TABLE OF CONTENTS

1. INTRODUCTION 3
2. POLITICAL OVERVIEW 4
3. BACKGROUND 6
  3.1 Strategic Objectives for 2010-2014 6
  3.2 Institutions of the MPSA Portfolio 7
4. PERFORMANCE IN 2010-11 14
  4.1 Budget Expenditure for 2010-11 14
  4.2 MPSA Performance Report for 2010-11 14
    4.2.1 Service Delivery Quality and Access 15
    4.2.2 Effective Systems, Structures and Processes 16
    4.2.3 Leverage Information and Communication Technology as a Strategic Resource Enabler 22
    4.2.4 Effective Employment Entry into Public Service and Cadre Development 23
    4.2.5 Effective Human Resource Management Practices, Norms and Standards 25
    4.2.6 Healthy Safe Working Environment for all Public Servants 28
    4.2.7 Appropriate Governance Structures and Decision-making 28
    4.2.8 Citizen Engagement and Public Participation 29
    4.2.9 Corruption Tackled Effectively 32
    4.2.10 Contribution towards Improved Public Service and Administration in Africa and the International Arena 34
  4.3 Stakeholder Participation 40
5. PRIORITIES FOR 2011-12 42
  5.1 Budget Allocations and Spending Plans for 2011-12 42
  5.2 MPSA Annual Performance Plan for 2011-12 43
  5.2.1 Service Delivery Quality and Access 43
  5.2.2 Effective Systems, Structures and Processes 43
  5.2.3 Leverage Information and Communication Technology as a Strategic Resource Enabler 47
  5.2.4 Effective Employment Entry into Public Service and Cadre Development 49
  5.2.5 Effective Human Resource Management Practices, Norms and Standards 49
  5.2.6 Healthy Safe Working Environment for all Public Servants 53
  5.2.7 Appropriate Governance Structures and Decision-making 53
  5.2.8 Citizen Engagement and Public Participation 54
  5.2.9 Corruption Tackled Effectively 54
  5.2.10 Contribution towards Improved Public Service and Administration in Africa and the International Arena 56
  5.3 Job Creation Initiatives 57
6. CONCLUSION 59
# ABBREVIATIONS

1. AAPSComs - Association of African Public Service Commissions  
2. AAPSIA - All Africa Public Sector Innovation Awards  
3. AGM - Annual General Meeting  
4. AIDS - Acquired Immune Deficiency Syndrome  
5. APRM - African Peer Review Mechanism  
6. BAS - Basic Accounting System  
7. CBOs - Community Based Organizations  
8. CDW - Community Development Worker  
9. CPSI - Centre for Public Service Innovation  
10. DPSA - Department of Public Service and Administration  
11. DRC - Democratic Republic of Congo  
12. GEMS - Government Employees Medical Scheme  
13. HIV - Human Immunodeficiency Virus  
14. HoDs - Heads of Department  
15. HR - Human Resources  
16. HRD - Human Resource Development  
17. ICT - Information and Communication Technology  
18. IFMS - Integrated Financial Management System  
19. IJS - Integrated Justice System  
20. IT - Information Technology  
21. MEDCOR - Medical Scheme for the Department of Correctional Services  
22. MPSA - Minister for Public Service and Administration  
23. M&E - Monitoring and Evaluation  
24. NACH - National Anti-corruption Hotline  
25. OECD - Organization of Economic Cooperation and Development  
26. OSD - Occupation Specific Dispensation  
27. PALAMA - Public Administration Leadership and Management Academy  
28. PAT - Performance Assessment Tool  
29. PERSAL - Personnel Salary System  
30. PSC - Public Service Commission  
31. PSCBC - Public Service Coordinating Bargaining Council  
32. PSETA - Public Service Sector Education and Training Authority  
33. SACU - Special Anti-corruption Unit  
34. SADC - Southern African Development Community  
35. SAPS - South African Police Service  
36. SAQA - South African Qualifications Authority  
37. SCM - Supply Chain Management  
38. SITA - State Information Technology Agency  
39. SMS - Senior Management Services  
40. UNPAN - United Nations Public Administration Network
1. INTRODUCTION

The Budget Speech Booklet provides comprehensive information on the performance of all the institutions under the portfolio of the Minister for Public Service and Administration (MPSA) in the preceding year of 2010-11 and the priorities of these institutions for the coming year of 2011-12. The outline of the Booklet is as follows:

• Political Overview by the Minister.
• Background which deals with the strategic objectives for 2010-2014 and the brief outline of the institutions of the MPSA Portfolio.
• Performance in 2010-11 which deals with the budget expenditure, MPSA performance report for 2010-11 and stakeholder participation.
• Priorities for 2011-12 which focus on the budget allocations for 2011-12, priorities for 2011-12 by MPSA portfolio institutions and job creation initiatives, and
• Conclusion.
2. POLITICAL OVERVIEW

The Minister for the Public Service and Administration presents the 2011-12 Budget Speech Booklet as yet another commitment to continue the journey towards the achievement of the vision of an efficient, effective and development-oriented public service. The Booklet is presented against the background of a government committed to changing the lives of its citizens through better health, decent jobs, quality education, safety and security with a specific emphasis on the creation of jobs.

During the 2010 State of the Nation Address, President Jacob Zuma declared the year as the year of action and called upon the public service to change the way it worked. In particular the President directed that the public service should know where the citizen live, understand what they need and respond to them faster. A new kind of public servant who values and places citizens at the centre of service delivery and upholds the values of public service administration enshrined in the Constitution of the land had to be nurtured through the cadre development programme.

The President, during the year under review (2010-11) and for the first time in the history of South Africa, entered into performance agreements with Ministers to ensure that government’s performance is directed towards achieving clearly outlined outcomes. The Portfolio for Public Service and Administration was allocated Outcome 12, “an efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship” with the following supporting outputs: service delivery quality and access; human resource management and development; business process, systems and decision-making; tackling corruption effectively; nation-building and national identity; citizen participation; and social cohesion. The Minister for Arts and Culture was assigned to coordinate the last three outputs of Outcome 12. The Delivery Agreement for Outcome 12 encapsulating the above-mentioned outputs was subsequently signed by the Minister for Public Service and Administration together with the Ministers from partner departments and Premiers on 14 October 2010.

As we provide progress report on our performance against our annual performance plans for 2010-11 financial year, we feel honoured to also provide progress on what we have done in setting up systems and processes towards achieving the objectives of the Performance Agreement with the President and the Delivery Agreement. We are happy that within a space of five months since we started implementing the outcomes approach, significant progress has been made in laying a firm foundation on matters we committed to deliver on over the next four years.

In the new financial year 2011-12 the Ministry will, in the spirit of doing things differently, pay special attention to the following priorities:

The Department of Public Service and Administration (DPSA) will finalise the debate and implement the Single Public Service concept; determine the skills level of public servants with a view to making targeted interventions; develop and implement a sustainable methodology to monitor compliance with the signing of Performance Agreements; finalise the rollout of the Integrated Financial Management System (IFMS) Human Resource (HR) pilot project on the two identified sites and develop a roll-out strategy for the implementation of the system in the rest of the public service; facilitate the provision of training and development opportunities for interns and learners; lead the process to reduce the period it takes to fill vacancies in the public service; review the disciplinary procedures and poor performance policy; develop and implement a revised housing policy; conduct personnel expenditure review which will inform the revised remuneration policy framework; conduct an impact assessment of the Occupation Specific Dispensation (OSD); enhance Information Technology (IT) governance, security infrastructure and service management; and implement e-government prototype and Information and Communication Technology (ICT) connectivity of Thusong Service Centres, schools and clinics.

The Department will also develop guidelines on queue management system to enhance access to government services; implement Batho Pele principles; develop guidelines and standard methodology for business process quality management; develop and implement the job grading system; develop and implement the Public Sector Integrity Management Framework; and continue with the implementation of the African Peer Review Mechanism (APRM) Programme including bilateral and multilateral engagements. Another critical intervention for the DPSA is the creation of the Special Anti-corruption Unit to intensify the fight against corruption in the public service. The Unit will have the following objectives: effective and integrated management of investigation of corruption cases in the public service; effective and integrated disciplinary proceedings; effective and integrated legal and advisory support; and strategic information management.

The Public Administration Leadership and Management Academy (PALAMA) will continue with its further transformation for improved relevance and responsiveness, in particular reviewing its institutional and governance model including the funding model; expanding rollout of its induction programme and training on access to the public service for unemployed graduates; developing and rolling out the mentoring and executive coaching programme; developing leadership programmes in oversight structures; providing
technical skills in planning, financial and human resource management; and offering the Legislature Capacity Building Programme.

The State Information Technology Agency (SITA) is implementing the Turn-around Strategy; roll out the IFMS; implement the Prime System Integrator, implement the e-government projects and render support to local government systems; and improve supply chain management.

The Government Employees Medical Scheme (GEMS) will collaborate in the implementation of the National Health Insurance while the Public Sector Education and Training Authority (PSETA) will develop a framework for learner placement and absorption; establish 45 co-operatives as new ventures over the next five years and train 300 learners through the skills programmes.

The Government Employees Medical Scheme (GEMS) will collaborate in the implementation of the National Health Insurance while the Public Sector Education and Training Authority (PSETA) will develop a framework for learner placement and absorption; establish 45 co-operatives as new ventures over the next five years and train 300 learners through the skills programmes.

The Public Service Commission (PSC) will continue to conduct public service administration investigations; annual assessment of citizens’ satisfaction with government services; and conduct compliance investigations and performance reviews. The Centre for Public Service Innovation (CPSI) will continue implementing sustainable models and solutions for innovative service delivery; entrench a culture and practice of innovation in the public sector in SA and other Southern African Development Community (SADC) countries; and promote good governance in the public service, nationally and internationally, through sharing of best practices in public administration.

Through these interventions, the portfolio for Public Service and Administration will cement its leadership in creating an efficient, effective and development-oriented public service, ensure that government programmes are outcomes oriented and place citizens and their needs at the centre of service delivery.
3. BACKGROUND

The Budget Speech Booklet is being presented against the background of the revised Strategic Plans of the MPSA portfolio institutions which incorporate additional mandates emanating from the MPSA’s Performance Agreement with the President, the Delivery Agreement on Outcome 12 as well as policy pronouncements by the President such as the need to contribute towards job creation.

Strategic Objectives for 2010-2014

In 2010, the government introduced the outcomes approach towards improved performance which was informed by five priorities identified by the ruling party and directed government departments and institutions to work collaboratively in implementing programmes that respond to the achievement of these priorities. A total of 12 outcomes were identified for implementation with specific Ministers being assigned outcomes to coordinate their implementation.

These 12 Outcomes are:

Outcome 1: Quality basic education
Outcome 2: A long and healthy life for all South Africans
Outcome 3: All people in South Africa are and feel safe
Outcome 4: Decent employment through inclusive economic growth
Outcome 5: Skilled and capable workforce to support an inclusive growth path
Outcome 6: An efficient, competitive and responsive economic infrastructure network
Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all
Outcome 8: Sustainable human settlement and improved quality household life
Outcome 9: Responsive, accountable, effective and efficient local government system
Outcome 10: Our safe environmental assets and natural resources
Outcome 11: A better South Africa, a better Africa and a better world
Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship

With the introduction of the outcomes approach and the assignment of Outcome 12 to MPSA, the following Ten Strategic Priorities were identified in order to guide Portfolio institutions under the Ministry in realising the objectives of both their Strategic Plans and the Delivery Agreement for Outcome 12:

• Service Delivery Quality and Access
• Effective Systems, Structures and Processes
• Leverage ICT as a strategic resource (enabler)
• Effective Employment Entry into Public Service and Human Resource Development (HRD) / Cadre Development
• Efficient HRM Practices, Norms and Standards
• Healthy Safe Working Environments for all Public Servants
• Appropriate Governance Structures and Decision-making
• Citizen Engagement and Public Participation
• Corruption Tackled Effectively, and
• Contribution towards Improved Public Service and Administration in Africa and the International Arena

The Minister’s Performance Agreement with the President and the Delivery Agreement for the Outcome 12 has prioritised areas where focus will be put to improve the public service. These focus areas will be implemented under four Outputs namely:
### Output 1
Service delivery quality and access

### Output 2
Human resource management and development

### Output 3
Business processes, systems, decision rights and accountability management

### Output 4
Tackling corruption in the public service

The remaining three Outputs of Outcome 12 are being coordinated by the Department of Arts and Culture and these are:

| Output 5 | National Building and National Identity |
| Output 6 | Citizen Participation |
| Output 7 | Social Cohesion |

The Delivery Agreement for Outcome 12 is being implemented by the MPSA and the following stakeholders:

- Minister of Home Affairs
- Minister of Finance
- Minister of Performance Monitoring and Evaluation
- Minister of Cooperative Governance and Traditional Affairs
- Minister of Basic Education
- Minister of Health
- Minister of Public Works
- Minister of Women, Children and People Living with Disabilities
- Minister of Sports and Recreation
- Minister of Correctional Services
- Minister of Social Development, and
- All 9 Premiers

### Institutions of the MPSA Portfolio

There are six institutions under the portfolio for MPSA which are: the Department of Public Service and Administration (DPSA), Public Administration Leadership and Management Academy (PALAMA), State Information Technology Agency (SITA), Government Employees Medical Scheme (GEMS), Centre for Public Service Innovation (CPSI) and Public Service Sector Education and Training Authority (PSETA). The functions and responsibilities of the institutions are as follows:

<table>
<thead>
<tr>
<th>Institution</th>
<th>Functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>DPSA</td>
<td>Policy development and enforcement in the public service</td>
</tr>
<tr>
<td>PALAMA</td>
<td>Public service training and development</td>
</tr>
<tr>
<td>SITA</td>
<td>Information technology in the public service</td>
</tr>
<tr>
<td>CPSI</td>
<td>Innovation in the public service</td>
</tr>
<tr>
<td>PSETA</td>
<td>Coordination of skills development in the public service</td>
</tr>
<tr>
<td>GEMS</td>
<td>Restricted membership medical scheme for public service employees</td>
</tr>
</tbody>
</table>

The Public Service Commission (PSC) is an independent oversight body established by the Constitution. It derives its budget from the DPSA.

(a) Department of Public Service and Administration

The Department of Public Service and Administration (DPSA) was established in 1996
to provide advice and support to the Minister for Public Service and Administration on public service personnel management and administration matters. The mandates of the Department are derived from the following legislative framework:

- Constitution of the Republic of South Africa, 1996, in particular Chapters 3 and 10
- Public Service Act
- Public Service Regulations
- Government’s political mandate and priorities

The Department is mandated to:

- Develop and implement an HRD integrated strategy, monitor employment practices, conduct human resource planning and diversity management, and improve the health and well-being of public service employees.
- Develop and implement compensation policies and guide for the public sector. Ensure coordinated bargaining and effective programme management for the establishment of the integrated public service.
- Ensure the effective use of information technology in government. Facilitate the use of information technology for modernising government and establishing e-government practices within an acceptable information security environment.
- Develop and implement service delivery interventions including the macro-organisation of the public service, access strategy, enhanced citizen engagement, innovative learning and knowledge based modes and practices.
- Improve governance and public administration for improved service delivery in Africa and other participating countries worldwide, in support of the vision of efficiency and increased public participation in government; fight against corruption; and carry out participatory monitoring.

(b) Public Administration Leadership and Management Academy

The Public Service Amendment Act (2007) established PALAMA as a training institution which is listed as a national department. PALAMA’s mandate is to respond to the capacity needs of the state by ensuring that the design, development and roll out of training programmes
respond to critical skill requirements across government. The relevance and responsiveness of training covers leadership, management and administration competencies across the public service. In carrying out its training mandate, PALAMA focuses on targeted programmes that enable the state to plan, mobilise society, and implement interventions aimed at improving the lives of South Africans. This translates into training programmes aimed at inculcating specific ethos and values set system which conforms to the call by the President for “a public servant who respects the citizens he or she serves. A public servant who values the public resources she has been entrusted to manage and a public servant who comes to work on time and performs his or her duties diligently”.

PALAMA training programmes also seek to improve professionalism and enhance the skills and competency levels of all public servants. Training programmes thus place emphasis on raising standards in front-line services and service delivery planning; strengthening capacity for human resource and financial management and development; building organisational capacity through making necessary institutional changes in areas such as organisation design and organisational structure, business processes, management policies, delegations and decision rights; promoting good governance through enhancing ethical standards and anti-corruption measures; and addressing the capacity needs in local government and other organs of state.

The nature of the public service and its training requirements necessitates the need for PALAMA to develop strategic partnerships in delivering on its mandate. The institution thus works in partnership with various government departments including the DPSA on addressing competencies of human resource practitioners, the CPSI on the development of programmes driving innovation in the public sector; SITA on the use of technology and technology oriented training applications; the OPSC on anti-corruption and ethics management; and National Treasury on the Comprehensive Financial Management Programme. PALAMA is currently finalising its further transformation process that will lead to the establishment of a government school that will provide relevant and responsive training and empowerment to public servants for effective performance and improved service delivery. This means that PALAMA will become the compulsory training institute for government, and increasingly ensure that it is:

- More focused and resourced in developing a dynamic cadre for the public service,
- Taking a bigger responsibility in developing and enhancing the intellectual capacity of the state,
- Inculcating the philosophical and political support of government’s developmental agenda in its curriculum, and
- Structuring strategic partnerships with specific institutions of higher learning and other key role-players in training and development.

