

Batho Pele Revitalisation: Together Beating the drum for service delivery



Batho Pele Learning Network

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Caesars Palace

We belong, We Care, We Serve



Presentation outline

- Objective of the presentation
- Background to the revitalisation
- Key findings on the Batho Pele Audit
- Recommendations
- Key considerations



Objective of the presentation

-Communicate Cabinet approved Batho Pele Revitalisation Programme dubbed , ***Together Beating the Drum for Service Delivery***

in order to ensure:

Better understanding,

Internalisation,

Ownership,

Championship



Words of Wisdom from the President

“We must be impatient with those in the Public Service who see themselves as pen-pushers and guardians of rubber stamps, thieves intent on self enrichment, bureaucrats who think they have a right to ignore the vision of Batho Pele, who come to work as late as possible, work as little as possible and knock off as early as possible”

President Thabo Mbeki, 6 February 2004, State of the Nation Address



Background

- Audit on the implementation of BP carried out in 2002
- Many and various challenges identified
- DPSA responded through a Cabinet Memorandum to catapult service delivery to a higher trajectory
- In August Cabinet approved memorandum on the revitalisation of BP
- The revitalisation of Batho Pele is a holistic, integrated approach to service delivery improvement , hence the following 4 key themes:
 - Taking public services to the people
 - Mainstreaming and institutionalising Batho Pele
 - Know Your Service Rights Campaign
 - Service User Relations Management



Key Findings

Consultation and Service Standards

- levels and forms of consultation are numerous and varied
 - e.g. Imbizos; Citizens Forums, client satisfaction surveys, roadshows, etc
- departments do not demonstrate how feedback improves planning and service delivery
- most departments do not communicate service standards to the public



Key findings

Access

- access still largely relies on conventional approaches
- most departments offer their services and information largely in English and Afrikaans
- there are emerging innovative ways of addressing access:
 - Limpopo police services provide services to remote rural areas using mobile vans (***this was a joint venture between the DPSA and Limpopo Provincial government. The innovation has since won a UN award***)
 - MPCC, CDW, Batho Pele Gateway, call centers
- the biggest challenge remains for a coherent, integrated access strategy that recognises existing initiatives



Key findings

Courtesy

- departments find it difficult to measure this principle
- the perception of government officials being uncaring, disrespectful generally persists
- lack of a service user relationship management capability exacerbates poor measurement and management of this aspect
- some departments have indicated that they provide their staff with service-user relations training



Key findings

Information

- various strategies used to disseminate information
 - annual reports, media releases, imbizos, citizens forums, websites,
- GCIS has also improved the dissemination of information on key government initiatives, policies
- increasing demand for the DPSA initiated – Batho Pele Directory of Public Services prototype
- Lack of usage of other official languages remains a key barrier to better understanding of key government information



Key findings

Openness and Transparency

- departments use different ways to give effect to openness and transparency
 - annual reports, posting of information on the website, press releases, awareness campaigns, open tender processes



Key findings

Redress

- many departments unable to demonstrate systems to ensure effective redress. Many examples of the public's complaints not being handled particularly in the social services factors
- it also clear that the public does not know what channels to follow to seek redress
- again this situation begs the importance of a service-user management capability



Key findings

Value for money

- There is no one clear -cut way of measuring this principle, however, departments use the following among others as a means of adhering to this principles:
 - adherence to PFMA
 - other internal financial controls
 - stringent, transparent tender processes

