



**MPUMALANGA
PROVINCIAL
GOVERNMENT**

**GUIDELINES
ON HOW TO FILL
THE ENTRY FORM
FOR THE**

**2011 PREMIER'S SERVICE AND
YOUTH EXCELLENCE AWARDS
BATHO PELE CATEGORY**



THE COMMITMENT OF THE AWARDS TEAM TO YOU

Who we are:

The Premier's Service Excellence Awards is run as a joint project between the Dept. of the Premier and National Development Agency (NYDA) The Awards measures and recognises the level of implementation of Batho Pele. The Awards team leaders are:
Mr JS Mgidi, DDG: Institutional Development
Mr JK Sikhosana, Senior Manager (PST & SDI)
Mr November Mbonani, Project Leader

When you send in an application:

- We will provide a fair and objective assessment of your service based on the evidence submitted.
- We will give you helpful and constructive feedback.
- When you write to us:
- We will acknowledge your letter within three working days of receiving it.
- We will send a reply within five working days.
- If we cannot give a reply within 5 working days, we will explain why and tell you when you can expect a full reply.

When you ask for information or advice:

- We will try to deal with straightforward requests immediately.
- We will send more complex information within five working days or refer you to someone else if we are unable to assist you.
- We will provide contact details on all written information we send you.
- When we visit your organisation:
- We will arrange a suitable time and date for the meeting.
- If necessary, and for the sake of efficiency, we will organise a simultaneous meeting of several organisations / teams at a venue convenient to all.
- We will give clear and helpful advice on the Awards, Batho Pele and the relevant strategies.

When you phone us:

- We will answer all calls within five rings.
- We will give our name when we answer.
- If you leave a message on voicemail, we will contact you within 24hrs of receiving the message.
- If we cannot deal with your query immediately, we will
- give you the name of the person to whom the query will
- be passed and say when we expect them to reply.

If you have a complaint:

Tell us. We will apologise and try to put things right immediately. If you are not satisfied, we will investigate what went wrong and reply within five working days.

How you can contact us:

YOU CAN CONTACT US IN ANY OF THE FOLLOWING WAYS:

Tel: Mr November Mbonani (013) 766 2393 or
Ms Kedibone Mateta (013) 766 2331
Fax: 0865471517

Write: Provincial Coordinator
Service Excellence Programme
Private Bag X11291
NELSPRUIT
1200

Visit: Building 2,
Office of the Premier
Riverside Government Boulevard
Extension 2
Riverside Park
Nelspruit

Email: nmbonani@mpg.gov.za
kmateta@mpg.gov.za

EVERY ONE HAS AN EQUAL CHANCE

Every qualifying service delivery unit that has made significant progress and impact on service delivery by implementing Batho Pele and in so doing achieving the important priorities set out in our Provincial Growth and Development Strategy has an equal chance to win an award. Do not be concerned if you are operating under significant constraints, or that you do not have a perfect infrastructure in place, or all the resources you require to meet all your customer's needs. Even a rural service delivery unit which lacks many resources will stand as good a chance of winning an award as better resourced service delivery units. The assessors and adjudicators will take account of the great differences between the types of organisations / teams applying and the circumstances they operate in. They will not be expecting organisations / teams to meet the criteria in the same ways. Proven commitment to improving your service delivery, whatever your resources will be what counts.

THE AGE OF HOPE

Premier DD Mabuza says, There is an ever-expanding trend of increased expectations by citizens for accountability for government services to make a positive difference in their lives and there is evidence that these expectations are being increasingly met. The Premier's Service Excellence Awards are a tribute to teams and individuals who have excelled in their contribution to service delivery initiatives in the province.

1. National Vision
Building A Better Life For All
2. Provincial Vision

A strategic centre of excellence for good governance and improved service delivery:

3. Provincial Growth and Development Strategy (PGDS):
The Provincial Government is up for review the Provincial Growth and Development Strategy
The attainment of such service delivery tool is underpinned by the guidance and commitment to 'People First' principles
4. Batho Pele Framework;
 - a. We Belong, We Care, We Serve
 - b. Accelerated shared growth will be achieved through creating an enabling climate and inculcating a culture of service excellence in the delivery of the services to the citizens of Mpumalanga Province.
 - c. Build positive and trusting relationships between the citizens and the provincial government.
5. Building Social and Human Capital
 - a. Foster the development of an organisational culture and institutional practices that promote developmental outcomes and effective service delivery
 - b. Build Internal social capital through promoting integrated team based approaches to service delivery for the success of a developmental state.
 - c. To create learning platforms and networks for public servants. These must facilitate knowledge sharing and showcasing of best practices.
 - d. To ensure a public service with the necessary competencies required to deliver on the developmental agenda.

SECTION ONE : ABOUT THE AWARDS

WHY AN AWARDS SCHEME?

The quick answer to that is: to say 'Well Done !'

Well done for improving the service you offer to your customers.

Well done for putting them first.

Well done for doing the best you can with what you have.

Well done for helping the Provincial Government achieve its goal of ' A Better Life for All'

The Department of the Premier has initiated the awards to recognise, encourage and motivate service delivery teams within the Mpumalanga Provincial Government to improve their services through Batho Pele. The ultimate goal is to achieve our strategic goals and to reach a level that is on par with the best government services in the world.

WHAT WILL YOU WIN?

Your team will win a prestigious trophy with monetary prizes.

First prize is a Gold Trophy. The second-place, Silver Trophy and third-place Bronze Trophy.

