

SYNTHESIS REPORT:

2021 Integrated Public Service Month



Submitted by the
Department of Public Service and Administration

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the dpsa

Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

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EXECUTIVE SUMMARY

Public Service Month (PSM) is celebrated annually during September as part of government's *Batho Pele Revitalisation Strategy* which seeks to improve the morale of public servants; *identify* service delivery challenges through participatory modalities; *facilitate* improvements in the quality and efficiency of service delivery; and *deploy* senior government officials to service delivery points through government's Khaedu programme in order to identify service blockages and develop plans for corrective action. PSM is coordinated across the three spheres of government to encourage service delivery improvement that is evidence-based and replicable in different setting.

Since 2019 the DPSA has played a leading role in coordinating the integration of various national events taking place during PSM. As part of this leading role, the DPSA is presenting this close-out report for the 2021 integrated PSM, which was celebrated from the 31st of August to the 30th of September 2021 under the theme: “***The Year of Charlotte Maxeke – building the capacity of the State through a resilient workforce that responds to the coronavirus pandemic***”.

More than 1700 individuals participated in the virtual (online) activities of the 2021 PSM programme that were reported on in 215 media coverages. Other high-level **achievements** of the 2021 integrated PSM is that 1200 public servants were capacitated on ethical conduct, government's Batho Pele Revitalisation Strategy, the Public Service Charter, measures to improve the performance of public institutions, and constitutionalism and public administration practices.

Key **lessons** that emerged from the month-long celebrations are that the concept of PSM is still relevant and in sync with government's vision as expressed in the NDP; more resources should be invested to promote PSM through online platforms; and the PSM ethos of learning, sharing and caring should be entrenched in all government events planned throughout the year.

Key **recommendations** to improve the outcomes and impact of PSM include actions to popularise PSM through a diversity of online platforms, and to increase and diversify participation in PSM events.

2021 INTEGRATED PUBLIC SERVICE MONTH

30 August – 01 October 2021

“The Year of Charlotte Maxeke – building the capacity of the state through a resilient workforce that responds to the coronavirus pandemic”.



1700

PARTICIPANTS



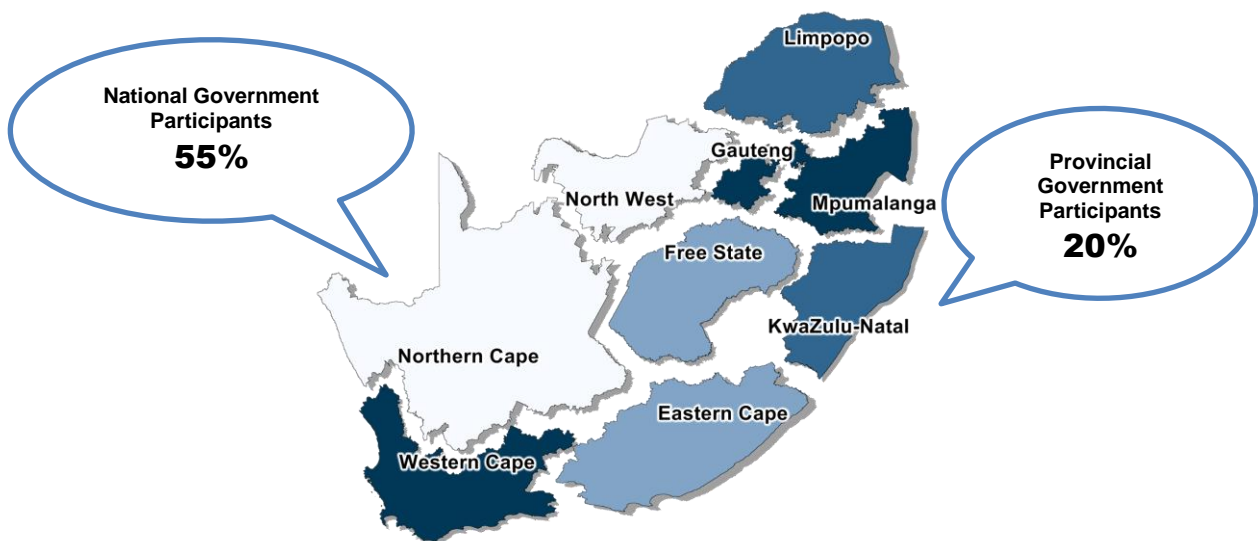
12

NATIONAL EVENTS



215

MEDIA COVERAGES



KEY OUTCOMES ACHIEVED

CAPACITATED more than 1200 Public Servants on:

- Ethical Conduct
- Batho Pele Revitalisation Strategy
- The Public Service Charter
- Measures to Improve the performance of Public institutions
- Constitutionalism in public administration

SHOWCASED over 15 innovations on:

- Digital government
- The Modernisation of the State
- Technology-driven Service Delivery Modes

RECOGNISED the courage and commitment of:

- All public servants who are practicing the Batho Pele philosophy of always PUTTING PEOPLE FIRST.

HONOURED the selflessness of those public servants who have lost their lives in the call of duty.

