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2002/2003





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29 August 2003

Professor SS Sangweni
Chairperson of the Public Service Commission
Private Bag X121
PRETORIA
0001

Dear Prof Sangweni

It is a great honour and pleasure to present to you the 2002 - 2003 Annual Report for the Public Service Commission.

The Report reflects the overall role played by the Commission in its attempt to solidify its position as a leader in effective administration and governance in the field of public service. It also highlights the achievements and challenges, faced by the Commission in its quest to achieve the set objectives, during the review period.

Yours Sincerely

MJ SIKHOSANA
DIRECTOR-GENERAL

FOREWORD BY THE CHAIRPERSON



PROFESSOR S S SANGWENI
CHAIRPERSON

The Public Service Commission (Commission/PSC) takes pleasure in submitting its Annual Report for the 2002/2003 financial year. This is presented in terms of the provisions of section 196 of the Constitution, 1996, and sections 40 and 65 of the Public Finance Management Act, 1999.

The year under review has seen the Commission's plans and strategies being successfully implemented and yielding positive results. The Commission's activities are discussed in detail in this report.

Since the Commission's inception in 1999, we have attained the mantle of leaders and custodians of good governance, and the ultimate authority in best practice in public management. During the period under review, we have assisted in the Desai Commission of enquiry into amongst others, the adherence to acceptable public administration procedures and practices followed by the Office of the Premier and Office of the Director-General in the Western Cape Province in this regard. We continue to handle employee grievances, which have not been resolved within Departments. We also continue to tackle corruption and maladministration head-on.

We are making significant progress in terms of our Monitoring and Evaluation system. To date, we have conducted surveys in eight national departments and three provincial administrations, namely Western Cape, North West and Limpopo Provinces. I would like to commend departments and provincial administrations for their co-operation during this process and hope that they will use our recommendations to inform their decision-making better.

Heads of Departments (HoDs) have the most significant impact with regard to the achievement of the government objectives, hence monitoring of their performance is accorded a very high priority. Realising the important role of HoDs in achieving government priorities, Cabinet tasked the Commission to develop a framework for the evaluation of HoDs. The framework, currently implemented in all the national Departments and in most provincial administrations, does not only provide feedback on organisational effectiveness but also assists in identifying developmental needs of HoDs.

As part of its broad mandate, the Commission, in a joint venture with the Portfolio Committee on Public Service and Administration, and in the Batho Pele spirit, participated with citizens in proposing practical measures to improve service delivery and contribute towards the consolidation of people-centred development programmes, through Citizens Forums. We have successfully piloted Citizens Forums in two Provinces, i.e. Mpumalanga and Eastern Cape and succeeded in making citizens aware of the importance of participating in decision-making on policy and service delivery processes. I would like to extend my appreciation to the Chairperson and members of the Portfolio Committee on Public Service and Administration for their co-operation and support during this project.

The Commission has also assessed the level of citizen satisfaction with service delivery, by undertaking a Citizens' Satisfaction Survey. Although the results of the survey showed that citizens are generally happy with government services, we should not be complacent. We are confident that the Departments that participated in the survey found the results helpful and will implement the Commission's recommendations in order to accelerate service delivery.



The Commission continues to advise stakeholders on developments in the Public Service, through annual publication of the State of the Public Service Report.

I wish to place on record the gratitude and appreciation of the Commission to the staff in the Office of the Public Service Commission, operating under the excellent leadership and professionalism of the Director-General, Mr Mpume Sikhosana in implementing the directives and strategic objectives of the Commission during the period under review.

I would also like to thank my fellow Commissioners for their unrelenting commitment to the achievement of the transformation objectives of the Public Service. The Commission suffered a great loss when tragedy struck with the untimely death of the late Commissioner Maria Rantho on July 12, 2002. In the short period of three and a half years in the new Commission, she left a notable mark that remains indelible and for which she will be remembered for many years. May her soul rest in peace!

In conclusion, I would like to thank the Minister for the Public Service and Administration, Ms Geraldine Fraser-Moleketi and the Chairperson of the Portfolio Committee on Public Service and Administration, Mr PJ Gomomo, for their direction and ongoing support during the period under review.

Thank you

PROFESSOR S S SANGWENI
CHAIRPERSON:
PUBLIC SERVICE COMMISSION

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CHAPTER 1: INTRODUCTION



1.1 OVERVIEW BY THE DIRECTOR-GENERAL

The year under review has been challenging, productive and rewarding for the Office of the Public Service Commission. In addition to having met most of our strategic objectives successfully and timeously, we have also responded to ad hoc requests for investigations, support, and advice, on a wide spectrum of public administration and governance matters, from various spheres of government.

In response to the demands of the fast growth of the stature and acknowledgement of the Commission as an authority in matters of public administration and governance, the standard of our work has risen even higher. Although the widespread acknowledgement received from our various clients is evidence enough that we are taking the right direction, we are aware, that it would be suicidal to rest on our laurels and think that we have arrived. New responsibilities and projects always come with new challenges and as such, we cannot afford to be found wanting. It is for this reason that we are now more than ever before, focusing our attention on consultation and participation with the users of services. To achieve this new focus, we have developed new methodologies that apart from empowering the citizens; will also enable the Commission to give informed recommendations and advice to various clients. These new methodologies will also assist to widen, monitor and evaluate capacity at grassroots level as they include active participation of citizens as users of services.

Key methodologies that were introduced during the year under review are in the form of two pioneering projects namely; Citizens Satisfaction Surveys and Citizens Forums. As alluded to in the foreword by the Chairperson, the Citizens Satisfaction Survey moves beyond perception, taking into consideration, the user perspective on aspects such as the quality and accessibility of services. This survey is reality-based, thus interrogating issues to a point where fact is separated from fiction.

Citizens Forums provide a new method of consulting and achieving participatory governance in the South African context. Instead of generalising, they provide a focused and detailed intervention by looking at the delivery of specific services within departments.



MJ SIKHOSANA
DIRECTOR-GENERAL

The above methodologies ensure a unique intervention that adds value to the way in which service is rendered by the Public Service, to its clients. They are basically, interventions beyond recommendations because they do not follow the traditional way of investigating and then reporting and leaving the affected public entities to see how they implement the recommendations. Once the report is released, a partnership between the Commission and the affected entity is developed in order to plug the gaps in implementing the recommendations. As part of our monitoring and evaluation system, the impact of our interventions is monitored to see if they bring the desired effect.

After the completion of the Monitoring & Evaluation System (M&E) pilot project during the previous financial year, the year under review witnessed a full-scale implementation of M&E across the South African Public Service.

The Office supports innovative efforts of service delivery and it thus follows naturally that we would also involve ourselves in investigating better ways in which Multi-Purpose Community Centres (MPCCs) could function to benefit the citizens of South Africa. Recommendations in this regard are being implemented by the Government Communication and Information System (GCIS).

The Commission has a Constitutional mandate to promote a high standard of professional ethics in the Public Service. We have thus prioritised issues for special investigation such as procurement of goods and services, which are regarded as high-risk areas in government. This will in the long run assist in realising the Commission's approach to address fraud and corruption in a proactive and integrated way.

Although the Citizens Satisfaction Survey that the Commission conducted indicated that citizens are generally satisfied with government services, a need to afford them a redress mechanism had to be provided. As such, Complaints' Rules were drawn up and subsequently published in all eleven languages. These Rules are scheduled to be launched by August 2003.

Following verification of qualifications of Senior Managers in the Public Service, a verification project of qualifications of middle managers (Levels 11-12), was introduced. This project will be completed in the next financial year.

By direction of the Minister for the Public Service and Administration, the Office undertook an investigation to monitor and evaluate whether departments complied with the applicable legal and regulatory requirements with regards to the Management of Performance Management Systems. The report is being finalised.

Based on various investigations around recruitment and selection, the Office produced a Tool-Kit to assist managers and practitioners in improving their organisations' recruitment and selection practices. The Office also conducted other special investigations, details of which are covered in the report.

Findings on the implementation of the framework for the evaluation of Heads of Department (HoDs), as indicated in the foreword, were reported on and subsequently, guidelines for HoD Evaluation were developed. Following these processes, 17 national and 33 provincial HoDs were evaluated (these totals include evaluations that could not be finalised during the previous reporting period).

The Office is geared towards continuing to render high quality service for its clients. It was therefore deemed necessary to build momentum on the institutional review of the organisation. This process has already resulted in

Regional Offices being integrated into line function Branches. The whole restructuring process will be completed in the next financial year.

The year under review saw the Commission continuing to produce valuable reports and making regular presentations on its reports to Cabinet, Parliament, Provincial Executive Councils and Provincial Legislatures. Overall, these presentations were well received. Our engagement with Parliament through the Portfolio Committee on Public Service Administration has been consistent.

Among the reports produced, are:

- Monitoring and Evaluation of the Provincial Multi Purpose Community Centres;
- A Review of South Africa's National Anti-Corruption Agencies;
- Explanatory Manual on the Code of Conduct; Report on the Effective Management of National Hotlines;
- Integrated Risk Management;
- Black Listing;
- Evaluation of Fleet Management in the Eastern Cape;
- Disability Equity in the South African Public Service;
- Development of Whistle blowing mechanism;
- Sick Leave trends in the Public Service;
- Guidelines on the Management of Suspensions;
- Survey on the Handling of Appeals;
- Management of Senior Managers' Performance Agreement;
- Framework for the Evaluations of HoDs;
- PSC Annual Report 2001-2002;
- State of the Public Service 2002;
- Evaluation of the National Housing Subsidy Scheme;
- Evaluation of the Effectiveness of the Multi Purpose Community Centres.

Finally, I wish to express my appreciation to both the national departments and provincial administrations for their co-operation during our engagement whilst undertaking the various projects.

My gratitude also goes out to Professor Stan Sangweni, the Chairperson of the Commission, and his Deputy, Mr John Ernstzen, for their leadership and support, the Commissioners, and the staff of the OPSC, for effectively addressing as broad a mandate as ours, despite having only limited resources at our disposal.

Special thanks go to the Minister for the Public Service and Administration, Ms GJ Fraser-Moleketi, and the Portfolio Committee on Public Service and Administration, for their dedicated support. The Office appreciates the positive engagements that have taken place.

A handwritten signature in black ink, appearing to read 'Mj Sikhosana', is positioned above the printed name.

MJ SIKHOSANA
DIRECTOR-GENERAL:
OFFICE OF THE PUBLIC SERVICE COMMISSION

1.2 INFORMATION ON THE COMMISSION

1.2.1 Background

The Commission was established in terms of Section 196 of the Constitution of the Republic of South Africa, 1996. The Constitution requires a single Public Service Commission for the Republic of South Africa consisting of fourteen members, five of whom are appointed by the President on the recommendation of the National Assembly, while one member for each of the nine provinces is appointed after nomination by the Premier. The Commission is accountable to the National Assembly to which it must report at least once a year. It must also report on its activities in provinces to the Provincial Legislatures.

The members of the Commission were appointed by the President, with effect from 1 January 1999. The commencement of formal operations by the Commission was, however, delayed until 1 July 1999 because of legal difficulties around certain aspects of the Public Service Laws Amendment Act, 1997.

On 1 July 1999, the Public Service Laws Amendment Act, 1997 and section 15 (1) of the Public Service Commission Act, 1997, and the abolition of the Commission for Administration Act, 1984, came into effect, making the Commission fully operational.

1.2.2 Members

The following Commissioners were appointed by the President:

Nominated by the National Assembly:



PROFESSOR S S SANGWENI
CHAIRPERSON



MR JH ERNSTZEN
DEPUTY CHAIRPERSON



DR EG BAIN



MS MM RANTHO
(passed away on 12 July 2002)

Nominated by the Provincial Legislatures:



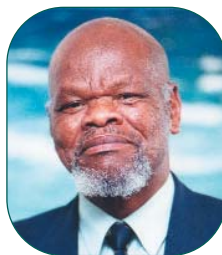
MR JDS MAHLANGU
(North West)



MR DW MASHEGO
(Mpumalanga)



MR KL MATHEWS
(Northern Cape)



MR M MSOKI
(Eastern Cape)



DR R MGIIJIMA
(Gauteng)



MR BQF WENTZEL
(Western Cape)



MS MRV MOKGALONG
(Limpopo)



MR HGD ZONDI
(KwaZulu/Natal)



MR FK MORULE
(Free State)

1.2.3 Official Visits Abroad

During the year under review, the Chairperson of the Commission, Professor S.S Sangweni, and five Commissioners, undertook official visits abroad. The trips were undertaken as follows:

TABLE I.

Date and Commissioner who undertook the trip	Place Visted	Purpose of Visit	Outcome
<p>20 April - 01 May 2002</p> <p>Commissioner M.M. Rantho</p>	<p>United States</p>	<p>Study Tour on Affirmative Action.</p>	<ul style="list-style-type: none"> • Understanding of key performance areas in ensuring the implementation of Affirmative Action. • Understanding of factors that contributed to the success and failure of Affirmative Action in America. • Amassed information necessary in monitoring and evaluating Affirmative Action.
<p>17-20 June 2002:</p> <p>Commissioners M. M. Rantho & D.W. Mashego</p>	<p>Istanbul, Turkey</p>	<p>To attend the Annual Conference of IASIA: Public Administration between Globalisation and Decentralisation: implications for education and training.</p>	<ul style="list-style-type: none"> • Understanding of the scope of changes coming from the galobalisation and decentralisation trends and also taking into account the role of technological changes within Public Administration. • The conference concluded that the impact of both globalisation and decentralisation on the training of Public Administrators was universal.
<p>21-26 July 2002:</p> <p>Commissioner M.R.V. Mokgalong</p>	<p>Birmingham, UK</p>	<p>To attend the Generic Six-Day Senior Public Executive Seminar.</p>	<ul style="list-style-type: none"> • Understanding and development of the fundamental principle of Public Sector Reform in general and customizing this to local programmes.

Date and Commissioner who undertook the trip	Place Visted	Purpose of Visit	Outcome
7-11 September 2002: Commissioners K.L. Mathews and R. Mgijima	Glasgow, Scotland	To attend the CAPAM Biennial Conference: Creating Self-confident Government: Reflections and New Frontiers.	<ul style="list-style-type: none"> • Exploration of all strategies for improved public service delivery.
05 - 09 November 2002: Chairperson of the Commission, Prof S. S. Sangweni	Sangweni New Delhi, India	To attend the Second Specialised International Conference of the International Institute of Administrative Services.	<ul style="list-style-type: none"> • Scientific arguments for integrating concerns of sustainability into the public administration practices were presented.

1.2.4 Hosting of International Visitors

As leaders and custodians of good governance, and the ultimate authority in best practice in public management, the Commission hosted amongst others, representatives from governments of Nigeria and Malawi to exchange ideas on methodologies employed in ensuring adherence to acceptable procedures and practice in public administration.

1.2.5 Institutions falling under the control of the Chairperson of the Commission

There were no such institutions during the year under review.

1.2.5 Bills submitted during the financial year

No Bills were submitted during the reporting period.

1.3 MISSION STATEMENT

The Commission's vision and mission are derived from the values and principles of public administration laid down in the Constitution, 1996 (Section 195 (1) (a)-(i)).

VISION

The Public Service Commission is an independent and impartial body created by the Constitution 1996 to enhance excellence in governance within the Public Service by promoting a professional and ethical environment and adding value to a public administration that is accountable, equitable, efficient, effective, corruption-free and responsive to the needs of the people of South Africa.

MISSION

The Public Service Commission aims to promote the constitutionally enshrined democratic principles and values in the Public Service by investigating, monitoring, evaluating, communicating and reporting on public administration. Through research processes it will ensure the promotion of excellence in governance and the delivery of affordable and sustainable quality services.

1.4 LEGISLATIVE MANDATE

The Commission derives its mandate from sections 195 and 196 of the Constitution, 1996. Section 195 sets out the values and principles governing public administration that must be promoted by the Commission:

- A high standard of professional ethics.
- Efficient, economic and effective use of resources.
- A development orientated public administration.
- Appointment of Commissioners.
- Designation of the Chairperson and Deputy Chairperson.
- Conditions of appointment of Commissioners.
- Removal from Office of Commissioners.
- Functions of the Commission (inspections, inquiries, etc).
- Rules under which the Commission must operate.
- The Office of the Public Service Commission.
- Transitional arrangements with regard to service commissions (created under the Interim Constitution, 1994).
- *The Commission does not control any trading and/or public entities.*

1.5 MANAGEMENT SYSTEMS

The Commission is supported by the Office of the Public Service Commission (OPSC) with its head office in Pretoria, and one regional office in each province. A Director-General heads the Office and is the Accounting Officer.

The work of the Commission is structured around six performance areas and two additional focus areas as reflected in 3.1.2.

These areas are divided into two Branches, each with three key focus areas.

a) Branch: Human Resource Management and Labour Relations

This branch enables the Commission to perform its functions of human resource management, labour relations monitoring and conditions of service.

b) Branch: Good Governance and Service Delivery

This branch executes the Commission's mandate by monitoring and evaluating management, improvements in service delivery, professional ethics and risk management*.

The Commission has nine Regional Offices located in each of the provinces, established as part of a single national entity. These offices serve as a base for the provincially- based Commissioners and are managed by Regional Directors, with a small staff complement. Specific roles and key performance areas have been identified for the regional offices.

* *More information on the Branches follows in Chapter 2, under 'Programme Performance'.*

CHAPTER 2: PROGRAMME PERFORMANCE



VOTED FUNDS

To be appropriated by Vote R57 971 000

STATUTORY APPROPRIATIONS

Responsible Minister Minister for the 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 THE PUBLIC SERVICE COMMISSION

A discussion of the activities that the Commission undertook during the period under review is provided in this Chapter per programme and sub-programme. In order to place the activities of the sub-programmes in context, however, a brief analysis of the aim and key objectives of Vote 10 (the Public Service Commission) is provided.

2.1.1 Aim of the Vote

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

2.1.2 Key Objectives, Programmes, and Achievements

The Commission's objectives are to promote and maintain effective and efficient public administration with a high standard of professional ethics. Its functions are:

- To promote the values and principles described in the Constitution, including the professional ethics of public administration and the efficient use of resources;



MINISTER FOR THE PUBLIC
SERVICE & ADMINISTRATION,
MS GERALDINE FRASER-MOLEKETI
(seated left) during one of the "Letsema's."

- To investigate, monitor, and evaluate the organisation, administration, and personnel practices of the Public Service, and advise government departments on their personnel practices;
- To propose measures to ensure effective and efficient performance within the Public Service;
- To give directions to ensure personnel procedures' compliance with the Constitution; and

- To investigate the grievances of employees in the Public Service.

The core business of the Commission is investigating, monitoring, evaluating, and advising on strategic Public Service issues. The Commission is a knowledge-based organisation, which produces and uses information to contribute to a participatory and developmental Public Service.

2.1.2.1 Key Objectives

The work of the Commission during the period under review was structured around the following six key performance areas and two additional focus areas:

- Human resource management;
- Labour relations monitoring;
- Conditions of service and senior management;
- Professional ethics and risk management;
- Anti-corruption investigations;
- Improvement of management and service delivery.

Additional focus areas:

- Monitoring and evaluation; and
- Institution building.

During the year under review, the activities of the Commission were organised into three programmes:

Programme 1: *Administration*

Programme 2: *Human Resource Management and Labour Relations, and*

Programme 3: *Good Governance and Service Delivery.*

2.1.2.2 The key performance areas of the Commission are:

- Building professional ethics and risk management;
- Investigating allegations of corruption;
- Monitoring and evaluating service delivery and improving its management;
- Monitoring labour relations and improving human resource management and development;
- Monitoring the conditions of service of staff including senior management, in the Public Service; and
- Promoting sound institution-building in the Public Service.

2.1.2.3 These areas are organised into three programmes:

- **Administration** provides for general and financial management, personnel and provisioning administration, and the provision of legal and other support services used to formulate policy.
- **Human Resource Management and Labour Relations** enables the Commission to perform its human resource management and labour relations functions effectively.
- **Good Governance and Service Delivery** monitors and evaluates management, service delivery, the professional ethics of civil servants, and risk management strategies in the Public Service.

