PART VII: BATHO PELE PILOT DEPARTMENTS OF THE NORTH WEST PROVINCIAL ADMINISTRATION
1. **Department of Developmental Local Government and Housing**

The Department has started to develop a Service Delivery Improvement Programme as outlined in the Batho Pele White Paper. In the absence of consultation with the customer it is, however, clear that the plan will not focus on what is important to the customer.

1.1 **Evaluation under each Batho Pele principle**

1.1.1 **Consultation** *(Citizens should be consulted about the level, quality and choice of public services they receive and, wherever possible, should be given a choice about the services that are offered)*

Although the Department at the time of the investigation, has not yet consulted its customers about the level, quality and choice of public services which they could expect, it had started with a process of consulting its customers. This process entailed:

- Holding workshops for all employees on the Batho Pele principles.
- Discussing the short, medium and long-term implications of the project.
- Emphasising and defining roles of managers, the Departmental Transformation Units (DTU), the MEC and the other change agents.
- Developing institutional support [DTU and Performance Management System (PMS) coordinators].
- The process also included discussions with five municipalities to pilot Batho Pele in their municipalities.
- Discussions were held with the North West Local Government Association (NORWELOGA) on the approach to be followed to consult with Local Authorities about the level, quality and choice of services they could expect from the Department.

1.1.2 **Standards** *(Citizens should be told what level and quality of public services they will receive so that they are aware of what to expect)*

Standards have been set for aspects of its service as listed in the table below. The standards do not cover the essence of the service of the
Department. It is clear that the standards have not been set after consultation with customers, since the standards do not reflect what is important to the customer. Customers are, for instance, not only interested in response times for correspondence but also in the purpose and outcome of the correspondence.

An incremental approach has been followed to determine standards that did not concentrate on hard-core business. The first step was to set standards for the efficiency of processes (correspondence, telephones, friendliness towards customers etc). The process will only be redirected in a later stage to content issues which include the Department’s performance against its vision, mission and key strategic objectives.

Local authorities were surveyed to get an indication of their experience of the department’s service delivery. Their responses are indicated in column three of the following table.

<table>
<thead>
<tr>
<th>SERVICES</th>
<th>STANDARDS</th>
<th>LOCAL AUTHORITIES’ RESPONSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interaction with customers i.e. service providers, local authorities, the public ect.</td>
<td>Provide customers with definite contact information, i.e. who does what, and telephone numbers (departmental directory). Keep to appointments as scheduled. Provide apology or explanation when appointments have not been adhered to.</td>
<td>The Department did well to provide Local Authorities with definite contact information (departmental directory). The Department does not keep to scheduled appointments and does not provide an apology or explanation for the rescheduling thereof</td>
</tr>
<tr>
<td>Correspondence</td>
<td>Respond within five working days and acknowledge receipt within two days. Indicate when exactly the actual response is following.</td>
<td>Acknowledgements and timely handling of quality responses are not satisfactory.</td>
</tr>
<tr>
<td>Requests from clients i.e. claims, requests for MEC’s or Senior officials’ intervention.</td>
<td>Expedite the response time, give emergency requests the attention they deserve, otherwise respond to all other requests within a week.</td>
<td>Acknowledgements and timely handling of quality responses are not satisfactory.</td>
</tr>
<tr>
<td>Telephone</td>
<td>Pick up a phone immediately, not more than four rings. Alternatively organise for diversion of calls to alternative person who can help.</td>
<td>Telephone calls (diversion of calls) are handled averagely.</td>
</tr>
<tr>
<td>Information week/desk radio talk show (for housing)</td>
<td>Four days a month radio talk and information week at least once a month</td>
<td>The performance regarding communication or radio talk show (housing) is unsatisfactory. The Department has indicated</td>
</tr>
</tbody>
</table>
that more radio talk shows are essential for dissemination of information and the financial implications will be reviewed.

**Information - continued**

It is also drafting a communication strategy and a practical approach to its implementation by its communication unit.

**External Meetings**

Prepare for meetings in advance - two to three days.
Provide written report four days after meetings.

External meetings with Local Authorities are averagely arranged.

**Quality of documents to MEC or external clients**

Every document to be checked by supervisors and signed by Directors before being dispatched.

The quality of documents dispatched to external customers is not satisfactory and needs to be checked by supervisors.

**Payment of Accounts**

Payment of all accounts to be effective within two weeks upon receipt of invoices.

Payment of accounts can be improved upon.

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### 1.1.3 Access

*(All citizens should have equal access to the services to which they are entitled)*

The Department does the following to increase access to its services:

- The senior management is prepared to attend to customer issues after hours.

- In emergency situations middle and junior management will be requested to solve problems of customers at the location where they occur.

- Tswana, English and Afrikaans speaking personnel are available to serve customers in the language of their preference.

- Rural clients are visited regularly.

- A programme is in place to visit rural areas on predetermined dates.

No measurable targets have been specified to increase access to services.

### 1.1.4 Courtesy

*(Citizens should be treated with courtesy and consideration)*
No departmental courtesy charter in place.

1.1.5 Information *(Citizens should be given full, accurate information about the public services they are entitled to receive)*

A departmental directory which includes the names of the MEC and departmental officials and their telephone numbers, as well as the services they provide, has been published. There is, however, a need for review of the information dissemination strategy. Local Authorities surveyed have suggested specific information dissemination mechanisms (information packs with new legislation, forums and workshops).

To illustrate the customer’s need for relevant information, the questions received from a Local Authority on the housing budget of the Department have been included in the following list (the Batho Pele principles are interlinked and therefore standards should be set to provide the said information to Local Authorities).

