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Building the Future, a brick at a time

In 1980 the American band, the O’Jays, came up with the hit song “The Year 2000”, in which, buried somewhere within the pulsating rhythm and soulful lyrics, they asked: “how old will you be in the year 2000? A gap of 20 years separated the release of the song and the dawn of the new millennium, yet the idea of the year 2000 seemed light years away at the time.

In 2000, like everyone else at the time, I was anxiously waiting for the world to cave in. However the popular song, along with the band’s trademark orange bell-bottom trousers and platform shoes, are now fast receding memories of particular generations. Neither did the world end in 2000 nor was there an attack by galactic flying saucers. Nevertheless the world did indeed change.

The decades between 1980 and 2000 were marked by changes that are too numerous to mention. Some were as inconceivable and as dramatic as the fall of the Iron Curtain and the birth in 1994 of the New South Africa … or as mundane and “uneventful” as growing up.

It is not so much the purpose of this editorial to reminisce on the popular culture of the 1980s. Nor is its intention to necessarily imagine or predict the future. Rather, this editorial is concerned with the mechanics or the ingredients that go into making the future.

South Africa’s imaginings of its future is encapsulated in two seminal documents, namely, the Freedom Charter, which is nearing 70 years of existence this year, and, more recently, the Constitution of the Republic of South Africa. Both these foundational documents provide a colossal vista of South Africa’s future.

The Freedom Charter fanned the ambers of the hope that indeed another world is possible. It spurred on unprecedented activism that went into the making of the reality of a post-apartheid society, even under the most trying circumstances.

Some people may be wary of what at times may appear to be a constant harping on South Africa’s apartheid past, even though “the past, is always with us”. The gallant legacy of the anti-apartheid struggle should not be seen as an excuse for explaining away present day challenges, but as an invaluable resource in the search for solutions.

Elsewhere in this edition trade unionist, Zwelinzima Vavi; the Public Protector Thuli Madonsela as well as the Minister of Justice and Constitutional Development, Jeff Radebe, all invoke the anti-apartheid struggle not as a way of clinging on the past, but harnessing the legacy of its activism to resolve current challenges and paving the way for the future.

More systematically, the National Planning Commission (NPC) under Minister Trevor Manuel has cast a much wider timeline of South Africa’s future as envisioned by the Nation Development Plan’s (NDP) vision of the South Africa of 2030. The future that Minister Manuel sees is one in which “we have created a home where everybody feels free yet bounded to others”; “where everyone embraces their full potential” and is made up of “a community that is proud to be a community that cares”.

However the realisation of the lyrical vision of the NDP, the idealism of the Freedom Charter or the convictions of the Constitution would come to naught without the concomitant daily bricklaying which goes to building the future. The attainment of the future as envisioned by all these guiding documents would require a paradigm shift from the short-termism of corruption in the public sector and society as a whole. Building and securing the future (which often does not belong to us but upcoming generations) would require of us to first and foremost forge a “common development grammar”, as Tshwane Metro Executive Mayor, Councillor Kgosiensonto Ramokgopa, writes in this edition.

It would also entail throwing out policy and implementation redundancies that we once held dear, as Bongani Matomela strongly argues.

This edition of the SDR is packed with valuable insights and ingredients that go into building the future today. These are reflected in the theory and praxis of the 2011 edition of the Public Service Week (PSW), which is extensively covered herein, as in the rest of the articles.

Once again, the SDR team would like to take this opportunity to invite its readers to use this publication as yet another brick that goes into building the kind of future that would be desirable for all … starting now! ■

Dudley Moloi
It has been just over a decade since the establishment of the multi-stakeholder National Anti-Corruption Forum (NACF) in 2001, which followed the 1st Anti-Corruption Summit of 1999. The battle relentlessly continues as more and more people and institutions heed the call to fight against corruption in all its forms.

This surge in anti-corruption sentiments is easily understandable because corruption is a universal malice. It affects both the developed and developing countries, permeates all sections of society and negatively impacts on the public, private and the non-profit sectors. Corruption is widely acknowledged as anti-development by its nature and is a major obstacle to economic development, which is why the eradication thereof is a major priority of many governments worldwide.

Everyone’s problem
Many anti-corruption initiatives as well as past summits of the NACF have sought to emphasise the need for strategic partnerships in the prevention and combating of corruption. Indeed, South Africa’s approaches are unique in the collaborative manner with which government, business and civil society tackle the scourge of corruption.

A wide-range of legislation, policies and regulations have been instituted by government to facilitate the creation of a corruption-free society. In turn the business sector has shown leadership and demonstrable efforts in rooting out corruption and promoting good governance amongst its ranks through, for example, the reforms introduced by the King I, II and III Reports on corporate governance and civil society remains a significant player in the battle against the scourge of corruption and its adverse effects.

Praiseworthy as these multi-stakeholder partnerships in the fight against graft may be, guarding against the corrosive effects of corruption in society still requires constant and ongoing critical appraisal of the effectiveness of all the anti-corruption measures thus far. An analysis of the anti-corruption initiatives reveals that there are gaps in the application of existing legislation and policy, which undermines current efforts. In government, like in other sectors, institutional weakness and poor governance systems continue to undermine efforts aimed at preventing and combating corruption.

The lack of effective governance systems inadvertently creates material conditions which, if not timeously addressed, become a breeding ground for systemic corruption. In some instances the very institutions charged with rooting out corruption in society are often found wanting in their mandates, or worse become susceptible to corruptive influence.

As noted earlier, there is a groundswell of public antipathy against corruption. It is from this base of growing support that the battle against corruption could be advanced. This would, first and foremost, require concrete efforts aimed at closing all existing legislative, policy, institutional and implementation gaps for the war on corruption is to be successfully fought. The war against corruption must be won now and on the battlefields of government departments, civil society organisations and the boardrooms of business so that indeed future generations can enjoy the benefits of a corruption-free society.

Minister for Public Service and Administration,
Roy Padayachie

LETTER FROM BATHO PELE HOUSE
Cost of doing nothing

Corruption is a complex phenomenon and its manifestations and consequences have a direct bearing on the very fabric of society. At a more fundamental level, corruption makes it difficult for low and middle-income countries to establish and maintain domestic and internationally acceptable “rules of the game”. Whatever the counter-arguments, the reality is such that the global hegemony is the necessary evil to conducting and attracting the much sought after foreign direct investments in order to narrow development deficits.

New tactical fronts

Such deficits, arguably, are often cited as primary factors to the continued under-development of many countries. Likewise, South Africa is plagued by huge development deficits, which makes the danger posed by rampant corruption even more devastating in human costs.

The grand strategies against corruption are within their various limitations still fairly well conceived, constructed and bearing positive outcomes on the whole. It now appears, as per the resolutions of many a forum, that the battle against corruption needs to increasingly adopt more tactical approaches in its onslaught.

Over and above the laudable and high level multi-stakeholder anti-graft alliance, the fight against corruption must now be increasingly taken to the operational levels of society, covering government, business and civil society.

In other words, the protection of the most vulnerable sections of society from the jaws of corruption will only succeed if the battle against graft is intrinsically taken to the coalface of business and service delivery, and beginning foremost with each sector clearing rot in their respective spheres of influence.

Government recently adopted a New Growth Path and set specific targets that must be met to grow the economy, create jobs and improve the living conditions of the majority of South Africans. But the targets set in the New Growth Path and the National Development Plan can only be met if issues of good governance in general and corruption in particular are addressed successfully. The National Development Plan also challenges us to help build a corrupt-free society that responds to the development targets that we have set.

The general resolve to fight the scourge of corruption as demonstrated by the recently held 4th National Anti-Corruption Summit is encouraging. So is the launch of the Anti-Corruption Watch, under the leadership of the Congress of South African Trade Unions (Cosatu), which the Ministry of Public Service and Administration (MPSA) fully supports and acknowledges.
IM: When and how did you join the Public Service, and which department did you start working for?
FM: I started working for Government in 1975, delivering newspapers [Die Vaderland] for what was then called Noordvaal. I used to earn £2 a month. Every morning I had to collect the newspapers from Pretoria-West, on foot, and deliver them to Minister Treurnicht. I remember one particular morning during the autumn season, it was pouring with rain. I tried to reason with my superiors that it would be impossible for me to walk such a long distance to collect the newspapers, but they would have none of it. The Minister insisted on getting his newspapers delivered at any cost. That was the nature of our working environment in those days, you could not argue with your superiors at the risk of losing what was probably the only job you could find. Die Vaderland newspaper later became Die Beeld.

In 1980, I was sent to work for the Post Office for four years. This was around the time that the law was amended to allow the Government to intercept any kind of communication in order for them to obtain intelligence on the comings and goings of black people. It was truly daunting, as everything that you see being done swiftly and electronically now, we had to do manually. I remember having to carry cash with my own hands and have it delivered to the right address. But I was always trustworthy and carried out my duties as instructed.

In 1989, we were then moved to Transvaal House, continuing work under those very same harsh conditions. Treurnicht was the Minister of State Administration.

IM: When did you start working for DPSA?
FM: In 1995, I was working for what was then the Commission for Administration as what you would refer to as a food service aid; in other words, I used to make tea for the white bosses. I remember going on leave during April of that year, and receiving a call from my supervisor informing me that the department would be split into two different departments (Public Service Commission and the DPSA), but it was not yet clear whether I would remain with the...
This was clearly not a way to live, but the past 16 years have been a learning curve, but a tremendous change to the conditions to which one was exposed previously. Overall, despite the challenges of the past, I have enjoyed working and serving the public to the best of my ability.

**IM:** What were some of the opportunities provided for your self-improvement (ABET, training programmes)?

**FM:** Opportunities only became available to the people when the new Government came into power. The old regime did not want to empower us. When you applied for a job, there were forms completed to indicate your classification and level of education. If there was any indication that you as a black person were educated or qualified in the least, you would immediately be dismissed from the job. Unskilled black labour was the order of the day. Nowadays, those who will come after me will have the opportunity to better themselves through such programmes as ABET and other training mechanisms. I am also happy to say that I was able to obtain my matric through the ABET programme.

**IM:** What are some of the lessons you have learnt?

**FM:** The most important lesson is that perseverance and hard work are essential to overcoming any challenge, regardless of the circumstances.

**IM:** You were part of the Public Service during the transition between the previous regime and the current democratic dispensation. Describe your experience during that era?

**FM:** When the announcement of Nelson Mandela’s release was made in 1990, a large number of the white employees resigned. The fear of having to integrate and work with a different, liberated kind of black generation drove most of them out of the Public Service.

The government institution I was working for also underwent a complete transformation, with the establishment of the new [Public Service] Commission and the DPSA. It was an era of uncertainty, but definitely also of excitement at the possibility of a new democratic government. Fortunately the transition did not really affect our jobs. Only those who chose to leave were affected.

**IM:** Over the years, you have observed some critical changes in leadership, styles of governance, programmes and procedures. In your perception, what are some of the things Government could do in order to better improve service delivery and accessibility for the citizens?

**FM:** It is evident that some extensive work has gone into undoing the injustices of the past. Each leader (of the democratic government) had their own way of doing things, but there was a common vision; ensuring the improvement of the lives of all.

Services are now accessible to all citizens, and when you go to a department looking for information or assistance, it is mostly readily available. I think Government just needs to maintain and improve upon that accessibility factor, particularly to senior citizens.

**IM:** What do you most look forward to in terms of your retirement?

**FM:** I look forward to going home and resting. I also look forward to running my own delivery business from home, as one is weary not to become inactive and allow age to set in too quickly.

**IM:** Any message that you would like to share with DPSA and the Public Service in general?

**FM:** I would just like to encourage public servants to persevere and work hard. It is heartening to see that a lot of good work is being done and that this new Government is much more accessible to people from all walks of life. Thank you to all who have served with me, keep up the good work!
TRANSFORMATIVE leadership in the public service

Public Service Week (PSW) celebrations are an entrenched part of the public service annual calendar. In this overview article Veronica Motalane and Mpumi Yeni report on the 2011 edition of the PSW.

In South Africa, Public Service Week (PSW) marks a special place in the calendar of the public service. It is an integral part of the Africa Public Service Day (APSD) yearly celebrations that “recognise the value and virtue of service to the community”. This is in line with the founding provisions of the 1994 declaration of the first Pan-African Conference of Ministers of Public/Civil Service which set aside the 23rd June as the annual APSD.

The 2011 PSW edition was held during the week of the 19th to 23rd September, instead of the traditional mid-year programme that coincides with the continental APSD. However, the theme of the 2011 APSD: “Transformative Leadership in Public Administration and Governance: Creating a Better Life for All” was also applicable to the week-long PSW programme in September.

Although celebratory in tone, the PSW was meant for critical reflection, monitoring, evaluation and showcasing quality service delivery across the public service. The 2011 PSW was not different to those before it in terms of the objectives and intended outcomes, but slightly differed from previous editions in format and approach.
This time around emphasis was on the integration of programmes and campaigns within the portfolio of the Ministry of Public Service and Administration (MPSA), including the deployment of senior management to service delivery sites through Project Khaedu; the Senior Management Conference and the Ministerial Round-Table.

A number of key service delivery mechanisms were launched during public service week. Former Minister for Public Service and Administration, Richard Baloyi, used the PSW platform to announce the National Public Service Excellence Awards and introduce the “My Public Service, My Future” public service wide campaign slogan as part of government’s efforts to inculcate pride of service, accountability and ownership among public servants. In addition, a proposed electronic system register for the registration of the financial interests of senior managers was demonstrated to the delegates.

Managers at the coalesce of service delivery

Under Project Khaedu, nearly two hundred senior public service managers were deployed to selected service delivery sites across all provinces. The focus areas of the team of deployees were in the sectors of education, health, safety and security. Project Khaedu is meant to expose senior managers beyond the comforts of their offices by exposing them to the coalesce of service delivery.

Service delivery points across the nine provinces were targeted in visits by multi-departmental task teams that were made up of national and provincial senior managers and Batho Pele Co-ordinators. Using a service delivery diagnostic tool, their task was to get first-hand information on the implementation of Batho Pele principles at the coalesce of service delivery as well as assessing the impact of public services in communities.

The findings of the deployed task teams were presented at the plenary session of the Senior Management Conference (SMS), which was the second leg of the PSW programme and thus ensuring an almost “live” sharing of results from the monitoring and evaluation of the impact of government programmes from the coalesce of service delivery. In this way the case studies and post-deployment reports made sure that the issues under discussion at the SMS conference of nearly 500 delegates were kept real and grounded on actual experiences.

The tactical linking of the case studies and reports increased richness of material available for deliberations and for problem-solving oriented discussions. It provided the senior managers with the space to engage and, more importantly, come up with possible solutions to the identified challenges as participants explored what works or best practices from their respective departments.

Moving beyond symptoms

Both the PSW deployments and the SMS conference processes recognised and acknowledged that there were pockets of service delivery improvements. They further identified service delivery “excellence” in some of the identified focus sectors. Overall, however, the reports by the deployment teams and the SMS conference concluded that service delivery interventions were not implemented in a sustainable manner or beyond dealing with the symptoms of underlying challenges in many of the service delivery points.

The 2011 PSW made some of the following general observations of good practices during the deployment of senior managers in service points:

• In the case of the education sector, the service sites that were visited had well articulated plans in line with Vision 2025 which guides the transformation of the school education system.
• In both KwaZulu-Natal and the Free State provinces, very senior SMS members in the respective administrations were supportive of the deployment teams. They took active interest in the SMS deployments and were often part of the site visits.
• Generally, most service points took the importance of front office interface with service beneficiaries seriously as evidenced by increasing professionalisation and the provision of dedicated staff for frontline services.
• There were discernible attempts in most of the service sites towards using the benefits of technology in order to enhance delivery services.
• Some service sites were reflective of attempts to break away...
from the “silo” mentality approach to the provision of services. This was mostly demonstrated by sectors within the safety and security cluster with a similar delivery value chain, for example, the police, justice, social development and correctional services.

- There was also generalised compliance and implementation of the Batho Pele (BP) policy in certain service points.

The SMS deployment teams also encountered some sticky points and challenges that needed ongoing monitoring and corrective action, which include the following, among others:

- Poor public relations training of frontline service point personnel, especially at district levels.
- Inconsistent conditions of employment in hospitals and police stations in particular.
- Poor implementation of the BP policy, which was indicated by the lack of implementation of service standards, inadequate signage and lack of complaints management mechanisms.
- Inadequate management and budget for Information Communication Technology (ICT) as well as the lack of technical back-up and under-utilisation of ICT at facilities.
- Inadequate queue management remains a challenge that is made worse by poor record management, especially in clinics and hospitals.
- Poorly maintained and/or inadequate infrastructure and facilities that result in unsuitable work spaces, poor access for staff and people with disabilities alike.

What’s to be done?

The 2011 PSW, which includes the SMS conference, made far-reaching overall recommendations in relation to matters emerging from the service points that were visited by teams of deployees and service delivery in general. It was foremost noted that government departments and other public services agencies needed to focus on the underlying causes of service delivery challenges rather than on symptoms.

The place of ICT and its management in support of service delivery was another point of interrogation during the PSW. However this issue was specifically the subject of the two-day-long GovTech conference, which preceded the 2011 PSW.

