

BRIEFING BY THE PUBLIC SERVICE COMMISSION TO THE PORTFOLIO COMMITTEE ON PUBLIC SERVICE AND ADMINISTRATION

FIRST TO THIRD QUARTER PERFORMANCE OF THE 2023 – 2024 FINANCIAL YEAR

28 FEBRUARY 2024



Custodian of Good Governance



Custodian of Good Governance



CONSTITUTIONAL VALUES AND PRINCIPLES

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FOUNDING VALUES

- * Human dignity, equality, human rights and freedoms
- * Non-racism and non-sexism
- * Supremacy of the Constitution and rule of law
- * Regular elections, accountability, responsiveness and openness



PROFESSIONAL ETHICS PROMOTED



EFFICIENT, ECONOMIC AND EFFECTIVE USE OF RESOURCES



A DEVELOPMENT-ORIENTED PUBLIC ADMINISTRATION



IMPARTIAL, FAIR AND EQUITABLE SERVICES



PEOPLE'S NEEDS MUST BE RESPONDED TO AND PUBLIC PARTICIPATION ENCOURAGED



ACCOUNTABLE PUBLIC ADMINISTRATION



FOSTERING TRANSPARENCY



THE CULTIVATION OF GOOD HUMAN RESOURCE MANAGEMENT & CAREER DEVELOPMENT PRACTICES



A REPRESENTATIVE PUBLIC ADMINISTRATION

PRESENTATION OUTLINE

PSC Leadership and Mandate

Quarter 1 Performance: 2023/24 Financial Year

Reflections on the key achievements

Summary of Quarter 1 Performance

Quarter 2 Performance: 2023/24 Financial Year

Reflections on the key achievements

Summary of Quarter 2 Performance

Quarter 3 Performance: 2023/24 Financial Year

Reflections on the key achievements

Summary of Quarter 3 Performance

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CURRENT COMMISSIONERS



Prof. Somadoda Fikeni
Chairperson



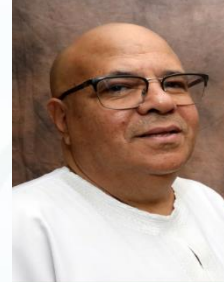
Ms. Zuliswa Mqolomba
Deputy Chairperson



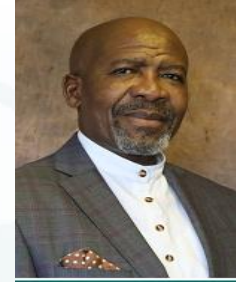
Prof. Mandlenkosi Makhanya
Commissioner



Ms. Nomah Ngwenya
Commissioner



Mr. Errol Magerman
Commissioner



Mr. Vusumuzi Mavuso
Commissioner



Mr. Anele Gxoyiya
Commissioner



Ms. Yasmin Bacus
Commissioner



Ms. Lulu Sizani
Commissioner



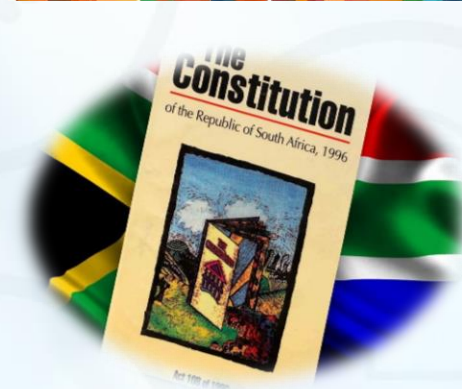
Mr. Magerule Sekonya
Commissioner

There are vacancies in the following Provinces:
Western Cape, North West, Free State and Mpumalanga.

CONSTITUTIONAL MANDATE

- ❑ Vested with custodial oversight responsibilities for the Public Service, and deriving a mandate from section 196 of the Constitution, the PSC has the power, and is required to, *inter alia*,
 - monitor, evaluate and investigate public administration and personnel practices.
 - issue directions regarding compliance with personnel procedures relating to recruitment, transfers, promotions and dismissals.
 - exercise its powers and perform its functions without fear, favour or prejudice in the interest of maintaining an effective and efficient public administration and a high standard of professional ethics in the Public Service.
- ❑ The Constitution links the PSC's independence firmly with its impartiality and no organ of the state may interfere with the functioning of the PSC.
- ❑ The PSC is further empowered in terms of the PSC Act to, *inter alia*, conduct inspections and enquiries.

