



Custodian of Good Governance

PRESENTATION TO THE PORTFOLIO COMMITTEE ON PUBLIC SERVICE AND ADMINISTRATION

QUARTERLY PERFORMANCE OVERVIEW AGAINST BUDGET AND CONSIDERATION OF THE PSC STRATEGIC PLAN

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Date: 28 May 2008

INTRODUCTION

- Achievements on 2007/08 outputs
- Regional integration
- The presentation also outlines the PSC's Strategic Plan for the period 2008/09 to 2010/11
 - ❑ Provides an overview of some of the key focus areas and policy developments of the PSC over the medium term
 - ❑ Outlines the contextual challenges that will be confronting the PSC in fulfilling its mandate
 - ❑ Reflects the MTEF estimates per programme and according to economic classification

KEY PERFORMANCE AREAS

In the 2007/08 financial year, the PSC's programme structure was divided into three programmes

Programme 1: Administration

To conduct the overall management of the PSC and provide centralised support services

Programme 2: Investigations and Human Resource Reviews

To improve labour relations and management, carry out audits and investigations into public administration practices, promote anti-corruption practices, and review the implementation of human resource policies in the Public Service

Programme 3: Monitoring and Evaluation

To establish a high standard of Public Service leadership, good governance and improved service delivery through public participation

REVIEW OF PERFORMANCE IN 2007/08

ACHIEVEMENTS FOR PROGRAMME 1

- The PSC has continued to be exemplary in the management of its financial resources. It again received an unqualified audit with no matters for emphasis reported. During 2007/08 it further tightened its monitoring of its expenditure to the extent that it is estimated that a figure of only 0,03% under-expenditure will be achieved which is far below the accepted norm of 2%
- Awaiting the interim audit opinion for 2007/08 financial year
- Human Resource Plan implemented
- Reviewed organisational structure approved and newly created posts in the process of being filled
- Service Delivery Improvement Plan (SDIP) for 2008/09 approved
- Great strides have been achieved in creating awareness around the work of the PSC and successfully positioning the organisation as the *Custodian of Good Governance*. Reports published by the PSC are tabled in Parliament and Provincial Legislatures timeously in accordance with Section 196 (4) (e) of the Constitution, 1996

INSTITUTION BUILDING AND SUPPORT

- The break down of the structure per level within the organisation, as at 31 March 2008, is reflected below:

| LEVEL | AFRICANS | | | COLOUREDS | | | INDIANS | | | WHITES | | | SUB TOTAL | | TOTAL |
|--------------|-----------|-----------|------------|-----------|-----------|-----------|----------|----------|----------|-----------|-----------|-----------|------------|-----------|------------|
| | F# | M* | T+ | F# | M* | T+ | F# | M* | T+ | F# | M* | T+ | F# | M* | |
| 01-08 | 55 | 27 | 82 | 6 | 1 | 7 | 1 | 0 | 1 | 3 | 1 | 4 | 65 | 2 | 94 |
| 09-12 | 25 | 26 | 51 | 1 | 4 | 5 | 2 | 1 | 3 | 5 | 8 | 13 | 33 | 39 | 72 |
| 13-16 | 11 | 24 | 35 | 2 | 5 | 7 | 1 | 3 | 4 | 4 | 4 | 8 | 18 | 36 | 54 |
| TOTAL | 91 | 77 | 168 | 9 | 10 | 19 | 4 | 4 | 8 | 12 | 13 | 25 | 116 | 14 | 220 |

- 5 people with disabilities were employed, which translated to 2.3% of the total staff complement. The PSC therefore exceeded the national target of 2% by 0.3%
- The approved staff establishment is 247 including Commissioners
- The vacancy rate as at 31 March 2008 was 27 posts (10.9%). It has since dropped to 23 posts (including 2 posts of Commissioner = 9.3%)

REVIEW OF PERFORMANCE IN 2007/08

ACHIEVEMENTS FOR PROGRAMME 2: IHRR

Labour Relations Improvement

Reports published

- Report on the management of Poor Performance in the Public Service
 - Toolkit for the Management of Poor Performance in the Public Service
 - Report on grievance trends in the Public Service
 - Protocol on the Summoning of Witnesses
 - Report on the proceedings at the Public Service Labour Relations Conference of 2007
- The PSC received 597 grievances (45 in last quarter)
 - 98 grievances were finalised, whilst 402 were referred back to departments due to non-compliance with the Grievance Rules
 - 10 grievances were withdrawn by aggrieved employees
 - 177 grievances were pending due to incomplete information

