GENERAL CONCLUSIONS AND RECOMMENDATIONS
The Commission believes that action in the following areas could greatly facilitate implementation of the Batho Pele White Paper:

1. Support to departments

Finding

*It was found that there is a general lack of practical skills in the public service to apply the Batho Pele principles.*

Recommendation

To fulfill this need it is *recommended* that:

(3) The Department of Public Service and Administration establishes an appropriately resourced support programme.

(4) The programme must cover the following types of support:

- Assistance by consultants.
- Detailed guidelines on, for instance, consultation with customers and the setting of standards.
- Training in the practical aspects of applying the Batho Pele principles.
- Rigorous monitoring and evaluation of the implementation of the White Paper.

2. Integration of the Service Delivery Improvement Programme with other management initiatives in departments

Finding

*It was found that the Service Delivery Improvement Programme is frequently seen as a separate campaign from the normal day to day business of the department.*

Recommendation
GENERAL CONCLUSIONS AND RECOMMENDATIONS

Since service delivery is the main business of departments it is recommended that:

(1) Their strategic and business objectives should include their service delivery objectives, that is the service standards, access targets and productivity improvement objectives, to increase value for money required by the Batho Pele policy.

(2) All management measures, i.e. -

- strategic and business plans;
- budgets;
- organisation structure;
- transformation programme;
- human resources plan;
- facilities plans;
- business processes;
- job descriptions; and
- performance management

must be geared to service delivery.

(c) The results of consultation with customers should be analysed and presented in the form of management reports to policy and planning meetings where decisions about the type and level of service are taken.

3. Alignment of service delivery capacity with the Service Delivery Improvement Programme

Finding

It was found that departments frequently place demands for improved and even new services on service delivery units, without calculating the full costs and impact of proposed changes. Heads of units cope with this by compromising on one aspect of service in favour of the required improvement on another aspect.

Recommendation
It is recommended that:

(1) Service delivery capacity, that is -

- post establishment;
- establishment of service points/offices;
- facilities;
- resources like books, medicine, equipment; and
- budget

must be aligned with required improvements in -

- quantity;
- quality;
- level of service;
- efficiency; and
- introduction of new services.

(b) Good costing systems must be developed which will ensure that improvements in one aspect is not achieved at the cost of deterioration in another aspect.

4. Identifying the service delivery improvement gap and how to achieve the improvement to bridge the gap

Finding

It was found that Service Delivery Improvement Programmes are simply listings of consultation arrangements, standards, complaints procedures, etc., as required by the “model format for service delivery improvement programme plan” in the White Paper (Appendix B of the White Paper).

Recommendation

To improve the quality, quantity and efficiency level of service, or to introduce new services, it is recommended that:

(1) Departments indicate exactly how the improvements will be achieved by utilising the eight-step process spelled out in the White Paper that includes “identifying the improvement gap” and “gearing up for delivery”.
(2) When new services are being introduced or improvement in efficiency is required, departments must indicate the effect of such initiatives on -

- the need for investing in more resources;
- improving business processes;
- training of staff;
- better resource allocation; and
- better management.

Something must be changed, otherwise nothing will change - it will be business as usual.

5. Applying the Batho Pele principles should make a practical difference to the day to day work of front-line personnel

Finding

_It was found that the Batho Pele policy has not yet changed the daily tasks of front-line personnel. It is a very practical policy and must not be seen as an add-on to the main business of departments. It is the main business of departments._

Recommendation

To improve service delivery in all sectors of the public service, it is **recommended** that the service rendering and/or the business processes producing the service, be redesigned so that applying the Batho Pele principles makes a difference to the daily tasks (making up a business process) of for instance, teachers, nurses, warders, policemen, prosecutors, magistrates and home affairs clerks.

6. The Batho Pele principles should be integrated into the performance management system of the Department

Finding

_It was found that performance management systems have not yet been adjusted to establish clear links between a department’s service delivery_
**performance and the individual performance of staff members.**

**Recommendation**

It is *recommended* that:

1. The performance management systems of departments be adjusted to establish clear links between the service delivery performance of the department and the individual performance of staff members.

2. Such a performance management system should meet the following requirements:

   - A department must be structured in such a manner that responsibility for service delivery performance is clearly allocated.

   - A measuring system must be implemented that measure performance against standard.

   - Front-line staff must be held accountable for the conformity of their output with the standard, as well as middle managers for action plans and use of resources to enable front-line staff to deliver better services and the senior managers for the implementation of the policies and strategic and business plans that determine the service delivery priorities of the department.

   - Service delivery must clearly be the main subject on the agenda of regular management review meetings.

   - Individual personnel performance evaluation, and suitable rewards, must be based on these same service delivery outputs.