenters to ensure that they use both English and isiZulu. 		
		Redress	<ul style="list-style-type: none"> Attendees are not encouraged to evaluate orientation standards in writing, hence no records are kept 	Redress	<ul style="list-style-type: none"> Evaluation form to be completed by attendees and recorded by HR for all orientation sessions. 		
		Value for money	<ul style="list-style-type: none"> Minimal, due to long time lapse. 	Value for money	<ul style="list-style-type: none"> Employees will be spared disciplinary if they get policy information sooner. 		
		Time:	Too much delay	Time:	<ul style="list-style-type: none"> Orientation must be done within three months after appointment. 		
		Cost:	Within budget	Cost:	Within budget		
		Human Resource:	Current staff	Human Resource:	Current staff		

Key Service	Service Beneficiary	Current Standard		Desired Standard		Progress made	Intervention/ comments
Under efficient, effective and better treasury	All internal department service providers and the Ugu	Quantity	.	Quantity			
		Quality	as stated below	Quality	As stated below		
		Consultation	<ul style="list-style-type: none"> Written, Meetings and Budget road shows 	Consultation	<ul style="list-style-type: none"> Maintain standards. Monthly sectional & quarterly dept 		

service.	community district wide.		<ul style="list-style-type: none"> Website 		<ul style="list-style-type: none"> meetings to take place Respond to issues arising out public participation meetings 		Fano Ngubane, SCM Manager and Budget Manager.
		Access	<ul style="list-style-type: none"> Visible signage door plates improved physical access. Electricity back up for main cash office facilitates access during power outages 	Access	<ul style="list-style-type: none"> Electricity back up system required for Harding cash office as this the only pay point available for community 		
		Courtesy	<ul style="list-style-type: none"> Improved but can be better. Some Treasury employees have undergone isiZulu training. Officials have attended customer care service training Internal miscommunication between Creditors section and other internal departments is affecting the external clients 	Courtesy	<ul style="list-style-type: none"> Participate in Afrikaans lessons as organised by Corporate services Practice lessons learnt 		
		Openness & transparency	<ul style="list-style-type: none"> Limited Managers were not 	Openness & Transparency	<ul style="list-style-type: none"> Managers to participate 		

			<p>seen doing coalface during MSW.</p> <ul style="list-style-type: none"> ▪ Departmental meetings are not taking place monthly as required. 		<p>in MSW and provide written report.</p> <ul style="list-style-type: none"> ▪ Open quarterly meetings with the GM managers, and supervisors. 		
		Information	<ul style="list-style-type: none"> ▪ Regular (min monthly) sectional meetings ▪ Quarterly departmental meetings ▪ Appointment of the website champion 	Information	<ul style="list-style-type: none"> ▪ Maintain standard and ▪ Keep the website up to date with regards to treasury information like tenders 		
		Redress	<ul style="list-style-type: none"> ▪ Service standards for SCM not clear, delays with no apology and explanation. ▪ Some service provider no longer do credit with Ugu, as payments are delayed too long with no explanation. 	Redress	<ul style="list-style-type: none"> ▪ Distribute the procedure manual ▪ Conduct a survey twice a year to measure customer satisfaction. MM's office to assist analyse the results. 		
		Value for money	<ul style="list-style-type: none"> ▪ Unqualified Audit 	Value for money	<ul style="list-style-type: none"> ▪ Maintain 		

		Encouraging Innovation and Rewarding Excellence	<ul style="list-style-type: none"> none 	Encouraging Innovation and Rewarding Excellence	<ul style="list-style-type: none"> Implement individual monthly awards, departmental awards and participation in PSEA 		
		Leadership and Strategic Direction	<ul style="list-style-type: none"> Departmental meetings with managers and all stakeholders 	Leadership and Strategic Direction	<ul style="list-style-type: none"> Meetings to be had every quarter 		
		Service Delivery Impact	<ul style="list-style-type: none"> survey on the implementation of all other principles 	Service Delivery Impact	<ul style="list-style-type: none"> Through survey on the implementation of all other principles 		
		Time:	09/10	Time:	09/10		
		Cost:	Within budget	Cost:	Have a cost reduction plan in place		
		Human Resource:	Treasury staff	Human Resource:	Treasury staff.		