REVIEW OF PERFORMANCE IN 2007/08

ACHIEVEMENTS FOR PROGRAMME 2: IHRR

Public Administration Investigations

Reports published

- Overview on Financial Misconduct for the 2006/07 financial year
 - Trend Analysis on Complaints lodged with the PSC during the 2006/07 financial year
 - The handling of public servants in terms of prevailing provisions who are appointed as councillors in the Limpopo and Western Cape Provinces
 - Indebtedness of public servants
 - Audit into the granting of performance rewards in the Departments of Education and Social Development at national and provincial level
 - Report on the vacancy rate in the Public Service
- The PSC intensified investigations on public administration practices and anti-corruption
 - Rendered support in the Department of Land Affairs at the request of the Minister for Agriculture and Land Affairs
 - The Toolkit on Procurement and HR Investigations was approved
 - A round-table discussion with stakeholders on the Reports on Financial Misconduct and indebtedness of public servants was hosted in February 2008

REVIEW OF PERFORMANCE IN 2007/08

ACHIEVEMENTS FOR PROGRAMME 2: IHRR

Professional Ethics

Reports published

- Management of gifts in the Public Service
- Report on the state of professional ethics in KwaZulu-Natal
- Report on Ethics scan in secondary and tertiary institutions (NAP project)
- Special edition news letter in celebration of anti-corruption day

- As at 1 March 2008 a total of 6647 financial disclosure forms (84%) were submitted and 1299 forms (16%) are outstanding
- Draft Rules to manage conflicts of interest in terms of the Financial Disclosure Framework for the SMS has been developed
- Executing authorities were advised on potential conflicts of interest

REVIEW OF PERFORMANCE IN 2007/08

ACHIEVEMENTS FOR PROGRAMME 2: IHRR

Professional Ethics (cont)

- The PSC continues to provide a comprehensive secretariat service to the National Anti-Corruption Forum
- Third National Anti-Corruption Summit postponed to 3-5 August 2008
- The National Anti-Corruption Hotline has generated a steady stream of corruption and service delivery cases. In total, since September 2004, 3914 cases were referred to national and provincial departments



REVIEW OF PERFORMANCE IN 2007/08

ACHIEVEMENTS FOR PROGRAMME 2: IHRR

Strategic Human Resource Reviews

Reports published

- Report on the Evaluation of the Training Needs of Senior Managers in the Public Service
 - Assessment of the reasons for the inability of the Public Service to recruit and retain persons with disabilities
- Inquiries were held in the Eastern Cape, Mpumalanga, Western Cape and Free State and with national departments on the reasons for the inability of the Public Service to recruit and retain persons with disabilities

REVIEW OF PERFORMANCE IN 2007/08

ACHIEVEMENTS FOR PROGRAMME 3: M&E

Governance Monitoring

Reports published

- SOPS 2008
 - Fourth consolidated M&E report for the 2006/07 cycle
 - A conceptual framework on meta evaluation methodologies
 - A Special Edition Newsletter of the PSC was devoted to the SAMEA Conference
 - The Evaluation of Government's Poverty Reduction Programme
 - Basic Concepts in Monitoring and Evaluation
- Theme for 2009 SOPS report approved: *"The state of readiness of the Public Service for 2010 and beyond"*
 - A round table discussion was hosted with critical stakeholders on the 2007 SOPS report
 - 22 reports evaluating department's adherence to the Constitutional Principles of Public Administration sent to departments
 - Report on department's implementation of the recommendations of the PSC finalised

REVIEW OF PERFORMANCE IN 2007/08

ACHIEVEMENTS FOR PROGRAMME 3: M&E

Leadership and Performance Management

Reports published

- Analysis of payments of performance incentives to HoDs without annual performance reviews conducted
- The quality of Performance Agreements (PAs) and their compliance with requirements in the North West Province
- Report on SMS compliance with PAs (Eastern Cape)
- An analysis of payments of performance incentives to HoDs without annual performance reviews was conducted

Increasingly the PSC is seen as an authority on performance management. This is reflected in-

