

# **IMPLEMENTING THE 2013 CONSTITUTION OF ZIMBABWE: PROVINCIAL AND LOCAL GOVERNMENTS**

## **S 194 - Reflection on Innovations in Local Government: Client Service Charter / Service Delivery Charter**

Workshop Organised by the Community Law Centre in  
Collaboration with the Portfolio Committee on Local  
Government, Public Works and National Housing

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## Objectives and Questions of the Presentation

1. Bring attention to culture, practices, values and principles, attitudes, relationships and innovations in our conversations in implementing the new Constitution and the new local governance framework
2. In the context of implementing new Constitution, S 194 - public sector values that are necessary for developmental local government
3. In addition to values and principles, what innovations are relevant, who is providing such innovations, what is their uptake
4. Will these innovations lead to better performance
5. Ultimately, what outcomes are anticipated in local government with these innovations
6. *RBM, complaints handling system, service contracts, performance management,*

# Context

- New constitution 2013
- **S 194 Basic values and principles governing public administration in all tiers of government**
  - i. Professionalism and ethics
  - ii. Efficiency and economical use of resources
  - iii. Development oriented
  - iv. Services provided impartially, fairly, equitably and without bias
  - v. Responsiveness to people's needs and public participation
  - vi. Accountability to parliament and the people
  - vii. Intergovernmental cooperation
  - viii. Transparency through timely , accessible and accurate information
  - ix. Sound human resources management
  - x. Representativeness of the national composition

# CONTEXT: ZIMASSET

- Zimbabwe Agenda for Sustainable Socio Economic Transformation -Oct 2013 to December 2018
- Vision- towards an empowered society and a growing economy
- Mission: “To provide an enabling environment for sustainable economic empowerment and social transformation to the people of Zimbabwe”
- Government Plan and policy framework
- Four clusters and 2 sub-clusters
  - a) Food Security and Nutrition;
  - b) Social Services and Poverty Eradication;
  - c) Infrastructure and Utilities;
  - d) and Value Addition and Beneficiation

## ...ZIMASSET continued..

- two sub-clusters
  - i. Fiscal Reform Measures and
  - ii. Public Administration, Governance and Performance Management
- implementation of ZimAsset will be underpinned and guided by the Results Based Management (RBM) System
- Requirement that by Oct 15, all LAS should have submitted their CSC / SDC
- The Office of the President and Cabinet will monitor and evaluate the implementation, monitoring and evaluation of the Plan

## **In Context of S 194 - What is a Client Service Charter**

- The main purpose of a Client Service Charter is to improve access to a LA's services and promote quality.
- It does this by telling clients the standards of service to expect, what to do if something goes wrong, and how to make contact.
- A CSC helps employees too, by setting out clearly the services their LA provides.

# Why do LAs develop customer service charters?

- A CSC is an ideal way of helping LA define with their clients, and others, what that service should be and the standard that should be expected.
- It also help clients get the most from a LA's services, including how to make a complaint if they are dissatisfied with any aspect or have ideas for improvement.

Developing a CSC will:

1. help a LA clarify what users/ citizens want from their services and target resources accordingly
2. Help a LA and its employees look at the aims of that LA, and whether it provides value for money
3. focus a LA's employees on the work to improve services and promote quality, and ensure that their knowledge and experience is put to good use

4. encourage customers to provide feedback on how an organization's service is delivered
5. explain to customers how they can help an organisation deliver the services they want
6. help drive and sustain a process of continuous improvement in service quality
7. help foster good relations with customers generally, most of whom will welcome an organization's efforts to take account of their views



# What should it include?

A CSC should clearly set out the purposes and priorities of an organisation. In particular, it should:

1. spell out the standards of service clients can expect
2. tell clients how to complain if something goes wrong, or service is not met, or how to offer a suggestion for improvement
3. make clear how clients can contact the LA and get further information
4. make sure the information is accessible and easy to understand
5. fully involve clients and employees in its preparation
6. explain how the LA is planning for further improvement
7. assure clients that they will receive a fair service
8. say if there is any relevant legislation related to the service that is provided
9. make sure that the publication date is clearly visible, and ensure the content remains current

# Other points to consider

- A CSC/ SDC should be written in a clear and user-friendly way.
- If appropriate, it should be displayed in a prominent place, so all clients can see it.
- If the service is one that is regulated by another body, details of how to contact the regulator should be included.