**TREASURY
3.2**

Key Service	Service Beneficiary	Current Standard		Desired Standard		Progress made	Intervention/ comments
		Quantity	Quality	Quantity	Quality		
Procure the right goods and service at the right time latabase supplier.	All external service providers and internal customers.	Quantity		Quantity	.		SCM Manager
		Quality	As stated below	Quality	as stated below		
		Consultation	<ul style="list-style-type: none"> Telephone and fax, and media publications. Public participation 	Consultation	<ul style="list-style-type: none"> Include Emails and maintain the current standards. Give feedback on public participation 		

			workshops				
	Access	<ul style="list-style-type: none"> ▪ Telephonically, written letters, and email 	Access	<ul style="list-style-type: none"> ▪ Visible signage on the office doors and maintains the current standards. 			
	Courtesy	<ul style="list-style-type: none"> ▪ No team work, officials attend and stick to their specific functions, and refuse to assist one another 	Courtesy	<ul style="list-style-type: none"> ▪ Courtesy call to new vendors to gauge experience 			
	Openness & transparency	<ul style="list-style-type: none"> ▪ SCM policy not openly communicated both internally and externally 	Openness & Transparency	<ul style="list-style-type: none"> ▪ SCM policy to be made accessible to service providers and staff via website 			
	Information	<ul style="list-style-type: none"> ▪ Written, ▪ Meetings and ▪ Budget road shows ▪ Website 	Information	<ul style="list-style-type: none"> ▪ Regular update to public in the media 			
	Redress	<ul style="list-style-type: none"> ▪ A monthly report of compliments and complains 	Redress	<ul style="list-style-type: none"> ▪ Maintain standard 			
	Best Value	<ul style="list-style-type: none"> ▪ Adherence to SCM policy 	Best Value	<ul style="list-style-type: none"> ▪ . Adherence to SCM policy 			
	Time:	Four to six weeks time to be on the database.	Time:	The level has improved to 2 – 4 weeks			

8. IMPLEMENTATION STRATEGY

Top management has resolved that Batho Pele be located and driven in the Office of the Municipal Manager. The Office will ensure that a guiding philosophy in service delivery get all its Municipalities and employees to be service oriented, to strive for excellence in service delivery and to commit to continuous service delivery improvement. The Office will ensure that all the employees of Ugu Municipality adhere to the principles of Batho Pele.

- Each Head of Department is the main Champion of Batho Pele and has to nominate the Batho Pele Departmental Champion, who assists him/her in facilitation and co-ordination of Batho Pele Policy and other related issues.
- The Batho Pele Committee has to be formed comprising of the Champions, and must meet once a month to discuss issues pertinent to excellent customer service, and how to improve customer service standards.
- All Municipalities must receive presentations on customer service and Batho Pele on an going basis, while the Skills Development and Training Section offers a training course on Batho Pele Principles to all the employees of Ugu District Municipality.
- A district wide Batho Pele Forum will be established to ensure that all six Local Municipalities are supported in Batho Pele Implementation.

8.1. Batho Pele Implementation Plan

PRINCIPLE	STRATEGY	RESPONSIBILITY	TIME FRAME	PROGRESS
CONSULTATION	<ul style="list-style-type: none"> - Communicate BP change management concept to extended top management, top management and EXCO through a presentation - Streamline Batho Pele principles through budget road shows/Izimbizo/public meetings - Cascade BP principles to all staff - BP principles to be included in orientation workshops - Customer/staff survey annually 	Office of the MM	June 2008	done
ACCESS	<ul style="list-style-type: none"> - Update internet website - Procure and acquire appropriate sign boards indicating office location - Facilitate launch of intranet site - Establish a toll-free help line in all satellite offices - Park Rynie office to be made disability friendly 	Corporate services	June 2008	Done
REDRESS	<ul style="list-style-type: none"> - Design template/form for suggestion boxes and have clear instructions for usage and encourage clients to make use thereof 	Office of the MM	December 2008	Done

