



**PFMA  
2022-23**

# Budgetary review and recommendations report (BRRR) **Portfolio Committee on Public Service and Administration**

11 October 2023



AUDITOR-GENERAL  
SOUTH AFRICA



## MISSION

The Auditor-General of South Africa has a constitutional mandate and, as the supreme audit institution of South Africa, exists to strengthen our country's democracy by enabling oversight, accountability and governance in the public sector through auditing, thereby building public confidence.



## VISION

To be recognised by all our stakeholders as a relevant supreme audit institution that enhances public sector accountability.



## Department of Public Service and Administration (DPSA)

National School of  
Government (NSG)

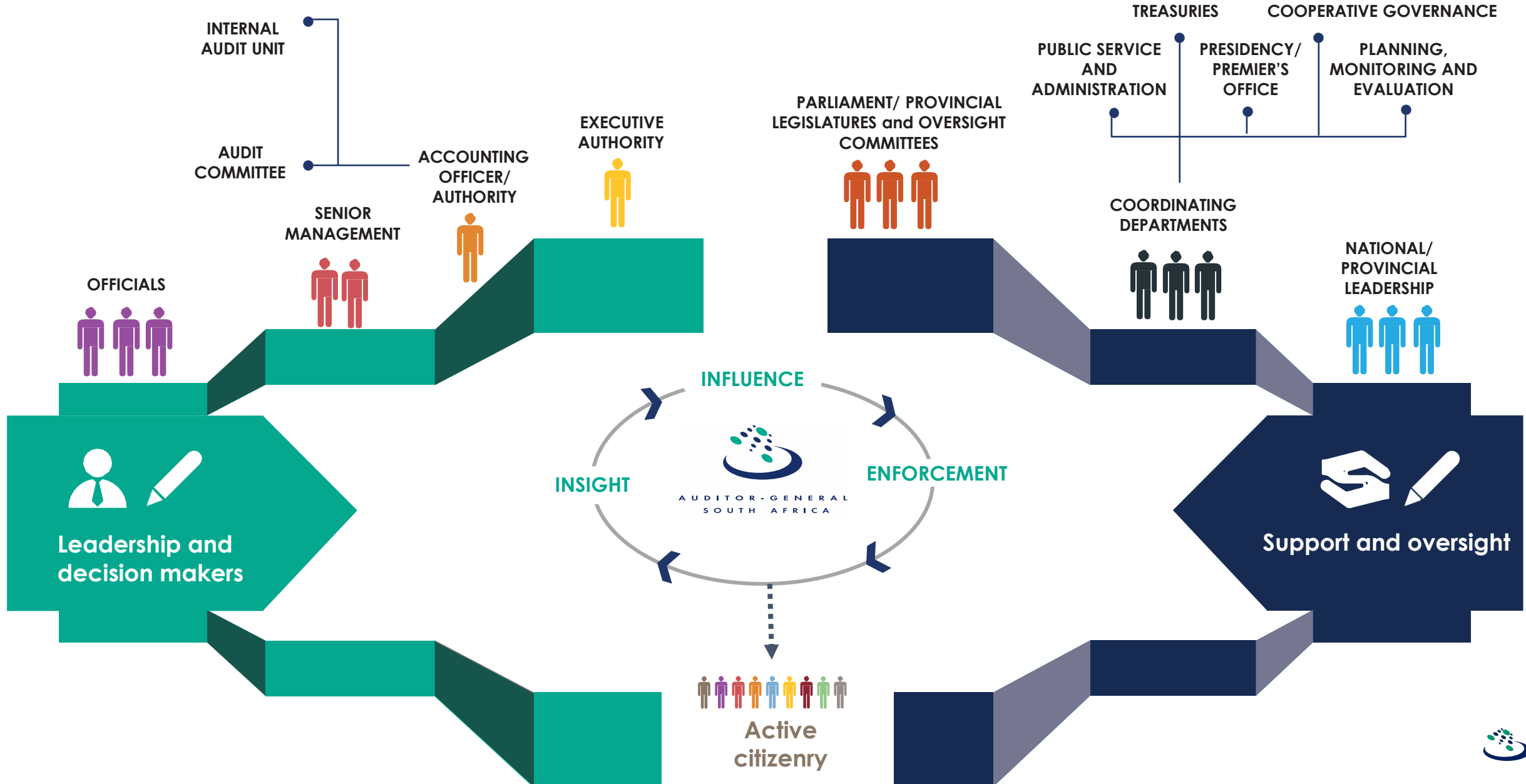
National School of  
Government-  
Training Trading  
Account (NSG -  
TTA)

Public Service  
commission (PSC)

Centre for Public  
Sector Innovation  
(CPSI)



# All have a role to play in accountability ecosystem



## Key recommendations from the 2021-22 audit cycle:

- There must be timely, adequate review of quarterly reports, annual performance reports and financial statements
- Develop and implement effective action plans to address audit findings and delivery against mandate and service delivery objectives
- Monitor compliance with laws and regulations to ensure that there is no regression

