

Ntirisano

Working Together

A Quarterly Journal for the Department of Public Service and Administration

Vol 1 No 2 of 2011



**Maponya Mall Thusong Sevice Centre: taking
service delivery to another level**

page **4**



the dpsa

Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

From the Editor's desk...

The Finance Minister's Budget Speech has, as is traditional, opened the way for all other levers of governance to financially plan according to funds allocated them.

Budgetary plans by national departments, provincial and local governments are already in full swing just ahead of the State's new financial year.

This is normally an exciting period particularly for the millions of citizens nursing high hopes for better living conditions.

Add to the mix the Local Government Elections that have just taken place, amid juicy promises by political parties and individual hopefuls to the electorate should they vote for them.

But this excitement and anticipation are likely to turn into disappointment and feelings of betrayal should the grand financial plans not be carried out due to one reason or the other.

A constant impediment to government fulfilling its mandate of improving lives of ordinary people is under-spending or a lack thereto by public service practitioners at all levels.

Yearly reports by the Auditor-General show that, while the State sets aside funds in terms of its budgetary plans, most of them often end up unfulfilled due to public service practitioners failing to perform their responsibilities as is expected of them.

This often results in individual departments, provincial governments or municipalities taking unnecessary collective flak because of the actions or lack thereof of a few officials.

President Jacob Zuma has repeatedly made it clear that his Government must be characterized by being a caring Government that knows where its citizens stay.

This means taking public services right to where they are needed, rather than have a sea of unspent resources in the midst of dire poverty, disease and unemployment.

If only each and every civil servant could truly say: "Good governance starts with me", only then the principle of 'an efficient, effective and development-oriented public service' would be a reality.

Enjoy the read and look forward to having yourself counted in Census 2011 later in the year.

Zingi

Publisher

Ntirisano magazine is a quarterly publication produced by the Directorate: Communications in the Department of Public Service and Administration.

Editor-in-Chief

Moses Mushi

Editor

Zingi Mapazi

Sub-editor

Phephela Makgoke

Photo Editor

Seefane Malatjje

In-house journalist and photographer

Tshepiso Mokhema

Ministry for Public Service and Administration portfolio

Centre for Public Service Innovation (CPSI)

www.cpsi.co.za

Department of Public Service and Administration (DPSA)

www.dpsa.gov.za

Government Employees Medical Scheme

www.gems.gov.za

Public Administration Leadership and Management Academy (PALAMA)

www.palama.gov.za

Office of the Public Service Commission (OPSC)

www.opsc.gov.za

State Information Technology Agency (SITA)

www.sita.gov.za

All correspondence should be addressed to:

The Editor, Ntirisano magazine,
Private Bag X916, Pretoria, 0001.
E-mail: zingisile.Mapazi@dpsa.gov.za
Tel: +27 12 336 1467
Fax: +27 12 336 1807

Views and editorial opinions expressed in Ntirisano are not necessarily those of the Ministry for Public Service and Administration or the publishers.

Contents

THUSONG SERVICE CENTRES CONTINUE TO IMPROVE WITH GOOD WORK

page **4**



PRESIDENTIAL GOLF CHALLENGE GROWS BIGGER AND BETTER

page **6**



CIVIL SOCIETY, GOVERNMENT SEMINARS PUT PUBLIC SERVICE IN LIMELIGHT

page **8**



MEET DPSA'S NEW DIRECTOR-GENERAL

page **11**



PRESIDENT JACOB ZUMA TABLES SA'S 2ND APRM REPORT AT AU SUMMIT

page **12**



GOVERNMENT WORKSHOPS TO IMPROVE SERVICE DELIVERY

page **14**



Maponya Mall Thusong Service to another level



The Thusong Service Centres have been around for some time, according millions of South Africans access to public services they normally would not be able to get due to their proximity away from state facilities.

The Centres are, however, enjoying the limelight of late for new reasons.

Deputy Minister for Public Service and Administration Ayanda Dlodlo is taking time out of her tight schedule to visit the centres partly to weigh differences between urban and rural-based centres and to see how particularly the latter can benefit from programmes provided by their urban-based counterparts.

