

REPORT ON THE IMPLEMENTATION OF THE BATHO PELE PROGRAMMES IN THE PUBLIC SERVICE, JULY 2018

1. Executive Summary

- 1.1. The Implementation of the Batho Pele programmes, and efforts to improve services, continue as a key focus for Government action.
- 1.2. As part of the improvement effort, the implementation of the Medium Term Strategic Framework (MTSF) 2009 programme of action has identified the development of Batho Pele standards as one of the key government projects. The aim of these standards is to improve service delivery through increasing government officials' responsiveness to citizens' needs.
- 1.3. In this report the information provided will cover two of the six pilot projects, viz., the national Department of Basic Education and the national Department of Human Settlements. The other national departments piloting the Batho Pele standards are Health, Labour, Social Development and Transport. The pilots are implementing the developed generic Batho Pele standards.
- 1.4. The additional information was received from reports presented at the May 2018 national Batho Pele Forum, which provide information on the implementation of the Batho Pele programmes in the Department of Tourism and six Provincial Governments.
- 1.5. This report therefore covers the progress made by Departments implementing the generic Batho Pele standards, as well as national and provincial departments implementing Batho Pele programmes in general.

2. Introduction and Background

2.1. *Development of the Batho Pele Standards*

- 2.2.** The Batho Pele standards were developed through a consultative process within the Branch Service Delivery (DPSA) in 2015.
- 2.3.** A workshop was held with the six affected departments in November 2015. Further engagements were held at the Batho Pele Forum meetings in December 2015, February, May and December 2016. Individual meetings were also held with all the six Departments to develop implementation approaches and evaluate the current state of Batho Pele principles' implementation.
- 2.4.** As a result of the one on one engagements, visits were undertaken with the Department of Labour to 20 sites (Labour Centres) in three provinces, viz., Gauteng, Free State and Limpopo between September - December 2016. The Customer Centre at the Department of Social Development (head office) was also visited (in 2016 and 2017), the Matriculation Certification Centre in the Department of Basic Education (2016 and 2017) was visited, as well as five clinics in the Bokone Bophirima (North West) Province in 2016. Subsequently, several hospitals and clinics were visited during the Ministerial outreach programme during 2017 where inspection on the implementation of the Batho Pele principles was undertaken.
- 2.5.** A measuring tool, adapted from the Productivity Measurement developed by the Department of Public Service and Administration, has been developed. A questionnaire is used to gather data and provide a synopsis of Batho Pele implementation at the service sites.
- 2.6.** A survey tool was also developed in December 2017 to collect data on the progress with the pilot project. This tool will be adapted to the whole of the public service survey on implementing the Batho Pele principles and standards.

2.7. The Batho Pele Forum has its own reporting template which is used to gather information on progress in Batho Pele implementation across the public service. This reporting template provided the information from the other national and provincial departments.

3. A Summary of the Implementation of the Batho Pele Standards in the Piloting Departments

3.1. Several meetings were held with the six departments piloting the standards since 2015.

3.2. A summary of the progress thus far in implementing the Batho Pele standards is provided. All the six Departments are implementing the Batho Pele principles and standards, albeit at varying levels.

- a. The Department of Health has developed its own service standards, which incorporate the Batho Pele principles. The Department has a quality assurance service, which collects data monthly. The data collected helps with pinpointing service areas that need attention.
- b. The Department of Transport has launched a sectoral Batho Pele Forum through which implementation and monitoring of the Batho Pele standards will be effected.
- c. The Department of Labour has acted on deficiencies identified during the visits to the Labour Centres, and has put in place improvement mechanisms. Training for frontline officials has been mooted. All officials are now encouraged to wear nametags, and have been re-oriented on how to receive and handle service recipients. Signage is being improved, beginning at the head office.
- d. The Department of Social Development is improving the customer care area. The draft service standards have been developed. Improvement to the physical

structure of the customer care is receiving attention, as well as staffing and skilling of affected officials.

- e. The Department of Human Settlements has improved awareness of the Batho Pele standards among officials, as well as raised the department's performance in general. The Department is seeking to integrate the re-orientation programmes on Batho Pele implementation across all its divisions.
- f. The Matriculation Centre in the Department of Basic Education is meeting the Batho Pele standards. The pilot will be extended to the entire education sector.

4. Feedback from departments as at May 2018 – Batho Pele Implementation

4.1. Department of Basic Education (DBE)

- a. The DBE was engaged on 4 June 2018 on progress with the pilot project. The following recommendations were agreed to:
 - i. Extend the pilot to the Education Provincial sector, including Umalusi, the State Information and Technology Agency (SITA) and the other relevant areas within the national DBE. Focus at Umalusi and the SITA will be in those units that have a linkage to the matriculation system.
 - ii. While we need to improve the monitoring of the pilots, cognizance must be taken that the Education sector has common and individual plans. National has inclusive education plans, while provinces may work provincially. The provinces' work is monitored nationally – e.g. examinations.
 - iii. In measuring progress, consider the nature of the curriculum and look at the impact of its implementation.
 - iv. The other critical area to look into closely is the school nutrition programme. The programme's safety and the food quality are important.
 - v. The physical safety of schools and therefore the development of school

- safety standards is imperative.
- vi. The school facilities need improvement and proper maintenance.
 - vii. Also, administrative and delivery capacity improvements at national level are needed.
 - viii. Provinces need training on the development and implementation of Service Delivery Improvement Plans.
 - ix. There is misalignment in reporting on projects, with the department experiencing feedback challenges.
 - x. It was proposed that a workshop be held to discuss how this project (Batho Pele standards) can develop and also discuss financial implications (Budgetary matters).
- b. In addition to the above recommendations, the following way forward was adopted:
- i) Have regular monthly and quarterly meetings to track progress on the pilot.
 - ii) DBE to schedule a meeting for the DPSA to present the pilot project on Batho Pele standards to their EXCO and/or MANCO.
 - iii) DPSA and DBE to schedule a workshop on expanding the project and discuss the scope, resources and stakeholders. A tentative date for the workshop is 11 July 2018.
 - iv) The DPSA will share the Batho Pele Forum annual schedule.
 - v) The DBE must include evidence when submitting their responses to the survey questionnaire in future.
 - vi) The DBE to finalise the identification of the person to be trained on Sign Language.
 - vii) Improvements to the Complaints Management System be implemented.
 - viii) The DBE will conduct a Citizen Satisfactory survey and needs assistance in this regard. The DPSA to provide assistance.

