



REPORT ON THE IMPLEMENTATION OF THE 2020 PUBLIC SERVICE MONTH

**“Growing South Africa Together for an ethical public
service”**

DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION

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Preface

The transformation of service delivery is founded on "service to the people" which remains the guiding principle of public service delivery transformation and reform in South Africa. This principle is expressed as an authority in the 1995 White Paper on transforming the public service delivery as well as the 1997 White Paper (Batho Pele policy framework) which provided a framework to enable national and provincial departments to develop departmental service delivery strategies that can promote continuous improvements in the quantity, quality and equity of service provision.

The Batho Pele revitalisation strategy of 2004, sought to catapult service delivery to a higher trajectory that presented a holistic, integrated approach to service delivery improvement. It is in this approach that [one](#) can locate what we termed service delivery mechanisms.

The Public Service Month (PSM) forms part of the service delivery mechanisms which contributes to the transformation of the public service delivery machinery, that seeks to build a public service capable of meeting the challenge of improving the delivery through practical positive difference that people can see in their everyday lives.

The PSM is a country programme that resonates with the continental programme- 'African Public Service Day ([APSD](#))' which in the main reflects on the 'African Charter on the values and Principles of [Public Service and Administration](#)' as an important instrument to promote good governance on the continent. PSM as a national programme, focuses on the Public Service Machinery in terms of how it discharges its constitutional responsibility to deliver services to the citizenry, as well as give recognition to the brave men and women who have affirmed their commitment to upholding the values and principles of public administration.

In 2019, the South African Cabinet of Ministers directed that the [PSM](#) is to be celebrated as an integrated government programme that takes into account all other programmes taking place in the month of September. It is for this reason, that the 2020 [PSM](#) is regarded as the Integrated [PSM](#) that includes national activities of other departments which are held during the month of September.

"We must be impatient with those in the Public Service who see themselves as pen-pushers and guardians of rubber stamps, thieves intent on self-enrichment, bureaucrats who think they have a right to ignore the vision of Batho Pele, who come to work as late as possible, work as little as possible and knock off as early as possible" former president, Mr Thabo Mbeki, 2004.

Acknowledgement

The Implementation of the [PSM](#) programme was not and cannot be a single person effort, the implementation was filled with interesting challenges and people who need to be recognised for the varying contribution they have made which permitted completion of the programme, we would like to deliberate our profound sense of gratitude to the following: The [Office of the President](#), the Minister for Public Service and Administration ([MPSA](#)), the [Department of Public Service and Administration \(DPSA\)](#) Director General, the PSM joint working group, the PSM project committee as well as the [Batho Pele](#) and the Service Delivery Improvement forum.

Abstract

The [PSM](#) is a service delivery improvement mechanism and an integral part of the Batho Pele Revitalization strategy. From 2012, the PSM serves as a month set aside to honour men and women who serve the nation throughout the three (3) spheres of government, as well as a mechanism to assess the quality of service delivery with a view to address the aspects that are found to be sub-standard and/or evident that the *Batho Pele* strategy is being compromised. As a country programme it forms part of ongoing efforts to promote a culture of continued, incremental improvement in all areas of Public Service delivery.

The [DPSA](#) in collaboration with the national and provincial departments coordinate and facilitate the annual PSM calendar of events across the public service for the duration of the PSM:

- a. The DPSA leads the development of annual celebration concept (theme & objectives), consult role players and [the](#) [MPSA](#) approves the concept.
- b. The implementation of the concept is driven in partnership with the Public Service – National & [P](#)rovincial departments identifying local activities aligned to the concept –and share localised calendar of events

On 13 August 2019, the Joint Cabinet Committee directed that all government programmes within the month of September must be integrated. The Integrated Public Service Month (IPSM) Programme ran from 01 September 2020 to 02 October 2020 under the theme: “**Growing South Africa together for an ethical public service**”, which was expanded upon by the respective Departments aligning to their specific sector focus.

The programme had a basket of activities categorised into three media coverage [methods](#): National broadcasting, Live Streaming and Microsoft teams which was internally focused.

1. Background

1.1. Introduction

As part of promoting the Public Service through its machinery and the value add to the lives of South African Citizenry, The DPSA coordinated the implementation of the 2020 IPSM programme. The IPSM took place amidst the global conditions wherein Africa and the world is battling the COVID-19 pandemic. The country [is also](#) hard at work to mitigate the impact of the pandemic on the health and welfare of the society and the economy. The Public Service found itself faced with a great deal of public service malfeasance on the procurement of protective personal equipment for essential workers. The focus of the [PSM](#) was informed mostly, by one of the constitutional values and principles governing public administration, viz, a high standard of professional ethics must be promoted – to meet the obligations of the state towards its citizen.

The 2020 [IPSM](#) programme took place from 1 September to 2 October 2020 across the Public Service with the theme: “**Growing South Africa together for an ethical public service**”. National Sectoral activities [that took](#) place in the month were to expand on the theme by aligning to their specific sector focus.

In Growing South Africa together for an ethical public service, the DPSA focused on elevating the following goals of the [PSM](#):

- a. [I](#)nstill and rebuild good ethics and professionalism in how public servants do their work;
- b. [R](#)ecommit and rededicate the public servants to the principles of Batho Pele;
- c. Improve the morale and inculcate a sense of pride of being a public servant; and
- d. Improve service delivery by exposing senior and middle managers to the coalface of service delivery to identify challenges and develop plans for corrective action and inter-facing with the citizens.

1.2. Objectives of the Public Service Month

The overall purpose of commemorating the [PSM](#) is mainly to give focus to the public service machinery in terms of how it discharges its constitutional responsibility to deliver services to the citizenry, as well as give recognition to the brave men and women who have affirmed their commitment to upholding the values and principles of public administration. The specific objectives for the 2020 celebration were as follows:

- a. Give recognition to, and make known the importance of civil service, its positive contribution and to the population, civil society, private sector and government.
- b. Encourage public servants to continue the good work done and to come up with new initiatives and innovations during the lockdown and towards the “new normal”.
- c. Fast tracking quality & sustainable service delivery improvement: Remove service delivery blockages at the service points, and unblocking red tape.
- d. Improve public perception and morale of public servants and recommitment to the Batho Pele Principles and the Public Service Charter
- e. Review service delivery mechanisms (the PSM and APSD programmes) to ensure improved implementation.