(c) State Information Technology Agency

The State Information Technology Agency (Pty) Ltd (1999/001899/07) – trading as SITA – was classified as a Schedule 3A Public Entity according to the Public Finance Management Act and registered as a private company in accordance with the Companies Act with the Registrar of Companies on 29 January 1999. The Government is the sole shareholder of SITA and the Minister for Public Service and Administration exercises the custodian rights attached to the share on behalf of the State.

The company was formed by the amalgamation of Info Plan, Central Computer Services of the Department of State Expenditure and the sub-component Information Systems within the Department of Safety and Security and came into operation on 4 April 1999 as enacted by the SITA Act (Act 88 of 1998 as amended by Act 38 of 2002). The focus of SITA is to leverage Information and Communications Technology (ICT) as a strategic resource to enable government to improve its systems, processes and service delivery in support of government’s strategic outcomes. In essence, SITA seeks to ensure systems standardisation, uniformity, interoperability, security and intelligence.

SITA derives its mandate from the shareholder’s objectives, which is to improve the effectiveness and efficiency of the public sector so as to enhance service delivery to the citizenry. As the lead ICT agency of government, SITA’s mandate is:

- to improve service delivery to the public through the provision of information technology, information systems and related services in a maintained information systems security environment to departments and public bodies; and
- to promote the efficiency of departments and public bodies through the use of information technology.

It offers the following services to its clients, namely, fully managed, system integration and solution development, value-added services, support and transaction services, supply chain management and regulatory services. The non-mandatory or services which SITA “may” provide include training, application and software development, maintenance of software and infrastructure, data processing for department-specific applications or systems, technology or IT business advice, research and development, management services and it may also sell authentication products.

The SITA Board of Directors appointed by the Minister is contracted by means of the Shareholder Compact to
facilitate effective delivery of the Agency’s objectives. The composition of the Board remains the same since their appointment. Additional to the governance structure is the appointment of the SITA Chief Executive Officer, Mr. Blake Mosley-Lefatola with effect from 10 January 2011. Other top executives that were appointed are Ms Khumbudzo Ntshavheni as the Chief Operations Officer, Mr. Diamond Mushwana for Corporate Services, Mr. Razak Alli for Internal Audit, and Ms Thenjiwe Mjoli for Supply Chain Management.

(d) Centre for Public Service Innovation

The mandate of the CPSI is to create a climate in which innovation is prized, encouraged and rewarded. It is a facilitator for the unearthing, development and implementation of innovative ideas within and throughout the public sector. It achieves this by facilitating the piloting of projects aimed at demonstrating the value of innovative solutions, and through activities that create an enabling environment within the public sector to support and sustain innovative solutions. The CPSI’s cross-sector reach allows it to act as a resource for the whole of Government, crossing institutional boundaries. The work of the CPSI is guided by an understanding of innovation as a process of transforming an idea into a new or improved product, service, process or approach which fulfils the mandate of government and enhances service delivery.

The institution provides the Minister with independent, diverse, and forward-looking research findings and advice on innovative service delivery with a specific focus on government’s priorities. It enhances public sector transformation and reform through innovation partnerships and projects; and supports the creation of an enabling environment for innovation within the structures and agencies of Government (encouraging, learning and rewarding). Its strategic outlook encompasses four key services focused on the public sector:

- Unearthing, rewarding, showcasing and encouraging innovation
- Identifying innovation possibilities for improved service delivery
- Creating the institutional conditions and tools for fostering innovation, and
- Preparing business cases for various technological and non-technological innovation pilots

(f) Government Employees Medical Scheme

The Government Employees Medical Scheme (GEMS) was registered with effect from 1 January 2005 in accordance with the Medical Schemes Act 131 of 1998 (“the Act”), and became operational on 1 January 2006. The Scheme reports to the Council for Medical Schemes and is defined as a body corporate that undertakes liability related to its members’ healthcare benefits in exchange for contributions.

The stated mandate of GEMS is to provide public service employees with healthcare cover that is efficient, cost-effective and equitable while affording additional choices to those employees that wish to purchase more extensive cover. The Scheme is governed and managed in accordance with the Rules of GEMS (articles of association) which are duly registered by the Registrar of Medical Schemes in accordance with the Medical Schemes Act.

GEMS commenced enrolling members from 1 January 2006. As GEMS is registered under the Act as a restricted membership medical scheme for public service employees, only persons employed in the public service or by employers approved as participating employers by the Board of Trustees may become principal members of GEMS. In this regard, the Scheme also provides cover to employees of 13 other government related employers who were admitted as participating employers since the establishment of the Scheme, such as the Council for Medical Schemes.

GEMS offers its members five different benefits options, namely Sapphire, Beryl, Ruby, Emerald and Onyx. It contracts with operational service providers to deliver services to its beneficiaries. Its governance structure consists of a Board of Trustees that directs the Scheme’s activities, a Principal Officer who implements the directives of the Board and is responsible for the day-to-day management of the Scheme and Executives that support the Principal Officer in monitoring and managing the service levels and adherence to contractual obligations by contracted service providers.

Board of Trustees

The Rules of GEMS provides for a Board of Trustees comprising of 12 persons who are deemed fit and proper to be trustees. 50% of the trustees are elected by members while 50% are appointed by the Minister for the Public Service and Administration. The Board of Trustees exercises the powers and performs the duties provided for in the Act and the registered Rules of GEMS, including the determination of Scheme benefits and contributions.

Current member elected trustees:

Ms Christa Brink (Deputy Chairperson)
Ms Tintswalo Baloyi
Dr Andre Ferreira
Mr. Marthinus Brand
Dr Anthony Naidoo
Mr. Daniel De Villiers

Current employer appointed trustees:
Prof Richard Levin (Chairperson)
Mr. Veille Mbethe
Mr. N Theledi
Mr. Z. Rikhotso

Two vacancies exist and will be filled shortly

The Board of Trustees is supported by the following five Committees responsible for performing functions and overseeing work streams in accordance with approved terms of reference:

- **Audit Committee**: Assists the Board of Trustees in carrying out its duties relating to the Scheme’s accounting policies, internal control systems, financial reporting and risk management practices.

- **Operations Committee**: Assists the Board of Trustees in ensuring efficient operations of the Scheme such as the member administration services. The Committee also supports the Board of Trustees in respect of overseeing the financial management of the Scheme and marketing and communication functions.

- **Ex Gratia Committee**: Assesses, decides and reports on the approval of Ex Gratia payments, i.e. payment of members’ claims where normal benefits are not available. Strict criteria are consistently applied when the Committee meets monthly to consider requests for Ex Gratia payments.
• Governance and Risk Committee: Ensures that sound corporate governance is applied in the Scheme’s affairs by making sure that the Scheme does not contravene any law or rule that affects its operations. The Committee also ensures that risks to the Scheme’s business are identified and properly managed and that the interests of all stakeholders in the Scheme are properly protected.

• Dispute Committee: Independently considers and presides over any dispute the members may refer for adjudication.

The Executive:

The GEMS Executive Committee is comprised of:

• Principal Officer: Dr Eugene Watson
• Executive: Healthcare Management: Dr Stan Moloabi
• Executive: Finance: Ms Karyna Pierce
• Executive: Contracts and Operations: Ms Bella Mfenyana
• Executive: Communication and Member Affairs: Ms Liziwe Konyana
• Executive: Governance and Stakeholder Relations: Ms Jeannie Combrink
• Senior Manager: Risk Management: Ms Damaria Pholosi
• Senior Manager: Corporate Services: Ms Prudence Thomas

(g) Public Service Commission

The PSC, as an independent and impartial institution, established by the Constitution in 1996, has been task and empowered to, amongst other functions and powers, investigate, monitor and evaluate the organisation and administration of the public service. This mandate also entails the evaluation of achievements, or lack of these in Government programmes. Linked to the aforementioned powers, the PSC also promotes measures to ensure effective and efficient performance within the public service and promotes values and principles of public administration as set out in the Constitution, throughout the public service.

The Constitution stipulates that there is a single PSC for the Republic of South Africa, consisting of 14 members, five of which are appointed on the recommendation of the National Assembly. One member is appointed from each of the nine provinces, after nomination by the Premier of the province on the recommendation of a committee of the Provincial Legislature. The PSC is accountable to the National Assembly and must report to it annually. It must also report to the Legislature of the province concerned on its activities in each province.

With effect from the 2010-11 financial year the National Treasury has allocated funds for the PSC through the budget of the DPSA.

During the 2010-11 financial year, the Chairperson of the PSC was Dr Ralph Mgijima. His term as a member of the PSC came to an end in January 2011. In addition, the PSC was faced with the untimely death of two of its Commissioners, namely Ms MJJ Matsomela and Adv MJ Malahlela. Ms PM Tengeni, the Deputy Chairperson of the PSC, is currently leading the institution while it awaits the appointment of a Chairperson.
4. PERFORMANCE IN 2010-11

This Chapter deals with progress report on performance against Annual Performance Plans for 2010-11 including achievements made in implementing the Performance Agreement with the President and the Delivery Agreement. It is evident in both the financial and service delivery performances that significant progress has been made in laying a firm foundation for the effective implementation of the outcomes approach.

4.1 Budget Expenditure for 2010-11

(a) Department of Public Service and Administration

During the 2010-11 financial year, the Department was allocated a budget of R651 million. An additional amount of R7 million for compensation of employees was received as an adjustment budget leading to a total adjusted appropriation of R658 million. The additional funding received of R7 million were funds rolled over for HR Connect project and salary adjustments. The Department has spent R627 million of this allocation which constitutes 95% of the budget allocation.

(b) Public Administration Leadership and Management Academy

The budget allocation for the 2010-11 financial year was R117.4 million and the adjustment allocation for compensation of employees amounted to R0.9 million resulting in a total budget allocation of R118.3 million. Expenditure is R108.6 million constituting 92% of the budget allocation.

(c) State Information Technology Agency

The total revenue for the 2010-11 financial year was R4.42 billion with a cost of sales of R3.47 billion and operating expenses of R772 million.

(d) Centre for Public Service Innovation

The budget allocation for the 2010-11 financial year was R14.2 million, and the adjustment allocation (through virement) for the payment of the new building lease and the implementation of the All Africa Public Sector Innovation Awards (AAPSIA) programme amounted to R3.4 million resulting in a total budget allocation of R17.6 million. Expenditure is R17.6 million constituting 100% spending of the budget allocation.

(e) Public Service Sector Education and Authority

The budget allocation for the 2010-11 financial year was R20.0 million, and the adjustment allocation (through virement) for the payment of the operating expenditure amounted to R6.4 million resulting in a total budget allocation of R26.4 million. Expenditure is R27.3 million constituting 103% spending of the budget allocation.

(f) Government Employees Medical Scheme

The Scheme’s financial year is from 1 January to 31 December 2010 and the Scheme’s annual financial statements for the reporting period will be published in the Scheme’s 2010 Annual Report to Members prior to the Annual General Meeting which will be held in June 2011. During 2010 the Scheme paid 68 million claim lines and paid well over R58 million to public hospitals. Overall, the Scheme collected R13 billion in premiums in 2010 and paid claims amounting to R12 billion. Non-healthcare expenditure stood at 6.21%.

(g) Public Service Commission

The PSC’s budget for 2010-11 financial year was R133, 8 million. An additional R829 000 was received during the adjusted estimates for salary increases. By the end of March 2011, the PSC had spent R134 million which amounted to 99.6% of the total budget.

4.2 MPSA Performance Report for 2010-11

The year 2010-11 has witnessed concerted efforts on our part trying to consolidate the culture of working differently for an efficient, effective and development-oriented public service which ensures improved government performance across all spheres and putting people at the centre of our work. We have in particular:

- Provided hands-on technical advice and support to departments in the implementation of policies and practices.
- Worked in inter and intra-departmental teams to support policy development and implementation including implementation of Delivery Agreements.
- Taken collaborative efforts in enforcing anti-corruption measures and discipline.
We have placed people at the centre of our work through outreach programmes, strengthening of community development workers programme and prioritising work that will address people’s concerns especially around access to services (addressing long queues and providing integrated services through Thusong Service Centres).

We have taken firm measures to address all outstanding collective agreements in order to achieve labour peace at the work place and allow public servants to focus on the work of delivering services to the people.

Below follows the progress report which is presented against the Ten Strategic Objectives which inform the work of the institutions under the MPSA. The Progress Report also encapsulates work done under the Delivery Agreement.

### 4.2.1 Service Delivery Quality and Access

#### Service User Satisfaction Surveys

The methodology for Service User Satisfaction Surveys was developed and consulted upon with delivery partners such as the Government Communication and Information Systems (GCIS), Statistics South Africa (Stats SA) and Offices of the Premier. A meeting was held with the Department of Health to design the evaluation approach, the data collection and tools. Employee satisfaction surveys were conducted in Offices of the Premier in the Free State, North West, Limpopo Provinces and the Presidency. Data collection was concluded in the Free State Office of the Premier and the preparation of the report has commenced.

The PSC has during 2010 engaged with citizens on their level of satisfaction with public services. In doing this, the South African-specific drivers of citizen satisfaction were applied as they were central to citizens when making judgements about the quality of services and the delivery thereof. Furthermore, a consolidated report on the inspections of primary health care delivery sites was also compiled, and this included the views of citizens on the delivery of these services.

#### Connectivity of Thusong Services Centres

The DPSA has developed a blueprint to connect Thusong Service Centres (80% of these have been connected by March 2011). Fifteen (15) sites without access to terrestrial telco infrastructure have been connected via VSAT. SITA is in the process of validating equipment deployment and facilitating sign offs. Proof of Concept has been completed for Gauteng Department of Finance (Municipal reporting system). Thirty-four (34) sites without LAN cabling infrastructure have been successfully cabled. We are working with the Department of Basic Education (DBE) and the Department of Communications (DoC) to develop a blueprint for the connectivity of schools and clinics. A conceptual framework for the implementation of e-government has also been developed.

#### Geographic Access Norms

The process of developing geographic access norms, with a view of improving government services to the citizens, has commenced. The process is targeting the Departments of Basic Education, Home Affairs, GCIS, South African Police Service (SAPS) and Labour. The draft Guideline on Improving Geographic Access to Government Service Points has been developed as well as the Terms of Reference for an accessibility study in selected metropolitan municipalities in the 2011-12 financial year. A capacity building workshop was also convened and attended by 52 officials from 25 national and provincial departments.

#### Geographic Information System

The spatial information portal has been migrated and customised to allow more flexibility in the creation of maps and analysis of data. Additional data which included extensive demographic data and satellite imagery that could assist departments to determine where service points should be located to meet the access needs of citizens has been incorporated.

#### Project Khaedu

Project Khaedu is a practical programme offered to the Senior Management Service (SMS) of the public service, which includes deployment to the coalface of service delivery. During the 2010-11 financial year, PALAMA trained 736 senior managers on the Khaedu Programme and 18, 660 junior and middle managers on the Public Service Induction Programme. The SMS Induction Programme was developed and customised for the Office of the Auditor-General and will be rolled out to 1 000 officials. Further training was conducted in the development of Service Delivery Improvement Plans.

#### SITA Library Information Management System (SLIMS)

SLIMS has been implemented to replace PALS (legacy system) at provincial and public libraries nationally. SLIMS is a web-based system that also allows easier access to rural libraries via a normal internet connection to make information accessible to those in rural communities. Thus far 6 provincial libraries, 1 Metro (City of Cape Town) and 85 public libraries have been migrated.

#### Evaluation of the Effectiveness of the Batho Pele Programme
The PSC conducted an evaluation of the effectiveness of the Batho Pele programme in the public service. The study focused on the departments’ implementation of the PSC’s previous recommendations on compliance with the Batho Pele principles, the effectiveness of methods to effect the transformation priorities and the impact of Batho Pele on service delivery. Furthermore, in its quest to promote service delivery, the PSC has conducted a study on agencification as a model for the delivery of effective and quality services. The study assessed whether through agencies, public services have been brought closer to the citizens and whether such services were rendered effectively. The PSC also commenced with a round of institutional assessments of the ten agriculture departments, a programme evaluation of the Comprehensive Agricultural Support Programme and a study, based on an evaluation commissioned by the Department of Rural Development and Land Reform, on the land redistribution programme. These studies will make important findings on the institutional health of the agriculture departments and the quality of support provided to agricultural initiatives.

**Responsiveness**

The DPSA in conjunction with the Department of Health is piloting a hospital programme aimed at transferring best practices to underperforming hospitals in North West, Mpumalanga, Eastern Cape and Limpopo provinces on responsiveness as part of Project Khaedu. The development of the standard for waiting time and a strategy for the implementation of improved turnaround times is in progress. The initial process of the project includes the Departments of Home Affairs, Social Development, Health, Transport and Labour. A determination of how many frontline supervisory staff has been appointed is underway. So far responses show that at least 815 new supervisors will need to be trained on the Batho Pele programmes.