1. Introduction

September marks Public Service Month (PSM) in South Africa. And September 2021 was no different, despite the country and the world battling the impact of the COVID-19 pandemic. This post-event report gives a detailed assessment of the 2021 PSM celebrations by highlighting the aims, objectives, achievements, lessons learned and recommendations of the 2021 integrated PSM celebrations.

The report is framed against the *general aim* of the annual PSM celebrations, which is to recognise and celebrate the achievements of the Public Service and public servants; and the *general objectives* of PSM, which are to:

- Remind public servants of what it means to serve communities;
- Assess government's service delivery impact on communities and citizens;
- Infuse good ethics and professionalism in how public servants do their work;
- Recommit and rededicate public servants to the ethos of Batho Pele;
- Improve the morale of public servants and inculcate a sense of pride in being a public servant;
- Improve service delivery by exposing senior and middle managers to the coalface service delivery to identify challenges and develop plans for corrective action and inter-facing with the citizens, and
- Integrate the Public Service activities taking place in the month of September to create a coherent communication and implementation plan.

2. Aim and Objectives of Public Service Month

In the wake of the coronavirus pandemic and other socio-economic and technological realities impacting on the Public Service, public service delivery models and modes had to be adapted to ensure a sustained and meaningful response to the fast-changing environment and particularly the changing needs and expectations of citizens.

Novel ways of delivering essential public services to citizens had to be introduced at an unprecedented pace. Complex procedures had to be simplified and outdated bureaucratic practices had to be modernised swiftly. Overall, the agility of government's service delivery machinery is under scrutiny and the adaptive capability of public servants has been thrust into the spotlight.

Against this challenging background, the 2021 Public Service Month was celebrated under the theme: “***The Year of Charlotte Maxeke – building the capacity of the State through a resilient workforce that responds to the coronavirus pandemic***”.

This theme of resilience during a time of crisis harmonises with the current realities of the Public Service in South Africa. Therefore, the theme for the 2021 PSM was aimed at methodically examining how the Public Service is managing this new and fast-changing Public Service environment shaped by the coronavirus pandemic and other externalities such as corruption, a declining economy and growing levels of citizen distrust in government’s capability to deliver on its constitutional mandate of providing quality public goods and services in line with the principles for public administration as outlined in section 195(1) of the Constitution.

Apart from government’s commemoration of 2021 as the “*The Year of Charlotte Maxeke*” and the global impact of the coronavirus pandemic, the 2021 Public Service Month celebrations also had to consider important milestones in South Africa’s democratisation process, namely the 25th Anniversary of the Constitution. Against this broad background, the 2021 integrated Public Service Month celebrations focused on the following key points:

- Government’s response to the COVID-19 pandemic;
- Celebrating the 25th Anniversary of the South African Constitution;
- Building the capability of the State through Public Service professionalisation and the development of effective internal control systems;
- Transformation, reform and innovations to improve the effectiveness and efficiency of service delivery through frontline service delivery monitoring.
- Instilling ethical conduct in how public servants do their work;
- Recommitting public servants to the philosophy of Batho Pele.

Extensive consultative processes were undertaken with national and provincial government stakeholders to develop the month-long integrated PSM programme. These consultations were held with departments through their respective Batho Pele and Service Delivery Improvement Coordinators to ensure the complete integration of

all key national and provincial events hosted during the month of September. The following national and provincial events were ultimately integrated into the final 2021 PSM programme:

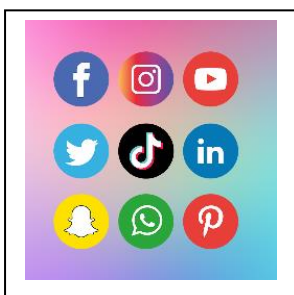
Department of Sports, Arts and Culture	Heritage Month
South African Police Service	Police Safety Month
Department of Tourism	Tourism Month
Department of Forestry, Fisheries and the Environment	National Arbor Week and Month
Department of Cooperative Governance and Traditional Affairs	Local Government Week
Government Communications and Information Centre	Thusong Service Week
Offices of the Premiers	Provincial events were aligned with the national PSM concept note and implementation plan.

The Executive Authorities (EAs) of the afore-mentioned national and provincial departments were also invited to participate in the PSM launch event hosted by the DPSA on 03 September 2021.

Operational support for the implementation of the integrated PSM programme was provided by the National School of Government (NSG) and the DPSA Branch: Government Service Access and Improvement (GSAI).

3. Communication Strategy and Media Campaign

As indicated, the annual PSM programme was implemented as an integrated government programme that recognised all national and provincial government events taking place during the month of September. The GCIS therefore took responsibility for leading the coordination of communications of this government-wide integrated programme in furtherance of the principle of ‘one government, one information’.

