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**CAPACITY BUILDING SUPPORT IN THE SENIOR PUBLIC SERVICE
OF THE NORTH WEST PROVINCE OF SOUTH AFRICA: ISSUES
FOR LEADERSHIP AND GOVERNANCE**

by

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DECLARATION

I declare that the thesis, which I hereby submit for the degree Doctor of Philosophy (PhD) in Public Affairs at the University of Pretoria, is my own work and has not previously been submitted by me for a degree at this or any other tertiary institution.

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ABSTRACT

The purpose of the study was to assess the institutional support for capacity building of the senior public servants in the North West Province of South Africa. The literature, official documents and the responses from the departments and the senior public servants were analysed.

The study has revealed the traditional gap between policy making and policy communication on one hand, and operational management and administration practices on the other. In detail, through the structured interviews and questionnaires, the study established that the public service is not taking a systematic and holistic approach to aligning and integrating the strategic management requirements and HR operations and needs which influence, and are influenced by, the expectations and needs of the senior public servants. Indeed, the dearth of linkages between strategic planning and effective HR planning thrusts a cultural misalignment and misfit within and between the departments, conventional HR practices and the paucity of long-term strategic leadership for the public service of the North West Province.

Consequently, the institutional support in terms of effectively inducting the senior public servants; identifying management development and training needs in the context of the senior public servants' jobs and careers; offering strategic and continuous leadership and professional development; the linkage between performance management review systems and the development mechanisms; and the appropriateness of the development activity to the needs of the current and future senior public servants require a structured framework to holistically confront the challenges of the public service, develop cultures of collective performance and succession management, as well as to sustain public service capability. From the perspective of effective public management, recommendations were made for successful transformation and HR competency management, as well as the durability of political leadership within the system of governance in the public service.



LIST OF ACRONYMS

ANC	African National Congress
CMC	Core Management Competencies
DPSA	Department of Public Service and Administration
HR	Human Resources
HRD	Human Resources Development
KRAs	Key Result Areas
PAs	Performance Agreements
PFMA	Public Finance Management Act, 2002
PMDS	Performance and Management Development System
RDP	Reconstruction and Development Programme
SDR	Service Delivery Review
SMS	Senior Management Services
SMSH	Senior Management Service Handbook
SHRM	Strategic Human Resource Management
T&D	Training and Development



TABLE OF CONTENTS

CHAPTER ONE

ORIENTATION OF THE STUDY

ACKNOWLEDGEMENTS	i
DECLARATION	ii
ABSTRACT.....	iii
LIST OF ACRONYMS.....	iv
1.1 Introduction.....	1
1.2 Background to the study	1
1.3 Statement of the problem.....	10
1.4 Objectives of the study.....	13
1.5 Significance of the study	15
1.6 Definition of concepts	16
1.6.1 Governance.....	16
1.6.2 Good Governance	17
1.6.3 Leadership	17
1.6.4 Capacity and capacity building	18
1.6.5 Senior public servants	19
1.7 Organisation of the study.....	20
1.8 Summary.....	21

CHAPTER TWO

RESEARCH METHODOLOGY

2.1 Introduction.....	22
2.2 The location of the study and unit of analysis.....	22
2.3 Case study as a methodological framework.....	23
2.4 Data collection instruments	27
2.4.1 Document analysis.....	28
2.4.2 Structured interviews	30
2.4.3 The questionnaire as a research tool	31
2.4.3.1 Questionnaire construction	33
2.4.3.2 Format and content of the questionnaire	34
2.4.3.3 Pre-testing the questionnaire	35



2.4.3.4	Final questionnaire.....	36
2.4.3.4.1	Covering letter.....	37
2.4.3.4.2	Administration procedures	37
2.4.3.4.3	Follow-ups.....	38
2.5	Population sampling and response rate.....	38
2.6	Methods of data analysis.....	41
2.7	Ethical considerations	42
2.8	Limitations	43
2.9	Summary.....	46

CHAPTER THREE LITERATURE REVIEW

3.1	Introduction.....	47
3.2	The context of capacity building of the senior public servants within public administration	48
3.3	The functions and objectives of government	52
3.4	Managerial and leadership competencies.....	58
3.5	The performance management and development system (PMDS).....	63
3.6	The importance of induction	69
3.7	The fundamentals of the induction programme	72
3.8	Capacity and capacity building.....	76
3.8.1	Cognitive capacities model	78
3.8.2	Capabilities model	79
3.8.3	Behavioural model	80
3.9	Review of the approaches to capacity building and support	85
3.10	Diagnostic mechanisms to support capacity building.....	94
3.10.1	The Analytical Model	95
3.10.2	The Emergent-Group Behaviour Model	95
3.10.3	The Management Consulting Model.....	96
3.10.4	The Sociotechnical Systems Model	97
3.10.5	The Force-Field Analysis Model	97
3.11	Summary.....	99



