

the Expanded Public Works Programme (EPWP). The report was presented to Cabinet in July 2005 and additional areas of work were identified.

After the 2005 July Cabinet Lekgotla, the department in collaboration with the Departments of Health, Education, Justice and Trade and Industry, conducted capacity assessments of the key delivery programmes in those departments. The findings of the assessments were presented to Cabinet in January 2006 and critical projects were identified in order to address identified weaknesses. The identified projects have since been integrated into DPSA's operational plan for the 2006/07 period.

In order to enhance service delivery, the Batho Pele Change Management Toolkit was developed to assist departments on diagnosing their organization culture climate and to embrace change. A total number of 400 officials have been trained on the Batho Pele Change Management Engagement Programme in Limpopo. The Public Service Week was also celebrated in four provinces, namely: KwaZulu Natal (Ethekewini Municipality), Mpumalanga, Northern Cape and Limpopo. As part of the Public Service Day celebrations, satellite linkages with universities, technikons and schools were also made to encourage participation by the broader communities and institutions. The next Africa Public Service Day will be expanded to neighbouring countries through satellite linkages.

In an attempt to expose the senior management service (SMS) to the coalface of service delivery, 289 SMS members from KZN, Mpumalanga, Limpopo, North West, DPSA, SAPS, Home Affairs and Correctional Services were trained through project Khaedu. The success of the initial phase of project Khaedu has led to a decision to expand the project to all national and provincial departments.

Information sharing and learning networks were also created for managers and practitioners within the public service. These include the 4th Service Delivery Academy and the 3rd Public Service Conversion, which focussed on the Africa Peer Review Mechanism (APRM). The first Public Sector Research Colloquium was also convened. Volume 4 number 2 of the Service Delivery Review Journal was published and copies are currently being distributed to the relevant stakeholders.

The department has developed a set of documents on e-government that were consulted on in 2005. These documents are aimed at ensuring coherence and compatibility in order to eliminate fragmented service delivery across the three spheres of government. Their implementation will also improve public convenience when accessing government services. They will also increase the productivity of civil servants.

The content of the Batho Pele Gateway portal has been translated into seven official languages, namely: English, Setswana; Afrikaans; IsiZulu; IsiXhosa; South Sotho (Sesotho) and Northern Sotho (Sepedi). Translation for the remainder of the languages will be completed by the end of the 2006/07 financial year.

The Ministry of Public Service and Administration has successfully implemented the Community Development Workers (CDWs) programme nationally. Since inception of the project in 2003, three thousand three hundred and twenty three (3323) CDW's completed the learnership with one thousand and thirty nine (1039) having being fully employed as public servants. Action research was also conducted in four provinces in order to identify successes and challenges around CDW's with the objective of improving the implementation process. The recommendations from the action research will be discussed and released during the 2006/07 financial year.

In November 2005 Deputy President Phumzile Mlambo-Ngcuka officially launched the Community Development Workers and the Frontline Staff Training programme. As part of building a developmental state that is participatory, government officials should be people with strong community development skills, who are ready to serve and ensure that the public is attended appropriately. The training therefore includes attitudinal training, promotes an understanding and implementation of the Batho Pele principles and encourages compliance by public servants to these principles.

The department, in collaboration with other departments and the Anti-corruption Coordinating Committee, developed guidelines on minimum anti-corruption capacity. The guidelines were printed and distribution has commenced. The guidelines served as the basis for a dedicated training programme. During this period the National Anti-

corruption Programme was established and will be the basis of various anti-corruption projects over the next few years. In addition, this component has established a regional and international anti-corruption programme that will influence ongoing policy implementation. Capacity was created to begin an anti-corruption policy review phase.

The DPSA in collaboration with the African Union (AU) hosted the Pan African Minister's Conference that was held in Ethiopia in December 2005. In addition the Continental Innovation Awards were also launched. Public administration departments from Ghana, Rwanda, Ethiopia, China, Sudan and the Democratic Republic of Congo were hosted between 2004 and the first quarter of 2006 to promote information sharing, policy learning and best practices.

