

PUBLIC SERVICE COMMISSION

Annual Report
2011/2012



Custodian of Good Governance



Vision

A champion of public administration excellence in democratic governance in South Africa.

Mission

To promote the constitutionally enshrined democratic principles and values of the Public Service by investigation, research, monitoring, evaluating, communicating and reporting on public administration.





PUBLIC SERVICE COMMISSION
Annual Report 2011/2012

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31 August 2012

Mr BM Mthembu
Chairperson of the Public Service Commission
Private Bag X121
PRETORIA
0001

Dear Mr Mthembu

I have the honour of submitting to you the Annual Report of the Public Service Commission (PSC) for the period 1 April 2011 to 31 March 2012.

The Report provides the overall performance of the PSC and the strides it made in fulfilling its mandate during the period under review. The Report also reflects the key achievements and challenges that the organisation faced in executing its mandate.

Kind regards



PROF RICHARD M LEVIN
DIRECTOR-GENERAL

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Chapter 1

General Information

1.1 VISION, MISSION AND VALUES

The Public Service Commission's (PSC) vision and mission are derived from the values and principles of public administration laid down in the Constitution, 1996 (Section 195 (l) (a)-(i)).

Vision

A champion of public administration excellence in democratic governance in South Africa.

Mission

To promote the constitutionally enshrined democratic principles and values of the Public Service by investigation, research, monitoring, evaluating, communicating and reporting on public administration.

Values

The PSC's values give direction to our actions and describe how we behave. We uphold the following values:

Equity, honesty, excellence, integrity, respect for human dignity, responsiveness, dedication, respect for professionalism and empathy.

1.2 ORGANISATIONAL STRUCTURE

Members of the PSC

Nominated by the National Assembly:

Mr BM Mthembu (Chairperson from August 2011)
Ms SS Nkosi
Ms PC Nzimande (from August 2011)
Ms LV Sizani (from October 2011)
Adv RK Sizani (from September 2011).

Nominated by the Provincial Legislatures:

Mr S Mafanya (Eastern Cape)
Mr P Helepi (Free State)
Mr MH Seloane (Gauteng from November 2011)
Ms PM Tengeni (Deputy Chairperson and KwaZulu-Natal)
Mr MZ Mawasha (Limpopo)

Mr DS Mkhwanazi (Mpumalanga)
Ms MA Marais-Martin (Northern Cape)
Vacant (North West and Western Cape Commissioner posts).

Members of the Executive Management of the Office of the PSC

Prof RM Levin, Director-General - from March 2012
Ms BP Lerumo, Deputy Director-General: Corporate Services
Dr DCMamphiswana, Deputy Director-General: Integrity and Anti-Corruption
Dr IA Naidoo, Deputy Director-General: Monitoring and Evaluation – until February 2012
Vacant, Deputy Director-General: Leadership and Management Practices.

In addition, the following are members of the Executive Management Committee (EXMA):

- Ms LC Viviers, Chief Director: Special Operations
- Ms MJ Mashao, Chief Director: Labour Relations Improvement
- Ms CB Julie, Chief Director: Leadership and Human Resource Reviews
- Mr HD Ramafoko, Director: Communication and Information Services
- Mr JD Kgoedi, Director: Public Service Commission Support
- Mr MS Basitere, Director: Information Technology.

Members of the Public Service Commission



Mr BM Mthembu
(Chairperson)



Ms PM Tengi
(Deputy Chairperson and
KwaZulu-Natal)



Ms SS Nkosi
(Pretoria)



Ms PC Nzimande
(Pretoria)



Ms LK Sizani
(Pretoria)



Adv RK Sizani
(Pretoria)



Mr S Mafanya
(Eastern Cape)



Mr P Helepi
(Free State)



Mr MH Seloane
(Gauteng)



Mr MZ Mawasha
(Limpopo)



Mr DS Mkhwanazi
(Mpumalanga)



Ms MA Marais-Martin
(Northern Cape)

1.3 LEGISLATIVE MANDATE

The PSC derives its mandate from sections 195 and 196 of the Constitution, 1996. Section 195 sets out the values and principles governing public administration, which should be promoted by the PSC. These values and principles are:

- a. a high standard of professional ethics;
- b. efficient, economic and effective use of resources;
- c. a development-orientated public administration;
- d. provision of services in an impartial, fair and equitable way, without bias;
- e. responding to people's needs and encouraging the public to participate in policy-making;
- f. accountable public administration;
- g. fostering transparency;
- h. the cultivation of good human resource management and career-development practices; and
- i. a representative public administration with employment and personnel management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past.

In terms of Section 196(4) of the Constitution, 1996, the functions and powers of the PSC are:

- a. to promote the values and principles, as set out in Section 195, throughout the Public Service;
- b. to investigate, monitor and evaluate the organisation and administration, and the personnel practices of the Public Service;
- c. to propose measures to ensure effective and efficient performance within the Public Service;
- d. to give directions aimed at ensuring that personnel procedures relating to recruitment, transfers, promotions and dismissals comply with the values and principles set out in section 195;
- e. to report in respect of its activities and the performance of its functions, including any findings it may make and directions and advice it may give, and to provide an evaluation of the extent to which the values and principles set out in section 195 are complied with;
- f. either of its own accord, or on receipt of any complaint-

- i. to investigate and evaluate the application of personnel and public administration practices and to report to the relevant executive authority and legislature;
- ii. to investigate grievances of employees in the Public Service concerning official acts or omissions and to recommend appropriate remedies;
- iii. to monitor and investigate adherence to applicable procedures in the Public Service; and
- iv. to advise national and provincial organs of state regarding personnel practices in the Public Service, including those relating to the recruitment, appointment, transfer, discharge and other aspects of the careers of employees in the Public Service; and
- g. to exercise or perform the additional powers or functions prescribed by an Act of Parliament.

The Public Service Commission Act, 1997 provides for the regulation of the PSC with regard to:

- a. the constitution of the PSC;
- b. appointment of Commissioners;
- c. designation of the Chairperson and Deputy Chairperson;
- d. conditions of appointment of Commissioners;
- e. removal from office of Commissioners;
- f. functions of the PSC (inspections, inquiries, etc);
- g. rules according to which the PSC should operate;
- h. the Office of the PSC; and
- i. transitional arrangements with regard to service commissions (created under the Interim Constitution, 1994).

1.4 CHAIRPERSON'S STATEMENT



It gives me pleasure to submit the Annual Report of the PSC for the 2011/12 financial year, as this is my maiden Annual Report since my appointment as the Chairperson of the PSC on 15 August 2011. It is indeed an honour to have been entrusted with the responsibility of leading an organisation as important as the PSC. I would like to thank the Deputy Chairperson, Ms Phelele Tengenji for her hard work and the dedication she has shown whilst leading the organisation until 14 August 2011.

As part of a process of locating the PSC as an independent, impartial, knowledge-based and responsive custodian of excellence in successful developmental public administration, during the period under review, a new vision and mission for the PSC was developed and adopted. The **new vision** reads:

"A champion of public administration excellence in democratic governance in South Africa", whilst the **new mission** reads:

"To promote the constitutionally enshrined democratic principles and values of the Public Service by investigation, research, monitoring, evaluating, communicating and reporting on public administration".

Towards the end of the 2011/12 financial year Professor Richard Levin was appointed as Director-General (DG) of the Office of the Public Service Commission (OPSC). He comes with a great track record, as having worked as DG for both the Department of Public Service and Administration (DPSA) and Economic Development Department. I am sure that he will be able to build on a solid foundation laid by his predecessor, Mr Mashwahle Diphofa. I would like to thank Mr Diphofa for the leadership he provided to the OPSC during his tenure.

The PSC continued to make a meaningful contribution to public administration through its various research reports. In this regard, the PSC made a number of presentations on its work to amongst others, Parliamentary Portfolio Committees, notably, the Portfolio Committee on Public Service and Administration. The PSC is of the view that the presentation of its work to the Portfolio Committees will enable Parliament, as an oversight institution, to hold departments that do not implement recommendations by the PSC to account.

In the area of leadership in the Public Service, the PSC continues to play a critical role in the evaluation of Heads of Department (HoDs) both at national and provincial level by chairing such evaluations. However, the declining number of qualifying HoDs who are not evaluated remains a concern to the PSC. Furthermore, the PSC continues to receive Performance Agreements (PAs) of HoDs from the Executive Authorities (EAs) for filling purposes. Again, the PSC remains concerned about the low compliance in respect to the filing of PAs. As a result, this matter was brought to the attention of the Portfolio Committee on Public Service and Administration, and the Committee contacted all EAs of HoDs who had not filed the PAs to account. This decisive action by the Portfolio Committee resulted in the compliance level increasing to 89% and 97% in relation to national and provincial departments, respectively as compared to the 75% and 87% compliance level achieved in the 2010/11 financial year.

In promoting sound labour relations in the Public Service, the PSC considered grievances of public servants and assisted departments to improve their capacity in the management of grievances. Accordingly, during the period under review, the PSC conducted workshops with national and provincial departments on the Report on the Evaluation of Grievances to Identify Good

Practices as well as the Report on the Management of Precautionary Suspension in the Public Service. These workshops equipped labour relations practitioners with the necessary skills to handle grievances and precautionary suspensions.

The PSC continues to be a trail blazer in the area of monitoring and evaluation in the Public Service. In this regard, the PSC and the South African Monitoring and Evaluation Association (SAMEA) co-hosted the 3rd Biennial SAMEA Conference in September 2011 under the theme: **M&E Outcomes: Answering the 'So What?'** This was followed by another conference which the PSC co-hosted with the United Nations Development Programme also in September 2011 under the theme: **Use of Evaluation in Decision Making for Public Policies and Programmes.** These conferences afforded evaluators from around the world with an opportunity to engage one another on pertinent matters relating to monitoring and evaluation.

As custodian of good governance, the PSC hosts the National Anti-Corruption Hotline (NACH) for the Public Service. The NACH has proven to be an excellent platform for members of the public to report any acts of alleged irregularities/corruption in the Public Service. Through the NACH, the PSC managed to recover successfully R120 million emanating from acts of corruption. However, the PSC remains concerned about the low feedback rate by departments in relation to cases referred to them for investigations. In this regard, during the reporting period, all role players in the NACH were invited to a workshop that was aimed at amongst others, addressing challenges by departments in the management of cases of alleged corruption reported to the NACH. The success of this workshop will certainly go a long way in ensuring that departments act speedily on cases referred for investigations.

As Secretariat to the National Anti-Corruption Forum (NACF), a body comprising government, business and civil society, the PSC continues to play a facilitating role amongst these sectors to assist with the implementation of the National Anti-Corruption Programme of the NACF. Accordingly, during the reporting period, the PSC assisted the NACF to host its 4th National Anti-Corruption Summit in December 2011. As the Forum was celebrating a decade since its inception, delegates reflected on

accomplishments and lessons learned throughout the existence of the NACF.

In relation to regional integration, the Chairperson of the PSC is the President of the Association of African Public Service Commissions (AAPSComs) whilst the OPSC provides secretariat services to the Association. The President of AAPSComs signed a Memorandum of Understanding (MoU) between the AAPSComs and the African Union (AU) Commission, represented by Dr Mamadou Dia, Director, Department of Political Affairs, AU Commission. The MoU formalises the relationship between the AU Commission and the AAPSComs.

In conclusion, I would like to thank my fellow Commissioners and Team PSC for their commitment and hard work demonstrated during the reporting period. I am also grateful to the late Minister for Public Service and Administration, Mr Roy Padayachie, the Minister, Ms Lindiwe Sisulu and the Deputy Minister, Ms Ayanda Dlodlo, for their support during the period under review. Likewise, the Chairperson of the Portfolio Committee on Public Service and Administration, Ms Joyce Moloi-Moropa for the support and meaningful engagement during the reporting period.



MR BM MTHEMBU
CHAIRPERSON: PUBLIC SERVICE
COMMISSION

1.5 ACCOUNTING OFFICER'S OVERVIEW



I am honoured to submit the PSC's Annual Report for the 2011/12 financial year, having been produced shortly after my return to the OPSC as the DG in March 2012, and being the first to be produced under the Chairpersonship of Mr Ben Mthembu. I am also honoured to be bestowed with the responsibility of being the administrative head of this organisation as the PSC is the only government body independently empowered and mandated to oversee and evaluate the functioning of the Public Service, with a view to establishing good governance and best practice principles. This Annual Report therefore reflects the overall performance of the organisation during the 2011/12 financial year in its attempt to fulfil its mandate.

During the reporting period, the PSC continued to play a significant role in the management of grievances in the Public Service. Not only did the PSC monitor the resolution of grievances by departments but it also conducted investigations on grievances referred to it by aggrieved public servants. In an attempt to enhance the ability of departments to investigate grievances of employees and to ensure the timely resolution of grievances, the PSC continues to provide support to departments. Furthermore, in order to amongst others, determine the main causes of grievances and shortcomings

in the grievance management process, the PSC on an annual basis conducts a trend analysis on grievance resolution in the Public Service and as such produced a Fact Sheet on Trends analysis on Grievance Resolution in the Public Service and Local Government for the 2010/11 financial year and a Report on the evaluation of the Management of Grievances to Identify Best Practices.

As Secretariat of AAPSComs, an association which brings together Public Service Commissions in Africa with the aim to collaborate, share experiences and best practices in order to promote good governance and improve service delivery in the public services of the continent, the OPSC provided support during the 2nd General Assembly of the AAPSComs which was held in Nigeria in July 2011 under the theme **“Performance Contract as an indispensable tool for achieving excellence in the Public Service in Africa”**.

The performance of Public Service leadership has a great impact on the successful delivery of government programmes and the effective and efficient functioning of public administration. In this regard, the PSC is responsible for implementing the framework for the evaluation of HoDs through filing and advising on the quality of PAs of HoDs and facilitating the evaluations of all HoDs on an annual basis. The PSC still remains concerned by the low compliance rate of the submission of PAs and the number of evaluations conducted. To address some of the challenges experienced, the HoD evaluation process is being reviewed in collaboration with the DPSA and the Department of Performance Monitoring and Evaluation (DPME). In promoting sound human resource management practices in the Public Service and in contributing to the creation of a competent and productive workforce, the PSC produced a Report on the assessment of Human Resource Development Practices in the Public Service. Furthermore, two reports on financial misconduct in the Public Service were produced which heighten the awareness of the negative impact of financial misconduct on service delivery.

The value and contribution of monitoring and evaluation (M&E) continues to deepen within the Public Service as it allows government to reflect on the progress it has made in the delivery of its services and also an opportunity to evaluate the effectiveness of its programmes. This is evidenced by the outcomes-based approach that

government has adopted. In this area, the PSC continued to monitor and evaluate departments' compliance with the principles governing public administration and subsequently produced a number of research reports that focus on this area. In addition, the PSC also produced a Fact Sheet on the 2011 State of the Public Service (SOPS) which provides commentary on the performance of the Public Service.

The Public Service is responsible for the delivery of services to the public and the PSC believes that it is important to continuously determine whether the services provided to the public meet their needs and expectations. The PSC therefore deemed it appropriate to conduct Citizen Satisfaction Surveys based on the key drivers of citizen satisfaction. The PSC also conducted inspections at the Department of Justice and Constitutional Development (DoJCD) focusing on the nature of backlog of cases at the courts. The findings of the survey together with the PSC's findings in its inspections of departments' service delivery sites will help government to gauge the progress it is making in ensuring a better life for all South Africans.

To contribute to creating an ethical Public Service, the PSC continued to investigate allegations of maladministration and corruption lodged through the Complaints Rules and the NACH. During the reporting period, the PSC witnessed an increase in the number of complaints being resolved. This is due to amongst others, the surprise visits that were conducted to establish the status of investigation on the referred cases and complaints.

The PSC continued to manage senior managers' conflicts of interest through the Financial Disclosure Framework (FDF). The FDF requires all members of the Senior Management Service (SMS) in the Public Service to disclose all their registrable interests annually to their EAs. The compliance rate of the submission of financial disclosure forms is steadily increasing. As secretariat to the NACF, the PSC facilitated the hosting of the 4th National Anti-Corruption Summit under the theme **“Ten Years on: Recommitting and Intensifying Collective action to fight Corruption”** in December 2011 where a number of resolutions were adopted.

During the reporting period, the PSC had many fruitful engagements with various Portfolio Committees in Parliament, more especially the Portfolio Committee on

Public Service and Administration regarding its work. I would like to thank the Portfolio Committees for their support and guidance during the financial year.

I would like to thank the Chairperson, Deputy Chairperson and Commissioners, for providing the OPSC with strategic direction and support. I wish to express my sincere gratitude to the former DG of the OPSC, Mr Mashwahle Diphofa, who was at the helm when the work of the PSC was carried out during the 2011/12 financial year. I also wish to thank the Audit Committee for their guidance and support throughout the financial year.

Lastly, I would like to thank OPSC officials for the work reported in this Annual Report which was made possible through their hard work and dedication. Let us continue working together in order to build a better Public Service.



PROF RICHARD M LEVIN
DIRECTOR-GENERAL: OFFICE OF THE
PUBLIC SERVICE COMMISSION



Chapter 2

Information on Predetermined Objectives

2.1 OVERALL PERFORMANCE

The activities undertaken by the PSC during the period under review are discussed per programme and sub-programme in this chapter. The work of the PSC is structured around the following six key performance areas:

- Labour relations improvement;
- Leadership and human resource reviews;
- Governance monitoring;
- Service delivery and compliance evaluations;
- Public administration investigations; and
- Professional ethics.

2.1.1 VOTED FUNDS

Table 1: Voted funds

Main Appropriation R'000	Adjusted Appropriation R'00	Actual Amount Spent R'000	(Over)/Under Expenditure R'000
151 051	151 051	144 443	6 608
Responsible Minister	Minister for Public Service and Administration		
Administering Department	Office of the Public Service Commission		
Accounting Officer	Director-General of the Office of the Public Service Commission		

2.1.2 AIM OF THE VOTE

The aim of the PSC is to promote the Constitutional values and principles of public administration in the Public Service.

2.1.3 STRATEGIC OUTCOME ORIENTED GOALS

The key mandate of the PSC is to promote good governance in the Public Service and the following are the strategic outcome goals:

- Good governance in public administration for a successful developmental state;
- Improved performance of government in equitable service delivery; and
- An independent, impartial, knowledge-based and responsive custodian of excellence in successful developmental public administration.

2.1.4 OVERVIEW OF THE SERVICE DELIVERY ENVIRONMENT FOR THE 2011/2012 FINANCIAL YEAR

This section provides an overview of the context within which the organisation operated during the period under review and also provides commentary on the PSC's overall performance. This section also provides a description of the significant external developments that may have impacted either on the demand for the organisation's services or on its ability to deliver those services.

In the terms of grievance management, the PSC held 10 workshops in November 2011 where participants from all national and provincial departments were invited. The workshops served to maintain the momentum of interaction between the PSC and labour relations practitioners as issues that remain a challenge on labour relations processes in the Public Service were discussed. The main focus areas of the workshop were on the outcomes of two research projects which the PSC had produced, namely the management of grievances and the management of precautionary suspensions. The participants were afforded an opportunity to engage

in discussion on the findings and recommendations of the PSC relating to these reports as well as on labour relations generally. The PSC also continued to provide support to departments on grievance management in bilateral meetings on request for assistance as well as in cases where the PSC experienced delays in the finalisation of cases. Two HoDs lodged their grievances in terms of the grievance procedure for SMS members and the PSC was in the process of assessing these grievances at the end of the period under review.

The PSC has developed a framework for the evaluation of HoDs and has been assigned the responsibility by Cabinet to implement this framework by facilitating the evaluation of all HoDs on an annual basis. The PSC also chairs the evaluation panels and provides secretarial support. Through this process, HoDs are held accountable and feedback on performance and developmental needs is provided. The HoD evaluation process is being reviewed in collaboration with the DPSA and the DPME.

The PAs of HoDs are also filed with the PSC and in turn the PSC provides advice to EAs and HoDs on the contents of the agreements with specific reference to the alignment thereof against the strategic objectives of departments. The work of the PSC in this area allows it to reflect and comment on the state of Public Service leadership. In this regard, a study on the effect of the turnover rates of HoDs on the performance of departments was undertaken. Given the perception of a high promotion rate of members of the SMS within short periods of time, a study was conducted into the duration of employment of SMS on levels 13 - 16.

Over the years, the PSC has produced a series of evaluations on the implementation of the Performance Management and Development System (PMDS) in various provinces. The study was extended to the Free State Province during the 2011/12 financial year. The studies have shown non-compliance with the legislative framework governing performance management of SMS. The PSC has now taken a decision to extend the study to public servants at levels 2 - 12.

As part of its investigative research into public administration practices, the PSC has since 2001 reported on financial misconduct in the Public Service on an annual basis. These reports have heightened awareness of

the negative impact of financial misconduct on service delivery. The study conducted into financial misconduct for the 2010/11 financial year once again revealed that departments have failed to promote greater accountability and transparency in financial management.

In its endeavour to assist Parliament in carrying out its oversight role, the PSC, following a request from the Portfolio Committee on Public Service and Administration, reviewed the format of its annual State of the Public Service Report to meet the Committee's needs. The report will now be based on a fixed set of performance indicators so that trends in the performance of the Public Service can be shown. The Portfolio Committee also emphasised that this report should in future cover the "implementation of section 195 by the administration of all spheres of government, organs of state and public enterprises in South Africa every year". To this end, the PSC will make proposals to the Portfolio Committee on how this resolution can be implemented incrementally.

In carrying out its constitutional mandate, the PSC also responds to requests for investigations in respect of complaints lodged through the Complaints Rules and the NACH. Due to capacity limitations, the PSC refers certain cases to the respective departments for the relevant documentation to be provided for a desktop analysis to be conducted. However, departments are still unable to provide the PSC with the required feedback timeously. This lack of feedback and subsequent delays in the finalisation of cases have led to the PSC being more hands-on in conducting its desktop investigations. Furthermore, the PSC has received more requests for investigations which are sensitive in nature and cannot be referred to departments for feedback. Consequently, the PSC has had to conduct full scale investigations of such requests for investigations. Due to capacity constraints in the OPSC, the finalisation of such cases remains a challenge and efforts are made to turn the situation around.

In relation to the fight against corruption, the PSC made a concerted effort to ensure that cases of alleged corruption reported to the NACH during the reporting period are investigated and that the departments provide feedback on investigations done. In this regard, the PSC conducted surprise visits to the selected departments who failed to provide the PSC with the required feedback on cases

of alleged corruption referred to them. Surprise visits were conducted at all the departments of the Eastern Cape, KwaZulu-Natal and the Mpumalanga provincial administrations and the following national departments:

- Trade and Industry
- Independent Complaints Directorate
- South African Police Service
- Home Affairs
- Justice and Constitutional Development
- Correctional Services, and
- Cooperative Governance.

In order to complement the surprise visits, the PSC requested departments to appoint contact persons who could deal with the management of complaints in their respective departments. The aim of appointing contact persons was to facilitate the investigation of complaints lodged with the PSC and thereby proliferating a quicker turnover rate in terms of the successful investigation of the complaints.

The PSC rolled out a web-enabled system to speed up the investigation of cases of alleged corruption. This system has been installed in the Departments of Trade and Industry, Correctional Services, South African Social Security Agency (SASSA) and the South African Police Service (SAPS), as well as the Office of the Premier in the Western Cape.

In order to intensify ethics awareness in the Public Service, the PSC held various workshops on the Code of Conduct and the management of conflicts of interest. During the reporting period, workshops were held with officials within the OPSC as well as two national and provincial departments. In addition to the workshops, the PSC completed its report on the state of professional ethics within the North West province.

One of the important considerations in the promotion of integrity in the Public Service is the extent to which the conflicts that may exist between the public servant's private interests and public duties are managed. In order to manage conflicts of interest, a FDF for senior managers in the Public Service has been implemented. In terms of this FDF, all members of the SMS in the Public Service are required to disclose all their registrable interests annually to their EAs. The EAs in turn are required to submit copies

of the financial disclosure forms of the SMS members within their respective departments to the PSC by 31 May of each year. Upon receipt of the financial disclosure forms, the PSC scrutinises the disclosures. The scrutiny culminates in the production of individual departmental reports, in which potential conflicts of interest are brought to the attention of the relevant EAs. The PSC, through these departmental reports, also advises EAs to take the necessary action where potential conflicts of interest exist. In terms of the Public Service Regulations, the PSC should be scrutinising all the disclosures. However, due to capacity constraints, the PSC decided to scrutinise only 30% of the disclosures during this financial year.

2.1.5 OVERVIEW OF THE ORGANISATIONAL ENVIRONMENT FOR THE 2011/2012 FINANCIAL YEAR

This section describes the organisational challenges and successes experienced by the organisation that may have had an impact on its ability to deliver on its services. It also describes the measures that were adopted to mitigate the impact of these events on service delivery.

The Chairperson of the PSC was appointed in August 2011 and Commissioners RK Sizani, LV Sizani and PC Nzimande were appointed as Commissioners based at Head Office between the months of August and October 2011. Furthermore, the Commissioner based at Gauteng, Mr M Seloane was appointed in November 2011. Commissioner positions in the North West and Western Cape provinces remained unfilled. To mitigate the impact of these developments, Commissioners continued to assume additional responsibilities such as resident and caretaker Commissioner for more than one province.

The PSC continued to experience a high staff turnover. The former DG, Mr Diphofa was transferred to DPSC in October 2011 and the position of Deputy Director-General: Leadership and Management Practices remained vacant for an extended period. The Deputy Director-General: Monitoring and Evaluation and the Deputy Director-General: Integrity and Anti-Corruption were appointed to act in the post of DG on a rotational basis until the appointment of Professor Levin in March 2012. Furthermore, the Deputy Director-General: Monitoring and Evaluation joined the United Nations Development Programme in February 2012 as its Director: Evaluation.

As a result of his absence, the Chief Director: Service Delivery and Compliance Evaluations and Chief Director: Governance Monitoring were appointed to act in the post on a rotational basis.

In addition, capacity challenges experienced during the reporting period resulted in the PSC conducting primarily desktop investigations and only a few full scale investigations in terms of the complaints lodged.

2.1.6 KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

This section provides a description of the major changes to policies or legislation that are relevant to the PSC and may have effected its operations during the period under review or in future financial periods.

In the period leading to the preparation for the PSC's Annual Strategic Planning Session for 2011, the PSC deemed it critical that a Task Team should prepare a brief on its mandate in terms of the Constitution and prevailing legislation. A paper was prepared to comprehensively set out and discuss the legal mandates of the PSC as well as the numerous interpretations of selected parts of the PSC's mandate obtained through the legal advice that it had sought from the Office of the State Attorney and other legal practitioners since the commencement of the formal operations of the PSC. Emanating from this paper, the PSC decided to again request the Office of the State Attorney to provide a comprehensive overview of the legal mandate of the PSC, as well as to provide advice on the conditions of appointment of Commissioners, the manner in which the OPSC, which has been established as a national department in terms of the Public Service Act, 1994, as amended, supports the PSC and the consistency of the Governance Rules of the PSC with prevailing legislation. It is hoped that the sought legal advice once made, will assist the PSC to re-assert its independence in executing its constitutional mandate.

In its Report on the Management of Precautionary Suspensions in the Public Service, the PSC made recommendations for changes in the manner in which suspensions are handled in order to improve the situation. The DPSA will be the key driver of these changes and the PSC will continue to monitor the implementation of these recommendations.

The HoD evaluation process is in the process of being reviewed by the PSC in collaboration with DPSA and the DPME. In a bid to ensure compliance, the PSC in conjunction with DPSA, drafted a Cabinet Memorandum wherein approval for the remaining evaluations for the 2010/11 financial year are proposed to be conducted in terms of the cluster evaluation approach.

2.1.7 DEPARTMENTAL REVENUE, EXPENDITURE AND OTHER SPECIFIC TOPICS

Collection of departmental revenue

The PSC's receipts are made up of commissions from financial institutions on insurance premium deductions from employee's salaries. Other revenue is derived from repayment of study loans and conditional bursaries, parking fees and payments for private telephone use.

Table 2: Collection of departmental revenue

	2008/09 Actual R'000	2009/10 Actual R'000	2010/11 Actual R'000	2011/12 Target R'000	2011/12 Actual R'000	% Deviation from Target
Non-tax revenue						
Sales of goods and services other than capital assets	42	63	65	46	46	-
Interest, dividends and rent on land	27	14	11	25	25	-
Financial transactions (recovery of loans and advances)	199	443	148	287	287	-
TOTAL DEPARTMENTAL RECEIPTS	268	520	224	358	358	-

2.1.8 DEPARTMENTAL EXPENDITURE

The total expenditure, excluding local and foreign aid assistance, amounted to R144 million, representing 95.6% of the budget spent for the 2011/12 financial year. The under spending of 4.4% was as a result of savings from vacant posts.

2.1.9 TRANSFER PAYMENTS

An amount of R69 467 was paid for membership fees to international organisations. There was also an amount of R300 185 paid towards retirement and resignation benefits.

2.1.10 PUBLIC ENTITIES

The PSC does not have public entities reporting to it.

2.1.11 CONDITIONAL GRANTS AND EARMARKED FUNDS

There were no conditional grants or earmarked funds allocated to the PSC.

2.1.12 CAPITAL INVESTMENT, MAINTENANCE AND ASSET MANAGEMENT PLAN

Capital investment

There was no capital investment for the PSC.

Asset management

An electronic asset bar-coding system was utilised for proper management of all departmental assets. In order to strengthen asset management and minimise the risk of loss of information technology equipment, spot checks were conducted on a monthly basis and a report was presented on a quarterly basis. The PSC captured all official assets in the asset register and the register complies with the minimum requirements as set by National Treasury.

Maintenance

Capital assets to the value of R3.167 million and current assets to the value of R990 000 were procured in line with the PSC's asset acquisition plan. Assets amounting to R1.406 million were disposed.

An amount of R3.013 million was paid for gardening services, cleaning services, municipal services, pest control and safeguarding and security of the PSC's properties.

2.2 PROGRAMME PERFORMANCE

The activities of the PSC are organised in the following programmes:

- Programme 1: Administration
- Programme 2: Leadership and Management Practices
- Programme 3: Monitoring and Evaluation
- Programme 4: Integrity and Anti-Corruption.

For ease of reference, each Directorate in programme 1 and Chief Directorate in programmes 2 – 4 is considered as a sub-programme.

2.2.1 PROGRAMME 1: ADMINISTRATION



Ms Bontle Lerumo
Deputy Director-General

The **purpose** of this programme is to manage, organise and provide administration support to the PSC and its Office.

The **strategic objective** of this programme is to provide effective supply chain and logistical support, and management support through efficient human resources management, accountable financial management, effective communication and information technology services.

The programme is divided into three sub-programmes, namely: the PSC, Management and Corporate Services.

2.2.1.1 Sub-programme: Public Service Commission

Purpose

This sub-programme provides for the conditions of service of the 14 Commissioners appointed in terms of Section 196 of the Constitution, 1996.

Strategic objectives

The objectives and activities of the PSC are based on its Constitutional mandate and are presented in its business plan for each financial year.

The objectives and activities for the 2011/12 financial year are discussed in detail under Programme 1: Administration, Programme 2: Leadership and Management Practices, Programme 3: Monitoring and Evaluation and Programme 4: Integrity and Anti-Corruption.

2.2.1.2 Sub-programme: Management

Purpose

This sub-programme handles the overall management of the OPSC. It comprises the Office of the Director-General and the heads of the three line-function branches, as well as Corporate Services.

Strategic objectives

By means of strategic direction, management and control, the OPSC ensures that the business plan of the PSC is executed in an effective way. In addition, it ensures that the PSC is correctly advised on all matters emanating from its constitutional mandate.

2.2.1.3 Sub-programme: Corporate Services

Purpose

The main aim of this sub-programme is to provide corporate services to the PSC and its Office.

Strategic objectives

The activities of this sub-programme are structured to meet the following objectives:

- Implement and maintain sound human resource management and development practices
- Provide effective supply chain and logistical support
- Ensure accountable financial administration and management
- Provide effective information technology services
- Provide effective communication and information services.

2.2.1.4 Performance indicators and targets

Proper financial controls are key to ensuring that public funds are spent in the most efficient and effective manner. During the period under review, the PSC continued to manage its allocated budget in a transparent manner and forums such as the Budget Committee meetings were used to track the spending patterns in relation to the allocated budget. The timely completion of projects remained a challenge in ensuring that the appropriated funds were fully utilised. One of the major contributors in this regard was the high turnover rate of experienced staff and this factor alone has an adverse impact as it leads to vacancies which results in huge salary savings. In spite of this, the PSC continued to maintain and entrench sound financial management principles through its demonstrated unqualified audits.

