

# UMHLABUYALINGANA MUNICIPALITY



## BATHO PELE SERVICE STANDARDS POLICY

(Compiled by: Communication Section)

## Table of Content

<b>Content</b>	<b>Page</b>
Introduction	3
Background	3
Purpose	3
Applicable Legislation, Policy & Programmes	3
Objectives	3
Batho Pele Eleven Principles	4
Consultation	4
Service Standards	4
Access	4
Courtesy	5
Information	5
Openness and Transparency	5
Redress	5
Value for Money	5
Encouraging Innovation and Rewarding Excellence	6
Service Delivery Impact	6
Leadership and Strategic Direction	6
Additional Guiding Principles	6
The Municipal Manager shall ensure the implementation of the Batho Pele Policy by doing the following:	7
The Roles in the Process	7
Implementation of the Policy	8
Conclusion	8

## **1. Introduction**

This document provides the background, the purpose, the objectives and the principles of Batho Pele. It is in line with the Integrated Development Plan document. The Batho Pele policy recognizes both internal and external customers. Internal customers refer to the employees of the UMhlabuyalingana Municipality who provide services to one another in order to serve the public. These employees should feel happy to serve the public because the working environment in which they serve is conducive to service delivery and enables them to serve others with dignity and pride; whereas the external customer refers to the general public, who hold the employees accountable for the service they receive.

Customers are those people who use the services of the UMhlabuyalingana Municipality regardless whether they pay directly for those services or not and also whether they reside within the boundaries of the UMhlabuyalingana Municipality or they are tourists.

## **2. Background**

Batho Pele was initiated by the National Government in 1997. It is specifically concerned with improving the effectiveness and efficiency of the way in which services are delivered. It introduces a customer - oriented approach to transforming service delivery, in accordance with a national policy framework contained in the Batho Pele White Paper which was gazetted on 01 October 1997.

The UMhlabuyalingana Municipality recognises the need for the existence of Batho Pele and its importance as a service provider and it also acknowledges that a guiding philosophy in service delivery is to get all its employees to be service oriented, to strive for excellence in service delivery and to commit to continuous service delivery improvement.

## **3. Purpose**

The purpose of this policy is to enable the municipal employees to deliver services in a customer focused way stated in the Batho Pele National Policy and ensuring that the uMhlabuyalingana Municipality's systems and procedures and attitudes of its employees are reoriented in favour of service delivery.

## **4. Applicable Legislation, Policy & Programmes:**

- ❖ The Constitution of South Africa, 1996
- ❖ The White Paper on Transforming Public Service Delivery, 1997 (the 'Batho Pele Policy')
- ❖ The White Paper on the Transformation of the Public Service, 1995
- ❖ The White Paper on Local Government, 1998
- ❖ The Back to Basics Programme, 2014
- ❖ The 2030-National Development Plan, 2011

## **5. Objectives**

5.1 To have a customer - centric approach to service delivery

5.2 To improve service delivery, with a shift away from inward-looking, bureaucratic systems, processes and attitudes as in increased commitment, personal sacrifice, dedication and a search for

new ways of working which puts the needs of the public first, which are better, faster and more responsive to the citizen's needs

5.3 To provide easy access to information and services of the UMhlabuyalingana Municipality, as provided by the Access to Public Information Act.

5.4 To make the employees of the UMhlabuyalingana Municipality more accountable to citizens

5.5 To build effective relationships with the end users of public services (consultation)

5.6 To apply high standards and professional ethics

## **6. Batho Pele Eleven Principles**

The Heads of Departments as the Main Champions will ensure that the following rules are adhered to by their employees as they will be measured on them as well.

### **6.1 Consultation**

Citizens should be consulted about the level, quality and choice of public services they receive and, wherever possible, should be given a choice regarding the services that are offered. In ensuring that this happens, the following should be addressed: -

- ❖ All internal and external stakeholders should be consulted on the nature, quantity and quality of services to be provided in order to determine the needs and expectations of the end-users.

### **6.2 Service Standards**

Citizens should be told what level and quality of public services they will receive so that they are aware of what to expect. Service standards are specific, measurable statements of the level of performance required and promised, containing characteristics associated with excellence. These characteristics are used for measuring or evaluating actual performance or service delivered. This enables customers to judge whether or not they are receiving the standard of service that was promised. (All Departments will be required to publish a service Charter for existing and new services.

Each Department Head needs to ensure that the following is done: -

- ❖ A Service Charter be developed and published
- ❖ Service standards should be published and communicated to the end-users and feedback be encouraged.

### **6.3 Access**

All citizens should have equal access to the services to which they are entitled. (Departments will have to set targets for extending access to its employees and public services. They should design and implement special programmes for improved service delivery to physically, socially and culturally disadvantaged persons.)

**Each Head of Department must ensure that the following is done: -**

- ❖ That each Department publicizes how to contact other Departments.
- ❖ Signage must be clear and helpful.
- ❖ Provision must be made for physically challenged people for example ramps for people in wheel chairs, guide rails and audible information for blind people, etc.

**6.4 Courtesy**

Citizens should be treated with courtesy and consideration. All Departments must set standards for the treatment of the public and incorporate these into their Codes of Conduct, values and training programmes. Staff performance should be regularly monitored, and discourtesy will not be tolerated.

Each Head of Department must conduct a public opinion survey amongst end-users to establish levels of courtesy.