	<ul style="list-style-type: none"> - Review suggestion boxes and inform clients/staff about purpose of the boxes - Collect boxes weekly, capture data and refer complaints to relevant GM - Acknowledge receipt within 14 working days 			
COURTESY	<ul style="list-style-type: none"> - Ongoing exposure of staff to training on customer care and emotional intelligence workshops - Name tags for front line staff - Change staff attitudes through exposure to Batho Pele training workshops 	All department	On going	In progress
OPENNES & TRANSPARENCY	<ul style="list-style-type: none"> - Inform public of Heads of Department by displaying names and photographs at offices - Distribution of annual reports to the public - Distribute Ugu news to staff and public - Communicate any developments/changes to staff at monthly staff meetings - Inform clients and staff on all policies/ procedures/ budget changes/developments 	All departments	On going	In process
SERVICE STANDARDS	<ul style="list-style-type: none"> - Develop a service standard manual and distribute to all different departments 	MM	November 2008	done

	<ul style="list-style-type: none"> - Communicate service standards to public through Ugu news 			
INFORMATION	<ul style="list-style-type: none"> - Launch intranet site - Update internet website regularly - Continue with radio slots – Ukhozi and Sunny South - Distribute internal and external newsletters – quarterly 			
VALUE FOR MONEY	<ul style="list-style-type: none"> - Enforce expenditure controls - Arrange a workshop with all staff and procurement component to agree on an acceptable procedure - Improve change processes – internal and external 			
ENCOURAGING INNOVATION & REWARDING EXCELLENCE	<ul style="list-style-type: none"> - Implement individual award - Implement departmental award - Enter for PSEA 	All departments	On going	done
LEADERSHIP AND STRATEGIC DIRECTION	<ul style="list-style-type: none"> - SONA - HODs championing Batho Pele Implementation 	All	On going	Done
SERVICE DELIVERY IMPACT	<ul style="list-style-type: none"> - Customer satisfaction survey 	OMM	June 2009	Done

8.2 Batho Pele Policy

The Batho Pele policy enables the Municipal employees to deliver services in a customer focused way stated in this Batho Pele policy and ensuring that Ugu Municipality's systems and procedures and attitudes of its employees are reoriented in favour of service delivery:

- To ensure that all employees adhere to the principles of Batho Pele and be more accountable to citizens
- To have a customer centric approach to service delivery
- To improve service delivery
- To build effective relationship with the end users of Municipal service

