

- Provides strategic and policy leadership in the implementation, sustainability and accountability of Batho Pele in the Public Service, undertaking flagship projects aimed at giving effect to the Batho Pele spirit, vision, principles and practice
- Facilitates transverse strategic and policy interventions that remove service delivery blockages and enhance the efficiency of service delivery value chains
- Promotes and supports the culture and practice of innovation in service delivery.

2.5.3 Research, Learning and Knowledge Management

The objective of the Research, Learning and Knowledge Management component is to facilitate learning, knowledge management and research in support of service delivery and transformation in the public service. The component does this through:

- Facilitating public service-wide platforms for learning and knowledge management in the Public Service
- Generating and coordinating learning products on service delivery improvement in the Public Service
- Promoting strategic frameworks to support the culture and practice of learning and knowledge management in the Public Service
- Incubating and supporting learning networks on service delivery improvement in the Public Service.

2.5.4 Centre for Public Service Innovation

The objective of the CPSI is to play a leadership and catalytic role with regard to public service reform and transformation through innovation. In order to fulfil this objective the CPSI will perform the following functions:

- Provide the Minister with independent, diverse, and forward-looking advice and research, as well as partnerships that enhance public service transformation and reform through innovation
- Create an enabling environment that nurtures, supports and encourages innovation within the structures and agencies of the South African government
- Initiate, implement and manage self sustainable innovation projects in partnership with the private sector and other relevant stakeholders
- Implement special projects that are mandated by the Minister from time to time.

2.6 PUBLIC SECTOR ANTI-CORRUPTION

Purpose: Establish strategies to fight corruption and improve ethical conduct and practices in the public sector.

Measurable objective: Prevent and combat corruption and improve the integrity of government systems in the public sector by establishing and implementing strategies and partnerships that improve ethical conduct and practices.

The Public Sector Anti-Corruption programme has three sub-programmes:

- (i) Anti-Corruption Policy
- (ii) Anti-Corruption Monitoring and Evaluation
- (iii) International Anti-Corruption Co-operation

2.6.1 Anti-Corruption Policy

The objective of the Anti-corruption Policy unit is to facilitate the development and implementation of public sector anti-corruption policies. The strategic activities of this component are:

- To enhance the public sector's capacity to fight corruption
- To improve the implementation of the Public Service Anti-corruption Strategy
- To ensure that the implementation of the National Anti-corruption Programme takes place as envisaged.

2.6.2 Anti-Corruption Monitoring and Evaluation

The objective of the Anti-corruption Monitoring and Evaluation unit is to monitor and evaluate the national integrity framework, underpinned by research, the development of indicators and the management of the corruption management information system. The strategic activities of this component are:

- Assess the gaps in the Public Service Anti-corruption Strategy
- Appraise the impact of the national anti-corruption programme
- Establish a system that provides adequate information for anti-corruption decision-making.

2.6.3 International Anti-Corruption Co-operation

The objective of the International Anti-corruption Cooperation component is to ensure active participation in and compliance with bilateral, multilateral, regional and international agreements. The component achieves this objective through

- Participating in regional and international initiatives and forums such as the meetings of Pan-African anti-corruption bodies and the United Nations Conference of States Parties
- Providing technical support to other African countries within the spirit and framework of the SADC Regional Anti-corruption Programme and the AU's initiatives
- Hosting a successful Global Forum V and an African preparatory meeting.

2.7 INTERNATIONAL AND AFRICAN AFFAIRS

Purpose: Establish and maintain bilateral and multilateral relations on governance and public administration through implementing global and continental programmes and projects for improving governance and public administration.

Measurable objective: Improve governance and public administration through leadership and projects that foster change globally and in Africa.

Through its one sub-programme of the same name, the International and African Affairs component:

- Establishes and maintains bilateral and multilateral relations on governance and public administration by implementing global and continental programmes and projects for improving governance and public administration
- Facilitates information sharing and learning through facilitation of exchange visits between the DPSA and counterpart departments from other countries
- Facilitates implementation of the Pan African Minister's Programme on Public Administration and Governance.

