



PUBLIC SERVICE COMMISSION

STRATEGIC PLAN

for the

fiscal years

2011/12 – 2015/16

TABLED 9 MARCH 2011

FOREWORD

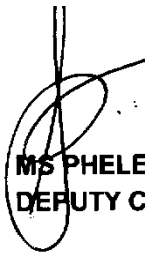
I have the pleasure to present the Public Service Commission's five year Strategic Plan for the period 2011-2016.

This Plan guides the work of the Public Service Commission (PSC) and reflects the vision, mission, strategic goals and objectives of the PSC.

During the month of September 2010, the PSC and its Office held a joint strategic planning session to discuss the projects that the PSC will undertake in the 2011/2 financial year and beyond. As such, the content of the Strategic Plan includes inputs emanating from the strategic planning session.

The strategic planning session was the last one convened by the former Chairperson of the PSC, Dr Ralph Mgijima, as his term as a Member of the PSC came to an end in January 2011. Similarly, the Strategic Plan for 2011 – 2016 is the first to be produced in terms of the new framework for strategic plans provided by National Treasury.

I would, on behalf of the PSC, like to thank Dr Mgijima for his dedication and the strategic leadership that he provided during his tenure as Chairperson of the PSC.



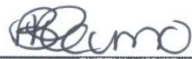
MS PHELELE TENGENI
DEPUTY CHAIRPERSON: PUBLIC SERVICE COMMISSION

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- was developed by the management of the Office of the Public Service Commission under the guidance of Ms Tengeni, the Deputy Chairperson of the Public Service Commission
- takes into account all the relevant policies, legislation and other mandates for which the Public Service Commission is responsible
- accurately reflects the strategic outcomes oriented goals and objectives which the PSC will endeavour to achieve over the Medium Term Strategic Plan period.

Bontle P Lerumo
Chief Financial Officer

Signature: 

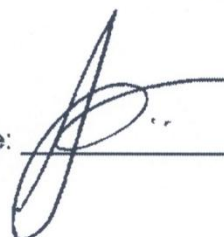
Bontle P Lerumo
Head official responsible for planning

Signature: 

MJ Diphofa
Accounting Officer

Signature: 

PM Tengeni
Deputy Chairperson
Executive Authority

Signature: 

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PART A: STRATEGIC OVERVIEW

1. VISION

The PSC is an independent and impartial body created by the Constitution, 1996, to enhance 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.

2. MISSION

The PSC aims to promote the constitutionally enshrined democratic principles and values of 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.

3. VALUES

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

- To give effect to the values and principles governing public administration as enshrined in the Constitution, 1996.
- To give effect to the Code of Conduct for the Public Service.
- To put people first (Batho Pele).
- To be an employment equity employer.
- To attract and retain outstanding individuals.
- To meet stakeholder expectations in providing an oversight role in the Public Service.

4. LEGISLATIVE AND OTHER MANDATES

4.1 Constitutional Mandate

The PSC derives its mandate from sections 195 and 196 of the Constitution, 1996¹.

Section 195 sets out the values and principles governing public administration, which should be promoted by the PSC	<p>The values and principles governing public administration are:</p> <ul style="list-style-type: none"> a. a high standard of professional ethics; b. efficient, economic and effective use of resources; c. a development-orientated public administration; d. provision of services in an impartial, fair and equitable way, without bias; e. responding to people's needs and encouraging the public to participate in policy-making; f. accountable Public Administration; g. fostering transparency;
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¹ The Constitution of the Republic of South Africa, 1996 (promulgated by Proclamation No. 108 of 1996)

	<ul style="list-style-type: none"> h. the cultivation of good human resource management and career-development practices; and i. a representative public administration with employment and personnel management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past.²
Section 196 of the Constitution sets out the powers and functions of the PSC	<p>The powers and functions of the PSC are-</p> <ul style="list-style-type: none"> a. to promote the values and principles, as set out in section 195, throughout the Public Service; b. to investigate, monitor and evaluate the organisation, administration and personnel practices of the Public Service, in particular the adherence to the values and principles set out in section 195 and the Public Service procedures; c. to propose measures to ensure effective and efficient performance within the Public Service; d. to give directives aimed at ensuring that personnel procedures relating to recruitment, transfers, promotions and dismissals comply with the values and principles set out in section 195; e. to report on its activities and the performance of its functions, including any finding it may make and directives and advice it may give, and to provide an evaluation of the extent to which the values and principles set out in section 195 are complied with; and f. either of its own accord, or on receipt of any complaint, <ul style="list-style-type: none"> i. to investigate and evaluate the application of personnel and public administration practices and to report to the relevant executive authority and legislature; ii. to investigate grievances of employees in the Public Service concerning official acts or omissions and to recommend appropriate remedies; iii. to monitor and investigate adherence to applicable procedures in the Public Service; and iv. to advise national and provincial organs of state regarding personnel practices in the Public Service, including those relating to the recruitment, appointment, transfer, discharge and other aspects of the careers of employees in the Public Service.³

4.2 Legislative Mandates

The Public Service Commission Act, 1997⁴, provides for the regulation of the Public Service Commission with regard to:

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

² Section 195 of the Constitution, 1996

³ Section 196(4) of the Constitution 1996

⁴ Public Service Commission Act, 1997 (promulgated by Proclamation No. 46 of 1997)

The Public Service Act, 1994⁵ (as amended) provides for the grievances of employees in the Public Service concerning an official act or omission to be investigated and considered by the PSC. It also provides for the direct referral of grievances to the PSC by Heads of Department.