1.3. Format of the PSM celebrations

On 23 March, a nation-wide lockdown to contain the spread of the coronavirus was announced, starting on 27 March 2020 and remain extended till [the time of compilation of this report](#) (November 2020). The Country's plan to manage the pandemic, introduced a five-level COVID-19 alert system to manage the gradual easing of the lockdown, by 01 September 2020, as was projected in the concept document, the country was on alert level 2 from 00h01 on 18 August 2020- indicating a moderate Covid-19 spread with a high health system readiness.

The 2020 PSM was held as a 32 Day programme. In order to help contain and minimise the risks of increased rate of infection/ spread of the virus, the majority of the planned activities were rolled out on virtual platforms. Many of the activities were centered around dialogue engagement with expert panelists who offered solutions and opinions on the issues related to service delivery and the disruptions caused by the Covid-19 pandemic including a focus on the digital transformation.

1.3.1. Consultation and collaboration with Provincial and National Departments

Following the drafting of the concept paper for the [PSM](#) as well as the [APSD](#), departments through their respective Service Delivery Improvement Coordinators and the Batho Pele Coordinators, were invited to a first consultation meeting (virtual platform) on 10 June 2020, and thereafter met every month with the last preparatory meeting taking place on 31 August 2020.

The communication circular for the [PSM](#) was [circulated on](#)

1.3.2. The Integration of the PSM (IPSM)

Following the approval of the 2020 PSM concept paper by the MPSA, a joint working group was established through a DG to DG letter, with the objective to work towards the integration of the September month activities.

The integrated approach took into account that other than the MPSA portfolio, 6 other departments were having National Sectoral activities and thereby sought to create a programme that outlined all the activities for the September month through an integrated calendar of events, as well as one government messaging approach through an integrated communication and media strategy.

Whilst the working group held a number of meetings to collaborate on the integration level which was outlined as follows:

- a. Integration at the launch level to have one major launch for the government programme for the month with a consolidated calendar schedule, and departments providing inputs into the key note address.
- b. Integrated media plan and branding to ensure that there is coherence and that government speaks with the same voice to the public and eliminate competition for coverage through creating weekly focus areas and key messages.

- c. To draft and submit one joint cabinet memo that speaks to the government activities for the month of September.

The envisaged integration could not be fully realised and only managed to have a consolidated calendar of events for the MPSA portfolio and 4 other departments, namely Department of Arts, Sports and Culture, South African Police Services, Department of Tourism and the Government Communications and information Services ([GCIS](#)). The GCIS was able to organise joint media briefing and convene the 'internal communicator's forum' to share the communication plan for the integrated Public Service Month.

Whilst there were a myriad of challenges regarding the integration, what became obvious during the engagements was the fact that we do not have systems that can fosters full intergovernmental collaboration in respect of the [PSM](#).

The Programme could only be integrated in terms of sharing media briefings for coverage as well as a calendar of activities. As a result, we could not submit a joint Cabinet Memo for an '[IPSM](#)'.

1.4. Structure of the report

The report is divided into four (4) sections which are structured as follows:

Section 1: the preface and the [background](#) of the PSM

Section 2: presents the PSM calendar of activities and summary of presented content

Section 3: presents the challenges, recommendations and conclusions

Annexures: all speeches and presentations.

The report does not seek to give an account of the specific activities in detail but merely provide an overview of what transpired at each activity, the annexures (drafted by each coordinator) seeks to provide a detailed account of each activity.

2. The 2020 Public Service Month activities

The MPSA PSM was a collaboration of the MPSA institutions (The Department of Public Service and Administration; the National School of Government; the Public Service Commission and the Centre for Public Service Innovation) which resulted in the achievement of the following objectives and activities:

N.B. The 2020 PSM activities were adapted to the virtual delivery platform rather than physical engagement in large numbers, as a result, all the activities were presented as webinars on Microsoft teams.

2.1. Objective 1:

Give recognition to, and make known the importance of civil service, its positive contribution and to the population, civil society, private sector and government.

This objective had 3 activities planned:

- a. Launch of an integrated Public Service Month Programme by the MPSA- this activity was achieved and took place on 04 September.
- b. Batho Pele Excellence Awards (postponed to 30 October 2020)- this activity was postponed to October 2020. The activity was achieved and the awards were held on 30 October 2020.
- c. Rea leboga Campaign – this activity could not be realised due to the financial and procurement challenges.

2.1.1. The Joint Launch of the IPSM – 04 September 2020

Whilst the integration could not be fully realised, the planning for the joint launch did take place. The President of the Republic was invited to lead the launch of the [IPSM](#), and the respective Minister's hosting national activities in the month of September were invited to participate in the launch through delivering key messages on their respective programmes and the MPSA to outline the Calendar of events for the integrated PSM.

Unfortunately the date of the launch had to be moved to a later date, which impacted on the participation of the other role players.

The IPSM was launched on 04 September 2020 on a virtual platform. The MPSA delivered the message of support from the President and delivered the key note address in this regard. The Deputy Minister as well as the respective heads of the various institutions of the MPSA portfolio participated in the launch.

The launch was covered by the SABC taking the Minister's speech live, GCIS livestreaming on DPSA social media platforms, Twitter and Facebook including the GCIS social media for broader reach.

The following key notes were drawn from the respective speakers (see annexures for the full speeches):

- a. **Opening remarks** by the Deputy Minister for the Public Service and Administration, **Ms Sindisiwe Chikunga, MP**
 - Gave an outline of the focus of the Integrated Public Service Month Programme which is on Heritage, Tourism, Police Safety, Arts and Culture as well as Public Services and Administration. Highlighted that the month is also about reminding public servants what it means to serve communities, to assess our service delivery impact, and to recommit ourselves to belong, care and serve the people to contribute positively to building livelihoods.

