

PULSE

OF THE PUBLIC SERVICE

PUBLIC SERVICE COMMISSION QUARTERLY BULLETIN VOLUME 18
01 JULY TO 30 SEPTEMBER 2021



Custodian of Good Governance

**EXPLORING THE CONCEPT
OF LIFESTYLE AUDITS
AND ITS IMPORTANCE TO THE
REALIZATION OF A CAPABLE
AND DEVELOPMENTAL STATE**

**EVOLUTION
OF THUSONG
SERVICE CENTRES**

**NON-PAYMENT OF
GOVERNMENT
SUPPLIERS WITHIN 30 DAYS**

NATIONAL ANTI-CORRUPTION HOTLINE 0800 701 701



CONSTITUTIONAL MANDATE

The PSC derives its mandate from sections 195 and 196 of the Constitution, 1996.

The PSC is tasked and empowered to, amongst others, investigate, monitor, and evaluate the organisation and administration of the Public Service.

This mandate also entails the evaluation of achievements, or lack thereof of Government programmes. The PSC also has an obligation to propose measures that would ensure effective and efficient performance within the Public Service and to promote values and principles of public administration as set out in the Constitution, throughout the Public Service.

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1. INTRODUCTION

This edition of the Pulse of the Public Service covers the period 01 July to 30 September 2021 which is the second quarter of the 2021/22 Financial Year. The Public Service Commission (PSC) uses this Bulletin as a platform to brief its stakeholders, such as members of the public, public servants and Legislatures, on a quarterly basis about its mandate of overseeing the effectiveness and efficiency of the Public Service. The PSC is of the view that stakeholders should use the Bulletin as a source of information on the state of the Public Service.

Accordingly, this edition of the Pulse focuses on governance matters in the Public Service including amongst others, the effectiveness of continuous employee development in enhancing capacity and service delivery in the Public Service; lifestyle audits, non-payment of government suppliers within 30 days, evolution of Thusong Service Centres, overall number of complaints and grievances handled by the PSC up to 30 September 2021.

The Public Service Commission will be bidding farewell to four of its members during the fourth quarter of the 2021/22 financial year, namely Advocate Richard Sizani (Chairperson), Ms Phumelele Nzimande, Dr Bruno Luthuli and Mr Michael Selokane. To this end, we profile these members in this edition of the Pulse.

2. EFFECTIVENESS OF CONTINUOUS EMPLOYEE DEVELOPMENT IN ENHANCING CAPACITY AND SERVICE DELIVERY IN THE PUBLIC SERVICE

The National Development Plan (NDP) Vision 2030 notes that the Public Service lacks a vision of how promising graduates who join in their mid-20s will become skilled and experienced public servants by their mid-30s. The Public Service cannot expect its new recruits to have all the necessary skills, so it must incorporate a vision of how public servants can develop their skills over the course of their career. The NDP further notes that this will require greater clarity about career paths, training and good management will also be essential, especially for the Public Service, which is the largest employer in the country. The Public Service has the responsibility to provide effective training and development programmes that provide public servants with the required skills and competencies to achieve their individual career aspirations as well as organisational objectives. Both the individual and organisation should also be adaptable to the changing work environment brought about by, amongst others, the Fourth Industrial Revolution (4IR), diverse stakeholder needs and resource constraints. Notwithstanding these factors, the PSC is concerned about the extent to which the Public Service is able to embrace and champion the deployment of 4IR technologies in the provision of training and development as well as in its operations and interactions with citizens, while still being effective and efficient. The advent of the novel CORONA VIRUS (COVID-19) and the ensuing lockdown regulations compounded these challenges.

In order to enhance its understanding of the underlying factors, in the 2020/2021 financial year, the PSC conducted a study on the “Effectiveness of continuous employee development in enhancing capacity and service delivery in the Public Service”. The key objectives of the study included, amongst others: (i) an assessment of the use of the skills levy by departments to support different types of training programmes; (ii) assessing the influence of the 4IR on the selection of training programmes; and (iii) assessing the efficiency and effectiveness of human resource development processes in the Public Service.

A two-phased approach was adopted for the study. The first phase consisted of data collection from departments in the Public Service and development of a report with preliminary findings and recommendations. In the second phase, the report was presented to a range of stakeholders in and outside the Public Service where the preliminary findings and recommendations were discussed and a final report encapsulating contributions from the stakeholder engagement session was produced.

Summary of findings

In terms of the utilisation of the Skills Levy, the study established that most Public Service departments were compliant with the Directive on the Utilisation of the 1% Personnel Budget for training and development in line with the Skills Development Act.

There were few non-compliant departments whilst some reported that they reduced their allocation to training and development due to budget cuts and some withdrew the allocation completely during the 2020/21 financial year because all training programmes were cancelled due to COVID-19.

On the 4IR, the study noted that great strides have been made by departments in the Public Service to modernise and upscale the use of technology options in the workplace, although there are still areas that need improvements. The majority of departments confirmed that they require technology to perform their duties and approximately 75% of employees use technology and have access to computers. However, the potential of such tools of trade are not fully exploited, hence most departments began to consider online training platforms as a result of the COVID-19 pandemic. The rapid transition to the technological, digital and automated work processes alluded to critical skills gaps with respect to the 4IR and further necessitated the reskilling of departmental employees as a basis to ensure work continuity and to facilitate service delivery.

The study also revealed that many national and provincial departments do have Human Resource Development (HRD) policies and Work Place Skills Plans (WSPs) which are reviewed on a regular basis to ensure relevance to ongoing environmental changes. In addition, the implementation of HRD plans were negatively impacted by budget limitations and capacity constraints of HRD Units. Stringent procurement processes, though necessary, were also identified as another challenge when it comes to procuring appropriate training programmes. The COVID-19 pandemic also affected implementation of HRD plans as the majority of officials who had to work from home did not initially have the necessary tools of trade and sufficient data to access the internet, thus making online training difficult.

Summary of recommendations

Notwithstanding the reality of budget cuts, the study recommends that departments should ring-fence the 1% allocation for training and this allocation should also be reviewed to accommodate additional costs related to training and development opportunities, such as attending conferences as well as professional registration and memberships. In addition, the Department of Public Service and Administration (DPSA) should issue a Directive that will serve as a guideline on how departments must procure courses that have been made mandatory or prioritized by the National School of Government (NSG) and DPSA should further prioritise the evaluation of relevant HRD frameworks instead of focusing on departmental compliance only.

Departments are also urged to prioritise and make provision for the required systems and technological infrastructure to facilitate the adoption of 4IR platforms to support their operations and service delivery. Relevant policies and guidelines will also have to be put in place to accommodate the digitization of various systems and processes, including, performance management systems, training and development, recruitment and selection as well as other systems that are necessary to support departmental operations. HR officials also need to stay abreast of 4IR related developments and work closely with Information and Communication Technology (ICT) specialists in this area as facilitators of training and development in the Public Service.

Conclusion

Continuous employee development and training is not a luxury or optional extra, it is an individual and organisational necessity in a continually changing environment. Therefore, the provision of financial and other resources as well as the implementation of well thought through training policies and plans should be prioritised. Equally, it is clear that technology plays a pivotal role in promoting access to information through websites and other digital platforms such as social media. Whilst the need for 4IR cannot be avoided, attention should also be given to the reality that the 4IR is blurring the lines between people and technology, fusing the physical, digital and biological worlds and has the potential to widen existing socio-economic inequalities in society. It is therefore crucial that the transition to the 4IR is carefully managed to minimize unintended consequences in a responsible and sustainable manner.

3. EXPLORING THE CONCEPT OF LIFESTYLE AUDITS AND ITS IMPORTANCE TO THE REALIZATION OF A CAPABLE AND DEVELOPMENTAL STATE

The PSC prides itself as the custodian of good governance. The work of the PSC as the custodian of good governance and through the promotion of integrity and anti-corruption speaks volume and is appreciated by citizens. An emphasis is placed on this point because most departments have achieved unqualified audit outcomes as compared to previous years. At the outset, the Constitution of the Republic of South Africa provides values and principles that should guide public administration as a whole. These include loyalty, neutrality, transparency, accountability, diligence, effectiveness, impartiality and other values that may be specific to the public services. Public service professionalism embraces the notion that those people who join the public service need to be inculcated with shared values and are trained in basic skills to professionally perform their official duties. Complementary to this process is a need to set up management structures to ensure that a public service ethos and competence is achieved in order to realize a developmental and a capable state.

A capable state is the one that is efficient and prioritizes good human capital practices. Against this backdrop, there is a need to provide ethical leadership to ensure effective and efficient public administration. A capable and developmental state will be delivered by public servants that have the requisite integrity and adequate skills within the public administration.

Part of the efforts to ensure integrity in public administration is the introduction of the lifestyle audits. The Minister for Public Service and Administration (MPSA) has published the guidelines on the implementation of lifestyle audits in the public service. This is part of implementing the Public Service Regulations where ethics and risk management surveys should be conducted as a broader ethics management strategy.

At the beginning of this financial year, the MPSA approved a Guide on implementing lifestyle audits in the Public Service. The lifestyle audits in the Public Service will commence in February 2022. The PAEIDTAU provides technical assistance to national and provincial departments to implement this Guide. In this regard, the PAEIDTAU trained 42 Ethics Officers on 3 to 4 May on the risk-based verification of financial disclosures (lifestyle reviews). The United Nations Office on Drugs and Crime (UNODC) and World Bank assisted in this regard. From April, the PAEIDTAU also had sessions to create awareness with the following:

- 22 April: NPA
- 9 June: PAEIDTAU employees
- 30 June: KZN OTP.
- 3 July: Two sessions: Eastern Cape, Western Cape, Northern Cape, Free State
- 14 July: Two sessions: Mpumalanga, KZN, Limpopo, Gauteng, North West.
- 15 July: National Departments and components.(CPCI, GPAA, GTAC, DPME, MISA, SAPS, DPW, DST, DSBD, DSD, DAC, DOT, DSAC, Presidency, Tourism, The DTIC, COGTA, DWS, Women)
- Training for investigators did not start. Currently, training material is developed with the assistance of the Canadian Government, to train ethics officers and investigators. Once finalised, it will be rolled out for electronic training.