4.3 Policy mandates

The following rules and protocols have been put in place by the PSC in terms of section 11 of the PSC Act, in order to facilitate its operational functioning:

4.3.1 Rules for Dealing with Grievances of Employees in the Public Service, published in Government Gazette No.25209 dated 25 July 2003

These Rules provide the steps to be followed in the lodging and consideration of a grievance within a department and for referral to the PSC.

4.3.2 Rules for the summoning of witnesses in connection with inquiries and investigations of the Public Service Commission, published in Government Gazette No.23267 dated 28 March 2002

Section 10 of the PSC Act, 1997, provides the PSC with the power to issue summons on any person as part of the process of an inquiry. The PSC has therefore developed Rules to guide the process of summoning persons to appear before it.

4.3.3 Rules of the Public Service Commission: Lodging of complaints regarding the Public Service, published in Government Gazette No 23635 dated 19 July 2003

The PSC may investigate complaints lodged with it and report to Executing Authorities. To give effect to this mandate, the PSC has developed Rules for the lodging of complaints. In terms of the Rules public servants and members of the public can lodge complaints by making use of a prescribed complaints form.

4.4 Relevant court rulings

The PSC does not have relevant court rulings that have a significant impact on its operations or service delivery obligations.

4.5 Planned policy initiatives

The Head of Department evaluation process will be reviewed by the PSC in collaboration with the Department of Public Service and Administration and the Department of Performance Monitoring and Evaluation in the Presidency.

⁵ Public Service Act, 1994 (promulgated by Proclamation No. 103 of 1994)

5. SITUATIONAL ANALYSIS

In the execution of its mandate the PSC will continue to assist Parliament and the Legislatures in the fulfillment of their oversight role. The challenge facing the PSC is that it operates within the confines of its limited resources, this is in spite of the increasing demands of the work of the PSC and the oversight role that it is expected to play. Additional funding amounting to R4.1 million for the 2011/2012 Medium Term Expenditure Framework (MTEF) period was received from National Treasury, and clearly this is not sufficient. The funds received will be used for creation of posts and operating costs. For the 2011/12 financial year and beyond, the PSC was forced to reduce the number of projects it can undertake in a specific financial year. Furthermore, the envisaged introduction of a Single Public Service as outlined in the draft Public Administration Management Bill will have profound implications on the work and resources of the PSC.

The PSC will continue to collaborate with other state institutions in areas of mutual interest.

5.1 Performance Environment

The PSC contributes to the transformation agenda of the Public Service through its oversight work. The work of the PSC is structured around the following key performance areas:

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

5.2 Organisational environment

The PSC was established in terms of Section 196 of the Constitution of the Republic of South Africa, 1996. The Constitution stipulates that there is a single PSC for the Republic of South Africa, consisting of 14 members, five of which are appointed by the President on the recommendation of the National Assembly. One member is appointed from each of the nine provinces, after nomination by the Premier of the province on the recommendation of a committee of the Provincial Legislature. The PSC is accountable to the National Assembly and must report to it annually. It must also report to the Legislature of the province concerned on its activities in each province.

The PSC is supported by the OPSC, with its Head Office in Pretoria and regional offices in each province. The Director-General, who is the Accounting Officer, heads the OPSC. The PSC has an organisational structure of 248 posts including Commissioners. As at 31 January 2010, 20 posts were vacant, including 4 posts of Commissioner. The PSC

has continued to ensure that vacant posts are filled timeously.

The table below provides a breakdown of the levels of employees and the race and gender per level within the organisation as at 31 January 2011:

LEVEL	AFRICANS			COLOURED			INDIANS			WHITES			SUB TOTAL		TOTAL
	F [#]	M [*]	T ⁺	F [#]	M [*]	T ⁺	F [#]	M [*]	T ⁺	F [#]	M [*]	T ⁺	F [#]	M [*]	
01 to 08	46	33	79	5	1	6	3	1	4	1	1	2	55	36	91
09 to 12	35	36	71	2	2	4	2	0	2	4	8	12	43	46	89
13 to 16	11	24	35	2	2	4	1	2	3	4	2	6	18	30	48
TOTAL	92	93	185	9	5	14	6	3	9	9	11	20	116	112	228

= Female

* = Male

+ = Total

In January 2011, females represented 37.5% (18) of the total staff compliment of SMS members (48). The total number of female employees in January 2011 was 116, which translated to 50.9 of the total staff compliment. The PSC has decided to pay specific attention to gender representivity at all levels within the organisation. As of 31 January 2011, the PSC had in its employ four people with disabilities, which translated to 1.8% of the total staff compliment. The decline was, as a result of three employees with disabilities who left the employ of the PSC. The PSC will continue to pursue its commitment to the employment of people with disabilities, especially at middle and senior management service levels.