Adherence to the requirements of Supply Chain Management (SCM) prescripts is of utmost importance to the PSC. Procurement Committees were in place and ensured procurement of goods and services were compliant with the prescribed norms and standards. The procurement system was operated in a manner that was fair, equitable, competitive, transparent and cost effective. Strong control measures regarding the acquisition of goods and services were implemented.

As part of enhancing internal communications, information sessions amongst others were held. Forums such as MyDG.gov continued to provide officials with a platform to engage the DG on pertinent issues relating to the organisation. A new design template for PSC reports aimed at enhancing the corporate image was approved

during the reporting period. Furthermore, concerted efforts to raise the profile of the PSC through various mediums were undertaken.

The PSC upgraded the server room with an Uninterrupted Power System (UPS), Cooling System as well as the Access Control and Monitoring System in line with the recommendations by the auditors. Data lines in all the regional offices were upgraded from 128K to 256K and servers were procured for 3 regional offices, virtualisation and the Disaster Recovery Site projects. The Information Technology (IT) Steering Committee was established and the IT Governance Charter was also approved.

As part of its employee wellness programme, the PSC held a Teambuilding Session for officials, which was linked to the Long Service Awards to employees with an uninterrupted period of 20 and 30 years' service in the Public Service. All officials from Head Office and the 9 regional offices participated in this event. In line with the OPSC's Workplace Skills Plan, 162 employees attended training interventions and these amounted to over R1 million.

Programme: Administration				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
Internal Audit				
Internal controls in place	Internal audits were conducted in line with the Internal Audit Coverage Plan Fraud Prevention Plan and Whistle-Blowing Guide were approved in November 2010	March 2012	Internal audits for 2011/2012 financial year were conducted in line with the Internal Audit Coverage Plan and the Plan was implemented on an on-going basis	Target met
Updated Gift Register	Gift register was updated on an on-going basis	March 2012	Gift register was updated on a regular basis	Target met
Sub-programme: Financial Management and Administration				
Funds surrendered to the National Treasury do not exceed 2%	Funds surrendered to the National Treasury amounted to R571 000, which translate to 0.4% of the total budget allocation	March 2012	Funds surrendered to National Treasury for 2011/2012 financial year amounted to R6.608m, which translated to 4.37% of the total budget allocation	Target not met as a result of vacancies and projects not finalised timeously
Increased funding for PSC workplan activities obtained	Position Paper on Financial Independence of the PSC was presented to the PSC in September 2010 In addition, the PSC received additional funding from National Treasury, amounting to R4.1 million for the 2011/12 Medium Term Expenditure Framework (MTEF) period	March 2012	Additional funding amounting to R7.415m for the 2012/2013 financial year was approved by National Treasury	Target met
Increased donor funding for PSC workplan activities obtained	Draft Donor Funding Strategy for the OPSC was finalised by the OPSC in September 2010	March 2012	Donor Funding Strategy was approved by the PSC in June 2011 and implementation of the donor strategy was on-going An amount of R550 000 was received from donors	Target met
Financial transactions accurately recorded	12 State of Expenditure reports were submitted to National Treasury	March 2012	12 State of Expenditure reports and 12 Compliance Certificates were submitted to National Treasury	Target met

INFORMATION ON PREDETERMINED OBJECTIVES

Programme: Administration				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
Unqualified audit report	Unqualified audit report with a paragraph on "other matters" was received for the 2009/2010 financial year	March 2012	Unqualified audit report with a paragraph on "other matters" was received for the 2010/11 financial year In addition, 4 interim financial statements for the 2010/11 financial year were submitted to National Treasury	Target met
Sub-programme: Supply Chain Management				
Updated, correct and complete asset register	Asset register was updated and maintained on an on-going basis	March 2012	Asset register was updated regularly and 2 asset verification exercises were conducted	Target met
100% procurement of goods and services requests comply with SCM policy	-	March 2012	100% of goods and services procured complied with the SCM policy	Target met
Service level agreements in place	Four Service Level Agreements were signed	March 2012	Four Service Level Agreements were signed	Target met
Logistics policy requirements adhered to	Implementation and monitoring of logistics policies were done on a regular basis Revised Travel Policy was approved in November 2010	March 2012	Implementation and monitoring of logistics policies were done on a regular basis Revised Cellphone Policy was approved in November 2011	Target met
Sub-programme: Property Management				
Office accommodation leases procured three months before the expiry of lease agreements	Renewal of Head Office accommodation was approved in October 2010	March 2012	Lease renewal of Head Office was approved in September 2011 Renewal of the Northern Cape Regional Office was approved in September 2011	Target met Although the renewal of Head Office accommodation was approved in 2010, the renewal thereof has not been finalised as the Department of Public Works (DPW) has not addressed the concerns raised by the PSC
Quarterly rental of leased buildings paid within 30 days upon receipt of invoice	Payments were made on time	March 2012	Payments for quarterly accommodation was processed within 30 days upon receipt of the invoice	Target met

Programme: Administration				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
Monthly municipal levies paid within 30 days upon receipt of invoice	Payments were made on time	March 2012	Payments for monthly municipal levies were processed within 30 days upon receipt of invoices	Target met
All identified problems reported with the landlord and DPW within 24 hours	Reminder letters were sent to the DPW in May and December 2010	March 2012	Maintenance issues and problems identified were reported to the landlord and the DPW within 24 hours	Target met
Sub-programme: Security Services				
100% screening of visitors and documents	Screening of visitors and documents was done on a regular basis	March 2012	100% screening of all visitors and documents was done using metal detectors and x-ray machines	Target met
All requests for upgrading the security system finalised within three months upon receipt	Installed security alarm system at Limpopo and KwaZulu-Natal regional offices Upgraded Head Office security systems	March 2012	2 metal detectors and 2 X-ray machines were installed in Commission House Emergency lights and burglar proofs were installed in Commission House in March 2012 SAPS conducted security audits at five regional offices State Security Agency conducted a technical surveillance counter measure exercise in Commission House Security survey on the existing security measures at the Limpopo Regional Office was conducted	Target met
100% adherence to security control measures	-	March 2012	Enforcement of security policy was done on an on-going basis Security and Occupational Health and Safety Services (OHS) policies were implemented and presented during the induction workshop. OHS floor representatives and other officials were trained	Target met

INFORMATION ON PREDETERMINED OBJECTIVES

Programme: Administration				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
All emergency exercises conducted to minimise risks and threats	<p>Implementation of the Security and Occupational Health policies were on-going</p> <p>Contingency Plan was compiled in September 2010</p> <p>A security awareness workshop was held at Head Office in November 2010</p> <p>The following policies were approved:</p> <ul style="list-style-type: none"> • Security Uniform Policy in June 2010 • Security Policy in December 2010 Occupational Health and Safety Policy in December 2010 	March 2012	Business Continuity Plan was developed but not finalised by the end of the financial year	Delay in the timely finalisation of the Plan was due to capacity challenges
Sub-programme: Communication and Information Services				
Bi-monthly newsletters produced	<p>6 internal newsletters were produced and distributed by March 2011</p> <p>In addition, a welcome message from the DG was issued in January 2011</p>	March 2012	<p>6 internal newsletters were produced and distributed by March 2012</p> <p>A New Year's message from the acting DG was issued in January 2012 and a welcome message from the new DG was issued in March 2012</p>	Target met
4 Information and Learning Sessions held	<p>4 Information Sessions were held in April, September, November and December 2010</p> <p>2 Learning Sessions were held in July 2010 and March 2011</p>	March 2012	4 Information Sessions were held	Target met
Management Committee (MANCO) held quarterly and minutes drafted and approved	<p>MANCO meetings were held in July and December 2010, and March 2011. Minutes of the meetings were approved</p> <p>Strategic Planning Session was held in December 2010</p>	March 2012	<p>MANCO meetings were held in July, October and November 2011. Minutes of the meetings were approved</p> <p>Strategic Planning Session was held in December 2011</p>	Target met

Programme: Administration				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
Intranet updated regularly	PSC intranet site was updated on an on-going basis	March 2012	PSC intranet site was updated on an on-going basis	Target met
PSC success stories published quarterly on the intranet	-		4 editions of PSC on the Beat were published on the intranet	
On-line support provided within 4 hours	On-line research support and purchasing of library material for line function was done as and when necessary	March 2012	On-line research support and purchasing of library material for line function was done on a need basis	Target met
Properly equipped resource centre	Information Resource Centre added 3 research tools/subscriptions to its collection			
PSC template reviewed within the set timeframe	-	March 2012	New design template for PSC reports was approved in February 2012	Target met
PSC reports standardised	All reports were standardised to enhance the corporate image and were printed timeously	March 2012	21 reports were printed. Furthermore, all reports were standardised to enhance the corporate image and were printed timeously	Target met
Approved Annual Report that adhered to the Treasury Guidelines	Annual Report for the 2009/10 financial year, which was compiled in line with Treasury Guidelines, was approved by the PSC in May 2010. It was tabled in Parliament in September 2010	August 2012	Annual Report for the 2010/11 financial year, which was compiled in line with Treasury Guidelines was approved in May 2011 and tabled in Parliament in September 2011	Target met
Annual Report to Citizens produced within the set timeframe	Annual Report to Citizens was approved by the PSC in August 2010 and placed on the PSC website. It was also translated into 10 official languages		Annual Report to Citizens was approved by the PSC in September 2011 and placed on the PSC website. In addition, it was also translated into all the official languages	Target exceeded
Media liaison activities successfully coordinated	8 media statements were issued and the PSC received substantial media coverage for its reports	March 2012	3 media statements were issued and the PSC received good coverage for its reports	Target met

INFORMATION ON PREDETERMINED OBJECTIVES

Programme: Administration				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
PSC Magazine published and distributed	-		The sixth edition of the PSC Magazine under the theme: <i>The Evolution of M&E in the South African Public Service</i> was approved in February 2012	
PSC work communicated to stakeholders	Participated in exhibitions and provided support during PSC events		Participated in 11 exhibitions and provided support during PSC events	
PSC Magazine published and distributed	The Editorial Committee approved the 2010/11 theme: <i>Sound Labour Relations Practice – A key to Labour Peace</i> in September 2010 and the draft PSC Magazine is in progress	July 2011	The PSC Magazine under the theme: <i>Labour Relations Practice – A key to Labour Peace</i> was approved in December 2011	Delay in the timely finalisation of the Magazine was due to the late submission of articles by contributors
Approved manual produced which adheres to PAIA	Access to Information Manual and Section 15 Notice were approved by the PSC in August 2010 and submitted to the Department of Justice and Constitutional Development as well as the Human Rights Commission in August 2010 Promotion of Access to Information Manual was translated to into 8 official languages and placed on the PSC website	August 2011	Access to Information Manual and Section 15 Notice were approved in August 2011 and submitted to the Department of Justice and Constitutional Development as well as the Human Rights Commission in August 2011 The Manual and Section 15 Notice were gazetted in October 2011. In addition, Section 15 Notice was translated into 7 official languages and placed on the PSC website Promotion of Access to Information Manual was translated into 7 official languages and placed on the PSC website	Target met
Sub-programme: Information Technology				
95% network connectivity uptime	The average network connectivity uptime was 94%	March 2012	The average network connectivity uptime for the transversal systems was 99% and for the network was 98%	Target exceeded

Programme: Administration				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
Automated leave management system	-	November 2011	System was developed in December 2011 and presented to the users in February 2012	Delay in the timely finalisation of the system was due to the change of the scope
Automated database skills profile	-	March 2012	System was developed in January 2012	Target met
Automated travelling reference number system	-	September 2011	System was developed in September 2011 and presented to the users in March 2012	Target met
Centralized information systems	Storage Access Network solution was acquired and implemented	March 2012	The following systems were migrated into SharePoint in December 2011: <ul style="list-style-type: none"> • DG submission • Human Resource-scheduling • DG Document Management System • Travelling reference number • Database for skills transfer • Leave management systems 	Target met
Implemented, approved and periodically tested DRP	-	March 2012	Disaster Recovery Plan (DRP) testing was conducted in two phases: <ul style="list-style-type: none"> • The IT infrastructure was tested in July 2011 • The testing for transversal applications, i.e. BAS, PERSAL, and LOGIS was done in August 2011 <p>Servers for the disaster recovery site were procured</p>	Target met
Effective IT Governance controls implemented	-	March 2012	IT Governance Charter was approved in October 2011 <p>The following controls which are in line with IT best practice and IT Governance were put in place:</p>	Delay in the timely finalisation of the project was as a result the IT Governance framework drafted by the Government IT Officer's Council (GITOC) which is awaiting Cabinet's approval

INFORMATION ON PREDETERMINED OBJECTIVES

Programme: Administration				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
	-		<ul style="list-style-type: none"> Incident Management System upgrade was approved DRP for the transversal systems, data and network were tested and a report was compiled IT issues are part of the Audit Committee agenda IT Steering Committee was established	
Approved report on the possible migration of the Grievance Case Management System within the set timeframe	-	March 2012	Report on migration of the Grievance Management System from the Information and Knowledge Management System to Sharepoint was not finalised by the end of the financial year	Delay in the timely finalisation of the project was due to the unavailability of the service provider to make inputs into the report
Increased productivity and lower communications costs	Feasibility study for the virtual fax was completed in June 2010	July 2011	Virtual fax was fully implemented enabling users to receive fax via e-mail in November 2011	Target not met as the vetting of the service provider took longer than anticipated
Sub-programme: Human Resource Management				
Vacancies filled within 3 months after becoming vacant	44% of the vacant posts were filled within 3 months	March 2012	40.9% of the vacant posts were filled within 3 months	Delays in the filling of vacant posts within 3 months were as a result of, amongst others, challenges in the availability of panellists and nominated candidates having to serve notice with their respective employers
People with Disabilities (PWDs) to comprise at least 2% of staff employed	The OPSC had four (4) PWDs which translates to 1.8% of the staff complement	March 2012	The OPSC had 4 PWDs which translates to 1.83% of the staff complement	One (1) person with a disability went on retirement in November 2011
Women to comprise at least 50% of staff employed at management level	Women at management level comprised 45.6% of the staff complement	March 2012	Women at management level comprised 48.09% of the staff complement	Target not met due to staff turnover
Seven approved HR policies	4 policies were approved Employment Equity Plan was approved in November 2010	March 2012	6 policies and 1 collective agreement were approved Employment Equity Plan was approved in November 2010	Target met

Programme: Administration				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
Homogenous functions aligned	-	March 2012	The project was not completed by the end of the financial year	Project was put on hold as a phased in approach will be followed for the re-organisation of the PSC
100% of the approved recommendations implemented	-	March 2012	All recommendations on the report on the workplace climate survey in the OPSC and the report on the assessment panel on the role of human resource management in the OPSC were implemented 3 out of the 6 recommendations on the report on the assessment of poor performance in the OPSC were implemented	Target met Management took a decision that the workshops would only be conducted after the approval of the relevant policies
Sub-programme: Human Resource Development				
Mentorship programme in place	Mentorship Policy was approved in May 2010 Training on mentorship was conducted in March 2011	March 2012	6 interns were placed and 5 mentors were trained on Mentoring and Coaching	Target met
Increase in the number of learners who successfully complete learning programmes with Public Service workplace attachments	-	March 2012	Internship Policy was reviewed in March 2012 and was referred to the Task Team of the Departmental Bargaining Chamber (DBC) for further inputs	Target not met as the reviewed policy is still under consideration by the DBC
Workplace Skills Plan produced	Workplace Skills Plan and Annual Training Report was approved in July 2010	March 2012	Workplace Skills Plan and Annual Training Report were submitted to the Public Service Education and Training Authority (PSETA) in June 2011	Target met
Annual Training Report produced			162 employees received training	

INFORMATION ON PREDETERMINED OBJECTIVES

Programme: Administration				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
Employee Wellness Programme (EWP) utilisation improved by 2%	The monitoring of the utilisation of the EWP was conducted on a quarterly basis and its utilisation has improved. Referrals were done as and when the need arises	March 2012	Monitoring of the utilisation of the EWP was conducted on a quarterly basis and its average usage for the financial year was 34.8%. Furthermore, its utilisation has improved. Referrals were done as and when the need arises	Target met
9 events hosted	7 events were commemorated	March 2012	10 events were commemorated	Target exceeded
Half-yearly and annual performance reports submitted by all employees within the set timeframes	All SMS members submitted their mid-term review forms and all employees on salary levels 2 to 12 submitted their bi-annual review forms Performance assessments for the 2009/10 financial year were conducted	March 2012	All SMS members (33) submitted their mid-term review forms and all employees on salary levels 2 to 12 (141) submitted their bi-annual review forms Performance assessments for the 2010/11 financial year were conducted and finalised in September 2011	Target met
Approved Service Delivery Improvement Plan (SDIP) within the set timeframe	SDIP for 2011/12 was approved in January 2011	March 2012	Implementation and monitoring of service delivery standards was facilitated SDIP for the 2012 to 2013 financial years was drafted, however the DPSA advised that a 3 year SDIP cycle will be introduced with effect from 2012 to 2014	Target not met as the compilation of a 3 year SDIP based on the new format will commence once the DPSA has capacitated all employees dealing with SDIP
Grievances resolved within the set timeframe	2 grievances were lodged of which 1 was finalised within the stipulated time frame and 1 was pending	March 2012	5 grievances were lodged, of which 3 were finalised within the stipulated time frame and 2 were pending	Delay in the timely finalisation of the grievances was due to 1 grievance being escalated to the Executing Authority and the other to the General Public Service Sectoral Bargaining Council (GPSSBC)
Monthly consultations with organised labour on matters of mutual interest conducted	6 DBC meetings were held	March 2012	6 DBC meetings were held	Target not met as meetings only took place as and when matters had to be discussed. Furthermore, the secretariat service is provided by the GPSSBC

2.2.2 PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES

The **purpose** of this programme is to promote sound Public Service leadership, human resources management, labour relations and labour practices.

The **strategic objective** of this programme is to improve Public Service labour relations, practices and policies, monitor the standard of Public Service leadership and evaluate human resource policies.

The programme is divided into two sub-programmes, namely Labour Relations Improvement and Leadership and Human Resource Reviews.

2.2.2.1 Sub-programme: Labour Relations Improvement



Ms Mmathari Mashao
Chief Director

Purpose

The main aim of the sub-programme is to enhance Public Service labour relations and management practices.

Strategic objectives

The strategic objectives of the sub-programme are to:

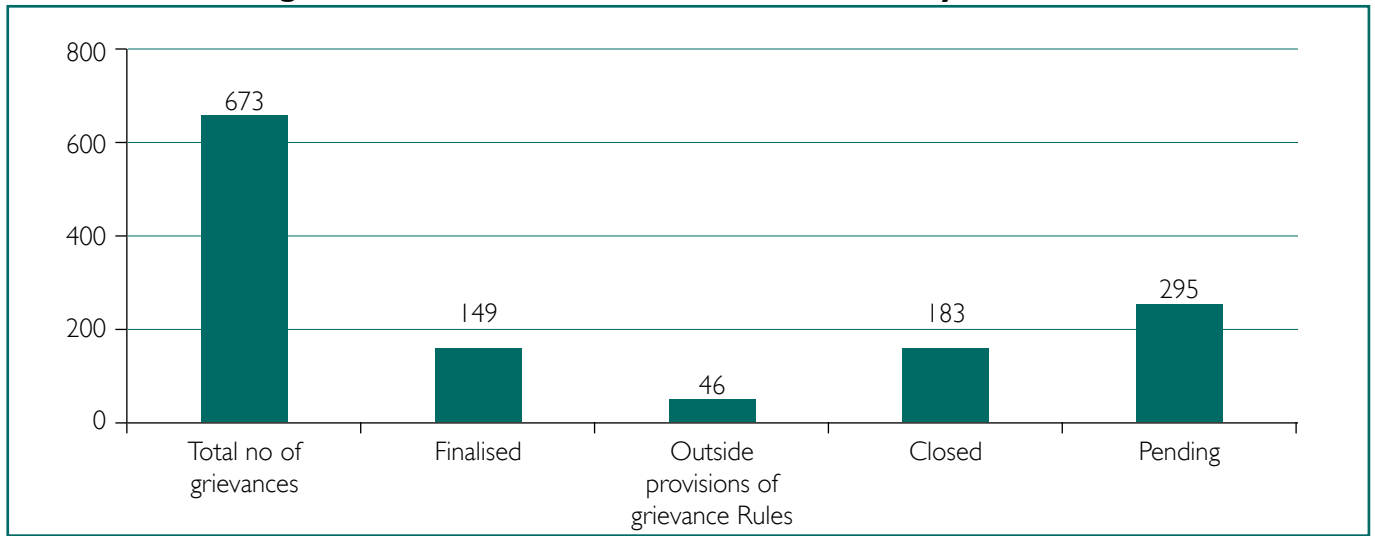
- Investigate grievances and complaints lodged by public servants and recommend appropriate remedies to national and provincial EAs.
- Conduct investigative research into labour relations practices in the Public Service, and making recommendations.

2.2.2.2 Performance indicators and targets

During the period under review, the grievance forms for HoDs were gazetted in January 2012 and were included in the handbook for SMS members. As reflected in **Chart I**, the PSC received 673 grievances of which 351 grievances were received during the 2011/12 financial year. Of the 673 grievances, 568 (84%) cases were referred to the PSC due to non-compliance with the prescribed timeframe as determined in the Grievance Rules.

During investigation of cases referred to the PSC, unreasonable delays in the provision of supplementary documents requested from departments was experienced in 62 grievances. Despite cautions, there was no cooperation from departments in respect of these 62 cases. The PSC therefore had no alternative but to summons the respective HoDs to provide written explanations for the delays, as well as to provide the required documentation at the summons hearings.

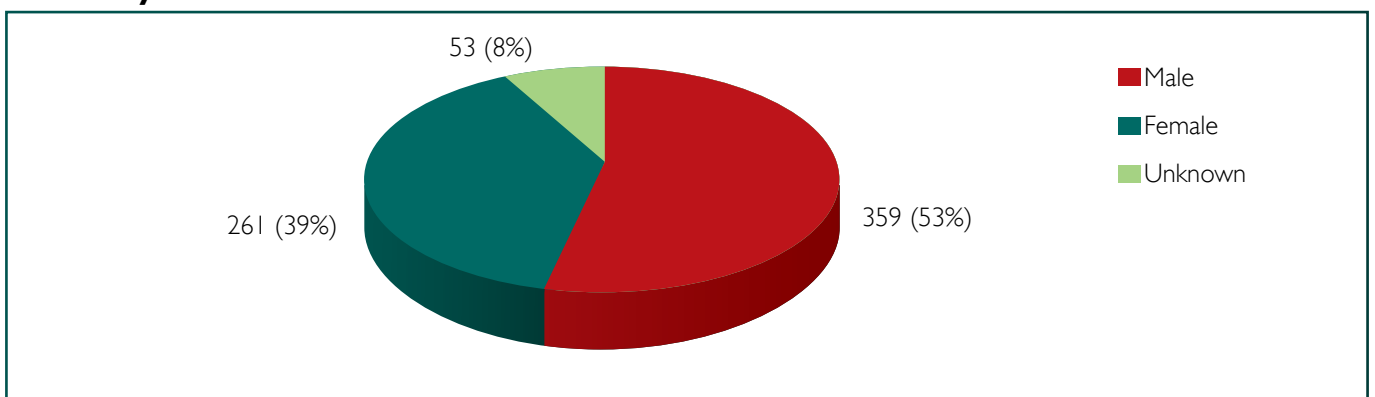
Chart 1: Status of grievances handled for the 2011/12 financial year



Of the 568 cases, 90 (16%) were referred outside the prescribed 90 days, 42 (7%) cases were not formally lodged. In these instances, employees were advised to lodge formal grievances with their respective departments. Furthermore, 4 (0.7%) cases were lodged by former employees of which the PSC referred these to the responsible EAs. Of the total number of grievances received by the PSC, 332 (49%) cases were finalised/closed by the end of the financial year, of which 77 (23%) cases were resolved at departmental level. A total of 295 (44%) cases were pending due to incomplete information provided by departments.

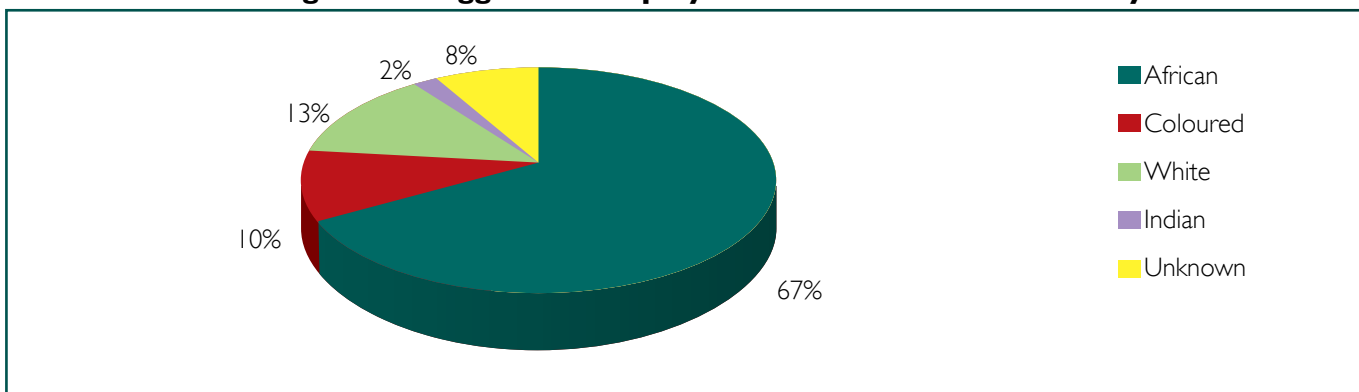
According to the details provided in the grievance documentation, **Chart 2** below indicates that male employees constituted the majority of employees that lodged grievances at 53% and 8% of employees did not indicate their gender, whereas the remaining 39% of aggrieved were females.

Chart 2: Gender distribution in respect of aggrieved employees for the 2011/12 financial year



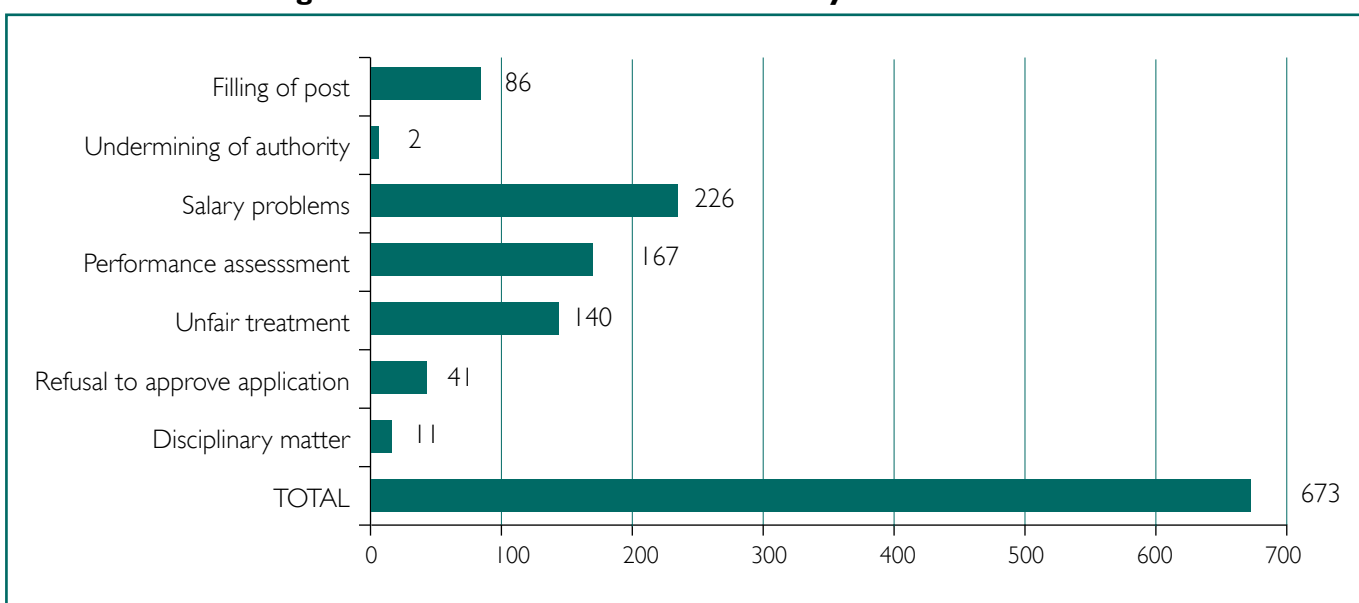
The majority of grievances processed by the PSC as seen in **Chart 3** below were lodged by African employees at 67%, followed by whites at 13% and coloureds at 10% whilst 2% of employees were of Indian origin. The race of the remaining 8% could not be determined due to incomplete information provided by departments and/or aggrieved employees.

Chart 3: Racial categories of aggrieved employees for the 2011/12 financial year



Grievances relating to salary matters remained the highest nature of cases referred to the PSC as seen in **Chart 4** below. Performance assessment was the second highest nature of grievances lodged and referred to the PSC.

Chart 4: Nature of grievances for the 2011/12 financial year



On a continental level, the PSC continued to lead the Presidency of the AAPSComs, with the OPSC providing secretariat services to the AAPSComs. The second meeting of the General Assembly of the AAPSComs was held in July 2011 in Abuja, Nigeria. The event's format was of a mini conference with the theme: *“Performance Contract as an indispensable tool for achieving excellence in the Public Service in Africa”*. Delegates from various countries in Africa, such as Ethiopia, Gambia, Namibia, Kenya, Lesotho, Liberia, Rwanda, South Sudan, Nigeria and Tanzania, attended the event. The President of AAPSComs also signed the MoU between the AAPSComs and the AU Commission, represented by Dr Mamadou Dia, Director, Department of Political Affairs, AU Commission. The MoU formalised the relationship between the AU Commission and the AAPSComs.

