



25 March 2026

**Building Institutional Capacity and Professionalising Public
Financial Management under the PFMA**




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National School of Government

SAQA Recognised Professional Body


Professionalisation Framework






A NATIONAL FRAMEWORK TOWARDS
THE **PROFESSIONALISATION OF
THE PUBLIC SECTOR**

19 OCTOBER 2022



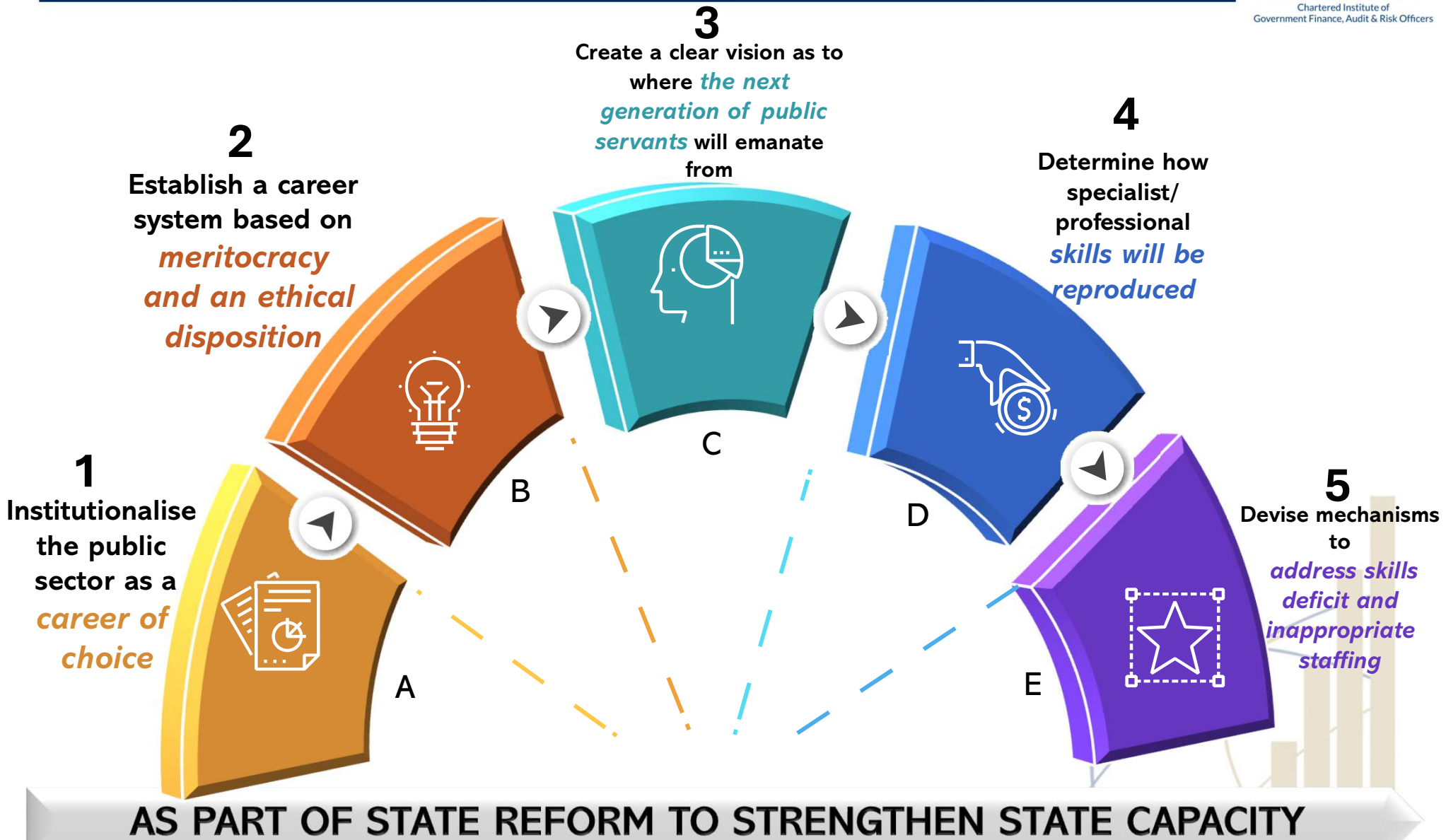
school of government
Department:
National School of Government
REPUBLIC OF SOUTH AFRICA



Professionalisation is a Strategic Imperative

- Central to building a *capable, ethical, and developmental state* as was envisaged by the **NDP (2011) & the MTDP (2024 – 2029)**
- Institutionalise **merit-based recruitment and continuous professional development** to strengthen public service delivery and public trust.