The PSC's human resource needs for research, professional and technical competencies are steadily being improved through the development of skills of its employees. Despite budgetary constraints, the PSC managed to send 78 officials to attend various training courses. The PSC will continue to develop its human capital and will implement a retention strategy to enable it to deliver on its mandate. The PSC will also implement the Policy on Special Awards (non-monetary) as a way of acknowledging employees who perform well, but who do not qualify for merit awards/cash bonuses.

In addition, in order to improve staff morale to deliver on the organizational mandate and to cultivate a spirit of camaraderie amongst staff, the performance of staff is evaluated on a regular basis. An Employee Wellness Programme has been implemented, and information sessions are hosted regularly.

5.3 Description of the strategic planning processes

The strategic planning of the PSC is a participatory process in nature. Inputs are generated from managers for discussion at the Strategic Planning Session. Following the discussions and refinement of the inputs, a theme for the Strategic Planning is generated which is circulated to members of the Commission for inputs. Upon incorporation of inputs from Commissioners, a theme and programme for the Strategic Planning Session is generated.

The PSC held its Strategic Planning Session in September 2010, under the theme *Revelations of the Basics*. The theme was a continuation from the previous year's

Strategic Planning Session, with the theme *Getting Back to Basics*, and was premised on the fact that the PSC is in the process of redefining itself in order to ensure that it (and its work) remains relevant to its key stakeholders. The session was attended by the Commissioners of the PSC, senior management and, for the first time, selected members of middle management from the OPSC. The session was highly interactive and participatory.

Inputs were received from selected key stakeholders and strategic partners of the PSC, viz. the Department: Performance Monitoring and Evaluation in the Presidency, Portfolio Committee on Public Service and Administration and the Public Protector.

Strategic issues discussed at the strategic planning session contributed towards the compilation of the PSC's MTSP which is tabled in Parliament.

6. STRATEGIC OUTCOME ORIENTED GOALS OF THE INSTITUTION

Strategic Outcome Goal 1	To promote good governance in the Public Service.
Goal statement	To promote good governance in the Public Service through advice on good practice and recommendations to relevant stakeholders.

PART B: STRATEGIC OBJECTIVES

7. PROGRAMME 1: ADMINISTRATION

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

The Programme consists of the following two Sub-programmes.

**Sub-programme 1.1:
Public Service
Commission**

**Sub-programme 1.2:
Management**

**Sub-programme 1.3:
Corporate Services**

Financial Management

Supply Chain Manage-
ment and Security
Services

Information and
Communication

Information Technology

Human Resources
Management and
Development

Key categories of personnel:

- Members of the Public Service Commission
- SMS members
- Administrative staff

7.1 Strategic objectives

Strategic Objective 1.1	Public Service Commission
Objective statement	Execute the Constitutional mandate of the PSC and give strategic direction to the Office of the PSC.
Baseline 2010/11	The Constitutional mandate of the PSC executed in line with strategic focus areas.

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

The objectives and activities for the medium term are discussed in detail under Programmes 2: Leadership and Management Practice, Programme 3: Monitoring and Evaluation and Programme 4: Integrity and Anti Corruption.

Strategic Objective 1.2	Management
Objective statement	Assist the Head of Department with the delivery of functions and responsibilities assigned either by legislation and/or by the PSC.
Baseline 2010/11	An adequate advisory service rendered to the PSC.

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

Strategic Objective 1.3	Corporate Services
Objective statement	Ensure that an adequate support service is rendered to the PSC and its Office towards ensuring the effective and efficient functioning of the PSC.
Baseline 2010/11	An adequate support service rendered to the PSC and its Office.

This Sub-programme is driven by the Chief Financial Officer, who is appointed in terms of Chapter 2 of the National Treasury Regulations, and reports directly to the Accounting Officer. The main activities of this Sub-programme are structured to meet the following objectives:

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

7.2 Resource considerations

Per Sub-programme	Voted Main appropriation	Adjusted appropriation	Revised Estimate	2011/12	2012/13	2013/14
	R'000	R'000	R'000	R'000	R'000	R'000
PSC	16 540	16 235	16 235	17 724	18 461	19 388
Management	7 832	7 274	7 274	8 349	8 678	9 114
Corporate Services	33 944	35 175	35 175	42 663	44 284	46 998
Property Management	9 562	9 562	9 562	10 168	10 676	11 263

Per Sub-programme	Voted Main appropriation	Adjusted appropriation	Revised Estimate	2011/12	2012/13	2013/14
Total	67 878	68 246	68 246	78 904	82 099	86 763

Per economic classification	Voted Main appropriation	Adjusted appropriation	Revised Estimate	2011/12	2012/13	2013/14
	R'000	R'000	R'000	R'000	R'000	R'000
Compensation of Employees	46 438	46 806	46 806	49 856	52 348	54 966
Goods and services	20 653	20 653	20 653	28 208	28 877	30 876
Transfers and subsidies	40	40	40	45	48	50
Payment for capital assets	747	747	747	795	826	871
Total	67 878	68 246	68 246	78 904	82 099	86 763

