

TECHNICAL ASSISTANCE

A VEHICLE FOR IMPROVING GOVERNMENT'S PERFORMANCE

CASE STUDIES OF THE NATIONAL TREASURY'S TECHNICAL ASSISTANCE UNIT



Technical Assistance Unit
A Chief Directorate within the National Treasury
Republic of South Africa

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Please note that the names of government departments used in this publication are reflected as they were at the time of TAU's engagement with them. Subsequently, the names of some departments have been changed.

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ACRONYMS USED IN THIS PUBLICATION

ANC	African National Congress
BA	Business Administration
BMIS	Business Management Information System
CBTAF	Capacity Building Technical Assistance Facility
CCTV	Closed Circuit Television
CD	Chief Director
CEO	Chief Executive Officer
CIDA	Canadian International Development Agency
CLRP	Community Libraries Recapitalisation Project
CIDB	Construction Industry Development Board
CoPs	Communities of Practice
CSIR	Council for Scientific and Industrial Research
DBSA	Development Bank of Southern Africa
DCS	Department of Correctional Services
DEAT	Department of Environmental Affairs and Tourism
DNA	Deoxyribonucleic Acid
DoE	Department of Education
DoH	Department of Health
DoJCD	Department of Justice and Constitutional Development
DoL	Department of Labour
DPLG	Department of Provincial and Local Government
DPW	Department of Public Works
DPSA	Department of Public Service and Administration
DSD	Department of Social Development
DST	Department of Science and Technology
DTI	Department of Trade and Industry
EC	European Commission
EIE	Economic, Investment and Employment [Cluster]
EU	European Union
FIC	Financial Intelligence Centre
FICCITS	Financial Intelligence Centre's Communication Information and Technology System
FMIP	Financial Management Improvement Programme
GA	Governance and Administration [Cluster]
GCIS	Government Communication and Information System
GSPS	Genetic Sample Processing System
ICM	Integrated Coastal Management

IT	Information Technology
JCPS	Justice, Crime Prevention and Security [Cluster]
JOSHCO	Johannesburg Social Housing Company
LED	Local Economic Development
KM	Knowledge Management
MER	Monitoring Evaluation and Reporting
MIDMIP	Municipal Infrastructure Delivery and Management Improvement Programme
MoU	Memorandum of Understanding
MPCC	Multi-Purpose Community Centre
MTEF	Medium-Term Expenditure Framework
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organisation
NSNP	National School Nutrition Programme
OAG	Office of the Accountant-General
ODA	Official Development Assistance
OPS	Operations
PDG	Palmer Development Group
PFMA	Public Finance Management Act
PIMSS	Planning Implementation and Management Support System
PMU	Programme Management Unit
PPP	Public Private Partnership
PPM	Project and Programme Management
PPFA	Preferential Procurement Policy Framework Act
PSNP	Primary School Nutrition Programme
PTA	Principal Technical Advisor
PTAT	Provincial Technical Assistance Teams
RBM	Results-Based Management
RDP	Reconstruction and Development Programme
SABS	South African Bureau of Standards
SADC	Southern African Development Community
SADF	South African Defence Force
SALGA	South African Local Government Association
SAPS	South African Police Service
SASSA	South African Social Security Agency
SEF	Sheltered Employment Factory
SITA	State Information Technology Agency
SS	Social Services [Cluster]
STA	Senior Technical Advisor
TA	Technical Assistant
TAT	Technical Assistance Team [Programme]
TAU	Technical Assistance Unit
TCHC	Toronto Community Housing Company
UK	United Kingdom
USAASA	Universal Service and Access Agency of South Africa

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FOREWORD

Welcome to the world of the TAU. The Case Study Report provides an overview of the wide-range of activities in which the TAU has been involved since its formation in 2001. These activities and initiatives have not only contributed to the capacity of government departments to deliver their projects and programmes, but have also contributed to our own personal growth and maturity as an organisation. With every assignment that we have taken on board, the level of risk exposure has increased and, by consequence, our vigilance and armoury of knowledge and skills had to improve to match the cognitive demands of the assignment at hand. These experiences and initiatives have sharpened our knowledge, skills and abilities to engage in an ever-changing public sector environment of South Africa.

The report presents a success story in which the TAU achieved much in limited time – a story that will continue to achieve successes in the coming years. When TAU was set up in 2001, it had a formidable goal – to improve government's performance through programme and project management. This was indeed an ambitious goal, as it was based on the assumption that by improving the government officials' programme and project management competencies and systems, a performance spike would become evident. Unfortunately, the expected results did not materialise due a combination of inherent complex issues, which often constrain the performance of government departments. It became evident that although programme and project management capacity building is needed, it has to be coupled with other forms of support if the TAU interventions are to be sustained and produce real value.

The case studies presented in this report are a testimony to the diversity of service offerings within the TAU and the future viability of the TAU project. The TAU is driving the public sector performance forward and contributing silently to innovation in the public sector. The report also demonstrates how technical assistance, if correctly evolved and applied, can support the advancement of national development imperatives.

It is for these reasons that the TAU must be strengthened and continued. Those who have gained an inside impression of the TAU, in this report, will know that it really is worth it.

Eileen Meyer

Head: Technical Assistance Unit
National Treasury

EXECUTIVE SUMMARY

The Public Finance Division of the National Treasury is responsible for assessing budget proposals and reviewing service delivery trends in government departments. The Technical Assistance Unit (TAU) is a chief directorate in the Public Finance Division. The unit provides Programme and Project Management (PPM) technical assistance to its client departments to improve the quality of **spend** and their capacity to deliver services to the South African public.

The TAU was established in 2001, and this report profiles a selection of projects and programmes supported by the TAU. Some of the projects in this report have been completed, whilst others were still ongoing at the time of producing this report, which has been indicated in the fact sheets provided at the end of each project portrayed.

This case study report highlights the strategic role of the TAU in the provision of technical assistance to its client departments, profiling the areas in which the TAU has built the capacity of departments to deliver on their mandates. In order to achieve this, the Case Study Report uses the government cluster system as an organising and interpretive framework. Each of the projects are categorised into a particular Cluster, of which an overview has been provided. For each of the selected projects, interviews were conducted, which generated many positive testimonies from clients regarding the services of the TAU. In total, 13 TAU projects are extensively profiled in this report.

In Chapter 1, a brief overview of the TAU is provided. It delves into the historical background of the unit, as well as its mandate in the context of both the Public Finance Division and the National Treasury. The vision, mission and value statement of the TAU are also included in this chapter. Furthermore, The TAU team is intrinsic to the success of the unit. Their short biographies appear in Appendix A, detailing their career histories and areas of specialisation. Chapter 2 looks at the Governance and Administration Cluster of the TAU and explores the assistance the TAU provided to the Thusong Service Centres (previously known as Multi-Purpose Community Centres) and to the team of Integrated Coastal Management. It is evident that the TAU has provided the respective clients, Government Communication and Information System (GCIS) and Department of Environmental Affairs and Tourism (DEAT) with technical assistance and management support to enable them to (re)conceptualise, (re)define, implement and monitor their programmes with better success.

Chapter 3 explores the Social Services Cluster and investigates the TAU's involvement in Library Recapitalisation, the National School Nutrition Programme and Sheltered Employment Factory. In all these projects, there is abundant evidence that the TAU was able to improve the performance of these Programmes with a focus on improving the financial and non-financial

indicators. With regard to the Library Recapitalisation Programme, procurement procedures of the Department(s) were reviewed and streamlined to improve Programme efficiencies and effectiveness with the overall objective of assisting the Department in realising value for money. With regard to the National School Nutrition Programme, the intervention of the TAU assisted the Department in improving expenditure trends, which has resulted in the evolution of a best practice on the function shift/transfer to be used in similar initiatives that the TAU will support in future. With regard to the Sheltered Employment Factory, the value of TAU was in the realm of decision-making support, providing the Department with business plan models or options that would assist them in determining the future of the Programme.

In Chapter 4, under the International Relations, Peace and Security Cluster of the TAU, the partnership between the City of Johannesburg (in South Africa) and Matola (in Mozambique) is discussed. The involvement of the TAU, with support given to Official Development Assistance co-ordinators, also received attention, which continues to make the intervention a success. The Diagnostic Study conducted for the City of Johannesburg, in Matola City, has assisted the former to come to grips with the infrastructural and developmental challenges faced by the City of Matola and, by consequence, to develop an appropriate support package to respond to the needs identified. ODA co-ordinators are important links in the value chain of ODA project conceptualisation, design, planning and implementation. The TAU has built capacity at this important level with a view to ensuring that ODA support is implemented with the requisite intended developmental results in mind. Co-ordinators were exposed to the theories, concepts and practical application of the Results-Based Management paradigm in their actual projects.

The Economic, Investment and Employment Cluster of the TAU is given prominence in Chapter 5, where the TAU's involvement with the Johannesburg Social Housing (JOSHCO) Company is brought to the fore. The next part of the chapter looks at how the TAU assisted with the creation of the Infrastructure Delivery Improvement Programme, as well as the Municipal Infrastructure Delivery and Management Improvement Programme. The two programmes have made a huge contribution to the rollout of government's social and capital infrastructure in the country, particularly at both provincial and local government levels. The programmes provided knowledge resources (in the form of toolkits) to assist government officials with conceptualisation, definition, planning and implementation (including monitoring) within the context of a budget cycle and a gamut of financial and public service legislations and associated regulations.

In Chapter 6, the report looks at the Justice, Crime Prevention and Security Cluster of the TAU

EXECUTIVE SUMMARY

and highlights three projects in which the TAU was involved, namely, the South African Police Service's DNA Laboratory, the Financial Intelligence Centre's Information and Communication Technology System and Correctional Service Support. The support provided to these projects contributed immensely to the successful implementation of the DNA laboratory and FICITS. In addition, the work of the DCS assisted the Department in its appreciation of the value of performance monitoring and in driving the department's performance in its alignment with the pursuit of aggregate (high-order) results or outcomes.

Chapter 7 highlights the work and relevance of the Knowledge Management Directorate within the TAU. The Directorate is at the cutting edge of facilitating knowledge sharing and exchange, methodology development, professional development and sharing of case study reports to capture lessons learnt and best practices.

The final chapter, Chapter 8, presents a Glossary of Terms.

CHAPTER 1: INTRODUCTION

1.1 Overview, Purpose and Mandate of the Technical Assistance Unit

The Technical Assistance Unit (TAU) was established in 2001, when it evolved from being a European Union (EU) Commission donor-funded programme to a Chief Directorate in the Public Finance Division of the National Treasury. Primarily, the TAU was formed in response to a need by government departments for assistance in their programmes and projects. This assistance covers a wide range of services, including, but not limited to, general management and institutional support and programme and project management.

The TAU has been funded by both the EU under the Technical Assistance Team Programme (TAT), and the Canadian International Development Cooperation (CIDA) Capacity-Building Technical Assistance Facility (CBTAF). C\$8.4 million of the CBTAF's total budget of C\$12.9 million is for direct support to the TAU. This is a five-year programme, which started on 1 June 2007 and will expire on 31 May 2012. Part of the TAU's mandate is to improve the management of public finances through the provision of technical assistance and management support to government, which is in line with the mandate of the CBTAF. Not only does it fund the TAU, but it also sponsors technical assistance learning exchanges between the South African government and the Canadian public service. The budget for this exchange is R4 million. For pragmatic reasons, the TAU has organised itself into five government clusters by providing delineated sector specific expertise to government departments across the three spheres, and to ensure that the right competency mix is sourced, deployed and retained for future utilisation.

The Clusters are:

- Governance and Administration;
- Social Sector;
- Justice, Crime Prevention and Security;
- Economic Investment and Employment; and
- International Relations, Peace and Security.

The TAU works closely with the Budget Analysts in the Public Finance Branch of the National Treasury, who are responsible for the analysis of departmental budgets, in order to understand the challenges faced by departments, particularly with regard to efficient spending of public funds.

(A brief overview of each of the Clusters within the TAU will be introduced at the beginning of each chapter.)

CHAPTER 1: INTRODUCTION

Within this framework, the TAU's clients include all three spheres of government, namely, national, provincial and local. In the TAU, each Cluster is headed up by a Principal Technical Advisor (PTA) supported by a Senior Technical Advisor (STA) and a number of Technical Advisors (TAs), who are accountable to the PTA.

The core function of the TAU is to provide technical advisory services to government departments. The TAU is divided into three directorates, namely:

- Technical and Advisory Services;
- Knowledge Management; and
- Business Administration.

The Technical and Advisory Services Directorate's role is at the heart of the TAU and it is here where support is provided to client departments. This support focuses on three main areas:

- Programme and Project Management (PPM) support;
- Capacity-building; and
- Process consulting.

The role of the Knowledge Management Directorate is to promote and share knowledge and lessons learnt to government departments, and it is responsible for developing toolkits and methods to guide TAs in developing their intervention strategies.

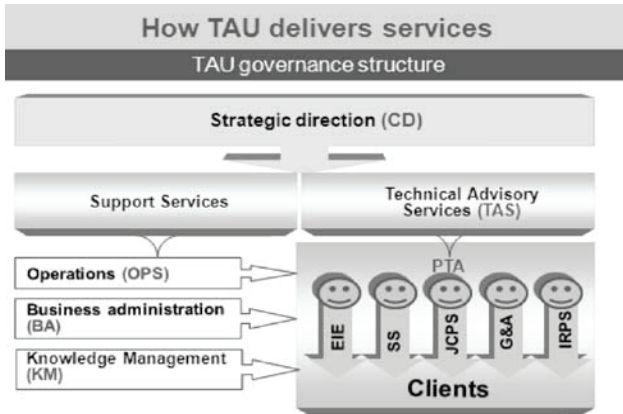
The role of the Business Administration Directorate is to ensure that the TAU's business processes, operations and management decisions are continuously improved.

How these functions interface

The three directorates are required to work in a coherent and an integrated manner, in order to ensure that the TAU fulfils its purpose and mandate. Below, follows a brief reflection on how the TAU delivers its services to clients:

- The Chief Director (CD) provides overall strategic direction of the TAU and manages relations between the TAU and other stakeholders and also mobilises resources to ensure business continuity;
- The Technical and Advisory Services generates, deploys and manages teams in the field to provide support to government departments; and
- The operations, business administration and knowledge management functions provide support services to the Technical and Advisory Teams in order to better engage with client departments and to ensure that the organisation is in a position to balance capabilities and demands at any given point.

The following diagram illustrates how the TAU delivers its services.



1.2 Vision, Mission and Value Statement of the TAU

The TAU's vision

The TAU's vision is to be a creative centre of excellence, enabling change for development in the public sector for improved service delivery.

The TAU's mission

The TAU is a support facility within the National Treasury that provides (project and programme) management and technical assistance to government initiatives, in order to improve the quality of spend in the public sector.

The TAU's value statement

The TAU's personnel act in the best interests of the public; conduct themselves with integrity; and provide government with quality service, best advice and innovative solutions, based on accumulated public sector knowledge.

CHAPTER 1: INTRODUCTION

1.3 Summary of the TAU Team

The Chief Director, Eileen Meyer, is supported by three Directors, each heading a unit. They are:

- Heather Stephens – Head of the Technical Advisory Services Unit (TAS);
- Jeffrey Mabelebele – Head of the Knowledge Management Unit (KM); and
- Markus Rautenbach – Head of the Business Administration Unit (BA).

The Technical Advisory Services Unit, as previously stated, is one of the core units within the TAU, and it is in this section where the technical advisors are located. The technical advisors are, namely; Principal Technical Advisors (PTAs), Senior Technical Advisors (STAs) and Technical Advisors (TAs) who are distinguished by rank in the TAU hierarchy and contract duration, as well as terms and conditions.

There are five PTAs at the TAU, each heading a Cluster as follows:

- Shanil Haricharan: Governance and Administration;
- Gloria Mbokota: Social Sector;
- Michael Acres: Justice, Crime Prevention and Security;
- Jeremy Timm: Economic Investment and Employment; and
- Dhiresk Ramklass: International Relations, Peace and Security.

Each Cluster is further supported by a number of STAs, who possess a diverse mix of skills and competencies. These are Jeets Hargovan, Nathi Hlanti, Bangani Ngeleza, Nomvula Marawa, Matthew Cullinan, Shiela Tyeku, Chris Giffard, Ettiene Cronje and Sean Phillips.

Short biographies of the PTAs and STAs are attached in Appendix A.

CHAPTER 2: GOVERNANCE & ADMINISTRATION CLUSTER

Shanil Haricharan

2.1 Overview of the Governance and Administration Cluster

The Governance and Administration Cluster focuses on improving the quality of life of people in South Africa. The Cluster's priorities are:

- Good Governance (focusing on anti-corruption, gender and disability programmes, Batho Pele [putting people first] and public participation);
- Capacity of the State (focusing on building the capacity of the state to deliver on its promises such as the 5-year Local Government Strategic Agenda, as well as conducting skills assessments and capacity development programmes);
- Macro-organisation of the State (focusing on creating a single public service, having an integrated service delivery model and creating e-Government Service Delivery Projects); and
- Transversal Systems (focusing on the integration of planning within government and implementing a government-wide monitoring and evaluation system).