Our Mandate



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OUR STRATEGIC FOCUS

VISION

An impartial and innovative champion of public administration excellence in South Africa.



VALUES

Professionalism
 Respect
 Empathy
 Fairness
 Accountability
 Integrity
 Responsiveness

MISSION

To actively promote the constitutional values and principles as well as service excellence in public administration practices, which result in a capable, ethical, innovative and developmental state.

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PSC STRATEGIC OUTCOMES TO IMPLEMENT PRIORITY 1

Outcome 1

An improved service delivery culture

Outcome 2

Sound leadership practices in the Public Service

Outcome 3

A well coordinated and functioning M&E System (Data Warehouse for the PSC)

Outcome 4

A strong & well-functioning PSC



CAPABLE STATE

A capable state has the required human capabilities, institutional capacity, service processes and technological platforms to deliver on the National Development Plan through a social contract with the people.



ETHICAL STATE

An ethical state is driven by the Constitutional Values and Principles of Public Administration and the rule of law, focused on the progressive realisation of the socio-economic rights and social justice as outlined in the Bill of Rights.



DEVELOPMENTAL STATE

A developmental state aims to meet people's needs through interventionist, developmental; and participatory public administration. This entails building a state that is driven by the public interest and not individual or sectional interest.

MTSF PRIORITY 1

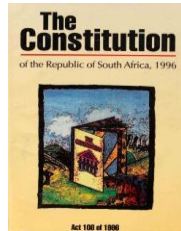
OVERVIEW OF PERFORMANCE INFORMATION



PSC AT A GLANCE FIRST – THIRD QUARTER



Total Budget Expenditure
(82%)



25 CVP Promotion
engagements conducted



Conducted 8
Follow up & 2
new **Citizens Forums**



Clean Audit
Four Years in a row



Establishment
10
Commissioners
Vacancy rate at
9,5% below 10%



Total Complaints
finalised 261



Total Grievances
finalised 265



National Anti-Corruption Hotline
1117 cases referred



7 Service Delivery Inspections Reports
produced

SUMMARY OF PERFORMANCE INFORMATION 2023/24

Programme	Q1 Target		Q2 Target		Q3 Target	
	Due	Achieved	Due	Achieved	Due	Achieved
Administration	3	3	4	4	3	3
Leadership and Management Practice	2	2	4	3	4	3
Monitoring and Evaluation	2	2	3	3	3	2
Integrity and Anti-Corruption	4	4	5	5	4	4
Total	11	11	16	15	14	12

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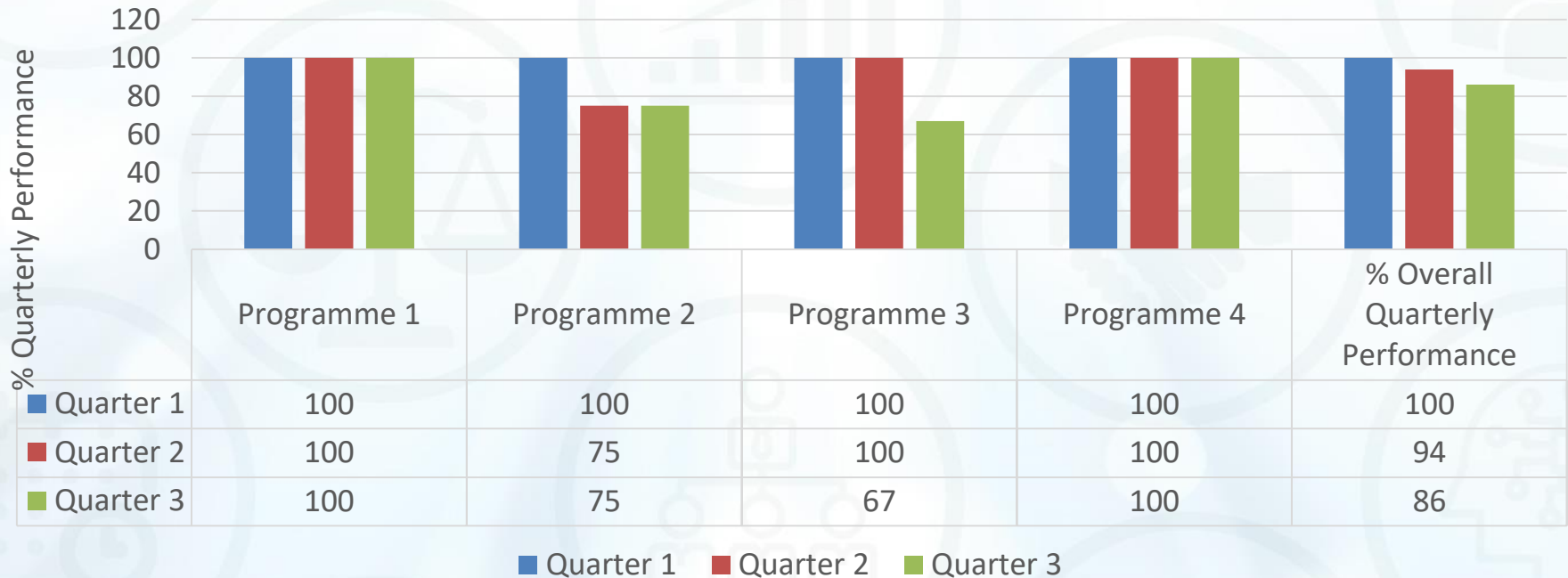
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SUMMARY OF PERFORMANCE