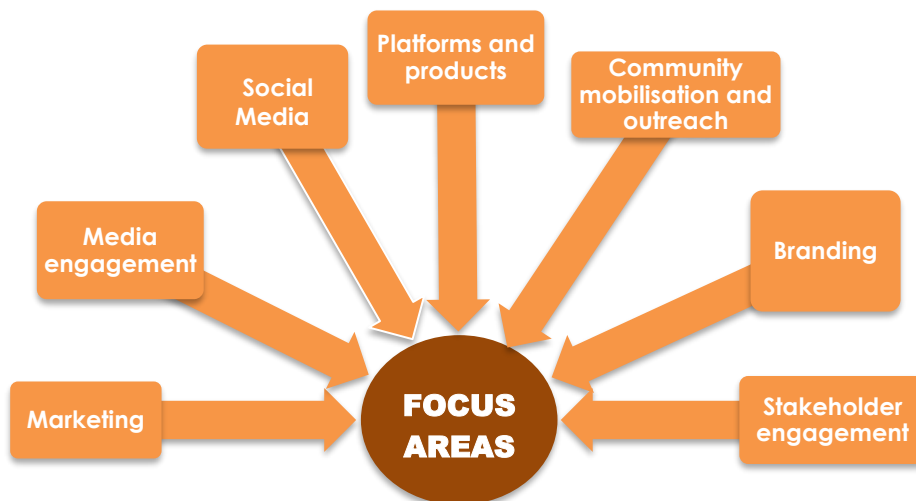


The GCIS developed a PSM Communication Strategy in partnership with DPSA to support and promote the implementation of the 2021 integrated PSM programme. The strategy identified and utilised social media as a key method of interacting with participants before, during and after PSM events.

The objectives of the PSM Communication Strategy were as follows:

- Provide support to the PSM programme for publicity and promotions;
- Mobilise public servants to participate in PSM events;
- Recognise and celebrate frontline public servants for the commitment and dedication they continue to demonstrate in the fight against COVID-19;
- Recommit public servants to serve ethically and professionally, with the interests of citizens at heart;
- Rededicate public servants to the noble calling of public service and the Batho Pele philosophy; and
- Encourage the public, particularly the youth, to contribute to innovation and cost-effective technological solutions to service delivery challenges.

The focus areas of the 2021 PSM Communications Strategy were as follows:



To foster integration of all PSM events, departments were encouraged to use the same branding on their PSM promotional material. The following logo was designed and used by all government departments to promote their respective PSM events:



The 2021 PSM Communication Strategy generated 215 media reportages that included:

- 16 articles in print media such as The Star, Business Day and Mercury
- 14 radio broadcasts on channels such as SA FM, 702 and Thobela FM
- 185 online articles on platforms such as IOL, Sowetan Live and Mail & Guardian

The top 15 publications, radio stations and websites by clip count for PSM, including circulation figures, were as follows:

Top Publications: September 2021 (1 Sep - 30 Sep)

	Clip Count	Circulation
Public Sector Leaders	3	120,000
Express	1	33,970
Mangaung Issue	1	29,900
Mahikeng Mail	2	29,000
The Star	1	27,283
Daily Dispatch	2	21,800
Globe Post	1	15,000
Business Day (Late Final)	1	14,527
Business Day (Final)	1	14,527
The Mercury	1	11,950

Top Stations: September 2021 (1 Sep - 30 Sep)

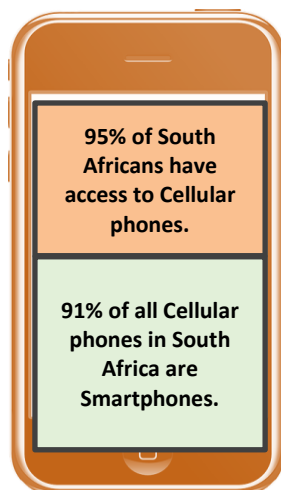
	Clip Count	Circulation
Motsweding FM	2	5,510,000
Thobela FM	1	2,925,000
Munghana Lonene	1	1,208,000
702	2	802,000
Jozi FM	1	641,000
SAFM	2	384,000
Capricorn FM	2	346,000
Tru FM	1	187,000
Lotus FM	1	185,000
ENCA	1	51,950

Top Websites: September 2021 (1 Sep - 30 Sep)

	Clip Count	Circulation
News24	2	37,860,912
South African Government	15	24,669,375
Times Live	3	24,528,819
Eyewitness News (EWN)	4	18,635,760
IOL	2	17,201,692
Business Live	4	9,595,328
The Citizen	3	8,870,550
South Africa News Shafaqna	3	7,418,346
Sowetan Live	2	7,176,734
Business Tech	1	6,279,349

(Source: NewsClip Media Monitoring Report, October 2021)

The strategy to utilise social media to interact with stakeholders before, during and after PSM events generated over 3000 social media comments on platforms such as Twitter and Facebook. The success of this strategy was enabled by the high rate of accessibility South Africans to cell phones (95%).



