DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION (DPSA)

REVISED STRATEGIC PLAN 2025–2030

the dpsa

Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

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EXECUTIVE AUTHORITY'S STATEMENT

Inkosi Mzamo Buthelezi, MP
Minister for the Public Service and Administration

The Minister for the Public Service and Administration (DPSA) is mandated to foster a public service that earns public trust through dependable service delivery and unwavering commitment to the public good.

Chapter 10 of the Constitution compels us to build a public administration that is accountable, development-oriented, and guided by the principles of ethical governance and responsive service delivery. It lays the foundation for a capable state—one that upholds the dignity of every person and puts the needs of citizens at the centre of government.

The National Development Plan (NDP) 2030 echoes this vision, calling for a professional, merit-based, and citizen-focused public service. The Medium-Term Development Plan (MTDP) 2024–2029, which serves as the final implementation cycle toward realising the NDP, brings this vision into sharp focus. It sets out our collective priorities for building a state that works—efficiently, ethically, and with empathy.

The Minister for the Public Service and Administration is responsible for the implementation of some of the outcomes and related strategic interventions under the (MTDP) 2024–2029 's Strategic Priority 3: Building a Capable, Ethical and Developmental State which has the following Outcomes;

(a) An ethical, capable and professional public service
(b) Digital Transformation Across the State, and
(c) Mainstreaming of gender, empowerment of youth and persons with disabilities

This Strategic Priority and its related outcomes speak to the core elements of Public Administration which include transparency and accountability, citizen participation, efficiency and effectiveness, equity and access to government. This can only be achieved by strengthening the governance of public institutions, restoring the moral compass of the state and its employees and entrenching a culture that that is driven by values rather than compliance, guided by integrity rather than expediency, and oriented toward delivery rather than procedure. It means moving beyond bureaucratic inertia and fostering a culture where service excellence, ethical leadership and performance are institutional norms, not exceptions.

In his recent State of the Nation Address, the President of the Republic called on public servants to treat people "with dignity, humility, and respect." This sentiment lies at the heart of the Batho Pele principles and must define every interaction between the state and its citizens. To this end the department will be reviving the Batho Pele value system by impending a number of interventions that affirm the critical role of citizens as partners who must have a voice in policy decisions, delivery of services and in giving feedback to government based on their experiences and needs.

During the 2025 – 2030 strategic period the department will be implementing a number of interventions under the following strategic priorities.

- Improving trust in government and government services, by decisively dealing with corruption and corrupt officials. We will swiftly act against those abusing the state.
- Improving discipline management within the Public Service to ensure that disciplinary processes are completed timeously and to address long periods of pre-cautionary suspensions where public servant draw salaries at the cost of the taxpayer without being productive.
- Ensuring the Lifestyle audits and the resultant investigations are implemented as prescribed, and the required consequence management is implemented to address non -compliance and where state resources are mis-used for personal gain.
- Modernising of service delivery monitoring systems to ensure that complaints are handled efficiently. We need a government-wide system that will identify gaps where departments are lagging behind and Reward departments that are efficiently working.
- Modernisation the delivery of government services to citizens by increasing the of systems and processes and the use of innovations solutions to service delivery services.
- Strengthening the collective bargaining processes and relationships with organised labour to ensure that the conditions of service of public service employees create an enabling environment for increased productively and improved service delivery.
- Improving the health and welfare of public servants as an enabler for productivity.

Therefore, this Strategic Plan represents a call to restore pride, confidence and trust in the public service. so that every South African experience government not as a distant bureaucracy, but as a reliable partner in their daily life.

The task is urgent, the responsibility immense—but the opportunity is historic. Let this be the era in which we reimagine what it means to serve—and do so with dignity, discipline, and devotion.

Inkosi Mzamo Buthelezi, MP
Minister for the Public Service and Administration

ACCOUNTING OFFICER STATEMENT

Mr. Willie Vukela
Acting Director-General

This Strategic Plan marks a pivotal moment for the Department of Public Service and Administration (DPSA) and the broader public service as we are in the last 5- years of the 2030 National Development (NDP) which in Chapter 13: Building a Capable State which envisioned a well-run and effectively coordinated state institutions with skilled public servants who are committed to the public good and capable of delivering consistently high-quality. The NDP also indicated that there is a needed to strengthen skills, enhance morale, clarify lines of accountability and build an ethos of Public Service and that these steps must be guided for long-term policy stability as well as an awareness of the potentially adverse effects of over-regulation.

This NDP vision is echoed the values and principles for Public Administration espoused in Chapter 10 of the Constitution which charges charged with creating a public service that is developmental, responsive, and driven by the highest standards of ethical conduct. Priority 3 “Building a capable, ethical and developmental state” of the 2024–2029 of the Medium-Term Development Plan (MTDP): Building a Capable, Ethical and Developmental State further builds of the constitutional and NDP mandates bd sets out a 5-year implementation roadmap with clear outcomes and related strategic this Strategic Plan operationalises that duty by setting out a roadmap to advance Cabinet approved outcomes.

Guided by the above - mentioned plans, and in line with the mandate the Department of Public Service and Administration, the DPSA will, over the 2025-2030 strategic period, continue to develop the norms and standards to guide the Public Administration on matters related to;

a) human resource management and development,
b) service delivery improvement,
c) labour relations and conditions of service,
d) ethics, integrity and discipline management,
e) digital transformation

The DPSA will also (1) put in place the mechanisms and structures to support departments in developing their capacity to effectively Public Administration Norms and Standards issued by the Minister for the Public Service and Administration and (2) monitor compliance with these norms and standards by national and provincial departments.

The department will also be implementing interventions aimed at advancing South African International and Continental agenda on Public Administration in line with our bi-lateral and multi-lateral agreements as well as areas of work related to the OEDC, the African Peer Review Mechanism and the Open Government Partnership (OGP)

We are cognisant that achieving our plans, as articulated in this Strategic Plan, will require coordinated effort and in this regard we are committed to fostering partnerships across all spheres of government, academic institutions , organised labour and civil society as well as within the Ministry of Public Service and Administration's portfolio departments such as the National School of Government and the Centre for Public Service Innovation ,. Only through collective ownership and shared accountability can we build the kind of state our people deserve.

As a department we remain conscious of government's fiscal realities which call on all public institutions to do more with less and therefore we remain committed to ensuring that every resource, human and financial, yields the desired impact of an Ethical, Capable and Professional Public Service.

Mr. Willie Vukela
Acting Director-General
Department of Public Service and Administration

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of the DPSA under the guidance of Minister Mr. E.M. Nkosi Buthelezi, MP.
- Takes into account all the relevant policies, legislation and other mandates of the DPSA; and
- Accurately reflects the Impact, Outcomes and Outputs which the DPSA will endeavour to achieve over the period 2025/26-2029/30

Ms Linda Dludla
Deputy Director General : Administration

Dr. Anusha Naidoo
Acting Deputy Director General: HRMD

Mr. Dumisani Hlophe
Acting Deputy Director General: NLRRM

Mr. Mandla Ngcobo
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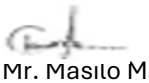


Mr. Masilo Makhura
Chief Financial Offer

Recommended by:

Mr. Willie Vukela
Acting Director-General: Public Service and Administration

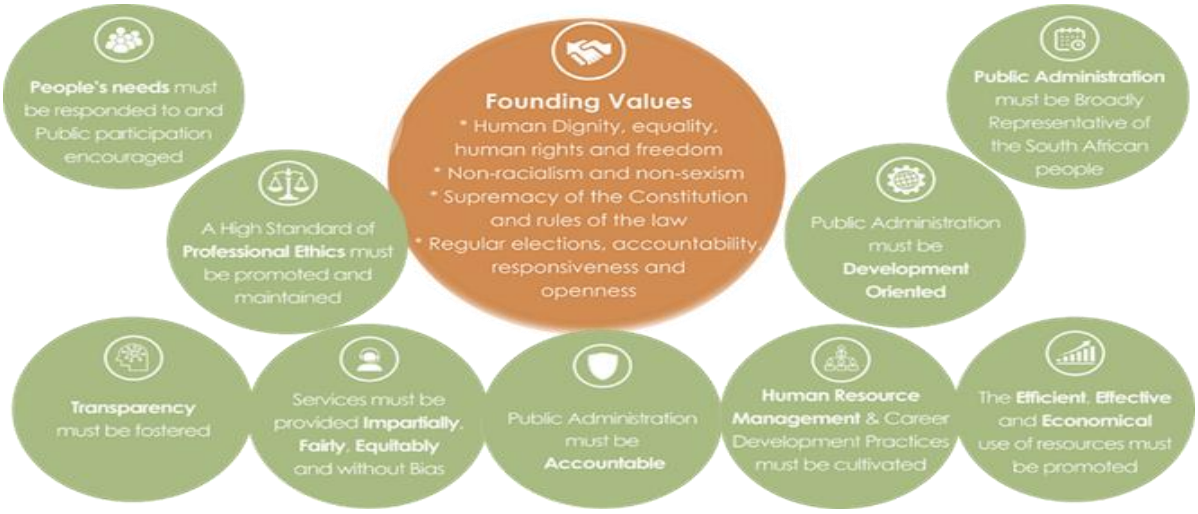
Approved by:

Inkosi M.E. Buthelezi, MP
Minister for the Public Service and Administration

PART A: OUR MANDATE

1. CONSTITUTIONAL MANDATE

The DPSA draws its mandate from Section 195 (1) and (2) of the Constitution, according to which public administration must be governed by the following values and principles:



2. LEGISLATIVE AND POLICY MANDATE

Public Service Act of 1994

In terms of the Public Service Act of 1994, as amended, the Minister for the Public Service and Administration is responsible for establishing norms and standards relating to:

1. The functions of the Public Service.
2. The organisational structures and establishments of departments and other organisational and governance arrangements in the Public Service.
3. The conditions of service and other employment practices for employees.
4. Labour relations in the Public Service
5. Health and wellness of employees.
6. Information management in the Public Service.
7. Electronic government.
8. Integrity, ethics, conduct and anti-corruption in the Public Service; and
9. Transformation, reform, innovation and any other matter to improve the effectiveness and efficiency of the Public Service and its service delivery to the public.

Public Administration Management Act (PAMA) 2014

The Public Administration Management Act 2014 seeks to promote the values and principles contained in section 195 (1) of the Constitution of the Republic of South Africa, 1996, by establishing a framework that creates a unified system of public administration that traverses all three spheres of government. The Public Administration Management Act provides for: -

1. *employee mobility between all three spheres of government through transfers and secondments.*
2. *the prohibition of employees and special advisers from doing business with the State.*
3. *the disclosure of financial interests of employees, special advisers and their spouses/ life partners.*
4. *the Minister to determine minimum norms and standards relating to, amongst others, section 195 (1) values and principles; capacity development and training; Information and Communication Technology in the public administration; integrity, ethics and disciple; disclosure of financial interests; measures to improve the effectiveness and efficiency of institutions; the Minister to issue regulations regarding a framework for the establishment, promotion and maintenance of service centres to enhance service delivery of services to the public;*
5. *the establishment of a Public Administration Ethics, Integrity and Disciplinary Technical Assistance Unit to strengthen oversight of ethics, integrity and discipline management and to put in place measures to deal with corruption related misconduct in the public administration; and*
6. *the establishment of the Office of Standards and Compliance to ensure compliance with minimum norms and standards set by the Minister.*

The Public Service Regulations 2016 have been amended to support the proper implementation and application of the Public Service Act, to remove red-tape and burdensome reporting requirements and to strengthen provisions related to ethics, recruitment and information communication technology.