7.3 Risk management

Risk	Key Management Control
Limited resources to execute PSC mandate	<ul style="list-style-type: none"> Sample sizes of research take into consideration the PSC's capacity. The Strategic Plan takes into consideration the PSC's capacity to execute its mandate. Standardised evaluation frameworks and processes. Training and development of staff.
Insufficient funding for PSC Workplan activities	<ul style="list-style-type: none"> Implementation of Donor funding strategy. Document on the Financial Independence of the PSC developed. Continued consultation with National Treasury. Lack of capacity has been raised with the Portfolio Committee on Public Service and Administration.
Lack of capacity to support Regional Integration	<ul style="list-style-type: none"> Lack of capacity has been raised at meetings of the Portfolio Committee on Public Service and Administration. A strategy was developed to increase the revenue of the Association of African Public Services Commissions. Elicit donor support for Regional Integration activities. Collaboration with South African Monitoring and Evaluation Association, United Nations Development Programme, etc.
High staff and management turnover	<ul style="list-style-type: none"> Rigorous monitoring of staff turnover. Retention Strategy in place. Mentors and mentees were identified and training programme of mentors was approved.

8. PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES

The purpose of the Programme is to promote sound Public Service leadership, human resource management, labour relations and labour practices. The Programme consists of the following two Sub-programmes.

Sub-programme 2.1: Labour Relations Improvement

Labour Relations Dispute and Litigation

Complaints Investigative Research and Advisory Service

Key categories of personnel:

- SMS members
- Administrative staff

Sub-programme 2.2: Leadership and Human Resource Reviews

Heads of Department Evaluations

Human Resources Best Practices

8.1 Strategic objectives

Strategic Objective 2.1	Labour Relations Improvements
Objective statement	Public service labour relations and management practices enhanced through advice on best practice and recommendations.
Baseline 2010/11	<ul style="list-style-type: none"> • As at 31 January 2011, the database of the PSC reflected a total of 522 grievances • Two technical briefs and a factsheet on grievance resolution produced. • Three research reports produced on labour relations practices. • The second Labour Relations Conference for the Public Service co-hosted with the PSCBC from 14 to 16 March 2011.

Sub-programme: Labour Relations Improvements will continue to support the PSC in giving advice and making recommendations to executive authorities on grievances referred to it. The PSC has developed Rules for the management of Grievances in the

Public Service⁶. The PSC is seen as a “body of appeal”, and a final arbiter within the Public Service where grievances are referred to as a last resort. The PSC will also handle the grievances of HoDs lodged directly with it in terms of section 35 of the Public Service Act, 1994 (as amended).

In order to, amongst others, determine the main causes of grievances and shortcomings in the grievance management process, the PSC annually conducts a trends analysis on grievance resolution in the Public Service. The PSC has adopted a more hands-on approach in dealing with grievances and will practically support departments in grievance resolution through workshops/road shows on the implementation of the Guidelines on best practices in the management of grievances. The PSC has, however, deliberately limited its research on labour relations in the Public Service to ensure more focus on grievance management.

The PSC and the Public Service Co-ordinating Bargaining Council (PSCBC) have also formed a partnership to arrange a Public Service Labour Relations. The first Labour Relations Conference was held in 2007. The PSC will again co-host the Second Labour Relations Conference for the Public Service from 14 - 16 March 2011. Following the Conference, capacity building workshop sessions will be conducted in order to sustain the momentum of interaction amongst Labour Relations Practitioners.

This Sub-programme also plays a role in the PSC’s responsibilities in respect of support to Regional Integration. The PSC plays a pivotal role in the functioning of the African Public Services Commissions (AAPSComs), where the Chairperson of the PSC is the President of the AAPSComs and the Office of the PSC the secretariat. This important Association brings together Public Service Commissions in Africa, in so doing building and facilitating a strong regional network for sharing experiences and the tools of the trade. Since the launch of the AAPSComs in 2009, a Constitution was adopted and 18 Commissions from 12 countries in Africa are already registered members of the AAPSComs. The second General Assembly of the AAPSComs will be held in Abuja, Nigeria in 2011. The theme for the General Assembly will be “*Performance Contract as an indispensable tool for achieving excellence in the Public Service in Africa.*” The General Assembly will serve as an opportunity to, not only further strengthen the governance and operations of the Association, but to also discuss critical issues facing public administration on the Continent.

Strategic Objective 2.2	Leadership and Human Resource Reviews
Objective statement	A high standard of Public Service leadership promoted and best practices in human resource policies encouraged through advice on best practice and recommendations.
Baseline 2010/11	<ul style="list-style-type: none"> Four research reports produced on human resource practices in the Public Service and on select local

⁶ Rules for Dealing with Grievances of Employees in the Public Service, published in Government Gazette No.25209 dated 25 July 2003

government institutions.

- 80% submission rate of PAs of HoDs and advice provided on all PAs submitted for filing.
- Published annual Guidelines on the Evaluation of HoDs.
- HoD evaluation process managed and strengthened.

The focus of this Sub-programme is to, amongst others, evaluate the efficiency of Public Service leadership, propose improvements to leadership practices as well as promote accountable public administration. The PSC has developed a framework for the evaluation of Heads of Department (HoDs) and has been assigned the responsibility to implement this framework by facilitating the evaluation of all HoDs on an annual basis. Through this process HoDs are held accountable and feedback on performance and developmental needs is provided. The HoD evaluation process will be reviewed in collaboration with the Department of Public Service and Administration and the Department of Performance Monitoring and Evaluation in the Presidency.

