

Budgetary Review and Recommendations Report (BRRR) Of the Portfolio Committee on Public Service and Administration Reporting on the Public Service Commission (PSC) Annual Report for the 2020/21 Financial Year, Dated 24 November 2021

1. BACKGROUND

The Portfolio Committee on Public Service and Administration (hereinafter referred to as the Portfolio Committee) having considered the directive of the National Assembly, which is in line with Section 5 of the Money Bills Amendment Procedures and Related Matters Act, No. 9 of 2009 to consider and report on the Annual Report of the Public Service Commission (Independent body), reports as follows:

2. INTRODUCTION

Parliament represents the people of South Africa and it has a responsibility to keep the government accountable to the people. Parliament derives its mandate from the Constitution of the Republic of South Africa. According to Section 55 (2) of the Constitution “the National Assembly must provide for mechanisms (a) to ensure that all executive organs of state in the national sphere of government are accountable to it; and (b) to maintain oversight of the exercise of national executive authority, including the implementation of legislation and any organ of state.

Parliament has developed and approved its Strategic Plan for the 06th democratic Parliament. The 6th Parliament reaffirmed its commitment to law making, oversight and public participation but also to its vision of being an activist and responsive people’s Parliament that improves the quality of life of South Africans and ensures enduring equality in our society.

The strategic objectives of the Portfolio Committee are informed by five strategic goals of Parliament. The functions of the Portfolio Committee on Public Service and Administration are as follows:

- Participating and providing strategic direction in the development of the legislation and thereafter passing the laws.
- Conducting oversight over the Executive to ensure accountability to the Parliament towards achieving an effective, efficient, developmental and professional public service.
- Conducting public participation and engaging citizens regularly, with the aim to relating to the public sector.
- Monitoring the financial and non-financial aspects of departments and its entities and ensuring regular reporting to the Committee, within the scope of accountability and transparency.
- Supporting and ensuring implementation of the Public Service Commission (PSC) recommendations in the entire public service.
- Participating in international treaties which impact on the work of the Committee.

In March 2020, South Africa was among countries worldwide experienced and seized with managing the outbreak of the Coronavirus 2019 (hereafter referred to as COVID-19) which has been declared a global pandemic by the World Health Organisation. The emergence of the COVID-19 pandemic has had a devastating effect on the health, economic and social systems of most countries around the globe. In South Africa contexts, its impact has already been observable in the resources of government and has put a strain in its delivery capacity and the country’s ability to meet its NDP priorities. Government has during 2020/21 financial year, cut budgets of most of state institutions to fund health programmes aimed at fighting the spread of the COVID-19 pandemic in the country.

On November 10, 2021, the Committee considered the Annual Report for 2020/21 financial year of the Public Service Commission for the Budgetary Review and Recommendations reports.

3. PURPOSE OF THE BUDGETARY REVIEW AND RECOMMENDATIONS REPORT

In terms of Section 5 of the Money Bills Amendment Procedures and Related Matters Act, No. 9 of 2009 the National Assembly, through its Committees, must annually compile Budgetary Review and Recommendations reports (BRRR) that assesses service delivery and financial performance of departments and may make recommendations on forward use of resources. The BRRR is also a source document for the Committees on Appropriations when considering and making recommendations on the Medium Term.

The Money Bills Amendment Procedures and Related Matters Act, section 5 (3) highlights focus areas on the budgetary review and recommendation report as:

- Providing an assessment of the department's service delivery performance given available resources.
- Providing an assessment of the effectiveness and efficiency of the departments use and forward allocation of available resources; and
- Including recommendations on the forward use of resources.

3.1 Method

The Portfolio Committee on Public Service and Administration compiled the 2020/21 BRRR using the following documents:

- The National Development Plan: Vision for 2030.
- Medium Term Strategic Framework 2019 - 2024.
- State of the Nation Address 2020/21.
- Strategic Plan of the PSC.
- National Treasury (2021) 4th Quarter Expenditure 2020/21 Financial Year.
- Annual Performance Plan (2020/21) of the PSC.
- Annual Report (2020/21) of the PSC.
- Auditor-General South Africa's outcomes of audit findings 2020/21.
- The Portfolio Committee also met with the leadership and management of the PSC.

4. OVERVIEW OF THE PUBLIC SERVICE COMMISSION

The PSC is an independent institution established in terms of Chapter 10 of the Constitution. It derives its mandate from Section 195 and 196 of the Constitution, 1996, which set out the values and principles governing public administration, which should be promoted by the PSC, as well as the powers and functions of the PSC. The PSC is required by the Constitution to exercise its powers and to perform its functions without fear, favour or prejudice. The Constitution links the PSC's independence firmly with its impartiality and no organ of state may interfere with the functioning of the PSC.

