

Report of the Portfolio Committee Public Service and Administration on Consideration of First Quarterly Performance 2019/2020 Financial Year: Department Public Service and Administration and its entities, and the Public Service Commission, dated 18 September 2019

14. BACKGROUND

The Portfolio Committee on Public Service and Administration (hereinafter referred to as the Committee) having considered first quarter performance for 2019/20 financial year of the Department of Public Service and Administration, National School of Government, Centre for Public Service Innovation and Public Service Commission, reports as follows:

15. INTRODUCTION

Parliament through its Committees has a constitutional responsibility to oversee quarterly programme performance information of the departments and their entities in a specific financial year. Quarterly performance reports are a vital tools used by parliamentary committees to ensure accountability and transparency in monitoring both financial and non-financial performance of the departments. Consideration of quarterly reports by committees is one of the established tools to fulfil Parliament’s oversight and accountability mandates in terms of the Constitution and under rules established by the National Assembly. According to the Public Finance Regulations, departments and entities are expected to prepare quarterly reports within 30 days after the end of each quarter.

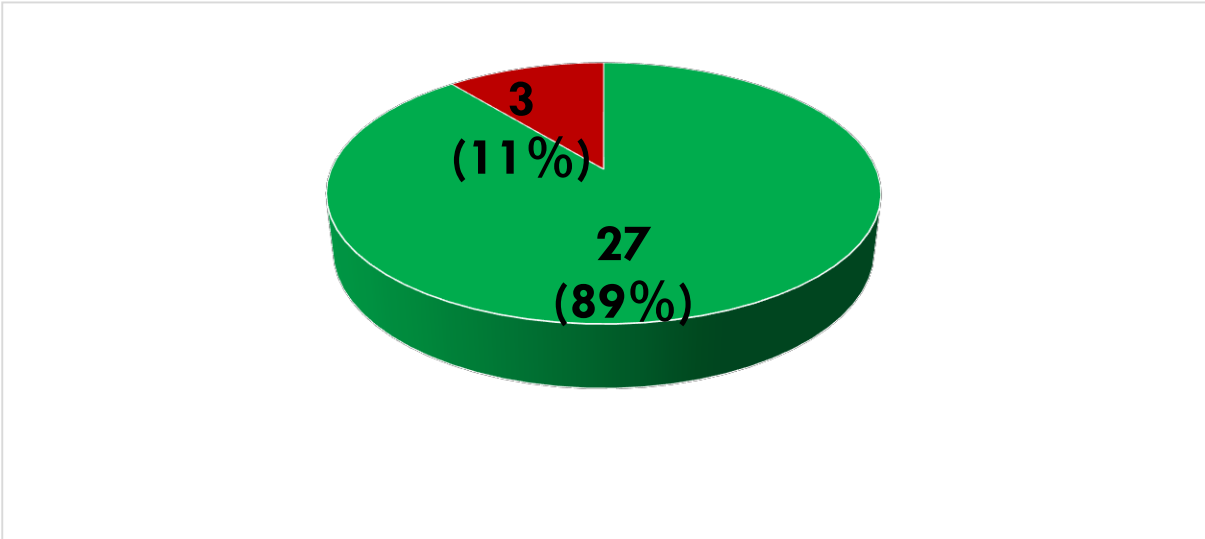
On August 21, 2019, the Committee considered the first quarter performance of 2019/20 of the Department of Public Service and Administration and entities as well as the Public Service Commission. Performance information was in accordance with the Strategic Plans, Annual Performance Plan and Medium Term Strategic Framework 2015-2020. The report further provides an overview of the presentations made before the Committee mainly focusing on the achievements, output in respect of the performance indicators and targets set for the above mentioned financial year. The report outlines the findings/observations of the Committee relating to the Department and its entities’ as well as Public Service Commission performance.

16. DEPARTMENT AND ENTITIES AS WELL AS PUBLIC SERVICE COMMISSION PROGRAMME PERFORMANCE

16.1 DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION

Quarterly performance reports were verified by the Department’s Internal Audit Unit. The reports were also submitted to the Minister for the Public Service and Administration, the Department of Planning, Monitoring and Evaluation, and National Treasury.

In the first quarter, the Department achieved 27 targets of 30 planned targets. Meaning only 3 targets were not achieved and department provided its reason for deviation. The following is a trend performance information over first quarters of the 2019/20 financial year, report as follows:



(a) Programme 1: Administration

The main purpose of the programme is to provide strategic leadership, management and support services to the Department, and coordinate the Department's international relations. The purpose of the programme is to provide policy, coordinated strategic and overall administrative support services to enable the Ministry and the Department to deliver on the mandates.

Programme 1, the Department achieved five predetermined targets which is equivalent to 100 per cent in the first quarter of 2019/20 financial year.

