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**RESPONSES TO THE RECOMMENDATIONS OF THE PORTFOLIO COMMITTEE ON THE BUDGETARY REVIEW AND RECOMMENDATIONS REPORT (BRRR) OF THE PORTFOLIO COMMITTEE ON PUBLIC SERVICE AND ADMINISTRATION ON THE DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION (DPSA), PUBLIC SERVICE COMMISSION (PSC), NATIONAL SCHOOL OF GOVERNMENT (NSG) AND THE CENTRE FOR PUBLIC SERVICE INNOVATION (CPSI): DATED 25 NOVEMBER 2020**

**9. OBSERVATIONS AND KEY FINDINGS**

The Committee made the following observations:

9.1 The Committee notes and commends the Department of Public Service and Administration and entities (National School of Government and Centre for Public Service Innovation) for receiving clean audit outcomes for 2019/20 financial year. The National School of Government Trading Training Account received unqualified audit in programme 2 even with the impact of the COVID-19 pandemic.

9.2 The Committee notes the Department’s achievement of 34 out of its 35 (97%) annual targets, while one was not achieved. The Committee commends the Department for achieving almost all of its targets.

9.3 The Committee further commends the Department and entities including the Public Service Commission for not experiencing unauthorised, irregular, fruitless and wasteful expenditure in 2019/20 financial year. The Committee wishes the Department and entities to maintain same precedent on zero unauthorised, irregular, fruitless and wasteful expenditure in the upcoming financial years.

9.4 The Committee commends the Department of Public Service and Administration, National School of Government, Centre for Public Service Innovation and Public Service Commission for paying suppliers within 30 days.

9.5 The Committee notes an increase of female representation from 41% in 2018/19 reporting cycle to 47.44% in 2019/20, although it is still not enough. The Committee advised the Department to lead by example in achieving 50% of women at SMS levels. The Committee commends the Department for exceeding a national target of 2% by maintaining 3.5% of employing people with disabilities.

9.6 In an effort to reduce the wage bill, the Committee notes a report by the Department that Early Retirement proposal was unsuccessful due to dispute by the Labour Unions at the Public Service Coordinating Bargaining Council. The Committee urged the Department together with the labour unions to find amicable solutions to reduce the wage bill and to keep the tenets of the three year agreement at the PSCBC in order to foster labour peace and rule of law.

9.7 The Committee welcomes government’s approval of the Digital Transformation Strategy for the Public Service together with the existing National eGovernment Strategy and Roadmap, which will bring some convergence and create a collective opportunity for, and effort towards digitisation of government services and function. The Committee was of the view that these two strategies will bring some degree of coherent coordination across the spheres of government in striving to digitise most of the government services.

9.8 Service Delivery Improvement Plans in the Public Service have been a challenge experienced by the Department of Public Service and Administration in terms of a lack of uniformity and some departments not submitting at all. The Committee supports the Department in developing a service delivery model that will find expression in the piloted District Development Model to address the unevenness in the institutionalisation of service delivery improvement initiatives.

9.9 The Committee takes note that part of the Public Administration Management Act (PAMA) 11 of 2014 Regulations are implemented in a phased manner over the Medium Term Strategic Framework (MTSF), among which is the establishment of the Chief Directorate of the Office of Standards and Compliance.

9.10 The Committee was concerned about the lack of high uptake by the public servants on the Government Employee Housing Scheme, which results in government saving the monies supposed to assist towards paying mortgage bonds.

9.11 The Committee was pleased with both the Department and the Department of Planning, Monitoring and Evaluation for developing a strategy to operationalise the NDP objectives of establishing the Administrative Head in the Presidency and Offices of the Premier to manage career incidents of Heads of Departments as part of addressing challenges identified around the political administrative interface.

*9.12* The Committee notes that the lifestyle audit strategy and draft guideline for public servants has been approved by the Cabinet. Government will, therefore, be able to continue implementing lifestyle audits in the 2021/22 financial year.