**4.2.2 Effective Systems, Structures and Processes**

**IFMS: HR System Implemented in the First 2 Lead Sites (DPSA and Free State Education)**

The IFMS HR system has been implemented in DPSA and the first users started using the system with effect from 29 November 2010. The implementation process in the Free State Department of Education has commenced. The blueprint workshops commenced in November 2010.

**Implementation of the HR Connect System in 46 more Departments**

Departmental supervisor briefings have been completed. Survey forms have been printed
We have created departmental chambers across the public service, negotiated and agreed Directors-General. These departments were prioritised for clean-up because of the initial clean-up projects and the necessary correspondences have been sent to the Departmental validation, clean up and rectification of organisational structures in relation to individuals’ post information and job titles on PERSAL have been completed, except for Western Cape and Education departments. Linking of job titles to public service occupations has been completed. Job output inventories have been refined. New profiles and refinement of existing job output profiles are part of ongoing implementation activities. An intervention task team on Personnel Salary System (PERSAL) has been established consisting of DPSA, National Treasury, SITA, PALAMA and the Office of the Auditor General to work on the PERSAL Cleanup. To date the PERSAL Cleanup Strategy has been developed and approved by the Steering Committee. The methodology has been developed and the manual is being finalised to guide the cleanup process. A total of sixteen (16) provincial departments in Limpopo, North-West and Eastern Cape Provinces have been selected for the initial clean-up projects and the necessary correspondences have been sent to the relevant Directors-General. These departments were prioritised for clean-up because of the high ratio of unfunded posts in their organisational structures.

Sound Labour Relations through Collective Bargaining and Promotion of Workplace Democracy

We have created departmental chambers across the public service, negotiated and agreed on a grievance procedure and a disciplinary code and have agreed on the training of shop stewards to strengthen their capacity to negotiate. The Collective Agreements on the improvement of conditions of service and salary increases of public servants for 2010-11 was signed and implemented with effect from 1 July 2010. Study tours on collective bargaining and labour relations in other countries at the level of the Public Service Coordinating Bargaining Council (PSCBC) and sectoral bargaining councils were conducted. One of the things that we will have to consider going forward is linking the negotiations process with the budget cycle.

The management of discipline remains a challenge. The period it takes, for example, to finalise disciplinary cases in the public service, is unacceptably long and for this reason we have taken a view that all disciplinary cases should be finalised within 90 days. Plans are underway to train managers and shop stewards in the public service on better management of disciplinary cases. The OSD has been implemented throughout the public service to attract and retain skilled personnel for identified occupations. However, a number of departments have experienced challenges with the implementation. The DPSA intends to conduct an impact assessment on OSDs as part of a process to review personnel expenditure within the public service. This will assist government to contain the wage bill. The number of people who rely on social welfare has increased. Left unchecked, government, as has happened in other major economies including Europe, will in future not be able to sustain this. For this reason, South Africa’s income support and social insurance arrangements are being reformed. The Consolidated Government Paper on Social Security will be released for public comment. As part of the broader reforms, the government will conduct a dedicated investigation to understand the implications of the reforms in the public sector.

Development of a Framework and Methodology for the Development of Unit Costing in Departments

The first draft of the Framework was developed and consulted upon on 16 November 2010. At the consultative session a task team was appointed to consider the contents of the framework. This task team completed its work in February 2011 with a view to finalising the unit costing. The same process was followed in the development of a framework and methodology for business process management in the public service. Draft frameworks and methodologies were also completed for the development of a service delivery model, developing of standard operating procedures, setting of service standards, development of a service charter and the development of a service delivery improvement plan.

Development of Monitoring and Evaluation Framework

The Monitoring and Evaluation (M&E) Framework was developed and consulted upon with various stakeholders. The M&E information requirements submitted by MPSA portfolio and transversal departments were consolidated, and a Capacity Development Plan was also developed and consulted with various stakeholders. A total of 23 officials from different branches were trained on the Introduction to M&E which was facilitated by PALAMA. A data base of officials responsible for M&E in Offices of the Premiers was finalised. A questionnaire for M&E human capacity needs assessment survey was drafted and implemented at the Limpopo and Mpumalanga Offices of the Premier. The M&E guidelines including stakeholder participation, principles and standards has been consulted with various stakeholders, finalised and submitted for approval. An M&E portal was developed and approval to publish the portal was obtained. The Management Assessment Tool (MAT) tool was developed in collaboration with the Department of Performance Monitoring and Evaluation.
The Establishment of the Pilot Maponya Mall Thusong Services Centre

Government is committed to improving access to, and the quality of services rendered in citizen access points based on the Batho Pele principles. In this respect, under the umbrella of the Single Public Service initiative within government, a project to showcase a working model of an integrated access point was designed for piloting. The goal of the pilot project was to realise the vision of government for a modern, 21st century enhanced integrated service facility that incorporates three spheres of government providing seamless access to government services to the people. Premises were secured at the Maponya Shopping Mall in Soweto to develop the concept into a working prototype. In implementing the project, the DPSA is working in partnership with several departments and institutions across the three spheres of government on the model and has achieved completion of the first phase, that is, Infrastructure Establishment. Maponya Mall Thusong Service Centre (TSC) Pilot opened its doors on 1 February 2011 for the testing phase with the official opening planned to take place in the new financial year.

The Memorandum of Agreement was developed for signing by the participating institutions including the Service Level Agreement. A cost sharing model and a communication and marketing strategy were developed. Signage of services delivered were installed and engagements with the community structures have started and they form part of the governance structure of the Centre. The required safety and security mechanisms are in place and are being used. Security guards and systems are operational and the Occupational Health and Safety organisational structures and systems are in place. An ICT infrastructure that will host all the departments of Labour, Home Affairs and Roads and Public Transport of Gauteng is complete and operational. Other institutions have also implemented their systems and these are operational. All DPSA staff went through training for front-desk service delivery practices and approach. They have also been trained on Occupational Health and Safety standards. The Centre is already proving to be a valuable access point for government services and main users of the Centre as they seek information for jobs and how they can be assisted to start businesses. Other services such as application for driver licenses and car registration are also available.

Implementation of the Single Public Service

On the legislative framework underpinning the establishment of a Single Public Service, extensive extra Parliamentary consultation took place to deliberate on the most appropriate approach to effect the legislative programme. These deliberations have pointed in a particular direction which will require collaboration between the DPSA and other government partners. We have to date developed a draft process map towards the tabling of the SPS legislation. An options document was developed and it will be implemented in accordance with political decisions on the Single Public Service.

Delegations and Decision Rights

The human resource and financial delegations of departments have been obtained and assessed to determine the current state of delegations in order to inform the delegation policy context and principles. The principles of Public Administration and Financial Delegations documents have been developed by DPSA and National Treasury. The delegation policy context, delegation principles and processes, and delegation templates were consulted and discussed at a national workshop held on 3 February 2011. A draft Diagnostic Report has been compiled to inform a Functional Analysis Framework and Toolkit. The Diagnostic Report is being discussed with a view to determine the strategic approach for functional analysis.

Organisational Design

The consultation with key stakeholders regarding the Organisational Design project has been conducted. The consultations are part of the review of MPSA Directive. The draft discussion document has been developed following the consultation and will inform the development of the new Directive. Organisational Design Principles were adopted by Cabinet on 28 November 2010, and the MPSA is currently engaging Provincial Executive Councils on the matter. The draft sector specific organisational structures for Offices of the Premier, Education and Health will be finalised at the pending consultative workshops. The development of the generic organisational structure for Social Development has been completed.

Business Processes

The process of developing a framework and methodology for business process mapping, review and management is underway. The first draft of the framework and methodology was consulted upon and a task team was appointed to finalise the content of the toolkit. The first meeting of the task team took place on 7 February 2011 during which the content of the framework and methodology was discussed and finalised.

SITA Effectiveness and Modernisation of Public Service Operations and Processes

The State Information Technology Agency (SITA) turnaround strategy has been completed and the board is fully constituted. The appointment of the Executive Management is underway. The key posts that were vacant such as that of Chief Executive Officer and Chief Operations Officer have been filled. The issues raised by the Auditor-General from the audits are being attended to including the issue of containing operating costs. SITA has approved and is implementing a new operating model that is driven by customer-centricity, improved service coordination, optimize the organizations core capabilities for ICT service delivery, solution development and supply chain management. The operating model
also strengthens partnership with industry to augment SITA's service delivery capacity and foster public-private risk and reward sharing in the acquisition of ICT goods and services. To realize this public-private risk and reward sharing principle, SITA has developed an industry partnership and engagement model to drive these engagements and ultimately deliver on that principle of economies of scale.

Through Service Level Agreements and Business Agreements SITA has rendered services to the following Departments:

**Justice and Constitutional Development**

A third party funds system was developed to manage and pay all funds to beneficiaries including public and other government departments. We are currently piloting the SAPS / DOJ case transfer system as part of the Integrated Justice System (IJS).

**Home Affairs**

The following projects were rendered:

- Web Portal with current information on deceased estates;
- ID Track and Trace implemented at Home Affairs;
- Project Clean audit (Innovation on Department of Defence (DOD) asset management reporting)
- City of Johannesburg: Extended Social Package.

**SAPS**

The following projects were rendered:

- National and Provincial Operations Centres for FIFA 2010 Soccer World Cup
- SAPS/IJS: electronic crime docket movements, court scheduling system, Legal Aid assistance requests for detainees and Crime Line interfaces

**Department Of Defence**

In the Department of Defence we established the National Health Operations Centre for the FIFA 2010 Soccer World Cup, digital scanning of health related documentation at Military Hospitals, and developed a portal for nominations and approval of commissioners.

**KwaZulu-Natal (KZN) Office of the Premier Nerve Centre Project**

A central dashboard and repository of the performance and effectiveness of government departments, programmes and services across the Province was developed addressing the Province's Strategic Goals related to the Government's Medium Term Strategic Framework (MTSF) and the Millennium Development Goals (MDG's).

**Government Programmes to Improve Planning and Delivery**

SITA has been actively involved in the development of key ICT programmes in government. This includes the Department of Education Learner Unit Record Information Tracking System (LURITS), Department of Health Electronic Health Record (eHR) system, Department of Justice and Constitutional Development IJS and Department of Social Development National Integrated Social Information System (NISIS). SITA has also undertaken the following:

- KZN Treasury – Design and implementation of Biometric Access Control System (BACS) to combat fraud and control access to the government's Basic Accounting System (BAS).
- KZN Legislature Electronic Content Management (ECM) – To enable the capture, control, archiving and control of records in compliance with provincial and national archiving policy.
- KZN Department of Education School laboratories - To provide the necessary ICT equipment to schools so that the e-Education policy goal as contained in White Paper 7 could be achieved.
- Limpopo accelerated the rollout of newly launched Library system through the Department of Sports, Art and Culture. We continued to maintain the Education Departmental Exams system, SASSA pension system - SOCPEN, and continued support for transversal system (i.e. BAS, Provincial Finest and PERSAL). The IFMS team has successfully launched the Asset Register module for the Provincial Departments of Treasury, Local Government and Housing, Agriculture and Transport. SITA provincial office has developed websites of 19 of the 28 provincial municipalities and the Telemedicine for the Provincial Department of Health.
- SITA conducted Maturity Capability Assessments for the following institutions:
  - Gauteng Department of Education
  - Masilonyana Municipality
  - Xhariep District Municipality
  - Free State Department of Social Development
• Free State Department of Economic Development, Tourism and Environmental Affairs
• Metsimaholo Municipality
• Free State Department of Education.

The following systems were also implemented:

• Social Development Information Management System (SDIMS) for the Northern Cape Department of Social Development.

• Electronic Monitor and Management Agent (EMMA) system - A standardised way to coordinate municipal financial information to COGTA.

• Department of Justice - Third party funds system was developed to manage and pay all funds to beneficiaries including public and other government departments. Currently piloting the SAPS / DOJ case transfer system as part of Integrated Justice Systems.

• The Immovable Assets Register system for the Eastern Cape Department of Roads and Public Works was implemented which enables the registration and management of all immovable assets for the Department and the improvement of the Return on Assets.

• The HR Registry Management System (HR REMS) for the Eastern Cape Departments of Health and Social Development was also implemented to enable the departments to manage their HR records within the registries and ensure that all HR records have the necessary critical documents as required.

• The contract management system was developed for the Eastern Cape Department of Human Settlements to manage the department’s contracts and thus ensure that all contracts within the Department generate value for the citizens.

Replication of Innovative Projects

As a result of the 2008 CPSI Awards process, some innovative projects were selected for potential replication in other provinces and these include:

Auxiliary Nurses Project

The Department of Health and Social Development in the Limpopo Province initiated the Auxiliary Nurses Project. Through this project, destitute unemployed matriculants in rural villages were recruited into the health sector to address unemployment and poverty. In 2009, a baseline study, including a description of the model and a report on the Auxiliary Nurses training programme in Limpopo was conducted through the support of the CPSI and GIZ. In March 2011, the Auxiliary Nurses Training Programme Report was published. This Report forms a basis for interrogation of policy and where possible, appropriate modification in terms of innovative recruitment processes.

Pula-Madibogo School Perma Culture Gardening Project

The Pula-Madibogo Primary School in the Limpopo Province has tackled the problem of poverty in the area head-on by helping parents and learners to use the natural resources available to them to feed hungry learners. This was achieved through a multi–pronged project that includes a perma-culture garden, a chicken farm and a herbal pharmacy. Impoverished parents who are unable to pay school fees are employed in the school for a stipend.

The Pula-Madibogo Perma-Culture model was replicated at Helen Joseph Hospital in the previous financial year. In this case, the perma-culture garden addresses key challenges that the Hospital is faced with, including the supply of fresh vegetables, management of food waste and rehabilitation of
stroke and psychiatric patients, amongst others. The Helen Joseph Perma Culture Project was launched in December 2010 by the Gauteng Department of Health.

**Inculcating Innovation**

The following was achieved with regard to inculcating innovation in the public service:

**Multi-Media Innovation Centre**

In June 2010, the MPSA launched the Multi-Media Innovation Centre in the CPSI. The Innovation Centre provides a learning platform for the public sector on innovation implementation, in support of government’s efforts to entrench the culture and practice of innovation to improve service delivery. The multi-media centre is a walk-through centre with the following themes:

- Defining innovation in the public sector context
- Showcasing innovative programmes and projects undertaken by the public sector over the years
- Providing a safe environment to incubate and test solutions that improve or enhance service delivery.
- Providing space and opportunities for departments to revisit their service delivery models and processes for innovative interventions
- Providing space and a platform for public servants, away from their offices, to interrogate their specific challenges, explore and incubate solutions with a group of experts from various sectors.

Furthermore, the centre allows public servants to experiment with technology as an enabler in their own domains and take business ownership of evolving projects affecting their departments and contribute to innovative improvements to service delivery.

**Piloting and Testing of Innovative Solutions**

**Visually Impaired Teacher Project**

The CPSI, in partnership with the Department of Education and the South African National Council for the Blind, has developed an appropriate assistive device for visually impaired teachers that will assist them to function more independently in the education environment. Training material was designed and developed and training conducted in four provinces (KwaZulu-Natal, Eastern Cape, Gauteng and Limpopo) in September 2010. From October 2010 to February 2011, twenty assistive devices were piloted and tested by visually impaired teachers throughout the country in their schools. A hand-over ceremony to the Department of Basic Education by the MPSA is scheduled for May 2011.

**GEMS’ Performance**

All the Scheme policies were reviewed extensively against the requirements of the King III Report on Corporate Governance which became effective on 1 March 2010. The Scheme’s 2009 external audit opinion was unqualified. Audit ratings of “good” and “satisfactory” were obtained in respect of fourteen internal audit reviews conducted in 2010. The business of the Medical Scheme for the Department of Correctional Services (MEDCOR) was transferred to GEMS with effect from 1 January 2010 in compliance with Section 63 of the Medical Schemes Act and MEDCOR was deregistered as a medical scheme. The winding down of the remaining aspects of MEDCOR’s business was concluded on 30 April 2010.

GEMS specific clinical and cost targets were developed in 2010. Monitoring took place on a quarterly basis and the set targets were achieved. Despite being confronted with significant increases in utilisation (especially by new members) and tariff and regulated price increases, GEMS has maintained its record of posting healthcare surpluses in each financial year. A great deal of financial and actuarial work was performed to better understand the financial experience of 2010 and decisive actions were taken. The Scheme’s non healthcare expenditure (or operating costs) was 6.21% compared to the industry average of 11.2%, confirming efficiencies realised.

**4.2.3 Leverage Information and Communication Technology as Strategic Resource Enabler**

**IT Security Policy for Government**

ICT security remains a priority area over the next three years. Operational security requires increasing focus and improvement. User awareness of security policies need to be promoted and continuously reinforced. We have developed an IT Security policy and security blueprint for government. We have recommended the adoption of a governance framework for IT in government. Internal governance, administrative and operational improvements in IT in government has become an increasing prerequisite to the overall agenda of modernising the public service and enabling government to leverage ICT in order to contribute to good public administration and the continual improvement in the cost, quality, access, responsiveness and speed of service delivery. An IT expenditure review was conducted in government in order to identify opportunities for better management, governance and improved effectiveness. The review report provides a basis for cost saving interventions and resource optimisation.
An IT Plan was developed for the Northern Cape Provincial Government and the Nama Khoi Municipality which were assisted with implementation.

