

**MINISTRY: PUBLIC SERVICE AND ADMINISTRATION
REPUBLIC OF SOUTH AFRICA**

NATIONAL ASSEMBLY

QUESTION FOR WRITTEN REPLY

QUESTION NO.: 1686.

Mr A P van der Westhuizen (DA) to ask the Minister of Public Service and Administration:

- (1) Whether his department has conducted any impact assessment studies into the (a) efficiency and (b) impact on service delivery of the National School of Governance's programmes; if not, why not; if so, what were the results of such studies;
- (2) whether the officials within the National School of Governance have undertaken any assessment studies of training needs for public servants; if not, why not; if so, which (a) departments and (b) public institutions were identified? [NW 1906E]

REPLY

- (1) Yes, assessments are conducted to determine impact on service delivery of the National School of Government programme, for example:

(i) Project Khaedu Training

Two studies on Project Khaedu training were done. Project Khaedu is a training programme mandated by Cabinet for senior and middle managers and is aimed at improving the skills of public service managers to better address service delivery challenges. These evaluations indicated that the programme was successful where departments had participants attending. The results suggest that participants have a high level of knowledge about the subject matter covered in the programme, but the knowledge of the Batho Pele principles was not as thorough as one would expect. The Khaedu programme is very relevant to participants because of the practical

application of theory and the practical results provide participants with a renewed sense of interest in their work and what could be achieved if they apply what they know differently.

Comment by a participant: *“the course has opened our eyes that service delivery is important.”*

(ii) Study on Supply Chain Management Programme

Supply Chain Management in the Public Service is a programme linked to efforts of government and the public sector entities towards the broader government strategy of efficient supply chain management processes in departments. Interviewed supervisors have indicated that there have been observable improvements in workplace after the training intervention. This provides a good lead to follow-up and map out the extent to which the SCM training intervention accounts for some or all of the observed changes. Furthermore, all the participants in the study were in agreement that the training intervention was a worthwhile investment in their careers, and that they are already seeing positive results from the training.

Studies on induction, orientation processes and initiatives in the South African Public Service were completed in March 2013. This study, amongst others, revealed the benefits of induction as well as the positive effects for public servants of attending induction programme. It furthermore concluded that a clear distinction exists between processes related to induction/orientation, on-boarding, socialisation and training. This study was followed by a ten year review of Government Wide Generic Induction in the Public Service (2004 – 2014).

Report on Assessing the Effectiveness of PALAMA/NSG Training

A report by the Public Service Commission addressed the effectiveness of the training offering of the NSG and its predecessor PALAMA. The report entitled “Assessing the Effectiveness of Training provided by PALAMA in Improving Skills and Competencies of Public Service Leadership with a view to Inform Curriculum Development by the National School of Government” was published in September 2014. This study had to establish the effectiveness of PALAMA/NSG training in improving the skills and competencies of senior managers in the public service. The Public Service Commission is of the view that if training is effective in improving the skills of employees (specifically senior managers) a positive change in service delivery and implementation of government programmes and policies should be visible, and there should be a decrease in protest actions and complaints.

The study found that many trained SMS members indicated that the PALAMA/NSG training had a positive impact on their performance:

- The vast majority of respondents (94%) confirmed the relevance of the PALAMA/NSG training, and gained an in-depth understanding of the important link between skills development, government objectives and their responsibilities.
- Most the respondents (66%) stated that the training they attended was part of their personal development plans intended to address specific developmental needs. Such training would strengthen management capacity to drive the transformation agenda of their departments.
- The vast majority of respondents (87%) confirmed the relevance of the training provided by NSG/PALAMA to their daily activities and responsibilities. An assumption could be made that after training, employee performance improved.
- The vast majority of respondents (87%) confirmed that there is continuous promotion of professional ethics, group learning (referring to change in behaviour that is informed by the experiences gained during training and interaction with others); and innovation during the training (attributed to employing different measures towards challenge process).

2. Yes, the National School of Government conducts Training Needs Analysis (TNA) for the following National, Provincial and Local Government Entities:

- North West Department of Health-Dr Ruth Segomotsi Mompati District
- Mpumalanga Department of Education-Gert Sibande District
- Office of the Premier in the North West Province
- Department of Sport and Recreation
- The Limpopo based Makhuduthamaga Local Authority, Elias Motswaledi and Makhado Municipality
- Bushbuckridge Water Board as part of a strategic partnership with the Local Government SETA (LGSETA) and the South African Local Government Association (SALGA).

The National School of Government has an ongoing strategic focus on both assessing training needs for National, Provincial and Local Government entities as well as on systematically assessing the impact of its programme offering. These initiatives are also periodically reviewed to ascertain if the processes involved can be improved.