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REPUBLIC OF SOUTH AFRICA



# NATIONAL SCHOOL OF GOVERNMENT - LUCAS RAPHELA

FEBRUARY 2025





# Building State Capacity: A new generation of public servants



**Committed** to the course of national development and transformation

**Diligent** in the execution of national priorities

**Prudent** in the deployment of public funds

**Masterful** and know what they are doing

**Ethical** and **Accountable** to the people

**Innovative**, always seeking new ways of doing things with precision



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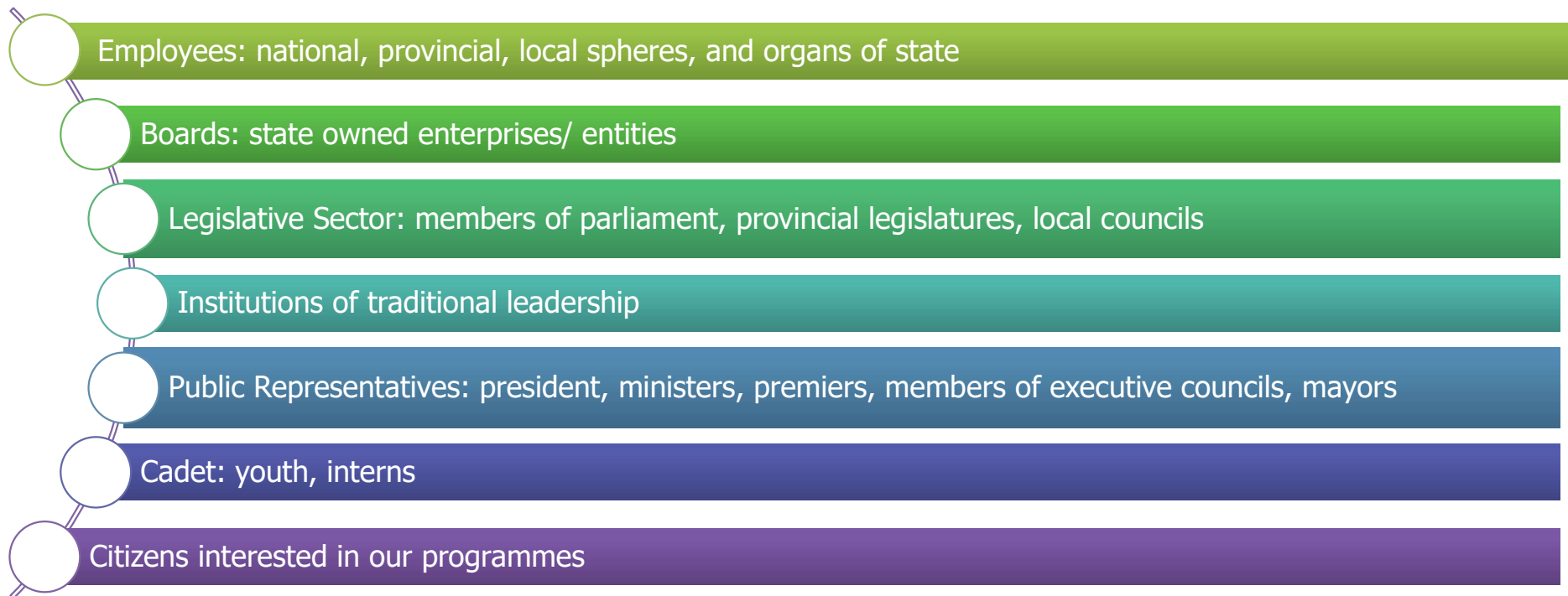
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# Expanded mandate of the NSG



- ❖ As a strategic approach to the mandate, the NSG facilitates ETD **directly**; bring collaborative ETD **influence** on other institutions and stakeholders; and identify relevant providers and interventions to which the NSG can **refer** prospective participants