**Modernisation of the Public Service through the IFMS**

SITA completed the development and acquisition of 5 of the 9 IFMS modules (Asset Management, Procurement Management, Human Resource Management, Catalogue Management, Master Data Management) and completed 5 lead site implementations (Asset Management at National Treasury and Limpopo Provincial Treasury, Roads and Transport, Agriculture and Local Government and Housing, Procurement and Catalogue Management at National Treasury and Human Resource Management at DPSA).

**4.2.4 Effective Employment Entry into Public Service and Cadre Development**

**Capacity Development Programmes**

The training and development of capable leaders and managers will continue to be very crucial to this administration. DPSA and PALAMA have collaborated on the alignment of training materials with the Leadership Development Management Strategic Framework. The training manual on the Generic Orientation to Human Resource Management and Development (HRM&D) Strategic Frameworks has been developed and the SMS Induction Programme has been piloted.

PALAMA is working with the DPSA on the alignment of the curriculum framework to the HRD strategic framework for the public service. The Labour Relations course is being updated and will be ready for roll-out in the 2011-12 financial year. In 2010-11 PALAMA trained 198 officials on Monitoring and Evaluation. Collaborative work is being undertaken with the Department of Performance Monitoring and Evaluation to develop the Performance Assessment Toolkit (PAT). Through the executive development offerings, PALAMA has trained more than 1 500 officials, and also concluded the Legislatures Capacity Building Programme in 8 provinces with training offered to 275 members. Other programmes that have been rolled out include the Executive Development Programme, Protocol and Diplomacy. The Academy is adapting 3 modules of the Executive Development Programme (EDP) to the local government environment and customising the EDP for the legislature sector.

The DPSA is assisting government departments to develop Human Resource Plans as part of the implementation of the strategic framework for Public Service Human Resource Planning. The DPSA and PALAMA are jointly developing the generic HR programmes for HR practitioners which include HRP capacity building and experiential learning.

As part of improving HR planning, skills development and cadre development in the public service, Human Resource (HR) Connect is being implemented in all government departments in three cohorts. Cohort 1 (22 departments) has been completed. Cohort 2 (43 departments) is nearing completion with a 70% return rate and all employee data that has been returned has been captured on the system. A sectoral approach, jointly led by the DBE and DPSA has been adopted for implementation in the provincial Departments of Education. The HR Connect process includes defining post profiles according to the actual work requirements of the individual employee in a post.

Consultations with stakeholders on the percentage of departments using their training budget on PALAMA training in keeping with policy and, of public service employees trained in mandatory training programmes is ongoing. Finalisation of the draft proposal in this regard is underway and criteria to ensure that departments utilise the training budget appropriately is being established. An announcement on new mandatory programmes will be made within this financial year.

**Unearthing, Rewarding and Showcasing Innovation**

**The 8th Public Sector Innovation Awards 2010**

The 8th Annual Public Sector Innovation Awards ceremony was held in November 2010. The Awards programme recognises innovative projects, models and programmes that are directed at improving public service delivery. All government departments, municipalities, parastatals, Non-Government Organisations (NGOs), Community Based Organisations (CBOs) and private-public partnerships were encouraged to submit their innovative public service delivery projects. A total of 108 entries were received. Awards and trophies were conferred in five categories: Public Sector Innovator of the Year (won by Mpumalanga Department of Economic Development, Environment and Tourism through their Water Education Programme for Pre-schools), Innovative enhancement of Internal System within Government (won by Gauteng Department of Agriculture and Rural Development through their Gauteng Integrated Decision Support), Innovative Service Delivery Institution (won by University of the Free State through their Beds of Hope project), Innovative use of ICTs for Effective Service Delivery (won by Independent Electoral Commission of South Africa through the Result Slip Scanning Project for the 2009 National Elections), and Innovative Partnership in Service Delivery (won by Mpumalanga Department of Economic Development, Environment and Tourism through their Water Education Programme for Pre-schools).

**Public Sector Innovation Conference**

In August 2010, the CPSI hosted the Fourth Public Sector Innovation Conference in Ekurhuleni, Gauteng. The theme of the conference was “Restoring Citizens’ Dignity: Innovative Response to Public Service Delivery Challenges”.

---

*Note: The text continues with more content related to the conference and other initiatives.*
The aim of the annual conference is to enable public servants and their partners from a range of sectors to collaboratively interrogate service delivery approaches, strategies and solutions and to empower them to embrace innovation as a vehicle for achieving government’s service delivery priorities. It is also used to strengthen the community of practice on public sector innovation. The objectives of the 2010 conference were to:

• Demonstrate the role and centrality of innovation as a tool for responding to current government priorities and for anticipating citizens’ changing needs.
• Explore key elements for successfully implementing and sustaining innovative programmes within the public sector that restore citizens’ dignity, and
• Facilitate sharing of innovative perspectives and practices that respond to service delivery priorities.

Publications

The second issue of the CPSI Public Sector Innovation Journal “Ideas that Work” was published in May 2010 with the third edition published in January 2011. The aim of the journal is to share lessons and good practices on innovative approaches to improve service delivery. In 2009, the CPSI was approached by the Commonwealth Association of Public Administration and Management (CAPAM) for permission to re-publish articles from Ideas that Work in their journal; this has strengthened collaboration with an international acclaimed organisation. It has further provided an opportunity to showcase innovative projects from South Africa. This agreement continued in 2010-11.

Executive Development Programme on Innovation Management

The CPSI, through PALAMA, has aligned the Innovation Management module with National Qualification Framework (NQF) requirements. The aim is to have this module rolled-out to the whole public sector in partnership with PALAMA and other academic institutions. The CPSI is currently awaiting approval of the NQF process from South African Qualifications Authority (SAQA).

Cadre Development

In order to inculcate values and ethos among a cadreship of public servants, the Minister identified the following attributes of a public service cadre:

• Breaking new ground by coming up with new and innovative solutions,
• Inspiring success through self-motivation and motivating others,
• Raising the standard by giving his/her best, always striving to better yesterday’s performance,
• An attitude of “nothing is impossible”, always seeking solutions where it appears that solutions are not readily available,
• Making a difference to the people by always measuring the impact of his/her action against the expectations of the people
• Collective responsibility and teamwork
• Being on board, owning the processes of service delivery and able to make timely interventions to address service delivery challenge, and
• International activist by implementing the public service agenda at international level and is familiar with international best practices.

The Induction Programmes (e.g. Wamkelekile) for public servants have been aligned to the Public Sector Charter through inclusion of the attributes of a public servant and outlining ethical principles of a public service cadre. PALAMA has also developed and rolled out a programme, “Breaking Barriers to Entry”; targeting unemployed youth graduates for introduction to public sector career streams and entry requirements. During this financial year, a total of 1 164 unemployed graduates were trained in the Breaking Barriers to Entry programme. PALAMA is undertaking a comprehensive review of its objectives, strategy and business model with a view to establishing the Academy as a school of government for the public service. The draft framework for the further transformation of PALAMA has been developed and is under consultation.

During this financial year the Sector Skills Plan was finalised by PSETA and 250 skills development facilitators were trained on Career Guide, the use of management information system and submission of Work Skills Plans and Annual Training Reports.

4.2.5 Effective Human Resource Management Practices, Norms and Standards

Performance Development, Performance Agreements and Assessments

The signing of performance agreements by senior managers in the public service remains a challenge and in order to improve the situation, the DPSA is developing a web based system that will monitor compliance by departments. A series of workshops were convened between DPSA, the Department of Performance Monitoring and Evaluation (DPME), the PSC, National Treasury and the Auditor-General (AG) to discuss and work on the development of
the Performance Assessment Tool (PAT) that will measure institutional performance against a set of performance indicators.

Recruitment, Retention and Career Pathing

Consultations were held with SAPS and the Department of Correctional Services (DCS) on improving recruitment practices as key partners in their sectors at the end of 2010. The amendments required to the Public Service Regulations to improve recruitment have been identified and the process has commenced to give effect to the amendments.准确 information on the vacancy rate remains a challenge. Information on the SMS turnover rate has been received from departments and this has been analysed in conjunction with PERSAL reports. This revealed that the average time spent by SMS members in a post level is 3.5 years. A methodology has been developed by the DPSA as part of the clean-up of PERSAL whereby management reports will be made available to departments covering, amongst others, vacancies. The first Report that will be compiled will inform the finalisation of a strategy for reducing the vacancy rate.

Management of Discipline

Data on the cases of discipline in the public service has been gathered with a view to ensure that disciplinary cases are finalised within 90 days of initiation of the process. Consultations to review disciplinary and poor performance framework in the public service are underway with all key stakeholders including organised labour at the level of the PSCBC. PALAMA is providing training on labour relations and to date 142 officials have been trained on Hearing Procedures and Investigating Presiding skills.

Improving Performance of Public Service Leadership

The Public Service Commission continued to support processes aimed at strengthening the quality of public service leadership through its involvement in the evaluation of Heads of Department (HoDs) and the advice it gives to the Executive Authorities and HoDs on the quality of performance agreements. During the 2010-11 financial year, the PSC facilitated the evaluation of 53% of qualifying HoDs for their performance for the 2007-08 financial year, 25%, 5% for the 2008-09 financial year, and 12% for the 2009-10 financial year. In addition, there was an 81% compliance rate with the filing of Performance Agreements (PAs). Measures to improve compliance in this regard included the implementation of a short message service (SMS) technology by the PSC that reminds HoDs to file their PAs with the PSC. To report on progress around the filing of PAs, the PSC produced a Technical Brief on the submission of PAs. The PSC also assessed the extent to which municipalities apply recruitment and selection tools in respect of section 57 managers and municipal managers, as the upper most administrative echelon at local government level. This assessment stemmed from the view that the manner in which recruitment and selection processes are developed and implemented ultimately determines whether a given municipality will have the ability to achieve its set strategic goals and objectives.

Resolution of Grievances in the Public Service

In executing its mandate in respect of the resolution of grievances of public service employees, during the 2010-11 financial year, the PSC received a total 547 grievances, which is a decrease from the 614 grievances received during the 2009-10 financial year. At the end of the financial year about 35% of the grievances lodged with the PSC were pending, largely as a result of outstanding information being awaited from employing departments. This financial year also witnessed the gazetting of the rules for dealing with grievances of members of the senior management service, including heads of department, as well as the promulgation of the amended section 35 of the Public Service Act, 1994, which provides for Heads of Department to lodge grievances directly with the PSC. In terms of the Grievance Rules, departments have to report to the PSC on the resolution of grievances on a six-monthly basis. These reports are used for identifying trends in the nature of grievances, the management thereof and help to identify other shortcomings in human resource practices in departments.

From 14 to 16 March 2011 the PSC co-hosted the Second Labour Relations Conference for the Public Service, together with the Public Service Coordinating Bargaining Council. The theme of the conference was “Knowledge through Dialogue: Harmonising Labour Relations in the Public Service”. This event is regarded as a mechanism through which sound labour relations in the public service is promoted through the sharing of knowledge, strategies and ideas by stakeholders from both the private and public sector.

In the area of discipline, the PSC is completing a study on the management of precautionary suspensions in the public service. The study included a comparative analysis in selected departments on the level of compliance in the execution of precautionary suspensions in the public service, to determine to what extent departments are themselves monitoring the management of precautionary suspensions and to determine the cost implications to the public service on the precautionary suspensions.

GEMS Membership

GEMS remained the fastest growing medical scheme in the country with its membership continuing to grow. The total number of registered members as at 31 December 2010 was 536,000 (2009: 409,804). Over 120,000 applications were received in 2010, compared to 107,000 in 2008 and 119,000 applications in 2009. There are currently over 56% uncovered employees in the public service as compared to 44% covered by the Scheme.
Over 172,000 employees on salary levels 1 to 5 were active members on the Scheme as at 31 December 2010 (2009: 152,866) and 192,000 salary level 1 to 5 employees have been registered in total, before accounting for promotions and salary restructuring changes, etc. The Scheme covers approximately 44% of all eligible public service employees. To promote employee awareness and grow the membership of the Scheme, well over 4,601 presentations and exhibitions were held in 2010. These events included the provision of HCT at no cost to participating departments. The Scheme’s third member satisfaction survey was conducted in September 2010 and the Board of Trustees was provided with the results on 21 October 2010. The survey revealed that over 70% of surveyed members have a positive perception of GEMS and 71% of members are delighted with GEMS services. GEMS’ monthly contributions are income based. Work was performed in 2010 to test the appropriateness of the income bands in the GEMS contribution table. The income bands were therefore revised for 2011 to ensure an equitable spread of employees (i.e. higher earners to pay more than lower earners). The Scheme’s Rule 13.3 was also amended to limit the backdated collection of arrear contributions to three months, where employees received a salary increase and moved up a contribution income band. The outcome of this work is that fewer employees will see contribution increases after salary adjustments.

4.2.6 Healthy, Safe Working Environment for all Public Servants

**Development of a Comprehensive Integrated Health Risk Assessment (IHRA) Tool that Integrates Gender, Disability and Youth**

The South African National AIDS Council (SANAC) took a decision that led to the project being re-scoped. 2nd Steering Committee meeting was held on the 29 November 2010. The concept of IHRA was enhanced based on the indicators from International Commission on Occupational Health. This project was reviewed and postponed until further resources are secured.

**Mainstreaming HIV/AIDS, Gender, Youth, and Disability across the Public Service**

The second draft of the Simultaneous Mainstreaming of Human Immunodeficiency Virus (HIV) and Acquired Immune Deficiency Syndrome (AIDS), Gender, Youth and Disability Guidelines was developed and aligned with inputs from SADC. This guideline will be finalised with further inputs from SADC.

**Provision of Support to Departments with the Implementation of Employee Health and Wellness (EH&W) Policies, Tools and Technologies Readiness Assessments and Implementation Plans**

A total of 162 departments participated in ten Policy Communication and Advocacy workshops held in the first two quarters of this financial year. A Report on the Policy workshops was written.

**GEMS Health and Welfare Programmes**

The Scheme shared information on healthcare trends with government departments on a quarterly basis and enabled public service employees to have access to free health screening. In total, 2,233 wellness screening events were held throughout the public service with 87,880 wellness tests conducted during these events. It is also noteworthy that 1,248 HIV Counseling and Testing events were conducted and 17,893 HIV tests were performed. About 3.5% of beneficiaries were registered on the HIV Disease Management Programme by the end of the Scheme’s 2010 financial year and over 50,000 HIV tests were performed by members in 2010.

The Scheme aims to successfully contain claims through sound budgeting and effectively managed care interventions. To this end, managed care techniques were implemented effectively and an independent Service Level Agreement (SLA) audit confirmed compliance to the GEMS contracted managed care organisations’ contractual obligations.

4.2.7 Appropriate Governance Structures and Decision-making

**Development of a Position Paper on the Architecture of the Public Service**

A draft discussion document on the architecture of the public service was produced. The work was reassigned as a special project under the name “Repositioning of the public service”.

**Assessment of the Offices of the Premiers**

The PSC is completing a round of governance assessments of Premiers’ Offices. These offices play a central role in the governance of provinces and these reports will give an overview of the institutional health of these key departments, and is a tool in the hand of Directors-General to address weaknesses that may be identified.

**Governance Capacity Development Programmes**
In supporting effective business processes and decision making in the public service, PALAMA has made available the following newly accredited training programmes: Standard Chart of Accounts (SCOA); Supply Chain Management; Financial Management; Inventory Management; and Monitoring and Evaluation. The Academy is developing programmes dealing with risk management in collaboration with National Treasury. A significant element of the Government’s outcomes-based performance approach is the capability of departments to undertake effective planning, monitoring and evaluation of performance. In this regard, PALAMA has rolled out M&E to officials, and collaborative work is being undertaken with the Department of Performance Monitoring and Evaluation to align all M&E courses to the outcomes based approach of government. The Academy is also a member of a technical task team led by the Department of Performance Monitoring and Evaluation to develop the Performance Assessment Toolkit (PAT).

**GEMS’ Governance**

The tenure of three member elected trustees expired on 16 July 2010 and a trustee election took place in the first half of 2010. The election was managed by a professional and independent body, i.e. the Elexions Agency, in accordance with the registered Rules of GEMS. The trustee election was overseen by the Scheme’s outsourced internal auditor, i.e. KPMG, who certified the results of the election. The Board of Trustees received and adopted the election reports from the Elexions Agency and KPMG on 23 June 2010. The newly elected trustees successfully commenced their tenure on 22 July 2010. The MPSA appointed two trustees to the Board and these trustees commenced their term on office on 27 September 2010. All new trustees underwent extensive induction training in 2010.

The Scheme’s annual Board Effectiveness Assessment was performed by an audit firm for the period July 2009 to July 2010 and the performance of the Board and Committees was found to be “Consistently Good”. The Scheme’s fourth Annual General Meeting of Members was convened on 30 June 2010 at the Mmabatho Convention Centre in the North West Province. The Annual General Meeting (AGM) was adjourned and reconvened on 1 September 2010. The reconvened AGM was attended by 86 members and was concluded successfully.