The performance agreements of HoDs are also filed with the PSC. The PSC provides advice to executing authorities and HoDs on the contents of the agreements with specific reference to the alignment thereof against the strategic objectives of departments. The work of the PSC in this area allows it to reflect and comment on the state of Public Service leadership.

In addition, under this Sub-programme the PSC executes its mandate to investigate, monitor, evaluate and advise on personnel practices in the Public Service. Over the years, the PSC has produced a series of evaluations on the implementation of the Performance Management and Development System (PMDS) in various provinces. The PSC will extend the study to the Free State Province during the 2011/12 financial year. The concerns found in the above studies are that if performance management is not taken seriously at the highest level of administration, one can assume that a similar trend permeates all levels within the departments. In line with this assumption, the implementation of the PMDS for employees in the salary levels 2-12 within the Public Service in selected departments will also be assessed.

As part of its investigative research into public administration practices, the PSC has since 2001 reported on financial misconduct in the Public Service on an annual basis. These reports have heightened awareness of the negative impact of financial misconduct on service delivery and it is hoped that departments will address the issues raised, and in so doing, promote greater accountability and transparency in financial management. The PSC will continue to publish a Report on Financial Misconduct annually.

8.2 Resource considerations

Per Sub-programme	Voted Main appropriation	Adjusted appropriation	Revised Estimate	2011/12	2012/13	2013/14
	R'000	R'000	R'000	R'000	R'000	R'000
Labour Relations Improvement	11 518	11 604	11 604	13 429	13 983	14 685
Leadership and Human Resource Reviews	9 632	9 701	9 701	10 346	10 791	11 332
Total	21 150	21 305	21 305	23 775	24 774	26 017

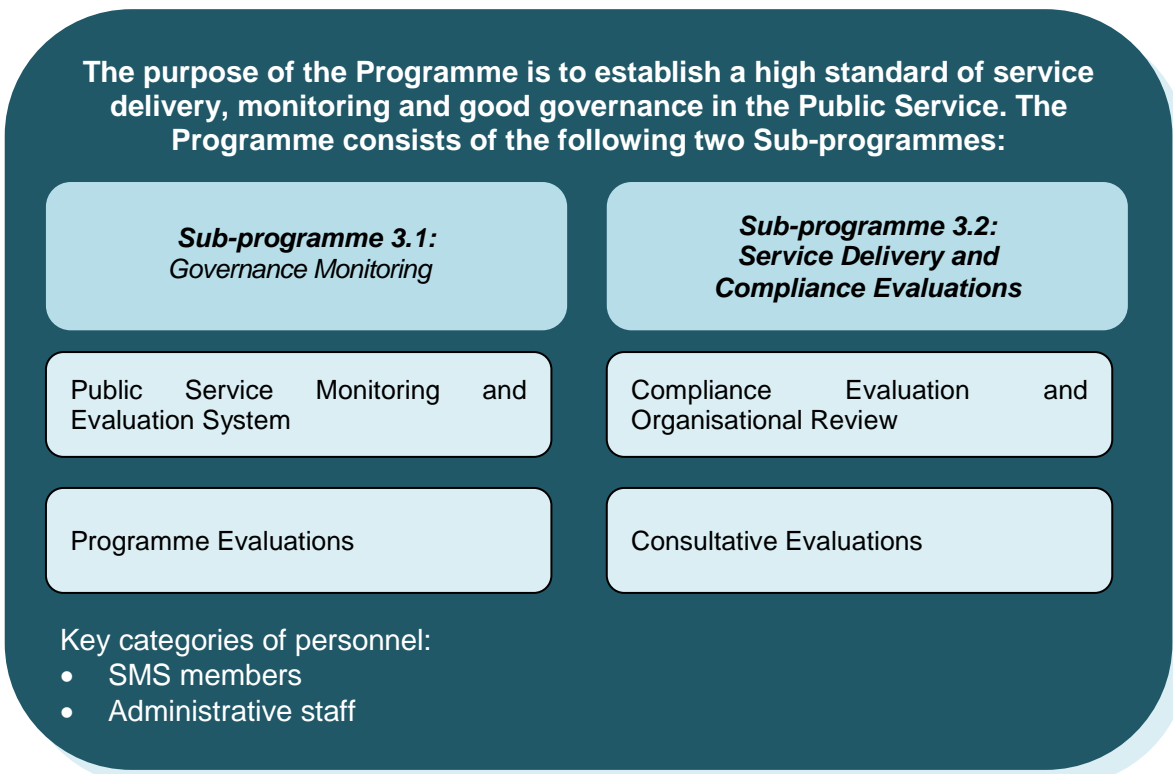
Per economic classification	Voted Main appropriation	Adjusted appropriation	Revised Estimate	2011/12	2012/13	2013/14
	R'000	R'000	R'000	R'000	R'000	R'000
Compensation of Employees	19 005	19 160	19 160	21 048	22 100	23 205
Goods and services	2 145	2 145	2 145	2 725	2 674	2 812
Transfers and subsidies	0	0	0	0	0	0
Payment for capital assets	0	0	0	0	0	0
Total	21 150	21 305	21 305	23 775	24 774	26 017

