



06 – 09 October 2025

Progress on the Implementation of
the National Framework Toward
the Professionalisation of the
Public Sector

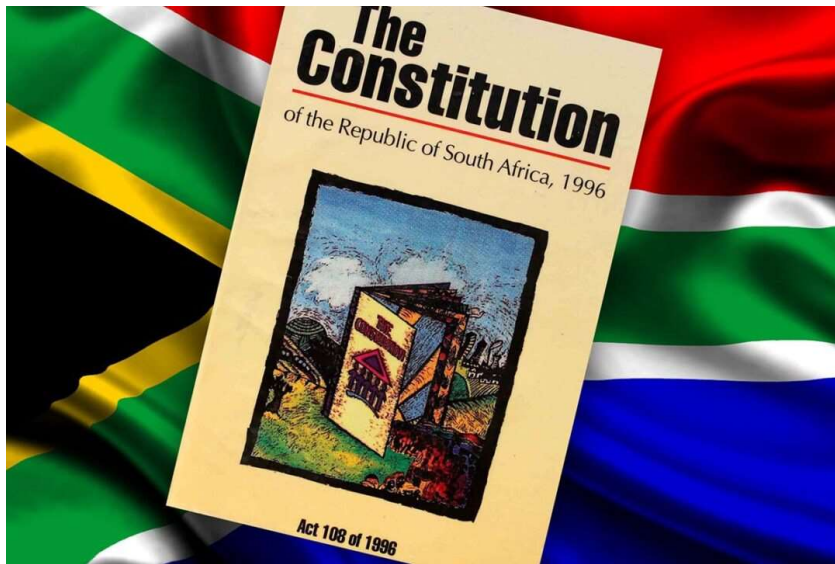


www.cigfaro.co.za

Ms. Faith Nyaka
National School of Government

SAQA Recognised Professional Body

PRESENTATION OUTLINE



1. Impact of the framework on skills development and capacity building in the public sector
2. Integration of ethical standards and accountability measures within financial management
3. Challenges encountered during implementation and strategies to overcome them
4. Stakeholder engagement and collaboration to support framework adoption

INTRODUCTION

“Our most urgent task is to grow our economy so that we can create jobs, reduce poverty, and improve the lives of all South Africans. To undertake this task, we need a government that works for the people. *We need a state that is capable and competent, underpinned by a professional public service.*

South Africans want a state that treats all people with dignity, humility, and respect. A state *with leaders who are prepared to serve our people with complete dedication and public servants who are ethical, skilled, and properly qualified.* To achieve these objectives, we are *strengthening the role of the Public Service Commission in the appointment* of the key people who direct the affairs of our state, such as *Directors-General, Deputy Directors-General, Chief Executive Officers of SOEs, and board members and other senior positions.*”



STATE of the NATION
ADDRESS
A nation that works for all
THURSDAY | 6 FEBRUARY 2025 | 19:00
#SONA2025



stateofthenation.gov.za | presidency.gov.za | gov.za

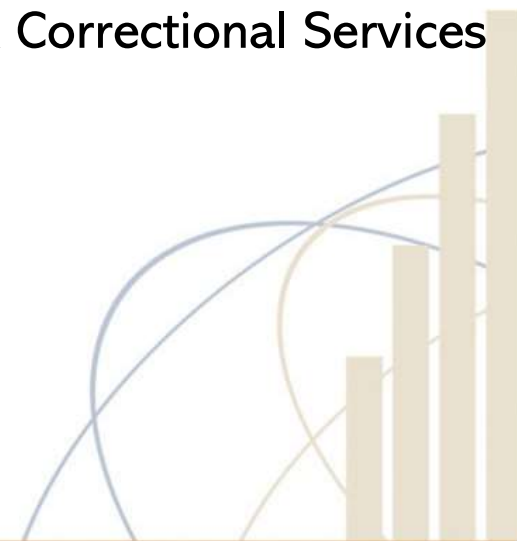
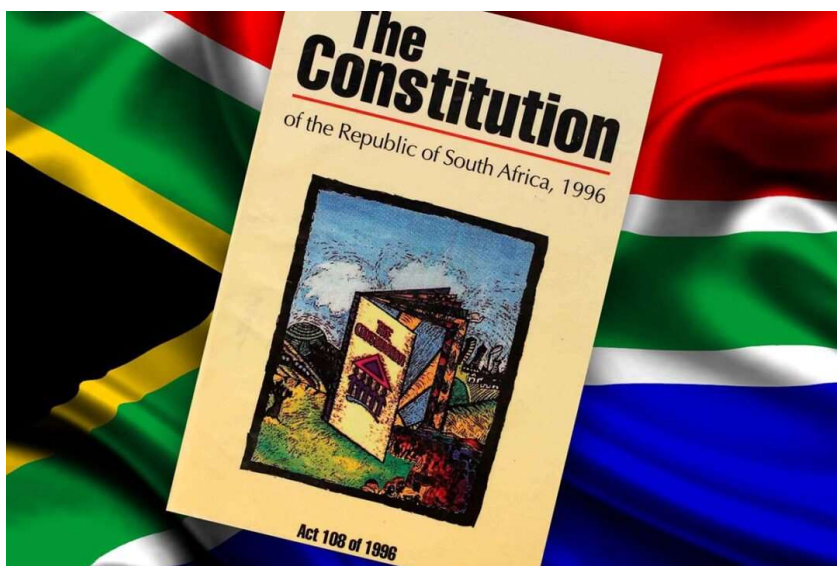
THE CONSTITUTION *SECTION 195*

Section 195 prescribes **basic values and principles governing public administration** – all spheres of government, organs of state & public enterprises.

