

Public Services Commission

Client Services Charter Implementation in Public Service Organizations

Compliance Monitoring and Reporting

Lands Commission

June 2023

ACRONYMS

| | |
|------|---|
| CICA | Client information, Complaints, and Advisory unit |
| CS | Client Service |
| CSC | Client Service Charters |
| DCU | Delivery and Compliance Unit |
| LC | Lands Commission |
| PSC | Public Services Commission |
| PSO | Public Service Organizations |

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Section A: Minimum Content of CSC Charter

Every PSO is required to develop/have a client service charter in place. To ensure uniformity the PSC requires that every CSC contains a standard minimum content. The PSO has the liberty to go beyond the content. This part of the compliance reporting requires the PSO to show the extent to which the minimum content has been adhered to in the preparation of the PSO’s CSC.

Table A1: Minimum Content Matrix

| No. | Content Headings | Response YES/NO |
|-----|--|-----------------|
| 1 | Introduction | No |
| 2 | PSO Profile | Yes |
| 3 | Vision | Yes |
| 4 | Mission | Yes |
| 5 | Core Values | Yes |
| 6 | Roles / Functions | Yes |
| 7 | Service /Standards | Yes |
| 8 | Client’s Rights and Responsibilities | Yes |
| 9 | Client’s Feedback and Complaint Handling | No |
| 10 | Contact | Yes |

The PSO is expected to respond as YES or NO in the last column. If there is a NO response to an area, the PSO should provide the reason(s) for this response in the spaces below.

Table A2: No Response Explanation Table

| No | The explanation for a NO response to a line in Table A1 |
|----|--|
| 1 | The introduction was omitted because the mandate was stated, this will be rectified in the final report. |
| 9 | The client’s feedback and Complaint Handling were not explicitly stated but there is a unit responsible for handling such Issues. The Charter will be amended to give this information to Clients. |

Section B: Adherence to Best Practices

While section A provides the content, this section requires the PSO to report on the extent to which it adopted best practices in developing its CSC. The best practices to be adopted have been spelled out by PSC and every PSO can access it from the PSCs website. There are four sub-sections (B1 to B4): Strategic Alignment; Client Engagement; Client-Centric Culture and Internal Monitoring Mechanisms.

B1: Strategic Alignment

The minimum content requirement entails PSOs having their vision, mission, and core functions indicated in the CSC. The PSO in this sub-section is required to report on the extent to which these three elements, convey a message of quality / timely service delivery to its clientele. There are going to be three possible responses to each of the three elements.

1. Explicit: The element contains a reference to client/customer satisfaction; client-centric behavior or quality service delivery.
2. Inferred: The element is not explicit but can be inferred that there is a focus on client/customer satisfaction; client-centric behavior or quality service delivery.
3. None: It is neither explicit nor inferred

Table B1: Strategic Alignment Response Matrix

| Strategic Area | Response | Reasons for Response |
|-----------------------|-----------------|---|
| Vision | Inferred | It is presumed that quality land services that are to be delivered by the Commission would be accessed by all its stakeholders. |
| Mission | Explicit | The mission caters to all its stakeholders touching on the various services to be delivered. |
| Core Values | Explicit | The Commission recognizes the importance of its stakeholders in achieving its Mission and Vision. |

B2: Client Engagement

An aspect of the best practice behavior the PSC requires PSOs to adopt in the preparation of their CSCs is the involvement of their clients in setting service standards; designing the service delivery processes, and designing the complaint process.

Question 1

Were your clients involved in the process of developing any of these three elements that are contained in your CSC? Respond as YES or NO

Table B2: Client Engagement Response Matrix

| Element | Response (Yes/No) |
|--------------------------------------|-------------------|
| Setting service standards | No |
| Design of service delivery processes | YES |
| Design of complaint process | No |

Questions 2:

If your response to any of the areas in question 1 is NO, Why?