8.3 Risk management

Risk	Key Management Control
Inability of departments to comply with time frame provided for the resolution of grievances of employees.	<ul style="list-style-type: none"> Issue summons to non cooperative Departments' HoDs to provide an update on the progress with the resolution of grievances. Investigation of all the existing grievances referred to the PSC after the lapse of prescribed internal timeframes.
Delay in submission of six monthly reports or submission of inadequate information on grievances to the PSC.	<ul style="list-style-type: none"> Quality Checklists of required information provided to departments. Forward reminders to departments. Issue letters of caution for non-cooperation by departments. Issue summons to non cooperative Departments' HoDs to provide information.
Slow rate or the lack of response from departments in relation to project information requests.	<ul style="list-style-type: none"> Quality Checklists of required information provided to departments. Forward reminders to departments. Issue letters of caution for non-cooperation by

Risk	Key Management Control
	<ul style="list-style-type: none"> departments. Issue summons to non cooperative Departments' HoDs to provide information.
<p>Evaluations of HoDs not conducted on time as a result of:</p> <ul style="list-style-type: none"> EAs may not initiate the evaluation of HoDs. Incomplete evaluation documents submitted. Unavailability of panel members leading to constant postponements. 	<ul style="list-style-type: none"> Reminder letters, SMS and telephone follow-ups for submission of documents. Improve liaison between officials of the PSC and EAs offices for evaluation meetings. Information on availability of the PSC and EAs communicated on time. Rigorous analysis of documents and quality synopsis provided to the stakeholders. The evaluation of HoDs will be managed according to the evaluation guidelines. Non-compliance will be reported to Cabinet. Cabinet and Parliament to ensure that corrective measures are taken where necessary.

9. PROGRAMME 3: MONITORING AND EVALUATION



9.1 Strategic Objectives

Strategic Objective 3.1	Governance Monitoring
Objective statement	Good governance and improved governance practices in the Public Service promoted through recommendations.

Baseline 2010/11	<ul style="list-style-type: none"> • Twenty one reports produced on the evaluation findings of departments' adherence to the Constitutional Values and Principles of Public Administration. • Three consolidated M&E Reports. • A report on the State of the Public Service (SOPS) produced. • Engagements on the SOPS report • A factsheet on the state of the Public Service in a province produced. • A report on the evaluation of a departmental programme produced.
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Sub-programme: Governance Monitoring promotes good governance and improves governance practices in the Public Service. It undertakes institutional assessments, which involves assessing the management practices of departments against the nine values in section 195 of the Constitution, using a standardised assessment instrument.

The PSC has already issued 153 departmental assessment reports and 7 consolidated reports on the trends emerging from the 153 departmental assessments. It also undertakes programme evaluations, which involve the evaluation of the success of government delivery programmes. The PSC has published 4 programme evaluation reports under this initiative. Governance Monitoring is also responsible to publish periodic state of the public service reports, which comment on the overall performance of the Public Service and advises on the direction government should take to improve public administration. The PSC has already published nine editions of the State of the Public Service Report.

Strategic Objective 3.2	Service Delivery and Compliance Evaluation
Objective statement	Service delivery improved through public participation and monitoring of quality audits through reports with recommendations.
Baseline 2010/11	<ul style="list-style-type: none"> • A report produced on citizen satisfaction survey based on the key drivers of citizen satisfaction. • 10 service delivery inspections reports produced. • A consolidated report on inspections produced. • Two research reports on compliance evaluations produced. • An oversight guide on the organization of the public service produced.

Sub-programme: Service Delivery and Compliance Evaluation is responsible for the promotion of improved service delivery through public participation and assessing the effectiveness of service delivery mechanisms in the Public Service. To this end, an assessment of public participation practices in the Public Service has been conducted

and subsequently a template on developing public participation guidelines was developed. The PSC believes that gauging the level of citizen satisfaction with public services is important in determining whether the services provided meet the needs and expectations of the citizens. Since 2001, the PSC has annually surveyed various national and provincial departments and produced annual reports on citizen satisfaction. To meaningfully advise on service delivery improvement, since 2006 the PSC has, in addition, annually conducted service delivery inspections in various national and provincial departments and produced individual and consolidated reports on the inspections. To further strengthen public service delivery, assessments of the effectiveness of the *Batho Pele* in public service delivery have been conducted, concluding the series of evaluations (9) of the implementation of the *Batho Pele* principles. The PSC has also continued with its efforts of assessing the effectiveness of innovative mechanism by conducting a study on the role of agencification on public service delivery. Furthermore, the PSC has produced an internal oversight guide to guide its role in assessing the organization of the Public Service.

9.2 Resource considerations

Per Sub-programme	Voted Main appropriation	Adjusted appropriation	Revised Estimate	2011/12	2012/13	2013/14
	R'000	R'000	R'000	R'000	R'000	R'000
Governance Monitoring	11 121	11 198	11 198	11 959	12 471	13 098
Service Delivery and Compliance Evaluations	10 684	10 757	10 757	11 259	11 710	12 298
Total	21 805	21 955	21 955	23 218	24 181	25 396

Per economic classification	Voted Main appropriation	Adjusted appropriation	Revised Estimate	2011/12	2012/13	2013/14
	R'000	R'000	R'000	R'000	R'000	R'000
Compensation of Employees	18 154	18 304	18 304	19 965	20 962	22 011
Goods and services	3 651	3 651	3 651	3 253	3 219	3 385
Transfers and subsidies	0	0	0	0	0	0
Payment for capital assets	0	0	0	0	0	0
Total	21 805	21 955	21 955	23 218	24 181	25 396

9.3 Risk management

Risk	Key Management Control
Slow implementation of recommendations (Impact)	<ul style="list-style-type: none"> Tracking of implementation of recommendations. Advocacy of findings and recommendations.