- Emphasised that corruption and self-enrichment are not part of our constitutional values and principles; nor is it part of the vision we framed for ourselves in the National Development Plan and that it is an unlawful practice that undermines good governance and ethical standards which government has the role to uphold. 'Our Public Service is anchored in the Constitution which demands that the Public Service, amongst others, maintains and promotes a high standard of professional ethics' therefore Public Servants required to put the public interest first in the execution of their official duties.
- Reflected that the Public Service Code of Conduct commands that we adopt a standard of professional ethics in the public service that is beyond reproach, which means that the public service must be corruption-free and uphold professional standards. 'We need to tap into our servant leadership abilities, reawaken our conscience to grow South Africa and make sure we lead the people with confidence'.
- Highlighted that all public sector employees are to reflect on their role in giving effect to the six pillars of the National Strategic Plan on Gender-Based Violence and Femicide (2020-2030) as pronounced by His Excellency, The President.

b. **Message of Support** by the President of the Republic, **Mr Cyril Ramaphosa, MP**

The president expressed pleasure in addressing the men and women who are at the coalface of service delivery in the country- to whom the citizens go to for guidance and help with the issues affecting their everyday lives and the reassurance and confidence that indeed ours is a government that works with them.

- The message highlighted the importance of being a public servant as a noble calling of honor and privilege that demands dedication, selfness, professionalism, commitment and the utmost faithfulness to the principles of Batho Pele when managing the entrusted state resources and guarding against them being misused and abused. The president directed that we need a dedicated and professional corps of public servants that can prove worthy of the trust of our people, not party to acts of corruption in order to build a state that is ethical, and a call that we must continue to serve our people with respect and treat them with dignity, attend to resolve issues with speed, professionalism and with courtesy.
- Reflected on the purpose of the annual celebration of the PSM - that annually we recommit ourselves to improving all areas of public service delivery and promote the importance of good ethics and professionalism amongst public servant as well as aim to boost the morale and inculcate a sense of pride in being a civil servant.
- The message thanked the public servants for the continued commitment to serving the people of this country, and had to work under ever changing conditions in the face of the grave threat of the coronavirus pandemic, which presented additional pressures like not before least of all the threat to own lives.

- Reflected on lessons learnt from the from the pandemic, that it has exposed a number of shortcomings in how we deliver services as well as shown us what is possible if we work in a coordinated manner and manage resources effectively and efficiently, as well as the introduction to the new integrated model for service delivery that is responsive, adaptive and brings development to where it is needed most – the District Based Development model (planning model for cooperative governance).

c. **The Key note address** by the Minister for Public Service and Administration, **Mr Senzo Mchunu, MP**

The Minister in his key note address highlighted the following:

- The PSM serves as a month where the services delivered by government are reviewed in order to ensure that quality services are delivered to the beneficiaries – thus the public playing a critical role in the focus of the month.
- Highlight the collaborative efforts by all public servants including elected personnel fully engaged in the business of rendering services to the public- what shapes the relationship between the citizen and government.
- In rendering services we give to the people we must be ethical, a high standard of professional ethics must be promoted and maintained- thus calling upon all public servants to conduct themselves ethically, in line with their professions but overall in line with section 195 of the constitution of the Republic of South Africa, and to desist against any criminal and corrupt activities to fight and isolate it and expose anyone who commits such acts.
- Cabinet approved two new training programmes – *first* is the Economic Governance Spring School for Members of the Executives (targeted at Ministers, Premiers etc.); the *second* under the framework for continuing Leadership engagements for heads of Departments- a programme focusing on their capacity as Accounting Officers which is offered across all spheres of government.
- Reflected on the specific measures taken to ensure the safety of public servants throughout all spheres of government- through the guidelines for safe working environments, introduction of remote working, the provision of Personal protective Equipment (PPE), guidelines to occupational health and safety in the workplace and training of health and safety representatives as well as deployment of Cabinet Ministers to Districts to assist with issues related to health, education and also water and sanitation.
- Appreciation for the frontline workers in the declared essential services- forever grateful for their dedication ,bravery and selflessness- reflected on the issues discussed in the engagement with labour: - danger allowance; supply of adequate PPE and leave provisions, and that a disaster policy framework will be developed to address the defects in remuneration of public servants during a pandemic.
- Sympathy to the families of the public servants who have lost their lives in the fight against COVID-19.

2.1.2. The Batho Pele Excellence Awards

The Batho Pele Excellence awards were postponed to 30 October 2020, as a result, the report thereof will be done separate of the PSM report.

2.2. Objective 2:

Encourage public servants to continue the good work done and to come up with new initiatives and innovations during the lockdown and towards the “new normal”.

This objective had 3 activities planned:

- a. Presentations on: IT covid19 adaptations, the 4IR opportunities and global experiences, - this activity was achieved and took place on 02 October.
- b. CPSI wall of solutions (previous awards) and how to take them forward. The activity was achieved and the awards were held on 30 September 2020.
- c. PSC Webinar on the State of the Public Service, guide on the constitutional values and principles.

2.2.1. Presentations on: IT covid19 adaptations, the 4IR opportunities and global experiences.

This webinar was coordinated by the branch: GCIO with Ms Alufheli Shalifwa as the project manager. The Webinar focused on the need to do things differently due to a change in climate that has been brought in by Covid 19, and targeted to all public servants.

Key issues:

The Webinar on Covid 19 Disruptions- [IT Solutions for the Public Service Month 2020](#) was also used as an occasion to close the [PSM on 02 October 2020](#).

a. A reflection of IT Status in the Public Service during Covid 19

The reflection of IT Status in the Public Service during Covid 19 by delivered by Mandla Ngcobo, DDG e-Government Services and Information Management on behalf of the Director General DPSA, indicated that:

- The Public Service must be understood to be part of South Africa that remains engulfed by issues of the digital divide. Urban areas have plus 90% of access to ICT services while the remote rural areas remain with limited access to these services. Service delivery points located in remote rural areas continue to struggle with access to ICT goods and services.