● Implemented

● In progress

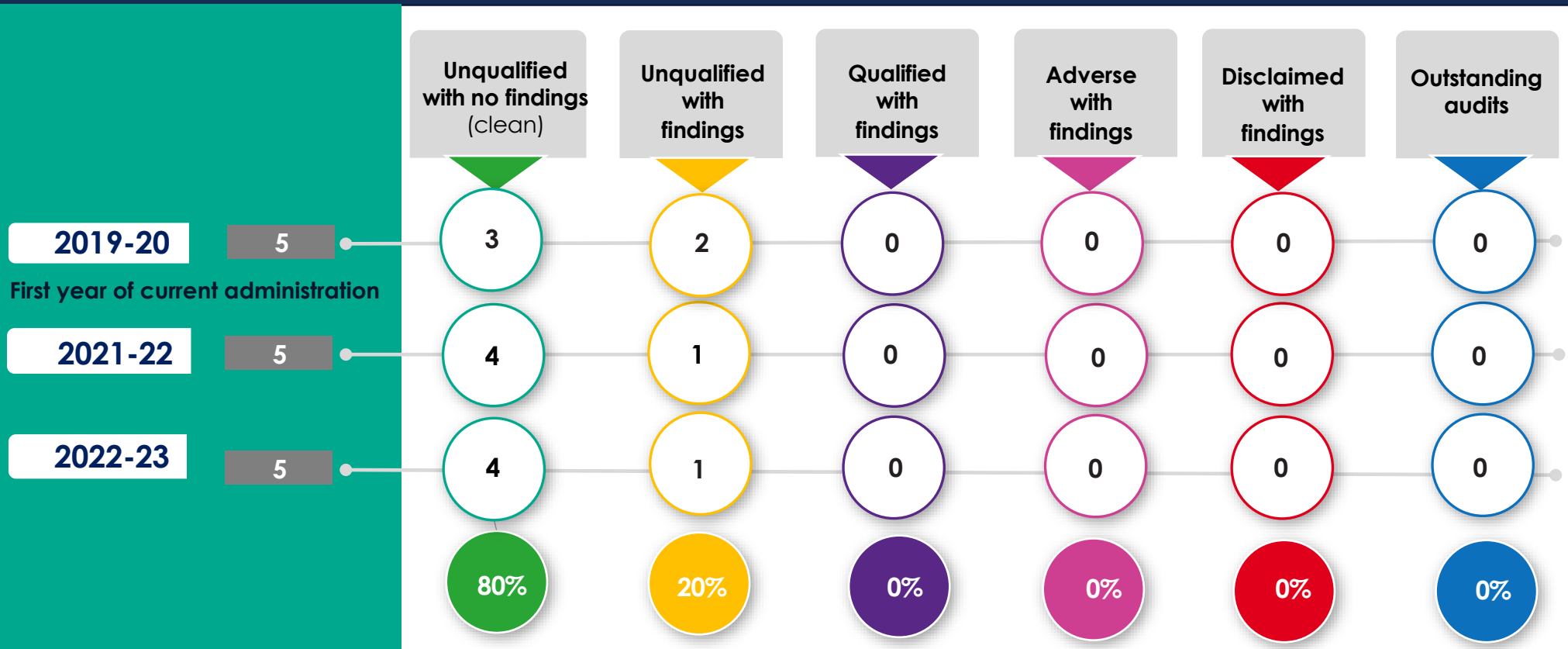
● Not implemented

## Overall reflections on implementation of recommendations:

- The effective implementation of action plans on performance reporting is still in progress due to material findings on performance reporting identified in the current year and regression in outcomes for the department. The in year monitoring process still needs to be enhanced to ensure achievement of planned targets and indicators..
- An improvement has been noted on actions taken on compliance with legislation. None of the entities in the portfolio have material findings on compliance with legislation.



# Overall audit outcomes for the portfolio



MOVEMENTS FROM PREVIOUS YEAR:  
1 ↑ 1 ↓

FROM FIRST YEAR OF ADMINISTRATION:  
1 ↑ 0 ↓

Submission of financial statements by legislated date for portfolio has remained at **100%** when compared to prior year.

## Assessment of audit outcomes:

- Overall the portfolio has managed to sustain clean audit outcomes for majority of the entities within the portfolio.
- The department's audit outcomes has regressed due to material findings identified in the performance information and we also noted a low performance rate on the achievement of key performance indicators relating to the core mandate.
- The portfolio is indicating an environment that has implemented robust financial management system that produce credible financial reporting.
- We commend the portfolio for an improvement on compliance with regulations – no material findings on any of the entities.



### Drivers for sustained clean audits and improvement

- Stability in leadership and key positions
- Improvement in the control environment especially around the review of the annual financial statements (AFS)
- Effective in-year monitoring
- Serious about preventative controls
- Tone at the top - Culture of no tolerance for irregularities.

### Reasons for regression

- Breakdown in controls over performance planning and monitoring
- Ineffective audit action plans
- Review process and in year monitoring process not effective.

# Movement from previous year

 Movement  Audit outcome	<b>1</b> Improved	<b>3</b> Unchanged	<b>1</b> Regressed	<b>0</b> New auditee	<b>0</b> Outstanding audits
<b>Unqualified with no findings = 4</b>	<b>NSG-TTA</b>	PSC CPSI NSG-Vote			
<b>Unqualified with findings = 1</b>			<b>DPSA</b>		
<b>Qualified with findings = 0</b>					
<b>Adverse with findings = 0</b>					
<b>Disclaimed with findings = 0</b>					