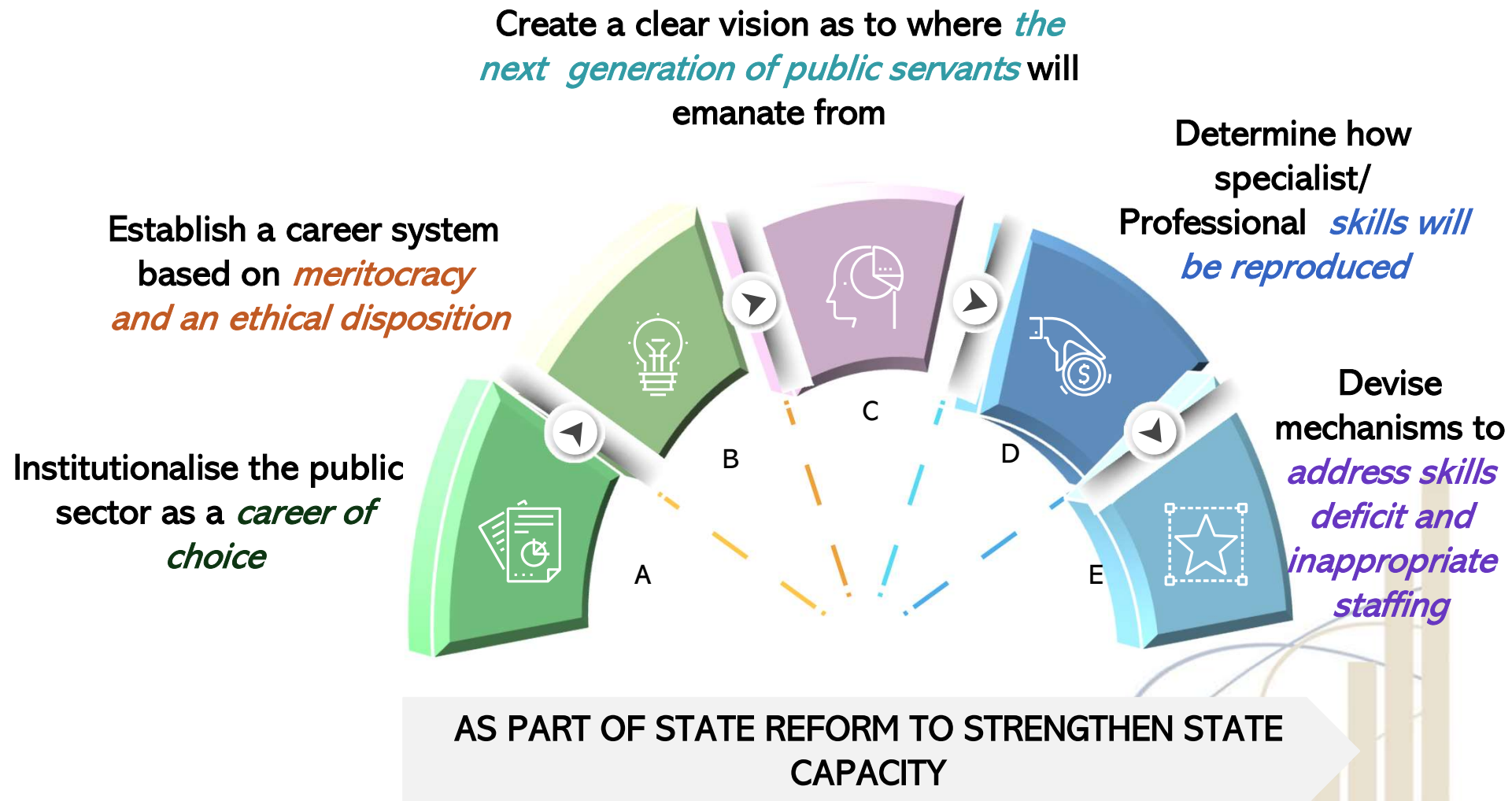
This Framework applies to the Public Sector as a whole:

National, Provincial, Local, SOEs, SOCs, Institutions of Traditional Leaders, Military, Police, State Security & Correctional Services

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WHAT WE AIM FOR - FIVE (5) PRINCIPAL OBJECTIVES