Closing the week-long PSW programme was the roundtable discussion that was led by the Minister for Public Service and Administration. The roundtable session was attended by representatives from business, labour, academia and government. It discussed many issues that incorporated strategies for rooting out corruption in society and the public sector in particular.

The 2011 PSW, which includes the SMS conference, made far-reaching overall recommendations in relation to matters emerging from the service points that were visited by teams of deployees and service delivery in general.
FORGING a common developmental grammar

Tshwane Metro Executive Mayor, Councillor, Kgosiensyo Ramokgopa, emphasises the importance of self-evaluation and reflection within the public service, but not as an end in itself, he argues.

We have recapitulated this vision of a public service at length not simply because the Constitution is the supreme law of the land, but most importantly because it contains the foundational values and principles that shape the nature and character of a public service we desire and deserve.

As we navigate this difficult and complex terrain, patience will become both virtue and necessity.
Since its inception in 2002, the Senior Management Service (SMS) Conference has over the years grown to become a principal and foremost calendar event in the political and administrative affairs of the South African state.

To us at the coalface of service delivery, which is the local government sphere of public administration, we are always humbled by the prospect of interacting with the senior managerial cadre at the apex of both the conception and execution of an incredible variety of processes that constitute our system of democratic governance.

Through its cardinal role as a space for engagement, contemplation and intervention; the SMS Conference has over the years earned itself the leading role in the evolution and consolidation of our democratic system of governance.

The Conference has since its inauguration in 2002 addressed the crucial themes germane to our system of democratic governance such as "moving public service from policy to implementation"; "delivering on the people’s contract through a seamless public service"; and "towards an integrated public service". The SMS conference has since also addressed other issues that have helped a great deal in ossifying the foundations of our democratic edifice.

Successfully hosting the 2011 SMS public service platform would indeed not have been possible without the leadership of the Minister for Public Service and Administration [MPSA], Richard Baloyi, [since replaced by Minister Roy Padayachie in the portfolio]. It is also fitting to salute their predecessors and a cadre of officials who have been driving this process over the years.

A better future for all

The theme for the 2011 leg of the SMS Conference was: “Transformative leadership in Public Administration and Governance: Creating a better future for all”. This theme represented both continuity and change. It consolidated previous reflections on the gains and failures within our system on the one hand, as well as attempts to come to terms with the current challenges facing our system of democratic governance, on the other.

The conference theme, like those before it, sparked a numbers of related and critical issues that force us to advance the ideal of a developmental public administration whose values and principles are outlined in chapter 10 of the country’s Constitution.

South Africa’s Constitution not only provides a vision for the future, but also outlines a set of expectations of the kind of public service appropriate for turning that vision into reality, which requires the following of the public service:

- A high standard of professional ethics must be promoted and maintained
- Efficient, economic and effective use of resources must be promoted
- Public service must be development-oriented
- People’s needs must be responded to, and the public must be encouraged to participate in policy-making
- Services must be provided impartially, fairly, equitably and without bias
- Transparency must be fostered by providing the public with timely, accessible and accurate information
- That good human-resource management and career-development practices to maximise human potential must be cultivated
- Public service must be broadly representative … with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past.

We have recapitulated this vision of a public service at length not simply because the Constitution is the supreme law of the land, but most importantly because it contains the foundational values and principles that shape the nature and character of a public service we desire and deserve.

It is, after all, these foundational values and principles that have guided the deliberations of successive SMS Conferences as the institution contemplates on how best to serve the people of South Africa and propel them towards the realisation of a kingdom of a better life for all.

Ideas that change the world

By deciding to focus on the imperatives of transformative leadership as an indispensable aspect of the road to a better future for all, we have embraced fully the sentiments of the German philosopher, Karl Marx, who aptly cautioned in his eleventh thesis on Ludwig Feuerbach that ‘philosophers have only interpreted the world in various ways; the point is to change it’!

In other words, we would have done our people a great disservice and dismayingly failed our Constitution if we only end after reflecting on the state of our society and the challenges it confronts. That will only constitute half of the responsibility we are charged with. The other half is to put in place a set of interventions to change whatever needs to be changed, in order to move closer to our goals.

After all, what Karl Marx was dissenting from was not the act of reflection or contemplation, but that such an exercise should not become an end in itself, without resulting in any meaningful impact in the way society is configured. As senior managerial cadres in our system of democratic governance, as people who are at the centre of conception and execution of our policies; as people who are at the crucible of our service delivery machinery; you are more than well placed to transcend the limits pointed out by the German philosopher. The nature and character of your placement in society makes it possible for you to help us bridge the gap between theory and practice and thus respond appropriately.
to the clarion challenge issued by the German philosopher.

By doing that, not only will we be advancing the values and principles of our constitution, but more crucially, we will be approximating what the Italian Marxist Antonio Gramsci called ‘organic intellectuals’. In our context, ‘organic intellectuals’ are people like you, steeped in theory and practice; central to conception and execution of government policies; and embodying intellectual and work ethics that are organic to our project of a democratic system of governance. The characteristic occupation of public servants formed in this way is to clarify, propagate and direct the ideas behind the project of democratic system of governance.

Leading in difficult times

As we venture further to explore the dynamics of transformative leadership to secure a better future for all, we need to do so fully awake to the ever changing context unfolding in front of us. The world economy has hardly recovered from the devastating effects of what is elsewhere referred to as the Great Recession in the wake of the global financial crisis. The recovery remains slow and sluggish; growth rates are persistently low; the sovereign debt crisis in the euro zone is worsening; unemployment remains high; and the world financial markets remain largely fragile.

The South Africa economy has not fully escaped the effects of the global financial crisis. We have just emerged from a recession and several indicators also point to the persistence of job losses; rising unemployment levels; growing indebtedness; and less than forecast economic growth rates. Some have already hinted at the concomitant decline in living standards as the reason behind an increase in the number of service delivery protests.

All of these developments have the implication that the soil on which we aim to germinate seeds of transformative leadership is less than ideal. This is not a call to despair, but merely a reminder that as we set out to change the world, we do so not in circumstance of our own choice, but those encountered.

We also need to add to these broader contextual challenges some of the internal and subjective public service dynamics noted over the years. In this context, the summary offered by the Wits University political scientist Anthony Butler is instructive. Among some of the limitations within the public service he noted the following: “weaknesses in manager competence; technical limitations in failure of co-ordination and policy design; implementation problems centred on evaluation”.

Most studies on the state of our public service in the recent past have addressed this issue in the context of the role of an effective and efficient public service in the construction of a developmental state. This particular focus was itself a result of insights drawn from observations that states that had become developmental and sustained, and which had long periods of high economic growth, had as their distinctive feature a public service with equivalent high-performance machinery.

The literature makes a compelling case that anyone interested in the ideal of a developmental project as our Constitution impels us to aspire, cannot afford to ignore “the centrality of effective administrative systems, meritocratic recruitment, and the presence of highly trained and motivated public servants”. The literature is also categorical about the need to develop competence and excellence in financial, human, system, technological and policy resources in order to achieve developmental goals.

In the South African context, most studies seem to converge that our public service is far from emulating entities that made the achievement of developmental goals elsewhere in the world possible.

Among some of the limitations requiring the attention of senior managerial cadres in the public service, as noted by researchers and scholars active in this area include the following:

- Prevalence of muddled understandings of the challenges facing the nation
- Cultural and political clashes between officials
- The lack of any common ethos
- The absence of common training
- Limited loyalty in the service
- Little commitment to excellence
- Failures of proactive or anticipatory governance
- High mobility of officials in pursuit of senior positions resulting in limited institutional memory.

Anthony Butler summed up these observations by stating that our public service “is not bound by a common developmental grammar and idiom, astuteness, capacity, agility and single-mindedness, and driven by a strong nationalism to do its best for the country”.

Whether agreeable, we remain with the responsibility to build a developmental public service capable of transcending all historical limits and propel our society towards a better future for all. To achieve this we need to critically examine all our shortcomings; lay bare all our weaknesses; and consolidate our strong points.

As we earnestly venture further, we need to do so with the full knowledge that we are engaged in a process that is profoundly historical. We are not only engaged in an enterprise of exchanging ideas for its own sake. We are doing so with a view to shape and influence the process of becoming the future. By doing so we are making history in the sense of paving the road to the future.

As we navigate this difficult and complex terrain, patience will become both virtue and necessity. In this regard, the German philosopher, Karl Marx also counselled that “there is no royal road to science and it is only those who do not dread the fatiguing climbs of its steep paths that stand a chance to reach its luminous summits!”

One of the world’s greatest novelists, the Russian Leo Nikolaevich Tolstoy, wrote that “everyone thinks of changing the world, but no one thinks of changing him [her] self”. For this reason, let us ensure that by setting out to reflect on the dynamics and challenges of transformative leadership we are issuing a strong rebuttal to Tolstoy’s sentiments. But most importantly, help us to take meaningful steps towards the creation of a public service bound by a ‘common developmental grammar and idiom’.

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RIDDING the public service of CORRUPTION

Alvin Rapea of the Department of Public Service and Administration (DPSA) writes on the scourge of corruption in the public sector and outlines measures to fight the malice.

An optimistic interpretation of corruption-related figures reflects a resolve by government to rid society of graft.

During a Public Service Week (PSW) site visit in a province, a senior government official told of a story that underscores the subject of this article, which is corruption in the public service. It was an anecdote about one particular public servant who flagrantly bid for a government tender in total disregard of the inherent conflict of interest. Adding insult to injury, the public servant in question even went to the extent of pitching up during the tender assessment interviews representing his own private company, in spite of the fact that he was known to most of the tender adjudication committee members. But even more galling was the straight-faced manner with which he went about his private business affairs at government’s expense. The public servant in question behaved as though there was nothing wrong with his conduct. Neither did he display fear of possible exposure and prosecution.

Problem of “double dipping”

Sadly, this is an all too familiar story in the public service. It is a story that is illustrative of the challenge of corruption in the public service and, indeed, all sectors of society. It is a story which is routinely highlighted as a big problem in studies, research and reports of the Public Service Commission (PSC), the Special Investigating Unit (SIU) and the Auditor-General (AG) amongst other agencies.
In 2009, the AG undertook an audit which sought to investigate the extent of the involvement of public servants who had private business dealings with government departments at the national and provincial levels. According to the audit results, public servants were doing business with government to the tune of over R570 million. It was also found that 2 143 public servants had financial interests in the 3 134 business entities that had dealings with government in the period under review. However, the number of public servants in business with government dropped from 2 143 to 1 475 when taking “abnormal appointments” (or those public servants serving on company boards, committees or acting as consultants) were not taken into account.

A lot of effort is currently being put on getting Senior Management Service (SMS) level staff to disclose their financial interests. But while focus on SMS is necessary, it appears as though the bulk of the problem of “double dipping” is among the segments of public servants employed below salary level 10. For instance, out of 1 475 employees with financial interests, the majority of them or 1 357 fell below salary level 10, whilst 186 employees fell within salary levels 1 and 5, according to the audit report. Only twenty-five employees were found to be part of the Senior Management Service (SMS) in this regard.

A follow-up inquiry by the DPSA in the run up to the establishment of the Public Service Anti-Corruption Unit (PSACU) revealed that of the above 1 475 cases, only 642 were accounted for but not all had been concluded and further revealed the following:

- Of the 642 reported cases, the majority of these (24%) constituted ongoing disciplinary action.
- While 13% of the total number of cases resulted in final written warnings or in some instances verbal warning.
- A significant number of employees (20%) resigned from their departments before, during and after the investigation processes.
- In 24% of cases, no action was taken as the evidence indicated that the implicated employee did not contravene public service regulations.
- While in 3% of the cases employees were dismissed.

Some positive anti-corruption moves were reported elsewhere in the public service and included case reports by specific departments or agencies:

- Department of Home Affairs indicate in the financial year 2009/2010 that 204 officials were dismissed for corruption-related offences.
- Since March 2005 to January 2010 a total of 7 342 cases of corruption were reported to the Department of Social Development. Out of these, 1 306 were brought before courts resulting in 1 109 convictions and 1 253 cases were finalised.
- While the Department of Transport indicated that since 2005 a total of 385 officials and 2 107 private individuals were implicated in corruption and that with the assistance of the SIU 1 151 cases were concluded, which included the institution of disciplinary processes against 674 officials.

**Minding the gaps**

A cursory and more optimistic interpretation of public service corruption-related figures reflect a resolve by government to rid society of graft. They optimistically underpin growing acknowledgement that corruption in government threatens our country’s democracy and national security as it impacts on everything and most important, government’s ability to render quality of services. While at their worst, the above-mentioned figures may be a mere tip of the iceberg, especially when pitted against the high perceptions of corruption in the public sector in general.

In addition, there is an interpretative reading which posits that the slow pace with which corruption cases in the public sector are handled is a function of systemic incapacities. Insufficient investigative capacity, lack of accountability or resolve by public sector managers to effectively deal with corruption are among many litanies of the failure of systems, according to exponents of this viewpoint.

A review of public sector efforts in anti-corruption initiatives reveals signifi-
significant inconsistencies in the type of sanctions meted out in cases of misconduct within and between departments. It is, for example, not unusual to come across cases of employees being suspended for long periods on full pay while others are dismissed for similar offences.

A dedicated public service anti-corruption unit

Over and above the regulatory and legislative measures aimed at minimising corrupt activities in the public service, the Public Service Act (PSA) specifically mandates the Ministry of Public Service and Administration to develop measures to prevent corruption in government. These include overseeing the public service Disciplinary Code and Procedure, which stems from collective bargaining. The code is contained in the Public Service Co-ordinating Bargaining Council (PSCBC) Resolution 2 of 1999 as amended by Resolution 1 of 2003.

While Chapter 7 of the Senior Management Service Handbook contains the Ministerial Directive: Disciplinary Code and Procedure for members of the Senior Management Service (SMS) that ensures that the PSCBC Resolution 1 of 2003, which is cited above, is applicable to members of the SMS as well as emphasising their role in ensuring discipline in the public service in terms of Section 7(3) (b) of the Public Service Act.

If anything, South Africa’s legislative and regulatory framework alone provides ample space for building up public confidence in government’s intent to uproot corruption in the public sector. The legal and policy environment endows public service managers with the power to use internal governance to tackle corruption within their respective operational areas. However, many well-meant anti-corruption efforts have often been found wanting largely due to the disparate responses of stakeholders to the scourge.

Work in progress

In November 2010, the DPSA launched the PSACU to harmonise government responses to corruption within its ranks by piloting an operational model that fosters collaborative investigations amongst anti-corruption initiatives in the public sector. Phase 1 of the PSACU was also meant to assist in addressing identified disciplinary backlogs, with 30 priority cases identified from SIU and National Treasury. It further kicked-started the feasibility study processes for the implementation of phase 2 of the PSACU that charted a way forward for the final establishment of a fully fledged government anti-corruption component that reports to the Minister for Public Service and Administration.

At the time of writing the PSACU was pursuing 30 high profile cases in collaboration with the SIU. Additional cases to the PSACU also included 8 special requests and a further 300 that were escalated by the Presidential Hotline. Preparations for phase 2 of the PSACU saw the development of unit standards under the supervision of the South African Qualification Authority (SAQA) for customised training of investigators during the 2012/2013 financial year.

The PSACU has also made some inroads in as far as dealing with backlogs in disciplinary cases, beginning with the co-ordination of the intervention in the Eastern Cape Department of Health (DoHEC) through collaboration with the Anti-Corruption Task Team (ACTT) and the results thus far are as follows:

- 46 cases on DoHEC Fraud Management Unit case register under investigation
- Pilot project launched to put systems and processes in place to prevent corruption in supply chain management processes
- PSACU is part of the enforcement stream in the project that is responsible for disciplinary proceedings of employees alleged to have committed corruption-related misconduct

The establishment of the PSACU had also been critical in remedying another crippling weakness in the fight against corruption, which is the management of strategic information amongst anti-corruption stakeholders. Remedial steps in this regard include the development of a case management system, which is nearly complete; facilitation of protection of whistle-blowers in partnership with the Office of Witness Protection as well as information sharing partnerships with the Office of the Public Service Commission (OPSC), the National Anti-Corruption Hotline (NACH) and the Presidential Hotline.

The final phase towards instituting the PSACU will be the relocation of the unit outside its current location in the DPSA and the completion of outstanding legal processes pertaining to the mandate and scope of the PSACU.

South Africa’s legislative and regulatory framework alone provides ample space for building up public confidence in government’s intent to uproot corruption in the public sector.
PREPARING FOR THE WORLD beyond the classroom

The Minister of Higher Education and Training, Dr Blade Nzimande, writes on post-school challenges and solutions through the prism of the recently released Green Paper for Post-School Education and Training.

The Green Paper outlines the key problem areas that prevent the system from playing its potential role, while further proposing solutions.

The challenges facing post-school education in South Africa are enormous, despite the many advances and gains made since 1994. The system continues to produce and reproduce gender, class, racial and other inequalities with regard to access to educational opportunities and consequently reduces the chances of success outside the schooling system. Equally important, the post-school system is not meeting the needs of the economy and society as a whole.

The interventions proposed through the Green Paper for Higher Education and Training are meant to align the post-school education and training system with South Africa’s overall development agenda. It is meant to link up to development strategies such as the New Growth Path, the Industrial Policy Action Plan 2; the Human Resource Development Strategy for South Africa 2010-2030 and South Africa’s Ten-Year Innovation Plan. Such linkages have greater potential to contribute more effectively to the goal of inclusive economic growth and development, and to contribute to fundamentally reducing unemployment and poverty.