In a space of two weeks alone this month (March), the Deputy Minister visited the highly acclaimed Gauteng's Maponya Mall Thusong Service Centre in Soweto, and followed that with a trip to the Archie Gumede Thusong Service Centre in Claremont Township, KwaZulu-Natal. Although the Maponya Mall facility in particular is not yet fully operational, having been quietly opened as a pilot

project earlier this year, the centre has already become a model of how these will look like in the future.

Already, the place is abuzz with activity, with scores of residents of almost all ages visiting for a taste of its abilities as the latest public service delivery hub in the area.

Although the DPSA continues to assess the Centre's capacity in handling the turnout of clients once fully operational, the Maponya Mall has thus far proved itself as an attraction to the crowds that seek assistance.

From the moment security opened the doors on the first day to receive the first group of people who went there for varying needs, it soon became clear the Centre is more than ready to deliver on its main purpose: quick and efficient public service delivery by well trained officials. Among the busiest of the Government Departments housed at the Centre are Home Affairs with passport, Identity Document and Birth Certificate applications dominating proceedings.

Centre: taking service delivery

Not surprisingly, young people are in the majority of those frequenting the Gauteng Professional Job Centre counter, equipped with hi-tech facility that allows for job seekers to apply on-line for available government vacancies in the province.

Other services catered for at the Centre include the National Youth Development Agency, the Unemployment Insurance and Compensation Funds of the Labour Department; renewal of driver's and vehicle licenses by the Roads and Transport Department; as well as advice on starting business by the Gauteng Enterprise Propeller.

Clients interviewed by Ntirisano recently, expressed joy at having services delivered right at their door step, and relief that they would save on expensive long distance travelling for services in the city centre and elsewhere.

But the Centre has also opened unlikely job opportunities for a couple of young local men who provide instant ID and passport photos to those applying for the documents.

The two said they used to run their small business in far away Wadeville industrial area in Ekurhuleni about 40 kilometers away, with most of their earnings not only

paying for transport but them having to jostle with other photographers for clients.

During her visit of the Maponya Mall centre, the Deputy Minister commended progress and the smooth way in which service delivery was being provided.

She urged the staff to ensure that they always sought feedback from community members on what other services they required so that these can be catered for.

In KwaZulu-Natal Deputy Minister Dlodlo was shown how co-branding between the customer-care centres of Ethekewini Metropolitan Municipality and the Thusong Service Centre were teaming up to provide services.

The Thusong Centre houses, among others, a clinic and a non-governmental school for the physically challenged whose condition moved the Deputy Minister to consider approaching different government departments such as health and social development for assistance.

Like the true "citizens" of the ever-changing trends in the global village, the Thusong Service Centres are moving with the times and embracing new technological advancements to keep their clients up to date.



PRESIDENTIAL GOLF CHALLENGE GROWS BIGGER AND BETTER



The annual Presidential golf charity tournament has been growing bigger and better ever since its inception in 2003 – and this year's edition was no exception, as hundreds of golfers thronged the upmarket De Zalze Golf Estate in Stellenbosch in the Western Cape.

As has become the norm, the Presidential Address Golf Challenge (PAGC) followed President Jacob Zuma's opening of Parliament with the State of the Nation Address.

Traditionally hosted by the Minister for Public Service and Administration, the event is a fundraising exercise for an initiative identified by the President, with the Jacob G Zuma RDP Education Trust being the recipient charity.

President Zuma founded the Trust in 1995 and has, through it, helped pay for school and studying needs of more than 20 000 children from disadvantaged backgrounds.

This current academic year the Trust is supporting about 1 200 children, 90 percent of whom are at tertiary level at universities and FET Colleges in many parts of the country.

Shortly before teeing off on Friday, President Zuma accepted donations of R1,5 million each from sponsors Metropolitan and Multi-Choice respectively.

These were but two of a host of other sponsors, including GEMS, Dimension Data, The New Age newspaper, South African Airways, Europcar, Telkom, Business Connexions, SITA, Macsteel, ACSA, SAS, HUAWET and DFA.

The traditional auctioning of Presidential memorabilia

and the Western Cape's finest vintage wines among others saw participants spending large amount of money for the good cause.

The Presidential Golf Day has become one of the important calendar dates providing a networking opportunity where government leaders and captains of industry exchange ideas in an informal environment.