Risk	Key Management Control
	<ul style="list-style-type: none"> Interaction with Portfolio Committees. Interaction with the Presidency, G&A Cluster, Provincial Legislatures.
The quality of information and evaluations may not meet stakeholder needs. i.e. Poor information, inaccurate and incomplete information in the database.	<ul style="list-style-type: none"> Management protocol on tracking of recommendations. Meta Evaluation of data collected.
Donor funding not reliable leading to a cancellation of projects	<ul style="list-style-type: none"> Develop strategy to obtain donor funding.
The recommendations to executives and legislatures may not be relevant and timeous as a result of a lack of consultation at initial engagement phase and delays in finalising the projects.	<ul style="list-style-type: none"> Consultation with stakeholders at project initiation phase. Project Management.
Ensuring that staff are able to deliver quality services and products and the management thereof.	<ul style="list-style-type: none"> All staff are exposed to the same form of relevant enrichment in Monitoring and Evaluation. The Monitoring and Evaluation Assessment Framework was reviewed.

10. PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION

The purpose of the Programme is to undertake public administration investigations, promote a high standard of professional ethical conduct amongst public servants and contribute to the prevention and combating of corruption.

The Programme consists of the following two Sub-programmes:

Sub-programme 4.1: Public Administration Investigations

Public Administration Investigations (1), (2) and (3)

Forensic Specialist

Key categories of personnel:

- SMS members
- Administrative staff

Sub-programme 4.2: Professional Ethics

National Anti-Corruption Hotline

Professional Ethics Research and Promotion

Management of Conflicts of Interest

10.1 Strategic objectives

Strategic Objective 4.1	Public Administration Investigations
Objective statement	Audits and investigations into public administration practices undertaken and advice on good practice and recommendations provided.
Baseline 2010/11	<ul style="list-style-type: none"> • 22% of full-scale investigations commenced with in the financial year completed and reports with recommendations produced. • 28% of desk-top investigations commenced with in the financial year completed and a finding made. • 55% of service delivery cases reported to the National Anti-Corruption Hotline completed and findings made. • Two research reports on public administration practices.

The PSC conducts public administration investigations either of own accord, or on receipt of complaints lodged by public servants and members of the public through various access mechanisms. Key to such access mechanisms are the Complaints Rules and the National Anti-Corruption Hotline. The PSC can also conduct public administration investigations as a result of requests from the Executive, both at national or provincial level, and at the request of Parliament and Provincial Legislatures. These investigations relate to maladministration, allegations of corruption, unethical behaviour and poor service delivery. Through investigations the PSC reports on compliance with national norms and standards, provides advice on best practice and recommends corrective actions that must be undertaken by departments.

Since the implementation of the PSC's Complaint Rules in 2000 there has been a steady increase in the number of complaints lodged with the PSC, from 45 in 2004/2005 to 104 in 2010/2011 (as at 28 February 2011). In addition, since the inception of the National Anti-Corruption Hotline (NACH), service delivery related complaints lodged with the NACH have decreased from 757 lodged in 2005/2006 to 105 lodged in 2010/2011 (as at 28 February 2011). Service delivery complaints emanating from the NACH were not anticipated at the time of the establishment of the NACH due to the fact that the NACH was instituted primarily for combating corruption. However, both members of the public and public servants have increasingly been encouraged to lodge service delivery complaints with the respective departments.

During the current MTSP, the PSC will create a conducive environment for the Sub-programme to solely focus on investigations of the complaints received. It is hoped that such an environment would allow for the PSC to conduct more full-scale investigations of the complaints lodged.

Strategic Objective 4.2	Professional Ethics
Objective statement	A high standard of ethical conduct among public servants promoted and contribute to preventing and combating corruption through recommendations.
Baseline 2010/11	<ul style="list-style-type: none"> • Management of the Financial Disclosure Framework and development of a Framework on lifestyle audits. • Management of the National Anti-Corruption Hotline. • Reports on Professional and Ethical Conduct in the Public Service.

Since the government identified crime and corruption as one of its five priorities, the PSC has intensified its initiatives that contribute towards government's effective fight against corruption. The PSC has strengthened its work in the area of anti-corruption with the hope of researching new strategies that would deepen awareness in the Public Service. An Integrity Barometer has been developed in consultation with selected departments. The Barometer will primarily draw factual information based on the application of integrity measures and the management of integrity systems by departments. However, it will also draw to some degree on perceptions of the state of integrity in the Public Service by public servants. During the 2011/12 financial year the instrument will be piloted with selected departments.

