



## **BATHO PELE POLICY**

**2021/22**

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## 1. INTRODUCTION

This document provides the background, the purpose, the objectives and the principles of Batho Pele. The Batho Pele policy recognises both internal and external customers. Internal customers refer to the employees of the Mandeni Municipality who provide services to one another in order to serve the public. These employees should feel happy to serve the public because the working environment in which they serve is conducive to service delivery and enables them to serve others with dignity and pride; whereas the external customer refers to the general public, who hold the employees accountable for the service they receive.

**Customers** are those people who use the services of the Mandeni Municipality regardless whether they pay directly for those services or not and also whether they reside within the boundaries of the Mandeni Municipality or they are tourists.

## 2. BACKGROUND

Batho Pele was initiated by the National Government in 1997. It is specifically concerned with improving the effectiveness and efficiency of the way in which services are delivered. It introduces a customer - oriented approach to transforming service delivery, in accordance with a national policy framework contained in the Batho Pele White Paper which was gazetted on 01 October 1997.

The Mandeni Municipality recognises the need for the existence of Batho Pele and its importance as a service provider and it also acknowledges that a guiding philosophy in service delivery is to get all its employees to be service oriented, to strive for excellence in service delivery and to commit to continuous service delivery improvement.

## 3. PURPOSE

The purpose of this policy is to enable the Municipal employees to deliver services in a customer focused way stated in the Batho Pele national policy and ensuring that the Mandeni Municipality systems and procedures and attitudes of its employees are reoriented in favour of service delivery.

## 4. OBJECTIVES

4.1 To have a customer –centric approach to service delivery

4.2 To improve service delivery , with a shift way away from inward –looking , bureaucratic systems, processes and attitudes as an increased commitment , personal sacrifice, dedication and a search for new ways of working which puts the needs of the public first , which are better , faster and more responsive to the citizens' needs.

4.3 To provide easy access to information and services of the Mandeni Municipality, as provided by Access to Public Information Act.

4.4 To make the employees of the Mandeni Municipality more accountable to citizens.

4.5 To build effective relationships with the end users of public services (consultation)

4.6 To apply high standards and professional ethics

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## 5. BATHO PELE EIGHT PRINCIPLES

The Heads of Departments as the **Main Champions** will ensure that the following rules are adhered to by their employees as they will be measured on them as well.

### 5.1 CONSULTATION

Citizens should be **consulted** about the level, quality and choice of public services they receive and, wherever possible, should be given a choice regarding the services that are offered. In ensuring that this happens, the following should be addressed.

All internal and external stakeholders should be consulted on the nature, quantity and quality of services to be provided in order to determine the needs and expectations of the end-users.

### 5.2 SERVICE STANDARDS

Citizens should be told what **level and quality** of public services they will receive so that they are aware of what to expect. Service standards are specific, measurable statements of the level of performance required and promised, containing characteristics associated with excellence. These characteristics are used for measuring or evaluating actual performance or service delivered. This enables customers to judge whether or not they are receiving the standard of service that was promised. (All Units will be required to publish a service Charter for existing and new services.

5.2.1 The Heads of Departments needs to ensure that the following is done: -

5.2.1.1 A Service Charter be developed and published.

5.2.2. Service standards should be published and communicated to the end-users and feedback be encouraged.

### 5.3 ACCESS

All citizens should have equal **access** to the services to which they are entitled. (Departments will have to set targets for extending access to its employees and public services. They should design and implement special programmes for improved service delivery to physically, socially and culturally disadvantaged persons.)

### 5.4 COURTESY

Citizens should be treated with **courtesy** and consideration. All Departments must set standards for the treatment of the public and incorporate these into their Codes of Conduct, values and training programmes. Staff performance should be regularly monitored, and discourtesy will not be tolerated. Each Head of Department must conduct a public opinion survey amongst end-users to establish levels of courtesy.

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## **5.5 INFORMATION**

Citizens should be given full and accurate **information** about the public services they are entitled to receive. (The public will get full, accurate and up-to-date facts about services they are entitled to. Information should be provided at service points, in local media and in various official languages. Contact numbers and names should appear in all Units communications)

Employees whose job requires them to wear uniform are expected to wear the uniform all the time during their working hours for identification and corporate image

Employees are required to wear their name badges during their working hours

## **5.6 OPENNESS AND TRANSPARENCY**

Citizens should be told how the Mandeni Municipality is run, how much it cost and who is in charge. (The public will have the right to know, Unit staff members, particulars of senior officials expenditure and performance against standards will not be secret.

The customers should know who the Head of the Unit is.

The customers must know how much does it cost to run the Unit

The above information should always be available for customers.

## **5.7 REDRESS**

If the promised standard of service is not delivered, the customer should be offered an apology, a full explanation and a speedy and effective remedy. When complaints are made, the client should receive a sympathetic and positive response. (Mechanism for recording any public dissatisfaction will be established and all staff will be trained to handle complaints fast and efficiently.)

Each Department should have a complaint handling system in place. It should be evaluated to verify whether it is effective or not.

## **5.8 VALUE FOR MONEY**

Public services should be provided economically and efficiently in order to give clients the best possible value for money. (The public pay rates, they have the right to insist that their money be used properly. Units must prove that efficiency savings and improved service delivery are on the agenda.)

## **5.9 ENCOURAGING INNOVATION AND REWARDING EXCELLENCE**

Innovation can be new ways of providing better service, cutting costs, improving conditions, streamlining and generally making changes which tie in with the spirit of Batho Pele. It is also about rewarding the staff who "go the extra mile" in making it all happen.