9. IMPLEMENTATION PROCESS

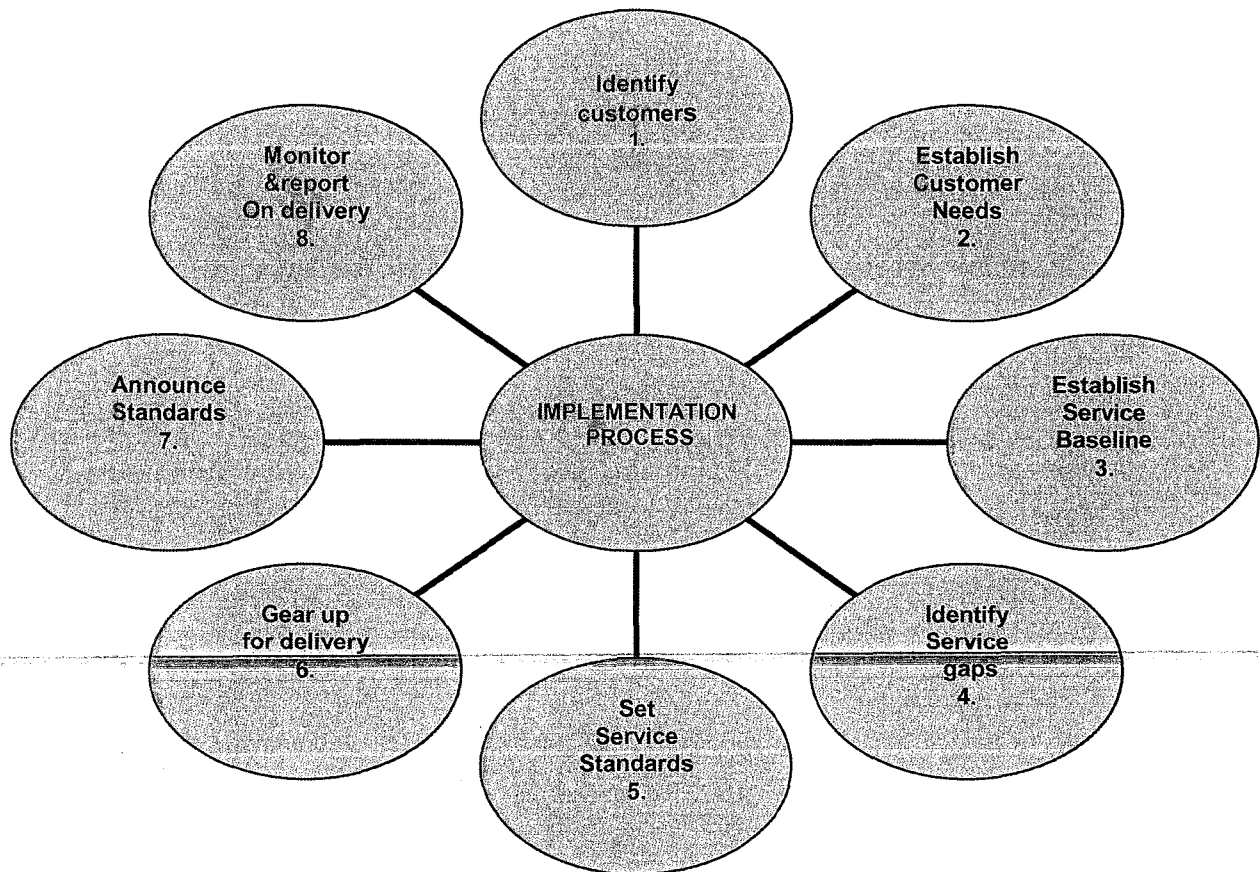


Figure 2: Implementation process

9.1. How Batho Pele is communicated

- Through Champions' meetings
- Skills Development and Training
- Presentations at Departmental level
- Masakhane road shows and Mayoral Izimbizo
- Events

9.2. Communication strategy

9.2.1. Internal

- In Top Management Strategic meetings
- EXCO and Council meetings
- Departmental meetings
- Skills Development and Training
- Events e.g. Municipal Service Week
- Payslips
- Website
- Staff newsletter

9.2.2. External

- Community mobilisation
- Events e.g. Municipal Service Week
- Masakhane Road shows
- Mayoral Izimbizo
- Media

10. BATHO PELE FLAGSHIP PROJECTS

This is where services/products, Batho Pele may be promoted, and the Municipality educated about their citizens rights. There is a need to think of such events and utilize them.

10.1. Service Delivery Watch

10.1.1. Unannounced site visits project brief

Service Delivery Watch was conceived as a result of the Batho Pele revitalization strategy approved by Cabinet in 2003. It entails the involvement of all political leadership such as Mayors and Councillors visiting various service delivery points and assessing the services provision. A template is developed for capturing observations during the site visits. Information from these templates is collated into a report providing recommendations on interventions to be applied with a view of addressing service delivery challenges at the coalface.

10.1.2. Municipal Service Week (MSW)

The Municipal Service Work is another flagship project that supports the Revitalization Strategy of Batho Pele intended to:

- Expose Top and middle managers to service delivery challenges by deploying them to the coalface of service delivery;
- Identify frontline challenges and develop plans for corrective action; and

- Encourage Senior Managers of all Municipalities to interface with the citizens.

MWS ensures that all Top management (or Extended) members undergo a compulsory deployment to service delivery points during every performance cycle year. The deployment will enable them to identify problem areas in service delivery and challenges that are normally experienced by frontline officers. Such problem areas should inform relevant policy and strategy formulation. Furthermore, top managers may be empowered to identify areas, which do not comply with the service delivery ethos and determine corrective measures.

10.1.3. Know your service rights campaign

The Know Your Service Rights Campaign is one of the four strategic thrusts identified to compliment and strengthen the government's drive to revitalise the promotion and implementation of Batho Pele within the Municipal service as per the Cabinet resolution of the 04th of August 2004.

Key objectives of the campaign are:

- To promote awareness on the rights citizens have with regards to the level of services they receive from various government Municipalities as well as educate them on appropriate actions to take when such rights are infringed on;
- To exert positive pressure on the Municipality and its officials with the intention of fostering a people and service-centric culture that elicits requisite behaviour and attitude;
- To emphasise the need to strengthen partnerships between the people and the Municipality in service delivery, thereby ensuring citizen participation.