Interviewed on Television just before tee-off, Minister for Public Service and Administration Richard Baloyi said the PAGC helped raise R11 million in 2010 and that it was hoped this year's edition would exceed that amount.

As usual the big day had been preceded by a preliminary tournament in Durban a fortnight earlier where the huge attendance and passion of participants indicated the enthusiasm with which this yearly tournament is being taken.

The Regional Golf Challenge serves as a build-up to the PAGC and is also hosted by the Minister for Public Service and Administration, with the proceeds going to the Trust.

Golfers representing various government departments at national, provincial and municipal levels, as well as State parastatals and the private sector had descended on the coastal city's elegant Mt Edgecombe Golf Course in the north coast and braved the scorching heat to slug it out for the benefit of underprivileged learners at both basic and tertiary levels.

After more than six hours of action starting from the first tee-off in the morning, contestants winded their business and assembled at the Club House for a well deserved ball and prize-giving ceremony where Minister Richard Baloyi handed out medals to the winners.



Addressing the gathering, Minister Baloyi had praised participants and sponsors for digging deep into their pockets to support a good cause.

“One of this Government’s priorities is Education. It is therefore incumbent upon all of us to keep asking ourselves what we can do to be of assistance to our destitute communities, particularly in the rural areas,” he said.

Among the main sponsors of the regional tournament were Dimensions Data, GEMS, SITA and Ibhongo Consulting.

Since its inception in KZN in 2005, the Trust has helped build schools and funded schooling for thousands of learners, and has branches in two other most poverty-stricken provinces of Eastern Cape and Limpopo.

CIVIL SOCIETY, GOVERNMENT SEMINARS PUT PUBLIC SERVICE IN LIMELIGHT

The country's public service sector has been enjoying a spotlight on different fronts since the beginning of the year, with organizations holding different seminars around the country.

The South African Association of Public Administration and Management (SAAPAM) held its 11th Annual Conference in Pretoria on 16- 18 February 2011.

Another major public service-related gathering - the Labour Relations Biannual Conference – took place in Kempton Park on March 14-16.

In both functions effective and efficient public service delivery became central to deliberations.

SAAPAM delegates who hailed from all corners of the country gathered under the theme “Fostering Excellence, Innovation and Monitoring of Public Administration in a Developmental State” discussed lengthily ways in which public service delivery in the country could be improved.

SAAPAM (which has no ties with the continental APAAM) is a body of professional public service administration practitioners, including academics, corporate institutions and students and was formed just before the dawn of democracy in the early 90's.

Among a variety of sub-themes under which the conference came up with concrete solutions were: the extent to which South Africa's public sector is innovative; the nature and function of law in a developmental state; immigration policies unpacking policy dilemmas in South Africa; the role of traditional leadership in governance and rural development and; contemporary perspectives on autocratic leadership.

An intense discussion on the root causes of financial management systems failures and whether South African municipalities are capable of improving on public financial controls ensued.



Addressing delegates Director-General for Public Service and Administration Themba Maseko said inclusive governance and innovation were some of the hallmarks of a well-oiled public service.

Mr Maseko, who was speaking on behalf of Minister Richard Baloyi, said only a solid partnership with all stakeholders would produce an excellent public service responsive to citizens' needs.

Mr. Maseko told delegates: "What we need is a notion of top-down, bottom-up leadership that fully involves and consult with the people on both planning and decision-making – not a scenario of these coming from the top only."

Leaders with an understanding of a difference between political and administrative challenges, with a willingness to consult whenever necessary before taking decisions, were highly vital for a vibrant public service.

He said results of a lack of consultation and community involvement were to be seen in the poor service of half-built houses and shoddy sanitary services, among others, throughout the country.

"People should be reaping real benefits of public service. This requires active practices to encourage and engage people in a meaningful way to participate in decision-making on services that directly affect them," he added.

Ensuring good service delivery required a different approach and a new way of thinking on the part of public service practitioners, he said.

Participating in debates later at the conference over whether politically appointed officials were to blame for poor public service delivery, Mr Maseko said qualification and appropriate skills, above anything else, were what counted in the appointment of public service administrators.

He said partnerships among government, academic institutions and civil society were critical in strengthening public service.