9.13 In light of the Auditor-General’s audit findings, the Department and its entities were required to develop an action plan to address matters raised to avoid recurrence of similar issues in the 2020/21 financial year.

9.14 The Committee commends the Department for resolving to induct Executive Authorities of the new Administration in 2019 and beyond on the issue of Executive delegations to Accounting Officers. This resulted in improvement on the signing of performance agreements of directors-general/Heads of Department.

9.15 There must be proper controls regarding other remunerative work by public servants, to ensure that primary employment and service delivery are not affected by the practice. Also, all the monitoring platforms detecting officials doing business with the State should be strengthened.

9.16 The Committee notes that the Department had entered into a new Memorandum of Understanding with the CPSI regarding shared services, since the Centre is still in the process of being recomposed.

**PUBLIC SERVICE COMMISSION**

9.17 The Public Service Commission was urged to monitor the management of the transfer and secondment of government officials in the public service.

9.18 The Public Service Commission was urged to investigate reasons why disciplinary cases in the public service get prolonged without closure, which costs government a lot of money whilst officials are idling at home.

9.19 The Committee notes and compliments the impartiality observed by the Commission regarding the disciplinary process against its Director-General.

9.20 The Committee notes that there were still some vacancies in certain provinces regarding regional commissioners, which hampers the work of the Commission.

**NATIONAL SCHOOL OF GOVERNMENT**

9.21 The Committee notes the increase in the average number of days to collect debt from 45 days in the 2018/19 financial year to 56 days in the 2019/20 financial year due to COVID-19 pandemic, which has negatively impacted on the NSG’s ability to maintain proper debt collection. The Committee expressed dissatisfaction regarding the inability to collect debt for the 2019/20 financial year, the reason being the impact of COVID-19 pandemic, which was experienced in South Africa at the end of the financial year.

9.22 The Committee further takes note of the effects of the COVID-19 pandemic which have significantly impacted on the training courses and generation of funds particularly in conducting face to face classes as compared to online classes. The School is faced with a challenge of raising revenue since most of the public servants enrolling for training do not have laptops for online training programmes.

9.23 The National School of Government should continue to develop a funding model, which will make the School self-sustainable. A certain percentage of the training budgets in government departments have to be ring-fenced for training and development courses offered by the School.

**CENTRE FOR PUBLIC SERVICE INNOVATION**

9.24 The Committee notes the efficacy of the innovation projects and outcomes within the Centre and the public service.

**10. RECOMMENDATIONS**

The following recommendations are proposed:

| **NO.** | **RECOMMENDATION** | **RESPONSE** |
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| 10.1 | **DPSA****Legislative and governance matter**The Department should speed up legislative reform, especially concerning the Public Administration Management Act 11 of 2014 in order to ensure that operational systems are updated and strengthened. This would enable the National School of Government to improve on its mandate. | * Over the past year the Department of Public Service and Administration has embarked on the processing of two sets of regulations being the Regulations on *Conducting Business with the State, Disclosure of Financial Interests, Ethics, Integrity and Disciplinary Technical Assistance Unit, 2020 and the Office of Standards and Compliance, 2020*. In terms of the Public Administration Management Act, these regulations require the concurrence of the Ministers of Finance and Cooperative Governance and Traditional Affairs and SALGA. While both Ministers have indicated their concurrence, the concurrence from SALGA is still awaited.
* Amendments to the Public Administration Management Act are being processed, including an amendment to retain the National School of Government as a national department whilst expanding their ability to provide services to local government. This Bill is envisaged to be tabled into Parliament in the 2021/2022 financial year.
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| 10.2 | **DPSA Administrative matters**The Department of Public Service and Administration should swiftly and fully establish the Office of Standards and Compliance and expand its scope to conduct life style audits for government employees in all three spheres of government. | The PAEIDTAU was established by Presidential proclamation on 31 March 2019. To give effect to this, two sections in the DPSA were amalgamated to form the core of this new unit, namely the Chief Directorate: Ethics and Integrity Management and the Directorate: Discipline Management. On 1 October 2020, a Chief Director (Dr. S Hoogenraad-Vermaak) was appointed as head of the Unit and on 20 January 2021, all employees who were amalgamated to form part of this Unit received letters to formalize their permanent appointments to the Unit. This includes a Director: Ethics, Integrity and Conduct Management (Ms Pleasure Matshego), Deputy Director: Oversight and Interventions (Mr. Thabang Molobela), Deputy Director: Monitoring and Evaluation (Mr. Isaac Kabini), Deputy Director: Discipline Management (Mr. Nkosinathi Dlamini), Deputy Director: Discipline Management (Ms Pumla Nonxuba), Senior Administrative Officer: Discipline Management (Ms. Dorothy Ngqolombe), Assistant Director: Ethics, Integrity and Conduct Management (Mr. Moses Kutu) and an Administrator (Mr. Khuliso Dzhivhuho). The process for appointing a Director: Discipline Management was finalized and an appointment is pending, with the position of Director: Monitoring and Evaluation, Oversight and Interventions already advertised, to be filled soon.In terms of the Public Service Regulations, 2016, regulation 22, heads of department have the responsibility to conduct lifestyle audits. This regulation provides for a head of department to-“(a) analyse ethics and corruption risks as part of the department’s system of risk management;”To assist departments, a draft framework for the conducting of lifestyle audits in the public service was approved by the DG: DPSA, which includes a Guide to be adopted in the next financial year (Q1) to guide national and provincial departments to conduct lifestyle audits using eDisclosure information. When criminal conduct is determined, departments are expected to lay charges with the police and to report the case numbers to the PAEIDTAU for record and analysis purposes. The PAEIDTAU will support all departments when requested.The PAEIDTAU is in the process of developing a Memorandum of Understanding with the Financial Intelligence Centre (FIC), to assist the Unit with verifying information contained in its databases (eDisclosure database, Other Remunerative Work database and Conducting Business with the State database) and to refer suspicious conduct to the appropriate law enforcement agency. |
| Sections 16 and 17 of the Public Administration and Management Act, 2014 provides for prescription of minimum norms and standards and the establishment of the Office of Standards & Compliance to strengthen accountability and ensure compliance by public institutions. With effect from 1 April 2019, through a Proclamation issued by the President, 13 sections (sections 1 - 4, 8, 10, 13 - 18 and 20), of the Public Administration Management Act, 2014 came into operation. When sections 15 and 17 of the Public Administration Management Act became operational, the Office of Standards and Compliance was established.On 21 November 2019, the Minister for Public Service & Administration approved that, as part of the new macro organisation structure of the department that will be implemented as from 1 April 2020, the organisational form of the Office of Standards and Compliance would be at a Chief Directorate level. In April 2020, a Chief Director was assigned to head the Office. Two Directors, 1 deputy director and 2 Assistant Directors were also assigned to the Office. Efforts are under way to capacitate the Chief Directorate with the filling of one Director and five Deputy Directors. However, the posts of four Assistant Directors will not be filled within this current MTEF period due to budget cuts. The functions of the Office of Standards are to advise the Minister on- * 1. the determination of minimum norms and standards;
	2. the enforcing of compliance with minimum norms and standards;
	3. establishing frameworks, structures and processes for the setting of standards from regulatory norms;
	4. assessing the appropriateness of- minimum norms and standards; and

public administration norms and standards; * 1. ensure that the Office promotes, monitors and takes the necessary steps to secure compliance with- minimum norms and standards and public administration norms and standards;