Additionally, The Public Servant Online Magazine covered the following articles on PSM dialogues and webinars:

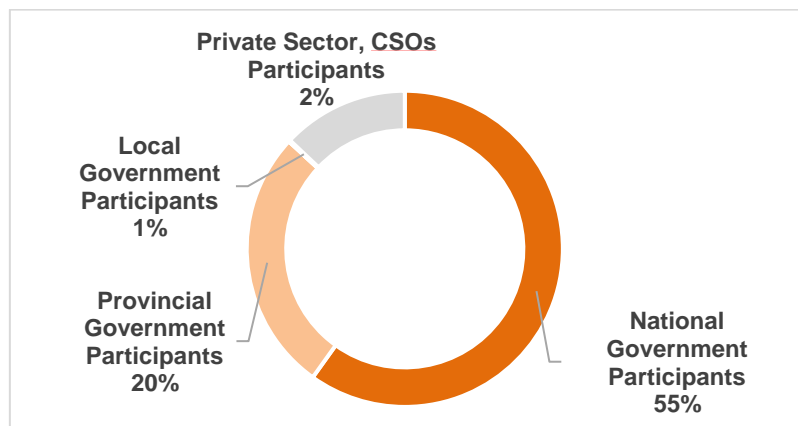
- *New Unit to augment protection of whistle-blowers in the public service:* August 30, 2021
- *Government officials to go through lifestyle audits system:* August 31, 2021
- *Celebrating 25th anniversary of SA Constitution:* September 7, 2021
- *DPSA to host financial performance-focused dialogue:* September 7, 2021
- *Minister Dlodlo urges public service to improve financial and organisation performance:* September 10, 2021
- *Call for Entries – African youth encouraged to participate on Anti-Corruption Hackathon:* September 13, 2021
- *Regulations on public servants wishing to participate in 2021 local government elections:* September 15, 2021
- *Prescripts governing the appointments and remuneration of Special Advisers for Executive Authority in government:* September 17, 2021
- *Minister Dlodlo to launch a Technical Assistant Unit to fight corruption in the public service:* September 17, 2021
- *The Technical Assistant Unit will bolster efforts to fight misconduct in the public service-Minister Ayanda Dlodlo:* September 21, 2021

According to *Newsclip Media Monitoring (Pty)*, the overall tone of engagement on social media platforms regarding the 2021 integrated PSM was positive.

4. Participant Demographics and Levels of Participation

The PSM Communication Strategy targeted all government officials as the primary participants in the 2021 integrated PSM programme. The post-event analysis shows that 1700 individuals participated in the PSM events of which 1300 (76%) were government officials and 340 (2%) were from academia, the private sector and civil society organisations.

The percentage analysis of participation in the 2021 integrated PSM events (dialogues and webinars) were as follows:



5. The 2021 integrated PSM Programme

The approach to the 2021 integrated PSM programme was as follows:

- The programme was implemented over a five-week period (30th August to 1st October 2021) through a hybrid of virtual/physical engagements (in line with the applicable alert level and respective regulations of Covid 19);
- PSM was launched by the Minister for Public Service and Administration, supported by the Deputy Minister, and messages of support from the Chairpersons of the Public Service Commission (PSC), the Public Service Collective Bargaining Council (PSCBC), and the Chair of the National Governing Council (NGC) of the African Peer Review Mechanism (APRM).

- The PSM programme (below) integrated all the Public Service activities taking place in the month of September. Therefore, the Executive Authorities of all national departments hosting government events during September were invited to participate in the PSM opening launch.

SEPTEMBER 2021						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
					PSM Opening Launch	
5	6	7	8	9	10	11
National Police commemoration day		Dialogue on Constitutionalism and public administration		Dialogue on Measures to Improve the Financial And Organisational Performance Systems	Dialogue on Building Democracy in the Context of the 2021 Election year	
12	13	14	15	16	17	18
	Start of Thusong Service Week	Thusong Service Week	Thusong Service Week Ethics Officer Forum	Thusong Service Week	Thusong Service Week	World Clean-up Day International Coastal Clean-up Day
19	20	21	22	23	24	25
	Launch of TAU Unit on ethics and anti-corruption measures in the Public Service Dialogue on Anti-Corruption Strategy	Master class on Reimagining and developing public service skills in the time of COVID	Dialogue on the Public Service Charter		Heritage Event	
26	27	28	29	30	1 October	
	Government response on managing technology –digital transformation. World Tourism Day	Dialogue on Integration of frontline service delivery monitoring			Kenneth Kaunda Outreach	Vooma Vaccination Drive

The focus (key messages) and outcomes (or decisions) of events highlighted in bold above are summarised in the textboxes below.

Minister urge citizens to defend hard-won freedom by “killing the spirit of self” and “putting people first”.

On Friday 03 September 2021, Public Service and Administration Minister, **Ms Ayanda Dlodlo** officially unveiled the integrated Public Service Month virtually under the theme: “*The Year of Charlotte Maxeke-a resilient public service responsive to the coronavirus pandemic.*”



Minister Ayanda Dlodlo

In her keynote address Minister Dlodlo urged South Africans to join hands in the fight against corruption that continues to threaten the country’s freedom and its maturing democracy. “Our freedom was hard-won...we must always nurture and defend it jealously. Now, more than ever, we must defend our freedom against the scourge of corruption that is eroding our democratic values and our dream of being a capable, ethical and developmental State.

“By fighting to end corruption, we guarantee our citizens access to equal and quality services to which they have a Constitutional right. This further ensures that the efficiency of government and the processes of delivering services to the public are not undermined,” she said.

MESSAGES OF SUPPORT FOR PUBLIC SERVICE MONTH

Chairperson of the Public Service Commission (PSC)

Advocate Richard Sizani said it was heart-warming that most public servants have heeded government call to be vaccinated.