- ❑ Continued support in respect of the HoD evaluation process (9 national and 11 provincial HoDs were evaluated for the 2006/07 financial year)
- ❑ Fact sheets on the implementation of the HoD evaluation framework and compliance with PAs were published.
- ❑ Quality assurance on PAs was conducted

REVIEW OF PERFORMANCE IN 2007/08

ACHIEVEMENTS FOR PROGRAMME 3: M&E

Service Delivery and Quality Assurance

Reports published

- Citizen Satisfaction Surveys conducted in the following departments–
 - ❑ Home Affairs
 - ❑ Trade and Industry
 - ❑ Transport Service of Provincial Departments
 - ❑ Provincial Agricultural Services
 - Reports on the implementation of the Batho Pele principles of-
 - ❑ Openness and Transparency
 - ❑ Value for money
 - ❑ Consultation
 - ❑ Evaluation of Fraud Prevention Plans
 - ❑ Oversight report on Verification of Qualifications in the Public Service
 - ❑ Evaluation report on department's implementation of the Access to Information Act
- The PSC commenced with the roll-out of inspections in October 2007
 - Inspection reports were distributed to respective executing authorities and accounting officers
 - The report on the National School Nutrition Programme was completed in March 2008, but only approved in April 2008

REGIONAL INTEGRATION

- Association of African Public Services Commissions (AAPSComs)
 - ❑ The AAPSComs was established at a meeting that took place in Kampala, Uganda on 9 April 2008
 - ❑ Prof Sangweni was appointed as the Interim President of the AAPSComs by acclamation
 - ❑ The OPSC will serve as the Interim Secretariat
- Co-ordination of support to the Southern Sudan Civil Service Commission (SSCSC)
 - ❑ Initial visit by the PSC delegation, led by the Chairperson, undertaken in February 2008
 - ❑ As a result of this visit a Memorandum of Understanding was signed between the PSC and the SSCSC
 - ❑ The PSC is to provide support to the SSCSC in its efforts to put in place systems and programmes to execute its mandate
 - ❑ The PSC is assessing key prescripts relating to public administration in Southern Sudan

STRATEGIC PLAN OF FOR THE MTEF PERIOD 2008/09 TO 2010/11

- PSC held its strategic plan in April 2008 under the theme “*To the finish and beyond*”
- In fulfilling its complex and involved mandate PSC work has grown quantitatively and qualitatively
- Within public administration discourse increasingly reference is made to its reports inside and outside the Public Service
- Its technical oversight, its investigative and advisory support to government departments and the executive has never been valued as much as is currently the case
- PSC has firmly positioned itself as the custodian of good governance and in promoting excellence in public administration
- It has been able to achieve this in the context of limited resources, and yet managed to deliver far beyond its resources
- Having raised the bar, the PSC is faced with the challenge of bettering what was done to date and deepening its impact amidst the winds of change blowing inside and outside its environment

STRATEGIC PLAN FOR THE MTEF PERIOD 2008/09 TO 2010/11

- With effect from 1 April 2008, the OPSC is divided into four branches

Branch: Corporate Services

- ❑ Financial and Procurement Management
- ❑ Human Resource Management and Development
- ❑ Communication and Information Services
- ❑ Information Technology

Branch: Leadership and Management Practices

- ❑ Labour Relations Improvement
- ❑ Leadership and Human Resource Reviews

Branch: Monitoring and Evaluation

- ❑ Governance Monitoring
- ❑ Service Delivery and Quality Assurance

Branch: Integrity and Anti-Corruption

- ❑ Public Administration Investigations
- ❑ Professional Ethics

BRANCH: LEADERSHIP AND MANAGEMENT PRACTICES

Leadership and Performance Improvement

- The PSC will continue to contribute towards the strengthening of Public Service Leadership, through –
 - ▣ the implementation of the Framework for the Evaluation of Heads of Department (HoDs),
 - ▣ providing advice on the quality of the Performance Agreements (PAs) of HoDs
 - ▣ reporting compliance trends to key stakeholders
- Having piloted an Organisational Performance Assessment (OPA) instrument, this will be applied as part of the HoD evaluation process and EAs will receive condensed analytical reports on the performance of individual departments
- In order to generate evaluative data on the practical challenges and good practices in the area of Public Service Leadership, an assessment of the effectiveness of Public Service Leadership in the promotion of intergovernmental relations will be conducted

BRANCH: LEADERSHIP AND MANAGEMENT PRACTICES

Leadership and Performance Improvement (cont)