Provided Gold Award winners maintain the standards that won them the award, they can keep their status as overall floating trophy.

In addition, certificates of commendation will be issued to those who come close to winning an award. Every entrant, whether they win or not, will receive comprehensive feedback on their strengths and areas for improvement.

WHO MAY ENTER?

Service delivery teams who may enter for an award will be those who can be identified as a service delivery unit with a mandate to fulfil, who have control over their resources, and who have made progress in applying Batho Pele towards achieving the goals and programs of the Provincial Government within the period 1 April 2009 to 31 March 2011. Examples of qualifying teams, programs or projects are those who deliver a service to:

- The community as whole or specific groups, e.g. schools, clinics, health districts, roads maintenance offices, etc.
- The Provincial Government as a whole, or
- Their entire Department or Region, in the case of support components.
- Municipalities
- National departments located in the Province.
- house of Traditional Leadership Institutions
- Parastatals / Government Agencies
- Chapter Nine Institutions Offices in the Provinces

Apart from service delivery teams entering for themselves, they can also be nominated through their customers or department, in which case they will be invited to enter.

WHAT ARE WINNERS OBLIGATIONS ?

During their time as winners organisations / teams will be expected to:

- Maintain the level and standard of service for which they won an award.
- Share their best practices by providing advice and guidance to others.
- Act as ambassadors for service excellence by encouraging, motivating and promoting good practices.

WHY ENTER?

Entering for an award allows you to:

- Be seen by the Mpumalanga Provincial Government, your peers and the people who use your service as being an excellent service provider.
- Measure your component against others to find out how you rate in terms of service excellence. The process is a management measurement tool – remember, what gets measured, gets done.
- Obtain an independent rating of your services and to see how this compares with your own rating of yourselves. Many organisations enter to obtain this assessment and not necessarily to win an award.
- Raise your standards of service delivery.
- Be recognised for your efforts
- Achieve greater pride in what you do and to aim for the top – the Gold Trophy.

HOW TO ENTER?

There are two stages to follow to enter for the Awards:

Stage 1: Registration of Nomination or Self Entry

Organisations/ teams can either decide to enter for themselves. Organisations / teams who decide to enter must register their intention to do so by completing and submitting the attached registration form by 31 August 2011.

Stage 2: Application

Once you have registered your intention to enter, the next stage is to compile your actual application together (using the Application Questionnaire) with supporting evidence. Start the process of compiling your evidence straight away so that you can be assured of a worthwhile application. Deadline for receipt of applications is 31 August 2011.

Your application should consist of:

- A completed application questionnaire with motivation addressing each of the criteria, your assessment of yourselves against each criterion point and a cross reference to the supporting evidence in your evidence file.
- The equivalent in volume of not more than one A4 box file in volume of supporting evidence. It is suggested that you place your evidence in a file, such as a lever-arch or box file. Place the contents in the correct order and label them with the same index numbering used in your Application

QUESTIONNAIRE

THE ADJUDICATION PROCESS

Initial assessment or 'desk-top' assessment begins with the scoring of the evidence you provided in support of the claims made in your Application Questionnaire. Your response to each question guides the assessor and moderator in scoring the evidence.

Once these initial assessments are completed, a shortlist of the highest scoring applicants is compiled. These shortlisted applicants will be validated by a panel of independent adjudicators (this will include site visits), whose task it will be to select the final winners.

The identity of the short-listed organisations / teams will be made public, whilst the results of the final winners will only be revealed at the Awards Ceremony on 24 November 2011.

SECTION TWO : ENTERING FOR AN AWARD

INTRODUCTION

This section begins with an overview of the criteria against which you will be judged and ends with helpful advice on compiling your evidence.

The Premier's Service Excellence Awards is based on recognising service excellence achieved through the implementation of Batho Pele. Thus the principles of Batho Pele will be used as the criteria for judging organisations / teams. There are eleven principles, 8 from the Batho Pele White Paper on the Transformation of Public Service Delivery, plus 3 more. The text below should be read in conjunction with the relevant questions in the Application Questionnaire, the Batho Pele White Paper and your strategic and other plans for implementing the goals of the Mpumalanga Provincial Government with special emphasis on building human and social capital.

It is important to show how you have developed a culture of Batho Pele within your organisation and integrated it into your roll-out of your institution's strategy.

The paragraphs below are intended as a brief overview of the Principles and to give some guidance on what you need to demonstrate in each Principle. It is important to show that you are not just implementing the Batho Pele criteria as an additional initiative but as an integral part of your strategic goals and operational plans. Batho Pele should be seen as the customer quality assurance system for 'how' you achieve these goals. Thus you should always give your responses in this context.

THE BATHO PELE PRINCIPLES

1. CONSULTATION

‘Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice about the services that are offered.’

There are many ways of consulting customers. Some are simple and inexpensive, others are more costly and take longer. Consultation can range from formal written questionnaires and surveys to informal consultation such as face-to-face interviews, meetings with focus groups and suggestion boxes. The methods you choose should suit both your individual circumstances and your customers’ characteristics. For example, is the method chosen affordable? Has the level of understanding of the customer and their special needs been taken into account when choosing an appropriate method or methods? Will the chosen method achieve the desired response? Will it enable responses to be obtained from the entire range of both existing and potential customers?

Consultation should be undertaken in a systematic way and consultation plans should be included in your overall Service Delivery Improvement and Strategic Plans. Appropriate resources must be provided.