Q1 – Q2 – Q3

Overall Q1 – Q3 Performance to date



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PROGRAMME 1: ADMINISTRATION

Presenting PSC Bill To Cabinet



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KEY HIGHLIGHTS ADMINISTRATION PROGRAMME

PSC Bill 2023 approved by Cabinet and currently under consideration by Parliament.

HOW A BILL BECOMES A LAW



Fourth successive clean audit

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PROGRAMME 1: ADMINISTRATION

Output Indicator	Target	Actual Performance	Reasons for deviations
Unqualified audit outcome	Unqualified audit outcome	Achieved: Unqualified audit outcome for 2022/23	None
PSC Bill	Submit PSC Bill to Parliament by Quarter 4	Achieved (exceeded target): Bill submitted to Parliament by Sep 2023	Enhanced strategic engagements and Ministerial support
Percentage of valid invoices paid within 30 working days of receipt	Annual Target:100% Q1:100% Q2:100% Q3:100%	Achieved: 2969 out of 2969 Q1: 100% Q2: 100% Q3: 100%	None
Percentage maintenance of the vacancy rate	Vacancy rate maintained at maximum of 10%	Achieved: As at the end of the quarter the vacancy rate was at 9.52%, which is below the threshold of 10%.	None
Number of quarterly bulletins produced	Annual Target: 4 Q1:1 Q2:1 Q3:1	Achieved: Q1: 1 Q2: 1 Q3: 1	None

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PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES

FOCUS GROUP ON PUBLIC ADMINISTRATION REFORMS AND PROFESSIONALISATION OF THE PUBLIC SECTOR



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KEY HIGHLIGHTS LEADERSHIP AND MANAGEMENT PRACTICES

- ❑ Advice, and in some instances directives, issued to departments on several matters including:
 - Discipline management and precautionary suspensions
 - Termination of employment following withdrawal of a resignation
 - Implementation of pay progression for a group of SMS members
 - Remuneration or retention of salary above the applicable salary for a post
- ❑ Hosted Webinar on the impact of hybrid-working arrangements on service delivery

- ❑ Held key engagements with various departments on:
 - ❑ Human resource, discipline and grievance management
 - ❑ Grievance Rules
 - ❑ Unlawful instruments and other labour relations related topics.

- ❑ Approval to gazette the amended PSC Rules on Grievance Referral.

Most common Grievances:

- ❑ Unfair dismissals and unfair treatment

While common, the following are mostly not substantiated:

- ❑ Salary problems
- ❑ Recruitment and filling of posts
- ❑ Performance management

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PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES

Output Indicator	Target	Actual Performance	Reasons for deviations
Number of reports on grievance management and efficiency of the grievance procedure produced	3	Achieved: Q2 1 Report on Technical Brief for the reporting period of Oct 22 to Mar 23 was approved.	None
Percentage of grievances finalised within 30 days (levels 2-12) of receipt of all relevant information	Annual Target 85%	Achieved: Q1 77% = 44 out of 57 grievances were resolved	Due to the increase of capacity after the appointment of Interns to assist with the grievance cases. Additional support provided to Provincial Offices that had more grievance cases.
	Q1 : 60%	Achieved: Q2 82% = 113 out of 138 grievances were resolved	
	Q2 : 70%	Achieved: Q3 82% = 188 out of 228 grievances were concluded	
	Q3 : 80%		