- The PSC's research reflects the need for considerable strengthening in HRM in the Public Service. It is also unlikely that the situation at local government is better
- The PSC intends overseeing the effectiveness of HRM in all spheres of government and to develop instruments and toolkits that can be applied by all institutions to assist in improving the internal implementation of their HRM practices
- The PSC's mandate in respect of HRM has also been affected by the introduction of the Public Service Amendment Act, 2007, with effect from 1 April 2008
- The PSC may conduct investigations on compliance with the Act and issue directives on the personnel practices of recruitment, promotions, transfers and dismissals in terms of section 196(4)(d) of the Constitution, 1996, which must be implemented by EAs and HoDs within a period of three months from the date on which they were issued
- While this provision has strengthened the PSC's powers to ensure compliance with HRM it has also resulted in an increase of its workload and will have to be addressed through concomitant resource allocations in future

BRANCH: LEADERSHIP AND MANAGEMENT PRACTICES

Labour Relations Improvement

- The PSC has established itself as a key role player in the promotion of sound labour relations in the Public Service through its involvement in grievance resolution, investigative research in labour relations practices and its advocacy work through guidelines, workshops and conferences
- The number of grievances handled by the PSC decreased to 588 at 31 March 2008 from 641 as at March 2007. This decrease is the result of a concerted effort by the PSC to caution organized labour, employees and departments against referring grievances prematurely to the PSC before exhausting the internal departmental procedures
- The decline may also be an indication that employees have a better understanding of departmental processes and do not escalate grievances to the PSC if not necessary
- Notwithstanding, delays in the resolution of grievances continue to be affected by the non-submission of information to the PSC by departments
- The PSC has tabled proposed amendments to the Grievance Rules with the DPSA. The proposed amendments will be subject to negotiations within the PSCBC
- In the meantime the PSC will continue to oversee the current Grievance Rules

BRANCH: LEADERSHIP AND MANAGEMENT PRACTICES

Labour Relations Improvement (cont)

- In order to prepare itself for the implementation of the Single Public Service legislation, the PSC will also audit grievance resolution mechanisms in local government to ensure that it is conversant with the systems applicable and the roles of all stakeholders
- Labour relations in the Public Service are impacted upon by both internal and external factors. One of the external factors that especially impacts on collective bargaining through wage negotiations is variations in the cost of living. Research will therefore be conducted on the influence of this on labour relations in the Public Service
- The PSC will continue to engage with strategic stakeholders with a view to create partnerships in pursuance of its role in labour relations. Specific attention in creating partnerships will be given to the local sphere of government as the PSC has not previously engaged with labour relations at this level
- The strategic partnership already established with the PSCBC will continue to be strengthened through, amongst others, the co-hosting of the Second Biennial Labour Relations Conference for the Public Service during 2009 and cooperating on activities emanating from this Conference

BRANCH: MONITORING AND EVALUATION

Governance Monitoring

- The PSC has located M&E at the core of all its oversight work, in the process developing and applying a range of instruments to collect and analyse evaluative data
- One such instrument is the transversal Public Service M&E System which has been running for the past 6 years
- The PSC will continue to strengthen the indicators and standards it uses in the System to improve the quality of data and reports generated
- Future annual samples will also include departments in which the system was applied previously in order to assess the progress made since the first assessment
- The PSC will undertake programme evaluations that focus on poverty reduction programmes and projects

BRANCH: MONITORING AND EVALUATION

Governance Monitoring (cont)

- The PSC has also recognized the need to promote a reflective approach towards M&E. Such an approach is necessary considering that while the PSC often conducts secondary research which relies on data from already existing sources, it has not had a systematic mechanism through which to assess the reliability of this data
- In order to address this gap, the PSC has developed an internal conceptual framework on *Meta-evaluation* (the evaluation of an evaluation). The framework will assist the PSC to assess the rigour of its evaluation products, as well as externally produced evaluation products that the PSC may want to use in secondary analyses
- A flagship oversight product of the PSC has continued to be its annual State of the Public Service (SOPS) Report. This report provides a high level analytical overview of the progress made by the Public Service in giving effect to the Constitutional values and principles of public administration. The 2009 SOPS report will be based on a specific priority theme