Lifestyle audits are *defined as an amalgamation of reports from a variety of databases which would provide management as well as investigators with a snapshot into certain aspects of the life of an employee. It is the term commonly used by forensic auditors and management companies to describe the tests that are performed to determine if the lifestyle of an employee is commensurate with that person's known income stream. Sometimes the only clue to illicit activities is a sudden unexplained change in an employee's lifestyle. The lifestyle audit is, therefore, a critical management tool to identify staff members who, based on extravagant lifestyles, may potentially be engaging in illicit activities. This understanding of a lifestyle audit is consistent with the description as contained in the Economics Dictionary which points out that it is an investigation to ascertain whether a person's living standards is consistent with his/her reported income.*

Central to the above definitions of the lifestyle audits is the establishment of whether the lifestyle of an individual, in this case the employee, is commensurate with the person's known income stream.

The concept of lifestyle audits should be understood as reassuring that the living standards of public servants is congruent with their declared financial incomes. Part of ensuring that we do not become a failed state, we have the responsibility to ensure that public servants live according to their reported incomes. Lifestyle Audits will also help strengthen our already existing financial disclosure framework that helps us in determining conflict of interests. In order to inculcate a sense of commitment to integrity and accountability in public administration, the Executive Authority (EA) and Heads of Departments should lead by example and subject themselves to the lifestyle audit process.

An example of a lifestyle audit is as follows:

A public servant earns a net salary of R45 000.00 a month. He/she owns five properties with a combined market value of R7 500 000. 00. The total mortgage bond payment is R90 000. 00 per month. This public servant owns a boat with a monthly payment of R8000. 00. He/she also owns three luxury vehicles all with a combined monthly payment of R25 000. 00. The overall monthly payment for mortgage bond, boat and motor vehicles is R123 000. 00 per month. In terms of this example the official's living standards and spending pattern are not consistent with his/her reported income stream.

A lifestyle audit does not question people's right to wealth¹. In this regard, it needs to be noted that the majority of public servants are honest and people of integrity. There are public servants who could have acquired their wealth through honest means e.g, inheritance, a wealthy partner and as a successful business person.

The PSC will be the first to undertake Lifestyle Audits of all its Commissioners and employees to lead by example!

4. NON-PAYMENT OF GOVERNMENT SUPPLIERS WITHIN 30 DAYS

The COVID-19 pandemic battered an already fragile economy that was worsened by the July unrest experienced in our Country, which further contributed to the increased unemployment rate.

The PSC is pleased with the echoes of saving lives and preserving livelihoods throughout the MTBPS, as enshrined in Chapter 2 for the Constitution affirming the value of human dignity. As we mark the tabling of the 25th MTBPS in the same year as we celebrate the 25th anniversary of our Constitution, we are reminded as a State that our governance processes should be underpinned by the values and principles in section 195 of the Constitution.

However, evidence has shown that departments are not adhering to the principles of efficient and effective use of public resources and accountability. Case in point is the non-payment of suppliers, which adversely impact the suppliers with dire consequences for their sustainability and ultimately the livelihoods of their employees. The Constitution enjoins government to be responsive otherwise the intentions of this supreme law will ring hollow in the eyes of the citizenry.

The above signals the tough times we live in with many companies struggling to create jobs as their profit margins have shrunk due to the constrained economy, which requires the Public Service to implement even more stringent accountability measures to ensure that invoices of suppliers are paid on time.

While much anticipation was on the finalisation of the Public Procurement Bill and tabling thereof before Cabinet by end of 2021, which aims to professionalise the Supply Chain Management (SCM) system², this has unfortunately not taken place, with the new timeline for tabling stated by the Minister of Finance in the 2022/23 Financial Year, vs the timeline reported by the National Treasury as no later than December 2021.³

1. Bobby Godsell: Chairperson of Business Leadership South Africa: in Business Day, 1 March 2010.

2. Minister of Finance. Budget Speech 2021 on <http://www.treasury.gov.za/documents/National%20Budget/2021/speech/speech.pdf>, dated 24 February 2021

3. National Treasury Annual Report 2020/21

In discharging its constitutional mandate, the PSC has been monitoring the payments of suppliers within the prescribed period since the 2017/18 financial year. Most specifically, by pointing out the grave impact non-compliance has on small businesses with some of the suppliers being forced to close their doors. By doing so, there have been some improvements although certain departments and provinces continue to fail to adhere to the PFMA requirements. **Table 1** below highlights the performance of national departments concerning the 30-day payment of suppliers for the second quarter, that is, ending September of 2021.

Table 1: Non-payment of Suppliers by National Departments

National Department	July 2021		August 2021		September 2021	
	No. of invoices	Value of invoices	No. of invoices	Value of invoices	No. of invoices	Value of invoices
Cooperative Governance	0	R 0	2	R 432 319	0	R 0
Home Affairs	11	R 65 510	16	R 61 108	9	R 29 301
International Relations and Cooperation	0	R 0	1	R 33 710	1	R 3 320 140
Public Works and Infrastructure (DPWI)	11	R 307 124	3	R 67 817	2	R 55 767
DPWI's PMTE	194	R 55 271 103	75	R 5 113 951	23	R 4 343 261
Statistics South Africa	5	R 273 464	0	R 0	3	R 457 856
Traditional Affairs	0	R 0			0	R 0
Social Development	1	R 66 000	4	R 195 075	1	R 9 037
Correctional Services	0	R 0	0	R 0		
Justice and Constitutional Development	0	R 0	0	R 0		
Agriculture, Land Reform and Rural Development	15	R 8 529 920	86	R 7 700 980	18	R 388 371
Mineral Resources and Energy	13	R 12 737 900	9	R 15 005 255	7	R 7 489 310
Water and Sanitation (DWS)	228	R 409 547 020	178	R 352 583 391	160	R 351 373 606
DWS's Trading Entity	58	R 1 261 275	190	R 1 874 227	137	R 12 468 779

Source: National Treasury, Office of the Accountant-General. Exception Reports July-September 2021

■ Denotes non-submission of the relevant report by the relevant department for the month by the set deadline⁴.

Note: Departments that are not reflecting have no invoice outstanding

Table 1 shows improvements in the payment of suppliers by the national departments as compared to the first quarter, that is, at the end of June of 2021, particularly Department of Public Works and Infrastructure and the Department of Minerals Resources and Energy. The challenge remains the late and non submission of reports by departments to National Treasury, such as the Department of Traditional Affairs, and departments of Correctional Services and Justice and Constitutional Development failed to submit their reports for September 2021.

In respect of the provinces, the Eastern Cape, Gauteng and North West are still facing major challenges in terms of the 30-day payments and have the highest amounts owed to suppliers.

4. National Treasury Instruction Note Number 34 dated 30 November 2011

Table 2: Non-payment of Suppliers by Provincial Government

Provinces	July 2021		August 2021		September 2021	
	No. of invoices	Amount of invoices	No. of invoices	Amount of invoices	No. of invoices	Amount of invoices
Eastern Cape	8 361	R 2 189 087 718	7 808	R 2 369 063 015	4 648	R 2 280 024 142
Free State	918	R 159 734 333			809	R 67 229 490
Gauteng	2 581	R 765 142 507	3 485	R 1 049 827 787	4 855	R 1 044 398 803
KwaZulu-Natal	623	R 178 440 573	773	R 297 242 118	781	R 104 851 524
Limpopo	137	R 23 010 398	172	R 13 671 526	135	R 13 522 425
Mpumalanga	868	R 41 805 556				
North West	4 462	R 630 758 291	4 253	R 482 833 679	4 340	R 266 912 565
Northern Cape	22	R 32 986 268	13	R 21 401 802	12	R 19 104 814
Western Cape	0	R 0	0	R 0		

Source: National Treasury, Office of the Accountant-General. Exception Reports July-September 2021.

■ Denotes non-submission of the relevant report by the relevant provincial department for the month by the set deadline⁵.

Table 2 shows a similar picture to the national departments, which reflects a decline in the figures reported monthly. However, with regards to the provinces, the decline relates more to the number of invoices recorded rather than the related costs, which remain relatively high even in provinces where the number of invoices has declined. As at end of September 2021, the Eastern Cape recorded 4 648 invoices with a related cost of R 2 280 024 142 as compared to 8 057 invoices with a related cost of R 2 228 122 449. For Gauteng, 4 855 invoices with a related cost of R 1 044 398 803 was recorded at the end of September 2021 as compared to 1 677 invoices with a related cost of R 790 771 938 as at end of June 2021. The North West recorded 4 340 invoices with a related cost of R 266 912 565 at the end of September 2021 as compared to 5 527 invoices with a related cost of R 456 021 865 at end of June 2021.

For this quarter under review, Mpumalanga did not submit its reports for August and September and the Western Cape did not submit its report for September. This is despite that clear stipulation in the Instruction Note Number 34 dated 30 November 2011, which in this case is within 15 days after the end of the preceding month in the format prescribed.

While some improvement has been noted in certain departments and provinces, this does not translate into compliance since the requirement is that all invoices should be paid within the prescribed period. Unpaid invoices have the potential of destabilising any business, especially the SMMEs whose lifeblood is the sufficient availability of cash flow, which ultimately impact negatively on government's initiative of achieving its job creation and economic growth outcomes.

The PSC welcomes the consideration by the Minister of Finance in terms of the small business support measures to enable these businesses to bounce back from the negative impact of COVID-19 and the economic hardship. It is within this context that the PSC wants to recommend that these measures should start with ensuring that small businesses are paid what they are owed by the government departments for services rendered and goods provided. What this means is that National Treasury as the Chief Financial Officer of the State should consider conducting an audit of the state of financial management and internal control systems of the repeat defaulting national and provincial departments as envisaged in section 6(2)(e) and invoking section 6(2)(f) and 6(2)(g) of the Public Finance Management Act with respect to repeat defaulting national departments that reach certain thresholds while Provincial Treasuries should consider invoking section 18(2)(g) and 18(2)(i) of the PFMA with respect to repeat defaulting provincial departments.

