



Custodian of Good Governance

IZWI lase OPSC

April/May 2012

Editorial

We have almost reached the halfway mark of the year and as the saying goes “*funny how time flies when you’re having fun*” and Izwi hopes that officials have been having fun while carrying out their work. As we spend most of our lifetime in the work environment, it becomes crucial that we enjoy doing our work. Talking about work, this edition aims to reflect some of the work that was carried out by the PSC during the past two months.

Firstly, in this edition, we pay tribute to the late Minister for Public Service and Administration, Mr Roy Padayanchie who passed away on 5 May 2012. His contribution to the Public Service will be greatly missed. Izwi also reflects on some of the achievements by the institutions under the late Minister’s portfolio in the article on the Budget Vote Speech that was delivered by the acting Minister, Ms Oliphant.

As the PSC has positioned itself as a knowledge-based organisation, Izwi continues to report on the research work that was conducted which culminates in the form of reports that are tabled in Parliament. In this edition, we focus on three reports, namely, Citizens Talk: A Citizen Satisfaction Survey Report, Report on the Evaluation of the Role of Agencification in Public Service Delivery in Selected Sectors and the Consolidated M&E Report on the Offices of the Premier: Evaluation Cycle 2010/2011.

Izwi also reports on the various engagements that the PSC participated in such as the Workshop on the Management and Receipt of Gifts and the presentations made to the Portfolio Committee on Public Service and Administration.

Lastly, as reported in the previous edition of Izwi, you can expect changes that will take place in our newsletter and in the near future, Izwi will be running a competition where there is a big prize up for grabs. So watch this space!

Till next time, stay warm during this chilly season!

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In Memory of the late MPSA

By: Thembi Nkuna



The Public Service is still mourning the loss of the late Minister for Public Service and Administration (MPSA), Mr Roy Padayanchie following his untimely death on 5 May 2012 at Addis Ababa, Ethiopia, where he was attending the Africa Peer Review Mechanism (APRM) meeting.

Following the news of his death, all staff members from the portfolio falling under the Minister gathered at the Thaba Tshwane Main Hall in Pretoria on 7 May 2012 for a briefing session. The late Minister's funeral service was held on 9 May 2012 in Durban and a memorial service was held on 17 May 2012 at the Pretoria City Hall.

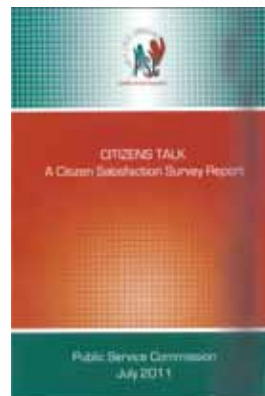
The late Minister served as the Deputy Minister of Communications from April 2004 - May 2009 and then as Deputy MPSA from May 2009 – October 2010. Following his appointment as Minister for Communications in November 2010 – October 2011, he then returned to the Department of Public Service and Administration as the Minister responsible for the portfolio.

In a tribute to the late Minister, the Deputy MPSA, Ms Ayanda Dlodlo expressed that he was "an exemplary leader, a community activist and struggle stalwart who served his people with dedication and an astute leader set to transform the public service by instilling a new culture of responsiveness, dedication and patriotic commitment in the minds of public servants, the life of Minister Padayachie has been one wholly devoted to serving our people".

His contribution to the Public Service and the nation will be missed. May his soul rest in peace.

Reports tabled in Parliament

By: Ben de Villiers



Citizens Talk: A Citizen Satisfaction Survey Report

Since 2001, the PSC has, within its Constitutional mandate of promoting good governance in the Public Service, been conducting Citizen Satisfaction Surveys as one of its methodologies to engage with citizens and to determine their views on service delivery. Based on the need to improve its methodology of gauging citizens' perceptions on government services, the PSC has in 2009

generated and piloted the ten South African-specific drivers of citizen satisfaction. The South African-specific drivers of citizen satisfaction were applied during the PSC's 2010 survey to determine citizens' level of satisfaction with the Public Services.