2.8 PLANNING, MONITORING AND EVALUATION

Purpose: Establish a system for planning, monitoring and evaluation that will enable accountability for the transformation of the public sector.

Measurable objective: Improve accountability of processes, outputs and outcomes on public administration, and provide information to evaluate the efficacy and effectiveness of service delivery.

Through its Integrated Monitoring, Evaluation and Reporting subprogram, the Planning, Monitoring and Evaluation programme manages a system for planning, monitoring and evaluating the programmes that enable the transformation of the public sector. The major activities undertaken through this programme include:

- Implementation of the Public Management Watch
- Development and publication of the Human Resource Utilisation reports
- Support implementation of the Government Wide Monitoring and Evaluation System (GWMES).

3. DPSA OUTPUTS AND INDICATORS FOR THE MEDIUM TERM

The Constitution requires that public administration comply with certain basic values and principles. DPSA's performance can be measured in the extent to which the Public Service meets these and related requirements. Some of the major indicators for the transformation of the Public Service are:

- Developmental orientation, ensuring that public services are delivered in support of developmental goals, including alleviating poverty, creating employment and sustainable livelihoods.
- Effective delivery of public services, ensuring that the necessary services are delivered to target communities in the most appropriate way, in line with the principles of Batho Pele.
- Efficient public administration, maximum utilisation of resources and cost efficiency.

- Ethical public administration, adherence to the rule of law and code of conduct and effective mechanisms to reverse and prevent corruption and mal-administration.
- Transparency of the decision making process, administrative practices and reasonable disclosure of assets of public officials, including the right to recourse of citizens as protection against unfair administrative practices.
- Representativeness both in form and content, in the make up of the Public Service and the way in which decisions reflect the views and aspirations of all stakeholders.
- Modernised public services, which are seamless, integrated, fast, accessible, of good quality and delivered through effective utilisation of information technology.
- Accountable, for the process, output and outcome of public administration as well as the provision of information necessary for citizens to evaluate the efficiency and effectiveness of public services.
- Compliance with relevant policy frameworks such as the Employment Equity Act, Public Finance Management System (PFMS), Human Resource Development Policy and others.

The detailed outputs of the DPSA are captured in composite operational plans of the department that are developed annually. In addition, detailed project plans for large scale and complex projects such as the single public service are also developed to guide implementation. The detailed work-plans reflect both the strategic orientation and framework of the DPSA and the specific client demands and instructions to the DPSA from the Minister and Cabinet. In line with the medium-term orientation of the DPSA, the attached tables reflect the specific indicators to guide the assessment of the extent to which DPSA is achieving its objectives. These are captured within the ambits of the seven operational programmes of the department.

PROGRAMME 2: INTEGRATED HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT			
Measurable Objective: Ensure effective and appropriate use of human resources through targeted interventions that improve management and overall capacity			
KPA/Sub-programmes	Output(s)	Measure/Indicator	Target
Human Resource Development (HRD)	Structured flow of skills into the Public Service	MoUs with HEI signed	July 2006
		Enrolment of interns, mentors and learners in	Ongoing

		the public service Policy on the appointment of interns and learners (18.2) developed	April 2006
	Human Resource Development Strategy for the PS: 2007 - 2010	Research report on HRD completed and submitted to the MPSA HRD Strategy approved by the MPSA	October 2006 April 2007
	HR domain within the Integrated Financial Management System (IFMS) developed	Human Resource domain developed	March 2007
	Support rendered to the Departments of Justice and Health	Training programme for Hospital CEOs developed Assessment report on the capacity of the Justice department to implement the Superior Courts Bill completed	July 2006 June 2006
	Human Resource Development Management Information System developed and implemented in the Public Service	System developed and piloted in three departments Training manuals developed and 150 users trained Location of the system within Government Infrastructure finalized	July 2006 Sept 2006 March 2007
Employment Practice and Career Management (EPCM)	Appropriate employment policies, frameworks and practices established	Accelerated development programme for middle managers implemented in five departments Public service officials deployed and foreign nationals recruited to address skills shortages	Nov 2006 Dec 2006
	Interventions implemented to	Gender and governance programme launched	August 2006 (ongoing)