3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE- YEAR PLANNING PERIOD

During the 2023 financial year; the department tabled the Public Service Act and Public Service Administration Act (PAMA, 2014) amendment Bills to Parliament in. The Bills are currently with the National Council of Provinces for further processing. If the Bils are enacted into law during the 2025-2030 strategic period, the departments will Promulgate supporting regulations and review all legal instruments reviewed to align with the Public Service Act and Public Administration Management Act Amendments

During the 2024-2029 strategic period the DPSA will develop the following Public Administration Management Act, 2014 (PAMA) related prescripts.

1. Framework for the transfer of employees across all spheres of government to address amongst other conditions of service
2. Framework for the establishment, promotion and maintenance of service centers to enhance the delivery of services to the public.

3. Norms and standards for ICT (all aspects of technology used to manage and support the efficient, gathering, processing and dissemination of information) in the Public Administration

4. RELEVANT COURT RULINGS

The Public Service Act regulates the functioning and structure of public service. The constitutionality of the structure of section 38(2)(b)(ii) was scrutinised by the Constitutional court and determined to be unconstitutional. The department is currently processing a bill to remedy the findings at the court.

NO	CASE	SUMMARY
1.	Constitutional Court Case in the matter between *Public Service Association obo Olufunmilayi Itunu Ubogu and Head of the Department of Health and 4 Other - Case CCT 6/17 and 14/17*	• The case related to the constitutionality of Section 38(2)(b)(ii) of the Public Service Act, 1994 • The Constitutional Court declared Section 38(2)(b)(ii) of the Public Service Act unconstitutional as it permitted the State, as an employer, to unilaterally make deductions in respect of overpayments of salary from the employee's salary without his/her consent and without following a process

PART B: STRATEGIC OVERVIEW

5. VISION

A professional, productive and responsive Public Service and Administration.

6. MISSION

1. *Establish norms and standards to ensure that the Public Service functions optimally and that such norms and standards are adhered to.*
2. *Implement interventions to maintain a compliant and functioning Public Service.*
3. *Promote an ethical Public Service through programmes, systems, frameworks and structures that detect, prevent and combat corruption; and*
4. *Contribute towards improved public administration in Africa and internationally through dialogue and sharing of best practices.*

7. VALUES

8. SITUATIONAL ANALYIS

8.1. EXTERNAL ENVIRONMENT ANALYSIS

The 2021 State of the Public Service Report as issued by the Public Service Commission. The report:

- confirms that whilst Public Service and Administration policies ought to take into account the implementation environment coupled with certainty and stability, the lack of capacity and capabilities to drive these policies, is critical for delivery outcomes. It further recommends that:
- asserts that the capacity of the state needs to be addressed along the lines of the professionalisation. This must include aspects such as reviewing the occupational classification system, specifying the occupations, appointing a lead department for key occupations and reviewing the regulatory framework to facilitate change to a career system.
- Argues that the public service is distant from communities (which is a big causal factor in the unrest), and that
- Between 2011 and 2022, access to essential services has improved, with Census data revealing that access to clean water has increased from 85,1% to 88,5%, and improved sanitation from 68,9% to 80,7% — underscoring a decade of progress in service delivery.

According to the report *The State of Basic Service Delivery in South Africa: Analysis of the Census 2022 Data* released by Statistics South Africa; between 2011 and 2022, access to essential services has improved, with Census data revealing that access to clean water has increased from 85,1% to 88,5%, and improved sanitation from 68,9% to 80,7% and weekly refuse removal increased by five percentage points to 67,1% by 2022, while access to electricity rose by 9,6 percentage points to 94,3% thus underscoring a decade of progress in service delivery.

The report however contends that despite the improved progress in providing basic services over recent decades, access still varies widely within and between municipalities due to differences in population size, level of economic development, and specific infrastructure needs.

The above-mentioned service delivery challenges and gaps are some of the contributors to the declining public trust in government. According to the OECD, Public trust is a pillar of democracy, fostering debate and participation, encouraging compliance with the law, and facilitating reforms. The OECD argues that democratic governments today stand at a critical juncture, steering environmental and digital transitions while facing increased polarisation within their countries, heightened geopolitical tensions as well as the social consequences of economic developments. In this environment, building and maintaining trust in public institutions is a priority for many governments around the world.

The Institute for Justice and Reconciliation's Policy Brief 46 of 2024 argues that restore and sustain public trust, the South Africa government must focus on enhancing transparency, improving public services and fostering a culture of accountability. By addressing these issues comprehensively at both national and local levels, South Africa can work towards a more trustworthy and effective system of

governance. The report proposes that for the South African government to improve the levels of trust by citizen's the following measures /interventions needs to be implemented.

• *Strengthen* anti-corruption measures: The significant negative relationship between perceived corruption and trust highlights the urgent need for robust anti-corruption measures. The government should prioritise the implementation of effective anti-corruption frameworks at both national and local levels. This could include empowering independent anti-corruption bodies, enhancing oversight and ensuring accountability for those involved in corrupt practices.

• *Improve government performance:* Given the strong positive impact of perceived performance on trust, it is crucial for government officials at all levels to focus on delivering quality public services. Efforts to enhance transparency, improve efficiency and engage with citizens in meaningful ways are essential to building trust. Regular assessments of public service quality and responsiveness can help identify areas for improvement. While reducing corruption is important, delivering tangible results in areas such as healthcare, education and infrastructure may more effectively build trust. Increasing transparency can include making government budgets and spending reports publicly available and involving citizens in decision-making processes (Africa Review, 2013).

• *Enhance whistle-blower protections*: The low willingness to report corruption highlights a significant barrier to accountability. Strengthening whistle-blower protections, as stipulated in the Protection of Whistle-blowers Act, and ensuring that citizens are aware of these protections are critical steps in encouraging the reporting of corruption. Public awareness campaigns and support systems for whistle-blowers could help foster a culture of accountability

The DPSA's 30-year review has identified that notable progress has been made in both the democratisation and transformation of the public service post-1994. This was achieved through the repeal of the discriminatory bureaucratic legislation; setting the legislation foundation such as the Public Service Act of 1994 that sets the basis for an inclusive service delivery system; and a transformed democratic public service guided by the principles of Batho-Pele (People First).

The review also indicates that a series of public service capacity-building transformation initiatives were undertaken but with varied challenges in terms of progressive continuity and sustainability. It is partly for this reason that in the MTSF (2019 – 2024) a concerted effort to consolidate efforts of professionalising the public service. This culminated in the adoption by the cabinet of the Professionalisation of Public Service Framework in October 2022. The professionalisation framework further consolidates the efforts to build a meritocratic bureaucracy, capable and ethical state by addressing issues related to ethics and consequent management. It sets the contours of a well-defined and appropriate interface between the political executives and the senior administration.

Being part of broader society, the scourge of corruption is also evident in the Public Service. Transparency International's 2023 Corruption Perceptions Index scored South Africa at 41 on a scale from 0 ("highly corrupt") to 100 ("very clean"). When ranked by score, South Africa ranked 83rd among the 180 countries in the Index, where the country ranked first is perceived to have the most honest public sector.

Although corruption in all its manifestations continues to be a challenge in South Africa's public and private sector. The DPSA has introduced several norms standards and interventions aimed at tackling public service-related corruption which include regulations on doing business with the state, financial disclosures, codes of conduct, administrative law mechanisms, whistle-blower protection, monitoring,

lifestyle audits, training in and support of ethical conduct as well as partnerships with law enforcement agencies. These are bearing the required fruits as evidenced in November 2024 where Adv Batohi informed SCOPA that almost 700 public service employees were found guilty of corruption over the last five years.

South Africa is one of very few countries that prosecute senior government officials, politicians and private sector role players. This is indicative of the concerted effort to address corruption in the Public Sector, as is required in terms of the National Anti-Corruption Strategy that was adopted by the Cabinet.

Government has also established the National Priority Crime Operational Committee. This permanent body contributed to better cooperation between relevant role players to address corruption in society as well as in public administration. The Public Administration Ethics, Integrity and Disciplinary Technical Assistance Unit forms part of this structure and plays an important to focus attention on corruption within the Public Service. Within the structure, the Unit is responsible for developing policies and strategy in the public sector to support Government's Anti-Corruption Agenda and to manage and monitor domestic implementation of and reporting on identified international obligations on anti-corruption.

The DPSA is also responsible for labour peace and stability at the workplace by, among others, ensuring appropriate engagement with organised labour; proper and fair remuneration; properly evaluated and graded jobs; and properly structured departments. Key to this function is the relations between the state and organised labour in the areas of wage negotiations; remunerations policies and agreements; making the public service the employer of choice through (partly) the provision of accessible healthcare services, and access to house. Therefore, at a political level, it is important that unions operating within the public service are stable, and are properly recognised through the various bargaining councils, and other labour relations forums.

The evolution of technology has digitally transformed and or reshaped industries, organizations as well as daily human interactions to introduce efficiencies driven by innovation. On the other hand, the public service continues to strive for improved service delivery to the citizens through leveraging technology amongst other approaches.

However, the continuous assessments and compliance monitoring interventions on the use of ICT by the public service indicates the need for further improvement in this regard as there currently exist very minimal benefits. For instance, and without divulging much, the AGSA has consistently indicated poor governance of ICT in the public service. On top of that, the public service needs to focus sharply on the improvement of service delivery leveraging emerging technologies and related practices amongst other things. Given its centrality in digital transformation, improved data management capability going forward shall be one of the priority areas for the branch given its role and impact with regards to digital transformation. Such will ensure sound and evidence-based policies and interventions.

The latest Global e-Government Index rankings require the public service to integrate the delivery of services across the public service with no inconvenience to the citizens/ public. Going forward, the DPSA will continue to strive for service delivery improvement through developing norms and standards on ICT and related areas, as well as support their implementation by the public service.

A 2021 DPSA survey of the ICT staff complement across 141 national and provincial departments revealed that ICT personnel only make up 0,2% of full-time employees in the public service. The staff known as CIO's face several challenges which include limited budgets which hinder the effectives

deployment of ICT solutions for improved business processes and service delivery, ICT not being seen as a strategic contributor to decision making, limited capacity building to stay abreast of the fast-paced developments and threats such as cybersecurity as well as ailing ICT infrastructure.