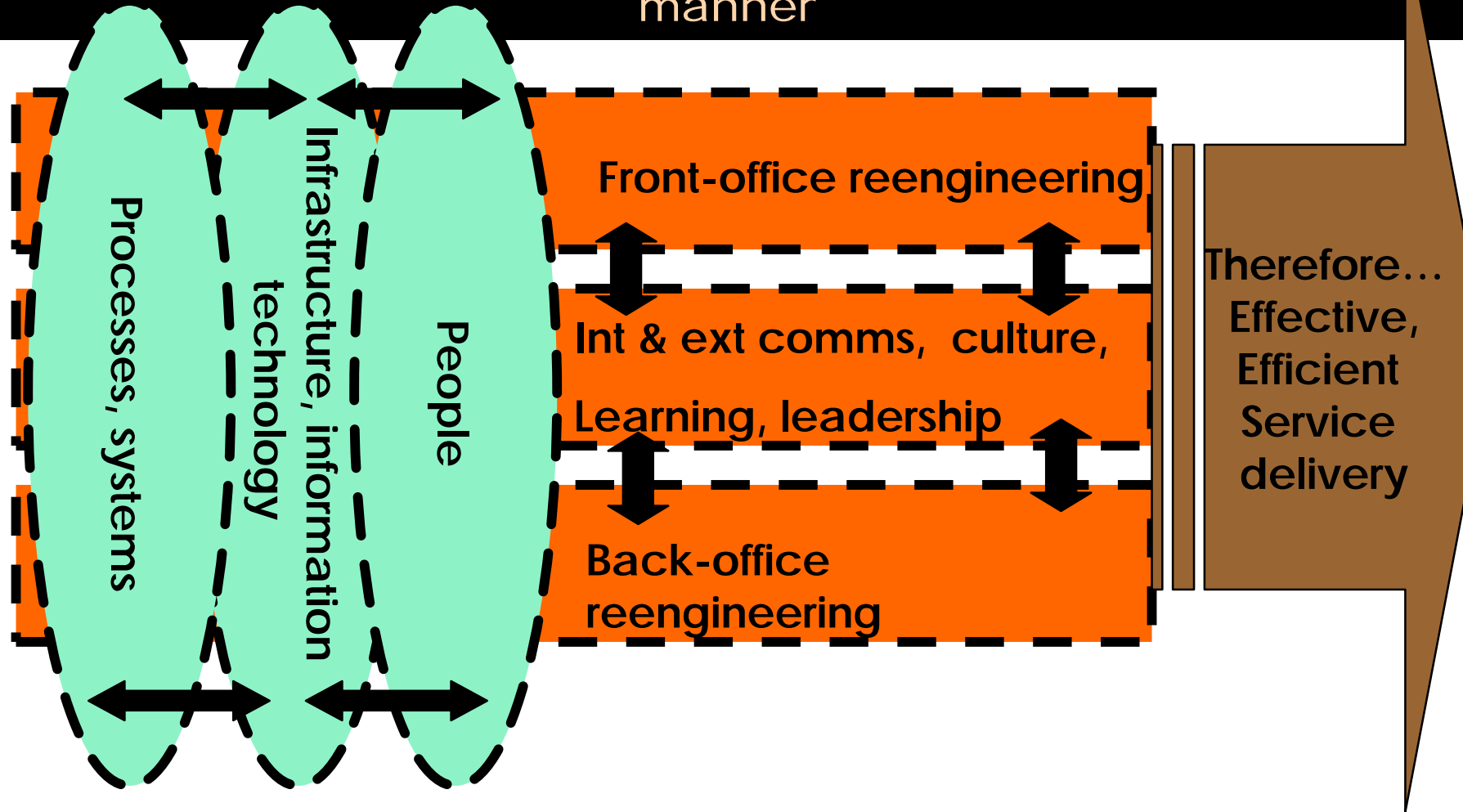


Recommendations

Rationale & principles informing the recommendations

- Aligned to the G&A and government programme of action to give effect to the People's Contract
- Based on four key broad areas of intervention
 - 1) Taking public services to the people
 - 2) Know your service rights campaign
 - 3) Service user/customer relations management
 - 4) Mainstreaming and institutionalising Batho Pele
- Based on the integrated, systemic and holistic BP model
- Revitalisation complements programmes that are already on-going
 - Red Tape, Batho Pele eGateway, BP Change Engagement, CDWs, etc

Understanding BP in an integrated, systemic and holistic manner





Recommendations

1) *Taking public services to the people*

Key challenges & rationale:

- access is key to accelerating service delivery, eradicating socio-economic marginalisation and achieving the objective of the developmental state

...therefore recommend :

- 1) DPSA, DoC & GCIS in collaboration with other relevant departments develop a comprehensive, integrated 2014 access strategy & vision for the Public Service
- 2) cascade BP to local government (in line with the principle of a Single Public Service)
- 3) DPSA undertake a feasibility study & pilot on the extension of service hours and provision of services on Saturdays for service intensive departments with the objective to ensure an informed full roll-out



Recommendations

1) *Taking public services to the people (continued)*

Quick-wins

Recommended:

- *All public service departments/institutions and buildings in general should have proper signage both outside and inside the buildings with basic but key information regarding services offered, costs (if any), etc*
- *All Public Service staff interfacing directly with the public should wear name tags all the time when on duty*



Recommendations

2) *Know your service rights campaign*

Key challenges and rationale:

- currently the public has very limited knowledge regarding its rights in relation to services and how to seek redress.