Table B3: No Response Explanation Table

| Element | Explanation |
|--------------------------------------|---|
| Setting service standards | This is because the organization was set up by an Act of Parliament which states our functions. Also, the fees are regulated by the Fees and Charges Act. The fees and charges are determined by the estimated cost of providing the services, these are reviewed and approved by the Ministry of Finance before Parliament enacts It into law. |
| Design of service delivery processes | n/a |
| Design of complaint process | Design of complaint process - It was non-existent and so the clients will be involved in setting up the future complaint process. |

Question 3:

If your response is YES to the Client Engagement Response Matrix complete the table below

Table B4: Client Engagement Reporting Matrix

| Area of Engagement | Number of Clients Engaged | | | Mode of Engagement |
|---|---------------------------|-----------|-------|---|
| | No Male | No Female | Total | |
| Service Standards | | | | |
| Survey and Mapping Services | n/a | n/a | n/a | No client engagement |
| 1. Application for Regional Number | n/a | n/a | n/a | No client engagement |
| 2. Application for Plan Approval | n/a | n/a | n/a | No client engagement |
| 3. Request for Title Plan Preparation | n/a | n/a | n/a | No client engagement |
| Land Valuation Services | | | | |
| 1. Application for stamping Landed Inspection Cases | n/a | n/a | n/a | No client engagement |
| 2. Application Landed Non-Inspection Cases | n/a | n/a | n/a | No client engagement |
| 3. Application Non-Landed Cases | n/a | n/a | n/a | No client engagement |
| Land Registration Services | | | | |
| 1. Application for first registration | n/a | n/a | n/a | No client engagement |
| 2. Application for mortgage /discharge | n/a | n/a | n/a | No client engagement |
| 3. Application for objections | n/a | n/a | n/a | No client engagement |
| 4. Application for official Search | n/a | n/a | n/a | No client engagement |
| Public Vested Land Services | | | | |
| 1. Application for concurrent processing | n/a | n/a | n/a | No client engagement |
| 2. Application for consent processing | n/a | n/a | n/a | No client engagement |
| 3. Application for official, admin, and Police searches | n/a | n/a | n/a | No client engagement |
| | | | | |
| Designing Service Delivery Process | | | | |
| The following two were designed with Client Engagement | | | | |
| 1. Searches | n/a | n/a | n/a | The media was engaged to generate public/client inputs |
| 2. Plan approval | n/a | n/a | n/a | Workshops with License Surveyors |
| Designing Complaint Process | n/a | n/a | n/a | It has to be designed with Client inputs for all the services |

Select from the following mode of client engagement (The responses below are with respect to Designing the Service Delivery Process)

- Workshop ✓
- Service center contact
- Survey
- Focus Meeting
- Media ✓
- Electronic contact
- Telephone contact
- Other (specify)

B3: Client-Centric Culture

The PSC expects PSOs to have a Client-Centric culture as part of improving service delivery in the public service. In this regard, the PSO wants every PSO to use part of its training budget to train front-line staff and management in customer/client-centered training programs. The PSO is required to report on the training program provided to front-line staff and management to the PSC as part of the compliance reporting framework.

Question 1

Did the PSO provide client / customer-focused training for frontline service providers and managers during the reporting period?

YES

Question 2: If the answer to question 1 is NO, why? (Not more than 3 answers)

Table B5: Response to the existence of a training programme

| | |
|---|-----|
| 1 | n/a |
| 2 | n/a |
| 3 | n/a |

Question 3

If the answer to question 1 is YES, respond to the questions as per the table below.

Table B6: Client–Centric Reporting Matrix

| Staff Level | Training Topic | Training Objective | Number of Trainees |
|-------------|-------------------------------------|---|--------------------|
| Front Line | Managing Customer Service | To make them customer friendly | 36 |
| Supervisor | Effective Client service Management | To make them customer-focused and customer-oriented | 70 |
| Management | Delighting the Customer | To ensure effective internal and external customer relationship | 12 |

B4: Internal Monitoring Mechanism

The PSC is responsible for monitoring the effectiveness of the CSC framework implementation in the public service. Best practice tradition requires that PSOs have their own internal monitoring mechanism for the implementation of the CSC framework. PSOs are required to report to the PSC, the existence of an internal monitoring mechanism as part of their reporting obligations. To satisfy this obligation, PSOs will be required to report in the following areas: the existence of dedicated unit(s) for the internal monitoring of CS; the existence of an internal monitoring manual; and the preparation and use of monitoring reports.

Existence of a dedicated unit

Question 1

Is there a unit(s) responsible for internal monitoring of the CSC framework implementation?