Sub-programme: Labour Relations Improvement				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
Grievances finalised within 3 months from date of receipt	<p>The PSC received 572 grievances of which 62% were concluded within three months from date of receipt</p> <p>141 of the grievances were referred to the PSC for attention in terms of the grievance procedure, and 125 were finalised within three months from date of receipt of all the relevant documentation</p> <p>87 grievances from the total received by the PSC were closed because of among others, the aggrieved withdrawing the cases or the PSC having no jurisdiction</p> <p>219 grievances were pending as the PSC was not provided with all the required documentation</p> <p>A total of 13 complaints were received and two were carried over from the previous financial year, making a total of 15 on the database. These were handled as follows:</p> <ul style="list-style-type: none"> • 7 complaints were closed • 5 complaints were finalised • 2 complaints were awaiting approval • 1 complaint was referred to the department 	March 2012	<p>The PSC received 673 grievances of which 351 grievances were received during the 2011/12 financial year. Of the 673 grievances, 568 (84%) cases were referred to the PSC due to non-compliance with the prescribed timeframe as determined in the Grievance Rules</p> <p>Of the afore-mentioned 568 cases, 90 (16%) cases were referred outside the prescribed 90 days, 42 (7%) cases were not formally lodged and in these instances, employees were advised to lodge formal grievances with their respective departments and 4 (0.7%) cases were lodged by former employees of which were referred to the responsible EAs</p> <p>Of the total number of grievances received by the PSC, 332 (49%) cases were finalised by the end of the financial year, of which 77 (23%) cases were resolved at departmental level. A total of 295 (44%) cases were pending due to incomplete information provided by departments</p> <p>Six complaints were received during the period under review. Of these, 2 were concluded and 4 are under investigation</p>	Delays in the timely finalisation of the investigation of grievances and complaints were due to internal engagements on differing approaches and the PSC's conclusions on its recommendations

Sub-programme: Labour Relations Improvement				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
Monthly reports on status of grievances to the PSC	Monthly reports on grievances and complaints were produced	March 2012	12 monthly reports were produced	Target met
Six monthly reports (technical briefs) produced within the set timeframes	Technical briefs on departmental grievance resolution were approved by the PSC in June and December 2010	June 2011 December 2011	Technical briefs on departmental grievance resolution were approved by the PSC in July 2011 and March 2012	Delays in the timely finalisation of the technical briefs were as a result of incomplete and the late submission of departments' six monthly reports
Approved Fact Sheet produced within the set timeframe	Fact Sheet on trend analysis on grievance resolution in the Public Service for the 2009/2010 financial year was approved by the PSC in October 2010	December 2011	Fact Sheet on trends analysis on grievance resolution in the Public Service and local government for the 2010/11 financial year was approved by the PSC in November 2011	Target exceeded
9 workshops conducted and approved report produced within the set timeframe	-	March 2012	10 workshops were conducted in November 2011 and the Report was compiled in March 2012	Target exceeded
Trends in labour relations identified and theme and subtheme approved	-	March 2012	Identified general area of concern in labour relations included in the theme	Delay in the timely finalisation of the theme and subtheme was due to the late approval of the Report on the 2 nd Biennial Labour Relations Conference
Themes and subthemes identified	-		The content report of the 2 nd Biennial Labour Relations Conference as well as the discussions during the 10 workshops conducted with the labour relations officials on the precautionary suspensions and grievance management have contributed in the identification of the suitable theme and subthemes	
Timely and accurate legal advice provided	Advice and legal support provided	March 2012	4 Service Level Agreements quality checked, Promotion of Access to Information Act (PAIA) compliance met and advice on 2 high court matters were provided	Target met

INFORMATION ON PREDETERMINED OBJECTIVES

Sub-programme: Labour Relations Improvement				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
Approved and printed report within the set timeframe	Draft report on the evaluation of the management of grievances to identify best practices was compiled in January 2011 although final approval could not be obtained by March 2011	June 2011	Report on the evaluation of the management of grievances to identify best practices was approved by the PSC in June 2011	Target met
Approved and printed report within the set timeframe	Report on the 2 nd Biennial Labour Relations Conference was not finalised by the end of the financial year	Revised target date to December 2011	Report on the 2 nd Biennial Labour Relations Conference was approved by the PSC in December 2011	Target met
Research paper produced within the set timeframe	Research paper on the comparative study of collective bargaining in the Public Service was not finalised by the end of the financial year	Revised target date to January 2012	Research paper on the comparative study of collective bargaining in the Public Service was approved by the PSC in January 2012	Target met
Approved and printed report within the set timeframe	Draft report on the management of precautionary suspensions in the Public Service was compiled in March 2011	May 2011	Report on the management of precautionary suspensions in the Public Service was approved by the PSC in June 2011	Delay in the timely finalisation of the Report was due to additional information that was needed to strengthen the findings of the report
Approved reports on events and minutes of meetings	No AAPSComs meeting took place during the reporting period Matters emanating from the meeting of the Executive Committee of the AAPSComs held in March 2010, were taken forward	March 2012	The Executive Committee (EC) of the AAPSComs met in July 2011, in Nigeria and the General Assembly took place in July 2011. Minutes of the two meetings were circulated to the EC in August 2011 Report on the General Assembly was circulated to the EC in September 2011	Target met
Continuous liaison maintained	Letters and other communiqué between the AAPSComs Presidency and the members of the Executive Committee were exchanged throughout the year in preparation for the Western African Region hosting the 2 nd AAPSComs General Assembly		Communiqué was issued in July 2011. Liaison with AAPSComs members regarding the theme of the next General Assembly and membership dues took place	
Website updated quarterly	Website was regularly updated		Website was regularly updated	

2.2.2.3 Sub-programme: Leadership and Human Resource Reviews



Ms Charmaine Julie
Chief Director

Purpose

The main aim of this sub-programme is to promote a high standard of Public Service leadership and encourage best practices in human resource policies.

Strategic objectives

The strategic objectives of this sub-programme are to:

- Provide guidelines on the performance management of HoDs
- Facilitate the evaluation of national and provincial HoDs
- Advise EAs and HoDs on the quality of PAs
- Engage in research to promote and improve Public Service leadership
- Engage in research on strategic human resource issues.

2.2.2.4 Performance indicators and targets

As part of efforts to strengthen the PSC's oversight role in the area of Public Service leadership, a study on the effect of the turnover rates of HoDs on the performance of departments was undertaken. The purpose of the

study was to establish whether there is a correlation between the turnover rate at the upper most level of administrative leadership and organisational performance. In this regard, the study found that there are a number of other factors in addition to turnover rate which impact on the performance of departments.

Furthermore, the PSC assessed the role played by Public Service leadership in addressing persistent audit qualifications in selected departments and municipalities. The study established amongst others, that senior managers did not play an active role in the promotion of a culture of prudent financial management, and had viewed issues related to finances as the purview of the Chief Financial Officer. The PSC continued to manage and facilitate the performance management process for HoDs. At the beginning of the 2011/12 financial year, all EAs were sent reminders to ensure PAs were concluded and signed by the end of May 2011 as required by performance management prescripts. These PAs were to be filed with the PSC by the end of June 2011. The PSC assessed the filed PAs and provided advice to both the HoDs and EAs on quality and compliance aspects of the PAs.

By the end of June 2011, the compliance rate on the filing of PAs of HoDs stood at 35% for national and 63% for provincial government departments. These low compliance figures are of concern to the PSC and were reported to both the Executive and the Legislature through the Portfolio Committee on Public Service and Administration. The Portfolio Committee intervened and contacted all EAs where PAs of their HoDs were outstanding to determine the reasons for non-compliance. This intervention by the Portfolio Committee proved to be valuable as by the end of March 2012, the compliance levels had increased to 89% at national and 97% at provincial level.

In March 2012, the PSC produced a technical brief on evaluations conducted for the 2009/10 evaluation cycle which recorded a 18% overall compliance rate. This means a total of 82% of HoDs who qualified to be evaluated for the 2009/10 financial year cycle were not evaluated. In the report, the PSC lamented the gravity of this situation given the huge budgets managed by these HoDs which required tight accountability mechanisms best provided through performance management and evaluation. The 2010/11 financial year evaluation cycle has commenced and will run until 30 July 2012. However, by March 2012

just 1 national HoD and 12 provincial HoDs had been evaluated, which represents an overall compliance rate of 14%.

The Minister for Performance Monitoring and Evaluation initiated a review on the performance management process for HoDs in the Public Service. Furthermore, proposals have been made to address challenges in this process and a Cabinet Memorandum will be presented to Cabinet in the next reporting period.

Since 2001, the PSC has on an annual basis reported on financial misconduct in the Public Service. This report has become a recognised research tool with stakeholders, and the PSC has once again concluded its study in this area, highlighting continued non-compliance with prescripts regarding financial management, administration and public accountability. The PSC also assessed the extent to which departments have been implementing the PMDS on levels 2 - 12 in light of findings of previous studies which focused on the SMS, which showed that, to a large extent, departments are not compliant.

Sub-programme: Leadership and Human Resource Reviews				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
Approved and printed report within the set timeframe	Report on the assessment of the implementation of the PMDS for senior managers in the Western Cape Province was approved by the PSC in March 2011	March 2012	Report on the assessment of the implementation of the PMDS for senior managers in the Free State was not finalised by the end of the financial year	Delay in the timely finalisation of the Report was due to inadequate analysis of data gathered from the province
Approved and printed report within the set timeframe	-	February 2012	Report on the assessment of the implementation of the PMDS for employees in the salary levels 2-12 within the Public Service in selected departments was not finalised by the end of the financial year	Delay in the timely finalisation of the Report was due to inadequate analysis of data which had to be redone in order to produce a credible report
Approved and printed report within the set timeframe	Draft report on financial misconduct for the 2009/2010 financial year was compiled in March 2011	February 2011	Report on financial misconduct for the 2009/2010 financial year was approved by the PSC in June 2011	Delay in the timely finalisation of the Report was due to additional research that needed to be undertaken to strengthen the findings of the report
		February 2012	Report on financial misconduct for the 2010/2011 financial year was approved by the PSC in March 2012	Delay in the timely finalisation of the Report was due to the need to verify data from the national Department of Arts and Culture
Approved and printed report within the set timeframe	-	February 2012	Draft Report on the assessment of the effect of turnover rates of HoDs on the performance of departments was submitted to the PSC in January 2012	Delay in the timely finalisation of the Report was due to additional research that needed to be undertaken to strengthen the findings of the report

Sub-programme: Leadership and Human Resource Reviews				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
Approved and printed report within the set timeframe	-	March 2012	Draft Report on the assessment of the effectiveness of the efforts of Public Service Leadership in addressing persistent audit qualifications in selected departments and municipalities was compiled in March 2012	Delay in the timely finalisation of the Report was due to additional performance information that needed to be gathered to strengthen the findings of the report
Advice provided to EAs on the quality of PAs in accordance with SMS Handbook	33 national and 75 provincial HoDs filed their PAs as at 31 March 2011	March 2012	39 national and 90 provincial HoDs filed their PAs as at 31 March 2012	By the end of the financial year, 11% of HoDs in national and 3% in provincial departments had not filed their PAs with the PSC. This could be as a result of HoDs and EAs not signing PAs as required or neglecting to file with the PSC after signing. The PSC continued to remind Departments to ensure that PAs are entered into and filed. The Executive and Legislature were also engaged to assist in improving compliance levels
Technical briefs produced within the set timeframes	Technical briefs on the rate of compliance by HoDs with the filing of PAs were not finalised by the end of the financial year		The Technical Brief on PAs filed for the 2011/12 financial year was approved by the PSC and circulated in September 2011	Target met
Approved Guidelines published within the set timeframe	Guidelines for the 2009/2010 evaluation cycle were approved by the PSC and published in October 2010	September 2011	Guidelines for the 2010/11 evaluation cycle were approved by the PSC in September 2011 and circulated in October 2011	Target met
All qualifying HoDs evaluated	7 national HoDs were evaluated, of which 5 were for the previous evaluation cycles and 2 were for the 2009/10 cycle 43 provincial HoDs were evaluated, of which 37 were for the previous cycles and 6 were for the 2009/10 cycle	March 2012	For the outstanding 2009/10 evaluations, 1 provincial HoD was evaluated by July 2011 For the 2010/11 financial year, 1 national and 12 provincial HoDs were evaluated by March 2012. This cycle will end in July 2012	Not all qualifying HoDs were evaluated due to the EAs not initiating the process. Furthermore, a Cabinet Memorandum was developed via the Minister for Public Service and Administration requesting a deviation from the Guidelines on HoD Evaluations in order to expedite the finalisation of evaluations

INFORMATION ON PREDETERMINED OBJECTIVES

Sub-programme: Leadership and Human Resource Reviews				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
Technical brief produced within the set timeframe	Technical brief on the monitoring of the rate of compliance with the HoD evaluation process was not finalised by the end of the financial year	March 2012	The Technical Brief on evaluations conducted for the 2009/10 financial year was approved by the PSC in March 2012 and circulated to stakeholders	Target met
Advice provided to EAs on the performance of their departments	Proposal on the implementation of the Organisational Performance Assessment was compiled in January 2011	March 2012	Project was removed from the workplan	The PSC took a decision in June 2011 to remove the project from the workplan as the DPME is doing similar work
Approved review report within the set timeframes	The key issues emanating from the review of the HoD evaluation process were captured in a draft Cabinet memorandum. However, a joint review process involving the Presidency was then introduced to take the process forward	March 2012	A Cabinet Memorandum by DPME was finalised and circulated for inputs amongst relevant stakeholders. The Memorandum contains proposals for a new system in managing the performance of HoDs. The Memorandum will be presented to Cabinet for approval in the next reporting period. A draft review report was produced by the DPME	The project is being led by the DPME
Approved report within the set timeframe	Draft report on the assessment of human resource development practices in the Public Service was compiled in November 2010, although final approval could not be obtained by March 2011	June 2011	Report on the assessment of human resource development practices in the Public Service was approved by the PSC in August 2011	Delay in the timely finalisation of the Report was due to additional research that needed to be undertaken to strengthen the findings of the report
Approved Fact Sheet within the set timeframe	Draft Fact Sheet on the duration of employment per grade of Senior Management Service members levels 13 – 16 for three financial years 2007/08, 2008/09 and 2009/10 was compiled in March 2011	Revised target date to March 2012	Fact Sheet on the duration of employment per grade of Senior Management Service members levels 13 – 16 for three financial years 2007/08, 2008/09 and 2009/10 was approved by the PSC in March 2012	Target met

2.2.3 PROGRAMME 3: MONITORING AND EVALUATION



Dr Indran Naidoo
Deputy Director-General

The **purpose** of this programme is to enable the PSC to establish a high standard of service delivery, monitoring, evaluation and good governance in the Public Service.

The **strategic objective** of this programme is to improve governance practices and conduct service delivery assessments in the Public Service.

The programme is divided into two sub-programmes, namely: Governance Monitoring and Service Delivery and Compliance Evaluations.

2.2.3.1 Sub-programme: Governance Monitoring



Mr Kobus van der Merwe
Chief Director

Purpose

The main aim of this sub-programme is to promote good governance and improve governance practices in the Public Service.

Strategic objective

The strategic objective of the sub-programme is to monitor and evaluate compliance with the principles governing public administration in selected government departments and selected government delivery programmes.

2.2.3.2 Performance indicators and targets

The PSC, in carrying out its constitutional mandate, undertakes institutional assessments, which involve assessing the management practices of departments against the nine values in section 195 of the Constitution, using a standardised assessment instrument with fixed indicators and standards. During the 2011/12 financial year the assessment framework of the M&E System was reviewed to make it as relevant and useful to its users as possible, and to improve the quality of the evaluations produced by the System. Indicators relating

to the performance against the constitutional principle were chosen. The aim was that there should be a good relationship between the indicator and the broader principle, so that good performance as measured against the indicator correlates with good performance against the principle. The reviewed assessment framework was piloted during the 2011/12 financial year in two national departments, KwaZulu-Natal and the departments of the social development sector.

The PSC has also during the reporting period, successfully co-hosted the 3rd Biennial SAMEA Conference. From the

attendance of the conference, it was evident that there was a huge demand for and vibrancy in the M&E field in South Africa. The PSC also co-hosted the UNDP Conference on Evaluation Capacity in September 2011.

The PSC also undertakes programme evaluations that evaluate the impact and cost-benefit of these programmes. During the reporting period, the PSC conducted an evaluation of the National Youth Service and a meta-evaluation of the Department of Social Development (DSD) services and projects.

Sub-programme: Governance Monitoring				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
Approved and printed report within set timeframe	Draft report on the State of the Public Service (SOPS) Report 2011 was compiled in February 2011	March 2012	2012 SOPS was not finalised by the end of the financial year	On the basis of the Portfolio Committee's report, the 2012 SOPS based on a theme was discontinued and replaced with the Fact Sheet on SOPS 2011
Conduct one critical review of SOPS 2011	Roundtable on SOPS 2010 was held in November 2010 Report on the roundtable was approved by the PSC in January 2011	November 2011	Project was not completed by the end of the financial year	The roundtable depended on the completion of the 2011 SOPS which was approved in March 2012
Produce annual report on the tracking of PSC's recommendations	Report on the monitoring of the implementation of the PSC's recommendations to departments was approved by the PSC in October 2010	Revised target date to May 2012	Report was not finalised by the end of the financial year	Delay in the timely finalisation of the Report was due to the slow response by departments to provide feedback on the implementation of recommendations
Two provincial engagements on SOPS	An engagement in partnership with the North West Legislature on the Consolidated M&E Report took place in October 2010. A Report on the engagement was approved by the PSC in December 2010	March 2012	Project was not completed by the end of the financial year	The project depended on the completion of the 2011 SOPS which was approved in March 2012

Sub-programme: Governance Monitoring				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
Seventeen approved reports within the set timeframe	Out of the 21 reports on the evaluation findings of departments' adherence to the Constitutional Principles of Public Administration, 1 report was approved in March 2010, 8 reports were compiled between January and March 2011 and the remaining 12 reports were not finalised within the financial year	Revised target date to July 2012	Reports on the evaluation findings of departments' adherence to the Constitutional Principles of Public Administration was not finalised by the end of the financial year	Delay in the timely finalisation of the Reports was due to the lengthy consultation process for the approval of the revised M&E Framework. The PSC also took a decision that the M&E assessments should be based on the latest annual reports
Approved and printed report within the set timeframe	Plenary approved the extension of the target date to September 2011 for the consolidated M&E Report for the agriculture sector	Revised target date to February 2012	Consolidated M&E Report for the agriculture sector was approved by PSC in February 2012	Target met
Approved and printed report within the set timeframe	Plenary approved the extension of the target date to September 2011 for the consolidated M&E Report on Offices' of the Premier	Revised target date to November 2011	Consolidated M&E Report on Offices' of the Premier was approved by the PSC in November 2011	Target met
Approved and printed report within the set timeframe	-	Revised target date to May 2012	Report on the evaluation of the National Youth Service Programme was not finalised by the end of the financial year	Delay in the timely finalisation of the Report was as a result of capacity constraints
Approved and printed report within the set timeframe	Meta-evaluation report on a selected poverty reduction programme was finalised by the OPSC in March 2011	November 2011	Report on the meta-evaluation of a selected poverty reduction programme (Second evaluation of DSD services and projects) was finalised by the OPSC in November 2011	Target met
Approved and printed report on SAMEA Conference within the set timeframe	-	Revised target date to February 2012	3 rd SAMEA Conference was held in September 2011 and the internal SAMEA report was approved by the PSC in February 2012 Co-hosted the UNDP Conference in September 2011 and the Report was approved by the PSC in November 2012	Target met This project was additional to the workplan

INFORMATION ON PREDETERMINED OBJECTIVES

Sub-programme: Governance Monitoring				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
Approved and printed report within the set timeframe	Draft report on the evaluation of the Programme of Farmer Support and Development Services provided by the national and provincial departments of Agriculture was compiled in March 2011	May 2011	Report on the evaluation of the Programme of Farmer Support and Development Services provided by the national and provincial departments of Agriculture was approved by the PSC in September 2011	Delay in the timely finalisation of the Report was due to the additional work that needed to be undertaken
Approved report within the set timeframe	2010 SOPS Report was finalised by the OPSC in July 2010 and approved by the PSC in September 2010	Revised target date to March 2012	Fact Sheet on the 2011 SOPS was approved by the PSC in March 2012	Target met
Approved reports within the set timeframe	Out of the 13 reports on the evaluation findings of departments' adherence to the Constitutional Principles of Public Administration, 1 was approved in March 2010, 5 were compiled between January and March 2011 and the remaining 7 reports were not finalised within the financial year	May 2011	All 13 reports on the evaluation findings of departments' adherence to the Constitutional Principles of Public Administration were approved between March and October 2011	Delay in the timely finalisation of the Reports was due to the PSC's decision that the M&E assessments should be based on the latest annual reports
Approved reports within the set timeframe	Out of the 8 reports on the evaluation findings of departments' adherence to the Constitutional Principles of Public Administration (agriculture sector), 3 were compiled in February and March 2011 and the remaining 5 were not finalised within the financial year	May 2011	All 8 reports on the evaluation findings of departments' adherence to the Constitutional Principles of Public Administration were approved between March and October 2011	Delay in the timely finalisation of the Reports was due to the PSC's decision that the M&E assessments should be based on the latest annual reports

2.2.3.3 Sub-programme: Service Delivery and Compliance Evaluations



Ms Irene Mathenjwa
Chief Director

Purpose

The main aim of this sub-programme is to promote improved service delivery through public participation and monitoring of quality audits.

Strategic objectives

The main objectives of the sub-programme are to:

- Conduct performance and management audits
- Promote *Batho Pele* compliance
- Assess the impact of the quality assurance assessment methodology
- Plan, conduct and manage Citizen Satisfaction Surveys and Citizen' Forums
- Monitor and investigate adherence to applicable procedures in the Public Service.

2.2.3.4 Performance indicators and targets

The PSC conducts M&E of government service delivery programmes and strategies in order to propose measures for an effective and efficient Public Service. The findings and recommendations emanating from these interventions are aimed at inspiring continuous improvements in the

quality, quantity and equity of service provision. During the period under review, the PSC conducted a study on the effectiveness of Public Private Partnerships as an alternative approach to deliver services to the citizens.

Furthermore, by conducting on-site inspections, the PSC is afforded an opportunity to obtain the most representative picture of daily operations and practices of service delivery sites. The PSC has conducted service delivery inspections in the DoJCD focusing on the backlog of cases at the regional courts. The inspections also assessed the courts' adherence to the service delivery principles of *Batho Pele* as a key strategy for the transformation of Public Service delivery. These inspections follow the PSC's earlier interventions at the Detective Services and Forensic Science Laboratories on the role played by these institutions in the delivery of justice to the citizens of the country. Likewise, the PSC is of the view that a citizen-centred Public Service that allows systematic consultation and feedback from citizens on the delivery of services is important. To this end, the PSC conducted a Citizen Satisfaction Survey based on the key drivers of citizen satisfaction which focused on the services rendered by municipalities. This sphere of government renders basic services and it is also strategically located closer to the citizens. Therefore, feedback obtained from these surveys is important in the continuous improvement of services that affects their daily lives. In order to promote a government that interacts with its citizens, the PSC conducted an assessment of the quality of departments' Annual Reports to Citizens. The Annual Reports are meant to promote openness and transparency when interacting with citizens.

INFORMATION ON PREDETERMINED OBJECTIVES

Sub-programme: Service Delivery and Compliance Evaluations				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
Report with recommendations	Report on Citizen Satisfaction Survey (Citizens' Talk 1) conducted based on the key drivers of citizen satisfaction was finalised by the OPSC in February 2011	February 2011	Report on Citizen Satisfaction Survey (Citizens' Talk 1) conducted based on the key drivers of citizen satisfaction was approved by the PSC in April 2011	Target met
		February 2012	Draft Report on the Citizen Satisfaction Survey (Citizens' Talk 2) conducted on the key drivers of citizen satisfaction was compiled by the OPSC in March 2012	Delay in the timely finalisation of the Report was as a result of capacity constraints
Approved and printed report within the set timeframe	Individual reports on inspections conducted in the Department of Police focusing on detective services at police stations was approved by the PSC in March 2011	June 2011	Consolidated Report on inspections in the Department of Police focusing on detective services was approved by the PSC in October 2011	Delay in the timely finalisation of the Report was due to the findings of the inspections at the detective services necessitating follow-up inspections at the Forensic Science Laboratories
Approved and printed report within the set timeframe	-	Revised target date to March 2012	8 out of 10 individual reports on the inspections conducted in the DoJCD focusing on the nature of backlog of cases at the courts, especially those cases that require detective services were approved by the PSC in February 2012. Two were finalised by the OPSC in March 2012.	Target met The PSC approved the extension of the target date to March 2012
Revised indicator to Presentations on citizens forum held with relevant stakeholders	-	Revised target date to March 2012	Presentations on the Citizens' Forum (CF) were conducted at the Ehlanzeni District Municipality in September 2011 and Mpumalanga Legislature in October 2011	Target met

Sub-programme: Service Delivery and Compliance Evaluations				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
Approved and printed report within the set timeframe	-	Revised target date to February 2012	Report on the effectiveness of Public Private Partnerships (PPPs) in service delivery was not finalised by the end of the financial year	Delay in the timely finalisation of the Report was due to the unavailability of the complex financial and transactional model data which was imperative for the study and failure by respondents to provide data
Approved and printed report within the set timeframe	-	January 2012	Report on the evaluation of the qualification verification procedure applied in departments and municipalities was finalised by the OPSC in February 2012	Delay in the timely finalisation of the Report was as a result of capacity constraints
Approved and printed report within the set timeframe	-	Revised target date to March 2012	Report on the assessment of the quality of the departments' Annual Reports to Citizens was approved in March 2012	Target met
Approved and printed report within the set timeframe	Draft report on the assessment of the effectiveness of <i>Batho Pele</i> in Public Service delivery was compiled in March 2011	June 2011	Report on the assessment of the effectiveness of <i>Batho Pele</i> in Public Service delivery was finalised by the OPSC in November 2011	Delay in the timely finalisation of the Report was as a result of capacity constraints
Approved and printed report within the set timeframe	Draft report was compiled in December 2010	January 2012	Report on the evaluation of the role of agencification in Public Service delivery in selected sectors was approved by the PSC in September 2011	Target met

2.2.4 PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION



Dr Dovhani Mamphiswana
Deputy Director-General

The **purpose** of this programme is to enable the PSC to undertake public administration investigations, promote a high standard of ethical conduct amongst public servants and contribute to preventing and combating corruption in the Public Service.

The **strategic objective** of this programme is to combat corruption and maladministration, and promote professional ethics within the Public Service.

The programme is divided into two sub-programmes, namely: Public Administration Investigations and Professional Ethics.

2.2.4.1 Sub-programme: Public Administration Investigations



Ms Faith Mashikinya
Chief Director

Purpose

The main purpose of this sub-programme is to undertake forensic audits and investigations into public administration practices.

Strategic objectives

The strategic objectives of the sub-programme are to:

- Investigate public administration practices and make recommendations to departments
- Undertake forensic audits and investigations into public administration practices
- Monitor and evaluate financial misconduct cases and maintain a database.

2.2.4.2 Performance indicators and targets

The PSC is a key role player in enhancing public administration practices in the Public Service. The PSC accomplishes this role through conducting public administration investigations and producing reports thereon that comprise, *inter alia*, findings, recommendations and directions in public administration.

The recommendations/directions are made to either the EAs or HoDs of respective departments.

The PSC investigates complaints on own accord, at the request of the Executive and Legislature and through complaints lodged through the NACH. The PSC has a responsibility to investigate all reported complaints and provide feedback to complainants. Given the increased demands made on the PSC and the limited financial and human resources, the PSC had to adapt its methodology in conducting investigations by limiting itself largely to desktop investigations. This approach had limitations in that the PSC was dependent on respective departments for the provision of the necessary documentary evidence which in many instances were not provided timely. In view of the large number of investigations that were outstanding as a result of the poor responses from departments, the PSC, in refining its business processes, compiled a database of contact persons in departments in order to elicit responses with the view of finalising its investigations expeditiously. The PSC had during the period under review also undertaken surprise visits to selected departments with the view to obtaining outstanding responses/documentation in order to finalise its investigations.

Complaints lodged in terms of the Complaints Rules of the PSC

In relation to complaints lodged with the PSC in terms of the Complaints Rules, as at 31 March 2012, a total of 235 complaints/requests for investigations were lodged with the PSC of which 141 were lodged during the 2011/12 financial year. **Chart 5** below provides an overview of the status of the cases lodged with the PSC.

Chart 5: Status of complaints lodged with the PSC as at 31 March 2012 in terms of the Complaints Rules



The above chart indicates that of the 235 complaints lodged as at 31 March 2012, a total of 134 (57%) cases were closed/finalised, and where applicable, findings and recommendations were provided to departments. One hundred and one cases (43%) cases were still in progress as a result of outstanding documents requested from departments.

In its effort to ensure effective investigations of complaints reported, the PSC either conducts desktop investigations or full scale investigations. The complexity of the cases and the nature of information needed to finalise such investigations will determine the extent of the investigation. Those cases that require more in-depth investigations are referred to as full scale investigations whereas those that do not are referred to as desktop investigation.

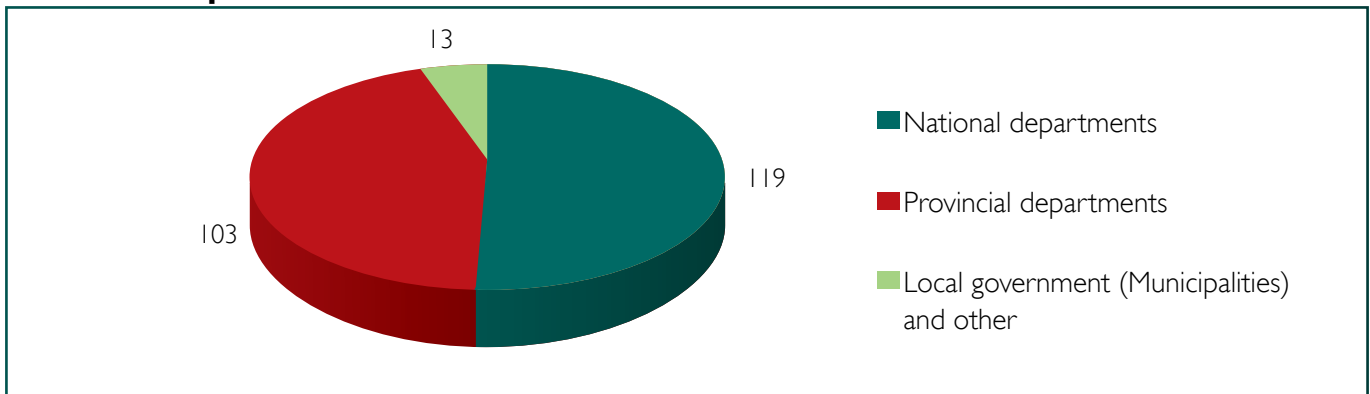
The full scale investigations that the PSC conducted during the reporting period mainly focused on the following areas as reflected on **Table 3** on the following page:

Table 3: List of full scale investigations conducted by the PSC

Summary of Complaint
Allegations regarding irregular appointments and corruption at the Government Printing Works
Allegations regarding nepotism and favouritism and the irregular filling of posts
Allegations regarding irregular subsistence and transport claims
Allegations regarding irregular appointments and management practices
Allegations regarding nepotism and irregularities in the human resource practices
Allegations of malpractice regarding the filling of a post of Director

The PSC received complaints involving national, provincial and local government (municipalities) in terms of the Complaints Rules. The involvement of these sectors is indicated in **Chart 6** below.

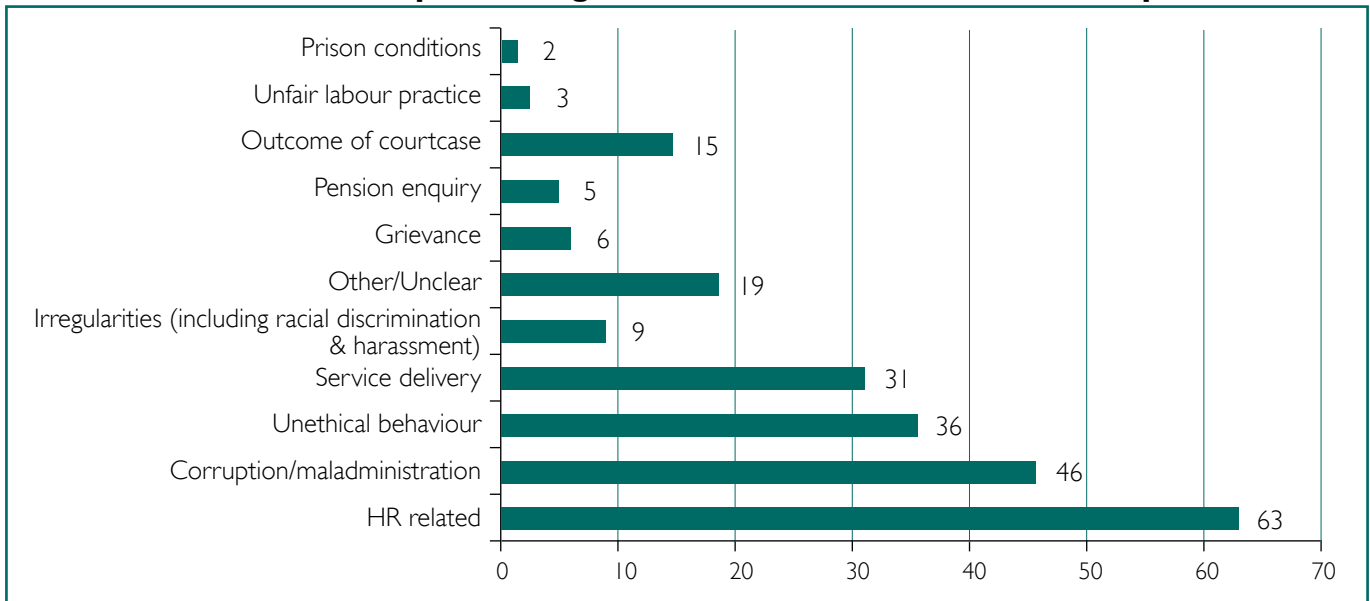
Chart 6: The sectors involved in the complaints lodged with the PSC in terms of the Complaints Rules



Of the 235 complaints lodged with the PSC as at 31 March 2012, 119 (50.6%) were in respect of national departments whilst 103 (43.8%) were in respect of provincial departments and 13 (5.5%) were in respect of the municipalities.

In terms of the nature of complaints lodged with the PSC, human resource related complaints (e.g. irregular filling of posts), corruption/maladministration, unethical behaviour (e.g. unacceptable conduct of staff) and poor service delivery represented the majority of the complaints as seen in **Chart 7** on the following page.