What the Green Paper envisions is the development of a...
single, coherent, differentiated and highly articulated post-school education and training system. This system will contribute to overcoming the structural challenges facing our society by expanding access to education and training opportunities and increasing equity, as well as achieving high levels of excellence and innovation. Furthermore, the Green Paper outlines the key problem areas that prevent the system from playing its potential role, while further proposing solutions.

Although progress in transforming the post-school institutions has been made since 1994, the system still bears the marks of apartheid. This manifests itself in inequalities, poor quality of education in former black institutions and lingering discrimination. A major problem in the system as a whole is that provision of post-school education and training is inadequate in quantity, diversity and, in many but not all instances, quality. For example, approximately three million young people between the ages of 18 and 24 fail outside either the education and training system or the labour market, which is an appalling waste of human potential, and a potential source of serious social instability.

**Expansion and differentiation**

By 2030, South Africa ought to have a post-school system that provides a range of accessible alternatives for young people. The DHET aims to raise university enrolments to 1 500 000 (a projected participation rate of 23%) by 2030, as opposed to the 2011 enrolments of 899 120 (a 16% participation rate). In addition, the department aims for 4 000 000 enrolments (approximately a 60% participation rate) in colleges or other post-school institutions such as the proposed community education and training centres.

The key area of focus for expansion must be the public further education and training (FET) college sector. Strengthening and then expanding the colleges will play a central role in building a larger and more vibrant college sector. The first step in expanding the FET colleges will be to focus on growth in institutions that are already strong while we focus on improving the quality of the weaker ones, followed by phased and more rapid expansion and diversification throughout the sector. It is, however, crucial that such expansion is undertaken with care in order to ensure that institutions are not overwhelmed by new enrolments. Improved quality – particularly through more effective training of college managers and academic staff and improved student support – will, in any case, improve throughput rates and expand the numbers of qualified people entering the workforce.

Improving the quality of the FET colleges will entail the development of appropriate programmes including the upgrading of lecturer qualifications; capacity building for management and governance; improved learner support; utilising appropriate information technology systems for both learning and management; and building strong partnerships between colleges and employers in both the public and private sectors.

In terms of quality, the universities are historically the strongest and most stable component of the post-school system. However, even some of these institutions are beset by serious problems and are unable to fulfil our peoples’ expectations. Typical problems that remain are associated with access, staffing, curriculum, management, student funding, other forms of student support, and other areas.

A thread that runs through the post-school system is the principle of institutional differentiation, which has not always been supported through funding, though acknowledged as important. The other specific area of focus of the Green Paper is addressing inadequate and insufficient levels of research and innovation. Economic development depends both on innovation and on technology absorption. Solving social and economic problems needs high-level research and development.

In its Ten-Year Innovation Plan, the Department of Science and Technology (DST) states that the level of economic growth envisaged by South Africa requires continual advances in technological innovation and the production of new knowledge. The DHET will work with the DST to ensure increased support for post-graduate study and for senior researchers, as well as a more stable
funding model for all educational institutions that conduct research.

Part of the expansion drive is looking into the establishment of a new institutional type, provisionally called Community Education and Training Centres (CETCs), to address the needs of out-of-school youth and adults. The existing public adult learning centres will be absorbed into this category of institution, while the college sector (nursing, agricultural, police and other colleges) will be rationalised in partnership with other government departments with a view to finding ways to build these colleges into a coherent and accessible system and that is well aligned both internally and with other post-school institutions.

Forging coherence

An important initiative proposed by the Green Paper is the establishment of a South African Institute for Vocational and Continuing Education and Training (SAIVCET) as a key part of a long-term strategy to build institutional capacity. It is noted that a study will be done soon to further conceptualise and make specific recommendations for the Institute. The Institute’s main function should be to strengthen the vocational and continuing education sector by playing a supporting role to existing institutions, especially the FET colleges and the Sector Education and Training Authorities (SETAs).

A central problem, which this Green Paper addresses, is the lack of coherence within the post-school system as a whole, between basic education and the post-school system, and between the post-school system and the labour market. There is inadequate information about labour market needs and future growth possibilities, and this makes planning and targeting of provision difficult. The levy-grant institutions – the (SETAs) and the National Skills Fund (NSF) – are poorly co-ordinated with public provision, and very little of the skills levy funding has been used to pay for education in the public universities and colleges. SETAs must also play a crucial role in building relationships between education and the labour market. Improving relationships between education institutions and employers is a priority.

Complex regulatory environment

The Green Paper goes on to address the challenges presented by the existing regulatory system, which is complex and difficult to understand. The regulation of post-school education in South Africa is governed by an array of legislation and statutory bodies. There is duplication, overlap and, at times, incoherence and inconsistency in the functioning of parts of our system. In this regard, an important starting point is simplifying the National Qualifications Framework by outlining clear options.

Qualifications and quality assurance frameworks are complex, with overlapping directives and ongoing contestation between different quality assurance bodies in various areas of operation. The primary bodies with a direct role in quality assurance are the three Quality Councils – the Council on Higher Education, Umalusi, and the Quality Council for Trades and Occupations.

Below are proposed options for clarifying their respective areas of jurisdiction:

- The regulatory system must be streamlined to ensure that accreditation and quality assurance requirements strengthen educational institutions, without becoming barriers for them.
- Non-formal educational provision targeted at specific community needs, as well as on-going professional development, need not always lead to qualifications or be provided through accredited providers.
- Proposals are also made to strengthen the levy-grant institutions to make them more effective and, as mentioned above, improve their articulation with the post-school system as a whole.

The above proposals largely build on the ideas of the National Skills Development Strategy III, which are currently being implemented. In this document, clarification of the mandate of the SETAs is emerging as a key priority as well as ensuring that the levy-grant system, the NSF and SETAs complement each other.

Conclusion

The key problem areas that are addressed through the Green Paper will enable us to tackle ongoing inequalities with regard to socio-economic status, race, gender, geographical location, age, disability, and HIV status. This would also ensure that the post-school system contributes to changing the economy to one that relies more on the value-adding skills of its people than on easily replaceable and cheap unskilled labour.

A truly integrated education system as envisaged by the Green Paper implies that institutional growth paths are aligned to South Africa’s overall development agenda with direct links to various development strategies such as the New Growth Path, the Industrial Policy Action Plan 2, the Human Resource Development Strategy for South Africa 2010-2030, and South Africa’s Ten-Year Innovation Plan.
The deployment of SMS members to line functions of service points was meant to inculcate a deeper and more informed understanding of service delivery dynamics and complexities.

**Introduction**

The continent-wide annual celebrations of Africa Public Service Day (APSD) and the Public Service Week (PSW) activities have traditionally factored the deployment of senior managers to the coalface of service delivery in the form of Project Khaedu. The 2011 edition of the APSD and PSW incorporated the Senior Management Service (SMS) Conference and roundtable discussions, which were hosted by the Minister for Public Service and Administration (MPSA). The integrated approach marked a departure from past practice when the deployment of senior managers took centre stage in the design of the realigned PSW activities that directly fed into the programme of the SMS Conference.

**From offices to the field**

The deployment of SMS members to line functions of service points was meant to inculcate a deeper and more informed understanding of service delivery dynamics and complexities by senior managers. For this reason a total of 199 senior managers (who were divided into 59 teams) from national and provincial government departments were deployed to service delivery points as part of the 2011 APSD/PSW week-long programme.

Apart from providing opportunities for much needed “exposure”, the deployment brief required of managers to problem-solve by identifying service delivery gaps at the coalface and come up with responsive recommendations for improvement. The teams used the diagnostic tools of the Batho Pele Impact Assessment (BPIA) that were tailored to suit the three targeted sectors, namely, health, education and safety and security in all provinces.

**THE SECTOR BREAKDOWN WAS AS FOLLOWS**

<table>
<thead>
<tr>
<th>SECTOR</th>
<th>PROVINCE</th>
<th>SERVICE POINTS</th>
<th>DEPLOYEES</th>
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<tbody>
<tr>
<td>SAPS</td>
<td>Kwazulu-Natal</td>
<td>15</td>
<td>62</td>
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<td></td>
<td>Free State</td>
<td>3</td>
<td>20</td>
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<td>Education</td>
<td>Northern Cape</td>
<td>5</td>
<td>15</td>
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<td></td>
<td>Eastern Cape</td>
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<td></td>
<td>Mpumalanga</td>
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<td>15</td>
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<td>Health</td>
<td>Gauteng</td>
<td>10</td>
<td>36</td>
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<tr>
<td></td>
<td>Limpopo</td>
<td>5</td>
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<tr>
<td></td>
<td>North-West</td>
<td>6</td>
<td>15</td>
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<tr>
<td>Total</td>
<td></td>
<td>59</td>
<td>199</td>
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A total of 102 senior managers and Batho Pele Co-ordinators representing both national and provincial departments visited 21 different police stations across the Free State (FS), Western Cape (WC) and KwaZulu-Natal (KZN) provinces, and focused on the effectiveness of police stations in ensuring a safer South Africa. The reported highlights by the deployed team included the level of support and the active participation of high level public servants. The Directors-General (DG) of the KZN and FS provinces received particular praise in this regard. The unannounced service delivery site visits in the Free State province were led by the Minister for Public Service and Administration (MPSA) and the provincial MEC for Public Works, Roads and Transport.

Gauteng, Limpopo and North-West provinces handled the health sector and the deployment teams of 61 people, including Batho Pele Co-ordinators, visited 21 service delivery sites made up of health care centres and hospitals. The remaining provinces, Mpumalanga, Northern Cape and Eastern Cape, focused on the education sector and involved visits by the 36 deployees to 17 service delivery sites, namely, the provincial and district offices as well as selected schools.

Safety and security sector
The 59 teams of SMS deployees found a mixture of good and poor service delivery practices across the sector in the three targeted provinces mentioned above. They reported notable efforts towards participative and accountable approaches to safety and security, especially through the role played by Community Policing Forums (CPF) as well as special interventions such as the safer schools project, which involved weekly educational visits to schools by the South African Police Service (SAPS) staff.

However, not all of the visited sites were models of Batho Pele as a plethora of back office challenges impeded on such principles as “access”. Financial and human resources constraints reportedly played a major role in contributing to the already stressed service delivery points.

Both the deployment teams as well as the SMS Conference recommended the need to strengthen monitoring and evaluation capability across the safety and security value chain, beginning with police stations at provincial and national levels.

Health sector
Project Khaedu was specifically singled-out for having contributed to some improvements in the health sector sites that were visited during the PSW deployments in the Gauteng, Limpopo and North-West provinces. As in the case of the safety and security sector, the good practices were not evenly dispersed throughout the visited health services sites.

A combination of structural challenges encompassing human and infrastructural deficiencies adversely undermined what effort staff expended towards ensuring the fulfillment of the constitutional right to health, even at the barest minimum levels of service.

The recommendations made with regard to the health sector were as varied as the challenges. These ranged from the
need to (re)institutionalise the implementation of Batho Pele and human resources management challenges. General project and contract management capabilities were identified as needing particular attention at an operational level.

These led to delays in the scheduling of replacement or the servicing of medical and other equipment, resulting in the breakdown of equipment at inopportune times.

It was recommended that health institutions should develop, implement and monitor service and maintenance plans to ensure effective management of Service Level Agreements (SLA) and strengthen time frames for all repairs and replacements.

**Education Sector**

Mpumalanga, Northern Cape and Eastern Cape provinces focused on the education sector. A total of 17 service delivery sites, made up of provincial office, district offices and schools, were targeted by the 36 managers and Batho Pele Co-ordinators. The teams considered the sector's mandate as outlined in the draft action plan to 2014 that provides the basic requirements for the functioning of schools.

Good practices in some schools were demonstrated by well-functioning School Governing Bodies (SGB), high levels of professionalism amongst teachers as well as performance management systems aimed at tracking the effectiveness of teaching and curriculum targets. But despite policy prescripts and much effort within the education sector, access to education still remains a major challenge in some areas due to the barriers of distance from school, disability and even language, according to the deployment reports.

Barriers to access to education were further worsened by generalised insufficient resources across many of the education sector sites. A preponderance of schools infrastructure-related challenges was acute due to the following:

- Overcrowding and high teacher-pupil ratios
- Lack of libraries, science and computer laboratories
- Non-existent internet access and in some instances even telephone lines
- Inadequate sport and other recreational facilities
- Sanitation facilities such as toilets were poorly maintained and unhygienic.

The recurring complaints by the schools that were visited centred on the issue of support and procurement systems that reportedly operate without much consultation with schools as beneficiaries. In some areas, the district offices appeared to be unclear about the nature of support required of them and had no processes or procedures in place to ensure ongoing support.

The recommendation of the education sector teams as well as those of the SMS Conference plenary were the opposite to the challenges encountered during the provincial deployments.

Those recommendations that were particularly new or innovative encompassed the need to draw the State Information Technology Agency’s (SITA) expertise in assisting with the information and technology challenges in schools, including the provisioning of second-hand computers and internet connectivity.

It was furthermore recommended that a review of schools infrastructure be undertaken as a way of systematically tackling the common problems of overcrowded classrooms, inadequate water and sanitation and recreation and sport facilities.

**Conclusion**

Much of the first day of the SMS Conference was devoted to commissions that were meant to receive, discuss and consolidate from sector deployment reports for further synthesis of overall recommendations by delegates during the plenary session. The consolidated findings and recommendations are aimed at improving the impact of government programmes, commitments and initiatives for the realisation of a better life for all. Reports and recommendations should be followed up by clear action plans, which are aligned to various initiatives by the three sectors to strengthen service delivery implementation as well as ongoing monitoring and regular reporting and feedback.
The mandate of the Department of Correctional Services is that of providing correctional services in line with South Africa’s constitution, legislation and regulations.

The Department of Public Service and Administration (DPSA) has come up with a mechanism to facilitate improved service delivery at the coalface. Under Project Khaedu, senior managers in the public service undergo a week-long deployment to government service points as part of an action learning exercise that is intended to heighten appreciation of the nature of service delivery at the most local level.
Introduction

The Department of Correctional Services (DCS) is mandated with the provisioning of correctional services to offenders and its work is carried out in line with the South African Constitution, legislation and regulations. The DCS’ operational and priority areas cover the reduction of overcrowding in facilities, the professionalisation of personnel and the standardisation of performance indicators.

In this case study, we demonstrate how the DCS had leveraged on the best practices from years of implementation of Project Khaedu in rolling out and mainstreaming the correctional services mandate.

Methodology

The case study covers the period 2009/10 financial year and begins with the establishment of the deployment management team of senior managers from Communication and Public Education divisions of the DCS. The team then selected three sites as focal areas for the deployment of officials. While the chosen focal areas were the Grootvlei, Mangaung and Kimberley Correctional Centres. The choice was meant to provide a basis for the comparing of management styles, processes, challenges and responses between them.

In addition to the lessons gleaned from Project Khaedu, the 2009/10 deployment of officials further factored the critical success factors that were based on past annual visits to the coalface of correctional services delivery points as highlighted as follows:

- The annual deployment of Senior Management Service (SMS) staff is sanctioned by the top leadership within the DCS and is compulsory
- The Annual Performance Agreements of all SMS personnel are unequivocal on the annualised five-day-long deployment of each senior manager to service points that takes place during the first and second quarter of the financial year
- Deployments take the form of small syndicates that are made up of five or six SMS members who get allocated or assigned to the DCS’ six regions. The five SMS members who participated in the 2009/10 deployment used the DCS strategic plan and annual performance plan to guide their work. They specifically explored the following areas among others:
  - The challenges of overcrowded correctional facilities
  - Assessing the state of correctional facilities
  - Observations of leadership and management styles
  - Looking at processes involving visits by outsiders to facilities
  - The safety and security of visitors, staff and inmates.

Four days of deployment time was devoted to site visits to the Grootvlei and the Mangaung Correctional Centres, where the syndicate of deployees focused on the management of the visitation processes, from the registration of visitors and up to the time when visitors leave the facility.

Grootvlei Correctional Centre

On the surface, the observations made by the team at the Grootvlei Correctional Centre were indicative of a well-managed facility. The visitation processes appeared to be running efficiently. However, closer scrutiny and interaction revealed some underlying challenges such as noted below:

Visits to the facility

- The intercom system for communicating with inmates from within their cells was reportedly dysfunctional for the past ten years. This was especially affecting those inmates in the remand detention sections, which require non-contact visits. This acutely affected communication between inmates and their visitors leading to delays as well as missed visits at times. The inmates reportedly said that although the official time ends at 16h00, yet visitors were barred from entering the facility as early as 14h00.

- Inadequate visitors holding space made over-crowding a perennial problem in the facility and negatively impacted on the visitation process. The facility had only one registration station, which badly impacts on the speed with which the registration of visitors could be processed. Consequently, the delays encroach on or “eat into” the fixed hours allocated for visits.

- The sentenced inmates are in a somewhat better position as contact with visitors is permitted, even though their privacy was compromised, while the Medium B Section of the facility does not require registration of visitors. In addition, the waiting area for visitors did not provide for water.