1. What was the amount budgeted for low cost housing in the financial year 1999/2000?
2. Provide the actual amount of the budgeted amount on low cost housing for the financial year 1999/2000 which has been spent?
3. To which Councils did the North West Province allocate and reallocate the budget amount?
4. On what basis was the need analysis done to determine where the need for low cost housing was the biggest?
5. What happen with the budgeted amounts for previous financial years which have not been spend on low cost housing?
6. What were the reasons why the budgeted amounts for low cost housing have not been spend during the relevant financial years?
7. Is the North West Province also involved with certain low cost housing projects?
8. Identify the mechanisms which were in place to enhance low cost housing.

1.1.6 Openness and transparency *(Citizens should be told how national and
provincial departments are run, how much they cost and who is in charge)

A citizens report was not published.

1.1.7 Redress (If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response)

No formal complaints handling system has been established.

1.1.8 Value for money (Public services should be provided economically and efficiently in order to give citizens the best possible value for money)

No information is available on how value for money will be increased.

1.2 Recommendation

It is recommended that the Department consult with customers and develop a Service Delivery Improvement Programme complying with all the requirements of the Batho Pele White Paper. The Office of the Commission could assist the Department in this regard.

2. Department of Economic Development and Tourism

The Department has not yet implemented the Batho Pele White Paper. The component Economic Development of the new Department of Economic Development and Tourism was part of the Department of Finance and Economic Affairs (Batho Pele pilot department). The new Department was only established on 1 August 1999. The acting Head for Economic Development has indicated that it will serve no purpose to conduct an evaluation on the progress achieved with the implementation of the requirements of the Batho Pele White Paper by the component Economic Development, because the service standards of the said component were submitted in 1997 but never published. One of the first tasks to embark upon is to revisit the service standards of all the components of the new Department.

3. Department of Finance
The Department has developed and implemented an SDIP with effect from 1 December 1999. However, the plan is largely ambitious. Practical details still need to be worked out.

3.1 Evaluation under each Batho Pele principle

3.1.1 Consultation  (*Citizens should be consulted about the level, quality and choice of public services they receive and, wherever possible, should be given a choice about the services that are offered*)

The Department did not consult its customers about the level, quality and choice of public services which they could expect. The point of departure was that all staff in the Department should know exactly who their customers are and should be working to explicit standards in delivering the service for which they are responsible.

3.1.2 Standards  (*Citizens should be told what level and quality of public services they will receive so that they are aware of what to expect*)

External and internal service standards were set and published in October 1998 with the introduction of the SDIP. Time limits were incorporated in these standards but the level and quality of the service are not specified. It is envisaged by the SDIP that a computerised system will generate a monthly report for the Departmental Management Committee. By means of this system the Department hopes to ensure that:

- service standards exist in every Directorate;
- performance is measured constantly;
- the measures are visibly displayed; and
- targets and performance continuously improve.

3.1.3 Access  (*All citizens should have equal access to the services to which they are entitled*)

The Department did not set targets for increasing access to its services.

3.1.4 Courtesy  (*Citizens should be treated with courtesy and consideration*)

No Courtesy Charter is in place in which courtesy standards are specified. A few courtesy standards were incorporated in its external and internal service standards.
3.1.5 Information  *(Citizens should be given full, accurate information about the public services they are entitled to receive)*

The Department has published various documents (People’s News, Batho Pele Posters and departmental cell phone number for complaints). A departmental directory has also been compiled in which the Information Technology service delivery points were identified.

3.1.6 Openness and transparency  *(Citizens should be told how national and provincial departments are run, how much they cost and who is in charge)*

The Department did not publish a citizens report as outlined in the Batho Pele White Paper.

3.1.7 Redress  *(If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response)*

A centralised complaints system has been developed by the Department to comply with the Batho Pele requirements. At this stage the Department is in the process of implementing the system.

3.1.8 Value for money  *(Public services should be provided economically and efficiently in order to give citizens the best possible value for money)*

No information is available on how the Department will increase value for money.

4. Department of Safety and Security

In terms of Section 206(3) of the Constitution each province is entitled -

- to monitor police conduct;
- to oversee the effectiveness and efficiency of the police service, including receiving reports on the police service;
- to promote good relations between the police and community;
- to assess the effectiveness of visible policing; and
- to liaise with the Cabinet member responsible for policing in respect of crime and policing in the province.
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The Provincial Secretariat for Safety and Security gives execution to the said functions in the North West Province.

During the evaluation of the Department, it became clear that the Secretariat interpreted the implementation of Batho Pele as applying to services of the South African Police Service in the North West Province. No Service Delivery Improvement Programme for their own services has been developed.

The Commission made the following clear to the Head of Department:

The national Department of Safety and Security (the SA Police Service) and the provincial Department of Safety and Security have been separately listed in the Public Service Act. These departments are independent institutions which render distinctive services to their customers.

Each department, including the Provincial Secretariat for Safety and Security, has its own unique services. As such, each department should add value to the total package of services rendered by government. If this is not the case with regard to a particular department, that department could be abolished.

Consequently, each department should apply Batho Pele to its own clients and its own unique services.

It is therefore clear from the above explanation that the provincial Department of Safety and Security (Provincial Secretariat for Safety and Security) of the North West Province should develop its own departmental service delivery improvement programme. The South African Police Service is only one of the customers of the Department.

5. Department of Transport and Civil Aviation

No evaluation has been done on the progress achieved with the implementation of the requirements of the Batho Pele White Paper. According to the acting Director Human Resource Management, a lack of enthusiasm of the appointed managers to drive the said programme forward, is the reason why they did not make any progress. The acting Head of Transport and Civil Aviation has also agreed that no progress was made with the said programme.