- The challenges with respect to the implementation of the IT in the public service includes the following:
 - existing service delivery models are not aligned to service the public during a crisis period. For instance, teaching and learning can be conducted online.
 - Majority of public facing services (including BAS, online recruitment, etc) not available to the public for consumption via the web/ online;
 - Inadequate business continuity planning, and data/ information sharing in the PS
 - Inadequate process and systems integration to support end to end online service delivery;
 - Some public servants without access to mobile End User Devices (laptops, cellphones);

b. 4IR opportunities Brought about by Covid Disruptions

Ms Nomso Kana, a member of the Presidential 4IR Commission, highlighted the following (See full presentation on Annexure....):

- **COVID-19 has accelerated the adoption of a digital culture worldwide-** Our economy is undoubtedly dependant on our broadband infrastructure and ICT. Peering traffic has grown by >35%, with 100% annualized data. Informal businesses getting formal. Bizportal reported numbers of registered businesses (Spaza shops, informal traders).DATA is king and appreciation of Artificial Intelligence across the private and public sectors.
- **Health and Big Data policies** -Big data analytics have helped organizations pinpoint and reduce health disparities among patient populations. The virus has had a disproportionate impact on minority and underserved communities, shining a spotlight on existing clinical and non-clinical inequities. New dataset on sovereign SA data, can DOH and DHA CIOs exchange new datasets?

Recommendations

- **Invest In Human Capital.** South Africa's greatest opportunity and greatest resource is her people. The 4th IR gives us a rallying point of urgency and an opportunity to redesign, streamline and align the education system through a coordinated, robust, multi-stakeholder process. The purpose of version 2.0 of our skills ecosystem will be to leapfrog our youth into productive work and reskill current workers for job retention and ongoing productive work in the economy.
- **Establish an AI Institute.** Artificial intelligence (involving the theory and development of computer systems to perform tasks usually requiring human intelligence), is a

bedrock technology in the 4IR, underpinning the growing connections in cyber-physical and biological systems.

- **Establish a Platform for Advanced Manufacturing and New Materials.** The revival of South Africa's manufacturing sector is a core concern of the Industrial Policy Action Plan given the centrality of the sector to job creation and global competitiveness. To be successful in the context of the 4IR, it is imperative that the manufacturing sector be supported by a state-led research initiative focused on advanced manufacturing and new materials.
- **Secure And Avail Data To Enable Innovation.** The principal opportunity in the 4IR is the storage of large sums of data. Reliable, accurate, standardised, integrated and easily accessible citizen data is critical for building e-government services across sectors such as health, transport and justice. However, this opportunity must be safeguarded by securely organising public data through the bolstering of cybersecurity capacity and capabilities.

c. **Enabling Business Continuity for Government –Lance Williams-SITA**

Mr Williams highlighted the following:

SITA was tasked with the critical need to ensure mobile and fixed connectivity for the Executive and the Administration which resulted in the following key interventions:

- The provisioning and upgrade of connectivity to members of Cabinet
- The upgrading of sites and maintaining over 5000 sites for government in order to ensure that remote working was enabled
- The upgrading of Internet bandwidth (by 2.5 Gbps) for government
- The increase of onsite/ remote access capability to 8,251 users (from 4,826 users)
- The provisioning of VC tools to the Executive and Administration
- The provisioning of LAN and Desktop support to the Executive and Administration
- This entailed a 24 x 7 x 365 response which spanned the length and breadth of the country
- The above was done at no additional cost to government as SITA's contribution to enabling remote capability.
- This was done in partnership with industry.

These interventions primarily focused on the need to ensure that policy and decisions makers as well as the administration was able to implement their Business Continuity Plans and in so doing ensure that services to the citizen could continue.

The following solutions were listed as available to government to enable remote working and encourage a digital government:

- **e-Gov Portal:** This serves as an online central point of entry for accessing and consuming government electronic services.
- **Enterprise Content Management:** A digital service for securely managing, publishing, and accessing government content that provides a document workflow, and secure electronic or digital signature.
- **Electronic Document Distribution:** A digital service to securely send and distribute documents, minimizing effort relating to printing, posting, and couriering.
- **E-Recruitment Service:** A digitalized recruitment service for advertising and applying for government jobs, digitalizing the current Z83 form/process.
- Government employees enabled for Remote Access increased from 4826 to 8251 (VPNra & VPNC)
- A Government Private Cloud Video Conferencing Solution (TE Desktop), has been developed and implemented by SITA and Partners in Industry, to enable government collaboration remotely. This included LTE / 5G connectivity and access to the solution through Video Conferencing Units, Laptops and other mobile devices from Government Officials homes / offices. The solution has enabled Cabinet, NCC, Cluster, NATJoint and other Ministerial engagements. The solution has realized a virtual government that has connected meetings in excess of 50 government officials concurrently, with durations of up to 9 hours.

2.2.2. CPSI wall of solutions (previous awards) and how to take them forward.

The Centre for Public Service Innovation held a two day seminar with the theme- 'Strengthening the Public Sector through innovation'. The structure of the event:

- a. Day one: -focused on the lessons learnt from Covid-19, and had 3 speakers who graced the occasion with presentations:
 - The Keynote address was delivered by the Deputy Minister for the Public Service and Administration, Ms Sindisiwe Chikunga, MP
 - The impact of Covid-19- governance implications was delivered by Resident representative, United Nations Development Programme, Ayodele Odusola, PhD.
 - The global innovative responses to Covid-19 was presented by the Innovation Specialist from the OECD Observatory of Public Sector innovation, Mr Alex Roberts.
- b. Day two:- focused on showcasing the innovations that could alleviate some of the challenges presented by the Covid-19 disruptions in the health and education sector:
 - The CPSI Head of Research and Development presented on creating resilience in the face of a crisis
 - The CEO of Geekulcha, Mr Mixo Ngoveni , presented on hackathons – a fresh look at public sector challenges.
 - Tsitsi Marote & Teeno Manhema from Guardian Health presented on Artificial Intelligence (AI) and big data to solve health challenges

- On the topic of rethinking education- innovative solutions for Covid-19 challenges, we had two presenters: Mr Frans Kalp from the Ligbron Academy and Mr Lawrence Keulder from Sunward Park High.