5. National Treasury Instruction Note Number 34 dated 30 November 2011

5. WHAT'S IN A NAME? EVOLUTION OF THUSONG SERVICE CENTRES (TSCS) FOR INTEGRATED SERVICE DELIVERY

The advent of democracy in South Africa had the monumental challenge of addressing the inherited inequalities of the past and the provisioning of basic services to the people. This led government to explore various methods in which services could be brought closer to the people such as Community Development Workers (CDWs) and Multipurpose Community Centres (MPCCs) and recently the District Development Model which seeks to reinforce the single administration. The MPCCs were seen as the vehicle that would speed up service delivery and improve the lives of citizens by bringing services closer to them, particularly the poor and previously disadvantaged. These Centres aimed to integrate government services into rural and under-served communities, implement development programmes and information strategies to improve lives. It was hoped that through the Centres, communities would have improved access to information and services provided by government, non-governmental organisations, parastatals, and businesses. In 2007, the MPCCs, which had been in existence for 10 years at the time, was rebranded as Thusong Service Centres (TSCs) after approval by Cabinet in 2006. Noteworthy are the significant similarities in the functions and services of MPCCs and TSCs, as **Table 3** below illustrates.

Table 3: Similarities between the MPCCs and TSCs in terms of functions and services

MPCCs Functions/Services	TSCs Functions/Services
<ul style="list-style-type: none"> • A community information centre 	<ul style="list-style-type: none"> • Information and Communication Activities: Government information and on-site guidance, as well as community information and awareness.
<ul style="list-style-type: none"> • A government information one-stop-shop with Social and Administrative services • Integrated delivery of a range of government services 	<ul style="list-style-type: none"> • Government social and administrative services: personal documents, social grants (pensions and child support grants in particular) and housing applications
<ul style="list-style-type: none"> • Training, for example, computing, bookkeeping and office skills 	<ul style="list-style-type: none"> • Educational and Skills Development Services: training programs and formal educational opportunities such as Adult Basic Education and Training, and Further Education and Training
<ul style="list-style-type: none"> • A community resource centre 	<ul style="list-style-type: none"> • Office services: phone, fax, print, postal services
<ul style="list-style-type: none"> • Small business support and related entrepreneurial services 	<ul style="list-style-type: none"> • Business Services and Community Opportunities: private sector services (retail and banking) • Local Economic Development Services: small business advice, tender information, business support and development

The challenges and limitations associated with the MPCCs have followed the transition and name change from MPCCs to TSCs. Some of the persistent challenges, across both MPCCs and the current TSCs include:⁶

- Poor coordination and integration between service departments,
- No overarching legislative and policy framework and therefore no one could be held responsible or accountable for the functioning of the Centers.
- No minimum norms and standards were in place,
- Poor monitoring and evaluation,

6. These previous studies consulted in the DPSA (2018) Review, included, a comprehensive review of the Thusong Programme by the Public Service Commission in 2009. The study sought to determine whether departments were effective in promoting integrated service delivery at the service centers; a study conducted by DPSA in collaboration with the GCIS Department (2014 – 2015) in relation to the geographic accessibility of service centers; a further study undertaken by DPSA, in collaboration with GCIS and the Government Technical Advisory Centre (GTAC) of National Treasury, in 2015 to conduct a situational analysis and options assessment with a view to developing a business case in relation to possible institutional arrangements for the future location, funding and coordination of the Thusong Programme.

- e. Poor state of Information and Communication Technologies (ICT) at these Centers,
- f. Lack of clarity on the roles, policy oversight, coordination and ownership of these Centers.⁷

These challenges and limitations merely reaffirmed the findings of the PSC’s 2011 assessment on the effectiveness of the Thusong Service Centres in Integrated Service Delivery. The PSC stated that “integrated service delivery transcends rendering services in one location or under one roof”, it entails the rationalization and coordination of departments’ resources, service delivery mechanisms, processes and systems used to provide services to citizens to ensure services are provided most effectively and efficiently.

Thirteen (13) years down the line and the emergence of a new model is introduced by Cabinet in 2019 to enhance the integration of service delivery across the three spheres of government in a form of the District Development Model (DDM). The role of the DDM Hubs is principally to coordinate and facilitate intergovernmental joint planning in the district and metro spaces. At the core of the DDM Hubs responsibilities will be coordinating and facilitating the development, adoption and implementation of the One Plans, One Budget. The DDM Hubs will also coordinate and facilitate the implementation of local government capacity building programmes in the district and metro spaces.⁸ The above roles and functions mirror the responsibilities allocated to TSCs. As such the Hubs could be viewed as third generation TSCs.

Recently the PSC held a community engagement at the Link Location in Mthatha. The Link area is one of the poverty stricken areas which is battling a number of socio-economic challenges such as substance abuse, violence and crime and high unemployment. This outreach event was aimed at empowering community members with knowledge and information on how and where to access the much needed services of the Department such as Employment and Labour, Home Affairs and as well as the Independent Electoral Commission of South Africa. The event was a resounding success thus promoting access to the services.



The PSC recognised the dire need to move beyond a mere talk shop on once again changing the name of TSCs under the label of District Hubs without meaningful improvements, and called on all relevant stakeholders to urgently provide a blueprint with responsibilities and timeframes in addressing the longstanding challenges at these Centres. Therefore, the PSC called on relevant role players to urgently address the following two challenges while conceptualising the DDM Hubs and “reimagining and repositioning” the TSC model including (1) a rethink of brick and mortar-type models that integrate appropriate information technology and (2) the governance of the Centers, in particular the responsibility of managing the Centers being allocated to **one national department**.⁹ With regards the governance, it seems the recent drive to reposition TSCs in line with the DDM has taken this into account with mention of the Department of Cooperative Governance being responsible for intergovernmental coordination and management of the TSCs.

The PSC would like to emphasise that despite various efforts since the inception of the MPCCs in 1996 through to TSCs in 2007, persistent inadequacies/challenges remain. It is time for action to ensure efficient, economic and effective integrated service delivery that is responsive to the needs of the citizens of this country. The PSC hopes that the DDM Hubs will provide an opportunity to reposition and address the challenges hampering integrated service delivery.

7. Republic of South Africa. Department of Public Service and Administration. 2018. Review of the Thusong Service Centre Service Delivery Model. February 2018.
 8. Republic of South Africa. Department of Cooperative Governance and Traditional Affairs. Establishment of District Development Model (DDM) Hubs. July 2021.
 9. It should be further added that another important recommendation made in the PSC’s 2010 Report was that the involvement of each of the three government levels in the TSCs should be promoted to ensure that all spheres of government take responsibility for service delivery and performance at the TSCs. This recommendation has been addressed in the recent drive to implement the DDM and reposition the TSCs, which is commendable.

6. OVERALL NUMBER OF GRIEVANCES HANDLED BY THE PSC UP TO 30 SEPTEMBER 2021

Up to the end of September 2021, the PSC had **358** registered grievances, including **157** carried over from the previous financial year as reflected in **Table 4** below.

Table 4: The number of grievances handled by the PSC during first quarter of 2021/22 financial year (Total numbers reflected are cumulative)

Grievances Received	1st Quarter (1 Apr - 30 Jun)	2nd Quarter (01 Jul – 30 Sep)
Total number of grievances received	234	358
Properly referred cases	197	272
No jurisdiction/Not properly referred	37	86

Of the **358** grievances, **86 (24%)** were not properly referred and **272 (76%)** were properly referred. Grievances which were not properly referred are those that were either being dealt with elsewhere, such as bargaining councils, and those that were still not finalized in the departments. The PSC is concerned about the continued referral of grievances outside the provisions of the Grievance Rules, **2003** as a result it calls upon Labour Relations Officers within departments to ensure that on an annual basis employees are workshopped on these Rules. Unions are also called upon to play an active role in assisting their members in lodging grievances, and where the time-frame for lodging grievances has lapsed, to advise them accordingly.

Of the **272** grievances that were properly referred to the PSC, approximately **95%** are referred by employees and **5%** are referred by EAs. Referral of grievances by employees is an indication that departments have failed to resolve these grievances internally within the prescribed timeframes.

In respect of the not properly referred cases, affected employees are advised accordingly on the appropriate processes and procedures they should follow, whereas the **272** properly referred grievances are dealt with through investigation and mediation and their location is provided in in **Figure 1** below.

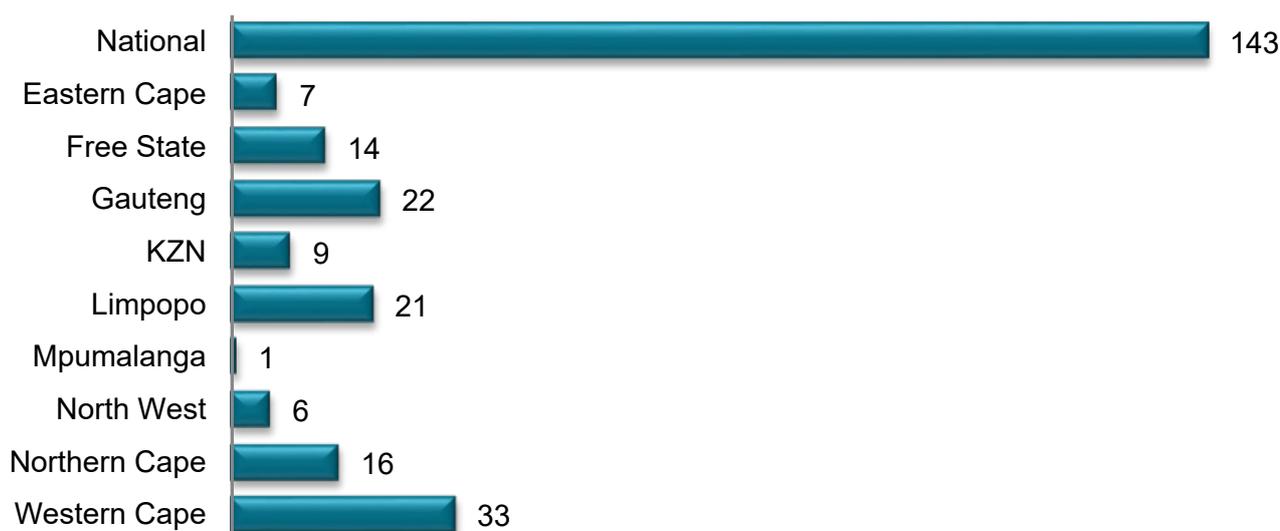


Figure 1: Location of properly referred cases

The majority of the properly referred grievance cases are referred by national departments, hence they are located at the national PSC office, while **76** cases are located at the Gauteng, Limpopo and Western Cape provincial offices. The remaining **53** grievances are located in the other five (5) provincial offices. **Figure 2** below provides an overview of the status of properly referred grievances.