FIVE PILLARS FOR PROFESSIONALISATION

REVIEW OF
NYUKELA
PRE-ENTRY
EXAM

COMPULSORY
INDUCTION

DPSA & COGTA
REGULATES

NSG LEARNING
PROGRAMMES

QUALIFICATIONS
RPL

COACHING AND
MENTORING

NSG & SALGA
OFFER LEARNING
PROGRAMMES

COLLABORATION
WITH:
SALGA
PROFESSIONAL
BODIES
HIGHER
EDUCATION
INSTITUTIONS

STRENGTHEN
INSTITUTIONAL
CAPACITY
STRENGTHENING
OVERSIGHT
CAPACITY

REORIENTATION



**Recruitment &
Selection**

Pillar 1



**Induction &
Onboarding**

Pillar 2



**Planning &
Performance
Management**

Pillar 3



**Continuing Learning
& Professional
Development**

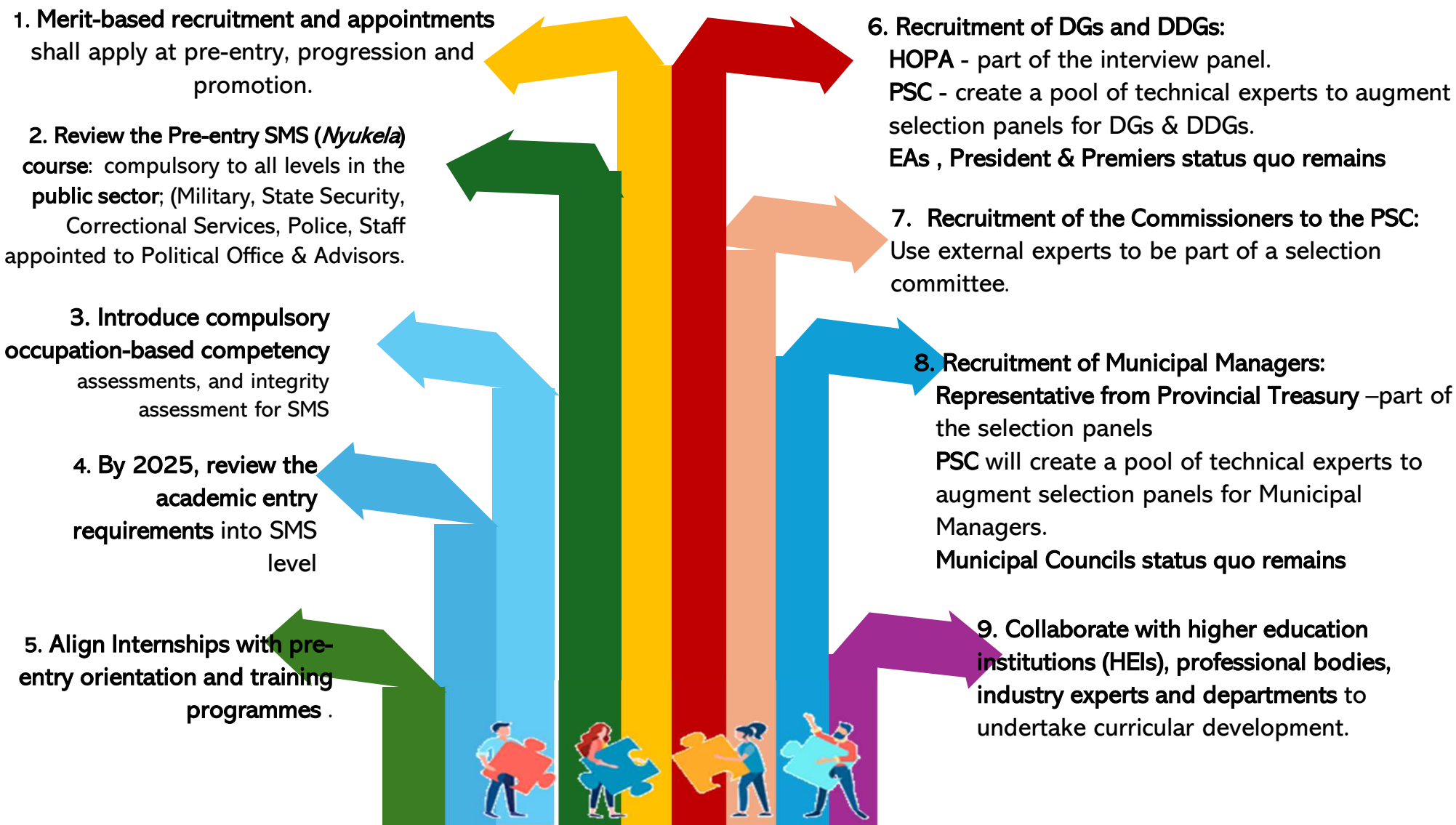
Pillar 4



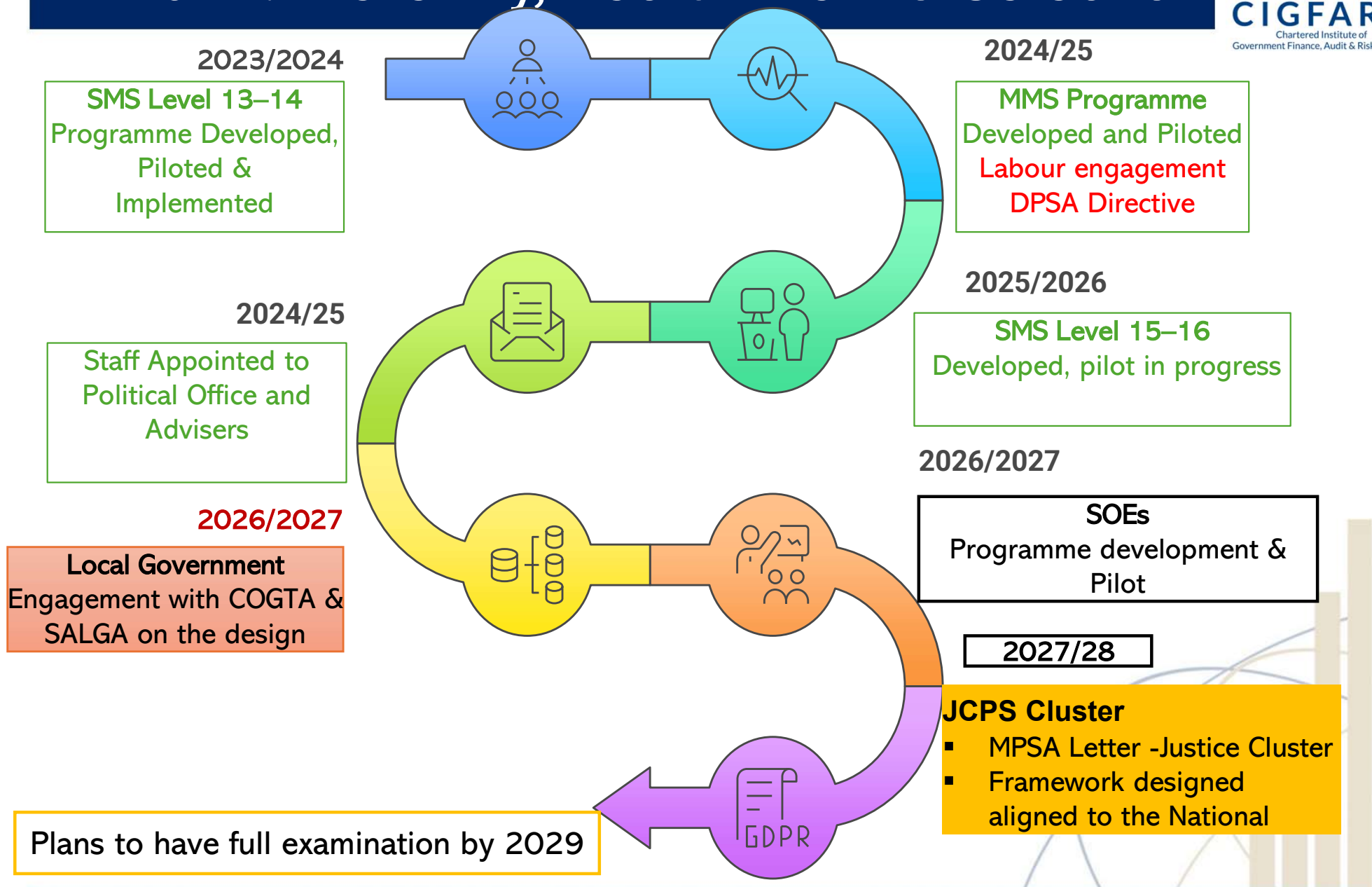
**Career
Progression,
Succession
Planning &
Management of
Career Incidence
of Heads of
Department**

Pillar 5

PILLAR 1: PRE-ENTRY, RECRUITMENT & SELECTION



Pillar 1: Pre-entry, Recruitment & Selection



PILLAR 1: PROGRESS – PUBLIC SERVICE COMMISSION

HoD Evaluations

Consensus and clarity reached among role-players: DPSA, DPME, PSC, The Presidency and Offices of the Premier.

Development of Database with a pool of technical experts:
DPSA & DCOG consulted to finalise the legal framework concerned.

Registration of Experts Database

Extended to Professional bodies - the South African Qualifications Authority (SAQA).

750 persons/experts registered),

DPSA and DCoG
lead legislative and policy Directives on matters related to expert panels.
2025/26 go live
2026/27 Implementation

HoD evaluations
DPSA must lead the policy directive



legal enablers and policy directives



PILLAR 2 INDUCTION AND ONBOARDING

2026/2027
Extend
Induction to
local
government

2026/2027
Induction
Programme for
SOEs
(Boards)

2027/2028
Induction
programme:
Security
Cluster

*Compulsory
within 90 days
after
appointment*

Induction
programme
Public service
Levels 1-16

Induction for
Boards of
Entities

Reorientation
Programme
for serving
public servants

BUILT ON STABLE WORKFORCE, WORK ETHIC, STRONG CORPORATE GOVERNANCE, RESILIENCE, ADAPTABILITY AND A TRUSTING BRAND

PUBLIC ENTITIES ENROLLED IN THE INDUCTION PROGRAMME



PILLAR 3: PERFORMANCE PLANNING & MANAGEMENT

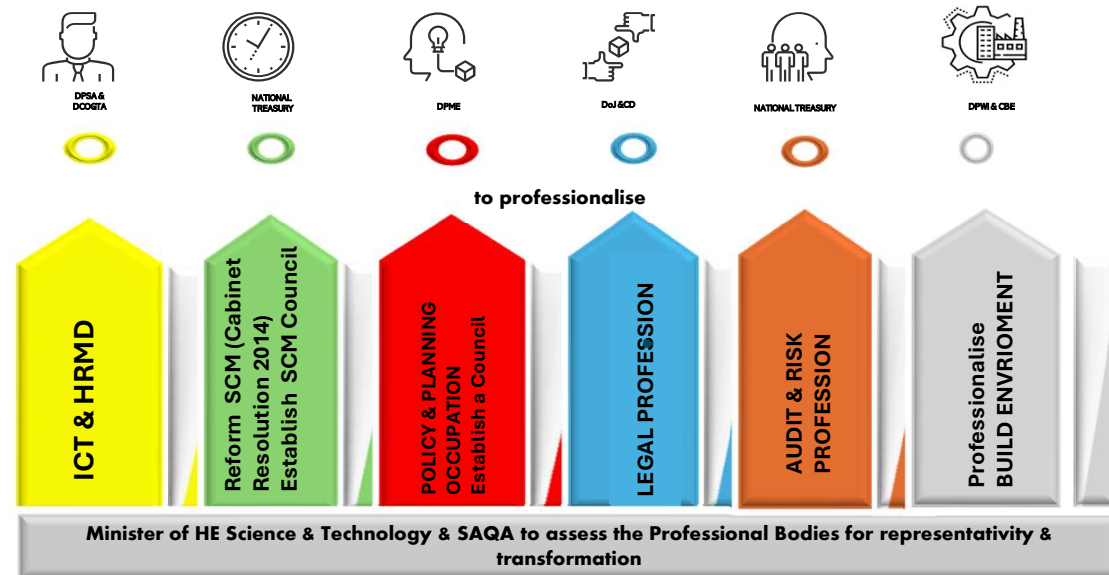


- Review of the Performance Management System & Development (PMDS).
- Link the performance of HODs and DDGs to that of the Institution.
- The role of PSC in the performance evaluation of HoDs.
- Align performance management with professional bodies' registration
- Review the Guidelines for Advisors – Introduce minimum requirements per category, performance management system, and code of conduct for Advisors.
- Address the systemic challenges that result in instability and poor relations between Executive Authorities and HoDs.