Water and sanitation

- Male toilets in the visiting area were found wanting and far from hygienic as well as lacking privacy, while the special needs of people with disabilities were not accommodated. In contrast, female bathrooms were found to be better off, despite blown out light bulbs and the unavailability of toilet paper and hand towels.

Telephony

- There were complaints by inmates over access to telephones which had to do with availability or the ratio of phones to inmates.

Mangaung Correctional Centre

The facility director of the Mangaung
Correctional Centre gave an overview briefing of the operations at the centre, which covered the visitation process and a number of skills development projects as captured below:

- uniform making
- road-sign refurbishing
- internal printing works
- leather works
- a candle wax manufacturing facility
- a bakery.

The SMS deployees were then taken on a guided tour of the facility and the services provided for the benefit of inmates. These included health care and multi-denominational religious units; a full-time school which runs up to grade 12; a library service; Sector Education and Training Authority (SETA) accredited courses and an Adult Basic Education and Training (ABET) unit. Furthermore, a soccer field and a volleyball court provided for the extra-mural activities of the inmates.

The Mangaung Correctional Centre is operational on a 24-hour basis. It is divided into streets and units which house up to sixty-four inmates per street. Each unit is run by a unit head and cascading staff to “street supervisors”. The centre further boasts a well-managed access control and security system. Safety and security is provided for by a well-trained emergency response team, which is responsible for overall security in the facility.

Both the guided tour and the briefing gave an impression of a well-run establishment and for this reason the syndicate of deployees was keen on validating the seeming success story by trying to verify what they had seen and heard through interaction with inmates, though in the company of correctional services officials. Just about the only crack in what appeared to be a well-run facility was the hinting of grievances against a number of the officials by some of the isolation section inmates who perhaps took advantage of the platform provided by the touring team.

**Tswelopele Correctional Centre in Kimberley**

The deployees were given a guided tour through the facility’s various sections, which included a hospital with an infectious patients unit, but without the requisite infection control measures. Large parts of the Tswelopele Correctional Centre were still under construction at the time of the site visit.

**Recommendations**

A few broadly grouped recommendations emerged from the DCS deployments. These covered the management of the visitation process as well as creating a more welcoming environment for visitors as summed up on the next page:
• Visits to inmates needed to be tightly managed by exploring the use of a telephonic or internet booking system to reduce the waiting time for visitors at reception. Prior notification of visits could help in ascertaining the availability of the visited inmates on the day of the visit and could thus greatly aid the visitation process.
• Increasing the number of visitor enrolment points and separating offender-visitors registration from those visitors who are coming to render services or meet DCS officials.
• Install drinking water for visitors at reception areas in addition to providing adequate sitting space.
• Provide information and entertainment for visitors at reception via TV monitors that may include useful information for visitors as well as serving as a marketing tool for the DCS.

**Conclusion**

The deployment report, with recommendations, was presented to the Area Management Team and they undertook to address all the aspects contained in the recommendations.

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**KHAEDU METHODOLOGY DURING DEPLOYMENT WEEK**

The modus operandi for Kheadu Development takes syndicates to the selected site from Monday to Friday as per the following guided programme:

<table>
<thead>
<tr>
<th>MONDAY</th>
<th>TUESDAY</th>
<th>WEDNESDAY</th>
<th>THURSDAY</th>
<th>FRIDAY</th>
</tr>
</thead>
<tbody>
<tr>
<td>• <strong>08:00</strong> Debrief at central venue</td>
<td>• Interview and surveys • Staff • Diagnostic • Walk the process with a customer • Data collection • HR/Organisation • Finance • Process/Admin</td>
<td>• Analysis and solution generation</td>
<td>• Analysis and consolidation • Finalise report</td>
<td>• Present report of high-level findings to Management of the host site and findings to Regional Management</td>
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In this polemic, the President of the South Africa Association of Public Administration and Management (SAAPAM), Dr Mashupye Maserumuule, argues that South Africans need to invest in home-grown public administration solutions in order for the developmental state to be a success.

By questioning the existing paradigm, SAAPAM was effectively filling an intellectual gap that has always been absent in public administration discourse.

Re-inventing the state

In the book Water Wars, Shivana Shiva (2002) writes that “the real issue of our time is how to reinvent the state”. And indeed, the pressing demands of the 21st century dictate so. However, the task of reinventing the state is not an easy one. This is because, as Roberto M Unger in the False Necessity (2001) puts it, “in the vast majority of historical situations” in the making of society through politics, “the struggle over what [that] society will become in the future” has always been characterised by endless contestations rooted in binary discourse theorising the state along the ideological paradigm of either socialism or capitalism. In other words, concludes Eric Hobsbawn (2010), “socialism has failed; now capitalism is bankrupt – so what comes next?”
Another author, Richard L Sklar (1998), similarly asks whether there is anything beyond capitalism and socialism from which important insights on how to reinvent the state could be drawn – these are particularly urgent questions for a young nation like South Africa.

The South African Association of Public Administration and Management (SAAPAM) make it their business to occupy the intellectual space in the field of public administration. SAAPAM does this by engaging in a new imagining of another knowledge base in which the received concepts that structure public administration discourse are re-conceptualised differently to rid them from the vocabulary of the discipline’s pitfalls of accepted belief. SAAPAM seeks to inform and influence the strategic policy orientation of government in imagining the future. It commits itself to truthful knowledge that befits the context of our time because the value of scholarship lies in its relevance and rigour in informing policy discourse and practice. This much is amply demonstrated in the quality of debates in the conferences that the association organises and hosts annually and the proceedings of the most recent SAAPAM gathering are succinctly reflected in the rest of this overview article.

**Debunking intellectual templates**

In its 11th Annual Conference of 16-18 February 2011 themed Fostering Excellence, Innovation and Monitoring of Public Administration in a Developmental State, SAAPAM made a significant contribution to the question about “the real issue of our time”. Using this as a framework, the conference examined the question of whether the developing countries have any other options beyond socialism and capitalism. This question relates to the real issue of our time, which is how to reinvent the state. In the proceedings of the conference it was contended that a developmental state is the answer to the real question of our time.

By answering the question about how to reinvent the state the way it did, SAAPAM challenged Francis C Fukuyama, an American philosopher and scholar, and author of the book The End of History and The Last Man (1992). In the book, Fukuyama proclaims that neo-liberalism marks “the end of history as such, the end point of man’s ideological evolution and the universalization of Western liberal democracy as the final form of human government”. This argument follows the collapse of communism in Eastern Europe in the 1980s, which marked the failure of socialism. The end of the Cold War heralded the emergence of neo-liberalism, which assumed ideological hegemony in the industry of knowledge. It influenced the intellectual foundation of development studies, which, as Irene L Genzier (Lewis R Gordon 2004) explains, “emerged in elite, First World universities as an attempt to offer their vision of modernisation over the Marxist ones of the USSR [Union of Soviet Socialist Republics], Communist China, and Cuba; their model was resolute: a capitalist economy and elite (oligarchic) democracy”.

Most developing nations suffer the fate of the “fundamental pedagogy of big lies” (Donaldo P Macedo 1993) as propagated by neo-liberalism, which the Euro-American scholarship extols as the final form of human thinking “beyond which it cannot traverse” (Nqosa L Mahao 2009). The disciples of neo-liberalism contend that it is only the market economy and a democratic system that can bring about sustained economic growth and development. But, neo-liberalism is capitalism reincarnated. The bad fortunes of the 21st century displaced the logic of neo-liberalism, which SAAPAM, in the proceedings of its 11th Annual Conference, dismissed as an inappropriate intellectual template. In taking such a stand by questioning the existing paradigm, SAAPAM was effectively filling an intellectual gap that has always been absent in the public administration discourse.

With self-proclaimed “esteemed scholars” of neo-liberalism “armed with little beyond a bundle of misconceptions, the misfortune of a bad education, and dangerously little knowledge” (Thabo M Mbeki 1984) of the “philosophico-political dissertations” (Robert J C Young 2006) that undergird the revolutionary intellectualism of the liberation struggle, and advancing “subjective views as the paragon of profound intellectual thought” (Kgalema Motlanthe 2011), “Public Administration conceptual reflection, theory construction and research have, in many respects, not reflected sufficient responses to the actual practice and experience of public administration” (Salim Latib and Kgothatso Semela 2004). Karl Marx characterises this type of engagement as “intoxicating speculation” whereas Kwame Nkrumah (1970) termed it “ecstasy of intellectualism”. This is an anomaly in the public administration discourse that SAAPAM seeks to correct as part of their contribution towards building a South African developmental state.

**Thought leadership**

In his seminal work titled Constructing the 21st Century Developmental State, Peter Evans underscored the importance of ideas as a key factor in the evolution of the new growth theory. In illustrating this point in the Sources of US Economic Growth in a World of Ideas, Charles l Jones (2002) makes an instructive obser-
viation that in the United States “between 1950 and 1993, improvements in educational attainments, which amounted to an increase of four years of schooling on average, explain 30 per cent of the growth in output per hour. The remaining 70 per cent is attributable to the rise in the stock of ideas”. This underscores the importance of knowledge, which is critically important to South Africa in its attempt to position itself as a developmental state. Following the publication of the proposed national development plan by the National Planning Commission (NPC), Mabedla Malebabu, Jennifer Molwantwa and Ishron Rensburg – all members of the Commission – penned an opinion piece in the Sunday Independent that reiterates the point made in the foregoing, namely “it’s in making knowledge that a nation makes success”. As its activities are at an intersection between scholarship and the praxis of governance, SAAPAM is strategically positioned in the industry of knowledge as the custodian of the stock of ideas in the field of public administration. It is at this intersection that theoretical propositions are tested against an empirical reality to ensure their contextual relevance to the real issue of our time.

**Talking politics**

True to its commitment to continue engaging cutting-edge issues around which its intellectual activities are themed, the 12th Annual Conference of SAAPAM was planned to examine the state of governance in Africa at the turn of the centenary of the ruling party. The conference took place in March 2012 in Bloemfontein at the University of the Free State. It was co-hosted with the Centre for Africa Studies. The rationale behind the theme of the conference was that the theory and practice of public administration was in a state of flux responding to a particular political thinking at a particular point in history. This perspective was in stark contrast to the Wilsonian scholarship in the evolution of public administration as a field of study, which downplayed the influence of politics as a variable that undergirds its epistemological essence. In his widely cited article in the Political Science Quarterly of 1887 titled The Study of Administration Woodrow Wilson argued that the field of administration is a field of business far removed from the hurry and strife of politics. This proposition is historical as it contrasts the perspective that precedes Wilsonian scholarship, as articulated by Alexander Hamilton. Public administration is “directly connected with the lasting maxims of political wisdom, the permanent truths of political progress” (Lynton K Caldwell 1965).

The founding perspective argues that “the administration of government, in its largest sense, comprehends all the operations of the body politic” (Hamilton 1961). Therefore, as David Rosenbloom (1993) puts it, “the idea that public administration can be separated from politics is odd”. Administrative questions are political questions – not the other way round as Wilson argues.

The view that public administration is largely a ’theoryless’ discipline presupposes that the practice of governance is not informed by sound theoretical insights. Any attempt to theorise governance without the imperative of politics is destined to naught. Politics determine the character of public administration. As Dwight Waldo (1948) puts it, administrative theory is political theory. Aaron Wildavsky (1966) supports this view in the contention that administrative prescription is political prescription. The message ingrained in these postulations is that “if we want better government, we better talk politics” (David Rosenbloom 1993). This is exactly what the 12th Annual Conference of SAAPAM intended to do.

**Centenary of struggle**

Consequently, as intellectuals in scholarship and the practice of governance, we cannot afford to be unmindful of the fact that the centenary of the ANC as a political formation that governs South Africa constitutes an important opportunity for reflective discourse on its politics and the extent of its impacts on the state of governance in Africa. This should entail critical analysis of the philosophico-political dissertations of the liberation movements to understand the revolutionary epistemology that guided their cause. In scholarly terms a centenary represents a wealth of knowledge that evolved over a period of 100 years. Behind any centenary, especially of a political formation, is the significance of original thoughts we depend on to make sense of how things are and why they are the way they are. It is against this background that the theme for the 12th Annual Conference of SAAPAM was conceptualised. Its objective was to examine the original thoughts of the ANC in relation to its philosophico-political dissertations on issues of governance to explore the possibility of constructing a new theoretical paradigm for public administration and governance in a developmental state. In this the fundamental questions that the conference was expected to examine were: did the ANC, in its long history of existence, have a clear idea of the type of public administration it wanted to drive the national democratic project or was it more preoccupied with political questions rather than administrative questions? Or whether the centenary provides an opportunity for re-imagining the future of governance in Africa both at practical and theoretical levels?
Any attempt to theorise governance without the imperative of politics is destined to naught.

Home truths

When the democratic government assumed office in 1994, it came with the Reconstruction and Development Programme (RDP) and later, in 1996, introduced the Growth, Employment and Redistribution Strategy (GEAR). These policy trajectories had profound implications on the science and practice of public administration. The Presidential Review Commission (PRC) constituted in 1996 during the Mandela administration also played an important role in informing the transformation of public administration in South Africa. It informed the strategic policy orientation of the Mbeki administration, following the second democratic elections in 1999. This is the same year when the Mount Grace II was convened to assess how the Mount Grace I fared. Although the diagnosis in the Mount Grace debates is correct in so far as the character of the public administration scholarship is concerned in South Africa, the remedies suggested do not seem to have been based on solid epistemological grounds taking into consideration liberation philosophies and theories from which important insights were drawn in constructing the new South Africa. This much is so in that the question of relevance often comes up when public administration scholarship interfaces with the praxis of governance. The concern is that scholarly outputs in the field do not talk to the dynamics of the world of practice. This is so in that the outlook of public administration scholarship in South Africa is steeped in the naivety of binary discourse in dalliance with Euro-American scholarship while rejecting African epistemology as pernicious nonsense.

SAAPAM seeks to correct this intellectual misconception as it is antithetical to the concept of a developmental state. They seek to do so by dislodging the proxies of neo-liberalism in the industry of knowledge proclaiming international and esteemed status to perpetuate the hegemonic intellectual project of Euro-American scholarship. For, as Ziauddin Sardar (1999) cautions: “the power of the West is not located in its economic muscle and technological might. Rather, it resides in its power to define. The West defines what is, for example, freedom, progress and civil behaviour; law, tradition and community; reason; mathematics and science; what is real and what it means to be human”.

Such rigid definitions and intellectual hegemony largely fail to define the South African contextual reality. They are grossly at odds with SAAPAM’s commitment to make a significant contribution towards building South Africa as a developmental state. A key to a successful developmental state lies in the relevance of knowledge to the imperatives of development; knowledge that adds “value to societal endeavours” (Kgalema Motlanthe 2011).

-The12th Annual Conference of SAAPAM was held in early March 2012 in Mangaung, Bloemfontein, at the University of the Free State. For more details on the membership of SAAPAM and its activities visit the website at www.saapam.co.za.
Minister in the Presidency responsible for the National Planning Commission (NPC) Trevor Manuel recently launched a roadmap for the South Africa of 2030. In this edited article, Minister Manuel explains the travel plan.

“... in 2030 we live in a country which we have remade. We have created a home where everybody feels free yet bounded to others; where everyone embraces their full potential; a community that is proud to be a community that cares.” (Quote from vision statement)
The National Development Plan that we presented to the President and the country (at the tail-end of 2011) is principally about relationships; relationships that people have with their country, relationships that we have with one another and the relationship that, as citizens of South Africa, we have with the state. At the moment these relationships are broken. As South Africans we disregard one another. As South Africans we disregard the law. What we want by 2030 is to have created a country in which we value one another, in which we value life and we value our communities. We value doing the right thing. We want to have created a home where everybody feels free yet bounded to others. This plan is about what binds us.

What binds us is a new story, a story for a better South Africa and for all its people, a story to eliminate poverty and reduce inequality, a story that changes the life chances of our people, particularly young people and women; a story that draws on our history, our experience and our traditions.

Making a plan

When the commission was inaugurated [in 2009], the President gave it the license to be bold, honest and critical. He explicitly stated that he did not want a back-slapping commission. The President’s faith must have been tested when the commission released the diagnostic document in June 2011 which presented a sharply honest and critical appraisal of our performance since 1994 and our failure to overcome poverty and inequality.

The plan we unveiled [in November 2011] is similarly bold and honest. If we don’t strike out bravely, the cleavages in our society will simply deepen. As a commission we have applied our minds to the 9 challenges we identified as the most pressing in the diagnostic report, [which] were:

- Too few people work
- The standard of education for most black learners is of poor quality
- Infrastructure is poorly located, undermaintained and insufficient to foster higher growth
- Special patterns exclude the poor from the fruits of development
- The economy is overly and unsustainably resource intensive
- A widespread diseased burden is compounded by a failing public health system
- Public services are uneven and often of poor quality
- Corruption is widespread
- South Africa remains a divided society.

We have added another four to the original 9: these cover social protection, the rural economy, citizens’ safety and South Africa in relation to the region and the world. In crafting the plan we took into account several factors, such as demographic and global trends that are profoundly changing our world. We extensively reviewed government policy and examined the 13 key challenges in great detail.