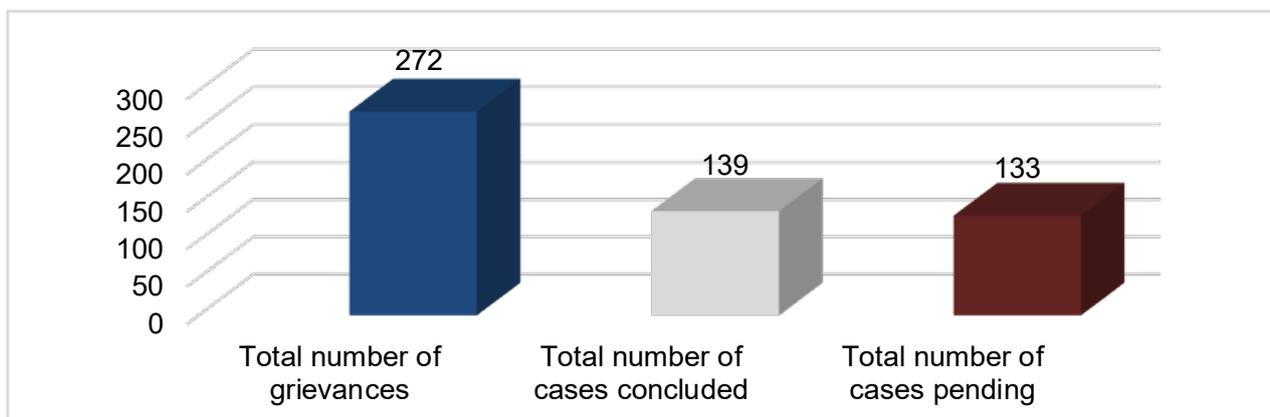


Figure 2: Status of properly referred grievances up to 30 September 2021

While **139 (51%)** of the **272** properly referred cases were concluded by the end of September 2021, **96 (71%)** of the concluded cases form part of the **157** grievances carried over from the 2020/2021 financial year. Delays in the finalization of cases can be attributed to the lack of information from departments and aggrieved employees. However, the PSC has noted some gradual improvement in the accessibility of information from departments and aggrieved employees since August 2020. It was anticipated that many cases would be concluded following the easing of the lockdown restrictions but the accessibility of information from some departments and aggrieved employees is still a challenge. The reason for this is that in some instances employees who are required to provide information are not accessible from the landline numbers of their departments; and where investigators have cellphone numbers of officials involved they indicate that the information is at the office and they are not able to access it.

As indicated in **Figure 3** below, the majority of the properly referred cases relates to unfair treatment, filling of post, performance assessment and salary problems.

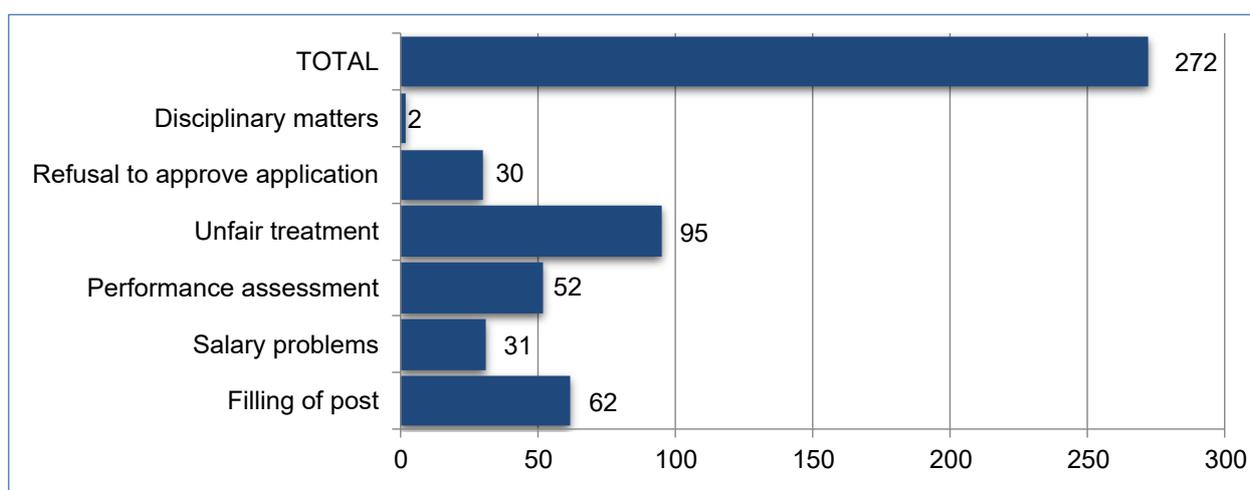


Figure 3: Types of properly referred grievances

Of the **95 unfair treatment** grievances, 64 were from national departments and the remaining few were from eight provinces, namely: EC=5; FS=3, GP=4; KZN=6, LMP=2, MP=0, NC=1, NW=2; WC=8. Unfair treatment cases mostly emanate from strained relations between supervisors and supervisees, resulting in supervisees perceiving any action by supervisors as victimization or bullying. For instance, employees often grieve about victimization and bullying when supervisors query failures by employees to meet deadlines for work issued or when employees are reprimanded for failure to report for duty without leave approval and/or notification of supervisors as per departmental policies. Other cases of unfairness emanate from employees not understanding that they may be assigned to do certain ad hoc functions or not being happy about not being appointed into positions in which they were acting.

Of the **95** unfair treatment cases, only **40 (42%)** were concluded, of which only **15** were finalised by the PSC and **9** were unsubstantiated, **3** partially substantiated and **3** were substantiated. Where it is clear that the grievance is caused by strained relations, the PSC usually recommends that employees and their supervisors should be subjected to conflict management training. Regarding assignment of functions, the PSC takes time to explain the provisions of section 32 of the Public Service Act, and also recommends that where necessary and possible, people should be appointed in acting positions and such acting appointment should be done in writing in order to comply with the regulations and departmental policies.

GRIEVANCES REPORTED BY DEPARTMENTS IN TERMS OF THE GRIEVANCE RULES, 2003

In terms of Rule 19 (4) of the PSC Rules on Referral and Investigation of Grievances of Employees in the Public Service, 2016, read with Rule I.1 of the Grievance Rules, 2003 and Chapter Ten of the Senior Management Service (SMS) Handbook on the Rules for Dealing with Grievances of SMS members, departments have to report to the PSC on a six-monthly basis, i.e. from 01 April to 30 September and 01 October to 31 March, respectively. The purpose of this reporting is for the PSC to monitor whether there is efficiency by departments in managing grievances of employees lodged with their departments.

Analysis of the data submitted for the two six-monthly reporting period revealed that from 01 April 2020 until 31 March 2021, a total of **7399** grievances were reported by national and provincial departments. This reflects a decrease of 27.6% from the total of **10216** grievances reported for the 2019/20 fy and a further decrease of 35% is reflected in comparison with the total of **11387** grievances that were reported for the 2018/19 fy. The reduction in the number of grievances reported for the 2020/2021 fy can be attributed to the lockdown measures as well as hybrid working arrangements due to the COVID-19 pandemic. **Figure 4** provides an overview of the total number of grievances reported by departments for the three financial years.

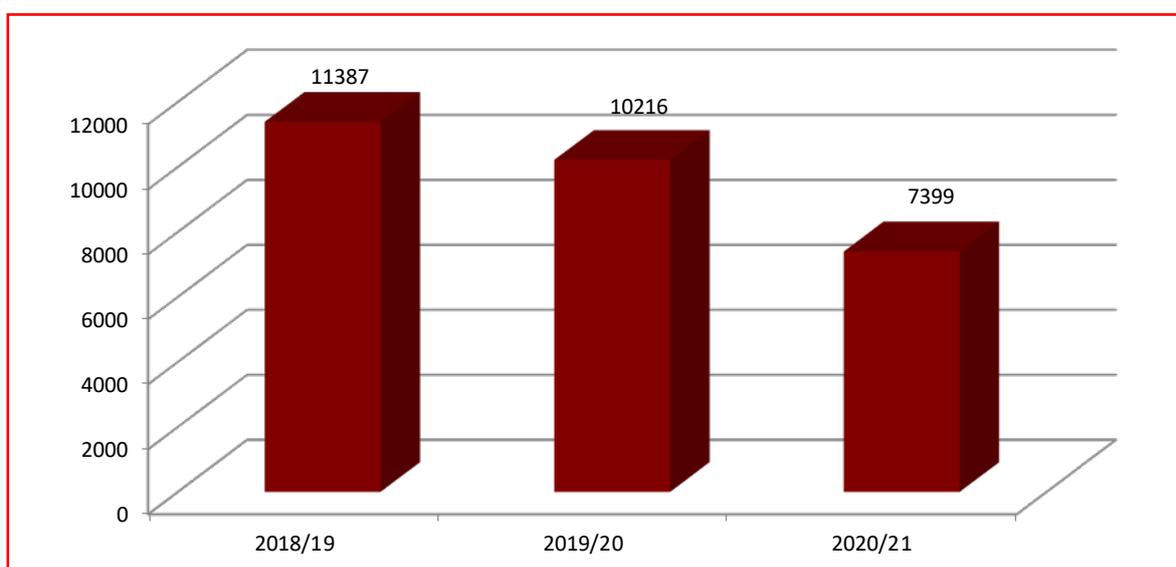


Figure 4: Total number of grievances reported by departments for the three financial years

Figure 5 below depicts a comparison of the total number of grievances reported by national and provincial departments for the 2018/2019 to 2020/21 financial years. Since there are more provincial departments than national departments, the high number of grievances lodged by provincial employees is understandable.

