

## → Improve complaint handling and quality control

**Country** Serbia

**Project title** Improve the complaint handling and assure quality control

**Twinning** Municipality of The Hague (the Netherlands)

Municipality of Belgrade (Serbia)

**Project period** 1 December 2006 to 30 September 2007

**Project budget** € 18,834

### Project objective

Improved functioning system of handling complaints and assure quality control.

### Project summary

The project aimed at improving the complaint handling within the municipality of Belgrade through analysis of the current system, elaborating of procedures for the new complaint handling system, training of staff and informing citizens on the new complaint handling system.

### Core information

The municipality of Belgrade, with a population of 1,6 million, is the capital of Serbia and the centre of Serbian government, culture, education, science and economy. Belgrade has the status of a separate territorial unit in Serbia, with its own autonomous city government. Its territory is divided into 17 city municipalities, each having its own local council.

### Problem analysis

The municipality of Belgrade experienced a lack of satisfaction of citizens when it comes to efficiency of administration in solving complaints. The procedures were experienced as complicated and transparency of administration needed to be increased. Furthermore there was a lack of independent control of the administration. To overcome these problems, a system of complaint handling within the Belgrade's administration was improved.

### Project implementation

Initially the complaint mechanism for the whole municipal organization was envisaged to be addressed, but this proved to be too ambitious considering the time frame. Focus was put on improving the complaint

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handling system of one particular unit: communal inspection. Analysis of the existing process of complaint handling was made, the procedures for new ways of complaint handling were prepared and trainings in the area of complaint handling and project management were delivered. The project resulted in a well functioning complaint system in the area of communal inspection and staff capable to deal with the complaint system. The improved complaint system provides useful management information on how to improve the functioning of the communal inspection unit, resulting in a better service delivery to citizens.

#### **Process management**

During the project implementation focus was put on one specific unit (communal inspection), rather than the management level of different services. Additional trainings on project management were provided to get the staff acquainted with project-based working.

#### **Recommendations: do's and don'ts**

- Handling complaints in an efficient and effective manner improves the level of satisfaction on service delivery by citizens;
- Try to focus and formulate a pilot (unit/department) before introducing new methods and approach organization-wide;
- Complaint mechanisms can provide useful management information about how to improve service delivery;
- Meaningful changes in municipal organization, with a lot of impact on citizens, can be introduced through small and not so costly interventions.