Chart 7: The nature of complaints lodged with the PSC in terms of the Complaints Rules

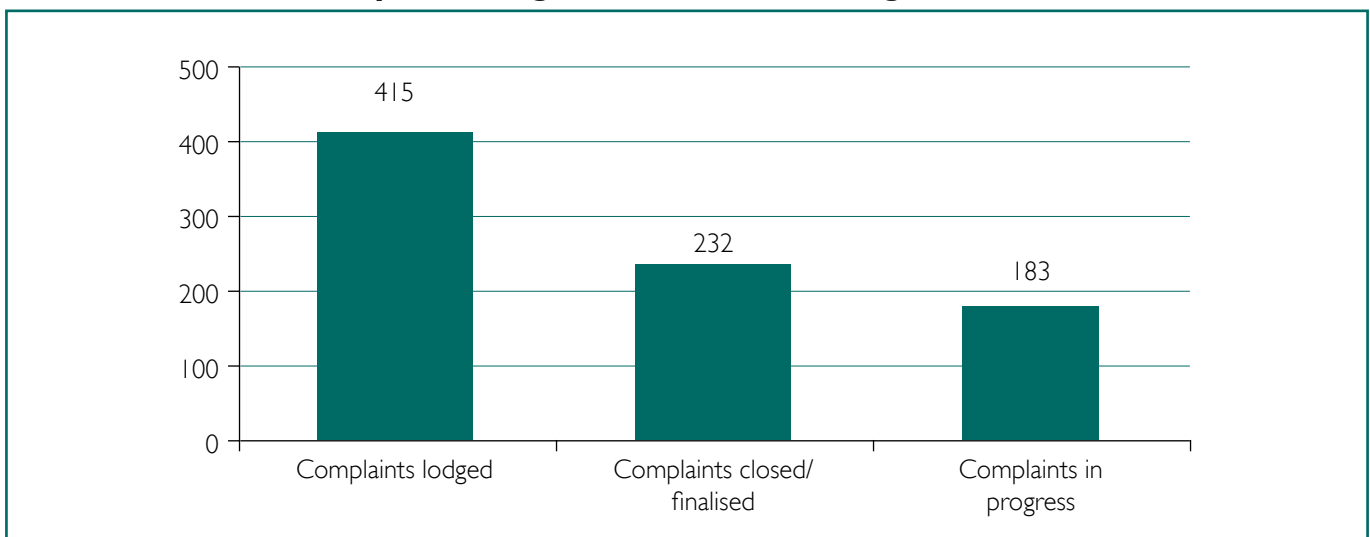


Of the 235 complaints lodged with the PSC as at 31 March 2012, 63 (26.8%) were human resource related, 46 (19.6%) represented corruption/maladministration, 36 (15.3%) were related to unethical behaviour of departmental staff and 31 (13.2%) were related to poor service delivery.

Complaints lodged with the PSC through the NACH

During the period under review, there were four hundred and fifteen (415) service delivery cases lodged through the NACH as at 31 March 2012, of which 183 were still pending as at 31 March 2012. **Chart 8** below provides an overview of the status of the cases lodged through the NACH.

Chart 8: Number of complaints lodged with the PSC through the NACH

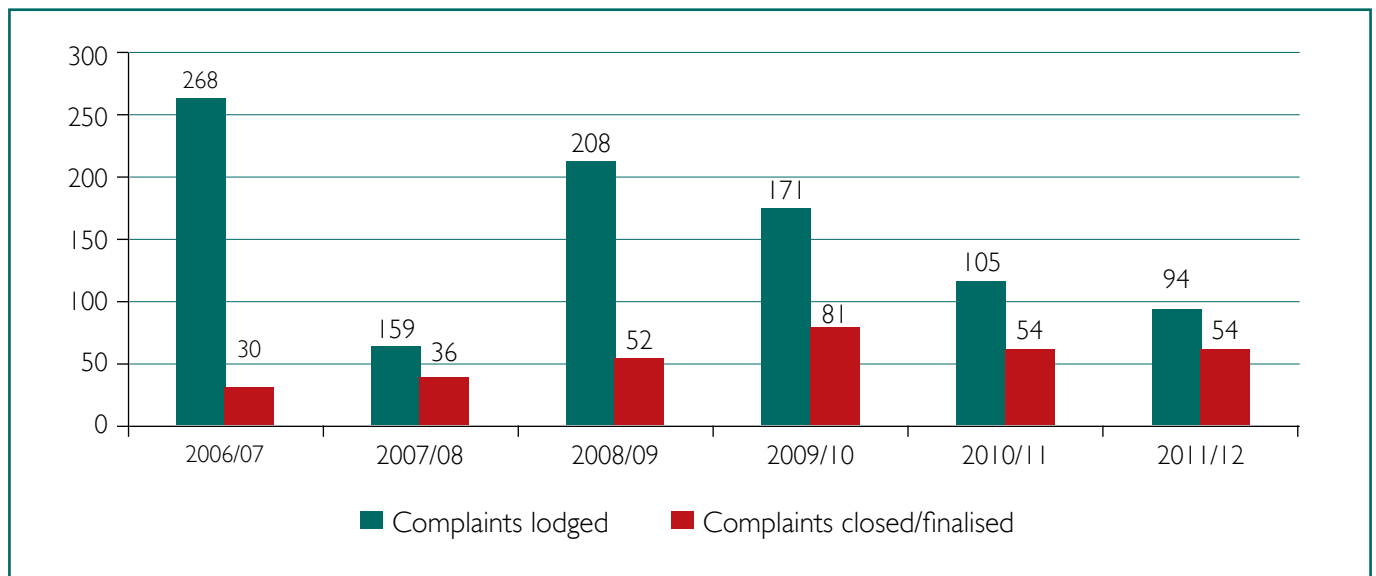


The above chart shows that of the 415 complaints lodged through the NACH, 232 (55.9%) cases were closed/finalised, and where applicable, findings and recommendations were provided to the respective departments. As a result of outstanding documents requested from the respective departments in order to finalise the investigation,

183 (44.1%) cases were still pending. Departments are required to provide feedback on the progress and outcome of the cases referred to them to enable the PSC to conduct an analysis and pronounce on its findings and make recommendations.

The number of complaints lodged through the NACH has decreased over the past three financial years, that is, from the 2008/09 financial year, as seen in **Chart 9** below. This reduction may be attributed to the inception of the Presidential Hotline which created a further mechanism through which complaints affecting the Public Service could be lodged. Furthermore, complainants may have realised that the NACH number (0800 701 701) is only free on a Telkom landline and not from a mobile. It is also possible that as a result of a lack of visible consequences against those reported to be involved in corrupt activities, whistleblowers are discouraged to report corrupt activities they are aware of.

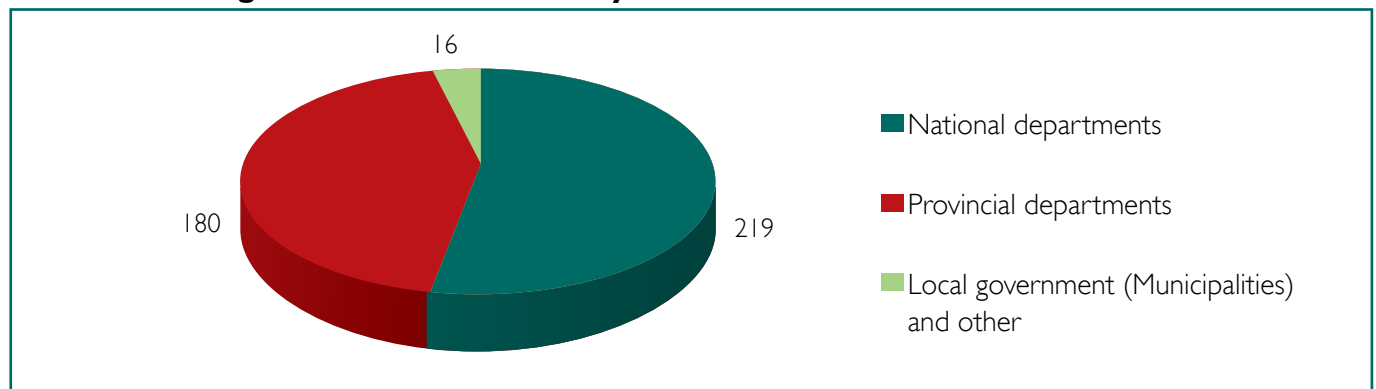
Chart 9: Complaints lodged through the NACH over the last six financial years



During the reporting period, 57.5% of complaints were closed/finalised as opposed to 51.4% in the 2010/11 financial year when complaints were lodged with the PSC in terms of its Complaints Rules.

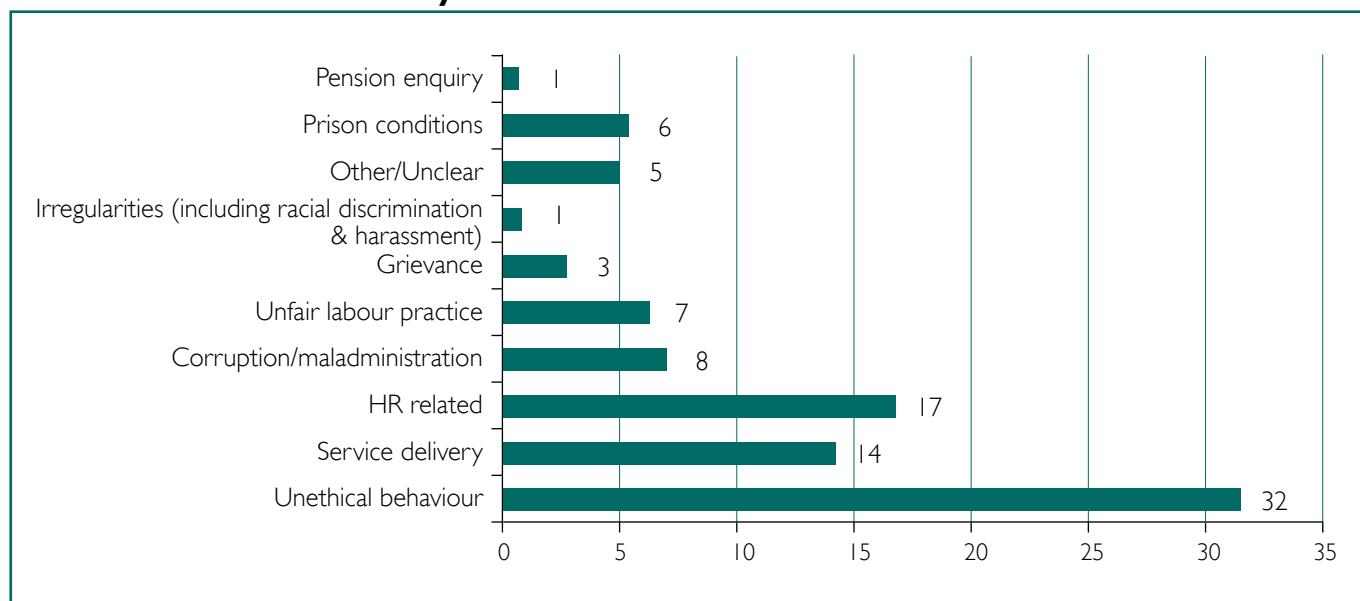
During the period under review, 219 (52.8%) complaints regarding national departments were lodged through the NACH whilst 16 (3.9%) involved municipalities. Hundred and eighty (180) involved provincial departments as shown in **Chart 10** below. Together these represent 415 complaints that were lodged with the NACH as at 31 March 2012.

Chart 10: The sectors involved in the complaints lodged with the PSC through the NACH during the 2011/2012 financial year



Unethical behaviour of staff (e.g. official absent from work without permission), poor service delivery, and human resource related complaints (e.g. irregular filling of posts) and corruption/maladministration are amongst the nature of complaints lodged through the NACH during the reporting period. As shown in **Chart II** below, 32 (34%) of complaints related to unethical behaviour, whilst 17 (18.1%) related to human resources, 14 (14.9%) were in respect of poor service delivery and 8 (8.5%) were corruption/maladministration related. These four categories represented 75.5% of the complaints lodged with the NACH.

Chart II: The nature of complaints lodged with the PSC through the NACH during the 2011/2012 financial year



Sub-programme: Public Administration Investigations				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
Number, quality and timeliness of reports	<p>A. Complaints Rules cases:</p> <ul style="list-style-type: none"> As at 31 March 2011, 169 complaints were lodged with the PSC of which 65 cases were carried over from the previous financial years and 104 were lodged during the 2010/11 financial year Of the 169 complaints lodged, 76 were finalised during the 2010/11 financial year. 93 cases were still in progress of which 55 cases were referred to departments 	March 2012	<p>A. Complaints Rules cases:</p> <ul style="list-style-type: none"> As at 31 March 2012, 235 complaints were lodged with the PSC of which 94 cases were carried over from the previous financial years and 141 were lodged during the 2010/11 financial year Of the 235 complaints lodged, 134 were finalised during the 2011/12 financial year. 101 cases were still in progress of which 54 cases were referred to departments 	Target met based on the internal standards delivery

Sub-programme: Public Administration Investigations				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
	<p>Full scale investigations:</p> <ul style="list-style-type: none"> Of the 169 complaints lodged, 18 were full scale investigations of which 4 were finalised during the 2010/11 financial year. 14 full scale investigations were still in progress <p>Desktop investigations:</p> <ul style="list-style-type: none"> Of the 169 complaints lodged, 151 were desktop investigations of which 72 were finalised during the 2010/11 financial year. 79 desktop investigations were still in progress <p>B. NACH cases (not corruption related):</p> <ul style="list-style-type: none"> As at 31 March 2011, 719 NACH cases were lodged with the PSC of which 614 were carried over from the previous financial years and 105 were lodged during the 2010/11 financial year Of the 719 NACH complaints lodged, 398 were finalised during the 2010/11 financial year whilst 321 were still in progress of which 256 cases were referred to departments 		<p>(a) Full scale investigations:</p> <ul style="list-style-type: none"> Of the 235 complaints lodged, 18 were full scale investigations of which 7 were finalised during the 2011/12 financial year. 11 full scale investigations were still in progress <p>(b) Desktop investigations:</p> <ul style="list-style-type: none"> Of the 235 complaints lodged, 217 were desktop investigations of which 127 were finalised during the 2011/12 financial year. 90 desktop investigations were still in progress <p>B. NACH cases (not corruption related):</p> <ul style="list-style-type: none"> As at 31 March 2012, 415 NACH cases were lodged with the PSC of which 321 were carried over from the previous financial years and 94 were lodged during the 2011/12 financial year Of the 415 NACH complaints lodged, 232 were finalised during the 2011/12 financial year whilst 183 were still in progress of which 138 cases were referred to departments 	

Sub-programme: Public Administration Investigations				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
	Since the inception of the NACH in September 2004, 1 625 complaints were lodged of which 1 304 were finalised and 321 were still in progress		(a) Full scale investigations: <ul style="list-style-type: none"> Of the 415 complaints lodged, 7 were full scale investigations of which 2 were finalised during the 2011/12 financial year. 5 full scale investigations were still in progress (b) Desktop investigations: <ul style="list-style-type: none"> Of the 415 complaints lodged, 408 were desktop investigations of which 230 were finalised during the 2011/12 financial year. 178 desktop investigations were still in progress 	

2.2.4.3 Sub-programme: Professional Ethics



respect to investigation within 40 days of the receipt of the case, and during the reporting period, feedback was received with regard to 4 103 (42%) cases. The provision of feedback to the PSC on cases referred to departments is a matter of concern and departments need to improve in this regard to ensure speedy finalisation of cases by the PSC. Out of the 4 103 cases where feedback was received, only 2 652 (65%) cases were finalised and closed on the Case Management System (CMS) as at 31 March 2012.

Purpose

The main aim of this sub-programme is to promote professional ethics and integrity and prevent and combat corruption in the Public Service.

Strategic objectives

The strategic objectives of the sub-programme are to:

- Research and evaluate professional ethics and corruption prevention as well as promoting the Code of Conduct for the Public Service
- Monitor and raise awareness of conflict of interest among SMS members and manage the FDF
- Manage the NACH for the Public Service.

2.2.4.4 Performance indicators and targets

Since the establishment of the NACH in September 2004, the PSC has over the years generated 14 300 reports for possible investigation. Out of the 14 300 cases, the PSC referred 9 869 to national and provincial departments, and public entities for investigation. The departments are required to provide feedback on progress made with

Table 4 below reflects the breakdown of all the cases of alleged corruption lodged with the PSC as at 31 March 2012.

Table 4: Breakdown of cases of alleged corruption lodged on the CMS as at 31 March 2012

	2004-05	2005-06	2006-07	2007- 08	2008-09	2009-10	2010-11	2011-12	TOTAL
Cases Referred to Departments									
Provincial Departments	390	498	566	747	868	744	535	495	4 843
National Departments	207	540	542	653	877	612	606	562	4 599
Public Bodies	3	8	19	69	112	74	78	64	427
Total	600	1 046	1 127	1 469	1 857	1 430	1 219	1 121	9 869
Feedback Received									
Provincial Departments	317	263	321	345	323	251	77	97	1 994
National Departments	134	237	288	409	416	206	72	60	1 822
Public Bodies	7	16	8	54	73	49	68	12	287
Total	458	516	617	808	812	506	217	169	4 103
Cases Closed									
Provincial Departments	105	124	132	219	207	177	58	80	1 102
National Departments	79	192	172	264	319	176	58	52	1 312
Public Bodies	5	8	3	46	65	46	55	10	238
Total	189	324	307	529	591	399	171	142	2 652

Since the inception of the NACH, from the cases that were successfully investigated, a total of 1 499 public servants were charged with misconduct for corrupt activities and the following sanctions were meted to them:

- 603 officials were dismissed from the Public Service
- 226 officials were suspended
- 134 officials were fined (e.g. not receiving three month's salary)
- 16 officials were demoted
- 330 officials were given final written warnings
- 190 officials were prosecuted.

Since the inception of the NACH, the successful investigation of cases of alleged corruption reported to the NACH has resulted in the recovery of R120 million from the perpetrators by various departments.

Through research and evaluation of professional ethics, the PSC seeks to promote professional ethics and integrity within the Public Service. In this regard, the PSC has evaluated the state of professional ethics in the North West Province.

In addition to research and evaluation of professional ethics, the PSC is also assigned to be Secretariat of the NACF. The NACF is a partnership formed to provide advice on anti-corruption mechanisms to the three sectors which comprises government, business and civil society. As the Secretariat, the PSC also facilitates the implementation of the National Anti-Corruption Programme of the NACF. During the period under review, the PSC played a significant role in assisting the NACF to host its 4th National Anti-Corruption Summit held in December 2011. The Summit marked 10

years since the inception of the NACF, thus, it was necessary for the stakeholders to reflect on the accomplishments of the NACH over the years. Coalitions against corruption are notoriously difficult to sustain, but the fact that the NACF has been able to be active for 10 years, albeit with difficulty at times, is testimony to the commitment of many key role-players during this time. The Summit's tone reflected the realisation that much still needs to be done to fight and combat corruption in the country.

An important consideration in the promotion of integrity in the Public Service is the extent to which the conflicts that may exist between the public servant's private interests and public duties are managed. The PSC has since 1999 realised the importance of managing the potential conflicts of interest of public servants and developed the FDF for senior managers. In terms of this Framework, all members of the SMS in the Public Service are required to disclose all their registrable interests annually to their respective EAs. The EAs are, in turn, required to submit copies of the financial disclosure form to the PSC by **31 May** of each year.

During the period under review, the PSC made a concerted effort to ensure that SMS members submit their financial disclosure forms timeously. These efforts include advertising reminders in various newspapers, putting notices on salary slips and sending sms messages to HoDs. These efforts by the PSC have yielded significant results in that the overall compliance rate by the due date in the national and provincial departments improved from below 50% between 2007/08 and 2009/10 financial years, to 68% during the 2010/11 financial year. There was an increase of 21% compliance during the period under compared to the previous financial year (2009/2010). This significant increase, although still not satisfactory, could be attributed to the strategies adopted by the PSC to assist departments in complying with the regulatory requirement. The PSC is of the view that even if the compliance rate for the submission of financial disclosure forms has, for the first time since the inception of the FDF exceeded the 50% mark by the due date, only a 100% compliance rate by the due date is acceptable. During the period under review, the PSC received 95% of all the disclosure forms. **Table 5** below reflects the number of financial disclosure forms received during the period under review.

Table 5: Number of financial disclosure forms received for the 2010/11 financial year

National Department/ Province	No of SMS Members	No of forms received	No of forms outstanding	Percentage
National Departments	5 020	4 848	172	97%
Eastern Cape	620	542	78	87%
Free State	333	279	54	84%
Gauteng	706	672	34	95%
Kwazulu-Natal	529	460	69	87%
Limpopo	494	484	10	98%
Mpumalanga	320	295	25	92%
Northern Cape	213	208	5	98%
North West	292	253	39	87%
Western Cape	325	325	0	100%
Overall Provincial Submission	3 832	3 518	314	92%
Country Total	8 852	8 366	486	95%

Sub-programme: Professional Ethics				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
Advice provided to Executive Authorities	-	March 2012	Executive Authorities were advised on their obligations to submit copies of the financial disclosure forms of the SMS members within their respective departments. They were also advised of the identified cases of potential conflicts of interest	Target met
Approved Fact Sheet produced within the set timeframe	Fact Sheet on the assessment of compliance with the Financial Disclosure Framework was finalised by the OPSC in September 2010 and approved by the PSC in October 2010	October 2011	Fact Sheet on the assessment of the compliance with the Financial Disclosure Framework was approved by the PSC in February 2012	Delay in the timely finalisation of the Fact Sheet was as a result of the deeper verification of statistics that was undertaken
Scrutiny of 30% of the Financial Disclosure Forms of SMS members within the Public Service	640 (8%) of the targeted sample financial disclosure forms were scrutinised by the end of the financial year	March 2012	Scrutiny of 30% of the financial disclosure forms of SMS members within the Public Service was completed by March 2012	Target met
Approved and printed report within the set timeframe	-	March 2012	Legal opinion was obtained from the Chief State Law Advisor in March 2012 regarding the conducting of lifestyle audits on a sample of SMS members in the Public Service	The commencement of the project was dependent on the legal opinion requested from the Chief State Law Advisor
Approved and printed report with the set timeframe	Report on the overview of the implementation of Financial Disclosure Framework for the 2009/10 financial year was not finalised by the end of the financial year	March 2011 March 2012	Report on the overview of the implementation of Financial Disclosure Framework for the 2009/10 financial year was approved by the PSC in September 2011 Report on the overview of the implementation of Financial Disclosure Framework for the 2010/11 financial year was not finalised by the end of the financial year	Delay in the timely finalisation of both the Reports was due to the information on the DEEDS Register and Companies and Intellectual Property Commission (CIPC) databases not being readily available due to technical difficulties

INFORMATION ON PREDETERMINED OBJECTIVES

Sub-programme: Professional Ethics				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
Approved and printed report with the set timeframe	Project on a comparative study between South Africa and selected Southern African Development Community (SADC) countries on the management of conflicts of interest through financial disclosures was deferred to the 2011/12 financial year	September 2011	Report was not finalised by the end of the financial year	Delay in the timely finalisation of the Report was due to additional research that needed to be undertaken
Cases referred and followed up within the set time frame	<p>1 117 cases of alleged corruption from the NACH were referred to departments for investigation and monitoring</p> <p>Desktop investigations were done and feedback assessed on 380 cases</p> <p>359 cases were closed on the Case Management System after investigation</p> <p>128 cases were closed by the PSC on the Case Management System due to the lack of information</p>	March 2012	<p>1 121 cases of alleged corruption from the NACH were referred to departments for investigation and monitored</p> <p>Desktop investigations were done and feedback assessed on 1 610 cases</p> <p>2 652 cases were closed on the Case Management System after investigation</p> <p>Of the 2 652 cases, 248 cases were closed on the Case Management System due to the lack of information</p> <p>Surprise audits were conducted at SASSA, selected national departments and departments in the Eastern Cape, KwaZulu-Natal and Mpumalanga province</p>	Target met
Approved reports within set timeframe	2 <i>ad hoc</i> investigations were conducted and the draft reports of the investigations were compiled in November 2010 and March 2011, respectively		3 <i>ad hoc</i> investigations were conducted and the reports of the investigations were approved by the PSC in November 2011 and March 2012, respectively	
Workshops conducted within the set timeframe	5 workshops were held to enhance department's capacity to investigate NACH cases		2 workshops were held to enhance department's capacity to investigate NACH cases	

Sub-programme: Professional Ethics				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
Approved Fact Sheet produced within the set timeframe	Fact Sheet on the management of NACH cases was approved by the PSC in September 2010	Revised target date to February 2012	Fact Sheet on the management of complaints lodged with the PSC was approved by the PSC in January 2012	Target met
Increase use of NACH	<p>50 000 NACH brochures were produced in June 2010</p> <p>Brochures were distributed during the International Anti-Corruption Day</p> <p>100 000 license disks were produced in partnership with the United Nations Office on Drugs and Crime. These were distributed to various departments, provinces, agencies and other stakeholders</p> <p>The above measures contributed to the increased usage of the NACH</p>	March 2012	Licence disks stickers on the NACH were distributed to departments	
Web-enabled NACH system launched within the set timeframe	New service provider for the web-enabled NACH system was appointed in December 2010 and the Service Level Agreement was signed in January 2011	Revised target date to March 2012	The web-enabled system was installed in the PSC, Departments of Trade and Industry, Correctional Services, SASSA, SAPS as well as the Western Cape Province in February 2012	Target met
Approved and printed report within the set timeframe	-	March 2012	Report on the evaluation of the state of professional ethics in the Eastern Cape province was finalised by the OPSC in February 2012	Target met
Approved and printed report within the set timeframe	-	March 2012	Report on the application of the Integrity Barometer Instrument in the selected departments was not finalised by the end of the financial year	The commencement of the project was dependent on the approval of the Integrity Barometer Instrument by the PSC

INFORMATION ON PREDETERMINED OBJECTIVES

Sub-programme: Professional Ethics				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
Minutes of meetings approved	Secretariat support provided to the NACF by facilitating that 1 NACF and 1 EXCO meeting was held and minutes of the meetings were approved	March 2012	One (1) NACF meeting was held in June 2011 and 1 EXCO meeting in September 2011 Report on the review of the NACH was approved by the NACF in June 2011	Target met
Summit hosted within the set timeframe	-	October 2011	The 4 th National Anti-Corruption Summit was hosted in December 2011	Target met The NACF approved that the Summit could be held in December 2012 in order to coincide with International Anti-Corruption Day
National Anti-Corruption Programme implemented within the set timeframe	Draft report on the National Integrity System (NIS) was submitted to the NACF EXCO for consideration in March 2011	March 2012	Draft Report on the NIS was submitted to the NACF in June 2011 Civil Society Indaba was held in June 2011 Report on the activities of the NACF was approved in December 2011	Delay in the timely finalisation of the Report on the NIS was as a result of the NACF's proposal for further technical improvements to be done by the business sector in partnership with the GIZ
Promotional material produced within the set timeframe	Workshops were conducted on the Code of Conduct at Statistics South Africa, and National Treasury in April 2010	March 2012	Whistle-blowing guide was reprinted in March 2012	Target met
Workshops conducted within the set timeframe	Workshop on the Code of Conduct and anti-corruption initiatives was held at the National Treasury in December 2010 Workshops were held within the OPSC in February 2011		Workshops to promote the Code of Conduct were held and brochures on the Code of Conduct were printed in March 2012 Workshop on Gifts and Conflicts of Interest were conducted for 2 branches within the OPSC in July 2011	

Sub-programme: Professional Ethics				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target (2011/12)	Actual (2011/12)	
	<p>Workshop was held on the Provincial Anti-Corruption Forum in the North West in March 2011</p> <p>Roundtable on Ethics in Public Life in partnership with the University of Pretoria, was held in March 2011</p> <p>International Anti-Corruption Day was celebrated in December 2010</p>		<p>Workshops on Professional Ethics and the Code of Conduct were held with the departments of Police, Roads and Transport (Free State) and Public Safety and Liaison (Limpopo) in August 2011</p> <p>International Anti-Corruption Day was celebrated in December 2011</p>	
Scrutiny of 30% of the Financial Disclosure Forms of SMS members within the Public Service	640 (8%) of the targeted sample financial disclosure forms were scrutinised by the end of the financial year	May 2011	Scrutiny of 30% of the financial disclosure forms of SMS members within the Public Service was completed by May 2011	Target met
Concept document developed	Concept document on lifestyle audits was not finalised by the end of the financial year	June 2011	Concept document on lifestyle audits was approved by the PSC in August 2011	Delay in the timely finalisation of the document was as a result of capacity constraints
Approved and printed report within the set timeframe	Report on the biennial assessment of the effectiveness of the NACH was compiled in March 2011	June 2011	Report on the biennial assessment on the effectiveness of the NACH was approved by the PSC in September 2011	Delay in the timely finalisation of the Report was as a result of departments not supplying the PSC with required information timeously
Approved and printed report within the set timeframe	Report on the assessment of the state of integrity in 3 national departments was not finalised by the end of the final year	Revised target date to March 2012	Draft Report on the assessment of the state of integrity in 3 national departments was compiled in March 2012	Delay in the timely finalisation of the Report was as a result of capacity constraints
Approved and printed report within the set timeframe	Report on the assessment of the state of professional ethics in the North West Province was not finalised by the end of the final year	June 2011	Report on the assessment of the state of professional ethics in the North West province was approved by the PSC in December 2011	Delay in the timely finalisation of the Report was as a result of capacity constraints



Chapter 3

Annual Financial Statements

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2012

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3.1 REPORT OF THE AUDIT COMMITTEE FOR THE YEAR ENDED 31 MARCH 2012

Report of the Audit Committee – as required by Treasury Regulations 27.1.7 and 27.1.10 (b) and (c) issued in terms of sections 51(l) (a) (ii) and 76(4) (d) of the Public Finance Management (PFMA) Act 1 of 1999, as amended by Act 29 of 1999.

We are pleased to present our report for the financial year ended 31 March 2012.

3.1.1 AUDIT COMMITTEE MEMBERS AND ATTENDANCE

The Audit Committee consists of the members listed hereunder. During the financial year under review, the Audit Committee met 4 times and appropriate feedback was provided to the relevant Accounting Authority on matters that are within the mandate of the Audit Committee.

Audit Committee Member's Name	Qualification	Board Member/ Independent Member	Number of Meetings attended
Mr. Paul Streng	CA (SA), BCom, BAcc	Independent member	4 out of 4
Ms. Amanda Mazibuko*	CIA (SA), B Compt (Hons)	Independent member	4 out of 4
Mr. Denga Ramuedzisi*	CA (SA)	Independent member	3 out of 4
Ms. Linky Fosu**	CA (SA)	Independent member	1 out of 4

*Appointed July 2011

** Resigned July 2011

In addition to the above, the Audit Committee also had a separate closed session with the Auditor-General.

3.1.2 AUDIT COMMITTEE RESPONSIBILITY

The PSC Audit Committee wishes to report that it has complied with its responsibilities arising from section 51 (l)(a) of the PFMA as well as the by Treasury Regulations 27.1.7 and 27.1.10 issued in terms of sections 51(l)(a)(ii) and 76(4)(d) of the PFMA. The Audit Committee also wishes to report that it has adopted formal terms of reference and has regulated, and continues to regulate, its work in compliance with this charter.

The Audit Committee is able to report that the external audit; which is performed by the Auditor-General, is independent of the PSC.

The Audit Committee has discharged all its responsibilities as contained in its Audit Committee Charter.

3.1.3 EFFECTIVENESS OF INTERNAL CONTROL

Sections 38(l)(a)(i) and 51(l)(a)(i) of the PFMA state that

the Accounting Authority must ensure that the entity has maintained an effective, efficient and transparent system of financial and risk management and internal control.

The system of internal control and the concomitant control environment within PSC were reasonably effective as the various reports of the Auditor-General and Internal Audit will attest.

The Audit Committee is able to report that apparent compliance with legal and regulatory provisions and the policies and procedures of PSC occurred during the financial year under review.

3.1.4 GOVERNANCE OF RISK

The Audit Committee has the responsibility to ensure that a risk management process is in place at PSC and as such can report that risks are being appropriately managed within PSC.

Additional information regarding the risk events and their

effect on this annual report are detailed elsewhere in the annual report.

3.1.5 INTERNAL AUDIT

The Audit Committee is responsible for ensuring that the PSC internal audit function is independent and has the necessary resources, standing and authority within PSC to enable it to effectively and efficiently discharge its duties. Furthermore, the Audit Committee oversees cooperation between the internal and external auditors, and serves as a link between the Accounting Authority and these functions.