Our leitmotif has been that we want to eliminate poverty and reduce inequality. Consistent with the diagnostic report and the views of thousands of people who were consulted, increasing employment and improving the quality of education form our highest priorities in the plan. If we fail to tackle these two challenges, not only will progress in other areas unravel, but we also face the real prospect of rising social instability, increasing frustration of young people, greater likelihood of populism in our politics and greater divisions in our society. We cannot hope to unite our country if young people feel as though the odds are stacked against them.

Our constitution states that South Africa belongs to all who live in it and that all are equal before the law. How do we make the constitution a reality for all South Africans? How do we ensure that opportunities for each person are not determined by who...
they are or where they were born but by their hard work, effort, skill, talents and the opportunities open to them.

In all our encounters with thousands of people across the country the message has been clear: South Africans love our country. They are proud of our achievements since 1994, have faith in our democratic institutions and want to see greater success for our country. They are prepared to commit themselves to building a better South Africa. Our challenge is to make it possible for them to contribute to the South Africa we want to see by 2030. This plan is not a sermon from the mount.

It’s about identifying how people can be empowered to enable change. We need to reshape expectations we have of government. We have to forge an active citizenship that takes ownership of the solutions to our problems. The plan is about achieving this shift in perspectives and relationships. It also contains very specific recommendations. For example, in the chapter on an integrated and inclusive rural economy we focus on support systems that will give life to land redistribution. We need to put land to productive use. We estimate that agriculture has the potential to create close to 1 million new jobs by 2030 and to achieve this we need to:

- Expand irrigated agriculture by substantially investing in water resource and irrigation infrastructure
- Create security of tenure for communal farmers. This is vital if we are to secure incomes for existing farmers and for new entrants. We must investigate flexible systems of land use for different kinds of farming on communal lands
- Invest substantially in providing innovative market linkages for small-scale farmers in the communal and land reform areas, with provision to link these farmers to markets in South Africa and further afield in the subcontinent
- Put in place preferential procurement mechanisms to ensure that new entrants into agriculture can access the “food away from home” market, including school feeding schemes and other forms of institutionalised catering such as food services in hospitals and correctional facilities
- Give greater support to public-private partnerships to develop under-exploited opportunities.

Similarly, in the chapter on transforming urban and rural spaces we spell out why and how we can unravel the spatial patterns of Apartheid that still plague us. Transforming human settlements is a large and complex agenda requiring far-reaching policy changes. Most state investment goes into household services. Over time, the state should shift its role from a direct housing provider to a housing facilitator, developing public goods through investment in public transport, economic and social infrastructure and quality public spaces.

**It’s about identifying how people can be empowered to enable change.**

The plan addresses how we can transform where people live; how we can break the pattern of government building soulless little boxes, and instead facilitate the development of communities. We want to link where people sleep, pray and play with where they work. We want to develop communities understanding that the quality of life for many is undermined by the fact that they must travel great distances to get to and from work. Our proposals on urban areas include:

- Developing a more coherent and inclusive approach to land. All municipalities should be encouraged to formulate specific land policies showing how vacant and under-used land will be developed and managed to achieve wider socio-economic objectives
- Radically revising the housing finance regime by shifting funding away from building single houses to supporting the development of a wide variety of housing types with different tenure arrangements, including affordable rental and social housing
- Strengthening the link between public transport and land use management with the introduction of incentives and regulations to support compact mixed-use developments
- Enhancing the existing national programme for informal settlements by developing a range of tailored responses to their upgrade including minimum health and safety standards. We need strong and mature leadership both in government and from communities to achieve the unity and common purpose required to see the plan through. Leadership is about problem solving.

We need initiative. We need voice. We need to test ideas. We can all be leaders in our society. We can all implement the solutions we have collectively identified. This requires us to change the way we approach challenges. It requires a paradigm shift. This is what we propose in the plan.

**An active and capable citizenry**

In coming up with solutions the commission has drawn strongly from definitions of development that focus on creating the conditions, opportunities and capabilities that enable people to lead the lives they desire. Development is the process of raising the capabilities of all citizens, particularly those who were previously disadvantaged.

The development of capabilities is critical to enable our youth to grasp the
opportunities that we develop. Education and skills development are critical capabilities, but there are others too. Better public transport, a well-designed social safety net, a healthy population, better located housing settlements and safer communities are critical to enable people to improve their own lives.

The plan therefore charts a new course. This new course is one where communities in partnership with government develop the capabilities to improve their own lives through education, employment, healthcare, transport, social security and safer communities.

At the same time, we have to broaden the economic opportunities available to citizens. This requires faster economic growth, a more labour-absorbing economy, higher levels of investment, inclusive and integrated rural economies and better located human settlements. While we build these capabilities for both individuals and for the country, we must do so mindful of the impact on our environment, which is an endowment we cannot destroy.

The paradigm shift from a delivery model to a capabilities approach requires three complementary enablers:

- The first of this is an active citizenry, involved in their own development and in the development of their community.
- The second is a capable and effective state, able to understand when and where it needs to act, what its limitations are and how to partner with other forces in society to achieve complex objectives.
- The third enabler is strong and mature leadership from all institutions in society.

An active citizenry, working in partnership with government, business and civil society is critical to this new development paradigm. While the state can build schools, we need communities to work with the schools to ensure that they work properly and that children study hard. Our paradigm is one where communities are active in their own development.

The challenge we face in our education sector illustrates this point well. There is universal acknowledgement that our education system fails the poor. It needs transformation so that Thandi and the millions of young people like her have better chances in life. Achieving this requires a collective effort. We have to talk to one another and draw on the energies of those who are committed to finding solutions. We must leave the naysayers behind.

We hope that the proposals in the plan will be taken in the spirit in which they were designed – an honest and open-handed attempt to tackle the deep-seated problems that bedevil our country.

The process of developing this plan has indeed been a unique one. It was a bold and brave step by the President to appoint a commission of people outside of government, South Africans who care deeply about their country, to help develop a national plan for the country. The President has shown remarkable confidence in our institutions of democracy to embark on such an open process.

The plan is the product of not just the commissioners but also tens of thousands of South Africans who care deeply about their country, to help develop a national plan for the country. The President has shown remarkable confidence in our institutions of democracy to embark on such an open process.

The plan is the product of not just the commissioners but also tens of thousands of ordinary South Africans, young and old, black and white, who have shared with us their dreams, hopes and ideas for the future. Following the release of the Diagnostic Report, the commission embarked on a broad public consultation, which took us from deep rural areas in Mpumalanga to East London in the Eastern Cape. In addition to dozens of direct, face-to-face discussions with communities and organisations, the commission also hosted an online, interactive discussion with about 10 000 young people.

There are several important areas that the commission did not get to. Some of these areas include new and more inclusive models of economic empowerment, ways to enhance national reconciliation and regional peace and security issues.

Over the next few months we will consult with the broadest possible range of organisations and intensely interrogate the plans with government. After a period of refinement and improvement, the plan will be presented to Cabinet for consideration. President Zuma will set out the timeframes and parameters for these processes.

**Conclusion**

Asking a group of part-time commissioners to help draft a plan for the country has several advantages, but also introduced some challenges. The commissioners all have day jobs. Despite their day jobs, all the commissioners have put in an immense amount of time and effort. They have brought their experience, technical background, social networks and political acumen to the task at hand. In addition to the efforts of the commissioners, tens of thousands of South Africans have helped us through their expressions of support and their detailed contributions to the work of the commission.

The work of the National Planning Commission does not end here. After the plan is presented to Cabinet in a few months, the commission will begin detailed work. We will take three or four areas each year, so that we can complete the detailed work within the three and half years left of the term of the commission.

Leadership is about all of us. And transformation is about leadership working together. We have a plan. Let’s work together to perfect it. Let’s experiment. Then let’s implement.

Now, in 2030, our story keeps growing as if spring is always with us. Once, we uttered the dream of a rainbow. Now we see it, living it. It does not curve over the sky. It is refracted in each one of us at home, in the community, in the city, and across the land, in an abundance of colour. When we see it in the faces of our children, we know: “there will always be, for us, a worthy future”.

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**Volume 9 No 1 of 2012 SERVICE DELIVERY REVIEW**
In 2009 the Minister in the Presidency in charge of government-wide monitoring and evaluation, Collins Chabane, unveiled an approach aimed at improving performance. Dr Mataywa Busieka of the Department of Public Service and Administration (DPSA) looks at the implications of the outcomes orientation to improving service delivery.

The introduction of the “Improving Government Performance: Our Approach” by the Minister in the Presidency Collins Chabane in 2009 was yet another demonstration of government’s commitment to ensure that it improves and monitors its performance on service delivery. Called “outcomes orientation” throughout this article, the innovative intervention comes in the backdrop of a growing concern over a serious deficit in service delivery. However the question still remains how do we close the yawning gap between policy intent and actual implementation?

In unravelling the above question, we will reflect on some of the germane features of the new focus and further highlight the potential pitfalls that the implementation agencies should look out for as they embrace this new approach to service delivery.

Focus on flagship projects

The view taken is that outcome orientation does offer an attractive option to elaborate accountability mechanisms. It simply identifies blockages and focuses resources to the achievement of flagship projects without being a “quick fix” or panacea to the myriad of societal needs that straddle the service delivery landscape.

Underlying the outcome orientation is an attempt to effectively move from over-rigid prescription of tasks and times to a service which is more able and suited to responding to users’ changing needs and preferences. But like any other area of government activity the outcome orientation is accountable to and indeed resides and finds expression in the nexus between policy and governance, the two foremost instruments that define the constitutional imperatives of statehood.
To appreciate the thinking behind the outcome-orientation approach, it is unavoidable and necessary to comprehend the key indices of policy and governance. Policy and governance are twin concepts that are versatile in content. The latter, namely, governance, relates to decisions that define expectations, grant power, or verify performance. The general definition of governance in Webster’s Third New International Dictionary (1986:982) offers a better insight and states; “governance is a synonym for government, or “the act or process of governing, specifically authoritative direction and control””.

Webster’s interpretation specifically focuses on the effectiveness of the executive branch of government. It implies a high level of organisational effectiveness in relation to policy formulation and the policies actually pursued, especially in the conduct of economic policy and its contribution to growth, stability and popular welfare. Good governance also implies accountability, transparency, participation, openness and the rule of law (Governance Barometer 2009).

The first element in the governance cycle is Management (M), namely, directing the realisation of an organisation’s goals through, among other things, structuring the organisation and developing processes. Control (C) is the second lever where a system of measures and procedures is implemented and maintained, providing assurance to the administrators that the organisation will remain on the right course, namely, on course to actualise set policy objectives. Supervision (S) is the third element whereat the realisation of the organisation’s objectives is ascertained for the benefit of all stakeholders. Accountability (A) is the fourth element and this is where the organisation has to provide information on all tasks assigned and powers delegated to it and, to which the right of discharge is attached (Netherlands Ministry of Finance 2000: 11). This is the point where the monitoring and evaluation function resides in the chain of the governance architecture. From this outline, it can be deduced that governance has become an analytical framework or approach to comparative politics.

Since governance is the process of decision-making and good governance the quality and level of the process by which decisions are implemented, it suffices to posit that performance monitoring and evaluation is a conveyor belt to good governance. In this construct then the outcome orientation is specifically tooled and aimed at efficiency and effectiveness, transparency, accountability, informed decision-making and sound financial management.

Public policy refers to a proposed course of action of government, or guidelines to follow to reach goals and objectives, and is continuously subject to the effects of environmental change and influence. Policy formulation means coming up with an approach to solving a problem and it has a tangible outcome. Policy, therefore, constantly adopts to match the impact of environmental variables and influencing factors.

Measuring service delivery rands and cents

A tried and tested saying remains true today: if it does not get measured, it does not get done! In the European Union, monitoring and evaluation has become one of the major political and economic issues of the day (Grice: 2003:1). Several factors underpin this intense interest in performance measurements. Of note are the increasing citizen demands for governments to strive to levels of performance standards comparable to the private sector. Related to this is the legitimate expectation that tangible outputs must justify resource outlay. This heightened performance scrutiny translates into intense accountability demands on government to deliver discernable quality services to its citizenry. It does follow that monitoring and evaluation advance the ideals of transparency and accountability (Marelize Gorgens and Jody Zall Kusek: 2009:3).

It is in the context of this increased demand for enhanced delivery standards that the establishment of the Ministry of Performance Management and Evaluation.
tion in the Presidency can be explained. The establishment of a fully fledged performance management function at the centre of government is a clear demonstration of government’s commitment to an outcomes-based performance that makes meaningful impact in people’s lives (RSA Presidency 2009:1). The infallible principle that public sector output should be measured by reference to the value it generates rings true in this scheme of things (Atkinson: 2005). This stipulation resonates well with the explanation to the Indian Government Outcome-Based Budget preamble which states: “Recognizing that while the Government of India and the State and Union Territory Governments in the country spend a lot of money (over 30% of GDP), there is a growing consensus that the people are not getting the value for this money, and recognizing the urgency to measure the government’s performance by the delivery of the intended outcomes of its various programmes, rather than by the amount of money spent on them…” (Gupta: 2010:3).

In his 2009 State of the Nation Address, President Jacob Zuma stressed the need for a government that knows where the people live and what their needs are. Monitoring and evaluation can only contribute to good governance if governing authorities know what needs to be measured and evaluated and what one hopes to achieve through this intervention. Evaluation has therefore to deal with new multi-level governance structures that present new complexities and uncertainties in light of the emergence of new objects and subjects of evaluation (Cristina Lion et al: 2003:2).

**Implementation context**

For the administration of President Zuma, the pertinent question is to understand why government has too often not achieved acceptable standards of service delivery. The diagnosis is that reasons vary in different areas. Among these are: lack of political will, inadequate leadership, management weaknesses, inappropriate institutional design and misaligned decision rights. More importantly the absence of a strong performance culture with effective rewards and sanctions has to be blamed for this failure of efficient service delivery (RSA Presidency Our Approach: 2009:23).

It is the classic case of doing the same thing over and over again yet hope for a different outcome. This reality has galvanized government to carefully sieve through what needs to be achieved and the best ways of doing this within available resources. Based on this outlook, President Zuma proclaimed the year of improving service delivery – dubbed year of action (SONA: 2010:6). Following this Presidential injunction, the National Cabinet Lekgotla approved an Outcomes-Based Approach to service delivery; adopted twelve outcome areas, and for each outcome, a draft series of strategic outputs and measures (The RSA Presidency: 2010). It is expected that the outputs for each of these outcomes will cover the Medium Term Strategic Framework (MTSF) period of 2010-2014.

**Steps for successful implementation**

Government is clearly under no illusion at the magnitude of the task ahead. In acknowledgement of this stake reality, government admits that although the outcome orientation sounds straightforward it takes great policy insight and expertise to identify those crucial steps that bring about the improvements sought (Chabane media brief: 2010:1). So what are these crucial steps? Key questions underpinning these crucial steps are: Who are the service users, consumers, clients, people served?

Quite clearly managing for outcomes requires attention to the full delivery chain. The chain starts with the outcome government wants to achieve and then defines the output measures that must be used to check if government is on track to deliver.

**Sustainability of the outcome orientation**

When the outcome orientation was launched questions and skepticisms were raised. Some queries related to whether this is not one of the many quick fix interventions that have failed to show results on a sustainable basis (Chabane media brief: 2010). In an effort to assuage the pessimists, government has clarified that the development path the country has embarked on is a long-term project that will exceed the five year term of the current administration (RSA Presidency Our Approach: 2009:1). There is nonetheless the beckoning challenge to better
define that path, set out clearly what can be achieved in the short term, and lay a solid foundation for the future.

Some pundits expressed concern that the proposed approach is an invisible hand to supervise delivery agents (Chabane media brief: 2010:2). Government has been at pains to assure that the outcome orientation is not an instrument to police delivery agents but rather a call to work together to identify blockages and collectively design workable solutions for the benefit of service users (Chabane media brief: 2010:2).

At the heart of the outcome orientation is the principle that, once an outcome has been politically agreed on, the sector experts know best how to achieve the results. These interventions will, in the long run, be accompanied by a move toward simplification of government to the intent that the unnecessary burden of responding to too many circulars, contradictory and misaligned top-down instructions, report writing and other non-core service obligations are kept to the bare minimal (Chabane media brief: 2010:2).

Pundits may, however question what, if at all, are the sanctions for non-performing Ministers and MECs. Informing this inquiry is the view that for a performance culture to find true expressions, rewards and sanctions are its twin hallmarks.

The outcome orientation is structured in such a way that all of the outcome and output measures are long term in nature. Where called for, government will carry focused interventions to facilitate delivery. The question remains what happens where a Minister or MEC has been found wanting in the delivery chain. Perhaps solace can be sought in the realisation that President Zuma has on a previous occasion reshuffled his cabinet as a measure to jolt up and improve service delivery.

**Conclusion**

Granted, the outcome orientation provides a framework for an integrated “whole of government” approach that co-ordinates the different policy and programme areas that contribute to a given outcome. The formidable challenges notwithstanding, the outcome orientation, if well implemented, presents a massive opportunity for South Africa to monitor and evaluate the value derived from the considerable resource outlay that go into implementation activities. And key to the success of this approach is contributing to a more person-centred service delivery. This jigsaw view resonates with President Zuma’s call for government to know where people live and what their needs are.