- ❖ Target Group



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# The NSG mandate



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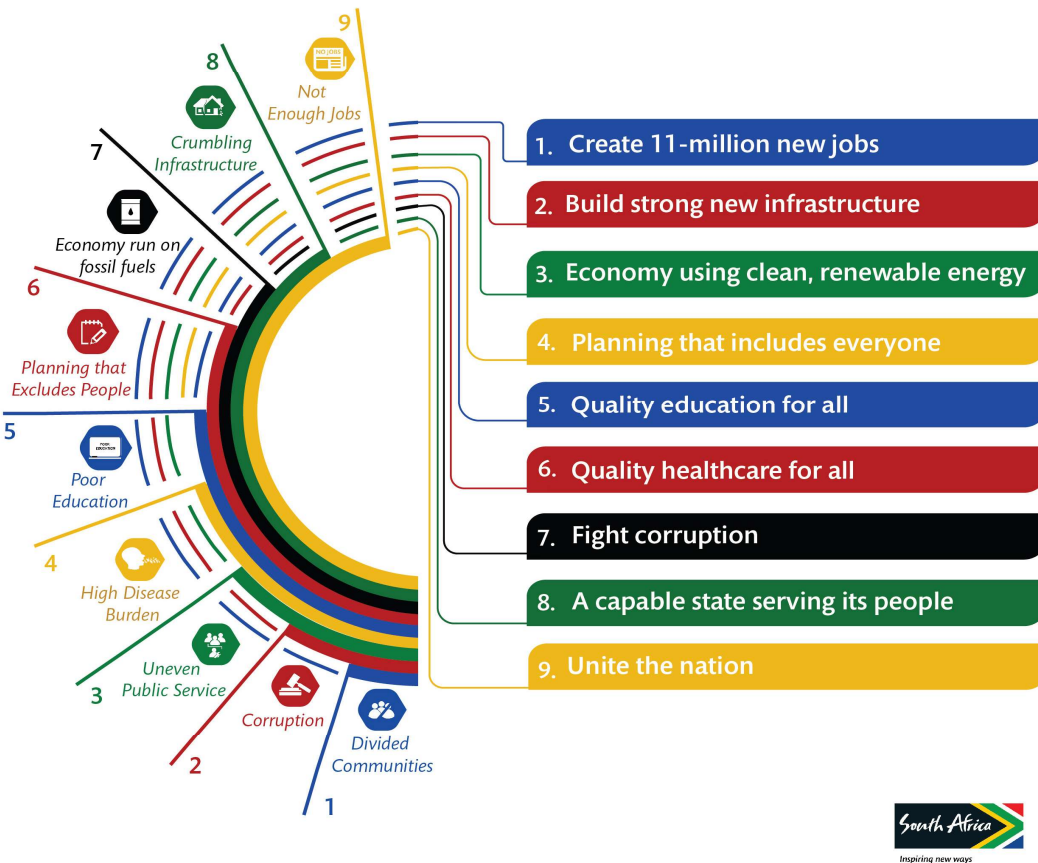


# Journey to Agenda 2030

## PROBLEM TO PLAN THE JOURNEY TO 2030

THE PROBLEM TODAY  
POVERTY & INEQUALITY

THE PLAN 2030  
PROSPERITY & EQUITY



Strong, and resilient institutions across all spheres

Professional and ethical public administration

Execution diligence and accountability

People oriented (inclusive growth)

Capacity to plan (evidence based) short, medium to long term

Strong centre (coherence, coordination and line of sight)

Prudent use of resources

Effective governance and transparent

Compacts with social partners

Quality of decisions



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# Strategic Priority 3

## CAPABLE STATE

A capable state has the required **human capabilities**, **institutional capacity**, service processes and technological platforms to deliver on the NDP through a social contract with the people.



## ETHICAL STATE

An **ethical** state is driven by the constitutional values and principles of public administration and the rule of law, focused on the progressive realisation of **socio-economic rights** and **social justice** as outlined in the Bill of Rights.



## DEVELOPMENTAL STATE

A developmental state aims to meet people's needs through **interventionist, developmental, participatory public administration**. Building an autonomous developmental state driven by the public interest and not individual or sectional interests; embedded in South African society leading an **active citizenry** through **partnerships** with all sectors of society.