10.1.4. Change Management Engagement Programme

The Change Engagement Programme seeks to address organizational cultural issues in the Municipal Service. It is therefore a culture change process to foster appropriate behaviours and attitudes among Municipal servants to reinforce the ethos of Batho Pele. This programme recognizes the influence of organizational culture on service delivery and highlights people issues in the attainment of organizational goals. The programme is identified by a slogan "together beating the drums of service delivery", which means working together in teams to ensure that outputs are maximized, duplication is avoided, flaws and weaknesses are identified and addressed before they escalate.

The objectives of the programme are as follows:

- Introduce and roll out the Belief Set - We belong, We care, We serve, through a series of workshops and leadership engagements of Municipalities, as part of a broader process of culture re-orientation. A service-centric culture is a prerequisite for effective service delivery and therefore successful implementation of Batho Pele.
- Begin a process of institutionalising and embedding the Belief Set through a series of workshops whereby various practical exercises on making the Belief Set real are conducted.
- Create excitement, passion and better understanding about the Belief Set and Batho Pele (service delivery) in general.
- Motivate those Municipal servants that go beyond the call of duty through recognition and publicity.
- Ensure that the Belief Set is rolled out and in the process also ensuring ownership of the programme by Municipalities - and municipal servants themselves individually and collectively both at national and provincial levels.
- Deepen the understanding of Batho Pele as a noble Government service delivery policy deserving support and implementation by all who work in the Municipal Service.
- Catapult the subject of culture to the centre stage of the Municipal Service discourse and thereby raising the level of consciousness about the subject matter.

10.1.5. Project Khaedu

Project Khaedu is an integral part of the Batho Pele Revitalization strategy. Cabinet decided in August 2004 that all ETM members must, during every performance review cycle, be deployed to the coalface of service delivery and that this must be incorporated into their Performance Agreements as one of their Key Performance Areas. The DPSA consequently developed and piloted Project Khaedu as a process to facilitate and ensure successful deployments to the coalface.

The objectives of project khaedu are to:

- Equip all extended top management (ETM) members with a basic management tool kit for problem identification, analysis and resolution,
- Expose (ETM) members from all Municipalities to service delivery issues at the coalface, and
- Monitor and evaluate the implementation to ensure that the toolkit is understood and used.

These objectives are advanced through:

- A 4.5 days on management core skills development programme where participants are exposed to techniques of problem solving based on case studies and practical exercises,
- A supervised 5 days deployment to the "coalface" (to practice the skills developed) where participants identify and analyse the service delivery problems and write a short report proposing practical recommendations on how to unblock the blockages to service delivery, and
- The Municipal Service Week to monitor the extent to which the recommendations from the deployment sites are implemented so as to unblock the service delivery logjam.

Participants develop their problem solving and analytical skills in the following areas:

- **Process Design:** Basic introduction to process design concepts such as process mapping, time and value analysis, capacity analysis and best demonstrated practice development. The following three (3) ETM competencies are integrated to this module: client orientation and customer focus, service delivery innovation and problem solving and analysis.
- **Organisation Effectiveness:** Modern organisation structures, teaming concepts, decision making and authority levels, overcoming human capacity bottlenecks and creating a "learning organisation culture". ETM competencies matched to this module are: change management and strategic capacity and leadership.
- **People Management:** this is about the core skills in hiring, performance management, discipline and working with organised labour and understanding the change management issues within the Municipal service context. The ETM competencies linked to this module are change management issues and people management and employment.
- **Budgets and Controls:** This is about how to develop an effective budget, understanding when a department/section is unable to effectively control expenditure. This is linked to issues of financial management in line with the ETM competency framework.
- **Communicating for Results:** This module revolves on how to present problems and their solutions effectively and is linked to the issue of communication within the ETM competency framework.

Project Khaedu is one method of addressing issues of leadership and management development because it capacitates managers to develop some of the core management skills required for managing Municipalities or sections and programmes and projects implementation. When managers are aware of what is happening at the service delivery points, the knowledge of the challenges will be better reflected in the type of policies crafted in addressing the gaps.

10.1.6. Batho Pele Learning Network coordinating forums

The purpose and objectives of the learning workshop is to provide a platform for the Municipalities as they are in service delivery:

- To explore and reach an understanding on the meaning of Batho Pele and its importance in the Municipal business, particularly service delivery
- To understand government's various initiatives and programmes to make Batho Pele work
- To showcase Municipalities' efforts to put people first in service delivery

To share and learn from each other based on practical experiences in implementing Batho Pele on the ground.