The setting of minimum public administration norms and standards is a critical step in promoting compliance, changing the behaviour and mind-set of public servants and to ensure that the appropriate level of assurance is exercised before external oversight bodies such as the Auditor-General come to assess how well (or not) the commitment to the citizens of this country has been kept.The Office has finalised all its concept documents as part of its phase 1 implementation approach, all of which will be consulted upon with all relevant stakeholders during the 2021/22 financial year. However, the Office continues to monitor the level of compliance or not by all national and provincial departments, the outcome of which will be an Annual Report submitted to Minister. |
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| 10.3 | **DPSA Administrative matters**The Department of Public Service and Administration should develop an inclusive strategy aimed at managing the public service wage bill over the medium term by regularly consulting with organised labour when major decisions affecting the conditions of service in the public service are made. However, government is urged to keep the three-year agreement on salaries, which was effective from the 2017/18 financial year up to the 2020/21 financial year. | The DPSA has developed a Negotiation Implementation Protocol which supports an inclusive approach for decision-making and risk mitigation as pertains to negotiations for employer parties. Consultations with labour, both formally and informally, do occur at the level of the relevant executives. Furthermore, as the employer, the State is mindful of its obligation in supporting and adhering to the labour relations regulatory framework of the Republic. To this extent, consultations with labour occur at the relevant designated fora. The three-year agreement (PSCBC Resolution 1 of 2018) has multiple clauses, dealing with salaries, allowances and conditions of service, among others. The employer has always endeavoured to fulfil its obligations within the compensation envelope allocated for the implementation of the Resolution. However, clause 3.3 relating to salary adjustments for the last year of the Resolution, could not be implemented due to financial constraints preceding the Covid-19 pandemic which exacerbated the situation. The Labour Appeal Court has ruled that the enforcement of clause 3.3 of the Resolution is unlawful for contravention of ss213 and 215 of the Constitution of the Republic of South Africa and Regulations 78 and 79 of the Public Service Regulations, 2016. |
| 10.4 | The Department of Public Service and Administration should comprehensively report on progress made and challenges encountered regarding the Government Employees Housing Scheme (GEHS) in order to reduce housing backlogs. | The Government Employees Housing Scheme (GEHS) is established in terms of PSCBC Resolution 7 of 2015. The main aim of the Housing scheme is to address the homelessness among the lower levels of public servants. This is done by introducing an enhanced housing allowance and enforcing a compulsory saving by employees who are still renting.**The key objectives of GEHS are :*** To support, educate, advise employees on housing options and housing opportunities;
* To promote home ownership and facilitate asset security among employees;
* To assist employees to access affordable housing loans and finance; and;
* To assist employees on rental accommodation with a view to saving towards buying a house.