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PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES

Output Indicator	Target	Actual Performance	Reasons for deviations
Percentage of grievances finalised within 45 days (for SMS) of receipt of all relevant information	Annual Target 85%	Achieved: Q1 100% = 7 out of 7 grievances were finalised	None
	Q1 : 60%	Under-Achieved: Q2 54% (Q3) = 13 out of 24 grievances were finalised	Delays due to OPSC cases that could not be investigated internally. Corrective Measure In future, arrangements will be made to arrange a Special Grievance and Complaints Panel for externally investigated cases.
	Q2 : 70%	Under-Achieved: Q3 68% (Q3) = 25 out of 37 grievances were finalised	
Q3 : 80%			
Number of strategic engagements on human resource management practices and implementation of PSC recommendations with the targeted stakeholders	10	Achieved (exceeded target): Q2 10 engagements convened for national; and provincial departments.	More demand from departments resulted in the over-achievement of the quarterly targets

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PROGRAMME 3: MONITORING AND EVALUATION

Citizen Forum in the Eastern Cape



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KEY HIGHLIGHTS MONITORING AND EVALUATION

- ❑ **Citizen Forum follow-up engagements at:**
 - Ngqwathi Village, Mthatha, Eastern Cape
 - Mier, Northern Cape
 - Setlagole Village
- ❑ **Unannounced Follow-up Service Delivery Inspections** at all the South African Police Service (SAPS) Forensic Science Laboratories

- ❑ **Made recommendations on Government office accommodation & ICT services** to the Governance, State Capacity & Institutional Development DG Cluster and the Forum of South African Directors-General (FOSAD).

- ❑ **MoUs with strategic partners** to improve professional ethics, discipline and capacity in project management.
- ❑ Ongoing engagements with Moral Regeneration Movement to **promote Constitutional Values and Principles.**

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PROFESSIONALISATION OF THE PUBLIC SECTOR

- ❑ **Convened Retreat on the Implementation of the Professionalisation Framework**, with participants including the three spheres of government, business, labour and civil society.
- ❑ Established a steering Committee comprising of PSC, DPSA, NSG and other key role players in collaboration with the UNDP to oversee the development of an Implementation Plan for professionalising the public sector.

Establishment of Panel of Technical Experts for use in the Public Service and Local Government:

- ❑ Extended an invitation to all registered professional bodies for experts to register on the database, with assistance from the South African Qualifications Authority (SAQA).
- ❑ More than 500 persons / experts already registered.

Finalisation and use of the database is dependent on the finalisation of key policy and regulatory measures by the DPSA.



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STRATEGIC PARTNERSHIPS



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PROGRAMME 3: MONITORING AND EVALUATION

Output Indicator	Target	Actual Performance	Reasons for deviations
Number of citizens forums conducted	Annual Target: 9	Achieved (exceeded target) Q1: 3	The quarter target was exceeded due to the availability of key stakeholders to be engaged earlier than planned.
	Q1: 1 Q2: 2 Q3: 3	Achieved (exceeded target) Q2: 3	
		Achieved (exceeded target) Q3: 4	
Number of reports on service delivery inspections approved	Annual Target: 10	Achieved Q2: 5	Target exceeded due to operational efficiencies.
	Q2: 3	Not achieved Q3: 2	An overall performance of producing 07 service delivery reports inline with the set target for the reporting period.
	Q3: 4		
			<p>Corrective Measure</p> <p>The achievement of the target is highly possible.</p>



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PROGRAMME 3: MONITORING AND EVALUATION

Output Indicator	Target	Actual Performance	Reasons for deviations
Number of reports on the performance of departments produced	Annual Target: 4	Achieved	None
	Q1: 1	Q1: 1	
	Q2: 1		
	Q3: 1	Achieved	None
		Q2: 1	
		Achieved	None
		Q3: 1	

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PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION

International anti-corruption day



CONSTITUTIONAL VALUES AND PRINCIPLES

The Republic of South Africa is one, sovereign, democratic state founded on the following values, with the nine (9) specific principles governing public administration. The mandate of the PSC in Section 195 (1) of the Constitution is to promote these values and principles, which every public servant should abide by:

FOUNDING VALUES
 * Human dignity, equality, human rights and freedoms
 * Non-racialism and non-sexism
 * Supremacy of the Constitution and rule of law
 * Regular elections, accountability, responsiveness and openness