The PSC is vested with custodial oversight responsibilities for the Public Service and monitors, evaluates and investigates public administration practices. It also has the power to issue directions regarding compliance with personnel procedures relating to recruitment, transfers, promotions and dismissals. The PSC is accountable to the National Assembly and to Provincial Legislatures and must annually report on its activities and performance to these two institutions.

5. LEGISLATIVE MANDATE

The PSC is a constitutional oversight body, established in 1996, primarily to promote "a high standard of professional ethics in the public service". The PSC operates in terms of the PSC Act 1997. The Act provides for the regulation of the PSC with regard to:

- a) The constitution of the PSC.
- b) Appointment of Commissioners.
- c) Designation of the Chairperson and Deputy Chairperson.
- d) Conditions of appointment of Commissioners.
- e) Removal from office of Commissioners.
- f) Functions of the PSC (inspections, inquiries, etc.)
- g) Rules according to which the PSC should operate.
- h) The Office of the PSC (OPSC); and
- i) Transitional arrangements with regard to service commissions (created under the Interim Constitution).

6. STATE OF THE NATION ADDRESS

The key priority identified in the SONA 2020 for the PSC was: *Tackling Corruption and Building a Capable State*. SONA 2020 undertook to tackle corruption and build the capacity of the State by:

- Government establishing a "joint government and civil society working group charged with developing a national anti-corruption strategy and implementation plan, which was close to completion of this phase of its work. Government launched the strategy by mid-year (2020). Since the introduction of the Public Service Regulations 2016, there were reports that some public servants still conduct business with the State.

- Ensuring that Government would reinforce areas like ethics and anti-corruption, senior management and supply chain management, and deployment of managers to the coalface to strengthen service delivery.

7. STRATEGIC GOALS OF THE PSC

The strategic goals of the PSC for 2019-2024 are as follows:

7.1 Promoting the implementation values and principles

The PSC has a constitutional mandate to promote and monitor compliance with constitutional values and principles in the course of rendering of services to the public. The promotion of the constitutional values and principles is aimed at fostering a positive behavioural change in the public servants and the Public Service in order to ensure that services are delivered in a responsive, caring and ethical manner, among other things.

In order to ensure the continuity over the MTEF period, the commission plans to conduct 50 quantitative evaluation reports in 2020/21 and 12 qualitative evaluations in each of the remaining years of the MTEF period. The purpose of these reports and evaluations is to assess departments' compliance with constitutional values and principles with a view to promoting a culture of excellence in the public service. Quantitative indicators are used to establish whether systems are in place, while qualitative indicators aim to establish whether those systems assist in effecting change.

7.2 Promoting professional ethics in the public service

In terms of Section 195 of the Constitution, the PSC is required to promote professional ethics in the Public Service. Given this Constitutional mandate, the PSC would raise ethics awareness through the promotion of Code of Conduct in the public service ethical leadership dialogues and commemoration of international events such as the International Anti-Corruption Day.

7.3 Public Administration Investigations

The PSC will, over the MTEF, continue to conduct investigations as a way of holding public service accountable in exercising their functions. A variety of access mechanisms have been established by the PSC to promote accountability and encourage a culture of reporting ethics-related issues, accountability-related issues such as appointment, procurement and financial irregularities, non-compliance with Public Service legislation and policy, service delivery and professionalism-related issues such as bias/impartiality, unfairness, discrimination and prejudice, and performance-related issues such as incapacity, incompetence, lack of training/capacitating and lack of representivity.

7.4 Management of the Public Sector National Anti-Corruption Hotline

Public Sector National Anti-Corruption Hotline (NACH) is another mechanism established by government to prevent and combat corruption. Government has introduced the NACH for departments, public entities and local government in 2004 through a Cabinet Decision of 14 August 2003. The investigation or resolution of the NACH cases has been a challenge since its inception and has been an MTSF commitment for a number of years and departments are expected to resolve 80% of cases lodged with the NACH per quarter. The PSC would over the MTSF monitor the resolution of these cases.

7.5 Management of the Financial Disclosure Framework

In terms of Regulation 21(1)(a) of the Public Service Regulations, 2016, the PSC is required to scrutinise the financial disclosure forms of Members of the SMS. The purpose of the scrutiny is to assess compliance with the requirement to disclose all financial interests and also establish whether the involvement of officials in any activities of the companies could lead to conflicts of interest.