The Cluster includes departments such as The Presidency, the National Treasury, Public Service and Administration, Provincial and Local Government and others, such as Home Affairs.

The cluster's role is to promote and enforce good governance; to continue to assess and respond to capacity development needs; and to drive initiatives to organise the state at a macro-level. This is to ensure that the TAU is able to perform its mandate, thereby contributing to the improvement of effectiveness and efficiency of government.

TAU Project Statistics in the Governance and Administration Cluster

- Closed projects in the last two financial years: 26
- Current projects to date: 10
- Total number in the last two financial years: 36

Two projects from this Cluster have been detailed in 2.2 and 2.3.

CHAPTER 2: GOVERNANCE & ADMINISTRATION CLUSTER

2.2 Thusong Service Centres, Government Access To All: Business Planning Support

Background

The Thusong Service Centres Programme, formerly known as the Multi-purpose Community Centres (MPCCs), was introduced by the Cabinet in 1999, in order to extend the government's services and information to the rural and under serviced communities. GClS was the overall national programme co-ordinator. The aim of the centres is not only to provide these government services, but also to act as space where the community can utilise other communication tools, such as the internet and telephone services. NGOs and government parastatals have also been introduced at numerous centres around the country. The centres are occupied by various government departments, such as Home Affairs, Social Development, Environmental Affairs, Labour and Agriculture. These services vary according to each Thusong Service Centre, because of the challenges relating to co-ordinating the spheres of government in aligning themselves to the centres, as well as the provision and allocation of staff from the departments to the centres.

According to Nebo Legoabe, Deputy Chief Executive Officer, Provincial and Local Liaison of GClS:

"Through the Thusong Service Centres, we have brought the local, provincial and national spheres of government, NGOs and parastatals closer to the people, making a difference to their lives. It's in our interest and in the interest of our people."

This citation underscores the importance of these Centres in the value chain of delivery of services to the citizens. The Centres bring various service delivery departments under one roof to provide integrated services to citizens, thereby enabling them to access opportunities and to becoming active citizens, thus improving their lives for the better.

The major achievement of the programme is that, at the time of writing, there were more than 135 Thusong Service Centres throughout the country, bringing more than 1,300 services to people who previously had never received those services in their own languages, within their own localities.

Discussion

An excellent example of the Thusong Service Centre model is located north of Durban, in the village of Mbazwana. Eight government departments, a Master of Courts office, as well as a tele-centre with Internet and telephone facilities, are located there. The centre is also going to provide space for various NGOs, as well as a post office, for easier accessibility for the people.

Says Mduduzi Too-Good Mchunu, Municipal Manager, Umkhanyakude District Municipality:

"People used to travel for about an hour to the nearest town for government services, but now it is more accessible, especially to people living with disabilities. This centre is a one-stop shop for so many different services and is a vital asset to the community, providing governmental assistance and social well-being for all. Other municipalities are welcome to come and learn from our Thusong Service Centre and bear witness to how well it is run."

The TAU provided support to the Thusong Service Centres Programme in the following areas:

- National Business Plan development;
- Finalisation of Provincial Business Plans within the framework of the National Strategy for the 2006-2014 business plans;
- Development of a Business Plan for a pilot Thusong Service Centre in an urban mall, and
- Development of a monitoring and evaluation system for the Thusong Service Centre Programme.

This support was provided in three key phases:

- **Phase 1** : A situational analysis of the existing and identified Thusong Service Centres was conducted.
- **Phase 2** : The preparation of a National Framework/Business Plan for the rollout of the second generation of Thusong Service Centres was initiated with the aim of providing a guideline document to the Thusong Service Centre stakeholders.
- **Phase 3**: The compilation of Provincial Business Plans in line with the National Framework.

Contributing to the success of the rollout of the second-generation centres, that is, those planned and built after 2006, was the adoption of the Thusong Service Centre Business Plan 2006-2014. This Business Plan emerged from the technical assistance and management support provided by the TAU at the National Treasury, to the GCIS, which was established in October 2005. The GCIS requested that an analysis of the functioning of the first generation Thusong Service Centres (1999-2005), during which 65 centres were established, be conducted. The analysis was also conducted to provide assistance with managing the rollout of the second generation Thusong Service Centres.

CHAPTER 2: GOVERNANCE & ADMINISTRATION CLUSTER

The TAU also provided support to the planning process in order to prepare the nine Provincial Business Plans for the centres. These business plans now enable the GCIS to engage government departments with authority in order to bring them on board with the programmes. They aim to ensure that the momentum and continuity of the rollout of the centres is maintained, based on a sound approach. The plans focus on the nature of the rollout to 2014, outlining various elements of the programme, including infrastructure and government services.

The clarity of roles in the business plans has also improved communication between stakeholders, such as the Thusong Service Centre managers—provincial, as well as local government.

TAU Achievements

Nebo Legoabe, Deputy Chief Executive Officer, Provincial and Local Liaison, GCIS, remarks:

"The situational analysis provided an excellent footing for the preparation of the National Business Plan, as it gave the TAU an insight into the programme and its challenges. The TAU was then willing to assist with the Provincial Business Plans, which was a wonderful help. The greatest thing to emerge from the process was not only proper alignment between the Provincial and National Business Plans, but also better integration between the provinces. The business plans are very comprehensive documents and gave the GCIS the confidence and authority with which to engage [and mobilise] stakeholders. This process also facilitated buy-in from member departments."

Impressed with the support and assistance provided by the TAU, Ms Legoabe added:

"The role of the TAU is that of an enabler and in the process they are able to build confidence in the client. With this new-found confidence, one is then able to proceed with the project armed with courage."

Fact Sheet

- Projects time frame: Sept 2005 to July 2009
- Location: Pretoria and the nine provinces
- Sectoral focus: Access Strategy, Batho Pele
- Client departments: GCIS, Universal Service and Access Agency of South Africa, Department of Social Development (DSD), South African Social Security Agency (SASSA), Department of Provincial and Local Government (DPLG), South African Local Government Association (SALGA), Home Affairs, Department of Trade and Industry.

2.3 Integrated Coastal Management: Leadership and Management Development

Background

The Integrated Coastal Management (ICM) Chief Directorate, within the branch of Marine and Coastal Management, of the Department of Environmental Affairs and Tourism (DEAT), was established in 2006. It comprises five sub-directorates, tasked with the following:

- Coastal planning and monitoring, which includes off-road vehicle control;
- Estuarine and Marine Protected Areas Management;
- Marine Aquaculture;
- Coastal and Marine Pollution Management; and
- Regulation of non-consumptive activities, such as boat-based whale watching and white shark cage diving.

In 2006, the former Chief Director of the ICM, Dr. Naomi Mdzeke, identified critical skills shortages within the newly created Chief Directorate. As part of her commitment to capacity building, she contacted the TAU in order to address these gaps and the TAU initiated support in August 2006.

Discussion

Initially, support was only provided to Dr Mdzeke in the form of leadership coaching sessions, focusing on the development of self-awareness and leadership skills. However, after the initial coaching sessions (pre-diagnostic), it was realised that the ICM team would also benefit from capacity-building support, thus support was extended to the whole ICM management team, and to each sub-directorate, where relevant.

In providing this support, the TAU provided a Gestalt-inspired approach. The theory of Gestalt acknowledges the person as a whole, including physical, psychological, intellectual, emotional, interpersonal and spiritual experiences. This approach also includes the relationship between the individual and the collective, which enables the TA to create meaningful conceptual frameworks that will support the intervention. The Gestalt approach helps to identify underlying problems and helps the client to resolve and then move beyond them.

CHAPTER 2: GOVERNANCE & ADMINISTRATION CLUSTER

As Edwin Nevis, Founder and President of the Gestalt International Study Centre once said:

"Organisations are not constructed of bricks and mortar (or circuit boards and routers). Rather, organisations are socially constructed of interactions between and among individuals. It's the people!"

The TAU's support to the ICM team therefore took the form of the Gestalt approach. Key learnings that emerged from using the Gestalt approach were to work at the pace of the client and to build on small successes achieved. The TAs worked closely with individuals in their environments in order to identify and address underlying problems.

The TAU support took the form of leadership development and capacity building for programme management. Leadership development focused on relational skills, including emotional intelligence and relationship management. Project and programme management capacity building included the development of technical skills (programme design, strategic planning and implementation), focusing on results-based management (RBM).

The ICM team is highly passionate, dedicated and motivated towards contributing to conserving the environment and addressing coastal sustainability issues. The team comprises a mix of highly experienced scientists with limited programme and management experience, as well as some young and less experienced managers.

TAU Achievements

Belemani Semoli, Deputy Director for Marine Aquaculture, received leadership coaching from the TAU. Semoli commented:

"The more one works on personal growth and development, the more one realises that it is a continuous cycle of learning. I would like to see the TAU intervention continue beyond this point, as the ICM team is rapidly growing. All employees of the ICM should benefit from an intervention like this."

The support from the TAU team heightened the ICM team's awareness of leadership and people management as a competency and as a necessary development area for the success of the whole team. On a personal level, the team members enhanced their leadership competencies and are now more cognisant of the stress they experience because of demands placed upon them from the external environment. Managers often have to deal with workplace crisis,

emergency management and fire-fighting, which impacts negatively upon their stress levels, motivation and morale. However, it was noted that support from the TAU clearly helped the managers in their ability to cope and work more effectively within their environments, without much change from the environment itself.

Emphasising the value-add of the TAU support, Dr. Mdzeke adds:

"I realised I was facing some challenges within the new department and approached the TAU for assistance. What I found to be very valuable was the two-pronged assistance that I received at a strategic level and at an operational level. The TAU, through Shanil Haricharan, truly pushed me beyond what I thought was my limit. He followed an approach that he called, 'Leadership from within', which encouraged me to recognise my shortcomings and my strengths. I am a better leader because of this intervention. It also brought the ICM team closer together on more levels than we could have imagined, where we became more aware of one another's strengths and weaknesses. We are now a more cohesive team, with new-found respect for one another."

There is now a greater sense of a 'team', where the team members have experienced a boost in self-confidence and have become aware of their capabilities. Team motivation has increased because of better leadership through acknowledging and appreciating people.

The TAU's support, on a technical support level, has also improved the focus, direction, productivity and understanding of the resources available to them.

Fact Sheet

- Project time frame: September 2005 to March 2008
- Location: Cape Town
- Sectorial focus: Integrated Coastal Management, Aquaculture, Pollution, Marine protected Areas
- Client Department: DEAT, Chief Directorate ICM

CHAPTER 3: SOCIAL SERVICES CLUSTER

Gloria Mbokota

3.1 Overview of the Social Services Cluster

The Social Services Cluster comprises six government departments, namely, the Department of Arts and Culture, Department of Education, Department of Health, Department of Social Development, Department of Sports and Recreation and the Department of Labour. The Social Services Cluster priorities are as follows:

- Comprehensive social security;
- Promotion of national identity and social cohesion;
- Comprehensive health care;
- Broadening access and improving the quality of education;
- Comprehensive anti-poverty interventions;
- Housing and human settlement;
- Food security and nutrition;
- Youth development interventions; and
- Second economy interventions.

TAU Project Statistics in the Social Services Cluster

- Closed projects in the last two financial years: 17
- Current projects to date: 11
- Total number of projects in the last two financial years: 28

From this Cluster, three projects were identified for this report. They have been detailed in 3.2, 3.3 and 3.4.

3.2 Community Libraries Recapitalisation Programme: Business Planning and Systems Improvement

Background

Before the Constitution was promulgated in 1996, the mandate for the provision of libraries at community level was the responsibility of the provincial government and municipalities. After 1996, the mandate changed, so that the provincial department had sole responsibility for the

libraries. This change made it difficult for the municipalities to continue funding the libraries at community level, as the responsibility for them had been shifted. Municipalities around the country scaled down their funding for libraries in their areas, with the expectation that it would be provided for from provincial level. Unfortunately, even though the provinces had the legal mandate to provide the money, they did not have the funds available to make this allocation.

According to Puleng Kekana, Director of Library Policy and Co-ordination for the Department of Arts and Culture:

"This legal problem caused part of the financial problem that the libraries faced. There were no funds available to keep skilled librarians in their jobs, nor were there any funds for new books or other services a library usually provides. The state of libraries was deteriorating and in dire need of recapitalisation."

In response to these challenges, the National Treasury set aside R1 billion from 2007 to 2010 to expand and transform the provision of library services. The funds are managed by the Department of Arts and Culture as a conditional grant to provinces in order to address certain priorities.

The conditional grant has the following objectives:

- Improved co-ordination and collaboration between national, provincial and local government;
- Transformed and equitable library and information services delivered to all rural and urban communities;
- Improved library infrastructure and services that reflect the specific needs of communities it serves;
- Improved staff capacity at urban and rural libraries to appropriately respond to community knowledge and information needs;
- Improved culture of reading; and
- Effective and efficient management and co-ordination of the grant at a national level.

Discussion

In order to meet the objectives of the conditional grant, the Department of Arts and Culture approached the TAU at the beginning of 2007, for assistance in setting up a project management unit at its national offices for the Community Library Recapitalisation Programme. The National Co-ordinating Office of the programme realised that there were a number of provinces that were spending less than 20% of their allocated budget for the libraries. The TAU then suggested a diagnostic study, which was conducted at the beginning of 2008 in

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the Eastern Cape, Northern Cape, Limpopo and the North West provinces to examine why the spending was so low. It was found that issues of supply-chain management, procurement, understaffing and general project management capacity were key constraints.

After the diagnostic study was concluded, the provinces of the Eastern Cape and Limpopo made a direct request to the TAU for further assistance, to ensure the effective rollout of the Community Library Recapitalisation Programme.

TAU Achievements

The TAU provided support as follows:

- Building project management capacity, through a coaching and mentoring programme to support project managers in the two provinces;
- Revamping and assisting the provinces with supply chain management and procurement processes, where detailed workflows were developed in line with the National Treasury's guidelines;
- Assisting the support staff by providing training on the use of project management tools and templates;
- Co-ordinating the installation of data lines for networking the libraries and improving the IT infrastructure;
- Advising on effective means for procuring books for libraries;
- Supporting the auditing of IT infrastructure and for regularly updating and maintaining it; and
- Supporting the process of recruiting librarians and assistant librarians.

According to Nomzamo Mabandla, Manager of Libraries and Information Services of the Eastern Cape at the Department of Sport, Recreation, Arts and Culture:

"The TAU has helped us in terms of unblocking the blockages that present themselves in government procurement procedures and assisted with coming up with specifications for the materials we needed such as computers and books. Because of the intervention, even the way we conduct our business has changed. We are now able to make sense of financial reports and account for everything down to the very last rand and cent. The TAU has transferred a range of new skills to our employees and for this we are grateful. In the first year of the conditional grant, we were only at 46% of our annual spend, but that has increased and at present, we are at 84.4%, which has almost doubled. We can attribute this improvement to co-operation and patience that the TAU showed to us and the department as a whole."

One of the community libraries that has benefited directly from the conditional grant is Washington Bongco Public Library in Fort Beaufort, in the Eastern Cape. The library has undergone renovations and has been provided with a computer centre and new books. It is one of the oldest libraries in the area that has been revamped and, according to the librarian, more people are using its services.

Busisiwe Yonana, librarian at the Washington Bongco Public Library says:

“Children come here after school to read, study and to make use of computer facilities. The library provides a quiet space for them to focus on their work. Before we had a computer centre, the children had to travel far by taxi to the nearest town to find a place to access the internet. Now, they can just walk to this library and use the services provided. Because of the new re-sources we now have, we are also encouraging adults to come to the library. We have recently put an adult literacy programme in place, where we provide lessons three times a week. It is important that the community use and value the library as their own—and this is happening here.”

Other successes can also be attributed to the conditional grant. There are now signed agreements between national, provincial and local government on the planning, maintenance and management of community libraries. New books and an improved ICT infrastructure, the introduction of services for the visually impaired, as well as new furniture and other office equipment has been purchased. Additional community library staff have been appointed and literacy programmes implemented. In the Eastern Cape Province, 79 libraries have been cabled, 16 are now connected to the internet, 14 have Closed Circuit Television (CCTV) installed, books have been distributed to all 125 libraries, 40 libraries have been renovated and 28 new librarians have been employed at community libraries.

Puleng Kekana, Director of Library Policy and Co-ordination for the Department of Arts and Culture, attributes these successes to the TAU:

“It would have been very difficult for the department and provinces to achieve what has been accomplished without the support of the TAU. When we started the project, we understood broadly what we wanted to achieve, but the TAU broke down this complex project into key strategic outcomes and deliverables. This helped immensely in terms of planning around those key deliverables. We are happy that they came on board at a time when we really needed the assistance.”