BRANCH: MONITORING AND EVALUATION

Service Delivery and Quality Assurance

- During the 2006/7 financial year, the country experienced incidents of service delivery protests in certain areas
- Although there are differing views regarding what caused these protests, the PSC believes that the protests should serve as an important wake up call to remind all concerned about the importance of participatory governance in the country
- The PSC will continue to promote citizens' participation and encourage the use of Citizens Satisfaction Surveys as one of the systematic mechanisms through which to obtain the views of citizens
- To date, the PSC's Citizens Satisfaction Surveys have annually focused on selected services of samples of departments
- Having gained important methodological experiences from these surveys, the PSC will in future work towards the identification and development of specific drivers of citizen satisfaction for South Africa
- These drivers will then inform the design and application of subsequent surveys in a way that broadens the scope of departments and services covered

BRANCH: MONITORING AND EVALUATION

Service Delivery and Quality Assurance (cont)

- The PSC will strengthen its work on the inspection of service delivery sites to ensure that first-hand information is gathered and reported on the quality of service delivery in the Public Service
- With trends showing that service delivery budgets and expenditure are on the increase, it is important for the Public Service to pay attention to the quality of its spending, and the PSC's inspections are a valuable contribution in this regard
- The inspections assess a number of elements pertaining to service delivery, including implementation of recommendations of previous research reports, alignment with Batho Pele principles, accessibility and the extent to which the expectations of citizens are met

BRANCH: INTEGRITY AND ANTI-CORRUPTION

Public Administration Investigations

- The PSC conducts public administration investigations of own accord, on receipt of complaints lodged by the public and following requests by the Executive, Parliament and the Provincial Legislatures
- These investigations are important instruments in ensuring compliance with national norms and standards, identifying corruption and maladministration and advising on best practice and corrective actions that must be undertaken
- There has been a steady increase in the number of complaints lodged and requests for investigations. Unfortunately this has placed a significant strain on the PSC's limited investigative capacity and is compounded by the non corruption related complaints received through the NACH
- Requests for increased capacity in this critical area of the PSC's mandate have not been accommodated and as such the PSC has increasingly been forced to adopt the methodology of desk-top audits instead of full-scale investigations

BRANCH: INTEGRITY AND ANTI-CORRUPTION

Public Administration Investigations (cont)

- Increasingly the PSC is being compelled to begin full-scale investigations into some of these cases to protect the erosion of the NACH as an effective mechanism for combating corruption
- The PSC has since 2001 on an annual basis reported on financial misconduct in the Public Service. The PSC will again publish a Report on Financial Misconduct for the financial year 2007/2008
- In order to promote sound public administration in all spheres of government, the PSC intends to extend its own accord investigations to include local government
- Given its expertise on a broad range of public administration issues, the PSC is increasingly requested to participate in support interventions in the Public Service
- Such interventions place a heavy strain on the PSC's limited capacity as it cannot plan for requests of this nature. Nevertheless, the PSC will continue to support the Executive when its assistance is required

BRANCH: INTEGRITY AND ANTI-CORRUPTION

Professional Ethics

- Possibly the most visible and collaborative anti-corruption effort post 2004 was the creation of the NACH
- Since its inception in September 2004, 3916 cases of alleged corruption have been reported
- Because of the number of allegations referred, departments have been placed under severe strain on their investigative capacity. As a result, the finalisation of investigations is taking longer than would reasonably be expected
- Departments should ensure that they acquire and utilise the capacity that is required to investigate and deal with instances of unethical behaviour. At the same time sufficient resources must be made available to bolster departmental and the PSC's capacity
- The PSC will strengthen its own management of the NACH by implementing an electronic referral and feedback mechanism, and by assessing the effectiveness of the NACH on a biennial basis
- The PSC has found itself as a key contributor to the debate on conflicts of interest. This was possible through its work in the Financial Disclosure Framework (FDF) for senior managers and its other research work on the management of conflicts of interest

BRANCH: INTEGRITY AND ANTI-CORRUPTION

Professional Ethics(cont)

- While the PSC continued to improve the compliance rate of submissions of the FDF it also began to advocate for a more structured approach to the management of conflicts of interest
- Although the PSC's work is showing improvements around compliance with the submission of disclosures from the period 2004/2005 to 2006/2007, the same success has not been achieved in ushering in conflicts of interest legislation
- The PSC, however, continues to unravel the complexities around conflicts of interest as is demonstrated through its research on the acceptance of gifts
- The PSC will deepen its role as Secretariat to the National Anti-Corruption Forum (NACF). It will therefore place greater emphasis on driving the implementation of the National Anti-Corruption Programme of the NACF
- The PSC has also taken a province specific approach in assessing the state of professional ethics in the Public Service
- An assessment of the state of professional ethics will be conducted selected provinces over the MTEF period