The scope of the study included the national Department of Justice and Constitutional Development and four provincial departments, namely, the Departments of Health, Rural Development and Land Reform, Social Development and Human Settlement.

The PSC found that on average, 58,6% of the services users across all five departments were satisfied with the sampled services rendered by the departments. The service users of the Departments of Rural Development and Land Reform (62,1%) were the most satisfied with the sampled services provided by the departments, followed by the service users of the Departments of Social Development (59,3%), the Departments of Health (59,1%) as well as the Department of Justice and Constitutional Development (54,1%). The service users of the Departments of Human Settlement (53,5%) were the least satisfied with the sampled services rendered by the Departments.

The PSC trusts that the findings and recommendations emanating from the Report will assist the Departments in responding effectively to the needs and expectations of the citizens, and thus improve service delivery.



Report on the Evaluation of the Role of Agencification in Public Service Delivery in Selected Sectors

World-wide, there are concerted efforts by governments to find new and creative ways to deliver services to citizens at a faster pace. Many government departments seem to have found the establishment of

agencies as one such model that could fast-track the delivery of services in an efficient and effective manner. This process is generally known as agencification.

In 2003, the PSC undertook a study on the Evaluation of the Service Delivery Innovation of the Creation of Agencies at the Department of Transport to determine whether the objectives of the regulatory transport agencies were met and whether government needed to promote the establishment of agencies to deliver these services in future. The study acknowledged that agencification, as an innovative service delivery model, had some merit in the regulatory Transport environment.

During the 2010/11 financial year, the PSC further conducted a study to evaluate the role of agencification in Public Service delivery in selected sectors. The agencies included in the study were the South African Social Security Agency (SASSA) and the Small Enterprise Development Agency (SEDA).

The overall findings of the study indicate that as a result of the establishment of SASSA and SEDA as agencies, service delivery has improved in a number of important areas, especially in the rural areas. In the case of SASSA, for example, it used to take three months or longer for applications to be finalised, but since the establishment of SASSA, it takes only a day. The Department of Trade and Industry has, through the establishment of SEDA, successfully implemented government's Integrated Strategy on the Promotion of Entrepreneurship and Small Enterprises and ensured that government improves its services with regard

to the development of small businesses. The findings of the study show that agencification, if properly implemented, can contribute to Public Service delivery.



Consolidated M&E Report on the Offices of the Premier: Evaluation Cycle 2010/2011

This Report is the outcome of research undertaken in the Offices of the Premier in each of the nine provinces during the 2010/11 financial year, using the PSC's Public Service Monitoring and Evaluation System (System). The System is based on the nine

Constitutional Values and Principles (CVPs) governing public administration listed in Section 195 of the Constitution. The System generates baseline data and comparable statistics on each of the Offices included in the evaluation cycle. Given the fact that four Offices had been evaluated previously, a comparative analysis is provided to track progress since the first evaluation.

The overall average performance against the nine CVPs was adequate (61%) of which the performance against principle 9: representivity was the lowest at 49% (adequate performance against several of the standards). Principle 1: professional ethics (69%), principle 6: accountability (76%) and principle 7: transparency (71%), were the only three principles, which fell within the category of good performance against most of the standards. The overall performance against most of the CVPs signals that the Offices do not always ensure that the most basic administrative processes are executed in accordance with good administrative practices.

The best performer among the nine Offices was the Western Cape (82%), which attained "excellent performance against all the standards", followed by the Offices in Gauteng (77%) and Northern Cape (64%) that achieved "good performance against most of the standards". The remaining

six Offices performed adequately against several of the standards, namely, North West (59%), Mpumalanga (59%), Free State (56%), KwaZulu-Natal and Limpopo both with 54%, and Eastern Cape with a score of 47%.

Most Offices do have the necessary policies and procedures in place, but fail to implement and apply these policies in their day-to-day administrative activities. This failure of most Offices signals that they are not able to fulfill their basic mandate of being a champion of service delivery improvement.

The PSC trusts that the findings and recommendations made in the Report will contribute towards improving the quality of governance in Offices of the Premier.

"There is a persistent argument that gifts from an Afro-centric perspective has grey areas as in most cultures it is deemed unacceptable not to accept a gift. The receipt of gifts could be regarded as a highly emotive issue. Notwithstanding, the fact that it could be regarded as an emotive issue, the point that stands out very clearly is that the receipt of gifts by public servants tend to weaken the citizens' trust in the Public Service, as well as destroy the fibre of integrity and good corporate governance within the Public Service. It also compromises the idea of having an ethically sound Public Service as espoused by our Constitution and which the PSC seeks to promote".

The PSC hopes that this roundtable will assist government to continuously put a close scrutiny to the management and receipt of gifts in the Public Service. The PSC views that effective management and receipt of gifts in the Public Service can contribute towards identifying possible conflicts of interest and strengthen the fight against corruption.

The PSC strengthens the Management & Receipt of Gifts in the Public Service

By: Ricardo Mahlakanya

The PSC hosted a roundtable discussion on the management and receipt of gifts in the Public Service on 27 March 2012 at Burgers Park Hotel in Pretoria. The roundtable was attended by representatives from the national and provincial departments, as well as civil society. The aim of the roundtable was to discuss the nature of challenges experienced with the current policy framework on the management and receipt of gifts in the Public Service.

The Code of Conduct for the Public Service on the management and receipt of gifts in the Public Service places a prohibition on the receiving of gifts in the Public Service. However, despite the prohibition by the Code of Conduct, public servants are constantly being showered with gifts in many forms daily.

Acknowledging the gaps in the Code of Conduct during a radio interview on 702/CapeTalk, Dr Dovhani Mamphiswa, the Deputy Director-General: Integrity and Anti-Corruption, mentioned that:



Work of the PSC featured in the MPSA's Budget Vote Speech

By: Ricardo Mahlakanya

Every year, Ministers deliver their departmental Budget Vote Speech to the National Assembly to highlight the departmental expenditure for the financial year. On 15 May 2012, the acting MPSA, Ms Mildred Oliphant, delivered the Ministry for Public Service and Administration portfolio's Budget Vote Speech for the 2012/13 financial year at the National Assembly in Cape Town under the theme *"Building a developmental state through an efficient, effective, responsive and capable Public Service"*. Minister Oliphant delivered the Speech following the untimely passing of the late Minister, Mr Roy Padayachie.

In her speech, Minister Oliphant made reference to the work of the PSC and mentioned that *"the PSC has introduced a number of interventions to tackle corruption in the Public Service and concluded 366 investigations into allegations of cases of maladministration and corruption. The PSC has also achieved 94% compliance rate for the submission of Financial Disclosure Forms by Senior Management Service members for the 2010/11 financial year. The Ministry is reminding all Heads of Departments and organisations to ensure that by 31 May 2012, all senior managers would have disclosed their financial interests"*.

The Minister was concerned about the delays in response by departments in combating and preventing corruption. She however praised the PSC for effectively managing the National Anti-Corruption Hotline (NACH) especially for its success, which includes amongst others:

- 1 499 public servants being charged with misconduct
- 603 of whom were dismissed from the Public Service
- an amount of R120 million was recovered as a result of the NACH.

Ms Oliphant indicated that government has taken a decisive step to build anti-corruption capacity across the Public Service and to strengthen the established anti-corruption instruments such as the Public Service Anti-Corruption Unit, the Multi-Agency Working Group and the NACH in order to effectively combat corruption. Furthermore, Ms Oliphant



welcomed the PSC's report on the management of precautionary suspensions in the Public Service as its findings and recommendations will enable the MPSA to further strengthen the disciplinary management system within the Public Service. The report will also help the Department of Public Service and Administration to improve the precautionary suspension policy, providing additional support and assistance to departments to resolve the challenges associated with protracted precautionary suspensions. It is also pleasing to note that as a result of the management of precautionary suspensions in the Public Service, government will over the next months develop a precautionary suspension database to track progress against the policy framework.

"The MPSA will continue with the fight against corruption as it remains a key priority for government. In contributing towards this priority, the Ministry through the Public Service Anti-Corruption Unit (PSACU) will continue to conduct joint investigations with the Special Investigating Unit (SIU) on high level corruption-related cases. Having completed its first year of existence, the Ministry expect the PSACU to gain more capacity and to intensify its work in the fight against corruption", said Oliphant.

The Ministry's efforts to improve the Public Service on the continental front were also highlighted. The portfolio participated in and shaped the architecture and agenda of the Continental Governance and Public Administration Programme which is implemented by the Pan-African Conference of Ministers for Public/Civil Service under the auspices of the African Union Commission for Political Affairs. The work of the portfolio in the Continental Capacity Building Programme was also undertaken. The portfolio remains actively involved in a number of continental and international bodies including the Association of African Public Services Commissions (AAPSComs) whose president is the Chairperson of the PSC.

New Street Names in Tshwane

By: Ben de Villiers



The City of Tshwane recently implemented the Tshwane Street Name Project wherein 25 street names were changed. While 27 street names were identified, the Council approved that 25 names be changed while Pretorius and Paul Kruger Streets are retained. The name changes have been implemented following public consultations. During the public consultation meetings, people were requested to propose names of persons who have contributed to the liberation struggle, persons who have contributed to the freedom of our country, persons who contributed in the struggle for gender equality and persons who are/were cultural activists.

According to a spokesperson for the Council, the name changes should be seen as a nation building exercise aimed at bringing social cohesion and healing from the past in Tshwane. The City of Tshwane reported that the new names will coexist with the old ones for a minimum period of six months to allow the community to familiarise themselves with the new names.





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The name changes are as follows:

PREVIOUS NAME	NEW NAME
Leah Mangope Road	Peter Magano Road
Lucas Mangope Highway	Molefe Makinta Highway
Church Street	<ul style="list-style-type: none"> From Nelson Mandela to the east - Stanza Bopape Street From Nelson Mandela to Church Square - Helen Joseph Street From Church Square to R 511 – WF Nkomo Street From R 511 to the west – Elias Motswaledi Street
Michael Brink Street	Nico Smith Street
Zambezi Drive	Sefako Makgatho Drive
HF Verwoerd Drive	Johan Heyns Drive
Beatrix/Mears/Voortrekker Street	Steve Biko Road
Hans Strydom Drive	Solomon Mahlangu Drive
Mitchell Street	Charlotte Maxeke Street
Schoeman Street	Francis Baard Street
Van Der Walt Street	Lilian Ngoyi Street
Andries Street	Thabo Sehume Street
D F Malan Drive	E'skia Mphahlele Drive
Prinsloo Street	Sisulu Street
Skinner Street	Nana Sita Street
Jacob Mare Street	Jeff Masemola Street
Queen Wilhelmina Avenue	Florence Ribeiro Avenue
Esselen Street	Robert Sobukwe Street
Vermeulen Street	Madiba Street
Schubart Street	Sophie De Bruyn Street
Potgieter Street	Kgosi Mampuru Street
Proes Street	Johannes Ramokhoase Street
Duncan Street	Jan Shoba Street
Genl Louis Botha Drive	January Masilela Drive
Walker Charles Street	Justice Mahomed Street

29th Anniversary of International Candlelight Memorial Day

By: Zukiswa Ngqandu

This year on 20 May was the 29th Anniversary of International Candlelight Memorial Day which was commemorated under the theme *"Promoting Health and Dignity Together"*. The International Candlelight Memorial is one of the world's oldest and largest grassroots mobilisation campaign for HIV/AIDS awareness in the world and takes place every third Sunday in May.



International Candlelight Memorial Day serves as a community mobilisation campaign to raise social consciousness about HIV and AIDS and as an important intervention for global solidarity for breaking down barriers of stigma and discrimination, and giving hope to new generations.

During this day, members of the community usually come together to reflect on and remember all those who have died from HIV/AIDS. This is often done through the lighting of candles, marches and speeches.

News in Brief

- The PSC continues to engage with the Portfolio Committee on Public Service and Administration on its work as the Deputy Chairperson led a delegation that made a presentation to the Portfolio Committee on the PSC's Strategic Plan, Annual Performance Plan and its contribution to improved oversight during their Strategic Planning Workshop held from 18 – 19 April 2012 in Cape Town.
- On invitation from the Independent Police Investigative Directorate (IPID), Commissioner Nkosi along with the DDG: IAC made a presentation that focused on investigation of corruption and system corruption in the Public Service during the Conference on the Implementation of the IPID Act held from 22 – 24 April 2012 in the Free State. The focus of the conference was to discuss amongst others, the implications of the change and expansion of the current mandate of the IPID.
- The PSC held a meeting with the National Planning Commission on 8 May 2012 in Pretoria. The purpose of the meeting was to discuss areas that affect the work of the PSC emanating from the National Development Plan.



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NEWS IN PICS

Teambuilding and MANCO Meeting, Shumba Valley Lodge, 3-4 April 2012

Employee Wellness Day, Commission House - 18 April 2012



Executive Committee Meeting of the AAPSComs, Kievitskroon, 24-25 April 2012

Mr Alfred Maluleke's Farewell, Commission House - 26 April 2012





Book Review

Title: *Managing Training and Development in South Africa*

Author: Erasmus, B.J., Loedolff, P.v.Z., Mda, T.V. and Nel, P.S.

Year: 2009

Abstract by: *Ernie Kekana*

Managing training and development in South Africa is a book that provides a multi-disciplinary approach to the training and development of employees within an organisation. The book provides guidelines on the necessary skills to manage training and development in the South African workplace. It teaches about the latest developments in legislation that impact on education and training, as well as how the theoretical and the practical aspects of training and development can be integrated into the real world context.

The book provides valuable guidance for the Human Resource Practitioner who wants to make the most out of training and development.

Title: *Understanding Public Management*

Edited: Eliassen Kjell A and Sitter Nick

Year: 2008

Abstract by: *Nelly Lukhero*

This book is an introduction and a guide to the dramatic changes that have occurred in the provision of public services over the last two decades. The book focuses on four major dimensions of this transition:

- Extend challenges and opportunities: globalisation and EU integration
- Reducing the role of the state: liberalisation, privatisation, regulation and competition policy
- Improving the role of the state: new public management, e-government and beyond
- Managing the new public sector: organisation, strategy and leadership.

Management in public organisations involves leadership within a range of different institutions, and is shaped by external developments at three levels: macro change at the national and international level, organisational change of the public institutions themselves, and development of new management tools and practices at the micro level. The book explores both broad trends in public policy and local variations in public administration.

Lawyer Jokes

Submitted by: Nelly Lukhero

Have you heard about the lawyers' word processor?
No matter what font you select, everything come out in fine print.

Did you hear about the new microwave lawyer?
You spend eight minutes in his office and get billed as if you'd been there eight hours.

Did you hear about the group of terrorists that hijacked a plane full of lawyers?
They called down to ground control with their list of demands, threatening that if their demands weren't met, they would release one lawyer every hour.

Q: What's the difference between a good lawyer and a bad lawyer?

A: A bad lawyer can let a case drag out for several years. A good lawyer can make it last even longer.

Taking Credit for Someone Else's Hard Work

Submitted by: Thembi Nkuna



Great job! You left nothing for me to do
except take credit for it.