Pillar 4: Continuing Learning & Professional Development

Priority Professions ... not excluding other professions

**NSG responds to
PILLAR 4 by
Improving our
approach**



THE NATIONAL SCHOOL OF GOVERNMENT

WEBINAR

21st Century: Whose Century is it anyway?
Debating development pathways and outcomes between Asia and Africa

Click To register

A conversation with Prof. Kishore Mahbubani
[Click to see Bio](#)

THURSDAY 27 Feb 2025 10:30 EAST

Prof. Kishore Mahbubani, in the book "The Asian 21st Century" explores the global shift of power from Western domination to the rise of Asian economies to the centre of the world stage in the 21st century. Join us for an engaging conversation with Prof. Kishore Mahbubani in Debating Development Pathways Between Asia and Africa presented by this shift.

Ms. Pan Xiaoli
China Academy, Fudan University
Moderator

Prof. Siphamandla Zondi
University of Johannesburg
Respondent

Prof. Busani Ngcaweni
The National School of Government
Respondent

school of government
Department of Government
REPUBLIC OF SOUTH AFRICA

Learn Serve Grow

THE GHANA INSTITUTE OF MANAGEMENT AND PUBLIC ADMINISTRATION (GIMPA) IN PARTNERSHIP WITH THE NATIONAL SCHOOL OF GOVERNMENT, SOUTH AFRICA AND THE KENYA SCHOOL OF GOVERNMENT

PRESENTS A WEBINAR ON

Economic Governance in Africa

CLICK TO JOIN
<https://wacren.zoom.us/j/96101919>

Zoom Meeting details:
Meeting ID: 680 9820 5120
Passcode: 052883

SPEAKERS:

MR. LEONARD MUTUKU MATHIEKA
Minister of Energy and Infrastructure, Kenya

HON. HERBERT KRAPA
Minister of Energy, Ghana

MODERATOR:

DR. FRANK BANNER
Chairman of the Board, GIMPA

5TH MARCH 2025
VENUE: ZOOM
TIME: 09:00 GMT

AI LEADERSHIP

A PRACTICAL GUIDE

ONLINE WEBINAR
DATE: 12 March 2025
TIME: 13:00 - 16:00

Click to Register

The world is rapidly evolving with the Artificial Intelligence (AI) being a driving force that underpins the change in this digital era. Therefore, it is imperative to quickly adopt the use of AI in leadership and in policy development. Public and private sector are forced to accelerate collaboration to execute solutions that would expedite the socio-economic development of the country.

Microsoft Solutions Partner
Data & AI Azure

NETCAMPUS GROUP
unlocking potential

school of government
Department of Government
National School of Government
REPUBLIC OF SOUTH AFRICA

PILLAR 4: STRENGTHENING PROFESSIONAL DEVELOPMENT THROUGH PARTNERSHIPS WITH PROFESSIONAL BODIES

Curriculum Collaboration

NSG and professional bodies jointly design and deliver content.



Trainer Capacitation

Professional bodies enhance the skills of NSG trainers.



Free Training Programs

NSG offers ODeL to members Of professional bodies.



Webinars and Master Classes

Webinars and MasterClasses are jointly arranged



Accreditation and Co-delivery

NSG programs are accredited and qualifications are co-delivered.



Expert Input

Professional bodies provide content expertise to strengthen NSG training programs.



CPD Point-Allocation

NSG Accredited to offer courses and programmes with CPD points awarded



Workshops

Workshops are co-organised focusing on various areas of interest.





SOUTH AFRICAN
Council for Social Service Professions (SACSSP)



AGREEMENTS (MOAS) ALREADY SIGNED

PILLAR 4: CONTINUED PROFESSIONAL DEVELOPMENT

A FOCUS ON FINANCE, SCM AND IMPROVED SERVICE DELIVERY

Extending Finance and SCM to the Sector



Finance Programmes



Focus on financial management development



Supply Chain Management Programmes

Emphasis on supply chain management development



Towards improved Governance and Service Delivery



Integrated Management Development Programme



- **Emerging** Management Development Programme – *Emerging Managers*
- **Advanced** Management Development Programme – *Middle Managers*
- **Executive** Development Programme (Certificate in Executive Leadership) – *Senior Managers*

CHAMPIONING ANTI-DISCRIMINATION provides information on the key concepts, principles, and application of championing Anti-discrimination in the public service space.



Post Graduate Diploma in African Governance (AFGOV)



- **Enhance governance** across the African continent.
- **Professionalize public servants**
- **Bridge the gap** between undergraduate and postgraduate educational opportunities
- Regionally recognized

SKILLS AUDIT PROJECT



- Concept document developed by the NSG and HSRC.
- Project plan and timelines finalised for a phased implementation approach – responding to all 5 pillars of the Framework.
- Engagements with the Directors-General of the departments to share the skills audit methodology, project plan, timeframes.

8 identified frontline and service delivery departments will participate in the first phase, i.e., Transport, Human Settlements, Water and Sanitation, Cooperative Governance, Public Works and Investments, Home Affairs, SASSA, and Employment and Labour.

Image: <https://www.roberthalf.co.uk/advice/human-resource-management/how-conduct-skills-audit-your-employees>

PROGRESS ON THE SKILLS AUDIT



PHASE 1 INVOLVED A SITUATIONAL ANALYSIS THROUGH DESKTOP RESEARCH IN FRONTLINE AND INFRASTRUCTURE DEPARTMENTS

PART OF PHASE 2 OF THE BROADER SKILLS AUDIT PROJECT- SKILLS SURVEY CONDUCTED IN TWO DEPARTMENTS:

- Department of Water and Sanitation
- Department of Public Works and Infrastructure

Findings from Phase 2 identified gaps in key generic competencies, including:

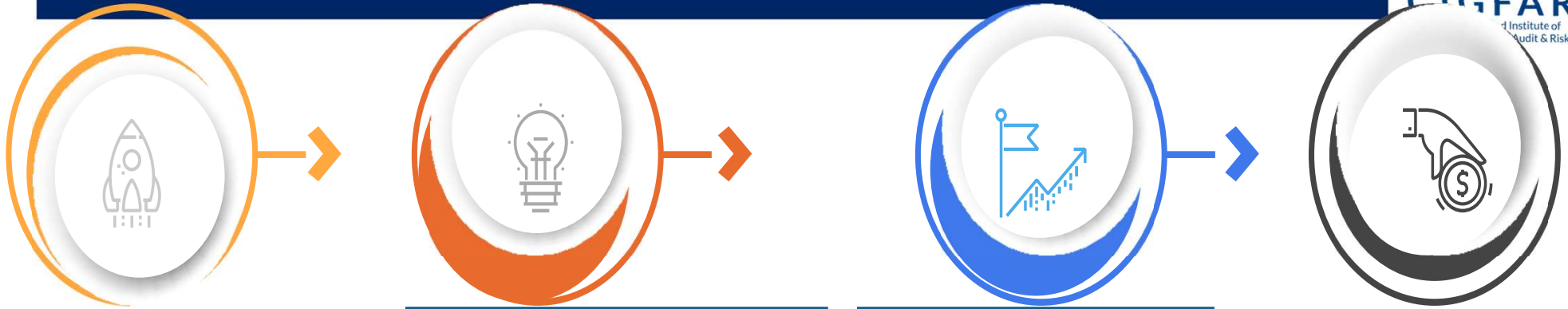
Phase 1 findings revealed widespread gaps in:

- Management,
- Governance,
- Strategy,
- Change management
- Financial management,
- Problem-solving,
- Service delivery, and
- Innovation

- ☐ Planning and organising
- ☐ Project management
- ☐ Risk management
- ☐ Continuous learning
- ☐ Policy compliance
- ☐ Teamwork and collaboration

- ☐ Technological proficiency
- ☐ Quality orientation
- ☐ Financial acumen
- ☐ Information management
- ☐ Conflict resolution

PILLAR 5: CAREER PROGRESSION & CAREER INCIDENTS



Political Administrative Interface:

- DG in the Presidency will be designated as **Head of Public Administration**.
- In Provinces - Directors General in the Office of the Premiers.
- The HOPA will assist the President & Premiers to manage career incidents of HoDs and serve as mediation mechanism.

Tenure of DGs, HODs & MMs

- **Tenure of HoDs** increase to ten years:
 - ✓ rigorous process of recruitment & selection
 - ✓ training and development
 - ✓ performance management reviews
 - ✓ consequence management for non-compliance.
- Revised **performance management framework** for HODs to be presented by the MPSA to Cabinet.

Revolving door Policy

- To provide for the movement of identified public servants **between private academia** sector,
- Consider external candidates for the positions of DDGs and DGs.
- Manage conflicts of interests - highlight those Departments that might create conflict of interest

Review RPL Policy (DHET and SAQA)

- Explore the possibility of **RPL for recruitment** for optimum use in the public sector (recognition of experience)
- MPSA must determine the need for an **RPL assessment centre**.

IMPACT OF FRAMEWORK ON CAPACITY BUILDING & SKILL DEVELOPMENT

Meritocratic appointments:

- Assessments
- Qualifications
- Integrity testing
- Professional registration

Workplace as a Learning Environment

Performance Management Systems

- PDP
- Professional body registration
- CPD

Organisation Development

Structured Training and Development Programmes

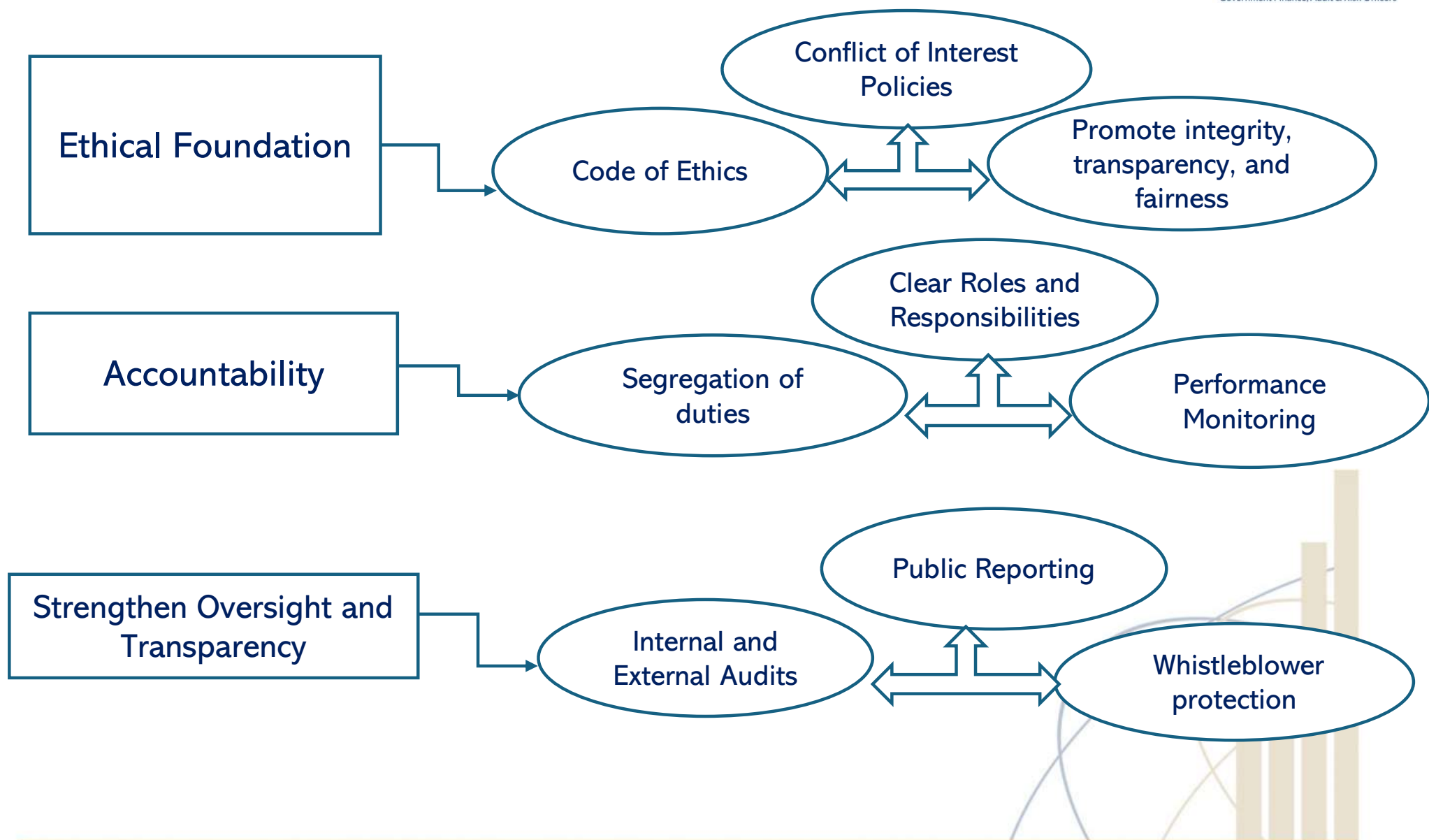
- Targeted interventions
- Use of experts