2.1.2.4 Achievements (policy developments and legislative changes)

The Commission retains a role in the administration of the disciplinary codes used in Government, but has sought to

reinforce the empowerment of Public Service managers by providing that appeals on the findings of disciplinary hearings are dealt with internally (departmentally).

In recent years, the Commission has played an increasingly important role in building ethical behaviour in the Public Service and led an audit of the qualifications of senior managers. In addition, it now emphasises its role in advising Government on reducing the opportunities and propensity for corruption in the Public Service, and has led a process of compiling a register of managers' interests to help identify and manage potential conflicts of interest.

The Commission's effectiveness depends on how well it communicates with stakeholders. Major stakeholders include the legislatures and executives of national and provincial government, consultative forums, the institutions supporting democracy, and organised labour. The Commission is seeking to establish relations with other role-players responsible for delivering services, such as local governments and the many thousands of civil society organisations.

The Commission is mandated to monitor and evaluate public sector performance, and advise the executing authority accordingly. The Commission aims to ensure that coherent and effective research tools and instruments are available to provide reliable data, and has developed formal monitoring and evaluation systems, some of which are being piloted in the Northern Cape. It also produces specially prepared and commissioned reports.

2.1.2.5 Summary of Programmes:

This section covers two branches in the Office, namely Human Resource Management & Labour Relations, Good Governance & Service Delivery, as well as Chief Directorate: Corporate Services and Regional Liaison.

** For ease of reference, each Chief Directorate in a Branch will be subsumed as a sub-programme.*

2.2 PROGRAMME I: ADMINISTRATION

This programme is responsible for the overall management of the Office. It is divided into three sub-programmes. These are the conditions of service of the Public Service Commissioners, the overall management of the Office and the provision of corporate services to the Commission and its Offices.

2.2.1 Sub-programme: Public Service Commission

Aim of the sub-programme

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

Objectives and activities

The objectives and activities of the Commission emanate from its constitutional mandate and are presented in its business plans for each financial year. The objectives and activities for 2002/2003 are discussed in detail under Programme 2: Human Resource Management and Labour Relations and Programme 3: Good Governance and Service Delivery.

2.2.2 Sub-programme: Management

Aim of the sub-programme

This sub-programme conducts the overall management of the Office and includes the office of the Director-General and the heads of the two Branches in the Office.

Objectives and activities

The management of the Office of the Public Service Commission ensures through strategic direction, management and control that the business plan of the Commission is operationalised. It furthermore ensures that the Commission is correctly advised on all matters emanating from its constitutional mandate.



N KHOZA

CHIEF DIRECTOR: CORPORATE SERVICES AND REGIONAL LIAISON

2.2.3 Sub-programme: Corporate Services

Aim of the sub-programme

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

Objectives and activities

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

- The implementation and maintenance of sound human resource management and development practices for the Office.
- The provisioning of effective logistical support to the Office of the Commission.
- The assurance of accountable financial administration in the Office.



2.3 PROGRAMME 2:

HUMAN RESOURCES
MANAGEMENT AND
LABOUR RELATIONS

This programme is divided into three sub-programmes. They are: Labour Relations; Human Resource Management and Development; and Senior Management and Conditions of Service.

2.3.1 Sub-Programme: Labour Relations

The labour relations dispensation has brought along fundamental changes and developments in this arena in the Public Service. During the period under review, the Commission endeavoured to provide a more focused analysis of the field of labour relations by highlighting important concepts and issues, and advising on best practices.

Aim of the sub-programme

The core function of the sub-programme is the investigation of grievances and complaints, and the monitoring of labour relations in the Public Service.



Officials attending Labour
Relations Workshop.



MS OR RAMSINGH
DEPUTY DIRECTOR-GENERAL

Objectives and Activities

The main objectives of the sub-programme are:

- To investigate grievances and complaints lodged by public servants and recommend appropriate remedies to national and provincial departments.
- To conduct investigations into complaints relating to the application of personnel and public administration.
- To conduct research on issues related to sound human resource personnel practices in the Public Service.

This sub-programme attempts to contribute to a contented workforce in the Public Service, with fewer work stoppages, a faster working pace, a lower rate of absenteeism, and a high level of initiative, which in turn leads to excellent service delivery to the citizenry. In pursuit of the Commission's constitutional mandate, the component has undertaken several activities during the year under review.

TABLE 2

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Actual performance against target	
			Quantity/Quality/Timeliness	
			Target	Actual
LABOUR RELATIONS	Negotiations on the Grievance Rules drafted by the Commission.	Negotiations to provide the Public Service with a new Grievance Procedure are still continuing at the Public Service Coordinating Bargaining Council (PSCBC). An agreement is pending and the process is expected to be finalised during May 2003.	December 2002. Due to the pending negotiations at the PSCBC the Project was not finalised by the target date.	Rules drafted by the Public Service Commission in terms of the provisions of section 11 of the Public Service Act, 1997, were submitted to the PSCBC in May 1999.
	Rules of the Commission in terms of section 11 of the Public Service Commission Act, 1997 for dealing with complaints.	The Rules were published in a Government Gazette on 19 July 2003 in all eleven official languages. Brochures to sensitise the public/ public servants to lodge complaints with the Commission were also printed in all eleven official languages. The Commission is in the process of making arrangements for a launch of the Rules. This should be finalised by August 2003.	The Rules should be launched by August 2003.	The Commission is in the process of making arrangements for the launch.

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Actual performance against target	
			Quantity/Quality/Timeliness	
			Target	Actual
	The evaluation of the extent to which the dispute resolution mechanisms are utilised by employees in the Public Service.	The Commission analysed and assessed information obtained through questionnaires and interviews with regard to the extent to which the current dispute resolution mechanisms are utilised in the Public Service.	The report should have been finalised by the Commission during February 2003.	The report was submitted to Senior Management in November 2002. The report is still under consideration on 31 March 2003.
	An analytical report on the grievance procedures of educators and all the services departments.	A desk audit of the affected departments resulted in an internal report, which was not intended for publication, but for the cognisance of the Commission. The report was approved by the Commission. It was overall found that the procedures adopted by the departments complied with fair and equitable labour practices.	The report was completed during December 2001.	The report was finalised and approved on 30 April 2002.
	Handling of grievances lodged in terms of section 35 of the Public Service Act, 1994.	The Commission is empowered in terms of section 196(4)(f)(ii) of the Constitution, 1996, to investigate grievances of public servants and to make recommendations to executing authorities. During the reporting period the Commission considered the merits of 29 grievances.	Grievances lodged with the Commission in terms of the provisions of section 35(1) of the Public Service Act, 1994, should be considered and remedies approved.	During the reporting period the Commission considered 29 grievances. Chart 1 provides an exposition of the gender with regard to the grievances lodged.

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Actual performance against target	
			Quantity/Quality/Timeliness	
			Target	Actual
				Chart 2 provides an exposition of the race in respect of grievances. The majority of grievances related to the filling of posts (11), to promotions (3) and to performance assessments (3) Of the 29 grievances 13 were found to be substantiated.
	Referral of grievances where the Commission has no jurisdiction.	The Commission referred 34 grievances to departments and provincial administrations during the reporting period, due to the fact that the Commission has no jurisdiction to consider grievances that have not been dealt with in terms of the prescribed grievance procedure or grievances that related to former officers.	Ongoing.	Ongoing.

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Actual performance against target	
			Quantity/Quality/Timeliness	
			Target	Actual
	Monitoring the implementation of the Commission's recommendations in respect of grievances.	<p>As can be seen from previous Annual Reports the monitoring of the implementation of the Commission's recommendations by executing authorities and departments, is an ongoing process. The Commission recommended appropriate remedies to departments in respect of 11 grievances, of which-</p> <ul style="list-style-type: none"> • 8 were implemented; • 2 were not implemented by the relevant departments due to policy considerations. No evidence could, however; be found that the two affected employees are dissatisfied with the decisions of the relevant departments; 	The implementation of the Commission's recommendations should be done on six-monthly basis.	The necessary reports were approved by the Commission.

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Actual performance against target	
			Quantity/Quality/Timeliness	
			Target	Actual
		<ul style="list-style-type: none"> 1 case was referred back to the Commission with a request by the relevant department that the Commission should reconsider its original recommendations. This case is presently under consideration. 		
	Monitoring and evaluating personnel and public administration practices by means of ad hoc requests and complaints resulting in investigations/ rendering of advice to national organs of state.	<ul style="list-style-type: none"> Investigation into allegations of corruption in the Department of Public Enterprises. Investigation in the Department of Economic Development and Tourism: North West Province. Investigation into the Department of Justice and Constitutional Development (Free State Regional Office). 	Ongoing.	Ongoing.
	Monitoring and evaluation focus.	Obtained observer status at the PSCBC and entered into discussions with the Department of Labour on observer status of the Commission in NEDLAC.	Ongoing.	Ongoing.

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Actual performance against target	
			Quantity/Quality/Timeliness	
			Target	Actual
	Monitoring and evaluation system.	Completed data tables and evaluation report of the Department of Justice and Constitutional Development, in terms of the Commission's M&E project.	March 2003.	March 2003.
	Assessing the role of labour relations officers.	A literature study was completed questionnaires were developed and interviews were conducted in the identified departments and private companies. A draft report has been prepared.	February 2003.	April 2003.
	Reporting on the outcome of disciplinary proceedings in cases of financial misconduct in the Public Service.	A database on cases reported to the Commission has been developed and is being maintained. A report was drafted and will be published in the new financial year.	Ongoing.	Ongoing.
	Database on agreements reached in the departmental chambers during the previous financial year.	A database has been set up and is maintained.	Ongoing.	Ongoing.

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Actual performance against target	
			Quantity/Quality/Timeliness	
			Target	Actual
	Conduct cross-functional investigations.	Eastern Cape Anti-Corruption Evaluation. <ul style="list-style-type: none"> Report with findings and recommendations compiled. Setting up of Monitoring Protocol Agreement. 	December 2002. Ongoing.	January 2003. Ongoing.

CHART 1: GENDER IN RESPECT OF GRIEVANCES

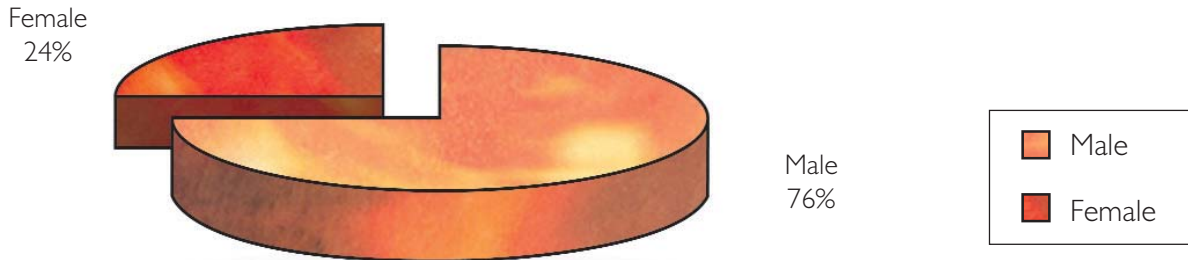
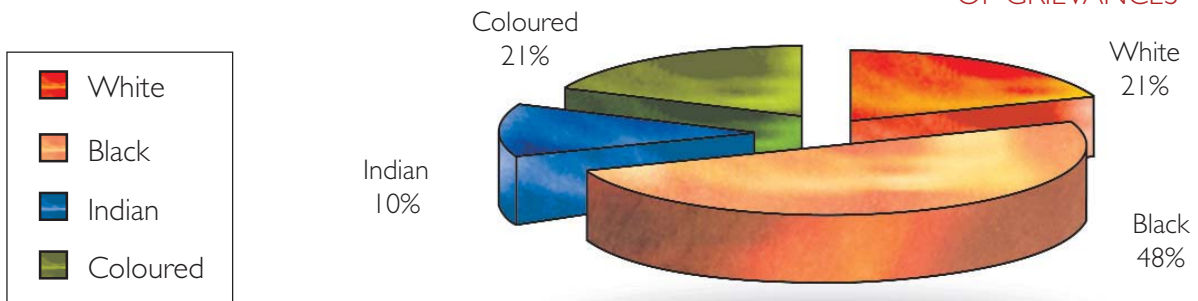


CHART 2: RACE IN RESPECT OF GRIEVANCES



2.3.2 Sub-Programme: Human Resource Management and Development

In order for the Public Service to function effectively there must be sound human resource management. The Public Service is a reflection of democracy in action, and it is expected that it will be professional, representative and competent. If it is not, it may be interpreted as a fundamental failure within this key institution of our democracy.

The Commission has attempted to promote effective human resource management in the Public Service by implementing national projects around key elements of human resource management, as well as responding to requests for specific investigations. In cases where similar themes were revealed during investigations, support in the form of checklists and guides have been produced.

This approach has contributed to the development of the monitoring and evaluation framework of the Commission.

Aim of the sub-programme

To investigate, monitor and evaluate human resource policies and practices.

Objectives

The main objectives of the sub-programme are:

- To promote Affirmative Action, Equity and Representative-ness in the Public Service.
- To ensure that human resources in the Public Service are managed in compliance with constitutional values and principles and the transformation policies of government.
- To provide best practices regarding human resources management and development.

TABLE 3

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Actual performance against target	
			Quantity/Quality/Timeliness	
			Target	Actual
HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT	Monitoring of the implementation of PSC recommendations relating to Correctional Services.	Project was deferred due to the Jali Commission of Enquiry.	June 2002.	Deferred.
	Analysis of state of human resources in the Public Service.	Project was subsumed within other projects in the PSC.	October 2002.	Replaced.
	Evaluation of quality of information of PERSAL.	Project was replaced by Evaluation of the Management of Performance Management System in the Public Service.	January 2003.	March 2003.

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Actual performance against target	
			Quantity/Quality/Timeliness	
			Target	Actual
	Verification of qualifications of Middle Managers (Levels 11-12) in the Public Service.	Due to funding problems the project was delayed. Donor funds were eventually recovered and the project is now underway.	Report to be completed by December 2002.	Late funding resulted in the project being rescheduled. It is currently underway, due to Donor funding from DFID. A report is expected on completion of the project: July 2003.
	Audit of Affirmative Action in the Public Service.	This project is funded by the Ford Foundation. There were delays in finalising its administration. A study tour to the United States was undertaken as part of this project, to get a better understanding of the similarities between the countries.	Report to be completed by December 2002.	The project was delayed as a result of the slow responses from departments. A report is expected on completion of the project: July 2003.
	Evaluation of the Management of Performance Management Systems.	By direction of the Minister for the Public Service and Administration the Office undertook the investigation to monitor and evaluate whether departments complied with the applicable legal and regulatory requirements.	Report to be completed by March 2003.	Report has been submitted and is being finalised.
	Management of Discipline in the Public Service.	This project arose as a follow up to the report on Dismissals as a result of Misconduct (1999).	Report to be completed by March 2003.	Report has been submitted and is being finalised.

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Actual performance against target	
			Quantity/Quality/Timeliness	
			Target	Actual
	Verification of qualifications of Senior Managers in the Public Service Commission.	The PSC outsourced the verification of qualifications on its own officials as part of the Verification of Qualifications of Senior Managers in the Public Service.	May 2002.	Report completed.
	Evaluation of Affirmative Action in the South African Police Service (SAPS) in Northern Cape.	Investigation undertaken and report produced.	June 2002.	Report with findings and recommendations completed and submitted.
	Allegations into mal-administration and misconduct in the Secretariat for Safety and Security.	Investigation undertaken and report produced.	March 2003.	Report with findings and recommendations completed and submitted.
	Allegations of nepotism and favouritism in appointment practices in Mpumalanga Department of Health.	Investigation undertaken and report produced.	March 2003.	Report with findings and recommendations completed and submitted.
	Compilation of a "Tool-Kit" for recruitment and selection practices in the Public Service.	Based on various investigations around recruitments and selection, the Office produced a Tool-kit to assist managers and practitioners in improving the key element of HR.	March 2003.	Tool-kit produced.

2.3.3 SUB-PROGRAMME: SENIOR MANAGEMENT AND CONDITIONS OF SERVICE

Senior managers form the backbone of any organisation. They provide direction and are mainly responsible for the achievement of objectives and targets. The Commission has therefore identified as one of its key performance areas the monitoring, evaluation and investigation of personnel practices relating to the senior management service. Although all aspects of senior management employment are covered, particular emphasis is placed on performance management.

The overall cost of employment of public servants to Government is high, and it is necessary to ensure that this expenditure is efficiently managed. The Commission has prioritised evaluating the effectiveness and efficiency of the current conditions of employment, and its management.

Aim of the sub-programme

To manage the monitoring and evaluation of conditions of service and the performance management of Heads of Department.

Objectives

The main objectives of the sub-programme are:

- To improve the management of the employment conditions of public servants by investigating the management practices of departments.
- To focus on performance management in the Senior Management Service (SMS).
- To facilitate the evaluation of Heads of Department's performance.

TABLE 4

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Actual performance against target	
			Quantity/Quality/Timeliness	
			Target	Actual
SENIOR MANAGEMENT AND CONDITIONS OF SERVICE	Report on the first implementation of the framework for the evaluation of HoDs.	Report on findings.	June 2002.	Finalisation of the first implementation delayed by the slow response from executing authorities. Report finalised in November 2002.
	Manage the HoD evaluation process.	Guidelines developed HoDs evaluated.	March 2003.	Guidelines developed and distributed in August 2002. 17 national and 33 provincial HoDs evaluated. These totals include the evaluations that could not be finalised during the previous reporting period.

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Actual performance against target	
			Quantity/Quality/Timeliness	
			Target	Actual
	Investigation and evaluation of induction, mentoring and coaching practices for senior managers in the Public Service.	Report on findings.	March 2003.	Research conducted. Currently in the process of drafting a report. Finalisation delayed by a lack of response from departments.
	Investigation into the management of the Subsidised Motor Vehicle Scheme.	Report on findings.	March 2003.	Research conducted and report drafted by February 2003. Currently in the process of being approved.
	Evaluation of departments' capacity to administer conditions of service.	Report on findings.	November 2002.	Research conducted and report drafted by January 2003. Currently in the process of being approved. Process was delayed by information that was lacking on the establishments of departments. This was only obtained during January 2003.
	Investigation into the re-employment of persons retired due to ill-health.	Report on findings.	April 2003.	Draft report in the process of being finalised.
	Assistance with Desai Commission of Enquiry.	Inputs to final report and evidence during legal proceedings.	September 2002.	Inputs and evidence were provided as required.

2.4 PROGRAMME 3:

GOOD GOVERNANCE AND SERVICE DELIVERY

This programme executes the Commission's mandate through promoting Professional Ethics and Risk Management; conducting of Special Investigations; as well as evaluating and supporting Management and Service Delivery Improvement.

2.4.1 Sub Programme: Professional Ethics and Risk Management

The Commission has a constitutional mandate to promote a high standard of professional ethics in the Public Service. An essential component of the democratisation of the Public Service has been a dedicated effort to make good governance and professional ethics a cornerstone of public administration. This entails addressing fundamental issues like accountability and transparency and the prevention of corruption.

Corruption remains a problem at all levels of government and the problem of complicity by public officials in acts of fraud and corruption remains a challenge. This is specifically true in relation to the area of procurement and the management of conflicts of interest. The approach of the Commission is to address corruption proactively and in an integrated manner by focusing on the creation of an ethics management infrastructure. Previous surveys in 2001 (Ethics 2001, Ethics in Practice) reiterated the need to strengthen the ethics management skills of public servants and the ethics management infrastructure as the latter was found to be too basic and therefore potentially ineffective. Many of the elements of an effective ethics infrastructure (code of conduct, fraud prevention plan, risk management plans and consistent financial disclosures) are present in departments but are often generic, inappropriate and poorly supported. The effectiveness of the different elements is often compromised by their failure to operate in an integrated and coordinated manner.