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Fact Sheet

- Project time frame: 2007 to 2010
- Location: Pretoria, King Williams Town, Polokwane
- Sectorial focus: Arts and Culture
- Client Department: Department of Arts and Culture, Cape Departments of Sport, Recreation, Arts and Culture, Department of Sport, Arts and Culture
- Stakeholders: State Information Technology Agency (SITA), National Department of Arts and Culture, Eastern Cape and Limpopo Provincial Departments of Sport, Recreation, Arts and Culture, National Library of South Africa, Municipalities.

3.3 National School Nutrition Programme: Function Shift and Business Planning Support

Background

The Primary School Nutrition Programme (PSNP) was initiated in 1994, with the mandate of providing food for 156 days per year to 5 million primary school learners at over 15,000 targeted schools, serving the poorest children in all of South Africa's nine provinces. The programme formed part of the Reconstruction and Development Programme (RDP), which was announced by President Nelson Mandela when he took office in 1994. This programme was aimed at bettering the lives of the community through developmental and socio-economic priorities. To date, the programme, now called the National School Nutrition Programme (NSNP), feeds over 6 million learners, from both primary and secondary schools on all school days. For 2008/09, the grant for the programme stood at R1.9 billion; R2 billion has been set aside for 2009/10.

The programme is essential to the general well-being of the children and has been shown to improve school attendance and punctuality where it is in place. Moses Mbuyane, Headmaster of Mpopoli Primary School, in Nkohlakalo, Mpumalanga, says:

"It is almost impossible to teach children anything on an empty stomach. Since we implemented the programme, the children have more energy, both physically and mentally. For parents who cannot afford to make their children lunch for school, this programme is a God-send. Not only has their level of concentration improved, but also their overall health, as a result of having a basic need satisfied."

Solly Maluleke, Assistant Director for Sustainable Food Production of the NSNP, commented:

"The programme is aimed at eradicating hunger as a barrier to learning in the schools. Many children suffer the side effects of malnutrition, such as poor vision. Through the NSNP, these kinds of issues, as well as nutritional deficiencies are addressed."

The programme provides a healthy, well-balanced meal to the children, in line with the menu options as set out by the Department of Health (DoH). The learners should be fed before 10am on designated days. One of the limitations of the programme is that it serves meals on school days only and not on weekends or during the school holidays.

Discussion

In 2002, resulting from a cabinet decision, the PSNP was transferred from the DoH to the Department of Education (DoE). The DoE was given the responsibility to continue with the operations and implementation of the programme, while the DoH held the responsibility of monitoring the nutritional standards of the programme. This process entailed shifting the function from DoH to DoE. The function shift process involved shifting personnel, assets and funds from one department to the other. According to the cabinet memo, the shift was expected to be complete and fully functional within the DoE by 1 April 2004.

The National Treasury's Directorate: Social Services within the Public Finance Division, requested that the TAU support this process, especially the DoE, in order to prepare for a full implementation of the programme within the department. The TAU team supported this process in the following three ways:

- The TAU supported the DoE and DoH in the shifting of the function. The focus was on working with the Department of Public Service and Administration (DPSA) and the National Treasury
- Budget Office. DPSA was expected to shift the personnel from the DoH to DoE, whilst the
- National Treasury was expected to shift the fund allocation from the DoH's budget to the DoE's budget. The funds were provided through a funding instrument, namely, a conditional grant.
- The TAU supported the DoE to meet the conditions set by the funding instrument, namely, the conditional grants. The focus was on supporting provinces to develop business plans for the programme, in order to guide the implementation, monitoring and reporting on the programme progress across all nine provinces. Each province was expected to present a business plan for the programme, which is one of the programme's funding conditions.

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At the time, the conditional grant stood at the value of R838 million for the 2004/05 financial year.

- The TAU provided direct support to the DoE Programme Management Unit (PMU) to understand better the complexity and requirements of the Programme and in planning the implementation. The TAU supported the DoE in obtaining approval from all the structures within the DoE, and in taking on a programme of this nature, scale and importance. The PMU decided not to change the programme's activities, but, instead, to maintain it as it is for the first year of implementation within the DoE. In the second year, the PMU will begin a process of improving the programme by ensuring that it meets the needs of the DoE, as opposed to those of the DoH. This team also guided and monitored the team supporting the provinces with the business plans.

Three years later, in 2007, the TAU provided support throughout all the nine provinces, again assisting with the formulation of business plans for securing an allocation to the conditional grant, based on new templates developed as part of the TAU's RBM model. The aim was to provide assistance with the rollout of the template in all provinces, in the hope that they would need minimal support in subsequent years. Neo Rakwena, Programme Director of the NSNP, stated:

"We had very limited time to create these new business plans, but with the help of the TAU, the process went very smoothly. The new template focused on standardising the process of making business plans at the provincial level. The TAU also assisted with speeding up the process, which in the long run, proved helpful—and for this we are grateful."

The NSNP continues at the same level as when it was managed by the Department of Health, without experiencing any major incident, whilst complying with all the legal and procedural requirements. A major success to emerge from the intervention is the development of a *Function Shift Handbook* and a process map that will help government to work through any function shift that may take place in future.

TAU achievements

This programme provided the TAU with an insight of how to shift a function from one department to the other. Based on the knowledge documented during this process and other similar processes, a *Function Shift Handbook* has been developed to support the TAU TAs when requested to shift a function.

The challenges faced by the departments in developing business plans, led to the Inter-governmental Relations Provincial Budget Unit requesting the TAU to develop a project management system

that would enable the monitoring of the conditional grant-funded programmes and projects, at national and provincial department level, as well as in the National Treasury.

The TAU has, to date, developed a *Conditional Grant Project Management System* that enables the departments to plan, implement, monitor and report on their conditional grant funded programme and project activities. This system is now used by all departments that implement conditional grant-funded programmes, specifically at national and provincial levels.

Project Fact Sheet

- Project time frame: August 2003 to March 2004 and, September 2007 to March 2008
- Location: nine provinces
- Sectorial focus: Health and Education, primary and secondary schools
- Client Department: DoH
- Partners: DoH
- Stakeholders: School Children in Primary and secondary school

3.4 Sheltered Employment Factories: Business Planning Support

Background

The Sheltered Employment Factories (SEFs) were established in 1943 in South Africa by the then Department of Manpower, in conjunction with charitable organisations, to provide employment for people living with disabilities. Since then, the operations of the SEFs have remained unchanged, as they still provide employment for people with disabilities, or those with afflictions that prevent them from holding down a job in the open labour market. In South Africa, there are approximately 2.3 million people with disabilities. Of these 2.3 million, 10%-15% require an environment such as that provided by the SEFs.

Dinah Bodiba is one such person with disabilities, employed by the SEF in Pretoria. When asked about her experience at the factory, she responded:

"I have been working for the SEF since 1987 in different roles. Currently, I am working in the textile division as a seamstress and have learnt many new things about sewing. I love working alongside other people with disabilities, because it is such a caring environment. We are treated very well by the employers, and if I have any problems at home, I can talk to them about it. I know they will be supportive and understanding, which I think is rare in a work environment."

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Discussion

Approximately 1,100 people living with disabilities are employed by the SEFs. The SEFs are also supported by 120 people in administration, management and technical staff. There are twelve SEFs throughout South Africa, operating in seven of the nine provinces, with only Mpumalanga and Limpopo without a facility. Factories are located in Bloemfontein, Cape Town, Durban, East London, Johannesburg, Kimberley, Pietermaritzburg, Port Elizabeth, Potchefstroom and Pretoria. The twelve factories specialise in furniture, textiles, metalwork, leatherwork, canvas work, book binding and screen printing. Not all the factories are able to engage in producing all these products. In total, from these different product lines, approximately 3,000 different items can be manufactured. For the third consecutive year, the SEFs have been rated at 100% by the South African Bureau of Standards (SABS) in terms of their product manufacture meeting SABS specifications.

According to Len Larson, Acting Chief Executive Officer (CEO) of the SEF/Service Products for the Department of Labour (DoL):

"We are proud to be a 100% South African organisation, using only 100% South African approved raw materials, contributing 100% to the South African economy and focusing 100% on empowering the disabled sector of our country. We have the passion and the capability and we want to show the world just what people with disabilities can accomplish."

The DoL inherited the SEFs from the previous government, which were initially set up by the state to provide work for people living with disabilities and to provide its products to government institutions such as schools, hospitals and other institutions. Before 1996, the SEFs functioned reasonably well, receiving the bulk of their work from these government entities, an instruction that obligated them to seek goods from the SEFs before going to the open market.

In 1999, however, the SEFs saw a decline in their income when their preferential procurement status was withdrawn and the factories were required to compete in the open market. They also now had to work within the revised tendering processes, which emerged from the Public Finance Management Act (PFMA) and the Preferential Procurement Policy Framework Act (PPPPA). Because of this, requests for the SEF's goods decreased considerably, resulting in a steady decline of the factories, as now the SEFs had to compete with private entities in the sector. The factories have thus been underutilised and are running below their capacity. Their current annual turnover is at approximately R60 million, with the installed capacity to more than double this figure. This

trend can also be noted in the SEF employment figures, where from a previous average of 3,000 people living with disabilities, it has decreased to the current average of 1,000.

Three years ago, the DoL embarked on a turnaround strategy, in order to reverse this trend into a more positive situation for the factories. The strategy was aimed at converting the SEFs into serving the government's national agenda of including people with disabilities in growing the economy. The aim was also to provide the SEFs with a clear and definitive legal status and to have them operate as efficient entities.

TAU Achievements

The DoL requested that the TAU assist the SEFs with the compilation of a business case with a transformation plan for the SEF model, as well as business plans for each of the factories. To achieve this, a situational analysis of the SEFs was conducted in order to establish exactly what was happening in the factories. The development of the business case included an international review, in order to understand and compare the SEF model with similar models from other countries. This research helped the TAU to understand the broader context in which the factories were run. The South African disability landscape was also explored in order to understand fully the nature of the SEFs. In addition, the TAU developed a 'Quick Wins Report' to support the SEFs and the DoL at management level, for some of their existing short term goals to be realised.

Subsequent to the research and analyses, a set of five scenario options were developed, which are currently being reviewed by the DoL to consider the future of the SEFs.

They are briefly outlined below.

1. Closure

This option entails the closure of the factories by the DoL, with the state withdrawing from directly employing people with disabilities in sheltered employment. Consequently, the DoL would have to consider a number of options for the current employees, such as placing them in protective workshops or assisting them with applying for disability grants. Closure of the factories would shift the role of the state to become a facilitator of employment opportunities to the open market by people living with disabilities.

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2. Status quo with expansion – SEF as employer

This option involves keeping the focus on employing people with disabilities and increasing the number of people employed to between 2,000 and 3,000. The key to this option being successful would be dependent on increasing sales and by negotiating preferential procurement, particularly to schools and hospitals. This option indicates that there will have to be an improvement in the education and training of the workforce, which would increase the numbers of people living with disabilities who can find work in the open market.

3. A transformed SEF

This option aims to develop quality accredited training, education and development for people with disabilities to find employment in the open labour market, which would result in a reduced reliance on state subsidies. This will also be linked to the Department of Education's Special Schools Programmes for children with disabilities, with opportunities for them to be employed by a SEF. In this option, the SEF will develop as a provider of quality training for people with disabilities, and also be a provider of quality employment for people with disabilities. The role of developing its staff and workforce will be an important factor.

4. 'Blue Sky' – SEF as strategic driver for increased labour market absorption

In this option, the SEF will spearhead the government's strategy for improving labour absorption levels. In this role, the SEF will still remain as an employer and develop as a trainer, but these will be secondary to improving the levels of labour absorption of people with disabilities. The SEF will act as the best practice model for the South African government on being a model employer. It will also act as a co-ordinator of policy implementation, where case studies, tools and mechanisms will be developed to demonstrate the feasibility of the absorption of people living with disabilities into the open market. The SEF will also be the training provider and institute, where it will become an accredited training provider of skills in furniture, metal and textile production. In this option, the SEF will become involved in placement and support programmes, where it will attempt to match the supply and demand for workers in the public, private and NGO sectors. Here, the SEF will offer workers to employers on a trial basis with a view to making the position more permanent. Also, in this option, the SEF will act as a consultancy and advisory service to employers wishing to employ people living with disabilities.

5. SEF as a commercial enterprise

In this option, the SEF will become sustainable by its own efforts and will rely on limited funding from the National Treasury. The SEF will not have preferential procurement status and will rely on securing business from an open market. The emphasis will be on winning orders based on the quality of the product and competitive pricing.

In the options paper drawn up by the TAU, each of the options, as described above, has been expanded with positives, negatives, gains, implications and implementation modalities.

Mr Larson says:

"The assistance from the TAU has been fundamental... their assistance with developing the extensive options paper has been of immense help to the SEFs and to the DoL. Now we have a document in place, which will assist in the decision-making process for the DoL as to what the desired direction of the SEFs will be."

Fact Sheet

- Project time frame: 20 May 2008 to 30 September 2009
- Location: Bloemfontein, Cape Town, Durban, East London, Johannesburg, Kimberly, Pietermaritzburg, Port Elizabeth, Potchefstroom and Pretoria.
- Sectorial focus: Labour
- Client Department: DoL

CHAPTER 4: INTERNATIONAL RELATIONS, PEACE & SECURITY

Dhiresb Ramklass

4.1 Overview of the International Relations, Peace and Security Cluster

The International Relations, Peace and Security Cluster in the TAU aims to provide capacity-building for the primary role-players in the Cluster. The Cluster works with the Department of Foreign Affairs, Department of Trade and Industry and other relevant international organisations, such as the New Partnership for Africa's Development, the Organisation for Economic Co-operation and Development, as well as the Southern African Development Community, to name a few. The International Relations, Peace and Security Cluster lists the following priorities:

- Consolidating the African Agenda (focusing on strengthening the African Union and its structures, supporting the implementation of the New Partnership for Africa's Development, the Southern African Development Community, as well as focusing on the contribution of peace, security and stability in Africa);
- Strengthening South-South Co-operation (focusing on strengthening the dialogue between South Africa, India and Brazil, as well as actively engaging with organisations in the southern regions);
- Strengthening the North-South Co-operation (focusing on strengthening relations with the Group of 8 and EU to advance the African agenda and work towards a strong relationship with the Organisation for Economic Co-operation and Development);
- Participating in the Global System of Governance; and
- Strengthening Political and Economic Relations.

TAU Project Statistics in the International Relations, Peace and Security Cluster

- Closed projects in the last two financial years: 2
- Current projects to date: 7
- Total number of projects in the last two financial years: 9

From this Cluster, two projects were identified for this report. They are detailed in 4.2 and 4.3.

4.2 City of Johannesburg – Matola Partnership: Diagnostic Study

Background

Matola is an industrial city, situated west of Maputo in Mozambique, with an estimated population of 660,000 people in 2005. In the early 1970s and 80s, the African National Congress (ANC) established a base camp in Matola. In 1981, the South African Defence Force (SADF) of the former apartheid government, attacked the camp and a number of ANC cadres were killed.

Every year, in memory of these liberation fighters, the ANC sends a representative to thank the people of Matola for their assistance during those years of struggle, with a commemoration service.

During one of those visits, the mayor of Johannesburg, Amos Masondo, saw that the city was in dire need of assistance, and was facing development challenges relating to infrastructure and municipal capacity. The mayor then engaged with the City of Johannesburg to ensure that it assist the City of Matola in order to address the developmental and infrastructural challenges. The City of Johannesburg approached TAU for assistance mainly to conduct a diagnostic study with a view to determining the needs of the City of Matola and to assist the City of Johannesburg with making decisions on the nature, form and content of the support package to be provided.

The TAU intervention is being delivered in three phases, namely:

- Phase 1: Diagnostic study;
- Phase 2: Detailed planning; and
- Phase 3: Implementation.

The final implementation phase is still underway in Matola.

Discussion

The first phase of conducting a detailed diagnostic study of Matola delved into the following areas of research and analysis: infrastructure of the city; the planning capability of the city; economic, social/human development and health; institutional capability and the financial set-up of the city. The diagnostic study also looked at all the role players who were involved in the city, such as the NGOs located in the area.

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When the diagnostic process was concluded at the end of November 2007, the report made recommendations on each of the areas covered in the research. The City of Johannesburg and Matola then engaged in planning sessions on those recommendations and agreed to a prioritisation of projects, selecting three for immediate implementation. These were, firstly, to focus on the economic development of the City of Matola and to develop a plan for economic growth, taking full advantage of the city's proximity to the Maputo Corridor. Secondly, the City of Johannesburg and Matola selected the development of a strategic master plan for the municipality as another important element. Thirdly, the development of Matola's emergency services was also marked as a priority.

Lorraine Wilkinson, director of External Relations at the City of Johannesburg, found the diagnostic study conducted by the TAU particularly helpful. She said:

"We received excellent support from the TAU. The diagnostic truly helped to visualise and understand what was needed in Matola and to outline the challenges that were faced there. This, in turn, helped us to formulate suggestions as to how the City of Johannesburg could intervene and assist the city. Our relationship with the TAU was entirely beneficial to the City of Johannesburg, as well as to the City of Matola."