"My view is that government will be better served if we appoint qualified people. Whether they are appointed politically or not is neither here nor there. What is important is skills and delivery," he said.



He said good public service delivery could be achieved with the closure of the gap between academics, practitioners and communities as they all have an important role to play.

Delegates also discussed and debated on varying public service-related issues under sub-themes that included “Professionalization in the civil service and academia: was the status of professionalism appropriate to police scientists and practitioners in the South African context?”

The Labour Relations Conference – jointly organized by the Public Service Coordinating Bargaining Council (PSCBC) and the Public Service Commission – strives to improve relations between government as the employer and public service employees through their representative unions.

In his address of delegates, Minister for Public Service and Administration Richard Baloyi urged all parties in the public service to commit to rules of engagement during the negotiation processes.

Minister Baloyi said dialogue remained the only viable way of settling disputes and that the Public

Service Coordinating Bargaining Council (PSCBC) was well placed to conduct and ensure peaceful negotiations.

“The PSCBC remains a pillar of dialogue and a reliable provider of democracy in the workplace. Its ability to work independently and enforce rules of negotiation without fear or favour needs to be acknowledged and upheld by all,” he said.

The three-day summit which is jointly organized by PSCBC and the Public Service Commission (PSC) consists of delegates representing diverse stakeholders in the public service,.

Themed: “Sustaining dialogue on the integration and coordination of labour relations in the public sector”, the summit’s delegates came from diverse labour formations including COSATU and the Independent Labour Caucus among others.

Among pertinent topics being discussed and deliberated are the consolidation of labour peace; dispute referral trends and dispute prevention interventions in the public service and; dealing with enforcement of collective agreements in the public sector.



MEET DPSA'S NEW DIRECTOR-GENERAL



The Ministry for Public Service and Administration announced the appointment of GCIS Chief Executive Officer and Government Spokesperson Themba Maseko as the new Director-General for Public Service and Administration.

Making the announcement, Minister Richard Baloyi expressed confidence in Mr Maseko as the right person to provide the much needed strategic leadership for the improvement of the entire civil service's functioning.

Mr Themba James Maseko was born on 27 January 1964. He attended Immaculata High School in Diepkloof, Soweto, matriculating in 1982.

He is married to Phindi and they have two teenage boys named Thabo and Nqobi.

He obtained a BA in Sociology and Law at the University of the Witwatersrand in 1987 and an LLB at the same institution in 1992. He was awarded an MBA by Demontfort University (UK) in 2002.

During the 1980s and early 1990s he played a leading role in the education sector of the mass democratic movement. This included the South African National Students Congress (SANSCO); Azanian Students Organisation; and from 1990 the National Education Co-ordinating Committee whose General Secretary he was from 1991 to 1993. He also served on the Gauteng Regional Executive Committee of the South African Communist Party.

He was elected an ANC Member of Parliament in 1994; and in 1995 he took up the position of Superintendent-General of the Gauteng Department of Education, where he served until 2000.

During 2001 and 2002 he worked in the private sector as Managing Director of the Damelin Education Group and CEO of Sifikile Investments.

He served for three years as Director-General of the Department of Public Works, from February 2003 to February 2006.

He was appointed CEO of GCIS/Government Spokesperson in 2006.



the dpsa

Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

PRESIDENT JACOB ZUMA TABLES SA



President Jacob Zuma tabled South Africa's Second African Peer Review Mechanism (APRM) Report at an African Union (AU) Summit that was held in Addis Ababa, Ethiopia on Saturday, 29 January 2011.

The African Peer Review Mechanism (APRM), is one of the most important and innovative instruments of the African Union's New Partnership for Africa's Development (NEPAD). It is important because it encourages African nation states to not only make undertakings about good governance but to work hard to make this pledge a reality. South Africa has great honour therefore to subject ourselves to this important exercise, and to share with her peers what has been achieved over the past few years, in pursuit of the objectives enshrined in the Constitutive Act of the African Union.

South Africa's second APRM report covers the period January 2009 to September 2010, a period covered largely by electoral activities and the establishment of the fourth democratic administration, following the successful fourth national general elections held in April 2009.