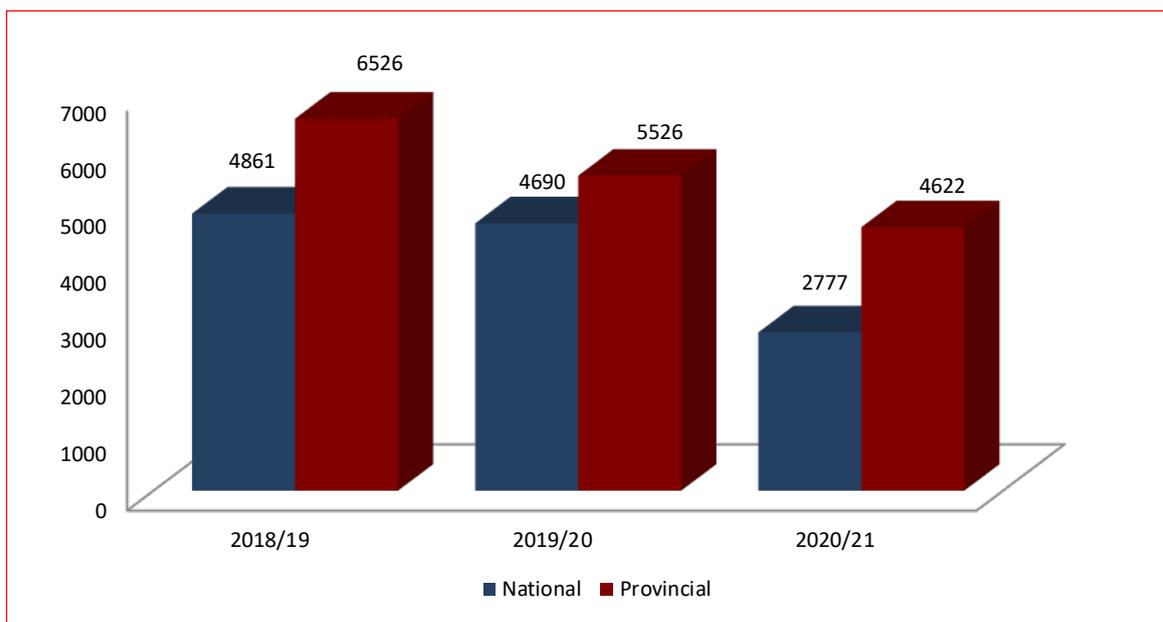


Figure 5: Comparison of the total number of grievances reported by national and provincial departments

Resolution of grievances reported by national and provincial departments

In terms of the provisions of the Grievance Rules, 2003 and Chapter Ten of the Senior Management Service (SMS) Handbook on the Rules for Dealing with Grievances of SMS members, a grievance of an employee/member should be dealt with by the department within a period of 30 and 45 working days, respectively. This period may be extended by mutual agreement between the department and the aggrieved employees. **Figure 6** below provides an overview in respect of the number of resolved and pending grievances by national and provincial departments.

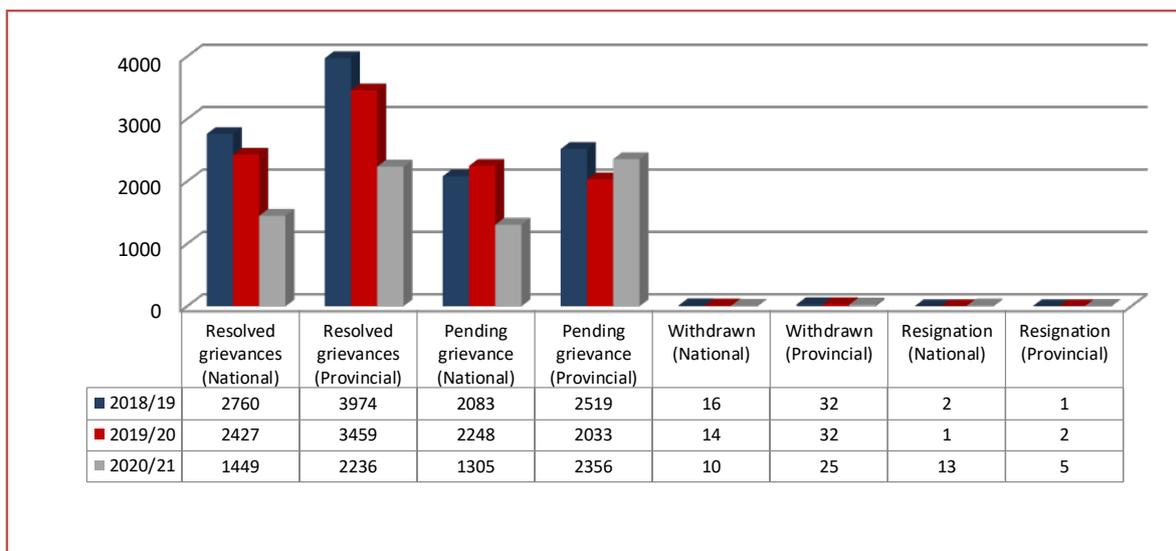


Figure 6: Resolution of grievances by national and provincial departments

As indicated in **Figure 6** above, out of **7399** grievances lodged during the 2020/2021 financial year, **3685 (49.8%)** were resolved and **53 (0.7%)** were closed when the aggrieved employees withdrew their grievances or resigned / retired. **3661 (49.5%)** grievances remained pending for the 2020/21 fy. Of the **3661** pending grievances **1305 (35.6%)** are located in national departments and **2356 (64.4%)** of the pending grievances are located in provincial departments. The **49.5%** pending grievances reflects a decline in the resolution of cases by departments and this can be attributed to the impact of the COVID-19 lockdown measures over an extended period of time.

Of the **3685** grievances resolved during the reporting period of 1 April 2020 to 31 March 2021, **1895 (51.4%)** were resolved within the prescribed timeframes of 30/45 days, and **1788 (48.5%)** outside the prescribed timeframes. The PSC is concerned that departments did not just fail to resolve approximately **50%** of grievances lodged with them, but they also performed poorly when it comes to resolving grievances within the specified timeframes.

Table 5: Resolution of grievances by national and provincial departments

Name of Department	Total no of grievances reported	Total no of resolved grievances		Resolved within timeframe		Resolved outside timeframe		Total number of withdrawn grievances		Total closed due to resignations	
National	2777	1447	52.2%	721	49.8%	726	50.1%	10	0.4%	13	0.5%
Eastern Cape	140	53	37.9%	34	64.2%	19	35.8%	1	0.7%	-	-
Free State	441	185	42%	61	33%	124	67%	-	-	2	0.5%
Gauteng	1224	654	53.4%	445	68%	209	32%	7	0.6%	-	-
KwaZulu Natal	593	352	59.4%	223	63.4%	129	36.6%	4	0.7%	1	0.2%
Limpopo	601	147	24.5%	52	35.4%	95	64.6%	3	0.5%	1	0.2%
Mpumalanga	376	260	69.1%	53	20.4%	207	79.6%	1	0.3%	-	-
Northern Cape	349	109	31.2%	50	45.9%	59	54.1%	3	0.9%	-	-
North West	293	133	45.4%	38	28.6%	95	71.4%	6	2.5%	-	-
Western Cape	605	343	56.7%	218	63.6%	125	36.4%	-	-	1	0.2%
Total	7399	3685	49.8%	1895	51.4%	1788	48.5%	35	0.5%	18	0.2%

It should be noted that for national departments there were **two (2)** concluded grievances for which the departments (Home Affairs and Agriculture, Land Reform and Rural Development) reported contradictory. The said departments were contacted to provide correct dates, but they did not do so.

Conclusion

As can be seen from the information above, less than half of the total number of grievances received by national and provincial departments were concluded. Of the concluded grievances, just over half of the total were concluded within the prescribed timeframe, and the rest were concluded outside the prescribed timeframe. This calls for a need by departments to improve their efficiency in managing grievances. Departments should recognize that an unhappy employee may not perform as optimally or efficiently as would a satisfied employee.

7. OVERALL NUMBER OF COMPLAINTS HANDLED BY THE PSC FROM JULY 2021 TO 30 SEPTEMBER 2021

The PSC has the mandate to investigate, either of its own accord or on receipt of any complaint, personnel and public administration practices to report to the relevant EAs and Legislature. Personnel practices relate to for example, irregular appointments, transfers, qualifications and compensation related allegations, and public administration practices relate to, for example, procurement irregularities and poor service delivery. The own accord investigations undertaken are identified through an analysis of the trends of the complaints handled previously and through media reports.

During the first quarter of 2021/2022 financial year, the PSC received a total of **282** cases of alleged corruption through the NACH. Of the **282** cases, the PSC investigated **15** cases of appointment and procurement irregularities. The remaining cases were referred to departments or other law enforcement agencies for investigation. Since the inception of the NACH, the PSC received a cumulative figure of **24 303** cases which were referred to departments for investigation.

It is important to note that when reporting a complaint to the PSC, the following information must be included:

- Who committed the wrongdoing (Department, person, organization, description, etc.)?
- What exactly did the individual or entity do?
- Where did the alleged activity take place (address)?
- When did the alleged activity take place?
- The extent of the involvement of the individuals and how were the individuals able to perform the alleged activity?
- Do you know why the person committed the wrongdoing?
- Witnesses, if any, who can verify the allegations?