In this specific support initiative, the TAU played a facilitative and brokering role to ensure that two cities in two different countries are able to collaborate on matters relating to development, for the benefit of their own people.

Following the receipt of the diagnostic by the City of Johannesburg in 2007, the mayor of Matola, Carlos Philipe Thembe, died tragically of malaria in December of that same year. His death, coupled with the recent elections in the country, made concluding the Memorandum of Understanding (MOU) difficult, which further delayed the implementation of the recommendations.

However, the implementation of emergency services in the City of Matola has started to take place. A co-operation agreement was signed between the city of Matola and the City of Johannesburg's Emergency Management Services to this effect.

The City of Johannesburg has the largest budget on the continent and, by implication, has one of the more sophisticated emergency management services in Africa. The Johannesburg Emergency Management Services endeavour to be a leading, world class African emergency management service. Their emergency services cover medical assistance, fire fighting and rescue, disaster management and fire safety. They provide extensive training in emergency management services at their internationally accredited training academy.

According to Dr. Audrey Gule, executive head of the Johannesburg Emergency Management Services:

"The aim of assisting a city like Matola with its emergency services is to bring it on par with international standards of an emergency system. This is our aim with the rest of the African continent, because if there happens to be a major disaster that requires uniform inter-country/state response, we are able to do so."

TAU Achievements

Through the intervention by the City of Johannesburg and the TAU, Matola is now determined to develop its infrastructure as well as its economy. It is therefore essential that adequate safety measures be implemented. Dr. Gule also states:

"Even though the diagnostic revealed challenges that seemed insurmountable, it really helped our team of the Johannesburg Emergency Management Services to know exactly where the gaps were in terms of their emergency services. Never before have we been as clear with our assistance as in this case – and it was because of the diagnostic study conducted by the TAU. It helped us to channel very clearly what we were to do in Matola,"

4.3 Support to ODA Co-ordinators in Departments: Implementation of the RBM Approach

Background

The International Development Co-operation [Unit] (IDC) is located in the National Treasury as a chief directorate. Its main function is to manage donor funds as they enter South Africa and to co-ordinate their disbursement to other departments in order to contribute to the realisation of the national policy outcomes. Presently, substantial amounts of donor funds are being allocated to the various government departments in South Africa, to assist with the rollout of their projects and programmes. Official Development Assistance (ODA) Co-ordinators are put in place in the departments to manage effectively these donor funds in a transparent and effective manner.

South Africa is a signatory to the Paris Declaration on Aid Effectiveness. In the Declaration, partner governments, donor countries and development agencies agreed to a set of principles, which included country ownership, harmonisation, alignment, managing for development results, and mutual accountability to improve the use of donor funds. South Africa has played an active part in measuring and implementation of the Paris Declaration since its dissemination in 2005.

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The majority of ODA co-ordinators are up to date with the ownership, alignment and harmonisation principles of the Paris Declaration. However, the principle of managing for results is a relatively new area for the ODA co-ordinators who have not been intensively involved with project implementation. As this area is becoming more important for partner countries and development partners, it is important that the ODA co-ordinators receive support in RBM.

Discussion

In 2008, the IDC requested assistance from the TAU for RBM and Project Management Cycle support, two methodologies initiated by the TAU in South Africa, for government departments. On the ODA front, the TAU methodologies ensure that the donor funds are being used correctly and, in a way that is measurable, accountable and transparent. The TAU has brought these systematic methodologies into government with the aim of changing the way departments manage their performance, emphasising development results. This implies going beyond mere resource allocation and focusing on actual change in people's lives.

According to Paula van Dyk, Portfolio Manager at the IDC:

"We requested support from the TAU for strategic and technical management services, in order to improve the quality of spending, as well as project and programme implementation. Support from the TAU was given to the ODA co-ordinators in the form of mentoring, feedback and working on real challenges that were facing departments. The TAU has always been a valued collaborator for the IDC and we always ensure that departments and other government entities are aware that they can make use of the TAU services to improve service delivery."

Participation in the intervention by the departments was voluntary. To date, the following four departments have received assistance from TAU and the support is still ongoing:

- The Department of Social Development (DSD);
- The South African Police Service (SAPS);
- The Department of Justice and Constitutional Development (DoJCD); and
- The Department of Science and Technology (DST).

TAU Achievements

In August 2008, the TAU engaged with the SAPS International Donor Assistance Unit by means of a few meetings. What transpired was that parts of the unit had been using the RBM model as part of their practices for a number of years already. However, these practices were not

being implemented by the International Donor Assistance Unit in the SAPS. The TAU assisted with the preparation of a business plan for the unit, helped set up a monitoring and evaluation system and assisted managers with understanding the RBM model.

“Because of the intervention, we now possess the ability to deal with our donor-funded programme, by using the proper financial and procurement procedures that the donor requires, whilst at the same time, satisfying the South African government’s financial and procurement needs.”

The TAU intervention of the DoJCD took place in September 2008. The TAU helped to develop a business plan for the ODA unit, as well as introducing it to key RBM principles and standards. According to Toto Matshediso, Deputy Director for Programme Management Support in the DoJCD:

“The support from the TAU has been invaluable. They have played an important role in the formulation of our strategy and have introduced the concept of RBM, which we are planning to implement, once our strategy is finally approved.”

In February 2009, the intervention for the DST commenced. Again, the TAU assisted with the creation of a business plan for the unit and set up workshops to tutor managers on the role of RBM concepts and how they should be implemented. According to Tshawekazi Tembani, Assistant Director for Development Partnerships in the DST:

“We were determined to become familiar with RBM and knew that it would be beneficial for us to seek assistance, before it became urgent. The assistance from the TAU in applying RBM concepts helped us to clearly articulate the process and execution of our work in drafting the business plan.”

The support provided to DSD (February-April 2008) related to the development of a results-based Project Implementation Plan for the “South African Study on the Surveillance of Child Abuse, Neglect and Exploitation”, a project funded by the Canadian International Development Agency.

Fact Sheet

- Project time frame: February 2008 to June 2009
- Location: Pretoria
- Sectorial focus: Governance, RBM
- Client Department: IDC unit and the National Treasury
- Partners: DSD, SAPS, DoJ and CD, DST
- Stakeholders: ODA Coordination Units

CHAPTER 5: ECONOMIC, INVESTMENT & EMPLOYMENT CLUSTER

Jeremy Timm

5.1 Overview of the Economic, Investment and Employment Cluster

The Economic, Investment and Employment Cluster has its main focus on the South African economy and its improvement. It comprises the Departments of Agriculture, Communications, Environmental Affairs and Tourism, Housing, Land Affairs, Minerals and Energy, Science and Technology, Transport, Trade and Industry, as well as Water Affairs and Forestry.

The main priorities of the Cluster are as follows:

- Ensuring aligned and supportive macro-economic approaches (focusing on scenario planning);
- Building a competitive and labour-absorbing economy through industrial policy (focusing on stabilising the economy in terms of employment and creating a competitive environment for economic growth);
- Massively increasing public investment (focusing on public transport, economic regulators and energy efficiency);
- Equity and development; and
- Ensuring priority skills for the economy (focusing on aligning skills development and employment with industrial priorities, as well as getting more skills into the country through immigration).

Three projects from this Cluster were identified for this report. They have been detailed in 5.2, 5.3 and 5.4.

TAU Project Statistics in the Economic, Investment and Employment Cluster

- Closed projects in the last two financial years: 14
- Current projects to date: 5
- Total number of projects in the last two financial years: 19

5.2 JOSHCO: Strategic Management Support for Programme Performance Improvement

Background

The Johannesburg Social Housing Company (JOSHCO) was established by the City of Johannesburg, receiving its mandate in March 2004 to help reduce the housing backlog. The City of Johannesburg has over three million inhabitants and many of these people lack access to housing and other basic services. The main aim of JOSHCO is to provide sustainable, quality, low cost housing services and products to the citizens of Johannesburg.

JOSHCO approached the TAU after becoming aware of a company based in Canada, namely, the Toronto Community Housing Company (TCHC), which was established by the city of Toronto, much like the City of Johannesburg established JOSHCO. The TCHC implemented a sale of business, where all of the city's municipal stock was transferred to the TCHC. The company also focuses on community development—and development of the residents within their housing projects.

The CEO of JOSHCO, Rory Gallocher commented:

"We felt a strong need to connect with the TCHC and the way it conducted its business. We wanted to adopt its best practice systems and models. In order to get this kind of assistance, we approached the TAU. The turnaround for our request for support was very efficient."

Discussion

In response to JOSHCO's request for support, the TAU approached Rooftops Canada to provide technical assistance to JOSHCO. Rooftops Canada has worked in South Africa since 1990, with a strong emphasis on building local capacity for the delivery of social housing initiatives. The organisation works with international partners to improve housing conditions and build sustainable communities, specifically focusing on disadvantaged communities.

Rooftops Canada agreed to provide technical assistance through Robert Cohen, a Technical Advisor with 25 years experience in the Canadian social housing sector. He also gained in-depth knowledge of the South African housing sector, from 1 April 2008 to 31 March 2010. It was important for the TAU to see a plan of how the TA would assist in evolving JOSHCO.

CHAPTER 5: ECONOMIC, INVESTMENT & EMPLOYMENT CLUSTER

Therefore, the TAU requested that a detailed capacitation plan be submitted for approval, which was accepted and approved thereafter.

The focus of the support is on capacity building and skills transfer, focusing on three main areas, namely:

- **Individual:** Focusing on improving the skills and competencies of individuals;
- **Organisational:** Focusing on improving the overall functioning of the organisation to deliver on its mandate; and
- **Environmental:** Focusing on the broader environment in which capacity is built and ensuring that the environment is supportive of these skills or competency expansion.

The TAU stipulated that support be predominantly strategic and that it be embedded in the organisation's systems and processes. Quarterly meetings are held between the TAU, JOSCHO and the TA (Mr Cohen), to ensure that the work is being implemented according to the contract.

TAU Achievements

The support provided by Mr Cohen is focused on the following six outputs by the end of his term:

- The transfer of public housing stock from the City of Johannesburg to JOSHCO;
- Development at all levels, including; systems, processes, procedures and tools linking to property management, as well as physical and community development;
- Strengthening and enhancing the relationship with JOSHCO's stakeholders;
- Ensuring that JOSHCO has planned, implemented and monitored its annual strategic business plan for the organisation;
- Enhancing the relations between all of JOSHCO's departments; and
- Ensuring that JOSHCO's funding for all its activities are committed to project operations and to implement the transfer of housing stock.

Mr Cohen works within all levels of the organisation, starting with senior management, where assistance is provided in order to help improve understanding from an operational and strategic standpoint, in terms of how to conduct activities in the organisation.

Mr Cohen states:

"It's important to build the capacity of the organisation and not to simply run with filling in gaps, because when you leave, the situation will revert to how it was previously. Hence it is important to leave a legacy of the understanding of the business from all levels of operation and how to operate at a strategic level."

Parallel to assisting at a strategic and operational level, Mr Cohen supports community development in the JOSHCO housing projects. He commented:

“At JOSHCO, many of the people requesting housing are within a very low income group or are unemployed. You cannot be in this kind of business, in this context, without enabling and building the capacity of the people who live here. Each community has its strengths and weaknesses, but it is about engaging with the residents in a way that empowers them to go beyond the very distressed environment in which they often live. This kind of supportive environment also gives residents an opportunity to say what they would like on the premises, in terms of services and facilities, which can then be worked into the budget. Some of the blocks even run programmes on the premises that deal with issues such as health or dealing with violence, amongst others. Each block has its own representative, who voices the residents' opinions with-out fear. All this contributes towards improving social and economic conditions.”

An excellent example of a housing block with extensive facilities is the B.G. Alexander Housing Estate in central Johannesburg, where the rent ranges from R500 to R700 per month. The estate has an auditorium, a hall, a sports complex and a crèche. When fully completed, the estate will have 433 new units for accommodation through the project. In total, JOSHCO manages 6,000 units and 18 projects throughout the city and is one of the largest social housing companies in the country.

Fact Sheet

- Project time frame: April 2008 to March 2010
- Location: Johannesburg
- Sectorial focus: Social Housing
- Client Department: JOSHCO
- Partners: Rooftops Canada and JOSHCO

5.3 Infrastructure delivery improvement programme: planning and implementation support

Background

In 2001, the National Treasury commissioned a review of provincial service delivery. The aim of this review was to improve infrastructure delivery within each of the nine provinces, as many of the provinces were only spending 40% or less of their annual budget relating to infrastructure delivery.

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The review generated some interesting findings and noted various deficiencies that impacted negatively on the effective and efficient delivery of infrastructure by the provincial departments. The review made some important recommendations, the most significant being that a framework be developed to guide and structure the management of infrastructure delivery in the provinces. It also suggested that support be provided to the provinces in order to develop their capacity to manage, plan and sustain infrastructure delivery.

As a result, the Infrastructure Delivery Improvement Programme (IDIP) was set up and the implementation of a pilot phase of the programme commenced in July 2004 and ended in July 2005. Partnerships were established to advance the programme, which involved the National Treasury and the Construction Industry Development Board (CIDB), the Development Bank of Southern Africa (DBSA), and the National Department of Education and Department of Public Works (DPW).

Discussion

Thirteen TAs were appointed from the private sector to implement the IDIP in:

- Nine Departments of Education (all provinces);
- Two Departments of Health (Limpopo and Free State); and
- Two Departments of Transport (Eastern Cape and KwaZulu-Natal).

Seven of these TAs were appointed by the TAU, using EU funding.

According to Jan Koster, Programme Manager for the DBSA:

"The IDIP is linked to the overall national goal of the government of South Africa promoting so-cioeconomic growth and development. If we can spend the money that has been allocated appropriately on the right type of infrastructure, we will surely address the poverty issue plaguing our country, so although it is an infrastructure development programme, it is also about alleviating poverty, promoting socio-economic development, and also about stabilising democracy in South Africa."

One of the main aims of the IDIP is to build capacity and provide systemic solutions and institutional development to the provinces, which by implication, positively affects service delivery and infrastructure development. In the pilot phase of the programme, extensive time and effort was put into developing the IDIP toolkit, which was created for the enhancement of infrastructure planning, programme management and budget planning. The TAs from the

TAU used the toolkit to improve the capacity of the Departments of Health, Education and Public Works, in order to improve service delivery. The toolkit and the support given by the TAs provided an increased awareness of the need for making infrastructure development a national priority.

According to Malijeng Ngqaleni, Chief Director of Provincial and Local Government Infrastructure in the National Treasury:

"The toolkit helped to standardise a very complex process. It provided the guidelines on how to plan for infrastructure delivery and helped everyone in the departments to understand the link between budgeting, PPM and procurement issues. The toolkit mapped out all these systems in great detail."

The Chief Director of Infrastructure Development at the National Treasury requested support from the TAU to assist with the implementation of Phase 2 of the IDIP rollout in 2005/06. To assist in this manner, an extensive assessment of the IDIP pilot phase was conducted in the form of a strategic review. Interviews were conducted with stakeholders associated with IDIP at national level for the assessment.

The following recommendations emerged from the strategic review:

- Establish a simpler governance model for the IDIP;
- Develop monitoring and evaluation practices as a strategic management tool for the programme;
- Maximise the IDIP comparative advantage and continue on the strategic path;
- Develop a repository of learning;
- Explore the extension of the programme with strategic local government/service delivery partners; and
- Attain sustainability of the programme through provincial technical assistance teams.

TAU Achievements

Ms Ngqaleni also states:

"The TAU's assistance with identifying the challenges and then coming up with a set of recommendations was very helpful to the provincial departments. Through the technical assistance from the TAU, the recommendations were then implemented, helping to address the problems faced by departments."

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The findings of the strategic review aimed to assist in the further improvement of the implementation of the plans and principles that would guide the rollout of the next phases of the IDIP.

Following this strategic review, the TAU participated in the assessment and design phase of the full rollout of the programme. Strategic direction was provided during the pilot phase to the IDIP in departments, through the PMU, set up in the National Treasury for this purpose. An extension of IDIP was made to all nine Provincial Departments of Public Works, while continuing in the nine education departments in the provinces. The programme is still in its rollout phase across departments in the provinces and in 2007/08, the TAU provided further strategic direction to the IDIP PMU and to the National Treasury's IT section, to develop the IDIP website.

In future, once all the departments have been capacitated in terms of the objectives as set out by the IDIP, and an 'enabling environment' created, there is potential for the phased withdrawal of the programme from the National Treasury. When this might happen has not been decided. According to Jeremy Timm, PTA for the TAU:

"It is essential to build the capacity of departments, and not simply to fill a gap with skills provided by the TA. It is important to combine your approach when offering assistance of this nature. The aim is to assist the departments to evolve to a better level of maturity in terms of their functioning."