4.2. Department of Human Settlements

- a. The quarterly meetings have not been held consistently. However, two meetings and a workshop were held between April – June 2018. The DPISA conducted the train-the-trainer workshop on 29-31 May 2018. One of the recommendations is that the DPISA will continually provide support to the DHS.
- b. The DPISA is awaiting a response of the executive and senior management committees on the pilot proposal.
- c. The Department of Human Settlements (DHS) completed a performance survey (questionnaire) and the following information emerged:
 - i) The DHS indicates that they **consult** with clients regularly through various mechanisms, including radio, printed and electronic media, printed material, workshops, meetings and direct interviews;
 - ii) The department has developed **service standards** and these are displayed in the departmental Service Charter in the Customer Centre (venue of the pilot), as well as in the reception area. Operating hours, waiting and turnaround times are included;
 - iii) On **Access**, the department is physically accessible and there is adequate signage in the streets and inside the building. Information on its location is easily accessible through the internet. However, there are areas of improvement which are the use of sign language, officials not wearing their nametags and the information is not available in local languages (only English and Afrikaans are accommodated);
 - iv) The officials in the Customer Care and the Reception area are friendly, receptive and they receive visitors with **courtesy** and respect. Visitors are attended to promptly. Improvements are required, however, in so far as the deployment of a queue Marshall is concerned. There department

- has not yet developed a complaints and compliments management systems (electronic or manual);
- v) **Information** on the Department is easily accessible through the internet, adverts and billboards, pamphlets, printed and electronic media.
 - vi) The service standards have information on how to reach the department, and therefore ensuring **openness and transparency**;
 - vii) Despite the lack of a manual or electronic complaints and compliments management system, the department has developed some clear (**redress**) mechanism for lodging complaints. The service standards talk to the turnaround time for resolving complaints, and reasons are given for non-delivery or delays via telephone and electronically;
 - viii) **Value for money** is guaranteed through ensuring that effective financial management systems are in place, and that managers and other levels of staff are trained appropriately.
- d. The DHS indicated in their response to the survey questionnaire that their level of service delivery that could be expected of them is at a very satisfactory level.
 - e. The DHS further indicated in the same survey that the citizens who use their services are very satisfied with the service performance rendered by the Department.
 - f. The Directorate: Organisational Design and Transformation is responsible for the implementation of the pilot Batho Pele standards project, as well as the coordination of all other Batho Pele programmes, e.g. Africa Public Service Day, Public Service Month.

4.3. Department of Tourism

- a. The Department has an approved Batho Pele Coordinator, but no Batho Pele forum, who ensures that the Batho Pele programme is implemented.

- b. The internet, print and electronic media, website, printed publications, social media, outreach and izimbizo programmes are used to engage communities. There is no Batho Pele Learning Network, but information is effectively shared through the mechanisms indicated above.
- c. Service standards have been developed but are under review. Consultation is underway on the review. The reviewed standards will result in a new Service Charter for the department.
- d. Standard Operating Procedures (SOPS) are in place. In addition, the SOPs have been developed on the application of tourism incentives.
- e. The department has submitted an approved Service Delivery Improvement Plan (SDIP) to the DPSA.
- f. There is an approved service delivery model that is being fully implemented since April 2017. It will be reviewed when the need arises.
- g. The department has a complaints management mechanism, which was developed in terms of Section 47 of the Tourism Act, 2014. This enables the department to effectively deal with complaints. The Communications unit manages the Customer Care Centre, and distributes complaints to relevant officials.
- h. The department has been implementing a culture change programme since April 2017. A corporate culture survey was completed April 2018. Staff have been engaged on Batho Pele Change Management Engagement programme with a view to motivating them and ensuring their participation in the cultural change programme. The department participated in the National Batho Pele Excellence Awards hosted by the DPSA.
- i. The Batho Pele principles are prominently displayed on each floor in the department. Internal communication ensures that the officials are constantly updated on Batho Pele matters.

- j. The department has not conducted any service site visits. Instead, on service improvement it is internally focused.
- k. The department is active in programmes linked to people with disability, and constantly raises awareness to all employees. There is a Disability Management Forum which advises the department on requirements, improvements and innovative ways of accommodating people with disability. The working environment is constantly improved to accommodate people with disabilities. The physical building is designed to ensure maximum accommodation for people with disabilities. Transport is provided for visually impaired and wheelchair bound officials. The department has exceeded its 3% disability target by 1.7%. Its male to female ratio is 65.2 to 34.8 in this category of employees. New recruits are trained on how to handle matters related to disability.
- l. All officials have been issued with nametags, but the challenge is that not all wear them. Certain programmes have uniforms, e.g. *Chefs* training and the *Tourism Buddies* wear branded uniform.
- m. The department has two information gateways which are used to disseminate tourism related information, viz., OR Tambo and King Shaka International Airports. The gateways have visitor questionnaire surveys for the clients to rate services.
- n. The department ensures that frontline staff receive sign language training.
- o. The department has an approved Sport and Recreation policy, which governs the coordination of health and wellness programmes and provision of necessary resources.