**4.2.8 Citizen Engagement and Public Participation**

Communities are becoming more vocal and increasingly taking to the streets in protests and using other methods to voice their demands because they are affected by decisions made at different levels of government. Encouraging citizen engagement is therefore important and a central element of good governance which is instrumental in improving service delivery and its quality, increasing accountability and transparency, improving public trust in government, allowing opportunity to citizens to influence decision making and deepening democracy. For the period 2010 to 2011 strategic priorities, the following were identified as key focus areas:

- Refocus the Community Development Worker (CDW) Programme to play a stronger role in the war against poverty campaign
- Policy for Community Workers
- Strategy for citizen engagement, and
- Social Cohesion: Promotion of volunteerism

**Refocus the CDW Programme to Play a Stronger Role in the War on Poverty Campaign**

It was important to realign the work of community development workers to give more attention to government priorities including War on Poverty (WOP). In WOP, the focus is on the following areas: community development workers support the WOP through identification of households, assisting other departments in completing questionnaires on WOP and mobilisation of communities to participate in government events including integrated development planning and budgeting at municipal level. It is important to strengthen the work of community development workers to ensure that they collaborate with relevant stakeholders to facilitate the process of ensuring that communities in the identified wards have access to land for food production from municipal and traditional authorities. It is also significant for community development workers to work with other government departments such as the agriculture sector to advise individual households on how to start their own food gardens for self reliance.

In supporting Early Childhood Development (ECD), there is an increased role for community development workers in identifying children who are supposed to be in the ECD programmes as well as to link children at home with crèches funded by the Department of Social Development. Where there are unregistered crèches, the role of community development workers is to link them with the Department of Social Development for registration to ensure that the crèches are run in a way that they respond to the full development of the child and by so doing contribute to further learning. Where there is absence of early childhood development facilities, community development workers are expected to assist communities to establish such centres in collaboration with the Department of Social Development and these efforts contribute to job creation in affected communities and women are potential beneficiaries in this regard.

In terms of combating HIV and AIDS, contribution is towards national HIV/AIDS awareness...
Consultation: The level, option and quality of services should be consulted upon with citizens.

Service Standards: Inform citizens what to expect and turnaround time for delivery thereof.

Access: Create mechanisms for equitable access to services.

Courtesy: Treat citizens with empathy and respect.

Information: Provide accurate information to citizens.

Openness and transparency: Disclose sources and costs of services.

Redress: Inform citizens about complaints mechanisms and applicable redress procedure.

Value for money: Provide services in a cost-efficient manner.
campaign whereby community development workers disseminate information on the prevention and management of HIV/AIDS. For social protection, community development workers contribute to the empowerment of the rural and farming communities by intensifying social grants including foster care grant registration drive, taking into cognisance what the President cautioned in his 2011 State of the Nation Address when he said that “we are building a developmental and not a welfare state, the social grants will be linked to economic activity and community development to enable short term beneficiaries to become self supporting in the long run”.

**Policy for Community Development Workers**

To strengthen the coordination and implementation of the Programme, it was necessary to establish a legal framework that would give mandate to the programme. Extensive work was done in the establishment of a legal framework through conducting consultations with key stakeholders at provincial level in all nine provinces and a national stakeholder summit that endorsed consulted policy positions for community development workers programme. The outcome of the consultations was a draft policy and adopted declarations on policy recommendation for community development workers programme. The development of draft Regulations for Community Development and Public Participation will go a long way to provide the required legal framework for promoting community development and implementation of policies to benefit not only community development workers but community practitioners and public participation in the public service. The draft Regulations are being considered for inclusion in the new or reviewed Public Service Regulations.

**Citizen Engagement Strategy for Community Development Workers**

To capacitate community development workers and enhance their performance necessitated the development of citizens’ engagement strategy which upon completion, will be implemented by provinces in order to contribute to service delivery improvement. Consultations with key stakeholders at provincial level are completed in six provinces (Western Cape, Northern Cape, Limpopo, Kwa-Zulu Natal, Eastern Cape and Gauteng) and the information gathered will be utilised to develop the strategy for community development workers.

**Social Cohesion-Promotion of Volunteerism**

The 2010-2014 Medium Term Strategic Framework of government identifies the renewal of faith of citizens in democratic system as crucial. Promotion of volunteerism is part of the mechanism created to ensure that this objective is met. Consultative workshops on citizen engagement have been used to create awareness among participants which include public servants from other departments about the importance of volunteerism and how this contribute towards nation building. In addition community workers were mobilised to become volunteers in wards where they are working. They have also been asked to recruit volunteers focusing on those with skills and youth within the wards in which they operate and create a data base of all recruited volunteers for utilisation where necessary.

**Implementation of Batho Pele Programme**

The highlights of the implementation of the Batho Pele programme in 2010-11 are:

- Capacitating a total of 1 015 officials: 112 officials in national departments, 681 officials in provincial departments and 222 officials in municipalities on the change management engagement programme. Since the inception of the Khaedu Programme, more than 3 700 senior and middle management members were trained. The deployments have produced some excellent best practices replicable to other sites (e.g. the track and trace system of the Department of Home Affairs and the Addington records management system). The Khaedu management strategy is being revised to put more emphasis on practical visitations to service sites during induction and orientation programmes as well as to ensure practical deployment of SMS more effectively within their departments. To tighten the new approach and ensure proper institutionalisation of the Batho Pele programme, two key pilot projects with regard to Khaedu implementation are in progress:
  - A joint Khaedu Programme with the Department of Health, sponsored by the German International Cooperation (GIC –the former German Technical Cooperation (GTZ)) to implement a turnaround service delivery strategy in 8 hospitals in four provinces is in progress. The provinces are Limpopo, North West, Mpumalanga and Eastern Cape. The project is using the Addington Hospital’s records management system as a best practice for replication in the eight hospitals targeted.
  - A new Khaedu curriculum has been developed and was piloted by PALAMA in November 2010. Its implementation is scheduled to commence in July 2011.
- A colloquium was held on 26-27 January 2011 in Boksburg to solicit inputs across all departments on the revision of the Khaedu management strategy. The draft strategy will be finalised and tabled in Cabinet before June 2011.
- The development of a Batho Pele enforcement mechanism has begun. A review of existing legal provisions is being investigated to determine the necessary steps. It will be in place in the next financial year.
- All provinces are implementing the eight Batho Pele principles, with the exception of Mpumalanga which is implementing all eight. Each province has a particular focus, though the focus does not exclude the implementation of other principles, e.g. Gauteng is focusing on value for money. The aim is that annually all provinces will present best practices in the implementation of each principle to a national forum, having first held
their own province-specific conferences. This will happen under the auspices of the Batho Pele Impact Assessment Programme.

- On-going support is provided to provinces during their Public Service Week, e.g. Mpumalanga held theirs on 22-26 November 2010 and Kwa-Zulu Natal on 17-21 January 2011.

**The Public Sector Summit**

The Public Service Summit took a resolution to convene a Public Sector Summit in an effort to align norms and standards, policies, salaries and conditions of service of employees who derive a living from the public purse (tax). The plan is to hold a Public Sector Summit during the next financial year. The date will be agreed at the PSCBC.

**4.2.9 Corruption Tackled Effectively**

**Anti-corruption Capacity Building Programme**

During the 2010-11 financial year, 869 officials have been trained on an accredited anti-corruption training programme. Training included 126 senior officials in the Ports of Entry around Mpumalanga Province. Training for national departments commenced in February and is currently underway. A draft advanced programme for anti-corruption programme was completed for submission to PSETA for accreditation purposes. A web-based anti-corruption discussion forum was established and handed over for management and implementation to DPSA. The ethics management course is also being delivered in municipalities. A Service Level Agreement was signed with the National Treasury to develop courses that will support the effective use of government resources e.g. combating bid rigging and supply chain management in the public service.

In order to build anti-corruption capacity in the public service, the training material for anti-corruption practitioners which will address amongst others corruption risk assessment and whistle blowing mechanism has been finalised by DPSA in collaboration with PSETA and PALAMA. Training for general employees has been conducted in eight provinces and 663 employees have been trained. The DPSA also convened a national workshop in November 2010 to present the outcome of the Minimum Anti-corruption Capacity Requirements Audit and departments will be assisted to put in place action plans to address the recommendations.

**Anti-corruption Support Programme in Africa**

The DPSA in collaboration with the United Nations Office on Drugs and Crime continued to support the government of the Democratic Republic of Congo (DRC) in developing and implementing a national anti-corruption framework. In November 2010, the DRC National Anti-corruption Strategy was handed to the government of the DRC.

**Anti-corruption Collaboration with the Business Sector**

The DPSA worked in collaboration with Business Unity South Africa in implementing the Business Anti-corruption Programme. As part of this programme the following activities were undertaken:

- The inaugural business anti-corruption roundtable was held on 25 October 2010 where business leaders met to discuss corruption issues that are affecting the business sector.
- On 26 October 2010, the second annual anti-corruption business forum was held at the Sandton Convention Centre. The event was attended by about 267 delegates.
- About 1 000 posters were designed and distributed at various anti-corruption events around the country targeting different industries.
- A comic booklet that raises awareness about the manifestations and the effects of corruption was launched at the 2nd annual business anti-corruption forum. About 3 000 booklets were distributed to various business organisations and other events.
- Anti-corruption training workshops commenced on 27 July 2010. Workshops have been held in the provinces of Mpumalanga, KwaZulu-Natal, Gauteng, Free State, Northern Cape and Western Cape. Over 400 business officials from various industries have been trained.

**Minimum Anti-corruption Capacity Programme**

The DPSA completed a compliance audit on minimum anti-corruption capacity with provincial and national departments. A national workshop was held in December 2010 to discuss the findings and recommendations of the audit report. The DPSA will assist departments that have limited anti-corruption capacity through various programmes and the provision of hands-on technical assistance.

**Implementation of Regional and International Anti-corruption Instruments**

The DPSA has been working towards increasing the level of compliance with regional and international anti-corruption instruments such as the United Convention against Corruption, the Organization of Economic Cooperation and Development (OECD) Convention on Bribery of Foreign Public Officials in International Business Transaction and the African Union (AU) Convention on Preventing and Combating Corruption. The following successes have been made:
The South Africa OECD Phase 2 assessment was completed and a report was approved and adopted by the OECD Working Group on Bribery on 17 June 2010. The report indicated that the country complies with the requirements of the OECD Convention but further efforts are necessary to raise awareness of the foreign bribery offence within the public and private sector. The Department has developed an action plan to implement the recommendations of the Convention and all relevant stakeholders have been consulted. The Department has also represented the country in all four meetings of the Working Group as part of the objective to strengthen compliance with the instruments.

The DPSA also participated in meetings of the Implementation Review Group of the United Nations Convention against Corruption. South Africa’s compliance with this Convention will be reviewed in the new financial year.

Launch of the Special Anti-corruption Unit

The Special Anti-Corruption Unit was launched on 25 November 2010. The DPSA has established a working relation with the Special Investigation Unit (SIU) to provide investigative support. The DPSA is in the process of conducting the feasibility study to establish the Unit as a government component as well as appoint relevant skilled personnel. The Special Anti-corruption Unit is working collaboratively with other law enforcement agencies to ensure coordination of disciplinary cases in the public service. A pilot has been identified in the Eastern Cape and the Unit is working on the cases in collaboration with the Multi-Agency Working Group on Supply Chain Management and the Anti-corruption Task Team.

In terms of the management and referral system of cases reported to the National Anti-corruption Hotline, 8 646 cases were referred to departments at the end of March 2011. The feedback has only been received on the status of 3 249 cases. The cases that were closed on Case Management System of the National Anti-corruption Hotline (NACH) are 1 907. The feedback submitted by government departments suggests that there is slow progress with regard to the investigation of cases. On numerous occasions cases are referred back to departments for further investigations as critical issues are often not adequately investigated.

Public Sector Integrity Management Framework

The Public Sector Integrity Management Framework was consulted upon during the launch of the Special Anti-corruption Unit on 25 November 2010. The Framework will be presented to Cabinet for approval before implementation.

Launch of the Compulsory Public Sector Charter

It was agreed that the components of the Charter be incorporated into the existing Code of Conduct for Public Servants as the legal base to ensure enforcement. DPSA Legal Service Division is finalising the Revised Code.

Implementation of GEMS Fraud Prevention Plan

The GEMS Fraud Prevention Plan was effectively implemented and a number of investigations have led to the filing of charges with the SAPS. The Scheme has an established relationship with the Special Investigation Unit who also serves on GEMS Fraud Forum. The GEMS Fraud Prevention Plan includes training to all Scheme officers as well as member awareness campaigns which saw members actively reporting incidents of fraud. The following statistics are noteworthy:

- A total of 719 cases were reported to the Scheme, with 619 cases reported via the Scheme’s anonymous Hotline.
- 34 cases were for alleged fraud by members, 23 by service providers and 22 by 3rd parties.
- 19 cases were lodged with the SAPS by the Scheme’s contracted fraud investigator.

Management of the Financial Disclosure Framework

In the area of professional ethics, the PSC has continued to manage the Financial Disclosure Framework in the public service. In managing the Framework, the PSC seeks to monitor compliance and raise awareness of activities that can cause potential or actual conflicts of interest. The compliance rate to the Financial Disclosure Framework has increased over the last two financial years from 81% in 2008-2009, to 88% in 2009-2010. As at 31 March 2011, there were 1 024 forms outstanding from both provincial and national departments for the financial year 2009-2010.

Management of the National Anti-corruption Hotline

The PSC has since 2003 been tasked by Cabinet to manage the National Anti-Corruption Hotline (NACH). Since its inception, one thousand nine hundred-and-seven (1 907) cases were closed on the Case Management System (CMS) after investigations were finalized by the departments. A total of nine hundred and eighty-eight (988) cases were closed on the CMS in respect of national departments and nine hundred-and-one (901) cases in respect of provincial departments. Furthermore, eighteen (18) cases relating to public bodies were
closed on the CMS. A total of 1499 officials were charged with misconduct for corrupt activities. At the provincial level a total of 685 officials were charged with misconduct for corrupt activities whilst 814 officials were charged with misconduct for corrupt activities at national departments. These figures show that the NACH has since its inception contributed to reducing the levels of corruption in the public service. The successful investigation of cases of alleged corruption reported to the NACH has resulted in the recovery of R110 million from perpetrators by various departments.

The PSC also conducted public administration investigations of own accord, on receipt of complaints lodged by the public and following requests by the Executive, Parliament and the Provincial Legislatures. By the end of March 2011, 76 complaints on matters such as human resource related issues, unethical behaviour and corruption or maladministration, were finalized by the PSC. These investigations are important instruments in ensuring compliance with national norms and standards, identifying corruption and maladministration and advising on best practice and corrective actions that must be undertaken.

As part of monitoring anti-corruption initiatives, the PSC conducted a study to assess the most common manifestations of corruption in the public service and the related risks thereof. The assessment examines the current corruption risks and the nature of anti-corruption infrastructure put in place in the respective departments. The findings of the study show that the common forms in which corruption manifests itself are fraud and bribery, procurement, appointment irregularities and abuse of Government-owned vehicles.

Since 2001, the PSC has on an annual basis reported on financial misconduct in the public service. This report has become a recognised research tool with stakeholders, and the PSC will again publish an overview of Financial Misconduct for the financial year 2009-2010. These reports provide a means to encourage better financial management, administration and public accountability.

4.2.10 Contribution Towards Improved Public Service and Administration in Africa and the International Arena

Participation in Continental and International Forums

During the 2010-2011 financial year the MPSA and officials participated in the following continental and international forums:
• Attendance of the 5th Bureau meeting in Maputo, Mozambique in October 2010,
• Two champions meeting, Maputo in October 2010,
• Two champions meetings in Nairobi, Kenya in December 2010 and January 2011,
• Marketing of AAPSIA around the continent and facilitating AAPSIA adjudication process in January 2011 in Johannesburg,
• Two SADC Senior Officials Steering Committees in February and July 2010,
• Study tours for the following countries were facilitated: Sudan, Zambia, Zimbabwe, Namibia, France and Vietnam.

The 32nd African Association for Public Administration and Management (AAPAM) Conference was held in November 2010 in Durban,

• Visits by the Deputy Minister were facilitated to China in November 2010 and the OECD Ministerial level meeting on Public Governance Committee in November 2010,

• In the same period the MPSA was represented by senior officials at the launch of the IBSA Virtual Centre of Excellence in December 2010.

• PALAMA hosted the third seminar in the India-Brazil-South Africa (IBSA) capacity building series, from 8-10 September 2010, under the theme “South-South Practices in Management and Leadership Capacity Building and Public Service Delivery”

Resuscitation of Provincial Anti-corruption Forums

Provinces are at different levels with regard to establishing anti-corruption forums. North West has a functioning forum which is currently establishing district forums. Eastern Cape
has a provincial anti-corruption forum. Gauteng launched its provincial strategy in February 2011 and will be establishing a forum soon. Mpumalanga will also be establishing its forum to implement the provincial anti-corruption strategy. The national and provincial governing structures of the APRM have also been successfully resuscitated.