# Portfolio performance

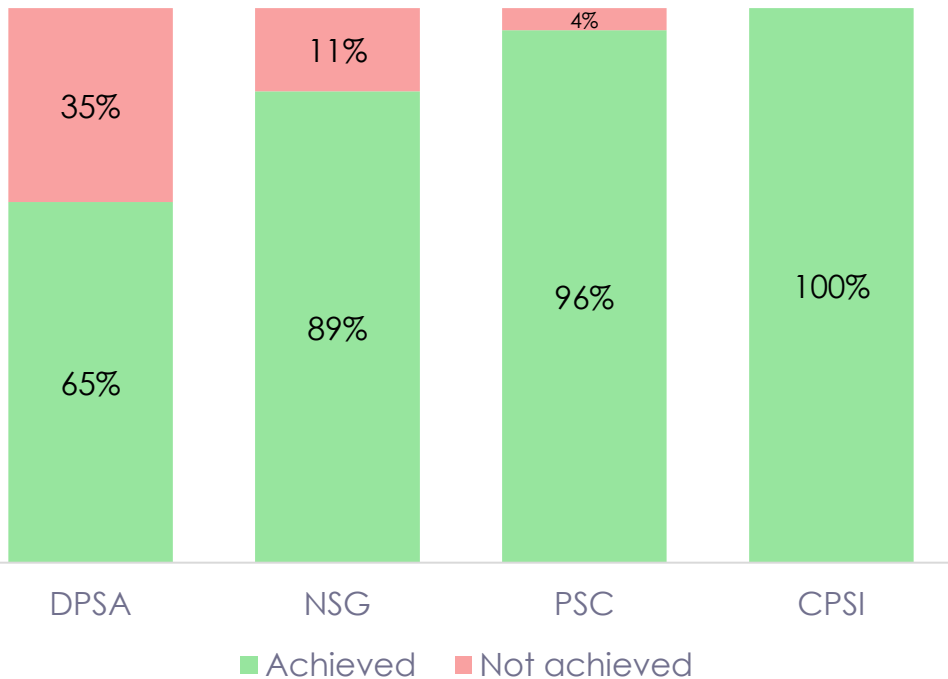




## Key targets in medium-term strategic framework for portfolio

- Implement organisational functionality assessment framework as a mechanism to measure the levels of productivity and functionality (efficiency and effectiveness) of departments in supporting service delivery objectives
- Business processes modernisation programme in the public sector approved and implemented
- Implementation of the national e-Government strategy and roadmap, as well as recommendations of the presidential commission on the fourth industrial revolution (4IR)
- Job competency framework for public sector
- Develop and implement mandatory in-service training for public sector
- Programme to institutionalise professional code of ethics in public administration
- Approved lifestyle audit guideline

## Achievement of annual targets as reported in annual performance report (all indicators) – 2022-23



### Key targets not achieved include:

#### DPSA

1. 50% representation of women in SMS position
2. 30% % representation of Youth
3. Directive on Mandatory in-service training for the public service submitted for approval
4. HRM&D strategy and implementation plan submitted for approval
5. Job Competency Framework for public sector submitted for approval
6. Job evaluation System for the Public Service final report submitted for approval

#### NSG

1. No functional areas professionalised with professional bodies by March 2023
2. Facilitation of accreditation process not achieved by March 2023

#### PSC

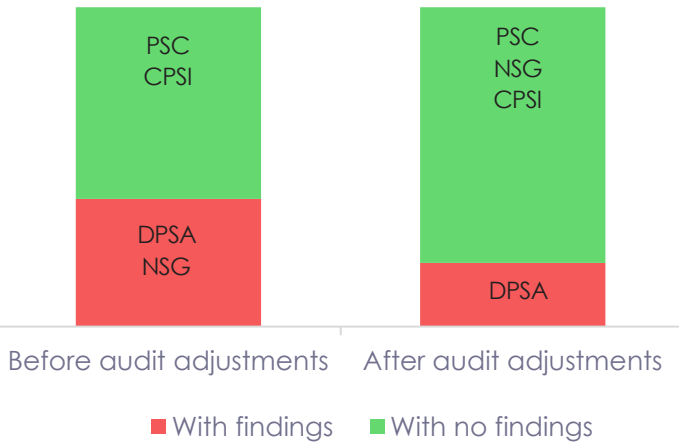
1. Percentage reduction in the number of employees lodging grievances in the Public Service over the MTEF period

### Impact of targets not achieved

- The non-alignment of indicators and targets hinder the department from achieving initiatives as planned and thus limiting the department from improving the public sector
- Service delivery is impaired in the public service



## Quality of performance reports before and after audit



## Findings: Planning for service delivery

### DPSA

- Completeness of the 2022-23 annual performance plan (APP)
- Reported achievement not consistent to the planned target
- Indicators not aligned to targets

## Findings: Reporting

### NSG

- Achievement inaccurately reported

### DPSA

- Indicator not included in the APR (Remote working policy, developing an early warning system to detect non-compliance with legislation and policies)
- Misstatement in the reported performance information (APR)
- Indicator not fairly presented and disclosed

## Impact

- The non-alignment of indicators and targets may hinder the department from achieving initiatives as planned and thus limiting the department from delivering on its core mandate of improving the public sector:

### Strategic Outcome

A stabilised public service  
 Improved implementation of administrative policies  
 Fight against corruption intensified

### Achieved

In progress  
 In progress  
 In progress



# Achieving key performance targets – summarised information from performance report

## DPSA

Performance indicator	Target	Actual performance	Reason for non-achievement
Approved job competency framework for public sector	Job competency framework for public sector submitted for approval	Not achieved	The were capacity challenges which impacted on the development of the job competency framework

## NSG

Performance indicator	Target	Actual performance	Reason for non-achievement
Number of functional areas professionalised with professional bodies	Two (2) areas professionalised with professional bodies by March 2023	Not achieved	Delays in the finalisation of MoA's between the NSG and professional bodies
Percentage of senior managers in the public service trained on how to deal with all forms of discrimination	50% of senior managers in the public service trained on how to deal with all forms of discrimination by March 2023	0,6% (62/9612) of senior managers in the public service trained on how to deal with all forms of discrimination by March 2023	Despite the efforts to make the course free and compulsory for SMS the uptake remained slow



# Key messages

## Key insights

### Targets not achieved

A number of targets were not achieved by the department however we noted that a large percent of the allocated budget was spend for these indicators e.g.