The Audit Committee also considered and recommended the Internal Audit Charter for approval by the Accounting Authority during the year under review. Internal Audit has effectively discharged its responsibilities as contained in its charter.

3.1.6 WHISTLE BLOWING

The Audit Committee receives and deals with any concern or complaints, whether from within or outside of PSC, relating to the accounting practices and internal audit of PSC, the content or auditing of PSC's financial statements, the internal financial controls of PSC and related matters.

No significant matters received through this medium were brought to the attention of the Audit Committee during the year under review.

3.1.7 THE QUALITY OF MANAGEMENT AND MONTHLY/ QUARTERLY REPORTS SUBMITTED IN TERMS OF THE PFMA

The Audit Committee reports that, during the year under review, they were presented with regular quarterly management reports to enable them to:

- i. Monitor the integrity, accuracy and reliability of the financial position of PSC;
- ii. Review the management accounts of PSC to provide the Accounting Authority with an authoritative and credible view of the financial position of PSC;
- iii. Review the disclosure in the financial reports of PSC and the context in which statements on the financial

- health of PSC are made; and
- iv. Review all material information presented together with the management accounts.

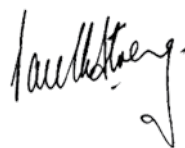
3.1.8 EVALUATION OF FINANCIAL STATEMENTS

The Audit Committee, at its meeting held on 25 May 2012 resolved to recommend the approval of the annual financial statements to the Accounting Authority. The Audit Committee wishes to indicate that it performed a review on the annual financial statements focusing on:

- i. Significant financial reporting judgments and estimates contained in the annual financial statements;
- ii. Clarity and completeness of disclosure and whether disclosures made have been set properly in context;
- iii. Quality and acceptability of, and any changes in accounting policies and practices;
- iv. Compliance with accounting standards and legal requirements;
- v. Significant adjustments and/or unadjusted differences resulting from the audit;
- vi. Reflection of unusual circumstances or events and management's explanation for the accounting treatment adopted;
- vii. Reasons for major year-on-year fluctuations;
- viii. Asset valuations and revaluations;
- ix. Calculation and levels of general and specific provisions;
- x. Write-offs and reserve transfers.

3.1.9 CONCLUSION

The Audit Committee concurs with and accepts the conclusions and the unqualified audit opinion of the Auditor-General on the annual financial statements and is of the view that the audited financial statements be accepted and read together with the report of the Auditor-General.



PAUL STRENG
CHAIRPERSON: AUDIT COMMITTEE
31 July 2012

3.2 REPORT OF THE ACCOUNTING OFFICER FOR THE YEAR ENDED 31 MARCH 2012

Report by the Accounting Officer to the Executive Authority and Parliament/Provincial Legislature of the Republic of South Africa.

3.2.1 GENERAL REVIEW OF THE STATE OF FINANCIAL AFFAIRS

3.2.1.1 Important policy decisions and strategic issues facing the department

The PSC derives its mandate from sections 195 and 196 of the Constitution, which outline its powers and functions, and the values and principles governing public administration that it should promote in order to entrench good governance and best practice principles. It is by and large responsible for providing technical oversight, conducting investigations and providing advisory support to government departments and the executive within the Public Service.

In its endeavour to assist Parliament to carry out its oversight role, the PSC reviewed the format of its annual SOPS report. The report will now be based on a fixed set of performance indicators so that trends in the performance of the Public Service can be shown. In addition, the PSC has been requested by the Portfolio Committee that the SOPS report should in future cover the whole of public administration, including the core Public Service departments, public entities and the Public Service at local government level. Due to capacity constraints, the PSC will make proposals to the Portfolio Committee on how this resolution can be implemented incrementally.

In its Report on the Management of Precautionary Suspensions in the Public Service, the PSC made recommendations for changes in the manner in which suspensions are handled in order to improve the impact on the employer and the employee. The changes will be implemented in collaboration with the DPSA, who will be the key driver of the process whilst the PSC will continue to focus on monitoring the implementation of the recommendations made.

The HoD evaluation process is in the process of being reviewed by the PSC in collaboration with the DPSA and the DPME. In a bid to ensure compliance, the PSC in conjunction with DPSA, drafted a Cabinet Memorandum wherein approval for the remaining evaluations for the 2010/11 financial year are proposed to be conducted in terms of the cluster evaluation approach.

3.2.1.2 Significant events that have taken place during the year

Some of the significant events that have taken place during the year are as follows:

The PSC is a key role player in grievance resolution in the Public Service and the promotion of good labour relations. It has continued to investigate grievances of aggrieved employees and provided advice to Executive Authorities. A series of 10 workshops were conducted where good practices on the management of grievances of employees and precautionary suspensions in cases of misconduct were discussed with labour practitioners from national and provincial departments. These workshops intended to assist all role-players in understanding these important labour relations practices.

The PSC continued to support processes aimed at strengthening the quality of Public Service leadership through its involvement in the evaluation of HoDs and the advice it gives to the Executive Authorities and HoDs on the quality of performance agreements. It also undertook research on the duration of employment per grade of Senior Management Service members levels 13 – 16 and assessed the extent to which departments have been implementing the Performance Management and Development System on levels 2 - 12.

The PSC also undertakes programme evaluations that evaluate the impact and cost-benefit of these programmes. During the period under review, the PSC conducted an evaluation of the National Youth Service and a meta-evaluation of the Department of Social Development (DSD) services and projects.

The PSC has over the years established sound networks with the local and international M&E community, and these now yield various opportunities for engagement on the practice of M&E. In this regard, the PSC and the SAMEA co-hosted the 3rd Biennial SAMEA Conference and it also co-hosted a conference with the United Nations Development Programme under the theme: "Use of Evaluation in Decision Making for Public Policies and Programmes".

Reports on Financial Misconduct for the 2009/10 and 2010/11 financial years were produced, showing an increase in the cost of financial misconduct. These reports serve as a mechanism to enhance oversight in the Public Service. The strong and constructive interest shown in these reports by Parliament and some provincial legislatures is an indication that there is concern about the impact of financial misconduct on service delivery.

The PSC manages the NACH, an important public participation mechanism for reporting cases of alleged corruption. In order to speed up the investigation of cases of alleged corruption reported through the NACH, a web-enabled NACH system was rolled out. This system has been installed in the Departments of Trade and Industry, Correctional Services, South African Social Security Agency and the South African Police Service as well as the Office of the Premier in the Western Cape. The PSC also played a Secretariat role to the National Anti-Corruption Forum, a cross-sectoral body comprising of public, civil and business sectors. During 2011, the PSC played a significant role in the hosting of the Fourth National Anti-Corruption Summit.

The Chairperson of the PSC was appointed in August 2011 and Commissioners Richard Sizani, Lulu Sizani and Phumelele Nzimande were appointed as Commissioners based at Head Office between the months of August and October 2011. Furthermore, the Commissioner based at Gauteng, Mr Michael Selokane was appointed in November 2011. Commissioner positions in the North West and Western Cape provinces remained unfilled.

The former DG, Mr Diphofa was transferred to DPSA in October 2011 and the position of Deputy Director-General: Leadership and Management Practices remained vacant for an extended period. Likewise, the Deputy Director-General: Monitoring and Evaluation and the Deputy Director-General: Integrity and Anti-Corruption

were appointed acting DG on a rotational basis until the appointment of Professor Richard Levin as DG in March 2012.

3.2.1.3 Major projects undertaken or completed during the year

The following are some of the major projects or activities undertaken by the PSC during the reporting period:

- Evaluated the management of precautionary suspensions in the Public Service
- Assessed the State of the Public Service 2011
- Conducted inspections at the Department of Justice and Constitutional Development
- Co-hosted the 3rd Biennial SAMEA Conference
- Hosted the 4th National Anti-Corruption Summit
- Financial misconduct.

3.2.1.4 Spending trends

The Adjusted Estimates of National Expenditure for the 2011/12 financial year was an appropriated of an amount of R151.051 million. This represented an increase of 11.44% compared with the previous financial year. The main increase was attributable to the salary increase adjustments.

3.2.1.5 Reasons for under-spending

The total expenditure for the 2011/12 financial year, excluding local and foreign aid assistance, amounted to R144.419 million, representing 95.61% of the total appropriation. The under expenditure of R6.632 million was therefore 4.39% of the total budget. The under spending was as a result of savings mainly from vacant posts.

3.2.1.6 Impact on programmes and service delivery

During the reporting period, the PSC had vacancies at senior management and Commission level. In spite of capacity challenges, the work of the PSC continued as projects were managed effectively. This could be attributed to the fact that amongst others, Commissioners continued to assume the additional responsibilities such as resident and caretaker Commissioner for more than one province.

3.2.1.7 Virement

Virement was applied twice during the 2011/12 financial year and approval was granted by the Accounting Officer. The virement applied is explained in detail in the Appropriation Statement of the Annual Financial Statements.

3.2.1.8 Any other material matter

There were no other material matters for the PSC.

3.2.2 SERVICE RENDERED BY THE DEPARTMENT

3.2.2.1 Mandate of the PSC

The PSC, as an independent and impartial institution, established by the Constitution, 1996, has been tasked and empowered to, amongst other functions and powers, investigate, monitor and evaluate the organization and administration of the Public Service. The PSC must also promote measures to ensure effective and efficient performance within the Public Service and to promote values and principles of public administration as set out in the Constitution, throughout the Public Service.

3.2.2.2 Tariff policy

The PSC does not charge tariffs to departments for its services.

3.2.2.3 Free Services

The PSC does not charge departments for services rendered in terms of its mandate and functions. It provides these services within its allocated budget.

3.2.2.4 Inventories

All inventory opening and closing balances, together with movements for the year is reflected in the Annexure on Inventory.

3.2.3 CAPACITY CONSTRAINTS

The implementation of the additional request from the

Portfolio Committee on Public Service and Administration in relation the extended scope of the SOPS report through the inclusion of public entities and the Public Service at local government is hampered by the limited financial and human resources available. Also, the PSC is increasingly required to interact with and support the work of other Committees of Parliament in addition to the Portfolio on Public Service and Administration. Considered against the current Parliamentary processes which seek to develop an improved model for oversight, these developments suggest that Parliament is moving towards securing greater scrutiny and oversight on the executive. Such a practice will in turn require increased technical oversight support from the PSC, and ultimately increased resources to meet the demand.

3.2.4 UTILISATION OF DONOR FUNDS

During the financial year under review, the PSC received an amount of R550 000 from the German International Cooperation (GIZ) for the 2nd Biennial Labour Relations Conference held in March 2011.

3.2.5 TRADING ENTITIES AND PUBLIC ENTITIES

The PSC does not have any Trading Entities/Public Entities under its control.

3.2.6 ORGANISATIONS TO WHOM TRANSFER PAYMENTS HAVE BEEN MADE

The PSC has not made any transfer payments to any organisation during the period under review.

3.2.7 PUBLIC PRIVATE PARTNERSHIPS (PPP)

The PSC did not enter into any Public Private Partnership during the 2011/12 financial year.

3.2.8 CORPORATE GOVERNANCE ARRANGEMENTS

The following governance arrangements have been put in place:

3.2.8.1 Risk management

The inculcation of a risk management culture within the OPSC received specific attention during the period under review. In this regard, a presentation on Risk Management was made at the Strategic Planning Session of Senior and Middle Management and the Fraud Prevention and Risk Management Committee underwent Risk Management Training. The Internal Auditors facilitated business risk identification, assessment and rating workshops with senior managers. A Business Risk Identification and Assessment Report was prepared following the above process.

The composition of the Committee was reviewed in March 2012 to be in line with the King III recommendation that the risk committee should ensure that IT risks are adequately addressed. In addition, the National Government Risk Management Maturity Assessment was completed and submitted to National Treasury. The IT Steering Committee was also established to be in line with the requirements of King III. The IT Governance Charter was also developed.

3.2.8.2 Fraud prevention policies

Meetings of the Combined Fraud Prevention and Risk Management Committee were held throughout the year and the implementation of the fraud awareness programme has been on-going. The Gift Register for the period under review was monitored to identify potential conflicts of interest.

3.2.8.3 Effectiveness of internal audit and audit committee

The PSC has outsourced its internal audit. The contract commenced on 1 August 2011 for a period of 36 months to assist the PSC in accomplishing its objectives to evaluate and improve the effectiveness of the organisation's risk management, control, as well as governance processes.

Audit Committee members are appointed for a period of 36 months. Meetings are held on a quarterly basis and when there is a need, special committee meetings are held. The primary purpose of the Committee is to assist the Accounting Officer in fulfilling the oversight responsibility required in terms of the PFMA, 1999, related Treasury Regulations (TR) and Corporate Governance

best practice. The names of the Audit Committee members are as follows:

Mr P Streng (Chairperson) appointed with effect from 1 April 2011

Ms L Fosu (Member) resigned in July 2011

Ms A Mazibuko (Member) appointed in July 2011

Mr D Ramuedzisi (Member) appointed in July 2011.

The Audit Committee met four times during the financial year.

3.2.8.4 Other governance structures

The PSC also has other appropriate governance structures to deal with ongoing management issues namely:

Public Service Commission Plenary

This is a quarterly meeting of all the Commissioners together with the Executive Management of the OPSC where policy issues are discussed and decisions taken. Furthermore, the strategic plan as well as the annual work plan of the PSC are also considered and approved at such meetings.

Executive Committee

The Executive Committee (EXCO) comprises the Chairperson, Deputy Chairperson, Director-General, the Deputy Directors-General, the Pretoria based Commissioners as well as one Regionally based Commissioner on a rotational basis. Meetings are held fortnightly to consider and make operational decisions within the parameters of the policy framework including *ad hoc* projects. These decisions are subsequently tabled at full plenary where all the Commissioners are present.

Specialist Teams

The Specialist Teams comprise selected Senior Officials from the OPSC as well as selected Commissioners. These meet on a quarterly basis to consider progress on projects and related issues. Currently, there are four (4) Specialist Teams, namely:

- Leadership and Management Practices
- Monitoring and Evaluation

- Integrity and Anti-Corruption
- Institution Building and Strategic Operations (was discontinued in May 2011).

Executive Management Committee (EXMA)

The Executive Management Committee (EXMA) consists of Executive Managers from the OPSC. It meets on a monthly basis to monitor progress on projects and takes management decisions on various issues affecting the OPSC.

Management Committee (MANCO)

The Management Committee (MANCO) comprise of Executive and Senior Managers from the OPSC. It meets quarterly to discuss progress on projects in the work plan. The feedback received at the meeting is linked to the feedback in the quarterly reports submitted to National Treasury and the Minister for Public Service and Administration.

Code of Conduct

A Code of Conduct for Public Servants, a Code of Ethics and Conduct for its employees, as well as a Code of Conduct for Supply Chain Management Practitioners and other role players is in place.

Safety, health and environmental issues facing the organisation

A Safety and Occupational Health Committee is in place to tackle the safety, health and environmental issues facing the OPSC. During the reporting period, first aiders, fire fighters and evacuation wardens were appointed and trained. The Occupational Health and Safety Policy is also in place and has been placed on the intranet. In addition, a fire inspection was conducted by the Tshwane Disaster Management during the reporting period.

Conflict of interest

The Financial Disclosures Framework forms the basis for the management of conflicts of interest in the PSC. Managers are required to submit their Financial Disclosure forms annually in April. Furthermore, officials who are involved in Supply Chain Management and members

of various Supply Chain Management Committees are required to sign the declarations of conflicts of interest.

Requirements of the King III report

The composition of EXMA and the Fraud Prevention and Risk Management Committee were reviewed in March 2012 to include the Director: IT to give effect to the new requirements of the King III report. The IT steering Committee was also established to be in line with the requirements of King III. The IT Governance Charter was also developed.

3.2.9 DISCONTINUED ACTIVITIES/ACTIVITIES TO BE DISCONTINUED

No activities were discontinued during the period under review.

3.2.10 NEW/PROPOSED ACTIVITIES

There were no new or proposed activities during the period under review.

3.2.11 ASSET MANAGEMENT

An electronic asset bar-coding system is utilised for proper management of all departmental assets. In order to strengthen asset management and minimise the risk of loss of IT equipment, spot checks are conducted on a monthly basis and a report is presented on a quarterly basis. The PSC has captured all official assets in the asset register and the register complies with the minimum requirements as set by National Treasury.

3.2.12 INVENTORIES

All inventory opening and closing balances, together with movements for the year are reflected in Annexure 4 of the annual financial statements.

3.2.13 EVENTS AFTER THE REPORTING DATE

Duma Travel (Pty) Ltd was awarded a tender for rendering travel agent services to the PSC for a period of 24 months. The contract period starts from 01 July 2012 to 30 June 2014.

3.2.14 INFORMATION ON PREDETERMINED OBJECTIVES

The PSC has governance arrangements and proper systems in place that ensure rigorous monitoring of performance and verification of Performance Information. This is done at Plenary, EXCO, EXMA, MANCO and branch meetings. Processes are also guided by existing protocols and methodical approaches agreed by the PSC. The PSC has also its own protocols, rules and guidelines to ensure a structured and objective approach in the execution of its key performance areas. The protocols and guidelines are listed as follows:

- Rules for Dealing with Grievances of Employees in the Public Service, published in Government Gazette No.25209 dated 25 July 2003.
- Rules for dealing with grievances of members of the Senior Management Service, including Heads of Department, published in Government Gazette No.33540 of 17 September 2010.
- Rules of the Public Service Commission: Lodging of complaints regarding the Public Service, published in Government Gazette No.23635 dated 19 July 2003.
- Rules of the Public Service Commission: Managing Conflicts of Interest Identified through the Financial Disclosure Framework for Senior Managers, published in Government Gazette No.32298 of 12 June 2009.
- Protocol Document for Conducting Public Administration Investigations, October 2009.
- Public Service Commission: National Anti-Corruption Hotline Toolkit, 2006.
- Rules for the summoning of witnesses in connection with inquiries and investigations of the Public Service Commission, published in Government Gazette No.23267 dated 28 March 2002.
- Protocol Document for Summoning Witnesses, August 2007.
- Checklist for the Quality Assessment of the Performance Agreements of Heads of Department.
- Public Service Commission: Guidelines for the Evaluation of Heads of Department.
- Protocol for conducting inspections.

3.2.15 SCOPA RESOLUTIONS

Reference to previous audit report and SCOPA resolutions	Subject	Findings on progress
None	None	None

3.2.16 PRIOR MODIFICATIONS TO AUDIT REPORTS

Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing/ resolving the matter
None	None	None

3.2.17 EXEMPTIONS AND DEVIATIONS RECEIVED FROM THE NATIONAL TREASURY

No exemption from the PFMA or TR or deviation from the financial reporting requirements was received for the current and/or prior financial year.

3.2.18 INTERIM FINANCIAL STATEMENTS

Interim financial statements were presented to the Audit Committee for noting and submitted to National Treasury.

3.2.19 OTHER

No other material fact or circumstances, which may have an effect on the understanding of the financial state of affairs which is not addressed elsewhere in this report.

3.2.20 APPROVAL

The Annual Financial Statements set out on pages 64 to 109 have been approved by the Accounting Officer.



PROF RICHARD M LEVIN
DIRECTOR-GENERAL

31 July 2012

3.3 REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON VOTE NO. 11b: PUBLIC SERVICE COMMISSION

3.3.1 REPORT ON THE FINANCIAL STATEMENTS

Introduction

I have audited the financial statements of the Public Service Commission (PSC) set out on pages 73 to 106 which comprise the appropriation statement, the statement of financial position as at 31 March 2012, the statement of financial performance, statement of changes in net assets and the cash flow statement for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

Accounting Officer's responsibility for the financial statements

The accounting officer is responsible for the preparation of these financial statements in accordance with the *Departmental financial reporting framework* prescribed by the National Treasury and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA), and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-General's responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the *General Notice* issued in terms thereof and International Standards on Auditing. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal

control relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Public Service Commission as at 31 March 2012, and its financial performance and cash flows for the year then ended in accordance with the *Departmental financial reporting framework* prescribed by the National Treasury and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA).

Emphasis of matter

I draw attention to the matter below. My opinion is not modified in respect of this matters:

Restatement of corresponding figures

As disclosed in note 27 to the financial statements, the corresponding figures for 31 March 2011 have been restated as a result of an error discovered during 31 March 2012 in the financial statements of the Public Service Commission at, and for the year ended, 31 March 2011.

Additional matter

I draw attention to the matter below. My opinion is not modified in respect of this matters:

Financial reporting framework

The financial reporting framework prescribed by the

National Treasury and applied by the department is a compliance framework. The wording of my opinion on a compliance framework should reflect that the financial statements have been prepared in accordance with this framework and not that they “present fairly”. Section 20(2)(a) of the PAA, however, requires me to express an opinion on the fair presentation of the financial statements. The wording of my opinion therefore reflects this requirement.

Unaudited supplementary schedules

The supplementary information set out on pages 107 to 109 does not form part of the financial statements and is presented as additional information. I have not audited this schedule and, accordingly, I do not express an opinion thereon.

3.3.2 REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the PAA and the *General Notice* issued in terms thereof, I report the following findings relevant to performance against predetermined objectives, compliance with laws and regulations and internal control, but not for the purpose of expressing an opinion.

Predetermined objectives

I performed procedures to obtain evidence about the usefulness and reliability of the information in the performance report on predetermined objectives as set out on pages 9 to 59 of the annual report.

The reported performance against predetermined objectives was evaluated against the overall criteria of usefulness and reliability. The usefulness of information in the annual performance report relates to whether it is presented in accordance with the National Treasury annual reporting principles and whether the reported performance is consistent with the planned objectives. The usefulness of information further relates to whether indicators and targets are measurable (i.e. well defined, verifiable, specific, measurable and time bound) and relevant as required by the *National Treasury Framework for managing programme performance information*.

The reliability of the information in respect of the selected programmes is assessed to determine whether it adequately reflects the facts (i.e. whether it is valid, accurate and complete).

There were no material findings on the performance report of predetermined objectives concerning the usefulness and reliability of the information.

Compliance with laws and regulations

I performed procedures to obtain evidence that the entity has complied with applicable laws and regulations regarding financial matters, financial management and other related matters. I did not identify any instances of material non-compliance with specific matters in key applicable laws and regulations as set out in the *General Notice* issued in terms of the PAA.

Internal control

I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with laws and regulations. I did not identify any deficiencies in internal control which we considered sufficiently significant for inclusion in this report.

Auditor General

PRETORIA

31 July 2012



**AUDITOR - GENERAL
SOUTH AFRICA**

Auditing to build public confidence

APPROPRIATION STATEMENT for the year ended 31 March 2012

Appropriation per programme									
	2011/12							2010/11	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1. Administration									
Current payment	77,290	-	(2,965)	74,325	71,572	2,753	96.3%	68,134	67,517
Transfers and subsidies	45	-	25	70	45	25	64.3%	585	611
Payment for capital assets	795	-	3,327	4,122	4,387	(265)	106.4%	2,530	2,757
Payment for financial assets	-	-	-	-	91	(91)	-	-	-
2. Leadership and Management Practices									
Current payment	23,895	-	(268)	23,627	22,745	882	96.3%	20,231	20,165
Transfers and subsidies	-	-	208	208	208	-	100.0%	1	1
Payment for capital assets	-	-	-	-	17	(17)	-	-	-
3. Monitoring and Evaluation									
Current payment	23,218	-	(65)	23,153	20,678	2,475	89.3%	20,691	20,608
Transfers and subsidies	-	-	65	65	65	-	100%	-	-
Payment for capital assets	-	-	-	-	33	(33)	-	-	-
4. Integrity and Anti-Corruption									
Current payment	25,808	-	(327)	25,481	24,561	920	96.4%	22,356	22,298
Transfers and subsidies	-	-	-	-	-	-	-	67	67
Payment for capital assets	-	-	-	-	17	(17)	-	-	-
TOTAL	151,051	-	-	151,051	144,419	6,632	95.6%	134,595	134,024
Reconciliation with Statement of Financial Performance									
Add:									
Departmental receipts				358				224	
Aid assistance				550				500	
Actual amounts per Statement of Financial Performance (Total Revenue)				151,959				135,319	
Add:									
Aid assistance					991				186
Actual amounts per Statement of Financial Performance (Total Expenditure)					145,410				134,210

APPROPRIATION STATEMENT

for the year ended 31 March 2012

Appropriation per economic classification									
	2011/12							2010/11	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments									
Compensation of employees	100,109	-	2,282	102,391	97,286	5,105	95.0%	92,778	92,310
Goods and services	50,102	-	(5,934)	44,168	42,220	1,948	95.6%	38,630	38,194
Interest and Rent on Land	-	-	-	-	23	(23)	-	4	7
Transfers and subsidies									
Foreign governments and international organisations	45	-	25	70	45	25	64.3%	42	41
Households	-	-	300	300	300	-	100.0%	611	638
Payments for capital assets									
Machinery and equipment	795	-	2,379	3,174	3,324	(150)	104.7%	2,195	2,422
Software & other intangible assets	-	-	948	948	1,130	(182)	119.2%	335	335
Payments for financial assets									
	-	-	-	-	91	(91)	-	-	77
TOTAL	151,051	-	-	151,051	144,419	6,632	95.6%	134,595	134,024

DETAIL PER PROGRAMME 1 - ADMINISTRATION for the year ended 31 March 2012

Programme 1 Programme per subprogramme	2011/12							2010/11	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
I.1 CORPORATE SERVICES									
Current payment	46,614	-	(8,268)	38,346	38,044	302	99.2%	37,658	37,518
Transfers and subsidies	-	-	-	-	-	-	-	193	192
Payment for capital assets	795	-	3,327	4,122	4,387	(265)	106.4%	2,530	2,757
Payment for financial assets	-	-	-	-	91	(91)	-	-	-
I.2 MANAGEMENT									
Current payment	7,264	-	495	7,759	6,859	900	88.4%	6,063	5,838
Transfers and subsidies	45	-	25	70	45	25	64.3%	185	212
I.3 PROPERTY MANAGEMENT									
Current payment	10,168	-	2,568	12,736	12,736	-	100.0%	10,999	10,999
I.4 PUBLIC SERVICE COMMISSION									
Current payment	13,244	-	2,240	15,484	13,933	1,551	90.0%	13,414	13,162
Transfers and subsidies	-	-	-	-	-	-	-	207	207
TOTAL	78,130	-	387	78,517	76,095	2,422	96.9%	71,249	70,885

Per Economic classification	2011/12							2010/11	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments									
Compensation of employees	40,256	-	2,646	42,902	40,853	2,049	95.2%	39,433	38,992
Goods and services	37,034	-	(5,638)	31,396	30,680	716	97.7%	28,697	28,444
Interest and rent on land	-	-	-	-	12	(12)	-	4	4
Transfers and subsidies									
Foreign governments and international organisations	45	-	25	70	45	25	64.3%	42	41
Households	-	-	27	27	27	-	100.0%	543	570
Payments for capital assets									
Machinery and equipment	795	-	2,379	3,174	3,257	(83)	102.6%	2,195	2,422
Software & other intangible assets	-	-	948	948	1,130	(182)	119.2%	335	335
Payments for financial assets									
	-	-	-	-	91	(91)	-	-	77
TOTAL	78,130	-	387	78,517	76,095	2,422	96.9%	71,249	70,885

DETAIL PER PROGRAMME 2 – LEADERSHIP AND MANAGEMENT PRACTICES
for the year ended 31 March 2012

Programme 2 Programme per subprogramme	2011/12							2010/11	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
2.1 LABOUR RELATIONS IMPROVEMENT									
Current payment	13,349	-	3	13,352	12,779	573	95.7%	11,165	11,133
Transfers and subsidies	-	-	208	208	208	-	100.0%	-	-
Payments for capital assets	-	-	-	-	8	(8)	-	-	-
2.2 LEADERSHIP AND HUMAN RESOURCE REVIEWS									
Current payment	10,546	-	(271)	10,275	9,966	309	97.0%	9,066	9,032
Transfers and subsidies	-	-	-	-	-	-	-	1	1
Payments for capital assets	-	-	-	-	9	(9)	-	-	-
TOTAL	23,895	-	(60)	23,835	22,970	865	96.4%	20,232	20,166

Per Economic classification	2011/12							2010/11	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments									
Compensation of employees	20,448	-	(57)	20,391	19,650	741	96.4%	17,974	17,969
Goods and services	3,447	-	(211)	3,236	3,091	145	95.5%	2,257	2,195
Interest and rent on land	-	-	-	-	4	(4)	-	-	1
Transfers and subsidies									
Households	-	-	208	208	208	-	100.0%	1	1
Payments for capital assets									
Machinery and equipment	-	-	-	-	17	(17)	-	-	-
TOTAL	23,895	-	(60)	23,835	22,970	865	96.4%	20,232	20,166

DETAIL PER PROGRAMME 3 – MONITORING AND EVALUATION

for the year ended 31 March 2012

Programme 3 Programme per Subprogramme	2011/12							2010/11	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
3.1 GOVERNANCE MONITORING									
Current payment	12,599	-	(320)	12,279	10,640	1,639	86.7%	10,776	10,736
Payments for capital assets	-	-	-	-	16	(16)	-	-	-
3.2 SERVICE DELIVERY AND COMPLIANCE EVALUATIONS									
Current payment	10,619	-	255	10,874	10,038	836	92.3%	9,915	9,872
Transfers and subsidies	-	-	65	65	65	-	100.0%	-	-
Payments for capital assets	-	-	-	-	17	(17)	-	-	-
TOTAL	23,218	-	-	23,218	20,776	2,442	89.5%	20,691	20,608

Per Economic classification	2011/12							2010/11	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payment									
Compensation of employees	19,005	-	(221)	18,784	17,350	1,434	92.4%	17,551	17,535
Goods and services	4,213	-	156	4,369	3,323	1,046	76.1%	3,140	3,072
Interest and rent on land	-	-	-	-	5	(5)	-	-	1
Transfers and subsidies									
Households	-	-	65	65	65	-	100.0%	-	-
Payments for capital assets									
Machinery and equipment	-	-	-	-	33	(33)	-	-	-
TOTAL	23,218	-	-	23,218	20,776	2,442	89.5%	20,691	20,608

DETAIL PER PROGRAMME 4 – INTEGRITY AND ANTI-CORRUPTION
 for the year ended 31 March 2012

Programme 4 Programme per subprogramme	2011/12							2010/11	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
4.1 PROFESSIONAL ETHICS									
Current payment	12,111	-	1,381	13,492	13,471	21	99.8%	12,457	12,429
Payment for capital assets	-	-	-	-	9	(9)	-	-	-
4.2 PUBLIC ADMINISTRATION INVESTIGATIONS									
Current payment	13,697	-	(1,708)	11,989	11,090	899	92.5%	9,899	9,869
Payment for capital assets	-	-	-	-	8	(8)	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-	67	67
TOTAL	25,808	-	(327)	25,481	24,578	903	96.5%	22,423	22,365

Per Economic classification	2011/12							2010/11	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payment									
Compensation of employees	20,400	-	(86)	20,314	19,433	881	95.7%	17,820	17,814
Goods and services	5,408	-	(241)	5,167	5,126	41	99.2%	4,536	4,483
Interest and rent on land	-	-	-	-	2	(2)	-	-	1
Transfers and subsidies									
Households	-	-	-	-	-	-	-	67	67
Payments for capital assets									
Machinery and equipment	-	-	-	-	17	(17)	-	-	-
TOTAL	25,808	-	(327)	25,481	24,578	903	96.5%	22,423	22,365

NOTES TO THE APPROPRIATION STATEMENT for the year ended 31 March 2012

1. Detail of transfers and subsidies as per Appropriation Act (after Virement):

Detail of these transactions can be viewed in the note on transfers and subsidies, disclosure notes and Annexure I (A-D) to the Annual Financial Statements.

2. Detail of specifically and exclusively appropriated amounts voted (after Virement):

Detail of these transactions can be viewed in note I (Annual Appropriation) to the Annual Financial Statements.

3. Detail on financial transactions in assets and liabilities

Detail of these transactions per programme can be viewed in the note on financial transactions in assets and liabilities to the Annual Financial Statements.