To address challenges related to an inefficient and ineffective public service, the development and implementation of the roadmap for digital transformation of public services has been identified as one of the key priorities in the 2024-2029 MTDP. In the context of the GSCID cluster, such a priority seeks to further support or facilitate the development of a capable, ethical and developmental state as one of the three focus areas/ priorities of the MTDP. Lastly, the current unpredictable and severe climatic conditions caused by climate change requires the public service to introduce appropriate climate friendly ICT practices and activities. Consequently, the DPSA will also have to promote Cloud computing-based services, green IT and other areas to eliminate the contribution of ICT carbon emission to increases global warming.

Over the 2025-2030 strategic period the department will also continue to contribute to a better Africa and a better through the establishment of regional and international partnerships in Public Administration which are aimed at the harmonisation and domestication of instruments and mechanisms such as the African Peer Review Mechanism (APRM) and Open Governance Programme (OGP) and UNCAC related work.

Factors affecting the institution's performance relating to the policy and regulatory environment

The Public Service Amendment Bill and the Public Administration Management Amendment Bill were submitted to Parliament in March 2023.

The Public Service Amendment Bill seeks to amend the Public Service Act, to amongst others, -

a) vest administrative powers directly on heads of department while ensuring proper oversight responsibilities with the executive authority to manage the political administrative dichotomy.
b) provide for a more strategic role for the Director-General in the Presidency to support the President and better coordinate the work of the public administration.
c) create a mechanism to manage the recovery of overpayments of remuneration and benefits.
d) provide clarity on the role of the Public Service Commission in respect of grievances; and
e) clarify the role of the President and the relevant Premier in respect of the appointment and career incidents of heads of departments.
f) employees to do so and prohibiting employees participating in supply chain processes from immediately being employed by successful service providers.
g) reconfigure the National School of Government to provide education, training and development to all spheres of government, including public entities, to meet the needs specific to public servants.
h) provide for the removal of unjustified disparities in conditions of service of senior personnel across the public administration; and
i) provide for better coordination of the determinations of conditions of service for all employees in the public administration.

The Public Administration Management Amendment Bill, seeks to, -

a) provide for the transfer and secondment of employees from local government to the public service and vice versa to enable the mobility of skills where they are needed, whether in a municipality, provincial or national department.
b) ensure the highest ethical standards of public servants by prohibiting employees from conducting business with organs of state to the extent that it is a criminal offence

Regulations Developed and amended

To enable the implementation of the Public Administration Management Act, the Minister for the Public Service and Administration has enacted regulations to support the Office of Standards and Compliance and the Public Administration Ethics, Integrity and Disciplinary Technical Assistance Unit.

Factors affecting the institution's Demographics and Social Environment

Not applicable

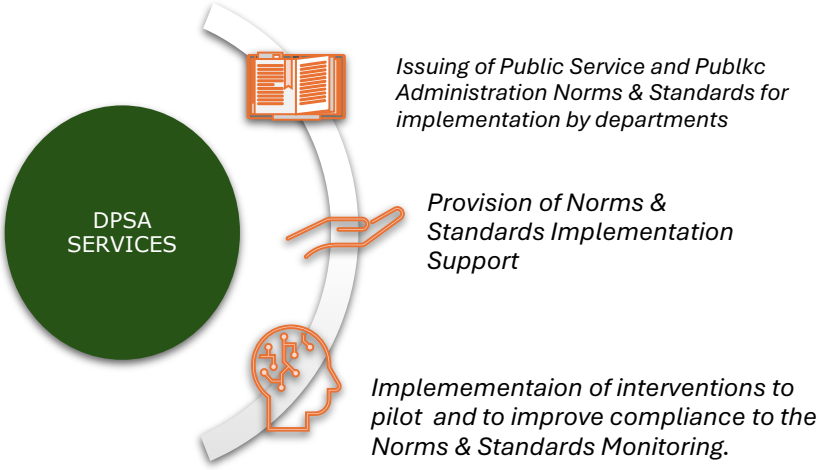
Factors affecting the institution's Technological and Economic Environment

The department's assessment of its systems and processes, service delivery model and related mechanisms has indicated that there is a need to improve the utilisation of ICT systems to improve the departments processes as well as its service delivery mechanisms.

Over the MTSF the departments intend to gradually build its ICT capacity and infrastructure by resource the ICT function from a human and financial perspective to ensure that there is improved deployment of technology to deliver its services and optimise processes.
The limited deployment of technology has resulted in over reliance on manual modalities to deliver services to the national and provincial departments.

Demand for services and other factors influencing the development of the Annual Operational Plan (APP)

Due to the mandate of the DPSA which is to develop Public Administration Norms and Standards, the department's clients are national and provincial departments, as a result the department does not provide services to, nor interface directly with citizens. The services provided by the DPSA to its clients as indicated above include.



The service that is most in demand continues to be that of technical support and advice as some departments struggle with the interpretation and proper implementation of DPSA prescripts (norms and standards).

Challenges that the department experiences in carrying out its work and how it will address these over the medium-term period.

Based on the monitoring of compliance to the Norms and standards for Public Service and Administration, non-compliance to the Public Service and Public Administration Norms and Standards as issued by the Minister for the Public Service and Administration continuous to be the main challenge which often results in requests to the Minister for the Public Service and Administration for deviations from existing norms, standards and policy provisions.

The assessment of the appropriateness of norms and standards issued by the Minister for the Public Service and Administration, has identified limitations in the design, which includes the measurability of some of the norms and standards which are issued through the Directives. compliance thereto monitoring reports by departments have also indicated that there continues to be notable non-compliance and different interpretations of the norms and standards challenges which results in the intended impact of the norms and standards not being realised.

Since 2021 the Office of Standards has assessed monitored compliance the above with respect to selected norms and standards and the key findings indicate the following;

1. Different interpretations of the prescripts that departments are required to comply, which perpetuates non-compliance
2. Lack of standardisation in terms of how vacancy rates are calculated across government
3. Poor alignment between budgets and compliance requirements

The office will, over the medium term, inform and advise the Minister on the appropriateness of the norms and standards issued as well as the required enforcement measure to improve compliance.

Over the MTDP, the OSC through the Branch Administration, proposes the development of a skills and resource plan with a budget and structure, for effective implementation of PAMA section 17.

The office will, over the medium term, inform and advise the Minister on the appropriateness of the norms and standards issued as well as the required enforcement measure to improve compliance.

Trend analysis based on Annual Reports or other reports that informs the strategy.

The department's performance against its Annual Performance Plans has been declining from 2020 to 2023 from 97% to 67% respectively. This decline in performance can be attributed to several factors which include, amongst others,

- *impact of Covid 19 which required remote working that impacted to the departments service delivery mechanisms*
- *inclusion of targets whose implementation was dependent of the corporation and participation of the national and provincial departments that are the clients of /implementors of the norms and standard issued by the Minister for the Public Service and Administration and directives issued by the Department of Public Service and Administration*
- *cuts to the budgets of departments, especially cuts to the compensation of employees' budget (COE) which resulted in the DPSA not being able to fill some of the vacancies that were critical in implementing the department's plans*
- *inadequate deployment of technology to deliver services to the department's clients*
- *impact audits conducted by the Auditor-General which found that the departments targets are not impact based and as a result the department's reported performance was found to be inadequate in this regard.*

To address the above-mentioned factors' the department has.

- *implemented several initiatives to mature its planning processes and related targets as captured in the annual performance plans*
- *commenced the process to review its service delivery model and related service delivery standards.*
- *continued to priorities the filling of vacancies that are critical to the achievement of strategic objectives within the limited budget*

The status of the DPSA's Public Service interventions related to women, youth and people with disabilities.

The National Development Plan 2030 envisions an inclusive society and a fairer economy that provides opportunities, particularly for those who were previously disadvantaged, such as women, youth and people with disabilities.

As part of its mandate, the DPSA is responsible for the development of transformation related norms and standards for the Public Service on gender, disability and youth. These norms and standards include.

1. Gender Equality Strategic Framework for the public service
2. Policy and procedures on the management of sexual harassment in the public service
3. Job ACCESS strategic framework for the public service
4. determination on reasonable accommodation and assistive devices for employees with disabilities in the public service
5. Policy on reasonable accommodation and assistive devices for employees with disabilities in the public service

As part of the interventions to ensure compliance to the above- mentioned norms and standards by national and provincial departments; the DPSA continuous to monitor compliance and provide technical and policy implementation support to departments.

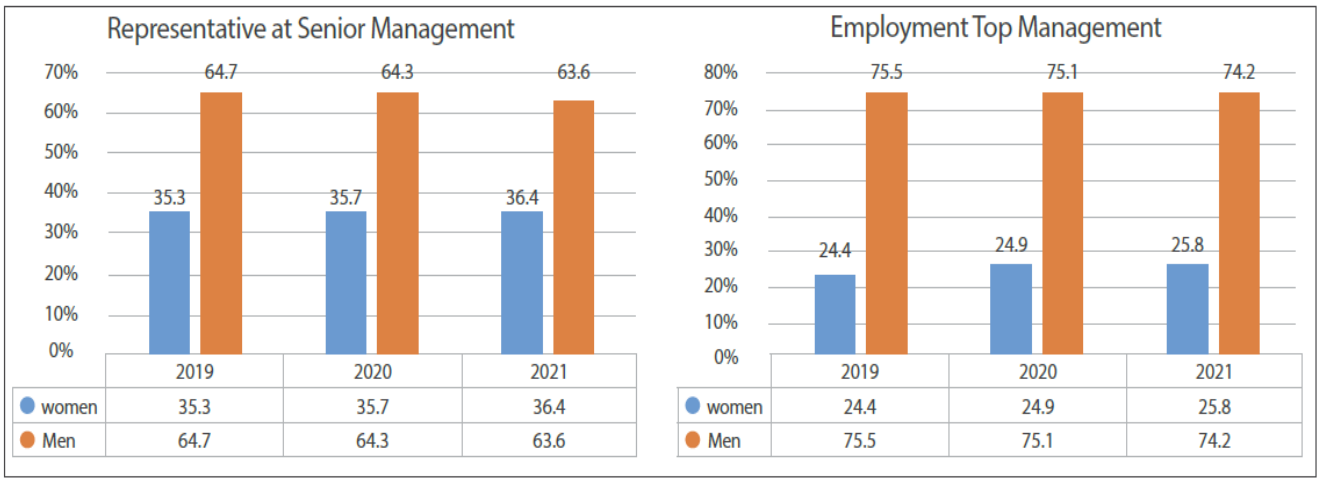
The department also pilots several interventions with selected departments to ensure that the planned interventions are implementable before being issued through directives for implementation by all national and provincial departments.

Current status of representation of women, youth and people with disabilities within the public service.