**Outcome orientation is specifically tooled and aimed at efficiency and effectiveness, transparency, accountability, informed decision-making and above all sound financial management.**

Collins Chabane, Minister in the Presidency responsible for monitoring and evaluation
Attracting the **BEST** and **CAPABLE** for the Public Service

The competence and capability of a bureaucracy is one of the key hallmarks of a productive and effective state machinery, writes Bongani Matomela.

In the small rural town I come from, and judging by the lack of service delivery progress one encounters on every visit, there appear to be glaring human capacity gaps.

This can be attributed to many factors, but it is patently clear, its lack of human capacity. Or is it perhaps also a lack of guidance and monitoring from the centre (be it district, provincial, national), and absence of will? Like the public service at macro-level, the best, sharp, and progressive minds seem to have left, leaving the poor rural town to do with what it can attract and retain.

The competence and capability of a bureaucracy is one of the hallmarks of a productive and effective state machinery, amongst many other things.

Some few years back, during a period when the key centre of government departments were developing a whole range of human resource development frameworks on various aspects, I forcefully made the point that good recruitment practices will be key going forward in creating a highly performing and competent public service, and that the rest of the other related processes, be they tools, guidelines, etc must follow later.

Few years down the line, this is still relevant and even more urgent. The policy choices that were made during the public service reform and transformation period was that we will not adopt the notion of a lean and mean public service, as this was regarded as a neo-liberal approach to public policy.

It resonated much with the New Public
Management paradigm, was the argument. I however argue, quite strongly, that having correctly rejected that as a policy choice, we ought to build a strong, competent public sector that recruits, attracts, retains and also nurtures the potential within itself and existing ranks of all officials and specialists.

How the Canadians do it

One of the fascinating lessons and observations from the Canadian public service experience is how recruitment there is taken seriously. The Canadian Public Service Commission’s public service recruitment and related issues/processes, have instruments that factor every facet of a person’s ability into the recruitment strategy and subsequent career development. In South Africa, we do not have these instruments – what we have are policy frameworks and guidelines, but not rigorous instruments that are applied uniformly and consistently. As a result, responses to new sets of challenges often culminates in some more policy development and ‘pilot’ initiatives. These never graduate into instruments and norms that could be widely used across the public service. The frameworks also lack incentives and penalties for non-implementation. The end result is that most of these ambitious initiatives die and are never mainstreamed. We have many examples, perhaps the most prominent one being the performance management system, and the senior management service dispensation, that have not quite fully achieved their intended purposes.

South African best practice

None the less South Africa has many public service case studies of institutions that have performed remarkably well because of the value they have placed on recruiting and retaining the best, sharp and progressive – the most famous and often quoted being the National Treasury and the South African Revenue Service, whose success could be accounted for in terms of their staff recruitment and retention strategies.

It is my view that such examples of best practice are often not emulated and these good practices are not mainstreamed into the entire public service. In the build-up to the Soccer World Cup between 2004 and 2010, South Africa managed to get on board the best calibre of project managers and specialists, which made it possible for the country to deliver spectacularly well beyond expectations. Like the SARS and the Treasury, such project management excellence needs to be transposed into the public service.

More effort should be expended to the translation of existing policies and frameworks into uniform and coherent recruitment instruments.
Both the Department of Public Service and Administration and the Public Service Commission (PSC) need to work together on this mammoth task. The National Development Plan proposes that the PSC must play a central role in developing uniform standards and norms on recruitment, and “become a robust champion of a meritocratic public service by promoting and monitoring key norms and standards”. Care should of course be exercised to avoid an overly centralised recruitment system, and the NDP acknowledges the need to tread carefully as a far reaching recruitment role for a PSC could be counterproductive.

However, as the Canadian system demonstrates, a balance can be struck in this regard.

In its modernisation of the Public Service, the Canadian Commission has delegated many staffing responsibilities to departments whilst retaining roles in such areas as hiring new staff to the public service and executive level appointments. Support to departments gets provided through advising, guiding and facilitating.

**Building a culture of excellence**

What is to be done? All, especially the public service, should revisit the importance of continuous learning and knowledge exchange in the workplaces and sectors that work within the same cluster. This is one of the strategies to retain and nurture talent, and build a learning and excellence culture in the public service. The classical formalistic approaches to building individual capacity of officials and specialists cannot be the only solution. A truly learning public service must:

- Be agile, reflective, and at all times embark on continuous improvement drives to deliver and provide services better, efficiently, and to ensure depth in service reach and access. We need high calibre, competent public servant. We must foster a culture of performance excellence

- The public service must also push beyond the traditional and established boundaries.

Successful service delivery is a byproduct of building and investing in sustainable state institutions. South Africa does not yet have a high performing and astutely competent public service machinery. But if we aspire to building a capable administration, we must do these things, and do them right. Otherwise the idea of a public service as a career choice will just remain a cliché.

*Bongani Matomela is Director of Dynamo Development Services, a development consulting practice working in the public and development sector in the areas of knowledge management; research as well as monitoring and evaluation. He previously worked as a senior manager in the public service.*
DISABLED PEOPLE are ready for the WORLD

Senior manager at the Department of Public Service and Administration (DPSA), Barbra Watson, reports on the strides (or lack of) in diversity and disability management in the public service.

In many ways the quotation: “the world may not be ready for disabled people but disabled people are ready for the world” underscores the fact that 2011 was one of the busiest calendar years of the disability sector. Last year saw a number of high profile disability related events being staged in South Africa which culminated in the commemoration of the International Day for Persons with Disabilities on the 3rd of December.

The above quotation itself was part of the opening remarks from a presentation made by Alan Roulstone, a dynamic disability activist, at the 8th World Assembly of Disabled People’s International (DPI) held in Durban from the 10-13th October 2011.

The DPI, by way of background, was founded in 1981. It was established as a network of national organisations or assemblies of disabled people to promote the rights of disabled people through full participation, equalisation of opportunity and development. Their goals include promoting the rights of disabled persons; promoting economic integration of disabled persons as well as developing and supporting organisations of disabled persons.

**Seeing disability with different eyes**

The core business of the DPI is guided by the provisions of the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) and the Millennium Development Goals (MDGs), conventions which South Africa signed and ratified in 2007. The 8th World Assembly was the first such gathering of persons with disabilities (PWD) ever to be held in Africa. It was hosted by the DPI in conjunction with the Disabled People South Arica (DPSA) and the Department of Women, Children and People with Disabilities. The theme of the assembly was “Disability Movement United in Creating a Society for all through the implementation of the UNCRPD and the MDGs”.

Delegates came from 46 countries with 13 of the total coming from the African Continent. This was an amazing gathering for our country. It enabled many South African disability activists to share and learn from delegates from all over the world. For those who often complain about government wasting money by signing international conventions and hosting international conferences which they often call “talk shops”, think again - through this assembly, many local residents who saw and mingled with delegates at the airport, hotels, beaches and the Nkosi Albert Luthuli Convention Centre now see people with disability (PWD) with very “different eyes”.

We were also exposed to an array of cutting edge assistive devices that are available to disabled people all over the globe. The Hilton Hotel and the Nkosi Albert Luthuli Convention Centre were turned into a world that was perfect and representative of all citizens - persons with and without disabilities mingling,
working and arguing together for the common good. For that brief period, one could actually see, and not imagine what our own country could look like if we truly focused on the rights of PWD.

Deliberations were robust and elections at the end quite electric after all the lobbying that went behind the scenes. Delegates emphasised the importance of the UNCRPD and urged delegates to lobby governments which have not ratified the treaty. This UN treaty spells out the legal obligations of states to promote, protect and ensure the rights of people with disabilities. Access to employment and its importance was emphasised and non-disabled people were accused of sometimes not paying attention to why it is so important to create employment opportunities to PWD - the right to work is central to economic and social security. The absence of work is a key risk factor of engrained poverty and working is a mark of citizenship in many countries.

As a public official who knows very well that government departments are not meeting their employment equity targets for disability, this statement stung! Seeing all these competent people managing this massive conference despite their disabilities, another quotation came to mind: “From the Solomon Islands to Sweden, disabled people have been organising and campaigning for equal rights and citizenship. Local, national and international organisations controlled by disabled people lead the struggle to make the world a less disabling place” (Stone, 1999).

For us in government, the lessons learned were that: The UNCRPD is clear in what needs to be done to ensure the rights of people with disabilities are catered for; we have some small gains but much still needs to be done to address the marginalisation of people with disabilities. If we want to make South Africa a better place for all, we must target people in the most marginalised situations in our interventions and PWD must be included in decision making processes. Important resolutions from this conference included the co-option of South Africa to the DPI Council with immediate effect.

Two weeks after Durban we headed for The Big Hole Conference Centre in Kimberley to attend the 40th Biennial Conference of the South African National Council for the Blind (SANC) at the invitation of the (then Deputy Minister of Public Works) Ms. H Bogopane Zulu, now the Deputy Minister of the Department of Women, Children and People with Disabilities (DWCPWD).

The SANC was established in 1929 with the objective of co-ordinating South African organisations for the blind as a national representative body and to also engage in advocacy and the promotion of the rights of persons with visual impairments. Emphasis was also on the prevention of blindness. In 1944 the Bureau for the Prevention of Blindness was established. Since then, the Council has grown exponentially - adding an education and rehabilitation (1985) centre which manufactured assistive devices. The list of services provided by the council also included entrepreneurial and development support.

The Council is a national organisation and has nine provincial structures and some 100 member organisations. It is also affiliated to international organisations including the Africa Union of the Blind and the World Blind Union. Its core business areas are: Social Develop-
ment; the Bureau for the Prevention of Blindness; Education and Training; and Fundraising and Public Relations.

People with disability in the public service?

What then is the role of government in promoting the rights and interests of PWD? The role of government as an employer through the work of the Department of Public Service and Administration (DPSA) is akin to that of the human resources section of a company. Its mandate and function is, among others, to transform the public service and provide services of quality to all its citizens. As it does this, the DPSA (and the public service by extension) has to take into account the basic tenets of the Constitution such as equality, fairness and justice. The Constitution further lists these values and principles (chapter 10) which must characterise the public service. These values integrate the need to also redress imbalances of the past and identifying those groups that must receive special or targeted attention. Persons with disabilities are part of this targeted group.

In the public service, the key framework that guides transformation and substance to the Constitution is the White Paper on the Transformation of the Public Service 1997 (WPTPS). Key aspects of the WPTPS are: creating an enabling work environment through equal opportunities; ensuring a barrier free environment and mainstreaming of the needs and interests of targeted groups.

There are many other laws that work in tandem with the WPTPS. In particular, the White Paper on Affirmative Action and the Employment Equity Act introduces targeted affirmative action measures such as the equity targets to accelerate the employment of targeted groups. As we all know, the current targets are that 2% of the workforce should consist of PWD and 50% of the SMS must be women.

Furthermore, the DPSA has developed frameworks and guidelines to inform the implementation of the strategic aspect of the human resource management value chain.

Mainstreaming of issues such as disability thus has to be reflected in all plans, policies and projects of government. The ongoing priority is not only to ensure that government has an efficient and effective public service, but also, that the public service as an employer is reflective of the diverse demography of South Africa.

Laudable efforts

The establishment of the Department for Women, Children and People with Disabilities (DWCPWD) is yet another attempt by government to find ways of actualising the aspirations of targeted groups such as women and PWD. A lot of progress in the country and within government has been recorded toward the improvement of the situation of disabled people but much more still needs to be done.

The strengthening of partnerships between government and civil society organisations that promote the rights of PWD is key to success. So too, is the building of technical skills amongst officials in managing disability. The DPSA in partnership with PALAMA has recently developed a training module to address this gap. With all these initiatives and more advocacy work to address the stigma attached to disability, the public service should move closer to providing universal access to work, further training and good quality of life to all who work for the state.

As can be seen from statistics in the box, government is not doing very well in terms of employment of PWD. As the largest single employer, the public service work force is well below the minimum requirement target of 2%. The DPSA through its monitoring of and engagement with departments at both national

Situation of PWD in the Public Service:

As at 31 June 2011, the Public Service had a workforce of 1,316,564 (57% female and 43% male)
4 403 are PWD (39% are women and 60.7% are men)

<table>
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<tr>
<th>Trends:</th>
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<tbody>
<tr>
<td>2005:</td>
<td>0.16%</td>
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<tr>
<td>2010:</td>
<td>0.20%</td>
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<tr>
<td>2011:</td>
<td>0.33%</td>
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<tr>
<td>Eastern Cape:</td>
<td>392 out of 146,002 (0.27%)</td>
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<tr>
<td>Free State:</td>
<td>130 out of 59,324 (0.22%)</td>
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<tr>
<td>Gauteng:</td>
<td>200 out of 152,251 (0.13%)</td>
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<tr>
<td>KwaZulu-Natal:</td>
<td>259 out of 200,642 (0.13%)</td>
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<td>Limpopo:</td>
<td>273 out of 123,458 (0.22%)</td>
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<tr>
<td>Mpumalanga:</td>
<td>269 out of 73,565 (0.37%)</td>
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<td>North West:</td>
<td>238 out of 58,446 (0.41%)</td>
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<td>Northern Cape:</td>
<td>44 out of 22,977 (0.19%)</td>
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<td>Western Cape:</td>
<td>249 out of 78,314 (0.32%)</td>
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<tr>
<td>National Departments:</td>
<td>2,348 out of 400,634 (0.59%)</td>
</tr>
<tr>
<td>Overall:</td>
<td>0.337%</td>
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and provincial levels to identify why this slow absorption of PWD in the public service, some issues were identified as problems contributing to this; these are:

- Poor responses by disabled people to job adverts
- Once appointed, very few remained in their jobs (high turnover)
- A high percentage of disabled people (non-visible disabilities) do not declare their status and as a result, they are not adequately supported
- Stigma towards disability is still very high
- Most work environments are not well-suited for disabled people and access to buildings is often very poor
- Weak partnerships or relationships with civil society organisations. The struggle for universal access by PWD is here to stay; the world and South Africa in particular must get ready for disabled people because they are indeed ready for the world! An interesting quotation by an activist at the DPI conference was a reference made to a song by Peter Gabriel dedicated to Biko which said: “You can blow out a candle but you can’t blow out fire; once the flames begin to catch, the wind will blow it higher”. May the wind blow the flame for the rights of PWD higher and higher!

RESPONSES BY DPSA TO PROBLEMS ABOVE:

1. Implementation of PSCBC Resolution 3 of 1999
   This resolution addresses issues of remunerative allowances and benefits. It covers conditions around leave when PWD have to service assistive devices and training specific to their support e.g. training guide dogs. It also addresses issues of transport between home and work.

2. Handbook on reasonable accommodation and assistive devices in the Public Service 2007: provide guidelines on the provision and disposal of assistive devices for different reasons.

3. Job Access Strategic Framework and Guidelines 2009: the two documents provide a strategic approach for advancing the recruitment, employment, retention and skills development of PWD in the public service and, how to create an enabling environment within the service.

4. PALAMA training: Disability Management in the public service launched recently.

5. Recruitment strategy to address high vacancy rate in the public service: this strategy is about to be released and provides guidelines for a quicker recruitment process. PWD have been included to address the worrying state of appointing PWD in the public service.


7. Norms and standards for access to service points: geographic and access for women, PWD and older people.

8. Reasonable accommodation and assistive devices in the public service (determination).

9. Project for blind teachers by CPSI.
The Auditor-General of South Africa (AGSA), Terrence Nombembe, explains why his office should be viewed as a partner in the efficient and effective use of tax-payers monies rather than as a bogeyman.

Citizens have the right to know that their tax money is spent appropriately and in line with the law and in this regard, auditing is a key process.

A lot of interest is generated by the reports of the Auditor-General of South Africa (AGSA), which in itself is encouraging. Naturally, the performance of government entities as well as how they use tax-payers monies should be a concern of all South Africans. In fact access to information and demand for accountability is a legally sanctioned right.

What often arises as a challenge or concern is whether there is a common understanding of the language that is used in decoding the information that is accessed in the course of assessing public accountability. Or, in other words, are we singing from the same hymn book when we make judgments on the fairness or otherwise of the various reports such as those that the AGSA release?
Misunderstood

Some months ago an article which appeared in a national newspaper suggested that AGSA had deliberately misled the public and Parliament. This was after the AGSA had issued a “clean audit” pronouncement on a particular national department for the 2010/11 financial year. According to the article, the AGSA had allegedly omitted certain details in the report that consequently led to a positive assessment of the department’s management of its finances.

This particular newspaper article was probably well-intentioned in ensuring public accountability and transparency. But its exposé was premised on a complete misunderstanding of auditing principles or the workings of the AGSA, which were later publicly and specifically explained to the author of the newspaper story. But what the article missed in this particular case was that the reporting and disclosure requirements for the annual report of the AGSA do not require the same level of elaborate detail that is contained in the management report or any of the internal records and source documents that government departments retain.

A mere statement of disclosure of a particular item as “irregular” or “fruitless expenditure” is sufficient for Parliament to understand the message. Such a statement provides ample ground for making the necessary follow up as part of the process of regularising such matters with the department. Its shortcomings aside, the controversy the article raised is in fact an ideal case study on how investigative journalism could complement the work of the Auditor-General.

