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PUBLIC POLICY AND GOVERNANCE

PUBLIC SECTOR REFORM IN SOUTH AFRICA 1994–2021

By

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

I would like to express my gratitude to the following colleagues who gave me advice during the research for this book. They include Willie McCourt, Sergio Fernandez, Vinothan Naidoo, Karen Johnston, Ian Goldman, Anthony Butler, Brian Levy, Sandra Van Thiel and Ivor Chipkin.

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