BRANCH: CORPORATE SERVICES

Financial and Procurement Management

- The PSC will continue to outsource the Internal Audit function and will implement and monitor a Fraud Prevention Plan
- Expenditure against the budget will be monitored and financial reports will be generated
- The PSC will continuously improve on asset management through the regular updating of the asset register
- The PSC places specific attention to the rigorous control of its supply chain management processes
- It will ensure compliance with the Supply Chain Management Framework
- An assessment will be conducted of OPSC buildings for accessibility by persons with disabilities
- Security systems will be installed and upgraded

BRANCH: CORPORATE SERVICES

Human Resource Management and Development

- The effectiveness of the HR plan will be monitored and evaluated
- The PSC will continuously review and implement Employment Equity targets and focus will remain on people with disabilities and women
- The Workplace skills plan will be reviewed and implemented
- The induction and re-orientation programme will be implemented
- A Service Delivery Improvement Plan will be developed for 2009/10

Communication and Information Services

- In order to ensure greater appreciation of the work of the PSC, a strategic approach aimed at intensifying the advocacy work of the institution has been adopted

BRANCH: CORPORATE SERVICES

Information Technology Development

- The growing business needs have put an increased demand for the upgrading of IT infrastructure and systems
- Additional funds have been acquired as part of the acquisition of capital assets for the business processes re-engineering to improve service and gain efficiencies
- However, there is a need to further bolster funding over the MTEF period for this purpose to ensure long-term sustainability
- The PSC will develop and implement an electronic system for the filing of the Financial Disclosures in order to facilitate the submission of disclosures to the PSC in a more effective manner

MTEF ESTIMATES

The following tables give an indication of the distribution of funds amongst the four programmes as well as the distribution according to the economic classification of expenditure over the medium term

| PROGRAMME | 2008/09 | 2009/10 | 2010/11 |
|--|----------------|----------------|----------------|
| | R'000 | R'000 | R'000 |
| 1. Administration | 56 487 | 60 768 | 65 406 |
| 2. Leadership and Management Practices | 14 649 | 16 051 | 17 872 |
| 3. Monitoring and Evaluation | 18 249 | 19 930 | 22 836 |
| 4. Integrity and Anti-Corruption | 21 787 | 23 752 | 26 049 |
| TOTAL | 111 172 | 120 501 | 132 163 |

MTEF ESTIMATES

| ITEM | 2008/09 | 2009/10 | 2010/11 |
|--|----------------|----------------|----------------|
| | R'000 | R'000 | R'000 |
| Compensation of employees | 79 872 | 87 007 | 97 044 |
| Goods and services | 29 968 | 32 081 | 33 642 |
| Transfers to foreign government and internal organisations | 32 | 35 | 37 |
| Payment for capital assets | 1 300 | 1 378 | 1 440 |
| TOTAL | 111 172 | 120 501 | 132 163 |

- Additional amounts of R0, 666 million, R3, 536 million and R8, 180 million were allocated for 2008/09, 2009/10 and 2010/11 respectively, due to additional capacity for strengthening the oversight, promotional and directional role of the PSC
- Special funds earmarked for the upgrading of IT infrastructure are classified under Payments for Capital Assets: R1,5 million, R1,5 million and R1,5 million over the MTEF period

CONTEXTUAL CHALLENGES

- ***Resource constraints in meeting increased demands on the PSC***
 - ❑ The PSC only received R666 000 for strengthening its oversight, promotional and directional role for 2008/2009
 - ❑ This situation requires attention if the PSC is to maintain the quality of its support role to the Executive, Parliament and Provincial Legislatures
 - ❑ In the area of professional ethics the PSC has put in place mechanisms to ensure the effective management of conflicts of interest of senior managers. The scrutiny of financial disclosures already placed additional demands on the PSC. Once its recommendations on the implementation of a framework for the management of conflicts of interest in the Public Service have been fully implemented, its role in this regard will increase significantly
 - ❑ There has already been calls from all sectors for an increase in the activities and impact of the NACF. The PSC as secretariat will have to move beyond its current role and more actively drive the activities and outputs of the NACF. Given its current resource constraints such a shift in approach will, however, not be possible and it is in the national interest that the PSC's capacity in this regard be bolstered