2.3. Objective 3

Fast tracking quality & sustainable service delivery improvement to remove service delivery blockages at the service points, and unblocking red tape:

2.3.1. Khaedu deployments to unblock service delivery challenges.

- One of the distinct features of the PSM is the deployment of Senior Managers to the coalface of service delivery points. The traditional framework requires that departments coordinates the Khaedu Deployment from the point of identifying service delivery sites to identifying senior managers who will take part in the exercise.
- Given the Covid-19 outbreak and the declaration of the national state of disaster which brought about a number of regulations aimed at managing the spread of the pandemic, the traditional approach to Khaedu needed to be jerked up to respond to the conditions on the ground. To this effect, the DPSA worked with the DPME to identify the role that senior managers can play during the PSM in support of the National Covid-19 response plan and the priorities thereof. Unfortunately the intent to conduct Covid-19 response plan rapid monitoring could not take place as the DPME had not concluded the monitoring processes and toolkit in this regard.
- The 2020 PSM Khaedu deployment approach sought to contribute to the review of the programme by taking into account the many recent government systems put in place to improve service delivery.
- A circular and a guideline was developed to guide the departments on the focus area and the approach for Khaedu during the 2020 PSM (notwithstanding the fact that circular was sent out much later than anticipated, and as a result affected the planning by the various provinces and there were those that had already planned for the deployments outside of the framework.
- Office of the Premiers in the provinces of Kwa Zulu Natal, Limpopo, Mpumalanga, and Eastern Cape facilitated Khaedu Deployments in their respective provinces. However, the reports have not yet been submitted as they are not yet approved. Western Cape, and Northern Cape Office of the Premiers facilitated other related service delivery improvement programmes during the 2020 [PSM](#).

2.3.2. Webinar sessions on Institutional development mechanisms to improve service delivery challenges:

The PSM also focused on the service delivery machinery in terms of the functionality of institutions, this area looked at the operations management framework, the organisational

functionality assessment, productivity management as well as the business process modernisation.

a. Operations Management Framework (OMF)

- The purpose of the Webinar is to showcase best practice approaches to institutionalizing and implementing OMF. The Webinar further sought to share information on approaches to the institutionalisation and implementation of the OMF (See *attached presentations*).
- Ms Natasha Pillay, Director OMF in the DPSA, presented the overview of the operations Management and provided the context for the webinar.
- Dr Edzisani Ellen Netshiozwi, Director: Strategy and Service Delivery Planning at the Office of the Chief Justice presented the departmental approach followed for the institutionalizing and implementing OMF in the Office of Chief Justice.
- Mr Lwando Kuboni, Director Process Design and Productivity Improvement, Eastern Cape OTP, presented the departmental approach followed for the institutionalisation and Implementation OMF in the Eastern Cape
- Ms Tersia Pretorius, Deputy Director: Process Design and Improvement, Western Cape OTP presented the departmental approach followed for the institutionalisation and Implementation OMF in the Western Cape

The webinar highlighted the need to have all presentations made available to participants and that more OMF platforms for sharing information be made available as OMF can assist departments post Covid-19 to review service delivery modes, mechanisms and processes.

b. Organisational Functionality Assessment

The webinar session was held on 10 September 2020 from 10h00-12h00, it was targeted at all public servants and in particular employees in the OD and JE units or employees working with the implementation of the OFA. The webinar was coordinated by Mr Anton Fourie, Deputy Director Organisational Functionality Assessments (DPSA)

The session focused on sharing information on the mandates, the OFA and operations management, the original toolset, the redesigning OFA: the 8P Model, results of OAF readiness assessment and the revised draft framework. (see presentation for details)

c. Productivity Management

The webinar session was held on 11 September 2020 from 10h00-12h00, targeted at all public servants and coordinated by Mr Ismail Davids, Director Productivity Management (DPSA).

The session focused on sharing information to provide a holistic guide for understanding the productivity management framework in terms of definition, measuring public service productivity, managing public service productivity as well as sharing the results of the pilots done. (see presentation for details)

d. Business Process Modernisation

The webinar session was held on 22 September 2020, to share the concept note and solicit inputs towards the business process modernisation as well as share presentation on business process modernisation post covid-19 which was done by Mr Cobus Terblanche.

The following issues were raised:

- DPSA and Office of the Premiers should have centres of excellence that drive the work of Business Process Modelling so that we control the quality of modelling and notations used.
- Emphasis must be put on Training and reskilling of practitioners to produce good quality modelling.
- Government should empower people as much as possible through skills development and enabling them to access resources while keeping in mind that the country will not achieve its vision if it fails to take advantage of 4IR.
- We really need to monitor the quality of our business process mapping and SOP documentation and ensure that the standard is maintained.
- Another aspect we need to look at is the implementation of the processes. DPSA should, through the OMF Implementation Questionnaire team up with OTP to process walk through as a control measure to ensure standardisation and implementation of processes across Districts etc.
- Departmental policies must be reviewed and aligned to changing environments

2.3.3. Thusong Service Centres Week

Thusong Service Centre Week is a programme that is led by the department of Government Communications Information Services (GCIS) in partnership with the Department of Cooperative Governance. The Thusong Service Centre Programme was conceptualized in 1999, it has become a cornerstone of the Government-wide Access Strategy aimed at redressing the imbalances of the past by taking services and information closer to the people. Currently, there are one hundred and seventeen (117) functional Thusong Service Centres across the nine (9) provinces.

The Annual Thusong Service Centre Week was conceptualized and piloted in September 2014 aligned to the Public Service Month. The campaign, is in its sixth year and it seeks to profile the milestone achievement of the programme and telling success stories around the Thusong Service Centre Programme. The 2020 Annual Week activities focused on profiling the challenges faced by public servants at the coalface in the Thusong Centers as they strive to continue delivering services in the wake of a pandemic. (A detailed report on the activities of the week will be provided by the GCIS)

The collaboration exercise identified the need to create an interface of the monitoring exercises with the Khaedu programme, thus creating a platform for senior managers to engage with the

frontline monitoring reports and ensuring active management of the challenges identified at these centres. Whilst there was an attempt to coordinate the annual week for monitoring the frontline service centres, such attempts could not bear the required results due to the planning processes as well as the need to collaborate with department of cooperative governance. It is our intent to have a collaborative approach on the Thusong Service Centres Week as part of the Public Service Month.

The 2020 PSM approach is mainly anchored on the object of the Intergovernmental Relations Framework Act of 2005, coordinating the implementation of our various policies/frameworks that are focused on service delivery improvement mechanisms. To this effect, both the Department of Public Service and Administration, and the Department of Planning, Monitoring and Evaluation worked to integrate the monitoring tool used by the two institutions.