Keeping government accounts

The role of the Auditor-General is to uphold transparency of reporting in a manner prescribed by the National Treasury. Its work outcomes naturally provide investigative journalists with sufficient information and a starting point to dig deeper on some of the matters in the annual report of the department that may interest them. This is also the manner in which Parliament uses the annual report to pursue matters that are disclosed transparently in the annual reports.

A clean audit report, therefore, forms a basis for both Parliament and the public (the media included) that the annual report of a government department or entity is free of any material omissions that could mislead the reader. It further takes into account whether there exists an adequate enough control environment to detect all material omissions or errors in a timely manner, as was demonstrated in the case of the department which was the subject of the previously mentioned newspaper article.

In the public sector, transparency, accountability and good governance are very important principles. There are laws and regulations that give clear guidance to government entities on how to carry out their activities and report on them in the financial statements and the rest of the annual reports. As these activities are funded by public funds, it is the responsibility of the government and their appointed officials to be transparent about their actions and accountable to the citizens for the funds with which they are entrusted.

The AGSA is responsible for auditing and reporting on the activities of government to ensure that such activities are adequately reported in the financial statements and in the annual report that is tabled in Parliament. This gives rise to the various audit opinions that the AGSA issues on each of the government departments and entities, which to a large extent are generally well understood by the South African citizens.

In arriving at these audit opinions the AGSA, like most auditors world-wide, apply two internationally recognised principles to reporting:

- Status of fair presentation (where we evaluate the extent of material omissions or errors that are likely to mislead the reader of the report)
- Status of internal controls and governance (where we evaluate the possibility of omissions or errors occurring without being detected early enough or prevented from occurring).

The management report

Audits invariably identify errors and/or omissions of greater or lesser amounts in the financial statements and other sections of the annual report. The AGSA always gives government management reasonable opportunity to correct any errors noticed during the audit, which is
normally done through the medium of the management report.

As the name indicates, a management report is issued to those charged with governance and focuses on the status of errors or omissions and the underlying root causes of the entity’s internal control failures that give rise to such errors or omissions. This report highlights potential problems and the AGSA recommend how to improve the weaknesses or deficiencies.

Before finalising the audit report, the AGSA gives management an opportunity to comment on the issues raised in the management report. Depending on the response, some or all of the issues raised in the management report may find their way into the final audit report.

In cases where management has responded in a manner that reduces the materiality of an issue and also promotes transparency of reporting, such issue will not be reported in the final audit report.

This explains why, in terms of international norms, a management report outside of the audit process tends to cause wrong perceptions and unnecessary panic, particularly when management has not as yet provided replies or explanations of such matters.

This was the case in point with the previously discussed newspaper article. Very often, audit queries are based on differences in interpretation or administrative errors. The management report allows for such possible misunderstandings or errors to be cleared up.

The three audit opinions

All auditors follow a simple, yet thorough and transparent process. Before an audit opinion is finalised, the audit team prepares a list of all the errors that the audit has detected and management has not corrected.

If the net result of uncorrected errors exceeds the pre-set materiality amount (namely, the level below which errors can be tolerated as not misleading or compromising fair presentation), the AGSA will issue a qualified audit opinion and the audit report will provide details of such material errors or omissions.

Any material findings related either to non-compliance with laws or regulations, or to the way in which the auditee reported on its performance against predetermined objectives, will be included in the audit report. If such a report contains an unqualified audit opinion, this will still not be a clean audit opinion and will be reported as ‘unqualified with other matters’. Should such matters be noted but not be considered material, it will result in a clean audit opinion.

Citizens have the right to know that their tax money is spent appropriately and in line with the law. In this regard, auditing is a key process. It is hoped that this article has provided some clarity on the audit process and how it is designed to help every citizen of this country to keep government and all its institutions accountable.

As an institution with over 100 years of experience on its side, the AGSA wants to give citizens the assurance that its staff have one objective, namely, to provide South Africa with audit assurance in an honest, fair and simple form - so as to enable each person to engage more meaningfully in our democracy.

The office of the AG will also continue to work with the media in an attempt to broaden the understanding of the audit process and find better ways of complementing each other in simplifying messages for the benefit of the citizens of South Africa. Finally, the AGSA will continue to reaffirm the image and stature of our organisation as a trusted constitutional entity that has a clear mission of auditing and reporting in a manner that builds public confidence.
Rural pupils now bicycle to school

In South Africa, as in other developing and emerging economies, the transportation burden faced by the developing rural, peri-urban and urban communities on a daily basis is real and substantial, writes Siphiwe Nyathi.

Some 235 pupils, who usually have to walk long distances to get to school, are now riding to school on brand new bicycles.

The pupils, who walked more than 3km to four different schools within the Aganang municipal area near Polokwane, received the bicycles as part of government’s Shova Kalula Bicycle Project.

"I'm so happy that I finally have a bicycle I can call my own. I used to come to school feeling very tired from walking such a long distance. My shoes and socks always looked dirty because of dust," said Georgina Malebatja, 16, a Grade 11 pupil from Nokana Ntshwana High School.

Malebatja said the bicycle was a great gift because she would use it to get to school and to stay healthy.

"I will make sure that I take care of this bicycle so that my younger brother can also use it when his time to go to school comes," she added.

Gibson Phukubye, 16, from Madikweng Secondary School was equally excited. "The bicycle will help me get to morning assembly on time because, in the past, the security guard locked us out when we arrived late. From now on, I might need the keys in case I'm the first to arrive at school," he chuckled.

The school bicycle project was first launched in 2001 by the national Department of Transport as a pilot project. It was introduced in Limpopo in 2010.

"It is for the first time that these schools benefit from such a beautiful project. The bicycles will make a huge difference in the four schools and they will help improve classroom performance," said Aganang Municipal Mayor Mmanoko Masehela.

Capricorn District Mayor Makgabo Mapoulo said the bicycles would help provide easy access to education for pupils in rural areas.

"Not only do they do that, they will also help them in terms of improving their health as they peddle to school. We also encourage the children to take good care of the bicycles so that others can use them once they have matriculated," said Mapoulo.

He said the district municipality would take the initiative to other municipalities within the district, but also urged business owners to assist.

"Government resources are not necessarily unlimited, and on that note we invite the business fraternity to join hands with us in order to improve our people’s lives," said Mapoulo.

The distribution of bicycles to rural schools is a response to the challenges of mobility in certain communities, especially those in rural areas and amongst the poorest of the poor.

In South Africa, as in other developing and emerging economies, the transportation burden faced by the developing rural, peri-urban and urban communities on a daily basis is real and substantial. Mobility and access to social services and the economic mainstream come at a high social and economic cost. Furthermore, the growing urbanisation, congestion and excessive demand for fossil fuel has dictated a need for the South African transport sector and policy makers to start looking seriously at developing, implementing and promoting alternative and viable modes of transport.

There is minimal usage of non-motorised transport (NMT) as most people depend on motorised transport. Until recently, NMT has been at the bottom of the transportation system’s agenda and priorities. However, there has been growing realisation that one key element and potential area of improvement of mobility is the use of non-motorised transport systems – which provide low cost, healthy and optimum utilisation of space while reducing externalities associated with other forms of transportation, such as cars. The challenge is to change the mindset of people on the use of non-motorised transport. In order to succeed in

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making NMT an attractive viable mode of transport, there are a number of interventions that are necessary to transform the mindsets and the priorities in the planning, design, operation and marketing of NMT transport options.

**Rural Transport Strategy**

NMT is included in the Department’s draft Rural Transport Strategy, which guides the delivery of rural transport infrastructure and services. The Rural Transport Strategy guides the movement of persons and goods (including the collection of water or firewood) by any conceivable means and on various types of infrastructure, which includes un-proclaimed roads, tracks and footpaths. This implies that the mode of travel does not necessarily need to be motorised or conventional, but should be cost-effective, suited to the communities’ needs and suitable for the environment. A variety of modes have to be considered during rural transport planning and service delivery.

The Rural Transport Strategy maps out sustainable programmes of action for the short, medium and long term (that is up to 20 years) for rural transport infrastructure and services. Besides the general transport infrastructure and services, linkage infrastructure and services, the strategy includes scholar transport and various other sector-specific transport services to address special needs, non-motorised transport infrastructure and services, as well as rural freight and postal services, rural logistical services and the full range of services based on information and communication technologies.

**The Shova Kalula bicycle programme**

The objective of the Shova Kalula (Ride Easy) programme, which was implemented as a pilot programme in 2001, is to promote and maximise the use of non-motorised transport in order to enable communities to access social and economic opportunities at a lower cost. Shova Kalula also aims to create an enabling environment that will mainstream bicycle transport into the public transport system through the provision of institutional support mechanisms. The main focus of this project is to promote cycling as a low-cost mobility solution to low-income households, targeting mainly scholars, women and farm workers.

The Department’s role in Shova Kalula is to oversee the implementation of the project and focus on the development of a long-term sustainable non-motorised transport strategy and policy formulation. The Department of Transport’s budget for the programme is sometimes augmented by provincial budgets. Provinces draft business plans for the distribution of bicycles and the setting up of cycle shops and enter into agreements with municipalities. The Department of Transport procures the bicycles and sends them to the provinces, as per the approved business plans.

The Shova Kalula project implementation is now in phase 4 and has a target of rolling out 1 million bicycles countrywide. This delivery target is in line with the resolution and action plan of the African Minister’s Transport Summit held in Addis Ababa in 2005. This meeting agreed to a range of targets that countries must meet in line with the Millennium Goals of the UN. These targets include, amongst other things, the need to provide safe, affordable and reliable transport to learners and school children in rural and urban areas. In practical terms, this includes the construction of dedicated bicycle pathways, safety education for cyclists as well as promotion and roll-out of bicycles. Partnerships with private sector and civil society are being developed to promote cycling and the roll-out of bicycles.

In order to reach this target of 1 million bicycles to be rolled out, the Department of Transport’s strategic plan for 2007 – 2010 sets out the following targets for the distribution of bicycles:
- 60,000 bicycles during the 2007/2008 financial year
- 200,000 bicycles during the 2008/2009 financial year
- 500,000 bicycles during the 2009/2010 financial year.

The 10-year Shova Kalula roll-out plan for the 1 million bicycles includes criteria for the selection of beneficiaries for bicycles and the monitoring and evaluation framework.
Late last year my colleagues and I from the Department of Public Service and Administration’s Service Delivery and Organisational Transformation (SDOT) branch caught the Gautrain as part of a team-building and action learning exercise. The idea was for the whole group to test-ride the train and make observations on all sorts of things, including time saved, accessibility as well as value for money.

The Pretoria to Rosebank route was the one under scrutiny. We began the ride less than 500 meters away from our Batho Pele House offices from where at the corner Proes and Bosman Streets the enthusiastic public servants boarded the “Gaibus” to the Pretoria Station. The final destination was the Rosebank Station, from which we were to proceed to the team building location at the Zoo Lake, in Johannesburg.
Safe, spotless and superfast

At Pretoria Station, the nervousness of the first ride was allayed by a very efficient and effective Security lady who guided us to the platform for the Gautrain. I felt so completely comfortable and unafraid, because of the visible security measure all around. The station and the platform areas were litter free - not one scrap of paper anywhere. No eating, drinking or chewing gum or informal trading is permitted.

For years now, we have watched the Gautrain’s tracks being built piece by piece near our highways and underground. The construction was finished sometime near the end of 2009 and became operational during the period coinciding with the 2010 Soccer World Cup that South Africa hosted in May of the same year.

The dry run route of the Gautrain was the Sandton and O.R. Tambo International Airport, which at worst used to take some 30 minutes or more drive in bad traffic but now takes less than 15 minutes either way. By August 2011 eighty kilometers of track had been laid out covering nine Gautrain stations located at Rosebank, Sandton, Marlboro, Midrand, Centurion, Pretoria, Hatfield, Rhodesfield (Kempton Park) and O.R. Tambo International Airport.

With the maximum speed ranging between 160 to 180 kilometres per hour, Gautrain is a joy ride and a technological marvel. It takes less than 40 minutes to travel between Joburg and Pretoria, including the brief stops in-between. The ride is supplemented by a dedicated and inexpensive park and ride service at all the operational areas.

“\[The minimum frequency between Johannesburg and Pretoria will initially be six trains per hour per direction and it will operate approximately 18 hours per day,\] says the Bombela Concession Company, which runs the Gautrain on behalf of the Gauteng Department of Transport.

Access in all senses

If riding the train itself should be a breeze - so is the Gautrain’s ticketing system, which is completely computerised. Tickets can be booked online or from the stations’ ticketing stands, which take cash or credit cards and the purchase can be completed in a minute or less. Jittery passengers are assisted by the friendly staff who are always on call, which is quite something.

I was very pleased to see that the Gautrain operators had knowledge and understanding of Batho Pele, such as the application “access” principle, in all practical senses. For example, the stations’ environs, as well as the trains and buses, are specifically designed to provide easy access for the mobility impaired and further accommodate sight and hearing impaired passengers. The blind and partially sighted are assisted by the following:

- The consistent use of colour contrasts, clear signage, good lighting and non-reflective surfaces
- Audible as well as visual service announcements
- Audible guidance and warnings systems, where appropriate
- The deaf or hard of hearing are further assisted by visual as well as audible announcements, and earphone jacks at ticket vending machines.

Inside the Gautrain

Entering the train means pushing a button, and the cabin rolls in front of you. Inside the cabin there are comfortable seats, air-conditioning and an array of cameras monitoring every movement. An electronic board counts down the exact moments until the Gautrain arrives at your stop, the same function is performed by audio of regular announcements of pending destination stations.

Taking the Gautrain is a dream experience, compared to the gridlocked traffic and nightmare of travelling by road. This much could almost be seen while watching traffic along the N1 at peak hour, from the comfort of your Gautrain seat.

My colleague and fellow rider, Manaseh Tshiguvho, bountifully concluded: “A ride in a Gautrain gives one a sense of the modernised state that we constantly are advocating for in government. [It is an example of] a seamless, automated service delivery system at the touch of a button.”
CASE STUDIES

Test riding the GAUTRAIN

Mlungisi Myalezwa comments on his experiences as a regular Gautrain commuter and provides potentially valuable feedback in the process. Myalezwa was also part of the learning excursion organised by the Service Delivery and Organisational Transformation (SDOT) branch of the Department of Public Service and Administration at the end of 2011.

Signage and shelter
The bus stations are clearly marked, though they don’t have properly demarcated bus stops with distinguishable bus signs on the road surface. Another minus on the part of the bus service is the fact that the Gautrain bus stops don’t have shelter in case of unfavourable weather conditions.

Value for money, but not cost-effective
Many a time the buses carry less than 10 people, which seem wasteful as the buses are too big for such small numbers of passengers. The cost of about R10 per bus trip may be value for money on the part of passengers, but is surely not cost-effective for the bus service provider.

Dedicated lanes
Commuters miss trains at times due to traffic congestion en route to the station. Perhaps a dedicated lane for buses similar to Rea Vaya in the Johannesburg inner-city may be a solution.

Badly timed
The alignment of times between the bus service and train is still a challenge, probably due to traffic obstruction on the way to the station.

Regular Gautrain users complain of missing the train seconds after alighting from the bus, which results in long waits for the next available train.

It appears as though there are also slight problems of co-ordination between the trains. The train from Pretoria reportedly reaches Marlboro station just seconds after the Rosebank to O.R. Tambo International Airport train had dashed off, leaving those commuters hoping to catch the connecting train to the airport stranded until the next available train.

In addition, there are regular updates on the Gautrain project via facebook messaging, however, the extent of the use of cellular phone technology largely targets BlackBerry users.

Go easy on the aircon
Inside the train the atmosphere is good, though air conditioning becomes too cold sometimes.

Useful technology
Gautrain’s use of electronic ticketing eradicates queuing, which is the bane of many a service delivery point. Boarding is effortless as there are always officials around to assist commuters.

Signage inside the stations is great and is largely technology driven. The information updates which is regularly broadcast or displayed on monitors tells commuters when the next trains are expected and their destinations as well as warning people of approaching trains.

In addition, there are regular updates on the Gautrain project via facebook messaging, however, the extent of the use of cellular phone technology largely targets BlackBerry users.

Service expansion
The Gautrain service is currently limited both in terms of times and routes. It needs to expand to highly congested areas like Linksfield, the Gillooly’s Interchange in Bedfordview and towards Alberton and Soweto. Moreover, there is a clear need for the service in black dominated areas like Soweto, Alexandra, Tembisa, Vosloorus, Tokoza and Katlehong.
What I learned
IN CUBA

It took Bheki Masango 10 years after completing matric to start studying medicine, but he did it. He is just one of many South Africans who were educated and trained in Cuba.

Masango captivated the audience as celebrations got underway in Durban to commemorate the 15th anniversary of South Africa and Cuba's health collaboration agreement.

"It took me 10 years after matric to go to medical school. It took a long time because we were so disadvantaged. But today I feel very proud to be a doctor and to have been selected and taken to Cuba," said Masango, who comes from Mpumalanga and was one of the first batch of students to graduate.

The proud doctor said "celebrating this baby" showed how far government has come in addressing the plight of the previously disadvantaged.

Masango said riding horses in a rural area and then getting onto a plane to arrive in another country for the first time was an unbelievable experience.

"People were negative about this programme. They said we would have to go there and as junior doctors, we would have to do heart surgery. They said all kind of things. But when we got there it was a very different experience.