In 2004 the Minister of Public Service and Administration was nominated to be the focal point for the African Peer Review Mechanism (APRM) and the APRM national governing council, which is chaired by the Minister, was established in September 2005. The Department hosted the first national consultative conference on the APRM during the latter part of 2005 and this was followed by a series of provincial conferences and sectoral workshops. Implementation of the APRM will continue over the medium term.

1.2 GOVERNANCE AND PUBLIC ADMINISTRATION CONTEXT

As with the other areas of our dynamic society, the governance and administration context in South Africa is complex and diverse. In contemporary South Africa, only change and uncertainty can be relied upon, making adaptability and flexibility essential for survival.

Recently-identified trends and developments of long-believed truths are often contradicted by newer research and better analysis. This means stakeholders cannot make claims or adopt positions without fear of being contradicted. As a result, there is a growing acceptance of the rights of all to different views, opinions and perspectives.

Governance and administration in South Africa is characterised by a mood of optimism that has its roots in a number of factors, many of which relate to the greater levels of maturity found in government.

As the democratic state experience in government matures, there is increased clarity on the role and purpose of the various elements of government and a better understanding of the interplay between the various spheres, elements and systems.

In economic terms, governance and administration is part of the national drive to accelerate growth and to ensure that it benefits the sectors of our society that have traditionally received few benefits from the economy. In practical terms this means providing the kind of public service needed for the Accelerated Shared Growth Initiative (ASGISA) to succeed.

The Initiative's ultimate objective is to halve unemployment and poverty by 2014 and is a response to a range of constraints including the skills shortage. Selected interventions will address challenges related to infrastructure, sector strategies, education and skills, the second economy, public administration as well as macro economic issues.

As a result, there is a shift in the area of governance and administration to focus more seriously on skills development and the creation of a skills delivery pipeline that will provide SA with the human resources it needs to succeed in the competitive global economy well into the future. An example of work in this area is the partnership-based Joint Initiative for Priority Skills Acquisition (JIPSA).

In societies undergoing rapid change as an effect of globalization or other forms of transition, a strong administrative capacity offers clarity and coherence for the implementation of national priorities, including those connected with the Millennium Development Goal (MDG) targets. DPSA helps build public services that are cost-efficient and results-oriented, transparent, responsive and accountable to the needs of citizens. Support in this area needs to focus on supporting efficient, responsive, transparent and accountable administration.

Consistent with international trends, there is in South Africa growing concern around the need for Government to be accountable to its citizens. Making accountability a reality requires that there be mechanisms, processes and systems for direct interaction and consultation.

There is a linked concern with public participation at all levels of governance and administration, starting with the conceptualisation of public products and services and moving through to implementation, monitoring and evaluation. Increasing public participation means that governance and administration stakeholders need to find better, more effective ways of involving users in the provision of services so that they become active participants in the process rather than passive recipients of "service delivery". This also highlights the important need to keep communication channels and structures open, a growing area of governance and administration concern.

The necessity for an effective state has become widely accepted over the past ten to fifteen years. As a result governments are growing into their new-found respectability and no longer need to be unsure of their roles or ashamed of their non-business character and nature. In a linked development, the centre of government is growing into its role of guiding and coordinating without squeezing or marginalising other spheres.

There is also greater awareness of the dangers of hasty decentralisation if the necessary capacity has not been created at other levels before functions are devolved to them. Powers and responsibilities should be located at the appropriate level, in order to support poverty alleviation and conflict prevention as the priority objectives.

Public sector management is more than just modernising state institutions, it is also about fostering dynamic partnerships with civil society and the private sector to improve the quality of service delivery, enhance social responsibilities and ensure the broad participation of citizens in decision-making. These trends emphasise the importance of the performance of the civil service and on the need for an effective and efficient public management that is transparent and accountable.

At the managerial level, innovation and change are no longer assumed to be a good thing. Government is no longer interested in innovation for its own sake because of the risk that it becomes endless tinkering on the margins without making a visible difference.

Innovation must be linked to the developmental agenda and should have a direct and discernible impact on the lives of the people who need public services the most, the poor and other vulnerable groups.