The scrutiny of the financial disclosure forms involves the verification of information provided in the financial disclosure forms against the information contained in the Companies and Intellectual Property Commission Deeds Registry and the National Traffic Information System databases. The PSC also assesses the extent to which SMS members are engaged in work outside their normal employment in the relevant Departments.

7.6 Disciplinary Proceedings on Financial Management

In terms of the Public Finance Management Act, 1999 (PFMA) read in conjunction with Treasury Regulations, 2002, accounting officers of departments are required to report on the outcome of completed disciplinary proceedings on financial misconduct, to amongst others, the PSC. The PSC will over the MTEF monitor and evaluate, amongst others, how departments are managing financial misconduct, which is part of ensuring that the Public Service maintains a high standard of professional ethics. The PSC will continue to produce on annual basis an overview of completed disciplinary proceedings in respect of financial misconducts. The overview is aimed at reflecting on action taken by departments institutionalising consequence management on cases of financial misconduct.

8. PUBLIC SERVICE COMMISSION PROGRAMME PERFORMANCE

8.1 Budget Allocated and Expenditure 2020/21

The PSC's original budget was R297.6 million, which was revised downwards to R274.6 million due to COVID-19 challenges. This downward adjustment affected Goods and Services (reduced by R10 million) and Compensation of Employees (reduced by R13 million). The PSC spent R262,2 million (95.5 per cent) of its revised 2020/21 budget allocation of R 274,6 million as at the end of March 2021. The main cost drivers under this Vote were Programme 1: Administration (R121.6 million), followed by Programme 4: Integrity and Anti-Corruption (R53.7 million) and Programme 2: Leadership and Management Practices (R47.2 million). It may be highlighted here that the amounts allocated to these cost drivers were bigger than others in the same manner as the spending on them.

Of the budget spent for 2020/21 financial year, the PSC had not incurred unauthorised, fruitless and wasteful expenditure as by March 2021.

In terms of the human resources management capacity, the number of posts of the Office of Public Service Commission decreased in the 2020/21 reporting year from 291 (of which 17 were employees employed additional to the establishment to 284 in the 2020/2021 reporting year (of which 10 were employees employed additional to the establishment) 261 of these were filled posts. The PSC spent 99.9% of the total voted expenditure for compensation. The largest percentage of personnel cost to the compensation of employees on salary levels 13 to 16. The vacancy rate of 7% for the 2019/2020 increased to 8% in the 2020/2021 financial year.

Appropriation per programme (R'000)

Programme R'000	Final appropriation	Expenditure	Variance	Virement	Percentage
1. Administration	128 597	121 638	6 959	(1 918)	94.6%
2. Leadership and Management Practices	47 308	47 272	36	3 503	99.9%
3. Monitoring and Evaluation	40 382	38 542	1 840	(2 242)	95.4%
4. Integrity and Anti-Corruption	57 493	53 704	3 789	657	93.4%
Total (PSC)	273 780	261 156	12 624	-	95.4%

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8.2 PROGRAMME PERFORMANCE

One target in the APP was not met, namely the 100% payment of valid invoices paid within 30 days of receipt. The PSC has improved its controls in this area and for the 2021/22 financial year has decided to review its own standards to ensure that valid invoices are paid within 7-14 working days of receipt, especially due to the dire impact on small business.

The PSC had 27 targets, 26 of which were achieved. This represents 96 per cent achievement of targets. The one that was partially achieved was payment of valid invoices within 30 days of receipt. The performance of the PSC is thus proportionate to its budget expenditure. The PSC has four programmes which performed as follows:

8.2.1 Programme 1: Administration

The purpose of this Programme is to provide overall management of the PSC and centralised support services. This programme reported expenditure of R121.6 million (94.5 per cent) of its available budget as at the end of the fourth quarter of 2020/21. The main cost drivers were: Chief Financial Officer (R39,6 million), due to ensuring that no unauthorised expenditure took place, as well as the procurement of the Data Warehouse from the State Information Technology Agency (SITA); followed by Peoples Management Practices (R23,3 million) due to the implementation of Imvuselelo Programme, which focused on re-engineering, culture change and capacity building regarding the "new normal" that was imposed by the pandemic; and Property Management (R22,8 million), which deals with office accommodation, fixed and movable assets.

The PCS set nine targets under Programme 1, eight of which were achieved as planned, whilst the remaining one was not achieved. This translates into 88 per cent achievement. The target not met relates to not achieving a 100 per cent in paying all valid invoices within 30 days of receipt.