Generally, complaints of corruption, maladministration etc, maybe reported through the following mechanisms:

- Telephonically with the NACH Call Centre at 0800 701 701.
- Verbally in person at any of the National or Provincial Offices of the PSC – the physical addresses are available on the PSC’s website at www.psc.gov.za.
- Via the PSC’s website (www.psc.gov.za) – the contact details of the National Office / Provincial Offices are also available on the PSC’s website.
- Via social media platforms, namely Facebook - [@OPSCSA https://www.facebook.com/OPSCSA/](https://www.facebook.com/OPSCSA/) or Twitter - [@OPSC_SA https://twitter.com/OPSC_SA](https://twitter.com/OPSC_SA)

7.1 Cases of alleged corruption received by the PSC through the NACH in the 2020/2021 financial year

A cumulative number of **24 303** cases of alleged corruption were reported by callers and whistle-blowers as at 31 December 2020 since the inception of the NACH in September 2004. During the first quarter of 2021/2022 financial year, the PSC recorded a total of **282** cases as shown in **Table 6** (on the next page). These cases are slightly higher than **277** cases received in the second quarter of 2020/2021 financial year. There has been a slight increase in the reporting of cases through the NACH. This may be due to increased awareness of legislation relating to the protection of whistle-blowers such as the Protected Disclosures Act, thus instilling confidence in the process and outcomes of blowing the whistle. This may also be due to the fact that whistle blowing is no longer viewed as a negative act as it was under the previous dispensation thus removing some of the stigma that is often associated with whistle blowing.

In addition, Government Communications also played a role in promoting the NACH at the time when the wwere introducing the National Anti-Corruption Strategy. Most of these cases were related to SASSA’s R350 social relief of distress grant fraud. According to SASSA, all the cases referred to the institution were closed after conducting the process of appeal. In this respect, some cases were approved and others were rejected with valid reasons. Cases of appointment and procurement irregularities were investigated by the PSC.

The PSC observed that there is a decrease in the number of appointment and procurement irregularities by fifteen (**15**) complaints reported through the NACH during the first and second quarter of 2021/2021 as compared to thirteen (**35**) complaints reported in the first and second quarter of 2020/2021. This could be attributed to the fact that there is spotlight on irregular appointment and procurement processes in government which culminated to consequence management being taken against the perpetrators. The rest of complaints relate generally to maladministration and unethical behaviour as well as service delivery.

Table 6: Cases of alleged corruption received by the PSC through the NACH in the 2020/2021 financial year

Provinces	July-21	August-21	September-21	TOTAL
Eastern Cape	1	2	3	6
Free State	2	3	2	7
Gauteng	3	5	8	16
KwaZulu-Natal	3	3	6	12
Limpopo	0	0	1	1
Mpumalanga	1	0	2	3
North West	0	2	3	5
Northern Cape	0	1	1	2
Western Cape	1	1	2	4
Public Entities	26	58	57	141
National Departments	16	35	34	
Grand TOTAL	53	110	119	282

7.1.1 Feedback on action taken by departments on cases referred for investigation

During the first and second quarter of the 2020/2021 financial year, feedback of **20** cases of alleged corruption relating to national departments were submitted to Complaints and Grievance Panel for the determination of the closure. A total of 20 cases were closed as reflected below.

- Basic Education submitted feedback on 2 cases relating to procurement irregularities. All of these cases were substantiated and an amount of R2 636 432 was recovered in the first case and R33 000 was also recovered in the second case.
- Water and Sanitation submitted feedback on 1 case relating to procurement irregularities. The investigation found that the case is substantiated and the department is awaiting disciplinary processes to be concluded.
- The South African Police Services submitted feedback on 5 cases relating to alleged procurement irregularities and unethical behaviour. All of the five cases were unproven.
- The Department of Home Affairs submitted feedback on 4 cases relating to identity document fraud. 3 cases were unsubstantiated and 1 case substantiated.
- The Department of Correctional Services submitted feedback on 5 cases on alleged corruption and unethical behaviour. All of the four cases were unsubstantiated and 1 case substantiated.
- The Department of Justice and Constitutional Development submitted one case for alleged abuse of government resources. The allegations were unsubstantiated.
- Department of Employment and Labour submitted feedback on 1 case of alleged corruption and the case was found to be untrue.
- Financial Intelligence Centre submitted feedback on 1 case of corruption and unethical behaviour. The matter found to be partially substantiated and the Official was given a verbal warning.

The PSC noted from the feedback provided by departments on concluded investigation that the number of the complaints investigated by departments were unsubstantiated.

To this end, the PSC encourages members of the public and whistleblowers to provide full detailed information to enable investigators to make informed conclusion. All complaints, as long as there is substance in them, should be investigated, irrespective of how minor is the corruption allegation.

Furthermore, it was observed that departments are taking an extended period of time in providing feedback to the Organisation despite the fact that whistle-blowers are requesting feedback on progress made with investigations. The effectiveness of an investigation is influenced by the time it takes to conclude the investigation without unwarranted delays. If the delay is unreasonably long and cannot be explained, it is likely to cause prejudice to the complainant who reported the allegations in good faith. However, the PSC issued reminders letters to non-compliant departments to submit feedback.

7.1.2 Trends analysis of cases received during the 2017/2018 to 2020/2021 financial years

Figure 7 below shows the trends analysis of cases of alleged corruption reported to the NACH on quarterly basis in the 2017/2018-2020/2021 financial years. The figure showed that in the first quarter of 2019/2020 financial year, there was a surge in the number of cases (**340**) compared to 2017/2018 financial year with **214** cases. Notably, there was an increase in the number of cases (**282**) received in the second quarter of 2021/2022 financial year as compared to **277** cases received during the second quarter of 2020/2021 financial year. However, there was an increase in the number of cases reported in the third quarter of 2020/2021 financial year by **297**.

According to the database, there was an increase in the number of cases (**460**) in the second quarter of the 2019/2020 financial year compared to 2018/2019 financial year with **286** cases. Notably, in the third and fourth quarters of the 2019/2020 financial year, there was increase in the number of cases while in the third and fourth quarters of 2017/2018 financial year, there was a decline in the cases reported. This is because the NACH was operating **8** hours per day without a full staff complement.

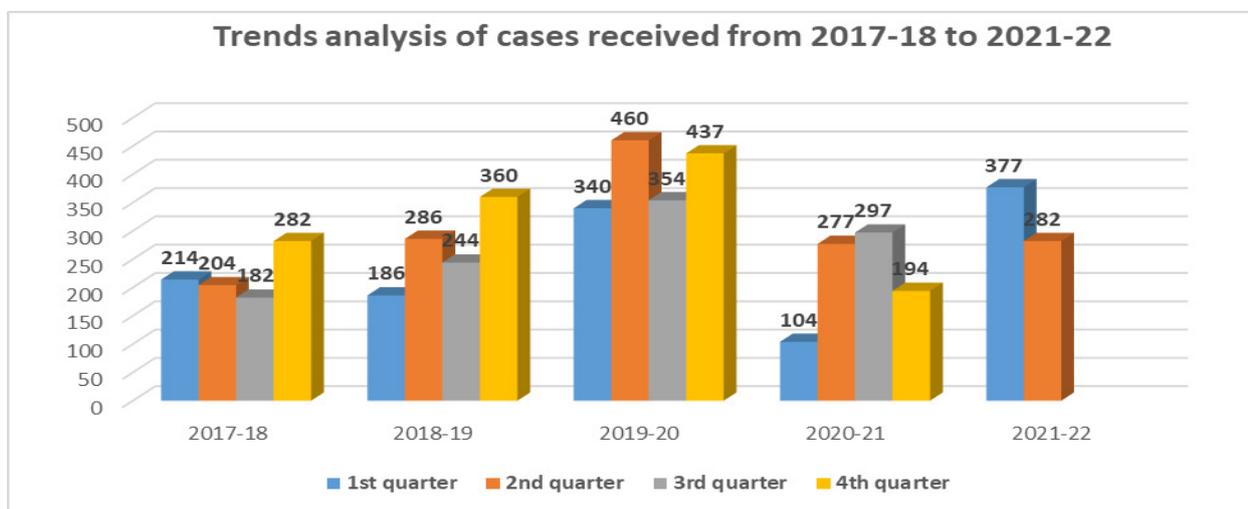


Figure 7: Trends analysis of cases received from 2017/2018 to 2021/2022 financial years

7.1.3 Types of complaints received in the 2021/2022 financial year

As reflected in **Figure 8** (on the next page), the majority of cases (**66%**) were referred to SASSA for investigation. The rest of the cases were referred to national and provincial departments for investigation. The PSC is concerned that departments are taking an extended period of time in providing feedback despite the fact that whistle-blowers are requesting feedback on progress made with investigations. Generally many investigations are prolonged due to variety of factors like complexity and retrieval of supporting information. As a result, the PSC developed a complaints handling mechanisms that would assist in the management of cases received by the PSC.

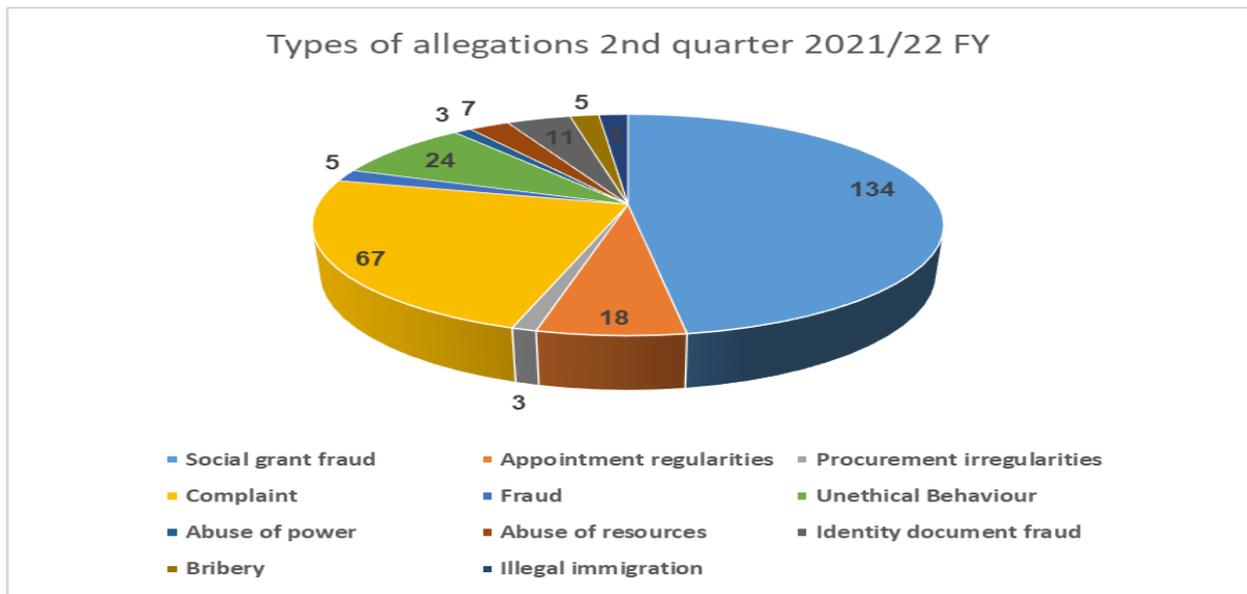


Figure 8: Types of complaints received in the 2021/2022 financial year

The efficiency with which the departments investigate allegations of corrupt activities reported to them contribute towards the effectiveness of the NACH.