What the Framework seeks to achieve ...



Conceptualisation of Professionalisation Framework



Professionalisation of the public sector is not just about the **individual** but about building capable, ethical, and accountable **institutions** that can collectively deliver on the developmental mandate of the state. It requires **systemic reforms** in recruitment, training, performance management, & **organisational culture**, ensuring that the capacity of individuals is reinforced by **enabling structures, policies, and values** that sustain professionalism across government.”

PROFESSIONALISATION

subject **all employees to a single dispensation of professional registration** and regulation.

Recognition of the *various professional categories* within the sector, and subject them to registration with external regulated external professional bodies.

Five Pillars For Professionalisation

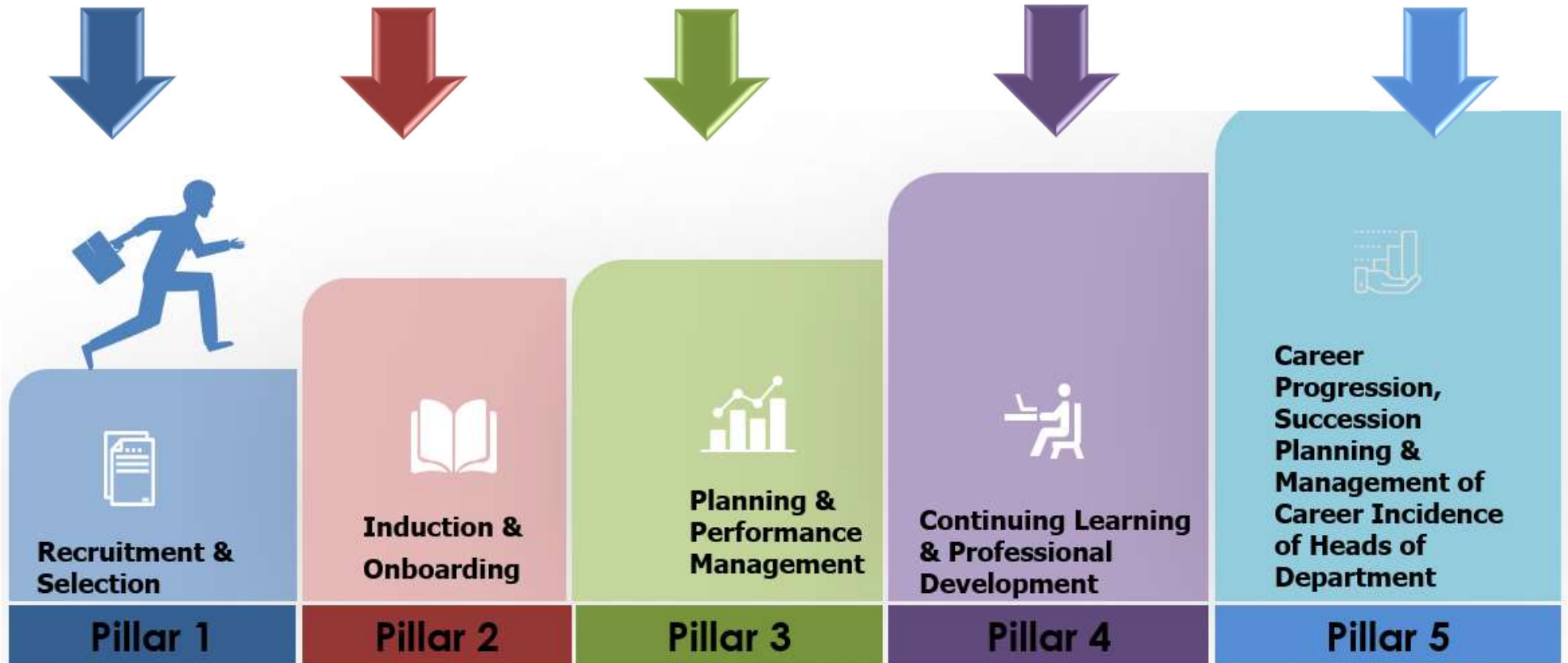
1. Merit-based recruitment and appointments shall apply at pre-entry, progression and promotion.

2. Participation in Compulsory INDUCTION Programme NEW Public Servants: Commence with induction immediately after appointment or within 90 days of appointment.