Accountable and effective management of public financial resources constitute some of the most fundamental responsibilities and challenges of many governments in the world, particularly those in developing countries and economies in transition.

In this era of increasing globalization of world markets and trade, public sector management and accountability have become critical elements in determining the overall effectiveness, efficiency, and ability of governments to ensure economic competitiveness and growth, good governance and sustainable human development.

Corruption and the challenge of clean government is a growing concern for South Africans, as it is in most other countries. This makes integrity a growing issue for it is an important result of proper governance and administration.

1.3 THE MEDIUM TERM STRATEGIC ORIENTATION

In his state of the nation address, President Mbeki reiterated the importance of increasing and developing the capacity of the state in order to meet the developmental objectives of our country. This assertion was supported by the findings of capacity assessment studies undertaken by DPSA in collaboration with the departments of Education, Health, Justice and Trade and Industry. The President emphasised the importance of implementing the recommendations emanating from these studies because "we cannot allow that government departments become an obstacle to the achievement of the goal of a better life for all ...".

The findings of these studies have alluded to the need to assess the capacity of other government departments, especially within the context of the Accelerated Shared Growth Initiative of South Africa (ASGISA). During the medium term, DPSA will work closely with other government departments to conduct similar capacity assessment studies. The Department will further support departments whose capacity assessments have been completed to implement the recommendations. The Department will also coordinate the preparation of a comprehensive report on this work to Cabinet.

Another critical area alluded to by the President, because of its relevance to service delivery and achievement of the objectives of ASGISA relates to skills development and scarce skills. The department is currently piloting the development of a skills database for the public service. One purpose of the skills database is to enable government to effectively identify managers with critical and scarce skills that are required in other government departments at the national, provincial and local levels. Once the pilot is completed, the skills database project will be rolled out to the rest of the public service. The Minister for Public Service and Administration is a member of the Joint Initiative on Priority Skills Acquisition (JIPSA), a multi stakeholder working group which will enable government, business, labour and civil society to act jointly to respond timely to identified skills challenges.

In order to support the Minister in discharging her duties as a member of JIPSA, DPSA will provide policy guidance and develop strategies to guide the acquisition and deployment of relevant skills to the public service. Some of the work undertaken by DPSA over the past three years will be made available to JIPSA in order to enable the committee to make informed decisions. This will include the database of trained community development workers (CDWs) who have not been deployed, and the database of young people who have successfully completed their internship and learnership programmes in the public service. These sources of information will be completed with additional information from other government departments such as the Department of Labour and the Sector Education and Training Authorities (SETAs).

DPSA is involved in a number of transversal projects and will continue in the medium term. Within the context of the Integrated Financial Management System (IFMS), which is led by National Treasury, DPSA is responsible for developing the human resource management domain and this will be completed by March 2007. The Policy on Incapacity Leave and Ill-health Retirement (PILIR) will be rolled out to all public service departments by the end of this financial year.

Coordination of work towards the development of a single public service policy framework that is aimed at improving coordination, coherence and alignment across the three spheres of government will continue. A number of projects will be implemented to facilitate the integration and harmonisation of service delivery, information systems and conditions of service and employment practices. A single public service of public administration and management will facilitate mobility within the public service, thus allowing the deployment of experienced personnel to areas where their services are needed.

In 2007, the department will lead the negotiations for a new multi-term salary agreement at the bargaining council. The phased in implementation of the scarce skills framework will continue and the foreign service dispensation will be reviewed. Special attention will be given to increasing the recruitment and retention of women and people with disabilities. The personnel expenditure review will be completed and a new wage policy for the public service will be developed. Implementation of the health and wellness programme across the public service will be institutionalised in the short term. In the medium, this work will be expanded to local government.

While the Government Employee Medical Aid Scheme (GEMS) has been registered as an independent entity in terms of the Medical Schemes Act 131 of 1998, DPSA will continue to play an oversight role on behalf of the employer through its participation and representation on the Board of Trustees.

The DPSA will continue to lead initiatives in order to improve public access to government services through the use of information and communication technology

(ICT). Work in these areas include the roll out of the Batho Pele Gate Way Portal to 65 multi-purpose community centres (MPCCs), translation of content in the portal into all official languages and enhancement of content for provincial and local government. The DPSA, together with the Centre for Public Service Innovation (CPSI), will develop the Access Strategy.