The effects of the IDIP have filtered down to the grassroots of communities, with one example being the provision of better schools in communities across South Africa.

Bongani Khumalo, Deputy Director for Infrastructure Delivery in the Provincial Treasury of Kwa-Zulu Natal, commented:

"As a result of the IDIP, infrastructure rollout has improved drastically. Through this programme, we have been able to deliver about 2,000 classrooms per year, whereas before there was an overwhelming backlog."

One such school is Uthando Primary School, located in Amathikwe, Inanda, KwaZulu-Natal. Established in 1991, the school operated out of tin structures for 17 years. In 2008, the school was revamped into a three-storey building, catering for over 1,000 learners. The principal of the school, Thuthukani Blessing Mncwabe commented:

"It was a very difficult environment in which to teach. There was no electricity and the noise when it rained was unbearable. Temperatures inside the structures were never stable and you were either very hot or freezing cold. There was a lack of concentration in the classrooms. Now we have a school of which the whole community can be proud. It is truly a dream come true for us. The community could not believe that such a beautiful school could be built in this area."

Fact Sheet

- Project time frame: 2002 to 2005
- Location: Nine Provinces
- Sectorial focus: DPW, DoH, DoE
- Client Department: National Treasury's Chief Directorate for Provincial and Local Government Infrastructure.
- Partners: National Treasury, DBSA, CIDB
- Stakeholders: DPW, DoE, DoH, PTATs

5.4 Municipal Infrastructure Delivery and Management Improvement Programme

Background

In 2007, resulting from the successes achieved in the IDIP, the TAU received a request for assistance from the Chief Directorate Provincial and Local Government to strengthen the capacity of the Local Government Unit to deliver on its mandate in improving its infrastructure delivery in municipalities.

Discussion

A TA was contracted from October 2007 to December 2008 to provide this assistance. During those 15 months in the field, the TA provided a range of services to the department, not only providing support at a strategic level, but at an operational level as well. The contractual period was divided into two periods, the first covering a three-month period from October 2007 to December 2007. The contract was then extended by another 12 months, commencing January 2008.

CHAPTER 5: ECONOMIC, INVESTMENT & EMPLOYMENT CLUSTER

The TAU intervention produced the following results:

- Development of the Municipal Infrastructure Delivery and Management Improvement Programme (MIDMIP) Strategy including a business development strategy;
- Delivery of quality projects, tasks, and activities within the Local Government Unit;
- Written concept notes, memoranda, papers and articles on key trends, issues and dynamics within the local government environment;
- Monthly progress reports; and
- Contribution to the building of the unit's capacity and knowledge base.

During the contract, the TA identified the problems that were being faced by the municipalities in delivering infrastructure. A list of recommendations emerged from this environmental scan of the municipalities and the MIDMIP started addressing those recommendations.

According to Malijeng Ngqaleni, Chief Director of Provincial and Local Government Infrastructure in the National Treasury:

"The most important recommendation to arise from the investigation was that the municipal environment needed a differentiated approach, for how municipalities were to be supported. The programme started looking at how to start categorising municipalities and also how to better support municipal infrastructure backlogs."

TAU Achievements

Zanele Mncwango, Director for Local Government Infrastructure in the National Treasury commented on the main achievement of the TAU intervention with MIDMIP:

"We didn't know much about municipal infrastructure or the disfunctionalities that existed in lo-cal government. A reform has now been put in place and has been accepted by all the stakeholders, including working towards differentiating between the municipalities. The TAU provided a lot of practical know-how in a very challenging environment. I would not have been able to do it by myself. I am grateful for the journey I walked with the TAU."

CHAPTER 6: JUSTICE, CRIME PREVENTION & SECURITY CLUSTER

Michael Acres

6.1 Overview of the Justice, Crime Prevention and Security Cluster

Government's Justice, Crime Prevention and Security Cluster has its focus on reducing crime in the country, reducing organised crime syndicates, as well as improving the Criminal Justice System and upholding national security for all its citizens.

The Cluster comprises the Department of Home Affairs, the South African Police Services, the Department of Justice and Constitutional Development (which includes the National Prosecuting Authority), the Department of Correctional Services, the Department of Social Development, as well as Intelligence Agencies and the National Intelligence Co-ordination Committee.

The Cluster's priorities are as follows:

- Reduction of crime;
- Rehabilitation;
- Enhancing the capacity of cluster departments;
- Justice, Crime Prevention and Security Cluster transformation and modernisation projects;
- Integrated Justice System programmes;
- Victims' charter;
- Improving the functioning of our courts;
- Person management;
- Management of awaiting trial detainees;
- Dedicated courts; and
- Community Safety Fora.

TAU Project Statistics in the Justice, Crime Prevention and Security Cluster

- Closed projects in the last two financial years: 2
- Current projects to date: 13
- Total number of projects in the last two financial years: 15

Three projects from this cluster are detailed in 6.2, 6.3 and 6.4.

CHAPTER 6: JUSTICE, CRIME PREVENTION & SECURITY CLUSTER

6.2 SAPS DNA Laboratory: Planning and Implementation Support

Background

The South African Police Service (SAPS) realised the need to improve its capacity to process and analyse Deoxyribonucleic Acid (DNA) samples collected from crime scenes, in order to assist further in the law enforcement process. It was noted that the Genetic Sample Processing System (GSPS), an automated forensic DNA analysis system, would significantly assist the SAPS to conduct its work more effectively.

The TAU supported the project to acquire and commission the GSPS. Before the system was installed, there was a turnaround time of 24 weeks to complete and process casework. This has now been reduced to a turnaround time of one week.

According to Petulia Mortemore, team leader for DNA Data Processing for the Forensic Science Laboratory of SAPS:

"DNA processing is the future of law enforcement and the GSPS presents the SAPS with a future crime-solving solution. It is the world's largest, single automated, forensic DNA analysis and processing system, fitted with state of the art technology. It is 37m long, 4m wide and is controlled by 27 computers and 4 robotic arms, which are responsible for transferring the different components through the system."

The GSPS was established at a cost of €8.3 million and funded by the EU. Under the financing agreement, the EU funded the development, equipment and installation of the GSPS. The SAPS was responsible for providing the necessary facility for the installation, as well as for providing the day-to-day operation, maintenance and personnel cost to operate the GSPS.

Discussion

Between October 2003 and February 2004, a full international tendering process was undertaken to identify a suitable contractor for the development and supply of the GSPS, and in March 2004, Tecan Germany was awarded the contract.

The TAU provided technical support to this project in the following phases:

- **2003/4:** Finalisation of the tender dossier;
- **2004:** Project management and systems engineering support to the GSPS team;
- **2004:** Construction progress review and specialist training;

- **2005/6:** Support on the overall project management, systems engineering processes and qualification; and
- **2005/6:** Benchmarking of the overall biology laboratory process and support in terms of the integration of the forensic lab into the operational and support environment.

According to Superintendent Joe Smith, head of Training and Information Technology of the Forensic Science Laboratory of the SAPS:

"The principal benefit we received from TAU was the immense and extensive experience they had in managing complex engineering projects. Their assistance, specifically with drawing up detailed specifications for the tender dossier, was one of the greatest value additions."

Before assistance from the TAU was requested, the SAPS had drawn up detailed specifications regarding the kind of GSPS system they wanted. However, these specifications mainly described physical components, instead of the function they needed the system to perform. These original specifications would have made it difficult for the industry to bring the latest technology into its solutions. The TAU then assisted the SAPS with reworking the specifications into a complete and comprehensive user requirement specification, addressing user and system requirements.

This important shift ensured that the tender submissions would provide solutions to how the system needed to function, as opposed to only its architecture.

TAU Achievements

Superintendent Smith commented:

"The experience and knowledge we gained through the TAU's assistance is now being applied to our other processes and has improved the workflow in terms of implementing new systems and facilities. We learnt the importance of setting up good documentation, and planning prop-erly, down to the very last detail. The TAU was very consistent in their support and in transferring their skills and knowledge to us - and we would like to see a continued relationship with the unit."

After the contract was awarded to Tecan Germany, the TAU then participated in the implementation process. Until recently, the TAU had provided assistance to the quality department of the SAPS, helping to optimise further its current state of procedures to ensure that the full value and capability of the system, as developed, was fully integrated into the rest of the laboratory.

CHAPTER 6: JUSTICE, CRIME PREVENTION & SECURITY CLUSTER

Says senior technical advisor on the project, Ettiene Cronje:

"It feels great to see a system like this up and running after many months of planning, and years of development implementation. The success of the TAU's support to the project is evidenced by the fact that a working and internationally recognised capability has been designed, developed, delivered and validated and is now operational in the SAPS Forensic Science Laboratory in Pretoria. It is great to see the GSPS working at the levels that you planned and expected it to work and I feel proud to be a part of such an important development in South Africa."

Fact Sheet

- Project time frame: August 2004 to march 2008
- Location: Pretoria
- Sectorial focus: National Government
- Client Department: SAPS, Department of Safety and Security
- Stakeholders: SAPS Forensic Science Laboratory, EU, Tecan (Germany) SITA, DPW

6.3 FIC's ICT System: Planning and Implementation Support

Background

The Financial Intelligence Centre Act 38 of 2001, provided for the establishment of the Financial Intelligence Centre (FIC), which started operating in February 2003. The FIC was put in place in South Africa to develop anti-money laundering and to counter terror financing. The Act works complementary to the Prevention of Organised Crime Act and the Protection of Constitutional Democracy Against Terrorism and other related Acts of 2005. All three of these Acts work together, in order to create a regime to monitor and minimise the proceeds of crime. They encourage voluntary compliance and self-regulation by institutions that may be vulnerable to being exploited by criminals or terror networks.

The FIC aims to protect South Africa's financial system, its institutions and its citizens from

being abused by criminals and their networks. The Centre works closely with a range of different businesses in the private sector (defined in the FIC Act as 'accountable institutions'), government and some international organisations.

These accountable institutions include banks, fund managers and brokers, as well as categories of business that might be vulnerable to money laundering, such as lawyers, casinos and accountants, amongst others. The FIC Act defines 19 categories of business as accountable institutions, which are under obligation to report any suspicious transactions involving what they might deem to be proceeds of crime.

The FIC deposits all these reports from the accountable institutions into a database repository, where each report is considered and analysed for possible further action. The centre receives approximately 25,000 of these reports every year, amongst millions of other automated reports, which report on the movement of money across borders. If the centre finds that there is indeed criminal activity behind those reports, it is then referred to the appropriate law enforcement unit or agency, for further investigation.

Discussion

In order to deliver on its mandate, the FIC has employed various technology systems and solutions over the years. Part of the drive to develop its business systems has been the process of developing a Financial Intelligence Centre Information and Communication Technology System (FICCITS). The first phases of this newly developed system have been scheduled for testing and operational rollout.

The TAU was approached in 2006, to assist with the structuring of this FICCITS programme. The support from the TAU included the following aspects:

- Setting of standards for the business (user requirement) specifications of the system;
- Designing the approach to be followed in the development of the system which now uses a combination of internal FIC resources and contracted specialist development expertise;
- Assisting with project management processes, including RBM concepts; and
- Supporting the user testing and rollout of the first modules of the FICCITS system.

CHAPTER 6: JUSTICE, CRIME PREVENTION & SECURITY CLUSTER

TAU Achievements

Murray Michel, director of the FIC commented:

"We brought in a range of different consultants to work on the FICCITS system, but because it is the intelligence world, and because the information is sensitive, we never gave the consultants the full view of the system. They never got to see the source code or the underlying software that brings it all together. However, we trusted the TAU to come in and assist us, to help verify and quality assure the work consultants were doing. They had the world view of the enterprise and understood how the system functioned in its entirety. We needed their expertise to also assure us that the system would be architecturally robust enough to deal with the millions of pieces of information that was coming through on a continuous basis, for the present day and for the future, as the IT sector continues to evolve and change. In many ways, the TAU is the glue to ensure success of this project."

The TAU has also supported the FIC in its strategic planning processes over the years, with regard to the introduction of the RBM approach to the structuring of a logic model for the centre with an associated performance measurement framework. When the FIC was first established, it was a completely new entity that had no systems or methodology in place to function properly and comply with the obligations as set out by the PFMA. This act details how public funds should be managed and places a series of obligations on government departments, enforcing accountability, reporting and a set of standards and rules that are to be followed. Located in the same building in Pretoria, the FIC and the TAU developed an interaction, which allowed the TAU to test its templates, reporting forms and processes. This, in turn, helped the FIC to comply with the obligations as set out by the PFMA, whilst improving its own business operations through a standardised approach.

In 2007, the TAU facilitated a visit to the Financial Intelligence Unit in Ottawa Canada in order to share experiences on the FICCITS development with the Canadian counterparts who already had a more advanced business system in place and to reflect on experiences regarding the results-based approach.

Mr Michel of the FIC concludes:

"The TAU embeds itself in the department with which it is dealing and is excellent at making a difference to the way departments conduct their business. The TAs that I have met through the TAU all seem to have the right mix of interpersonal behaviour, empathy and technical skills. What is fascinating is that these individuals could be working for big private consultancies, but the TAU has provided a home for them to express their skills and their individualism. Everybody working for

the TAU is there because of a very real commitment to create a public sector that provides service to the tax payer. They are all about making a difference to South Africa."

Fact Sheet

- Project time frame: February 2005- ongoing
- Location: Pretoria
- Sectorial focus: National
- Client Department: FIC
- Stakeholders: FIC

6.4 Correctional Services: Strategic Planning Support and Monitoring and Evaluation Support

Background

The TAU is supporting the Integrated Justice System Cluster programme and the Department of Correctional Services (DCS) in their endeavours to improve PPM, as well as performance monitoring and evaluation. The DCS employs over 40,000 staff and has approximately 241,000 prisoners in facilities located nationally. As a result of its size and complexity, the monitoring and evaluation reporting environment within the department is multi-faceted and challenging.

The decision to initiate a Monitoring Evaluation and Reporting (MER) Project was taken in late 2006. The TAU presented on monitoring and evaluation to the DCS Executive Management Committee early on in the project, which helped define the design of the project.

Discussion

A major success of the MER project was the development of a logic model. It was created using a developmental and participatory framework approach, where senior level department managers engaged in workshops regarding the purpose of their departments. The workshops also focused on building the capacity of people from the department in the RBM approach and logic model. The most important part of the thinking approach is that it made it easier for departments to identify appropriate performance indicators for different levels of the logic model. This, in turn, made reporting easier, allowing the user to report on outcomes or outputs at different levels.

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According to the TA on the project, Chris Giffard:

"The logic model helped visualise the reason for the department's existence and helped to formulate long-term strategic goals of public safety."

Jenny Schreiner, Chief Deputy Commissioner of Operations and Management Support at the DCS commented:

"The ability of the TAU representatives to be able to participate in and add value to processes, contributed enormously to the progress made within the MER project."

The second project in which the TAU was involved at the DCS was the Public Private Partnership (PPP) project. The DCS wanted assistance to develop five new-generation private prisons to be constructed around the country. Using a participatory approach, the TAU helped the department to restructure its specifications into 'functional output' specifications, which would be used for the tender document. Four workshops were conducted with all the departmental stakeholders involved in developing output specifications.

According to Elsa Strydom, Senior Project Advisor for the PPP Unit of the National Treasury:

"As the first step in this process, the DCS undertook a feasibility study that required the department to clearly set the output specifications for the project and, in this case, the prisons. A PPP must meet three criteria—that of affordability, risk transfer and value for money. The output specifications are key to achieving these. The document was then issued as part of the Request for Proposals Document to four short-listed bidders in December 2008. Judging by the limited amount of questions received from bidders, the document was clear and well received."

The final date for submission of bids for the PPP was at the end of May 2009.

Part of the responsibility of the DCS is to provide secure accommodation within the prisons, for persons awaiting trial or sentencing. There are approximately 40,000 to 50,000 people awaiting trial or sentencing and there are various challenges in this regard. For example, they cannot be put onto a rehabilitation programme because the duration of their stay at the facility is not confirmed. The Management of Awaiting Trial Detainee Project extends to include other departments of the criminal justice system. This inter-departmental project's brief is to come up with a medium- to long-term plan of how to improve on the management

of awaiting trial detainees. The TAU has been involved in this process since 2007 and is helping to conceptualise possible options and solutions, advising on project processes and assisting by facilitating various interdepartmental think tank sessions.

The DCS also agreed to act as a pilot project for the TAU to implement its PPM toolkit. The tool was developed and adapted to a South African context through a co-operation agreement with the Project Management Centre of Excellence of the Ontario Public Service in Toronto, Canada. The pilot was conducted over six projects in the DCS and, in 2008, the DCS set up a project management office to centralise the project. The aim of the pilot was to assist the DCS with the development of its own project management tools, and also to provide them with new tools that they could implement, whilst ascertaining how it worked in a South African context.