(b) Programme 2: Policy Development, Research and Analysis

The main purpose of this programme is to manage and oversee the formulation, development and review of policies, policy reform and transformation programmes. It also manages research on and analysis of public service capacity, performance and reform by conducting productivity,

accessibility and continuity studies tracking trends in best practice in public administration discourse in order to enhance access to public services through feasibility and continuity studies.

Programme 2 has six predetermined targets in the first quarter of 2019/20 financial year. The Department achieved 83 per cent of its targets, which is equivalent to five targets. Only 21 per cent of the targets were not achieved, which is equivalent to one target.

(c) Programme 3: Public Service Employment and Conditions of Service

The purpose of this programme is to develop, implement and monitor human resources policies and functions by managing labour relations negotiations, employee relations, discipline and work environment management. The programme is aimed at designing remuneration and job grading policy frameworks as well as support the implementation of human resource development and planning strategies, systems and practices.

Programme 3 has four predetermined targets in the first quarter of 2019/20 financial year. The Department achieved 100 per cent of its planned first quarter targets.

(d) Programme 4: Government's Chief Information Officer

The purpose of the programme is to promote and manage the use of Information Communication Technology (ICT) as a strategic tool in the design and delivery of citizen-centred services within government by coordinating and consolidating Public Service Information Communication Technology policies, strategies, costs, risk assessments, as well as ICT Governance matters. The programme was introduced in order to develop, implement and monitor information communication technology (ICT) policies and norms and standards. Programme 4 has five predetermined targets in the first quarter of 2019/20 financial year. The Department has achieved 100 percent of all predetermined targets in the first quarter.

(e) Programme 5: Service Delivery Support

The purpose of the programme is to manage and facilitate the improvement of service delivery in government by supporting and monitoring Operations Management and Service Delivery Planning. The programme has five sub-programme which are Operations Management, Service Delivery Support Programmes and Service Centres (Thusong), Complaints and Change Management (Batho Pele), Public Participation and Social Dialogue; and Community Development and Citizen Relations.

Programme 5 has seven predetermined targets in the first quarter of 2019/20 financial year. The Department achieved 86 per cent of its targets, which is equivalent to six targets. Only 24 per cent of the targets were not achieved, which is equivalent to one targets.

(f) Programme 6: Governance and Public Administration

The purpose of this programme is to manage and oversee the development of policies, strategies and programmes on Public Service ethics, integrity and leadership. Furthermore, the programme envisages to ensure intergovernmental relations and macro organization of the State which include organizational design, strategic planning framework as well as monitor government intervention programmes and Human Resource Information System. The programme has five sub-programmes which are: Human Resource Management Information Systems, Public Service Leadership Management, Organisational Design and Macro Organisation, Ethics and Integrity Management and International Relations and Government Intervention.

Programme 6 has three predetermined targets in the first quarter of 2019/20 financial year. The Department achieved 67 percent of its targets, which is equivalent to two targets. Only 23 per cent of the targets were not achieved, which is equivalent to one targets.

162 NATIONAL SCHOOL OF GOVERNMENT

3.2.1 Policy priorities

The National School Government (NSG) derives its mandate from the Public Service Act. In terms of the Act the institution is mandated to provide training or effect the provision of training. The NSG's aims to enhance capacity of all public servants at all levels to perform effectively and efficiently, develop and use assessment mechanisms to build confidence in the recruitment processes of the public service. Subsequently, the department develops training programmes that are specific to the needs of the public service with a view to addressing the skills shortages. The report presents quarterly performance of the first quarter 2019/20, which is as follows:

(a) Programme 1: Administration

The purpose of the Administration Programme (Programme 1) is to facilitate overall management of the School and provides for responsibilities of the Principal, Branch Heads and other members of management. These responsibilities include providing centralised administrative, legal and office support service, human resource and financial management, communication, special projects, international relations, and internal controls and oversight.

Programme 1 has ten predetermined targets in the first quarter of 2019/20 financial year. The School achieved seven targets, two were not achieved and one target had no activities, as it is demand driven.

(b) Programme 2: Public Sector Organisational and Staff Development

The Public Sector Organisational and Staff Development Programme (Programme 2) is responsible for facilitating transfer payments to the Training Trading Account for management development and training of public sector employees.

Programme 2 has sixteen (16) predetermined targets in the first quarter of 2019/20 financial year. The School achieved thirteen targets and three were not achieved.

163 CENTRE FOR PUBLIC SECTOR INNOVATION

16.3.1 Policy Priorities

The responsibility for the public sector innovation is vested in the Minister of Public Service and Administration, in terms of section 3(1)(i) of the Public Service Act (1994). The Act mandate the Centre for Public Service Innovation (CPSI) to unlock, entrench and nurture the culture of innovation within the public sector for improved performance and productivity. The report presents the fourth quarter and first quarter performance of the CPSI, which is as follows:

16.3.2 Programmes

(a) Programme 1: Administration

The programme provides strategic leadership, overall management of and support to the organisation. There are three sub-programmes under programme 1 which are Strategic Management, Corporate Resource Management and Office of the Chief Financial Officer.