Organisation / teams also need to show that they have undertaken a full needs assessment survey of all the services they offer and not just to consult on ad hoc issues, such as the introduction of a new policy or changes to be made to services. Consultation should include canvassing customers on their needs and views on the level, quality and choice of services to be provided, as well as the setting of service standards, access to services, and the level of satisfaction with services.

Organisations / teams need to be able to demonstrate that they have taken heed of customer inputs from their consultation exercises and that they have used these to plan, prioritise and implement improvements to services.

The results of consultation and planned improvements should be fed back to both customers and staff.

What you need to show:
• You have taken a systematic approach to consultation
• Consultation with customers is an essential part of your work (internal/external)
• You consult regularly with all on all aspects of your services and what needs to be done
• You use more than 1 method to ensure sound results
• Your methods are suitable
• Customers clearly understand what input is required from them
• Results are evaluated + fed back to customers
• Results are used to plan, prioritise and make improvements
• Customers (internal/external) are well informed about your intentions.

- There is a clear link between your consultation exercises and your important strategies arising from the Provincial Growth Development Strategy.
- Izimbizo networks/ inter and intra consultation.
- Departments to report results/feedback in Annual Plans

2. SERVICE STANDARDS

‘Citizens should be told what level and quality of public services they will receive so that they know what to expect.’

The Batho Pele White Paper defines service standards as: “Commitments to provide a specified level and quality of service to individual customers at any given point in time. Furthermore, the White Paper differentiates between standards and targets: “Standards are different from targets, which express longer-term aims for the ultimate level and quality of service to be achieved.”

It is important for you to remember this distinction when selecting appropriate evidence.

Standards can either relate to process, e.g. the length of time to process a claim or to answer a letter, or, they can relate to outcome, e.g. the maximum time a patient should have to wait to be seen, or for information they are entitled to receive about their treatment. Organisations / teams need to show that they have set standards relating to both their line functions and customer service standards.

Standards can be measured in terms of quality, quantity, cost and time (i.e. how well, how much, at what price or cost, how soon or how often?). Standards set need to be specific, measurable, challenging and realistic, and should reflect those issues most important to service users – as independently validated by the users themselves.

It is important that standards are widely publicised, to customers so that they know what to expect, and to staff so that they know what is expected of them. A good way of doing this is via a Service Commitment Charter, which gives customers’ basic information about your services and how to access them.

Organisations / teams need to show the extent to which they are meeting their own service standards as well as any national norms and standards that may be applicable to them. Apart from their standards, organisations / teams should also be able to show the extent to which they are achieving any targets they may have set for themselves, e.g. to achieve a 100% matric pass rate or to reduce the road accident rate by 10%.

Performance against standards needs to be regularly and systematically monitored and the results communicated to both customers and staff alike. There should be evidence that standards are regularly reviewed and raised. When there are dips in performance, it should be possible to see that appropriate action is being taken.

What you need to show:
• Your standards are precise and measurable and relate to you key services and programmes.
• They show a balance between customer needs and available resources, i.e. they are realistic
• They build on national and statutory standards
• They measure quantity and quality
• Standards are meaningful to all users
• All user groups are involved in setting and evaluating standards
• All staff and users know what your standards are
• Performance against standards is properly monitored
• You are meeting your standards
• Staff and customers know the extent to which you are meeting your standards
• When standards are not met you take immediate action to rectify the situation.
• You have clear standards for meeting your
• programmes arising from the Provincial Growth and Development Strategy.
• Preview /Improve standards

What you need to show:
• You have identified barriers and set targets for improving access to services
• You publicise access to services widely for the benefit of those who need to use your services
• Your services are easily accessible by all in a user-friendly way
• You work with other service providers to improve access to services
• You make sure that users with special needs and the disadvantaged can access the information and services they need
• You have made reasonable changes to facilities, policies and procedures to accommodate the disadvantaged and persons with special needs
• All customers, including those with special needs and the disadvantaged, receive the same of quality service
• You can in particular show how you have made every effort to make any programmes relating to the achievement of the Mpumalanga Provincial Growth and Development Strategy accessible to all.
• Creating a platform/avenues/channels to access information

3. ACCESS

'All citizens should have equal access to the services to which they are entitled.'

Access is an important goal of the Batho Pele White Paper and is aimed at addressing past imbalances in service delivery in order to provide equal access to services for all, especially the disadvantaged and persons with special needs. Access can range from physical access, such as ramps for the disabled and the elderly, and proximity of services to customers, to social access such as having a good understanding of customer's needs, their language and culture, as well as a positive attitude of staff towards better service delivery. For example, better physical access could include initiatives to take the service to the customer such as mobile units, call in centres or door-to-door visits.

Organisations / teams need to show that targets have been set and are being implemented for improving access, and what policies and processes have been put in place for improving access to services and for removing both internal and external barrier to providing better services. In particular, organisations / teams must show what is being done for the previously disadvantaged and persons with special needs. It is also important to show how efforts are coordinated with others serving the same client group in an effort to increase the availability of services.

Addressing these issues will result in a better, more customer-focused and accessible service.

Your services provided opportunities for vulnerable groups to gain/access to opportunities/information that enable them to upscale.

4. COURTESY

'Citizens should be treated with courtesy and consideration'

This principle means customer care in its widest sense, from addressing customers politely in an appropriate language, to doing everything possible to assist them to make the best use of services.

Treating customers with courtesy and consideration must be covered in a Code of Conduct which should meet all the requirements of the Batho Pele White Paper (see paragraph 4.4.2).