The DPSA will continue to support the Minister of Public Service and Administration in fulfilling her functions as the representative of the state as sole shareholder in the State Information Technology Agency (SITA). SITA is established as a private company in terms of the State Information Technology Agency Act, 1998 (Act No. 88 of 1998). SITA is tasked with improving service delivery through the provision of information technology, information systems and related services to government departments and other organs of the state.

Work is already underway to complete a regulatory framework for the single public service and public entities in 2007. A number of frameworks will also be developed and implemented; these include guidelines on alternative service delivery, outsourcing framework and a strategy to implement the framework on the management of joint programmes.

Implementation of Project Khaedu will be expanded to provincial departments in order to expose approximately 3000 middle and senior managers to the coalface of service delivery by the end of 2007. This initiative will inform and link-up with the introduction of the compulsory induction programme for senior managers, which is jointly led by DPSA and SAMDI. The CDW programme curriculum will be revised, new learners will be recruited and a strategy to take the programme forward will be developed.

The Department will improve the implementation of the Public Service Anti-corruption Strategy and work towards a broader sectoral anti-corruption programme over the medium term and will monitor and coordinate implementation of the National Anti-corruption Programme, emanating from the March 2005 National Anti-corruption Summit. The requirements of the United Nations, Africa Union, SADC and OECD anti-

corruption instruments and protocols will be implemented and monitored and the Global Forum V on Fighting Corruption and Safeguarding Integrity will be held in 2007.

The Department will promote leadership by South Africa in governance and public administration matters in the continent and will support the implementation of the Pan-African NEPAD Capacity Building Programme. Support will be provided to post-conflict governments in Africa in the areas of governance and administration. Some of the countries that the department is currently developing programmes with include Sudan and Ethiopia. The APRM Country Self-assessment Report and Programme of Action will be submitted to the continental APRM Secretariat and Panel of Eminent Persons by June 2006. The review report for South Africa will be submitted to the APRM Forum of Heads and State in November 2006.

Through the Planning Monitoring and Evaluation unit, the DPSA will support the Presidency to implement the Government-wide Monitoring and Evaluation System through the Governance and Administration (G&A) Cluster. DPSA will develop human resource utilisation reports, utilising data from multiple sources, including PERSAL. In addition, the DPSA will develop the capacity of the unit to monitor the implementation of the DPSA's human resource framework.

The successful implementation of many of the programmes that DPSA is involved in is dependent on the cooperation and collaboration of other government departments and civil society stakeholders. The role of inclusive and representative stakeholder structures and inter-departmental working committees is therefore critical in order to ensure delivery and effective coordination. This level of coordination is also beginning to gain momentum across the various departments and institutions that are operating under the Ministry, namely, Department of Public Service and Administration (DPSA), South African Management Development Institute (SAMDI), Public Service Commission (PSC), Centre for Public Service Innovation (CPSI) and State Information Technology Agency (SITA).

Internally, the DPSA has also restructured its approach to many of these tasks. Previously, the different branches, chief directorates and directorates worked in silos. Since 2005, concerted effort has been put into establishing multidisciplinary working teams to focus on multi-disciplinary programmes and projects such as the Single Public Service, Access Strategy, APRM and capacity assessment studies for selected government departments.

2. THE MEDIUM TERM STRATEGIC FRAMEWORK OF THE DPSA

Informed by the legal and constitutional mandate of the Ministry for Public Service and Administration, the overall aim of the DPSA is to lead the modernisation of the Public Service by assisting government departments in implementing their own management policies, systems and structural solutions, within a generally applicable framework of norms and standards, in order to improve service delivery. The vision and the mission of the department are outlined below.

Vision: To establish a responsive Public Service that delivers on the Government's commitments to a better life for all the people of South Africa.

Mission: To render professional support to the Minister in: 1) Leading the transformation process by developing appropriate policies and facilitating their implementation through strategic interventions and partnerships, and 2) Maintaining a functioning Public Service.