PROFESSIONAL ETHICS PROMOTED


EFFICIENT, ECONOMIC AND EFFECTIVE USE OF RESOURCES


A DEVELOPMENT-ORIENTED PUBLIC ADMINISTRATIONS


IMPARTIAL, FAIR AND EQUITABLE SERVICES


PEOPLE'S NEEDS MUST BE RESPONDED TO AN PUBLICES PARTICIPATION ENCOURAGED


ACCOUNTABLE PUBLIC ADMINISTRATION


FOSTERING TRANSPARENCY


THE CULTIVATION OF GOOD HUMAN RESOURCE MANAGEMENT & CAREER DEVELOPMENT PRACTICES


A REPRESENTATIVE PUBLIC ADMINISTRATION



KEY HIGHLIGHTS

INTEGRITY AND ANTI-CORRUPTION

- ❑ Hosted the Whistle-blowers Symposium focusing on the protection of whistle-blowers.
 - Resolutions provided to the DoJCD to consider incorporating into a Bill.
 - Approved a Business Proposal for Whistle-blower Protection House and consultations with law enforcement agencies, civil society and business underway.
- ❑ Presented Financial Misconduct Overview Report to 13 national departments.
- ❑ Presented adverse findings on Financial Disclosure Forms to 33 departments (national and provincial departments).
- ❑ Completed Scrutiny of the Financial Disclosures Forms
- ❑ All NACH complaints have been referred within 07 days.

- ❑ In partnership with UNISA, and the United Nations, hosted a successful International Anti-Corruption Day, with the theme:
 - *'United Nations Convention against Corruption: Anti-Corruption Policies and Programmes – How to better Collaborate to Improve Implementation and Impact'*.
- ❑ Participants included:
 - Keynote address by the Deputy President, Mr Paul Mashatile.
 - Two international speakers, Lord Peter Hain and the High Commissioner of Singapore.

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PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION



PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION

Output Indicator	Target	Actual Performance	Reasons for deviations
Number of articles on the promotion of professional ethics produced	Annual Target: 4	Achieved Q1: 1	None
	Q1 : 1 Q2 : 1	Achieved Q2: 1	
	Q3 : 1	Achieved Q3: 1	
Number of engagements conducted on ethics framework	Annual Target: 20	Achieved Q1: 33	In line with PSC's efforts in contributing to the professionalisation of the public service, there was a need to intensify the promotion of CVPs both nationally and in provinces
	Q1: 5 Q2 : 5	Achieved Q2: 8	
	Q3: 5	Achieved Q3: 10	

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PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION

Output Indicator	Target	Actual Performance	Reasons for deviations
Percentage of investigations finalised within 90 working days upon receipt of a valid complaint	Annual Target: 85% Q1 : 0 Q2 : 45% Q3 : 0	Achieved (exceeded target) Q2: 50% 68 out of 136 Achieved	Strict monitoring resulted in the over-achievement of the target
Number of CVP promotional engagements held	Annual Target: 12 Q1 : 3 Q2 : 3 Q3 : 3	Over-achieved Q1: 9 Over-achieved Q2: 8 Over-achieved Q3: 8	Over-achievement in engagement resulted from requests by the national and provincial departments.

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PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION

Output Indicator	Target	Actual Performance	Reasons for deviations
Percentage of NACH cases referred within 07 working days	Annual Target: 90%	Achieved (exceeded target)	Close monitoring of cases received on a daily basis
	Q1 : 90%	Q1: 100% 373 of 373	
	Q2 : 90%	Achieved (exceeded target)	
	Q3 : 90%	Q2: 100% 495 out of 495	
		Achieved (exceeded target)	
		Q3: 100% 249 out of 249 Achieved	

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AREAS REQUIRING ATTENTION

Issue

No control over appointment of Commissioners, resulting in delays in filling Commissioner vacancies.

Consequence

Detrimental to the monitoring and oversight role of the PSC.

Recommend

Commissioner appointments should be prioritised.

Issue

Lack or slow devolution of powers to the PSC:
Information Technology and office accommodation.

Consequence

Inefficiencies in procurement and functionality of IT services and infrastructure; and occupying dilapidated buildings

Recommend

Devolve powers to enable the PSC to directly source the IT and accommodation goods and services.

Issue

Budget constraints and reductions.

Consequence

Adverse impact on execution of planned deliverables.