CHAPTER FOUR

THE CASE STUDY ON THE SUPPORT FOR CAPACITY BUILDING OF THE SENIOR PUBLIC SERVANTS

4.1	Introduction.....	101
4.2	Summary of the organisational environment and challenges.....	104
4.3	Linkages between strategic planning and human resource planning.....	110
4.4	Induction of senior public servants	113
4.5	Training and development of senior public servants	115
4.6	Approaches to management training and development	118
4.7	Delivery and assessment of training and development	120
4.8	Implementation and assessment of the competency framework.....	121
4.9	Diagnostic mechanisms to support capacity building	122
4.10	Summary.....	124

CHAPTER FIVE

ANALYSIS AND INTERPRETATION

5.1	Introduction.....	126
5.2	Linkages between strategic planning and human resource planning.....	127
5.3	Induction of senior public servants	131
5.4	Training and development of senior public servants	137
5.4.1	Approaches to management training and development	141
5.4.2	Delivery and assessment of training and development	154
5.5	The diagnostic tools to evaluate the support for capacity building.....	157
5.5.1	PMDs: linking development and performance	157
5.5.2	The SMS competency framework.....	163
5.6	Summary.....	167

CHAPTER SIX

SUMMARY, FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

6.1	Introduction.....	169
6.2	Summary of the study	169
6.3	Findings of the study	183
6.4	Discussion of the findings.....	189
6.5	Conclusions.....	194



6.6	Recommendations.....	200
(a)	Political leadership and commitment	200
(b)	The realisation of the vision for transformation of the public service.....	202
(c)	Need for strategic HR with a competency approach	204
(d)	Induction training	205
(e)	Effective implementation of the SMS competency framework.....	206
(f)	Strategic development and training plan.....	207
(g)	Improving communication and feedback.....	209
(h)	Effective knowledge management	210
(i)	Holistic quality assurance and management.....	211
(j)	Flexible monitoring and evaluation systems.....	211
6.7	Suggestions for further research	213
6.8	Bibliography.....	215



LIST OF TABLES

Table 2.1: Distribution of the sample population and response rate.....	40
Table 3.1: Problems reported in developing, introducing and implementing competency framework	68
Table 5.1 The management or executive programmes that the respondents attended in the last two years	142

LIST OF FIGURES

Figure 5.1: Does your Department have a written HR plan for senior public servants?	129
Figure 5.2 Does your Department have a written induction policy?.....	131
Figure 5.3 “Does your Department have an induction budget?”	132
Figure 5.4 “Does your Department have a standard induction.....	133
Figure 5.5 Does your Department evaluate its induction programme?	133
Figure 5.6 Are you presently studying for a further qualification?.....	141
Figure 5.7: Have your job responsibilities ever been enlarged or enriched since you joined the Department?	144
Figure 5.8: Have you ever been rotated to any sections since you joined your Department?	145
Figure 5.9: Have you ever been assigned a Departmental coach since you joined your Department?.....	146
Figure 5.10: Does your Department have a formal mentoring programme?	146
Figure 5.11: Have you ever been assigned a mentor since you joined the Department?	147
Figure 5.12: Have you ever been seconded to any Department since you started your career in the public service?	148
Figure 5.13: Does your Department arrange in-house seminars or workshops or conferences?	149
Figure 5.14: Do you participate in external workshops/seminars/ conferences for your Department?	150
Figure 5.15: Have you conducted any seminar/conference/workshop for your Department?	150
Figure 5.16: Are you a member of any professional body or organisation?	151
Figure 5.17: “The level of skills and expertise which the senior public servants require in order to remain effective in the public service”	162



ANNEXURES

Annexure A	A map of the North West Province.....	234
Annexure B	Letter of approval to conduct the study from the Office of the Director General.....	235
Annexure C	Subsequent letter from the Office of the Director General regarding research.....	236
Annexure D	A copy of the structured interview questionnaire.....	238
Annexure E	A simple covering letter.....	263
Annexure F	A copy of the questionnaire.....	264