PROFESSOR RM LEVIN
DEPUTY DIRECTOR-GENERAL

Some of the research conducted by the Commission during 2002 stemmed from resolutions taken at the national anti-corruption summit in 1999 to strengthen the fight against corruption and develop the new national anti-corruption strategy for the Public Service. The results of the research continue to guide the Public Service in the implementation of this strategy and strengthen the ethics management infrastructure and corruption prevention capacity of the Public Service.

Aim of the sub-programme

The aim of this sub programme is to establish a culture of professional and ethical behaviour in the Public Service.

Objectives

The objectives of the sub-programme are to:

- Promote a high standard of professional ethics and anti-corruption measures in the Public Service
- Develop effective tools for ethics management
- Research and evaluate professional ethics and corruption

- Monitor and raise awareness of conflict of interest issues amongst managers and maintain the financial disclosure framework
- Promote and evaluate best practice in risk management.

The Department of Public Service and Administration was mandated to play a critical role in the development of the national anti-corruption strategy for the Public Service. The implementation of this strategy is coordinated by the Anti-Corruption Coordinating

Committee, which is chaired by the DPSA. The Public Service Anti- Corruption Strategy is informed by the need for a holistic and integrated approach to anti-corruption, which includes combating, prevention, investigation, prosecution, and public participation. Departments are individually tasked with the implementation of the projects identified in the strategy. The Commission undertook to support the implementation of the national anti-corruption strategy and to build the capacity of the Public Service, to prevent and fight corruption.

TABLE 5

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Performance Target	Performance Actual
Professional Ethics promotion and Risk Management				
Implementation of the national anti-corruption strategy:				
	Conduct an audit of the Anti-corruption capabilities in National and provincial departments in conjunction with DPSA.	Assessments completed and report on the anti-corruption capabilities produced.	Draft report by September 2002 and final report by November 2002.	Both phases of project completed. Report produced on phase 1 in 2001. Phase 2 Report is being edited.
	Training in Anti-Corruption: Corruption Prevention Course presented in partnership with the University of Pretoria.	Anti-Corruption Course successfully presented.	Course presented in July 2002.	The course was successfully presented for a second time in July 2002. In future, it will be presented on annual basis.

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Performance Target	Performance Actual
	Provide Secretariat to National Anti-Corruption Forum.	Minutes of meetings and reports are provided to the Minister for Public Service and Administration.	Dependant on nature of activity and specific request.	Extensive liaison and secretariat services were provided as and when needed. Reports provided to the Minister for Public Service and Administration as required.
	Generic professional ethics statement for Public Service developed and communicated.	A Public Service Pledge developed and distributed in Public Service. The aim is to inculcate and maintain a culture of integrity in the Public Service.	The Public Service Pledge was finalised in December 2002.	Ethics statement/pledge was developed after extensive consultations with stakeholders. Launching, distribution, and advertising campaign to be undertaken in 2003.
	Proposals on system of hotlines approved.	Proposal on hotlines for Public Service approved.	National Consultation to be held in March 2003 (to be facilitated by the Anti-Corruption Coordinating Committee).	Report on management of hotlines produced and submitted to portfolio committee in 2002. Proposal to Cabinet submitted in 2002.
	Guidelines for conducting risk assessment and risk management in the Public Service established.	Guidelines for risk assessment completed.	National Consultation held in November 2002 and guidelines printed in February 2003.	Project business plan produced and submitted to donors for funding. Lack of funding prevented implementation.

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Performance Target	Performance Actual
	Generic professional ethics statement for Public Service developed and communicated.	A Public Service Pledge developed and distributed in Public Service. The aim is to inculcate and maintain a culture of integrity in the Public Service.	The Public Service Pledge was finalised in December 2002.	Ethics statement/pledge was developed after extensive consultations with stakeholders. Launching, distribution, and advertising campaign to be undertaken in 2003.
	Proposals on system of hotlines approved.	Proposal on hotlines for Public Service approved.	National Consultation to be held in March 2003 (to be facilitated by the Anti-Corruption Coordinating Committee).	Report on management of hotlines produced and submitted to portfolio committee in 2002. Proposal to Cabinet submitted in 2002.
	Guidelines for conducting risk assessment and risk management in the Public Service established.	Guidelines for risk assessment completed.	National Consultation held in November 2002 and guidelines printed in February 2003.	Project business plan produced and submitted to donors for funding. Lack of funding prevented implementation.
	Coordinate and facilitate the development of sector specific code of conduct and ethics.	Sector specific codes of conduct and ethics developed.	Ongoing.	Commencement dependant on Anti-Corruption Forum progress.
	Methodology to conduct ethics audits established.	Methodology established and draft instrument compiled.	Methodology established by November 2002.	The project was deferred to the 2003 year.

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Performance Target	Performance Actual
Research conducted:				
	Undertaking comparative desk study on risk management framework in four countries and development of evaluation tool to assess risk frameworks in the Public Service (funded by the German Development Cooperation- GTZ).	Research report produced and published. Draft Risk Assessment Tool developed and piloted.	Draft report compiled by July 2002 and concept tool developed by September 2002.	Draft report produced and limited copies are being printed for general distribution. The Evaluation tool was developed and finalised. Piloting of the evaluation tool to commence in 2003 and precede evaluation of risk management plans in selected national departments.
	Develop Risk Management and System Integrity Training curricula and manuals. (UN COUNTRY PROJECT).	Training Curricula developed and training manuals produced.	Training curricula developed by November 2002.	Adequate funding could not be provided by UN. The project was redirected for inclusion in the presidential leadership development programme. Insufficient donor funding to SAMDI prevented development of a specific risk management training modules.
	Research on acceptance of gifts and favours.	Research report compiled.	August 2002.	Research was conducted and completed. Guidelines are being produced for inclusion in booklet. Promotional material to be designed and distributed in 2003.

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Performance Target	Performance Actual
	Undertake comparative analysis of the management of Asset registers.	Research report completed.	Draft report by July 2002.	The research was outsourced to IDASA and funding obtained from GTZ to undertake the project. A draft report was produced in November 2002. Report is being finalised.
Strengthening the professional ethics infrastructure:				
	Implementation of the Explanatory Manual on the Code of Conduct at national and provincial level.	Launching of Explanatory manual on code with special ceremonies.	Distribution and launching by June 2002.	1 million copies were printed and distributed. The manual was launched in all the provinces. The translation of the manual is being planned for 2003.
	Develop Ethics Training Manual including training kits and assessment questionnaire.	Completed training manual and training kits.	December 2002.	The research was outsourced to University of Pretoria. Project to be completed in near future depending on further funding and clarification of user rights.
	Workshops on Implementation of Protected Disclosures Act.	Workshops conducted and report compiled.	October 2002.	Seven (7) workshops were held in all the provinces. Report with recommendations was produced. Guidelines on whistle blowing to be produced in 2003.

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Performance Target	Performance Actual
	Participate in Moral Regeneration Project.	Dependant on nature of involvement and specific requests.	Dependant on nature of activity and specific request.	Participated in planning and facilitation of launching of the Moral Regeneration Project at the Waterkloof Air force Base as requested.
	Investigation into the non-compliance with the Code of Conduct: remunerative work in the Dept of Health Gauteng.	Report with findings of investigation compiled.	March 2003 final report.	Initial draft report produced. Project scheduled for completion in 2003.
	Management of Asset register and system of Financial Disclosures.	Asset register maintained and management reports produced as per requirement.	Annual report to be submitted to Minister. Additional reports to be provided as per request.	The Asset Register is maintained and updated, reports produced per request. Two reports submitted to Minister.

2.4.2 Sub-Programme: Special Investigations

A large number of individual cases of corruption and other related matters that require investigation are reported to the Commission. This unit deals with high-level sensitive investigations into corruption that impact on the fight against corruption. The Commission has conducted various investigations into allegations of corruption and maladministration. Emanating from these investigations, reports on findings and recommendations are presented.

Aim of the sub-programme

To combat corruption in the Public Service through selected investigations.

Objectives

The main objectives of the sub-programme are:

- To execute special investigations in relation to the core functions of the Commission.
- To promote good governance and service delivery by contributing to the combating of corruption through selected investigations with a special emphasis on procurement.
- To contribute to the national fight against corruption by participating in cross-sectoral investigations.

TABLE 6

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Performance Target	Performance Actual
Special Investigations				
	Investigation into the procurement and distribution of state medicines in Mpumalanga.	Report with findings and recommendations issued to the relevant stakeholders.	August 2002.	Report finalised in November 2002. Investigation led to a full-scale South African Police Services investigation and a number of arrests were made.
	Investigation into allegations of flouting of tender procedures in the awarding of a contract by the Mpumalanga Department of Finance.	Report with findings, recommendations issued to the relevant stakeholders.	September 2002.	Report finalised in November 2002. Matter referred to NDPP that has the mandate to investigate criminal matters.
	Evaluation: Eastern Cape Anti-Corruption programme- Identification and investigation of key corruption cases in the Departments of Education, Health and Social Development.	Report with findings, recommendations issued to the relevant stakeholders.	December 2002.	Investigation finalised in January 2003. Strategies for handling corruption and misconduct cases in the three Departments recommended.
	Report on the requirements for blacklisting of businesses, organisations and individuals proven to have been involved in corruption and unethical conduct.	Report with findings, recommendations issued to the relevant stakeholders.	March 2002.	Report finalised in April 2002. Report tabled before Parliament, published and distributed to all government departments both nationally and provincially.

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Performance Target	Performance Actual
	Investigation into allegations of irregularities in the awarding of a tender by the Department of Labour.	Report with findings, recommendations issued to the relevant stakeholders.	February 2002.	Investigation finalised during in May 2002 The complainant advised of the findings of the investigation.
	Investigation into allegations of flouting of tender procedures and corruption in the awarding of a tender by the Department of Foreign Affairs.	Report with findings, recommendations issued to the relevant stakeholders.	April 2002.	Matter referred to Department for internal investigation.
	Investigation into allegations of fraud, corruption and maladministration: Department of Social Services and Population Development.	Report with findings, recommendations issued to the relevant stakeholders.	April 2002.	Matter evaluated and referred to the Office of the Public Protector.

2.4 PROGRAMME 3:

GOOD GOVERNANCE AND SERVICE DELIVERY

2.4.3 Sub-Programme: Management and Service Delivery Improvement

The Public Service faces an enormous challenge in meeting the expectations for services from the public, particularly from those sectors that were denied access to services in the past. Consistent with global trends, there is increasing pressure on the Public Service to deliver better quality services with limited resources.

Changing the nature of the State and its Public Service to become developmental and service-oriented has been a fundamental goal of our democracy. In the pursuit and realisation of this goal, significant resources and public energy has been consumed. It is anticipated that this process will continue for some time to come, as the challenge to progressively address socio-economic rights of citizens remains a heavy burden on the State.

In order to monitor and evaluate the quality of management and service delivery, the Management and Service Delivery Improvement sub-programme of the Commission has four main thrusts:

- Citizen satisfaction surveys, to assess the effectiveness of service delivery from the perspective of citizens who are the users of the particular service;
- Citizen forums that use participatory methodologies to solicit suggestions from people on how to improve the outcomes of government programmes;
- Assessments of organisational performance and structuring to provide advice to heads of departments and political leadership on how these two areas can be improved; and
- Programme and systems evaluations that include in-depth assessments of the relevance of programmes and systems, the effectiveness and the efficiency of programmes and systems as well as programme/system preparation and design.

By evaluating service delivery from many perspectives the Commission is able to get a varied view of the state of service delivery. Our research suggests that much remains to be done, but a solid and coherent foundation has been laid that will serve us well in the future.

Aim of the sub-programme

The aim of this sub-programme is to investigate, monitor and evaluate management practices and service delivery in the Public Service and provide recommendations.

Objectives

The main objectives of the sub-programme are:

- To promote efficient, economic and effective use of resources.
- To promote and monitor impartial, fair, equitable and unbiased provision of services.



Western Cape-based OPSC officials assisting with the service delivery at the department of Home Affairs.

- To propose measures that will ensure that people's needs are responded to and that the public is encouraged to participate in policy-making and service delivery decisions.
- To monitor and investigate adherence to applicable procedures in the Public Service.

To assist in the research process, the Commission has put in place a long-term Monitoring and Evaluation System for assessing and analysing the performance of the Public Service. The intention of the process is to identify areas where improvements could successfully be effected, thereby contributing to the overall management and service delivery improvement. This system is based on the Constitutional values and principles. It will also serve as a useful tool for heads of departments to understand the organisations they manage.

TABLE 7

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Performance Target	Performance Actual
Management and Service Delivery Improvement				
	Undertake Citizens Satisfaction Survey in the Departments of Health, Education, Housing and Social Development.	Report with findings, recommendations issued to the relevant stakeholders.	May 2002.	The report was finalised in April 2003.
	Conceptualise and implement Citizens Forums targeting the following Provincial Departments: <ul style="list-style-type: none"> • Mpumalanga (Department of Health) • KwaZulu Natal (Dept. of Education) • Eastern Cape (Dept. of Social Development). 	Undertake workshops in the Eastern Cape, KwaZuluNatal, Mpumalanga. Reports with findings and recommendations issued to the relevant stakeholders.	April 2002. June 2002.	After an intensive process of consultation, the draft concept paper was finalised in June 2002. Five forums were conducted between September and November 2002. KwaZulu-Natal was not included in the pilot study. Citizens' reports were presented to the Provincial Executive Committees and relevant MECs between April and May 2003.
	Undertake an evaluation of Multi Purpose Community Centres.	Report with findings and recommendations issued to the relevant stakeholders.	March 2002.	The report was finalised in September 2002.

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Performance Target	Performance Actual
	Evaluate the service delivery innovation of agencies at the National Dept of Transport.	Report with findings and recommendations issued to the relevant stakeholders.	May 2002.	The Department of Transport requested certain additions to the draft report that was produced in July 2002. This was undertaken and the report has been approved by the Commission.
	Good practice guides on performance management for school district management, hospitals and police stations compiled.	Good practice guides compiled on. <ul style="list-style-type: none"> • School district management • Hospital management • Police station management 	May 2002. March 2002. January 2002.	Because of lack of internal capacity, the good practice guide on school district management has been put on hold. The completion of the guide on hospital management has been moved to June 2003. The fieldwork on police station management was completed in 2002. The draft guide will be ready by the end of May 2003.
	Participate in the implementation and operation of the Batho Pele Service Excellence Programme.	Visit to the UK. Test the BPSEP at 4 pilot departments If successful, obtain Cabinet approval to implement across the Public Service Undertake workshops and marketing campaign to obtain 'buy-in' from departments.	May 2002. May 2002. Dec 2002. February 2003.	Decision taken to hand the project over to DPSA in 2002.

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Performance Target	Performance Actual
	Undertake an assessment of the organisational performance and structuring of the National Department of Transport	Report with findings and recommendations for the Minister of Transport and other relevant stakeholders.	May 2002.	A comprehensive draft report was compiled by the Office in August 2002.
	Undertake an evaluation of the service delivery performance of the Department of Social Decelopment Kwa-Zulu-Natal	Evaluation of service delivery performance undertaken. Design of a performance management system completed. Report drafted.	July 2002.	The report was approved by the PSC in Jan 2003. Workshops on the implementation of proposals will commence shortly.
	Evaluation of land administration systems in the Eastern Cape Province undertaken	Report with findings and recommendations for the Premier of the EC Province and other relevant stakeholders compiled.	April 2002.	After discussions with all stakeholders in March 2002, the project scope was broadened. The draft report was completed in August 2002. The report was approved by the PSC in May 2003 after a process of further consultation with stakeholders.

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Performance Target	Performance Actual
	Programme Evaluations Assumption: One per year: <ul style="list-style-type: none"> • Housing Programme • Land Reform Programme • AND • Integrated Sustainable Rural Development Strategy • OR • Department of Welfare poverty eradication programme • OR • National Crime Prevention Strategy • Department of Transport and its agencies • Trends and patterns of Donor funding 	Undertake evaluation of the Housing Subsidy Scheme. Land Reform Programme: <ul style="list-style-type: none"> • Do research design • Execute research • Write report. 	July 2002. March 2002. August 2002. November 2002.	The draft report was completed in Jan 2003. Put on hold subject to the availability of Donor funds.
	Affirmative procurement policies evaluation.	Qualitative analysis of government affirmative procurement policies. Definition of minimum requirements for a "black company".	September 2002.	The project was handed over to DPSA with one of the Directors from the Office appointed as a steering committee member.

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Performance Target	Performance Actual
		Analysis of the effects of these measures on black owned enterprises and individuals. Identification of areas for improvement and change.		
Monitoring and Evaluation				
	Digitise PSC database.	Digitise PSC database: <ul style="list-style-type: none"> • Research options; • Procure software; • Design data base; • Import data. 	March 2002. June 2002. July 2002. March 2003.	A service provider has been appointed to implement a digital Monitoring and Evaluation System.
	Complete data tables and short evaluation reports on the listed departments/ administrations.	Complete data tables and short evaluation reports on the listed departments: Provincial Administration: Western Cape Provincial Administration: Limpopo Provincial Administration: North West Department of Agriculture Department of Education Department of Housing Department of Land Affairs	May 2002. June 2002. July 2002. August 2002. September 2002. October 2002. November 2002.	Research was completed on 7 National departments plus three Provincial Administrations of Western Cape, Limpopo and North West by April 2003. The 2003 survey will commence shortly. National departments and three provincial administrations (Mpumalanga, KwaZulu Natal and Gauteng) have already been identified. Not proceeded with.

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Performance Target	Performance Actual
	Complete data tables and short evaluation reports on the listed departments/ administrations.	Department of Public Works Department of Public Enterprises Department of Water Affairs and Forestry Department of Social Development	January 2003. February 2003. March 2003. March 2003.	Not proceeded with. Not proceeded with. <i>The Departments of Justice and Trade & Industry were included.</i>

2.5 REGIONAL OFFICES

The importance of the role played by the Commission's regional offices cannot be over-emphasised given the fact that over 70% of the Public Service is located in the provinces - the sphere at which much service delivery takes place.

It is through regional offices that the Commission is able to draw upon localised knowledge, expertise and networks when designing and implementing its programmes thus improving the chances of community ownership and participation in these programmes.

Apart from being a repository for key Monitoring and Evaluation (M&E) documents and information, through their engagement around various programmes and projects of the Commission, regional offices have become active participants in M&E. The insights they gain from this system and other programmes such as the Heads of Department Evaluation, where they render a secretariat

service, is further enriching their understanding and appreciation of the empowerment role they have to play within the Public Service. It is also through regional offices that the Commission attends to provincial grievances and complaints from various departments and civil servants.



Prof. Stan Sangweni (left), Professor Richard Levin (middle), Mpumalanga-based Commissioner David Mashego (right), together with members of the community, during a Citizens' Forum held at Mananga.



Regional Office distribute and present the Commission's reports to the provincial Legislatures, and where necessary, to departments and other relevant stakeholders.

Through the ongoing participation of regional offices in the Commission's key performance areas, an improved capacity is being developed, making it easier to ensure that norms and standards are adhered to when implementing various programmes across the country. Regional Offices also conduct investigations and play an advisory role to other departments on the processes to be followed at regional level.

Many programmes and projects reported on in this report have come to fruition because of effective regional support. This is reflected under the sub-programmes reported on earlier in this report.

CHAPTER 3: HUMAN RESOURCE MANAGEMENT



The statistics and information published in this chapter of the annual report relate to the management of the Office, and are required in terms of Section 40 (1)(d)(i), Chapter 5 of the Public Finance Management Act, 2000, read in conjunction with Regulation III.J.1-12 of the Public Service Regulations and have been prescribed by the Minister for the Public Service and Administration for all government departments within the Public Service.

3.1 SERVICE DELIVERY

All departments are required to develop a Service Delivery Improvement (SDI) Plan.

The following tables reflect the components of the SDI plan as well as progress made in the implementation of the plans.