- Programme 2: Human resources management and development
  - 25% of the targets achieved but 90% of the budget has been spent
- Programme 3: Negotiations, labour relations and remuneration management
  - 14% achieved but 94% of the budget spent

The in-year monitoring process were not adequate to enable corrective action to be taken in a timely to such that planned indicators and targets are achieved.

The department is significantly behind on the achievement of the medium-term strategic framework (MTSF) indicators with no clear action plan of measures to fast track the achievement of the outstanding indicators and targets before the end of the period.

### Quality of indicators

The targets set by the department are mainly input based and limit the ability of the department to realise its strategic objectives outcomes of an effective and efficient public service and administration that is able to deliver service to the ordinary citizens.

Though the DPSA is setting directives, policies and procedures to improve the effectiveness of the public sector as per its mandate, the oversight role of ensuring that government is effectively applying these directives is not sufficient. The department can issue the directives but has no power to enforcement which limits the effectiveness of its oversight function.

Material findings were also noted on the alignment of core mandate to the KPIs:

- The APP did not have KPIs relating to its oversight function

### Root causes

- Inadequate monitoring of performance against planned targets

### Ripple effect

- Lack of funds to deliver on outstanding targets not achieved which could resulted in delays
- Strategic outcomes not achieved

### What needs to be done to address the challenges

- The accounting officer should enhance planning processes and capacitation of the officials to ensure that the annual performance plan of the department includes key performance indicators which are outcome based to ensure the strategic outcomes are achieved of ensuring a stabilized effective public service, improving the administration of policies and the fight against corruptions is intensified.
- The oversight role should be strengthened and the department capacitated with enough tools to enforce the implementation of policies and procedures to improve the effective functioning in the public sector.
- The accounting officer should enhance in year monitoring systems to proactively identify risk of non achievement and take the necessary corrective action in a timely manner.
- The accounting officer to develop action plan to fast track the achievement of delayed MTSF indicators.

# Key messages

## Key insights

### Professionalisation of the public sector

The National School of Government (NSG) issued the framework for the professionalisation of the public sector in October 2022.

The framework proposes reforms, recommendations and initiatives to be embarked on by departments in a continuous effort to professionalize the public sector.

In order to build an efficient, capable, developmental state, the strategic reforms aimed at strengthening public service must be closely monitored to ensure timely implementation.

For the 2022-23 fiscal year, **the DPSA's annual performance plan did not include specific/explicit indicators/targets for the development and implementation of the professionalisation framework.**

The DPSA is also responsible for issuing directives and circulars for implementation of the framework – **however the department has not yet issued/published the directives.**

The biggest challenge that is faced by DPSA/NSG is that the **provisions of the framework are not clearly empowered by existing legislation** (e.g. Public Service Act) and **this weakens the enforceability of the reforms and recommendations included in the framework.**

## Root causes

- Lack of integration and collaboration between DPSA, NSG and other key role players to ensure implementation of the professionalization of public sector framework in a timely manner
- Professionalisation framework and roll out plan not adequately socialized with relevant stakeholders

## Ripple effect

- Slow progress in the implementation of the professionalisation Framework delaying the desired end estate of a professional, productive and responsive public service and administration that leads to adequate **service delivery to all citizens**

## What needs to be done to address the challenges

- Socialisation of the framework with key roles players to align on expectations and common understanding of objectives and the journey map to ensure successful implementation.
- Roll out plan enhanced with clearly articulated roles and responsibility for all roleplayers, with timebound actions that should be implemented and monitored on a regular basis
- Key performance indicators and strategic targets included in the annual performance plan of all key role players on implementation of the framework. The inclusion of key performance indicators and strategic targets relating to implementation and monitoring of the professionalisation of the public sector framework in the annual performance plans will enable transparency, accountability and oversight monitoring on the progress towards implementation of the framework. This will call for the DPSA to lead the call in ensuring that there is integrated planning and coordination across all key role players
- Regular monitoring of the implementation of the roll out plan by the EA and AO and corrective action implemented timely were milestone are missed
- The department's oversight role should be strengthened and the department capacitated with enough tools to enforce the implementation of the framework and policies and procedures to improve the effective functioning in the public sector.

- **DPSA, PSC and NSG** should collaborate with other key role players to actively drive professionalization initiatives within government and ensure that the framework is implemented, monitored and actively socialized to improve public service and administration.

# Key messages related to IT

## Key insights

The government information technology officers council (GITOC) was not fully effective in enforcing its mandate as derived from the Cabinet resolution 38(A) of August 2000 and the presidential review commission (PRC) as a result the OGCI did not have adequate authority to address and enforce their mandate and discussing a collaborative programmes and initiatives affecting IT in government that could benefit the government from a cost point of view, reducing similar initiatives, modernising the public sector, avoiding duplications, driving improved and transformed service delivery.

The OGCI charter which sets out the mandate and membership of the GITOC was in draft and outdated. The GITOC charter was not clear on how different roleplayers/governance structures interact with the minister, DPSA director-general, chairperson of the Sita board, EGSIM, DCDT and Fosad which may result in a breakdown in accountability.