TAU Achievements

According to Ms Schreiner:

"The PPM approach – managing for results – proved to be a critical tool in assisting with indicator development. As a result of the interactions between the TAU and the DCS, the department has developed 46 indicators for all its programmes. The important aspect of the process and something that the TAU does well is the transfer of skills. The TAU project management templates enhanced the project manager's ability to plan and execute projects with the best practices of project management. For the DCS, the TAU is an excellent source of support from a knowledge base point of view. This brings to the table perspectives within which National Treasury requirements are married with best practice and the most feasible business solutions for the DCS."

Fact Sheet

- Project time frame: October 2006- ongoing
- Location: Pretoria
- Sectorial focus: National
- Client Department: Department of Correctional Services
- Stakeholders: Department of Correctional Services

CHAPTER 7: METHODOLOGY DEVELOPMENT & SYSTEMS IMPROVEMENT IN TAU

The establishment of the Directorate: Knowledge Management in TAU was informed by the principle understanding that the successful delivery of services to clients by TAU is dependent on the extent to which its TAs are equipped with a set of competencies (to be used from entry into the client system until closure). The TAU prides itself as a Unit that values continuous improvement as an essential ingredient of its business culture and values the generation and dissemination of knowledge as critical for the sustainability of its interventions. The Directorate provides TAU with systems and intellectual back-up, and deals mainly with the following sub-functions:

- Methodology development, application and continuous improvement;
- Professional development of TAs and other TAU staff;
- Facilitation of knowledge exchange platforms;
- Information systems to inform management decision-making; and
- Facilitation of partnership with higher education institutions.

Methodology development

Proceeding from the premise that the provision of technical assistance has become both an art and science, TAU developed a methodology toolkit. This toolkit has assembled a number of knowledge resources, practices and standardised processes to be readily used by the TAs at any stage of client engagement. This toolkit also assists TAU to build and circulate its repository of knowledge built over many years of experimenting with the use of technical assistance in a young and developing government administration. A distinction is made between a red toolkit (which is compulsory for all TAs to master and apply at any given engagement with clients) and a green toolkit (which is used on a case by case basis) to augment the utilisation of the red toolkit. The TAU red toolkit has developed a set of methodologies covering the following:

Methodology component	Purpose	Practical tools
1. Government frameworks	To deepen the TAs' understanding of the government policies and programmes legislation and regulations to better equip them to provide optimal technical advisory support to clients.	Summarised and key insights of legislative pieces, policies and programmes and how they interface with others
2. Results-Based Management	To deepen the TAs' understanding of the concepts and theories of RBM and to guide them with application practices, which evolved from TAU's own engagements with client departments in this environment. This approach is about ensuring that there is a better understanding of the strategic intent of an organisation by both the TAU and the client. The TAU drives the client to have a better sense of the strategic intent of the organisation, so that whatever results chain is being pursued, it is measurable at every level.	<ul style="list-style-type: none"> • Templates • G e n e r a l guidelines on Programme and Project Management
3. Programme and Project Management	To provide a body of knowledge to TAs on the various templates and guidelines to be used in supporting a department with programme or project conceptualisation, definition, planning, implementation, monitoring, evaluation and closure.	<ul style="list-style-type: none"> • Templates • G e n e r a l guidelines on Programme and Project Management
4. Process consulting	To introduce the TAs to the TAU's client engagement process (stages of support). TAs are expected to be aufait with relational issues – over and above technical competencies.	<ul style="list-style-type: none"> • Induction pack for new TAs • Diagnostic Study • H a n d b o o k G e n d e r mainstreaming toolkit

CHAPTER 7: METHODOLOGY DEVELOPMENT & SYSTEMS IMPROVEMENT IN TAU

As part of the green toolkit, the following are covered:

Methodology component	Purpose	Practical tools
1. Infrastructure Development Improvement Programme toolkit	To support the provincial departments in the conceptualisation, definition, planning implementation and monitoring of infrastructure programmes and projects.	<ul style="list-style-type: none"> • Templates • Generic guidelines aligned to the budget process
2. Conditional Grants toolkit	To support government departments with the conceptualisation, definition, planning implementation and monitoring of conditional grants programmes and projects.	<ul style="list-style-type: none"> • Templates
3. Gender Mainstreaming toolkit	To support the TAU TAs in understanding the role of gender in society and the importance of mainstreaming gender in the work of the Unit.	<ul style="list-style-type: none"> • Generic guidelines and knowledge repository on gender
4. Function Shift toolkit	To support TAs in transferring a function from one department to the other, or from one sphere to the next.	<ul style="list-style-type: none"> • Process guideline

Professional development plans for TAs

The TAs of TAU are (subject to the provisions of the contracts), continuously developed in specific areas of their profession to improve their performance. The areas prioritised over the years include Results-Based Management, Programme and Project Management, Process Consulting and Government Policy (to enable them to develop a sound understanding of government policy and provide appropriate advice to client departments).

Facilitation of knowledge exchange platforms

The TAU has established various communities of practice (CoPs) as a way of creating platforms for discussing and sharing various perspectives and best practices on a range of challenge programmes and management challenges faced by departments. These CoPs are also important for the TAU to test the relevance of knowledge discovered in the field. The Project

Management Interest Group and TAs Forum are key CoPs established by TAU to facilitate knowledge exchange.

Business Management Information System

The System assists in creating data visibility for TAU and assists management in making spontaneous decisions. It is also facilitating collaborative activities amongst TAs as it allows for remote access. The value of data is manipulated for reporting purposes.

Partnership with Higher Education institutions

As premier producer and distributor of knowledge in various domains, higher education institutions are the appropriate partners of TAU. To this end, the TAU has established a partnership with the University of Witwatersrand's Public and Development Management, in which the TAs of TAU have been appointed as sessional lecturers to offer modules such as Programme and Project Management; and Programme and Project Evaluation, amongst others. This is beneficial for TAU in the sense that it allows TAU to disseminate its knowledge beyond the confines of government, and its knowledge will gradually shape the curriculum of the disciplines. It is envisaged that this partnership will be expanded to other universities in future.

CHAPTER 8: SUMMARY & CONCLUSION

In summary for this report, 13 projects were selected for investigation. The projects were chosen from the five government Clusters, presenting a snapshot of the TAU's involvement within each of the Clusters. Proof of the TAU's positive effect on the public sector is that it continues to be sought after by government departments. The TAU is demand driven, it does not approach government departments to provide support, rather the department approaches the TAU for support. This has contributed to the department taking ownership of the challenges and solutions.

In the **Governance and Administration Cluster**, the TAU worked with various government departments on 36 projects, of which two were selected for this case study.

The major success of the first project in this Cluster, the Thusong Service Centres, was the TAU's assistance in creating the National and Provincial Business Plans, as well as the monitoring and evaluation system that was initiated. This contribution further assisted with the rollout of the second generation of Thusong Service Centres across South Africa.

In the second project, the TAU provided leadership and management development to the team of the Integrated Coastal Management Chief Directorate. This project is a prime example of the TAU providing a very different kind of support and intervention. Based on the Gestalt approach, the TAU assisted the team members with personal development, mentoring and coaching, so that their performance in their day-to-day work could be vastly improved on all levels, such as relational- and technical skills.

In the **Social Services Cluster**, three out of a total of 28 projects were profiled in the case study report.

In the first project, the TAU assisted the Department of Arts and Culture, which had approached the TAU for assistance with managing the conditional grant for community library recapitalisation. An enormous achievement to arise from this support is the increase of budgeted spend for Eastern Cape Libraries. Before assistance from the TAU, the libraries had spent under 46% of their budget, but this has increased to 84.4%.

The next programme intervention profiled is the TAU's involvement with the National School Nutrition Programme, where it assisted with a function shift. Requested by the National Treasury to assist with this process, the TAU helped to move the programme from the Department of Health to the Department of Education. This was achieved with great success, so great that the TAU developed a Function Shift Guide to assist departments with this process in future. This is part of the TAU's knowledge sharing mandate—that of disseminating information and sharing lessons learnt with members of the public sector.

The third project profiled, Sheltered Employment Factories, details the TAU's support with business planning. Subsequent to research that was conducted, the TAU assisted the Department of Labour by compiling a business case with a transformation plan for the Sheltered Employment Factory model, as well as business plans for each of the factories. Through this important assistance in developing extensive documents, the department will be able to utilise them for deciding upon the future of the factories.

In the **International Relations, Peace and Security Cluster**, two out of a total of nine projects were profiled.

The City of Johannesburg, Matola Partnership, highlighted the TAU's versatility in working across borders, this time, in Mozambique, in the city of Matola. As a result of the diagnostic study conducted by the TAU, the City of Johannesburg was able to identify the needs of Matola more effectively. To date, the City of Matola now has a comprehensive emergency service, put in place by the Johannesburg Emergency Management Services.

The second project profiled in the Cluster is the support given to Official Development Assistance Co-ordinators in departments. In this intervention, the TAU assisted the Departments of Social Development, Justice and Constitutional Development, Science and Technology, as well as the South African Police Service. In each of the three departments, it was successful in implementing the Results-Based Management approach and Project Management Cycle support.

CHAPTER 8: SUMMARY & CONCLUSION

In the **Economic, Investment and Employment Cluster**, two out of a total of 19 projects were selected for the case study report.

In the first project profiled in this Cluster, the Johannesburg Social Housing Company approached the TAU for assistance in bringing a Canadian counterpart on board, from Rooftops Canada, to help with strategic support and to improve programme performance. The TAU successfully helped to make this collaboration happen. This partnership is set to continue until March 2010 and has been very successful so far. In total, JOSHCO manages 6,000 units and 18 projects throughout the city and is one of the largest social housing companies in the country.

The Infrastructure and Delivery Improvement Programme, as well as the Municipal Infrastructure Delivery and Management Improvement Programme was provided with planning and implementation support from the TAU. A major success to emerge from these projects was the development of the Infrastructure and Delivery Improvement Programme Toolkit, which was created for the enhancement of infrastructure planning, programme management and budget planning.

In the **Justice, Crime Prevention and Security Cluster**, the case study report profiled three projects out of a total of 15 projects supported by the TAU.

The support provided by the TAU to the South African Police Service DNA Laboratory is probably one of the greatest achievements of the TAU. As a result of the planning and implementation support provided, there currently exists a state of the art, 37m long robotic DNA testing and analysis system. This system will now assist the police services in the reduction of crime in South Africa.

The second project profiled in the cluster is the support provided to the Financial Intelligence Centre, where an extensive ICT system was developed. This ICT system, namely, the Financial Intelligence Centre Information and Communication Technology System was developed in conjunction with the Financial Intelligence Centre and the TAU. Here, the TAU facilitated a knowledge sharing exercise with Canada, in order to improve the South African system, and also to share experiences of the Results-Based Management approach.

In the same government Cluster, the TAU also provided support to the Department of Correctional Services with planning support, as well as monitoring and evaluation support. Within the department, the TAU successfully assisted the Monitoring

Evaluation Reporting project with the creation of a logic model. The TAU also assisted the department with its Public Private Partnership project with setting up output specifications. Finally, the TAU also assisted the department with its Management of Awaiting Trial Detainee project, documenting ways in which the department could improve this service.

Overall, the TAU has succeeded in supporting a range of governmental projects and programmes, empowering them with skills and building capacity. In conclusion, it is clear from the engagement with the various projects portrayed that:

- The TAU should continue sharing its knowledge with all stakeholders in the public sector and persist in creating knowledge products, including toolkits, to support a standardised approach and contribute to coherence in public management and administration.
- Given the excellent work conducted by the TAU and given the benefits of unblocking impediments to implementation (and in doing so to service delivery and capacity development), the next phase of its development is to expand its support to government.
- The TAU has embarked on institutionalisation of its knowledge, which is being recorded and captured as comprehensively as possible and also translated into handbooks and case studies. This knowledge is shared through the TAU network that is epitomised through the Project Management Interest Group (PMIG), which has been running since 2001. This has been supported at various times by the DPSA and the GCIS, in co-operation with client departments.
- This is the first time that the TAU has communicated its good work in the public sector since its inception in 2001. Rarely are the good news stories of the South African government shared, and through media, such as this portrait with an accompanying video production, the TAU intends to communicate its work to a wider audience.

What remains undoubtedly evident from this overview, is that the TAU's strengths and capabilities are largely in the following areas:

- Programme and project management;
- Programme and project monitoring;
- Personal and team development;
- Decision-making support; and
- General management support, including procurement.

Having accumulated a body of knowledge and experience over a decade, TAU is now better positioned to support government departments with embedding programme evaluation practices in their work. The creation of the Ministry of Evaluation in The Presidency is a signal that departments will be required to improve their programme evaluation capabilities.

CHAPTER 8: SUMMARY & CONCLUSION

The TAU is the prototype example of best practice within the South African public sector. Its methods of support to government departments, its business practices and system of sharing knowledge with a wider audience beyond themselves is a prime example of how the government should operate. The efforts of TAU contribute significantly to improvements in service delivery, implementation, growth and development in South Africa and, therefore, should be further supported, acknowledged and celebrated.

THE TAU TEAM

A.1 Meet the Management Team

Eileen Meyer

Chief Director, Technical Assistance Unit, National Treasury

Eileen has been Head of the TAU since 2001 and has been instrumental in the setting up of the unit as it is today. Eileen started out as a researcher on poverty issues at the South African Labour and Development Research Unit, University of Cape Town, in the 1980's, after which she joined the NGO sector in education by setting up Khanya College, a project of the South African Higher Committee for Education. She joined the donor sector in the 1990s and worked as a project manager, initially in education, training and development, and later, identifying, procuring and managing consultants in the preparation, design and formulation of donor-funded programmes in South Africa, at the German Development Co-operation, on behalf of the European Commission (EC) Delegation. She gained extensive experience working with the European Commission funded programmes. She also joined the legislative sector as the National Programme Director of the Parliamentary Support Programme, funded by the EC.

At the beginning of 2001, she joined the National Treasury as a programme manager for the Technical TAT programme, funded by the EU, which was the foundation for setting up the TAU as a Chief Directorate in the National Treasury. In June 2001, she was appointed Chief Director of the TAU.

Eileen comments:

"TAU is a knowledge generation organisation, supporting government institutions through technical assistance and management advisory services to facilitate the implementation of pro-programmes and projects across all three spheres of government with value for money as a strategic imperative."

She has been the main driver of a process to turn the TAU into a responsive agency that assists the government with the implementation and development challenges that it faces. She has taken the lead in the strategy-making process, and has managed a significant change process to transform the TAU into a highly competent organisation that is very well respected in government.

THE TAU TEAM

Eileen has a deep understanding of the challenges faced by the South African government in the various sectors that the TAU services. She is a hands-on manager who has helped to grow a team that has made significant strides in contributing to improving service delivery in the government of South Africa. She is a dedicated civil servant, who has channelled her professional energies to improving the state of the civil service and is involved in many current debates that include capacity development in a development state, gender mainstreaming in the public sector, improvement of PPM in government, and international development and aid effectiveness issues.

Her current focus is contributing to the creation of a government agency that consolidates technical assistance in the National Treasury, which can contribute to a clearer delineation of the regulatory and support function of the National Treasury. Says Eileen:

"It has been exhilarating to be part of this brave project by the National Treasury, especially because through the TAU, it implemented the model of using consultants as technical assistants in an environment grappling with the value-add of consultants. This team has been able to build a support capability in government, which responds to the developmental mandate of the National Treasury."

Heather Stephens

Director, Technical and Advisory Services, Technical Assistance Unit, National Treasury

Heather had had extensive experience of the public sector in the United Kingdom (UK) before moving into private sector management consultancy and project management. Her career focused mainly on the United Kingdom Health and Social Care sectors until 2002, which culminated in her becoming a Director of Social Services, firstly in Stockport and then for Manchester City Council. There, she managed an annual budget of over £120 million; external contracts of circa £60 million and directly employed in excess of 3,000 staff. While in Manchester, her major achievements included stabilising the financial position of the department and introducing a new financial accounting system and training for all cost centre managers.

From July 2002, she was appointed as the Head of Management Services in a London-based company, CareAndHealth.com. Here, she set up and ran a niche specialist company providing interim management and project consultancy across the UK and achieved a turnover of £2.4 million by the second year of operation. Whilst at Care and Health Ltd, she was personally commissioned by Deloitte and Touche to work with the Department of Health as part of the Performance Action Team, to improve cost effectiveness of services.

In June 2005, she left to set up her own project-based consultancy company, Prospective Ltd, which specialised in project management of complex commissioning, children's services, and a wide range of development projects across the health, education, probation and social development sectors, working at national, regional and municipality level. She was also commissioned as a sector specialist by venture capitalist companies undertaking pre-acquisition market status reports and sector specialist due diligence in the health and social care markets.

Heather moved to South Africa in February 2007. Since then, she has developed her knowledge of the public sector in South Africa and, most recently, worked as a project consultant for KPMG working with Municipal Health. In February 2009, Heather started working for the TAU, where she is now the director for Technical and Advisory Services within the TAU.