APRM Chair of the National Governing Council

Mr Thulani Tshefuta said: *“the inclusion of the resilience of the State in our view is in line with the elevation of building of a capable, ethical and developmental state. “Moving forward as APRM ...we will be focusing on research, lectures and webinars and dialogues, therefore, we are doing all these in order to put these in the hands of the people, so that they are empowered to reflect on the extent to which service delivery is impacting their lives.”*

Chairperson of the Public Service Co-ordinating Bargaining Council (PSCBC)

Ms Ingrid Dimo said: *“Our public servants have also made us proud as the PSCBC...it is encouraging to see the resilience and the spirit of the South African public servants and enthusiasm to serve and to uphold the Batho Pele principles even during this pandemic.*

Annexure A is a Summary of Minister Dlodlo’s Keynote Address

DIALOGUE ON CONSTITUTIONALISM AND PUBLIC ADMINISTRATION

07 September 2021

South Africans should be proud of the explicitness of constitutionalism in the public administration, says Public Service and Administration Deputy Minister, Dr Chana Pilane-Majake.

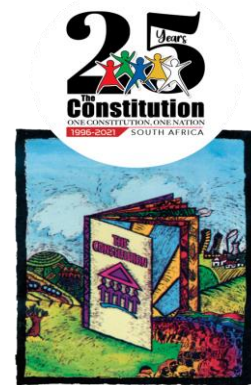


Dr Pilane-Majake

The Deputy Minister delivered closing remarks at the virtual Public Service Month (PSM) dialogue on Constitutionalism and Public Administration on 07 September 2021.

“The explicitness of constitutionalism in public administration is certainly an accomplishment that we should all be proud of as we celebrate the 25th Anniversary of our democratic Constitution. This is indeed something we, the people of this beautiful country, must be proud of as we celebrate the 25th Anniversary of our Constitution, and the entrenchment of constitutionalism in our public administration system,” she said.

“Our Constitution’s principles about public administration not only reflect the idea of open, accountable and transparent government. These principles represent specific norms in relation to accountability, a high standard of professional ethics, transparency, public participation, unbiased and equitable service delivery, a developmental orientation, responsiveness to people’s needs, timely access to accurate information, efficiency, effectiveness, and the economic use of public resources ” – Dr Pilane-Majeke, Deputy Minister for Public Service and Administration



THE PUBLIC SERVICE CHARTER AS SOCIAL CONTRACT



Mr Willie Vukela

Mr Willie Vukela, DDG responsible for Government Service Access and Improvement (GSAI), addressed participants on *The Role of Public Servants in Advancing the Provisions of the Constitution*. He reminded public servants of the crux of their existence, which is: **SERVIRE CIVIBUS NOSTRIS!** Or, to serve citizens as per the provisions of the Constitution. Mr Vukela emphasised that the Public Service Charter is a social contract between Government and public servants that specifies the service standards which public servants must comply with when delivering services to citizens.

Annexure B is a Summary Report of the Dialogue

DIALOGUE ON MEASURES TO IMPROVE THE FINANCIAL AND ORGANISATIONAL PERFORMANCE SYSTEMS

09 September 2021

The *Dialogue on Measures to Improve the Financial and Organisational Performance Systems of public organisations* was hosted virtually on 09 September 2021.



Minister Ayanda Dlodlo

Minister Ayanda Dlodlo opened the dialogue by stressing the importance of the question: *How do we improve the financial and organisational performance systems of State institutions?*

Minister Dlodlo said: *“In recent months, the media focus has rightly been on public servants whose conduct is a betrayal of the Public Service. But I ask that during this month ... our media also puts the spotlight on the majority of public servants who are principled and who understand the weight of responsibility their positions in the Public Service entail”.*



The **Office of the Auditor-General; National Treasury** and the **Department of Planning, Monitoring and Evaluation (DPME)** participated in the dialogue by sharing ideas on how to improve the performance of State institutions on annual audits, strengthening State capacity through the procurement Bill, and the government-wide system of planning, monitoring and evaluation. The **South African Monitoring and Evaluation Association (SAMEA)** presented a critical analysis of the inputs from panellists. The DPSA also made a presentation on the measurement and management of public service productivity.

The DPSA presented the *Public Service Productivity Management Framework* that comprises a tool for the measurement and improvement of organisational productivity in the Public Service. According to the Programme Director of the dialogue, Mr Ismail Davids, the Framework also contributes towards strengthening public accountability and enhancing the organisational efficiency and effectiveness of public service organisations.

Annexure C is a Summary Report of the Dialogue

DIALOGUE ON STRENGTHENING DEMOCRACY IN SOUTH AFRICA

10 September 2021

The *Dialogue on Strengthening Democracy in South Africa* was hosted virtually on 10 September 2021. Professor KJ Maphunye addressed participants on *the significance of local elections in building democracy and strengthening citizen trust*.



Prof Maphunye stressed that regular, free and fair elections are an integral part of building a democratic culture in society. He emphasised that without such a democratic culture it becomes challenging to implement programmes aimed at building a developmental State that is people-centred and capable of delivering quality services in a sustainable manner. Prof Maphunye shared lessons on initiatives aimed at strengthening democracy on the African continent and he spoke specifically on what he termed “*the disappointment of elections*” on the continent.