Service delivery and customer care must be included in all training programmes, especially for staff who deal directly with the public, whether face-to-face, in writing or on the telephone. Performance of staff who deal with customers must be regularly monitored and performance which falls below the specified standards must not be tolerate.

Managers need to be able to show that they are personally encouraging, monitoring and enforcing good customer care and that the behavioural norms and values of the organisation are in line with the principles of Batho Pele. They need to ensure that they receive regular feedback, both negative and positive, on the level and quality of services being provided. Customer perceptions of the level of courtesy should be regularly measured, steps taken to address any problems identified and the results fed back to both customers and staff.

What you need to show:

- You consider customer care an important part of services delivery
- You have a documented code of courtesy which fulfils all the requirements stipulated in the Batho Pele White Paper
- Everyone, customers and staff, is fully aware of the code and what treatment can be/is expected
- You respond promptly and with courtesy always when users contact you or request your services
- Staff are readily identifiable
- Staff are trained in customer care and your code in particular
- Managers ensure that there is good customer care both by monitoring the quality of service and through their own example
- Both teams and individuals are regularly assessed on customer care and implementation of your courtesy code
- Customers comment favourably on the level of courtesy and helpfulness provided

- When the organisation intends publishing the results of its performance against the promised standards of delivery
- Full contact details
- It should be dated and signed by the Head of the organisation

What you need to show:

- You have introduced a Service Commitment Charter which tell your users about the services you have on offer, how to access them, the standards to expect, how to complain if dissatisfied and what their obligations are
- You consult customers about their information needs
- Your information is provided in ways which meet your customers needs, e.g. special efforts are taken with respect to persons who lack basic literacy skills
- Information is provided in a lay-man language, free of jargon, service parts from the staff /converse.
- You ensure that users actually receive the information they need to see
- You ensure that users understand the information you provide, where necessary in mother tongue of the official language of the province.
- You have a comprehensive communications campaign to inform all stakeholders and potential beneficiaries about your programmes regarding the application of Batho Pele and Provincial Growth and Development Strategy.

5. INFORMATION

‘Citizens should be given full, accurate information about the public services they are entitled to receive.’

This principle is about informing customers on what services they have a right to receive and how to go about accessing these services. It is also about informing customers on changes to existing services and any new services available.

It is important that customers be given full and up-to-date information on services in ways that suit their needs. Customers should be consulted on their information needs. The information should be provided in a medium most suitable for understanding and in a way that ensures that the information reaches all customers, especially the disadvantaged and persons with special needs.

The organisation should be able to demonstrate that it is using every opportunity to provide information to its customers that is simple to understand and free of jargon. Organisations / teams need to show that they have checks in place for ensuring that this information is reaching their customers and being properly interpreted.

Organisations should disseminate a Service Commitment Charter to all their customers. The contents of the Charter should be developed following consultation with and feedback from customers. The Service Commitment Charter should cover aspects such as:

- The organisation’s name, mission and service delivery objectives
- What services are available
- How customers can access those services and any customer responsibilities
- The organisation’s service standards
- How to make complaints or suggestions for improvement

6. OPENNESS AND TRANSPARENCY

‘Citizens should be told how national and provincial departments are run, how much they cost and who is in charge.’

Being open and transparent is about letting customers know whether the organisation is achieving the promised standards of service delivery, and about how the organisation is run, what resources are consumed and how non-delivery is addressed.

Organisations / teams need to be able to show how they go about ensuring that they practice openness and transparency. For example, how are customers encouraged to discuss service delivery issues or any problems and to give their inputs or ways for improving services, for example through open-days etc. Is under-performance explained to customers and are details given on how it will be corrected?

Organisations / teams need to be able to show that they have produces an Annual Report to Citizens in accordance with the Batho Pele White Paper. The report should be made available to the public and service users as well as to the Portfolio Committee to assist them in monitoring services. This is not the normal report produced by departments – see paragraphs 4.6.2 and 4.6.3 of the Batho Pele White Paper, but a simple straightforward report on how well the organisation is performing and what resources it has used.

What you need to show:

- You tell customers about how your service is run and who is in charge
- You publish details of complaints, both formal and informal, where targets and standards were not achieved and actual and planned improvements made as a result
- All customer groups are encouraged to give inputs about how to improve your services
- Platform for open dialogues that provide information sharing/learning networks.
- You identify and explain to customers what you are going to do about dips in performance
- You have made available to all customers an Annual Report for Citizens which reflects your performance and the resources you consumed
- You also demonstrate openness and transparency in telling customers about your achievements of your targets for your Batho Pele and Provincial Growth and Development Strategy.
- Team-based approaches by sharing department best practises

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.'

Organisations need to be able to demonstrate the extent to which they encourage customers to express their dissatisfaction and concerns regarding services.

Organisations need to be able to show that they value complaints as a means of informing them on where improvements to services are needed. Receiving few or no complaints does not necessarily mean that customers are satisfied with services. It could also mean that they either don't know how to lodge their complaint or don't believe that the organisation will be sympathetic enough to their concerns.

Service providers must have a clear and easy way for customers to register their complaints, as well as a system for addressing complaints and for keeping customers constantly informed. The complaints system should cover all the requirements laid down in the Batho Pele White Paper – see paragraph 4.7.4

All staff should be trained in dealing with complaints and should be empowered to take action themselves wherever this will ensure the speedy resolution of problems.

Managers should regularly review complaints and how they have been dealt with.

Records should be kept of all complaints and how they have been dealt with. Complaints trends should be analysed and steps taken to prevent mistakes from recurring.