The 2020 Thusong Service Centre Week was celebrated from 14 to 18 September 2020. The annual opening event was held at the Augrabies Telecentre, Northern [Cape](#), [through](#) reviving the integrated mobile outreach programme

2.3.4. Coordination of interventions on Frontline Service monitoring systems between DPME, DPSA, NSG and GCIS.

Following the outcry of the Service Delivery and Batho Pele forum on the duplicated functions on the multiple interventions on frontline service monitoring and systems, the DPSA coordinated a discussion session with the various role player (DPME, DPSA, NSG and GCIS, unfortunately both the National Treasury and Department of Cooperative Governance were not able to participate in this regard).

The following is a summary of the discussions: resulting in the integration of the frontline monitoring tool

- The institutions acknowledged the level of duplication that exist in the frontline monitoring of service delivery, whilst there is distinction made in terms of the targeted groups in departments, e.g. DPME uses the M&E units of departments and DPSA uses the BP coordinators of the same departments as well as Khaedu deployments of senior managers– the fact of duplication was very glaring in terms of the tool that is used.

The engagements resulted in the following [recommendations](#):

- Develop a common tool that would be relevant in terms of purpose of the intervention and mandates of the DPSA, DPME and GCIS.
- Investigate further data requirements in line with the District Development Model.
- Outline an integrated procedure of service delivery improvement at the coalface.
- Align the DPME Frontline Monitoring procedure, and Khaedu Deployment procedure, and DPSA Frontline Support to the District Development Model.

- Outline the value chain on how the DPSA and DPME would integrate, and use information that is collected by another department.

2.4. Objective 4

Improve public perception and morale of public servants and recommitment to the Batho Pele Principles and the Public Service Charter.

2.4.1. Dialogue on the Public Service Charter

The South African Public Service Charter had to be established in order to ensure its customised alignment with the African Union Charter that outlines the values and principles of the public service and administration that was adopted on 31 January 2011 with the last signature made on 14 May 2019.

The Webinar was scheduled to solicit inputs that can be taken into consideration towards the development of a determination that will be giving the Public Service Charter a legal status in terms of chapter 2(3) (3) of the Public Service Act :1994 as amended, and identify indicators against which the extend of its implementation can be measured.

The Webinar included various internal and external stakeholders served as panellists in assisting government towards the afore-mentioned objectives.

The topic of the Webinar was ***“The creation of a conducive working environment within which public servants should be able to deliver on the services provided by the state, especially during the current challenges confronted by the country as a whole”***.

2.4.2. PSC Webinar on the State of the Public Service, guide on the constitutional values and principles

The Webinar was held on 01 October 2020 discussed key issues in public administration and practice based on the State of Public Service report the launching of the Guide on the Constitutional Values and Principles, the Director General's (DG) panel of discussion, as well as on how government has navigated the challenges brought by COVID-19 in the delivery of services.

The three main objectives of the webinar are:

- to present the findings of the State of the latest Public Service (SOPS) Report,
 - to Launch the Constitutional Values and Principles (CVP) Guide, and
 - Share experience of Service Delivery departments on Covid19 (lessons learnt)
- a. **Opening Remarks by the Deputy Minister, Ms. Sindisiwe Chikunga on behalf of the Minister for Public Service and Administration.**

The Deputy Minister highlighted the following:

- The need for effective collaborative efforts in ensuring sound governance in the public service and administration.
- The long-term economic impact of the COVID-19 Pandemic, and the need for continuous efforts to rebuild the South African economy, and pointed out that there is a need to urgently address the bottlenecks in current public service and administration policy particularly in the implementation of delivery of services.
- The need to provide the State of the Public Service Report which provides a diagnosis of current public services and recommendations to address challenges.
- The Government's seven (7) priorities as expressed by the President of South Africa during the State of the Nations Address early in 2020. The key priority for South Africa during 2020 was highlighted as "Building a capable and capacitated developmental state".
- That an ethical, capable and capacitated developmental state as envisaged in the National Development Plan will not flourish if the CVPs are not internalised and institutionalised and effected by the public administration.
- The importance of the Guide on the Constitutional Values and Principles in Public Administration developed by the PSC.

b. Remarks by the Chairperson of the PSC, Adv. RK Sizani

The Chairperson introduced the Circular on "unlawful instructions" and emphasised that the form and character of the public service, to assume a more ethical culture, can only be achieved when those in authority do not abuse their power to issue instructions to their subordinates that may fall foul of the law or to be considered conduct unbecoming. Although it is important that we institutionalise professional ethics, ethical leadership should be prioritized.

c. The state of the Public Service Report, 2018/2019

Ms Irene Mathenjwa presented the key findings of the State of the Public Service Report:

- In line with its mandate in section 196(4) (e) of the Constitution, the PSC provides on an annual basis, an evaluation of the extent to which the values and principles listed in section 195 are complied with. The PSC has designed an evaluation tool and annually conducts evaluations of departments against these values and principles. Based on these evaluations and synthesising all the work that the PSC produces in a particular year on public administration practices; personnel practices of the public service; organisation and administration of the public service; and adherence to applicable procedures in the public service, an annual summative report on "State of the Public Service" is produced.
- This report, builds on the diagnosis of the state of the public service in the National Development Plan and takes cognisance of various other reports and comment on public administration, including the 25 Year Review. Furthermore, it provides an ongoing diagnosis

of the state of the public service and provides recommendations on how public administration practice should change in order to better reflect the ideal public service.