7.1.4 Comparative analysis of calls received by the NACH in the 2017/2018, 2018/2019 and 2020/2021 financial years

Figure 9 (on the next page) shows the number of calls received since 2017/2018-2020/2021 financial years when the NACH is managed in-house. The analysis of the calls revealed that the NACH has registered a total of 66 986 incoming calls during the 2017/2018 financial year. Out of **66 986**, eight hundred and eight two (**882**) case reports were generated and referred to the relevant law enforcement agencies for investigation.

In the subsequent financial year (i.e. 2018/2019), the NACH has registered a total of **51 581** incoming calls. Out of **51 581** incoming calls¹⁰, 1076 case reports were generated. In 2019/2020 financial year, the NACH has registered a total of **70 500** incoming calls, of which **1591** cases were generated. This number is slightly higher as compared to 2017/2018 and 2018/2019 financial years.

On 31 March 2020, the NACH has received a total of **61 490** incoming calls of which **872** cases were generated as at 31 March 2021. The number is slightly lower due to COVID 19 Lockdown and that the NACH was operating in-house five (5) days per week and eight (8) hours per day. Despite this, most of the complaints received were tip-offs related to disaster management funds which were directed to the relevant law enforcement agencies.

A total of **31 000** incoming calls were received through the NACH from 01 April 2021 to 30 September 2021 of which **659** cases of alleged corruption were generated.

10. Incoming calls are considered inbound calls in the call centre (they include answered calls, unanswered calls and drop calls. A dropped-call is the telephone call which, due to technical reasons, was cut off before the caller had finished the conversation and before the caller had hung up.

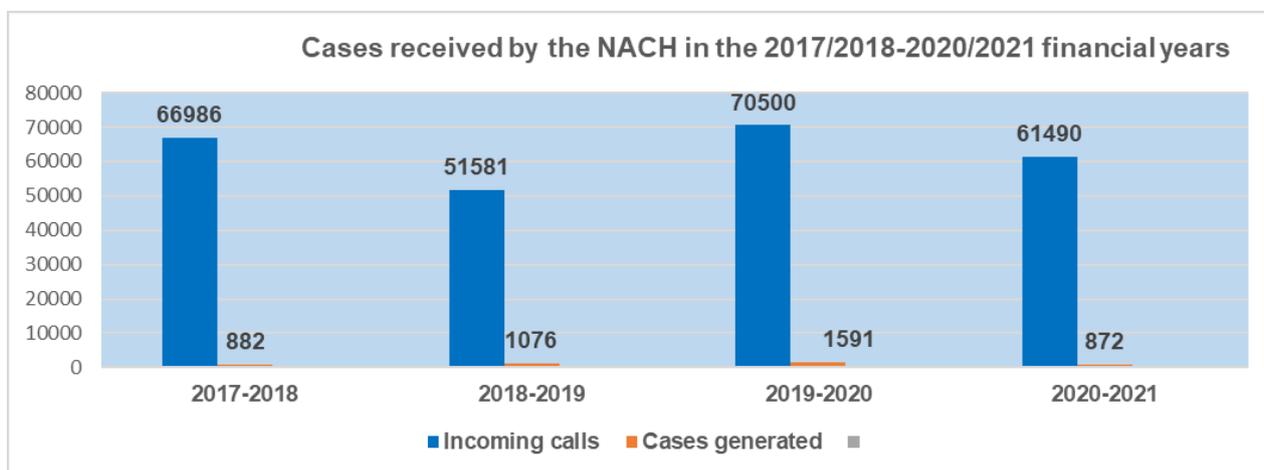


Figure 9: Comparative analysis of calls reported to the NACH in the 2017/2018 to 2020/2021 financial years

7.2 Other methods of addressing unethical conduct in the Public Service

Apart from the NACH system, there are various other methods of reporting complaints relating to personnel and public administration practices. These methods include completing Annexure A of the PSC Rules on Conducting Investigations, written complaints / statement which may be posted, e-mailed or faxed to the PSC, complaints lodged verbally in person (i.e. walk-ins), via a WhatsApp or social media platforms including the PSC’s website, and matters referred to the PSC by other institutions (e.g. the Public Protector or Auditor-General).

Furthermore, section 196(4)(f) of the Constitution also mandates the PSC to conduct own accord investigations. Own accord investigations may emanate from an environmental analysis, media / social media reports, request by the PSC, matters of public interests and trends analyses falling within the mandate of the PSC.

7.2.1 Complaints handled in the 2nd quarter of the 2021/22 financial year

All complaints reported to the PSC were handled as indicated in **Table 7** below.

National / Provincial	Number handled	Closed	In progress
National	97	53	44
Provinces	175	68	107
Grand Total	272	121	151

Table 7: Complaints received and handled in the 2nd quarter: 1 July to 30 September 2021

For the period 1 July to 30 September 2021, the PSC handled a total of **272** complaints at National and Provincial Level. Of these, **69** complaints were received through the NACH system and the remaining **203** complaints were reported through other means such as e-mails, post, walk-ins, mobile app and SMS. Despite challenges encountered due to the Covid-19 pandemic, as at 30 September 2021, **121 (44%)** of the **272** complaints were closed and **151 (56%)** were in progress.

7.2.2 Trends Analysis of cases handled by the PSC

The number of complaints received in the second quarter of the 2021/2022 financial year has decreased to **66** when compared with the **100** of the first quarter of the same financial year as shown in **Figure 10** (on the next page). The decrease in reporting in the second quarter can be ascribed to the impact of the lockdown due to the Covid-19 pandemic.

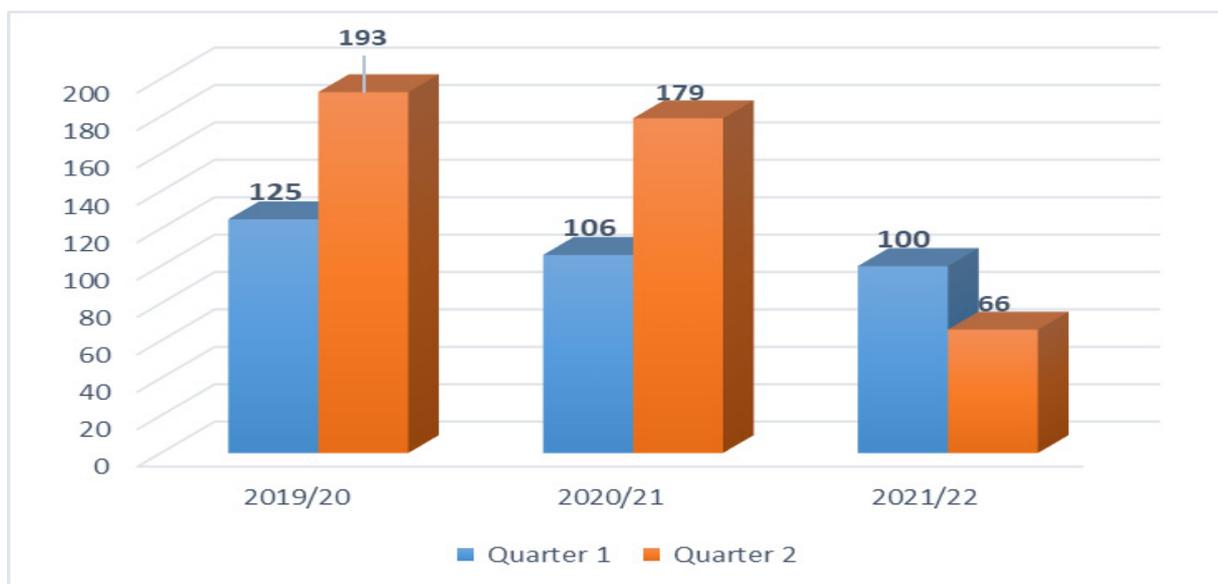


Figure 10: Cases received and handled: Quarter 1 & 2 of the 2019/20 to 2021/22 financial years

Of the **272** complaints handled during the second quarter of the 2021/2022 financial year, **125** relate to alleged irregularities in Personnel Practices such as appointments, transfers and other career management practices in departments. The remaining **147** complaints relate to alleged irregularities relating to Public Administration Practices such as financial management, supply chain management processes and non-service delivery. **Figure 11** below indicate the type of complaints reported for Q2 of the 2021/22 financial year.