The organisation should be able to demonstrate that all complaints are dealt with sympathetically and speedily and that customers are aware of and fully satisfied with the complaints system.

What you need to show:

- You have a published procedure for dealing with complaints
- Your procedure meets and includes all the standards stipulated in the Batho Pele White Paper
- The procedure is included in your Service Commitment Charter
- Staff are given guidance and training on dealing with complaints
- Putting things right quickly and effectively is a priority
- You keep records of the number and type of complaints received and how they have been dealt with
- You analyse complaints to detect trends and use complaints to improve services
- You test customer views of the effectiveness of your complaints procedure

8. BEST VALUE FOR MONEY

'Public services should be provided economically and efficiently in order to give citizens the best possible value for money.'

This principle is known as "Value for Money" in the Batho Pele White Paper. It has been renamed "Best Value" to reflect the equal importance of both cost and quality in the provision of services.

The "Best Value" approach, widely adopted in the UK local government, sees the achievement of Best Value in relation to a set of values:

Value	Description
Economy	Finding ways that involve the least resources
Efficiency	Ensuring an acceptable ratio between outputs and resource inputs
Awareness	Of the services provided
Take up	Use of the service by intended beneficiaries
Quality	Quality standards of 'user satisfaction'
Effectiveness	The intended objectives and their outcomes
Impact	The net improvement made to the quality of life of all the community
Equity	The degree to which there is equity in terms of access and benefits.

Organisations / teams must be able to demonstrate that they are giving the best possible value and quality for money against the resources available to them. This is not always only a financial consideration. It also covers meeting customer needs by using all resources, staff, skills and material, in a cost effective productive manner whilst ensuring the best quality.

Organisations / teams need to have developed and to be implementing a Service Delivery Improvement Programme (SDIP) as called for in the Batho Pele White Paper. They need to show how these plans are aligned with their departmental strategies, policies and service delivery priorities.

They need to be able to demonstrate how they go about ensuring that they provide best value taking into account their customers' needs versus their available resources.

They will need to demonstrate how they have structured their organisation to increase productivity (efficiency) and to improve effectiveness (meeting customer needs); that non-core functions are being outsourced and whether the restructuring has produced the desired effects.

Organisations / teams will need to demonstrate the level and quality of financial and risk management they practice as well as how they are aligning their budget with their programmes for improved service delivery. They need to show how they measure and monitor the costs of services. The Finance Management Act will be applied as the baseline for evaluating organisation's financial and risk management initiatives.

Organisations / teams need to show how they go about acquiring resources to enable them to meet customer needs; what improvements have been made with little or no additional cost; how wastage is being eliminated and how savings have been used in targeted service delivery areas.

As part of the drive to improve efficiency, organisations / teams need to show what steps they are taking to eradicate and prevent fraud and corruption as well as to improve work ethic and what the effects of these initiatives are.

Staff must be motivated and informed about the need for better service delivery. They must be actively practising Batho Pele. Their development and training needs should be met to enable them to provide a better and more efficient service.

Existing networks that can add value to the process of service delivery.

Organisations / teams will also be measured on how they have increased their efficiency and effectiveness through co-ordinating their services with other components or departments serving the same client group. They need to show how they have worked with the community and business to deliver a better service.

What are the results of these initiatives – how have they empowered the community, especially in the areas of poverty alleviation and HIV/AIDS prevention?

What you need to show:

- You Service Delivery Improvement Plan reflects your goals for providing best value and improving productivity and efficiency
- You are managing the resources under your control effectively
- You can demonstrate how you have improved productivity and efficiency
- All team members are fully aware of the need for efficiency and best value
- You work effectively with other service providers to delivery efficient services
- Fraud and corruption is being eliminated/prevented
- You have met your financial targets and kept within your budget
- You benchmark efficiency indicators with other service providers
- Your efficiency levels have improved
- You can in particular demonstrate efficiency in implementing your programmes for achieving the goals of the Provincial Growth and Development Strategy.

9. ENCOURAGING INNOVATION AND REWARDING EXCELLENCE

'National and provincial departments must ensure that an environment conducive to the delivery of services is created to enhance their staff's capacity to deliver good services.'

Organisations / teams need to show that staff commitment, energy and skills are being harnessed to tackle inefficient, outdated and bureaucratic practices, to simplify procedures and to identify new and better ways of delivering services. It is also important that the efforts of staff – both individuals and groups – who perform well in providing customer service, should be recognised and appropriately rewarded.

They must show how they actively encourage and recognise staff for their contributions to better quality services through more than just the normal prescripts available. They must show what the effects of these initiatives are and how they have improved morale and work ethic. Evidence should cover how staff are encouraged to make innovative suggestions for improvement and how the implementation of these suggestions has contributed to better service delivery.

There are numerous definitions for innovation and creativity. For purposes of scoring for the awards innovation and creativity are defined as follows:

Creativity: "The ability to generate novel and useful ideas and solutions to everyday problems and challenges"

Innovation: "The successful implementation of creativity"
Innovation requires creative thinking. Creativity is thus the means and innovation the end result. Innovation not only involves the implementation of entirely new and original processes and products, but also the improvement of existing processes and products. There are thus a number of uses for

creativity and innovation:

- Improvement – or finding a better way of doing things. This means more than just removing defects, overcoming problems or putting faults right, but also looking for ways to improve even those things that seem perfect to provide an even better service.
- Problem Solving – is the traditional use of creative thinking and should involve both analysis and design of a solution or something which prevents the problem from occurring in the first instance.
- Value and Opportunity – this is concerned with creating value and designing new opportunities, i.e. creating an environment where people will be encouraged to be creative and innovative.
- The Future - creative thinking is needed to see the future consequences of our actions and to generate alternatives.
- Motivation – creativity is an important motivator as it makes people more interested in what they are doing and provides a framework for working with others as a team. However, it is important to recognise both creative effort and creative results (i.e. innovation).