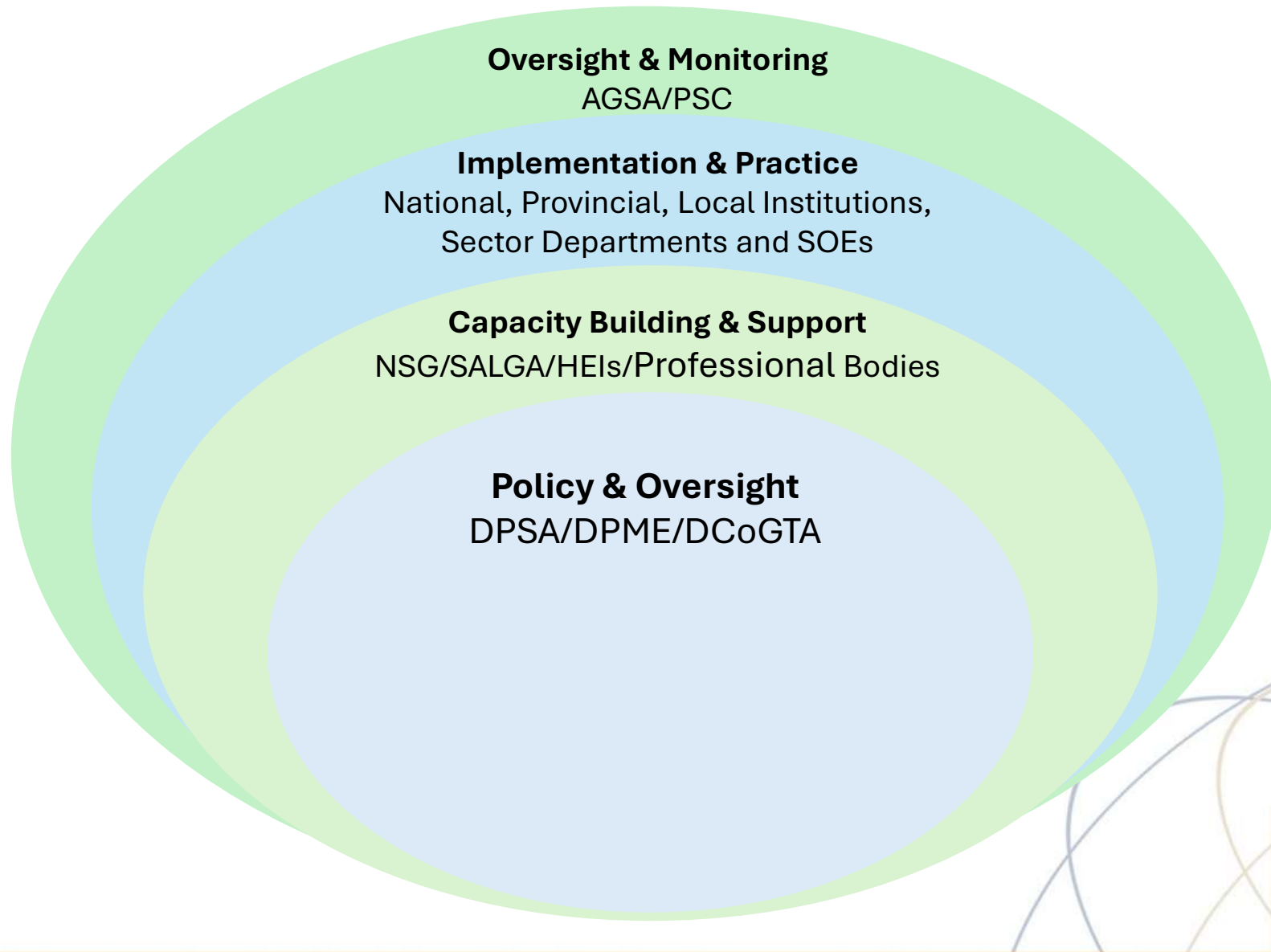
3. Performance Systems that are aligned to and fit for purpose. measurable, transparent, & enforced consequences for non-performance alignment with professional standards

4. Learning while on the Job and Professional development through partnerships with professional bodies.

5. Talent identification, career pathing and talent retention.



COLLABORATION ECOSYSTEM



Building and enhancing institutional capacity in public finance



Building and enhancing institutional capacity in public finance

Governance Structures



Building and enhancing institutional capacity in public finance

Institutional Leadership



Management Practices

Actions, methods, and behaviours that managers use to ensure an organisation operates efficiently, ethically, and effectively to achieve its goals.