- The Report took cognisance of the public service prescripts and government reports that made a contribution in this regard, including Chapter 13 of the NDP. Furthermore, the PSC will continue to reflect on matters related to the transformation of the Public Service. The emphasis will be placed on the constitutional values and principles and under each principle the change that is required must continuously be defined. More recently, in July 2020, a group of former DGs submitted “Reflections on Strengthening the Capacity of a Developmental State in South Africa”. From this report it is clear that some consensus is beginning to arise on what the key areas for the transformation of the public service should be.

d. Launch of the Guide of the Constitutional Values & Principles

The PSC Commissioner, Ms. P Nzimande highlighted the following:

- Introduced the Guide on the Constitutional Values and Principles Governing Public Administration. She indicated that the Guide aims to develop a shared understanding of the CVPs, identify what the public administration should do to comply with the CVPs and encourage the application thereof in the delivery of services. However, the Guide goes beyond definitions of the CVPs. The public administration values and principles underpins a Programme for the transformation of the public service – to build an ethical, capable and responsive developmental state.
- The values and principles contained in the Constitution intend to change the form and character of the public servants. The CVPs provide a clear link to the *Batho Pele* principles, for example, consultation and courtesy. Complying with the values and principles is both an ethical matter and a technical matter of good public administration practice. It covers both the machinery of government and how public servants should interact and respond to citizens in a courteous and caring manner. The practices underlying the values and principles should be informed by sound public administration theory. However, the theory should not lose sight of the practice.
- Public administration practices and procedures (which is the domain of the PSC) should always be tested against the values and principles. Rather than being a comprehensive manual covering all public administration practices and procedures, the Guide suggests to public administration leaders and officials key levers for change that can be customized per sector or function.

2.2.3. Towards Professionalisation of the Public Service- can the public service be the employer of choice for professionals

The Webinar was held on 29 October 2020 organised by the National School of Government to discuss the issues that speaks to the Professionalisation of the public service. A panel of professionals was put together with the Principal of the National School of Government:

The session was opened by Prof Mashupye Maserumule, the acting Dean of Tshwane University of Technology.

The following speakers presented the respective papers:

- a. Overview of the Draft framework for the professionalising the Civil Service by Mr Busani Ngcaweni, The Principal of the National School of Government.
- b. Professionalising finance and Supply chain practitioners in the public sector by Mr Freeman Nomvalo , CEO, South African Institute of Chartered Accountants.
- c. Professionalising legal practitioners in the Public Sector by Mr Fhedzisani Pandelani, Acting Solicitor General, Department of Justice and Constitutional Development.
- d. Professionalising Engineers and related practitioners in the public sector by Mr Chris Campbell, CEO, Consulting Engineers of SA.
- e. Recognising Public Sector built environment practitioners: A council for the built environment perspective by Ms Priscilla Mdlalose, CEO, Council for the Built Environment.

2.4.4. Mechanism to Strengthen Governance & Public Participation: Webinar on African Peer Review Mechanism and the level of readiness for the 2nd generation review.

This webinar was organised by Dr Patrick Sokhela, Chief Director: International Relations (DPSA). The session was presented to by the APRM National General Council. The chairperson outline the role and functions of the APRM and reflected on the process that the council will follow to enable the second generation review.

2.5. Objective 5

The Review of the Service Delivery Mechanisms (the PSM and APSD programmes) is intended to ensure that the mechanisms are relevant and responsive to the current conditions of the public service delivery milieu. The Service Delivery mechanisms (Khaedu programme APSD, PSM and the Batho Pele Excellence awards) are founded in the Batho Pele Revitalisation Strategy of 2004 (thematic focus areas).

In preparation for the engagement to relook at the mechanisms, the DPSA entered into a partnership with the GCIS to conduct a study that can provide performance information on the implementation of the mechanisms, in particular the effectiveness thereof. Given the climatic conditions of the pandemic and the lockdown regulations where most of the targeted population is working remotely, a monkey survey was regarded as the best option to gather data in this regard. A poll was conducted through on-line self-completion survey for a period of a month.

The survey focused on two distinct but related target population- namely the Manager responsible for the coordination of the SDM in the department, the coordinator and the participants.

The following is a summary of the findings:

- a. Public Service month – Majority of the respondents are aware of the PSM and believes that it plays a crucial role in improving the morale of the public servants and encourages a sense of pride. It is recommended that more awareness campaign be brought about to improve the implementation through compulsory launching of the month by departments and all public servants to be involved and a need to follow up on noticeable issues which come up during the PSM.
- b. Africa Public Service Day- just more than half of the respondents were aware of the APSD, over 60% agreed that it motivates public servants to enhance professionalism and raise the image of the public service- however not many agreed that it produces the intended results. There is also the suggestion to raise awareness among public servants, to communicate the theme as early as possible and encourage all public servants to participate.
- c. Khaedu- more than 50% of the respondents indicated that they were trained on Khaedu methodologies, 97% agreed that the training is useful in work responsibilities and empowering, and 86% agreed that the findings and recommendations are shared with the staff and many are of the view that the programme produced the intended results.
- d. Batho Pele principles and excellence awards- whilst the majority of the principles were rated above 50% in terms of the implementation at department level, only 49% indicated that their department train staff members to handle dissatisfaction and complaints from the public fast and efficiently. 91% of respondents regarded the implementation of the BP principles as a strategic function and should be a priority for all departments, driven by the head of department.81% agreed that the BP Excellence awards adds value to the manner in which services are delivered and has a potential to improve staff morale and opportunity for learning and sharing of best practices.

The Review (SDM) stakeholder engagement was postponed to 19-20 November 2020.

3. Provincial activities

The following Provinces were able to implement the program in their provinces through various activities

Province	Activities
Kwa Zulu Natal	Khaedu deployments of Senior Managers Cogta Public Service Month booklet
Limpopo	Khaedu deployments of managers to the hospitals
Mpumalanga	Khaedu Deployments of managers to Thusong Service Centers.

Northern Cape	A session between public servants and premier that seeks to improve their morale
Eastern Cape	Khaedu Deployments of managers
Western Cape	Taking services to the people: Community Awareness Campaigns

4. Challenges experienced / lessons learnt

4.1 Promotion and marketing support

To a large extent the Covid-19 disruptions presented us with an opportunity to explore the digital space as a means to reach the public and the public service in our engagements during the public service month celebrations. In many ways we were learning as we were doing. At the planning stages of the PSM, a communication budget was approved to support the implementation of the programme, and we had planned to have live streaming of about 7 activities which would have allowed for the public reach.

Regrettably, due to a number of challenges regarding the sourcing of services and the need to exercise prudence in our spending, the live streaming had to operate minimally and with no marketing or promotional support.

4.2 Lack of collaboration within DPSA

Whilst the PSM programme was a collaboration of the Institutions in the MPSA portfolio, within the DPSA itself, only two branches participated in the programme (government services access and improvement/Government Chief Information Officer). There is a continued perception that the PSM is a branch programme rather than that the branch coordinating a Department wide program/project.