Ethical and Developmental Culture

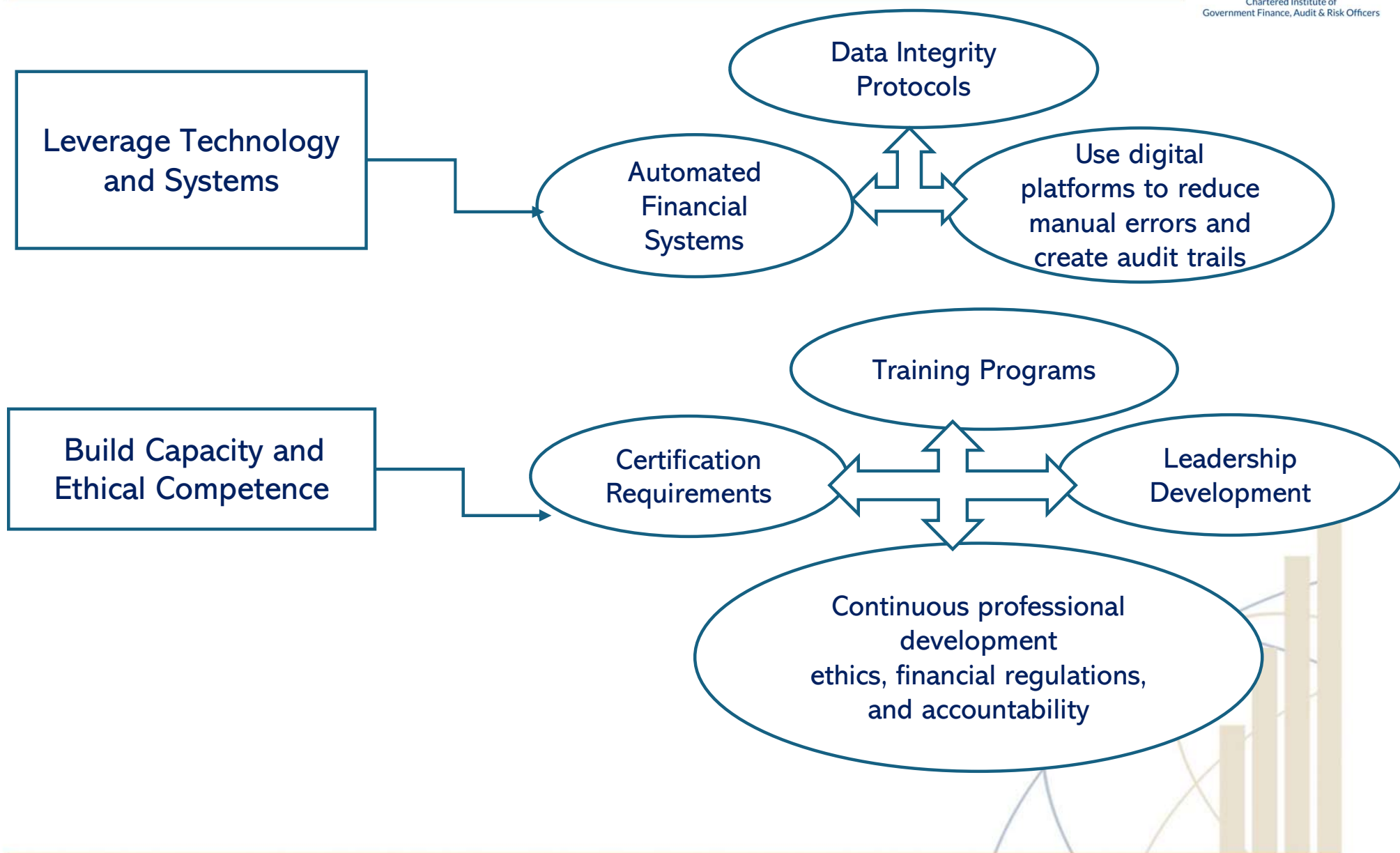
Improved Service Delivery

Collaboration with Professional Bodies, Higher Education Institutions and Private Providers

INTEGRATION OF ETHICAL STANDARDS AND ACCOUNTABILITY MEASURES WITHIN FINANCIAL MANAGEMENT



Integration of ethical standards and accountability measures within financial management



HIGH LEVEL CHALLENGES FOR IMPLEMENTATION OF THE FRAMEWORK



OPERATIONAL - CHALLENGES HIGHLIGHTED 2024 AG AUDIT

TONE AT THE TOP/ ACCOUNTABILITY

Lack of effective
championing and
overseeing the
directive's
implementation

LACK OF OVERSIGHT & MONITORING

Absence of
monitoring
mechanisms to
ensure compliance
with the directive's
tasks

RESOURCE & CAPACITY CONSTRAINTS

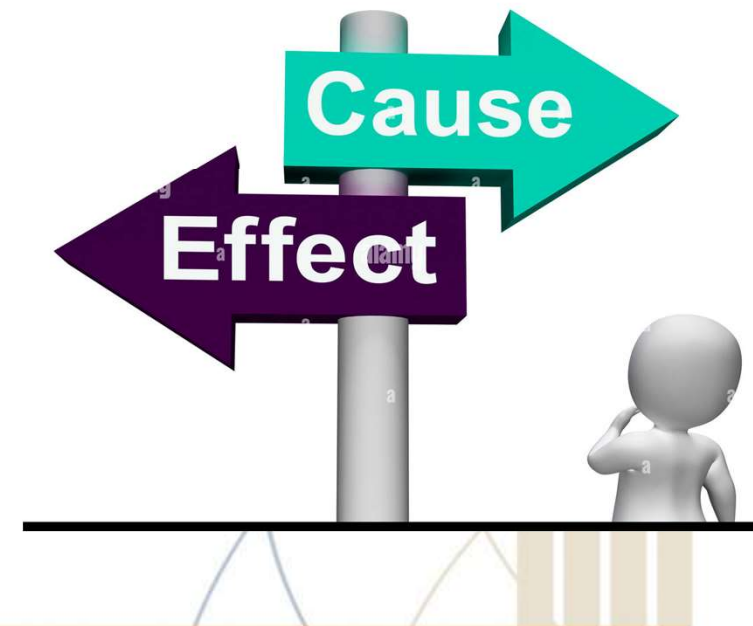
Smaller departments
or those in poorer
provinces indicated
challenges like:
Insufficient HR
personnel or
budget to implement
programmes

INSUFFICIENT TRAINING & AWARENESS

Some HR units and
managers seemed
unaware of certain
new requirements

LACK OF POLICY UPDATE & COMMUNICATION

Institutions are not
updating their
internal HR
policies/guidelines
to reflect the new
directive



AG FINDINGS 2024 AUDIT

Overall Non-compliances to the directive HRM&D

National compliance: moderate

Provincial compliance: Gauteng, Mpumalanga, and Western Cape showing strong adherence (over 95%); Northern Cape and Free State lag behind

Of the 326 total compliance gaps identified, 45% relate to Recruitment & Selection, Induction & Onboarding—accounts for 20%

Pillar 1: Recruitment & Selection

Well-implemented
Gauteng and Western Cape maintain over 95%
The **high compliance rate on recruitment and selection** indicates that more effort will need to be done on the existing workforce

Pillar 2- Induction & Onboarding:

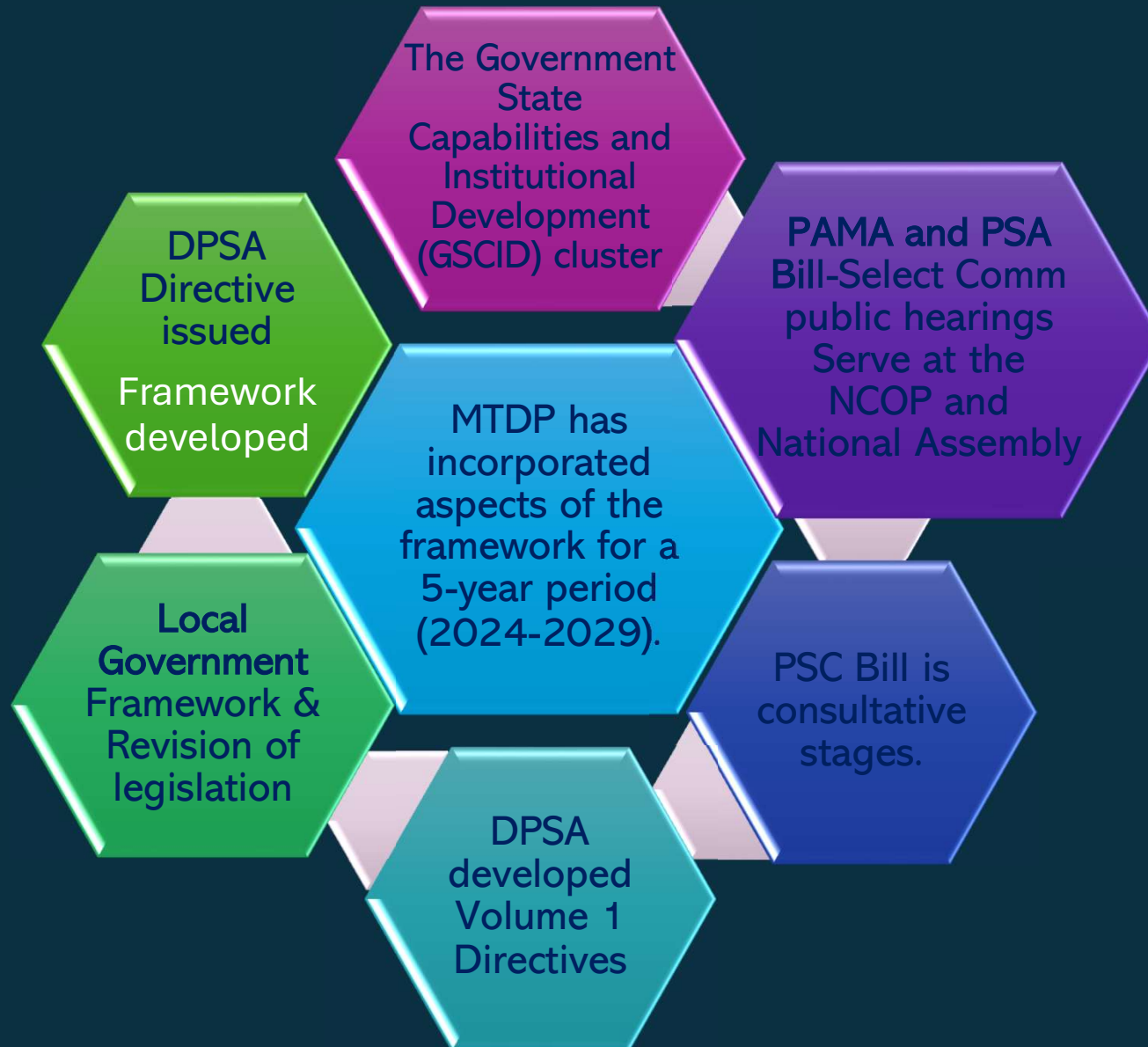
Nationally : shows the **weakest compliance**,
Provincially: Free State and Northern Cape facing major gaps,
Onboarding highlighted as a key area needing urgent attention.

Pillar 4: Continuing Learning & Professional Development

Continuing learning 19%
HR policies contribute 16% respectively,

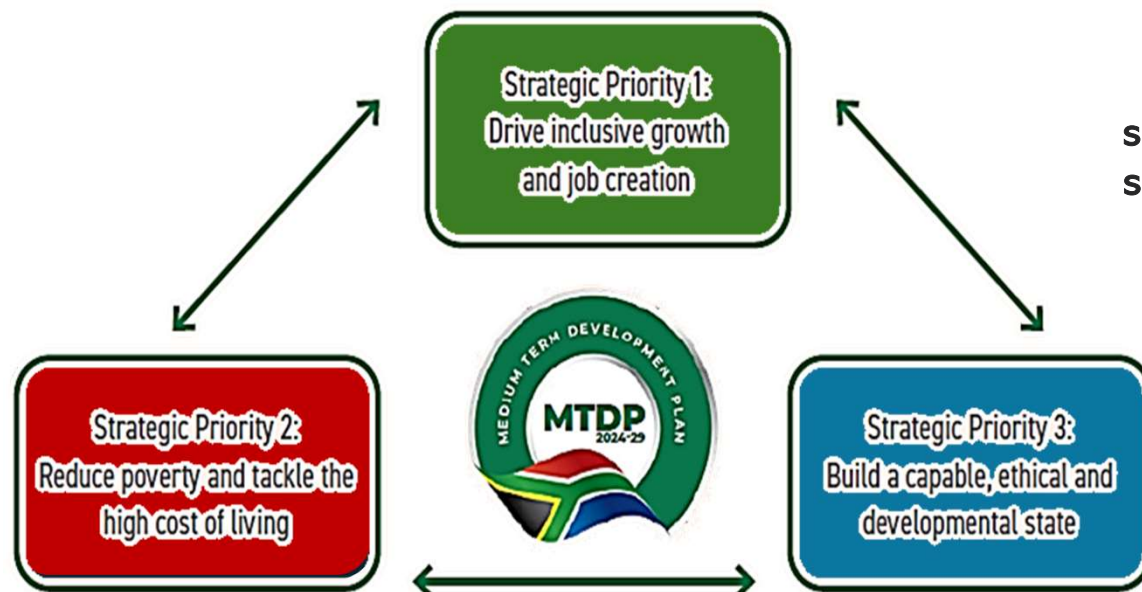
The non-compliance on continuing learning indicates that employees in the system with skills gaps are not prioritised

STRATEGIES TO IMPROVE IMPLEMENTATION



DELIVERY ON THE FRAMEWORK INCORPORATED IN THE MTDP

Strategic Priority 2:
Reduce poverty and tackle the high cost of living; provide a means through which South Africans can rise above poverty that has been passed down from one generation to the next.



Strategic Priority 1:

Economic growth means more jobs, reduced poverty, expanded social spending, promote social cohesion and reduce crime.

Achieving the first two strategic priorities will require a capable state that can deliver on the country's developmental objectives.