YES

Question 2

If the response to question 1 is YES fill in the table below

Table B7: Dedicated Unit Profile Table

| Question | Answer |
|----------------------------------|---|
| What is the name of the Unit? | Delivery and Compliance Unit (DCU) |
| How many staff are in the Unit? | Four (4) staff in the Head Office and Focal persons in Divisions in Greater Accra and all the Regions |
| List 3 key functions of the Unit | <ol style="list-style-type: none"> 1. Output and delivery monitoring 2. Enforcement of delivery and turnaround time 3. Reporting on output/ delivery |

Question 3:

If the response to question 1 is NO fill in the table below

Table B8: Responses Table

| | |
|---|-----|
| 1 | n/a |
| 2 | n/a |
| 3 | n/a |

Internal Monitoring Manual

Question 1

Do you have an internal monitoring manual?

NO

Question 2

If NO why? There is a draft manual yet to be approved.

Question 3

If YES why? N/A

Internal Monitoring Reports

Question 1

Does the unit prepare internal monitoring reports?

YES

Question 2

If NO why? -----

Question 3

If YES does management review/act on the monitoring reports?

YES

Question 4

If NO, to question 3 Why? -----

Question 5

If YES to question 3, through which mechanisms? Select as many as appropriate below.

- a. Senior Management meetings ✓
- b. Planning process
- c. Budgeting process ✓
- d. Client engagements ✓
- e. Other (Specify) -----

Section C: Client Feedback on CSC Delivery by the PSO

PSC expects every PSO to conduct client satisfaction surveys as part of its internal monitoring programme. PSC requires that PSO provides a summary of such surveys in its compliance monitoring report. The table below provides a template that could be used by PSOs for reporting.

Table C1: Client Feedback Reporting Matrix

| Service | Percentage client satisfaction | Explanation/commentary on the level of satisfaction | Tools used |
|---|--|--|-------------------|
| Survey and Mapping Services | No survey has been done to determine the levels of client satisfaction | n/a | n/a |
| Land Valuation Services | No survey has been done to determine the levels of client satisfaction | n/a | n/a |
| Land Registration Services | No survey has been done to determine the levels of client satisfaction | n/a | n/a |
| Public and vested land services | No survey has been done to determine the levels of client satisfaction | n/a | n/a |
| Note: There are ongoing surveys in some service areas: registration; stamping | | | |

The tools used for determining the level of client satisfaction with a service can include:

1. On-line surveys of clients
2. Field surveys
3. Phone in surveys
4. Key Person Interviews
5. Others (Specify) -----

Section D: Service Improvement Plan

PSC expects PSOs to act on the outcome of the Client Satisfaction Surveys. In view of this, PSOs shall be required to report on service improvement plans related to the outcomes of the survey. The table below shall be used by the PSO for reporting on the service improvement plan.

Table D1: Service Improvement Plan Reporting Matrix (Specific - ongoing)

| Service | Survey Score | Planned Services Improvements / Actions | Start / End Time | |
|----------------------------------|--------------|---|------------------|-----------|
| | | | Start | End |
| Service 1: Plan approval | 65 | There is the Introduction of a system that enables License surveyors to submit their plans online for approval upon receipt of the Regional Number. | Jan. 2023 | Dec. 2023 |
| Service 2: CICA | Ongoing | Establishment of an office to receive and address clients’ concerns. | Jan. 2023 | Dec. 2023 |
| Service 3: Registration | Ongoing | Streamlining and digitization of the registration process. | Jan. 2023 | Dec. 2023 |
| Service 4: Stamp Duty assessment | Ongoing | Streamlining and digitization of the stamp duty assessments and payments. | Jan. 2023 | Dec. 2023 |

Table D2: Service Improvement Plan Reporting Matrix (General - Yet to be implemented)

| Service | Survey Score | Planned Services Improvements / Actions | Start / End Time | |
|---------------------------------|-----------------------------------|---|------------------|-----------|
| | | | Start | End |
| Survey and Mapping Services | The survey is yet to be conducted | <ul style="list-style-type: none"> • Digitization of processes • Enhanced online application processes. • Upgrading of electronic infrastructure and staff capacity building | Not known | Not known |
| Land Valuation Services | The survey is yet to be conducted | <ul style="list-style-type: none"> • E- database improvements • Upgrading of electronic infrastructure and staff capacity building | Not known | Not known |
| Land Registration Services | The survey is yet to be conducted | <ul style="list-style-type: none"> • E- application processing improvements • Upgrading of electronic infrastructure and staff capacity building | Not known | Not known |
| Public and Vested Land Services | The survey is yet to be conducted | <ul style="list-style-type: none"> • Upgrading of electronic infrastructure and staff capacity building | Not known | Not known |