“The Year of Charlotte Maxeke - a resilient public service responsive to the coronavirus pandemic”

DIALOGUE ON STRENGTHENING DEMOCRACY IN SOUTH AFRICA



**10 SEPT
2021**



**09:00
11:00**



**ZOOM VIRTUAL
PLATFORM**

The Programme Director of the Dialogue, Mr Ismail Davids noted that: “*The Independent Electoral Commission (IEC) often make use of assistance from public service employees as voting or counting officers; and some public service employees might want to explore careers in politics*”. Against this background, Ms Pleasure Matshego of the DPSA briefed participants on: *Public Service Employees as Candidates for Elections and Performing other Remunerative Work for the IEC*. Ms Matshego emphasised that:

“While employees have the right to participate as candidates for elections, they cannot contravene the Public Service Code of Conduct”.



Annexure D is a Summary Report of the Dialogue

LAUNCH OF TAU UNIT ON ETHICS AND ANTI-CORRUPTION

20 SEPTEMBER 2021

The Minister for the Public Service and Administration, Ms Ayanda Dlodlo, launched the Public Administration Ethics Integrity and Disciplinary Technical Assistance Unit (PA-EID-TAU) on 20 September 2021.

The Technical Assistance Unit was established in 2014 in line with the Public Administration Management Act (PAMA) of 2014 to set norms and standards aimed at addressing issues related to ethical conduct and corruption in the public service. The unit is an integral cog in the anti-corruption machinery of Government, and an important instrument to address corruption, fraud and unethical conduct in the Public Administration.

The Unit has the following functions, in terms of section 15 (4) of PAMA:

- provide technical assistance and support to institutions in all spheres of government regarding the management of ethics, integrity and disciplinary matters relating to misconduct in the public administration;
- develop norms and standards on integrity, ethics, code of conduct and discipline in the public administration;
- build capacity within institution to initiate and institute disciplinary proceedings into misconduct;
- strengthen government oversight of ethics, integrity and discipline; and where necessary, in cases where systemic weaknesses are identified, to intervene;
- promote and enhance good ethics and integrity within the public administration; and
- Cooperate with other institutions and organs of state to fulfil its functions.



“This is to contribute to the building of an ethical leadership, to professionalise the public administration, and to establish a culture of reporting and whistleblowing.” The main aim of the Unit, continued Minister Dlodlo, is to institutionalise ethical conduct in the public administration.

MESSAGES OF SUPPORT:

Deputy Minister Phalane-Majake
I would be amongst the first to admit that more should be done if we want to turn the tide against corruption. I am confident that by working together, we can win this war.

Mr S Ntakumba
The introduction of lifestyle audits is expected to be carried out this year, to both deter and detract corruption.

Lt Gen S Lebeya
The TAU’s will develop and monitor policy and build capacity to address corruption and unethical conduct. The ACTT supports TAU to ensure collaboration to ensure success to address its mandate.

H.E. Mr Chris Cooter
Corruption is the greatest impediment for the South African, people, democracy and economy. The TAU is one of the key instruments and aligns with national priorities of fighting corruption.

Mr M Moreira De Sa Assuncao Teixeira
It recognised that strong institutions are prerequisites to build resilient societies. The TAU is significant to achieve goal 16 in South Africa.

Ms V Onken
South Africa and Germany are now looking at a new transparency, integrity and accountability programme on how to promote ethical conduct in the public service.

NSG MASTER CLASS: BUILDING THE CAPACITY OF THE STATE (2030 VISION)**21 SEPTEMBER 2021**

In his opening remarks, the Principal of the National School of Government (NSG) and Programme Director, Mr Bongani Mayimele indicated that the Public Administration is the cornerstone of all society's functions and economy. The safety and security of all citizens, and the emergence and thriving of the private sector depends on the capable, responsive and efficient public service. Covid-19 has necessitated shift of how the government responds to citizen's needs.

**Mr Bongani Mayimele**

Dr Neva Makgetla and Prof Maserumule were guest speakers who deliberated on re-imagining the public service and developing skills in the time of Covid-29 from both economic and academic perspectives respectively. From the economic perspective, Dr Neva Makgetha highlighted that the hospitality and tourism are the hardest hit due to Covid-19.

Inequality deepened due to loss of 10% of formal small businesses, disproportionately black owned. The impact of Covid-19 on the economy has implications for the public service as increasing inequality generates anger and stress, growing need for government services especially for working class communities, and the government must institute recovery and reconstruction programmes.



From the academic perspective, Prof Mashupye Maserumule highlighted that in the moment of crisis, the only way out is imaginative thinking. The lack of preparedness for viruses like the Covid-19 exposed the capacity of state to deal with catastrophes, and the quality of leadership that is in public offices. Reimagining the public service of the future should start with the education of public servants, and education should expose them to correct orientation.

The Principal of the NSG in his closing remarks indicated that there is a meeting point in what both speakers have said the meeting point is that whatever we do in the public service there should be purpose. There is a need to design policies that effective and responsive.

“Public Administration is the cornerstone of all society’s functions and economy”.