ICT Support to Continental and International Programmes

SITA rendered the following services to the following departments:

- Mail Bag Management System for foreign missions and embassies for the Department of International Relations and Cooperation,
- ICT support to the Department of Defence Peace Keeping Missions in Africa, and
- Cross Border movement control interfaces with integrated crime intelligence systems for SAPS.

Continental and International Knowledge-based Innovation

UNPAN Portal

The CPSI is the Online Regional Centre (ORC) of the United Nations Public Administration Network (UNPAN). Through agreements with content partners across Southern Africa, the CPSI co-ordinates, packages and uploads, on the United Nations portal, information related to governance and development programmes in the sub-continent. In this way, the CPSI contributes to the facilitation of the global knowledge and information society. In March 2010, an annual UNPAN-SADC workshop was hosted in Johannesburg. In addition, country visits were undertaken to the DRC and Tanzania to further create awareness about knowledge management. In the period between April 2010 and March 2011, a total of 1 479 documents were uploaded by the CPSI as the SADC-ORC on the UNPAN portal. Furthermore, documents uploaded by the CPSI to the UNPAN were in the top 50 most accessed documents in the UNPAN website, including the CPSI’s Journal, “Ideas that Work”. In addition, access to the UNPAN portal saw South Africa ranked as a country which accesses documents from the UNPAN portal, just behind the USA. Recognising the excellent work done on the UNPAN Portal by the CPSI two Special Awards were received from the United Nations in Shanghai, China.

All Africa Public Sector Innovation Awards 2010

The All Africa Public Sector Innovation Awards (AAPSIA) is one of the thematic areas within a broad programme of the 6th Conference of African Ministers for Public/Civil Service, under the auspices of the AU and currently chaired by Kenya. In December 2009, South Africa was requested to champion the AAPSIA programme with the Arab Republic of Egypt and the Republic of Ghana as co-champions. The purpose of the Awards is to:

- Promote and encourage best practices in the public sector
- Improve service delivery, and
- Create a platform for information sharing, lesson learning, partnerships and possible replication of successful initiatives across the African continent.

The MPSA requested the CPSI to manage and implement the project on his behalf. The CPSI undertook massive marketing drive from December 2009 until the closing date in July 2010. A total of 136 entries were received from across the African continent. In January 2011, the AAPSIA adjudication process was held in South Africa. All five AU regions were represented in the adjudication panel. The awarding ceremony will be held during the 7th Ministers Conference of Public/Civil Service.

African Public Service Commissions (AAPSComs)

The PSC plays a pivotal role in the functioning of the African Public Service Commissions (AAPSComs), where the Chairperson of the PSC is the President of the AAPSComs and the Office of the PSC the secretariat. This important Association brings together Public Service Commissions in Africa, in so doing, building and facilitating a strong regional network for sharing experiences and the tools of the trade. Since the launch of the AAPSComs in 2009, a Constitution was adopted and 18 Commissions from 12 countries in Africa are already registered members of the AAPSComs.

Continental and International Capacity Building Programmes

Guided by government international relations policy and the programmes of the MPSA, PALAMA seeks to forge strategic international partnerships, mobilise resources from the donor community, and facilitate the Academy’s engagement in the global knowledge exchange network through mutually beneficial partnerships with institutions on the African Continent and around the world. The Academy continues to play a significant role in capacity building on the African continent and internationally. Through the continental capacity building programme among the three partner countries (Southern Sudan, Rwanda and Burundi), lead trainers in these countries were trained. Other training offered at the Management
KNOW YOUR SERVICE RIGHTS

- The right to be treated with dignity and respect.
- The right to receive services that are of good quality.
- The right to have access to information about the services you are entitled to.
- The right to have access to any services that are required in an emergency.
- The right to have access to any services that are required in a crisis.

We are committed to providing the best possible service to our clients.

Development of GEMS International Benefit Option

The Scheme performed work on the development of an international benefit option with a view to provide appropriate medical cover to employees stationed abroad. To this end, a Request for Information was issued in December 2010 after actuarial work was undertaken and the Council for Medical Scheme consulted. The Department of International Relations and Co-operation was kept appraised of the work performed by the Scheme.

4.3 Stakeholder Participation

The MPSA has established a Stakeholder Management unit at a Directorate level within its office to help ensure that the Ministry’s relations with both internal and external stakeholders are enhanced. To this end, the Minister has interacted with various stakeholders of the department with regard to issues of service delivery, the fight against corruption, improved working relations at a labour relations (bargaining chamber) level as well as strengthening relationships with the broader society.

MPSA Outreach Programme

The MPSA has held a number of outreach programmes to reach out to communities and stakeholders. In 2010-2011 outreach programmes were undertaken to Limpopo and Northwest provinces. Civil society organizations such as South African National Civic Organization (SANCO) were roped into these outreach programmes. In Limpopo in particular, SANCO formed part of the visits to projects, meeting with chiefs and public participation forums.

A year-long consultation programme with government, business and civil society was rolled out in preparing for South Africa’s second Report on the implementation of the APRM Programme of Action. National General Council and Provincial General Council meetings were held and all stakeholders participated in making inputs to the drafting of the Report. This Report was successfully presented by President Jacob Zuma to the meeting of African Union Heads of State Summit in January 2011.

Service Delivery Improvement

The core business of the MPSA is to ensure that services are delivered to the people by all government departments and municipalities in line with Batho Pele. The Ministry has embarked on Batho Pele Impact Assessment visits to provinces to check on provinces’ capacity to implement the Batho Pele principles. In assessing the quality of services that the government is providing to the people, Zolani Zungu from Orange Farm had this to say after visiting a clinic in her area: “Things haven’t been up to the standard of the Constitution as far as public service is concerned. We queue for long hours at the clinics. And whilst you wait, nobody comes to check up on you.”

The previous financial year has also seen an increase in the number of service delivery protests. The Chief Executive Officer (CEO) of HSRC, Dr Olive Shisana captured it well when she said: “The recent service delivery protests clearly show that citizens are no longer indifferent receivers of government services or lack of services but are brazenly demanding service delivery and getting rid of officials who they suspect of corruption”. The MPSA through the Stakeholder Relations Directorate engaged with the CDWs in Ermelo after the service delivery protests to check on the service delivery challenges facing communities in the area.

Job Creation

During his 2011 State of the Nation Address, President Jacob Zuma dedicated the year as the year for job creation when he said: “We have declared 2011 a year of job creation through meaningful economic transformation and inclusive growth. We urge every sector and every business entity, regardless of size, to focus on job creation. Every contribution counts in this national effort. All governments departments will align their programmes with the job creation imperative. The provincial and local government spheres have also been requested to do the same. Government must fill all funded vacant posts.”

In its response to this State of the Nation Address, COSATU issued a statement which read in part that: “COSATU fully supports the declaration that 2011 is the “year of job creation, through meaningful economic transformation and inclusive growth”, and the placing of job creation as the top priority of government. We warmly welcome his assurance that the
government is “working within the premise that the creation of decent work is at the centre of our economic policies”. This should finally lay to rest the suggestion that government is abandoning its decent work agenda.”

The Independent Labour Caucus Chairperson, Mr. Chris Klopper responded cautiously to the President’s call for the filling of all funded vacant posts within the public service within six month in the following manner: “If there are vacant posts they must be filled because there is a responsibility to render a proper service to the public at large. But we must bear in mind that the public service itself is not an employment agency. If you look at the ratio of the number of public servants per number of citizens, you are looking at one public servant per thirty-nine citizens and for a developing country like South Africa, it is extremely favorable. So, the scope for further expansion I do not think there’s a lot of scope there.”

The General Secretary of NEHAWU, Mr. Fikile Majola gave further alternatives that could be considered in dealing with the challenge of high unemployment when he said: “There are community development workers many of whom are still outside of the public service. There are also thousands of community health workers who the state needs but are still outside of public service. These workers are employed by the NGOs. We are calling on the state as part of building a primary healthcare system to bring those workers into the public service. If we are doing that, we will have a big dent on the unemployment rate in South Africa.”

With a general consensus on the need to fill all funded vacant posts in the public service as part of the government’s strategy to deal with unemployment within the first six months, the MPSA has communicated with all national and provincial Heads of Departments on timeframes within which funded vacant positions need to be filled.

**Fight against Corruption**

When giving the State of the Nation Address President Jacob Zuma said: “A Special Anti-Corruption Unit has been established in the Department of Public Service and Administration to handle corruption-related disciplinary cases involving public servants”. This statement put an obligation upon the MPSA to operationalise the Unit and ensure that it deals effectively with corruption in the public service. Plans are afoot to ensure that SACU is launched on the Public Service Day as a government component with full powers and the necessary staff to deal with all corruption-related disciplinary cases involving public servants.

Sello Malane from Zebediela in Limpopo commended the government on its efforts to deal with corruption when he said: “In terms of the present government regarding corruption, this is a very clear indication of what democracy is all about. Everything is transparent. People can talk about what they think and what they see.” The General Secretary of NEHAWU, Mr. Fikile Majola supported the MPSA in establishing a structure to deal with corruption in the public service in the following manner: “On public servants doing business with government it’s very clear that we must bring about regulations that prohibit that upright. Whether we can stop public servants or any other citizens from doing private business I think it’s going to be a difficult matter. But we quiet support regulations that will stop public servants from doing business with government, there we agree.”
5. PRIORITIES FOR 2011-12

This Section outlines the budget allocations of the various institutions under the Portfolio, priorities of their annual performance plans for 2011-12 as well as job creation initiatives.

5.1 Budget Allocations and Spending Plans for 2011-12

The total expenditure estimate of Vote 12: Public Service and Administration for 2011-12 financial year is R690.1 million. This consists of the following allocations: DPSA - R384.8 million; transfer payments to PSETA - R21 million; PALAMA - R118 million; PSC - R151 million and earmarked funds to CPSI – R14.8 million. The Vote will receive additional funding of R34.9 million in 2011-12 financial year, R44.2 million in 2012-13 and R55 million in 2013-14 over the medium term. SITA has its own separate budget which is not part of the DPSA allocation.

Department of Public Service and Administration

The Department of Public Service and Administration has been allocated R384.8 million for the 2011-12 financial year. Spending priorities for DPSA are as following:

• Finalising the implementation of the HR Connect skills database in all government departments by 2011-12 and maintaining the system thereafter;

• Reduce the vacancy rate from 21 per cent to 10 per cent and improve the recruitment process by March 2014. This will be achieved by conducting research and developing appropriate interventions which will include identifying categories where special recruitment measures will be introduced and the development of guidelines on improving the practice of career management;

• Determine trends on employment and government spending on salaries and conditions of service by conducting a comprehensive personnel expenditure review for the public service;

• Review the remuneration policy for the public service in line with the personnel expenditure review and stakeholder consultations;

• Contribute to the implementation of service delivery quality improvement initiatives by developing a methodology on business process quality management and unit costing and implementing both in the Departments of Education and Health;

• Tackle corruption in the public service and monitor compliance with national and international anti-corruption instruments across the public service by establishing and operationalising a specialised anti-corruption unit; and

• Contribute to the improvement of service delivery by connecting 120 Thusong Service Centres, completing the connectivity blueprint and bandwidth strategies for connecting schools, libraries, clinics and municipalities over the medium term.

Public Administration Leadership and Management Academy

PALAMA’s budget for the 2011-12 financial year is R118 million. Expenditure Breakdown is as follows:

Programme 1: R26 million (22%) allocated to compensation of employees and R35 million (30%) allocated to Good and Services and R2 million (1%) allocated to capital expenditure.

Programme 2: R55 million (47%) allocated as the transfer payment to the Training Trading Account.

PALAMA will focus on the following priorities: Induction, which covers entry into the public service, induction and reorientation. It includes breaking barriers to entry targeted at introducing unemployed youth graduates to public sector career streams and entry requirements.

Leadership, for which training and development addresses building leadership capacity across all levels in the public service from initial access, to leadership pipeline and on-going professionalisation. Its approach is grounded in distributed leadership at all performer levels;

Management, for which training and development will address Financial Management, Human Resource Management, Project Management, Supply Chain Management, Monitoring and Evaluation, Planning, and Organisation Design; and

Administration, for which training and development will address Good Governance, Service Delivery, Communications, Customer Service, Writing Skills, Etiquette, Protocol and Diplomacy, and Office Administration.
Public Service Commission

The PSC’s budget for 2011-12 financial year is R151 million. The budget is available through a transfer payment from DPSA. The PSC is a knowledge based institution and as a result 74.3% of the budget is allocated to compensation of employees, and the remaining 25.7% is for goods and services and is distributed equally among the programmes. Through its work, the PSC will contribute towards the building of an accountable and ethical public service that delivers on government’s priorities. During 2011-12 financial year, the PSC will among others, assess the effectiveness of the efforts of public service departments in the National Youth Service Programme, apply its beefed-up Transversal Monitoring and Evaluation System in selected departments, assess the effectiveness of Public Private Partnerships (PPPs) in service delivery, and deepen its investigations of allegations of corruption. The National Anti Corruption Hotline continues to be one of the main cost drivers for the PSC, and R2.2 million will be spent on its management.

State Information Technology Agency

The projected revenue for 2011-12 financial year is R4.7 billion which will be generated from the following services:

- Fully Managed IT Operations (R3.4bn)
- System Integration and Solution Development (R100m)
- Value Add Services (R587m)
- Support and Transaction Services (R45m)
- Supply Chain Management (R672m)

This Revenue will fund the 2011-12 Budget as follows:

Operational Expenditure (which is mainly driven by cost of sales: labour and licenses): R837 million.

Capital Expenditure (which is mainly driven by hosting infrastructure and IFMS development): R945 million.

Public Service Sector Education and Training Authority

The PSETA’s budget for 2011-12 financial year is R21 million. The budget is available through a transfer payment from DPSA. Its main priority over the Medium Term Expenditure Framework (MTEF) period is to improve the level of skills and competency in the public service sector through the implementation of the National Skills Development Strategy III. The authority has identified skills development interventions in the following areas: trades and artisanship, professional placements, work integrated learning, internships, learnerships, adult basic education and training, skills programmes, pivotal programmes, and work experience placements. In addition, the authority has set aside resources for implementing the rural youth development project, which is a national government priority.

Centre for Public Service Innovation

The CPSI budget for 2011-12 is R14.8 million. The CPSI’s budget currently constitutes 3.8% of voted funds for the Department of Public Service and Administration. The CPSI has been, in terms of provision for goods and services, allocated resources for an organisation of 5 staff members (based on its structure as a Section 21 entity). With its reconfiguration into a government component, the strategic focus of the organisation and the delivery model additional resources are urgently required. The shift in focus from being a facilitator of innovation to becoming an innovator and driver of innovation requires additional resources towards testing and piloting of solutions.

The projected budget allocations for 2011-12 as per programme are: CEO – R6, 345,000; Research and Development – R2, 627,000; Solution Support and Incubation - R2, 917,000; Enabling Environment – R2, 959,000.

5.2 MPSA Annual Performance Plan for 2011-12

Our priorities for 2011-12 are informed by our same commitment to place citizens at the centre of service delivery and delivering services in a coordinated manner in order to achieve clearly defined outcomes. This financial year we will also make special efforts to contribute to job creation.

5.2.1 Service Delivery Quality and Access

Development of IT Master Plan

A Master Plan for IT in government has been identified as essential. For this purpose we will be working on a shared services blueprint for a standard operating environment for desktop support, unified communications; productivity tools, patch management, backups and business continuity as part of an incremental process of developing a government wide
enterprise architecture and the IT Master Plan. We will collaborate closely with departments to build their capacity to develop geographic access norms and to study and plan the location of their service points. We will continue with the ongoing development of the pilot Urban Thusong Service Centre by:

- Monitoring the infrastructure, systems and processes with a view to identifying opportunities for improvement;
- Conducting customer satisfaction survey;
- Developing draft lessons learnt and blue print documents for an Urban Thusong Service Centre;
- Sign-off the SLA and Memorandum of Agreement (MOA) for participating institutions;
- Extend the Lease by an additional 2 years;
- Complete the operations manual and security policy and procedures; and
- Continue the implementation of the communication strategy.

**User Satisfaction Surveys in the Health Sector**

We will be working towards the adoption of an approved Evaluation Policy, conduct 4 employee satisfaction surveys in 4 Offices of the Premier and conduct Health Sector User Satisfaction Survey as part of assessing public satisfaction with government services.

**Development of the Single Public Service Legislative Framework**

The DPSA will commence implementation of the Process Map to Parliament that includes review of the draft Public Administration Management Bill for alignment with the preferred legislative option, hold consultative workshops within government to finalise the draft revised legislation and engage in the National Economic Development and Labour Council (NEDLAC) consultative processes, including re-establishment of the structures that will facilitate inputs to the development and implementation of the legislation.

**Programme Evaluation**

The PSC will continue with programme evaluations in the field of poverty reduction, which remains a priority of government. This year’s programme evaluations will focus on the National Youth Service Programme, as well as a meta-evaluation on a selected poverty reduction programme. Youth service can play an immeasurable role in job creation and the activation of communities to improve their own circumstances and it is now the opportune time to evaluate the effectiveness of this programme. The PSC will continue with its annual
assessment of the levels of citizens’ satisfaction with public service delivery based on the key drivers of citizen satisfaction and to determine areas of service which service users are not satisfied with.

