

**OPENING ADDRESS BY GAUTENG PREMIER DAVID MAKHURA  
AT THE GAUTENG SENIOR MANAGEMENT SERVICE CONFERENCE  
13 AUGUST 2014; BIRCHWOOD, EKURHULENI**

Director of the Programme, MEC Panyaza Lesufi;

Minister of Public Service and Administration Mr Collins Chabane;

Members of the Executive Council;

Executive Mayors;

The Chinese Delegation from Shanghai Administration Institute, led by Mr Wang Guoping,  
Executive President;

The Director General, Ms Margret Diedricks and the Special Advisors;

Municipal Managers;

Heads of Departments and CEO's of Agencies;

DDGs, Chief Directors and Directors;

Fellow Servants of our People;

Allow me to extend a warm welcome to Minister Collins Chabane for agreeing to attend and give a keynote address to the first Gauteng Senior Management Conference of this 5<sup>th</sup> provincial administration.

I also like to convey my sincere welcome to the Chinese delegation from the Shanghai Institute of Administration.

Whilst this is not this is not the first SMS Conference, its distinct significance is that it is taking place at the beginning of a new term of government wherein the call is for radical socio-economic transformation. This call for radical change was aptly captured by President Jacob Zuma during his inauguration on 24<sup>th</sup> May 2014, and I quote:

“Today marks the beginning of the second phase of our transition from apartheid to a national democratic society. This second phase will involve the implementation of radical socio-economic transformation policies and programmes over the next five years. We have already placed before the nation, the National Development Plan, our roadmap which outlines the type of society we envisage by the year 2030. Through this programme, we will move South Africa forward to prosperity and success”.

The President's call has now been followed up with a comprehensive strategic posture and detailed programme outlined in the State of the Nation Address and the Medium Term Strategic Framework adopted by the National Cabinet.

In order to decisively move Gauteng forward in line with the National Development Plan and the governing party's 2014 Manifesto, I tabled before a ten-pillar radical programme of radical transformation, modernisation and re-industrialisation of Gauteng, on 27<sup>th</sup> June 2014 during the State of the Province Address:

- Radical economic transformation
- Decisive spatial transformation
- Accelerated social transformation
- Transformation of the state and governance
- Modernisation of the public service
- Modernisation of the economy
- Modernisation of human settlements and urban development
- Modernisation of public transport infrastructure
- Re-industrialisation of Gauteng province
- Taking the lead in Africa's new industrial revolution.

In Gauteng, we have also reaffirmed the strategic vision of building Gauteng into an integrated, inclusive, innovative and sustainable city-region that continues to be the leading economy in the African continent that is characterized by smart and green industrial and socio-economic development.

This Conference takes place during the third month since the start of the 5<sup>th</sup> administration term of office. At this first gathering of the leading echelon of the public service, we are bound to ask ourselves fundamental questions regarding the new journey we have started, on the road to radical socio-economic transformation. Some of the questions we must ask ourselves and answer are; how much have you been grappling with the full implications of the call for radical change? How seriously are you committed to change the way the state and government institutions relate to the people they purport to serve?

As the leadership of the public servants, have you fully understood and embraced in thought and action, the kind of radical shift required on the part of the way government works in order to achieve the vision outlined in the NDP?

Are we transforming ourselves as managers of government institutions to be the face of change called for by President Zuma or are we still caught up in doing the same things in the same old bureaucratic way that deeply infuriates and frustrates members of the public we are meant to serve?

Two of the ten pillars of our programme for radical transformation, modernization and re-industrialisation of our province focus on the transformation of the state and governance and the modernization of the public service. This is the case because we understand fully that there can be no radical socio-economic transformation without the fundamental transformation and modernization of the state and government institutions. For radical change to happen, the drivers of change must change radically. For radical transformation to take place, we ourselves must transform.

We meet during August, the Women's Month. One of the changes we must drive relentlessly is the struggle for gender equality and parity as part of changing the demographic profile of the state institutions.

While we still have a long way to go, I'm pleased to announce that in Gauteng province we have 60% of the MECs are women, while there is a 50-50 gender parity at the level of HoDs.

Since assuming office, I have appointed two women out of the three new HODs to underscore the point that we are serious about gender equality. With regard to the highest echelon of the 5<sup>th</sup> administration, something is changing. We will continue to pay attention to gender equity and transformation of the entire SMS echelon. The public service must be an employer of choice that offers the best platform for women professionals to their full role in the transformation and development of our nation, as equals.

Over the past three months, we have been working tirelessly to reposition government institutions in our province and build momentum for radical socio-economic transformation:

- Firstly, we have adopted a strategic posture of an activist government that is responsive and actively engages with communities to find solutions to their developmental challenges. We have stepped up service delivery inspections and unannounced visits as part of improving the performance of the public servants in serving the people of our province. We have found many challenges in some of the frontline service delivery sites such as hospitals, police stations and DLTCs. Service delivery interventions are going to be strengthened through the setting up of a Service Delivery War Room. All of you must work on the basis that we are coming to your workplace on the day that you least expect us! Service delivery is the hallmark of the 5<sup>th</sup> administration.
- Secondly, we are strengthening integrity management to root out fraud and corruption from state institutions and society. We are opening up the tender system for public scrutiny so that decisions made in awarding tenders are beyond reproach – Provincial Treasury and Department of Roads & Transport are pilot sites. There will be consequences for those who are involved in acts of corruption in our province. Integrity and accountability are critical in building public confidence and trust and there will be no compromise. I have already received a briefing from the Public Service Commission and have raised concerns that there are still many public servants who do business with government and some even refuse to be vetted. Clean, accountable and responsive government is not negotiable in our province. We shall enforce ethical standards and integrity over the next five years. This we are doing by setting up an integrity management office, in the Office of the Premier.
- We are also paying serious attention to the performance of departments and agencies on key performance areas such as service delivery, financial management, governance and accountability, human resource management and strategic management. Managers must do their job by ensuring that Gauteng becomes the best province with regard to all these KPAs. I have had an opportunity to go through several reports, including the MPAT results from the Department of Performance Monitoring and Evaluation in the Presidency, Public Service