Sita's procurement of ICT-related services had been ineffective as per the concerns of the different stakeholders and oversight has been weak, there needs to be a strengthened collaborative effort between the GITOC, MCDT and MPSA on all ICT issues in the public sector.

Moreover, the oversight of state information technology agency (Sita) is currently not adequate and in need of being strengthened to ensure that Sita is achieving its mandate in its capability and leveraging of information technologies to support government service delivery initiatives as well as recommendation by the council in issues relating to procurement of information technology and services.

## Root causes

- Lack of a coherent government ICT strategy that will be used as an implementation tool
- Lack of adequate oversight in ensuring that the GITOC charter and constitution is revised and approved timeously.
- The time of formation of the council, Sita was reported to MPSA however Sita had been moved under DCDT and therefore the office of the GCI was no longer responsible for Sita oversight. A gradual departure from the core mandate of the council over time.
- A lack of clear work plan for the council and sub-committees.
- Chronic lack of attendance of council members.

## Ripple effect

- Ineffective oversight over Sita which impacts the overall the ability of key service delivery departments to deliver services to the ordinary citizens of the country.

## What needs to be done to address the challenges

- Updated and approve the GITOC charter, to ensure that roles and responsibilities of key stakeholders to ensure accountability is achieved. There is a need to reassess and update the GITOC charter and constitution in light of the changes that transpired since the split of Sita from MPSA to DCDT as it was noted that GITOC was not empowered to provide oversight to Sita. Furthermore, there is a need to reconsider the function of GITOC as initially created, e.g. the positioning of GITOC as an oversight council for Sita.
- The department will need to assess the effectiveness of GITOC in ensuring that there is adequate collaboration in the public sector in improving the delivery of government ICT services and ensuring e-Government objectives are realised.
- Identifying overall strategic direction for the government ICT efforts, this should be done in consultation with Sita and DCDT. For GITOC to remain relevant and impactful, attendance at GITOC meetings must be improved.

# Key Messages (Continued)

## Key insights (continued)

The challenge was accompanied by Sita's move to Department of Communications and Digital Technologies (DCDT) which watered down the ability OGCIO to exercise meaningful oversight. Although Sita is in attendance in some of the meetings; it was noted that the key strategic challenges facing government departments was not thoroughly discussed and formal solutions not brought forward.

The overall **governmental ICT strategy** which sets out the direction of how ICT will be utilised to assist a various department to deliver services to the citizens and **provide the strategic direction of a governmental technology capabilities was not in place.**

The government ICT vision is critical to provide strategic direction and support the council so that initiatives are focused and aligned to the long term strategy of government this will also enable opportunities to collaborate, identify synergies , remove duplication of efforts in order to enable departments and entities to deliver improved services.

## What needs to be done to address the challenges (continued)

- Sita oversight function should be strengthened.
- Review the obligation of Sita to provide and procure all information technology, information systems and related goods and services, to ensure that there is improvement and the government's economic muscle is not fragmented. Sita should present in every meeting to give a presentation on their performance of procurement proposals, all projects affecting the departments and requests, for Sita to improve on the concerns from government in delivering on their mandate.
- The department together with Department of Communications and Digital Technologies (DCDT) should:
  - Identify overall strategic direction for the government ICT efforts, this should be done in consultation with Sita and DCDT.
  - Develop a performance management progress with actionable items that are SMART targets to address the specific objectives, concerns, function and mandate of GITOC.
  - Establish performance agreements and assessing performance of CIOs in line with cabinet memorandum 38a and presidential review commission (PRC).



# Material irregularities







We have long reported on **pervasive mismanagement/leakage of public funds without consequences** and our **audit recommendations not receiving the required attention**, with little or no improvement noted in the status quo, leading to our relevance being questioned

**Public outcry** for increased **accountability and transparency**, saw calls from parliamentary oversight structures, civil society, organised labour, media and the public at large for the auditor-general (AG) **to be empowered to hold accounting officers** entrusted with public funds **accountable for their actions**

## Material irregularity

means any **non-compliance** with, or **contravention** of, legislation, **fraud, theft** or a **breach of a fiduciary duty** identified during an audit performed under the Public Audit Act that **resulted in or is likely** to result in a **material financial loss**, the **misuse or loss of a material public resource**, or **substantial harm to a public sector institution or the general public**.

If AO/AA does not appropriately deal with MIs, our expanded mandate allows us to:

- 1 Refer material irregularities** to relevant public bodies for further investigation
- 2 Recommend actions** to resolve material irregularities in audit report
- 3 Take binding remedial action** for failure to implement recommendations
- 3 Issue certificate of debt** for failure to implement remedial action if financial loss was involved

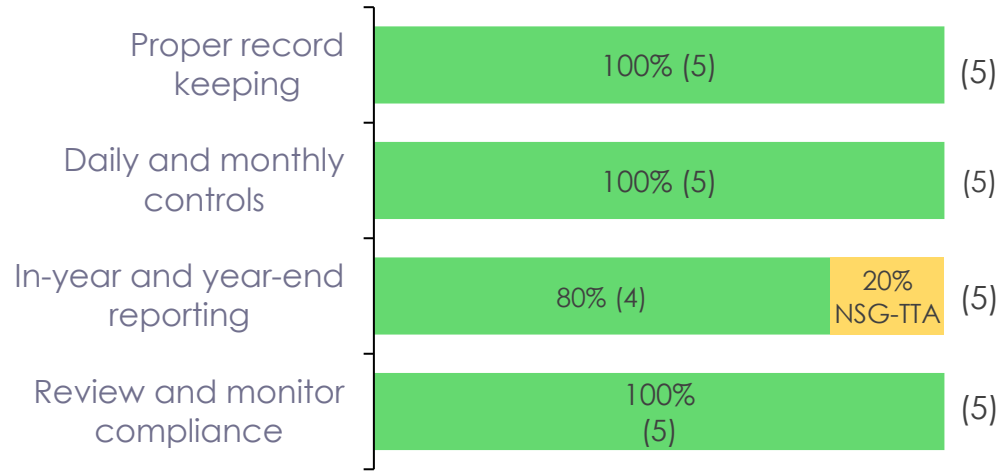
**Entities that implemented MI in the PSA portfolio: Only DPSA – No MI was identified**