The PSC has implemented 50% of the Imvuselelo programme as planned in the annual performance plan for 2020/21 financial year. The Imvuselelo Programme was implemented and focused on three pillars, namely, re-engineering, culture change and capability building. Given the "new normal" working conditions and the evolving COVID-19 regulatory requirements, it was essential to ensure business continuity and react as fast as possible in order to mitigate impacts and other risks associated with the COVID-19 pandemic. With this programme, the PSC intends strength Outcome

Goal 4 of “A strong & well-functioning PSC” by fostering social cohesion whereby employees are able to comfortably impart and share knowledge and promote a conducive work environment where caring is at the forefront of the institution.

The Annual Performance Plan for 2021/22 financial year was approved and submitted timeously to the relevant authorities as per the requirement of the PFMA prescripts. The PSC has achieved unqualified audit opinion as planned. A total of 99.97% of payment of invoices paid within 30 days from the date of receipt. The PSC has appointed 62% of B-BBEE suppliers of total companies conducted business with the institution.

8.2.2 Programme 2: Leadership and Management Practices

The Leadership and Management Practices (Programme 2) is responsible for promoting sound Public Service leadership, human resource management, labour relations and labour practices. The programme has two sub-programmes, namely: Labour Relations Improvement, and Leadership and Human Resource Reviews.

This programme reported actual expenditure of R47.2 million or 99.7 per cent of its 2020/21 budget allocation of R47.3 million as at the end of March 2021. The main cost driver is the sub-Programme Manager: Labour Management Practices, which regulates management practices regarding labour peace. The other cost driver is Labour Relations Improvement (R14.8 million), due to the caseload of grievances and resolution to be dealt with. The programme had a total of five planned targets for the financial year, all of which were achieved. This translates into a 100 per cent achievement.

Sound management and leadership practices in the Public Service continued to be the foundation of the operations of government. The PSC is mandated to promote sound labour relations as well as resolving grievances in the Public Service. During the year under review, the PSC concluded 511 (75%) of the 677 grievance cases, 601 for level 1-12 of which 358 (76%) were concluded within 30 working days upon receipt of relevant information and 76 cases for members of the Senior Management Service (SMS) of which 37 (86%) (57%) were concluded within 45 working days upon receipt of relevant information.

The PSC has finalised 239 of which 6 were concluded and 5 grievances within 45 days. With regard to the full scale investigation, delays were encountered in obtaining information from the aggrieved and Departmental representatives via email and cell phone due to remote and rotational work arrangements, however, the PSC manage to conclude 511 of the 677 cases. This findings and recommendations from the investigated cases enabled the PSC to identify common challenges and trends that should be addressed through platforms such as the Grievance Management Communique. The PSC developed a protocol to deal with grievance from service and other departments whose bargaining council resolutions direct employees to refer their unresolved grievances to other structures.

The PSC also conducted an investigative analysis on the performance of the Commission on Restitution of Land Rights. Although the study did not enter the terrain of the amendment of section 25 of the Constitution.

8.2.3 Programme 3: Monitoring and Evaluation

The main purpose of the programme is to improve the functionality of the Public Service through institutional and service delivery evaluation. This programme reported actual expenditure of R38.5 million or 95.5 per cent of its 2020/21 budget allocation of R40.3 million as at the end of March 2021. The main cost driver is the Programme Manager: Monitoring and Evaluation (R21.0 million), which monitors service delivery culture within the Public Service. The programme had a total of six planned targets for the financial year, all of which were achieved. This translates into a 100 per cent achievement.

The PSC conducted service delivery inspections at various service points in order to influence positive behavioural change in the manner in which services are rendered in the Public Service by public servants. Service delivery inspections are regarded as a fact-finding exercise to observe and get first-hand information on service delivery. The number of inspections will be scaled down due to the downward revision of the budget allocation. The PSC planned to produce 50 quantitative reports, however reduced the target to 25 quantitative reports to allow engagement on the tools.

The PSC launched a Guide on the Constitutional Values and Principles (CVPs) at the Webinar. The Guide is aimed at creating a shared understanding of the CVPs in the Public Service and provide pointers to make the public service more compliant with the CVPs. The public administration principles represent a programme for the transformation of the public service. The Guide goes further than defining the values and principles and begins to define the change that is required under each principle. The PSC has partnered with the NSG to ensure that the CVPs are infused in the NSG training programme.