CONTEXTUAL CHALLENGES

- ❑ A new National Anti-Corruption Programme will also be developed following the 3rd National Anti-Corruption Summit and funding for the implementation of the programme will be required
- ❑ In order to ensure the credibility of the NACH, the PSC's internal capacity to investigate complaints must be improved
- ❑ The Executive has realized the value that the PSC adds through its investigative research and interventions, and demands on the PSC are continuously increasing
- ❑ Interventions impact severely on the PSC's ability to deliver in other areas of its mandate as dedicated human resources have to be assigned to conduct the necessary investigations on site. Such demands on the PSC can only be accommodated in future if its resource allocations are adjusted accordingly
- ❑ The services and support of the PSC have in recent years increasingly been required in other parts of the Continent. Initiatives, such as the establishment of the AAPSComs and the MoU with the Southern Sudan Civil Service Commission mark the beginning of more involvement in regional integration efforts, and that these will pose additional resource challenges to the organisation

CONTEXTUAL CHALLENGES

- ***Managing the Imminent Change***

- ❑ The country is scheduled to have its next general elections in 2009 which will usher in a new term of office of government
- ❑ This changing external political environment will impact on the administrative environment
- ❑ Sound protocols of engagement have already been established with the Executive, Parliament, Provincial Legislatures and the PSC is confident that these together with the strong basis it has laid through its work will guide interaction with the new stakeholders
- ❑ During 2009 the terms of office of many of the current Commissioners, including that of the current Chairperson, will be coming to an end. As a result the PSC will be experiencing a “changing of the guard” and will have to deal with challenges of ensuring a smooth transition

Custodian of Good Governance

CONTEXTUAL CHALLENGES

- ***Strengthening oversight and deepening democracy***
 - ❑ The PSC has always positioned itself as a technical oversight body whose products and services support Parliament and the Provincial Legislatures in the fulfillment of its political oversight role
 - ❑ A consequence of this has been greater demands being made on the PSC by Parliamentary Committees for independent assessments of certain public administration practices
 - ❑ Following the PSC's interaction with the Chairs of Parliamentary Committees facilitated by the Chair of Chairs, it has become clear that more is expected in terms of the manner in which the PSC interfaces with other committees of Parliament
 - ❑ Considered against the current Parliamentary processes which seek to develop an improved model for oversight, these developments suggest that Parliament is moving towards exercising greater scrutiny and oversight on the executive
 - ❑ Such a practice may in turn require increased technical oversight support provided by the PSC

CONTEXTUAL CHALLENGES

- ❑ Given the transversal nature of the PSC's work, these expectations are understandable, although their implications for the capacity of the PSC would need to be carefully looked into
- ❑ The PSC believes that its interaction with Provincial Legislatures requires more attention
- ❑ Whilst the PSC tables all its reports in Provincial Legislatures, there has been very limited follow-through by the legislatures on these reports
- ❑ This undermines the effectiveness of the PSC and results in key areas of public administration requiring intervention not being addressed at provincial level
- ❑ A higher level of commitment by Provincial Legislatures will be required during the MTEF period to ensure that oversight over the provincial as well as the local sphere of government, through the implementation of the Single Public Service Legislation, is strengthened

CONTEXTUAL CHALLENGES

- ***Planning for oversight in a Single Public Service***
 - ❑ The passing of the Single Public Service Bill will see the PSC's mandate extending to local government
 - ❑ This will have a significant impact on the resources of the PSC, which as already indicated, have not been increased
 - ❑ Although in this strategic plan for the forthcoming MTEF period the PSC has anticipated this extended mandate, much of the PSC's work in this area will rely on substantial additional budgetary and human resources being made available
 - ❑ It is of utmost importance that such resources be allocated as soon as possible to the PSC in order for it to effectively engage with its extended mandate
 - ❑ It can be expected that the rationalization process that will be embarked on to unify the Public Service and local government will be challenging and complex
 - ❑ In this process rigorous technical oversight will be required to generate monitoring data for Parliament and to advise the Executive. If the PSC is to fulfill this function its resource base would need to be strengthened to provide the necessary oversight to inform strategic decision-making when required



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THANK YOU!



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