

# South African Management and Development Institute

## Aim

*The aim of the South African Management Development Institute (Samdi) is to provide practical training and develop interventions that contribute to the improvement of the public service.*

## Policy developments

In the 1999 Budget, Samdi was placed under the policy and managerial authority of the Department of Public Service and Administration. After a period of restructuring and redesign, the Institute has been given a new focus and mandate. From 1 October 1999, it will again function as a separate entity under the political authority of the Minister for Public Service and Administration, but with greater managerial autonomy and its own accounting officer, who also acts as its Director-General.

Previously, Samdi provided training to civil servants, mainly in technical fields such as procurement procedures, Persal (the state payroll and personnel system), financial management systems and certain human resources management procedures. Samdi will continue to provide these services, but will provide two additional services:

- Support in the field of organisational design and focus
- Management training, in line with the new management practices introduced into the civil service over the past two years.

Over time, it is intended that Samdi should recover its direct training expenses from departments and other users.

## Expenditure estimates

**Table 11.1 Expenditure by programme**

R million	Expenditure outcome			Revised estimate 1999/00	Medium-term expenditure estimate		
	1996/97	1997/98	1998/99		2000/01	2001/02	2002/03
Administration	4,7	6,5	6,5	4,1	5,7	6,2	6,6
Public sector organisational and staff development	4,8	5,2	18,1	9,4	11,4	11,8	12,5
Auxiliary and associated services	0,1	0,1	–	0,4	1,4	1,2	0,9
<b>Departmental vote</b>	<b>9,6</b>	<b>11,8</b>	<b>24,6</b>	<b>13,9</b>	<b>18,4</b>	<b>19,2</b>	<b>20,0</b>
Public works <sup>1</sup>	–	–	–	–	–	–	–
<b>Total</b>	<b>9,6</b>	<b>11,8</b>	<b>24,6</b>	<b>13,9</b>	<b>18,4</b>	<b>19,2</b>	<b>20,0</b>
Change to 1999 Budget estimate	–	–	–	(4,0)	0,1	0,1	–

<sup>1</sup> Appropriated on Vote 26: Public Works.

- *Administration* covers resources used in the overall management of Samdi.
- *Public sector organisational and staff development* provides public sector, customer-driven organisational developmental interventions that lead to improved performance and service delivery.
- *Auxiliary and associated services* provides the auxiliary services required to meet the Institute's aims.

**Table 11.2 Economic classification of expenditure**

R million	Expenditure outcome			Revised estimate	Medium-term expenditure estimate		
	1996/97	1997/98	1998/99	1999/00	2000/01	2001/02	2002/03
Current							
Personnel	6,5	8,7	9,8	7,5	12,0	12,8	13,8
Other	2,0	2,4	3,0	4,6	4,6	4,7	4,7
Transfer payments	–	–	11,0	–	–	–	–
Capital							
Transfer payments	–	–	–	–	–	–	–
Acquisition of capital assets	1,1	0,7	0,8	1,8	1,8	1,7	1,6
<b>Total</b>	<b>9,6</b>	<b>11,8</b>	<b>24,6</b>	<b>13,9</b>	<b>18,4</b>	<b>19,2</b>	<b>20,0</b>

Other current expenditure increased by more than 50 per cent between 1998/99 and 1999/00, as outside training agencies were increasingly used to expand the scope of courses offered and clients served. This was possible due to a decrease in personnel expenditure. Most of the personnel expenditure was allocated to paying employees to develop programmes, monitor contracted-out training services and facilitate training within government departments.

## Programme 1: Administration

**Table 11.3 Programme expenditure**

R million	Budget estimate	Adjusted appropriation	Revised estimate	Medium-term expenditure estimate		
		1999/00		2000/01	2001/02	2002/03
1999 Budget	5,4	4,9	4,1	5,6	5,7	–
<b>2000 Budget</b>	–	–	–	<b>5,7</b>	<b>6,2</b>	<b>6,6</b>
Change to 1999 Budget estimate	–	(0,5)	(1,3)	0,1	0,5	–

This programme covers policy on training and capacity building, as formulated by the Minister for the Public Service and Administration, the Director-General and the Institute. *Administration* also covers centralised administrative and legal functions.

### Policy developments

For most of 1998/99 and 1999/00, the accounting officer of the Department of Public Service and Administration also served as the accounting officer of Samdi. As the head of Samdi is once again the accounting officer responsible for financial affairs, this programme will take over certain accounting and administrative functions from the Department of Public Service and Administration.

The Institute is also expected to develop a set of programmes, outputs, service delivery indicators and management plans as part of the turn-around strategy under this programme. These plans will be developed in consultation with the Minister for Public Service and Administration.

## Programme 2: Organisational and staff development

**Table 11.4 Programme expenditure**

R million	Budget estimate	Adjusted appropriation 1999/00	Revised estimate	Medium-term expenditure estimate		
				2000/01	2001/02	2002/03
1999 Budget	11,1	11,6	9,4	11,4	11,7	–
<b>2000 Budget</b>	–	–	–	<b>11,4</b>	<b>11,8</b>	<b>12,5</b>
Change to 1999 Budget estimate	–	0,5	(1,7)	–	0,1	–

The *Public sector organisational and staff development* programme reflects Samdi's broader focus, supporting government departments in both training and organisational development. More intensive use of external training and service providers should contribute to better capacity and skills in the public service.

## Programme 3: Auxiliary and associated services

**Table 11.5 Programme expenditure**

R million	Budget estimate	Adjusted appropriation 1999/00	Revised estimate	Medium-term expenditure estimate		
				2000/01	2001/02	2002/03
1999 Budget	1,4	0,4	0,4	1,4	1,7	–
<b>2000 Budget</b>	–	–	–	<b>1,4</b>	<b>1,2</b>	<b>0,9</b>
Change to 1999 Budget estimate	–	(1,0)	(1,0)	–	(0,5)	–

*Auxiliary and associated services* manages the motor vehicles owned by the Institute and funds membership fees to local and international professional and educational bodies concerned with public service training.