4.3 Slow progress in implementing the cabinet decision to integrate the September Month activities

Though the Cabinet on 13 August 2019 has recommended that all government celebration activities happening during the Month of September should be celebrated under the umbrella of the Public Service Month, there is little progress that has been made with respect to integrated planning. Some of the department's e.g Environmental Affairs, Agriculture and Fisheries withdrew from the planning sessions. There integration process has not progressed to the integrated implementation, reporting and review phases.

4.4 Need for Batho Pele focused legislation

The PSM programme is fully embraced at the Provincial Departments, however there is poor participation amongst the national departments. The cause of poor participation in the Batho Pele flagship programmes is due to lack of legislation that requires the departments to implement Batho Pele.

4.5 Lack of structures to include local government's sphere to formally participate in the Batho Pele programmes

The Batho Pele flagship programmes are applicable to the local government's sphere. However, there are no structures in place to formally include the local government to fully participate and report on their implementation of Batho Pele and its flagship programmes.

4.1. PSM Programme coordination

- a. Planning – there are challenges with regards to the timelines to inform approval processes at various implementation level.
- b. Integrated PSM – there were challenges with the alignment of various departmental programmes to ensure seamless integration.
- c. Focus areas – There were other departments who wanted to participate in the PSM with their specific programmes- unfortunately they learnt of the PSM during the PSM month.
- d. National plan –there does not seem to be an overall clear understanding of how the plans of the various spheres feeds into the national plan –shared national coverage.
- e. Departmental coordination – what we learnt during the planning and the implementation is that the programme is coordinated by various role players e.g. BP Coordinator/SDIP Coordinator / M&E coordinator /Communication- therefore no standard across provinces and departments- and thereby creating a danger on limiting consultation to one or two groups only.

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5. Summary of issues

5.1 **Proper planning** – there is a great need for proper planning for the programme (time, involvement, content etc.).

5.2 **Strengthen implementation** – there is a need to strengthen the implementation through some Legislative frameworks that can ensure compliance.

5.3 **Promotion and awareness**- There is a need to create more awareness and foster participation of all public servants.

5.4 **Integration** – there is a need to integrate the programme to the level of government wide programme, as well as many other government interventions to reduce/eliminate duplication and create coherence.

5.5 **The need to strengthen the mechanisms** for reinforcing the basic values and principles governing public administration including the Batho Pele principles.

5.7.5.6 **The need to become better** acquainted with the new and integrated model for service delivery planning model for cooperative governance– the District –based development model that enables the collective to identify frontline service delivery challenges and how best to overcome them.

5.9.5.7 There is a need to **boost the morale** of our men and women in the public service and inculcate a sense of pride in being a civil servant.

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6. Conclusion and Recommendations

The Public Service Month is undoubtedly an important mechanism for the public service to give amplified focus on the machinery for public service delivery. The annual celebrations can be used to play a pivotal role in providing a better coordinated public services state machinery.

The National Development Plan, chapter 13, states that South Africa needs to build a State that is capable of playing a developmental and transformative role- this vision does find expression in the 1995 and 1997 White Paper which speaks to the transformation of the public service delivery- outlining the service delivery framework that is underpinned by the people centered approach- public participation.

There has been some work done to gravitate the public service towards a developmental and transformative role in advancing and deepening understanding of the 'Basic values and principles governing public administration' as enshrined in the Constitution, one of which, was the Public Service Commission report of 2018 which made recommendations on the Professionalisation of the Public Service, the 2019 report on the dialogue on values driven-public sector, as well as the engagement in 2020 by the National School of Government which approached the subject from the perspective of 'towards the public service becoming an employer of choice for professionals'.

One of the areas that the PSM could play a major role in, is the NDP objective to have the relations between national, provincial and local government improved through a more proactive approach to managing the intergovernmental system which relates to the public service delivery machinery.

Each activity of the PSM programme presented a number of recommendations related to the subject that was discussed, the recommendations provided herein is an extraction of some of those recommendations but more importantly those drawn from lessons learnt.

- 6.1. There is a need to ensure that every public service department participates in the public service month programme is part of the communication thrust of the Batho Pele revitalisation strategy.
- 6.2. The planning for the PSM should be done in line with the planning system to enable full participation at departmental level- the thematic focus needs to be communicated in advance to aid planning processes.
- 6.3. There is a need to have the PSM focusing at the entire service delivery machinery to create awareness and deepen the commitment and foster collaboration and developing coherent seamless service delivery systems.
- 6.4. There is a need to avoid duplication of interventions but rather to feed /create a value chain to complement the functions of the respective government institutions, e.g. the reports of the Public Service Commission feeding the discussions at policy development.

"As public representatives and civil servants we derive our legitimacy from our ability to act professionally as we serve the public and manage state resources to the benefit of the public. We also need to ensure that we embody the Batho Pele principles"
President Cyril Ramaphosa, 2020

7. Annexures

Annexure 1: Opening remarks by the Deputy Minister for the Public Service and Administration, Ms Sindisiwe Chikunga, MP

Annexure 2: Message of Support by the President of the Republic, Mr Cyril Ramaphosa, MP

Annexure 3: The Key note address by the Minister for Public Service and Administration, Mr Senzo Mchunu, MP

Annexure 4: A reflection of IT Status in the Public Service during Covid 19

Annexure 5: 4IR opportunities brought about by Covid Disruptions

Annexure 6: Enabling Business Continuity for Government

Annexure 7: CPSI wall of solutions report

Annexure 8: Overview of the operations Management and provided the context for the webinar

Annexure 9: Strategy and Service Delivery Planning at the Office of the Chief Justice presented the departmental approach followed for the institutionalizing and implementing OMF in the Office of Chief Justice.

Annexure 10: Process Design and Productivity Improvement, Eastern Cape OTP, presented the departmental approach followed for the institutionalisation and Implementation OMF in the Eastern Cape

Annexure 11: Process Design and Improvement, Western Cape OTP presented the departmental approach followed for the institutionalisation and Implementation OMF in the Western Cape

Annexure 12: Report on the Thusong Service Centre Week

Annexure 13: Report on the State of the Public Service, guide on the constitutional values and principles

Annexure 14: Report on the Professionalisation of the Public Service- can the public service be the employer of choice for professionals

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