...therefore recommend:

- a concerted public awareness and education on “***Know your service rights and responsibilities***” (existing egs. Include Patients’ Charter and Tirisano)
 - the campaign should also emphasise a ***partnership*** between the public and government in service delivery
 - the campaign should also emphasise the importance of ***responsible usage*** of services / infrastructure provided by government
 - The campaign should educate the public on means of seeking ***redress*** in the event that they did not receive services in line with the spirit of Batho Pele



Recommendations

3) *Service-user relations management*

Key challenges & rationale:

- Currently no capability to manage service and “client” related matters. Including:
 - retrieving information on number of services rendered by a respective official
 - type of queries/complaints received
 - rate of successful resolution of “clients” complaints/queries
 - pattern of queries/complaints
 - proactively informing citizens on expiry of licenses, passports, etc
 - need to work smarter , improve efficiencies of processes and promote interoperability and management information systems as well in the interest of better turnaround times and therefore lessen high rates of complaints about poor service



Recommendations

...*therefore recommend:*

- The development of customer/service user management Framework by DPSA in collaboration with other relevant depts which will include the following elements:
 - Service Delivery Watch – comprising Ministerial Visits and Public Service Commissioner Service Delivery Inspections;
 - SMS Service Delivery Challenge – deployment of every SMS member to a service delivery institution in every performance year in order to gain first hand experience of service delivery challenges thereby ensuring that SMS members develop policies that are cognisant of the coalface realities – thus avoiding adverse policy implementation consequences



Recommendations

4) Mainstreaming, institutionalising, sustaining and fostering accountability for Batho Pele

Key Challenges & rationale:

- _ Human resources systems & practices (such as performance management system, induction, training, recognition & rewards etc) are key to systematically engendering the spirit and practice of Batho Pele



Recommendations

...therefore recommend:

- include BP as a KPAs in performance contracts of heads of departments
- incorporate the belief set and the principles into the performance management system of all public servants
- performance management systems must link institutional , individual and team performance
- performance management systems must recognise team-based work
- A national recognition and reward system for service delivery excellence



Recommendations

...therefore recommend:

- incorporate Batho Pele principles and belief set into the compulsory Induction Programme
- Roll out compulsory standardised training for all front-line staff on Batho Pele – in particular customer/service user care
- incorporate BP into all training material for the public service
- Public Service Commission to be responsible for monitoring, evaluation and accountability of the implementation of BP in line with its mandate



The 8 Principles remain the pillars of the Belief Set



WE CARE



WE BELONG



WE SERVE



WE CARE



WE BELONG



WE SERVE



WE CARE



WE BELONG



WE SERVE

- **Access:** Offering integrated service delivery; no wrong door or queue; ensuring convenience
- **Openness and Transparency:** Creating a culture of collaboration & accountability

- **Consultation:** Listening to customer problems & solutions
- **Redress:** Apologizing & taking corrective action
- **Courtesy:** treating customers with respect, dignity

- **Service standards:** Anticipating customer needs & providing quality & professional service
- **Information:** enabling customers to access government Services through providing accurate information

- **Value for money:** Delivering solutions



Wayforward

- The DPSA has developed a comprehensive stakeholder engagement strategy to ensure:
 - Understanding, support, ownership and championship
- Various platforms have so far been used for the purposes of popularising the Revitalisation Programme, these include:
 - Government Communicators Forum, Gauteng's Service Delivery Dialogue, Public Service Trainer's Forum
- Also planning to embark on leadership engagement through:
 - Provincial HoDs meetings,
 - Provincial Cabinet Meetings,
 - the SMS Conference
- Appeal to all public servants across all levels, all spheres of government please internalise, embrace and champion the ownership



Wayforward

- The Minister for Public Service Administration appeals to all public servants across all levels, all spheres of government please internalise, embrace and champion the ownership. **Batho Pele is everyone of us's responsibility!!!**

Together let us beat the drum for service delivery because We belong, We Care , We Serve!!!