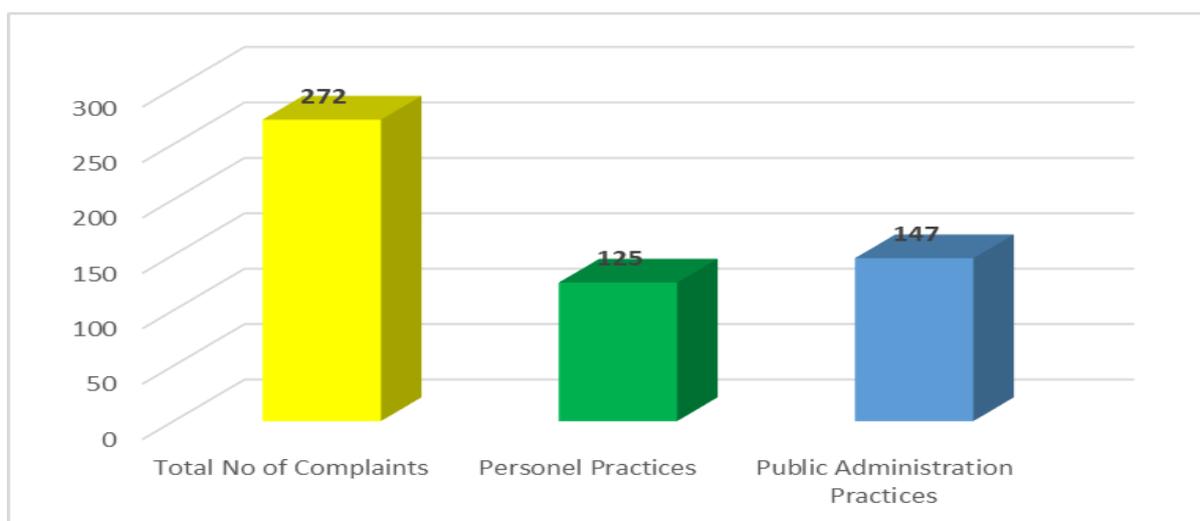


Figure 11: Types of Complaints Reported : Quarter 2 of the 2021/22 financial year

7.2.3 Outcome of complaints handled by the PSC

The outcome of complaints can either be substantiated (founded) or unsubstantiated (unfounded). In instances where the PSC does not have the mandate to investigate complaints lodged, such complaints are referred to relevant institutions with the mandate to investigate such. Furthermore, where allegations are vague e.g unclear or lack detail and the complainants are anonymous, such complaints are closed as the complainants are unreachable to provide clarity. Of the **121** complaints closed as at the end of the second quarter of the 2021/2022 financial year, 25 complaints were substantiated, 31 unsubstantiated and 65 were outside the mandate the mandate of the PSC. **Figure 12** (on the next page):



Figure 12: Outcome of complaints investigated by the PSC

2: Outcome of Complaints : Quarter 2 of the 2021/22 financial year

The PSC's intervention and proposed corrective measures are essential in promoting good governance in public administration. Therefore, in instances where allegations were found to be substantiated during the period under review the PSC issued recommendations, advice or directives to EAs to take action on the areas identified. These recommendations mainly relate to the institution of disciplinary action, or that EA's should approach the Court to correct irregular appointments. For example,

- The PSC found a complaint of appointment irregularities to be substantiated at the KZN Department Co-operative Governance Traditional Affairs. The PSC recommended that the Department implement sound recruitment processes and avoid future irregularities
- At the North West Department of Education and Sports Development appointment irregularities were investigated and the PSC recommended that the appointment process be stopped till the investigation is finalised.
- Other recommendations made in terms of irregular appointments at various departments the PSC recommended that disciplinary action be instituted against the panel members who incorrectly shortlisted, interviewed and recommended the candidates appointed.

The PSC also resolve complaints in terms of Early Resolution where members of the public or officials need assistance in resolving their issues with Departments. For example,

- The PSC assisted three complainants with their outstanding pension pay-outs from the Department of Government Employment Pension Fund.
- The PSC assisted a complainant to receive her outstanding unabridged birth certificate.
- A complaint was reported at the PSC against the South African Police Service (SAPS) for poor service delivery. SAPS failed to investigate a matter of fraud that was reported. Through the PSC intervention the case was investigated and brought before court and a warrant of arrest had been issued.
- The PSC also assisted a complainant with obtaining Unemployment Insurance Fund benefits from the Department of Labour and Employment.

The PSC noted that most of its investigations yielded positive results on improving good governance and accountability in the public service. The impact of cases handled that emanating from the PSC's findings and recommendations included that departments / employees were -

- sensitized of the importance of adhering to the regulatory framework; and
- that non-adherence to prescripts, as well as unethical conduct, have negative consequences.

However, the PSC also noted that due to the nature of certain recommendations and the number of the people implicated, where disciplinary action is recommended, it may take some time for departments to conclude the implementations thereof.

PSC TO BID FAREWELL TO FOUR COMMISSIONERS

The Public Service Commission will be bidding farewell to four of its members during the fourth quarter of the 2021/22 financial year, namely Advocate Richard Sizani (Chairperson), Ms Phumelele Nzimande, Dr Bruno Luthuli and Mr Michael Seloane. These members have served the PSC and the Public Service with aplomb during their respective terms of Office. The Commission will forever be grateful to them for their immense contribution in public administration.



Adv Richard Sizani

Adv Richard Khaliphile Sizani is the Chairperson of the Public Service Commission. He was appointed as a member of the Public Service Commission in 2011. In 2014 the President assigned him as Deputy Chairperson and later Chairperson of the PSC up to the end of his first term in August 2016. The President once again assigned Adv Sizani as Chairperson of the PSC in February 2017 for the duration of his second five year term of office.

In 2015, he was appointed as Ex-officio Commissioner of the Presidential Remuneration Review Commission.

Adv Sizani has amassed more than 30 years of experience in many fields. He has been a lecturer in Constitutional Law both locally and internationally and participated in the World Trade Centre negotiations as Constitutional Adviser. As a Member of Parliament, he served on the Justice, Constitutional Affairs and Public Administration portfolio committees of the National Assembly, and was also a member of Constitutional Assembly. He was also a Member and later Chairperson of the South African Geographical Names Council.

He served as Deputy Director-General of the Department of Provincial and Local Government, as well as Director-General of the KwaZulu-Natal Provincial Administration. He was the Strategic Adviser to the Department of Transport on Human Resources and Legal matters and the Acting-Secretary General of the Office of the Chief Justice, during the time of Chief Justice Ngcobo.

His qualifications include a BA in Law, LLM in Public Law and an LLM in International Law. He is also an admitted Advocate of the Supreme Court, South Africa and successfully completed courses in legal drafting and mediation and has completed a Senior Executive Management Programme for Africa at the Universities of Witwatersrand (SA) and Harvard (USA).

Advocate Sizani led the PSC with distinction!

Adv Sizani's second term as Chairperson of the PSC comes to an end in January 2022



Dr TB Luthuli

Dr Tholumuzi Bruno Luthuli was appointed a Public Service Commissioner in January 2017 after a 20-year career as a public servant specializing in Monitoring and Evaluation and Performance Improvement in the Public Service. His Doctorate in Public Affairs was preceded by a Master in Management and Development Finance which specializing in Performance Management both personnel and organization in the Public Service. It is because of his belief in the improvement of the lives of South Africans that he followed a career that has enabled him to make such contributions.

Throughout this period, the passion for labour relations matters, which has spanned throughout his working and trade union life, has remained with him.

Dr Luthuli has contributed academically through presenting papers at conferences and part time lecturing as a way of empowering and keeping himself abreast of the development in Public Administration

His main focus has been Public Sector Economics and Public Finance and Policy Studies. He enjoys reading and despite his busy schedule and do finds time to follow sports especially football. Dr Luthuli is a member of the Leadership and Management Practices Specialist Team.

Dr Luthuli's first term as Commissioner comes to an end in January 2022.



**Ms Phumelele
Nzimande**

Ms Phumelele Nzimande is a Social Scientist by background majoring in Political Science up to Post graduate level. She has extensive experience in the Public Service at senior management level which includes serving as a Director-General (DG) and Acting DG in the Department of Communications; Chief People Officer at the SABC as well as Deputy Chairperson of the first Commission on Gender Equality. She has served on a number of Boards in the Public sector including Chairperson of the Human Sciences Research Council and Trustee on Brand SA Board.

Her second term as Commissioner in the Public Service Commission commenced in February 2017. She is a member of the Monitoring and Evaluation Specialist Team in the PSC and she has made a significant contribution to the Commission in this area.

Ms Nzimande's second term as Commissioner comes to an end in January 2022.



Mr Michael Seloane

Mr Michael Seloane is the Gauteng resident Commissioner of the Public Service Commission. Prior to his appointment, he was employed by the Department of Cooperative Governance and Traditional Affairs for 2.5 years in different capacities, namely, Head of Special Projects, Provincial and Local Government Support including International Relations, Disaster Management, and Mpumalanga Technical Support.

Mr Seloane has more than 30 years of working experience in different fields. He had a stint at the Council for Scientific and Industrial Research (CSIR) at the end of 1995 where he worked as Provincial Development Manager for Gauteng and North-West.

He was a Member of the Provincial Legislature until 2009 representing the African National Congress. He has served in different Portfolio Committees including Finance, Education, Economic Affairs, Petitions and Public Participation, and Internal Arrangements Committee. He also served in the Standing Committee of Public Accounts for ten years of which he was Chairperson between 2004 and 2009. In his role at SCOPA, he also participated in Association of Public Accounts Committees (APAC) in South Africa and Southern Africa Development Community Organisation of Public Accounts Committees (SADCOPAC).

He completed a B.Sc. degree from the University of the Limpopo (Turffloep) majoring in Computer Science and Mathematical Statistics. He also obtained a Post-Graduate Diploma in Economic Principles and Post Graduate Diploma in Financial Economics from the University of London.

He has also worked for Community Resource and Information Centre, SOS Children's Villages, Education Development Trust and National Education Conference. In all these organizations, he held management positions.

He has been a political activist for almost 40 years, in the Youth and Student Movement, Trade Union, Civic, the United Democratic Front, NGOs and broader Education Movement.

His second term as Commissioner in the Public Service Commission commenced in March 2017. Mr Seloane is the current Convenor of the Integrity and Anti-Corruption Specialist Team in the PSC and he has shaped PSC outputs in this area of work.

Mr Seloane's second term as Commissioner comes to an end in February 2022.