Commission and Auditor General's Office and Office of the Public Protector and Gauteng is not where it is supposed to be. We are supposed to be a more better position than we are at. We can do much better than meeting minimum standards of compliance. ,

Fellow compatriots, we have adopted a comprehensive and ambitious programme for radical transformation, modernization and re-industrialisation of our province. We are setting clear targets and timeframes for delivery as we finalise the Provincial Medium Term Strategic framework and annual performance plans. As the Premier I will be signing performance agreements with MECs and HODs based on the implementation of the ten pillars and achievement of national outcomes.

For me, it is an honour to lead this Gauteng province, the biggest economy in our country and fourth largest economy in Africa. It certainly should be an honour for all of you and a privilege to be entrusted with this being a senior manager in Africa's only city-region that whose economy is worth R1 trillion in goods and services. You are part of Team Gauteng, which I have I lead and team which I coach.

An integrated, inclusive and sustainable Gauteng City Region requires a different caliber of public servant. This requires a public servant who is skilled, conscientious, committed and passionate to serve the people beyond the call of duty. A public servant driven by the values of justice, fairness, integrity and productivity beyond the minimum requirements specified in your contract.

As the Gauteng Provincial Government, we also must strive to be model employer. Managers must strive to make our government an employer of choice for those who want to give the best to the country – skilled and self-driven individuals who have the passion to make a difference in the lives of ordinary South Africans. This includes making the public sector workplace the site for production and reproduction of skills. We need to turn the public workplace into training space for the young and aspirant public servants.

Last year, the national government and public servants agreed to a Service Charter and commitment to improve performance, enhance and fast track the delivery of services to improve the lives of our people. The charter, which all public servants are expected to

sign, seeks to ensure an effective, efficient and responsive public service. The commitments made by all parties must be translated in practice in this province.

Agreement on a Service Charter was reached against the background of increasing number of members of the public impatient with and intolerant of arrogance, bureaucratic indifference, corruption and sheer laziness from those who take them for granted and treat them with disdain and disrespect.

One thing that has shocked me since I joined Team Gauteng is the fact that we have a very passive and complacent approach to participation in programmes outside of those defined in our KPAs. For instance, senior managers, let alone the entire workforce do not attend National Days. This also applies to some of the major cross-cutting activities and programmes of Government. This is one of the things we need to change. We need greater integration, coordination and collaborative efforts beyond departments, branches and directorates.

We are also focusing on improving coordination and integration across departments and spheres of government on service delivery and major game-changing interventions.

We will continue to build and strengthen capacities within the state for coordination and integration, including through establishment of Gauteng Infrastructure Coordinating Council (GICC) and Provincial Coordinating forum (PCF).

One of the key interventions of strengthening our capacity to co-ordinate and integrate our actions for service delivery will be through the launch of Service Delivery War Room. The war room is about rapid response and intervention to address people's needs and concerns, from local level upwards. It should help support our efforts at planning, coordination and integration. It should help support mass participation in local democracy.

By way of example, we have hundreds upon hundreds (if not thousands) of community workers employed by different departments and spheres of government, whose roles and responsibilities are not clearly defined or overlap, yet serving same communities, same municipal wards and same households. Because of lack of integrated planning and coordination these resources of state are not effectively deployed to serve our people. These

workers, when better trained and oriented can become grassroots government activists facilitating participatory governance in planning and development

Through Service Delivery War Room, we can bring focus and discipline in the mobilisation and utilisation of these workers. All these interventions will ensure that we live up to the expectation of radical transformation. However, we must make sure we have the right people, with the right skills and attitude. I want men and women who want to serve, who want to see change and change for the better.

All these interventions are to be driven through the Office of the Premier and the Executive Council, supported by you. They are essential to win our war against poverty, unemployment and inequality.

One of the responsibilities of the Office of the Premier is the management of the public services as head of Provincial Government.

Of course, we shall not succeed if the organisational model of our departments is also not appropriate for the strategic intent and unable to respond to our ten-pillar programme. I know there has been a protracted process on the organisational structure and filling of vacant posts. We are one of the provinces with highest funded vacant posts. Related to this, is the concern raised by the Auditor General of excessive use of consultants on areas that can be normally be the job of a public servant.

It is not my purpose to highlight other critical questions in this first SMS conference of the fifth administration.

On all what I have said, I want to be able to engage and talk to all of you on matters in which you have expertise without any bureaucratic hindrance. Unleash your best potential and positive energy to ensure that our province succeeds.

This SMS Conference is a relevant forum to discuss how we are going to realize radical socio-economic transformation and implement the ten-pillar programme of radical transformation, modernisation and re-industrialisation of our province in a holistic, seamless and comprehensive manner.

Together let us move Gauteng forward to an integrated, inclusive and sustainable City Region that is the engine of our country's industrialisation and the continent.

I wish you well in your deliberations and will always count on your professional and undivided support.

I THANK YOU!