**Progress to date**: The current housing allowance is **R 1 456.94**. The housing allowance is increased annually on the basis of the average consumer price index (CPI). The last increase was on 1 July 2020. As at **30 June 2020,** **692 503** employees were receiving the new GEHS housing allowance for home ownership. A total of **259 399** employees who do not own homes were receiving GEHS Housing Allowance for tenants (employees living in rented accommodation). The allowance is diverted into Individual Linked Savings Facility (ILSF). The funds are co-managed by both National Treasury and the DPSA. The accumulated savings are held in an interest-bearing facility until such time as the employee is ready to access the funds for the purpose of acquiring home ownership, building and improving a home.**Challenges:** More than 35% of employees who are receiving housing allowances are not home owners. This is due to a number of factors, ranging from poor financial health, which leads to failure to obtain housing loans. But most importantly, many of these employees are finding it impossible to find housing stock which is priced within their affordability range. Home loans are not affordable and there is poor supply of houses in appropriate locations.The DPSA is currently consulting on a revised strategy and implementation roadmap that amongst others is meant to address the challenges and fulfil the objectives of the scheme as envisaged. |
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| 10.5 | **DPSA Administrative matters**The Department of Public Service and Administration should conduct an evaluation of the Government Employees Housing Scheme to determine factors that lead public servants, not being able to take their benefits (R1200 per month) offered by government to own houses. | The Department of Public Service and Administration (DPSA) is in the process of procuring the services of a Service Provider to assist in the Evaluation of the GEHS system and to also look at the role that the Government Employees Housing Scheme should play in facilitating availability of housing stock for government employees, more especially for those who are categorized as the gap market. This will be done in partnership with the relevant stakeholders.  |
| 10.6 | **DPSA Administrative matters**The Department of Public Service and Administration should urgently improve on its vacancy rate at 13.4%, as this affects service delivery. | * The Department of Public Service and Administration (DPSA) is in the process of aligning its Organisational Structure with the departmental APP priorities and the available compensation budget.
* Approval was granted by the Minister for the MACRO organisational structure with effect from 1 April 2020 and a recruitment plan was developed to track the progress of filling all Senior Management Service posts, on a regular basis.
* Approval was granted by the Minister for the Organisational Structure on 30 October 2020, cascading down to the lowest post level. Matching and placement of employees were conducted in November and December 2020 and in January 2021 all employees on salary levels 2 to 12 received letters indicating the approval of their transfers to the approved Organisational Structure.
* The filling of vacant posts on the Organisational Structure (both Macro and Micro levels) have been hampered by the cuts in compensation budget, as received in the allocation letter from National Treasury.
* The department is required to prioritize vacancies that are critical to achieve its APP priorities and then abolish vacant posts that can no longer be funded over the MTEF period due to the recent budget cuts. This matter is currently being considered by and is a priority for EXCO. Once the vacant posts have been identified that can still be afforded over the MTEF, the recruitment process with unfold.
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| 10.7 | **DPSA Administrative matters**The Committee compliments the Ministry for steps taken towards the finalisation of the disciplinary process of the Director-General at the PSC, since the President delegated the responsibility to it to facilitate the process. The Committee will expect a report in this regard as soon as it is finalised. | * Following investigation of the allegations of misconduct against the Director-General, the President, through President’s Minute No 102, delegated to the Minister for the Public Service and Administration the power to initiate disciplinary proceedings against the Director-General and to implement the sanction.
* Retired Honourable Judge Cynthia Pretorius was appointed to Chair the disciplinary hearing and Mr. Sonwabo Shibane, the Director: Organisational Development and Labour Relations in the Department of Co-operative Governance was appointed as employer representative. Both persons accepted this responsibility at no cost to the department.
* A charge sheet was served on the Director-General on 28 August 2020.
* The disciplinary hearing commenced on 9 September 2020 and reconvened from 20 October 2020 to 22 October 2020, when the hearing concluded.
* The judgement on the findings was handed down on 10 November 2020 wherein the Director-General was found guilty on all six charges put to him.
* Following arguments on the sanction, the Chairperson issued a ruling on 1 December 2020 that the Director-General must be cautioned in respect of certain charges and that a sanction of dismissal on 30 days’ notice was issued in respect of charges relating to nepotism; misrepresentation/dishonesty; and bringing the name of the OPSC in disrepute.
* The Director-General’s employment was accordingly terminated on 3 January 2021.
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| 10.8 | **PSC**The Public Service Commission should investigate reasons causing delays in closing disciplinary cases in the public service as the situation costs government millions of rands, whilst suspended officials are idling at home. | The PSC has engaged with the DPSA on the role of the Technical Assistance Unit (TAU) in dealing with such matters and it was confirmed that the TAU is currently addressing issues related to suspensions and disciplinary matters. With respect to investigating the cause of delays in closing disciplinary cases, the PSC conducted an extensive study in 2016 and the reasons thereof, plus recommendations are addressed in the same report. The report was equally presented to the DPSA and the PSCBC in order to facilitate implementation of the recommendations. Report link below:[http://www.psc.gov.za/documents/reports/2016/Man agement\_of\_service\_terminations\_and\_pension\_pay-outs.pdf](http://www.psc.gov.za/documents/reports/2016/Man%20agement_of_service_terminations_and_pension_pay-outs.pdf) In addition, in 2017 the PSC finalised a report on the non-implementation of arbitration awards and labour court orders. Again, this report highlighted issues relating to discipline management and their poor management which results in government loosing cases. Again recommendations are made in the report to address, amongst others, the management of disputes as well as issues relating to the effective management (not abuse) of arbitration processes plus the capacity of labour relations officers. The report was presented to the DPSA, bargaining councils and Portfolio Committee, of which the DPSA has to lead implementation of the recommendations. Link: <http://www.psc.gov.za/documents/reports/2017/Final%20report%20-%20non-implementation%20of%20arbitration%20awards%202017.pdf>The PSC will therefore not conduct another study, but (a) will await a report from the DPSA on the outcome of the process they have initiated in monitoring the management of discipline (which includes suspensions); and (b) urges the DPSA to put measures in place to implement the recommendations made in these reports. |
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| 10.9 | The Public Service Commission should improve on its reputation management and public perception to instil confidence in the institution. | The PSC publishes a quarterly bulletin, as well as various opinion pieces on topical issues (such as ethical conduct) in the media. Webinars were also hosted during the financial year with the aim of generating high-level debate on the issues raised by the Portfolio Committee and obtaining input on key public administration challenges. Inspections were conducted at selected education facilities. These inspections assessed the compliance with the minimum health, safety and social distancing required in the mitigation of COVID-19 during the re-opening phase for grades 7s and 12s. The PSC took this as an opportunity to be the voice fighting the plea for the eradication of the bucket system and pit latrines in schools, which is a grave health and safety risk. The PSC has been invited to participate in events hosted by stakeholders and a clean audit was obtained. Positive feedback has been received and the PSC is constantly working towards improving its reputation. |
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| 10.10 | The Committee urges the Commission to facilitate with the Offices of the Premier to see to it that vacancies of the Commission are filled where they exist. | In terms of the Constitution, the PSC plays no role in the filling of vacancies of Commissioners. The PSC timeously informed the Presidency, as well as the relevant Premiers, of the impending vacancies and sent reminders where necessary. The Office of the Speaker in Parliament has been requested to intervene. |
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| 10.11 | **NSG**The National School of Government in consultation with the National Treasury should develop a lasting funding solution for the sustainability of the School. The School should be permitted to use training funds for learners who were unable to attend training for a longer period when they had prepaid for such training. | The NSG through the assistance of the National Treasury has secured additional funding of R44.3 million from the Department of Public Works for the current financial year to assist the Trading Account. Furthermore, there are ongoing engagements with National Treasury to address the funding of the NSG. |
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| 10.12 | The National School of Government in collaboration with the Department of Public Service and Administration should ensure that all senior managers in thePublic service become aware of the mandatory training courses freely offered by the School. | The NSG has embarked on an awareness campaign through social media, Ministerial statements and media interviews to promote NSG programmes. The attached annexure provides the social media reach. |