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**CHIEF DIRECTOR:
CORPORATE SERVICES AND
REGIONAL LIAISON**

TABLE 8 - MAIN SERVICES PROVIDED AND STANDARDS

Main services	Actual customers	Potential customers	Standard of service	Actual achievement against standards
Recommendations, advice and proposed measures to promote ethical behaviour and fight corruption.	Executives Departments Legislatures Public servants Complainants	Consultative Forums Institutions of Democracy Organised Labour Strategic Partners Public	Being developed	Not yet measured
Information and education on anti-corruption measures, ethical issues and the Code of Conduct for public servants.	Executives Departments Legislatures Public servants Complainants	Consultative Forums Institutions of Democracy Organised Labour Strategic Partners Public	Being developed	Not yet measured
Monitoring and evaluation of, research and advice on the organisation of the Public Service, service delivery and resource management practices.	Executives Departments Legislatures Public servants Complainants	Consultative Forums Institutions of Democracy Organised Labour Strategic Partners Public	Being developed	Not yet measured
Monitoring and evaluation of, research and advice on affirmative action, human resource development, personnel practices, performance management and conditions of service.	Executives Departments Legislatures Public servants Complainants	Consultative Forums Institutions of Democracy Organised Labour Strategic Partners Public	Being developed	Not yet measured
Grievances resolution and complaints.	Executives Departments Legislatures Public servants Complainants	Consultative Forums Institutions of Democracy Organised Labour Strategic Partners Public	Being developed	Not yet measured

Main services	Actual customers	Potential customers	Standard of service	Actual achievement against standards
Research into grievances and related labour relations matters.	Executives Departments	Consultative Forums Institutions of Democracy	Being developed	Not yet measured
	Legislatures Public servants Complainants	Organised Labour Strategic Partners Public		
Advice on grievances procedures.	Executives Departments	Consultative Forums Institutions of Democracy	Being developed	Not yet measured
Reports and advice based on investigations.	Legislatures Public servants Complainants Cabinet	Organised Labour Strategic Partners Public	Report to be finalised within target	
Secretariat Services for Head of Department evaluation.	Legislatures Public servants Complainants		Evaluations to be changed according to set guidelines.	
Investigation of merits of grievances.	Departments		The Commission strives towards finalising a grievance within 30 days from receiving all relevant information.	The Commission finalised 29 grievances during the 2002/2003 financial year.
Secretariat Services on Head of Department evaluation.	Employees		Evaluations to be changed according to set guidelines.	

TABLE 9 - CONSULTATION ARRANGEMENTS WITH CUSTOMERS

Type of arrangement	Actual customers	Potential customers	Actual achievements
Meetings with stakeholders to explain new Public Service Commission (PSC) and discuss their expectations of PSC.	The Executive Departments Legislatures Public servants Complainants	Consultative Forums Institutions of Democracy Organised Labour Strategic Partners Public	

TABLE 10 - SERVICE DELIVERY ACCESS STRATEGY

Access Strategy	Actual achievements
Grievances of public servants are dealt with departmentally. When the grievance is not resolved to the officer's satisfaction the matter may be referred to the PSC for investigation. In addition, the Commission plans to increase access by ensuring that all employees, departments, provincial administrations, organised labour and other stakeholders have access to the Commission's grievance rules which were gazetted on 29 February 2000.	
Published as Chapter 2 of the Public Service regulations as a separate pamphlet. In addition, access will be increased by making the Code of Conduct available in all official languages, as well as Braille.	
Telephonic or written requests addressed to the Commission 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.	

TABLE 11 - SERVICE INFORMATION TOOL

Types of information tool	Actual achievements

TABLE 12 - COMPLAINTS MECHANISM

Complaints Mechanism	Actual achievements
All complaints will be recorded and responded to within time frames set in service standards for final replies to correspondence.	

3.2 EXPENDITURE

The following tables summarise final audited expenditure by programme (Table 13) and by salary (Table 14). In particular, it provides an indication of the amount spent on personnel costs in terms of each of the programmes or salary bands within the department.

TABLE 13 - PERSONNEL COSTS BY PROGRAMME

Programme	Total Expenditure (R'000)	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Professional and Special Services (R'000)	Personnel cost as percent of Total Expenditure	Average Personnel Cost per Employee (R'000)
Prog 1: administration	24847	18526	0	1671	74.6	0
Prog 2: human resource management & development	13581	11856	0	98	87.3	0
Prog 2: human resource management & development	16476	13380	0	1277	81.2	0
Special programme	0	0	0	0	0	0
TOTAL	54904	43762	0	3046	79.7	0

TABLE 14 - PERSONNEL COSTS BY SALARY BAND

Salary Bands	Personnel Expenditure (R'000)	Percentage of Total Personnel Cost Average	Personnel Cost per Employee (R)	Total Personnel Expenditure	Number of Employees
Lower skilled (Levels 1-2)	601	1.4	60100	42813	10
Skilled (Levels 3-5)	2137	5	6105	42813	35
Highly skilled production (Levels 6-8)	5715	13.3	103909	42813	55
Highly skilled supervision (Levels 9-12)	12525	29.3	227727	42813	55
Senior management (Levels 13-16)	21834	51	464553	42813	47
TOTAL	42812	100	211941	42813	202

The following tables provide a summary per programme (Table 15) and salary bands (Table 16), of expenditure incurred as a result of salaries, overtime, homeowners allowance and medical assistance. In each case, the table provides an indication of the percentage of the personnel budget that was used for these items.

TABLE 15 - SALARIES, OVERTIME, HOME OWNERS ALLOWANCE AND MEDICAL AID BY PROGRAMME

Programme	Salaries (R'000)	Salaries as % of Personnel Cost	Overtime (R'000)	Overtime as % of Personnel Cost	HOA (R'000)	HOA as % of Personnel Cost	Medical Ass. (R'000)	Medical Ass. as % of Personnel Cost	Total Personnel Cost (R'000)
Program 1: administration	14978	64.3	192	0.8	248	1.1	949	4.1	23284
Program 2: functional assistance for cfa	13081	67	5	0	269	1.4	843	4.3	19529
TOTAL	28059	65.5	197	0.5	517	1.2	1792	4.2	42813

TABLE 16 - SALARIES, OVERTIME, HOME OWNERS ALLOWANCE AND MEDICAL AID BY SALARY BAND

Salary bands	Salaries (R'000)	Salaries as % of Personnel Cost	Overtime (R'000)	Overtime as % of Personnel Cost	HOA (R'000)	HOA as % of Personnel Cost	Medical Ass. (R'000)	Medical Ass. as % of Personnel Cost	Total Personnel Cost (R'000)
Lower skilled (Levels 1-2)	481	80	1	0.2	13	2.2	37	6.2	601
Skilled (Levels 3-5)	1473	68.9	83	3.9	32	1.5	161	7.5	2137
Highly skilled production (Levels 6-8)	4046	70.8	70	1.2	114	2	384	6.7	5715
Highly skilled supervision (Levels 9-12)	9184	73.3	43	0.3	267	2.1	553	4.4	12525
Senior management (Levels 13-16)	12875	59	0	0	91	0.4	657	3	21834
TOTAL	28059	65.5	197	0.5	517	1.2	1792	4.2	42812

3.3 EMPLOYMENT AND VACANCIES

The following tables summarise the number of posts on the establishment, the number of employees, the vacancy rate, and whether there are any staff that are additional to the establishment. This information is presented in terms of three key variables:- programme (Table 17), salary band (Table 18) and critical occupations (Table 19). Departments have identified critical occupations that need to be monitored. Table 19 provides establishment and vacancy information for the key critical occupations of the department.

The vacancy rate reflects the percentage of posts that are not filled.

TABLE 17 - EMPLOYMENT AND VACANCIES BY PROGRAMME AT END OF PERIOD

Programme	Number of Posts	Number of Posts Filled	Vacancy Rate	Number of Posts Filled Additional to the Establishment
Program 1: administration, Permanent	130	111	14.6	0
Program 1: administration, Temporary	4	0	3	0
Program 2: functional assistance for cfa, Permanent	95	87	8.4	0
TOTAL	229	202	11.8	3

TABLE 18 - EMPLOYMENT AND VACANCIES BY SALARY BAND AT END OF PERIOD

Salary Band	Number of Posts	Number of Posts Filled	Vacancy Rate	Number of Posts Filled Additional to the Establishment
Lower skilled (Levels 1-2)	7	7	0	0
Skilled (Levels 3-5)	45	40	11.1	3
Highly skilled production (Levels 6-8)	63	52	17.5	0
Highly skilled supervision (Levels 9-12)	63	55	12.7	0
Senior management (Levels 13-16)	51	48	5.9	0
TOTAL	229	202	11.8	3

TABLE 19 - EMPLOYMENT AND VACANCIES BY CRITICAL OCCUPATION AT END OF PERIOD

Critical Occupations	Number of Posts	Number of Posts Filled	Vacancy Rate	Number of Posts Filled Additional to the Establishment
Administrative related, Permanent	1	1	0	0
Cleaners in offices, workshops, hospitals etc., Permanent	1	1	0	0
Client information clerks (switchboard operators, receptionists, information clerks), Permanent	1	1	0	0
Communication and information related, Permanent	1	1	0	0
Computer system designers and analysts., Permanent	1	1	0	0
Finance and economics related, Permanent	4	2	50	0
Financial and related professionals, Permanent	3	3	0	0

TABLE 19 - EMPLOYMENT AND VACANCIES BY CRITICAL OCCUPATION AT END OF PERIOD

Critical Occupations	Number of Posts	Number of Posts Filled	Vacancy Rate	Number of Posts Filled Additional to the Establishment
Financial clerks and credit controllers, Permanent	6	5	16.7	0
Food services aids and waiters, Permanent	2	2	0	0
Head of department/chief executive officer, Permanent	1	1	0	0
Human resources and organisational development, and related professions, Permanent	30	21	30	0
Human resources clerks, Permanent	8	7	12.5	0
Human resources related, Permanent	38	36	5.3	0
Language practitioners interpreters and other communicators, Permanent	2	2	0	0
Library mail and related clerks, Permanent	3	3	0	0
Light vehicle drivers, Permanent	2	0	100	0
Logistical support personnel, Permanent	7	5	28.6	0
Material-recording and transport clerks, Permanent	4	3	25	0
Messengers porters and deliverers, Permanent	3	3	0	0
Other administration & related clerks and organisers, Permanent	2	2	0	0
Other administrative policy and related officers, Permanent	2	2	0	0
Other information technology personnel, Permanent	2	2	0	0
Other occupations, Permanent	1			
Rank: Chairman: Public Service Commission, Permanent	1	0	0	0
Rank: Chairperson Deputy, Permanent	1	1	0	0
Rank: Member: Public Service Commission, Permanent	12	10	16.7	0
Secretaries & other keyboard operating clerks, Permanent	45	42	6.7	0
Security officers, Permanent	8	7	12.5	0
Security officers, Temporary	3	3	0	3
Senior managers, Permanent	35	34	2.9	0
TOTAL	229	202	11.8	3

3.4 JOB EVALUATION

The Public Service Regulations, 1999 introduced job evaluation as a way of ensuring that work of equal value is remunerated equally. Within a nationally determined framework, executing authorities may evaluate or re-evaluate any job in his or her organisation. In terms of the Regulations all vacancies on salary levels 9 and higher must be evaluated before they are filled. This was complemented by a decision by the Minister for the Public Service and Administration that all SMS jobs must be evaluated before 31 December 2002.

The following table (Table 20) summarises the number of jobs that were evaluated during the year under review. The table also provides statistics on the number of posts that were upgraded or downgraded.

TABLE 20 - JOB EVALUATION, 1 APRIL 2002 TO 31 MARCH 2003

Salary band	Number of posts	Number of Jobs Evaluated	% of posts evaluated by salary bands	Posts	
				Upgraded	downgraded
				Number % of posts evaluated	Number % of posts evaluated
Lower skilled (Levels 1-2)	7	0		0	0
Skilled (Levels 3-5)	34	1		0	0
Highly skilled production (Levels 6-8)	53	1		0	0
Highly skilled supervision (Levels 9-12)	56	4		1	0
Senior Management Service Band A	26	26		0	0\
Senior Management Service Band B	7	7		0	0
Senior Management Service Band C	2	2		0	0
Senior Management Service Band D	1	1		0	0
Total	186	42		1	0

The following table provides a summary of the number of employees whose salary positions were upgraded due to their posts being upgraded. The number of employees might differ from the number of posts upgraded since not all employees are automatically absorbed into the new posts and some of the posts upgraded could also be vacant.

TABLE 21 - PROFILE OF EMPLOYEES WHOSE SALARY POSITIONS WERE UPGRADED DUE TO THEIR POSTS BEING UPGRADED, 1 APRIL 2002 TO 31 MARCH 2003

Beneficiaries	African	Asian	Coloured	White	Total
Female					
Male	1			1	
Total	1				
Employees with a disability					



The following table summarises the number of cases where remuneration levels exceeded the grade determined by job evaluation.

TABLE 22

Total Number of Employees whose salaries exceeded the grades determined by job evaluation in 2002/ 03

None

3.5 EMPLOYMENT CHANGES

This section provides information on changes in employment over the financial year. Turnover rates provide an indication of trends in the employment profile of the department. The following tables provide a summary of turnover rates by salary band (Table 23) and by critical occupations (Table 24).

TABLE 23 - ANNUAL TURNOVER RATES BY SALARY BAND

Salary Band	Employment at Beginning of Period	Appointments	Terminations	Turnover Rate
Lower skilled (Levels 1-2)	15	9	12	80
Skilled (Levels 3-5)	33	5	1	3
Highly skilled production (Levels 6-8)	50	7	4	8
Highly skilled supervision (Levels 9-12)	55	0	2	3.6
Senior Management Service Band A	21	1	1	4.8
Senior Management Service Band B	11	0	0	0
Senior Management Service Band C	12	0	1	8.3
Senior Management Service Band D	4	0	0	0
TOTAL	201	22	21	10.4

TABLE 24 - ANNUAL TURNOVER RATES BY CRITICAL OCCUPATION

Occupation	Employment at Beginning of Period	Appointments	Terminations	Turnover Rate
Administrative related, Permanent	3	0	0	0
Cleaners in offices, workshops, hospitals etc., Permanent	1	0	0	0
Client information clerks (switchboard operators, receptionists, information clerks), Permanent	1	0	0	0

Occupation	Employment at Beginning of Period	Appointments	Terminations	Turnover Rate
Communication and information related, Permanent	1	0	1	100
Computer system designers and analysts, Permanent	1	0	0	0
Finance and economics related, Permanent	2	0	0	0
Financial and related professionals, Permanent	2	0	0	0
Financial clerks and credit controllers, Permanent	4	1	1	25
Financial clerks and credit controllers, Temporary	1	0	1	100
Food services aids and waiters, Permanent	2	0	0	0
Head of department/chief executive officer, Permanent	3	0	0	0
Human resources & organisational development & related professions, Permanent	23	1	1	4.3
Human resources clerks, Permanent	7	0	0	0
Human resources related, Permanent	35	0	1	2.9
Language practitioners, interpreters & other communication personnel, Permanent	0	2	0	0
Language practitioners, interpreters & other communication personnel, Temporary	0	0	1	0
Library mail and related clerks, Permanent	3	0	0	0
Library mail and related clerks, Temporary	1	0	1	100
Light vehicle drivers, Permanent	1	0	0	0
Light vehicle drivers, Temporary	1	0	0	0
Logistical support personnel, Permanent	2	0	0	0
Material-recording and transport clerks, Permanent	3	0	0	0
Messengers porters and deliverers, Permanent	3	0	0	0
Messengers porters and deliverers, temporary	0	2	2	0

Occupation	Employment at Beginning of Period	Appointments	Terminations	Turnover Rate
Other administration & related clerks and organisers, Permanent	2	0	0	0
Other administrative policy and related officers, Permanent	2	0	0	0
Other information technology personnel, Permanent	2	0	0	0
Other occupations, Permanent	12	0	1	8.3
Other occupations, Temporary	1	0	0	0
Rank: 00000, Permanent	5	0	0	0
Risk management and security services, Permanent	1	0	1	100
Secretaries & other keyboard operating clerks, Permanent	32	8	0	0
Secretaries & other keyboard operating clerks, Temporary	5	4	8	160
Security officers, Permanent	8	0	1	12.5
Security officers, Temporary	0	3	0	0
Senior managers, Permanent	31	1	1	3.2
TOTAL	201	22	21	10.4

TABLE 25 - REASONS WHY STAFF ARE LEAVING THE DEPARTMENT

Termination Type	Number	Percentage of Total Resignations	Percentage of Total Employment	Total Employment
Death, Permanent	1	4.8	0.5	201
Resignation, Permanent	6	28.6	3	201
Resignation, Temporary	13	61.9	6.5	201
Retirement, Permanent	1	4.8	0.5	201
TOTAL	21	100	10.4	201
Resignations as % of Employment				10.4

TABLE 26 - PROMOTIONS BY CRITICAL OCCUPATION

Occupation	Employment at Beginning of Period	Promotions to another Salary Level	Salary Level Promotions as a % of Employment	Progressions to another Notch within Salary Level	Notch progressions as a % of Employment
Administrative related	3	0	0	0	0
Cleaners in offices workshops hospitals etc.	1	0	0	0	0
Client inform clerks (switchboard operators, receptionists, information clerks)	1	0	0	0	0
Communication and information related	1	0	0	0	0
Computer system designers and analysts.	1	0	0	0	0
Finance and economics related	2	0	0	0	0
Financial and related professionals	2	0	0	0	0
Financial clerks and credit controllers	5	0	0	0	0
Food services aids and waiters	2	0	0	0	0
Head of department/chief executive officer	3	0	0	3	100
Human resources & organisational development & related professions	23	3	13	0	0
Human resources clerks	7	1	14.3	0	0
Human resources related	35	0	0	1	2.9
Library mail and related clerks	4	0	0	0	0
Light vehicle drivers	2	0	0	0	0
Logistical support personnel	2	1	50	0	0
Material-recording and transport clerks	3	0	0	1	33.3
Messengers porters and deliverers	3	0	0	0	0
Other administration & related clerks and organisers	2	0	0	0	0
Other administrative policy and related officers	2	0	0	0	0
Other information technology personnel	2	0	0	0	0
Other occupations	13	0	0	12	92.3
Rank: 00000	5	0	0	0	0
Risk management and security services	1	0	0	0	0
Secretaries & other keyboard operating clerks	37	1	2.7	0	0
Security officers	8	1	12.5	0	0
Senior managers	31	1	3.2	31	100
TOTAL	201	8	4	48	23.9

TABLE 27 - PROMOTIONS BY SALARY BAND

Occupation	Employment at Beginning of Period	Promotions to another Salary Level	Salary Level Promotions as a % of Employment	Progressions to another Notch within Salary Level	Notch progressions as a % of Employment
Lower skilled (Levels 1-2)	15	0	0	0	0
Skilled (Levels 3-5)	33	2	6.1	1	3
Highly skilled production (Levels 6-8)	50	2	4	0	0
Highly skilled supervision (Levels 9-12)	55	3	5.5	0	0
Senior Management	0	1	0	47	0
Senior management (Levels 13-16)	48	0	0	0	0
TOTAL	201	8	4	48	23.9

3.6 EMPLOYMENT EQUITY

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

TABLE 28 - TOTAL NUMBER OF EMPLOYEES (INCL. EMPLOYEES WITH DISABILITIES) PER OCCUPATIONAL CATEGORY (SASCO)

Occupational Categories	Male, African Coloured	Male, Indian	Male, White	Female, African Coloured	Female, Indian	Female, White	Total
Legislators, senior officials and managers	15	2	4	5	6	1	35
Professionals	38	8	0	11	21	2	88
Clerks	6	2	0	2	31	4	62
Service and sales workers	8	0	0	0	1	0	9
Plant and machine operators and assemblers	1	0	0	0	0	0	1
Elementary occupations	3	1	0	0	2	0	6
Other	1	0	0	0	0	0	1
TOTAL	72	13	4	18	61	7	202
Employees with disabilities	0	0	0	1	0	0	1