Gauteng Provincial Government

- a. The Provincial Batho Pele Forum is coordinated by the Office of the Premier. All the Provincial Departments have Batho Pele Coordinators. Not all have active Batho Pele forums.
- b. The Provincial Batho Pele Forum meets quarterly.
- c. Nine Provincial Departments met the 31 March submission date of SDIPs. Two departments submitted after the date and three have not submitted. The Provincial Director-General summonsed the non-complying HoDs to a meeting and discussed the matter.
- d. To demonstrate the commitment of the Provincial Government to the Batho Pele policy, the Premier is leading engagements. Among the engagement the Premier has had are:
 - i) Meeting with the Provincial senior management service (SMS), which included signing of a pledge to recommit to the BATHO PELE principles and values;
 - ii) A commitment to creating a culture of integrity, ethical leadership and conduct, and good governance. A Code of Good Practice anchored on the following four Cs:
 - Commitment by leadership and senior management;
 - Clear set of values and standards of behaviour;
 - Communication of the values and standards to staff;
 - Continuous and consistent actions in promoting integrity.
 - iii) Meetings with various stakeholders, including business, youth, professional bodies, etc. have been held.
 - iv) Improved communication and awareness on key government programme for communities is required.

- v) The Province celebrated **Africa Public Service Day** on 23 June. In addition to partnering with the DPSA, the Province held its own engagements where the Premier proposed the launch of Leadership Dialogues to address ethical leadership issues, develop solutions to challenges around service delivery, strengthen leadership efforts in the province and ensure increased transparency and accountability. The dialogues could also be in the form of conversations with MECs, or where the Provincial Director-General hosts sessions with HoDs.
- e. The Province has developed a **Team Based Initiative**, which is being implemented in collaboration with the Gauteng City Region Academy (GCRA) to provide support and transfer skills to generate context specific solutions to service delivery challenges. The programme was applied to three high risk clinics in the province, viz., Mofolo, Chiawelo and Lillian Ngoyi clinics. The programme identified **retrieval of files** as the key challenge. There is progress in Chiawelo and Lillian Ngoyi clinics in rectifying the file retrieval system.
- f. The Province is implementing an Awards programme, the Premier's Service Excellence Awards (PSEA) that have been broadened to include business and civil society for excellence in contributing to the developmental agenda, recognizing that Government cannot go it alone.

4.4. Department of Labour

- a. The Department of Labour has a Batho Pele Coordinator, as well as a Batho Pele Forum. The Unemployment Fund and Provinces have designated Batho Pele Champions at Director and Deputy Director Levels.
- b. The Departmental Batho Pele Forum is known as the National Service Delivery Improvement Committee (NSDC), chaired by the Chief Operations Officer (at DDG level). The Batho Pele programme is driven from this office.

- c. Each Branch or entity has either established a Committee or has Batho Pele implementation as a standing agenda in all the management meetings.
- d. The department has a service charter, based on developed service standards. The service standards and the charter, as well as the Batho Pele principles are prominently displayed in all the offices of the DoL across the country. The charter has been reviewed and it was envisaged that the final draft of the revised charter would be processed by 31 March 2018.

Picture 1: Signage inside a clean Harrismith Labour Centre, with diligent officials helping citizens with unemployment insurance (UI) applications. The safety feature on the far left is up to date.



- e. The DoL is reviewing the Batho Pele principles as per their departmental mandate.
- f. The DoL has developed standard operating procedures (SOPS) after receiving the relevant training from the DPSA. However, the current SOPs are not in line with the framework as determined by the DPSA in that they contain *process steps* and not *process flow*.
- g. The Human Resources Directorate located in the Branch: Corporate Services, is responsible for the development of the SOPs and Business Processing Management. All five Divisions in DoL have developed SOPs and Business processes in terms of each of their specific

Picture 2: Entrance to the Labour Office in Welkom. Paper signage need improvement



area of responsibility or service. The key services are Registration services, Applications, Employment Counselling services, Placement or Referral services, Labour related Complaints and Incidents and the Inspections and Enforcement.

i) Registration Services:

- Employment opportunities
- Private Employment Agencies
- Temporary Employment Agencies
- Labour organisations
- Complaints (customer care and labour related)
- Work seekers
- Employers

ii) Applications:

i. Unemployment Insurance benefits:

- Unemployment benefits
- Maternity benefits
- Illness benefits
- Adoption benefits
- Death benefits

ii. COIDA claims

- Compensation claims (CF)
- Medical claims

iii) Employment counselling services (PES)

iv) Placement/ referral services

v) Labour related complaints and incidents

vi) Inspections and enforcement (IES)

- h. No unit costing has been done yet. DPSA is still to train and provide guidance on how to develop unit costing.
- i. The DPSA has trained officials on the development of SDIPs. The DoL has developed a new SDIP for the new cycle, 2018-21.
- j. The approved service delivery model is under review.
- k. A complaints management system is in place and is being implemented. The Chief Operations Officer is the nodal point for all complaints. Each Branch has a nodal official for complaints, as well as a dedicated email address for complaints.
- l. In the 2017/18 financial year a total of 2144 complaints were received. 1322 of these were resolved within the given standard of 14 days. A further 388 were resolved after the standard timeline. All in all, 62% of the complaints were resolved against the target of 90%. Variance is 28%.
- m. The main complaints were recorded in the PES, UIF, IES, COID, and random categories. The details are as follows:

Category	Details of complaint
PES	Non-placement of work seekers
IES	<ul style="list-style-type: none">• Employees not consulted on employment equity issues• Complaints on health and safety at work such as exposure to unsafe machines and non-provision of PPE's• Underemployment• Non-payment of salaries / overtime• Non-registration with UIF
UIF	<ul style="list-style-type: none">• No feedback on appeals

	<ul style="list-style-type: none"> • Late processing of benefits • Payments into incorrect bank accounts • Non-payment of benefits • Under-payment • Late approval of benefits • No reason provided for rejection of applications • Unavailability of VO system
COID	<ul style="list-style-type: none"> • Late processing of claims benefits payments • Late processing of medical invoice payments • Under-payment of pensions • Late pension payments • No feedback on appeals • Employer assessment audits • Employer Revisions
OTHER	<ul style="list-style-type: none"> • Undignified treatment (<i>of clients</i>) • (<i>long</i>) Winding queues • IT system downtimes and bad connectivity

n. The Service Delivery Improvement planning process takes into consideration the customer and employee complaints. The agreement with the Presidential Hotline is that it should take an hour to acknowledge a complaint received, 48 hours to provide feedback, and 72 hours to resolve the matter and provide updates e.g. on queue management and improvements.