Annexure E is a Summary Report of the Master Class

WEBINAR: DIALOGUE ON THE PUBLIC SERVICE CHARTER

22 SEPTEMBER 2021

The focus of this Webinar was to reflect on the Public Service Charter towards creating a conducive working environment.



The DPSA Director-General, Ms Yoliswa Makhasi, stressed that being a public servant is more than doing one's job efficiently; it is about complete dedication to the nation and to the people. The Public Service Charter is part of the new public management strategy intended to change the culture of the public service delivery to focus on the needs of the users identified as clients or customers, their objectives are to make service providers more responsive by guaranteeing specific standards for service delivery, proving a substitute for competition and benchmark for measuring service quality.

Ms Moeketsi Maxeke, from the Charlotte Manny Maxeke Institute, stressed that the ethos of Ma Maxeke should inspire and direct the public servants to serve the people.



Sister Duduzile Ndlovu, a forensic nurse, said: *“A happy heart always show from the outside. If the management provides a good working environment for their employees, guides and offers equal opportunities, the staff become encouraged and offer excellent service”*.

Dr Yul Davids of the Human Sciences Research Council (HSRC) presented the findings from two studies conducted by HSRC, namely South African Social Attributes Survey (SASAS) and the Municipal Skills and Capacity Study. The findings were discussed in the context of the Public Service Charter.

GOVERNMENT RESPONSE ON MANAGING TECHNOLOGY-DIGITAL TRANSFORMATION

27 SEPTEMBER 2021

The 4th Industrial Revolution is with us. More than ever, government is required to deliver services efficiently and effectively. Managing issues around digitization is a journey that will require us to walk together with professionals in the industry.



Ms Gugulethu Nyanda, responsible for Digital transformation in the Public Service, presented a good practice case study on digital transformation in the public service. Digital transformation is the process of aligning investing in technology, business models and processes to drive new value for the organization, customers and employees.

It further means that using digital systems to drive business strategy, placing digital at the core of how the business engages with customers as well as how to operate so that they complete and win against incumbents as well as disrupters, and engaging customer experience as driving agility and efficiency in the organisation through digital technology.

Government Goes Digital
Digital transformation is reshaping today's public sector

New sources of innovation to enhance constituent experiences and improve services

Information to create an evidence-based culture

Cloud, mobility, Big Data, and social technologies

Innovation accelerators like cognitive/Artificial Intelligence (AI), Internet of Things (IoT), and robotics

Annexure F is a Summary Report of the Webinar

DIALOGUE ON INTEGRATED FRONTLINE SERVICE

28 September 2021

As part of the Integrated Public Service Month programme, the Deputy Minister for the Public Service and Administration, **Dr Chana Pilane-Majake** led the dialogue on Integrated Frontline Service Delivery Improvement held on 28 September 2021.



Dr Pilane-Majake

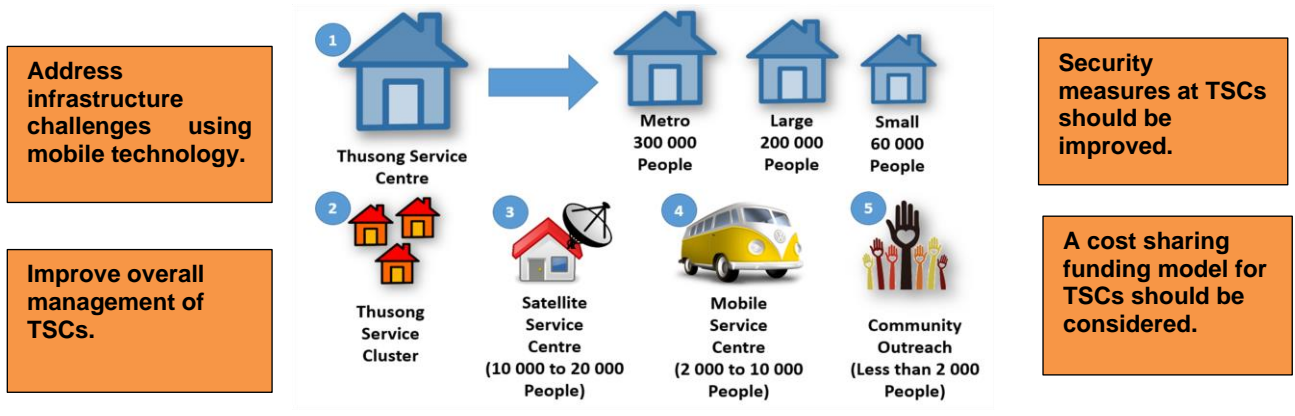
Professor Somadoda Fikeni, the Commissioner in the Public Service Commission and representatives from United Nations South Africa also participated in the dialogue. The Acting CEO of Centre for Public Service Innovation (CPSI), Ms Lydia Sebokedi directed the programme. In her opening remarks, Deputy Minister Pilane-Majake said “the DPSA is currently hard at work with the development of a Framework that ensure the establishment, management and monitoring of Service Centres as provided by the Public Administration Management ACT (PAMA) of 2014.

“The Organisational Culture which include the behaviour of the Public Servants and how they interface and provide services at these Centres, should indeed exemplify the “Proud to serve” ethos of Batho Pele principles by Putting People First.”

