BATHO PELE IMPLEMENTATION

BY THE
eThekwini Municipality

18 October 2006
CONTENTS

• Structure of the eThekwini Municipality
• Background- Batho Pele
• Batho Pele Vision
• Implementation Process
• Communication Strategy
• Improving Service Delivery
• Events
• Lessons Learnt
• Conclusion
The eThekwini Municipality has a staff compliment of +/- 22 000 employees.

The eThekwini Municipality comprises of 7 clusters viz:-

Corporate and HR Governance
Health, Safety & Social Services
Office of the City Manager
Procurement & Infrastructure
Sustainable Development and City Enterprises
Treasury
City Manager

Deputy City Manager Sustainable Dev & Planning
  Development Planning and Management
  Economic Development & Facilitation
  Business Support
  Markets
  City Enterprises

Deputy City Manager Procurement & Infrastructure
  Procurement

Deputy City Manager Health, Safety & Social Services
  Health
  Metropolitan Police
  Emergency Services
  Parks, Recreation, Cemeteries & Culture

Deputy City Manager Governance
  City Hall Administration and Secretariat
  Communication
  Regional Centres
  Community Participation & Action Support

Deputy City Manager Corporate & HR
  Human Resources
  Skills Development

Deputy City Manager Treasury
  Income and Expenditure
  Real Estates
  City Fleet

City Enterprises
  Markets
  City Enterprises

City Fleet

City Fleet

Human Resources
  Skills Development

Regional Centres

Community Participation & Action Support

Legal Services

Occupational Health & Safety

Management Services & Organizational Development

Legends:
- City Manager
- Deputy City Manager Sustainable Dev & Planning
- Deputy City Manager Procurement & Infrastructure
- Deputy City Manager Health, Safety & Social Services
- Deputy City Manager Governance
- Deputy City Manager Corporate & HR
- Deputy City Manager Treasury
- Development Planning and Management
- Economic Development & Facilitation
- Business Support
- Markets
- City Enterprises
- Procurement
- Metropolitan Police
- Emergency Services
- Parks, Recreation, Cemeteries & Culture
- City Hall Administration and Secretariat
- Communication
- Human Resources
- Real Estates
- Income and Expenditure
- City Fleet
- Legal Services
- Occupational Health & Safety

Diagram:

- City Manager
- Deputy City Manager Sustainable Dev & Planning
- Deputy City Manager Procurement & Infrastructure
- Deputy City Manager Health, Safety & Social Services
- Deputy City Manager Governance
- Deputy City Manager Corporate & HR
- Deputy City Manager Treasury
- Development Planning and Management
- Economic Development & Facilitation
- Business Support
- Markets
- City Enterprises
- Procurement
- Metropolitan Police
- Emergency Services
- Parks, Recreation, Cemeteries & Culture
- City Hall Administration and Secretariat
- Communication
- Human Resources
- Real Estates
- Income and Expenditure
- City Fleet
- Legal Services
- Occupational Health & Safety
BACKGROUND

- BATHO PELE WHITE PAPER (1997)
- eThekwini adopted Batho Pele in 1998
- Some of the initiatives that were done were the ff :
  1. SERVICE CHARTERS
  2. SOCIAL CLUBS
  3. EVENTS eg Batho Pele Awards
Vision of Batho Pele

- What Role do you want Batho Pele to play in your organisation?
- What is your vision?
- What strategy would you create?
- What impact do you want Batho Pele to create?
- What mandate will you give Batho Pele?
- Which Department will BP fall under? And Why?
- What Resources will you need to obtain your goal/vision?
1. **Appointed a Project Manager or a Co-ordinator**
   - Interact with the Deputy City Manager and establish the scope and critical deliverables and align strategies to support effective implementation of Batho Pele.
   - Prepare and manage the business plan for the office of Batho Pele.
   - Co-ordinate and plan all initiatives of Batho Pele, Council wide i.e. Public Service Week
   - Manage the implementation of Batho Pele principles
   - Mainstream the principles into IDP, Departmental policies, Programmes and projects.
2. Developed a Batho Pele Policy

- 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 relationships with the end users of public service
- (For this policy to work, you must have a total buy-in of all stakeholders)
Nominated A Task Team

- This team was nominated by the Co-ordinator, Comprising the following Departments
  - Communications
  - Training
  - Corporate Policy Unit (IDP)
  - Customer Services
  - (Meets monthly)
3. Heads nominated the Champions

- Establish if there are any bylaws and policies that contribute to the prohibition of service delivery.
- Identify activities which will be part of the service delivery improvement.
- Liaise with the Unit Head on weekly/monthly basis regarding the service delivery improvement programme.
- Ensure that he/she address the concerns of the staff.
- Organise in-house staff training e.g., cultural diversity programmes.
- Identify employees who perform exceedingly in their respective sections and advise the Batho Pele office.
Criteria used to nominate Champions

- Staff were given a chance to volunteer
- Unit Head will nominate if no one volunteers
- That Champion had to be a customer service person i.e. Friendly
- Preferred – Managerial person.
- Be enthusiastic to cascade the Batho Pele information using the principles. for example. Have monthly meetings with the staff.
Internal Communication Strategy

- City Manager
  - Management Strategic meetings
- Councillors
- Task Team
- Unit Champions
- Departmental Champions
- Skills Development & Training
- Presentations at Departmental level
- Events eg. Public Service Week
- Intranet & Groupwise
External Communication Strategy

- Community mobilisers
- Events eg. Public Service Week
- Masakhane Roadshows
- Mayoral Imbizos
- Communications Department
SYSTEMS TO IMPROVE SERVICE DELIVERY

- Staff is trained on customer care
- Batho Pele implementation progress survey done annually
- Establish Sizakala customer care unit that is responsible for the following functions:
  1. Customer care line
  2. Customer satisfaction questionnaire
  3. Decentralized customer service centers
IMPROVED CUSTOMER CARE

- Surveys conducted have shown the following results:
  1. Staff attitude has changed
  2. Improved community participation
EVENTS

• Africa Public Service Day (23/06/06)

This was held at the Umlazi Mega City whereby all Units marketed their services/products, Batho Pele was promoted by inviting the public to this event and educating them about their citizens rights. Food parcels were given to needy families which was presented by our Honourable Mayor, Cllr Obed Mlaba. The day was an enormous success.
Public Service Week

- eThekwini Municipality has been participating in PSW for the last 3 years
- EM formed part of the PSW National Steering Committee
- Our EM programme was designed by the Task Team
Lessons Learnt

- Need to get a buy-in from all stakeholders.
- Commitment by role players is essential.
- There must be Batho Pele structure.
- Changing people’s mindsets is a process and must be built into the organisational culture.
- Batho Pele should be championed by the City Manager/DG.
- Batho Pele initiatives should be tangible.
Conclusion

• The revitalisation of Batho Pele is a transformation process and not an event

• Therefore, recognition should be made of the fact that Transformation starts from within, it is not only about the skills and competencies, but about ourselves as people.