**Annexure: 10.12**

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| Date | Post | Facebook Reach  |
| 11June 2020 | The National School of Government offers Education, Training & Development programmes for all three spheres of Government & organs of state | 1000 |
| 17 July 2020 | Webinar on Facebook(Towards a single Public Service) | 1700 |
| 13 August 2020 | Invitation to Enrol on a course- NYUKELA | PRE-ENTRY INTO SENIOR MANAGEMENT SERVICE Target group: This course is for people who aspire to enter into senior management positions for the first time in the Public Service and those already in senior management positions who wish to progress to another level. | 1100 |
| 04 September 2020 | NSG Media statement- MEMBERS OF THE EXECUTIVE TO ATTEND TRAINING COURSES AT THE NSG Facebook and GCIS | 1600 |
| 07 September 2020 | Media statement Compulsory Ethics in the Public Service Online Course offered by National School of Government. Facebook and GCIS | 1500 |
| 15 September 2020 | ETHICS IN THE PUBLIC SERVICE (Compulsory Course) | 786 |
| 29 September 2020 | NSG hosted a webinar on “Towards a professional public Service” | 2800 |
| 19 October 2020 | Advert on NSG course offerings | 1700 |
| 15 November 2020 | Announcement of economic governance #springschool #accountability. This afternoon, the NSG will host members of the executive in the Economic Governance training programme. The week long training will be attended by members of the executive (Ministers, Deputy Ministers, Mayors,). Today serves as the first day of the programme, as members of executive get orientated on what to expect for the week. The purpose of the training programme is for members of the executive to reflect on how to improve the performance of the state and promote economic growth | 759 |
| 16 November 2020 | Minister @Stellarated and Ekurhuleni Mayor @mzwandileMasina engaging Members of the Executive on the topic "Governance Challenges", presented by Professor Adebayo Olukoshi @olukoshi2010 #springschool #economicgovernance @PresidencyZA @thedpsa @GCISMedia | 1000 |
| 20 November 2020 | The National School of Government will this morning conclude on the week long "Economic Governance Spring School". Members of the Executive will receive certificates for showing dedication towards this prestigious programme #economicgovernance #springschool #EuropeanUnion | 2400 |
| 20 November 2020 | The Inaugural Economic Governance Spring School for Members of the Executive had been a great success as 17 members diligently attended the course for the week, with the intention to reflect on how to improve the performance of the state and promote economic growth. The Programme is fully funded by the European Union | 1400 |
| 12 December 2020 | Etella", is a seSotho word which means "lead". The programme is intended for Accounting Officers such as HODs, Directors-General, Municipal Managers, CEOs of public enterprises and Ambassadors as Heads of Missions. "Etella" is a NSG flagship Executive Programme for Accounting Officers, which was approved by Cabinet to give effect to the commitment of building the capacity of the state. "As Accounting Officers we need to undo what the public thinks of us out there...all bad things associated with the image of the public service, it's up so us to change that narrative", said Principal of the NSG Mr Busani Ngcaweni in his welcome speech | 900 |
| 18 January 2020 | All government officials are invited to enrol for the following two courses: - Governance - Emergency Management for South Africa Contact the NSG now for more enquiries. | 446 |