	enhance and sustain employment equity in the public service	and implemented to enhance the representation of women in senior management JobAccess programme launched and implemented to enhance the recruitment and retention of persons with disability in the public service	October 2006 (ongoing)
	Interventions implemented to enhance and sustain human resource planning in the public service	HR Toolkit revised and circulated to all government departments	October 2006
Employee Health and Wellness (EHW)	The health and wellness framework implemented	Guidelines published Capacity development programme, including programme of action to mitigate stigma in the workplace, developed and implemented	June 2006 Oct 2006 (ongoing)
	Compliance with occupational health and safety (OHS) standards	OHS programme developed and implemented	January 2007 (ongoing)
	A monitoring and evaluation plan for the EHW programme implemented	A monitoring and evaluation framework developed and approved	June 2006 (ongoing)
Public service education and training (PSETA)	Improved skills development planning and reporting by government departments in line with Department of Labour requirements	90% of departments submit workplace skills plans 100 skills development facilitators trained on approved unit standards	Nov 2006 October 2006
	Learnership programme implemented	1000 new learners (unemployed youth) registered on learnerships	31 July 2006

		633 employees enrolled on learnerships	31 July 2006
		300 public service employees enrolled on the ABET programme	31 July 2006
		40 unemployed graduated enrolled on internship programme	31 July 2006
		40 persons with disability enrolled on learnerships	31 July 2006
	Assessors trained and registered with PSETA	400 assessors trained and registered	February 2007
	Sectoral recognition of prior learning (RPL) framework developed	Recognition of prior learning (RPL) policy and implementation guidelines developed	October 2006

PROGRAMME 3: MANAGEMENT OF COMPENSATION			
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.			
KPA/Sub-programmes	Output(s)	Measure/Indicator	Target
Negotiations and Labour Relations (NLR)	Facilitated labour relations through information, policies, communication and capacity building	Report on disputes and disciplinary cases submitted to the MPSA	Feb 2007
		Conference held on labour relations in the Public Service	Oct 2006
	Facilitated collective bargaining and of functioning structures	Agreements on: Multi term salary agreement	April 2007
		Employer initiated exit package and BCEA	June 2006
		Matters arising from Resolution 2/04	April 2006
Remuneration and Conditions of Service (RCS)	Public sector remuneration policy approved	2005 personnel expenditure review (PER) report finalized	July 2006

		Public remuneration developed	Sector policy	Sept 2006
		Implementation developed	strategy	Dec 2006
		Implementation commenced		April 2007
	Policy and procedure on incapacity leave and ill-health retirement (PILIR) for public service employees implemented	PILIR rolled out to all public departments	service	Dec 2006

PROGRAMME 4: INFORMATION AND TECHNOLOGY MANAGEMENT

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

KPA/Sub-programmes	Output(s)	Measure/Indicator	Target
ICT Programme management	Increased access to government services through the use of ICT	Batho Pele Gate Way Portal rolled out to 65 multipurpose community centres (MPCCs)	Dec 2007
		ICT connectivity provided to 21 developmental nodes	March 2008
		Portal accessible in all South African official languages	Dec 2007
		Portal content enhanced to national, provincial and local government departments' services	March 2008
	Leverage the services of information in the Batho Pele Portal and existing government	E-Government Framework Developed	Dec 2006