Heather says:

"It has been a great experience to work in South Africa with highly competent, experienced and skilled people who share the common aim of improving capacity, the quality of spend, and effectiveness of service within the public sector in the country. I have been most impressed by the development of methodologies and the RBM approach as a practical and effective way to improve service delivery across the full range of government Clusters. I think that the TAU is unique in its approach with proven results. I am excited to be part of the TAU as it develops and expands, putting into practice the methodologies and approaches it is developing in a standardised and consistent way to optimise results across the spheres of government to make a real difference in the outcomes achieved."

Markus Rautenbach

Director, Business Administration, Technical Assistance Unit, National Treasury

Markus assumed the position of Director of Business Administration at the TAU in April 2008.

Markus comments:

"We are breaking new grounds within the TAU and it is a very exciting time. We have established a Trading Entity and just recently opened our own bank account, done some cost recovery, prepared our first set of annual financial statements and are getting more flexibility to manage our own funds. The environment is not a routine one; it's dynamic, challenging and interesting. This is what thrills me about working here."

THE TAU TEAM

Markus has worked for a number of distinguished auditing and accounting firms. After passing the qualifying examination of the Public Accountants and Auditors Board in 1996, where he obtained his CA (SA), he completed his articles with Kessel Feinstein in 1997. Thereafter, Markus joined an Export Agents firm, Outspan International Ltd, as the financial manager. His role there involved the preparation of monthly management reports, management of debtors and creditors, and the management of the staff.

In 1999, he took up a position at Transnet Rail Engineering, (a business unit of Transnet) as a Financial Business Manager, where he managed the financial office of the Koedoespoort depot, which included 43 financial staff members. Markus managed the financial office at this depot until March 2008.

His passion for Accounting and Auditing has led him from managing a financial team in the engineering industry to managing the financial resources of a unit unique to the National Treasury – the TAU. When he took on this position, it became clear to him that the TAU was moving from a Chief Directorate, totally dependent on voted funds, to creating a business unit.

Markus says:

"I will strive to drive the TAU towards cost-effectiveness, value for money and supporting the technical assistants, in ensuring that departments own the support that the TAU is providing, in order to reach all TAU's strategic objectives."

Jeffrey Mabelebele

Director, Knowledge Management, Technical Assistance Unit, National Treasury

Jeffrey has vast experience in strategic management, PPM, business transformation, strategic communication, public policy analysis and knowledge management. As a results-orientated person, he conceptualised and headed the first Research Unit of the Pan South African Language Board for over two years and optimised and headed the Government Communications and Information System (GCIS) Project Management Office for six years. At GCIS he was instrumental in conceptualising and project managing the establishment of the GCIS 2010 Project Management Unit for a period of six months.

In 2007, he was actively involved in conceptualising, establishing and ultimately heading the Knowledge Management (KM) Unit in the National Treasury's TAU from May 2007 to March 2009. Jeffrey remarks:

"It was really an honour and a humbling experience for me to be appointed the first Director: Knowledge Management in TAU. As there was no precedence to draw from, one had to think completely out of the box. The challenge for every KM unit in the organisation is to continuously demonstrate business value or return on investment on the one hand, whilst on the other demystifying the erroneous perception that it is by itself about record management or filing. Through our involvement, we tried to demonstrate practically how KM could add value to the work of the TAU, through the development of methodologies, case studies, and on-going provisioning of business intelligence to PTAs, in order to deepen their understanding of the environment in which they work."

During his term at the TAU, Jeffrey's responsibilities included knowledge strategy development and management, monitoring, reporting and evaluation for the unit, organisational consulting in PPM, optimisation of the TAU's business development and intelligence gathering, as well as a general management role. At the TAU, he also project-managed the development and rollout of the TAU's first Business Management Information System (BMIS) with a budget of over R1 million.

A.2 Meet the TAU Technical Advisory Team

Jeremy Timm

PTA, Technical Assistance Unit, National Treasury Cluster: Economic, Investment and Employment

Jeremy is a specialist in public sector strategic planning, LED, management, institutional transformation and capacity-building with developed abilities in planning, research, policy development, programme and project design, management, implementation and evaluation.

Before starting at the TAU, Jeremy worked for the Palmer Development Group in Johannesburg from 1995 to 2001, as a researcher and consultant, in the field of local government, on approximately 30 projects. Thereafter, he joined the Planning Implementation and Management Support System as a manager in the Amathole District Municipality, East London. He then went on to work as a programme manager for the Interim Management Team in the Eastern Cape Province, followed by working as a project manager for the Amathole Heritage Initiative.

In 2004, Jeremy branched out independently into his field as a freelance consultant, where he continued to be involved in government work. In February 2006, Jeremy returned to the Palmer Development Group, where he first came into contact with the TAU, and in 2009, he took up a full-time PTA position with the TAU.

THE TAU TEAM

Jeremy comments:

"In the public sector environment in South Africa today, there seems to be a mismatch between what the general consulting industry provides to government, and the needs of government, in that the general consultant strongly focuses on producing reports, frameworks and presentations. Very rarely are these applied. What I love about the TAU method is that it is more about how to institutionalise those findings of such processes into a lasting change. There is also a much closer relationship with the client to ensure success at all levels."

He has published a number of articles in the Local Government Transformer and Development South Africa, and he has presented findings of energy-related research at international and local conferences. He has also presented at the Harvard University-led review of the South African government's grant-funded Municipal Infrastructure Programmes, at a continent-wide seminar on *Monitoring and Evaluation Capacity Development in Africa, 2000*.

Michael Acres

PTA Technical Assistance Unit, National Treasury Cluster: Justice, Crime Prevention and Security

Before launching his career as a consultant, Michael obtained his qualification as a mechanical engineer. He spent five years in this sector, concentrating on engineering project implementation, working at Iscor and later for the Council for Scientific and Industrial Research. For the next twelve years, Michael focused on project and business management for Altech, the National Treasury and for himself in his company, Michael Acres and Associates. This experience enabled him to be delivery-orientated and to conceptualise the activities and processes necessary to achieve project objectives. Thereafter, for the next nine years, Michael delivered project management support and capacity building in government and other development projects, which were all based in South Africa. Says Michael:

"After spending many years in the private sector, I realised, at the end of 1996 that I wasn't adding value to the country and what it needed for its transformation. I then left the corporate environment and searched for a space where I could add value. The TAU provided me with this opportunity to make a difference. Through the TAU, we can have a direct impact on service delivery, helping the government to best serve the needs of its people."

At the TAU, Michael provides the management of TAU business in the Justice and Crime Prevention Cluster, direct support to clients, and the development of best practices in the area of RBM for use by the TAU clients. For the past 18 months, Michael has also been caretaking some of the Technical and Advisory services functions. This mainly comprises the development

of a timesheet system for the unit and a Projects register. These have now been incorporated into the TAU Business Information Management System. Michael has specialist knowledge of capacity-building and mentoring in government, implementation of change management at operational level, project management, implementation of development projects, business unit management, implementation of technical projects and RBM.

Shanil Haricharan

PTA, Technical Assistance Unit, National Treasury Cluster: Governance and Administration

With a deep sense of responsibility to community development, Shanil started his career as a secondary school teacher at Maluti Senior Secondary School in the Northern Transkei, as it was known in 1986. This was followed by tutor posts at Ipede College in Johannesburg and Libra College in Cape Town. From 1992, Shanil moved to Kwa-Zulu Natal, where he took on the role of Community Development Officer at Tongaat Child and Family Welfare Society and later as Director, until September 1995.

Shanil's focus then shifted to the government sector, into the Gauteng Provincial Government in the Development Planning and Local Government Department in the Directorate of Policy Development and Implementation, until 1998. He then became a consultant for Mercuri Urval and later for Labat Africa in Cape Town, until 2000.

Shanil continued as a consultant in the field, working closely with government and community projects and programmes, whilst also working as a Knowledge Management Consultant. From 2003 until 2005, he took on another role as consultant for the Palmer Development Group, where he provided strategic planning and institutional development support and management coaching to the TAU of the National Treasury.

In August of 2005, Shanil was contracted by the TAU for the role of a technical assistant.

Shanil Says:

"I think the TAU seeks to be a learning organisation, where it takes very seriously the development of the individual and provides a creative space for the technical advisors to work on key governmental initiatives. The TAU provides an exciting opportunity to be a part of contribution to change within government, especially with supporting the centre of government departments, which are crucial for providing direction and policies and other frameworks for the rest of government to function effectively."

THE TAU TEAM

Dhiresch Ramklass

PTA, Technical Assistance Unit, National Treasury Cluster: International Relations, Peace and Security

Dhiresch is a director and founding member of Blue Planet Consulting. During his career, Dhiresch specialised in RBM, PPM, business solution design, corporate strategy development and large scale IT engagements. He has extensive consulting experience in the public sector, especially with the National Treasury, private sector organisations and parastatal institutions. He has managed large-scale programmes and projects covering corporate and military information systems, financial management systems, change management, enterprise-wide IT strategy development and business strategy development.

Dhiresch has excellent facilitation skills and has a good understanding of the public sector environment. He also played an integral role in the set-up of the TAU at the National Treasury. He assisted with the formation of the organisation and led many technical projects for the TAU. Dhiresch says:

"The TAU's work either directly or indirectly affects service delivery to the South African citizen. It is a privilege to be involved in a unit that plays such a constructive role in the government of South Africa and to be able to use my skills and experience to contribute to the building of a South Africa that serves all of its citizens."

Dhiresch also has a strong background in the technical aspects of knowledge management and is currently consulting to the Department of Environmental Affairs on the implementation of the Livelink system. Other current areas of importance are his involvement at Eskom on the Virtual Integration Centre where Eskom is using workflow systems and a software integration bus to improve their knowledge management. Dhiresch has also co-ordinated the Y2K rectification programme of the Welfare Sector at national level and has project-managed the development of the new Adoption system for the Department of Social Development.

He was also responsible for the standardisation of the Department's Information Technology infrastructure and assisted with the development of the Department of Social Development's National IT strategy. He has assisted with the planning and scheduling of the acquisition of the new financial system for the Office of the Accountant-General, National Treasury, and he assisted the National Treasury with the preparation for implementation of the PFMA via the Financial Management Implementation Programme (FMIP) and has served as the interface between the European Commission and the Office of the Accountant-General.

Gloria Mbokota

PTA, Technical Assistance Unit, National Treasury Cluster: Social Services

Gloria specialises in strategic planning and management, organisational design, change management, project cycle management, programme and project evaluation, facilitation, policy analysis, as well as coaching and mentoring. With a deep interest in development, Gloria started her career in 1987 as a teacher at Boys Town, where she helped in the rehabilitation of street children. This position catapulted her into various other educational positions, including training manager and later as an assistant director for a community-based education programme. In 1995, she was also the national programmes manager for Malibongwe, where she managed, co-ordinated and implemented national training programmes and activities. She later became a senior consultant for Adonisi and Associates, from 1996 to 1999, working closely across government departments offering her acquired skills with passion. From 1999 to 2006 she was a director and partner for Tsimeni Consulting, where she managed various projects within the public and private sector.

Gloria has been part of the TAU's development since 2006 and has played a key role in the shaping of the TAU strategy relating to the Social Services Cluster. Gloria deals with what is possibly the most difficult set of challenges faced by government, which includes the challenges relating to improving the educational sector, the challenges relating to creating a social security net and the huge healthcare issues faced by the South African healthcare sector. Gloria comments:

"As a community development practitioner, it has always been a passion for me to see development happen at all levels of the community and the TAU has provided me with another platform to be able to do just that in some of its key programmes. I have also grown so much on a personal level through the National Treasury and I have realised what it takes to be a government official."

She has also played a role in strategy-making and positioning of the unit, organisational design and development, and the development of the TAU capacity-building model and the TAU diagnostic process. She is a very experienced and respected technical advisor in government and has worked on several high profile government and donor funded government programmes and projects.

THE TAU TEAM

Angela 'Pinky' Mashigo

Specialist Technical Advisor, Technical Assistance Unit, National Treasury

Pinky has extensive experience in development consulting, which focuses on institutional/organisational development for donor projects, government departments, and non-governmental organisations. Prior to embarking on her career as an independent consultant, she spent two years at the Development Policy Research Unit at the University of Cape Town, and four years as a project officer with the EU Delegation in South Africa.

Pinky's institutional design skills have been honed in South Africa, where she was involved in various projects involving the NGO sector, parliament and government institutions. Pinky has trained numerous NGOs and government officials on the donor relations, Project Cycle Management and EU Procurement modalities.

Pinky started working for the TAU in 2005, as a long-term technical assistant, responsible for Social Service projects. Her current role as a Specialist Technical Advisor at the TAU involves supporting the TAU with the development of the methodology toolkit. The toolkit contains methods, techniques, tools and practices covering key competencies, to ensure easy access and application by the technical advisors. The focus on methodologies was initially on better understanding and standardising the application of the RBM approach, Government Frameworks, Policies and Regulations, as well as Process Consulting.

Pinky says:

"It has been very satisfying and challenging to be a part of the TAU. It is great to see the methodologies I put in place being used within the various governmental sectors and by the TAU. It is shaping the way the TAU is doing its work. Working at the public service sector level is very different from doing work at the community level. I have new-found respect for government and the way it is working towards transformation in the country. I now have appreciation for the challenges and difficulties that the government faces in its service delivery and how it strives to overcome them."

Ettiene Cronje

Senior Technical Advisor, Technical Assistance Unit, National Treasury

Before being contracted by the TAU, Ettiene worked for African Defence Systems for sixteen years. At TAU, he currently works as an STA on a number of projects that relate to extensive IT systems in the Justice, Crime Prevention and Security Cluster. Key projects in which he has been involved include the Forensic Science Laboratory for the South African Police Services, where

he helped to set up the Genetic Sample Processing System. He was also part of the IT project for the Financial Intelligence Centre, setting up the Financial Intelligence Centre Information and Communication Technology System. In these projects, he applied the internationally-proven programme and project management processes and procedures. The specialisation covers all the programme management stages, which are needs identification, programme design, planning and implementation and performance monitoring and evaluation.

Ettiene comments:

"I find the TAU intervention and execution model of a world class standard, allowing the TAU technical assistance services to be delivered at a professional and very high level. This ensures consistency in service delivery throughout the government public sector, where the TAU is involved. The TAU has been a strong contributor to the positive outcomes of the project results and this cannot be ignored. It is very satisfying to be part of the TAU team to contribute to this kind of improved service delivery, within the government and the rest of South Africa."

Chris Giffard

Senior Technical Advisor, Technical Assistance Unit, National Treasury

Chris Giffard has a Master of Arts in History and a Master of Science in Criminal Justice Studies. He has been involved in criminal justice sector development since 1995. Chris is an STA in the Justice, Crime Prevention and Security Cluster, specialising in Justice and Corrections. He is instrumental in supporting the Department of Correctional Services in their development of a Corporate Performance Management System. In addition, he supports the Department of Justice and Constitutional Development, and the Cluster Development Committee with the development of internal and external reporting processes, with particular emphasis on quantitative measurement, analysis and reporting.

Chris says:

"What is special about working in the TAU is that while government departments are improving and maximising their outputs, they are also strengthening their own organisational structures and their development methodologies. It makes me feel like a combination of a management consultant and an Organisational Development practitioner."

THE TAU TEAM

Bangani Ngeleza

Senior Technical Advisor, Technical Assistance Unit, National Treasury

Bangani had previously worked within the basic education sector, first, as an educator and then as school manager (principal) of a secondary school in the Western Cape. He then spent some time as teacher educator at Promat College of Education. This was followed by a stint as a senior education policy analyst at the Education Foundation, an institution that focused on supporting education policy development processes for the new democratic government. He has also worked within the water supply and sanitation sector as a principal researcher for Rand Water, where he focused on finding solutions for the extension of water and sanitation services to under-serviced communities.

In 1995, he co-founded KNC & Associates, a management consulting company specialising in providing strategic management support to the public and the development sectors. As managing director of this company, he was instrumental in extending its reach into the Southern African Development Community (SADC) region, including establishing a subsidiary in Swaziland.

In 2001, he left KNC to establish Bangi & Associates, to take up an executive chairman position at Nantso Holdings (PTY) Ltd, a company that he co-founded in 2002 and which is part owned by Bangi & associates.

Bangani joined the TAU as STA in the Social Services cluster at the beginning of 2008. As STA, he is responsible for co-ordinating the TAU's support to the Sport, Recreation, Arts and Culture sector.

Bangani says:

"The TAU has given me the opportunity to make a lasting contribution to efforts aimed at addressing some of the most pressing challenges that face our nation today. I think that the TAU is well positioned to progressively transform the South African state towards the achievement of a 'new public service' status, characterised by a strong commitment to service excellence. I am honoured to be part of this quest."