- o. The Public Protector's turnaround times are 5 days to acknowledge and give feedback, and 10 days to resolve the matter.
- p. In the immediate past financial year 329 complaints were received. 232 were resolved within the resolution time and 94 were resolved after the resolution time. Three complaints are outstanding.

Branch/ Fund	Number of complaints received	Number of Complaints resolved within the timeframe	Number of Complaints resolved after the timeframe
CF	98	43	52
UIF	231	189	42
TOTAL	329	232	94

- q. The report on the visits to the Labour Centres was presented to both the Executive Management Committees of the Unemployment Insurance Fund as well as the Department of Labour. The report was well received by both structures. There is partial signage on access for people with disabilities. EXCO identified the installation and repair of signage (interior and exterior) as a priority project. The UIF undertook to fund the project. Most LCs and DoL offices have ramps as well as evacuation chairs.
- r. Training for frontline officials has been mooted. All officials are now encouraged to wear nametags, and have been re-oriented on how to receive and handle service recipients. Signage is being improved, beginning at the head office.
- s. Improvement technology regarding the IT system is also receiving attention.
- t. A total of 163 advocacy campaign activities were conducted to make the public aware of DoL services. Nine announced visits were undertaken.

Branch/ Fund/ Province	Name and object of the visit	Where and when?	By who?
UIF	Monitoring the pilot project on queue management in the Labour Centres	<ul style="list-style-type: none"> • Kempton Park LC (on 8 Dec 2017) • Polokwane (6 Dec 2017) 	CD: Operations
Free State	Service Delivery Monitoring and Improvement	<ul style="list-style-type: none"> • Allan Ridge visiting point (4 Dec 2017) 	DD: LCO and Frontline Supervisor
Gauteng	Introducing CDPO to staff, monitoring performance of LC and taking corrective action	CDPO / PEXCOM visits Labour Centres: <ul style="list-style-type: none"> • Springs • Pretoria • Maponya Mall • Soweto • Atteridgeville • Randfontein 	CDPO and PEXCOM managers
Main issues found	<ul style="list-style-type: none"> • UI benefits not processed or paid timeously • COID claims outstanding • Long and winding queues • IT system down times too often • IT connectivity missing 		

Ten visits are envisaged in the current financial year, with the following areas targeted: Bethlehem LC and its two visiting points, Botshabelo LC, Sasolburg LC with visiting points in Heilbron and Vredefort, and Zastron LC.

- u. 12 managers attended Khaedu training in the past financial year (Nov 2017) and did their deployment assignments in February 2018. The CD: HR has a database of managers who have attended Khaedu and did deployments. No reports have been forwarded to governance structures on the deployments. However, the host where the deployment happens is given a report back on the findings and incorporates the resolutions into their programme of action. To rectify the lack of reporting to governance structures of the DoL, a Governance Oversight structure has been established. It will monitor the implementation of Khaedu. Deployment plans will be incorporated into the performance agreements of managers.
- v. The UIF has service excellence awards (non-monetary rewards) and holds ceremonies quarterly and annually. Corporate Service (HR) is seized with arranging for the National Performance Awards.
- w. The DoL has a presence in 81 Thusong Services Centres across the country.
- x. 3921 officials have nametags. Procurement of nametags has been decentralized to Provinces.
- y. There are programmes geared at improving frontline services. The following activities have been implemented: anti-fraud awareness; manual queue management (pilot project); decentralization of Paymaster Services (Umehluke) to the LCs; and Customer Care and Foundation Development Programme.
- z. The DoL has a Health and Wellness Programme, and implements other Batho Pele related programmes such as exhibitions and community outreach, Ministerial izimbizo, blitz inspections, taking part in the Phelophepa Project and the SA-One Stop Shop coordinated by the Department of Trade and Industry, and is part of the Inter-Governmental Relations cluster meetings.

4.5. Department of Transport

- a. Batho Pele Coordinators have been appointed in the DoT. The process to formalize the Provincial and Sector Coordinators is in progress.
- b. The DoT has already identified the ***Driver and Learning Testing Centres*** (DLTCs) as the area for the BP pilot project. A project plan is in place. However, EXCO endorsement has not yet been formally received.
- c. Service standards have been developed for the DLTCs. The service charter has been finalised and awaits executive management approval.
- d. The DoT has established a sectoral Batho Pele Forum, whose responsibility includes consulting all sectors in the portfolio on service delivery improvement.
- e. Visits were made to the following areas (DLTCs):
 - i) Mpumalanga: Bethal, Elukwatine, Mkhondo, Acornhoek, Sabie, and Graskop.
 - ii) Northern Cape: Magareng, Barkly West, and Sol Plaatje.
 - iii) Western Cape: Bellville, Durbanville, and Atlantis.
 - iv) Limpopo: Musina, Malamulele, Modjadjiskloof, and Ephraim Mogale.
- f. The DoT hosted their annual service excellence awards in May 2018.
- g. An organisational employee satisfaction survey was conducted to establish proper organisational culture. Implementation of the recommendations will be implemented in the current financial year.
- h. An Integrated Complaints Management framework was developed. Its adoption by EXCO is awaited.

4.6. Mpumalanga Provincial Government

- a. Batho Pele Coordinators have been appointed in the Office of the Premier and all the Provincial Departments.
- b. The Provincial Batho Pele Forum meets quarterly. The minimum programme of the forum follows the national BP Forum programme. The functioning of the

Provincial Batho Pele Forum is not at its optimum level. District Municipalities are engaged towards establishing their own forums.