**Service Quality Improvement**

SITA will focus on Service Quality Improvement and implementation of Service Management Strategy and Stakeholder Relationship Management. Other priorities include repositioning SITA as a thought leader in ICT; implement and monitor Service Improvement Programme for identified services; implement and monitor Supply Chain Management (SCM) Service Improvement Programme; and commission Stakeholder Supply Chain Index (SI) and Customer Survey Index (CSI) study to establish baseline for critical service areas. The Agency will also re-engineer Supply Chain Management by developing industry partnership for economies of scale (engagement with Original Equipment Manufacturer (OEM)); make partnership with other government agencies; review transversal tenders; and implement National Treasury SCM Framework.

**Training on Service Delivery Quality and Access**

PALAMA will provide targeted training to a minimum of 1,700 front-line public servants in excellent customer care in order to improve service delivery quality and access. As part of the Project Khaedu programme, PALAMA will deploy a minimum of 300 senior managers in the public service to service delivery points.

**Participation in the National Health Insurance**

GEMS will conduct research in the first Quarter of 2011 to inform the role that it can play in the National Health Insurance (NHI), including technical requirements for its participation. Stakeholder consultation with decision makers will be made to determine the role that GEMS is to play in the NHI. Support will be rendered to the DPSA and DoH in respect of related work.

5.2.2 Effective Systems, Structures and Processes

**Implementation of HR Connect**

This project involves the provision of information on job requirements in the public service to contribute towards addressing the skills gap by finalising the implementation of the HR Connect skills database in all government departments and maintaining the system thereafter. The DPSA will continue with the roll-out of the HR module of the IFMS project in the Free State Department of Education. Attention will also be given to the development of a comprehensive strategy to ensure a smooth and structured roll-out programme to cover all departments. This will also include strengthening senior management performance by reviewing, revising and aligning individual performance with institutional performance.

**PERSAL Cleanup**

We will continue with the implementation of the strategy to assist departments to improve the quality of PERSAL information and monitor progress. The Steering Committee will oversee implementation of the strategy. The manual will be popularised and amended based on best practices, guides will be popularised, quarterly Strategic HR Reports will be distributed and quarterly monitoring reports on the funded ratio will be issued. An A6 monthly report on PERSAL data quality improvement will be issued and assistance projects based on assessment of improvement of PERSAL data quality will be implemented.

**Review of Exit Management from the Public Service**

A number of people who were employed in the public service experienced delays in the processing of the pension payouts. In light of this, we will review the exit management processes in the public service with a view to shorten the period it takes to process pension payouts. We will also continue with the process of developing proposals for aligning salaries and conditions of service within the context of the Single Public Service.

**Implementation of Next Generation E-Government**

Information Technology in the public service must support the fundamental requirements of government for good public administration, including improvement in the cost, quality, access, responsiveness and speed of service delivery. Next generation e-government is the flagship project through which the DPSA intends to realise its vision of automating and modernising the platform through which government does its business and renders services. This will also include re-engineering the service delivery model of government and its constituent departments to ensure that services are citizen-informed. We will streamline administrative and business processes to deliver simpler, more effective services to citizens, business and other stakeholders. We will develop a conceptual framework for the implementation of a catalytic e-government prototype. Once the user and technical specifications have been finalized, a design and build phase will be initiated, followed by deployment, testing and refinement. We will also undertake ICT expenditure review, improve ICT productivity and develop a government wide security policy and security blueprint. SITA in collaboration with GITOC will finalize the South African e-government strategy and implementation plan. The implementation plan for this financial year entails web-enabling key citizen-centric government services.
Development and Rollout of Business Process Methodologies

We will roll out the framework and methodologies developed for business process management and assist with the development of unit costs in the Departments of Health and Education. The National Treasury and the nine provincial treasuries will assist with the training of departments in the determination of unit costs in the Departments of Education and Health. Departments will also be engaged on how to share unit costs between themselves to improve service delivery.

Implementation of Monitoring and Evaluation

We will implement the Monitoring and Evaluation Framework and the Monitoring and Evaluation Capacity Development Plan. We will monitor management practices across the public service, implement the Management Assessment Tool (MAT), promote Monitoring and Evaluation System and Data Integrity across the public service, implement the compliance module of the Monitoring and Evaluation System, improve PERSAL data, implement the approved PERSAL Data Cleanup Strategy and issue four Quarterly Public Management Watch Reports, and promote the use of Monitoring and Evaluation portal.

Implementation of SITA Turnaround Strategy

The Phase 2 of SITA Turnaround Strategy is aimed at transforming SITA into a Prime Systems Integrator (PSI) for government that will deliver on the Integrated Financial Management System (IFMS) among others.

SITA as a Prime Systems Integrator (PSI)

A PSI is responsible for executing a large and complex acquisition program, particularly a so-called system of systems. PSIs may perform some or all of the following functions:

- Requirements generation;
- Technology development;
- Source selection;
- Construction or modification work;
- Procurement of systems or components from, and management of, supplier firms;
- Testing;
- Validation; and
- Administration

As a PSI SITA will be able to drive partnerships with industry that derives value for government both in terms of quality of service, price and indigenous ICT industry development including at provinces. SITA’s capability as a PSI will be assessed by an independent panel of advisor within this financial year. SITA will ensure that the quality of ICT goods and services to government is not compromised through the accreditation and certification of the products offered by industry partners through the SITA Certification Centre.

Re-engineering SITA Procurement Processes

The procurement regime of SITA will change to drive the principle of economies of scale for government and foster industry partnership both at risk and reward sharing basis in line with its role as a PSI. This re-engineering of SITA SCM function will take place at two levels: policy framework and performance matrix. At a policy framework level, the re-engineering will strengthen compliance of the SITA procurement regime to the PFMA and National Treasury SCM Regulations. At the performance matrix level, this means adhering to National Treasury SCM Regulations turn-around times prescripts, actually SITA is targeting 78 procurement days from the date of close of tender to award which is 12 days less than the prescribed maximum 90 days. In addition, SITA has committed to the inclusion of procurement performance targets into Service Level Agreements with its clients. This will enable the application of performance penalties on SITA for poor performance on procurement.

Re-working SITA Pricing Model

SITA will finalize its pricing model which will be the basis for SITA prices. The revised SITA prices will be benchmarked with industry pricing to ensure that SITA is competitive and even cheaper than industry. In areas where industry offers cheaper services, SITA will partner with industry to deliver the goods and services in line with the industry partnership model either at strategic partner or service partnership.

SITA Delivering the Integrated Financial Management System (IFMS)

The IFMS is aimed at re-engineering the business process of government. SITA is about to deliver on this project. The national roll out of the Asset Management module will commence within this financial year to departments that qualify as per pre-determined criteria. The full IFMS roll-out proposal will be submitted to Cabinet for approval with the aim to commence implementation in the next financial year (2012/13).
Benefits of the IFMS:
- Convergence of government administrative systems (these include Finance, SCM, HRM and Payroll) to reduce duplication and improved efficiency.
- Lowering the costs of government administrative systems, and
- Provides the back office of e-government services.

Convergence of Government Systems

SITA is also developing the Government Systems Convergence Strategy as a framework for an integrated government services. The Convergence Strategy will lay the basis for the development of the National ICT Strategy in collaboration with GITOC which will be completed within this financial year. The drive for convergence of government systems is aimed at ensuring that government has a single view of the citizen.

SITA will also strive to converge other government systems as part of consolidating the other e-government back office initiatives and the priority will be given to initiatives aimed at intensifying the fight against crime through:
- Convergence of Integrated Justice Services (IJS) cluster systems
- Convergence of South African Police Service (SAPS) systems that are not part of the IJS initiatives

ICT Academy

SITA has completed the draft National ICT skills development strategy and consultation will commence with industry, academia and other partner departments. This consultation will entail the proposal for the development of South Africa’s ICT Academy. The ICT Academy is envisaged as a partnership between SITA, partner departments, academia and ICT industry and to also foster collaboration and partnership with our continental and international partners such as SADC, AU and BRICS.

Replication of Innovative Projects

The rural schools perma-culture project tackles the problem of poverty by helping parents and learners to use the natural resources available to them. This includes a perma-culture garden, related agricultural and small business activities and in some instances payment of stipends to impoverished parents who cannot pay school fees. The CPSI is in the process of replicating this project in other schools and public institutions to create jobs for the unemployed parents and contribute to rural development.

Multi-Media Innovation Centre

Appropriate and sector-specific content will be developed for the Multi-Media Innovation Centre in an ongoing manner. A minimum of 15 case studies will be developed in this financial year and converted to formats that suit the Multi-Media Innovation Centre equipment. In addition, a virtual web-based Innovation Centre will be operationalised.

Honeydew Police Nerve Centre

The CPSI has partnered with the Honeydew SAP cluster in Gauteng and the private sector to develop a nerve centre for real-time crime prevention and policing. A model for such an integrated policing nerve centre will be tested and piloted within the Honeydew cluster in partnership with other private sector role-players.

Innovative Recruitment Model (Auxiliary Nurses Training Programme)

The Department of Health and Social Development in the Limpopo Province initiated the Auxiliary Nurses Project. Through this project, destitute unemployed matriculants in rural villages are trained and recruited into the health sector to address unemployment and poverty whilst reducing the burden on social grants. The CPSI will facilitate the dissemination of this case study for innovative recruitment approaches and possible policy amendments.

Future Watch Series

The Fourth Future Watch Series focuses on the potential impact of climate change on public service delivery. This is aligned with the Department of Economic Development’s emphasis on the Green Economy as one of the future growth areas for job-creation.

GEMS Effective Operational Services

To render effective operational services, the performance of contracted service providers will be reviewed. A tender will be issued in accordance with GEMS’ approved procurement plan for 2011. Administration services will be split into three to further introduce multiple administrators. The Scheme’s annual Service Level Agreement audit will be conducted in the third Quarter of 2011.

5.2.3 Leverage Information and Communication Technology as Strategic Resource Enabler

ICT Connectivity to Thusong Services Centres, Schools, Libraries and Clinics

ICT connectivity of government institutions is a critical element of supporting front line staff and enabling them to deliver simpler, more effective services to citizens and businesses. The majority of Thusong Services Centres which are located in remote and rural communities have been connected to SITA and government back-end systems. This enables faster access to birth certificates and various other government services. A connectivity blue print and bandwidth strategy that addresses connectivity of schools, libraries, clinics and municipalities will be an area of focus for the next three years.
5.2.4 Effective Employment Entry into Public Service and Cadre Development

**Public Service Capacity Development Programmes**

The need for redress and re-skilling of public servants as a result of the increasing demand for quality service delivery puts a great deal of emphasis on further capacity development of public servants and lifelong learning in the public service. Training in the public service has generally neither been driven by appropriate skills needs assessments that result in improved performance nor have been driven by the strategic value add of such training interventions. To ensure that Government is able to achieve the targets that have been set by 2014, the training and development interventions will have to be needs based, responding to priority skills areas, supporting Government’s developmental agenda and contributing to increased performance. To this end, the DPSA will focus on:

- The development and implementation of policy, in consultation with PALAMA, on the identification of compulsory/mandatory training programmes and minimum compulsory annual training days for senior managers in the public service.
- Develop and implement a policy, in consultation with National Treasury, to ensure the optimum utilisation of departmental training budgets that promotes training which is linked to Government’s priorities.
- Re-establish the Government Sector and Education Training Authority (GSETA) forum, together with PSETA, to ensure that at least 25 000 individuals have completed either an internship or learnership programme and that youth from rural areas are part of this initiative, and
- Develop and finalise policies on E-Learning and Recognition of Prior Learning for the Public Service.

PALAMA will provide training to officials in induction, leadership, management and administration competencies. This will include the provision of training to other organs of state including the local sphere of government and Parliament. Targeted training will also be undertaken in Human Resource programmes in order to improve human resource management and development in the public service, as well as in organisational design. The training delivery model will be expanded by increasing the number of training programmes utilising an e-learning platform.

PSETA will focus on the adoption of an approved framework on learner placement and absorption; establishment of 9 co-operatives; training of 60 learners through skills programmes and about 1 000 learners under the Pivotal programmes

**Public Sector Innovation Conference**

The CPSI will hold its 5th Public Sector Innovation Conference in September 2011. The Annual Public Sector Innovation Conference is an important platform where key role players in the public, private, academic and non-governmental sectors come together annually to share knowledge, ideas and experiences regarding the use of innovation and its application to enhance the quality of services and products delivered to citizens.

**9th Public Sector Innovation Awards 2011**

The 2011 9th Annual Public Sector Innovation Awards will be held in November 2011. The MPSA has already called for entries to these Awards in March 2011. This Awards programme recognises innovative solutions that directly improve public service delivery. All public sector institutions and individuals are encouraged to enter the Innovation Awards.

**Executive Development on Innovation Management**

The CPSI, through PALAMA, will finalise the NQF alignment of the Executive Development Programme on Innovation Management for the public sector for implementation. The programme aims to develop public service cadres on innovative approaches, implementation and mainstreaming of innovation to improve service delivery.

**Publications**

The CPSI will publish its fourth and fifth editions of the Public Sector Innovation Journal: “Ideas that Work”. The publication will again focus on practical implementable innovative projects to improve service delivery with focus on government priorities.

5.2.5 Effective Human Resource Management Practices, Norms and Standards

**Human Resource Management**

Human Resource Management practices, including recruitment and selection, norms and standards applicable in the public service that are issued from time to time by the MPSA and supplemented by departmental policies, need further enhancement. This coming financial year, the DPSA will:

- Develop and implement a strategy to reduce the recruitment period and funded vacancy rate in the public service;
• Improve employee information by providing support for the implementation of the verification of qualification process;
• Research and draft policy on minimum requirements (time and competency) for appointments to higher levels for SMS members;
• Revise the SMS Handbook to ensure that it is aligned to the new regulations;
• Support departments in the implementation of competency based assessments for SMS, both for recruitment and development purposes; and
• Ensure that the public service responds to the needs of women and men and that the Constitutional ideal of gender equality is achieved through gender mainstreaming, the youth development strategic framework, the development and implementation of employment equity guide and policy on reasonable accommodation and assistive devices.
• We will develop and consult on a high level strategy to action the findings and recommendations of the 2010 report on recruitment with specific focus on interventions to improve the quality of recruitment and the time it takes to fill a vacancy. We will seek approval and implementation of the strategy including the roll out of compulsory training through PALAMA to HR practitioners and managers on recruitment and selection. A methodology to assess/ review recruitment and selection process in departments will be developed. We will work with National Intelligence Agency (NIA) and SAQA to assess the possibility of expediting the process of security checks and verification of qualifications. We will monitor vacancies, determine new baseline and monitor on a six monthly basis the average period that posts were vacant before being filled and determine trends per occupation. We will compile the first 6 monthly report by April 2012 and analyse reasons and trends related to inability to fill vacancies (e.g. lack of funding, scarce skills etc.). The reporting mechanism to ensure that disciplinary processes are finalised within 90 days of initiation will be formulated. This reporting mechanism will be assessed and analysed.

**Discipline Management**

The maximum period of three months to finalise a disciplinary process will be institutionalised. This will include analysing and assessing the progress made and supporting departments with implementation. We will engage in a consultative process in the implementation of the strategy to ensure that suspensions with full pay are finalised within 60 days and regular monitoring and reporting is done. We will conduct compliance analysis and communication of findings with regard to the number of SMS members that are charged with misconduct and are disciplined and/or discharged. Consultative processes with stakeholders with regard to the development of a framework of appropriate sanctions will be conducted to ensure consistent application of discipline. This will include engaging in a consultative process with stakeholders including organised labour at the level of PSCBC on the review of disciplinary and poor performance framework and policies in the public service. We will identify participants and roll-out labour relations training.

**Gender Mainstreaming in the Public Service**

We will monitor the implementation of gender, disability and youth frameworks by all departments through the analysis of periodic reports submitted by departments and also enhance skills of gender and disability focal points through training in mainstreaming and implementation of strategic frameworks.

**Review of Working Time in the Public Service**

The manner in which working hours are structured in any economy is crucial to the development and growth of that economy. The countries that have pursued a 45 hour work week will grow at a faster pace than those economies that follow a 38 hour work week. While we can argue a convincing case why Africa as a continent has lagged behind most economies, especially when we consider the effect of colonialism and apartheid, these arguments will soon lose credibility if they have not already. The structure of the working hours in the South African public service impedes access to public services. It is important, therefore, to review the working time arrangement in the public service. In particular, we should investigate which government departments’ working time arrangements should be reconfigured to render services on a 24/7 basis or other working time arrangements to accommodate the increased demand for public services.

Today, social factors have increasingly become drivers of night work because of the increased demand by individuals seeking the extension of many services such as those provided by shops and food markets. The same is true for public services. The re-arrangement will assist government to deal with this situation and to curb the huge overtime bill incurred to support extended services.