Deputy Minister Pilane-Majake went on to indicate the importance of advancing digitalisation and connectivity in the service centres in order to enhance and modernise the government services. In delivering the PSC message of support, Prof Fikeni emphasised the importance of creating an environment which will allow the sharing of best practices as well as the collaboration and coordination of government programmes.

KEY RECOMMENDATIONS:

Government should follow a **network-based approach** to the provisioning of various types and sizes of Thusong Service Centres (TSCs) in different kinds of human settlements.



Annexure G is a Summary Report of the Dialogue

6. Budget

Total expenditure for the 2021 Public Service Month (PSM) celebrations were R 313 603 48. This disbursement includes the following:

Anti-Corruption and Ethics Event	R177 742.72
Thusong Centre Dialogue	R84 961.76
Branding Material	R50 900.00

7. Key Lessons Learned

The key lessons emanating from the development, implementation and analysis of the 2021 integrated Public Service Month are as follows:

7.1 Fundamentals of Public Service Month are still relevant

Feedback from PSM participants indicate that the aim and objectives of PSM are still relevant to public servants and beneficial to the Public Service as a whole. These affirmations however need to best be tested through a robust and objective post-conference assessment survey. Such a survey should be conducted electronically, and results should be available in real time to ensure in-conference changes if required.

7.2 Online Platforms increase accessibility for public servants

The virtual delivery of the 2021 integrated PSM programme increased accessibility for public servant participants whose tools of trade include a computer with internet access. The use of an online platform to host the 2021 integrated PSM events removed (or decreased) barriers typically associated with in-person conferences, including geographical distances, time commitments, and financial costs.

In future, hybrid-options for hosting PSM events should be considered as this approach would accommodate participants who want to (and can) travel; it would also accommodate those who are unable to travel but want to participate in (and benefit) from PSM events.

8. Recommendations for Action

8.1 The recommendations for action arising from the PSM engagements are as follows:

Focus Area	Recommendations
PSM media campaigns	<ul style="list-style-type: none"> ▪ The targeted media campaign of PSM was vibrant and satisfactory. However, more needs to be done to specifically target provincial government and municipal officials to participate in national PSM events.
Stakeholder Participation	<ul style="list-style-type: none"> ▪ The low levels of participation by provincial government and municipal officials have to be addressed in order to ensure balanced and meaningful participation of all government employees in the month-long PSM celebrations.
Whistleblowing	<ul style="list-style-type: none"> ▪ Government should focus on strengthening policy provisions around whistleblowing.
Ethics and Integrity	<ul style="list-style-type: none"> ▪ The Terms of Reference (TORs) for the Ethics Officer's Forum were approved with amendments. The PA-EID-TAU should finalise the TORs and circulate them to members. ▪ The establishment of the Advisory Committee was also approved. The PA-EID-TAU should facilitate the nominations of members by the provinces and national departments as per the TORs. ▪ Training on risk-based verification of the financial disclosure forms is required. ▪ Development of the conflict-of-interest guide needs to be prioritised. ▪ Ethics Survey amongst public servants and private sector should be conducted annually.
Managing Government's Digital Transformation	<ul style="list-style-type: none"> ▪ Stable leadership required to champion the digital transformation agenda. ▪ Harmonisation of legislation relating to digital government. ▪ Development of a digital roadmap must be aligned to the government business strategies. ▪ Increased training and awareness on digital transformation (there are pockets of excellence in the public service). ▪ Address the digital divide in society and within the Public Service
Frontline Service Delivery	<ul style="list-style-type: none"> ▪ Government should follow a network-based approach to the provisioning of various types and sizes of TSCs in different kinds of human settlements. ▪ Address infrastructure challenges using mobile/digital technology. ▪ Improve overall management and security measures at TSCs. ▪ A cost sharing funding model for TSCs should be considered.

9. Conclusion

Public Service Month is celebrated annually during the month of September. It seeks to build good ethics, morale, pride and professionalism in terms of how public servants do their work of delivering quality services in a citizen-centred manner.



It was therefore fitting that the month-long 2021 integrated PSM calendar ended with a citizen-engagement event in the Dr Kenneth Kaunda District Municipality (North-West Province). This event included a vaccination drive and direct engagement with citizens on their experiences and expectations of government service delivery.

The lessons and recommendations emanating from the development, implementation and analysis of the 2021 integrated Public Service Month shows that virtual engagements are beneficial for most public servants with access to online platforms, but that most citizens will benefit from direct engagements with public servants and their elected principals.

ANNEXURES:

ANNEXURE A	Minister's Dlodlo's Keynote Address At The PSM Launch
ANNEXURE B	Summary Report of Dialogue on 25th Anniversary of The Constitution
ANNEXURE C	Summary report of Dialogue on Measures to Improve the Financial and Organisational Performance Systems
ANNEXURE D	Summary Report on Dialogue on Strengthening Democracy in South Africa
ANNEXURE E	Summary Report on NSG Master Class
ANNEXURE F	Summary Report on Webinar on Government Response on Managing Technology-Digital Transformation
ANNEXURE G	Summary Report on Dialogue on Integrated Frontline Service Delivery