

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

23

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

24

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

25

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

26

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

27

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

28

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

29

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

30

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

31

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

32

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

33

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

34

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

35

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

36

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

37

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

38

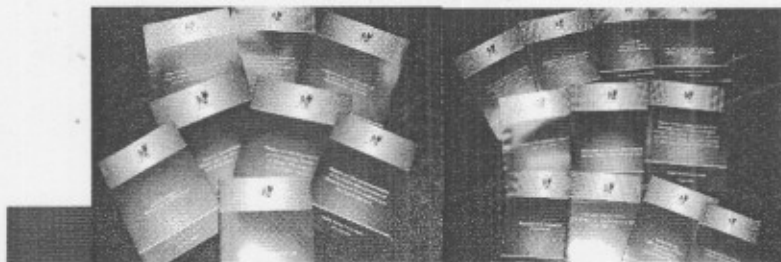
CONTEXTUAL CHALLENGES

- *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

39

CONCLUSION

- The comprehensive nature of the information included in Strategic Plan illustrates that the PSC is committed to ensure the effective implementation of its mandate even beyond its existing capacity
- In order to sustain and deepen the work of the PSC in meeting the changing environment and increased expectations, urgent consideration is, however, required to bolster its financial and human resource capacity
- The PSC is confident that the body of work that it has already generated and the levels of excellence that it has achieved will convince its stakeholders to take the appropriate steps to ensure that the impact of the PSC's work continues to grow within the Public Service



40

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THANK YOU!

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