DPSA's strategic focus and priorities and objectives are in line with the outlined vision and mission and are informed by Government's priorities, as articulated by the President in the State of the Nation Address. The priorities of the Governance and Administration Cluster are also integrated into the strategic and operational plans for the department.

The work of DPSA is divided into eight programmes:

1. Administration
2. Integrated Human Resource Management and Development
3. Management of Compensation
4. Information and Technology Management

5. Service Delivery Improvement
6. Public Sector Anti-Corruption
7. International and African Affairs
8. Planning, Monitoring and Evaluation

1.1 ADMINISTRATION

Purpose: Administration is responsible for providing policy and strategic leadership to the public service to enhance the public service's ability to deliver on Government's priorities and objectives.

This programme comprises the Ministry and Communications, the Office of the Director-General, Legal Services, Corporate Management and Internal Audit.

2.2 INTEGRATED HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

Purpose: Develop and implement an integrated human resources development strategy, monitor employment practices and improve the health and well-being of public service employees.

Measurable objective: Ensure the effective and appropriate use of human resources through targeted interventions that improve management and overall capacity

The Integrated Human Resource Management and Development programme is divided into four sub-programmes, namely:

- (i) Human Resource Development
- (ii) Employment Practice and Career Management
- (iii) Employee Health and Wellness
- (iv) Public Service Education and Training Authority (PSETA)

2.2.1 Human Resource Development

The objective of the Human Resource Development (HRD) component is to improve the competency levels of public servants through capacity development strategies and

interventions such as internships, learnerships and skills programmes. The component seeks to achieve this by:

- Implementing the HRD strategy through internships, learnerships and skills programmes to address skills shortages; and
- Building skills to support public service delivery and transformation in the Public Service.

2.2.2 Employment Practice and Career Management

The overall objective of the Employment Practice and Career Management (EPCM) component is to develop transversal policies, prescripts and interventions in the various areas of the senior and middle management service. It is also responsible for competency profiling, human resources planning, monitoring employment equity targets and the proper positioning and structuring of the human resources function in the public service. In the medium term, the component will focus on:

- Leadership and management development for senior and middle management;
- Recruitment and retention of scarce skills;
- Implementation of employment equity plans, with specific focus on women and people with disability; and
- Positioning and structuring of the Human Resource function in the Public Service,

2.2.3 Employee Health and Wellness

The objective of the Employee Health and Wellness component is to improve the health and well-being of employees in the public service. This objective will be achieved through:

- Development and implementation of programmes aimed at promoting employee health and wellness.
- Implementation of a communication strategy, which is aimed at creating a high level of responsiveness to the prevention and management of HIV and AIDS in the Public Service.

2.2.4 Public Service Education and Training Authority (PSETA)

The objective of the PSETA is to develop a co-ordinated framework for providing appropriate and adequate education and training service to the public service. The PSETA seeks to achieve this objective by:

- Developing and coordinating the implementation of transversal learnerships and skills programmes in the Public Service;
- Ensuring quality assurance through accreditation of service providers;
- Facilitating skills planning throughout the public service;
- Managing and facilitating the disbursement of learnership grants; and
- Ensuring that the National Skills Development Strategy priorities and targets are met.

2.3 MANAGEMENT OF COMPENSATION

Purpose: Develop and implement compensation policies and guidelines for the public sector and ensure coordinated bargaining.

Measurable objective: Ensure that appropriate remuneration and conditions of service policies and practices are developed and implemented in order to attract, recruit and retain high calibre of skilled employees.

The Management of Compensation programme is divided into two sub-programmes, namely:

- (i) Negotiations and Labour Relations
- (ii) Remuneration and Conditions of Service

2.3.1 Negotiations and Labour Relations

The objective of Negotiations and Labour Relations is to determine labour relations policies for the public service. The component achieves its objective by:

- Engaging with employee representatives in order to enhance appropriate labour relations across the Public Service;
- Facilitating the establishment of stable relations between the State as employer and unions representing the public servants;
- Providing an appropriate negotiations framework; and
- Negotiating with employee representatives on behalf of the State as employer at the Public Service Coordinating Bargaining Council (PSCBC) and the General Public Service Sectoral Bargaining Council (GPSSBC).