# **DEVELOPING A CLIENT SERVICE CHARTER/ SERVICE DELIVERY CHARTER**

- There is no rigid format, but it address the following:
  - i. The name of the LA or department in the LA component.
  - ii. The physical, postal and e-mail addresses of the LA department
  - iii. The days and times that the LA or its department is open to the public.
  - iv. A list of the services provided.
  - v. A statement of the service standards that clients can expect.
  - vi. An explanation of how queries and/or complaints will be dealt with.
  - vii. A statement of the clients' rights.
  - viii. A statement of the clients' obligations.
  - ix. A pledge to maintain service delivery standards.

# THE OBJECTIVE OF DEVELOPING A SERVICE DELIVERY CHARTER

- The objectives of developing a Service Delivery Charter are many. However, in the main, the purpose of such a Charter is to express a commitment to service delivery in which:
  1. published standards of service delivery are maintained;
  2. the treatment of all end-users as clients/ customers is encouraged;
  3. Clients/ customers' rights are protected;
  4. relationships with clients/ customers are enhanced;
  5. the transformation of LAs from a rules bound bureaucracy to a results driven organisation is accelerated.

# KEY PERFORMANCE INDICATORS

- A Service Delivery Charter developed and displayed at strategic points;
- Standards are met and continuously raised – improved service delivery;
- An increase in the number of compliments or complaints – an indication that customers know what standards to expect.

# OUTCOMES

The anticipated primary outcomes of successfully implementing a CSC/ SDC will be:

1. improved service delivery;
2. greater job satisfaction for council officials;
3. more satisfied clients/ customers; and
4. the accelerated transformation of the local government

# CSC AS A LEARNING OPPORTUNITY

- Developing a CSC is a consultative process and affords managers an opportunity of learning about the organisation itself and communities it serves.
- Consultation as such lends to the following learning opportunities:
  1. understanding the circumstances of your clients
  2. knowing what your customers need and expect;
  3. understanding one's own shortcomings;
  4. understanding one's own limitations;
  5. realizing what is realistic and “doable” and what is not; and
  6. coming to a deeper understanding of putting “people first”.
- Improving service delivery is a continuous, progressive process, it is never complete and as standards are met, new standards should be set. This on-going process allows for learning and improvement.

# **CLIENTS CHARTER TEMPLATE FOR GOVERNMENT MINISTRIES, STATE ENTERPRISES, PARASTATALS AND LOCAL AUTHORITIES**

## **1. Preamble**

Give a brief overview of the organisation and briefly state how and why the Clients Charter was developed

## **2. Vision**

Clearly state the vision of the organisation.

## **3. Mission**

Clearly state the mission/purpose-in-life/the reason for existence of the organisation.

## **4. Mandate**

State what the organisation is mandated to do or achieve and where that mandate is derived from or the source of the mandate.

## **5. Core Values**

State the core of what the organisation is and what it cherishes in terms of beliefs, ideals, principles, priorities, shared meaning and direction, that are critical to service delivery.



# **..structure continued..**

## **6. Departments in the Organisation and their Core Functions**

List all the Departments (and sections) and their core functions, including their vision and mission statements.

## **7. Clients**

Indicate the Clients of the LA, both External and Internal.

## **8. Service Commitments and Standards/ What to expect from the LA**

Each service provided should have a standard which clearly shows how well the service will be provided; in terms of quantity, quality, timeliness and cost.

- Performance will be measured against these given standards.
  - Issues of courtesy and respect.
  - Issues of fair and equitable service provision.

# **..structure continued..**

## **9. Obligations and Rights**

- Organisation's obligations to the Clients in relation to service provision.
- What Clients can expect from the Organisation.
- Clients' rights in relation to service provision.
- Clients' obligations in relation to service provision. How Clients can assist the Organisation. (Needs, suggestions, comments)

## **10. Review of Clients Charter**

- State how and when the Clients Charter will be reviewed. This should be fairly regular in view of the ever changing operating environment.

## **11. Feedback/How to contact the Organisation**

- Provide feedback or redress mechanisms with clear channels to be followed, with contact details of departments and timescale within which feedback will be provided. Who to contact and their contact details: direct lines, mobile phone numbers, e-mails, toll free lines, website, etc. Details should include those of Top Management as well.

## **12. Contact Addresses**

- Provide both postal and physical addresses. Ensure the physical location has proper signage.

# Conclusions

- CSC/ SDC as an example of innovation
- Broader context of CSC/ SDC building on earlier work
- impact on the way local authorities function
- New governance framework that is built on new laws, new structures, but also software issues.