	investment in ICT		
	Improvement to transversal systems	Complete e-IGIS Phase 1 Complete CabEnet Catalytic E-Government application implemented in all government departments	June 2007 Oct 2007 July 2007
	Government web site integration to improve efficiency	Web sites and content coordinated and integrated across three spheres of government	March 2007 (Dec 2007 - revised)
	Health department supported to conduct an audit of health Information systems	Audit on the Health Information Systems submitted to Cabinet Health Information Systems maintenance plan developed	July 2006 Dec 2006
Government Chief Officer Operations	High government systems availability	Disaster recovery plans for SITA ready for implementation	June 2006
	Managed ICT problems and incidents	SITA IT Informational Line (ITIL) process implemented Facilitated regular SITA reporting to GITOC	March 2007 Ongoing
	Implemented IT plans across government	Single IT Plan Standard adopted Reports submitted by all government departments Database of plans developed	March 2008 March 2008 March 2008
	Auditor General assisted to develop an IT Audit Framework	IT Audit Framework defined, in collaboration with Auditor General, GITOC and SITA	March 2007
Architecture and Integration	Government-wide enterprise architecture developed	Enterprise architectural standard defined Existing architecture systems documented Database of systems architecture across	March 2008

		government established	
PROGRAMME 5: SERVICE DELIVERY IMPROVEMENT			
Measurable Objective: Improve Service Delivery through targeted interventions to selected departments and the provision of supportive frameworks and learning products.			
KPA/Sub-programmes	Output(s)	Measure/Indicator	Target
Macro-organisation of the State (MOS)	Public Entity Legislation developed	Public Entity legislation finalized	March 2007
	Public entity guidelines developed	Public entity guidelines approved	March 2007
		Government Agency guidelines approved	March 2007
	Database of board members compiled	Data base for board members operational	2006/07
	Outsourcing framework implemented	Outsourcing policy and implementation strategy developed	October 2006
	Integrated service delivery framework for the Single Public Service project implemented	Single public service legislative framework completed	March 2010
Government Consulting Services (GICS)	Improved service delivery in the public service through effective implementation of Batho Pele and provision of turnaround support and institution building to the public service	900 trained trainers in provincial and national departments	March 2008
		Citizen's "Know Your Service Rights" campaign implemented across the three spheres of government	March 2007
	Improved public access to government services	2014 Access Strategy developed and implemented	March 2008
		3000 CDWs trained and deployed in various government	March 2007

		departments 3000 national and provincial senior managers trained and exposed to the coalface of service delivery Problem identification and compilation of reports. Follow up to unlock service delivery blockages	Dec 2007
	Support service delivery in selected government departments, provinces and neighbouring countries	Support provided to the Democratic Republic of Congo Improved performance of selected government institutions in KZN	July 2006 (Ongoing) June 2006
Research, Learning and Knowledge Management (RLKM)	Facilitated knowledge sharing through National, provincial and departmental platforms	Learning networks, conferences, learning sessions and annual colloquium held	Quarterly and annually
	Service Delivery Review journal, with case studies and lessons from interventions published	3 editions published per annum	March 2006 August 2006 March 2007
	Repository of transformation projects (POT)	POT Searchable database	Ongoing
	Sectoral reports: Capacity assessment of ASGISA	Housing: service delivery model mapped Health: hospital manager's job descriptions and grading revised Education: assessment of skills gaps in the SMS in provincial Education departments conducted and recommendations made	July 2006 July 2006 July 2006

		Justice: (a) interdepartmental task team responsible for the development of a coordinating mechanism to deal with the harmonisation of salaries of legally qualified personnel revised, (b) assessment of the application of the SMS performance management system conducted and recommendations for improvement developed	July 2006 July 2006
		Trade and Industry: (a) role and powers of the dti to coordinate alignment of national policies, PGDSs and IDPs reviewed, (b) assessment of the capacity of the public service to implement ASAGI-SA conducted	July 2006 July 2006