Sheila Tyeku**Senior Technical Advisor, Technical Assistance Unit, National Treasury**

Sheila Tyeku is an educationist with a wide range of experience as a practitioner and as a senior manager in both the government and non-government sectors. Having started out as a teacher of mathematics, she then worked in the area of distance education for adults. Her most recent experience was in the higher education sector, where she took on the responsibility of dealing with issues of equity and redress in the education and research systems.

Sheila's initial academic training was in the sciences at the University of Fort Hare. She then studied education at the University of Natal (now KwaZulu Natal) and the University of Bristol in the United Kingdom.

Nomvula Marawa**Senior Technical Advisor, Technical Assistance Unit, National Treasury**

Nomvula Marawa obtained her MBA from Bond University in 2001, after obtaining her Masters in Public Health and Epidemiology in 1997. She started her career as a general nurse and midwife in 1985 until 1989, and in 1994 she worked for the Centre for Health Policy as a Health Systems Researcher. From 2000 to 2003, Nomvula took on the role of director of Strategic Planning and Policy Co-ordination for the National Department of Health. In 2003, she joined the National Treasury as a long-term technical assistant.

She then started working for the TAU as a technical assistant to assess the systems and processes of the NGO Co-ordinating Unit within the National Department of Health and to develop a project implementation plan to strengthen NGO funding and HIV/AIDS service delivery. To date, she continues to work for the TAU as an STA.

Jeets Hargovan**Senior Technical Advisor, Technical Assistance Unit, National Treasury**

Jeets Hargovan has undertaken consulting assignments with the TAU since mid-2003. He was contracted as a STA in 2007. Jeets supports the International Relations, Peace and Security Cluster under a Canadian International Development Agency (CIDA) contract. The major current focus is on the development of a Programme and Project Management Guide with supporting tools and templates. This is being implemented in conjunction with the Ontario Government's Project Management Centre of Excellence.

THE TAU TEAM

Jeets says:

"The TAU Model facilitates a cross-pollination of private and public sector innovation that fo-cuses on value for money and leading edge initiatives. It is a pleasure being part of a team that rolls up its sleeves to ensure sustainable support to departments across all three spheres."

Jeets has been consulting for the past ten years and has 29 years working experience that includes ten years specifically within the public sector. This experience is supported by a Bachelor of Commerce, obtained from the University of South Africa, a Post Graduate Diploma in Management in the field of Public and Development Management, from the University of the Witwatersrand and completion of the Senior Executive Programme, from the University of the Witwatersrand and Harvard.

Nkosinathi Hlanthi

Senior Technical Advisor, Technical Assistance Unit, National Treasury

Nkosinathi's previous experience includes working for the Parliament of South Africa from 2004 to 2005 as a programme leader for the development of the Strategy Management Framework. There, he implemented and facilitated the Vision Summit and helped develop the PFMA Compliant Strategy for the Medium-term Expenditure Framework (MTEF) 2004-2007.

In 2001, he started working for the National Treasury as a technical assistant until 2003, when he focused on the ODA funded and National Priority Development programmes and projects, ODA performance improvement. He then moved to become the National Programme Manager for the Independent Development Co-operation, within the National Treasury. There, he designed and implemented the systems and procedure to support ODA programmes of the EC in South Africa.

Peter Brooke

Senior Technical Advisor, Technical Assistance Unit, National Treasury

Peter joined the National Treasury in 2004 as the national programme manager of the IDIP, a National Treasury and TAU initiative to develop capacity within provincial government departments responsible for infrastructure delivery. Peter moved to the TAU in 2007 and has had the opportunity to work on diverse assignments that cover a wide spectrum.

Peter has 20 years experience with a background in civil engineering and project management,

mainly on developmental projects and programmes. He has a Bachelor of Technology in Civil Engineering and is a certified Project Management Professional with the Project Management Institute.

Peter has had a long-standing desire to work for the TAU and can attribute much of his personal growth over the past five years to his association with the TAU. This is largely due to the TAU's proactive approach of encouraging and availing its staff to professional growth opportunities.

Peter says:

"I consider it an honour to have had the privilege of making a difference in the lives of ordinary people through my involvement in projects and programmes implemented by the TAU. It is extremely fulfilling and rewarding to work with dedicated colleagues and to know that I am in a position to make a real difference in the lives of my fellow citizens."

Matthew Cullinan

Senior Technical Advisor, Technical Assistance Unit, National Treasury

Matthew is a City and Regional Planner by trade, but has worked in a variety of fields, including communications and business development. As an STA working primarily within the Governance and Administration Cluster, his work with the TAU covers a range of areas associated with organisational, business and spatial development. His planning training, coupled to a developmental ethic and belief in a holistic approach to developmental challenges, fits well with the TAU's emphasis on using both technical and process solutions.

Matthew enjoys the creative process of exploring and developing solutions, based on a thorough grounding in the contextual realities. His projects with the TAU have tended to focus on those with a spatial and local government element, as well as working with departments with large cross-cutting agendas and programmes.

Matthew says:

"I felt an instant chemistry when I arrived at the TAU and was introduced to the people and the work approach. I felt at home. I love being associated with this mindful organisation (and especially the people in it) who are always looking for ways to improve their impact and effectiveness, and always in a constructive and supportive manner."

THE TAU TEAM

Sean Phillips

Senior Technical Advisor, Technical Assistance Unit, National Treasury

Dr Sean Phillips has engineering and management post-graduate qualifications in BEng (Hons), MSc, MM (cum laude) and a PhD (civil engineering). He has worked in various senior positions in the South African Government, which includes being a provincial head of department and a Deputy Director General (DDG) at national level.

Sean's main area of experience has been in public management, programme management, and linking social and economic objectives to the delivery and operation of public infrastructure, through the use of appropriate technology and procurement methodologies. He is also passionate about service delivery improvement. He has worked on a variety of projects for the Governance and Administration Cluster in the TAU.

Sean says:

"It is a privilege to work at the TAU, because it provides the opportunity to work on a diverse range of projects, all of which are aimed at improving government in one way or another."

APPENDIX B: GLOSSARY OF TERMS

General Terms

The glossary below has been derived from the Key Government Frameworks, Policies and Guidelines: An Introduction and Collation, page 10. DVD Format, May 2008, Produced by the TAU

- **Department:** A national or provincial department listed in Schedules 1 and 2 of the PSA.
- **Institution:** A department, public entity or constitutional institution.
- **Measurable objectives :** Specific, quantifiable results or outcomes (the actual impact on the public) that can be achieved within a foreseeable time period.
- **Outcomes:** The end social and economic results of public policies or programmes.
- **Outputs:** The final measurable goods and services produced or delivered by departments to customers or clients who are external to the department.
- **Public entity:** An institution listed in Schedule 2 or 3 of the PFMA.
- **Public-private partnership (PPP):** A commercial transaction between a state or state-controlled institution (excluding a government enterprise) and a private party in terms of which the private party–
 - For commercial purposes, performs a public function or undertakes the establishment, maintenance or management of public property, whether on behalf of the institution or for own account;
 - Assumes substantial financial, technical and operational risk;
 - Receives a benefit for the performance of the function or for the establishment, maintenance or management of the public property, which benefit may be in the form of a consideration paid by the institution from its funds;
 - Charges or fees collected by the private party from customers for the provision of the public function or for the establishment, maintenance or management of the public property; or a combination of such consideration and such charges or fees
- **Risk management :** The systematic application of management policies, procedures and practices to the tasks of identifying, analysing, assessing, treating and monitoring risk

The TAU has developed the following terms in respect of RBM. Descriptions in italics derive from the following publication: *Glossary of Terms in Evaluation and Results-Based Management published by the Organisation for Economic Co-operation and Development.*

- **Activities:** The tasks personnel undertake to transform inputs to outputs. The processes or actions that use a range of inputs to produced the desired outputs and ultimately, outcomes. A collection of functions (actions, jobs, tasks) that consume inputs/resources and whose outputs deliver benefits/impacts to a client/society. The co-ordination, technical assistance and training tasks organised and executed by project personnel. Actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilised to produce specific outputs.

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- **Audit:** An independent, objective assurance activity designed to add value and improve an organisation's operations. It helps an organisation to accomplish its objectives by bringing a systematic, disciplined approach to assess and improve the effectiveness of risk management, control and governance processes. Regularity (financial) auditing focuses on compliance with applicable statutes and regulations; performance auditing is concerned with relevance, economy, efficiency and effectiveness.
- **Baseline/Performance Baseline :** The **current** performance levels that an institution aims to improve when setting performance targets. The current level of performance the project/ programme is aiming to improve.
- **Baseline study :** An analysis describing the situation prior to a development intervention, against which progress can be assessed or comparisons made.
- **Benchmark:** Reference point or standard against which performance or achievements can be assessed. It refers to the performance that has been achieved in the recent past by other comparable organisations, or that can be reasonably inferred to have been achieved in the circumstances.
- **Beneficiaries:** The individuals, groups, or organisations, whether targeted or not, that benefit, directly or indirectly, from the development intervention.
- **Effect:** Intended or unintended change due directly or indirectly to an intervention.
- **Evaluation:** An assessment of a planned, ongoing, or completed development intervention to determine its relevance, efficiency, effectiveness, impact and sustainability. The intent is to incorporate lessons learnt into the decision-making process. An individual, systematic study conducted periodically or on an ad hoc basis to assess how well a programme is working. It is often conducted by experts external to the programme, inside or outside the agency, as well as by programme managers. The systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability. It also refers to the process of determining the worth or significance of an activity, policy or programme. An assessment, as systematic and objective as possible, of a planned, ongoing, or completed development intervention.
- **Feedback:** The transmission of findings generated through the evaluation process to parties for whom it is relevant and useful in order to facilitate learning. This may involve the collection and dissemination of findings, conclusions, recommendations and lessons from experience.
- **Finding:** Evaluation intended to improve performance, most often conducted during the implementation phase of projects or programmes.
- **Goal:** The higher-order objective to which a development intervention is intended to contribute.

- **Government-wide Monitoring and Evaluation System** : Seeks to enhance existing information gathering systems in government by describing them and explaining how they relate to each other. The System has three components, viz: (i) Programme and performance information; (ii) Social, economic and demographic statistics; and (iii) Evaluations.
- **Impacts**: The results of achieving specific outcomes. Long-term results arising from several contributing programmes. Long-term, widespread improvements in society. A long-term developmental result that is the logical consequence of achieving a combination of outputs and outcomes. Specific quantifiable results or outcomes (the actual impact on the public) that can be achieved within a foreseeable time period. Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.
- **Inputs**: The resources (financial, human and material) that contribute to the production of outputs. The financial, human, and material resources used for the development intervention.
- **Lessons learnt** : Generalisations based on evaluation experiences with projects, programmes or policies that abstract from the specific circumstances to broader situations. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact.
- **Logic Frame Analysis or Log frame** : A management tool used to improve the design of interventions, most often at the project level. It involves identifying strategic elements (inputs, outputs, outcomes, impact) and their causal relationships, indicators, and the assumptions or risks that may influence success or failure. It thus facilitates planning, execution and evaluation of a development intervention. A narrative account (in matrix form) of the Theory of Change that underpins the project/programme design, to facilitate participatory project design, planning, approval, monitoring and evaluation. A breakdown of the project/ programme in matrix form consisting of a narrative summary of the project goal/objective, purpose, required resources, expected results in terms of impact, outcomes, outputs, performance measurement with performance indicators and assumptions, critical conditions and/or risk indicators.
- **Logic Model** : A graphic representation of the causal or logical relationship between inputs, activities, outputs and outcomes of a given policy, programme or development intervention is intended to deliver.
- **Management**: A series of related, on-going activities, involving people and other resources in the pursuit of common organisational goals. Planning, purposefully organising, directing and controlling.
- **Monitoring/Performance Management Indicator** : An ongoing activity to track how well a project or policy is being implemented, for example. tracking inputs (resources, strategies), activities (what actually took place), and outputs (products or services produced).

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An ongoing managerial activity, focusing on the current (here and now), **hows** and **whats** of the implementation process: Are we doing things right? A continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds.

- **Outcome indicators/Strategic Objective** : A specific numerical measurement that tracks progress (or not) towards achieving an outcome. Measurable evidence that a goal has been met/an outcome has been achieved, for example, a quantitative or qualitative attribute, statistic or parameter that can be tracked over time.
- **Outcomes**: The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. The effects, benefits or consequences that occur (either in the short-, intermediate-, or long-term) due to the outputs of programmes, processes or activities. Intermediate effects of outputs on clients. A medium-term developmental result that is the logical consequence of achieving a combination of output. The end social and economic results of public policies and programmes. The likely or achieved short-term and medium-term effects of an intervention's outputs.
- **Outputs**: The goods and services produced by the institution for delivery. The direct products and services generated through processes or activities. Products and services produced. A short-term developmental result that is the logical consequence of project activities. The final measurable goods and services produced or delivered by departments to customers or clients who are external to the department. The products, capital goods and services that result from a development intervention; may also include changes resulting from the intervention, which are relevant to the achievement of outcomes.
- **Partners**: The individuals and/or organisations that collaborate to achieve mutually agreed upon objectives.
- **Performance**: The degree to which a development intervention or a development partner operates according to specific criteria/standards/guidelines or achieves results in accordance with stated goals or plans.
- **Performance indicators** : Specific numerical measurements that track progress towards achieving a goal. Indicators, standards and targets are used to provide information on how efficiently and effectively the programme is being managed. A variable that allows the verification of changes in the development intervention or shows results relative to what was planned.
- **Performance monitoring**: A continuous process of collecting and analysing data to compare how well a project, programme or policy is being implemented against expected results.
- **Programme evaluation** : Evaluation of a set of interventions, marshalled to attain specific global, regional, country, or sector development objectives. A development programme is a time-bound intervention involving multiple activities that may cut across sectors, themes and/or geographic areas.

- **Project evaluation** : Evaluation of an individual development intervention designed to achieve specific objectives within specified resources and implementation schedules, often within the framework of a broader programme.
- **Project Management** : The application of knowledge, skills, tools and techniques to manage activities to meet project requirements. The planning, organising, directing and controlling of resources for a relative short-term objective. It is established to accomplish a set of specific goals and objectives.
- **Project or programme objective** : The intended physical, financial, institutional, social, environmental, or other development results to which a project or programme is expected to contribute.
- **Purpose**: The publicly stated objectives of the development programme or project.
- **Recommendations**: Proposals aimed at enhancing the effectiveness, quality, or efficiency of a development intervention; at redesigning the objectives; and/or the reallocation of resources. Recommendations should be linked to conclusions.
- **Results**: The output, outcome or impact (intended or unintended, positive and/or negative) of a development intervention.
- **Results chain** : The causal sequence for a development intervention that stipulates the necessary sequence to achieve desired objectives - beginning with inputs, moving through activities and outputs, and culminating in outcomes, impacts, and feedback.
- **Results framework** : The programme logic that explains how the development objective is to be achieved, including causal relationships and underlying assumptions.
- **Results-based Management approach** : An approach that puts considerable emphasis on defining and achieving results, development and improvement, offering a sharper focus on outcomes, implementation performance measurement, learning, changing and reporting performance. Management with an explicit reminder that one is trying to achieve a result, an improvement, a benefit to society. An approach that shifts the focus of public administration from tracking inputs (resources, strategies), activities (what actually took place) and outputs (products or services produced) to outcome, achieving results (impact, change). A management strategy focusing on performance and achievement of outputs, outcomes and impact.
- **Results-based monitoring** : A continuous process of collecting and analysing information to compare how well a project, programme or policy is performing against expected results.
- **Results-based monitoring and evaluation system** : An analytical framework to assess a country's ability to monitor and evaluate its developmental goals.
- **Risk analysis** : An analysis or an assessment of factors (called assumptions in the log frame) that affect or are likely to affect the successful achievement of an intervention's objectives. A detailed examination of the potential unwanted and negative consequences to human life, health, property, or the environment posed by development interventions; a systematic process to provide information regarding such undesirable consequences;

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the process of quantification of the probabilities and expected impacts for identified risks.

- **Risk management** : The systematic application of management policies, procedures and practices to the task of identifying, analysing, assessing, treating and monitoring risk.
- **Standards**: The minimum accepted level of performance that is generally expected. The product and service levels to which an organisation is prepared to commit.
- **Stakeholders**: Agencies, organisations, groups or individuals who have a direct or indirect interest in the development intervention or its evaluation.
- **Sustainability**: The continuation of benefit from a development intervention after major development assistance has been completed. The probability of continued long-term benefits.
- **Targets/Performance targets/Results targets**: The actual, specific, quantitative or qualitative goals against which actual outputs or outcomes will be compared. A desired goal that may be more ambitious than a standard. Expected or desired level of project, programme or policy results. A specific level of performance, the department/institution is aiming to achieve within a given period of time. A specific objective that indicates the number, timing and location of that which is to be realised. The quantifiable levels of the indicators that a country or organisation wants to achieve at a given point in time.
- **Terms of reference** : A written document presenting the purpose and scope of the evaluations, the methods to be used, the standard against which performance is to be conducted, the resources and times allocated, and the reporting requirements.

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