# Financial management and compliance

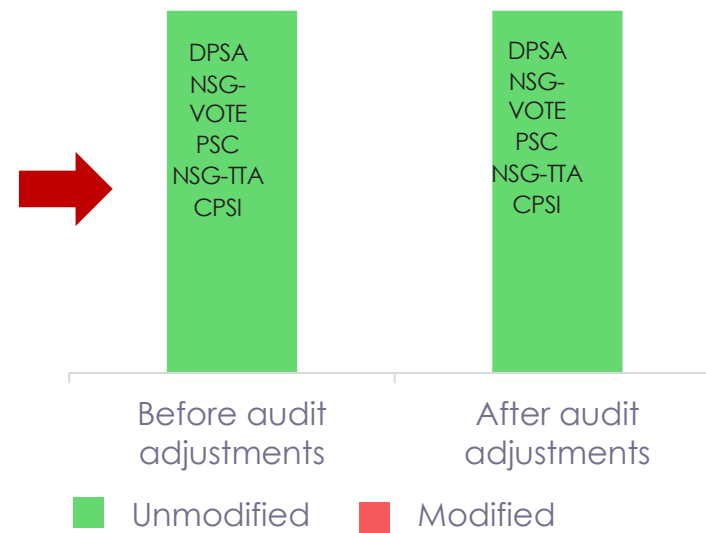


## Financial management controls



■ Good   
 ■ Of concern   
 ■ Intervention required

## Impact on quality of financial statements submitted for auditing



■ Unmodified   
 ■ Modified

### Impact

- All the auditees did not have significant adjustments to their annual financial statements, however NSG TTA needs to improve the internal control environment in order to reduce the number of misstatements that were identified. If these matters are not monitored closely; they may cause material adjustments in the financial statements. In-depth review of annual financial statement (AFS) required.



## Revenue

Debt-collection period < 30 days at:

- NSG TTA – 18 days
- Debtors' impairment provision as percentage of accounts Receivable is 67,1%



## Expenditure

Creditor-payment period <30 days at:

- NSG TTA – 9 days
- DPSA – 7 days
- NSG – 16 days
- NSG TTA – 9 days
- PSC – 36 days

## Impact

- Creditor days of more than 30 days will result in non-compliance with Treasury Regulation 8.2.3

No doubt that auditees will continue as going concern



# Compliance with key legislation



2022-23

DPSA, NSG VOTE, NSG TTA, PSC, CPSI

● No material findings    ● Material findings

MOVEMENTS FROM PREVIOUS YEAR:  
1 ↑ 0 ↓

FROM FIRST YEAR OF ADMINISTRATION:  
2 ↑ 0 ↓

## Most common areas of non-compliance

DPSA    NSG    NSG TTA    PSC    CPSI

Procurement and contract management

X

Quality of financial statements

Prevention of irregular, unauthorised, and fruitless and wasteful expenditure

Effecting consequences



## Status of compliance with legislation on procurement and contract management



2022-23

DPSA, NSG, NSG TTA, PSC, CPSI



● With no findings   ● With findings   ● With material findings

Details of procurement findings	DPSA	NSG	NSG TTA	PSC	CPSI
Uncompetitive and unfair procurement processes					
Prohibited awards to employees					
Prohibited awards to other state officials					
Limitations on audit of awards selected for testing					

Payment for goods and services not received or of poor quality  
N/A



National Treasury Instruction No. 4 of 2022-2023: **PFMA compliance and reporting framework** (Instruction) which came into effect on **3 January 2023**, was issued in terms of section 76(1)(b), (e) and (f), (2)(e) and (4)(a) and (c) of the PFMA

Public objective of the Instruction note is to prescribe the **principles and compliance reporting requirements** for PFMA institutions to the Public Finance Management Act, 1999 regarding **unauthorised, irregular and fruitless and wasteful expenditure** (UIF&WE).

## Framework

The new framework brought **significant changes** in relation to the disclosure of **irregular, and fruitless and wasteful expenditure** (IFWE). These changes are as follows:



- 1** **Movement** in the disclosure note of IFWE has been moved from annual financial statements to the annual report.
- 2** **PFMA institutions** will only disclose IFWE incurred in the current year, with a one-year comparative analysis.
- 3** **Historical balances (i.e., opening balances)** have been completely removed from the annual financial statements

## Message to portfolio committee

The change to **remove the disclosure of historical balances for IFWE** means that the **oversight structures may not be able to fully exercise their oversight roles**. Furthermore, **no audit assurance** will be provided on the additional disclosures that have been moved from the AFS