PROGRAMME 6: PUBLIC SECTOR ANTI-CORRUPTION PROGRAMME			
Measurable Objective: Prevent and combat corruption and enhance the integrity of governance systems in the public sector by establishing and implementing strategies			
KPA/Sub-programmes	Output(s)	Measure/Indicator	Target
Anti-Corruption Policy	Public sector governance strategy developed	Increased institutional capacity to prevent and combat corruption.	2008/9
	Implementation of the national anti-corruption programme coordinated	A national consensus on the fight against corruption: final report presented to Cabinet and the national anti-corruption forum	2008/09
Anti-corruption Monitoring and Evaluation	Information on corruption and efficacy of anti-	Accurate and timely reports presented to Cabinet and the public	Annually from March 2007

	corruption measures provided to the public and government	Increased public confidence levels in the public sector's ability to fight corruption	Annually from December 2007
International Anti-corruption Cooperation	Participation in and compliance with bi-lateral, multi-lateral, regional and international instruments and agreements	Global Forum V on fighting Corruption and Safeguarding Integrity hosted	March 2007
		Report on Global Forum V adopted at the Forum Meeting	March 2008
		Compliance with mandatory reporting requirements: (a) UN Convention against Corruption, (b) AU Convention on Preventing and Combating Corruption, (c) SADC Protocol on Corruption, (d) OECD Convention on Bribery	Ongoing

PROGRAMME 7: INTERNATIONAL AND AFRICAN AFFAIRS (IAA)			
Measurable Objective: Improve governance and public administration through leadership and projects that foster change globally and within Africa.			
KPA/Sub-programmes	Output(s)	Measure/Indicator	Target
International and African Affairs	Improved governance and administration within the continent through implementation of the African Peer Review Mechanism (APRM)	Country assessment report and programme of action submitted to the APRM Review Panel	March 2006 (May 2006 - revised)
		Host APRM Review Panel	June/July 2006
		Assessment report and POA submitted to the Heads of States	Aug/Sept 2006
		Relevant permanent structures to oversee the APRM in place	March 2007
	Enhanced understanding of	Learning sessions convened in	April 2006

	governance and public administration issues within the continent	collaboration with other government Departments and HEI Discussions paper presented to the G&A Cluster	November 2006 January 2007
	Bilateral and partnership programmes established	Signed MOUs with countries and partners Programmes implemented in line with the agreed MOUs Strategy for bilateral and multilateral partnerships and engagements developed	Ongoing Ongoing December 2006
	Pan African Ministers' programme implemented	Innovation awards awarded during the 6 th Pan African Conference Governance and administration forum established within SADC	During 2007 During 2007

PROGRAMME 8: PLANNING, MONITORING AND EVALUATION			
Measurable Objective: Improve accountability for processes, outputs and outcomes on public administration and provide valuable information to evaluate the efficiency and effectiveness of service delivery			
KPA/Sub-programmes	Output(s)	Measure/Indicator	Target
Integrated monitoring, evaluation reporting and	Implementation of the Government Wide Monitoring and Evaluation System	Reporting formats for departments developed and fully functioning	July 2006
		Establishment of a government wide M&E	July 2006

		system and database developed	
	Public Management Watch system fully implemented	Quarterly assessments done and reports developed on the state of management within the Public Service	Quarterly
	HR utilisation assessments conducted	HR Portal developed and operational An annual HR utilization report published	July 2006 Annually
Provisioning of HR Information to decision makers	Quantitative information to facilitate capacity assessments provided	Reports presented to the Cabinet Lekgotla	July 2006 January 2007
Monitoring and evaluation of DPSA policies	Monitor and evaluate implementation of selected DPSA policies	Report on the implementation of selected policies published	Annually

4. DPSA'S OPERATIONAL STRATEGY

DPSA's operational strategy revolves around three functional areas. The first is a policy-making and regulatory function for the Public Service, which has existed since DPSA's establishment in 1996. Secondly, there is a research, review and analysis function to discern trends in the Public Service and to identify areas requiring regulatory intervention and supportive engagements. Thirdly, there are management and service delivery improvement projects, which include support to national and provincial departments. These functions cut across the programmes of the Department, and almost all components include elements of all three functions in their work.

DPSA will need to expand its capacity in two of these functional areas: management and service delivery improvement projects (specifically supportive engagements with departments) and monitoring and evaluation (of both service delivery trends and compliance with regulations). These are discussed below at 4.1 and 4.2. DPSA also has a leadership role in the Governance and Administration Cluster, and work on integrated governance is therefore an important operational priority. This is discussed at 4.3 below.