- c. Highlights of achievements in 2017/18 are the following:
 - i) Monitored and reviewed departments' service standards and charters and the Office of the Premier provided support on Batho Pele Change Management Engagement Programme implementation.
 - ii) The Province hosted the 2017 Public Service Month closing ceremony.
 - iii) The Province hosted a Thusong outreach activity for the DPSA held at Casteel.
 - iv) The Provincial 2017 APSD was celebrated at the Dr Pixley ka Isaka Seme Local Municipality.
 - v) Hosted two national Batho Forum meetings in March and May 2018.
 - vi) The Province has submitted the new cycle SDIPs, and ensured compliance on SDIPs. The quality of some SDIPs are still a challenge.
 - vii) Two Khaedu deployments were conducted.
 - viii) Some of the entries from the Province scooped Awards from both NBPEA and CPSI Innovation Awards.
- d. The Province is implementing the drive to improve citizens' access to public services by increasing its monitoring of service delivery implementation. The OTP coordinates the effort and carries activities with other departments.
- e. The OTP has integrated the following units: Research (which is also responsible for the Executive Council's outreach programme), Presidential Hotline, Communication, Public Service Transformation and the Service Delivery Improvement (Batho Pele), and the Monitoring and Evaluation Units.
- f. The following stakeholders take part in the monitoring process:
 - i. Provincial Treasury
 - ii. Department of Community Safety, Security and Liaison
 - iii. COGTA National

- iv. COGTA Provincial
 - v. Provincial Department of Health
 - vi. Department of Public Works
 - vii. MISA (Municipal Infrastructure Service Agency)
 - viii. Department of Education (Provincial)
 - ix. Municipalities
 - x. Ward Committees
 - xi. Hospital Boards
 - xii. Community Policing Forum
 - xiii. School Governing Board
- g. Institutions visited for monitoring purposes are:
- i) Msukaligwa Local Municipality (May 2018)
 - ii) Dipaliseng Local Municipality (May 2018)
 - iii) Govan Mbeki Local Municipality (May 2018)
 - iv) Paulah clinic in Embalenhle (May 2018)
 - v) Embalenhle hospital (May 2018)
- h. Challenges at service sites that were visited:
- i) Escalating electricity and water debts. Municipality has a shrinking revenue base. A financial recovery plan is being developed with the assistance of the provincial and national treasuries.
 - ii) Sewage spillage. Municipalities need improved revenue to be able to afford repairs to infrastructure.
 - iii) Embalenhle is confronted with regular public protests. Renovations to key infrastructure is taking place. Provincial and District Health are providing support to the Municipality towards improving services at the Paulah clinic and the Embalenhle hospital.
- i. Complaints are received via the Presidential Hotline and the Provincial Satise Silalele programme. The latter is still a work in progress. It is being integrated

within the war room agenda. The war room, which goes by the name of Operation Vuka Sisebente, is in operation.

- j. There are plans to conduct two Khaedu deployments in this financial year.
- k. There are MECs service excellence awards. The Premiers service excellence awards are being considered. Lack of funds is the main challenge.
- l. Ten Provincial Departments have submitted their SDIPs for the 2018-21 cycle.
- m. A Provincial Women Empowerment Steering Committee has been established with clear roles and responsibilities. However, lack of adequate staff hampers progress.
- n. Service standards and service charters are in place in all provincial departments. Only the development of service delivery models is still a challenge.
- o. National departments in the province are not properly coordinated.
- p. Public protests are a result of prolonged delivery of solutions to complaints and/or planned community projects.
- q. Government institutions are taking each other to court due to lack of payments as a result of inadequate resources.
- r. Impact of the war rooms is minimal due to lack of functionality of some of these structures.

4.7. Eastern Cape Province

- a. Half (45%) of the Provincial Departments have officially-appointed Batho Pele Coordinators. The Office of the Premier (OTP) coordinates the Provincial Batho Pele Forum. So far this year one Provincial Batho Pele Forum has been held.
- b. About half of the Provincial Departments have developed 2017/18 Batho Pele implementation plans.

- c. Facilitated a BPCMEP in all 13 Provincial Departments
- d. Vibrant Batho Pele Forums have been established in about a quarter of the Provincial Departments (27%) at their head office levels, and in 8% of the Districts.
- e. The OTP further coordinates the cascading of Batho Pele to Municipalities. For example, a training session on the Batho Pele Revitalization strategy, with a focus on the Khaedu deployments, was held for the Makana Municipality officials. The Provincial Treasury had identified Makana as a deployment site.
- f. All 13 Provincial Departments have revised and are implementing their audited Service Delivery Improvement Plans. An integration plan has been developed and is shared with all provincial departments.
- g. All 13 Provincial Developments have developed Service Standards and Service Charters. 82% have published and displayed them.
- h. A further 82% of the Provincial Departments have incorporated Batho Pele in their strategic plans; 45% have complaints handling mechanisms; 82% have suggestion boxes; 18% give feedback on the implementation of suggestions and Monitoring and Evaluation (M&E) reports. Only 2% of the Departmental Leaders are displayed at their departmental entrances.
- i. The majority of people, approximately 88% of the Provincial population, receive their health services through the public service system.
- j. A Batho Pele snap survey (2018) revealed that 18% of the Provincial Departments have compiled reports after conducting Service Delivery Watch exercises.
- k. Proper signage is in place in 55% of Provincial Departments, while 64% of officials wear their nametags. Batho Pele awareness drives were done in 46% of the Provincial Departments' head offices, and in 36.4% of the Districts Municipalities.

- l. In 82% of the Provincial Departments the Batho Pee programme is headed by senior managers. The remainder are at Deputy Director level (6), Assistant Director level (1), a single person at Level 8, two at Level 7 and an Intern.
- m. The OTP facilitated Khaedu deployments at SASSA, Mthatha.
- n. The Provincial Treasury developed Khaedu implementation plans, trained and deployed their SMS members. Follow ups are being conducted on the recommendations made in their deployment reports. Overall, 18% of SMS members in Provincial Departments are trained on Khaedu.
- o. A diagnostic exercise was done in the Department of Social Development (DSD) in the OR Tambo District Municipality, resulting in a Batho Pele Change Management Engagement programme (BPCMEP) in the Provincial DSD head office.
- p. A plan has been drawn up by the OTP to capacitate the Department of Transport (DoT) officials on BPCMEP interventions.
- q. E. Cape Gambling and Betting Board managers were capacitated on the BPCMEP.
- r. The OTP is restructuring, focusing on Customer Care and the Presidential Hotline. There is no uniformity in how Customer Care is organised, with most Provincial Departments not taking care of the internal customer.
- s. One Provincial Department has functional District Batho Pele Forums.
- t. 82% of Provincial Departments took part in the 2017 Public Service Month programme.
- u. Challenges experienced include:
 - i) Most SMS are unavailable for Khaedu deployments;
 - ii) Most departments (55%) do not have a designated person responsible for Batho Pele coordination;
 - iii) Budgetary constraints in departments impact on effective participation by departments in PSM activities;