80% implementation required mid-term
100% implementation required end of term

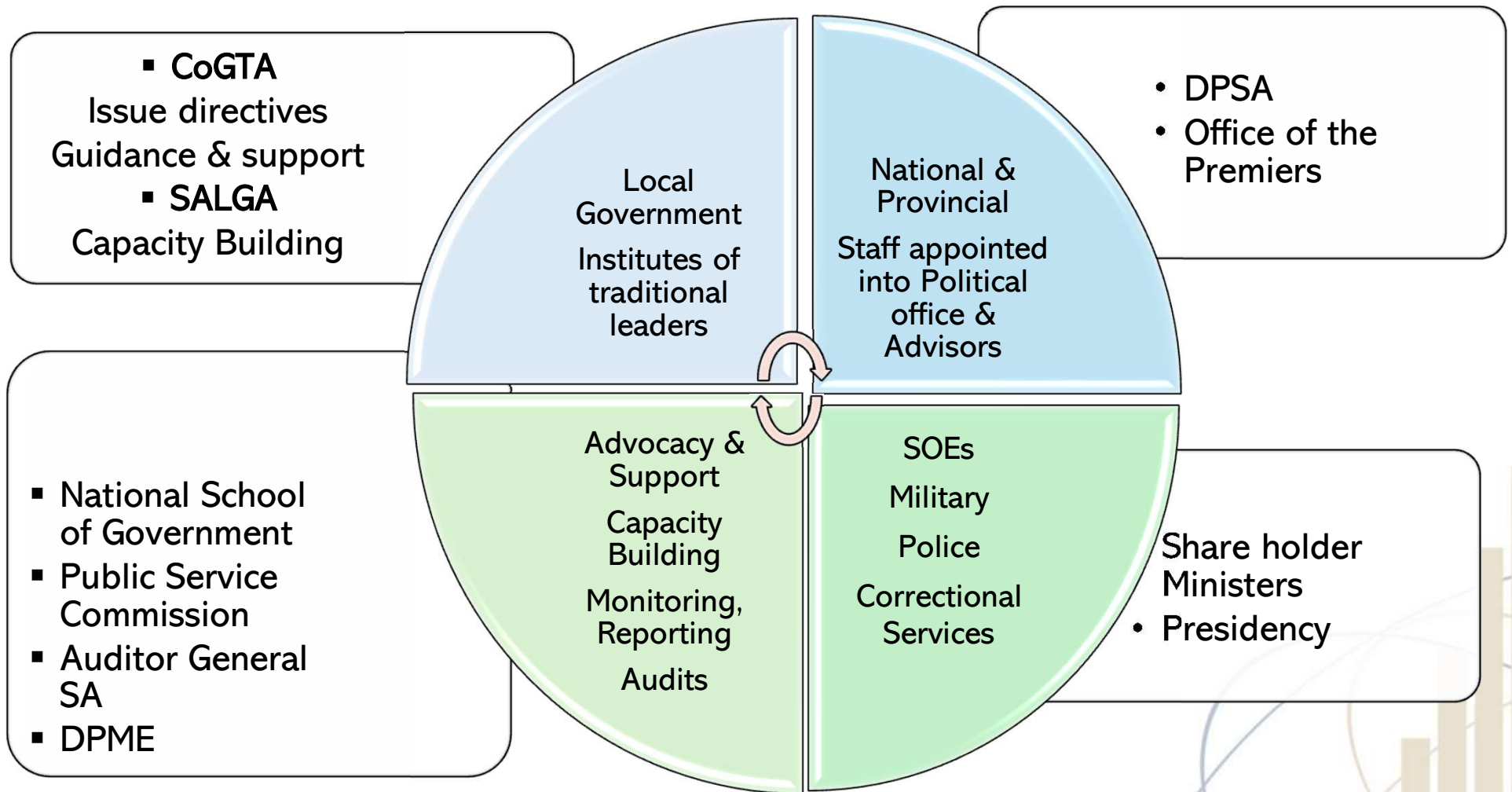


NSG: Foresight & Scenario planning, Design thinking, Digital Transformation for the Public Sector
Microsoft: Introduction to Digital Literacy, AI Fluency, Cybersecurity, Data Science, Power BI, and data analytics
NeMisa: Interactive Media Animation and Digital Awareness, Graphic Design, Digital Skills, and Digital Literacy.

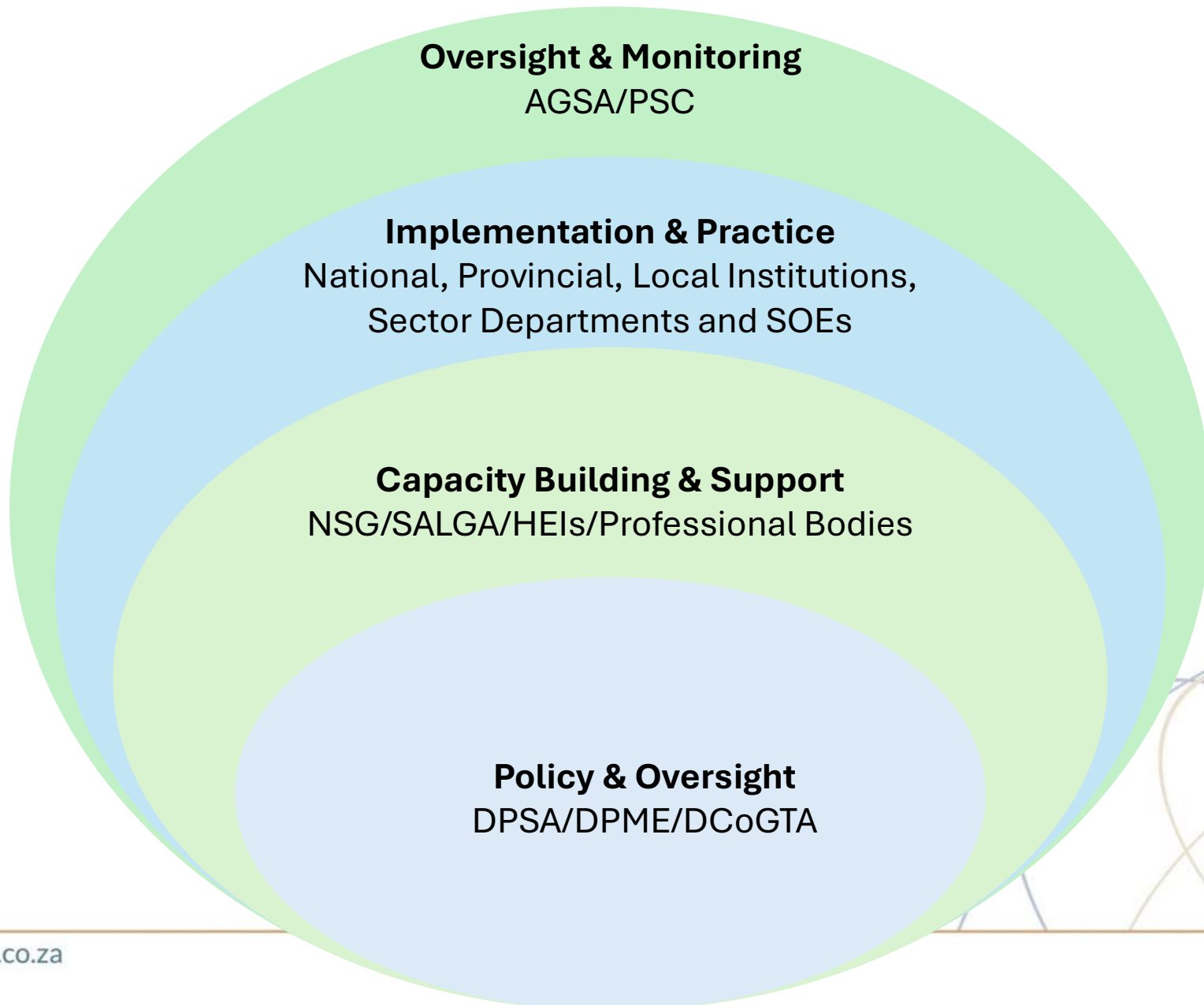


Partnerships Towards Digital Transformation In The Public Sector

ROLES AND RESPONSIBILITIES OF STAKEHOLDERS IN IMPLEMENTATION

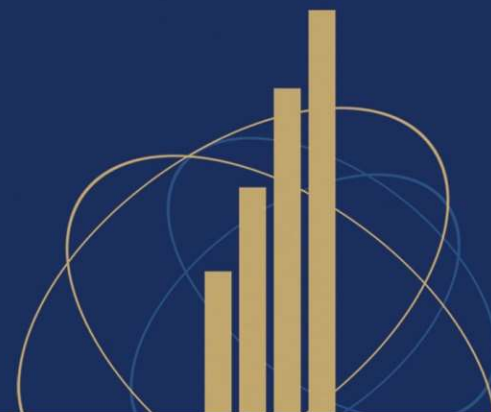


COLLABORATION ECOSYSTEM





Thank You!



CIGFARO
Chartered Institute of
Government Finance, Audit & Risk Officers

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