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# Building a Capable, Ethical and Developmental State

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The NDP identifies the following as key challenges:

- a) Uneven state capacity leading to uneven performance in local, provincial and national government
- b) Uneven performance of the public service as a result of tensions in political administrative interface, instability of administrative leadership, skills deficit, erosion of accountability and authority, poor OD, inappropriate staff and low staff morale
- c) Lack of sustainable interventions (jump from one quick fix to the next, policy fads)
- d) Deficit in skills and professionalism
- e) Interference in recruitment processes
- f) Lack of leadership



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# Building a Capable, Ethical and Developmental State

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The Public Service Commission, in its State of the Public Service report, identified the following key challenges:

- Lack of appreciation of the Constitutional requirements of ensuring that people's needs must be responded to and that the public must be encouraged to participate in policy making.
- Inequitable delivery of services, lack of transparency and accountability.
- Lack of good human resource management has seen an increase in the number of public servants grievances which stifles their performance, hence poor service delivery.
- Wasteful, unauthorised and fruitless expenditures are an indication of a lack of the promotion of efficient, economic and effective use of resources in order to enable government to respond to the developmental challenges facing this country.





# What should be the focus in Building a Capable, Ethical and Developmental State

- South Africa needs to build a state that is capable of playing a developmental and transformative role.
- The public service needs to be immersed in the development agenda but insulated from undue political interference.
- Staff at all levels must have the authority, experience and support they need to do their jobs.
- Improving relations between national, provincial and local government requires a proactive approach to resolving coordination problems -Improve interdepartmental coordination.
- Stabilise the political-administrative interface.
- Strengthen delegation, accountability and oversight.
- Make the public service and local government administration careers of choice.
- The focus should be on workplace based learning to lead the making of the workplace into a training space.
- Develop technical and specialist professional skills.