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## **5.10 CUSTOMER IMPACT**

Impact means looking at the benefits we have provided for our customers both internal and external – it's how the nine principles link together to show how we have improved our overall service delivery and customer satisfaction. It is also about making sure that all our customers are aware of and exercising their rights in terms of the Batho Pele principles.

## **5.11 LEADERSHIP AND STRATEGIC DIRECTION**

Good leadership is one of the most critical ingredients for successful organizations. Organizations who do well in serving their customers can demonstrate that they have leaders who lead by example, who set the vision, and ensure that the strategy for achieving the vision is owned by all and properly deployed throughout the organization. They take an active role in the organization's success.

## **6. ADDITIONAL GUIDING PRINCIPLES**

There will be no additional financial rewards for serving customers better. But there will be recognition for those who perform exceedingly well.

Additional resources will be required as a result of Batho Pele, but the existing resources in running the Municipality shall be geared toward service delivery.

Front line staff and those who support them be given an opportunity to make suggestions about how to change and streamline the systems and procedures which so often get in the way of providing good service.

Performance management must include an assessment of performance in customer service.

## **7. THE PROCESS THAT WILL DELIVER ON THE PURPOSE, OBJECTIVES AND THE EIGHT PRINCIPLES**

The Municipal Manager as a custodian of Batho Pele delegates the authority to co-ordinate the implementation of Batho Pele principles in the Mandeni Municipality to the Director Corporate Services.

The Director Corporate Services shall ensure the implementation of the Batho Pele Policy by doing the following: -

- 7.1 Determine the dates by which Heads of Departments should set standards after consulting communities.
- 7.2 Formulate generic standards to be adhered to by all departments of the Mandeni Municipality
- 7.3 Publish or cause the service standards, for the whole of Municipality, to be published on a quarterly and annual basis.
- 7.4 Ensure that all Heads of Departments have a mechanism of ensuring access by customers to information on Municipal services and on convenient recourse in the event that promised standards are not met.
- 7.5 Take any necessary action to promote the Batho Pele principles including but not limited to rewarding for excellent service.

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## **8. THE ROLES IN THE PROCESS**

- 8.1 Heads of Departments as the main Champions of Batho Pele will be accountable in terms of implementing the Batho Pele Principles in their respective Departments.
- 8.2 Heads of Departments will ensure that all employees are involved in the whole process of Batho Pele by means of consultation.
- 8.3 Heads of Departments will formulate a service delivery improvement programme which will be a product of consultation. This programme will include specific service standards, as well as proposals for how the departmental systems and procedures will be transformed in line with Batho Pele principles. Once there is an agreement on the programme and there is sufficient confidence that it can be delivered on, a Statement of Public Service commitment will be published on which performance is to be judged.
- 8.4 Heads of Departments will nominate the Champions from their respective Departments who will support him/her in facilitation and co-ordination of Batho Pele Policy.
- 8.5 Heads of Departments delegates powers to the Champions to make decisions on their behalf in Batho Pele Committee meetings.
- 8.6 The Batho Pele Committee will be formed comprising of the Champions, and it will meet once a month.
- 8.7 The Executive Manager Corporate Services will be the Chairperson of the Batho Pele Committee.
- 8.8 The Executive Manager Corporate Services shall appoint a Project Manager/co-ordinator who will support him in co-ordination and facilitation of Batho Pele Policy throughout the Mandeni Municipality.
- 8.9 Middle Managers will ensure that supervisors implement the Batho Pele Policy in their respective sections.
- 8.10 Supervisors will ensure that their employees adhere to the Batho Pele Policy.

## **CONCLUSION**

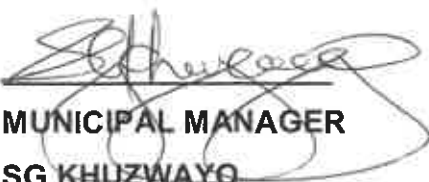
Although the principles are written in broad terms, implementing them will require a very concrete and specific response. Most of what needs to be done, can be achieved by the Mandeni Municipality employees working closely in partnership with their customers and other private and community sector organisations, who may be more aware where certain faults and constraints lie and who have access to resources to assist with identifying and correcting problems.

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**PREPARED BY: NW TAKOORDEEN**

**DATE OF ADOPTION BY COUNCIL: 30/06/2021**

**COUNCIL RESOLUTION NO: C123**

  
**MUNICIPAL MANAGER**  
**SG KHUZWAYO**

07/07/2021  
**DATE:**



**COUNCIL MEETING HELD ON WEDNESDAY, 30 JUNE 2021 AT 09h25  
THROUGH MICROSOFT TEAMS, MANDENI**

**DELEGATED MATTER  
FOR CONSIDERATION**

**C 123**

**COUNCIL: 30/06/2021**

**REVIEW OF 2021/22 CORPORATE SERVICES POLICIES**

On a proposal by Cllr N Nomvete, seconded by Cllr NT Shandu, it was

**RESOLVED**

THAT the following reviewed 2021/2022 Corporate Services policies be adopted:

- Batho Pele policy;
- Operational and use of municipal fleet policy;
- Human Resources Strategy;
- Leave management policy;
- Overtime policy; and
- Recruitment & selection policy.

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**CERTIFIED TRUE EXTRACT OF THE MINUTES OF THE MEETING**

**SIGNED BY:**   
**MUNICIPAL MANAGER**

**07/07/2021**  
**DATE**