During the 1st quarter period the organisation had two targets and all two (100%) of the targets were achieved.

(b) Programme 2: Public Sector Innovation

The programme drives service delivery innovation in public sector in line with government priorities. There are three sub-programmes under programme 2, which are Research and Development, Solution Support and Incubation, and Enabling Environment.

During the 1st quarter period the organisation had two targets and all two (100%) of the targets were achieved.

164 PUBLIC SERVICE COMMISSION

3.4.1 Constitutional mandate

The Public Service Commission (PSC) is an independent institution established in terms of Chapter 10 of the Constitution. It derives its mandate from Section 195 and 196 of the Constitution, 1996, which set out the values and principles governing public administration which should be promoted by the PSC, as well as the powers and functions of the PSC.

3.4.2 Programmes

The PSC has achieved 100 percent of planned predetermined targets in the first quarter of 2018/19 financial year. Substantive work on selected annual targets due in outer quarters had already commenced. The report presents both the fourth quarter and first quarter performance of the PSC, which is as follows:

(a) Programme 1: Administration

The purpose of the Administration Programme (Programme 1) is to provide overall management of the Commission and centralised support services. The PSC has three predetermined targets. (Q1) and all of these targets have been achieved (100%)

(b) Programme 2: Leadership and Management Practices

The Leadership and Management Practices Programme (Programme 2) is responsible for promoting sound public service leadership, human resource management, labour relations and labour practices. The PSC has two predetermined targets in the first quarter of 2019/20 financial year and targets were achieved (100%).

(c) Programme 3: Monitoring and Evaluation

Monitoring and Evaluation establishes a high standard of service delivery, monitoring and good governance in the public service. The PSC has one predetermined target in the first quarter of 2019/20 financial year and target was achieved (100%).

(d) Programme 4: Integrity and Anti-Corruption

The Integrity and Anti-Corruption Programme undertakes public administration investigations, promotes high standard of professional ethical conduct among public servants and contributes towards prevention and combating of corruption. The PSC has three predetermined targets in the first quarter of 2019/20 financial year and targets were achieved (100%).

17. FINDINGS AND OBSERVATIONS

The Portfolio Committee made the following observations and findings:

- 17.1 The Committee notes and welcomed the first quarter performance of 2019/20 financial for the Department of Public Service and Administration, National School of Government, Centre for Public Service Innovation and Public Service Commission.
- 17.2 The Committee commended the Department of Public Service and Administration, National School of Government, Centre for Public Service Innovation and Public Service Commission on paying suppliers within 30 days.
- 17.3 With regard to the reduction of the wage bill, the department cited some of the contributing factors to the wage bill, which are salary levels 1-12 that is above the inflation rate and cost incurred through litigations. The Committee stressed the importance of the Department to come up with effective measures to reduce wage bill in the public service. The Department must on a regular basis ensure consultation with organised labour unions on matters concerning the public servants before pronouncements are made through the media channels.
- 17.4 The Department should continue to provide financial advice to indebted government officials (levels 1-12) who qualifies for the Government Employee Housing Scheme in order to assist with ideas on how clear debts for the purpose of accessing the Housing Scheme in future.
- 17.5 The Committee commended the Department with regard to the progress made concerning the establishment of Office of Standards and Compliance. The Committee urged the Department to expand the scope of the Office of Standards and Compliance to conduct life style audits for government employees in all three spheres of government.
- 17.6 The Committee noted with concern that the Technical Unit has been put on hold until 2020/21 financial year.
- 17.7 The reconfiguration of government departments both at the macro and micro level should not result in government establishing new agencies or entities because this will defeat the purpose.
- 17.8 The Department was encouraged to continuously monitor the usage and possible abuse with regard to sick leave taken by the public servants.
- 17.9 The National School of Government should continue to strive to develop a funding model, which will make the School self-sustainable. A certain percentage of the training budgets in government departments have to be ring-fenced for training and development courses offered by the School.
- 17.10 The Committee commended the School in developing mandatory training courses in the public sector. Mandatory training courses are offered for free by the School. The National

Treasury has allocated budget for such courses, and North West Province has been selected as a pilot province for mandatory courses.

- 17.11 The Minister of the Department of Public Service and Administration was encouraged to fast track the filling of all funded vacant posts in order to stabilise the National School of Government and the Public Service.
- 17.12 The Centre for Public Service Innovation should consider supporting other Provincial Treasuries on the use of strategic foresight towards the preparation of the 5-year strategic plan.
- 17.13 The Public Service Commission was urged to monitor transfer and secondment of officials in the public service with affected employees so that fairness and consent is upheld.
- 17.14 The Department should brief the Committee on the revised Ministerial Handbook.

18. The Portfolio Committee recommends as follows:

- 5.1** The House adopts and approve quarterly performance report of the Department of Public Service and Administration and its entities, and the Public Service Commission.

Report to be considered