**6.5 Information**

Citizens should be given full and accurate information about the public services they are entitled to receive. (The public will get full, accurate and up-to-date facts about services they are entitled to. Information should be provided at service points, in local media and in various official languages. Contact numbers and names should appear in all Departments)

**6.6 Openness and Transparency**

Citizens should be told how the UMhlabuyalingana Municipality is run, how much it cost and who is in charge. (The public will have the right to know, Department staff members, particulars of senior official's expenditure and performance against standards will not be secret.

- ❖ The customers should know who the Head of Department is.
- ❖ The customers must know how much does it cost to run the Department.
- ❖ The above information should always be available for customers.

**6.7 Redress**

If the promised standard of service is not delivered, the customer should be offered an apology, a full explanation and a speedy and effective remedy. When complaints are made, the client should receive a sympathetic and positive response. (Mechanism for recording any public dissatisfaction will be established and all staff will be trained to handle complaints fast and efficiently.)

- ❖ Each Department should have a complaint handling system in place. \* It should be evaluated to verify whether it is effective or not.

**6.8 Value for Money**

Public services should be provided economically and efficiently in order to give clients the best possible value for money. (The public pay rates, they have the right to insist that their money be used properly. Departments must prove that efficiency savings and improved service delivery are on the agenda.)

## **6.9 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 personnel to deliver good services.

The management of the municipality will put in place mechanisms that:

- ❖ Encouraging innovation and creativity;
- ❖ Facilitate the sharing of best practices.
- ❖ Recognize and reward performance;
- ❖ Identify new ways of rewarding excellence;
- ❖ Keep track of the number of contributions made (ideas, suggestions innovations) by each employee and how many were implemented and the impact thereof, and
- ❖ Link the Mayor's Service Excellence Awards scheme to Operation Sukuma Sakhe.

## **6.10 Service Delivery Impact**

The municipality will measure and report regularly, using the sum total of all Batho Pele initiatives, the impact of the Batho-Pele-service delivery on the lives of the citizens of KwaZulu-Natal, in the first three years and, thereafter every five years.

## **6.11 Leadership and Strategic Direction**

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

The municipality commits to the following new arrangements for leadership development:

- ❖ Customer focused, effective, user friendly and aligned strategic plans to be in place and published immediately after being finalized;
- ❖ Developing mechanisms by which leaders obtain feedback from subordinates, peers, superiors, and customers on their leadership style, conflict-handling skills, communication, motivation, decision making and inter-personal skills;
- ❖ All senior management levels to participate in the Operation Sukuma Sakhe as a service delivery model for the Province of KwaZulu.
- ❖ Leaders to have personal development plans in place at the beginning of each financial year in line with performance agreements.

## **7. Additional Guiding Principles**

7.1 There will be no additional financial rewards for serving customers better. But there will be recognition for those who perform exceedingly well.

7.2 Additional resources will be required as a result of Batho Pele, but the existing resources in running the Municipality shall be geared toward service delivery.

7.3 Front line staff and those who support them will be given an opportunity to make suggestions about how to change and streamline the systems and procedures which so often get in the way of providing good service.

7.4 Performance management must include an assessment of performance in customer service.

The Process that will deliver on the Purpose, Objectives and the Eight Principles

**8. The Municipal Manager shall ensure the implementation of the Batho Pele Policy by doing the following:**

8.1 Determine the dates by which Heads of Departments should set standards after consulting communities.

8.2 Formulate generic standards to be adhered to by all Departments of the UMhlabuyalingana Municipality.

8.3 Publish or cause the service standards, for the whole of Municipality, to be published on a quarterly and annual basis.

8.4 Ensure that all Heads of Departments have a mechanism of ensuring access by customers to information on municipal services and on convenient recourse in the event that promised standards are not met.

8.5 Take any necessary action to promote the Batho Pele principles including but not limited to rewarding for excellent service.

**9. The Roles in the Process**

9.1 Heads Departments as the main Champions of Batho Pele will be accountable in terms of implementing the Batho Pele Principles in their respective Departments.

9.2 Heads Departments will ensure that all employees are involved in the whole process of Batho Pele by means of consultation.

9.3 Heads of Departments will formulate a service delivery improvement programme which will be a product of consultation. This programme will include specific service standards, as well as proposals for how the Departments systems and procedures will be transformed in line with Batho Pele principles. Once there is an agreement on the programme and there is sufficient confidence that it can be delivered on, a Statement of Public Service Commitment will be published on which performance is to be judged.

9.4 Heads of Departments will nominate the Champions from their respective Departments who will support him/her in facilitation and co-ordination of Batho Pele Policy.

9.5 Heads of Departments delegate powers to the Champions to make decisions on their behalf in Batho Pele Committee meetings.

9.6 The Batho Pele Committee will be formed comprising of the Champions, and it will meet once a month.

9.7 The Director Corporate Services will be the Chairperson of the Batho Pele Committee.

9.8 The Director Corporate Services shall appoint a Project Manager/co-ordinator who will support him in co-ordination and facilitation of Batho Pele Policy throughout the UMhlabuyalingana Municipality.

9.9 Heads of Departments will ensure that Section Managers implement the Batho Pele Policy in their respective sections.

## **10. Implementation of the Policy**

10.1 This policy shall come into effect once it is adopted the council and will remain in force unless terminated or amended by the council of uMhlabuyalingana Municipality.

10.2 Heads of Sections will ensure that their employees adhere to the Batho Pele Policy.

## **11. Conclusion**

Although the principles are written in broad terms, implementing them will require a very concrete and specific response. Most of what needs to be done, can be achieved by the UMhlabuyalingana employees working closely in partnership with their customers and other private and community sector organisations, who may be more aware where certain faults and constraints lie and who have access to resources to assist with identifying and correcting problems.