- iv) Litigations costs the Provincial Government R17bn. The Department of Health alone pays on average R2.1bn in litigation per annum.
 - v) There is a need to establish head office (Provincial Departments) and District Batho Pele Forums;
 - vi) The location of the Batho Pele programme in some departments is inappropriate;
 - vii) Lack of clearly defined Customer Care processes;
 - viii) Lack of reporting by departments.
- v. An organisational development (OD) and Process and Productivity Improvement approach is mooted as a remedial mechanism to the above challenges:
- i) An integrated Service Delivery Forum (SDF) comprising of the Organisational Development, the Batho Pele and Change Management units in departments was established in May 2018 and will meet quarterly;
 - ii) The SDF will deliberate on how to achieve uniform structural configurations in the Province's governance model;
 - iii) The SDF will be used as a benchmarking platform and a reporting mechanism by departments on Batho Pele and service delivery implementation.
- w. Way forward:
- i) The DPSA to engage the Office of the Premier with a view to identifying and agreeing on areas of support to assist the Province re-establish its Batho Pele programme.
 - ii) The OTP to ensure that the report on *Public Sector Transformation: Overview of the Office of the Premier*, is approved.
 - iii) The Province will develop a 2018-19 Batho Pele implementation plan, based on the results and recommendations of a snap Batho Pele implementation survey conducted recently.

- iv) Infuse in the implementation of service delivery programmes a human touch by ensuring the Batho Pele is integrated.
- v) Implement an integrated Provincial Budget Planning process.
- vi) Prepare for the PSM programme.
- vii) Revive Provincial Departmental Batho Pele Forums.
- viii) Revive the Batho Pele ethos through the marketing of the Provincial Batho Pele Guidelines and institutionalization of the Batho Pele programmes.
- ix) Attend to the soft skills in the Province.
- x) Re-establish the “*Batho Pele footprint*” among SMS.
- xi) Promote the Batho Pele theme of “We Belong, We Care, We Serve” through a structured implementation of the Batho Pele programmes at departmental level. Continue to build a professional, caring and development oriented public service that will give impetus to the Batho Pele ethos.
- xii) Strengthen leadership for robust implementation of Khaedu and the public Service Charter, capacitate leadership and foster a results oriented implementation programme. Programmes to incorporate notion of whole person, whole group, whole organization and whole social system.

4.8. KwaZulu Natal

- a. The Province has a complete Batho Pele complement, with all Provincial Departments taking part. The Provincial Batho Pele Forum is led by the Office of the Premier.
- b. The Batho Pele Forum is attended by all Provincial Departments, national departments with a presence in the Province and all 54 municipalities.
- c. There are 11 District Municipalities, of which six have very functional Batho Pele Forums. The District forum is attended by all Local Municipalities,

Provincial and National Departments which have a presence in the District areas.

- d. The District forums are supported by the Department of Cooperative Governance and the OTP.
- e. The operations framework is implemented in full, i.e. the service delivery model, SDIPs, business processing management, etc. are in place.
- f. The Premier's Service Excellence Awards (PSEA) are still in place, 19 years since their launch. Other Provincial Departments and the Districts have their own annual municipal awards. The Provincial PSEA feed into the National Batho Pele Excellence Awards (NBPEA).
- g. Service delivery is driven through the war room style **Sukuma Sakhe** programme. This is a ward based system of consultation and implementation of integrated Government programme. The three spheres collaborate in implementing services and in attending to queries.
- h. The Province will be taking part in the 2018 Public Service Month. The Khaedu deployments will take place on 24-28 September across the Provincial Government.
- i. The Province made a call to the DPME to develop a concept (for discussion and clarifying roles) on the FSDM programme.
- j. Challenges:
 - i) The DPMSA to give analytical feedback to Departments on their implementation of the SDIPs, and not only qualitative feedback.
 - ii) Structural configuration of departments, and the location of the Batho Pele programme implementation be clarified.

4.9. North West Province

- a. All Provincial Departments have Batho Pele Coordinators. The Provincial Batho Pele Forum meets quarterly where the departments share best

practices in implementation. The OTP coordinates the Provincial Batho Pele Forum.

- b. All Provincial Departments have established the Batho Pele Forums. There is a need to have national departments with a presence in the Province, as well as Municipalities, to take part in the Provincial Batho Pele Forum.
- c. All Provincial departments have developed service standards and service charters and have popularized these. A verification process undertaken by the OTP on the display of the service charters and service standards. The verification process led to departments reviewing their service standards and service charters.
- d. The Department of Finance and the Department of Rural, Environmental and Agricultural Development (READ) have completed the development of their standard operating procedures (SOPS). The OTP is still in the process of finalizing their SOPS, while other departments still require capacitation on how to develop the SOPS.
- e. On the development of Business Process Management and Unit Costing, the DPISA ran a capacity building workshop with the Provincial departments in May 2018. Departments are now in the process of developing their SOPS.
- f. As at May 2018 nine (out of 12) Provincial Departments had submitted their SDIPs for the new cycle (2018-2021). The three outstanding Provincial Departments received assistance. The Management Performance Assessment Tool score for the Province shows that four departments performed at level 3 and nine at level 2.5.
- g. All Provincial Departments have approved service delivery models. Provincial Departments are encouraged to review their SDMs where necessary.
- h. The OTP has a complaints management system, which is linked to the Presidential Hotline. Departments have suggestion boxes and designated

personnel for complaints handling. The Provincial Call Centre had a case resolution rate of 81% in the first quarter of the 2018/19 financial year.

