

From Policy to Projects: A Public Service Value-Chain Network Model

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ABSTRACT South Africa is characterised by an interdependent, three-sphere system of co-operative government. To foster coordination and co-operation in this system requires alignment of government programmes. Chain thinking provides a logical framework to probe the path of transforming policy into institutional strategies, programmes and projects. In a network of actors and governmental processes it becomes a highly complex endeavour to sift through the various chains in government, in order to pinpoint areas that require more effective cooperation and coordination. By utilising a literature survey in an interpretivist research paradigm, the aim of this paper is to propose dimensions and elements of a public service value-chain network model to provide an analytical and conceptual framework for a detailed analysis of value chains on vertical, horizontal and institutional levels in government.