TABLE 29 - TOTAL NUMBER OF EMPLOYEES (INCL. EMPLOYEES WITH DISABILITIES) PER OCCUPATIONAL BANDS

Occupational Bands	Male, African	Male, Coloured	Male, Indian	Male, White	Female, African	Female, Coloured	Female, Indian	Female, White	Total
Top Management	7	4	0	2	1	1	0	0	15
Senior Management	14	1	4	4	6	0	1	2	32
Professionally qualified and experienced specialists and mid-management	25	5	0	8	11	1	0	5	55
Skilled technical and academically qualified workers, junior management, supervisors, foremen	8	1	0	4	25	4	2	11	55
Semi-skilled and discretionary decision making	10	1	0	0	16	1	1	5	34
Unskilled and defined decision making	8	1	0	0	2	0	0	0	11
TOTAL	72	13	4	18	61	7	4	23	202

TABLE 30 - RECRUITMENT

Occupational Bands	Male, African	Male, Coloured	Male, Indian	Male, White	Female, African	Female, Coloured	Female, Indian	Female, White	Total
Senior Management	1	0	0	0	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen	0	0	0	1	2	1	0	2	6
Semi-skilled and discretionary decision making	0	1	0	0	3	0	0	2	6
Unskilled and defined decision making	5	0	0	0	3	0	0	1	9
TOTAL	6	1	0	1	8	1	0	5	22

TABLE 29 - TOTAL NUMBER OF EMPLOYEES (INCL. EMPLOYEES WITH DISABILITIES) PER OCCUPATIONAL BANDS

Occupational Bands	Male, African	Male, Coloured	Male, Indian	Male, White	Female, African	Female, Coloured	Female, Indian	Female, White	Total
Top Management	7	4	0	2	1	1	0	0	15
Senior Management	14	1	4	4	6	0	1	2	32
Professionally qualified and experienced specialists and mid-management	25	5	0	8	11	1	0	5	55
Skilled technical and academically qualified workers, junior management, supervisors, foremen	8	1	0	4	25	4	2	11	55
Semi-skilled and discretionary	10	1	0	0	16	1	1	5	34
Unskilled and defined decision making	8	1	0	0	2	0	0	0	11
TOTAL	72	13	4	18	61	7	4	23	202

TABLE 30 - RECRUITMENT

Occupational Bands	Male, African	Male, Coloured	Male, Indian	Male, White	Female, African	Female, Coloured	Female, Indian	Female, White	Total
Senior Management	1	0	0	0	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen	0	0	0	1	2	1	0	2	6
Semi-skilled and discretionary decision making	0	1	0	0	3	0	0	2	6
Unskilled and defined decision making	5	0	0	0	3	0	0	1	9
TOTAL	6	1	0	1	8	1	0	5	22

Occupational Bands	Male, African Coloured	Male, Indian	Male, White	Female, African Coloured	Female, Indian	Female, White	Total
Employees with disabilities	0	0	1	0	0	0	1

TABLE 31 - PROMOTIONS

Occupational Bands	Male, African Coloured	Male, Indian	Male, White	Female, African Coloured	Female, Indian	Female, White	Total
Top Management	0	0	0	0	0	0	0
Senior Management	0	0	0	1	0	0	1
Professionally qualified and experienced specialists and mid-management	1	0	0	1	0	1	3
Skilled technical and academically qualified workers, junior management, supervisors, foremen	1	0	1	0	0	0	2
Semi-skilled and discretionary decision making	3	0	1	3	0	1	8
TOTAL	0	0	0	0	0	0	0
No data							

TABLE 32 - TERMINATIONS

Occupational Bands	Male, African Coloured	Male, Indian	Male, White	Female, African Coloured	Female, Indian	Female, White	Total
Top Management	0	0	0	1	0	0	1
Senior Management	0	0	0	1	0	0	1
Professionally qualified and experienced specialists and mid-management	1	0	1	0	0	0	2

Occupational Bands	Male, African Coloured	Male, Indian	Male, White	Female, African Coloured	Female, Indian	Female, White	Total
Skilled technical and academically qualified workers, junior management, supervisors, foremen	1	0	0	1	0	0	2
Semi-skilled and discretionary	1	0	0	0	1	1	3
decision making	2	0	1	5	0	4	12
Unskilled and defined decision making	5	0	2	8	1	5	21
TOTAL	0	0	1	0	0	0	1
Employees with disabilities							

TABLE 33 - DISCIPLINARY ACTION

Disciplinary action	Male, African Coloured	Male, Indian	Male, White	Female, African Coloured	Female, Indian	Female, White	Total
TOTAL	1	0	0	0	0	0	1

TABLE 34 - SKILLS DEVELOPMENT

Occupational Categories	Male, African Coloured	Male, Indian	Male, White	Female, African Coloured	Female, Indian	Female, White	Total
Legislators, Senior Officials and Managers	16	1	2	5	2	1	26
Professionals	26	4	8	10	1	0	49
Technicians and Associate Professionals	21	4	4	15	4	17	65
Clerks							
Service and Sales Workers	0	0	0	0	0	0	0
Skilled Agriculture and Fishery Workers							

Occupational Categories	Male, African Coloured	Male, Indian	Male, White	Female, African Coloured	Female, Indian	Female, White	Total
Craft and related Trades Workers	2	0	4	0	0	0	6
Plant and Machine Operators and Assemblers							
Elementary Occupations	65	2	21	27	1	24	155
Employees with disabilities	0	0	1	0	0	0	1

3.7 PERFORMANCE REWARDS

To encourage good performance, the department has granted the following performance rewards during the year under review.

TABLE 35 - PERFORMANCE REWARDS BY RACE, GENDER AND DISABILITY

	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)
African, Female	18	61	29.5	210	11,667
African, Male	14	72	19.4	319	22,786
Asian, Female	1	4	25	6	6,000
Asian, Male	0	4	0	78	0
Coloured, Female	4	7	57.1	86	21,500
Coloured, Male	3	13	23.1	133	44,333
White, Female	10	23	43.5	194	19,400
White, Male	5	17	29.4	161	32,200
TOTAL	55	201	27.4	1187	21582

TABLE 36 - PERFORMANCE REWARDS BY SALARY BAND FOR PERSONNEL BELOW SENIOR MANAGEMENT SERVICE

Salary Band	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)
Lower skilled (Levels 1-2)	5	10	50	24	4,800
Skilled (Levels 3-5)	12	35	34.3	75	6,250
Highly skilled production (Levels 6-8)	20	55	36.4	231	11,550
Highly skilled supervision (Levels 9-12)	18	55	32.7	457	25,389
TOTAL	55	155	35.5	787	14309

TABLE 37 - PERFORMANCE REWARDS BY CRITICAL OCCUPATION

Critical Occupations	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)
Cleaners in offices, workshops, hospitals, etc.	1	1	100	3	3,000
Computer system designers and analysts.	1	1	100	20	20,000
Finance and economics related	0	2	0	22	0
Financial and related professionals	2	2	100	17	8,500
Financial clerks and credit controllers	1	5	20	18	18,000
Food services aids and waiters	2	2	100	9	4,500
Head of department/chief executive officer	1	3	33.3	79	79,000
Human resources & organisational development & relate professions	1	22	4.5	184	184,000
Human resources clerks	4	7	57.1	51	12,750
Human resources related	0	36	0	249	0
Library mail and related clerks	3	3	100	29	9,667
Light vehicle drivers	0	1	0	7	0
Logistical support personnel	0	4	0	6	0
Material-recording and transport clerks	2	3	66.7	12	6,000
Messengers porters and deliverers	2	3	66.7	12	6,000
Other administration & related clerks and organisers	1	1	100	6	6,000
Other information technology personnel.	1	2	50	11	11,000
Secretaries & other keyboard operating clerks	16	42	38.1	142	8,875
Security officers	1	9	11.1	8	8,000
Senior managers	16	31	51.6	303	18,938
TOTAL	55	180	30.6	1188	21600

TABLE 38 - PERFORMANCE RELATED REWARDS (CASH BONUS) BY SALARY BAND FOR SENIOR MANAGEMENT SERVICE

SMS Band	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)	% of SMS Wage Bill	Personnel Cost SMS (R'000)
Band A	12	25	48	214	1,783	2.2	9,732
Band B	5	7	71.4	102	2,040	3.4	2,996
Band C	2	11	18.2	51	2,550	0.8	6,209
Band D	1	4	25	33	3,300	1.1	2,898
TOTAL	20	47	42.6	400	2000	1.8	21835

3.8 FOREIGN WORKERS

TABLE 39 - FOREIGN WORKERS BY SALARY BAND

Salary Band	Employment at Beginning	Period Percentage of Total	Employment at End of Period	Change in Employment	Percentage of Total	Total Employment at Beginning of Period	Total Employment at End of Period	Total Change in Employment
TOTAL	0	#VALUE!	0	0	0	0	#VALUE!	0

TABLE 40 - Foreign Workers by Major Occupation

A. Major Occupation	Employment at Beginning	Period Percentage of Total	Employment at End of Period	Change in Employment	Percentage of Total	Total Employment at Beginning of Period	Total Employment at End of Period	Total Change in Employment
TOTAL	0	#VALUE!	0	0	0	0	#VALUE!	0

3.9 LEAVE UTILISATION

The Commission 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 42) and disability leave (Table 43). In both cases, the estimated cost of the leave is also provided.

TABLE 41 - SICK LEAVE

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 Employees using Sick Leave	Total number of days with medical Certification
Lower skilled (Levels 1-2)	48	22.9	6	4.1	8	6	146	11
Skilled (Levels 3-5)	216	20.8	27	18.5	8	38	146	45
Highly skilled production (Levels 6-8)	259	22.4	42	28.8	6	72	146	58
Highly skilled supervision (Levels 9-12)	276	18.8	42	28.8	7	165	146	52
Senior management (Levels 13-16)	207	20.3	29	19.9	7	328	146	42
TOTAL	1006	20.7	146	100	7	609	146	208

TABLE 42 - DISABILITY LEAVE (TEMPORARY AND PERMANENT)

Salary Band	Total Days	% 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	Total number of Employees using Disability Leave
Highly skilled production (Levels 6-8)	76	7.9	2	33.3	38	23	6	6
Highly skilled supervision (Levels 9-12)	49	4.1	1	16.7	49	29	2	6
Senior management (Levels 13-16)	33	9.1	3	50	11	61	3	6
TOTAL	158	7	6	100	26	113	11	6

TABLE 43 - ANNUAL LEAVE

Salary Band	Total Days Taken	Average per Employee	Employment
Lower skilled (Levels 1-2)	178	25	7
Skilled (Levels 3-5)	563	16	35
Highly skilled production (Levels 6-8)	1185	20	59
Highly skilled supervision (Levels 9-12)	1295	23	56
Senior management (Levels 13-16)	972	21	47
TOTAL	4193	21	204

TABLE 44 - LEAVE PAYOUTS

Reason	Total Amount (R'000)	Number of Employees	Average Payment per Employee (R)
Capped leave payouts on termination of service for 2002/03	1	1	1000
TOTAL	1	1	1000

3.10 HIV/AIDS AND HEALTH PROMOTION PROGRAMMES

TABLE 45 - STEPS TAKEN TO REDUCE THE RISK OF OCCUPATIONAL EXPOSURE

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
None	xxx xxx

TABLE 46 - DETAILS OF HEALTH PROMOTION AND HIV/AIDS PROGRAMMES

Question	Yes	No	Details, if yes
I. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter I of the Public Service Regulations, 2001? If so, provide her/his name and position.	x		Mr HA Maluleke, Director for Corporate Services

Question	Yes	No	Details, if yes
2. Does the department have a dedicated unit or have you designated specific staff members to promote 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.	x		The budget amounts to R52000 - One employee, Ms Lolla Human, coordinates these services assisted by a Task Team of 25 employees (including Ms Human) who are involved in health matters as part of the Departmental Special Programmes Task Team.
3. Has the department introduced an Employee Assistance Programme for your employees? If so, indicate the key elements/services of the programme.	x		
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter I 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.	x		See attached name list at the end of this chapter Annexure A
5. Has the department reviewed the employment policies and practices of your department 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.	x		See attached list of Policies at the end of this chapter: annexure B
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.	x		<p>Policy on HIV/AIDS and Sexually Transmitted Infections has also been developed. The purpose of this policy is to among others, sustain awareness and to implement a prevention strategy; to build capacity and skills development to equip Commissioners and employees to deal with the impact of the disease in a professional manner; and</p> <p>To create an enabling and supportive working environment and culture for the disclosure and care and support of Commissioners and employees living with HIV/AIDS as well as to those who are affected by HIV/AIDS. The policy extends to prospective employees, addressing the rights of the infected and affected, issues such as HIV/AIDS testing, the right to tell or not to tell about one's status; discrimination, provision of continued information, conditions under which service can be terminated, granting access to information sources, provision of care and support (internally and</p>



Question	Yes	No	Details, if yes
			<p>externally), respect of one's confidentiality, responsibility of all Commissioners and employees, and so forth. It also opens up complaints channel and dispute resolution measures to ensure proper implementation of the policy and that those whose rights are trampled upon do not suffer in silence. The policy also obliges the Commission/Office to interact with other departments through a focal person, who serves on the Inter-departmental Committee. Accordingly, Commissioners and employees living with HIV/AIDS as well as to those who are affected by HIV/AIDS, have the same rights and obligations as all the other Commissioners and employees - to be treated in a just, humane and life-affirming manner.</p> <p>In terms of the Office's HIV/AIDS Programme, the following principles are key: confidentiality, commitment, responsibility, and support. This programme comprises of the following elements: management support; education & awareness; condom distribution; infection reduction; support to the infected and affected; and the communication strategy around HIV/AIDS issues. The programme shall be continuously evaluated with the purpose of identifying ways of enriching and improving it. The HIV/AIDS Task Team has been established to among others, handle this evaluation. Evaluation focuses on the following elements: impact; effectiveness; cost; and participation.</p> <p>Still in the process</p>
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have achieved.	x		
8. Has the department developed measures/indicators to monitor & evaluate the impact of your health promotion programme? If so, list these measures/indicators.	x		<p>A Smoking Policy has been developed and it is being implemented. This policy ensures compliance with the smoking legislation by ensuring that the Office provides a smoke-free work environment for members of the Commission and employees. In terms of this policy, all Members of the Commission, employees, clients, and visitors, should abide by it. It sets designated smoking areas and preferable smoking breaks. Contravention of this policy will lead to disciplinary action against the offender.</p>

Question	Yes	No	Details, if yes
An HIV/AIDS Programme and a Policy on HIV/AIDS and Sexually Transmitted Infections has also been developed. See details under '6' above.			

3.11 LABOUR RELATIONS

TABLE 47 - COLLECTIVE AGREEMENTS

Subject Matter	Date
Internal HRM Policies from Constitution of the Chamber	29/8/2002-11/4/2003 3/19/2003

TABLE 48 - MISCONDUCT AND DISCIPLINE HEARINGS FINALISED

Outcomes of disciplinary hearings	Number	Percentage of Total	Total
Final written warning	1	#VALUE!	Total

TABLE 49 - TYPES OF MISCONDUCT ADDRESSED AND DISCIPLINARY HEARINGS

Type of misconduct	Number	% of total
Unauthorised private utilisation of State Facilities for personal gain	1	100
TOTAL	1	100

TABLE 50 - GRIEVANCES LODGED

Number of grievances addressed	Number	% of total
Resolved	7	100
Not resolved	0	0
TOTAL	7	

TABLE 52 - STRIKE ACTIONS

Strike Actions	
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 53 - PRECAUTIONARY SUSPENSIONS

Precautionary Suspensions	
Number of people suspended	0
Number of people whose suspension exceeded 30 days	0
Average number of days suspended	0
Cost (R'000) of suspensions	0

3.12 SKILLS DEVELOPMENT

TABLE 54 - TRAINING NEEDS IDENTIFIED

Occupational Categories	Gender	Employment	Learnerships	Programmes & other short courses	Skills	Other forms of training	Total
Legislators, senior officials and managers	Female	10	0	11	0	0	11
	Male	26	0	22	0	0	22
Professionals	Female	31	0	19	0	0	19
	Male	57	0	33	0	0	33
Technicians and associate professionals	Female	0	0	0	0	0	0
	Male	0	0	0	0	0	0
Clerks	Female	53	0	22	0	0	22
	Male	18	0	14	0	0	14
Service and sales workers	Female	0	0	0	0	0	0
	Male	0	0	0	0	0	0
Skilled agriculture and fishery workers	Female	0	0	0	0	0	0
	Male	0	0	0	0	0	0
Craft and related trades workers	Female	0	0	0	0	0	0
	Male	0	0	0	0	0	0

Occupational Categories	Gender	Employment	Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	2	0	1	0	1
	Male	4	0	5	0	5
Gender sub totals	Female	96	0	53	0	53
	Male	105	0	74	0	74
TOTAL		201	0	127	0	127

TABLE 55 - TRAINING PROVIDED

Occupational Categories	Gender	Employment	Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	10	0	7	0	70
	Male	26	0	16	0	16
	Female	31	0	15	0	15
	Male	57	0	28	0	28
Technicians and associate professionals	Female	0	0	0	0	0
	Male	0	0	0	0	0
Clerks	Female	53	0	40	0	40
	Male	18	0	16	0	16
Service and sales workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Craft and related trades workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	2	0	2	0	2
	Male	4	0	4	0	4

Occupational Categories	Gender	Employment	Learnerships	Programmes & other short courses	Skills training	Other forms of training	Total
Gender sub totals	Female	96	0	64	64	0	64
	Male	105	0	64	64	0	64
TOTAL		201	0	128	128	0	128

3.13 INJURY ON DUTY

TABLE 56 - NATURE OF INJURY ON DUTY

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

3.14 UTILISATION OF CONSULTANTS

TABLE 57 - REPORT ON CONSULTANT APPOINTMENTS USING APPROPRIATED FUNDS

Project Title	Total number of consultants that worked on the project	Duration: Work days	Contract value in Rand
Evaluation of Land Administration in the Eastern Cape	5	84	297 813
Evaluation of the Service Delivery Innovation of Agencies at the Department of Transport	6	110	318 760
Evaluation of the National Housing Subsidy Scheme	6	167	690 774
Investigation into Performance Management Systems in the Public Service	1	190	400 000

Project Title	Total number of consultants that worked on the project	Duration: Work days	Contract value in Rand
Investigation into the Management of Discipline in the Public Service	1	210	81 000
Investigation into the Verification of Qualifications in the Public Service	1	60	1 250 000
Investigation into a Comprehensive Audit on Affirmative Action in the Public Service	1	170	1 400 000
Total number of projects	Total individual consultants	Total duration Work days:	Total contract value in Rand
7	21	991	4 438 347

TABLE 58 - 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 work on the project
Evaluation of Land Administration in the Eastern Cape	66	66	1
Evaluation of the Service Delivery Innovation of Agencies at the Department of Transport.	Nil	38.5	3
Evaluation of the National Housing Subsidy Scheme	(Statutory Science Council) Urban Sector Network:	100	2
	NGO (Section 21 Company) 100		

TABLE 59 - 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
Promotion of the Protected Disclosure Act	2	40 days	285 456

TABLE 59 - 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
Undertaking comparative desk study on risk management framework in four countries and development of evaluation tool to assess risk frameworks in the Public Service	2	30 days	120 000
Undertake comparative analysis of the management of Asset Registers	1	Phased over 12 month period	150 000
Audit of the national and provincial anti-corruption capabilities	One lead consultant and various others.	Phased over an 18 month period	234 609
Extension of the Evaluation of Land Administration in the Eastern Cape	5	89	260 000
Evaluation of the National Housing Subsidy Scheme	6	84	315 300
Customer Satisfaction Survey	2	353	798 000
	S&T Pro-active.	353	2 400 000
Total number of projects	Total individual consultants	Total duration Work days:	Total contract value in Rand
6	19	1 792	4 563 365

TABLE 60 - ANALYSIS OF CONSULTANT APPOINTMENTS USING DONOR 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 work on the project
Promotion of the Protected Disclosure Act	ODAC, sec 21 non-profit organisation - no shareholding.	40% of Board Members.	1
Undertaking comparative desk study on risk management framework in four countries and development of evaluation tool to assess risk frameworks in the Public Service	AFREC (Pty) Ltd. Research institution affiliated to the University of Cape Town.	N/A	2

Project Title	Percentage ownership by HDI groups	Percentage by management by HDI groups	Number of Consultants from HDI groups that work on the project
Undertake comparative analysis of the management of Asset registers	IDASA, sec 21 non-profit organisation - no shareholding. KPMG	83% of Board Members.	1
Audit of the national and provincial anti-corruption capabilities	66	Unsure	Unsure
Extension of the evaluation of the Land Administration in the Eastern Cape	66	66%	1
Evaluation of the National Housing Subsidy Scheme	Urban Sector Network: NGO (Section 21 Company) 100 S&T Proactive 100%	100%	2
Customer Satisfaction Survey	100%	17	100%
Causes and effects of mobility of senior managers and professional staff in the Public Service	100%	62.50%	7
		100%	2

Annexure A.