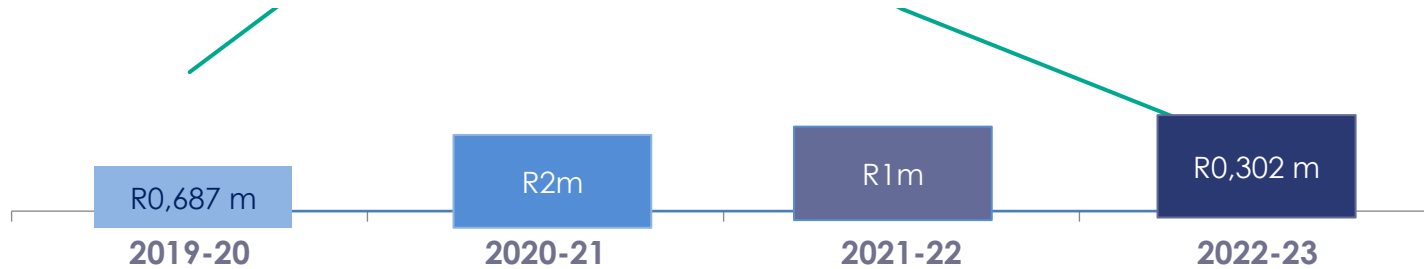
AGSA refined its audit approach to uphold transparency by continuing to audit the IFWE disclosure in the annual report

There is a clear messaging in the audit report on reliability of the IFWE disclosure in the annual report

The objective was to ensure that we could still be in a position to report to users of the AFS in cases where these historic balances of IFWE are not complete and accurate. This had no impact on the audit opinion.



## Annual irregular expenditure



## Top contributors

- R0,231m CPSI (Auditee)
- R0,071 m PSC (Auditee)



### No material findings on completeness of irregular expenditure

Qualifications/still investigating to determine full amount = 0 auditees (0%) (2022-23) (2021-22:0 (0%))

Limitation in auditing procurement = R0m

## Impact of irregular expenditure incurred

**No value for money:** 0 (auditee): R0m

**Breach of five pillars of procurement – equitable, fair, cost effective, transparent and competitive:** 2 (auditees): R0,302m

**Limitation of scope:** 0 (auditee): R0m

**Other:** 0 (auditee): R0m

**Impact not yet assessed:** 0 (auditee): R0m





# Consequence management – dealing with irregular expenditure

Closing balance of irregular expenditure continues to decrease



**Reliability of IE balance**

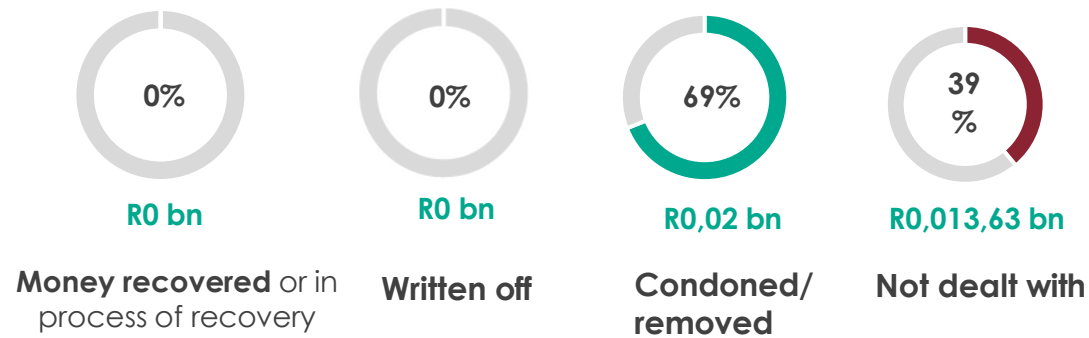
IFWE historical balances not received:

- None

Material inconsistencies were identified

- None

How have auditees dealt with irregular expenditure



**Top 2 contributors (R1,225 million) to irregular expenditure not dealt with constitute 90% of R1,100 million**



**Reasons for IE not dealt with:**

1. Investigated and awaiting condonement
  - DPSA
2. Investigation in progress
  - PSC
  - NSG
  - NSG TTA
3. Not yet investigated
  - None





## Transversal issues

None



## Impact

None



No material findings on compliance with legislation: 100% (5) (2021-22: 80% (4))

**Unauthorised expenditure:**  
R0 m (2021-22: R0m)

**Irregular expenditure:**  
R0,302m (2021-22: R0,930m)

**Fruitless and wasteful expenditure:**  
R0,015m (2021-22: R0,006m)

**Deficits at year-end:**  
R0m (0) (2021-22: R0m (0))

**Highest unauthorised expenditure**  
None

**Highest irregular expenditure**  
CPSI – R0,231m

**Highest fruitless and wasteful expenditure**  
NSG – R0,015m

**Highest deficits at year-end**  
None

The level of IFWE is showing a decreasing trend and this indicates that the entity has robust systems to prevent and detect material non-compliance. Overall we have noted an improvement as none of the entities have material findings on compliance with procurement prescripts in the current year. Management should continue to enhance the control environment so that they sustain the current audit outcome and continue to embed a culture of compliance with legislation.



# Conclusions and recommendations



## Overall message

1

The discipline around clean administration is one of the critical enablers for institutions to deliver on their mandates and service delivery objectives. Overall the majority of the auditees in the portfolio have demonstrated robust financial management systems that produce credible financial reporting and compliance with applicable legislation.

2

In the current year the department did not achieve on some key indicators in the annual performance plan. There is an urgent need to enhance the in-year monitoring by the accounting officer and the executive authority such that corrective action is taken in a timely manner to ensure achievement of planned targets and indicators.