- i. The Province has established a forum of National, Provincial and Municipal representatives who are responsible for facilitating the resolution of cases received through the Presidential Hotline. The May 2018 latest resolution rate was 95.6%.
- j. The Executive Technical Team in the Province (made up of HoDs), has endorsed that all senior managers should include Khaedu in their Annual performance agreements. As a result, senior managers in the Province are taken through Khaedu training and deployment. The first deployment took place on 7-11 May 2018, facilitated by the National School of Government.
- k. The Province celebrates the Africa Public Service Day annually. This year is no exception.
- l. The Province has the OR Tambo Excellence Awards, which were held in February 2018. The Province further participated in the National Batho Pele Excellence Awards, which were held in March 2018. The Province received awards in three Categories. Provincial Departments are on a drive to raise awareness regarding sector specific awards. This approach seeks to ensure that all categories of workers are included in the awards process.
- m. Provincial Departments are procuring nametags for their staff. However, there are health related issues around the material used, which the Province is attending to.
- n. The OTP is implementing a sector specific deployment of SMS for better impact. SMS members are supported by the Provincial Treasury and the Department of Public Works to ensure that sites visited are properly assessed, and where contributions are required, the relevant department is mobilized and apprised.

- o. Wednesday afternoons have been set aside as health and wellness days. Activities range from relaxation facilities, gym to health management, counselling and seminars.
- p. The Challenges include:
 - i) There is a need to have national departments with a presence in the province, as well as the District Municipalities, to attend the forum.
 - ii) Departments require capacitation on how to develop the standard prating procedures.
 - iii) Not all departments have submitted their SDIP documents for the new cycle (2018-2021).
 - iv) There is a need for the Provincial Departments to improve their MPAT scores from 3 ad 2.5.
 - v) All Provincial Departments need to review their SDMs.
 - vi) Officials need to undergo Khaedu training and deployment.
- q. Way forward:
 - i) Finalisation of the reviewed service standards and service charters;
 - ii) Officials to be capacitated on the development of SOPS, Business Process management, unit costing, and the service delivery improvement plans;
 - iii) Remaining Provincial Departments to submit their SDIPs;
 - iv) Procurement of nametags from a reputable service provider, and dealing with the issue of the material being used to produce them;
 - v) The programme of visits to frontline offices be devised in such a way that effective interventions are recorded, and therefore the impact thereof is visible.

4.10. Department of Correctional Services

- a. The Department has an approved Batho Pele Coordinator, as well as six Batho Pele Regional Coordinators. The Department is instituting some changes to the organisational design, led by a task team. The Task Team is responsible for the development of the department's Operations Management approach.
- b. The Departmental Batho Pele and the six Regional Forums are not all fully functional. The Task Team referred to above is dealing with the matter.
- c. The service delivery model is still being developed. The Task Team referred to above is responsible for its development.
- d. A new Service Charter was approved in 2017/18 and has been placed on the intranet and the internet website. Posters, Z-cards were procured in May 2018.
- e. Service standards are displayed at certain points. The service standards for the core business are being reviewed.
- f. Though the SOPS have not yet been developed, the DCS has some documents that approximate the SOPS, e.g. policy procedures.
- g. The Business process management is in place. The DCS still needs to be capacitated on unit costing. Officials will attend the DPSA-led capacity building programme on these matters.
- h. The SDIP 2018-2020 is work in progress.
- i. The DCS has a complaints management system for internal clients. A draft on policy management is being consulted with the DPSA. Internal consultations on the draft policy are taking place.
- j. There is a dedicated team dealing with all matters referred from the Presidential Hotline. In the first quarter, 37 calls were received and all issues raised were dealt with successfully.

- k. The correctional sentence plan is used for the effective dissemination of information to inmates. New offenders are prioritised when distributing such material. There were neither unannounced visits, nor Khaedu deployments in the first quarter. There also were no celebrations of APSD. The annual service excellence awards programme has not yet been resuscitated.
- l. The DCS is accessible. Signage is visible inside and outside of the venues. People living with disabilities are provided for.
- m. Staff partially comply with nametag wearing. The DCS has placed a moratorium on nametag procurement. A **Uniform Task Team** has been established to work on this matter, in addition to its designated duties.
- n. There were no activities related to frontline service delivery monitoring, as well as on Batho Pele Learning Network.
- o. There is a health and wellness programme that includes eye testing, health screening, marathon running, aerobics, financial wellness, and gym, etc.
- p. Inmates are encouraged to study. In 2017 the pass rate for matriculants was 76.7%.
- q. The Minister is assisting the Eastern Cape school for the blind.
- r. A Youth Forum is being mooted at the head office.
- s. Social Workers were capacitated through the sexual offender treatment programme.
- t. Outreach and promotion of the departmental activities took place, e.g. a programme was initiated against substance abuse; media platforms are used to address the inmates and society at large on key topics; the DCS held a successful SA National Library Week.
- u. Challenges:
 - i) Regional Forums are not fully functional.
 - ii) The SOPS and the SDM is still being developed.
 - iii) The DCS needs capacitation on unit costing.

- iv) The SDIP 2018-2021 is still a work in progress.
- v) In the previous financial year there were no Khaedu training and deployments, no APSD celebrations, no activities related to FSDM, as well as no Batho Pele Learning Network.
- v. Way forward:
 - i) Internal consultations are being finalised on the draft complaints management policy.
 - ii) The established Uniform Task Team has been tasked with also looking into the issue of nametag procurement. Currently, a moratorium has been paced on procurement of nametags.

4.11. Department of Justice and Constitutional Development

- a. The Department has a fully-fledged unit (Chief Directorate) responsible for the implementation of service delivery.
- b. There is a Batho Pele Forum, which includes representatives from all the Divisions/ Branches in the department, as well as provincial representatives.
- c. Service delivery programme implementation is handled as a single pot approach.
- d. Service delivery is approached on two fronts, namely *Service Excellence* and *Customer Relations Management*.
- e. The Service Excellence journey is as follows: each Branch/ Provincial Office develops its own service delivery model which feeds into the Departmental one. This is where the core services are mapped. Service standards and charters are developed to complete the service delivery model picture. The service are aligned at a Departmental level.
- f. A Civil Process follows where implementation takes place (i.e. engagement with communities). A framework for Frontline Monitoring is developed, and

includes a tool incorporating Batho Pele principles and indicators as developed by the DPSA, DPME and the OPSC.