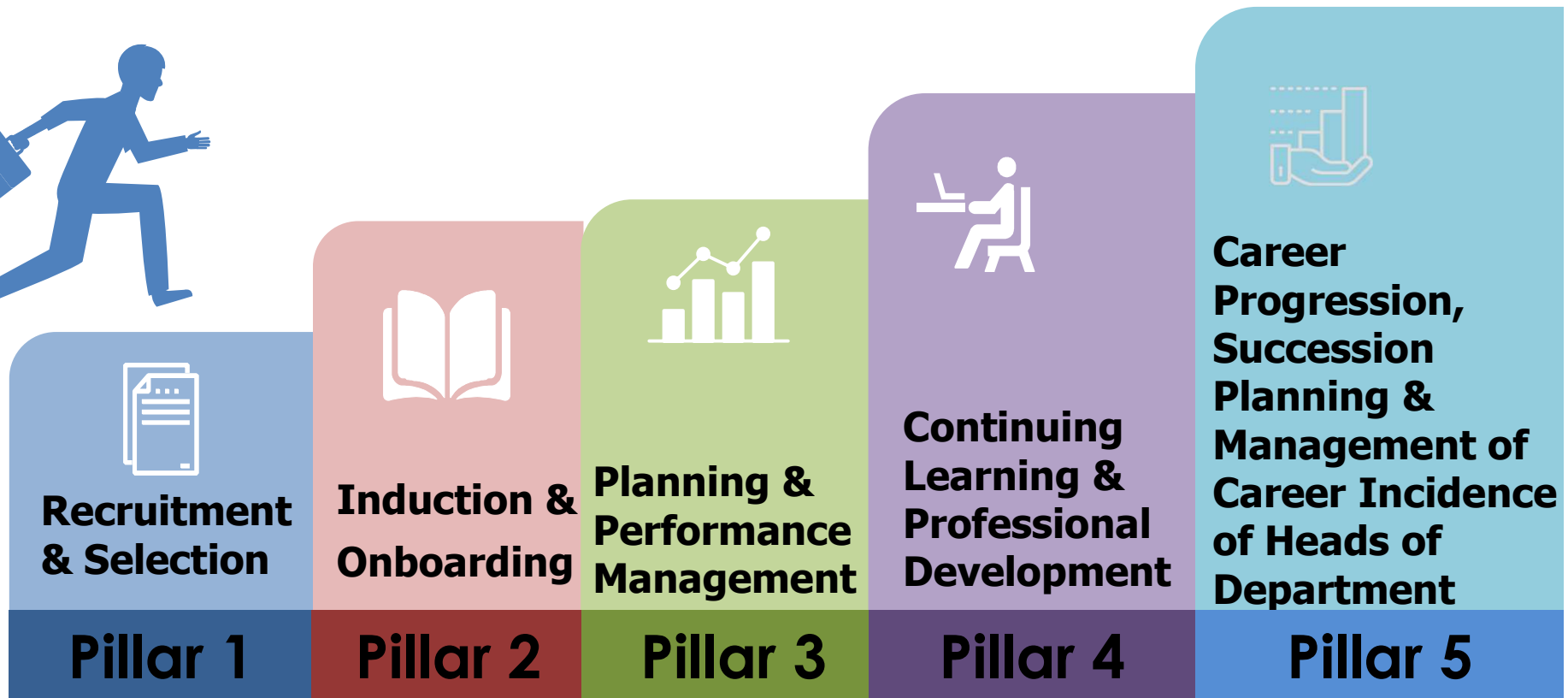
# Skills and capacity



- Support the professionalisation of local government, in line with the newly adopted professionalisation framework.
- Fill vacant positions with competent people, swiftly complete the appointment of managers, continue to upskill officials, and develop and implement plans to reduce the high reliance on consultants and to ensure the transfer of skills



# Pillars of the Professionalisation Framework



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# NSG's Free eLearning Courses



## Register a free account on our website

1. Championing Anti-Discrimination in the Public Sector
2. Generally Recognised Accounting Principles (GRAP)
3. Ethics for Internal Auditors
4. Ethics in the Public Service (compulsory course)
5. Introduction to Financial Management and Budgeting
6. Introduction to Leading Change
7. Introduction to Policy Formulation and Implementation
8. Introduction to Project Management
9. Introduction to Strategic Human Resources Management
10. Introduction to Strategic Planning and Management
11. Know and live our Constitution
12. Managing Performance in the Public Service
13. Operations Management Framework (OMF)
14. Policy and Procedure on Incapacity Leave and Ill-health Retirement (PILIR)
15. Writing for Government: Basic Writing Skills
16. Writing for Government: Advanced Writing Skills



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# Ethics in Local Government Course

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- Explores the foundations of ethical behaviour, focusing both on personal and workplace values
- Rules and principles guiding the behaviour of municipal officials and councillors
- Explores the importance of managing ethics within municipalities. Specifically, it focuses on initiatives that guide ethical conduct in local government. These include the Local Government Anti-Corruption Strategy
- Deals with addressing issues when things go wrong in a municipal setting. It explores the critical role of whistleblowing in maintaining accountability and integrity.
- Understand the role and importance of whistleblowing in a free and democratic society.





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# Building depth & expanding reach through HEIs



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UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

UNIVERSITY OF THE  
FREE STATE  
UNIVERSITEIT VAN DIE  
VRYSTAAT  
YUNIVESITHI YA  
FREISTATA



RHODES UNIVERSITY  
*Where leaders learn*



DURBAN UNIVERSITY OF TECHNOLOGY  
INYUVESI YASETHEKWINI YEZOBUCHWEPHESHE



NORTH-WEST UNIVERSITY  
NOORDWES-UNIVERSITEIT  
YUNIBESITHI YA BOKONE-BOPHIRIMA



University of Fort Hare  
*Together in Excellence*



UNIVERSITY of the  
WESTERN CAPE



Tshwane University  
of Technology  
*We empower people*

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## REMEMBER....

### **The new generation of public servants are expected to act like the Talented Tenth who master state craft by:**

- ☐ Setting clear goals & strategy shared by all in the organisation
- ☐ Build public institutions for execution diligence, not compliance machines
- ☐ Lead & impact on the sector, not just in the municipality
- ☐ Exercise leadership: lead by ideas, not by rank
- ☐ Identify & cultivate top talent: build a cadre of effective professionals
- ☐ Create space for innovation: build a learning organisation
- ☐ Design & implement a digital transformation strategy for enhanced delivery
- ☐ Engage in high-level financial planning & budgeting (fiscus is deteriorating)

***Always remember: problems downstream are a consequence of neglect upstream***



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## The NSG social media platforms

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Lucas Raphela: 012 441 6701, [Lucas.Raphela@thensg.gov.za](mailto:Lucas.Raphela@thensg.gov.za)

### *The NSG:*

**Learn:** expanding learning opportunities for public servants to master statecraft

**Serve:** building capacity (& culture) of public servants to serve society effectively

**Grow:** helping public servants combine learning & service (experience) to grow professionally



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