3

Though the DPSA is setting directives, policies and procedures to improve the effectiveness of the public sector as per its mandate, the oversight role of ensuring that government is effectively applying these directives is not sufficient. The oversight role should be strengthened and the department capacitated with enough tools to enforce the implementation of policies and procedures to improve the effective functioning in the public sector.

4

The annual performance plan of the department should include key performance indicators which are outcome based to ensure the strategic outcomes of ensuring a stabilized effective public service, improving the administration of policies and that the fight against corruptions is intensified are achieved.

5

SITA is a critical role player in modernising ICT in government and enabling service delivery in key government departments. The structural issues and ineffective procurement processes within Sita prevent it from fully fulfilling its mandate and thus impacting key government departments in fulfilling the service delivery objectives. The department should improve oversight over Sita and ensure on-going monitoring of critical projects that are key to service delivery. The department should enhance collaboration with key stakeholders on Sita as part of its oversight function on this entity.

6

In order to build an efficient, capable, and ethical state that is free of corruption and committed to improving citizens' lives, the professionalisation framework, while still in its infancy, addresses key principles that, if properly and intentionally planned and coordinated, will lead to a more improved and professional public sector across all three spheres of government.

7

However the plans/measures are unclear and wide in general, and they will require more refining and focused work from identified key role players to produce the transformation that government desires.

8

As part of integrated planning and socialization of the framework across government, the roles of other government departments must be clearly articulated with regards to their role in the implementation of defined professionalisation initiatives.

9

To ensure successful implementation and effective monitoring/oversight, considerations should be given to including key performance indicators and strategic targets in the key roleplayers (DPSA, NSG, PSC, DPME, NT, DPE and Cogta) annual performance plans. The inclusion of key performance indicators and strategic targets relating to implementation and monitoring of the professionalisation of the public sector framework in the annual performance plans will enable transparency, accountability and oversight monitoring on the progress towards implementation of the framework. This will call for the DPSA to lead the call in ensuring that there is integrated planning and coordination across all key roleplayers.

10

Care should be taken in developing and enhancing existing roll-out plan by ensuring that KPIs are written in such a way that expected outcomes are verifiable and not vague, so that the desired impact is achieved, and that specified targets meet the SMART criteria.

## Recommendations and commitments

### Recommendation to the Accounting officer

- Continue to drive the discipline around daily and monthly financial discipline to ensure credible financial and performance reporting for the portfolio.
- Develop and implement an action plan that is root cause focused to address the regression in the department on performance reporting. The implementation of the action plans must be reviewed by internal audit and reported to the audit committee on a regular basis.
- Ensure that progress on the achievement of the MTSF targets is monitored and corrective actions are put in place where the portfolio is behind.
- Accounting officers should strengthen their oversight by ensuring that executive management and officials are held accountable for poor performance on achievement of planned indicators and targets
- Monitor progress on the implementation of the professionalisation framework



## Recommendations and commitments

### Key recommendations to the executive authority

- Monitor progress on the implementation of the professionalization framework
- Collaborate with the executive authority for DCDT, NT and DPME and Sita with an aim of finding more permanent solutions of addressing the challenges that are faced by Sita
- Hold the accounting officer accountable for non achievement of targets
- Exercise oversight over the setting of KPIs that are outcome based and linked to mandate and strategic outcomes of the department

### Recommendations to the portfolio committee

- Monitor progress on the implementation of the professionalisation framework
- Monitor progress on the achievement of the MTSF targets and ensure corrective actions are put in place where the portfolio is behind.
- Hold executive authority accountable for non achievement of planned indicators and targets





01

02

03

04

## What we found

- **Indicators and targets that are not outcome based** and impact ability to achieve strategic objective and have the desired impact on an effective public service
- **Non achievement of KPIs** related to mandate

**Oversight function of the department not effective** – DPSA cannot enforce the effective implementation of its directives

**Slow progress in implementation of the professionalisation of the public sector framework**

SITA IT related challenges impact key service delivery departments in effectively delivering on their mandate

## Overall recommendation

**Enhance the reviews around the APPs** by all key role players to ensure alignment with mandate, MTSF and strategic objectives

**Oversight role should be strengthened** and the department capacitated with enough tools to enforce the implementation of the directives issued.

**Roll out plan enhanced with** clearly articulated roles and responsibility for all the roleplayers, with time bound actions implemented and monitored on a regular basis

**Improve oversight over Sita** and ensure on going monitoring of critical projects

## By who

- Accounting officer
- Executive authority
- Portfolio committee

- DPSA, NT and DPME
- Executive authority
- Parliament

- DPSA, PSC NSG
- NT, DPME, Cogta, DPE

- Sita, DPSA, DCDDT
- GITOCH

## Key interventions that need to be prioritised

- Strengthen capacity with the department and its entity to review the APPs and ensure alignment with mandate
- Urgent need to enhance the in-year monitoring processes by the AO
- Implementation of consequence management on non achievement of targets by AO and AE

- Engagement with relevant stakeholders to determine effective tools that will enhance the oversight by the department

- Socialisation of the framework with key roleplayers to align on expectations and common understanding of objectives and the journey map to ensure successful implementation
- Key performance indicators and strategic targets included in the annual performance plan of all key role players on implementation of the framework
- Implementation of framework and regular monitoring of the progress of

- Effectively utilising GITOCH to exercise adequate oversight on Sita.
- Clear understanding and collaboration by all key roleplayers (Sita, DPSA, DCDDT) on the structural issues impacting Sita to deliver on its mandate and a clear action plan which is time bound on how these matters will be addressed.
- Fast track modernization of legacy system to enable effective service delivery

# THANK YOU



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