Recommend

Cultivate budget saving alternatives and efficiencies in some of the state functions and allocate adequate budgets to the PSC.



AREAS REQUIRING ATTENTION

Issue

Independence and scope of the PSC mandate.

Consequence

Inability to ensure common performance standards across the government spheres and entities.

Misalignment in the performance management of the Director-General.

Increased compliance burden and dual reporting for the PSC DG.

Risk of conflicting interests and weakened oversight.

Recommend

Enactment of the PSC Bill into Law.

The PSC appreciates the Parliamentary efforts to address the identified challenges and hopes that they could be resolved as the 6th Administration adjourns.



FINANCIAL INFORMATION



**EXPENDITURE AGAINST BUDGET
AS AT 31 DECEMBER 2023**

	Pre-Accrual Expenditure	Post-Accrual Expenditure
	R'000 or %	R'000 or %
Appropriated Budget	292,119	292,119
Less: Imposed budget cut by NT	(3,366)	(3,366)
Adjusted Budget	288,753	288,753
Actual Spending	230,211	236,128
% Spending	(79.7%)	(81.8%)
Norm	75%	75%
% Variance	4.7%)	6.8%
Under/ (Over) spending against Norm	(13,646)	(19,563)



VARIANCE BREAKDOWN PER ECONOMIC CLASSIFICATION

	R'000
Compensation of Employees	(6,774)
Goods and Services	(3,819)
Transfers and Subsidies	(2,451)
Payment for Capital Assets	(601)
Under/ (Over) spending amount	(13,646)

- Spending on CoE was more than the norm with **R6.8 million** due to the contracts that overlapped and the insufficient budget received from National Treasury for the implementation of CoLA. The other factor that contributed to the overspending was the payments for pension liability for those who retired.
- Expenditure of Transfers and Subsidies was overspent by **R2.4 million** due to leave pay-outs for officials who retired and resigned
- Operational Expenditure was more than the norm with **R4.4 million**, due to invoices relating to 2022/23 financial year that were paid only in April 2024. The invoices were amongst others for accommodation, GG vehicles, traveling and SITA expenditure costs.



SPENDING AS AT 31 DECEMBER 2023
PER PROGRAMME

Programmes	Adjusted Budget	Actual Expenditure	Actual % of Budget	Norm	Variance	Variance
	(R'000)	(R'000)	(%)	(%)	(%)	(R'000)
Administration	136,761	105,562	77.2%	75%	(2.2%)	(2,991)
Leadership & Management Practices	48,332	38,365	79.4%	75%	(4.4%)	(2,116)
Monitoring & Evaluation	44,437	36,526	82.2%	75%	(7.2%)	(3,198)
Integrity & Anti-Corruption	59,223	49,758	84.0%	75%	(9.%)	(5,340)
TOTAL	288,753	230,211	79.7%	75%	(4.7%)	(13,646)



SPENDING AS AT 31 DECEMBER 2023
PER ECONOMIC CLASSIFICATION

Items	Budget	Actual Expenditure	Actual % of Budget	Norm	Variance	Variance
	(R'000)	(R'000)	(%)	(%)	(%)	(R'000)
Compensation of Employees	220,075	171,831	78.1%	75%	(3.1%)	(6,774)
Goods & Services	66,006	53,324	80.8%	75%	(5.8%)	(3,819)
Transfers & Subsidies	558	2,870	514.3%	75%	(439.3%)	(2,451)
Payment for Capital Assets	2,114	2,187	103.4%	75%	(28.4%)	(601)
TOTAL	288,753	230,211	79.7%	75%	(4.7%)	(13,646)



IRREGULAR EXPENDITURE AS AT 31 DECEMBER 2023

IRREGULAR EXPENDITURE AS AT 31 DECEMBER 2023	2023/24 R'000	2022/23 R'000
Reconciliation of irregular expenditure		
Opening balance	71	1 218
Prior period error	-	-
Add: Irregular expenditure - relating to prior year	-	-
Add: Irregular expenditure - relating to current year	-	71
Less: Prior year amounts condoned	-	(1 218)
Closing balance	71	71

- No irregular expenditure was incurred as at 31 December 2023.

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NGIYATHOKOZA

KE A LEBOHA DANKIE RE A LEBOGA

NGIYABONGA

NDIYABULELA

ENKOSI

NDO LIVHUWA

NDZA KHENSA

NGIYABONGA

Thank you

GANGANS



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