4. Explanations of material variances from Amounts Voted (after Virement):

4.1 Per Programme

	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
	R'000	R'000	R'000	%
Programme 1 - Administration	78,517	76,095	2,422	3.1%
Explanation of variance:	Saving as a result of vacant posts under compensation of employees			
Programme 2 – Leadership and Management Practices	23,835	22,970	865	3.6%
Explanation of variance:	Saving as a result of vacant posts under compensation of employees and the delays in finalising projects under goods and services			
Programme 3 – Monitoring and Evaluation	23,218	20,776	2,442	10.5%
Explanation of variance:	Saving as a result of vacant posts under compensation of employees and the delays in finalising projects under goods and services			
Programme 4 – Integrity and Anti-Corruption	25,481	24,578	903	3.5%
Explanation of variance:	Saving as a result of vacant posts under compensation of employees and the delays in finalising projects under goods and services			

4.2 Per economic classification:

Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
R'000	R'000	R'000	%

Current payment:

Compensation of employees	102,391	97,286	5,105	5.0%
Goods and services	44,168	42,220	1,948	4.4%
Interest and rent on land	-	23	(23)	-

Transfers and subsidies:

Foreign governments and international organisations	70	45	25	35.7%
Households	300	300	-	-

Payments for capital assets:

Machinery and equipment	3,174	3,324	(150)	-4.7%
Software and other intangible assets	948	1,130	(182)	-19.2%

Payments for financial assets

	-	91	(91)	-
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Explanation of variance:

Savings as a result of vacant posts under compensation of employees and the delays in finalising projects under goods and services

STATEMENT OF FINANCIAL PERFORMANCE
for the year ended 31 March 2012

	Note	2011/12 R'000	2010/11 R'000
REVENUE			
Annual appropriation	1	151,051	134,595
Departmental revenue	2	358	224
Aid assistance	3	550	500
TOTAL REVENUE		151,959	135,319
EXPENDITURE			
Current expenditure			
Compensation of employees	4	97,286	92,310
Goods and services	5	42,220	38,194
Interest and rent on land	6	23	7
Aid assistance	3	991	186
Total current expenditure		140,520	130,697
Transfers and subsidies		345	679
	8	345	679
Expenditure for capital assets			
Tangible capital assets	9	3,324	2,422
Software and other intangible assets	9	1,130	335
Total expenditure for capital assets		4,454	2,757
Payment for financial assets	7	91	77
TOTAL EXPENDITURE		145,410	134,210
SURPLUS FOR THE YEAR		6,549	1,109
Reconciliation of Net Surplus for the year			
Voted Funds	13	6,632	571
Departmental Revenue	14	358	224
Aid Assistance	3	-441	314
SURPLUS FOR THE YEAR		6,549	1,109

STATEMENT OF FINANCIAL POSITION
 as at 31 March 2012

	Note	2011/12 R'000	2010/11 R'000
ASSETS			
Current assets		7,317	1,617
Cash and cash equivalents	10	6,835	1,331
Prepayments and advances	11	3	-
Receivables	12	352	286
Aid assistance receivables	3	127	-
TOTAL ASSETS		7,317	1,617
LIABILITIES			
Current liabilities		6,731	970
Voted funds to be surrendered to the Revenue Fund	13	6,632	571
Departmental revenue to be surrendered to the Revenue Fund	14	46	4
Payables	15	53	81
Aid Assistance unutilised	3	-	314
Non-Current Liabilities			
Payables	16	353	460
TOTAL LIABILITIES		7,084	1,430
NET ASSETS		233	187
Represented by:			
Recoverable revenue		233	187
TOTAL		233	187

STATEMENT OF CHANGES IN NET ASSETS
for the year ended 31 March 2012

	Note	2011/12 R'000	2010/11 R'000
Recoverable revenue			
Opening balance		187	253
Transfers		46	-66
Debts recovered (included in departmental receipts)		33	-184
Debts raised	12	13	118
Closing balance		233	187
TOTAL		233	187

CASH FLOW STATEMENT

for the year ended 31 March 2012

	Note	2011/12 R'000	2010/11 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		151,959	135,319
Annual appropriated funds received	1	151,051	134,595
Departmental revenue received	2	358	224
Aid assistance	3	550	500
Decrease/(Increase)in working capital		-97	-318
Surrendered to Revenue Fund		-887	-302
Current payments		-140,520	-130,697
Payment for financial assets	7	-91	-77
Transfers and subsidies paid	8	-345	-679
Net cash flow available from operating activities	17	10,019	3,246
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	9	-4,454	-2,757
Net cash flows from investing activities		-4,454	-2,757
CASH FLOWS FROM FINANCING ACTIVITIES			
Decrease in net assets		46	-66
Increase in non-current payables		-107	460
Net cash flows from financing activities		-61	394
Decrease/(Increase)in cash and cash equivalents		5,504	883
Cash and cash equivalents at the beginning of the period		1,331	448
Cash and cash equivalents at end of period	18	6,835	1,331

3.4 ACCOUNTING POLICIES FOR THE YEAR ENDED 31 MARCH 2012

The Financial Statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated. However, where appropriate and meaningful, additional information has been disclosed to enhance the usefulness of the Financial Statements and to comply with the statutory requirements of the Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999), and the Treasury Regulations issued in terms of the Act and the Division of Revenue Act, Act 1 of 2010.

3.4.1 PRESENTATION OF THE FINANCIAL STATEMENTS

3.4.1.1 Basis of preparation

The Financial Statements have been prepared on a modified cash basis of accounting, except where stated otherwise. The modified cash basis constitutes the cash basis of accounting supplemented with additional disclosure items. Under the cash basis of accounting, transactions and other events are recognised when cash is received or paid.

3.4.1.2 Presentation currency

All amounts have been presented in the currency of the South African Rand (R) which is also the functional currency of the department.

3.4.1.3 Rounding

Unless otherwise stated, all financial figures have been rounded to the nearest one thousand Rand (R'000).

3.4.1.4 Comparative figures

Prior period comparative information has been presented in the current year's financial statements. Where necessary, figures included in the prior period financial statements have been reclassified to ensure that the format in which the information is presented is consistent with the format of the current year's financial statements.

3.4.1.5 Comparative figures - Appropriation Statement

A comparison between actual amounts and final appropriation per major classification of expenditure is included in the Appropriation Statement.

3.4.2 REVENUE

3.4.2.1 Appropriated funds

Appropriated funds comprise of departmental allocations as well as direct charges against revenue fund (i.e. statutory appropriation).

Appropriated funds are recognised in the financial records on the date the appropriation becomes effective. Adjustments made in terms of the adjustments budget process are recognised in the financial records on the date the adjustments become effective.

Unexpended appropriated funds are surrendered to the National Revenue Fund. Any amounts owing to the National Revenue Fund at the end of the financial year are recognised as payable in the statement of financial position.

Any amount due from the National Revenue Fund at the end of the financial year is recognised as a receivable in the statement of financial position.

3.4.2.2 Departmental revenue

All departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the National Revenue Fund, unless stated otherwise.

Any amount owing to the National Revenue Fund is recognised as a payable in the statement of financial position.

No accrual is made for the amount receivable from the last receipt date to the end of the reporting period. These amounts are however disclosed in the disclosure note to the annual financial statements.

3.4.2.3 Direct Exchequer receipts

All direct exchequer receipts are recognised in the statement of financial performance when the cash is received and subsequently paid into the National Revenue Fund, unless otherwise stated.

Any amount owing to the National Revenue Fund at the end of the financial year is recognised as a payable in the statement of financial position.

3.4.2.4 Direct Exchequer payments

All direct exchequer payments are recognised in the statement of financial performance when final authorisation for payment is effected on the system.

3.4.2.5 Aid assistance

Aid assistance is recognised as revenue when received.

All in-kind aid assistance is disclosed at fair value on the date of receipt in the annexures to the Annual Financial Statements.

The cash payments made during the year relating to aid assistance projects are recognised as expenditure in the statement of financial performance when final authorisation for payments is effected on the system.

The value of the assistance expensed prior to the receipt of funds is recognised as a receivable in the statement of financial position.

Inappropriately expensed amounts using aid assistance and any unutilised amounts are recognised as payables in the statement of financial position.

3.4.3 EXPENDITURE

3.4.3.1 Compensation of employees

Salaries and Wages

Salaries and wages are expensed in the statement of financial performance when the final authorisation for payment is effected on the system.

Other employee benefits that give rise to a present legal or constructive obligation are disclosed in the disclosure notes to the financial statements at its face value and are not recognised in the statement of financial performance or position.

Employee costs are capitalised to the cost of a capital project when an employee spends more than 50% of his/her time on the project. These payments form part of expenditure for capital assets in the statement of financial performance.

Social Contributions

Employer contributions to post employment benefit plans in respect of current employees are expensed in the statement of financial performance when the final authorisation for payment is effected on the system.

No provision is made for retirement benefits in the financial statements of the department. Any potential liabilities are disclosed in the financial statements of the National Revenue Fund and not in the financial statements of the employer department.

Employer contributions made by the department for certain of its ex-employees (such as medical benefits) are classified as transfers to households in the statement of financial performance.

3.4.3.2 Goods and services

Payments made during the year for goods and/or services are recognised as an expense in the statement of financial performance when the final authorisation for payment is effected on the system.

The expense is classified as capital if the goods and/or services were acquired for a capital project or if the total purchase price exceeds the capitalisation threshold (currently R5,000). All other expenditures are classified as current.

Rental paid for the use of buildings or other fixed structures is classified as *goods and services* and not as *rent on land*.

3.4.3.3 Interest and rent on land

Interest and rental payments are recognised as an expense in the statement of financial performance when the final authorisation for payment is effected on the system (by no later than 31 March of each year). This item excludes rental for the use of buildings or other fixed structures. If it is not possible to distinguish between payment for the use of land and the fixed structures on it, the whole amount is recorded under goods and services.

3.4.3.4 Payments for financial assets

Debts are written off when identified as irrecoverable. Debts written-off are limited to the amount of savings and/or under-spending of appropriated funds. The write off occurs at year-end or when funds are available. No provision is made for irrecoverable amounts but an estimate is included in the disclosure notes to the financial statements amounts.

All other losses are recognised when authorisation has been granted for the recognition thereof.

3.4.3.5 Transfers and subsidies

Transfers and subsidies are recognised as an expense when the final authorisation for payment is effected on the system

3.4.3.6 Unauthorised expenditure

When confirmed unauthorised expenditure is recognised as an asset in the statement of financial position until such time as the expenditure is either approved by the relevant authority, recovered from the responsible person or written off as irrecoverable in the statement of financial performance.

Unauthorised expenditure approved with funding is derecognised from the statement of financial position when the unauthorised expenditure is approved and the related funds are received.

Where the amount is approved without funding it is recognised as expenditure in the statement of financial

performance on the date of approval.

3.4.3.7 Fruitless and wasteful expenditure

Fruitless and wasteful expenditure is recognised as expenditure in the statement of financial performance according to the nature of the payment and not as a separate line item on the face of the statement. If the expenditure is recoverable it is treated as an asset until it is recovered from the responsible person or written off as irrecoverable in the statement of financial performance.

3.4.3.8 Irregular expenditure

Irregular expenditure is recognised as expenditure in the statement of financial performance. If the expenditure is not condoned by the relevant authority it is treated as an asset until it is recovered or written off as irrecoverable.

3.4.4 ASSETS

3.4.4.1 Cash and cash equivalents

Cash and cash equivalents are carried in the statement of financial position at cost.

Bank overdrafts are shown separately on the face of the statement of financial position.

For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held, other short-term highly liquid investments and bank overdrafts.

3.4.4.2 Other financial assets

Other financial assets are carried in the statement of financial position at cost.

3.4.4.3 Prepayments and advances

Amounts prepaid or advanced are recognised in the statement of financial position when the payments are made and are derecognised as and when the goods/ services are received or the funds are utilised.

Prepayments and advances outstanding at the end of the year are carried in the statement of financial position at cost.

3.4.4.4 Receivables

Receivables included in the statement of financial position arise from cash payments made that are recoverable from another party (including departmental employees) and are derecognised upon recovery or write-off.

Receivables outstanding at year-end are carried in the statement of financial position at cost plus any accrued interest. Amounts that are potentials irrecoverable are included in the disclosure notes.

3.4.4.5 Investments

Capitalised investments are shown at cost in the statement of financial position.

Investments are tested for an impairment loss whenever events or changes in circumstances indicate that the investment may be impaired. Any impairment loss is included in the disclosure notes.

3.4.4.6 Loans

Loans are recognised in the statement of financial position when the cash is paid to the beneficiary. Loans that are outstanding at year-end are carried in the statement of financial position at cost plus accrued interest.

Amounts that are potentially irrecoverable are included in the disclosure notes.

3.4.4.7 Inventory

Inventories that qualify for recognition must be initially reflected at cost. Where inventories are acquired at no cost, or for nominal consideration, their cost shall be their fair value at the date of acquisition.

All inventory items at year-end are reflected using the weighted average cost formula.

3.4.4.8 Capital assets

Movable assets

Initial recognition

A capital asset is recorded on receipt of the item at cost. Cost of an asset is defined as the total cost of acquisition. Where the cost cannot be determined accurately, the movable capital asset is stated at fair value. Where fair value cannot be determined, the capital asset is included in the asset register at RI.

All assets acquired prior to 1 April 2002 are included in the register at RI.

Subsequent recognition

Subsequent expenditure of a capital nature is recorded in the statement of financial performance as "expenditure for capital asset" and is capitalised in the asset register of the department on completion of the project.

Repairs and maintenance is expensed as current "goods and services" in the statement of financial performance.

Immovable assets

Initial recognition

A capital asset is recorded on receipt of the item at cost. Cost of an asset is defined as the total cost of acquisition. Where the cost cannot be determined accurately, the immovable capital asset is stated at RI unless the fair value for the asset has been reliably estimated.

Subsequent recognition

Work-in-progress of a capital nature is recorded in the statement of financial performance as "expenditure for capital asset". On completion, the total cost of the project is included in the asset register of the department that is accountable for the asset.

Repairs and maintenance is expensed as current "goods and services" in the statement of financial performance.

Intangible assets

Initial recognition

An intangible asset is recorded in the asset register on receipt of the item at cost. Cost of an intangible asset

is defined as the total cost of acquisition. Where the cost cannot be determined accurately, the intangible asset is stated at fair value. Where fair value cannot be determined, the intangible asset is included in the asset register at RI.

All intangible assets acquired prior to 1 April 2002 can be included in the asset register at RI.

Subsequent expenditure

Subsequent expenditure of a capital nature is recorded in the statement of financial performance as "expenditure for capital asset" and is capitalised in the asset register of the department.

Maintenance is expensed as current "goods and services" in the statement of financial performance.

3.4.5 LIABILITIES

3.4.5.1 Payables

Recognised payables mainly comprise of amounts owing to other governmental entities. These payables are carried at cost in the statement of financial position.

3.4.5.2 Contingent liabilities

Contingent liabilities are included in the disclosure notes to the financial statements when it is possible that economic benefits will flow from the department, or when an outflow of economic benefits or service potential is probable but cannot be measured reliably.

3.4.5.3 Contingent assets

Contingent assets are included in the disclosure notes to the financial statements when it is possible that an inflow of economic benefits will flow to the entity.

3.4.5.4 Commitments

Commitments are not recognised in the statement of financial position as a liability or as expenditure in the statement of financial performance but are included in the disclosure notes.

3.4.5.5 Accruals

Accruals are not recognised in the statement of financial position as a liability or as expenditure in the statement of financial performance but are included in the disclosure notes.

3.4.5.6 Employee benefits

Short-term employee benefits that give rise to a present legal or constructive obligation are disclosed in the disclosure notes to the financial statements. These amounts are not recognised in the statement of financial performance or the statement of financial position.

3.4.5.7 Lease commitments

Finance lease

Finance leases are not recognised as assets and liabilities in the statement of financial position. Finance lease payments are recognised as an expense in the statement of financial performance and are apportioned between the capital and interest portions. The finance lease liability is disclosed in the disclosure notes to the financial statements.

Operating lease

Operating lease payments are recognised as an expense in the statement of financial performance. The operating lease commitments are disclosed in the disclosure notes to the financial statements.

3.4.5.8 Impairment

The department tests for impairment where there is an indication that a receivable, loan or investment may be impaired. An assessment of whether there is an indication of possible impairment is done at each reporting date. An estimate is made for doubtful loans and receivables based on a review of all outstanding amounts at year-end. Impairments on investments are calculated as being the difference between the carrying amount and the present value of the expected future cash flows/service potential flowing from the instrument.

3.4.5.9 Provisions

Provisions are disclosed when there is a present legal or constructive obligation to forfeit economic benefits as a result of events in the past and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate of the obligation can be made.

3.4.6 RECEIVABLES FOR DEPARTMENTAL REVENUE

Receivables for departmental revenue are disclosed in the disclosure notes to the annual financial statements.

3.4.7 NET ASSETS

3.4.7.1 Capitalisation reserve

The capitalisation reserve comprises of financial assets and/or liabilities originating in a prior reporting period but which are recognised in the statement of financial position for the first time in the current reporting period. Amounts are recognised in the capitalisation reserves when identified in the current period and are transferred to the National Revenue Fund when the underlining asset is disposed and the related funds are received.

3.4.7.2 Recoverable revenue

Amounts are recognised as recoverable revenue when a payment made in a previous financial year becomes recoverable from a debtor in the current financial year. Amounts are either transferred to the National Revenue Fund when recovered or are transferred to the statement of financial performance when written-off.

3.4.8 RELATED PARTY TRANSACTIONS

Specific information with regards to related party transactions is included in the disclosure notes.

3.4.9 KEY MANAGEMENT PERSONNEL

Compensation paid to key management personnel including their family members where relevant, is included in the disclosure notes.

3.4.10 PUBLIC PRIVATE PARTNERSHIPS

A description of the PPP arrangement, the contract fees and current and capital expenditure relating to the PPP arrangement is included in the disclosure notes.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2012

1. Annual Appropriation

Included are funds appropriated in terms of the Appropriation Act for National Departments (Voted Funds).

	Final Appropriation	Actual Funds received	Funds not requested/ not received	Appropriation received 2010/11
	R'000	R'000	R'000	R'000
Administration	78,517	78,517	-	71,249
Leadership and Management Practices	23,835	23,835	-	20,232
Monitoring and Evaluation	23,218	23,218	-	20,691
Integrity and Anti-Corruption	25,481	25,481	-	22,423
TOTAL	151,051	151,051	-	134,595

2. Departmental Revenue

	<i>Note</i>	2011/12	2010/11
		R'000	R'000
Sales of goods and services other than capital assets	2.1	46	65
Interest, dividends and rent on land	2.2	25	11
Transactions in financial assets and liabilities	2.3	287	148
Departmental revenue collected		358	224

2.1 Sales of goods and services other than capital assets

Sales of goods and services produced by the department	46	12
Sales by market establishment	11	12
Other sales	35	-
Sales of scrap, waste and other used current goods	-	53
TOTAL	46	65

2.2 Interest, dividends and rent on land and buildings

Interest	25	11
TOTAL	25	11

2.3 Transactions in financial assets and liabilities

Receivables	265	106
Other Receipts including Recoverable Revenue	22	42
TOTAL	287	148

	Note	2011/12 R'000	2010/11 R'000
3. Aid assistance			
3.1 Assistance received in cash from (Reconstruction and Development Programme (RDP))			
Foreign			
Opening balance		314	-
Revenue		550	500
Expenditure		-991	-186
Current		-991	-186
CLOSING BALANCE		-127	314
3.2 Analysis of balance			
Aid assistance receivable		-127	-
Other sources		-127	-
Aid assistance unutilised		-	314
RDP		-	314
CLOSING BALANCE		-127	314
4 Compensation of Employees			
4.1 Salaries and Wages			
Basic salary		68,031	60,826
Performance award		1,444	1,565
Service Based		139	154
Compensative/circumstantial		1,664	769
Other non-pensionable allowances		14,428	18,502
TOTAL		85,706	81,816
4.2 Social contributions			
Employer contributions			
Pension		8,779	7,841
Medical		2,789	2,640
Bargaining council		12	13
TOTAL		11,580	10,494
TOTAL COMPENSATION OF EMPLOYEES		97,286	92,310
Average number of employees		221	218

	Note	2011/12 R'000	2010/11 R'000
5. Goods and services			
Administrative fees		68	31
Advertising		657	510
Assets less than R5,000	5.1	990	372
Bursaries (employees)		352	274
Catering		378	245
Communication		1,967	1,994
Computer services	5.2	3,111	4,126
Consultants, contractors and agency/outsourced services	5.3	4,928	5,294
Audit cost – external	5.4	1,984	3,529
Inventory	5.5	3,212	2,871
Operating leases		10,888	9,247
Owned and leasehold property expenditure	5.6	2,520	2,498
Travel and subsistence	5.7	7,247	4,587
Venues and facilities		1,835	1,146
Training and staff development		1,236	911
Other operating expenditure	5.8	847	559
TOTAL		42,220	38,194
5.1 Assets less than R5,000			
Tangible assets		797	372
Machinery and equipment		797	372
Intangible assets		193	-
TOTAL		990	372
5.2 Computer services			
SITA computer services		2,844	3,665
External computer service providers		267	461
TOTAL		3,111	4,126
5.3 Consultants, contractors and agency/outsourced services			
Business and advisory services		4,308	4,096
Legal costs		-	435
Contractors		593	661
Agency and support/outsourced services		27	102
TOTAL		4,928	5,294

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	Note	2011/12 R'000	2010/11 R'000
5.4	Audit cost - external		
	Regulatory audits	1,984	3,529
	TOTAL	1,984	3,529
5.5	Inventory		
	Learning and teaching support material	19	17
	Other consumable materials	55	18
	Stationery and printing	3,138	2,835
	Medical supplies	-	1
	TOTAL INVENTORY	3,212	2,871
5.6	Property payments		
	Municipal services	1,848	1,752*
	Other	672	746
	TOTAL	2,520	2,498
	<i>*Prior year figures restated</i>		
5.7	Travel and subsistence		
	Local	6,726	4,433
	Foreign	521	154
	Total travel and subsistence	7,247	4,587
5.8	Other operating expenditure		
	Professional bodies, membership and subscription fees	57	69
	Resettlement costs	427	221
	Other	363	269
	TOTAL	847	559
6.	Interest and Rent on Land		
	Interest Paid	23	7
	TOTAL	23	7
7.	Payment for financial assets		
	Other material losses written off	7.1 12	77
	Debts written off	7.2 79	-
	TOTAL	91	77

	Note	2011/12 R'000	2010/11 R'000
7.1 Other material losses written off			
Nature of losses			
Car accidents		-	9
Cancellation fees		7	21
Other		-	12
Non-Arrival charges		-	6
Bank Fees		-	1
After Hour Emergency Fees		-	1
Salaries		-	6
Computers		-	21
Fruitless and Wasteful Expenditure		5	-
TOTAL		12	77
7.2 Debts written off			
Nature of debts written off			
Salaries		35	-
Bursaries		39	-
Other		5	-
TOTAL		79	-
8. Transfers and subsidies			
Foreign governments and international organisations	Annex 1A	45	41
Households	Annex 1B	300	638
TOTAL		345	679
9. Expenditure for Capital Assets			
Tangible assets			
Machinery and equipment	26	3,324	2,422
Software and other intangible assets			
Computer software	27	1,130	335
TOTAL		4,454	2,757

9.1 Analysis of funds utilised to acquire capital assets – 2011/12

	Voted Funds	Aid assistance	Total
	R'000	R'000	R'000
Tangible assets			
Machinery and equipment	3,324	-	3,324
Software and other intangible assets			
Computer software	1,130	-	1,130
TOTAL	4,454	-	4,454

9.2 Analysis of funds utilised to acquire capital assets – 2010/11

	Voted Funds	Aid assistance	Total
	R'000	R'000	R'000
Tangible assets			
Machinery and equipment	2,422	-	2,422
Software and other intangible assets			
Computer software	335	-	335
TOTAL	2,757	-	2,757

Note

2011/12
R'000

2010/11
R'000

10. Cash and cash equivalents

Consolidated Paymaster General Account	6,817	1,313
Cash on hand	18	18
TOTAL	6,835	1,331

11. Prepayments and Advances

Travel and subsistence	3	-
TOTAL	3	-

12. Receivables

	<i>Note</i>	Less than one year	One to three years	Older than three years	Total	Total
		R'000	R'000	R'000	R'000	R'000
Claims recoverable	12.1	23	-	-	23	13
Recoverable expenditure	12.2	8	-	-	8	11
Staff debts	12.3	13	71	150	234	255
Other debtors	12.4	87	-	-	87	7
TOTAL		131	71	150	352	286

	Note	2011/12 R'000	2010/11 R'000
12.1	Claims recoverable		
	National departments	21	-
	Provincial departments	2	13
	TOTAL	23	13
12.2	Recoverable expenditure (disallowance accounts)		
	Sal:Deduction Disall Acc	2	-
	Sal:Tax Debt	6	11
	TOTAL	8	11
12.3	Staff debts		
	Salary	151	93
	Bursary	54	119
	Other	29	38
	Travel and Subsistence	-	5
	TOTAL	234	255
12.4	Other debtors		
	AAPSComs	87	-
	Other	-	7
	TOTAL	87	7
13.	Voted funds to be surrendered to the Revenue Fund		
	Opening balance	571	52
	Transfer from Statement of Financial Performance	6,632	571
	Paid during the year	-571	-52
	CLOSING BALANCE	6,632	571
14.	Departmental revenue to be surrendered to the Revenue Fund		
	Opening balance	4	30
	Transfer from Statement of Financial Performance	358	224
	Paid during the year	-316	-250
	CLOSING BALANCE	46	4

	Note	2011/12 R'000	2010/11 R'000
15. Payables – Current			
Clearing accounts	15.1	53	81
TOTAL		53	81

15.1 Clearing accounts

Sal: Income Tax		53	62
Sal: Pension Fund		-	19
TOTAL		53	81

16. Payables – non-current

	Note	2011/12			Total R'000	2010/11 Total R'000
		One to two years R'000	Two to three years R'000	More than three years R'000		
Advances received	16.1	-	-	353	353	460
TOTAL		-	-	353	353	460

	Note	2011/12 R'000	2010/11 R'000
16.1 Advances received			
National Anti-Corruption Programme - DPSA	16	353	460

17. Net Cash Flow Available from Operating Activities

Net surplus as per Statement of Financial Performance		6,549	1,109
Add back non cash/cash movements not deemed operating activities		3,470	2,137
Decrease/(Increase) in receivables – current		-66	711
Decrease/(Increase) in prepayments and advances		-3	26
Decrease/(Increase) in payables – current		-28	-1,055
Expenditure on capital assets	9	4,454	2,757
Surrenders to revenue fund		-887	-302
NET CASH FLOW GENERATED BY OPERATING ACTIVITIES		10,019	3,246

18. Reconciliation of Cash and Cash Equivalents for Cash flow Purposes

Consolidated Paymaster General account		6,817	1,313
Cash on hand		18	18
TOTAL		6,835	1,331

DISCLOSURE NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 March 2012

The amounts reflected under notes 19 to 29 are not recognised in the financial statements and are disclosed to enhance the usefulness of the financial statements.

	Note	2011/12 R'000	2010/11 R'000
19. Commitments			
Current expenditure			
Approved and contracted		8,218	8,050
		8,218	8,050
Capital expenditure			
Approved and contracted		315	-
		315	-
TOTAL COMMITMENTS		8,533	8,050

20. Accruals

Listed by economic classification

	30 Days R'000	30+ Days R'000	Total R'000	Total R'000
Goods and services	1,433	7	1,440	1,175
TOTAL	1,433	7	1,440	1,175

Listed by programme level

Programme 1: Administration	1,040	613	
Programme 2: Leadership and Management Practices	45	472	
Programme 3: Monitoring and Evaluation	31	60	
Programme 4: Integrity and Anti-Corruption	324	30	
	1,440	1,175	
Confirmed balances with other departments	Annex 3	31	19

21. Employee Benefits

Leave entitlement	1,890	*1,666
Service bonus (Thirteenth cheque)	2,465	2,366
Performance awards	1,532	1,553
Capped leave commitments	6,690	6,839
TOTAL	12,577	12,424

*In terms of Government Policy, full vacation leave days accrue to all employees on 1 January annually. Furthermore, employees are entitled to take more days than what they would have accrued if this was done on an annual basis. The negative balances amounting to -R434 724.33 are as a result of the implementation of the policy.

22. Lease commitments

22.1 Operating leases expenditure

2011/2012	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000
Not later than 1 year	-	1,468	457	1,925
Later than 1 year and not later than 5 years	-	845	447	1,292
Total lease commitments	-	2,313	904	3,217

2010/11	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000
Not later than 1 year	-	13,299	-	13,299
Later than 1 year and not later than 5 years	-	3,522	-	3,522
Total lease commitments	-	16,821	-	16,821

22.2 Finance lease expenditure

2011/2012	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000
Not later than 1 year	-	-	193	193
Later than 1 year and not later than 5 years	-	-	193	193
Total lease commitments	-	-	386	386
Less: Finance cost	-	-	37	37
Total present value of lease liabilities	-	-	349	349

2010/11	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000
Not later than 1 year	-	-	707	707
Later than 1 year and not later than 5 years	-	-	1,269	1,269
Total lease commitments	-	-	1,976	1,976
Less: Finance cost	-	-	228	228
Total present value of lease liabilities	-	-	1,748	1,748

23. Fruitless and wasteful expenditure

	2011/12	2010/11
	R'000	R'000
Reconciliation of fruitless and wasteful expenditure		
Fruitless and wasteful expenditure – relating to current year	5	36
Less: Amounts resolved	-5	-36
Fruitless and wasteful expenditure awaiting condonement	-	-

23.1 Analysis of Current Year's Fruitless and wasteful expenditure

2011/12
R'000

Incident	Disciplinary steps taken/criminal proceedings	
Catering	Verbal warning given	5

24. Related Party Transactions

PSC has related party relationship with the following public sector entities that fall under the portfolio of the Minister for Public Service and Administration:
Department of Public Service and Administration
State Information Technology Agency (provision of IT communication infrastructure)
PALAMA Training and Trading Account (provision of training).

25. Key management personnel

	No. of Individuals	2011/12 R'000	2010/11 R'000
Political Office Bearers *	12	10,924	11,057
Officials:			
Level 15 to 16	6	4,049	3,757
Level 14	8	5,766	4,705
TOTAL		20,739	19,519

*Chairperson (1), Deputy Chairperson (1) and other members of the Commission (10).

26. Non-adjusting events after reporting date

	2011/12 R'000
Duma Travel (Pty) Ltd was awarded a tender for rendering travel agent services to the PSC for a period of 24 months. The contract period starts from 01 July 2012 to 30 June 2014.*	11,562
TOTAL	11,562

*This is a travel estimate for 2 years.

