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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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Notwithstanding all the assistance, any faults or exceptions are entirely mine.



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



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