**Proposal for Housing Scheme for Public Servants**

The State has increased the housing allowance for public service employees from R500 to R800 per month with effect from 1 July 2010 at a cost of R8.7 billion per annum. This is a
major development. However, we recognise that more work needs to be done. It is for this reason that the public service has developed a proposal for a new housing scheme which will be phased in over 3 years. The scheme is targeted at low to middle income public service employees and this proposal will be tabled at the PSCBC for negotiation during March 2011.

**Personnel Expenditure Review**

The increase in the personnel expenditure in the public service over the past few years, mainly due to the introduction of competitive salaries, improvement in conditions of service and growth in key sectors, remains a major concern. Personnel expenditure review is aimed at determining where funds could be used optimally, contain the increasing wage bill and support development initiatives of government. This work will commence during this financial year.

**Implementation of the Framework for the Evaluation of Heads of Department**

The PSC will continue to implement the Framework for the Evaluation of HoDs, provide advice on the quality of the performance agreements of HoDs and report on compliance trends to key stakeholders. The HoD evaluation process will be reviewed in collaboration with the DPSA and the Department of Performance Monitoring and Evaluation in the Presidency. The PSC will also conduct assessments on the effect of the turnover rate of HoDs on the performance of departments and the effectiveness of the efforts of public service leadership in addressing persistent audit qualifications in selected departments and municipalities.

**Implementation of the Performance Management System**

Proposals on amended SMS Performance Management and Development System (PMDS) will be drafted and consulted with stakeholders. We will identify indicators for measuring the effectiveness of the performance management system and develop reports against those indicators. We will implement a methodology against indicators and report on targets of the strategy for improving the management of poor performance of Directors Generals (DGs), Deputy Directors General (DDGs) and Municipal managers and support departments in the implementation thereof. MPSA determination will be issued on identified occupational categories linked to special recruitment measures. We will identify/determine scarce skills in the public service.

Qualitative measures to assess the quality of performance agreements will be developed. This will include monitoring and reporting on compliance with the signing of performance agreements and enforcing compliance by implementing sanctions for non-compliance.

Over the years, the PSC has produced a series of evaluations on the implementation of the
PMDS in various provinces. The PSC will extend the study to the Free State Province during the 2011-12 financial year. The concerns found in the above studies are that if performance management is not taken seriously at the highest level of administration, one can assume that a similar trend permeates all levels within the departments. In line with this assumption, the implementation of the PMDS for employees in the salary levels 2-12 within the public service in selected departments will also be assessed.

**Management of Grievances**

The PSC will continue to be an independent authority responsible for giving advice and making recommendations to executive authorities on grievances referred to it. The PSC will also handle the grievances of HODs lodged directly with it in terms of section 35 of the Public Service Act, 1994 (as amended). In order to, amongst others, determine the main causes of grievances and shortcomings in the grievance management process, a trends analysis on grievance resolution in the public service and local government for the 2010-2011 financial year will be conducted. The PSC has adopted a more hands-on approach in dealing with grievances and will practically support departments in grievance resolution through workshops/road shows on the implementation of the Guidelines on best practices in the management of grievances. Emerging trends in labour relations will also be monitored to inform the theme of the third Labour Relations Conference to be hosted in 2012-13. In addition, the PSC will commence with preparations for this Conference.

**Extension of GEMS Medical Assistance to Employees on Salary Level 1 - 5**

The Scheme intends to reduce the percentage of employees who do not enjoy access to medical assistance, especially those on salary level 1 to 5. A membership target of 620,000 must be achieved and over 200,000 employees on salary level 1 to 5 should be enrolled by 31 December 2011. Member satisfaction will be confirmed by means of an independent satisfaction survey in the third Quarter of 2011. The Scheme's member eligibility rules are under review and will be confirmed by the third Quarter of 2011. Support will be rendered to the DPSA on the amendment of medical assistance subsidies.

**5.2.6 Healthy, Safe Working Environment for all Public Servants**

**Implementation of Employee Health and Wellness Policies**

We intend increasing the number of government departments implementing employee health and wellness policies from 40% in 2010-11 by an additional 40 per year by developing capacity to implement these policies through workshops, policy advocacy and communication sessions, organisational systems and governance initiatives. We will contribute to Cabinet's target to increase the representation of women at senior management levels from 34% to 50%, and for persons with disabilities from 0.22% to 2% across the public service through the implementation of existing frameworks and other new measures learnt as best practices.

**Implementation of GEMS Health and Wellness Programmes**

The Scheme will seek to contribute to the improved health and wellness status of public service employees. Over 4,000 marketing engagements, exhibitions and wellness days will be held in 2011. Health and wellness screening results will be reported on quarterly while healthcare statistics and trends will be shared quarterly with Government Health and Wellness practitioners. Clinical and cost targets for the Scheme’s Managed Care Organisation for 2011 will be determined by the first Quarter of 2011. By the end of the reporting period, 5% of the Scheme beneficiaries will have been enrolled on the GEMS HIV Disease Management Programme.

**5.2.7 Appropriate Governance Structures and Decision-making**

**ICT Governance Framework**

A key focus for the DPSA is strengthening the governance framework within which IT services are identified, specified, procured, contracted and managed in government. The Control Objectives for Information and Related Technology (COBIT) as a governance framework for IT in government has been proposed for adoption. Internal governance, administrative and operational improvements in IT in government has become an increasing prerequisite to the overall agenda of modernising the public service and enabling government to leverage information and communication technologies in order to contribute to good public administration and the continual improvement in the cost, quality, access, responsiveness and speed of service delivery. We will be exploring governance frameworks for IT in government. ICT policy for the public service needs to be revisited and updated to support the requirements for improved service delivery. We will develop new policies including amongst others, the ‘Green IT’ policy and policy on the disposal of electronic waste.

**Review of the Public Service Commission Monitoring and Evaluation System**

The PSC is reviewing its Monitoring and Evaluation (M&E) system. This is a tool for conducting assessments of institutional systems, structures and processes and is based on indicators for all nine values in section 195 of the Constitution. After an assessment a department is given a score for its institutional health. The departments identified for the coming
year include all provincial departments of the KwaZulu-Natal Province, all departments of Social Development and the Department of Home Affairs. The reports emanating from the application of the System interrogate various issues relating to public administration, by so doing, establishing how effective departments are in giving effect to government’s priorities.

**Targeted Capacity Building on Governance**

PALAMA will provide targeted training to a minimum of 1,500 supply chain management practitioners in order to improve business processes, decision rights and accountability.

**GEMS’ Governance Matters**

A Trustee training will be held on a quarterly basis in accordance with GEMS’ approved trustee training schedule for 2011. A Board effectiveness appraisal will be conducted in the third Quarter of 2011 and it is required that an assessment of “good” be awarded. The Scheme will also hold the fifth AGM of members in Limpopo where all resolutions will be passed and the 2010 Financial Statements adopted by members. A fair and transparent trustee election process will be conducted and employer representative trustees will be appointed by the MPSA. The new trustees will be inducted and empowered to perform their duties effectively.

**5.2.8 Citizen Engagement and Public Participation**

**Toolkit on Implementation of Citizen’s Forums**

The PSC has developed a toolkit containing an Instructional Video and a Step-by-Step Guide to the Implementation of the Citizens’ Forums. In an effort to enhance public participation and promote citizens’ views and practical improvements to service delivery challenges, the Toolkit will be applied in selected local municipalities in Mpumalanga Province. The CDW Strategy document will be developed and will help us engage citizens in service delivery improvement initiatives. We will participate in the recruitment and training of Masupa-Tsela Youth Pioneers as part of institutional design to maximise public participation.

**5.2.9 Corruption Tackled Effectively**

**Fight against Corruption in the Public Sector**

The fight against corruption will be pursued vigorously through the following interventions:

- Approval and implementation of the Public Sector Integrity Management Framework;
- Anti-corruption training programme for law enforcement officials will be developed by March 2012;
- Accredited training of 200 anti-corruption practitioners will be conducted by PALAMA by end of the financial year;
- Training programme and communication and awareness campaign within the business sector will be implemented in collaboration with Business Unity South Africa;
- The recommendations of the OECD Phase 2 Report will be implemented;
- Public Perception Survey will be conducted to determine the public perception of corruption in the country;
- Implementation guidelines for sanctions for corruption related cases will be produced for all departments in the public service;
- Support will be provided to the DRC for the implementation of the DRC National Anti-corruption Strategy; and
- The Special Anti-corruption Unit (SACU) will:
  - Investigate corruption related cases of misconduct in the public service;
  - Coordinate disciplinary processes of corruption cases;
  - Provide legal assistance and support to departments; and
  - Manage a central database of investigations and disciplinary cases.

SACU will manage the Case Management System and the Referral System and classify the call reports, capture data, evaluate call reports and refer matters to departments, relevant law enforcement and other public bodies. We will monitor progress and provide status reports including the marketing of the NACH. Research reports -NACH Fact sheet will be issued, so is the Report on Measuring the Effectiveness of the NACH. Departmental investigations will be supported. We will conduct cases analysis to determine cases where disciplinary processes are to be instituted by departments or the special unit. We will oversee disciplinary hearings
on cases investigated by the special unit and provide support to processes undertaken by departments. We will also make follow-ups on recommendations from National Treasury SCM Working Group to ensure that recommendations are enforced. Ongoing legal assistance and support will be provided to departments and regular follow-ups on reported cases will be made to ensure that cases are concluded in line with prescripts.

The PSC will continue to manage the Financial Disclosure Framework in the Public Service to maximise the following objectives:

- Remind senior managers to disclose their financial interests,
- Monitor compliance with the Financial Disclosure Framework, and
- Raise awareness of activities that can be construed as potential or actual conflicts of interest.

Since the government identified crime and corruption as one of its five priorities, the PSC has embarked on initiatives that would contribute towards government’s effective fight against corruption. An Integrity Barometer has been developed in consultation with selected departments. The Barometer will primarily draw factual information based on the application of integrity measures and the management of integrity systems by departments. However, it will also draw to some degree on perceptions of the state of integrity in the public service by public servants. During the 2011-12 financial year the instrument will be piloted in selected departments. The PSC will continue to manage the National Anti-corruption Hotline and this regard take the responsibility for the timeous and accurate referral of cases of alleged corruption to national and provincial departments, analysing feedback and capturing it on the CMS of the NACH.

The PSC has cut down on some of its research work to focus on conducting public administration investigations. These investigations relate to maladministration, allegations of corruption, unethical behaviour and poor service delivery. In addition to research and evaluation of professional ethics, the PSC is also the assigned Secretariat of the National Anti-Corruption Forum (NACF). The NACF is a partnership formed to provide advice on anti-corruption mechanisms to the three sectors which comprises government, business and civil society. The PSC provides secretarial services to the NACF and also plays a facilitating role amongst the three sectors to assist with the implementation of the National Anti-Corruption Programme of the NACF. The NACF will host the 4th National Anti-Corruption Summit in the 2011-12 financial year. The PSC will again publish an Overview on Financial Misconduct for the financial year 2010-2011. The Overview provides information on finalised financial misconduct cases reported to the PSC in terms of the Public Finance Management Act, 1999.

**Anti-corruption Capacity Building**

During the 2011-12 financial year, PALAMA will undertake targeted training across all three spheres of government in anti-corruption and ethics management in order to improve business processes, decision rights and accountability. Training will be provided on corruption risk assessments and whistle-blowing mechanisms to 200 selected practitioners. We will monitor implementation of recommendations of the Minimum Anti-corruption Capacity (MACC) Audit and Action Plans at both national and provincial levels and provide hands-on technical assistance on preventative measures to departments on request. Capacity constraints at selected departments will be identified and an intervention plan will be designed to assist the departments. We will conduct an audit in 50% of the municipalities to determine their capacity to fight corruption. Implementation guidelines on the Public Sector Integrity Management Framework will be developed and national and provincial workshops on the Framework will be conducted. We will disseminate communication material on the Public Sector Integrity Management Framework and develop the framework for Fraud Prevention Strategy. Surveys on improving the effectiveness of the anti-corruption framework will be piloted and data will be collected for impact assessment of the national anti-corruption framework.

5.2.10 Contribution Towards Improved Public Service and Administration in Africa and the International Arena

**Management of Continental and International Bilateral and Multi-lateral Partnerships**

We will continue to manage continental and international bilateral and multi-lateral partnerships and pay particular attention to sharing experiences and best practices on governance and public administration. We will also continue to promote south-south cooperation and ensure that South Africa benefits from international best practices and influences the global agenda in governance and public administration.

**Institutionalisation of the national APRM system**

We will create synergies between the three spheres of Government and across relevant sectors of civil society on the understanding, interpretation and implementation of the national APRM programme. We will work towards an approved Comprehensive National APRM Framework with implementation norms, standards and a performance tracking / database system.
Management of APRM in South Africa

We will foster public, private and civil society partnerships in the implementation, performance tracking and reporting on the APRM National Plan of Action. We will, in particular, seek to achieve the following:

• Approved National APRM Stakeholders Engagement Guide;
• Approved National APRM Knowledge, Experience and Best-Practice Exchange Framework;
• Launch of National APRM Website; and
• Establishment of discussion forums on migration and xenophobia in all nine (9) provinces

Participation in the Second General Assembly of AAPSComs

The second General Assembly of the AAPSComs will be held in Abuja, Nigeria in 2011. The theme for the General Assembly will be “Performance Contract as an Indispensable Tool for Achieving Excellence in the Public Service in Africa.” The General Assembly will serve as an opportunity to, not only further strengthen the governance and operations of the Association, but to also discuss critical issues facing public administration on the Continent. The PSC will participate in this gathering.

UNPAN Portal

The CPSI, as the SADC Online Regional Centre (ORC), will continue to co-ordinate, market and upload relevant content to the UNPAN Portal. Knowledge sharing within the SADC is limited and there is a grave need for the CPSI to build knowledge management capabilities within member states. Two SADC country visits will be undertaken and a SADC workshop will be held to build capacity, encourage participation and sharing of content within SADC. The CPSI has set a target of over 120 content uploads to the UNPAN Portal per month.

All Africa Public Sector Innovation Awards

The All Africa Public Sector Innovation Awards will be held during the 7th Conference of African Ministers of Public/Civil Service in Kenya. The CPSI will develop case studies of the finalist projects for learning and sharing of best practices.

Continental Capacity Building Programmes

From a continental and an international perspective, PALAMA will continue engaging with the donor community in order to support continental capacity building programmes as well as engage with international partners towards improving capacity building.

Extension of GEMS Services to Employees Stationed Abroad

Work is underway to develop a cost-effective solution for employees stationed abroad so that they also have access to GEMS medical services.

5.3 Job Creation Initiatives

In the 2011 State of the Nation Address, the President identified Job Creation as one of the main strategic focus areas calling on both the private and the public sectors to contribute to the creation of the targeted 5 million jobs over the next five year period. In response to this call the MPSA has identified the following opportunities within its current areas of focus where it could contribute to job creation within the public service:

• The strategy on filling of vacancies will lead to more people being employed in the public service;
• Intake of 25 000 learners into learnerships and internship programmes throughout the public service. A total of 150 learners will receive ICT learnerships from SITA with additional 60 matriculants from rural areas targeted for ICT training. PSETA intends to create 1 180 job opportunities through its learnership and internship programmes;
• The creation of IT infrastructure shared services centres will attract young IT professionals. The centre will provide an attractive learning and growth opportunity to young persons in the IT field;
• If Thusong Service Centre’s General Service Counters (GSCs) are adequately resourced and the onsite presence from all citizen-facing departments is improved, these could lead to more job creation;
• CDW Regulations can formalise 65 000 care workers as public service workers thereby creating 65 000 formal jobs (care workers; cleansing projects, food processing projects, etc);
• CDWs to work with the War on Poverty programme to bring opportunities that will lift people out of poverty by assisting them in accessing job opportunities;
• Establishment of compulsory localised call centres to manage complaints management system also has the potential to create jobs;

• The New Job Grading System can correctly grade lower level jobs and create more entry level and support jobs;

• Replication of the Auxiliary Nurses Project Model in other provinces has the potential to create jobs while the Rural Schools Model would provide stipends to unemployed parents;

• GEMS is looking into piloting a client consultancy programme to employ about 40 unemployed students and graduates to interact with its clientele. If this could be rolled out across the provinces it could create more work opportunities;

• PSETA will establish a total of 45 cooperatives over the next five years which will create jobs for the unemployed in rural areas; and

• PALAMA will train 2,000 unemployed graduates on its ‘Breaking Barriers to Access in the Public Service’ course in support of the government-wide internship programme.
6 CONCLUSION

The Budget Speech Booklet depicts a clear picture of the road travelled since the adoption of the strategic plans for 2010-14 including the work done under the Delivery Agreement for Outcome 12. It demonstrates that through collaboration of the various institutions under the MPSA family and the stakeholders to the Delivery Agreement, significant signs are beginning to show on the improvement of public sector performance. It is satisfying that, in overall, significant progress has been made in tackling the obvious challenges facing the public service. The plans for the 2011-12 financial year serve as a recommitment to intensify the work that has been started, in particular, placing citizens at the centre of service delivery, understanding their needs and responding to them faster, and proving targeted support to other government institutions to enable them to deliver services efficiently and effectively.