27. Movable Tangible Capital Assets

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2012

	Opening balance	Current Year Adjustments to prior year balances	Additions	Disposals	Closing balance
	Cost	Cost	Cost	Cost	Cost
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	13,455	(367)	3,167	1,445	14,810
Transport assets	725	-	-	494	231
Computer equipment	9,203	10	1,889	875	10,227
Furniture and office equipment	2,127	-	1,278	13	3,392
Other machinery and equipment	1,400	(377)	-	63	960
TOTAL MOVABLE TANGIBLE ASSETS	13,455	(367)	3,167	1,445	14,810

27.1 Additions

ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2012

	Cash	Non-cash	(Capital Work in Progress current costs and Finance Leases)	Received current, not paid (Paid current year, received prior year)	Total
	Cost	Non-cash	Cost	Cost	Cost
MACHINERY AND EQUIPMENT	3,324	-	(157)	-	3,167
Computer equipment	1,889	-	-	-	1,889
Furniture and office equipment	1,278	-	-	-	1,278
Other machinery and equipment	157	-	(157)	-	-
TOTAL	3,324	-	(157)	-	3,167

27.2 Disposals

DISPOSALS OF MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2012

	Sold for cash R'000	Transfer out or destroyed or scrapped R'000	Total disposals R'000	Cash received Actual R'000
MACHINERY AND EQUIPMENT	-	1,445	1,445	-
Transport assets	-	494	494	-
Computer equipment	-	875	875	-
Furniture and office equipment	-	13	13	-
Other machinery and equipment	-	63	63	-
TOTAL DISPOSAL OF MOVABLE TANGIBLE CAPITAL ASSETS	-	1,445	1,445	-

27.3 Movement for 2010/11

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2011

	Opening balance R'000	Additions R'000	Disposals R'000	Closing balance R'000
MACHINERY AND EQUIPMENT	11,292	2,245	82	13,455
Transport assets	725	-	-	725
Computer equipment	7,690	1,574	61	9,203
Furniture and office equipment	1,489	647	9	2,127
Other machinery and equipment	1,388	24	12	1,400
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	11,292	2,245	82	13,455

28. Minor assets

MINOR ASSETS OF THE DEPARTMENT FOR THE YEAR ENDED 31 MARCH 2012

	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Opening balance	56	1	6,106	-	6,163
Additions	193	-	797	-	990
Disposals	-	-	354	-	354
TOTAL MINOR ASSETS	249	1	6,549	-	6,799

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Number of RI minor assets	-	-	5	-	5
Number of minor assets	272	2	6,826	-	7,100
TOTAL NUMBER OF MINOR ASSETS	272	2	6,831	-	7,105

28.1 MINOR ASSETS OF THE DEPARTMENT FOR THE YEAR ENDED 31 MARCH 2011

	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Opening balance	56	1	5,750	-	5,807
Current Year Adjustments	-	-	23	-	23
Additions	-	-	372	-	372
Disposals	-	-	39	-	39
TOTAL	56	1	6,106	-	6,163

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Number of RI minor assets	-	-	7	-	7
Number of minor assets	14	2	7,020	-	7,036
TOTAL	14	2	7,027	-	7,043

28.2 MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED 31 MARCH 2011

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Assets written off	-	-	54	-	54
TOTAL MOVABLE ASSETS WRITTEN OFF	-	-	54	-	54

29. Intangible Capital Assets

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2012

	Opening balance R'000	Current Year Adjust-ments to prior year balances R'000	Additions R'000	Disposals R'000	Closing balance R'000
Computer software	530	-	1,130	-	1,660
TOTAL INTANGIBLE CAPITAL ASSETS	530	-	1,130	-	1,660

29.1 Additions

ADDITIONS TO INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2012

	Cash R'000	Non-Cash R'000	(Develop-ment work in progress – current costs) R'000	Received current year, not paid (Paid current year, received prior year) R'000	Total R'000
Computer software	1,130	-	-	-	1,130
TOTAL ADDITIONS TO INTANGIBLE CAPITAL ASSETS	1,130	-	-	-	1,130

Movement for 2010/11

MOVEMENT IN INTANGIBLE CAPITAL ASSETS AS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2011

	Opening balance R'000	Additions R'000	Disposals R'000	Closing balance R'000
Computer software	195	335	-	530
TOTAL	195	335	-	530

30. World Cup Expenditure

	2011/12	2010/11
Purchase of other world cup apparel	Quantity	R'000
Soccer promotional material	-	7
TOTAL	-	7

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2012

ANNEXURE 1A

STATEMENT OF TRANSFERS TO FOREIGN GOVERNMENT AND INTERNATIONAL ORGANISATIONS

Foreign Government/ International Organisation	Transfer Allocation				Expenditure		2010/11
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available Funds Transferred	Final Appropriation Act
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Transfers							
African Association for Public Administration and Management (AAPAM)	40	-	-	40	40	100.0%	11
International Public Management Association (IPMA)	-	-	-	-	-	-	7
Commonwealth Association for Public Administration and Management (CAPAM)	5	-	-	5	5	100.0%	23
TOTAL	45	-	-	45	45		41

ANNEXURE 1B

STATEMENT OF TRANSFERS TO HOUSEHOLDS

Households	Transfer Allocation				Expenditure		2010/11
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available Funds Transferred	Final Appropriation Act
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Transfers							
Retirement and Resignations benefits	300	-	-	300	300	100%	495
Claims against the state	-	-	-	-	-	100%	143
TOTAL	300	-	-	300	300	-	638

ANNEXURE 1C

STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED

Name of Organisation	Nature of Gift, Donation or Sponsorship	2011/12	2010/11
		R'000	R'000
Received in cash			
Development Evaluation Training (IPDET)	Additional amount of R4800, bequeathed to the PSC to purchase Institutional Membership of the International Development Evaluation Association (IDEAS)	-	5
Sub-Total		-	5
Received in kind			
National Institute for Public Health	Traveling costs for attending the "Mind the Gap: From Evidence to Policy Impact" Conference on Impact Evaluation in Mexico	38	-
InternationaleZusammenarbeit (GIZ) GmbH	Traveling costs for attending the "World Bank 2 nd Regional Conference on Financial Disclosures by Public Officials: Practices, Challenges and Lessons learned in Asia" in Thailand	63	-
Sub-Total		101	5
TOTAL		101	5

ANNEXURE 1D

STATEMENT OF AID ASSISTANCE RECEIVED

Name of Donor	Purpose	Opening balance	Revenue	Expenditure	Closing balance
		R'000	R'000	R'000	R'000
Received in cash					
InternationaleZusammenarbeit (GIZ) GmbH	Labour Relations Conference	314	-	441	-127
InternationaleZusammenarbeit (GIZ) GmbH	SAMEA Conference	-	550	550	-
Sub-Total		314	550	991	-127
Received in kind					
InternationaleZusammenarbeit (GIZ) GmbH	Citizen Satisfaction Survey	-	725	725	-
Sub-Total		-	725	725	-
TOTAL		314	1,275	1,716	-127

ANNEXURE 2 CLAIMS RECOVERABLE

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2012	31/03/2011	31/03/2012	31/03/2011	31/03/2012	31/03/2011
	R'000	R'000	R'000	R'000	R'000	R'000
Department						
Department of Trade and Industry	-	-	21	-	21	-
Provincial Administration: Western Cape	-	-	-	3	-	3
Department of Education: Eastern Cape	-	-	-	10	-	10
Gauteng Provincial Government	-	-	2	-	2	-
TOTAL	-	-	23	13	23	13

ANNEXURE 3 INTER-GOVERNMENT PAYABLES

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2012	31/03/2011	31/03/2012	31/03/2011	31/03/2012	31/03/2011
	R'000	R'000	R'000	R'000	R'000	R'000
Department						
Current						
South African Police Services	-	19	-	-	-	19
Public Administration Leadership and Management Academy	31	-	-	-	31	-
TOTAL	31	19	-	-	31	19

ANNEXURE 4 INVENTORY

Inventory	Note	Quantity	2011/12	Quantity	2010/11
			R'000		R'000
Opening balance		13,533	254	13,524	256
Add/(Less): Adjustments to prior year balance		-	-	-	2
Add: Additions/Purchases - Cash		29,493	1,323	26,234	1,047
Add: Additions - Non-cash		362	14	687	21
(Less): Disposals		-	-	-	-
(Less): Issues		-26,484	1,158	-26,745	-1,050
Add/(Less): Adjustments		-165	-4	-167	-22
Closing balance		16,739	429	13,533	254



Chapter 4

Human Resource Management

In compliance with the requirements in terms of Section 40 (1)(d)(i) of the Public Finance Management Act, 1999, read in conjunction with the Public Service Regulations Chapter I, Part III, paragraphs J.1 to 4, this chapter provides the statistics and information relating to the management of the OPSC.

4.1 SERVICE DELIVERY

During the reporting period, the 2011/12 Service Delivery Improvement Plan (SDIP) was developed and posted on the PSC website (www.psc.gov.za). The following tables reflect the components of the SDIP as well as progress made in implementing the plan.

Table I.1 - Main services provided and standards

Key services	Clients	Current standard	Actual achievement against standards
Conduct research on labour relations issues and investigate grievances of public servants	Government departments	Report with findings and recommendations finalised 80% of all referred grievances finalised within three months from date of receipt of all relevant documentation	The following reports were finalised: <ul style="list-style-type: none"> • Fact sheet on trends analysis on grievance resolution in the Public Service and local government for the 2010/11 financial year • Two technical briefs on departmental grievance resolution • Evaluation of the management of grievances to identify best practices • Management of precautionary suspensions in the Public Service • Research paper on the comparative study of collective bargaining in the Public Service • Report on the 2nd Biennial Labour Relations Conference <p>Ten workshops were conducted and a report was compiled</p> <p>In total, the PSC had 673 cases on its database. The PSC received 351 grievances during the 2011/12 financial year of which 35% were concluded within three months. The PSC still had 322 carry over cases from the previous financial year on its database, of which 65% were concluded within three months</p>
Improving and promoting Public Service Leadership	The Presidency Government departments Academia Non-governmental organisations Provincial Executive Councils	Report with findings and recommendations finalised	The implementation of the PMDS for Senior Managers in the Free State was assessed. Additional research was being conducted to strengthen the findings of the report Report on the assessment of the implementation of the PMDS for Senior Managers in the Western Cape Province was finalised. The effect of turnover rate of HoDs on the performance of departments was assessed and the draft report was submitted to the PSC for approval. Additional research was being undertaken to strengthen the findings of the report The effectiveness of the efforts of Public Service leadership in addressing persistent audit qualifications in selected departments and municipalities was compiled

Key services	Clients	Current standard	Actual achievement against standards
Monitoring the Heads of Department performance management	The Presidency Government departments Academia Non-governmental organisations Provincial Executive Councils	All qualifying HoDs successfully evaluated HoD performance agreements monitored and evaluated Reports with findings and recommendations finalised within set targets	1 national and 12 provincial HoDs were evaluated for the 2010/11 cycle. For the outstanding 2009/10 evaluations, 1 provincial HoD was evaluated by July 2011 39 national and 90 provincial HoDs filed their PAs as at 31 March 2012. Technical brief on PAs filed was finalised and presented to Parliament in August 2011, with a compliance rate of 92%, i.e. 95% for provincial and 85% for national Guidelines for the 2010/11 evaluation cycle were finalised. Technical brief on the 2009/10 evaluations was finalised. The compliance rate was 18 % A presentation on HoDs PAs and evaluations to HoDs in the Free State Province was conducted
Review the implementation of human resource practices through production of research reports and recommendations	Executives Government departments Legislatures Complainants	Report with findings and recommendations finalised	Report on the Human Resource Development Practices in the Public Service and a Fact Sheet on the Duration of Employment per Grade of Senior Management Service members Levels 13 – 16 for three Financial Years 2007/08, 2008/09 and 2009/10 were finalised Report on Financial Misconduct for the 2010/11 Financial Year was finalised The implementation of the PMDS for employees in the salary levels 2-12 within the Public Service in selected departments was assessed. Additional research was being undertaken to strengthen the findings of the report
Evaluation of departments against the values listed in section 195 of the Constitution	Government departments The Executive Parliament Provincial Legislatures The public domain (academics, civic society organisations)	Reports with findings and recommendations finalised	Out of 20 departmental M&E reports focusing on departments' adherence to the Constitutional values and principles of public administration, 2 were finalised, 6 were submitted for approval, 9 were submitted to the relevant departments for comments and 3 are in progress
Evaluation of the State of the Public Service	Government departments The Executive Parliament Provincial Legislatures The public domain	Report with findings and recommendations finalised	Fact Sheet on the 2011 SOPS was finalised
Evaluation of the success of identified government programmes	Government departments The Executive Parliament Provincial Legislatures The public domain	Reports with findings and recommendations finalised	Report on the evaluation of the Programme of Farmer Support and Development Services provided by the National and Provincial Departments of Agriculture was finalised

Key services	Clients	Current standard	Actual achievement against standards
Evaluation of service delivery	Government departments The Executive Portfolio Committees Provincial Legislatures Academia Non-governmental organisations	Reports with findings and recommendations finalised	Consolidated Report on Inspections in the Department of Police focusing on Detective Services was finalised 8 out of the 10 individual reports on inspections conducted in the DoJCD focusing on the nature of backlog of cases at the courts, especially cases that require detective services were finalised and 2 were compiled Report on the assessment of the Quality of Departments' Annual Reports to Citizens was finalised Presentations on the PSC's Citizen Forum Toolkit were conducted at the Ehlanzeni District Municipality in September 2011 and Mpumalanga Legislature in October 2011 Report on the assessment of the effectiveness of <i>Batho Pele</i> in Public Service delivery was finalised Report on the evaluation of the role of agencification in Public Service delivery in selected sectors was finalised
Propose measures to ensure effective and efficient performance within the Public Service	Government departments The Executive Portfolio Committees Provincial Legislatures Academia Non-governmental organisations	Report with findings and recommendations finalised	Report on Citizen Satisfaction Survey (Citizens' Talk 1) conducted based on Key Drivers of Citizen Satisfaction was finalised Report on Citizen Satisfaction Survey (Citizens' Talk 2) conducted based on Key Drivers of Citizen Satisfaction was compiled Report on the evaluation of the Qualification Verification procedure applied in Departments and Municipalities was finalised
Undertake forensic audits and investigations into public administration practices	Government departments The Executive Portfolio Committees Provincial Legislatures Academia Non-governmental organisations	80% of investigations finalised within three months from the date of receipt of all documents	56.3% of investigations were finalised within three months from the date of receipt of all documents. The failure to achieve the standard set was as a result of the need to intensify quality assurance of the investigations conducted
Establish a culture of professional behaviour in the Public Service	The Executive Government departments Legislatures Complainants	Provide professional secretarial support to the National Anti-Corruption Forum	With regards to the NACF, the following was achieved: <ul style="list-style-type: none"> • Secretarial services were provided to the NACF • 1 NACF and 1 EXCO meeting was held • 6 Task Team meetings were held • Report on the activities of the NACF was finalised • The 4th NACF Summit was held • Report on the review of the NACF was finalised

Key services	Clients	Current standard	Actual achievement against standards
		<p>Manage the extent of compliance to the Financial Disclosure Framework by members of the SMS</p> <p>Management of the National Anti-Corruption Hotline</p> <p>Successful hosting of workshops and report on proceedings</p> <p>Awareness created on professional ethics and anti-corruption</p>	<p>A country total of 95% compliance rate was achieved with regard to the submission of the FDF</p> <p>The PSC scrutinised the 30% of the financial disclosure forms and Executive Authorities were advised on potential conflicts of interests within their departments</p> <p>Fact Sheet on the assessment of the compliance with the FDF was finalised</p> <p>In terms of the NACH, 1 121 cases of corruption were referred in line with the agreed protocols to departments</p> <p>Web-enabled system was installed in the PSC, Departments of Trade and Industry, Correctional Services, SASSA, SAPS as well as the Western Cape Province</p> <p>Surprise audits were conducted at SASSA and selected national departments and the departments in the Eastern Cape, KwaZulu-Natal and Mpumalanga provinces</p> <p>Report on the Biennial assessment on the effectiveness of the NACH was finalised</p> <p>Fact Sheet on the Management of Complaints lodged with the PSC was finalised</p> <p>Two workshops on the NACH were held with provincial and national departments</p> <p>Five workshops were held to promote the Code of Conduct</p> <p>Report on the assessment of the state of Professional Ethics in the North West Province was finalised</p>
Sound financial management	Commissioners OPSC staff Service providers Auditor-General National Treasury Government departments	Monitoring of expenditure and utilisation of budget within the budget allocation	<p>The PSC received an unqualified audit report with a paragraph on "other matters"</p> <p>Monthly Budget Committee Meetings were held</p>
Provide communication and information support by among others, marketing the work of the PSC through media campaign and exhibitions; and tabling and distribution of published reports	Commissioners OPSC staff	<p>Media activities on selected PSC published reports held</p> <p>Tabling and timely distribution of PSC published reports</p>	<p>Media statements were issued on selected PSC reports and they received good media coverage. Media coverage was also received on selected PSC events such as roundtables and workshops. In addition, media interviews were arranged for Commissioners</p> <p>PSC reports were timeously distributed and tabled in Parliament and the Provincial Legislatures in accordance with Section 196(4) (e) of the Constitution, 1996. All PSC published reports were placed on the website (www.psc.gov.za) for accessibility by the public</p>

Key services	Clients	Current standard	Actual achievement against standards
Manage, maintain and ensure efficient use of the overall IT infrastructure, systems and services	Commissioners OPSC staff	IT operations conducted in accordance with IT policies and best practices	<p>Upgraded the server room UPS, Cooling System, Access Control and Monitoring System in line with the recommendations by the auditors</p> <p>Data lines in all the regional offices were upgraded from 128K to 256K to increase speed and connectivity</p> <p>Technology upgraded; most computers and laptops older than five years were replaced with new ones</p> <p>Servers were secured for the following projects: virtualisation and Disaster Recovery Site; and regional offices</p> <p>Improved security of PSC data network from external threats by commissioning a new firewall software and upgrading the anti-virus software</p> <p>The IT Governance Charter was approved and the first IT Steering Committee meeting was convened in February 2012</p> <p>Upgraded the Information and Communication Technology Service Desk Tool to the latest version</p> <p>Raised the level of staff awareness on IT security issues</p> <p>Conducted numerous workshops in an effort to increase the usage of productivity tools: MS Word, MS Excel and MS PowerPoint</p>
Recruitment and retention of competent staff to ensure service delivery in the OPSC	Appointment beneficiaries/ appointees Programme managers	Recruitment and selection done in accordance with the Recruitment and Selection Policy	<p>The Human Resource Plan Implementation Report for the 2011/12 financial year which emanated from the Human Resource Plan covering the period 2008 - 2012 was submitted to the DPSA</p> <p>Some vacant posts were filled timeously during the 2011/12 financial year. A 4.9% increase was experienced in the filling of posts at SMS level. Females represented 43.3% of the total staff compliment of SMS members. The number of female employees increased from 116 in March 2011 to 118 in March 2012. As a result of the retirement of one employee with a disability, the PSC currently employs four people with disabilities. This translated to 1.83% of the total staff compliment</p>

Key services	Clients	Current standard	Actual achievement against standards
Accountable supply chain management	Commissioners OPSC staff Service providers National Treasury	Supply Chain Management operations conducted in accordance with SCM prescripts	Procurement of goods and services was done in accordance with the SCM prescripts
Improved property management	Commissioners OPSC staff Service providers Other government departments		<p>Procurement process of office accommodation was done before lease agreement expiry</p> <p>SAPS conducted security audits at five regional offices</p> <p>State Security Agency conducted a technical surveillance counter measure exercise in the Director-General's office and strategic boardroom in Commission House to ensure the environment is sterile</p> <p>Security survey on the existing security measures at the Limpopo Regional Office was conducted</p>

Table 1.2 - Consultation arrangements with customers

Type of arrangement	Actual customers	Potential customers	Actual achievements
Meetings with stakeholders to explain PSC and discuss their expectations of PSC	The Executive Departments Legislatures Public servants Complainants	Consultative forums Institutions of democracy Organised labour Strategic partners Public	M&E findings were presented to top management of departments, Ministers/ Ministerial Executive Council and Parliamentary/ Legislature Committees
Extensive engagement on terms of reference of projects, and conclusion of project on findings and recommendations	Executives Legislatures Departments	Executives Legislatures Departments	The PSC had evaluated different departments during the 2011/12 financial year. Furthermore, various stakeholders and Portfolio Committees that the evaluated departments report to had also been engaged
Guidelines widely distributed to all stakeholders Continuous formal and informal engagement of all stakeholders by the OPSC to ensure smooth implementation of the HoD Evaluation Framework	The Executive Departments Legislatures HoDs	The Executive Departments Legislatures HoDs	Guidelines for the 2010/11 evaluation cycle were published in October 2011 A Cabinet Memorandum on improving the implementation of the HoD evaluation process was produced
Meeting with departments on grievance procedures and promotion of sound labour relations to ensure adherence to applicable prescripts	Departments	Organised labour Labour relations forum HoDs	Bilateral meetings were held with departments to inform them about the grievance procedures

Table I.3 - Service delivery access strategy

Access strategy	Actual achievements
<p>Departments are encouraged to ensure that an internal process up to the level of EA is exhausted before grievances are referred to the PSC</p> <p>Labour has been continuously advised on the importance of compliance with the Grievance Rules to ascertain that grievances are resolved in the shortest possible period. However, if there are delays even after referral of grievances back to departments, the PSC cautions the HoD about the powers to summons anyone and invokes these powers where necessary</p> <p>If the aggrieved remains dissatisfied and requests the EA to refer the matter to the PSC, the PSC should consider such grievances</p>	<p>The PSC received 673 grievances, of these 149 cases were finalised, 46 cases fell outside the provisions of the Grievance Rules, 183 cases were closed and 295 cases are pending</p> <p>During investigation of cases referred to the PSC, unreasonable delays in provision of supplementary documents requested from departments was experienced in 62 grievances. Despite cautions there was no cooperation from departments in respect of these 62 cases and the PSC had no alternative but to summons the respective HoDs. The said HoDs were expected to provide the PSC with written explanations for the delays as well as the required documentation at these hearings</p>
<p>Telephonic or written requests addressed to the PSC at its Office in Pretoria (head office) and regional offices. Reports and other published material are accessible to all stakeholders through a variety of media, e.g. print and internet and distributed to relevant stakeholders</p>	<p>All published PSC reports were tabled in Parliament and the Provincial Legislatures; and were placed on the PSC website</p>
<p>Depending on the capacity of the Office, the PSC undertakes projects on request</p>	<p>During the period under review, the PSC undertook <i>ad hoc</i> projects/ inspections on request and upon finalisation, a report with findings and recommendations was forwarded to the relevant EAs</p>
<p>Reports are presented to Legislatures' Portfolio Committees at their behest</p>	<p>PSC reports were presented to various Parliamentary Portfolio Committees and requests of Portfolio Committees for presentations were always met</p>
<p>Letters are written to all EAs outlining the process and advising them on what steps to take in complying with the requirements of the HoD Evaluation Framework. Continuous telephone contact with departments to ensure the smooth implementation of the Framework</p>	<p>Letters were sent to all EAs and HoDs advising them on the requirements of the HoD Evaluation Framework and reminding them about the requirements to submit the PAs of HoDs. Telephone and e-mail communication also took place with relevant officials in the various departments to assist them in running the process. Reminder SMS was sent to all qualifying HoDs urging them to file their PAs before the cut off date</p>
<p>Members of the public are able to report suspected acts of corruption in the Public Service through the National Anti-Corruption Hotline</p>	<p>Since the inception of the NACH in September 2004, the PSC generated 14 300 reports for possible investigation. Out of the 14 300 cases, the PSC referred 9 869 to national and provincial departments, and public entities for investigation. Departments are required to provide feedback on progress made with respect to investigation within 40 days of receipt of the case. Feedback was received from national and provincial departments, and from public entities with regard to 4 103 (42%) cases. Out of the 4 103 cases on which feedback was received, only 2 652 (65%) cases were finalised and closed on the CMS as at 31 March 2012</p>

Table I.4 - Service information tool

Types of information tool	Actual achievements
<p>In order to ensure wider accessibility, PSC reports are distributed to stakeholders</p>	<p>All PSC reports were distributed in accordance with the distribution strategy. All published reports were placed on the PSC website (www.psc.gov.za) for easy access</p>

Table 1.5 - Complaints mechanism

Complaints mechanism	Actual achievements
All complaints are recorded and responded to within the allocated timeframes	All complaints were recorded on the status of cases upon receipt and progress was recorded on the status of cases. Complainants were informed of the outcome of the complaints in cases of complaints lodged through the Complaints Rules With regard to complaints lodged through the NACH, the CMS was updated to inform complainants of the outcome of complaints The complainants were informed of the outcome within the set targets in accordance with the Protocol Document on conducting Public Administration Investigations. A further review of the Protocol Document on conducting Public Administration Investigations commenced in the 2011/12 financial year with a view to expedite the finalisation of complaints. In order to facilitate feedback from departments, a database of contact persons in departments was established Surprise visits were undertaken in departments regarding feedback that was outstanding from departments. This process assisted in finalising cases
Complaints from the public are referred to the Public Protector	The MoU between the PSC and the Public Protector (PP) with regards to the handling of complaints was reviewed
The Guidelines contain a grievance mechanism for HoDs not satisfied with the process or its outcomes	The grievance forms for the HoDs were gazetted in January 2012 and were included in the handbook for SMS members. The PSC received 2 grievances of HoDs

4.2 EXPENDITURE

The following tables summarise final audited expenditure on personnel costs per programme (Table 2.1) and salary band (Table 2.2).

Table 2.1 - Personnel costs by programme, 2011/12

Programme	Personnel expenditure (R'000)	Training expenditure (R'000)	Professional and special services (R'000)	Total expenditure (R'000)	Average personnel cost per employee (R'000)
1. Programme 1	40 853	1 236	1 552	43 641	445
2. Programme 2	19 650	0	16	19 666	479
3. Programme 3	17 350	0	268	17 618	451
4. Programme 4	19 433	0	2 472	21 905	509
Theft and losses	0	0	0	0	0
TOTAL	97 286	1 236	4 308	102 830	465

Table 2.2 - Personnel costs by salary band, 2011/12

Salary band	Personnel expenditure (R'000)	% of total personnel cost	Average personnel cost per employee (R'000)	Total personnel expenditure (R'000)	Number of employees
Skilled (Levels 3-5)	6 515	6.7	144	6 515	45

Salary band	Personnel expenditure (R'000)	% of total personnel cost	Average personnel cost per employee (R'000)	Total personnel expenditure (R'000)	Number of employees
Highly skilled production (Levels 6-8)	10 029	10.3	222	10 029	45
Highly skilled supervision (Levels 9-12)	38 029	39	487	38 029	78
Senior management (Levels 13-16)	42 713	44	805	42 713	53
TOTAL	97 286	100	440	97 286	221

The following tables provide a summary of expenditure incurred as a result of salaries, overtime, home owners allowance and medical assistance per programme (Table 2.3) and salary band (Table 2.4). An indication of the percentage of the personnel budget used for these items is provided in the tables.

Table 2.3 - Salaries, overtime, home owners allowance and medical assistance by programme, 2011/12

Programme	Salaries		Overtime		Home owners allowance (HOA)		Medical assistance		Total personnel cost (R'000)
	Amount (R'000)	Salaries as a % of personnel cost	Amount (R'000)	Overtime as a % of personnel cost	Amount (R'000)	HOA as a % of personnel cost	Amount (R'000)	Medical assistance as a % of personnel cost	
Programme 1	28 972	70.9	903	2.2	867	2.1	1 180	2.8	40 853
Programme 2	15 918	81	0	0	429	2.1	570	2.9	19 650
Programme 3	14 714	84.8	0	0	385	2.2	533	3	17 350
Programme 4	16 042	42	82.5	51	246	1.2	508	2.6	19 433
TOTAL	75 646	77.7	954	0.9	1 927	1.9	2 791	2.8	97 286

Table 2.4 - Salaries, overtime, home owners allowance and medical assistance by salary band, 2011/12

Salary band	Salaries		Overtime		Home owners allowance		Medical assistance		Total personnel cost (R'000)
	Amount (R'000)	Salaries as a % of personnel cost	Amount (R'000)	Overtime as a % of personnel cost	Amount (R'000)	HOA as a % of personnel cost	Amount (R'000)	Medical assistance as a % of personnel cost	
Lower skilled (Levels 1-2)	0	0	0	0	0	0	0	0	0
Skilled (Levels 3-5)	4 137	63	467	7.1	283	4.3	519	7.9	6 515
Highly skilled production (Levels 6-8)	7 583	75.6	252	2.5	378	3.7	654	6.3	10 029

Salary band	Salaries		Overtime		Home owners allowance		Medical assistance		Total personnel cost (R'000)
	Amount (R'000)	Salaries as a % of personnel cost	Amount (R'000)	Overtime as a % of personnel cost	Amount (R'000)	HOA as a % of personnel cost	Amount (R'000)	Medical assistance as a % of personnel cost	
Highly skilled supervision (Levels 9-12)	29 385	77.2	235	0.6	460	1.2	1 040	2.7	38 029
Senior management (Levels 13-16)	34 541	80.8	0	0	806	1.8	578	1.3	42 713
TOTAL	75 646	77.7	954	0.9	1 927	1.9	2 791	2.8	97 286

4.3 EMPLOYMENT AND VACANCIES

The following tables provide the employment statistics and vacancy rate in the organisation as per programme (Table 3.1), salary band (Table 3.2) and critical occupations (Table 3.3). The vacancy rate reflects the percentage of posts that are not filled.

Table 3.1 - Employment and vacancies by programme, 31 March 2012

Programme	Number of posts	Number of posts filled	Vacancy rate	Number of posts filled additional to the establishment
1. Programme 1	110	98	10.9	0
2. Programme 2	47	41	12.7	0
3. Programme 3	47	39	17	0
4. Programme 4	49	43	12.2	0
TOTAL	253	221	12.6	0

Table 3.2 - Employment and vacancies by salary band, 31 March 2012

Salary band	Number of posts	Number of posts filled	Vacancy rate	Number of posts filled additional to the establishment
Lower skilled (Levels 1-2)	0	0	0	0
Skilled (Levels 3-5) Permanent	55	45	18.1	0
Skilled (Levels 3-5) Temporary	0	0	0	0
Highly skilled production (Levels 6-8)	55	45	18.1	0
Highly skilled supervision (Levels 9-12)	84	78	7.1	0
Senior management (Levels 13-16) Permanent	59	53	10.1	0
TOTAL	253	221	12.6	0

Table 3.3 - Employment and vacancies by critical occupation, 31 March 2012

Critical occupation	Number of posts	Number of posts filled	Vacancy rate	Number of posts filled additional to the establishment
Administrative related, Permanent	4	4	0	0
Cleaner, Permanent	1	1	0	0
Switchboard operator, Permanent	1	1	0	0
Communication and information related, Permanent	5	5	0	0
Finance and economics related, Permanent	1	1	0	0
Financial and related professionals, Permanent	7	6	14.2	0
Financial clerks, Permanent	5	4	20	0
Head of Department	1	1	0	0
Human resources and organisation development related, Permanent	39	35	10.2	0
Human resources clerks, Permanent	12	10	16.6	0
Human resources related, Permanent	32	29	9.3	0
Information technology, Permanent	1	1	0	0
Other communication related, Permanent	0	0	0	0
Library related personnel, Permanent	1	1	0	0
Driver, Permanent	1	1	0	0
Logistical support personnel, Permanent	3	3	0	0
Material recording and transport clerks, Permanent	13	13	0	0
Messengers, Permanent	1	1	0	0
Other administrative and related clerks, Permanent	2	2	0	0
Other administrative policy and related officers, Permanent	7	4	42.8	0
Other information technology personnel, Permanent	5	5	0	0
Others occupations, Permanent	0	0	0	0
Chairperson: PSC	1	1	0	0
Deputy Chairperson: PSC	1	1	0	0
Member: PSC	12	10	16.6	0

Critical occupation	Number of posts	Number of posts filled	Vacancy rate	Number of posts filled additional to the establishment
Secretaries, Permanent	42	32	23,8	0
Security officers, Permanent	11	9	18,1	0
Senior managers, Permanent	44	40	9	0
TOTAL	253	221	12.6	0

4.4 JOB EVALUATION

The Public Service Regulations, 2001, introduced job evaluation as a way of ensuring that work of equal value is remunerated equally. Within a nationally determined framework, EAs may evaluate or re-evaluate any job in their organisation. Furthermore, in terms of the Regulations all vacancies on salary levels 9 and higher must be evaluated before they are filled.

The following table (Table 4.1) summarises the number of jobs that were evaluated and subsequently upgraded or downgraded, while Table 4.2 summarises the number of employees whose salary positions were upgraded due to their posts being upgraded.

Table 4.1 - Job evaluation, 1 April 2011 to 31 March 2012

Salary band	Number of posts	Number of jobs evaluated	% of posts evaluated by salary band	Posts upgraded		Posts downgraded	
				Number	% of posts evaluated	Number	% of posts evaluated
Lower skilled (Levels 1-2)	0	0	0	0	0	0	0
Skilled (Levels 3-5)	55	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	55	2	3,6	0	0	0	0
Highly skilled supervision (Levels 9-12)	84	2	2,3	0	0	0	0
Senior Management Service Band A	33	1	3	0	0	0	0
Senior Management Service Band B	7	0	0	0	0	0	0
Senior Management Service Band C	16	0	0	0	0	0	0
Senior Management Service Band D	3	0	0	0	0	0	0
TOTAL	253	5	1.97	0	0	0	0

Table 4.2 - Profile of employees whose salary positions were upgraded due to their posts being upgraded, 1 April 2011 to 31 March 2012

Beneficiaries	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
TOTAL	0	0	0	0	0

Employees with disabilities	None
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Table 4.3 indicates the number of employees whose salaries exceeded the grades determined by job evaluation during the reporting period.

Table 4.3

Total number of employees whose salaries exceeded the grades determined by job evaluation in 2011/2012	None
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Table 4.4 indicates the beneficiaries of the above in terms of race, gender and disability.

Table 4.4 – Profile of employees whose salary level exceed the grade determined by job evaluation, 1 April 2011 to 31 March 2012 (in terms of PSR I.V.C.3)

Beneficiaries	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
TOTAL	0	0	0	0	0

Employees with disabilities	0
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4.5 EMPLOYMENT CHANGES

This section provides information on the annual turnover rates by salary band (Table 5.1) and by critical occupations (Table 5.2).