Employee Category	Total Employees	Females	Males	Persons with Disabilities	Females (PWD)	Males (PWD)	Youth Representation
Public Service	1415036	917978 (64.87%)	491157 (35.13%)	13373 (0.95%)	7472 (55.87%)	5901 (44.13%)	360,662 (25.49%)
Senior Management Services (SMS) Band	9567	4326 (45.22%)	5241 (54.78%)	176 (1.84%)	75 (42.61%)	101 (57.39%)	103 (1.08%)
Middel Management Services (MMS) Band	18300	8580 (46.89%)	9720 (53.11%)	346 (1,89%)	143 (41.33%).	203 (58.67%)	1,074 (5.87%)

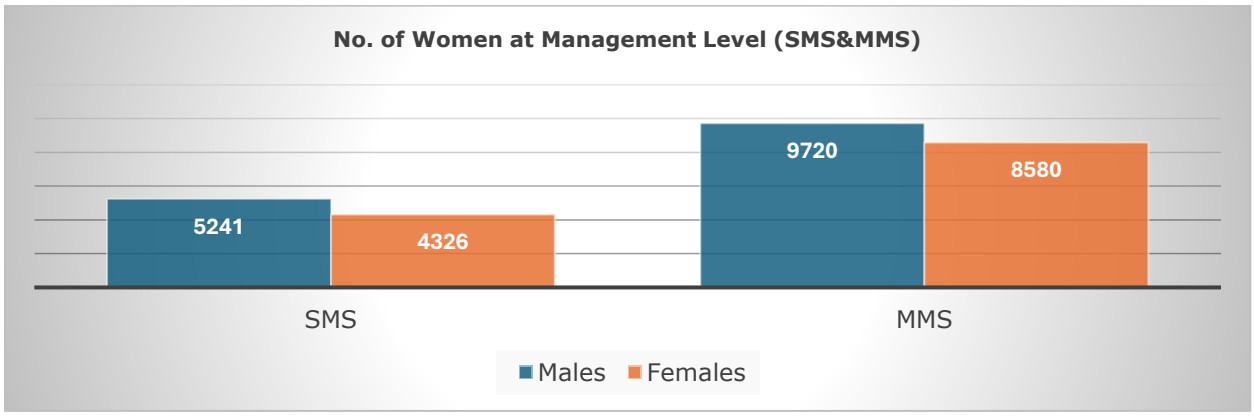
Women constitute 51% of the population of South Africa, yet fewer women are participating in the labour force; high unemployment rate; and women are poorly represented in leadership positions and often concentrated

at lower levels of organisations. The 22nd Commission on Employment Equity report (2022) shows a lower representation of women in senior and top management positions as depicted in the graphs below:



Source: 22nd Commission for Employment Equity (CEE) - Annual Report 2021- 2022

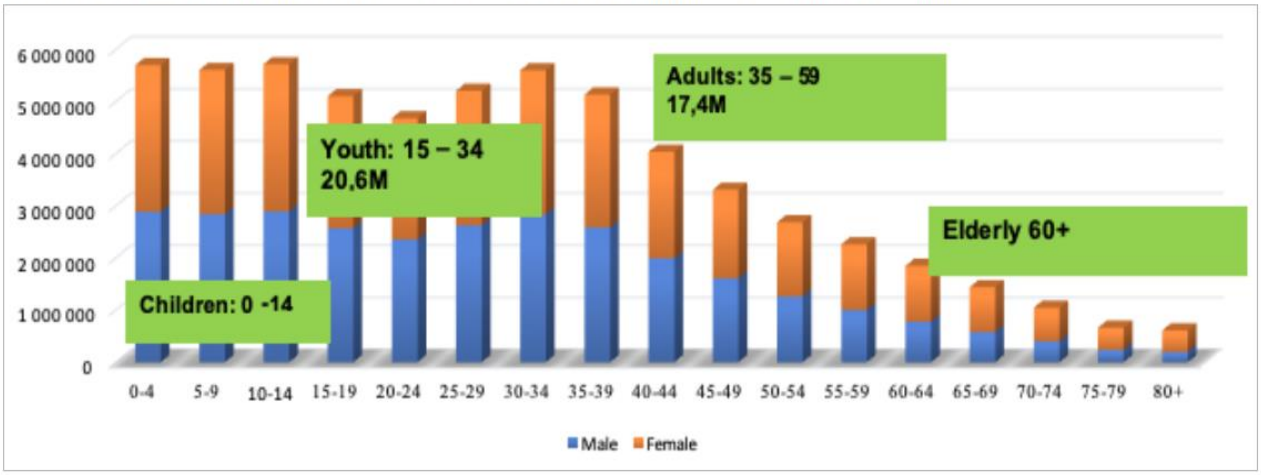
Public Service trends and statistics with respect to representation of females in management positions



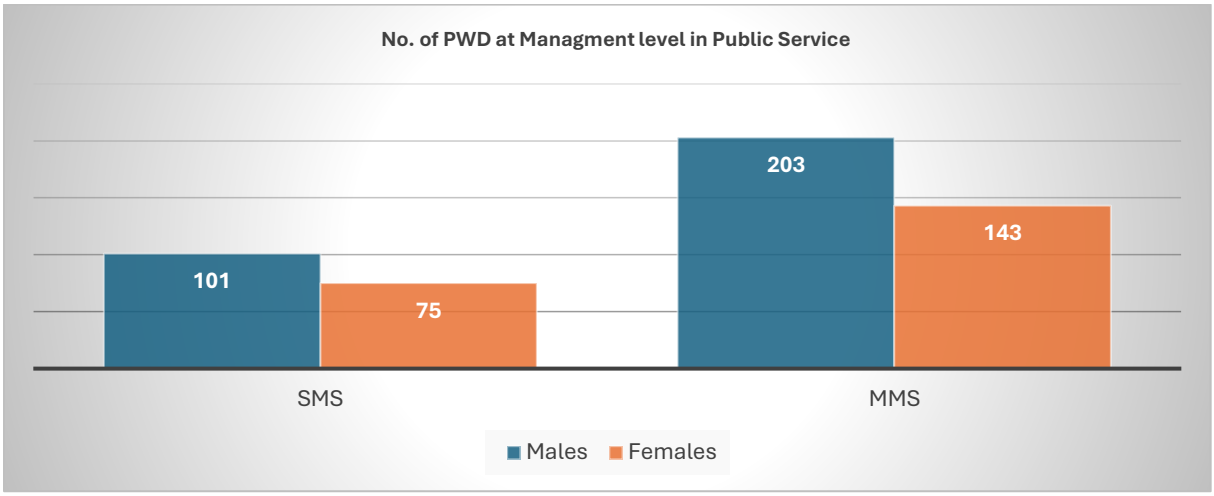
The graph above indicates that the representation of women in Public Service senior and middle management positions is still not equal to that of men.

The graph below shows the mid-year population estimates by age and sex. According to Statistics South Africa (2022), the mid-year population for 2022 estimate is at 60, 60 million [Women constitute the majority (30 98 million) or 51% of the population. South Africa has a youthful population, with a significant youth bulge aged 25-34. Youth (15-34 years old) account for about 33, 95% (20.6 million) of the population.

The South African population 2022 (Source: Statistics South Africa; Mid-year population estimates 2022)



Public Service trends and statistics on the representation of persons with disabilities



The graph above indicates that the difference in the representation of persons with disabilities by gender within Public Service senior and middle management positions is marginal, with more males being represented compared to females.

The 2020-2030 National Youth Policy was approved in October 2020. It is a cross-sectoral policy aiming at making change for the youth at national, provincial, and local levels. It focuses on redressing the wrongs and injustices of the past while addressing persistent, emerging, and current challenges of South African diverse youth. The government departments and entities are therefore required to institutionalise this policy and play a role in enhancing the capabilities of young people so that they are responsible and positively contribute to society.

Over the strategic period, the department will continue to support departments, especially those that are still non-compliant, through several interventions which will include capacity building as well as technical support and advise.

Findings from internal or external research and evaluations that will be used to inform the institution's strategy.

The department has not yet conducted evaluations and impact assessments on the attainment of its policy objectives. However, the focus of the Medium Term is to conduct such evaluations and Impact Assessments. An internal M&E framework has been developed to be followed by the establishment of the relevant M&E governance structures which will identify the evaluations that need to be prioritized and resourced accordingly.

During the 2022 financial year, the department conducted research to assess the impact of DPSA prescripts on service delivery improvement which include the Business Process Mapping and Service Delivery Improvement Plans on the state of the delivery of services. The research findings are being finalised and based on the findings; the relevant interventions will be implemented with the identified departments.

During the same period, the DPSA also conducted a data and information management maturity assessment in 17 Departments (11 national and 6 provincial). The purpose of the assessment was to determine the maturity of data and Information management practices in the public service, identify challenges, experiences, and areas of improvement by using the Data Management Maturity Assessment (DMMA) methodology. The assessment findings and recommendations informed the Directive on Data and Information Management in the Public Service and the Determination and Directive on Knowledge and Data Management in the Public Service. This Directive, approved in February 2024, sets out the minimum practices that departments must institutionalise to enable key digitalisation efforts.

The department further collected ICT personnel data from more than 90% of departments. This data was used in partnership with the Public Service Education and Training Authority (PSETA) and Tshwane University of Technology (TUT) to develop a research report on the baseline ICT skills in the Public Service. One highlight of this data set suggests that the ratio of ICT personnel to full-time employees in the Public Service sits below 0.3%, re-enforcing the well-known problem of departments lacking ICT skills and capacity to digitalise their key front-end and back-end business processes and digitalisation blockages within the public service, including:

a) *Capacitation challenges that departments face to support their digitalisation efforts.*
b) *The ratio of ICT expenditure against total departmental budgets*
c) *expenditure of less than 1% indicating insufficient investment in digital technologies in the public service.*
d) *Auditor-General's findings reflect weaknesses in IT general controls averaging over 90% in the public service and weaknesses in ICT governance exceeding 60%.*

The above-mentioned findings from the analysis of ICT expenditure and ICT personnel reports reveal that departments are notably under-capacitated and lack the necessary resources for effectively deploying digital platforms. The data further highlights that expenditure on service providers consistently ranks among the highest items in the ICT expenditure report. This suggests an excessive dependence on external resources and service providers to meet the ICT needs of the organization.

The research study on the State of Public Service Delivery was undertaken in the 2022/23 financial year. Support for the implementation of the recommendations was rendered to departments in 2023/24. It is anticipated that the implementation of the recommendations of the research study will contribute to:

a) Strengthening the capability of the Public Service to deliver quality products and services to citizens.
b) Aligning and rationalising the regulated service delivery improvement mechanisms.
c) Measurable improvements in the efficiency and effectiveness of public service delivery that will enhance citizen satisfaction and strengthen public trust in government's service delivery performance.

8.2. INTERNAL ENVIRONMENT ANALYSIS

Department's capacity to deliver on its mandate in relation to human resources

The department is structured into the following programmes/branches.

PROGRAMME	NO OF POSTS
Administration (ADMIN) (which includes the Ministry, Corporate Services, Office of the Director -General, Finance, Ethics and Risk Management and Internal Audit	223
Human Resources Management and Development (HRM&D)	53
Negotiations, Labour Relations and Remuneration Management (NLRRM)	71
e-Government Services and Information Management (e-GISM)	26
Government Services Access and Improvement (GSAI)	45

The recent cuts to the compensation budget have impacted the department's ability to fill all its vacant positions. As a result, the department has had to prioritise posts that can be filled within the reduced budgets which has the potential to negatively impact the department's ability to implement its strategic objectives and related targets over the strategic period of 2025-2030.