The PSC has since 2003 been tasked by Cabinet to manage the National Anti-Corruption Hotline (NACH). In this regard the PSC is responsible for the timeous and accurate referral of cases of alleged corruption to national and provincial departments, analyzing feedback and capturing it on the Case Management System (CMS) of the NACH. Since the inception of the NACH, one thousand seven hundred-and-sixty-one (**1761**) cases were closed on the CMS after investigations were finalized by the departments. A total of eight hundred-and-fifty-four (**854**) cases were closed on the CMS in respect of national departments and eight hundred-and-forty-four (**844**) cases in respect of provincial departments. Furthermore sixty-three (**63**) cases relating to public bodies were closed on the CMS. A total of **1499** officials were charged with misconduct for corrupt activities. These figures shows that the NACH has since its inception contributed to reducing the levels of corruption in the Public Service. Furthermore, the successful investigation of cases of alleged corruption reported to the NACH has resulted in the recovery of **R110** million from perpetrators by various departments.

To manage potential conflicts of interest amongst public servants and thereby ensure greater accountability, many democracies such as South Africa, have introduced financial disclosure regulations. Financial disclosure regulations set obligations on senior public officials to disclose their registrable interest and are aimed at preventing conflicts of interest. Senior managers in the Public Service are entrusted with public funds and, therefore, they need to maintain the highest standard of professional ethics. Their integrity and that of their departments must be beyond question. Therefore, the introduction of a Financial Disclosure Framework (the Framework) in the South African Public Service was seen as imperative. This Framework requires all members of the

Senior Management Service (SMS) in the Public Service to disclose all their registrable interests annually to their Executive Authorities. The Executive Authority in turn, is required to submit a copy of the financial disclosure form to the PSC by 31 May of each year. The PSC manages the Financial Disclosure Framework in the Public Service. In managing the Financial Disclosure Framework, the PSC seeks to maximise the following objectives:

- Remind senior managers to disclose their financial interests
- Monitor compliance with the Financial Disclosure Framework
- Raise awareness of activities that can be construed as potential or actual conflicts of interest

The compliance rate to the Financial Disclosure Framework has increased over the last two financial years from 81% in 2008/2009, to 88% in 2009/2010 as at 28 February 2011. In order to raise awareness on conflicts of interest issues, the PSC will continue to report, through the Financial Disclosure Framework, on the extent to which conflicts of interest exist within the Public Service.

In addition to research and evaluation of professional ethics, the PSC is also the assigned Secretariat of the National Anti-Corruption Forum (NACF). The NACF is a partnership formed to provide advice on anti-corruption mechanisms to the three sectors which comprises government, business and civil society. The PSC provides secretarial services to the NACF and also plays a facilitating role amongst the three sectors to assist with the implementation of the National Anti-Corruption Programme of the NACF. The NACF will host the 4th National Anti-Corruption Summit in the 2011/12 financial year.

10.2 Resource considerations

Per Sub-programme	Voted Main appropriation	Adjusted appropriation	Revised Estimate	2011/12	2012/13	2013/14
	R'000	R'000	R'000	R'000	R'000	R'000
Public Administration Investigations	11 018	11 101	11 101	12 317	12 872	13 517
Professional Ethics	11 915	11 988	11 988	12 837	13 270	13 940
Total	22 933	23 089	23 089	25 154	26 142	27 457

Per economic classification	Voted Main appropriation	Adjusted appropriation	Revised Estimate	2011/12	2012/13	2013/14
	R'000	R'000	R'000	R'000	R'000	R'000
Compensation of Employees	18 987	19 143	19 143	21 300	22 364	23 483
Goods and services	3 946	3 946	3 946	3 852	3 778	3 974
Transfers and	0	0	0	0	0	0

subsidies						
Payment for capital assets	0	0	0	0	0	0
Total	22 933	23 089	23 089	25 154	26 142	27 457

10.3 Risk management

Risk	Key Management Control
Inadequate information provided by complainants, especially anonymous complainants.	<ul style="list-style-type: none"> Complaints Rules Gazetted, which contains a form to elicit particular information. The Complaints Rules indicate that complaints will not be investigated in cases where the information provided is insufficient to render the successful outcome of an investigation likely. NACH Call centre agents trained and provided with templates to obtain maximum information.
The slow rate or the lack of response from departments in relation to complaints	<ul style="list-style-type: none"> Checklists developed on various public administration practices to enable departments to provide relevant information. A list of contact persons in departments to assist in providing the responses has been compiled. Forward reminders to departments. Issue letters of caution for non-cooperation by departments. Issue summons to non cooperative Departments' HoDs to provide information.
Poor attendance of NACF meetings by stakeholders will result in the NACF becoming inactive.	<ul style="list-style-type: none"> Memorandum of Understanding to be reviewed to include formalisation of membership.
Identity of whistle blowers and security of system may be compromised.	<ul style="list-style-type: none"> Awareness campaigns and training of stakeholders. Provide guidance and training to NACH call-centre operators. Complaints of a confidential nature are hand delivered to departments.

PART C: LINKS TO OTHER PLANS

11. LINKS TO THE LONG TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

The PSC do not have long term infrastructure and other capital plans.

12. CONDITIONAL GRANTS

The PSC does not pay conditional grants.

13. PUBLIC ENTITIES

The PSC does not have Public Entities reporting to it.

14. PUBLIC-PRIVATE PARTNERSHIPS

The PSC has no plan over the medium term to enter into Public-Private Partnerships.