- g. Unit costing follows, and the expertise of National Treasury may be sought.
- h. The SDIP (2018-2021) awaits Ministerial approval. The SDIP approach includes research measuring the DoJ standards. Research work is conducted on key service delivery matters, e.g. in a recent survey on maintenance cases, it was found that 88% of all such cases have not been finalised within the standards set. The standard is 90 days for resolution of maintenance cases. Often the officials responsible for the maintenance task are not aware of this turnaround time.
- i. The Department has Service Excellence Awards.
- j. The Department has a Complaints and Compliments Management system. A framework is in place. The resolution of complaint cases shows good progress.

4.12. Western Cape

- a. All the Provincial Departments have appointed Batho Pele Coordinators.
- b. The Provincial Batho Pele Forum goes by the name Batho Pele Impact Assessment Network (BPIAN), and is chaired and coordinated by the OTP. The BPIAN meets quarterly. National departments with a presence in the province are part of the BPIAN. Attendance fluctuates from fair to great (about a quarter of the national departments to all of them). District Municipalities are also members of the BPAIN.
- c. All Provincial Departments have service standards and charters and these are displayed. In the past financial year several provincial departments have reviewed their service charters.

- d. The Province has been taken through workshops to introduce and capacitate officials to the development of standard operating procedures, business process management and service delivery models.
- e. The Province is awaiting capacitation on the development of costing and improving the MPAT. Challenges that the Provincial Departments have will be taken up with the DPME.
- f. All Provincial Departments have submitted their SDIP documents for the new cycle, 2018-2021. The Provincial Departments had experienced some challenges in finalizing the SDIPS, mainly in aligning them to the national standard and keeping to the due date for submission.
- g. Provincial Departments use the national and provincial complaints management standards (national framework). They conduct annual client satisfaction surveys. Some departments such as the Provincial Health conduct self (employee) assessment surveys. The Provincial Department of Health further conducts an annual Ideal Clinic status determination, which covers Patient Rights and Redress.
- h. The OTP administers the Presidential Hotline in the Province. In the past financial year the resolution of complaints achievement was at an average of 97%.
- i. Departments are responsive to complaints by citizens, and ensure follow up. Various outreach programmes are therefore undertaken by each provincial department to address community needs. Municipalities are included via the Department of Cooperative Governance.
- j. The BPCMEP is taken to officials on a request basis. However, the OTP has an outreach programme that includes capacitation on BP programmes, as well as addressing cultural matters. Officials are exposed to programmes dealing with health and wellness.

- k. Know your service rights and responsibilities campaigns are held frequently by various provincial departments. The campaign is rolled out through various mechanisms, e.g. izimbizo, door-to-door, service site visits, etc. Interventions to unlock service delivery blockages are done.
- l. Unannounced visits to service sites are frequently undertaken to observe and make intervention in service delivery blockages.
- m. The Province implements a programme where senior managers undertake site visits and make direct interventions to improve service delivery. Though this programme is not named Khaedu, the mode of operation, however, is the same.
- n. The Province implements the annual Africa Public Service Day and the Public Service Month programmes, and all departments and Municipalities are involved.
- o. The Province has the annual Premier's Service Excellence Awards, which feeds into the National Batho Pele Excellence Awards.
- p. Some departments, e.g. Health, have placed issues of disability at the core of their business operations. Clinics and hospitals have made attempts to ensure adequate access to people living with disabilities to health facilities.
- q. The issue of wearing nametags is a challenge, with many officials not wearing theirs regularly. The province is pursuing the matter.
- r. The Frontline Service Delivery Monitoring Programme is in place, coordinated by the OTP. Provincial challenges are being attended to between the OTP and the DPME.
- s. There is no Learning Network.
- t. The Province has regular health and wellness programmes. Individual departments also have their own health and wellness programmes, e.g. Community and Safety Liaison and Health.

- u. The OTP coordinates the service delivery improvement programme, which functions along the lines of the Khaedu programme, making intervention to ensure improved service delivery across the Province. Senior managers are deployed, follow ups on recorded activities are made, and progress noted in the BPIAN.
- v. Challenges include:
 - i) Making follow up with the DPSA on how departments are assessed on the SDIP;
 - ii) Follow up with the DPSA to acknowledge receipt of submissions from time to time;
 - iii) Get all national departments with a presence in the province to attend the BPIAN;
 - iv) Finalize position on the Provincial service awards, aligning these with the NBPEA;
 - v) Obtain firm annual dates of the national Batho Pele Forum meetings;
 - vi) Follow up with provincial departments to check if they had managed to establish the web link they wanted to the Operations Management Framework website.
 - vii) Seek clarity with the Province on their organization of certain tasks, which shows an overlap between the DPSA and the DPME. For example, the service charter is a DPSA competency. On the FSDM a joint approach by the DPSA and DPME is required for effective guidance to the Province.
 - viii) The DPSA had noted the duplication of the Batho Pele Principles on the SDIP assessment. Follow up to ensure this matter is resolved.

5. Conclusion

- 5.1. The implementation of the Batho Pele principles, as indicated in the report above, is not a homogeneous operation across the public service. Key to the success of this pilot project will therefore be management buy-in and allocation of appropriate resources.
- 5.2. On implementing Batho Pele programmes in general, all six departments and some national and provincial departments are currently showing deep commitment. There are, however notable constraints, e.g. staff and resources shortages. There is a need for improvements in human relations (factors), infrastructure, IT, skills training, developing appropriate operational systems and improving the working environment.
- 5.3. The Batho Pele standards project has brought a reawakening to officials on the importance of service delivery improvement. The key impact is that officials realize that they have the power to effect the necessary changes towards improving service delivery. Improved morale and being recognized for their efforts will help to further improve service delivery.
- 5.4. A citizen satisfaction survey is needed to verify the reports and supplement the experiences on service delivery in departments.