The PSC had planned to have two constitutional values and principles promotional engagements. However, the PSC managed to have five constitutional values and principles promotional engagements. The PSC compiled a report on the performance of government call centres during the COVID-19 Lockdown, as a means to promote responsiveness and hold public servants accountable. A report was also prepared on the challenges impacting on service delivery across the country during COVID-19 as well as the PSCs interventions to assist citizens.

The PSC conducted research study on coordination in the land reform post-settlement support context. The study proposed a new coordination model that envisages mitigating current top-down bureaucratic processes that are difficult to coordinate in favour of district level coordination, which implies more authority at the district level to coordinate and collaborate with key role players in the district.

8.2.4 Programme 4: Integrity and Anti-Corruption

The Integrity and Anti-Corruption programme is responsible for undertaking public administration investigations, promoting a high standard of professional ethical conduct amongst public servants and contributing to the prevention and combating of corruption.

This programme reported actual expenditure of R53.7 million or 93.5 per cent of its 2020/21 budget allocation of R57.4 million as at the end of March 2021. The main cost drivers are the Programme Manager: Integrity and Anti-Corruption (R21.2 million), which monitors corrupt practices within the Public Service and the Professional Ethics (R20.3 million) promoting professional ethics in the Public Service by managing integrity systems and conducting research on the effectiveness of ethics promotion in the Public Service. The programme had a total of seven planned targets for the financial year, all of which were achieved. This translates into a 100 per cent achievement

The PSC continued to pursue the promotion of good governance by conducting number of investigations in the public administration practices. The investigation emanated from complaints lodged with the PSC through its Complaints Rules and the National Anti-Corruption Hotline (NACH) and request from among others, Executive Authorities, Public servants and whistle-blowers. At 31 March 2021, there were 334 complaints on the database of the PSC. 98 investigations were finalised of which 92 (94%) were finalised within 90 working days upon receipt of all relevant information. In addition, there were other 132 complaints handled and closed in accordance with the PSC Rules on handling complaints.

The complaints received predominantly related to irregularities regarding human resource and procurement practices. However, the complaints in 2020/21 financial year decreased to 185 compared to 210 in 2019/20. During the year under review, the PSC conducted comprehensive review into the handling of complaints. Subsequent to the comprehensive review, Standard Operating Procedures for the handling of complaints lodged with the PSC were developed and implemented. The aim of Standard Operating Procedures is to standardise the handling of complaints lodged with the PSC and the handling thereof in an efficient, effective and uniform manner.

The PSC continued to manage systems designed to promote and strengthen integrity in the Public Service such as the Financial Disclosure Framework (FDF) for senior managers and the NACH. At the end of 2020/21 financial year, the PSC received in total 9 792 (98%) of the 10 032 financial disclosure forms that were expected as at the due date of 31 May 2020. With regard to the anti-corruption activities, the number of cases reported during 2020/21 financial year was slightly lower than the cases reported during 2018/19 and 2019/20 financial years primarily due to COVID-19 and the previous national lockdown. Over 56% of the cases reported to the NACH in the 2020/21 financial year were reported by anonymous whistle-blowers. The key challenge to the NACH service is that currently the NACH is available 5 days per week and 8 hours per day (from 08h00 am to 16h30 pm) due to lack of funding.

During the year under review, the PSC conducted an Assessment of professional ethics in the public service and found amongst others that there is leadership commitment on the promotion of ethics. The PSC in partnership with the South Africa-European Union Partnership Dialogue Facility and UNISA hosted a dialogue under theme: A Value-Driven Public Sector Building State Capacity through Professional Ethics and Integrity. The engagement aimed to create a platform to engage on critical challenges and opportunities that exist in strengthening ethic and integrity in public administration.

9. AUDITOR GENERAL'S REPORT

The Auditor-General presented the PSC with an unqualified audit opinion for the 2020/21 financial year. This means that the PSC's financial statements represent fairly, in all material respects, its financial position as at 31 March 2021. The PSC's financial performance and cash flows for the 2020/21 financial year were in accordance with the Modified Cash Standard prescribed by the

National Treasury and the requirements of the Public Finance Management Act (PFMA), Act No. 1 of 1999.