2.3.2 Remuneration and Conditions of Service

The objective of Remuneration and Conditions of Service ensure that appropriate remuneration and related policies and practices are developed and implemented, while managing and monitoring the growth of the wage bill. The component seeks to achieve this by:

- Establishing suitable remuneration policies and practices in the Public Service and facilitating the link between remuneration policies and appropriate performance and career development practices in the Public Service;
- Enhancing the overall management of conditions of service of public servants in a manner that is supportive of good human resource practices and that facilitates the effective utilisation of human capacity for service delivery;
- Establishing and improving job evaluation practices in the Public Service; and
- Establishing and facilitating access to Public Service human resource management information.

2.4 INFORMATION AND TECHNOLOGY MANAGEMENT

Purpose: Ensure the effective use of information and IT in government, and facilitate the use of IT for modernizing government and establishing e-government practices within an acceptable information security environment.

Measurable objective: Improve access to government services by providing a single, 24-hour IT window in steady and efficient manner.

The Information and Technology Management programme is divided into three sub-programmes:

- (i) ICT Programme Management
- (ii) Government Chief Information Officer Operations
- (iii) E-Government Architecture and Integration

2.4.1 ICT Programme Management

The objective of the Information and Communication Technology Programme Management component is to support all national and provincial departments on significant transversal projects and e-government projects.

- Developing and Implementing an E-Government Framework forged through a consultative process with all stakeholders in government.
- Improving Batho Pele Phase I Portal by encompassing content from all spheres of government and making it available in all official languages.
- Deploying and promoting the use of the CabEnet system by all Departments.
- Instituting the Electronic Inventory of Government Information System (e-IGIS) system to retain information on government systems and projects by all spheres of government.

2.4.2 Government Chief Information Officer Operations

The objective of the Government Chief Information Officer Operations component is to develop policies, strategies and regulations on ICT across the public service, provide SITA oversight support and ICT oversight across the three spheres of government. In the medium term the component will perform the functions outlined below to work towards its objective:

- Provide secretarial services to the Government Information Technology Officers' Council (GITOC) and promoting image and effectiveness;
- Assist to improve the effectiveness of SITA;
- Coordinate all ICT initiatives in the public service;
- Support the objectives of E-Government through appropriate policy strategy and regulatory activities.

2.4.3 E-Government Architecture and Integration

The objective of the E-Government Architecture and Integration component is to provide support and leadership to national and provincial departments as well as to the State Information Technology Agency (SITA) to develop a government-wide architecture and system integration plan. In the period under review this component will focus on the following strategic activities:

- Define a government wide architectural standard
- Document existing system architectures and create a database of such architectural blueprints
- Define and document the E-Government architecture to guide the development of all future E-Government applications.

2.5 SERVICE DELIVERY IMPROVEMENT

Purpose: Engage in supportive interventions and partnerships, which improve efficiency and effectiveness. Engage in innovative learning and knowledge-based modes and practices of service delivery in the public service.

Measurable objective: Improve service delivery through targeted interventions to selected departments and the provision of supportive frameworks and learning products.

The Service Delivery Improvement programme is divided into four sub-programmes:

- (i) Macro-organisation of the State
- (ii) Government Internal Consulting Services
- (iii) Research, Learning and Knowledge Management
- (iv) Centre for Public Service Innovation

2.5.1 Macro-organisation of the State

The objective of the component is to contribute to improved macro organisation of the State for enhanced governance and service delivery. The component works towards the achievement of this objective by:

- Overseeing the governance and administration of public entities
- Overseeing the macro-organisational structuring of the Public Service
- Conducting research and developing alternative service delivery policy frameworks and mechanisms.

2.5.2 Government Internal Consulting Services

The objective of the Government Internal Consulting Services is to provide targeted technical support such as advisory services and direct intervention to departments and provinces to improve institutional efficiency and effectiveness in service delivery. To achieve this objective, the component

- Implements cross-cutting and department-specific management and service delivery improvement projects aimed at enhancing the effectiveness of the Public Service