Department's capacity to deliver on its mandate in relation to ICT

The department has identified Information Communication Technology (ICT) as an important enabler for the achieving its strategic outcomes and enhancing the department's efficiency and effectiveness in the delivery of its services.

Over the 2025-2030 MTSF period, the department will seek to prioritise its allocation of funding to increase the resourcing of the ICT function from a human, system, processes and infrastructure perspective.

The department will also continue to invest in the right technology to digitally enable collaborative, data-driven, and business-enabling platforms, tools, processes.

Department's capacity to deliver on its mandate in relation to Financial Resources

Cabinet has approved reductions to the department's budget amounting to R122.8 million over the next 3 years. As such, the department plans to reduce its budget for compensation of employees by R66 million (R21 million in 2024/25, R22 million in 2025/26 and R23 million in 2026/27). To mitigate against any negative impact on performance, the department will fill only critical posts, particularly at middle and senior management levels.

The DPSA's compliance with the Broad-Based Black Economic Empowerment (B-BBEE) Act influences its operational decisions and procurement processes. Additionally, its governance structures are vital for implementing strategic changes and managing risks effectively. Departmental BEE compliance is multi-faceted and takes the following into consideration as a minimum:

- Management Control and its associated elements.
- Skills Development and its associated elements.
- Procurement and its associated elements.

In terms of procurement, the Department revised its procurement policy in March 2023 which factors in various specific goals from a Preferential Procurement perspective.

A preference point system (80/20 or 90/10) is used for the allocation of points for procurement initiatives above R2000.00 in line with the Preferential Procurement Regulations and the Preferential Procurement Policy Framework act. The 10 or 20 points must be awarded to a bidder for attaining specific goals for the procurement initiative where the 80 or 90 points relates to price.

The specific goals relate to a percentage Equity Ownership by Black people, Women and Youth as well as Persons living with disabilities and depending on the percentage ownership will result in the number of points allocated.

The majority of the DPSA's expenditure is on goods and services that are non-BEE related procurement or spend. Examples are procurement from SITA (Mandatory and non-mandatory services), Microsoft License through the Framework Agreement established by SITA (Microsoft Ireland) as well as the Oracle framework agreement for license and support services, Sole service providers (SAS licenses and other), payment of the lease to DPW, municipal services costs paid to Tshwane, the Auditor-General for auditing the Department etc

Department's status in relation to the representation of women at SMS, Persons with disabilities and Youth within the department

As March 2024, the department has exceeded the national target of 50% for women in SMS, by 2,94% as the departmental status on 30 September 2023 is 52,94%. The department has approved Affirmative Action Measure to support the appointment of women into SMS positions.

As March 2024, the department has exceeded the national target of 2% for people with disabilities, by 0,22% as the departmental status on 30 September 2023 is 22,22%. Affirmative Action Measure to support the appointment of more persons with disabilities are currently being consulted on.

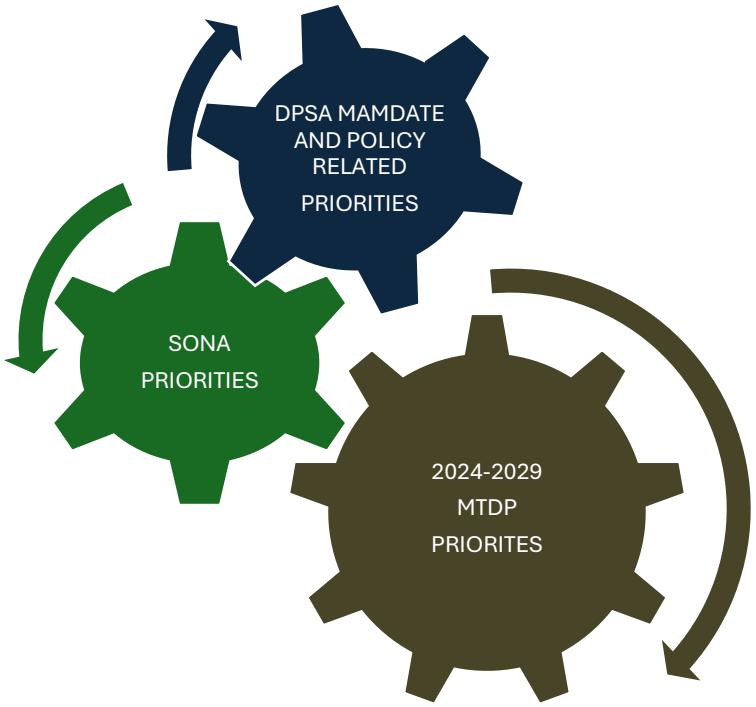
Youth is not a designated group in terms of the Employment Equity Act, act no 55 of 1998, as a result, the department cannot put in place Affirmative Action Measures to promote the employment of youth as a targeted group (as has been done with the appointment of Women into SMS) posts. As result the department has not yet met the national target of 30% for youth. As March 2024, the department had 14,52% of young people appointed as compared to 14,48% in 2023

The department has approved Affirmative Action Measure to support the appointment of women into SMS positions. Similar measures for the appointment of persons with disabilities have been submitted for approval.

PART C: MEASURING OUR PERFORMANCE

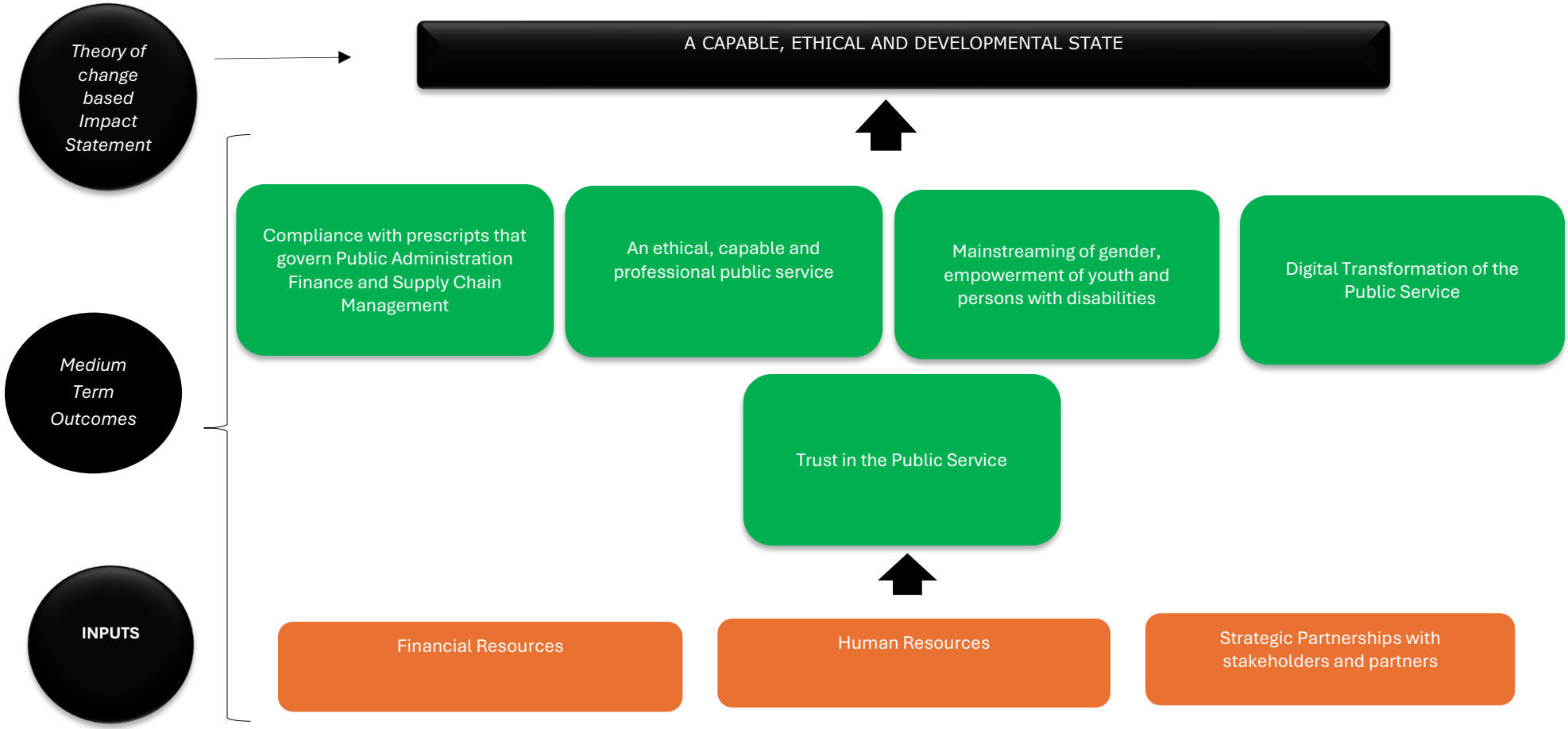
9. INSTITUTIONAL PERFORMANCE INFORMATION

9.1. Measuring the Impact



STRATEGIC THRUST

Build the capacity of the state through employee development and professionalisation to achieve enhanced efficiency, digital transformation , data centric decision making and promotion of citizen engagement for citizen centric service delivery



9.2. MEASURING OUTCOMES

OUTCOME	OUTCOME INDICATOR	BASELINE	Five Year Targets (2025-2023)
Compliance with prescripts that govern Public Administration Finance and Supply Chain Management	Annual Quarterly reports on fruitless, wasteful and irregular expenditure submitted to the National Treasury	4 quarterly reports on fruitless, wasteful and irregular expenditure submitted to the National Treasury	Annually Submit Quarterly reports on fruitless, wasteful and irregular expenditure submitted to the National Treasury
	Bi-annual reports on the department's status of compliance with the Broad-Based Black Economic Empowerment (BBBEE) Prescripts	Bi-annual (2) reports on compliance with the BBBEE status submitted to the Chief Financial Officer	Bi-annually assess the department's status of compliance with the Broad-Based Black Economic Empowerment (BBBEE) Prescripts
Compliance with prescripts governing Women, Youth and Persons with Disabilities (WYPD)	Annual Reports on the interventions implemented for empowerment and development of Women, Youth and Persons with Disabilities (WYPD	New Target /No baseline	Annually Implement interventions for the empowerment and development of Women, Youth and Persons with Disabilities (WYPD) in line with the Gender Strategic Framework Annual Plan, the Job access Strategic Framework Annual Plan and the Youth Annual Action Plan
	Annual Reports on the % appointment of women into SMS positions in the department, against the departments affirmative action target of 60%	The Annual Report was submitted. The report indicated that as of the end of March 2024, the representation of Woman was at 51%	Monitor the appointment of women into SMS positions in the department, against the departments affirmative action target of 60%
	Annual Reports on % appointment of people with disabilities in the department against the government's target of 3%	Annual Report was submitted. The report indicated that as of the end of March 2024, representation of people with disabilities was at 2 23%	Annually Monitor the appointment of people with disabilities in the department against the government's target of 3%
	Annual Reports on % appointment of appointment of Youth (ages 18-35 years) in the department against the government's target of 30 %	Annual Report was submitted. The report indicated that, as of the end of March 2024, the representation of Youth was 15%	Annually Monitor the appointment of Youth (ages 18-35 years) in the department against the government's target of 30%
An ethical, capable and professional public service	Annual Monitoring Reports on the appointments of Public Service Director's – General (DGs) /Heads of Department (HOD's), that meet legislated qualifications and experience by 2030	New Target /No baseline	Monitor the 5-year trends on the appointments of Public Service Director's – General (DGs) /Heads of Department (HOD's), that meet legislated qualifications and experience
	Annual Monitoring Reports on the trends in the tenure of serving Accounting Officers in national and provincial departments	New Target /No baseline	Monitor the 5-year trends in the tenure of serving Accounting Officers in national and provincial departments
	Annual Monitoring Reports on the Implementation of the National Framework towards the Professionalisation of the Public Sector by National and Provincial	Hundred and sixty-one (161) departments were supported on the implementation of the Public Service Professionalisation Framework	Monitor the 5-year Implementation of the National Framework towards the Professionalisation of the Public Sector by National and Provincial departments against the