10. FINDINGS AND OBSERVATIONS

The Committee made the following observations:

- 10.1** The Committee notes and commends the Public Service Commission for receiving clean audit outcomes for the 2020/21 financial year.
- 10.2** The Committee notes and compliments the PSC for achieving almost all set targets of the Annual Performance Plan for 2020/21 financial year under COVID-19 pandemic. The PSC had 27 targets, 26 of which were achieved. This represents 96 per cent achievement of targets. The one that was partially achieved was payment of valid invoices within 30 days of receipt.
- 10.3** The Committee notes the PSC's initiative on the legislative reform project intending to introduce to Parliament a Bill that will allow the Commission to be supported by a Secretariat that is independent of government in order to strengthen its independence and impartiality. The Bill will further ensure that Commissioners are purely appointed based on merit, competence and experience in relation to the public administration, aligned to the NDP. The NDP states that "the appointment of commissioners becomes a litmus test for the government's commitment to retaining the independence of the Public Service Commission. Moreover, the Bill seeks to extend the scope of the Commission of investigation, monitoring and evaluation to all organs of state including municipalities and State Owned Enterprises. The PSC has reported that the PSC Amendment Bill has been submitted to the Minister for Public Service and Administration.
- 10.4** The Committee was not satisfied with the PSC not achieving a target of 100% on payment of valid invoices within 30 days of receipt. However, the PSC wanted to improve its controls in this area and for the 2020/21 financial year by deciding to review its own standards to ensure that valid invoices are paid within 7-14 working days of receipt, especially due to the dire impact on small business. However, the PSC did not meet the 30-days' regulated period, let alone its revised 7-14 days' target.
- 10.5** The Committee noted that the PSC continued to monitor Government Employees Pension Fund to ensure pension pay-outs were processed timeously for pensioners. Retired public servants encounter challenges of delays in the pension pay-outs, therefore it is critically important that the PSC monitors the institution to ensure efficient and timeous payment of pension funds.
- 10.6** The Committee noted the PSC for monitoring and conducting inspection in schools across all nine provinces to assess the state of readiness by the Department of Basic Education to open schools. The PSC further embarked on the fight against eradication of the bucket system and pit latrines in schools which was causing a grave health and safety risk to the pupils.
- 10.7** The Committee noted the performance of the PSC scrutinising 9 792 financial disclosures of SMS members in the public service and advice given to the Executive Authority on the outcome of the scrutiny processes. The Committee noted a slight improvement in compliance with the requirement to submit financial disclosure forms.
- 10.8** In terms of the National Anti-Corruption Hotline, the Committee notes the initiative made by the PSC to establish a "one stop" mechanism for members of the public to report acts of corruption in the public service. Due to COVID-19 and strict lockdowns, the PSC had these mechanisms to ensure that call centre agents worked both on-site and remotely.
- 10.9** The Committee notes with concern an increase in applications to review the PSC reports, placing a strain on the limited capacity in the PSC's Litigation and Legal Service division.

11. RECOMMENDATIONS

The following recommendations are proposed:

- 11.1** The Public Service Commission in collaboration with the Minister should fast track the finalisation of the draft Public Service Commission Amendment Bill, which aims at strengthening the independence of the Commission through operating with its own administration outside of the Public Service Act. The Bill should be tabled timeously to Parliament, to allow the Committee ample time to process it.
- 11.2** The Public Service Commission should begin to engage with the Presidency and Parliament on the mechanisms to be used to measure individual Commissioners performance. Performance mechanisms should address and assist Parliament as well as Provincial legislatures on the “renewable one additional term of a commissioner” as stipulated in Section 196(10). Since each commissioner is responsible for a specific focus area, it would be easy for Parliament to assess performance on a yearly basis from reports issued and engagements with Parliament on such issues. However, this assessment must be structured properly.
- 11.3** The PSC should prioritise the payment of valid invoices within the regulated period of 30 days. The PSC should commit to its undertaking to pay all valid invoices within 7-14 days.
- 11.4** The PSC should urgently improve on its Senior Management Service vacancy rate at 12 per cent, as this affects the strategic and policy component of the institution, as well as service delivery.
- 11.5** The PSC should strengthen existing mechanisms by being proactive in investigating suspected corrupt officials using information received from the Anti-Corruption Hotline and Financial Disclosure Forms. The PSC should recommend to the Department of Public Service and Administration once investigations are concluded that officials who are found to be corrupt, especially regarding doing business with the State, cannot work for the public service again.

12. CONCLUSION

The PSC was able to spend almost its entire allocated budget whilst achieving almost all its targets, which is commendable. Its performance during the year under review was thus proportionate to budget spent. Accountability within the PSC has improved with responsible leadership. As much as it is proper to fill vacancies at the SMS level, balance must be maintained between filling vacancies and the bulk of voted budget going to compensation of employees.

Report to be considered