This Annexure relates to Table 46, Question 4.

OFFICE OF THE PUBLIC SERVICE COMMISSION SPECIAL PROGRAMMES TASK TEAM MEMBERS

NR	NAME	STAKEHOLDERS REPRESENTED are Employees, and in some instances, potential employees at the following OPSC Offices: (Pretoria is where the Head Office is based).
1.	Alfred Maluleke	Pretoria
2.	Phume Khumalo	Pretoria
3.	Lolla Human	Pretoria
4.	Lebogang Modiri	Pretoria
5.	Gugu Kunene	Pretoria
6.	Noleen De Free	Pretoria
7.	Sifiso Ngema	Pretoria
8.	Zinhle Nkosi	Pretoria
9.	Portia Chonco	Pretoria
10.	Virginia Mashele	Pretoria
11.	Nomzamo Sithole	Pretoria
12.	John Mathubela	Pretoria
13.	Dolly Mdunge	Pretoria
14.	Mariam Adams	Pretoria
15.	Roderick Davids	Pretoria
16.	Tina Mokoena	Pretoria
17.	Justice Kgoedi	Gauteng Province
18.	Agnes Dunga	Western Cape Province
19.	Lindi Qithi	Free State Province
20.	Andries Chauke	Limpopo Province
21.	Gladys Appels	Northern Cape Province
22.	Frans Dolamo	Mpumalanga Province
23.	Rosinah Mmutle	North West Province
24.	Thabisile Mngagula	Kwazulu-Natal Province
25.	Mthuli Rhawana	Eastern Cape Province

Annexure B.

This Annexure relates to Table 46, Question 5.

STATUS REPORT ON HR POLICIES

APPROVED POLICY & DATE		DRAFT POLICIES	
1.	Job Evaluation Policy - 29 August 2002	1.	Human Resource Development Policy
2.	Policy on Resettlement Expenditure - 29 August 2002	2.	Workplace Skills Plan
3.	Smoking Policy - 28 August 2002	3.	Draft Recruitment and Selection Policy
4.	Policy on Financial Assistance for obtaining Driver's Licence - 12 March 2002	4.	Draft Disciplinary and Grievance Policy
5.	Policy on Remunerated Overtime - 11 September 2002		
6.	Bursary Scheme Policy - 11 September 2002		
7.	Policy on the Employment of People with Disabilities - 19 March 2003		
8.	Policy on Gender Equality and Sexual Harassment - 19 March 2003		
9.	Termination of Service Policy - 19 March 2003		
11.	Policy on HIV/AIDS and STI's in the workplace- 19 March 2003		
12.	Leave Policy - 19 March 2003		
13.	Employment Equity Policy - 19 March 2003		
14.	Human Resources / Employment Equity Plan - 19 March 2003		
15.	Employee Performance Management Improvement Policy - 19 March 2003		
16.	HIV/AIDS Programme - 19 March 2003		
17.	Procurement Policy - 13 February 2003		

4.1 INTRODUCTION

This report is compiled in terms of Treasury Regulations 3.1.10, whereby the Audit Committee is required to report amongst others on the effectiveness of the internal controls, the quality of in-year management and monthly reports as well as its own evaluation of the annual financial statements.

The Audit Committee has adopted formal terms of reference which were approved on 28 August 2000. The Audit Committee met once during the period under review, namely on 26 July 2002.

The Audit Committee of the Public Service Commission (PSC) is made up of four (4) members. However, subsequent to the abovementioned meeting, no further meetings could take place due to the non-availability of the members. Lately, all kinds of contacts were lost with two of the members thus preventing the Committee from holding its meetings due to lack of a quorum. A new Audit Committee has now been constituted made up mainly of new members.

4.2 INTERNAL AUDIT FUNCTION

A consortium of Gobodo Incorporated and MSGM Masuku Jeena was appointed to perform the outsourced internal audit services for a period of two years effective from 23 May 2002. A well considered risk assessment exercise was completed during the year under review. Furthermore, a detailed annual internal audit coverage plan was prepared. Extensive compliance auditing was covered during the period under review.

4.3 INTERNAL CONTROLS

Despite the minor issues being raised, the improvements in the systems of internal controls are quite notable. Furthermore, the asset management policy has been fully operationalised and the physical controls of the assets were very effective during the period under review. The Fraud Prevention Plan for the PSC, as required in terms of the Treasury Regulations, is in place and the focus is now on the ongoing education and awareness to staff.

4.5 MONTHLY REPORTING

Monthly financial reports were submitted to National Treasury as required. These reports were submitted timeously and complied with all the relevant regulatory requirements.

4.6 EVALUATION OF THE ANNUAL FINANCIAL STATEMENTS

The PSC continued to improve on its spending patterns. This is evidenced by the reduction in the voted funds surplus from 2% for the financial year ended 31 March 2002 to 1% for the period under review.

The Annual Financial Statements have been prepared on the cash basis and the writing off of long outstanding items, such as debts and losses, in terms of the PSC's Management of Debt Policy during the year under review.

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5.1 MANAGEMENT REPORT

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

5.1.1 General Review of the State of Financial Affairs

For the financial year 2002/2003, the Public Service Commission's (PSC) Vote 11 received R55 695 000 from National Treasury. An additional amount of R2 276 000 was allocated in the Adjustments Estimate, which brought the total amount allocated to the PSC to R57 971 000. The surplus on the budget for the 2002/2003 financial year was R543 042.

This clearly indicates that the PSC managed to improve on its expenditure and thus reduce the surplus to be surrendered for the 2002/2003 financial year to approximately 1% of the budget in comparison to 2% of the budget for the previous financial year.

The PSC has substantially improved its ability to deliver on its constitutional mandate. Various investigations have been conducted and advice provided on a wide spectrum of public administration related matters. Some of the projects and investigations embarked on during the year under review are as follows:

Human Resource Management and Labour Relations

- Verification of qualifications of middle managers in the Public Service
- Guidelines on the management of suspensions in the Public Service
- Report on the management of senior managers' performance agreements
- Guidelines to follow when considering the merits of an appeal
- Development of Complaints Rules

- Summons and Summons Rules
- Development of Grievance Rules
- Database on Grievances
- Employee Grievances and Complaints Investigations
- Investigation into management of the Subsidised Motor Transport Scheme
- Evaluation of the departments' capacity to administer conditions of service
- Report on the implementation of the HoD evaluation framework
- Investigate and evaluate induction, mentoring and coaching practices for senior managers
- Administered and managed the HoD evaluations
- Investigation into the re-employment of persons retired due to ill-health
- Disability Equity in the South African Public Service
- Report on the Management of discipline in the Public Service
- A tool-kit on Recruitment and Selection
- An evaluation of Management of Performance Management Systems in the Public Service
- A comprehensive audit of Affirmation Action in the Public Service

Good Governance and Service Delivery

- The Monitoring and Evaluation System
- State of the Public Service
- Evaluation of the National Housing Subsidy Scheme
- Evaluation of Land Administration in the Eastern Cape
- Evaluation of the Department of Transport and its Agencies
- Customer Satisfaction Survey

- Citizens Forums for Service Delivery Improvement
- Monitoring and evaluation of the effectiveness of Multi-purpose Community Centres (MPCCs)
- Good practice guides on managing police stations
- Good practice guides on school district management
- Investigation on procurement and loss of medicines in the Mpumalanga Province
- Investigation on tender awarding in the Mpumalanga Province
- Investigation of corruption in the Eastern Cape Province
- Investigation of allegations of corruption and mismanagement in the government departments in the Limpopo Province
- Investigation of allegations of corruption in the Department of Minerals and Energy
- Investigation of allegation of corruption in the Department of Public Enterprises
- Providing Secretariat to the National Anti-Corruption Forum (NACF)
- Participation in establishing the national anti-corruption strategy for the Public Service
- Review of the capacity of the departmental national anti-corruption capabilities
- Presentation of an Anti-Corruption Course in partnership with University of Pretoria and AusAID
- Workshops on the management of hotlines
- Integrated Risk Management: A Provincial Perspective
- Launch of an Explanatory Manual on the Code of Conduct
- Workshops on whistle-blowing mechanisms
- Ongoing management of the asset register for Senior Management Service members

5.1.2 Services Rendered by 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. This mandate also entails the evaluation of achievements, or lack thereof of Government programmes. Linked to the aforementioned powers, 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.

The PSC comprises 14 Commissioners: 5 Pretoria-based Commissioners and one Commissioner resident in each province. The PSC is supported by the Office of the PSC, headed by the Director-General, with its head office in Pretoria and regional offices in each province.

5.1.3 Mandate of the PSC

The PSC derives its mandate from sections 195 and 196 of the Constitution of the Republic of South Africa, which sets out its powers and functions as follows:

- Promote the values and principles described in Section 196 of the Constitution
- Investigate, monitor and evaluate the organisation and administration and the personnel practices of the public service, and to advise national and provincial organs of state on their personnel practices
- Propose measures to ensure effective and efficient performance within the public service
- Give directions to ensure that personnel procedures comply with the constitutional values and principles

- To investigate the grievances of employees in the public service
- Report on its activities and performance

5.1.4 Strategic Focus

The organisational structure of the PSC is designed around its strategic objectives and consequently its functional areas.

Professional Ethics and Risk Management

The executive and legislatures advised on the status of professional ethical standards in public administration and strategies for intervention.

Anti-Corruption Investigations

Areas in public administration vulnerable to corruption identified and selected corruption cases resolved.

Management and Service Delivery Improvement

Regular, useful and timely information provided to relevant stakeholders on service delivery improvement.

Monitoring and Evaluation System

The state of the public service systematically monitored and evaluated in terms of the constitutional values governing public administration.

Human Resource Management and Development

Sound human resource management practices promoted (especially in the areas of human resource procurement, utilisation and development).

Labour Relations Monitoring

The executive and legislatures advised on trends and other matters relating to labour relations in the public service.

Senior Management and Conditions of Service

The executive and legislatures advised on the performance and employment conditions of the sen

ior management service and to advise and inform them on the administration and effectiveness of conditions of service for all public servants.

Institution Building

Provision of general and financial management, personnel and provisioning administration, the provision of legal and other support services to the PSC.

5.1.5 Capacity Constraints and Improvements

The PSC has also been involved in corruption investigations and this forms part of its mandate. However, in certain instances such investigations have to be outsourced due to the technical nature of the issues involved. At the same time some of these skills also have to be developed in-house as it is always very difficult to recruit people with such skills from outside the Public Service.

Furthermore, the extension of the process of the performance evaluation for the Heads of department to the Provincial Administrations has resulted in the need for the PSC to seriously consider acquiring appropriate capacity in this regard.

5.1.6 Donor Funds

The PSC continued to receive donor funds in kind from mainly German Technical Co-operation, Department for International Development and the Ford Foundation. These donations come in kind as the PSC only receive the service procured by the donors on its behalf. Therefore, none of the donor funds are under the control of the PSC. It should however, be noted that the availability of the donor funds has significantly improved the ability of the PSC to deliver on its mandate taking into consideration the limited financial resources at its disposal.

5.1.7 Trading Entities/Public Entities

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

5.1.8 Other organisations to whom Transfer Payments have been made

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

5.1.9 Public/Private Partnerships (PPP)

The PSC did not enter into any Public/Private Partnerships during the period under review.

5.1.10 Corporate Governance Arrangements

The PSC continues to have appropriate governance structures which were set up to deal with ongoing management issues as follows:

Public Service Commission Plenary

This is a quarterly meeting of all the Commissioners together with the Executive Management of the Office of the Public Service Commission where policy issues are discussed and decisions in this regard are 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 of Pretoria based Commissioners including the Commissioner from Gauteng Province as well as Executive Managers from the Office of the Public Service Commission. It meets fortnightly to consider and make operational decisions within the parameters of the policy framework including ad-hoc projects. These are subsequently ratified at full plenary where all the Commissioners are present.

Specialist Teams

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

- Institution Building and Special Investigations
- Professional Ethics & Risk Management and Management & Service Delivery Improvement
- Labour Relations Monitoring and Monitoring and Evaluation
- Human Resource Management and Senior Management and Conditions of Service

Executive Management Committee

This committee consists of Executive Managers from the Office of the Public Service Commission. It meets on a fortnightly basis to consider policy and management issues affecting the Office of the Public Service Commission.

Management Committee

This is a forum comprising Executive and Senior Managers from the Office of the Public Service Commission. The purpose of this forum is to discuss project related issues and to engage in strategic planning, as well as to give feedback to Senior Managers on policy and management decisions taken at the various aforementioned governance structures. This forum meets on a quarterly basis.

5.1.11 Discontinued Activities

No activities were discontinued during the period under review.

5.1.12 New or Proposed Activities

The process of evaluation of the Heads of Department (HODs) which was introduced in the previous financial year has now evolved and is becoming one of the major responsibilities of the PSC. The PSC continues to play an active role in facilitating the evaluation panel, document preparation and secretariat services. Furthermore, this process is now being extended to all the nine provincial administrations.

5.1.13 Events after Accounting Date

There were no material events that occurred after 31 March 2003.

5.1.14 Progress with Financial Management Improvements

During the year under review the PSC continued with its programme of improving the various internal controls as well as the documentation of financial policies and procedures.

The Internal Audit function was outsourced to a consortium of Gobodo Risk Management and MSGM Masuku-Jeena, with effect from May 2002. One added advantage to the outsourced internal audit function is the greater reliance on its work by the Auditor-General due to their independence and skills.

The functioning of the Audit Committee continues to be a major challenge largely as a result of the non-availability of the Audit Committee members to attend meetings. The term of office of the Audit Committee is to expire in July 2003. However, based on the aforementioned issues it has been decided to reconstitute this Committee prior to July 2003. Therefore, a new Audit Committee is being put in place and it is anticipated that it will start functioning effectively shortly.

The Fraud Prevention Plan for the PSC was approved and is in place. The internal auditors have also reviewed this plan and have made certain recommendations with regard to the implementation thereof. A certificate in this regard forwarded to National Treasury as per the Treasury Regulations requirements. The focus is to now provide ongoing education to staff on this plan.

5.1.15 Performance Information

The development of the Public Finance and Management Act (PFMA) and Public Service Regulations related policies has continued during the year under review. The implementation of

these policies has resulted in significant improvements in financial management and human resource management within the Office of the Public Service Commission. Furthermore, all Senior Managers received training on the PFMA.

All the financial reports and documentation required in terms of the PFMA, as well as the Treasury Regulation were prepared timeously and forwarded to the relevant parties.

Approval

The annual financial statements set out on pages 80 to 115 have been approved by the Acting Accounting Officer.



MJ SIKHOSANA
DIRECTOR-GENERAL
DATE: 30 MAY 2003

5.2 REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON THE FINANCIAL STATEMENTS OF THE PUBLIC SERVICE COMMISSION - VOTE 11 - FOR THE YEAR ENDED 31 MARCH 2003



5.2.1 Audit Assignment

AUDITOR-GENERAL

The financial statements as set out on pages 80 to 115 for the year ended 31 March 2003 have been audited in terms of section 188 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) read with sections 3 and 5 of the Auditor-General Act, 1995 (Act No. 12 of 1995). These financial statements, the maintenance of effective control measures and compliance with relevant laws and regulations are the responsibility of the accounting officer. My responsibility is to express an opinion on these financial statements, based on the audit.

5.2.2 Nature and Scope

The audit was conducted in accordance with Statements of South African Auditing Standards. Those standards require that I plan and perform the audit to obtain reasonable assurance that the financial statements are free of material misstatement.

An audit includes:

- Examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements,
- Assessing the accounting principles used and significant estimates made by management, and
- Evaluating the overall financial statement presentation.

Furthermore, an audit includes an examination, on a test basis, of evidence supporting compliance in all material respects with the relevant laws and regula-

tions, which came to my attention and are applicable to financial matters.

I believe that the audit provides a reasonable basis for my opinion.

5.2.3 Audit Opinion

In my opinion, the financial statements fairly present, in all material respects, the financial position of the Public Service Commission at 31 March 2003 and the results of its operations and cash flows for the year then ended in accordance with prescribed practice and in a manner required by the Public Finance Management Act, 1999 (Act No. 1 of 1999).

5.2.4 Emphasis of Matter

Without further qualifying the audit opinion expressed above, attention is drawn to the following matter:

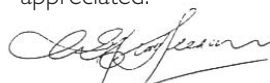
5.2.4.1 Matter not affecting the financial statements

Audit Committee

The Audit Committee that has been constituted by the Public Service Commission has not been functioning effectively during the financial year under review as they did not perform their functions as required by the Public Finance Management Act, 1999 (Act No. 1 of 1999) and the Treasury Regulations. The Public Service Commission is, however, currently in the process of reconstituting an Audit Committee.

5.2.5 Appreciation

The assistance rendered by staff of the Public Service Commission during the audit is sincerely appreciated.



JE van Heerden
For Auditor-General
PRETORIA
23/07/2003

5.3 STATEMENT OF ACCOUNTING POLICIES AND RELATED MATTERS FOR THE YEAR ENDED 31 MARCH 2003

The financial statements have been prepared in accordance with the following policies, which have been applied consistently in all material respects, 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), the Treasury Regulations for Departments and Constitutional Institutions issued in terms of the Act and the Division of Revenue Act, Act 5 of 2002.

5.3.1 Basis of preparation

The financial statements have been prepared on a modified cash basis of accounting, except where stated otherwise. The reporting entity is in transition from reporting on a cash basis of accounting to reporting on an accrual basis of accounting. Under the cash basis of accounting transactions and other events are recognised when cash is received or paid. Under the accrual basis of accounting transactions and other events are recognised when incurred and not when cash is received or paid.

5.3.2 Revenue

Voted funds are the amounts appropriated to a department in accordance with the final budget known as the Adjusted Estimates of National/ Provincial Expenditure. Unexpended voted funds are surrendered to the National/ Provincial Revenue Fund.

Interest and dividends received are recognised upon receipt of the funds, and no accrual is made for interest or dividends receivable from the last receipt date to the end of the reporting period. They are recognised as revenue in the financial statements of the department and then transferred to the National/Provincial Revenue Fund.

5.3.3 Donor aid

Donor Aid funds are not directly under the control of the Public Service Commission (PSC). The PSC is only the recipient of the services in this regard.

5.3.4 Current expenditure

Current expenditure is recognised in the income statement when the payment is made.

5.3.5 Unauthorised, irregular and fruitless and wasteful expenditure

Unauthorised expenditure means:

- the overspending of a vote or a main division within a vote, or
- expenditure that was not made in accordance with the purpose of a vote or, in the case of a main division, not in accordance with the purpose of the main division.

Unauthorised expenditure is treated as a current asset in the balance sheet until such expenditure is recovered from a third party or funded from future voted funds.