**Structured
Management**



**Ethical and
Competent**



**Performance-
driven**

Importance of Developing and professionalising finance, audit, and risk management functions



Finance, Audit, and Risk Management



Problem Statement

Despite annual improvements in overall audit outcomes, national and provincial government departments and public entities persistently fail to achieve their service delivery mandates. This failure is driven by a deeply ingrained culture of non-accountability and ineffective financial management. As a result, public funds are wasted through irregular expenditure, fruitless & wasteful spending. These systemic weaknesses directly undermine the government's ability to improve socio-economic conditions, erode public trust, and prevent the realisation of national development objectives, ultimately failing the citizens who depend on these services.

Key Findings

- ❖ Weak Institutional Capacity & Governance Failures
- ❖ Poor Quality of Spending & Financial Mismanagement
- ❖ Culture of No Accountability & Consequence Management

Finance, Audit, and Risk Management

Possible Solutions

- ❖ Qualified and Competent Personnel
- ❖ Embrace and adhere to the code of the Profession
- ❖ Accountability and Consequence Management
- ❖ Standardised Career Building structures across the Public Service



Aligning structures, policies and processes with the PFMA



Structures, policies and processes with the PFMA

The professional framework helps clarify who must do what, based on competency and accountability.

Practical alignment actions:

- ❖ Ensure the organogram clearly reflects PFMA roles and Establish clear reporting lines (Segregation of duties).
- ❖ Review all finance-related posts and ensure they are aligned to National Treasury competency frameworks, Minimum qualifications and experience requirements and a clear job purpose linked to PFMA deliverables.
- ❖ Standardise and improve processes using PFMA as the compliance anchor.
- ❖ Link performance agreements of managers to PFMA deliverables such as the quality of monthly financial reports, reduction of irregular expenditure, adherence to procurement plans and cash-flow management etc.

Fostering a culture of continuous learning, competence and ethical financial management



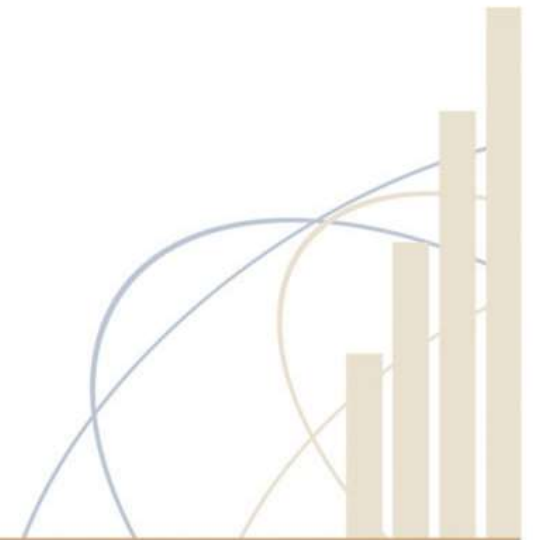
Continuous learning, competence and ethical financial management

Professional framework

- ❖ Training and learning pathways
- ❖ Compulsory capacity development, mandatory training days
- ❖ Partnerships (HEI, professional bodies etc)

Individual/public service/Profession

- ❖ Experimentation
- ❖ Contribute to formulation of finance legislation
- ❖ Adhere to all relevant and applicable legislations

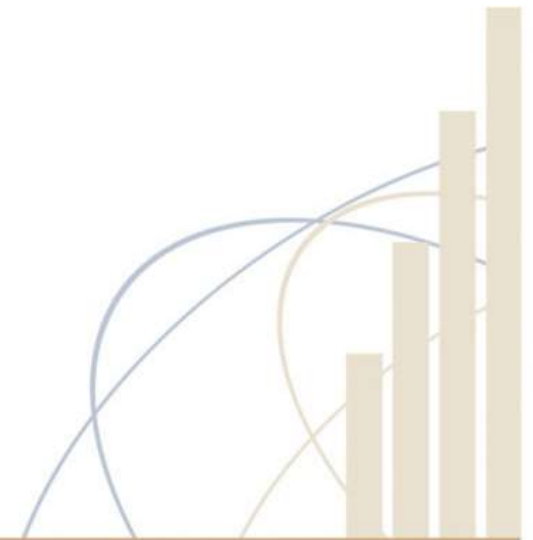


State of the Nation Address



“To build a stronger South Africa, we need an ethical, capable, and developmental state. A capable state needs committed and honest public servants with the right skills and a deep culture of Service”.

PRESIDENT CYRIL RAMAPHOSA





Thank You!



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