



# Public Sector Reform in South Africa 1994-2021

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Authored by  
Robert Cameron

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**PUBLIC SECTOR REFORM IN  
SOUTH AFRICA 1994–2021**

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PUBLIC POLICY AND GOVERNANCE

# **PUBLIC SECTOR REFORM IN SOUTH AFRICA 1994–2021**

*By*

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# CONTENTS

<i>List of Tables</i>	<i>vii</i>
<i>List of Abbreviations</i>	<i>ix</i>
<i>Acknowledgements</i>	<i>xi</i>
<b>Chapter 1 Introduction</b>	<i>1</i>
<b>Chapter 2 Evolution of Political–Administrative Relationships in South Africa</b>	<i>11</i>
<b>Chapter 3 Political–Administrative Relationships</b>	<i>33</i>
<b>Chapter 4 Delegation of Powers to Managers</b>	<i>87</i>
<b>Chapter 5 Performance Management</b>	<i>115</i>
<b>Chapter 6 Conclusion</b>	<i>155</i>
<i>References</i>	<i>169</i>
<i>Index</i>	<i>183</i>

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# LIST OF TABLES

Table 1.	Average Years of Service of Permanent Type of Employees in the Public Service by Dispensation	74
Table 2.	Vacancy Rate in the Public Service	75
Table 3.	Vacancy Rates of DGs/HODs	76
Table 4.	Government Departments Complying with Rating Levels 3 and 4	104
Table 5.	Government Departments Complying with Rating Levels 4 Only	105
Table 6.	Number of Performance Agreements of DGs/HoDs Submitted	134
Table 7.	Reason for Performance Agreements of DGs/HoDs Not Being Submitted	136



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# LIST OF ABBREVIATIONS

AG	Auditor General
ANC	African National Congress
APP	Annual Performance Plan
CD	Chief Director
CoA	Commission of Administration
CSC	Civil Service Commission
DA	Democratic Alliance
DCD	Department of Cooperation and Development
DDG	Deputy Director General
DG	Director General
DoL	Department of Labour
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
EA	Executive Authority
EPMDS	Employee Performance Management and Development System
GAPP	Government and Public Policy
GDP	Gross Domestic Product
HoD	Head of Department
HR	Human Resources
HRM	Human Resources Management
HSRC	Human Sciences Research Council
ICTS	Information and Communication Technology
IPMS	Integrated Performance Management System
IPSA	International Political Science Association
KGFA	Key Government Focus Area
KRAs	Key Results Areas
MEC	Member of the Executive Council
MICs	Minimal Inhibitory Concentrations
MPAT	Management Performance Assessment Tool
MPME	Ministry of Performance, Monitoring and Evaluation
MPSA	Minister of Public Service and Administration
MTSF	Medium Term Strategic Framework
NCOP	National Council of Provinces
NDP	National Development Plan
NP	National Party
NPAI	New Public Administration Initiative
NPC	National Planning Commission
NPM	New Public Management

NSG	National School of Government
OECD	Organisation of Economic Co-operation and Development
PA	Performance Agreement
PARI	Public Affairs Research Institute
PERSAL	Personnel and Information System
PFMA	Public Finance Management Act
PMDS	Performance Management and Development System
PMS	Performance Management System
PODSCORB	Planning, Organising, Staffing, Directing, Coordinating, Reporting, Budgeting
PSA	Public Service Act
PRC	Presidential Review Commission
PSR	Public Service Regulations
PSC	Public Service Commission
RSA	Republic of South Africa
RDP	Reconstruction and Development Programme
SARS	South African Revenue Service
SES	Senior Executive System
SGT	Self-Governing Territories
SMART	Specific, Measurable, Achievable, Relevant and Time bound
SMS	Senior Management Service
SOES	State Owned Enterprises
SONA	State of the Nation Address
SPS	Single Public Service
TBVC	Transkei, Bophuthatswana, Venda and Ciskei
TPA	Traditional Public Administration
UDF	United Democratic Front
VSP	Voluntary Severance Programme
UCT	University of Cape Town
UK	United Kingdom
USA	United States of America
WCED	Western Cape Education Department
WPTPS	White Paper on the Transformation of the Public Service

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I arrived at UCT rather belatedly just before my 23rd birthday. I had spent the first few years after school trying to work out what I wanted to do with my life. This included a number of eclectic activities, including being a doorman at the night-club and a spell at the then South African Railways & Harbours where I earned my first post-school qualifications in the form of a Certificate in the Duties of Station Foreman (which included Guard's and Shunter's duties). After this somewhat unconventional start to my working life, I eventually came to the conclusion that I should go to university.

I found my subjects at university relatively manageable, with the exception of one subject, Public Administration. I could not understand my textbook and had concerns that I was not going to make it out of first year, let alone become a Professor of Public Administration in the future. As a matter of interest, the book that gave me much angst was *Democracy in the Administrative State* by Emmette Redford. As I grew older and (hopefully) wiser, I grew to appreciate the book more and still have a copy of it on my shelves.

After this inauspicious start in Public Administration, I have made a career as a Professor in the discipline. This book is a monograph on Public Administration, examining public sector reform in the South African public service since democratisation in 1994.

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