Irregular expenditure means expenditure, other than unauthorised expenditure, incurred in contravention of or not in accordance with a requirement of any applicable legislation, including:

- the Public Finance Management Act,
- the State Tender Board Act, or any regulations made in terms of this act, or
- any provincial legislation providing for procurement procedures in that provincial government.

Irregular expenditure is treated as expenditure in the income statement.

Fruitless and wasteful expenditure means expenditure that was made in vain and would have been avoided had reasonable care been exercised. Fruitless and wasteful must be recovered from a responsible official (a debtor account should be raised), or the vote if responsibility cannot be determined.

5.3.6 Debts written off

Debts are written off when identified as irrecoverable. No provision is made for irrecoverable amounts.

5.3.7 Capital expenditure

Expenditure for physical items on hand on 31 March 2003 to be consumed in the following financial year, is written off in full when they are received and are accounted for as expenditure in the income statement. Physical assets acquired are expensed i.e. written off in the income statement when the payment is made.

5.3.8 Investments

Marketable securities are carried at market value. Market value is calculated by reference to stock exchange quoted selling prices at the close of business on the balance sheet date.

Non-current investments excluding marketable securities are shown at cost and adjustments are made only where in the opinion of the directors, the investment is impaired. Where an investment has been impaired, it is recognised as an expense in the period in which the impairment is identified.

Increases in the carrying amount of marketable securities classified as non-current assets are credited to revaluation and other reserves in shareholders' equity. Decreases that offset previous increases of the same marketable security are charged to the income statement. Increases/decreases in the carrying amount of marketable securities classified as current assets are credited/charged to the income statement.

On disposal of an investment, the difference between the net disposal proceeds and the carrying amount is charged or credited to the income statement. On disposal of a marketable security classified as a non-current asset, amounts in revaluation and other reserves relating to that marketable security, are transferred to retained earnings.

5.3.9 Investments in controlled entities

Investments in controlled entities are those entities where the reporting entity has the ability to exercise any of the following powers to govern the financial and operating policies of the entity in order to obtain benefits from its activities:

- To appoint or remove all, or the majority of, the members of that entity's board of directors or equivalent governing body;
- To appoint or remove the entity's chief executive officer;
- To cast all, or the majority of, the votes at meetings of that board of directors or equivalent governing body; or
- To control all, or the majority of, the voting rights at a general meeting of that entity.

Investments in controlled entities are shown at cost.

5.3.10 Receivables

Receivables are not normally recognised under the cash basis of accounting. However, receivables included in the balance sheet arise from cash payments that are recoverable from another party.

Receivables for services delivered are not recognised in the balance sheet as a current asset or as income in the income statement, as the financial statements are prepared on a cash basis of accounting, but are disclosed separately in the notes to enhance the usefulness of the financial statements.

5.3.11 Payables

Payables are not normally recognised under the cash basis of accounting. However, payables included in the balance sheet arise from cash receipts that are due to either the Provincial/National Revenue Fund or another party.

5.3.12 Provisions

A provision is a liability of uncertain timing or amount. Provisions are not normally recognised under the cash basis of accounting, but are disclosed separately in the notes to enhance the usefulness of the financial statements.

5.3.13 Lease commitments

Lease commitments for the period remaining from the accounting date until the end of the lease contract are disclosed as a note to the financial statements. These commitments are not recognised in the balance sheet as a liability or as expenditure in the income statement as the financial statements are prepared on the cash basis of accounting.

5.3.14 Accruals

This amount represents goods/services that have been delivered, but no invoice has been received from the supplier at year end, OR an invoice has been received but remains unpaid at year end. These amounts are not recognised in the balance sheet as a liability or as expenditure in the income statement as the financial statements are prepared on a cash basis of accounting but are however disclosed.

5.3.15 Employee benefits

Short-term employee benefits

The cost of short-term employee benefits is expensed in the income statement in the reporting period that the payment is made. Short-term employee benefits, that give rise to a present legal or constructive obligation, are deferred until they can be reliably measured and then expensed. Details of these benefits and the potential liabilities are disclosed as a note to the financial statements and are not recognised in the income statement.

Termination benefits

Termination benefits are recognised and expensed only when the payment is made.

Retirement benefits

The department provides retirement benefits for its employees through a defined benefit plan for government employees. These benefits are funded by both employer and employee contributions. Employer contributions to the fund are expensed when money is paid to the fund. 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/Provincial Revenue Fund and not in the financial statements of the employer department.

Medical benefits

The department provides medical benefits for (certain/all) its employees through defined benefit plans. These benefits are funded by employer and/or employee contributions. Employer contributions to the fund are expensed when money is paid to the fund. No provision is made for medical benefits in the financial statements of the department.

Retirement medical benefits for retired members are expensed when the payment is made to the fund.

5.3.16 Capitalisation reserve

The capitalisation reserve represents an amount equal to the value of the investments and/or loans capitalised, or deposits paid on behalf of employees of a foreign mission, for the first time in the previous financial year. On disposal, repayment or recovery, such amounts are transferable to the Revenue Fund.

5.3.17 Recoverable revenue

Recoverable revenue represents payments made and recognised in the income statement as an expense in previous years, which have now become recoverable from a debtor due to non-performance in accordance with an agreement. Repayments are transferred to the Revenue Fund as and when the repayment is received.

5.3.18 Comparative figures

Where necessary, comparative figures have been adjusted to conform to changes in presentation in the current year. The comparative figures shown in these financial statements are limited to the figures shown in the previous year's audited financial statements and such other comparative figures that the department may reasonably have available for reporting.

APPROPRIATION STATEMENT



For the year ended 31 March 2003

	Programme							
	2002/03						2001/02	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
1 Administration								
Current	26,126	(126)	26,000	25,735	265	98.981	24,588	25,260
Capital	950	-	950	807	143	84.947	580	440
2 Human Resource								
Management and Labour Relations								
Current	13,828	126	13,954	13,922	32	99.771	14,340	11,958
Capital	-	-	-	-	-	-	131	222
3 Good Governance and Service Delivery								
Current	17,017	-	17,017	16,777	240	98.590	14,169	14,108
Capital	50	-	50	-	50	-	205	72
4 Special functions: Authorised losses								
Current	-	-	-	187	(187)	-	-	682
Total	57,971	-	57,971	57,428	543	99.063	54,013	52,742

Economic classification	2002/03						2001/02	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
Current								
Personnel	43,735	53	43,788	43,763	26	99.943	39,617	38,994
Transfer payments	-	-	-	-	-	-	-	-
Other	13,236	(53)	13,183	12,858	324	97.535	13,664	13,014
Capital								
Transfer payments	-	-	-	-	-	-	-	-
Acquisition of capital assets	1,000	-	1,000	807	193	80.700	732	734
Total	57,971	-	57,971	57,428	543	99.063	54,013	52,742

For the year ended 31 March 2003

Standard item classification	Programme							
	2002/03						2001/02	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
Personnel	43,735	53	43,788	43,763	25	99.943	39,617	38,993
Administrative	7,876	319	8,195	8,095	100	98.780	8,095	8,408
Inventories	1,499	(95)	1,404	1,362	42	97.009	1,645	1,340
Equipment	1,203	-	1,203	975	228	81.047	1,254	884
Land and buildings	-	-	-	-	-	-	-	-
Professional and special services	3,658	(277)	3,381	3,046	335	90.092	3,402	2,435
Transfer payments	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	187	(187)	-	-	-
Special functions	-	-	-	-	-	-	-	682
Total	57,971	-	57,971	57,428	543	99.063	54,013	52,742

APPROPRIATION STATEMENT



DETAIL PER PROGRAMME I

For the year ended 31 March 2003

Programme per subprogramme	Programme							
	2002/03						2001/02	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
I.1 Public Service Commission								
Current	9,054	(600)	8,454	8,432	22	99.740	10,192	9,208
Capital	-	10	10	10	-	100.000	-	18
I.2 Management								
Current	3,363	(2)	3,361	3,294	67	98.007	2,236	3,017
Capital	-	2	2	1	1	50.000	-	27
I.3 Corporate Services								
Current	13,709	476	14,185	14,009	176	98.759	12,160	13,035
Capital	860	(12)	848	796	52	93.868	396	258
I.4 Government Motor Transport								
Current	-	-	-	-	-	-	-	-
Capital	90	-	90	-	90	-	184	137
Total	27,076	(126)	26,950	26,542	408	98.486	25,168	25,700

Economic classification	2002/03						2001/02	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
Current								
Personnel	18,442	94	18,536	18,526	10	99.946	17,642	17,386
Transfer payments	-	-	-	-	-	-	-	-
Other	7,684	(220)	7,464	7,209	255	96.584	7,130	7,874
Capital								
Transfer payments	-	-	-	-	-	-	-	-
Acquisition of capital assets	950	-	950	807	143	84.947	396	440
Total	27,076	(126)	26,950	26,542	408	98.486	25,168	25,700

DETAIL PER PROGRAMME I

For the year ended 31 March 2003

Standard item classification	Programme							
	2002/03						2001/02	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
R'000	R'000	R'000	R'000	R'000		R'000	R'000	
Personnel	18,442	94	18,536	18,526	10	99.946	17,642	17,386
Administrative	4,978	(246)	4,732	4,650	82	98.267	4,873	5,134
Inventories	729	87	816	794	22	97.304	335	937
Equipment	1,083	(10)	1,073	901	172	83.970	918	530
Land and buildings	-	-	-	-	-	-	-	-
Professional and special services	1,844	(51)	1,793	1,671	122	93.196	1,400	1,713
Transfer payments	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-
Special functions	-	-	-	-	-	-	-	-
Total	27,076	(126)	26,950	26,542	408	98.486	25,168	25,700

APPROPRIATION STATEMENT



DETAIL PER PROGRAMME 2

For the year ended 31 March 2003

Programme per subprogramme	Programme							
	2002/03						2001/02	
	Adjusted Appropriation R'000	Virement R'000	Revised Allocation R'000	Actual Expenditure R'000	Savings (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
2.1 Labour Relations								
Current	3,956	163	4,119	4,108	11	99.733	5,253	3,674
Capital	-	-	-	-	-	-	31	41
2.2 Human Resource Management and Development								
Current	6,206	130	6,336	6,326	10	99.842	5,037	5,462
Capital	-	-	-	-	-	-	100	94
2.3 Senior Management and Conditions of Service								
Current	3,666	(167)	3,499	3,488	11	99.686	4,050	2,822
Capital	-	-	-	-	-	-	-	87
Total	13,828	126	13,954	13,922	32	99.771	14,471	12,180

Economic classification	2002/03						2001/02	
	Adjusted Appropriation R'000	Virement R'000	Revised Allocation R'000	Actual Expenditure R'000	Savings (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
Current								
Personnel	11,886	(23)	11,863	11,856	7	99.941	10,644	10,188
Transfer payments	-	-	-	-	-	-	-	-
Other	1,942	149	2,091	2,066	25	98.804	3,696	1,770
Capital								
Transfer payments	-	-	-	-	-	-	-	-
Acquisition of capital assets	-	-	-	-	-	-	131	222
Total	13,828	126	13,954	13,922	32	99.771	14,471	12,180

DETAIL PER PROGRAMME 2

For the year ended 31 March 2003

Standard item classification	Programme							
	2002/03						2001/02	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
Personnel	11,886	(23)	11,863	11,856	7	99.941	10,644	10,187
Administrative	1,393	240	1,633	1,627	6	99.633	1,785	1,361
Inventories	405	(95)	310	303	7	97.742	510	219
Equipment	31	10	41	38	3	92.683	131	242
Land and buildings	-	-	-	-	-	-	-	-
Professional and special services	113	(6)	107	98	9	91.589	1,401	171
Transfer payments	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-
Special functions	-	-	-	-	-	-	-	-
Total	13,828	126	13,954	13,922	32	99.771	14,471	12,180

APPROPRIATION STATEMENT



DETAIL PER PROGRAMME 3

For the year ended 31 March 2003

Programme per subprogramme	Programme							
	2002/03						2001/02	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
3.1 Management and Service Delivery Improvement								
Current	7,967	(265)	7,702	7,487	215	97.209	6,949	6,152
Capital	50	-	50	-	50	-	155	36
3.2 Professional Ethics and Risk Management								
Current	6,089	256	6,345	6,330	15	99.764	5,091	5,601
Capital	-	-	-	-	-	-	50	30
3.3 Special Investigations								
Current	2,961	9	2,970	2,960	10	99.663	2,129	2,355
Capital	-	-	-	-	-	-	-	6
Total	17,067	-	17,067	16,777	290	98.301	14,374	14,180

Economic classification	2002/03						2001/02	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
Current								
Personnel	13,407	(18)	13,389	13,381	9	99.940	11,331	11,420
Transfer payments	-	-	-	-	-	-	-	-
Other	3,610	18	3,628	3,396	231	93.605	2,838	2,688
Capital								
Transfer payments	-	-	-	-	-	-	-	-
Acquisition of capital assets	50	-	50	-	50	-	205	72
Total	17,067	-	17,067	16,777	290	98.301	14,374	14,180

DETAIL PER PROGRAMME 3

For the year ended 31 March 2003

Standard item classification	Programme							
	2002/03						2001/02	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
Personnel	13,407	(18)	13,389	13,381	8	99.940	11,331	11,420
Administrative	1,505	325	1,830	1,818	12	99.344	1,437	1,913
Inventories	365	(87)	278	265	13	95.324	800	184
Equipment	89	-	89	36	53	40.449	205	112
Land and buildings	-	-	-	-	-	-	-	-
Professional and special services	1,701	(220)	1,481	1,277	204	86.226	601	551
Transfer payments	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-
Special functions	-	-	-	-	-	-	-	-
Total	17,067	-	17,067	16,777	290	98.301	14,374	14,180

APPROPRIATION STATEMENT



DETAIL PER PROGRAMME 4

For the year ended 31 March 2003

Programme per subprogramme	Programme							
	2002/03						2001/02	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
4.1 Subprogramme I								
Current	-	-	-	187	(187)	-	-	682
Capital	-	-	-	-	-	-	-	-
Total	-	-	-	187	(187)	-	-	682

Economic classification	2002/03						2001/02	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
Current								
Personnel	-	-	-	-	-	-	-	-
Transfer payments	-	-	-	-	-	-	-	-
Other	-	-	-	187	(187)	-	-	682
Capital								
Transfer payments	-	-	-	-	-	-	-	-
Acquisition of capital assets	-	-	-	-	-	-	-	-
Total	-	-	-	187	(187)	-	-	682

Standard item classification	2002/03						2001/02	
	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
Personnel	-	-	-	-	-	-	-	-
Administrative	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-	-
Land and buildings	-	-	-	-	-	-	-	-
Professional and special services	-	-	-	-	-	-	-	-
Transfer payments	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	187	(187)	-	-	-
Special functions	-	-	-	-	-	-	-	682
Total	-	-	-	187	(187)	-	-	682

For the year ended 31 March 2003

1 Detail of special functions (theft and losses)

Detail of these transactions per programme can be viewed in note 9.4 (Details of special functions) to the annual financial statements.

2 Explanations of material variances from Amount Voted (after virement):

2.1 Per programme:

Programme 1: Administration

- (a) Saving on audit fees due to later than expected commencing of audit process by the Office of the Auditor-General.
- (b) Saving on Government Motor Transport as it was not necessary to replace government vehicles.
- (c) Saving due to the delay in the finalisation of the tender for security measures at Head Office.

Programme 2: Human Resource Management and Labour Relations

Saving due to the involvement of the Office in the Interim Management Team in the Eastern Cape Province.

Programme 3: Good Governance and service Delivery

Saving due to the involvement of the Office in the Interim Management Team in the Eastern Cape Province.

2.2 Per standard item:

Administrative:

Saving due to the involvement of the Office in the Interim Management Team in the Eastern Cape Province.

Inventories:

Saving due to the involvement of the Office in the Interim Management Team in the Eastern Cape Province.

Equipment:

- (a) Saving on Government Motor Transport as it was not necessary to replace government vehicles.
- (b) Saving due to the delay in the finalisation of the tender for security measures at Head Office.

Professional and Special services:

Saving on audit fees due to later than expected commencing of audit process by the Office of the Auditor-General.

3 Reconciliation of appropriation statement to income statement:

	2002/03 R'000	2001/02 R'000
Total expenditure per Appropriation Statement	57,428	52,742
Actual Expenditure per Income Statement	57,428	52,742

INCOME STATEMENT

(STATEMENT OF FINANCIAL PERFORMANCE)



For the year ended 31 March 2003

	Note	2002/03 R'000	2001/02 R'000
REVENUE			
Voted funds			
Charge to National Revenue Fund	1	57,971	54,013
Non voted funds			
Other revenue to be surrendered to the revenue fund	2	238	376
TOTAL REVENUE		58,209	54,389
EXPENDITURE			
Current			
Personnel	4.1	56,621	52,008
Administrative		43,763	38,993
Inventories	5.1	8,095	8,408
Machinery and Equipment	6	1,362	1,340
Professional and special services	7.1	168	150
Special functions: authorised losses	9	3,046	2,435
TOTAL CURRENT EXPENDITURE		56,621	52,008
Capital			
Machinery and Equipment	6.1	807	734
TOTAL CAPITAL EXPENDITURE		807	734
TOTAL EXPENDITURE		57,428	52,742
NET SURPLUS /(DEFICIT) FOR THE YEAR	10	781	1,647



BALANCE SHEET

(STATEMENT OF FINANCIAL POSITION)

VOTE 11

At 31 March 2003

	Note	2002/03 R'000	2001/02 R'000
ASSETS			
Current assets			
Cash and cash equivalents	11	472	936
Receivables	12	606	847
Non-current assets			
Receivables	13	144	64
TOTAL ASSETS		1,222	1,847
LIABILITIES			
Current liabilities			
Voted funds to be surrendered	14	543	1,271
Revenue funds to be surrendered	15	93	244
Payables	16.1	504	176
Non-current liabilities			
Payables	17	-	11
TOTAL LIABILITIES		1,140	1,702
NET ASSETS/LIABILITIES		82	145
EQUITY			
Recoverable revenue		82	145
TOTAL EQUITY		82	145

STATEMENT OF CHANGES IN NET ASSETS/EQUITY



For the year ended 31 March 2003

	Note	2002/03 R'000	2001/02 R'000
Recoverable revenue			
Opening balance		145	407
Transfer to Revenue Fund		(30)	*
Debts written off		(84)	*
Debts raised		51	*
Closing balance		82	145
TOTAL EQUITY		82	145

*Comparative figure for 2001/02 not available.

CASH FLOW STATEMENT

For the year ended 31 March 2003

	Note	2002/03 R'000	2001/02 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash flow generated by operating activities	18	1,588	2,381
Cash generated (utilised) to (increase)/decrease working capital	19	416	1,078
Voted funds and Revenue funds surrendered	20	(1,661)	(2,927)
Net cash flow available from operating activities		343	532
CASH FLOWS FROM INVESTING ACTIVITIES		(807)	(734)
Capital expenditure	18	(807)	(734)
Net cash flows from operating and investing activities		(464)	(202)
Net increase/(decrease) in cash and cash equivalents		(464)	(202)
Cash and cash equivalents at beginning of period	11	936	1,138
Cash and cash equivalents at end of period		472	936

For the year ended 31 March 2003

I Charge to National/Provincial Revenue Fund

I.1 Included in the above are funds specifically and exclusively appropriated for National Departments (Voted funds) and Provincial Departments (Equitable Share):

Programmes	Total Appropriation 2002/03 R'000	Actual R'000	Variance over/(under) R'000	Total Appropriation 2001/02 R'000
Administration	27,076	26,542	534	26,180
Human Resource Management and Labour Relations	13,828	13,922	(94)	13,436
Good Governance and Service Delivery	17,067	16,777	290	14,397
Special functions: Authorised losses	-	187	(187)	-
TOTAL	57,971	57,428	543	54,013

I.2 Explanation of material variances including whether or not application will be made for a rollover:

Programme 1: Administration

- (a) Saving on audit fees due to later than expected commencing of audit process by the Office of the Auditor-Gener
- (b) Saving on Government Motor Transport as it was not necessary to replace government vehicles.
- (c) Saving due to the delay in the finalisation of the tender for security measures at Head Office.