OUTCOME	OUTCOME INDICATOR	BASELINE	Five Year Targets (2025-2023)
	departments against the targeted 80% by 2028 and full implementation		targeted 80% by 2028 and full implementation by 2030
	Annual Monitoring Reports on the reduction of the skills gaps, as identified through the skills audits, in national and provincial departments against the targeted 20 % by 2028 and 30% by 2030	The Monitoring report on the implementation of the Skills Audit Methodology Framework for the Public Service by departments was submitted to the Minister in 2024	Monitor the 5-year Implementation of the reduction of the skills gaps, as identified through the skills audits, in national and provincial departments against the targeted 20% by 2028 and 30% by 2030
	Annual Monitoring reports on the Compliance by national and provincial departments to the selected Public Administration Norms and Standards	The Annual Compliance Monitoring Report on selected Public Administration Norms and Standards was submitted to the Minister in 2024	Annually Monitor compliance by national and provincial departments to selected Public Administration Norms and Standards
	Annual Evaluation Reports on the appropriateness of the selected Public Administration Norms and Standards	New Target /No baseline	Annually Evaluate the appropriateness of selected Public Administration norms and standards
	Annual Reports on Collective bargaining processes on wage and other conditions of service undertaken	The Monitoring Report on the Implementation of the 2023 and 2024 Collective Agreement by departments was submitted to the Director-General in May 2024	Undertake Collective bargaining processes on wage and other conditions of service in line with the expiry of existing agreement
	Annual Monitoring Reports on the implementation of the Public Service Remuneration Policy by national and provincial departments	The Remuneration Policy for the Public Service was approved by the Minister in March 2025	Monitor the 5-year implementation of the Public Service Remuneration Policy by national and provincial departments
	Annual Monitoring Reports on the implementation of the recommendations of the Personnel Expenditure Review (PER) by the sectoral departments	Personnel Expenditure Review (PER) Report tabled at Cabinet in February 2024	Monitor the 5-year implementation of the recommendations of the Personnel Expenditure Review (PER) by the sectoral departments
	Annual Monitoring Reports on the progress made by national and provincial departments in reducing their disciplinary case backlogs of disciplinary cases as guided by the 2024 Public Service Discipline Management Strategy	The Monitoring report on the progress made by the identified departments in reducing their misconduct case backlogs, as a result of the support provided but the DPSA, was submitted to the Director-General in March 2024	Monitor the 5-year progress made by national and provincial departments in reducing their disciplinary case backlogs of disciplinary cases as guided by the 2024 Public Service Discipline Management Strategy
	Annual Monitoring report on compliance by national and provincial departments with conducting of Lifestyle Audits (which includes reviews and investigations)	Monitoring report on the implementation of the Lifestyle Audits for members of the Public Service Senior Management Service	Monitor the 5-year compliance trends by national and provincial departments conducting lifestyle audits (which include reviews and investigations)

OUTCOME	OUTCOME INDICATOR	BASELINE	Five Year Targets (2025-2023)
		as submitted to the Minister in February 2024	
	Annual Monitoring reports on the utilisation of the Central Register for verification of disciplinary processes against Public Servants by national and provincial departments from	Regulations to standardise the use of the Central Register across all spheres of government approved by the Minister for in March 2025	Monitor the 5-year utilisation of the Central Register for verification of disciplinary processes against Public Servants by national and provincial departments
	Annual Monitoring reports on the achievement of at least 80% of the Productivity Measurement by economic development departments	New Target /No baseline	Monitor the 5-year implementation of the Productivity Measurements by the Service delivery and economic development departments towards the achievement of at least 80% the Productivity Measurement indicators
	Annual Monitoring reports on the Implementation of the Revised Batho Pele Strategy/ Batho Pele programme by national and provincial departments	The Report on the status of compliance on the implementation of the Revised Batho Pele Strategy by departments was submitted in 2024	Monitor the 5-year Institutionalization of the Revised Batho Pele Strategy by national and provincial departments
	Annual Progress reports on the implementation of the African Peer Review Mechanism's Second-Generation Review National Plan Action	South Africa's African Peer Review Mechanism's Second-Generation Review National Plan Action was approved by Cabinet on 22 June 2022	Monitor the 5-year implementation of the of the African Peer Review Mechanism's Second-Generation Review National Plan Action
	Annual Monitoring Reports on Implementation of the Reviewed 2013 Public Service Complaints and Compliments framework by sampled national and provincial departments	2013 Public Service Complaints and Compliments framework	Monitor the 5-year implementation of the Reviewed 2013 Public Service Complaints and Compliments framework by sampled national and provincial departments
Digital transformation across the state	Annual Monitoring Reports on the compliance to Public Service ICT Norms and Standards by National and Provincial departments	New Target /No baseline	Annually Monitor the Implementation of the selected Public Service ICT Norms and Standards by National and Provincial departments

9.3. EXPLANATION OF PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNING PERIOD

1. Contribution to the National Development Plan (NDP) and Strategic Priorities

The planned outcomes align with the objectives of the NDP Five-Year Implementation Plan, the Monitoring Framework for the NDP, and the overarching mandate of the department. These outcomes are strategically linked to institutional priorities, particularly in areas concerning women, children, and people with disabilities, as well as broader provincial priorities. The department is committed to ensuring efficient public administration by focusing on accountability, governance, compliance, and transformation.

The strategic outcomes will contribute to:

- Professionalisation of the public service
- Tackling corruption and entrenching ethics with the public service
- Improving ICT governance and service continuity management
- Enhancing productivity of the public service

2. Rationale for the Choice of Outcome Indicators

Professionalisation of the Public Service

A professional public service is essential for effective governance, ensuring that employees have the necessary skills, qualifications, and ethical grounding to deliver quality services.

Strengthening recruitment processes, continuous learning, and performance management enhances the capability and integrity of government institutions.

Tackling Corruption and Entrenching Ethics in the Public Service

Corruption undermines trust and efficiency in public administration. Strengthening ethics, integrity frameworks, and disciplinary processes is crucial for enhancing public confidence.

Implementing lifestyle audits, monitoring procurement practices, and strengthening whistleblower protections supports a culture of transparency and accountability.

Improving ICT Governance and Service Continuity Management

The digital transformation of government services requires robust ICT governance to ensure secure, efficient, and citizen-centric service delivery.

Strengthening business continuity management ensures that critical public services remain operational during crises, reducing disruptions in government operations.

Enhancing Productivity of the Public Service

Institutionalisation of productivity assessments with the public service

3. Enablers for Achieving the Five-Year Targets

To ensure successful delivery of outcomes, several critical enablers have been identified:

- Human Resources: Recruitment and retention of skilled personnel with competencies in governance, compliance, ICT, and public service transformation.
- Financial Resources: Adequate budget allocations to support compensation, infrastructure development, and digital transformation initiatives.
- ICT Infrastructure: Enhancing digital transformation through technology-driven service delivery, including e-governance platforms and automated compliance monitoring tools.
- Strategic Partnerships: Collaboration with other government entities, private sector players, and international organizations to leverage additional resources and expertise.
- Institutional Capacity Development: Continuous upskilling of public servants, leadership training, and support for policy implementation.

4. Contribution to Achieving Impact

The department's interventions will contribute to enhanced service delivery, compliance with governance standards, and improved workforce transformation in the public sector. By ensuring effective monitoring and evaluation, the department will:

- Identify inefficiencies and areas requiring policy adjustments.
- Provide technical and advisory support to government departments to ensure compliance.
- Enhance citizen satisfaction by addressing complaints effectively and ensuring service delivery standards are met.
- Modernize business processes to improve operational efficiency across public service institutions.

10. KEY RISKS

OUTCOME	KEY RISKS	RISK MITIGATIONS
Compliance with prescripts that govern Public Administration Finance and Supply Chain Management	1. Possible delays to identify and report on fruitless, wasteful and irregular expenditure on a quarterly basis	a) Strengthen the implementation of internal controls to ensure timeous identification and reporting on fruitless, wasteful and irregular expenditure. b) Continuously monitor the implementation policy on unauthorised, irregular, fruitless and wasteful expenditure. c) Strengthen the implementation of corrective actions to address cases of fruitless, wasteful and irregular expenditure by Management
Mainstreaming of gender, empowerment of youth and persons with disabilities	2. Inadequate measures to effectively implement and track interventions for the empowerment of WYPD	a) Design and implement empowerment programs specifically for women, youth, and PWD. b) Establish regular feedback mechanisms to assess the effectiveness of the programs. c) Allocate dedicated resources and budget for the empowerment initiatives.