| **NO.** | **RECOMMENDATION** | **RESPONSE** |
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| 10.13 | The National School of Government should devise a strong risk management Strategy to protect itself against cyber-attacks. | The NSG has revised its strategic risk register and plans, including emphasis on the cybercrime attack. The NSG is also putting in place further mechanisms to mitigate against any further attacks. New advanced cybersecurity software has been deployed across the NSG and includes a new advanced internal firewall (in addition to SITA Government Firewall). The NSG has appointed a new service provider for ICT outsourced services. Advanced ICT security measures are included in the list of services, including anti-virus; advanced monitoring and safeguarding of the local area network; and cloud based solutions. |
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| 10.14 | **CPSI**The Department and the Ministry have to speed up all bottlenecks towards the finalisation of an investigation on the repositioning/reconfiguration of the Centre for Public Service Innovation and thereafter report to the Committee on the roadmap, challenges and successes it experienced while undertaking the process. | A series of preparatory meetings were held with the Minister and Deputy Minister. The latest meeting was held on the 14th of December 2020 regarding the matter, with the DPSA: DG in attendance. It was reported that there is no additional funding (from neither the National Treasury nor the DPSA) to fund additional capacity required in Programme Two which carries the core mandate of the CPSI. The report will be tabled to the Minister no later than 31 March 2021. |
| 10.15 | The Centre for Public Service Innovation and the Department should operationalise the new Memorandum of Understanding agreed upon between them regarding shared services so that the Centre’s mandate is not stifled, since it moved from its equipped place of operation back into the Department. | There is a MoU between the CPSI and the DPSA to render services to the CPSI. However, the DPSA indicated that it is no longer able to provide some of the services, such as Labour Relations that came to an end as of 31 December 2020. The CPSI is unable to create posts for these services due to budgetary constraints as stated above and the ceiling that National Treasury has put on the Compensation of Employees. The National Treasury does not allow movement of budget between the allocations between Compensation of Employees and Goods and Services. This leaves the CPSI with no option but to outsource certain corporate services, further constraining the funding of the core mandate of the CPSI. The DPSA will provide the Committee with a report regarding their challenges in terms of operationalising the MoU in full. It is important to note though that an updated MoU is yet to be finalised by the DPSA. |

**11. CONCLUSION**

The Department of Public Service and Administration has in the 2019/20 financial year continued to implement and coordinate interventions aimed at achieving an efficient, effective and development-oriented public service, which is an essential element of a capable and developmental state. The Department and entities were able to spend almost all their entire allocated budgets and achieved clean audits, which is commendable.