"When we arrived, I was very surprised that the majority of the people were white and we have never had this kind of integration before," said Masango.

The young South Africans at the time were given six months to learn Spanish. Initially this terrified them, but Masango said the Cubans are wonderful and helpful people. A mere two months later, Masango was speaking Spanish.

Joking about what he thought would be a daunting prospect, he said: "In South Africa, it took us 12 years to learn English, and we are still struggling so the idea of learning Spanish in six months was terrifying."

Apart from medical training, Masango said Cubans taught him to truly value culture, history and his heroes.

"Cubans know their heroes. It made me realise how much we must appreciate and learn about (Nelson) Mandela, (Walter) Sisulu and (Oliver) Tambo. Sometimes I would get confused about which side our flag would go, so I learnt about these things," said Masango.

On the medical front, Masango was taken in by Cuban philosophy on medicine, which asks why treat when you can prevent.

"This concept is the pillar of primary health care. This teaching is the basis of their medicine. Forget about the machines. To be a doctor, you have to use your hands, senses and stethoscope and diagnose patients," said Masango.

He said that his teachers felt like parents because he was invited into their homes and got to share food and their lives with them.

"Our teachers assisted us even outside the classroom. Cuba embraced us."

There was fear when returning to South Africa, as Masango was worried about being integrated into the country again after so many years. Also, having been taught in Spanish, he would have to convert everything to English.

There was also the issue of negative attitudes towards doctors trained in Cuba or even those who didn’t study at so-called prestigious medical schools in South Africa.

But actions spoke louder than words in Masango’s case. He was able to impress during his internship at Medunsa following his training in Cuba.

"It doesn't matter which university you studied at. It depends on you and how well you practise medicine, how you connect with your patient. Let us stop complaining and start making a difference, even if it’s a drop in the ocean, it has made a difference," said Masango.

By Kemantha Govender
BuaNews
People in rural areas have benefited from the health co-operation agreement between South Africa and Cuba. Due to the deployment of Cuban doctors in rural areas, patients are receiving primary health care. Reporting of illnesses, especially tuberculosis, by the doctors means the Department of Health is getting more accurate statistics.

This is just a few of the benefits that were highlighted when the two countries celebrated the 15th anniversary of the agreement in Durban.

Through this collaboration, 282 medical students from poor backgrounds successfully completed their medical studies. Just over 400 South African students are still studying in Cuba. The first set of Cuban doctors arrived in 1996 to help government deal with their issues of skills shortage in state hospitals. Around 460 Cuban doctors were assigned to work in South Africa.

There are also exchanges between medical academics, and expanding this relationship is something both countries have been looking into.

The two nations also discussed taking more South African students to Cuba for training and increasing teaching platforms. Celebrations aside, representatives from both countries carefully examined and assessed the programme, with the intention of making improvements.

Moeketsi Modisenyane, International Health Liaison from the national Department of Health, said there has been very positive feedback from provinces in which Cuban doctors work.

"Hospital CEOs, patients, and communities have always praised the work ethic and attitudes of Cuban doctors. In fact, some hospitals have already been asking when the next batch of Cuban doctors will arrive," said Modisenyane.

He added that the South African medical system also offers doctors plenty of experience.

Vice-Chancellor of the University of Medical Sciences in Havana, Dr Jorge Gonzalez, lauded former Presidents Nelson Mandela and Fidel Castro for engineering the partnership.

"The relationship between South Africa and Cuba is a very historical one. Our blood carries African blood. We feel a part of Africa. Our Cuban doctors will not deny their Cuban heritage but they also feel South African and will fight for the health of the people," said Gonzalez.

Gonzalez further added that it is important that health is not viewed in an isolated way. He said education is vital for well being.

The Cubans believe that education and preventative measures should come first, a view that Deputy Minister of Health, Gwen Ramokgopa, concurred with during her address given when 25 doctors graduated from the University of KwaZulu-Natal.

Ramokgopa called for the medical graduates trained in Cuba to be in the forefront of improving the health outcomes in South Africa. She asked the doctors to also promote a preventative approach to healthcare as they were trained in a country that champions a preventative, rather than curative, healthcare system.

"People need to be educated, only then they can speak up and ask for proper health care services. People need to be educated about diseases," said Gonzalez.

The programme has come a long way and has several benefits, but Gonzalez believes that much more can be done.

He said specialised doctors must also be included in the exchange between Cuba and South Africa.

"We (Cuba) need to send more medical doctors in different fields, more pathologists, more physiotherapists," said Gonzalez.

Meanwhile, the Health Department has reached an agreement with universities to increase the intake of doctors. Wits University has started by increasing their annual intake from 80 to 120 students.

By Kemantha Govender BuaNews
CIVIL SOCIETY

anti-corruption watchdog launched

Trade union federation Cosatu launched the much awaited civil society driven anti-corruption body, Corruption Watch, at the beginning of the year. The anti-corruption body is one of the latest initiatives aimed at curbing the virulent scourge of graft that is slowly eating away the fabric of society.

“A dream has come true - a dream to empower our people so that they may play a more meaningful role in a battle to combat the scourge of corruption,” said Cosatu Secretary General Zwelinzima Vavi.

Vavi further made a call to the federation’s millions of members as well as South Africans from all walks of life to use the opportunity provided by Corruption Watch to be more involved in fighting corruption.

Also speaking at the launch of the Corruption Watch initiative in Johannesburg, Justice Minister Jeff Radebe said corruption was a serious challenge that needed to be tackled collectively.

“Corruption must be declared our enemy as apartheid was the common enemy for all justice-loving citizens,” he said.

The Minister of Justice reiterated government’s commitment to uprooting corruption. He particularly highlighted some of government’s successes such as the netting of some of the top criminals in the country through the efforts of entities like the Special Investigating Unit (SIU).

Small-scale corruption also needed to be addressed before it graduated into a culture of impunity that would lead to higher levels of corruption, the minister warned.

While Public Protector, Thuli Madonsela, applauded the initiative, saying Corruption Watch indicated that civil society was finally taking its rightful place in the fight against corruption. The Public Protector said South Africa needed a united front against corruption if the country was to triumph, and added that patriotic citizens needed to stand together against the “monster” of corruption as it had done with apartheid.

Corruption Watch’s executive director, David Lewis, explained that the organisation would rely on leads reported to it by the general public as the basis of its work. The information gathered would be analysed and the findings or trends would be made available on Corruption Watch’s website for comment. Some of the cases would be escalated to the anti-corruption organs of government or passed on to law enforcement agencies, Lewis said.

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Bua News

PUBLIC SECTOR

innovation recognised

Once again, innovation within the public sector was given stellar acknowledgment during the celebrations of the 9th Annual Public Sector Innovation Awards at the end of 2011. The awards, staged annually by the Centre for Public Service Innovation (CPSI), were grouped under four categories, including (1) Innovative Partnership in Service Delivery, (2) Innovative use of ICTs for Effective Service Delivery, (3) Innovative Service Delivery Institutions and (4) Innovative Enhancements of Internal Systems of Government.

Category winners competed for the coveted and overall Public Sector Innovator of the Year Award, which went to the Rural Sustainable Villages Project from Chris Hani District Municipality in the Eastern Cape. The CPSI Annual awards promote and encourage best practice in public sector innovation and celebrate the successes of individuals and teams from all spheres of government.

The awards have become an important stepping stone for entry into prestigious international awards programmes such as the UN Awards, Commonwealth Association of Public Service and Administration Management’s (CAPAM) International Innovation Awards, the All Africa Public Sector Innovation Awards (AAPSIA) and the African Association for Public Administration Management (AAPAM) Awards.

Amongst the guests at the 2011 innovation awards were Honourable Minister for Public Service and Administration, Mr Roy Padayachie, the Deputy Minister for Public Service and Administration, Ms Ayanda Dlodlo, the Director-General of DPSA, Mr Mashwahle Diphofa, the CEO of GEMS, Mr Eugene Watson, and a number of senior private sector executives and sponsors, including those from Deloitte and Bytes Technology.

Minister Padayachie emphasised the criticality of innovation to unlocking public sector innovation for improved service delivery, adding that the 2011 Annual CPSI Public Sector Innovation Awards epitomise the resolve to serve communities by all means necessary.

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SDR Correspondent
SA EXPLOITS
mobile telephony in service delivery

South Africa is ranked just ahead of Kenya and Egypt as the African country most ready to embrace mobile technology in providing government services, according to Informa Telecoms & Media’s “Mobilizing public services in Africa”.

South Africa’s appearance at the top of the index, say joint authors Nick Jotischky and Sheridan Nye, had been in the past far slower to take off than in Kenya, Rwanda, Uganda and Tanzania. These East African countries have been quicker to realise the benefits of this technology to citizens and small businesses in delivering public services using cellular technologies.

E-government is being increasingly seen by African governments as a source of economic, social and political development that encourages greater citizen engagement and improves access to services. And yet two-thirds of respondents to a C-level industry survey that Informa recently commissioned believe e-government services are still under-developed in Africa.

Jotischky notes; “It is striking when looking at e-government strategies in Africa that there is no clear articulation of the role mobile devices can play in the spread of e-government services. Given the importance of mobile in Africa’s economy and culture over the last decade, this appears strange. After all, not only does the continuing growth in wireless access ensure a wide audience reach, but messaging and data usage trends suggest many consumers in Africa are already using mobile for a variety of purposes. Furthermore, the mobile device market continues to mature and smart phone penetration is accelerating.” Informa projects that by 2016 over a third of mobile connections in South Africa will be via smart phones.

The report notes that many of the mobile government services already implemented are in East and North Africa. Most of these services are directed at citizens and businesses. Governments have not used mobile technology yet as a way of overhauling internal processes and providing more flexibility to their workforces.

“Technology providers in Africa have an opportunity to enable mobile government by encouraging the migration of public sector services to the [cloud technology]. Virtualisation of infrastructure [such as cloud technologies] and flexible, usage-based pricing would allow government agencies to pay for what they need and flex costs accordingly to match demand. Mobility services should form an integrated part of the public sector’s cloud migration,” according to Nye.

Informa’s mobile government readiness index is based on the following indicators: mobile penetration; 3G penetration; mobile broadband penetration forecasts; proportion of population living in rural areas; the size of public sector as a % of GDP; the UN’s e-Government Readiness Index; fixed broadband penetration and literacy rates. The index excluded countries with a population less than 5 million.

SA - the Good News

HEALTH SECTOR
HR strategy unveiled

The imperatives for overhauling the management of South Africa’s health system are well-documented and include paying particular attention to planning, training and the deployment of health personnel, according to the Minister of Health, Dr Aaron Motsoaledi.

Speaking at the launch of South Africa’s Human Resource Strategy for Health in October 2011, the minister singled out employee compensation as “one of the biggest cost drivers in any institution”. The health minister further called for prudent management of human resources, which is the health sector’s most “expensive asset”.

The launch of the human resources strategy coincided with the opening of the 3rd regional consultation on finding solutions to the human resource for health challenges in Africa conference that was organised under the auspices of the World Health Organisation (WHO).

“[E]vidence indicates that the training and production of certain key health worker categories has stagnated or reversed over the years,” Minister Motsoaledi told the WHO delegates.

According to the minister, “the weak management skills in the public service aggravate the situation even further”. He pointed out that the challenges of the health sector are more than just a
numbers game and added that for any country to effectively address the many determinants of push and pull factors in the health sector comprehensively, a systemic approach needed to be adopted.

The elements of the strategic interventions to deal with multi-pronged push and pull factors that result in an inadequate health workforce and weak HR capacity include the following:

- Increasing the intake of health care professionals by tertiary education faculties of health sciences by 26% overall in 2012.
- Developing a database of retired health professionals and their short-term deployment into the health system. (At the time of writing, four hundred retired health professionals had registered by October 2011.)
- Re-engineering of the Primary Health Care (PHC) through the deployment of community health workers in all the municipal wards in the country. An estimated 40,000 community agents are required in order to properly implement this intervention in PHC. In Brazil, for example, there are 30,000 such workers while India has 800,000 community health agents who focus on promoting hygiene and preventing diseases rather than waiting for the diseased to show up at hospitals.
- With regards to the training of nurses, the Department of Health has earmarked R1,24 billion for the revitalisation of 122 nursing colleges over the next three years.

Pronouncements made on job creation for 2012 include the approval of R1.5 billion for 60 companies to promote job creation, and a renewed focus on the mining sector as a key job driver, in accordance with the New Growth Path.

A massive infrastructure development drive will also form part of the national agenda in 2012. A Presidential Infrastructure Co-ordinating Commission has been established to oversee the infrastructure plan. Five major projects from state-owned enterprises and the three spheres of Government have been identified and developed for the purposes of integration and growth. These projects target rail, road, water and electricity infrastructure in designated areas across the country, in an added effort to boost economic growth and job creation.

A focus on critical social infrastructure such as the National Health Insurance System and the allocation of funds towards the building of universities in Mpumalanga and Northern Cape will also ensure that access to health and education contributes to the alleviation of poverty, unemployment and inequality.

Other policy pronouncements made by the President, which form part of an integrated approach in stimulating economic growth, include the introduction of a Green Paper on Land Reform to promote a more rapid land redistribution process, and the amendment of the Broad-Based Black Economic Empowerment Act in order to ensure compliance thereof.
After a long stare at my bookshelf, looking for the right book to review for this publication, I almost laughed when my eyes caught Credo Mutwa’s Indaba, My Children. Of course, there could be no further enquiry.

Credo Mutwa has definitely, by the stillness of his being, engraved himself in history and in our minds as one of the great preservers of African being. Since early age, Mutwa, full name Vusamazulu Credo Mutwa, admired his grandfather and wanted to be a tribal historian as him. Mutwa has always valued the preservation of the rich African tradition of oral relays of history through storytelling.

Indaba, My Children is such, a loving man’s attempt to preserve his own. Told in an almost magically realist prose, the book is a response to injustices done to Africans and their cultures.

The book begins with the story of the creation of the human race by Ninavanhu-Ma, the Great Mother. The story continues to the colonial history of the arrival of the Portuguese “Kapitanoh” and his crew on the African shore. This ancient African legend is believed to have been first told by a Wise One. It is the story from which all other African stories are told since finding their root.

The story is an epic of intricate and vivid cultural make-up populated by gods and mortals, cattle herders and supreme kings, witch-doctors, lovers, grave diggers, warriors, and handmaidens.

Mutwa belongs to an ancient chain of knowledge-keepers and story-tellers who saw their duty as to pass profound knowledge and history of ancestors to their firstborn sons. The link in the chain was broken at the death of his son. Determined to pass the ancient ancestral wisdom, Mutwa wrote Indaba, My Children.

Like its author, the book has since vanished into obscurity, yet it has been hailed as one of the top ten most iconic African Books ever written. At its core, the book speaks to humanity’s common source and our interconnectedness to the cosmos, nature, each other and our individual selves. It is a reservoir of profound ancient African knowledge and wisdom.

Indaba, My Children is a classic and indispensable resource for anyone interested in the cultural life of Africa and the human experience as it is filtered into myth.
In His Master’s Voice novel, Memela gives an intimate portrait of power dynamics in the corporate media. He narrates the story of a rookie journalist who is not afraid to challenge authority in the hierarchical corporate media world. Drawing on lived experience and creative imagination, Memela’s book gives a vivid picture of the history of South Africa during the last push against apartheid.

“This story has nudged my conscience for almost three decades. We need to take a closer look [at] the experiences of young professionals who enter the corporate world characterised by greed, competition, rivalry and self-interest,” says Memela.

“The common experience of many young people is characterised by frustration, loneliness and disillusionment that ultimately manifests itself in job-hopping, hard drinking, sexual promiscuity and meaningless lives, among others bad results,” according to the writer.

Also, Memela explores the controversial subjects of inter-racial relationships and the undercurrent of racism in every aspect of life. In the process, Memela illuminates the historical events before the release of Nelson Mandela and the unbanning of the liberation movement, bringing rare insight into the office politics in newsrooms, the violence of the apartheid State and comrades, the sacrificing of the black youth through the ‘liberation now, education later’ slogan and the disillusionment of young professionals who, ultimately, resort to drink and promiscuous sex to save themselves.

On all these themes, the voice of the protagonist is strongly influenced by the Steve Biko’s Black Consciousness philosophy. Significantly, the book is a revealing portrait of the common challenges faced by young professionals who enter the corporate world, in this particular instance, the media.

As a journalist since 1985, Memela is ideally placed to give an insightful look into the dynamics of power relations in the corporate media. In this highly provocative work, he has brought into life not only the co-option of a few into the middle class but how ‘an angry young man’ attempts to take corporate power head on.

His Master’s Voice is a revealing portrait of a complex corporate media that continues to be controversial, turbulent and is a priority in national discourse.

“I am sure there will be others who will tell the story of what happens in the corporate media in a way that would pass for sunshine journalism. Even journalists themselves love some praise.

“But this story, particularly its perspective, has been nudging my conscience for decades. I had to tell it in an honest but critical way that would make people sit and think hard about the role of the media elites.

“I believe I have done my best to tell a story of what young professionals and other workers go through in the corporate mill. My view is only one in a million,” said Memela.

* Sandile Memela is a journalist, cultural critic, polemicist and civil servant. His second novel, His Master’s Voice, is available at some of the major retail outlets nationally.
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