For creative thinking and innovation to occur in the organisation, the right working environment is crucial. Some attributes found in innovative organisations / teams which help to establish that environment are:

- Vision - they set a vision that people can relate each of their actions and decisions to.
- Culture – they create an environment where people are encouraged to take the initiative. Learning takes place and all actions, including rewards and recognition, encourage innovation.
- Customer Focus - they aim to delight their customers by actively listening to them, taking account of their needs and producing services that exceed customer expectations.
- Change – because they see a better way.
- Substance - is valued over form
- Teamwork - is actively promoted
- Communication – is open, honest and often spans across organisational units
- Value different views - they don't personalise conflict but value differences in opinion
- Diversity - they appreciate and encourage individuality and diversity
- Fun – encourage fun at work
- Diverse solutions – don't believe in the answer but look for different ways of doing things better
- Tolerate mistakes - but learn from them (failing excellently; which leads to accepting mistakes of learning from them)

What you need to show:

- All team members, especially those on the front line, are regularly consulted on their suggestions for service improvements (debrief/reviews)
- Both individual team members and teams themselves are regularly assessed on their contributions to improving services
- There is a positive environment which encourages innovation in use of resources and service delivery
- There is innovation in the application of Batho Pele as a tool for achieving development with a particular emphasis on the human and social capital goals
- Your team has been formally recognised for your contributions regarding the application of the abovementioned strategies

10. CUSTOMER IMPACT

This principle calls for a holistic approach to the implementation of Batho Pele. It is all about demonstrating to what extent through the sum total of all their Batho Pele initiatives organisations / teams are achieving the aims of Batho Pele.

Impact as defined by the Public Service Handbook on Performance Management and Development (August 2000) refers to the changes and consequences that result from specific activities or achievement and is assessed in terms of the contribution made to the achievement of a goal. In this case the goal is to achieve the aims of the Batho Pele White Paper.

Results from previous assessments of awards entrants show that whilst there is a strong focus on internal processes, in many instances, there is not enough measurement of the intended impact of initiatives on customers – as determined by the customers themselves. Organisations / teams often tend to take a piecemeal approach to the implementation of Batho Pele – choosing to focus on only some of the principles.

All the principles are connected and all are important. For example service standards need to be set in consultation with customers. (Consultation and Service Standards); services cannot be properly accessed unless customers are well informed on what services exist and how to access them (Information and Access); to continuously improve services and provide best value, customer input is required on where and how services can be improved (Best Value, Redress, Openness and Transparency and Consultation); and without proper consultation on customer needs, service delivery priorities cannot be properly identified and resources allocated to areas of need (Consultation and Best Value) etc. These are just some examples of how the principles are linked into a holistic system of service delivery. There are many more.

11. INTEGRATED AND COORDINATED APPROACH IN SERVICE DELIVERY

‘Towards and integrated public service

You should involve all relevant stakeholders within and outside government to ensure a well focused, coordinated and integrated public service.’

What you need to show

- Demonstrate that the planning stage reflects an integrated and co-ordinated service delivery approach.
- Show that appropriate method has been used to identify service deliver partners for each project
- How the organisation does its best to inform and get buy-in from other service delivery units to ensure a collaborative definition of inputs, processes, outputs and impact of projects.

What you need to show:

- All their customers are fully informed of and exercising their rights in terms of the Batho Pele Principles, Customers, and Human and Social Capital Strategies
- All team members and the community are aware whenever services are not delivered according to the above strategies
- The aims and objectives and the above programmes have been communicated to all customer groups through a comprehensive communication campaign
- You have been effective in meeting your customers needs through the collective impact of the aforementioned programmes
- Batho Pele has impacted on the internal operational efficiency of your team and has become an integral part of the organisational culture,
- The standards and quality of life of all those you serve has been enriched through the application of your service delivery programmes, in particular those in respect of the above strategies
- The community has been involved in these initiatives and the initiatives have resulted in development outcomes
- Your best practices has been shared with others and you can demonstrate that they have been replicated elsewhere
- Repeat impact contributed to bridging,geographical,spatial, social and economic divides

COMPILING YOUR ENTRY & EVIDENCE

In order to put together a worthwhile entry, it is important to begin as early as possible to compile your evidence and motivation in support of your responses to the questions in the Application Questionnaire.

Begin this process by studying the above criteria, Application Questionnaire and Batho Pele White Paper thoroughly. List everything you do to comply with each question in the Application Form.

Think of all the evidence you can produce to support these claims and begin collecting this evidence immediately. Collect new evidence as you implement new initiatives and achieve

new results. Evidence can be written, egg in the form of reports, minutes of meetings, letters, survey questionnaires and so on, or graphic, such as photographs, trend graphs and illustrations etc.

Make sure that the evidence you produce supports each claim you make and shows the results you achieve as this is the area that will win the most points. Scores are based on evidence, especially evidence which shows results achieved. Good evidence will show consistent improvement over time.