Programme 2: Human Resource Management and Labour Relations

Deficit due to increased involvement of regional offices in projects of the Office.

Programme 3: Good Governance and Service Delivery

Saving due to the involvement of the Office in the Interim Management Team in the Eastern Cape Province.

Special functions: Authorised losses

Losses not a budget item

	2002/03 R'000	2001/02 R'000
Cheques written back/stale cheques	3	16
Interest received	23	127
Debt recoveries (recoverable income)	72	75
Subsidised transport loan	10	21
Commission	17	14
Parking	-	3
Recovery previous bookyear	105	-
Other	8	120
	238	376

2 Other revenue to be surrendered to the revenue fund



	2002/03 R'000	2001/02 R'000
3 Local and foreign aid assistance (including RDP)		
3.1 Assistance received in kind		
Foreign aid assistance		
DFID		
Capacity building: Office of the Public Service Commission	100	227
Anti corruption Hotlines project	-	56
Blacklisting project	-	102
Professional and ethical behavior	-	757
Publications	60	-
Assesment of capacity building in the Public Service	-	2
Management of Suspensions Project	13	35
Handling of appeals	34	14
Development of monitoring and evaluation system for PSC	-	140
Customer satisfaction survey	-	1,201
Support services	-	745
Project on disability equity	-	147
Procedures for dealing with complaints	134	-
The Causes and Effects of mobility in the Senior Management Service and among Professional Staff in the Public Service	100	-
Citizen Satisfaction Survey	1,244	-
Citizen's Forums	110	-
Evaluation of the Housing Subsidy Scheme	320	-
Evaluation of Land Administration Systems in the Eastern Cape	260	-
Monitoring and Evaluation Advisor for the PSC	400	-
Provincial Workshops and training	70	-
FORD FOUNDATION		
Audit of Affirmative Action in the Public Service	1,400	-
GTZ		
Personnel expenditures	760	-
Equipment and material	159	-
Consultancy fees	1,139	-
Counterpart upgrading	135	-
Travel expenses	19	-
Local subsidies	67	-
Administrative costs	119	-
Other costs	111	-
Total Local and foreign aid assistance received in kind	6,754	3,426

For the year ended 31 March 2003

	2002/03 R'000	2001/02 R'000
4 Personnel		
4.1 Current expenditure		
Basic salary costs	28,226	25,677
Pension contributions	4,188	3,731
Medical aid contributions	1,686	1,351
Other salary related costs	9,663	8,234
Total Personnel Costs	43,763	38,993
Average number of employees	185	190
5 Inventories		
5.1 Current expenditure		
Inventories purchased during the year		
Printing	509	359
Stationery	435	243
Other stores (Printer cartridges, etc.)	244	637
Publications	147	91
Miscellaneous	27	10
Total cost of inventories	1,362	1,340
5.2 Inventories on hand at year end	Costing method used FIFO	
Stationery	425	151
The value of inventory on hand disclosed is for main depot	425	151
6 Machinery and Equipment	Note	
Current (Rentals, maintenance and sundry net of cash discounts)	168	150
Capital	6.1 807	734
Total current and capital expenditure	975	884
6.1 Capital machinery and equipment analysed as follows:		
Computer equipment	460	435
Furniture and office equipment	335	151
Other machinery and equipment	12	148
	807	734

For the year ended 31 March 2003

		2002/03 R'000	2001/02 R'000
7	Professional and special services		
7.1	Current expenditure		
	Auditors remuneration	568	656
	Maintenance contractors	276	-
	Consultants and advisory services	1,181	440
	Computer services	409	566
	Other	612	773
	Total Professional and special services	<u>3,046</u>	<u>2,435</u>
8	Miscellaneous		
8.1	Current Expenditure	Note	
	Gifts, donations and sponsorships made	8.3	<u>1</u> -
			<u>1</u> -
8.2	Capital Expenditure		
	Gifts, donations and sponsorships made	8.3	<u>10</u> -
	Total miscellaneous expenditure		<u>11</u> -
8.3	Gifts, donations and sponsorships paid in cash by the department (items expensed during the current year)		
	Gifts presented during foreign study tour		<u>1</u> -
	Wheelchair donated to:		
	Soshanguve Self Help Association of People with Disabilities		<u>10</u> -
			<u>11</u> -
9	Special functions: Authorised losses	Note	
	Material losses through criminal conduct	9.1	15 278
	Other material losses written off	9.2	95 286
	Debts written off	9.3	77 118
			<u>187</u> 682
9.1	Material losses through criminal conduct		
	Fraudulent cashed cheques		- 246
	Theft		15 32
			<u>15</u> 278
9.2	Other material losses written off in income statement in current period		
	Nature of losses		
	Interest charges		- 241
	Non arrival charges		5 8
	Car accidents		20 2
	Indemnity excess charges		- 1
	Unidentified debits		- 7
	Other		34 23
	Damage to equipment		36 4
			<u>95</u> 286

For the year ended 31 March 2003

	2002/03 R'000	2001/02 R'000
9.3 Debts written off		
Bursary debt	50	66
Staff debtors	24	43
Other debt	3	9
	77	118
9.4 Details of special functions (theft and losses)		
Per programme		
Expensed under Programme 4: Special programme: Thefts and losses iro:		
Programme 1: Administration		
Fraudulent cashed cheques	-	246
Theft	12	-
Interest charges	-	241
Non arrival charges	1	8
Car accidents	11	-
Indemnity excess charges	-	1
Unidentified debits	-	7
Other	34	23
Damage to equipment	14	4
Bursary debt	50	66
Staff debtors	24	43
Other debt	3	9
	149	648
Programme 2: Human Resource Management and Labour Relations		
Non arrival charges	1	-
Damage to equipment	16	-
	17	-
Programme 3: Good Governance and Service Delivery		
Theft	3	32
Non arrival charges	3	-
Car accidents	9	2
Damage to equipment	6	-
	21	34
	187	682
10 Analysis of surplus		
Voted funds to be surrendered to the National/Provincial Revenue Fund	543	1,271
Non voted funds	238	376
Other revenue to be surrendered to the Revenue Fund	238	376
	781	1,647

For the year ended 31 March 2003

		2002/03 R'000	2001/02 R'000
11	Cash and cash equivalents		
	Paymaster General Account	463	926
	Cash on hand	9	10
		<u>472</u>	<u>936</u>
12	Receivables - current		
	Amounts owing by other departments	105	65
	Staff debtors	42	171
	Other debtors	380	581
	Advances	79	30
		<u>606</u>	<u>847</u>
12.1	It is envisaged that all amounts included above will be recovered.		
12.2	Age analysis - receivables current		
	Less than one year	234	319
	One to two years		
	Staff debtors	20	-
	Other	7	44
	Travel and accommodation	46	-
	More than two years		
	Departments	56	-
	Staff debtors	6	-
	Deductions	45	-
	Travel and accommodation	188	-
	Other	2	484
	Advances & prepayments	2	-
		<u>606</u>	<u>847</u>
12.3	Staff debtors		
	Travel and subsistence	22	86
	Subsidised transport	-	10
	Salary	5	6
	Bursary	3	7
	Tax debt	-	6
	Disallowances	3	44
	Telephone	7	5
	Other	2	1
		<u>42</u>	<u>165</u>

For the year ended 31 March 2003

	2002/03 R'000	2001/02 R'000
12.4 Other debtors		
MFS	-	82
Housing loan	-	3
* Travel and accomodation costs	222	257
GG Transport	17	20
Salary	33	17
Bursary	1	83
Medical deduction	2	28
Income tax deduction	42	42
Tax debt	-	19
Disallowances	-	5
Salary deductions	5	10
Other	49	15
Pension	8	-
Telephone	1	-
	380	581
	380	581
* Included in the amount is R 221 774.56 owed by Cambio Travel (pty) Ltd in respect of outstanding air flights tickets returned for refund. This matter is now a subject of litigation and there is uncertainty regarding its recoverability or part thereof.		
12.5 Advances		
Travel and subsistence	71	6
Legal services (State Attorney)	2	2
Government transport (GG Garage)	6	28
	79	36
	79	36
13 Receivables - non-current		
Amounts owing by other departments	-	44
Staff		
Bursaries	28	10
Salaries	4	10
Travel and subsistence	47	-
Debt: Guarantee: Motor Finance Scheme for Senior Officials	65	-
	144	64
	144	64

For the year ended 31 March 2003

		2002/03 R'000	2001/02 R'000
14 Voted funds to be surrendered			
Opening balance		1,271	2,791
Transfer from income statement		543	1,271
Paid during the year		(1,271)	(2,791)
Closing balance		<u>543</u>	<u>1,271</u>
15 Revenue funds to be surrendered			
Opening balance		245	4
Transfer from income statement for revenue to be surrendered		238	376
Paid during the year		(390)	(136)
Closing balance		<u>93</u>	<u>244</u>
16 Payables - current	Note		
Other payables	16.1	<u>558</u>	<u>321</u>
		<u>558</u>	<u>321</u>
16.1 Other payables			
General			
Staff		2	4
Income tax deductions		469	159
Pension deductions		26	-
Other		-	10
Salary deductions		7	3
		<u>504</u>	<u>176</u>
Recoverable Revenue			
Recoverable Revenue debt		28	65
Recoverable Interest debt		26	69
Subsidised transport		-	11
		<u>54</u>	<u>145</u>
		<u>558</u>	<u>321</u>
17 Payables - non-current			
General			
Other payables		-	11
		<u>-</u>	<u>11</u>
Recoverable Revenue			
Recoverable Revenue debt		28	-
		<u>28</u>	<u>11</u>

For the year ended 31 March 2003

	2002/03 R'000	2001/02 R'000
18 Net cash flow generated by operating activities		
Net surplus as per Income Statement	781	1,647
Adjusted for items separately disclosed	807	734
Capital expenditure	807	734
Net cash flow generated by operating activities	<u>1,588</u>	<u>2,381</u>
19 Cash generated (utilised) to (increase)/decrease working capital		
(Increase) / decrease in receivables - current	285	799
(Increase) / decrease in receivables - non-current	(80)	482
(Increase) / decrease in prepayments and advances	(43)	-
(Increase) / decrease in other current assets	-	226
Increase / (decrease) in payables	254	(429)
	<u>416</u>	<u>1,078</u>
20 Voted funds and Revenue funds surrendered		
Voted funds surrendered	1,271	2,791
Revenue funds surrendered	390	136
	<u>1,661</u>	<u>2,927</u>

DISCLOSURE NOTES TO THE ANNUAL FINANCIAL STATEMENTS



For the year ended 31 March 2003

These amounts are not recognised in the financial statements, and are 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), the Treasury Regulations for Departments and Constitutional Institutions issued in terms of the Act and the Division of Revenue Act, Act 5 of 2002.

			2002/03 R'000	2001/02 R'000
21	Contingent liabilities			
	Liable to	Nature	Note	
	Motor vehicle guarantees	Employees	Annexure 3	851
	Housing loan guarantees	Employees	Annexure 3	651
				<u>1,502</u>
				<u>1,202</u>
22	Accruals			
	Listed by standard Item			
	Personnel expenditure			1
	Administrative expenditure			288
	Inventories			37
	Equipment			2
	Professional and Special expenditure			22
				<u>350</u>
				*
	Listed by programme level			
	Programme 1: Administration			223
	Programme 2: Human Resource Management and Labour Relations			69
	Programme 3: Good Governance and Service Delivery			58
				<u>350</u>
				*
23	Employee benefits			
	Leave entitlement			5,888
	Thirteenth cheque			7,274
	Performance bonus			1,338
				-
				<u>237</u>
				<u>7,226</u>
				<u>8,206</u>

* Comparative figure for 2001/02 not available



For the year ended 31 March 2003

	Equipment R'000	Total 2002/03 R'000	Total 2001/02 R'000
24 Leases			
24.1 Operating leases			
Minolco			
Not later than 1 year	5	5	22
Later than 1 year and not later than 3 years	-	-	24
Nashua			
Not later than 1 year	-	-	-
Not later than 3 years	71	71	137
Katlego Solutions			
Not later than 1 year	-	-	-
Not later than 3 years	43	43	71
Unibank			
Not later than 1 year	-	-	16
Total present value of lease liabilities	119	119	270

25 Key management personnel

25.1 Remuneration

The aggregate remuneration of the key management of the Office and the number of individuals determined on a full time equivalent basis receiving remuneration within this category.

Rank	Remuneration	Number	Amount
Chairperson of Commission	761	1	761
Two members (including deputy chairperson)	739	2	1,478
Members of Commission	574	9	5,166
Director-General	739	1	739
Deputy Director-General	574	2	1,148
Chief Director	473	7	3,311
		<u>22</u>	<u>12,603</u>

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS



ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2003

ANNEXURE 3

STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2003 DOMESTIC

Guaranteed institution	Guarantee in respect of	Original Guaranteed capital amount	Opening Balance as at 1 April 2002	Guarantees issued during the year	Guarantees Released during the year	Guaranteed interest outstanding as at 31 March 2003	Closing Balance 31 March 2003	Realised losses i.r.o. claims paid out
		R'000	R'000	R'000	R'000	R'000	R'000	R'000
STANNIC	Motor vehicle guarantees	-	544	599	(293)	-	851	-
		-	544	599	(293)	-	851	-
ABSA	100% Guarantee	-	122	44	(48)	-	118	-
FNB	Guarantee scheme for housing loans	-	148	-	(41)	-	107	-
NBS		-	13	-	-	-	13	-
NEDCOR		-	78	83	(36)	-	125	-
OLD MUTUAL		-	30	-	-	30	-	-
PERMANENT STANDARD		-	161	-	-	-	161	-
FEDILITY		-	77	20	-	-	97	-
SAAMBOU		-	24	-	(24)	-	-	-
BOP BS		-	26	-	(26)	-	-	-
		-	9	-	(9)	-	-	-
			658	177	(184)	-	651	-
Total		-	1,202	776	(477)	-	1,502	-

For the year ended 31 March 2003

ANNEXURE 4

PHYSICAL ASSET MOVEMENT SCHEDULE (NOT INCLUDING INVENTORIES)

PHYSICAL ASSETS ACQUIRED DURING FINANCIAL YEAR 2002/03

	Opening Balance R'000	Additions R'000	Disposals R'000	Transfers In R'000	Transfers Out R'000	Closing Balance R'000
MACHINERY AND EQUIPMENT	0*	807	*	*	*	807
Computer equipment	0	460	-	-	-	460
Furniture and office equipment	0	347	-	-	-	347
Other machinery and equipment	0	-	-	-	-	-
Transport assets	0	-	-	-	-	-
	0*	807	*	*	*	807

PHYSICAL ASSETS ACQUIRED DURING FINANCIAL YEAR 2001/02

	Opening Balance R'000	Additions R'000	Disposals R'000	Transfers In R'000	Transfers Out R'000	Closing Balance R'000
MACHINERY AND EQUIPMENT	0*	734	*	*	(137)	597
Computer equipment	0	435	-	-	-	435
Furniture and office equipment	0	162	-	-	-	162
Other machinery and equipment	0	-	-	-	-	-
Transport assets	0	137	-	-	(137)	-
	0*	734	*	*	(137)	597

* Verifiable information not available

ANNEXURE 5

INTANGIBLE ASSET MOVEMENT SCHEDULE (NOT INCLUDING INVENTORIES)

INTANGIBLE ASSETS ACQUIRED DURING FINANCIAL YEAR 2002/03

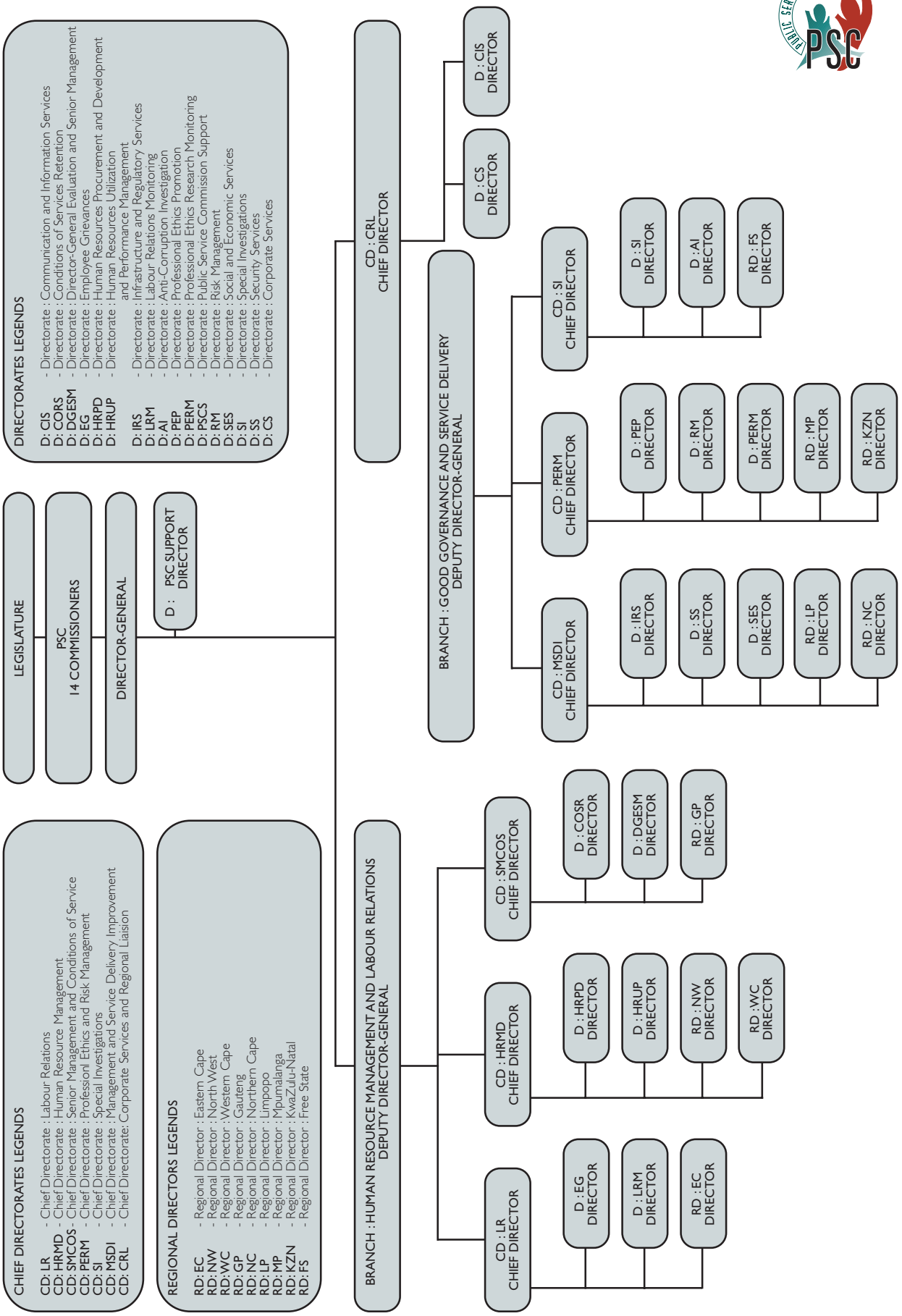
	Opening Balance R'000	Additions R'000	Disposals R'000	Transfers In R'000	Transfers Out R'000	Closing Balance R'000
Computer software	0	84	-	-	-	84
	0*	84	*	*	*	84

INTANGIBLE ASSETS ACQUIRED DURING FINANCIAL YEAR 2001/02

	Opening Balance R'000	Additions R'000	Disposals R'000	Transfers In R'000	Transfers Out R'000	Closing Balance R'000
Computer software	0	83	*	*	*	83
	0*	83	*	*	*	83

* Verifiable information not available

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