South Africa submitted this report against the APRM thematic areas to the effect that it:

- continues to do her best to implement the country's constitutional obligations of good governance.
- strives for sound economic governance and management which yields favourable conditions for economic growth.
- strives for good corporate governance to transform the manner in which government, business and other entities are managed.

South Africa's Constitution is unique in that its Bill of Rights enshrines socio-economic rights such as access to basic services. This enjoins the State to work harder to ensure that all citizens enjoy these rights. Therefore faster and improved service delivery is the driving force of the fourth administration.

South Africa has to ensure that the wonderful policies that our government develops translate into programmes that improve the quality of life of its people. For this period, the main focus is on five priorities, namely:

- Creating decent jobs;
- Promoting quality education;
- Promoting rural development;
- Fighting corruption and
- Delivering quality health services.

To achieve these goals, government had to change the way it works in order to improve the delivery of services. Therefore, government introduced a comprehensive performance monitoring and evaluation programme across government, with new innovations such as the signing of performance and delivery agreements by Cabinet Ministers.

Another new development was the establishment of a National Planning Commission. The Commission will produce a national plan that encompasses a range of issues that impact on our long term development. These include water security, climate change, food security, energy security, infrastructure planning,

THE 2ND APRM REPORT AT AU SUMMIT

human resource development, defence and security matters, the structure of the economy, spatial planning, demographic trends and a host of others. This exercise will enable government's long-term policies and plans more coherent and focused on achieving the prosperous society envisaged.

Of course, the highlight of 2010 for South Africa and indeed Africa was the hosting of the 2010 FIFA Soccer World Cup tournament for the first time on African soil. South Africa was quite honoured to be offered the opportunity to host this event on behalf of the African continent and appreciate the support received from our brothers and sisters in the continent. Many Heads of State and Government took time off to attend the opening and closing ceremonies and some of the games.

Although the FIFA World Cup tournament came to South Africa and it is gone, the successful story about South Africa as hosts of the tournament is a lasting legacy. South Africa proved the doomsayers wrong and proved that an African country was capable of hosting the event. As a result of hosting the 2010 FIFA World Cup, infrastructure development received a major boost which includes integrated transport system that responds to travel demand both nationally and internationally.

South Africa is presenting this Second APRM report at a time when the country is preparing for the third Local Government elections. There is no doubt that the elections will be conducted in an environment that is free and fair as have all elections since 1994. Once again South Africans thank the Heads of State and Government for ongoing support on transforming the country, undoing the legacy of decades of colonialism and apartheid oppression.



President Zuma also thanked all who assisted South Africa in the review process, especially Professor Adebayo Adedeji, the former Chairperson of the APR Panel of Eminent Persons and a lead Panellist who has presided over the assessment processes since South Africa acceded to the APRM. He announced his retirement last year but continued to share his time and experience with the APR processes in the SADC Region.

In this manner, President Zuma commended the Second Report of the Republic of South Africa to the APRM Forum during the 14th Summit of the Committee of Participating Heads of State and Government of the African Peer Review Mechanism.

The APRM report is available on the DPSA website.



APRM
African Peer Review Mechanism



GOVERNMENT WORKSHOPS TO IMPROVE PUBLIC SERVICE DELIVERY

The Ministry for Public Service and Administration has since December 2010 been conducting nationwide series of Organizational Design Principles and Processes (ODP) consultative workshops of provincial Premiers and their Executive Councils on the Government's drive for uniformity in the way public service is administered at all levels.

Within the space of two months in March and April 2011, Minister Richard Baloyi and his senior management team crisscrossed the country, covering the Western Cape, Northern Cape, Mpumalanga and the Eastern Cape engaging on anomalies that are currently dogging the public service at all levels of governance, including national, provincial and local government levels.

The ODP is a legislative framework on, among others, job grading and evaluation, splitting of and

transfer of functions among departments as well as establishment and abolishment of departments and government components.

Central to the reasons for these engagements are the glaring inconsistencies on how departments interpret and apply the system regarding the grading of jobs and the provisioning of posts.

Apart from clarifying reporting lines, authority delegation, responsible chain of command and the span of control as provided for by the framework. The workshops also present proposals to address the inconsistencies through uniform norms and standards.