IMPORTANT POINTS TO REMEMBER

The following important points should be borne in mind when preparing covering motivation and compiling evidence:

- Avoid making general comments such as “we are totally committed to quality” or “we carry out regular surveys”. Be specific.
- Limit your covering motivation to the facts as scores are based on the evidence provided, not on the covering motivation – which merely serves to clarify the evidence
- State the obvious. The assessors will not have a detailed knowledge of every organisation applying for an award. So be sure to give the relevant facts, no matter how obvious they may seem.
- Be relevant. Make sure that you give information that is directly relevant to your unit, especially if you are part of a larger organisation.
- Show-case your achievements. Differentiate between compliance and where you have gone the extra mile.
- Be concise. Stick to the 4000 word limit. Include evidence only if it is relevant to the points you are making. Use extracts or summaries rather than whole reports or surveys.
- Support your claims. Back up every claim you make with supporting evidence. Many organisations / teams with good motivation lost valuable points for lack of supporting evidence.
- Use plain language. Avoid technical terms and jargon. Define all acronyms. Make sure that your application is as clear and understandable as possible.

SELF- ASSESSMENT

Self-Assessment is a valuable management tool for determining progress in service delivery. The Awards application allows for both self-assessment and entering for the awards. The benefits of this are that an organisation is able to:

- Identify the gap between what is being done and what still needs to be done to achieve their goals
- Identify both strengths and areas for improvement through the feedback reports
- Focus resources and plans on areas which require improvement
- Build on strengths and increase the rate of progress
- Achieve a common purpose and sense of direction amongst all staff
- Share good ideas and best practices
- By entering for the awards to obtain an independent assessment of their service and to compare this with their assessment of themselves.

To achieve the best results, the value of self-assessment should be communicated to everyone and the self-assessment itself should be carried out by the whole team. It is only when everyone is involved that they take ownership of and is committed to continuous improvement of their services. Team input can be obtained in one of two ways, either through collective discussion on each point, or by seeking the separate input of each individual. Individual responses will need to be

collated and evaluated. It is important that the assessments are as honest as possible and should be based on actual achievements. Experience has shown that organisations / teams who score themselves too highly often see little room for improvement. At the same time organisations / teams should not be too critical as this will make it seem as though improvement of services will be an impossible task.

Organisations / teams should choose a score of between 0 and 5 which most closely reflects what has been done to meet each question in the Application Questionnaire. Scores of between 0 and 2 should be highlighted and prioritised as areas for improvement. Specific action plans should be developed and implemented for addressing these areas. Actions should be reviewed and the entire process of self-assessment repeated to ensure a continuous cycle of improvement.

There are thus six main steps to achieving improvement through Self-Assessment:

TIME TABLE IMPORTANT DATES TO TAKE NOTE OF ARE:

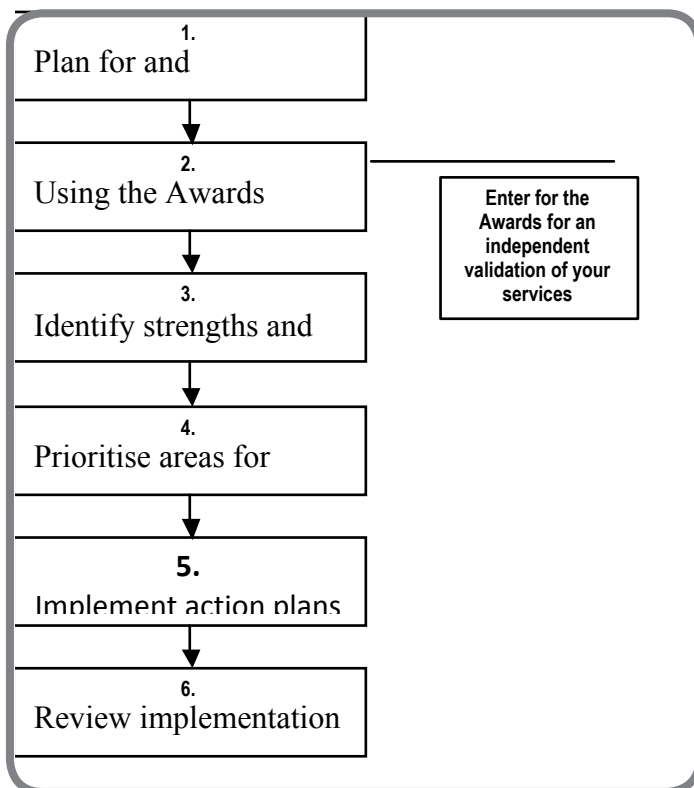
31 July 2011	Due date for online registration
31 August 2011	Closing date for entries
24 November 2011	Awards Ceremony

Annexure A

SUMMARY CHECKLIST OF BATHO PELE PRINCIPLES QUESTIONS

1. Consultation

- 1.1 What consultation initiatives have been undertaken with the customer groups listed in Section 1 above and/or their representatives on their service needs/ expectations in respect of our important strategies?
- 1.2 List the top 3 service delivery priority issues/customer needs identified from the above consultation initiatives relating to each of your service areas?
- 1.3 List the main results achieved in terms of meeting the priorities you listed above which were identified through your consultation initiatives?
- 1.4 What is being done to empower citizens to participate in setting appropriate goals and evaluating your services.



2. Service Standards

- 2.1 List the customer care service standards that apply to your service delivery areas in terms of the services listed in Section 1 above according to quality, quantity, cost, and time factors and show evidence of how each of the standards listed was arrived at through consultation with the relevant customer groups?
- 2.2 What systems are being applied to regularly measure whether you are meeting each of the above standards and to allow for corrective action where necessary? Give examples of where corrective action has been taken in the event of standards not having been achieved.
- 2.3 Provide comparative details of the monthly level of achievement against each of the standards listed above over the last 2 years, both internally and from your customers' perspective. Attach your evaluation reports and customer feedback as evidence. Note: if your initiatives have been in place for less than 2 years, provide comparative figures over 6 month periods.

3. Access

- 3.1 What provision has been made to ensure that people with disabilities, women, youth, children, the aged and others previously denied access to services, have easy access to your services and are receiving equal quality of service provision, i.e. provision devoid of fragmentation, whether social, racial or geographical?
- 3.2 What targets have been set for improving access to services in general? What targets for increasing access to services have been met?
- 3.3 Describe how you have worked in partnership with others to increase accessibility to your services and programmes.
- 3.4 What has been done to remove barriers such as a lack of skills and competencies amongst staff which could impede access to services and achievement of goals?

4. Courtesy

- 4.1 Do you have a documented Code of Conduct on how customers are to be treated? What are the major principles contained in that Code of Conduct? Note: This refers specifically to the courtesy code stipulated in the Batho Pele White Paper, it is thus in addition to the normal Public Service Code of Conduct.
- 4.2 How is compliance with this code promoted and monitored in the workplace, e.g. training initiatives, customer feedback and staff evaluation etc.
- 4.3 How satisfied are customers with the level of courtesy provided by your organisation? List and attach your relevant feedback reports from customers as supporting evidence.

5. Providing More and Better Information

- 5.1 What media do you use to communicate your services and service standards, especially those in respect of our important strategies, to your customers and staff so that they know what to expect and what is expected of them?

- 5.2 How and where is the information, especially that on our important strategies, made available, i.e. what special efforts have been made to ensure that the information reaches your customers and staff?

- 5.3 List the efforts you have made to date to put in place a Service Commitment Charter.

6. Increasing Openness and Transparency

- 6.1 How do you ensure that all customers know about your annual organizational performance, i.e. how the organization is run, who is in charge, how much it costs and whether standards and targets are being achieved, particularly in implementing your goals in respect of our important strategies?
- 6.2 How do you promote openness and transparency with customers and staff on a daily basis?

7. Redress

- 7.1 What mechanisms to deal with customer complaints exist? Is/are the mechanism/s documented and given to customers and staff?
- 7.2 How does the documented mechanism meet the Batho Pele standards of accessibility, speed, fairness, confidentiality, responsiveness and objectivity?
- 7.3 How have complaints been evaluated and used to improve services? Note: Attach your complaints register and trends graphs as evidence and give actual examples with supporting evidence of service improvements.

8. Best Value for Money

- 8.1 Describe and show how you have unpacked your strategies for Provincial Growth and Development Strategy in a Service Delivery Programme in line with the Batho Pele Principles.
- 8.2 What is the actual level of achievement (reflected as a percentage) against target of the Unit's key service delivery outputs over the last 2 years? Provide your relevant performance reports as evidence.
- 8.3 What efficiency mechanisms/processes have been put in place to optimize resources, prevent wastage, effect savings and improve service delivery?
- 8.4 What measures are in place to prevent and /or address fraud and corruption? Give examples, if any of where fraud has been detected and addressed or potential fraud uncovered.
- 8.5 What measures are in place to identify and address skills gaps in the implementation of programmes/ goals relating to our important strategies?

9. Encouraging Innovation and rewarding Service Excellence

- 9.1 What mechanisms are in place to promote innovation amongst staff in achieving the aims of our important strategies?
- 9.2 How are individual team members assessed and rewarded for excellence and innovation in achieving the goals of our important strategies?
- 9.3 How are teams assessed and rewarded for excellence and innovation in achieving the goals of our important strategies?
- 9.4 Has your Unit been commended in any formal way for service excellence, in particular in respect of the achievement of goals relating to our important strategies?
- 9.5 Provide examples of innovation or where you have gone the extra mile or made a very special effort in implementing the goals of Batho Pele principles (give at least 1 example per principle)

10. Customer Impact

- 10.1 What visible improvements can be seen in the community/your customer base as a result of your initiatives to implement through Batho Pele?
- 10.2 How do you involve the community/ the customers you serve in assessment of your performance? What are people saying about your unit? Note: Attach your customer feedback assessment reports and surveys as evidence.
- 10.3 Show how it can be demonstrated that your communication efforts have ensured that staff are knowledgeable about and fully support the goals for achieving the vision of a Home for All and our important strategies for doing so.
- 10.4 With whom have you shared your best practices and lessons learnt? What have you shared?
- 10.5 Bridging capital question?

11. INTEGRATED AND COORDINATED APPROACH IN SERVICE DELIVERY

- 11.1 Promoting developmental outcomes and effective service delivery
- 11.1 What mechanisms do you have in place to ensure that enabling and coordinated systems, structures and practices are put in place to deliver services in a seamless manner. Describe how you have worked with others to achieve this end.

BATHO PELE BELIEF SET

WE CARE, WE BELONG, WE SERVE

We Care



Looking after our internal & external customers by...

- Listening to their problems
- Apologizing when necessary
- Delivering solutions

We Belong



Looking after our people by...

- Building a learning organisation
- Creating a culture of collaboration
- Allowing flexibility to learn

We Serve



Looking after our Country by...

- Anticipating customer needs
- Offering integrated service delivery
- Going beyond the call of duty

" Working together with all South Africans, we will intensify the fight against crime and corruption. We will build cohesive, caring and sustainable communities. – President Jacob Zuma in the 2009 State of the Nation Address"