Table 5.1 - Annual turnover rates by salary band for the period 1 April 2011 to 31 March 2012

Salary band	Number of employees per band as on 31 March 2012	Appointments and transfers to the PSC	Terminations and transfers from the PSC	Turnover rate
Skilled (Levels 3-5) Permanent	45	11	10	22.2
Highly skilled production (Levels 6-8) Permanent	45	5	8	17.7
Highly skilled supervision (Levels 9-12) Permanent	78	5	6	7.6
Senior Management Service Band A Permanent	30	6	3	10
Senior Management Service Band B Permanent	7	0	0	0
Senior Management Service Band C Permanent	13	4	0	0
Senior Management Service Band D Permanent	3	1	1	33.3
TOTAL	221	32	28	12.6

Table 5.2 - Annual turnover rates by critical occupation for the period 1 April 2011 to 31 March 2012

Occupation	Number of employees per occupation as on 31 March 2012	Appointments and transfers to the PSC	Terminations and transfers from the PSC	Turnover rate
Administrative related, Permanent	4	0	1	25
Cleaner, Permanent	1	0	0	0
Switchboard operator, Permanent	1	0	0	0
Communication and information related, Permanent	5	1	0	0
Finance and economics related, Permanent	1	1	0	0
Financial and related professionals, Permanent	6	4	1	16.6
Financial clerks, Permanent	4	2	2	50
Human resources and organisation development related, Permanent	35	1	4	11.4
Human resources clerks, Permanent	10	0	1	10
Messenger	1	0	0	0
Human resources related, Permanent	29	1	2	6.8
Library related personnel, Permanent	1	0	0	0
Logistical support personnel, Permanent	3	0	0	0
Material recording and transport clerks, Permanent	13	0	1	7.6
Driver	1	0	0	0
Other administrative and related clerks, Permanent	2	0	0	0
Information technology, Permanent	1	0	0	0
Other administrative policy and related officers, Permanent	4	0	1	25
Other information technology personnel, Permanent	5	0	0	0
Secretaries, Permanent	32	10	10	31.2
Security officers, Permanent	9	1	1	11.1
Senior managers, Permanent	40	6	3	7.5
Head of Department	1	1	1	100
Chairperson: PSC	1	0	0	0
Deputy Chairperson: PSC	1	0	0	0
Member: PSC	10	4	0	0
TOTAL	221	32	28	12.6

Table 5.3 below identifies the major reasons why staff left the organisation.

Table 5.3 - Reasons why staff are leaving the OPSC

Termination type	Number	% of total	% of total employment
Death	0	0	0
Resignation, Permanent	2	40	0.9
Expiry of contract, Permanent	0	0	0
Retirement	3	60	1.3
Ill-health Retirement	0	0	0
Other, Permanent	0	0	0
TOTAL	5	100	2.2

Table 5.4 - Promotions by critical occupation

Occupation	Employees as at 1 April 2012	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progressions as a % of employees by occupation
Administrative related	4	0	0	3	75
Cleaner	1	0	0	1	100
Switchboard operator	1	0	0	1	100
Communication and information related	5	0	0	3	60
Finance and economics related	1	0	0	0	0
Financial and related professionals	6	0	0	5	83.3
Financial clerks	4	0	0	4	100
Head of Department and Deputy Directors-General	4	0	0	2	50
Human resources and organisation development related	35	0	0	35	100
Human resources clerks	10	0	0	10	100
Human resources related	29	3	10.3	21	72.4
Library related personnel	1	0	0	1	100
Logistical support personnel	3	0	0	2	66.6
Material recording and transport clerks	13	1	7.6	8	61.5
Driver	1	0	0	1	100
Other administrative and related clerks	2	0	0	2	100
Information technology, Permanent	1	0	0	1	100
Other administrative policy and related officers	4	0	0	3	75
Other information technology personnel	5	0	0	5	100
Secretaries	32	3	9.3	32	100
Security officers	9	0	0	9	100
Senior managers	37	1	2.7	27	72.9
Chairperson: PSC	1	0	0	0	0

Occupation	Employees as at 1 April 2012	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progressions as a % of employees by occupation
Deputy Chairperson: PSC	1	0	0	0	0
Member: PSC	10	0	0	0	0
Messenger	1	0	0	0	0
TOTAL	221	8	3.6	176	79.6

Table 5.5 - Promotions by salary band

Salary band	Employees as at 1 April 2012	Promotions to another salary level	Salary bands promotions as a % of employees by salary level	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
Lower skilled (Levels 1-2)	0	0	0	0	0
Lower skilled (Levels 1-2) Temporary	0	0	0	0	0
Skilled (Levels 3-5)	45	0	0	43	95.5
Highly skilled production (Levels 6-8)	45	4	8.8	38	84.4
Highly skilled supervision (Levels 9-12)	78	3	3.8	66	84.6
Senior management (Levels 13-16)	53	1	1.8	29	54.7
TOTAL	221	8	3.6	176	79.6

Table 5.6 - Granting of employee severance packages for the period 1 April 2011 to 31 March 2012

Category	No of applications received	No of applications referred to the MPSA	No of applications supported by the MPSA	No of packages approved by the PSC
Lower skilled (Level 1-2)	0	0	0	0
Skilled (Level 3-5)	0	0	0	0
Highly skilled production (Level 6-8)	0	0	0	0
Highly skilled production (Level 9-12)	0	0	0	0
Senior management (Level 13-16)	0	0	0	0
TOTAL	0	0	0	0

4.6 EMPLOYMENT EQUITY

The tables in this section are based on the formats prescribed by the Employment Equity Act, 55 of 1998.

Table 6.1 - Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2012

Occupational categories (SASCO)	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior managers	22	3	2	3	16	2	1	4	53
Middle managers	30	1	0	7	32	2	2	4	78
Administrative/clerks	17	0	0	0	23	1	3	1	45
Service and sales workers, Permanent	17	1	0	0	24	3	0	0	45
Elementary occupations	0	0	0	0	0	0	0	0	0
TOTAL	86	5	2	10	95	8	6	9	221

Employees with disabilities	1	0	0	0	2	1	0	0	4
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Table 6.2 - Total number of employees (including employees with disabilities) in each of the following occupational band as on 31 March 2012

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	8	0	1	1	5	1	0	0	16
Senior management	14	3	1	2	11	1	1	4	37
Professionally qualified and experienced specialists and middle management	30	1	0	7	32	2	2	4	78
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	17	0	0	0	23	1	3	1	45
Semi-skilled and discretionary decision making	17	1	0	0	24	3	0	0	45
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
TOTAL	86	5	2	10	95	8	6	9	221

Employees with disabilities	1	0	0	0	2	1	0	0	4
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Table 6.3 - Recruitment for the period 1 April 2011 to 31 March 2012

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	2	0	0	1	2	0	0	0	5
Senior management	1	1	0	0	4	0	0	0	6
Professionally qualified and experienced specialists and middle management	3	0	0	0	2	0	0	0	5
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	4	0	0	0	1	0	0	0	5

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Semi-skilled and discretionary decision making	2	0	0	0	9	0	0	0	11
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
TOTAL	12	1	0	1	18	0	0	0	32

Employees with disabilities	0	0	0	0	0	0	0	0	0
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Table 6.4 - Promotions for the period 1 April 2011 to 31 March 2012

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management (15-16)	0	0	0	0	0	0	0	0	0
Senior management (13-14)	0	0	0	0	1	0	0	0	1
Professionally qualified and experienced specialists and middle management (9-12)	0	0	0	0	3	0	0	0	3
Skilled technical and academically qualified workers, junior management, supervisors (6-8)	1	0	0	0	3	0	0	0	4
Semi-skilled and discretionary decision making (3-5)	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making (1-2)	0	0	0	0	0	0	0	0	0
TOTAL	1	0	0	0	7	0	0	0	8

Employees with disabilities	0	0	0	0	0	0	0	0	0
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Table 6.5 - Terminations for the period 1 April 2011 to 31 March 2012

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	1	0	0	0	0	0	0	0	1
Senior management	2	0	0	0	1	0	0	0	3
Professionally qualified and experienced specialists and middle management	2	1	0	1	2	0	0	0	6
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	4	0	1	1	2	0	0	0	8
Semi-skilled and discretionary decision making	0	0	0	0	9	1	0	0	10

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
TOTAL	9	1	1	2	14	1	0	0	28

Employees with disabilities	0	0	0	1	0	0	0	0	1
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Table 6.6 - Disciplinary action for the period 1 April 2011 to 31 March 2012

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
	0	0	0	0	0	0	0	0	0

Table 6.7 - Skills development for the period 1 April 2011 to 31 March 2012

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior officials and managers (13-16)	13	2	1	2	12	0	1	3	34
Professionally qualified and experienced specialists and middle management (9-12)	28	1	0	4	31	0	2	2	68
Skilled technical, junior management and supervisors (7-8)	9	0	0	0	11	0	1	1	22
Semi-skilled workers (4-6)	10	1	0	0	24	1	0	1	37
Elementary occupations (1-3)	0	0	0	0	0	0	0	0	0
TOTAL	60	4	1	6	78	1	4	7	161

Employees with disabilities	0	0	0	0	0	1	0	0	1
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4.7 SIGNING OF PERFORMANCE AGREEMENTS BY SMS MEMBERS

Table 7.1 – Signing of performance agreements by SMS members as on 30 September 2011

SMS level	Total number of funded SMS posts per level	Total number of SMS members per level	Total number of signed performance agreements per level	Signed performance agreements as % of total number of SMS members per level
Director-General/Head of Department	1	1	1	100
Salary level 16, but not HoD	2*	2	0	0
Salary level 15	16**	13	3	23
Salary level 14	7	7	6	85.7
Salary level 13	33	30	28	93.3
TOTAL	59	53	38	71.6

* Denotes posts of Commissioner who are not required to sign Performance Agreements.

** Included in the 16 posts are 12 posts of Commissioner who are not required to sign Performance Agreements.

Table 7.2 – Reasons for not having concluded performance agreements for all SMS members as on 30 September 2011

I. Not applicable as all performance agreements were concluded by 30 September 2011.

Table 7.3 – Disciplinary steps taken against SMS members for not having concluded performance agreements on 30 September 2011

I. Not applicable as all performance agreements were concluded by 30 September 2011.

4.8 FILLING OF SMS POSTS

Table 8.1 – SMS posts information as on 31 March 2012

SMS level	Total number of funded SMS posts per level	Total number of SMS posts filled per level	% of SMS posts filled per level	Total number of SMS posts vacant per level	% of SMS posts vacant per level
Director-General/Head of Department	1	1	100	0	0
Salary level 16, but not HoD	2	2	100	0	0
Salary level 15	16	13	81.2	3	18.7
Salary level 14	7	7	100	0	0
Salary level 13	33	30	90.9	3	9
TOTAL	59	53	89.8	6	10.2

Table 8.2 – SMS posts information as on 30 September 2011

SMS level	Total number of funded SMS posts per level	Total number of SMS posts filled per level	% of SMS posts filled per level	Total number of SMS posts vacant per level	% of SMS posts vacant per level
Director-General/Head of Department	1	1	100	0	0
Salary level 16, but not HoD	2*	2	100	0	0
Salary level 15	16**	11	68.7	5	31.2
Salary level 14	7	7	100	0	0
Salary level 13	33	26	78.7	7	21.2
TOTAL	59	47	79.7	12	20.3

* Denotes posts of Commissioner.

** Included in the 16 posts are 12 posts of Commissioner, of which 4 were vacant.

Table 8.3 – Advertising and filling of SMS posts as on 31 March 2012

SMS level	Advertising	Filling of posts	
	Number of vacancies per level advertised in 6 months of becoming vacant	Number of vacancies per level filled in 6 months after becoming vacant	Number of vacancies per level not filled in 6 months but filled in 12 months
Director-General/Head of Department	0	0	0
Salary level 16, but not HoD	0	0	0
Salary level 15	0	0	0

SMS level	Advertising	Filling of posts	
	Number of vacancies per level advertised in 6 months of becoming vacant	Number of vacancies per level filled in 6 months after becoming vacant	Number of vacancies per level not filled in 6 months but filled in 12 months
Salary level 14	0	0	0
Salary level 13	4	0	3
TOTAL	4	0	3

Table 8.4 – Reasons for not having complied with the filling of funded vacant SMS posts – advertised within 6 months and filled within 12 months after becoming vacant

Reasons for vacancies not advertised within six months
Not applicable.
Reasons for vacancies not filled within 12 months
1. Commissioner posts are advertised by the National and Provincial Legislature. 2. The post of Deputy Director-General: Leadership and Management Practices could not be filled timeously as no suitable candidate was found on the three occasions after interviews were conducted.

Table 8.5 – Disciplinary steps taken for not complying with the prescribed timeframes for filling of SMS posts within 12 months

Not applicable.

4.9 PERFORMANCE REWARDS

The organisation has granted the following performance rewards during the year under review in its effort to encourage good performance. The information is categorised in terms of race, gender and disability (Table 9.1), salary band (Table 9.2) and critical occupation (Table 9.3).

Table 9.1 - Performance rewards by race, gender and disability, 1 April 2011 to 31 March 2012

	Beneficiary profile				
	Number of beneficiaries	Total number of employees in group	% of total within salary bands	Total cost (R'000)	Average cost per employee (R)
African					
Male	32	85	37.6	447	13 969
Female	39	93	41.9	572	14 667
Asian					
Male	1	2	50	38	38 000
Female	3	6	50	59	19 667
Coloured					
Male	2	5	40	51	25 500
Female	5	7	71.4	37	7 400
White					
Male	4	10	40	96	24 000
Female	4	9	44.4	96	24 000
Employees with a disability	2	4	50	21	10 500
TOTAL	92	221	41.6	1 417	15 402

Table 9.2 - Performance rewards by salary band for personnel below SMS, 1 April 2011 to 31 March 2012

Salary band	Beneficiary profile				Total cost (R'000)	Average cost per employee (R)
	Number of beneficiaries	Number of employees	% of total within salary bands			
Lower skilled (Levels 1-2)	0	0	0		0	0
Skilled (Levels 3-5)	31	45	68.8		256	8 258
Highly skilled production (Levels 6-8)	25	45	55.5		274	10 960
Highly skilled supervision (Levels 9-12)	31	78	39.7		703	22 677
TOTAL	87	168	51.7		1 233	14 172

Table 9.3 - Performance rewards by critical occupation, 1 April 2011 to 31 March 2012

Critical occupation	Beneficiary profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total cost (R'000)	Average cost per employee (R)
Senior managers	5	53	9.4	184	36 800
Professionally qualified and experienced specialists and middle management	31	78	39.7	703	22 677
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	25	45	55.5	274	10 960
Semi-skilled and discretionary decision making	31	45	68.8	256	8 258
Unskilled and defined decision making	0	0	0	0	0
TOTAL	92	221	41.6	1 417	15 402

Table 9.4 - Performance related rewards (cash bonus), by salary band for SMS

Salary band	Beneficiary profile			Total cost (R'000)	Average cost per employee	Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within band			
Band A	5	30	16.6	184	36 800	0.1
Band B	0	7	0	0	0	0
Band C	0	13	0	0	0	0

Salary band	Beneficiary profile			Total cost (R'000)	Average cost per employee	Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within band			
Band D	0	3	0	0	0	0
TOTAL	5	53	9.4	184	36 800	0.1

4.10 FOREIGN WORKERS

The tables below summarise the employment of foreign nationals in the organisation in terms of salary band and by major occupation.

Table 10.1 - Foreign workers, 1 April 2011 to 31 March 2012, by salary band

Salary band	1 April 2011		31 March 2012		Change	
	Number	% of total	Number	% of total	Number	% change
Lower skilled (Levels 1-2)	0	0	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	0	0	0	0	0	0
Senior management (Levels 13-16)	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0

Table 10.2 - Foreign worker, 1 April 2011 to 31 March 2012, by major occupation

Major occupation	1 April 2011		31 March 2012		Change	
	Number	% of total	Number	% of total	Number	% change
Professionals and managers	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0

4.11 LEAVE UTILISATION FOR THE PERIOD 1 JANUARY 2011 TO 31 DECEMBER 2011

The PSC identified the need for careful monitoring of sick leave within the Public Service. The following tables provide an indication of the use of sick leave (Table 11.1) and disability leave (Table 11.2). In both cases, the estimated cost of the leave is also provided.

Table 11.1 - Sick leave, 1 January 2011 to 31 December 2011

Salary band	Total days	% days with medical certification	Number of employees using sick leave	% of total employees using sick leave	Average days per employee	Estimated cost (R'000)	Total number of days with medical certification
Lower skilled (Levels 1-2)	0	0	0	0	0	0	0

Salary band	Total days	% days with medical certification	Number of employees using sick leave	% of total employees using sick leave	Average days per employee	Estimated cost (R'000)	Total number of days with medical certification
Skilled (Levels 3-5)	242	72.3	40	20.7	11	76	175
Highly skilled production (Levels 6-8)	361	66.8	45	23.3	8	204	241
Highly skilled supervision (Levels 9-12)	524	83	70	36.3	7	850	435
Senior management (Levels 13-16)	255	81.6	38	19.7	7	744	208
TOTAL	1 382	76.6	193	100	7	1 874	1 059

Table 11.2 - Disability leave (temporary and permanent), 1 January 2011 to 31 December 2011

Salary band	Total days taken	% days with medical certification	Number of employees using disability leave	% of total employees using disability leave	Average days per employee	Estimated cost (R'000)	Total number of days with medical certification
Skilled (Levels 3-5)	56	100	2	25	28	20	56
Highly skilled production (Levels 6-8)	35	100	2	25	18	18	35
Highly skilled supervision (Levels 9-12)	169	100	3	37.5	56	279	169
Senior management (Levels 13-16)	10	100	1	12.5	10	26	10
TOTAL	270	100	8	100	34	343	270

Table 11.3 summarises the utilisation of annual leave. The wage agreement concluded with trade unions in the Public Service Coordinating Bargaining Council (PSCBC) in 2000, requires management of annual leave to prevent high levels of accrued leave being paid at the time of termination of service.

Table 11.3 - Annual leave, 1 January 2011 to 31 December 2011

Salary band	Total days taken	Average per employee	Employment
Lower skilled (Levels 1-2)	0	0	0
Skilled (Levels 3-5)	834.44	18.54	45
Highly skilled production (Levels 6-8)	1 001	22.24	45
Highly skilled supervision (Levels 9-12)	1 746	22.38	78
Senior management (Levels 13-16)	1 014	19.13	53
TOTAL	4 595.44	20.79	221

Table 11.4 - Capped leave, 1 January 2011 to 31 December 2011

Salary band	Total days of capped leave taken	Average number of days taken per employee	Average capped leave per employee as at 31 December 2011	Total number of capped leave available at 31 December 2011	Number of employees as at 31 December 2011
Lower skilled (Levels 1-2)	0	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0	0
Highly skilled production (Levels 6-8)	3	3	28	538	19
Highly skilled supervision (Levels 9-12)	12	4	49	1 629	33
Senior management (Levels 13-16)	2	2	75	2 105	28
TOTAL	17	3	53	4 272	80

Table 11.5 summarises payments made to employees as a result of leave that was not taken.

Table 11.5 - Leave pay outs for the period 1 April 2011 to 31 March 2012

Reason	Total amount (R'000)	Number of employees	Average payment per employee (R)
Capped leave payouts on termination of service for 2011/12	33	12	2 750
Current leave payout on termination of service for 2011/12	4	5	800
TOTAL	37	17	2 176

4.12 HIV/AIDS AND HEALTH PROMOTION PROGRAMMES

Table 12.1 - Steps taken to reduce the risk of occupational exposure

Units/categories of employees identified to be at high risk of contracting HIV and related diseases (if any)	0	Key steps taken to reduce the risk	None
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Table 12.2 - Details of Health Promotion and HIV/AIDS Programmes (tick the applicable boxes and provide the required information)

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E.5 (c) of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position	√		Mr HA Maluleke Director: Human Resource Management and Development
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose	√		21 Employment Equity Consultative Forum members and the expenditure on employee wellness programmes was R122 565 for the 2011/12 financial year

<p>3. Has the department introduced an Employee Assistance or Health Programme for your employees? If so, indicate the key elements/services of this Programme</p>	<p>√</p>	<p>The programme aims to:</p> <ul style="list-style-type: none"> • Encourage and assist employees to overcome personal problems affecting their work performance negatively • Provide an effective framework for wellness promotion and preventative services • In so far as it is possible to provide a reasonable, confidential and professional counselling service to all employees and their immediate families within the context of issues affecting the employee in order to enhance and sustain the quality of life • Enhance performance and maintain high productivity levels of all employees • Establish a working relationship with other departments and stakeholders who are involved in employee wellness • Prevent unnecessary absenteeism and low productivity caused by social, physical and psychological factors • Allow supervisors to manage their human resources in an objective and consistent manner
<p>4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent</p>	<p>√</p>	<p>Mr JD Kgoedi – Chairperson Ms TG Moeeng – Deputy Chairperson Mr HA Maluleke – Human Resource Representative Ms AM Molotsane – Gauteng Mr MF Dolamo – Mpumalanga Ms SS Masilo – Head Office Mr MO Makgari – Northern Cape Ms TD Makuya – Adviser Ms LC Qithi – Free State Mr TG Diale – Head Office Ms DN Shazi – Head Office Ms NS Sithole – KwaZulu-Natal Ms T Dibetle – Secretariat Ms N Fumazele – Eastern Cape Mr AR Chauke – Limpopo Mr CM Malebana – Head Office Ms ME Mogano – People with Disabilities Ms MV Slier – Western Cape Ms Y Bloem – North West Ms MD Seshoka – Head Office Ms NA Kelengeshe – Head Office</p>
<p>5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed</p>	<p>√</p>	<p>1. HIV/AIDS and Employee Wellness Programme (EWP) Policies 2. Recruitment and Selection Policy</p>
<p>6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures</p>	<p>√</p>	<p>HIV/AIDS and EWP Policies Contracted Independent Counselling and Advisory Service (ICAS) as a service provider</p>
<p>7. Does the department encourage its employees to undergo Voluntary Counselling and Testing (VCT)? If so, list the results that you have achieved</p>	<p>√</p>	<p>Employees are encouraged to use facilities offered by ICAS</p>
<p>8. Has the department developed measures/indicators to monitor and evaluate the impact of its health promotion programme? If so, list these measures/indicators</p>	<p>√</p>	<p>There is a HIV/AIDS Programme in place Employee Wellness Programmes are in place Quarterly reports are received from ICAS Smoking Policy in place and being implemented Health Risk Assessment and VCT were conducted in November 2011 Management of Substance Abuse Policy was drafted</p>

4.13 LABOUR RELATIONS

The following collective agreements were entered into with trade unions within the organisation.

Table 13.1 - Collective agreements, 1 April 2011 to 31 March 2012

Total collective agreements	1
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The following table summarises the outcome of disciplinary hearings conducted within the department for the year under review.

Table 13.2 - Misconduct and disciplinary hearings finalised, 1 April 2011 to 31 March 2012

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	0	0
Verbal warning	0	0
Written warning	0	0
Final written warning	0	0
Suspended without pay	1	100
Fine	0	0
Demotion	0	0
Dismissal	0	0
Not guilty	0	0
Case withdrawn	0	0
TOTAL	1	100

Table 13.3 - Types of misconduct addressed at disciplinary hearings

Type of misconduct	Number	% of total
Misrepresentation	0	0
TOTAL	0	0

Table 13.4 - Grievances lodged for the period 1 April 2011 to 31 March 2012

	Number	% of total
Number of grievances resolved	3	60
Number of grievances not resolved	2	40
TOTAL	5	100

Table 13.5 - Disputes lodged with Councils for the period 1 April 2011 to 31 March 2012

	Number	% of total
Number of disputes upheld	1	100
Number of disputes dismissed	0	0
TOTAL	1	100

Table 13.6 - Strike actions for the period 1 April 2011 to 31 March 2012

Total number of person working days lost	0
Total cost (R'000) of working days lost	0
Amount (R'000) recovered as a result of no work no pay	0

Table 13.7 - Precautionary suspensions for the period 1 April 2011 to 31 March 2012

Number of people suspended	1
Number of people whose suspension exceeded 30 days	1
Average number of days suspended	92
Cost (R'000) of suspensions	23 079

4.14 SKILLS DEVELOPMENT

This section highlights the efforts of the organisation with regard to skills development.

Table 14.1 - Training needs identified for the period 1 April 2011 to 31 March 2012

Occupational categories	Gender	Number of employees as at 31 March 2012	Training needs identified at start of reporting period			
			Learner-ships	Skills programmes and other short courses	Other forms of training	Total
Chairperson	Female	0	0	0	0	0
	Male	1	0	0	0	0
Deputy Chairperson	Female	1	0	0	0	0
	Male	0	0	0	0	0
Commissioners	Female	4	0	0	0	0
	Male	6	0	0	0	0
Director-General	Female	0	0	0	0	0
	Male	1	0	0	0	0
Deputy Directors-General	Female	1	0	4	0	4
	Male	2	0	5	0	5
Chief Directors	Female	5	0	17	0	17
	Male	2	0	3	0	3
Directors	Female	12	0	27	0	27
	Male	18	0	45	0	45
Deputy Directors	Female	22	0	51	0	51
	Male	22	0	63	0	63
Assistant Directors	Female	18	0	49	0	49
	Male	18	0	39	0	39
Senior/State Accountants	Female	1	0	8	0	8
	Male	2	0	7	0	7
Accounting Clerk	Female	1	0	3	0	3
	Male	1	0	3	0	3
Chief Personnel Officer	Female	0	0	0	0	0
	Male	1	0	3	0	3
Principal Personnel Officer	Female	1	0	1	0	1
	Male	1	0	5	0	5
Personnel Officer	Female	1	0	2	0	2
	Male	2	0	5	0	5
Provisioning Administration Officer	Female	0	0	0	0	0
	Male	2	0	3	0	3

Occupational categories	Gender	Number of employees as at 31 March 2012	Training needs identified at start of reporting period			
			Learner-ships	Skills programmes and other short courses	Other forms of training	Total
Provisioning Administration Clerk	Female	2	0	8	0	8
	Male	2	0	4	0	4
Document Clerk	Female	1	0	3	0	3
	Male	0	0	0	0	0
Communication Officer	Female	1	0	4	0	4
	Male	1	0	3	0	3
Registry Clerk	Female	2	0	6	0	6
	Male	1	0	3	0	3
Administrative Secretary	Female	30	0	63	0	63
	Male	2	0	9	0	9
Telecom Operator	Female	1	0	3	0	3
	Male	0	0	0	0	0
Library Assistant	Female	1	0	3	0	3
	Male	0	0	0	0	0
Administration Clerk	Female	0	0	0	0	0
	Male	2	0	5	0	5
General Aid	Female	3	0	3	0	3
	Male	1	0	2	0	2
Typist	Female	0	0	0	0	0
	Male	0	0	0	0	0
Cleaner	Female	0	0	0	0	0
	Male	1	0	1	0	1
State Administration Officer	Female	2	0	11	0	11
	Male	0	0	0	0	0
Administration Officer	Female	2	0	3	0	3
	Male	0	0	0	0	0
Assistant Administration Officer	Female	0	0	0	0	0
	Male	0	0	0	0	0
Messenger/Driver	Female	0	0	0	0	0
	Male	2	0	5	0	5
Chief Accounting Clerk	Female	1	0	3	0	3
	Male	0	0	0	0	0
Human Resource Practitioners	Female	3	0	12	0	12
	Male	2	0	0	0	0
PC Specialist	Female	1	0	4	0	4
	Male	1	0	2	0	2
Security Administration/ Security Officer	Female	1	0	3	0	3
	Male	9	0	20	0	20
Sub Total	Female	118	0	291	0	291
	Male	103	0	235	0	235
TOTAL		221	0	526	0	526

Table 14.2 - Training provided for the period 1 April 2011 to 31 March 2012

Occupational categories	Gender	Number of employees as at 31 March 2012	Training provided within the reporting period			
			Learner-ships	Skills programmes and other short courses	Other forms of training	Total
Senior officials and managers	Female	23	0	16	1	17
	Male	30	0	18	0	18
Technicians and associate professionals	Female	40	0	35	0	35
	Male	38	0	33	0	33
Administrative/Clerks	Female	28	0	13	0	13
	Male	17	0	9	0	9
Service and sales workers	Female	27	0	26	0	26
	Male	18	0	11	0	11
Elementary occupations	Female	0	0	0	0	0
	Male	0	0	0	0	0
Sub Total	Female	118	0	90	1	91
	Male	103	0	71	0	71
TOTAL		221	0	161	1	162

4.15 INJURY ON DUTY

The following tables provide basic information on injury on duty.

Table 15.1 - Injury on duty, 1 April 2011 to 31 March 2012

Nature of injury on duty	Number	% of total
Required basic medical attention only	0	0
Temporary total disablement	0	0
Permanent disablement	0	0
Fatal	0	0
TOTAL	0	0

4.16 UTILISATION OF CONSULTANTS

Table 16.1 - Report on consultant appointments using appropriated (voted) funds

Project title	Total number of consultants that worked on the project	Duration: work days	Contract value in Rand
PSC Strategic Planning Session	2	12	R100 548
Total number of projects	Total individual consultants	Total duration: work days	Total contract value in Rand
1	2	12	R100 548

Table 16.2 - Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs)

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that worked on the project
PSC Strategic Planning Session	100	100	2

Table 16.3 - Report on consultant appointments using donor funds

Project title	Total number of consultants that worked on the project	Duration: work days	Donor and contract value in Rand
Citizen Satisfaction Survey based on the drivers of citizen satisfaction	5	72	GIZ 1.242 million
Total number of projects	Total individual consultants	Total duration: work days	Total contract value in Rand
1	5	72	1.242 million

Table 16.4 - Analysis of consultant appointments using donor funds, in terms of HDIs

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that worked on the project
Citizen Satisfaction Survey based on the drivers of citizen satisfaction	100%	100%	5



Chapter 5

Other Information

5.1 ACRONYMS

AAPSComs	Association of African Public Services Commissions
BAS	Basic Accounting System
CMS	Case Management System
DPME	Department of Performance Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DPW	Department of Public Works
EA	Executive Authority
FDF	Financial Disclosure Framework
HoD	Head of Department
LOGIS	Logistic Information System
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
NACF	National Anti-Corruption Forum
NACH	National Anti-Corruption Hotline
OPSC	Office of the Public Service Commission
PAs	Performance Agreements
PERSAL	Personnel and Salary System
PMDS	Performance Management and Development System
PSC	Public Service Commission
SDIP	Service Delivery Improvement Plan
SMS	Senior Management Service

5.2 LIST OF CONTACT DETAILS

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National Anti-Corruption Hotline for the Public Service: 0800 701 701 (Toll-Free)

5.3 ADDITIONAL INFORMATION

Below is a list of all PSC reports published in the 2011/12 financial year and all PSC reports can be accessed on the website (www.psc.gov.za):

- Overview of the implementation of the Financial Disclosure Framework: Financial Year 2009/2010
- Fact Sheet on the Management of Complaints Lodged with the PSC
- An Assessment of the State of Professional Ethics in the North West Provincial Government
- An Evaluation of the Comprehensive Agricultural Support Programme
- Consolidated Report on Inspections of Detective Services: Department of Police
- Report on the Evaluation of the Role of Agencification in Public Service Delivery
- Report on the Evaluation of Grievances to identify Good Practices
- Citizens Talk: A Citizen Satisfaction Survey Report
- An Assessment of the Human Resource Development Practices in the Public Service
- Measuring the effectiveness of the National Anti-Corruption Hotline: Third Biennial Report

- A Meta-Evaluation of a Review of Land Redistribution for Agricultural Development (LRAD) Project Performance (2001- 2006)
- Report on Management of Precautionary Suspension in the Public Service
- Report on Financial Misconduct for the 2009/2010 Financial Year
- Fact Sheet on Grievance Resolution 2010/11
- Consolidated Monitoring and Evaluation Report on the Offices Of the Premier
- The Trend Analysis on Complaints Lodged with the PSC: 2005/2006 - 2009/2010 Financial Years
- PSC Annual Report 2010/2011
- The Assessment of Recruitment and Selection Practices in respect of Section 57 Managers and Municipal Managers
- Report on the Second Biennial Labour Relations Conference for the Public Service
- Profiling and Analysis of the most Common Manifestations of Corruption and its related Risks in the Public Service
- Report on the implementation of the Performance Management and Development System for Senior Managers in the Western Cape Province
- Seventh Consolidated Public Service Monitoring and Evaluation Report Evaluation: Cycle 2009/2010
- Medium Term Strategic Plan.

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