OUTCOME	KEY RISKS	RISK MITIGATIONS
An ethical, capable and professional public service	3. Ongoing cuts to the budget of the department that can adversely impact the department's ability to implement its strategic and operational plans	a) Reprioritization of the allocated budget b) Leverage the existing resources and initiatives to enhance the implementation of the strategic and operational plans
	4. Inadequate buy-in from departments to implement the issued norms and standards 5. Non submission of the required data/reports by departments to enable effective monitoring by the DPSA	a) Engage with key stakeholders to address concerns and reinforce relations b) Escalate non-compliance by Departments to FOSAD and Cabinet c) Implement consequences for non-compliance with reporting timelines
	6. Inconsistent implementation of the issued norms and standards by the departments 7. Lack of capacity by departments to implement issued the norms and standards	a) Provide technical and implementation support to departments. b) Conduct awareness campaigns and capacity-building workshops
	8. Protracted wage negation processes resulting in delays to finalize the wage negotiations	a) Continuous consultation with the relevant stakeholders (trade unions on the offers and National Treasury on the budget) c) Implement the negotiations protocol
Digital transformation across the state	9. Lack of skills (Technical skills for IT personnel and IT Oversight skills for Management) in departments required to implementation of digital transformation initiatives	a) Training of public servants (**including the Executive**) on digital literacy, digital tools as well as management oversight over the IT environment

11. PUBLIC ENTITIES

There are no Public Entities reporting to the Department of Public Service and Administration

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R thousand)
N/A	N/A	N/A	N/A

PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

INDICATOR TITLE 1	Number of quarterly reports on fruitless, wasteful and irregular expenditure submitted to the National Treasury by 2030
Definition	To monitor and report cases of fruitless, wasteful and irregular expenditure in terms of National Treasury Instruction note 4 of 2022/23 Annexure A - 2022 PFMA Compliance and Reporting Framework. Fruitless expenditure: Spending money on goods or services that have no value or benefit. Wasteful expenditure: Spending more money than necessary to achieve a desired outcome. Irregular expenditure: Spending money in a manner that does not comply with applicable laws, regulations, or policies.
Source of Data	Department's payment batches
Method of Calculation	Quantitative through manually checking and calculating
Assumptions	The action taken as a result of the monitoring and reporting will contribute to prevention of fruitless, wasteful and irregular expenditure
Disaggregation of Beneficiaries (Where applicable)	Not applicable
Spatial Transformation (Where applicable)	Not applicable
Desired Performance	The Reports will be timely submitted
Indicator Responsibility	Chief Financial Office

INDICATOR TITLE 2	Bi-annual reports on the department's status of compliance with the Broad-Based Black Economic Empowerment (BBBEE) Prescripts submitted to the Chief Financial Officer by 2030
Definition	To assess the departments compliance Broad-Based Black Economic Empowerment (B-BBEE) Act. Conduct a thorough assessment of the department's current B-BBEE status, identifying areas of compliance and areas where improvements are needed.
Source of Data	Monthly order placement reports
Method of Calculation	Quantitative through manually checking and calculating
Assumptions	The Monitoring will contribute to compliance with the BBBEE prescripts
Disaggregation of Beneficiaries (Where applicable)	Not applicable
Spatial Transformation (Where applicable)	Not applicable
Desired Performance	The Reports will be timely submitted
Indicator Responsibility	Chief Financial Officer

INDICATOR TITLE 3	Report on the interventions implemented for empowerment and development of Women, Youth and Persons with Disabilities (WYPD), submitted to the Director-General for approval annually
Definition	The Department compiles a consolidated annual report detailing the interventions implemented to empower and develop Women, Youth, and Persons with Disabilities (WYPD), in alignment with national priorities and strategic frameworks.
Source of Data	Directorate: Human Resources Administration
Method of Calculation	Simple count of reports submitted
Assumptions	The department will be able to source and confirm the required providers to implement the planned interventions
Disaggregation of Beneficiaries (Where applicable)	Not applicable
Spatial Transformation (Where applicable)	Not applicable
Desired Performance	The Reports will be timely submitted
Indicator Responsibility	Deputy Director General: Administration

INDICATOR TITLE 4	Report on the % appointment of women into SMS positions in the department, against the departments affirmative action target of 60% submitted to the Director-General for approval annually
Definition	The Department has set an affirmative action target of 60% representation of women in Senior Management Service (SMS) positions as part of its commitment to gender equity and inclusive leadership. This target aligns with national transformation goals to ensure that women are equitably represented in decision-making roles within the public service.
Source of Data	Directorate: Human Resources Administration
Method of Assessment	Simple count of reports submitted
Assumptions	The department will be able to source and confirm progress
Disaggregation of Beneficiaries (Where applicable)	Not applicable
Spatial Transformation (Where applicable)	Not applicable
Desired Performance	The Reports will be timely submitted
Indicator Responsibility	Deputy Director General: Administration

INDICATOR TITLE 5	Report on % appointment of people with disabilities in the department against the government's target of 3% submitted to the Director-General for approval annually
Definition	The Department is committed to advancing the inclusion of persons with disabilities in the workplace, in line with the government's affirmative action target of 3% representation across all employment levels. This target reflects the broader national objective of creating a diverse, inclusive, and accessible public service that offers equal opportunities to all citizens.
Source of Data	Directorate: Human Resources Administration
Method of Assessment	Simple count of reports submitted
Assumptions	The department will be able to source and confirm progress
Disaggregation of Beneficiaries (Where applicable)	Not applicable
Spatial Transformation (Where applicable)	Not Applicable
Desired Performance	The Reports will be timely submitted
Indicator Responsibility	Deputy Director General: Administration

INDICATOR TITLE 6	Report on % appointment of appointment of Youth (ages 18-35 years) in the department against the government's target of 30 % submitted to the Director-General for approval annually
Definition	The Department is actively working towards achieving the government's affirmative action target of 30% representation of youth (aged 18–35 years) in its workforce, as part of a broader strategy to address youth unemployment and promote generational renewal in the public service.
Source of Data	Directorate: Human Resources Administration
Method of Assessment	Simple count of reports submitted
Assumptions	The department will be able to source and confirm progress
Disaggregation of Beneficiaries (Where applicable)	Not applicable
Spatial Transformation (Where applicable)	Not Applicable
Desired Performance	Meet the affirmative action target of 30%
Indicator Responsibility	Deputy Director General: Administration

INDICATOR TITLE 7	Monitoring Reports on the appointments of Public Service Director's – General (DGs) /Heads of Department (HOD's), that meet legislated qualifications and experience by 2030
Definition	To assess whether the appointments of accounting authorities DG/HOD's, in key positions in the Public Sector are suitably qualified and experienced according to the Professionalization Framework which stipulates that: • Legislated Qualification: In the case of a Head of Department or Deputy Director-General a qualification at NQF level 8 as recognized by the SAQA • Minimum Experience: Post level 16-10 years' experience at senior managerial level
Source of Data	• Volume 1 Directive of the National Framework towards the Professionalisation of the Public Sector • Documentation submitted by departments to DPSA on the recruitment processes for DG/HODs for processing to Cabinet by the Minister for the Public Service and Administration
Method of Assessment	Simple Count (Report)
Assumptions	Departments are implementing the National Framework towards the Professionalisation of the Public Sector in terms of appointing accounting authorities DG/HOD's, in key positions
Disaggregation of Beneficiaries (Where applicable)	Not applicable
Spatial Transformation (Where applicable)	Not applicable
Desired Performance	The Reports will be timely submitted
Indicator Responsibility	Deputy Director-General: Human Resources Management and Development

INDICATOR TITLE 8	Monitoring Reports on the trends in the tenure of serving Accounting Officers in national and provincial departments by 2030
Definition	To report on the trends in the tenure of serving Accounting Officers in National Provincial Departments by 31 March 2026
Source of Data	Survey completed by departments
Method of Assessment	Simple Count (Report)
Assumptions	That there is a change in the tenure period of serving Accounting Officers in National Provincial Departments
Disaggregation of Beneficiaries (Where applicable)	Not applicable
Spatial Transformation (Where applicable)	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	The Reports will be timely submitted
Indicator Responsibility	Deputy Director-General: Human Resources Management and Development

INDICATOR TITLE 9	Monitoring Reports on the Implementation of the National Framework towards the Professionalisation of the Public Sector by all National and Provincial departments against the targeted 80% by 2028 and full implementation by 2030
Definition	To monitor the implementation of the National Framework towards the Professionalization of the Public Sector by National and Provincial Departments as guided by the related Directives issued by the Minister for the Public Service and Administration
Source of Data	Monitoring reports submitted by departments
Method of Assessment	Simple Count (Report)
Assumptions	Departments are implementing the National Framework towards the Professionalisation of the Public Sector as guided by the related Directives issued by the Minister for the Public Service and Administration
Disaggregation of Beneficiaries (Where applicable)	Not applicable
Spatial Transformation (Where applicable)	Not applicable
Desired Performance	The Reports will be timely submitted
Indicator Responsibility	Deputy Director-General: Human Resources Management and Development

INDICATOR TITLE 10	Monitoring Reports on the reduction of the skills gaps, as identified through the skills audits, in national and provincial departments against the targeted 20 % by 2028 and 30% by 2030
Definition	To monitor the reduction of the skills gaps, as identified through the skills audits, in national and provincial departments against the targeted 20 % by 2028 and 30% by 2030
Source of Data	Monitoring reports submitted by departments
Method of Calculation	Simple count of the report
Assumptions	Departments are sufficiently capacitated to conduct skills audit and have the required resources to implement measures to reduce the skills gaps, as identified through the skills audits
Disaggregation of Beneficiaries (Where applicable)	Not applicable
Spatial Transformation (Where applicable)	Not applicable
Desired performance	The Reports will be timely submitted
Indicator Responsibility	Chief Director: Human Resources Development

INDICATOR TITLE 11	Monitoring reports on the Compliance by national and provincial departments to the Public Administration Norms and Standards by 2030
Definition	To monitor the implementation by national and provincial departments on the two (2) Public Administration Norms and Standards to assess compliance in order to advise the Minister on interventions required to enforce compliance.
Source of Data	2024/25 Annual Compliance Monitoring Report
Method of or Assessment	Simple count
Assumptions	The departments will comply with the submission of the data required to conduct the compliance assessment
Disaggregation of Beneficiaries (Where applicable)	Not applicable
Spatial Transformation (Where applicable)	Not applicable
Desired Performance	The Reports will be timely submitted
Indicator Responsibility	Chief Director: Office of Standards and Compliance

INDICATOR TITLE 12	Evaluation Reports on the appropriateness of the Public Administration Norms and Standards by 2030
Definition	To evaluate the appropriateness of identified Public Administration Norms and provide recommendations towards improved compliance as per Section 14 of the Public Administration Management Act (PAMA)
Source of Data	Templates completed by departments
Method of Assessment	Report on the evaluation of appropriateness of identified norms and standards
Assumptions	Availability of norms and standards to evaluate; Support from management and DPSA Branches
Disaggregation of Beneficiaries (Where applicable)	Not applicable
Spatial Transformation (Where applicable)	Not applicable
Desired Performance	The Reports will be timely submitted
Indicator Responsibility	Chief Director: Office of Standards and Compliance

INDIATOR TITLE 13	Reports on Collective bargaining processes on wage and other conditions of service undertaken by 2030
Definition	To facilitate and report on the process of managing the collective bargaining processes
Source of Data	Proof of concluded negotiations or consultations, minutes of meetings and or collective agreement where applicable
Method of or Assessment	Reports on the process and outcomes of negotiations or consultations
Assumptions	The mandate will be granted for the department to continue with the wage negotiations progresses
Disaggregation of Beneficiaries (Where applicable)	Not applicable
Spatial Transformation (Where applicable)	Not Applicable
Desired Performance	The Reports will be timely submitted
Indicator Responsibility	Deputy Director-General: Negotiations, Labour Relations and Remuneration Management