The DPSA's support to departments with ODP forms part of government's performance agreement for service delivery:



- Outcome 12: An efficient, effective and development oriented public service.
- Output 3: Business processes, systems, decision rights and accountability
- Sub-output 5: Delegations and decision rights
- Sub-output 7: organisational Design
- Activity 1: Review of the MPSA Directive on changes to Organisational Structures
- Activity 2: Organisational Design training manual
- Activity 3: Development of generic Organisational Structures

Apart from the Ministerial workshops, the DPSA has also been conducting on its own, similar seminars, the first of which took place in Kempton Park, Gauteng, on 25 February 2011.

The workshops discuss ways on how to design and use a readiness assessment toolkit, which DPSA DDG for SDoT Ms Corlette Clark described as being aimed at enabling public servants to assess the more than 160 departments and components on how they are ready to deliver on expected service delivery.

During discussions, delegates expressed hope that an effective readiness assessment system would improve on the low levels of compliance to some

policies, which often result in poor service delivery that breeds public protests and demonstrations in parts of the country.

The follow-up workshop on organizational structures and organizational design principles and processes took place in Pretoria's Manhattan Hotel, focusing on the development of generic organizational structures for the Offices of the Premier and the directive on organizational design principles and processes.

Elaborating on the purpose of this particular presentation, participants were told it was meant to give an understanding on the legislative framework on organizational design and job grading; to outline the current challenges regarding organizational design and job grading and also to obtain further inputs in strengthening the process governing organizational design function.

Another presentation focused specifically on providing background and understanding on the development of generic structures, to also offer participants an opportunity to contribute to the design of the generic models and to provide an understanding with regard to future application.



The third series – a two-day seminar also in Kempton Park covered the service delivery planning , service delivery planning framework and value chain, model frame work and the business process quality management framework and methodology.

The goal of the Service Delivery Improvement Plans (SDIPs) is to provide a mechanism for continuous, incremental improvement in service delivery.

It is for this reason that that SDIPs must be credible, effective and, above all, realistic. SDIPs are not operational plans. Having an SDIP does not mean that one can afford to neglect one’s operational plans.

SDIPs help to focus on those KEY services within the operational plan which have been identified for special attention and improvement: it’s business as usual’ except one has undertaken to raise the bar in respect of specific services.

Studies have also found that overall, a comprehensive value chain for improving service delivery quality is lacking and that there is a need for a value chain to stipulate how service delivery planning can be improved.

Service delivery planning in departments start with strategic planning (what), then development of a service delivery model (how), followed by business process management, standard operating procedures, unit costing, service standards, service charters and ultimately service delivery plans.

This shows that all the links in the value chain are interdependent, the one cannot lead to service delivery improvement without the other and all the links are originally linked to the departmental strategy.

The second and last day of the workshop focused more on standard operating procedures, calculation of unit costs, service standards and developing service charters.

According to research, 13 departments indicated that they do not have standard operating procedures in place. Of the six departments that have standard operating procedures or partial standard operating procedures in place, two are engaging in ISO 9001 standards. Comprehensive guidance on this area is needed as most departments do not develop standard operating procedures.



Unit costing identifies activities in a department and assigns the cost of each activity resource to all products and services according to actual consumption by each including directly and indirect costs.

By doing this, a department can almost precisely estimate the cost of its individual products and services for calculations of value for money and other managerial decision-making purposes.

It is thus the total cost to the department to produce, store and deliver one unit of a particular product or service.

Statistics on unit costs are an important guide to policymakers, managers and professionals. Knowledge about the costs clarify two dimensions of services delivery namely affordability and value for money.

The Service Delivery Charter (statement of public service commitment) is a component of the performance management system that sets out the government departments' commitment to providing services at specific levels in order to effect strategic

developmental outcomes within the constraints of available resources.

The benefits for government departments to have a Service Delivery Charter are as follows:

- reinforce the department's commitment to service delivery improvement for all end-users;
- help the department to rise to the challenge of treating citizens as customers and meeting their demands equitable and fairly; and
- immeasurably enhance communications with customers.

Although this was the last day of this consultative workshop, others will follow and will be communicated within the course of the year. Colleagues can visit the DPSA website's "upcoming events" page to keep up with the workshops schedule.





the dpsa

Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA