Appendix 12
Outcome 12: An efficient, effective and development-oriented public service

1. National Development Plan (NDP) 2030 Vision and trajectory

The Constitution of the Republic of South Africa (1996) envisages a public service that is professional, accountable and development-oriented. The National Development Plan identifies specific steps that need to be taken to promote the values and principles of public administration contained in the Constitution and build an efficient, effective and development oriented public service as part of a capable and developmental state. The NDP highlights the need for well-run and effectively coordinated state institutions with skilled public servants who are committed to the public good and capable of delivering consistently high-quality services, while prioritizing the nation's developmental objectives.

2. Constraints & strategic approach

As described in the NDP, there is unevenness in capacity that leads to uneven performance in the public service. This is caused by a complex set of factors, including tensions in the political-administrative interface, instability of administrative leadership, skills deficits, insufficient attention to the role of the state in reproducing the skills it needs, the erosion of accountability and authority, poor organizational design and low staff morale. There have been challenges in achieving constructive relations between departments and between the spheres of government, and a reluctance to manage the system on a day-to-day basis has created tension and instability.

Steps are needed to strengthen skills, enhance morale, clarify lines of accountability and build an ethos of public service. These steps are guided by the need for long-term policy stability as well as awareness of the potentially adverse effects of over-regulation. The actions contained here are not merely about technical solutions, but also about creating the conditions for a professional ethos of public service founded on a strong developmental commitment.

The core objective is to put in place the mechanisms and structures that can support departments in developing their capacity and professional ethos, while leaving departments with the ultimate authority for how their departments are run. This requires the departments responsible for Outcome 12 to play a more proactive role in supporting departments to build their own capacity, fulfil regulatory requirements and improve service delivery. This was identified as a priority in both the Outcome 12 Delivery Agreement for 2009-2014 and the NDP. The 2014-2019 MTSF therefore builds on both these documents in identifying how the departments covered by Outcome 12 can provide more effective support to sector departments.

Date: 2014-08-11

3.   NDP output priorities to achieve the Vision

The following sub-outcomes have been identified as critical output priorities based on Chapters 13 and 14 of the NDP, together with the commitments made in the election manifesto of the ruling party:

A. A stable political-administrative interface
B. A public service that is a career of choice
C. Sufficient technical and specialist professional skills
D. Efficient and effective management and operations systems
E. Procurement systems that deliver value for money
F. Increased responsiveness of public servants and accountability to citizens
G. Improved inter-departmental coordination and institutionalisation of long-term planning
H. Improved mechanisms to promote ethical behaviour in the public service

MTSF component actions are provided for each of these sub-outcomes in the tables in section 5 below.

4.   Management of Implementation

Responsibility for coordination and implementation at national level

The implementation of the actions in the tables below will be coordinated and monitored by the Governance and Administration Cluster. Ministers participating in the Cluster include the Minister of Home Affairs, Minister of Public Service and Administration, Minister of Finance, the Minister of Public Works, the Minister of Cooperative Governance and Traditional Affairs, and the Minister in the Presidency.

Responsibility and priorities for implementation at provincial level

The majority of public servants are employed at provincial level and the success of Outcome 12 is therefore critically dependent on how it is implemented at provincial level. Some actions will need to be led by national departments, particularly where changes are required to legislation or regulations. However, in most areas the changes relate to getting better at what we do, as emphasised in the NDP. Thus, provincial departments have an important role to play in improving their management practices, their financial practices and their operations systems. At provincial level, the Offices of the Premiers (OTPs) have a particularly important role to play in overseeing and supporting these improvements. The chapter identifies specific responsibilities for Offices of the Premiers in management of the political-administrative interface and improving inter-departmental coordination. Offices of the Premiers should also identify specific priority areas where they can drive

Date: 2014-08-11

improvements covered by the chapter and generate lessons feeding into national policy. It is important that they have the capacity to fulfil this role.

The most pressing priorities to be pursued at provincial level as part of Outcome 12 include:

1. Paying greater attention to the quality of management and management practices within departments with a view to ensuring that public servants are both challenged and supported so that they can contribute fully to the work of their departments.
2. Addressing weaknesses in procurement systems to ensure a greater focus on value for money, rather than simply focusing on procedural compliance.
3. Strengthening administrative relations between provincial departments and their national counterparts through regular and routine day-to-day interaction (strengthening provincial support to local government is dealt with under Outcome 9).

Actions to be taken in each of these areas are contained in the relevant sections of this chapter and provincial plans will need to set out in concrete terms how provinces expect to make progress in these key areas.

5. MTSF sub-outcomes and component actions, responsible ministry, indicators and targets

Sub-Outcome 1: A stable political-administrative interface

Many of the state's best-performing institutions are characterized by their stability of leadership and policy approach, and the long-term task of building a capable and developmental state requires a degree of stability in the top levels of the bureaucracy. However, in many cases this stability is undermined by the excessively high turnover of heads of department (HoDs), which is why the NDP highlights the need for greater stability in administrative leadership and more effective management of the political-administrative interface.

In many countries, this issue has been addressed through standardised administrative processes that inform executive authority (EA) decisions on managing the career incidents of HoDs. In South Africa, although there is an executive protocol for the appointment of HoDs and deputy directors-general (DDGs), there is a need for a consistent process to inform EA decisions relating to managing the career incidents of HoDs. The lack of a process to advise EAs both undermines public confidence in the quality of appointments and allows for excessive turnover of administrative leadership. A priority going forward should therefore be to standardise these processes to ensure all EAs are able to draw on consistent advice. In many other countries these processes are run by an administrative head of the public service, who is typically also the Cabinet Secretary and plays an important role in facilitating effective management of the political-administrative interface. This role will be fulfilled by the DG in the Presidency at national level with the DGs in the Offices of the Premiers fulfilling the equivalent role at provincial level. The approach proposed in the NDP is to ensure that EAs retain overall responsibility with a clear line of accountability between HoDs and their political principals, but to put in place administrative-level processes that inform EA decisions relating to the recruitment and management of

3

HoDs. The core focus of the 2014-19 MTSF is on developing those processes, as part of the creation of the administrative head of the public service, and thereby bringing greater predictability and stability to the management of the political-administrative interface.

The anticipated impact of implementing the actions in the table below includes:
1. Clearer lines of accountability from staff to their managers and from heads of department to their EAs, and greater stability and consistency in assignment of responsibilities.
2. Giving HoDs responsibility for the things for which they are held accountable.
3. Improved oversight of HoDs informed by the ability to compare the performance of HoDs, reduced turnover of HoDs and more effective management of tensions in the political-administrative interface.

Sub-Outcome 1: A stable political-administrative interface				
Actions	**Minister**	**Indicator**	**Baseline**	**Targets**
1. Create minimum level of PSA delegations from EAs to Accounting Officers (AOs) and other senior officials Levels of delegation vary from department to department and can also change with a change of EA. This creates a damaging degree of instability and makes it harder to establish clear lines of accountability. Cabinet has already approved a framework for delegations that clarifies that EAs should be involved in appointments and human resources management (HRM) at the top two administrative levels, while giving officials the authority to make decisions about whom to appoint at the other more junior levels.	PSA	MPSA directive on delegations issued		MPSA directive issued by March 2015
		Improved adherence to delegation principles and templates measured by MPAT		Improved adherence reflected in annual measurements starting in June 2016

4

Sub-Outcome 1: A stable political-administrative interface				
Actions	**Minister**	**Indicator**	**Baseline**	**Targets**
2. <u>Establish the role of administrative head of the public service, as one of the functions of the DG in the Presidency, with responsibility for running administrative-level processes to provide advice to the President and EAs on managing the career incidents of national HoDs</u> In order to address the high turnover of HoDs and ensure consistency of performance, the NDP highlights the need for clear processes at an administrative level to inform EA decisions on managing the career incidents of HoDs, and allow the President to retain oversight over this responsibility, which has been delegated to individual EAs. In many other countries, this role is fulfilled by the administrative head of the public service, who is usually also the Cabinet Secretary and therefore uniquely placed to mediate between EAs and HoDs, and provide advice to Cabinet and the President. In South Africa, the role of Cabinet Secretary is carried out by the DG in the Presidency who the NDP therefore suggests is best placed to fulfil this responsibility.	The Presidency working with PSA	Details finalised for the creation of an administrative head of the public service responsible for running administrative-level processes to inform EA decisions on managing the career incidents of national HoDs		2014/15
		Implementation of the agreed processes		Commence by 2015/16
3. <u>Develop improved administrative-level processes run by the DGs in the Offices of the Premiers to provide advice to Premiers and EAs on managing the career incidents of provincial HoDs</u> A similar arrangement will need to be established at provincial level with the DGs in the Offices of the Premiers fulfilling the role of provincial head of the public service and being responsible for running standard administrative-level processes that inform EA decisions on managing the career	The Presidency working with PSA and Offices of the Premiers	Proposal developed on the role of DGs in the Offices of the Premiers in running processes to inform EA decisions on managing the career incidents of provincial HoDs		Finalise in 2014/15

Date: 2014-08-11

Sub-Outcome 1: A stable political-administrative interface				
Actions	**Minister**	**Indicator**	**Baseline**	**Targets**
incidents of provincial HoDs.		Implementation of the agreed processes		Commence by 2015/16
4. <u>Develop a hybrid approach to the appointment of HoDs that allows EAs to appoint HoDs based on a shortlist drawn up, following consultation with the EA, through a standard process run by the DG in the Presidency at national level (as part of the role of administrative head of the public service) and the DGs in the Offices of the Premiers at provincial level</u> It is critical that EAs are able to have confidence in their HoDs. As in many countries, EAs are therefore ultimately responsible for the appointment of HoDs. However, it is important that these recruitment processes are informed by consistent advice. The NDP therefore proposes that the DG in the Presidency, as part of the role of administrative head of the public service, and DGs in the Offices of the Premiers should be responsible for running a standard process to develop a shortlist of suitable candidates from which the EA will make the final selection. This process would include consulting the EA on specific requirements of the post and potential candidates, and formulating advice on the administrative and technical competency of shortlisted applicants.	The Presidency working with PSA and Offices of the Premiers	Details of hybrid approach developed		Finalise in 2014/15
		EA decisions on appointment of HoDs are based on the shortlist drawn up through the agreed process		Commence by 2015/16

Date: 2014-08-11

Sub-Outcome 2: A public service that is a career of choice

The NDP highlights the importance of adopting a more long term approach to developing the skills and professional ethos that underpin a development oriented public service. Critically, the state has to be proactive about producing, and reproducing, the skills that it needs. This includes ensuring that the work environment is conducive for learning to take place on the job. Core responsibility for recruitment and skills development will remain with individual departments, but they need to be able to draw on effective support mechanisms from the relevant governance and administration departments. The Public Service Commission also has an important role to play in ensuring that departments adhere to the Constitutional principles that guide personnel practices. This includes ensuring that appointments at all levels are both based on the necessary combination of experience and expertise, and serve the objectives of transformation. Effective implementation of the Public Service Charter will contribute to this sub-outcome as well as the sub-outcome on strengthening accountability to citizens.

The anticipated impact of implementing the actions in the table below includes:

1. Recruitment systems are seen to serve the Constitutional principles of public administration.
2. Departments are able to draw on improved support mechanisms in order to develop the skills they need.
3. Public sector workplaces become training spaces where public servants are adequately supported in order to develop the skills they need during the course of their career in the public service.
4. The public service becomes increasingly people-centred, conscientious and professional.
5. Improvements in the capability of the public service will lead to a reduced reliance on outsourcing (this objective is also promoted by the sub-outcomes on management and operations systems, procurement systems and interdepartmental coordination).

Sub-outcome 2: A public service that is a career of choice				
Actions	**Minister**	**Indicator**	**Baseline**	**Target**
1. <u>Pilot a formal graduate recruitment scheme to support departments in attracting and developing young talent</u> Young people seeking to enter a career in the public service often find it difficult to identify a suitable entry point while departments struggle to identify and develop young talent. A formal graduate recruitment scheme would provide a more coherent entry route that could be marketed widely, provide young public servants with targeted training and help to build the skills and professional ethos required for public service. The scheme will need to start on a small scale in order to build its effectiveness and credibility. It is therefore important that the scheme complements rather than replaces existing recruitment mechanisms run by departments such as departmental internship schemes.	PSA (for NSG)	Graduate recruitment scheme piloted over 5 year period		Commence by March 2017
		Lessons drawn out for subsequent implementation		Commence by 2018/19
2. <u>Use assessment mechanisms to build confidence in recruitment processes</u> While departments have responsibility for appointments, it is important that there are appropriate assessment mechanisms that they can draw on, where necessary, to assess the calibre of applicants. While some of these are already in place, such as competency assessments for senior managers, there is a need for further development of assessment mechanisms, particularly in areas where specific technical or policy skills are required, and these will therefore be designed with a specific focus on supporting departmental recruitment processes.	PSA (for NSG)	Develop targeted assessment mechanisms implemented for identified priority areas		Commence by 2015/16 onwards

Date: 2014-08-11

Sub-outcome 2: A public service that is a career of choice

Actions	Minister	Indicator	Baseline	Target
3. <u>Develop mentoring and peer support mechanisms for senior managers</u> Most learning should take place on the job and it is important that mechanisms exist to facilitate and support on-the-job learning including leadership skills. This could include developing a database of former HoDs who are willing to act as mentors to current HoDs.	PSA (for NSG)	Develop and pilot mechanisms to facilitate on-the-job mentoring and peer support for newly appointed senior managers		Commence by 2015/16
4. <u>Build capacity through learning and development interventions</u> Mechanisms for learning and development need to be capable of both contributing to the development of a common professional ethos of public service and meeting the specific learning and development needs of individual public servants. The National School of Government (NSG) will therefore focus on provision of core learning and development and facilitate access to more specialist learning and development interventions. The provision of specialist training will require the NSG to draw on the existing expertise from senior managers across the public service as well as drawing on specific expertise from academic institutions where appropriate. It will also require the NSG to provide advice to other departments on learning and development programmes provided by other institutions.	PSA (for NSG)	Curriculum and institutional arrangements developed to provide prioritised learning and development programmes using public servants from the relevant departments to provide training		One in-service training programme running by 2015/16 Two in-service training programmes running by 2016/17 Three in-service training programmes running by 2017/18

Date: 2014-08-11

Sub-outcome 2: A public service that is a career of choice

Actions	Minister	Indicator	Baseline	Target
5. <u>Develop mechanisms to help departments strengthen their internal HR capacity.</u> Improved HR capacity in departments is critical for the effective implementation of the steps identified above as well as the broader professionalization of individual departments. It is essential that HR professionals are not only equipped to enforce rules and implement administrative processes, but also to advise senior management on all aspects of strategic HR management and development.	PSA	Targeted support mechanism in place		Targeted support mechanism developed in 2014/15
		Pilot an approach to targeted support and draw out lessons for subsequent roll out		Five departments (2015/16)
		% of departments that score at least 3 in 50% of HR standards		60% (September 2019)
6. <u>Support the appointment of youth into learnership, internship and artisan programmes</u> The Public service has a responsibility to build the skills base for its capacity needs both now and in the future and to contribute towards employment creation and ensure that public sector workplaces become training spaces where entrants are adequately supported in order to develop their skills for employment within the public service or the private sector.	PSA together with HET (and SETAs)	20 000 youth appointed to learnership, internship and artisan programmes per year		2014/15 onwards

Date: 2014-08-11

Sub-outcome 2: A public service that is a career of choice				
Actions	**Minister**	**Indicator**	**Baseline**	**Target**
7. Review and improve the Senior Management Service Performance Management and Development System There are a number of challenges with the performance management and development system (PMDS) for SMS members. These include cases where performance agreements (PAs) are not developed, the provision of feedback, and cases where the outcome of the assessments does not adequately reflect the link between individual and organisational performance. There is also a danger that an overly complex performance assessment system can create perverse incentives.	PSA	Improvements made to the performance management and development system for SMS members who are not HoDs (the performance assessment of HoDs will be dealt with under sub-outcome 1)		2015/16
		Improvements made to the performance management and development system for SMS members who are not HoDs (the performance assessment of HoDs will be dealt with under sub-outcome 1)		2015/16

Sub-Outcome 3: Sufficient technical and specialist professional skills

The NDP highlights the need to pay particular attention to government's ability to develop, source and retain the necessary technical skills. It proposes several mechanisms for achieving this, including dedicated career paths for technical specialists and improved mechanisms for reproducing skills over the long term. Importantly, these changes cannot be implemented in isolation but need to be approached in conjunction with the other sub-outcomes relating to stabilising the political-administrative interface, improving management and operations systems, and making the public service a career of choice.

The anticipated impact includes:

1. More effective systems for developing technical skills, and increased consensus on the level of technical skills required in different areas.
2. The public sector provides a more conducive working environment for developing and reproducing technical skills.

The role of the DPSA in developing technical and specialist professional skills is to provide a conducive regulatory environment for human resources management and development. In this regard, it has introduced occupation-specific dispensations (OSD). Sector departments now need to focus on putting in place mechanisms for anticipating short-falls in specialist and technical skills and proactive measures to address these. They need to make greater and more effective use of bursaries, apprenticeships, learnerships and internships to address long-term skill needs. Technical skills take time to produce and require not only formal qualifications but also effective on-the-job training with junior staff learning from more experienced professionals. It is also important that there is the right balance between the ratio of senior to junior technical specialists (for example, between engineers and technicians). In some cases it may be necessary to look at how highly specialised skills can be shared between more than one government entity. Entry-level recruitment and training mechanisms are particularly important for the reproduction of technical skills. Attention will therefore be given to the range and scale of entry-level mechanisms that exist to recruit and train people for technical roles.

The actions that will be undertaken by the relevant sector departments are covered in other chapters of the MTSF.

Date: 2014-08-11

<u>Sub-Outcome 4: Efficient and effective management and operations systems</u>

The improvements achieved in the South African Revenue Service (SARS), the Department of Home Affairs and more recently in the Department of Health clearly demonstrate what can be accomplished when managers give focused attention to improving basic operational management related to the delivery of services. In particular they highlight the importance of ensuring that officials at all levels understand how their performance in their own role impacts on the wider objectives of the department. Managers need to give sufficient attention to the planning and execution of operational matters such as deciding what services must be rendered in accordance with departmental mandates, how they will be provided, which process will be followed, calculating what the service will cost and what resources will be needed to deliver the services, what quality of service can be expected and finally how the services can be improved on an ongoing basis. Other priorities include shortening waiting times in queues for service recipients, ensuring that information on the delivery of services is available and information on how to access it. Obtaining geographical information on service recipients, their needs and where these needs are geographically located is important for planning service delivery and continuous service delivery improvement. IT and e-government will be used to make prioritised services more accessible, reduce the cost of accessing services, streamline administrative processes and improve turnaround times, and strengthen accountability and responsiveness.

The anticipated impact of implementing the actions identified below includes:

1. Managers focus a significant proportion of their attention on addressing basic weaknesses in management and operations systems. For issues that overlap between departments, this approach needs to be informed by the objectives of achieving a less hierarchical approach to interdepartmental coordination as covered under sub-outcome G.
2. Frontline and back office staff operates in more functional workplaces, leading to improved morale and a greater responsiveness to the needs of service-users, and underpinned by more effective synergies between frontline and back office staff.

Date: 2014-08-11

Sub-Outcome 4: Efficient and effective management and operations systems				
Actions	**Minister**	**Indicator**	**Baseline**	**Target**
1. Put in place support programmes for departments to ensure supervisors and managers implement processes which enable frontline staff to provide efficient and courteous services to citizens An important part of improving management and operations systems is to address the challenges frontline staff face in doing their jobs. This can include issues of clarifying responsibilities, introducing efficient and effective work processes, delegating greater authority to resolve day-to-day problems or introducing effective queue management systems. These steps will improve staff morale, improve quality of service delivery and make it easier for staff to resolve any problems or complaints arising from service users at the coal face, thus creating a virtuous cycle.		Productivity Measurement Framework developed and applied in 3 selected service departments		Commence in 2015/16
2. Review, improve and support implementation of the service delivery improvement planning system provided for in the public service regulations, directives and guidelines with support focused on prioritised service delivery departments Setting specific targets can be an important mechanism to ensure sustained focus on addressing particular obstacles to improving the quality of service delivery, including driving improvements in queue management, complaints management and turnaround times. Such targets need to be accompanied by the other steps identified in this sub-outcome to improve management and operational systems. In areas that are core provincial competencies, operational improvements will need to be driven by provincial departments but with effective support from the relevant national department.	PSA	Support and report on the quality and progress with implementation of Service Delivery Improvement Plans in service delivery departments		Commence in 2014/15 onwards

Date: 2014-08-11

Sub-Outcome 4: Efficient and effective management and operations systems				
Actions	**Minister**	**Indicator**	**Baseline**	**Target**
3. Service departments implement operations management framework and methodology A key intervention would be to work with service delivery departments to map business processes for key services and to monitor and review operations. The focus will prioritise core services and also transversal corporate functions including payment of suppliers within 30 days.	PSA and The Presidency (for DPME)	Business processes mapped and or Standard Operating Procedures developed for prioritised departments		Commence annually from 2014/15
		Turnaround times improved		Commence annually from 2016/17
4. Provide reasonable functional accommodation that facilitates the attainment of departments' service delivery objectives One of the key functions of public works departments is to provide functional accommodation to national and provincial departments and thereby facilitate the delivery of frontline services that are suited to the requirements of the public. This accommodation is provided through the letting of government owned properties and leasing of private sector properties. The reasonableness of the accommodation provided is reflected in the quantity, quality, environmental friendliness, safety, accessibility as well as cost effectiveness of accommodation.	Public Works	% of projects (new, rehabilitation and refurbishment) completed within agreed time period		60 percent (2019)
		% of projects completed within approved budget		80 percent (2019)
		% of leased accommodation (leased in) provided within agreed time period		70 percent (2019)
5. Promote greater and more consistent delegations in departments Improving management and operational systems requires that officials have a clear understanding of what issues they are empowered to act upon. In many cases this will require greater delegation so that more junior officials have the necessary authority to resolve day-to-day issues. Such delegations must be accompanied by effective systems of support and	Finance and PSA	Guidelines for financial delegations issued by NT		Commence by 2015/16
		Guidelines for operational delegations issued by DPSA		Commence by 2015/16
		Support for implementation of guidelines put in place by NT and DPSA		Commence by 2016/17

Sub-Outcome 4: Efficient and effective management and operations systems

Actions	Minister	Indicator	Baseline	Target
oversight. This includes areas such as financial management, supply chain management (SCM) and operational delegations. In each case, it will be important to look at whether guidelines are needed or whether the existing policy framework is sufficient and the focus needs to shift to promoting more effective implementation by departments.				
6. Prioritised services e-enabled Information technology (IT) is an important tool for improving service delivery. For example, IT can be used to make services more accessible, reduce the cost of accessing services, streamline administrative processes and improve turnaround times, and strengthen accountability and responsiveness. To achieve these objectives it is important that IT systems are tailored to specific areas of service delivery. Government will therefore identify and prioritise those areas where IT has the greatest potential to improve access to services.	PSA to lead in collaboration with Telecommunications and postal services and SITA	Number of prioritised services e-enabled		5 (2019)

Sub-Outcome 5: Procurement systems that deliver value for money

The state's ability to purchase what it needs on time, at the right quality and for the right price is central to its ability to deliver on its priorities. Procurement systems need to be robust, transparent and sufficiently intelligent to allow for the different approaches that are suited to different forms of procurement. To achieve this, procurement systems need to focus not just on procedural compliance but also on delivering value for money. This requires strengthened supply chain management capacity and effective mechanisms for oversight and support. It is also important to expand the focus from narrowly looking at compliance with procedures at the time of tendering to the full process from demand planning to management of inputs to disposal of assets. These issues are being taken forward through the establishment of a chief procurement officer, whose main functions are to check on pricing and cost effectiveness and ensure transparency, adherence to procedures and fairness. A centre-led process, with stakeholder representation, will be established to adjudicate on major

Date: 2014-08-11

tenders. Attention will also need to be given to ensuring heads of department oversee the effectiveness of their department's procurement system as required by the Public Finance Management Act.

It is important for small businesses that government pays its suppliers promptly (within 30 days). During the previous administration, National Treasury and the Department of Planning, Monitoring and Evaluation put in place a system to monitor the payment of suppliers within 30 days by national and provincial departments. There will now be more emphasis on assisting departments with large numbers of invoices that are paid late to address this problem by putting in place improved business processes. This will draw on case studies of the best performing departments.

The approach over the next five years will focus on the following areas that are designed to create a conducive environment for supply chain management that serves the priorities of the public service:

a. Differentiate between different forms of procurement to allow for strategic sourcing and different sourcing methodologies
b. Capacity building and professionalising supply chain management
c. Provide real-time operational support
d. Ensure effective and transparent oversight
e. Review and simplification of regulations and guidelines where necessary

Progress under this sub-outcome will also depend on the progress made in other sub-outcomes including stabilising the political-administrative interface, making the public service a career of choice, and improving management and operational systems.

The anticipated impact of implementing the actions identified below includes:
1. Regulations are better tailored to the differing needs of different forms of procurement.
2. More effective systems for providing support and oversight to supply chain management professionals.
3. Improving the operation of procurement systems leading to reduced scope for corruption and greater value for money.
4. Increased efficiency and effectiveness of procurement expenditure.

Sub-Outcome 5: Procurement systems that deliver value for money

Actions	Minister	Indicator	Baseline	Target
1. <u>Ensure that regulations and other guidelines differentiate adequately between different forms of procurement</u> The procurement of goods, services and infrastructure all pose different challenges and the required skills vary according to context. Our regulations and support systems for procurement have to be tailored to the differing needs of different forms of procurement. The ultimate objective is to make sure that the rules are easier to apply by ensuring they are suitably tailored to the task. Attention will also be given to identifying areas where transversal contracts can help to reduce the procurement demands on individual departments or entities and deliver economies of scale.	Finance	Regulations and other guidelines differentiate between different forms of procurement		Strategic Procurement Framework, Guideline and Tools developed by April 2015
		Transversal contracts developed where appropriate		March 2015

2. <u>Capacity building and professionalising supply chain management</u>
Supply chain management is a complex area that requires specialist skills and needs to be recognised as a strategic role. Significant attention will therefore be given to measures designed to professionalise supply chain management through training and accreditation (which may involve a partnership with the relevant professional bodies). This will also make it easier to keep track of supply chain managers in order to ensure that people found guilty of corruption cannot simply relocate to a new department.
 	
The main actions include:
   a. Develop accredited courses for supply chain managers.
   b. Put in place on-the-job mentoring programmes for
	Finance	SCM human capital development framework implemented		Finalised – 2014/15
				Implemented – 2015-2019

		SCM organisational capacity development framework implemented		Finalised – 2014/15 Implemented – 2015-2019
		SCM Master Curriculum Certificate in SCM (learnership) Training Needs Analysis (TNA)		Finalised – 2014/15 40 learners - 2015/16 Developed – 2014/15 Pilot delivery in 3

Sub-Outcome 5: Procurement systems that deliver value for money

Actions	Minister	Indicator	Baseline	Target
supply chain managers. c. Ensure the development of a national accreditation system for supply chain managers. d. Ensure the creation of a database of registered SCM professionals e. Create central database of barred SCM professionals.				Provinces 2015/16
		SCM help-desk, SCM learning network, and SCM virtual resource centre		Develop – 2014/15 Implement – 2015/16 Maintain – 2016 to 2019
		SCM operations support		12 institutions annually
3. Provide real-time operational support Supply chain management is an inherently complex area and it is important that supply chain managers are able to access adequate support and guidance. This includes information on typical prices as well as the prior performance of different suppliers. The information will need to be easily available online so that it can be accessed and updated on a regular basis. The website will also provide a channel for directing people towards more specialist support where necessary. The main actions include: a. Develop a website that provides a single access point	Finance	Website provides a single access point for information for supply chain managers		Commence by March 2015
		Supply chain managers have access to information on the prior performance of different companies		Commence by March 2016

Sub-Outcome 5: Procurement systems that deliver value for money

Actions	Minister	Indicator	Baseline	Target
for information for supply chain managers. b. Enable supply chain managers to obtain access to information on the prior performance of different companies. c. Enable supply chain managers to access information on the typical costs of particular goods and services. d. Enable supply chain managers to access technical expertise from within other parts of government. e. Provide mechanisms to guide private firms on procurement processes including a mechanism for reporting invoices that have not been paid within 30 days. f. Organise learning sessions for struggling departments to learn and consult departments who are paying suppliers within 30 days.		System in place to provide information on the typical costs of particular goods and services		Price Referencing System (PRS) 2014: Design and implement with a minimum 20 items. 2015-2019: Expand Price Referencing System with a minimum of 100 items (20 items per annum)
		Supply chain managers have access to technical advice		March 2015
		Private firms are able to access advice on procurement processes		March 2015
		Prioritised departments attend learning sessions to interact with performing departments		March 2015

Sub-Outcome 5: Procurement systems that deliver value for money

Actions	Minister	Indicator	Baseline	Target

4. <u>Ensure transparency and effective oversight</u>
Transparency and effective oversight provide an important mechanism for preventing procurement fraud as well as picking up other problems in the system, including areas where government is failing to achieve adequate value for money. This requires a degree of differentiation in order to focus oversight on where it is most needed, either because of the size or risks of particular procurement decisions.
 	
The main actions include:
  a. Improve the public availability of information on procurement decisions.
  b. Focus oversight mechanisms on assessing value for money as well as procedural compliance, with tenders that deviate significantly from benchmarks being subject to additional scrutiny.
  c. Allow for variation in the level of oversight depending on the nature, size and duration of tenders, as well as prior performance of the department.
  d. Empowering the Office of the Chief Procurement Officer to investigate procurement decisions in order to assess both procedural compliance and value for money.
	Finance	Increased public availability of information on procurement decisions		By March 2015

		Oversight mechanisms assess value for money, with tenders that deviate significantly from benchmarks subject to additional scrutiny		By March 2015
		Level of oversight varies depending on the nature, size and duration of tenders, as well as prior performance of the department		By March 2015

Date: 2014-08-11

Sub-Outcome 5: Procurement systems that deliver value for money				
Actions	**Minister**	**Indicator**	**Baseline**	**Target**
5. <u>Review and simplification of regulations and guidelines where necessary</u> Oversight should be used not only to ensure compliance but also to identify areas where regulations are poorly designed or unnecessarily restrictive. The information gained through the oversight role played by the Office of the Chief Procurement Officer will therefore help to inform the ongoing review and simplification of regulations and guidelines.	Finance	SCM Regulations and guidelines simplified		By March 2015

<u>Sub-Outcome 6: Increased responsiveness of public servants and accountability to citizens</u>

Measures to professionalise the public service need to be accompanied by measures to improve accountability as set out in the Batho Pele Principles and the Public Service Charter. Over the next five years government will focus on strengthening accountability to citizens, particularly at the point of delivery. The measures set out here need to be read in conjunction with the sub-outcome on improving management and operations systems, which has an important role to play in ensuring frontline staff are sufficiently empowered, motivated and supported. It also requires effective oversight mechanisms as well as service delivery departments developing their own monitoring mechanisms for their service delivery sites.

Attention will need to be given to strengthening existing forums for people's participation and providing scope for community and social organisations to provide input into government processes. This will require ensuring participatory mechanisms are used effectively and provide viable mechanisms for citizens to raise issues and influence government policy. This issue is also addressed under Outcome 9 for local government.

The anticipated impact of implementing the actions identified below includes:

1. Increased responsiveness of public servants in frontline service delivery roles and their supervisors and managers to the views and concerns raised by citizens and other service users.

Date: 2014-08-11

2. Improvements in managerial and operational systems mean public servants are more empowered to address concerns that are raised.

Sub-Outcome 6: Increased responsiveness of public servants and accountability to citizens				
Actions	**Minister**	**Indicator**	**Baseline**	**Target**
1. <u>Revitalize and monitor adherence to the Batho Pele programme (improving attitudes, being courteous, responsiveness, wearing name tags, etc)</u> The Batho Pele principles provide a strong commitment to improving the accountability and responsiveness of the public service to its citizens. Sustained attention will be given to improving adherence to the Batho Pele principles including helping individual departments to identify and overcome obstacles to fulfilling these principles.	PSA	Develop standards with prioritised service delivery departments		Commence by 2015/16
		Support provided to departments to communicate and monitor these standards, and use the data to drive improvements		Commence by 2016/17 onwards
2. <u>Improved feedback opportunities for citizens and other service users</u> Service users provide an important source of information on the quality of services and problems that arise at the frontline. It is important that these experiences, as well as other sources, are harnessed and feed into service delivery improvement plans. This requires both routine mechanisms that allow citizens to raise concerns at the point of delivery as well as effective oversight mechanisms led by national or provincial departments. It will therefore be important for service delivery departments to identify effective ways of strengthening accountability to citizens,	The Presidency (for DPME with sector departments (Health, Social Development, SAPS)	Increased utilisation and impact of routine citizen feedback mechanisms at facility-level		At least 50 facilities covered by 2018/19
	Health, Basic Education, Transport, Social Development, Home Affairs, Police	Departments use their own monitoring of service-level facilities and citizen feedback mechanisms to identify problems and drive improvements		Improvements in facilities based on repeat monitoring and feedback

Date: 2014-08-11

Sub-Outcome 6: Increased responsiveness of public servants and accountability to citizens				
Actions	**Minister**	**Indicator**	**Baseline**	**Target**
including using citizen feedback to improve service delivery, as well as developing their own capacity to monitor the quality of service provision.				

Sub-Outcome 7: Improved inter-departmental coordination and institutionalisation of long-term planning

The NDP highlights the need to improve coordination between departments for greater policy coherence and more effective implementation (issues relating to intergovernmental coordination are dealt with in Outcome 9). It argues that the core focus should be on routine day-to-day coordination between mid-level officials with issues only being escalated to more senior levels where strategic direction is required or where day-to-day coordination breaks down. This approach requires a greater focus on identifying and proactively engaging relevant stakeholders. It also requires a greater emphasis on delegation and a stronger role for middle managers.

Government has given considerable attention over the past two decades to establishing high-level coordination mechanisms. These mechanisms will remain in place but will need to be used more strategically, efficiently and effectively. The Presidency will have an important role to play in ensuring that Clusters focus on strategic issues and that responsibility for resolving routine coordination issues is delegated to the appropriate level. While the responsibility for resolving specific coordination issues rests with the relevant departments, the Presidency and the Offices of the Premiers have an important role to play in bringing departments together when there is a lack of progress in resolving key coordination issues.

Greater policy coherence will also be promoted through steps to institutionalise long-term planning. This will include establishing the institutional mechanisms and building the necessary capacity within the state to undertake long term planning, drawing where necessary on the expertise that exists within wider society. The institutionalisation of planning will also contribute to several other objectives including improved policy consistency and a greater focus on working through the obstacles to implementation on an ongoing basis, thus helping to address the points raised in the NDP around the need to pay sustained attention to improving the quality of implementation in many key priority areas.

The anticipated impact of implementing the actions identified below includes:

1. A less hierarchical approach to coordination with greater focus on routine day-to-day coordination between mid-level officials, with EAs and senior officials focused on resolving strategic issues and providing the necessary oversight to ensure that routine day-to-day coordination takes place.

Date: 2014-08-11

2. A greater focus on resolving specific coordination problems with the Presidency and Offices of the Premiers helping to mediate resolutions to specific coordination problems where necessary.

Sub-Outcome 7: Improved inter-departmental coordination and institutionalisation of long-term planning				
Actions	**Minister**	**Indicator**	**Baseline**	**Target**
1. <u>Strengthen the technical support provided by the Presidency to Cluster secretariats</u> Clusters are intended to provide a forum for focused yet strategic discussion on areas where interdepartmental coordination is required, as well as to scrutinise and strengthen the work of departments. To enable clusters to fulfil this role effectively, it is important that documents brought to clusters are of an appropriate quality. It is also important that attention is given to identifying strategic cross-cutting issues that need to be discussed by the respective clusters. The Presidency will provide technical support to cluster secretariats in fulfilling this role.	PME (The Presidency and DPME)	System to provide technical support to clusters developed and implemented		Commence in 2014/15 onwards
2. Develop a national spatial planning framework (to guide sectoral spatial frameworks such as the rural spatial development framework and the urban spatial development framework)	PME	National spatial planning framework developed and approved by Cabinet		Spatial planning framework developed and approved by Cabinet by March 2016

Date: 2014-08-11

<u>Sub-Outcome 8: Improved mechanisms to promote ethical behaviour in the public service (see Outcome 3 for related actions on fighting corruption)</u>

Corruption impedes service delivery, compromises development and undermines public confidence in the state. To strengthen the fight against corruption it will be necessary to focus on limiting the scope for conflicts of interest. This includes steps to prevent public servants doing business with the state. As set out in the election manifesto, steps will also be taken to prevent public representatives doing business with the state, which will involve amendments to the relevant codes or legislation. It is also important to recognise that corruption is partly a symptom of a wider problem relating to weak management and operations systems. This means that progress in the other priorities covered under Outcome 12 will play an important role in reducing corruption.

It is also important that departments are able to draw on specialist technical capacity in order to investigate issues relating to ethics, integrity and discipline. The establishment of a Technical Assistance Unit in DPSA will contribute towards the development of this capacity and provide an important source of support to other departments.

The anticipated result of implementing the actions identified below includes:

1. Effective management of conflicts of interest.
2. Improved confidence in the integrity of the public service.

Sub-Outcome 8: Improved mechanisms to promote ethical behaviour in the public service (see Outcome 3 for related actions on fighting corruption)				
Actions	**Minister**	**Indicator**	**Baseline**	**Target**
1. <u>Strengthen implementation of Financial Disclosure Framework</u> The Financial Disclosure Framework requires senior managers to disclose their financial interests. Policy and processes should be strengthened to ensure that financial disclosures and declarations of interest are made and analysed. Declarations of interest should be	PSA	Revised regulations on financial disclosures by SMS and other categories of employees		By 2014/15
		Implementation of electronic submission of financial disclosure		Commence by 2015/16

Date: 2014-08-11

Sub-Outcome 8: Improved mechanisms to promote ethical behaviour in the public service (see Outcome 3 for related actions on fighting corruption)

Actions	Minister	Indicator	Baseline	Target
suitably linked to procurement processes. While the Public Service Commission (PSC) scrutinises the declarations of interest of senior managers, individual departments have to be able to analyse and take account of cases where there is a possible or actual conflict of interest.		forms		
		Proportion of departments achieving 100% submission of SMS members' financial disclosure forms by the EAs to the PSC by 31 May each year		80 percent (2018/19)
	PSA	Proportion of departments that provide satisfactory responses to the PSC on how they have handled false or incomplete disclosures and how they have handled potential or actual conflicts of interest, as reflected in PSC reports to Parliament and provincial legislatures		80 percent (2018/19)

Date: 2014-08-11

Sub-Outcome 8: Improved mechanisms to promote ethical behaviour in the public service (see Outcome 3 for related actions on fighting corruption)

Actions	Minister	Indicator	Baseline	Target
2. <u>Prohibit public servants from doing business with the state</u> A large number of government employees have been competing for government contracts. This is despite there being rules in place in the public service code of conduct to prevent officials from engaging in transactions that may result in improper personal gain or are in conflict with the execution of their official duties. Public servants will be prohibited from directly doing business with the state.	PSA	Revised determination on other remunerative work to prohibit public servants from doing business with the state		By 2014/15
3. <u>Strengthen protection of whistle-blowers</u> Protection for whistle-blowers creates a culture of exposing wrongdoing. While the Protected Disclosures Act (2000) provides significant protection, consideration needs to be given to expanding the scope of whistle-blower protection and strengthening measures to ensure the security of whistle-blowers. Attention also needs to be given to improving the implementation of existing provisions in individual departments, especially regarding the development and effective implementation of policies on whistle-blowing.	Justice and Correctional Services	Protected Disclosures Act amended		By 2014/15
		% of departments improving on MPAT scores by developing policies on whistle-blowing		90% have a policy in place by 2018/19

Date: 2014-08-11

6.   Impact indicators of the state of the public service

The actions set out under the eight sub-outcomes above have been identified as the core steps to improve the professionalism and performance of the public service over the next five years. The indicators below are intended to tell us more generally about our progress in building an efficient, effective and development-oriented public service that fulfils its role within a capable and developmental state. The indicators will be monitored to assess the result of the work of the G&A Cluster to increase the efficiency, effectiveness and capability of national and provincial government and to inform on-going improvements and revision to our plans when necessary.

No	Impact Indicator	Minister/ Institution responsible for reporting on the indicator	Baseline	2019 target	Year 1 Target
1	% of national and provincial departments that achieve at least level 3 within 50% of the Management Performance Assessment Tool (MPAT) standards for each cycle	PME	38% in 2013	70%	70%
2	Funded vacancy rate (average % of posts on PERSAL which are vacant over a quarter, for all national and provincial departments)	PSA	9% in 4th Quarter 2012/13 (March 2013)	Less than 10%	Less than 10%
3	Average number of days taken to resolve disciplinary cases (all national and provincial departments)	PSA	143 days in December 2013	90 days	90 days (At least every six months)
4	Number of qualified, adverse and disclaimer annual audit reports on national and provincial government departments	Finance	32 in 2012/13 (6 national departments and 26 provincial departments)	15 or below	15 or below

Date: 2014-08-11

No	Impact Indicator	Minister/ Institution responsible for reporting on the indicator	Baseline	2019 target	Year 1 Target
5	% of legitimate invoices from suppliers reported as not paid within 30 days in monthly reports from departments to Treasury	Finance	76 547 in September 2012	Not yet calculated as a percentage	Not yet calculated as a percentage
6	% of cases from the National Anti-Corruption Hotline closed by departments	PSC	40% in 2013/14	75%	75% (Quarterly)
7	% of respondents who log queries at the Presidential Hotline rate the satisfaction of response to good or fair	PME	Average repose of respondents sampled is 70% in 2013/14	Response rate of all departments sampled is at least 70%	Response rate of all departments sampled is at least 70%
8	Retention of HoDs measured by the average number of years spent in a post	PSA	As at 30 September 2011, an HoD spent an average of 2.6 years in a post	At least 4 years	At least 4 years (Annually)

Date: 2014-08-11