INDICATOR TITLE 14	Annual Monitoring Reports on the implementation of the Public Service Remuneration Policy by national and provincial departments by 2030
Definition	To assess the findings and implement the recommendations emanating from the Personnel Expenditure Review (PER) study
Source of Data	Personnel Expenditure Review report and meetings / workshops held
Method of Assessment	Report on Personnel Expenditure Review
Assumptions	The planned workshops on PER will provide inputs on the Remuneration Policy for Public Service which will provide the appropriate framework for remuneration norms and standards
Disaggregation of Beneficiaries (Where applicable)	Not applicable
Spatial Transformation (Where applicable)	Not applicable
Desired Performance	The Reports will be timely submitted
Indicator Responsibility	Deputy Director-General: Negotiations, Labour and Remuneration Management

INDICATOR TITLE 15	Monitoring Reports on the implementation of the recommendations of the Personnel Expenditure Review (PER) by the sectoral departments
Definition	To assess the findings and implement the recommendations emanating from the Personnel Expenditure Review (PER) study
Source of Data	Personnel Expenditure Review report and meetings / workshops held
Method of Assessment	Report on Personnel Expenditure Review
Assumptions	The report will be completed and submitted in accordance with the targeted timelines
Disaggregation of Beneficiaries (Where applicable)	Not applicable
Spatial Transformation (Where applicable)	Not applicable
Desired Performance	The Reports will be timely submitted
Indicator Responsibility	Deputy Director-General: Negotiations, Labour and Remuneration Management

INDICATOR TITLE 16	Monitoring Reports on the progress made by national and provincial departments in reducing their disciplinary case backlogs of disciplinary cases as guided by the 2024 Public Service Discipline Management Strategy by 2030
Definition	Monitoring the progress of departments with disciplinary backlog cases in reducing their backlog cases. This involves a multifaceted approach taking into account the nature of cases they handle, the case resolution time, accuracy, and adherence to procedural guidelines. Regular data collection and analysis collated into FOSAD Reports are imperative to track trends and identify areas requiring intervention or improvement. The backlog refers to the backlog determined in Q 4 of 2024/25, and the monitoring of this sample over the financial year.
Source of Data	Departments with case backlogs Monitoring reports on disciplinary cases and FOSAD reports
Method of Assessment	Simple count in the report
Assumptions	The monitoring results will enable the TAU to identify and implement the required interventions to support the departments to improve their processes and compliance
Disaggregation of Beneficiaries (Where applicable)	Not applicable
Spatial Transformation (Where applicable)	Not applicable
Desired Performance	The Reports will be timely submitted
Indicator Responsibility	Chief Director-: PAEIDTAU

INDICATOR TITLE 17	Monitoring report on compliance by national and provincial departments with conducting of Lifestyle Audits (which includes reviews and investigations) by 2030
Definition	To monitor the conducting of lifestyle reviews by national and provincial departments for Senior Management and all other designated categories
Source of Data	Progress reports submitted by the departments using a DPSA template
Method of Assessment	Simple count
Assumptions	The assumption underlying the capacity-building efforts for conducting lifestyle audit investigations is that by equipping multiple departments with the necessary skills and resources, they will be better able to carry out these investigations efficiently and accurately, thereby enhancing accountability and integrity within the public service.
Disaggregation of Beneficiaries (Where applicable)	Not applicable
Spatial Transformation (Where applicable)	Not applicable
Desired Performance	The Reports will be timely submitted
Indicator Responsibility	Chief Director-: PAEIDTAU

INDICATOR TITLE 18	Monitoring report on the utilisation of the Central Register for verification of disciplinary processes against Public Servants by national and provincial departments by 2030
Definition	Monitoring the utilisation of the Central Register for verification of disciplinary processes against Public Servants across all spheres of government and is aimed at discouraging employees with disciplinary cases against them from getting employed within the Public Administration, without any record kept.
Source of Data	Public Administration Management Act, 2014
Method of Assessment	Simple Count
Assumptions	The Regulations will be approved for Gazetting
Disaggregation of Beneficiaries (Where applicable)	Not applicable
Spatial Transformation (Where applicable)	Not applicable
Desired Performance	The Reports will be timely submitted
Indicator Responsibility	Chief Director-: PAEIDTAU

<table>
<tr><th>INDICATOR TITLE 19</th><th>Service delivery and economic development departments monitored on the achievement of at least 80% of the Productivity Measurement by 2030</th></tr>
<tr><td>Definition</td><td>The Productivity Measurement has 3 indictors and factors which weight as follows.
<table>
<tr><th>Indicator</th><th>Weight</th><th>Factors</th></tr>
<tr><td>Labour</td><td>20%</td><td>Ratio of salary cost to total budget, days absent, training of staff, vacancy rate</td></tr>
<tr><td>Operations</td><td>40%</td><td>Implementation of the public service operations management framework, workplace design, citizen/ stakeholder feedback (service delivery performance), ICT network down time</td></tr>
<tr><td>Performance</td><td>40%</td><td>Total performance rewards to employees, number of employees on stress related counselling and support, number of employees that were disciplined, % score in employee satisfaction survey, % annual performance targets achieved, budgetary performance</td></tr>
</table>
For 2025 the DPSA will conduct an assessment of the productivity level baselines of the service delivery and economic cluster departments
<table>
<tr><th>National Service Delivery departments</th><th>National Economic Development cluster departments</th></tr>
<tr><td>1. Basic Education
2. Higher Education, Science and Innovation
3. Human Settlements
4. Water and Sanitation
5. Home Affairs
6. Public Works and Infrastructure
7. Social Development
8. Health</td><td>1. Agriculture, Land Reform and Rural Development
2. Finance
3. Forestry, Fisheries and the Environment
4. Small Business Development
5. Tourism
6. Trade, Industry and Competition
7. Employment and labour
8. Mineral Resources and Energy</td></tr>
</table></td></tr>
<tr><td>Source of Data</td><td>Departmental feedback mechanisms</td></tr>
<tr><td>Method of Calculation</td><td>Manual count of the Report on the Baseline assessment to of the current productivity levels baselines of service delivery and economic development departments</td></tr>
<tr><td>Assumptions</td><td>The departments will cooperate with the requested information to establish their productivity baselines</td></tr>
<tr><td>Disaggregation of Beneficiaries (Where applicable)</td><td>Not applicable</td></tr>
<tr><td>Spatial Transformation (Where applicable)</td><td>Not applicable</td></tr>
<tr><td>Desired Performance</td><td>The Reports will be timely submitted</td></tr>
<tr><td>Indicator Responsibility</td><td>Deputy Director-General: Government Services Access and Improvement</td></tr>
</table>

INDICATOR TITLE 20	Implementation of the Revised Batho Pele Strategy/ Batho Pele programme by national and provincial departments monitored by 2030
Definition	To monitor the implementation of the 2022 Batho Pele Revitalisation Strategy by national and provincial departments to identify areas of non-implementation challenges that will inform the DPSA intervention strategies to further support departments
Source of Data	Implementation reports submitted by 2022 Batho Pele Revitalisation Strategy
Method of Calculation	Manual count
Assumptions	All departments will cooperate with the submission of their implementation reports
Disaggregation of Beneficiaries (Where applicable)	Not applicable
Spatial Transformation (Where applicable)	Not applicable
Desired Performance	The Reports will be timely submitted
Indicator Responsibility	Deputy Director-General: Government Services Access and Improvement

INDICATOR TITLE 21	Progress on the implementation of the second-generation review of the African Peer Review Mechanism National Action Plan monitored by 2030
Definition	The monitor the progress made by government on the implementation of the African Peer Review Mechanism National Action Plan which is aligned to the findings and recommendations of the 2nd Generation Peer Review conducted
Source of Data	Implementation reports submitted by the 5 targeted departments
Method of Calculation	Manual count
Assumptions	The identified departments of National Treasury, Department of Cooperative Governance, Department of Justice and Constitutional Development, and Department of Forestry, Fishery and the Environment are progressing well with the implementation and will cooperate with the DPSA requests for the submission of their progress reports
Disaggregation of Beneficiaries (Where applicable)	Not applicable
Spatial Transformation (Where applicable)	Not applicable
Desired Performance	The Reports will be timely submitted
Indicator Responsibility	Deputy Director-General: Government Services Access and Improvement

INDICATOR TITLE 22	Implementation of the Reviewed 2013 Public Service Complaints and Compliments framework monitored by 2030 A single system of complaints and compliments management for the public administration implemented
Definition	To monitor the implementation the 2013 Complaints and Compliments Management Framework which guides departments on how to handle complaints and complaints
Source of Data	Desktop research review reports
Method of Calculation	Manual count of the Reviewed Complaints and Complements Management Framework
Assumptions	The tool will be finalised on time to issue to departments on time
Disaggregation of Beneficiaries (Where applicable)	Not applicable
Spatial Transformation (Where applicable)	Not applicable
Desired Performance	The Reports will be timely submitted
Indicator Responsibility	Deputy Director-General: Government Services Access and Improvement

INDICATOR TITLE 23	Monitoring Reports on the on the compliance to the Public ICT Norms and Standards by National and Provincial departments by 2030
Definition	To monitor compliance with Public Service ICT Norms and Standards by National and Provincial and departments Monitoring Reports on the on the compliance to the Public ICT Norms and Standards by National and Provincial and departments
Source of Data	Templates completed by departments
Method of Assessment	Simple Count
Assumptions	Departments will comply with the completion of templates
Disaggregation of Beneficiaries (Where applicable)	Not applicable
Spatial Transformation (Where applicable)	Not applicable
Desired Performance	The Reports will be timely submitted
Indicator Responsibility	Deputy Director-General: e-Government Services and Information Management

ANNEXURE A: NSDF AND THE DISTRICT DELIVERY MODEL

- The introduction of the District Development Model (DDM) to ensure that service delivery was refocused, and implementation was strengthened through well-coordinated and coherent One Plans that bring together planning across the three spheres of government.

- The DPSA has a legal mandate to, inter alia, improve the efficiency and effectiveness of service delivery by the Public Service. The DPSA is further obligated to engage communities through DDM channel about their service delivery experiences and develop appropriate policies for service delivery improvement as per the Constitution (1996), Public Service Act (1994), Public Administration Management Act (2014), and Public Service Regulations (2016).

- The department supports the DDM related interventions of the Minister and Deputy Minister. Minister Inkosi Mzamo Buthelezi is deployed to Zululand District in KZN, and Deputy Minister Pinky Kekana is deployed to Mangaung Metropolitan in the Free State.

- The DPSA working jointly with DCoG also coordinates the DDM mechanisms for government departments to provide quality service delivery and access. The DPSA is further required to lead in coordinating government public services to ensure the availability of quality services. This often takes place on a need basis determined by assessments conducted by the DPSA before a DDM is conducted. In the build-ups to the DDM Programme, the DPSA conducts assessments on the state of service delivery and prepares content to contribute to the preparation and finalisation of the consolidated Report to the Minister and other relevant stakeholders within the districts.

Area of intervention in the NSDF and DDM (Below examples)	Project Name	Project Description	Budget Allocation	District Municipality	Specific Location	Project Leader	Social Partners	Longitude (East/West/ +X	Latitude (North /South/-y
Water	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sanitation									
Roads									
Storm Water									
Electricity									
Environmental Management									

DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION (DPSA)

REVISED STRATEGIC PLAN 2025–2030

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